

CHAPTER 5 ~~e~~Corporate social responsibility practices within international hotel chains in Port-au-Prince, Haiti, Caribbean

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Abstract

-Developing nations comprise economically-weak societies, where a large portion of the population struggle to secure their daily basic needs. International hotel chains are often welcomed ~~in~~ such ~~countries~~~~lands~~, with the expectation that their operations will contribute towards ~~the~~ socio-economic development ~~of the country~~. However, experience ~~has~~ so far indicated that such ~~an~~ investment has not contributed to the betterment of the residents' lives. Hence, there is growing demand ~~by~~ many advocate groups and society at large, for corporations to benefit the communities in which they operate. Corporate Social Responsibility

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(CSR) is increasingly used as a ~~way for international hotel chains to give back to society. means of giving back to the society in which international hotel chains operate.~~ Based on this premise, the aim of this chapter is to analyze the CSR practices and the way they are implemented in the following five ~~hotels parts of~~ international hotel chains: a) The Royal Oasis; b) The Navarra Hotel Haiti - El Rancho; c) The Best Western Premier; d) Marriott International; ~~and and~~ e) the Marriott Port-au-Prince. ~~All are~~ in Haiti, ~~Caribbean~~, a post-colonial and post-disaster tourism destination. The study is based on a qualitative, exploratory, content analysis of secondary data, derived from the websites of the five ~~previously mentioned international~~ hotel chains ~~operating in Haiti, Caribbean~~. ~~Accordingly,~~ the analysis indicates that the hotels exercise various CSR initiatives, which could ~~also~~ benefit ~~also~~ the country as a whole, if they were closely aligned with its broader economic, social, and environmental imperatives. The study concludes that the Haitian Government should have a paramount role in the design~~ing~~ and implementation of CSR initiatives used by international hotel chains operating in Haiti. On the one hand, this might represent a barrier to entry for hospitality investments into the country. On the other hand, ~~however,~~ it could be an effective ~~way means~~ for the government to predetermine and gauge ~~the~~ responsibility of hospitality investment ~~into~~ host communities.

Keywords: –Corporate Social Responsibility, Practices, Hospitality, Developing Countries Haiti, Caribbean

Introduction

Corporate Social Responsibility (CSR) can be defined as “a concept by which companies integrate the interests and needs of customers, employees, suppliers, shareholders, communities and the planet into corporate strategies” (Sloan et al., 2013, p.-242). However, one of the biggest challenges ~~facing of~~ the hospitality sector is ~~how the way~~ to manage its responsibility towards the society/ies within which it operates. On the one hand, there appear to be major international hotel chains like Marriott International or Shangri-La Hotels and Resorts, which have been quite proactive toward their CSR practices as they have taken significant steps to integrate a socially responsible economic, social, and environmental dimension into their stated policies regarding business conducts and ethics. Fair payment terms ~~for~~ suppliers, being honest and transparent with customers, and giving priority to local workers whenever a job is available, ~~among others,~~ are ~~examples of~~ CSR practices adopted by these hospitality establishments (Sloan et al., 2013).

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Or '...used as a way for international hotel chains to give back to society'?

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On the other hand, and even though a growing number of international chains operate in developing countries and/or emerging economies, this does not always lead to an improved standard of living in the places concerned. Developing nations have various deficiencies and comprise economically-weak societies, where a large segment of the population struggle to meet their basic needs. Given the poor institutional environment, the situation often harbors illicit capital outflow from poor countries into rich ones (Dobers & Halme, 2009). This is also the case in the Republic of Haiti, a sovereign state located on the western part of Hispaniola, which is the second largest island in the Greater Antilles archipelago of the Caribbean. It occupies the western three eighths of the island, which it shares with the Dominican Republic. Its size is 27,750 square kilometers and its population is estimated to be 10.6 million (IMF, 2015).

Based on ~~the above~~ this premise, this chapter aims to identify whether international hotel chains operating in Haiti, which is also regarded as one of the most corrupted countries in the world (Corruption Perceptions Index, 2012), engage in CSR practices, ~~and if so, how as well as~~, the way they are implemented. To achieve this aim, the CSR practices of five international hotels operating in Haiti were investigated using a qualitative approach, and adopting content analysis to study and analyse their websites. The hotels were: a) The Royal Oasis; b) The Navarra Hotel Haiti - El Rancho; c) The Best Western Premier; d) Marriott International; ~~and e) and the~~ Marriott Port-au-Prince, with 'five Hibiscus' (Haiti is using an 'Hibiscus' and not a 'Star' classification. Hibiscus is the national flower of Haiti. It is also known as the 'choublack' flower, and it is considered as the country's symbol). see also below for more details) ~~operating in Haiti are investigated through a qualitative approach by using content analysis to study and analyse their websites.~~ To date, academic research on tourism development in Haiti is extremely limited, let alone academic research on CSR in the hospitality sector, probably since the destination is not a major player in the tourism industry (Seraphin, 2014).

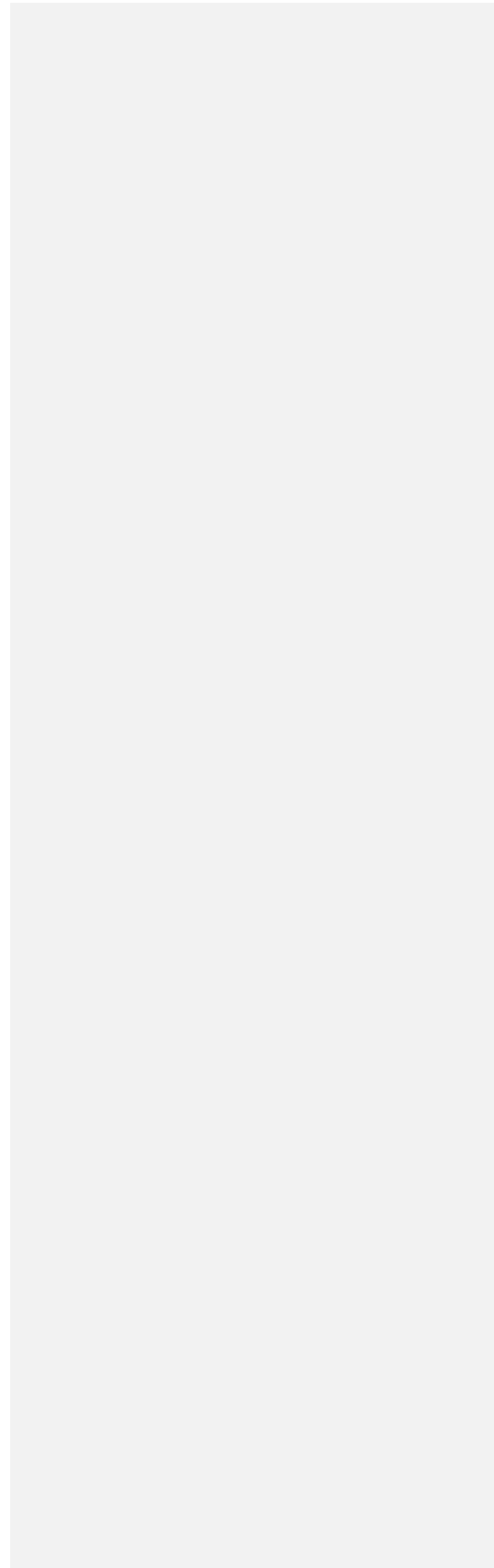
The structure of the chapter is ~~built~~ as follows: initially CSR in developing countries is discussed, followed by an account of CSR in the hospitality sector in developing countries. Then, the hospitality sector in Haiti and the CSR practices implemented by the international hotel chains operating in Haiti are ~~also~~ discussed. ~~Whilst~~ The subsequent methodological

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| [section part](#) elucidates the way the study was carried out and finally the findings are presented and discussed to fulfil the aim of the chapter.



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CSR in Developing Countries

According to Friedman (1970), CSR as a concept, and/or philosophy, historically emerged as a means to counteract unethical and illegal behaviour of the corporate world as exposed and denounced by charities and Non-Governmental Organizations (NGOs) among others. Examples include ~~but are not limited to~~ Shell's (oil and gas multinational company) operations in the Nigeria Delta region (wetland area), where the livelihood of Nigerians was put at risk due to the company's environmental mainly distractions; the use of a child workforce by Nike, a multinational footwear company, in Asian factories (Bohdanowicz & Zientara, 2008); and the tax avoidance cases of many other multinational companies, which instead of funding schools, hospitals and roads in needy countries transfer their money to their sister companies (Actionaid, 2015). In 2012, Starbucks had sales of £400m in the UK, but, instead of honoring its tax obligation, it transferred proceeds to a Dutch sister company. Likewise, Amazon, which had sales of £3.35 billion in 2011 in the UK, reported a 'tax expense' of only £1.8 million, whereas the rest of the takings had not been reported (Barford & Holt, 2013). Contrary to such mal-practices, the concept of CSR is based on the premise that profit making firms should justify their existence not only by being responsible to their shareholders but also to the rest of their stakeholders and especially to the host communities (Holcomb et al., 2007).

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Further, given the weak institutional environment of developing countries, the situation often harbors illicit capital outflow from poor countries to rich ones (Dobers & Halme, 2009). ~~For this reason~~ ~~As such~~, CSR in developing countries is viewed as an important practice. According to Demuijnck & Ngnodjom (2013), Jeppesen et al. (2012), and Ibrahim and Karatas-Ozkan (2011), common characteristics of developing countries include ~~among others~~: low levels of living characterized by low income, high population, poor healthcare, high unemployment, inadequate education, discrimination, unfair treatment of employees, predominance of agriculture, lack of potable water, over-use of natural resources, low levels of industrialization and urbanization, dominance of the informal sector, underdeveloped labour, and underdeveloped markets. Thus, companies trading within such economically and socially weak environments have ~~the~~ responsibility to protect the environment and its people. Hence, the fundamental notion behind CSR implementation is supported by the argument that businesses have an obligation to ~~act~~ responsibly towards their host environments, and/or if possible to maximize positive impacts (Visser & Tollhurst, 2010).

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As early as in the seventies, Carroll (1979) identified four types of CSR, namely: economic, ethical, philanthropic, and legal. The first one, economic ~~CSR in nature~~, implies that a firm trading within a given developing country provides a return on investment to owners and shareholders, thus creating jobs and fair pay for workers. For example, the South African Food Lover's Market company, operating in Mauritius, displays its CSR engagement by economically supporting the locals, ~~through~~ dedicating a space within the market for the selling and promotion of local Mauritian products (Defi Plus, 2016). Likewise, Sherritt International, a Canadian Resource company, operating in Cuba, meets its economic responsibilities by providing jobs ~~for~~ locals, rather than hiring expatriates (Freiberg, 2012). By the same token, the Spanish company Sol Meliá Hotels and Resorts, which also operates in Cuba, ~~it~~ employs mostly Cuban citizens and ~~is sourcing~~ from local producers. These practices ~~demonstrate an attempt by the companies to maximize their contributions towards, and positive impacts upon, local societies depict a contribution towards maximizing the positive impacts of the companies' operations on the local societies~~ (Visser & Tollhurst, 2010).

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The second type of CSR complies with ethical norms mainly derived from religious convictions, humane principles, and human rights commitments. Ethical responsibility encompasses activities that are not necessarily codified into law, but nevertheless are expected to respect people, avoid social harm, and prevent social injury. While in some Ghanaian communities, women's emancipation and education might still be perceived as ~~a~~ taboo, Gold Fields, a mining company operating in Ghana, has assumed its ethical responsibility towards women's communities by contributing to their education (UNFCCC, 2007).

The third type of CSR relates to discretionary judgement and choice, where firms have the prerogative to decide on specific good cause practices or philanthropic contributions. Sherritt International, provides in-house training in health and safety, ~~and as well as~~ environmental issues to its employees ~~working at their companies~~ (Freiberg, 2012). In so doing, the company brings awareness to the local community of ~~a~~ healthy living, ~~the~~ environment and sustainability issues. ~~In this way~~ ~~Accordingly~~, Sherritt International is compensating ~~the~~ Cuban communities for making use of ~~their~~ resources and environment while engaging in business, a point also raised by Holcomb et al. (2007).

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The fourth type ~~refers to~~ legal CSR, which necessitates ~~expectations of~~ legal compliance. For instance, companies in Mauritius must dedicate 2% of their annual profit ~~to~~ CSR activities and ~~these~~ ~~is~~are enforced by law (Gokulsingh, 2011).

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CSR has different manifestations and expressions across different national, religious, social and economic contexts (Jamali & Neville, 2011). The motives for CSR vary and are strongly related to: the meeting of stakeholder expectations (Adi & Grigore, 2015); building organizations' reputation/image through altruistic causes ~~such as~~like corporate philanthropy (Sánchez, 2000); investing in additional environmental causes (Uecker-Mercado & Walker, 2012); ~~providing~~ protectiong from ~~possible~~issues that may arise (Pendse, 2012); and meeting legal requirements (Theofilou & Watson, 2015), among others.

Thus, the performance of CSR has raised concerns; when it comes to its pursuit at a developing country level. Developing countries have different unique circumstances with different political, economic, socio/cultural, technological, environmental, and legal external environments. For instance, informal enterprises and micro-enterprises that tend to be born out of necessity in the developing world have different priorities ~~with regard to their~~in the wider social and environmental functions (De Kok, Deijl & Veldhuis-Van Essen, 2013; Demuijnck & Ngondjom, 2013). To ~~illustrate~~support this claim, small island developing states like the Cook Islands (Pacific Ocean), which are prone to natural calamities like flood, cyclone and tsunami, would define CSR in terms of protection of ~~their~~its inhabitants against such calamities. ~~Here, CSR and it~~ is ~~accordingly~~expressed by ~~contributing towards~~building refugee centres ~~and~~ stronger houses, ~~by improving~~ food security and ~~protecting~~ potable water ~~supplies~~.

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Further, in disease-prone countries like Ghana, Ethiopia and Eritrea (developing African countries), CSR is synonymous ~~with~~ health care assistance, vaccination, medical infrastructures and equipment needed to eliminate diseases like malaria, tuberculosis and diarrhoea. Developing countries need international assistance to reduce the risk of disasters and raise the resilience of communities to ~~the~~ever-increasing extreme events such as droughts, floods and tropical cyclones (UNFCCC, 2007). ~~As such,~~foreign firms operating ~~in~~ such ~~countries~~lands have to ~~design~~operate their CSR initiatives ~~accordingly~~, in order to be effective.

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Further, a basic assumption of CSR in the hospitality sector is that companies must adapt their behaviour to societal expectations (Sethi, 1975) because different societies have different needs due to their differing levels of socio-economic development. ~~It follows that there~~~~As such, there~~

can be no standard formula for CSR (Van Marrewijk & Were, 2003). For instance, a comparative research conducted by Séraphin et al. (2013) on Haiti, Mauritius and Kenya revealed that because the three countries were at different levels of socio-economic developments, a 'one size fits all' approach to CSR was not applicable. Haiti and Kenya are classified as low income developing countries, whilst Mauritius is an upper middle income developing country (World Bank, 2012). ~~As such,~~ CSR initiatives like fair trade ~~were~~ found to be workable and helpful in an agriculture-inclined ~~country~~ like Kenya, whereas in Mauritius, vocational training was found to be of greater relevance to the locals (Séraphin et al., 2013).

Likewise, in developing countries ~~such as~~ like Uganda and Senegal, CSR initiatives directed towards poverty alleviation and improvement of ~~the~~ literacy are perceived to be more effective (Forstater et al., 2010), ~~than in when as compared to~~ an upper middle income developing country like Mauritius. Hence, the contextual features play an important role in determining the responsibilities of businesses and the implementation of CSR initiatives.

CSR in the hospitality industry in developing countries

Developing countries often view the hospitality industry as a source ~~contributing toward an~~ economic, environmental, and socio/cultural development achieved through job creation, infrastructural and cultural understanding (Bohdanowicz & Zientara, 2009; Cuccia & Rizzo, 2011). However, studies such as that of Page (1999) and Ragoedoo (2009) argue ~~that operating~~ hospitality firms ~~have impact~~ negative impact upon the environment in which they operate. These are reflected ~~in through~~ the degradation of the physical environment, intrusion in ~~to the~~ local life, depletion of resources, job discrimination practices, unfair trading, waste generation, and usage of energy, amongst other things.

~~However, I~~ to mitigate the negative effects of their operations, and to compensate ~~for~~ the damage done to ~~the~~ local communities, hospitality establishments (including international chains) choose to engage in CSR activities. The philosophy of CSR is based on the premise that to be able to continue business ~~in these~~ places, such establishments have to compensate for any losses incurred and engage ~~in the~~ actions that lead to economic, social and environmental protection and development (Bohdanowicz et al., 2011).

~~On a W~~ worldwide scale, as well, many hospitality establishments have increasingly developed and implemented CSR policies (Kasim, 2004) to operate legitimately and comply with internationally set standards. Thus, the last two decades have seen the implementation of various CSR initiatives in the form of community service, fair-trade agreements, community engagement, environmental advocacy, green campaigns, vocational training, and codes of ethics, amongst other things (Gowreesunkar et al., 2015).

~~Some E~~ examples of CSR programmes, as stated in the work of Bohdanowicz & Zientara (2008), include ~~and are not limited to~~ the following initiatives: a) Whitbread's 'Regenerating Communities' by Whitbread, which is a charity that aims to provide basic education to street children; ~~and~~ b) Marriott International's 'Spirit to Serve Our Communities' by Marriott International which aims to reduce poverty by feeding the hungry and building refugee camps. The hotel also makes corporate contributions, and in-kind donations to help victims of disasters through organizations such as the American Red Cross, and the International Federation of Red Cross, ~~and Red Crescent Societies;~~ and finally, c) 'Street Children', by the NH Hotel Group (2003), which aims to help street children.

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Further, a pervasive reality in developing countries is ~~that of~~ illiteracy, unemployment, and an unskilled or semi-skilled population. Hence, local expectations ~~with regard to job prospects are limited~~ ~~are mainly limited on job prospects~~ (Van der Sterren, 2008). To this end, a growing number of hospitality firms express their ethical and socially responsible values (Martinez et al., 2013) by equipping locals with skills and training so that their employability chances increase. CSR is only realistic; if the priorities and needs of individual developing countries are at the heart of the adopted initiatives.

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From an environmental point of view, it could be argued that hospitality is among the few industries, which contemplate ~~for~~ responsible and sustainable practices in developing countries. ~~For instance,~~ ~~P~~ preservation of natural resources, creation of a joggers' park for locals, training of potential suppliers, creation of kindergartens, and protection of the personality and cultural identity of destinations, along with their natural, human and patrimonial resources, are ~~among the few~~ examples mentioned ~~in at the~~ study ~~by of~~ Bigné et al., (2000). Other examples include ~~the~~ 'greening' of hotels, by focusing on policies that are designed to save water and energy, and ~~to~~ reduce solid waste (Green Hotels Association, 2005). To this end, the Marriott International, Intercontinental hotel group, the Starwood hotel group and Hilton hotels purchase and consume only eco-friendly products and prioritise local products (Hilton Sustainability Committee, 2016); Starwood Hotels, 2016; ~~Marriott, 2016~~).

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~~In this respect, m~~ Many of the hotels provide extensive information on their commitment, initiatives and achievements on their corporate websites. However, ~~in some cases~~ the push to 'green' the hospitality industry is often seen as a marketing strategy to attract 'green' customers, ~~whilst~~ ~~as~~ in real terms, the local community does not benefit from the scheme (Knowles et al., 1999). For instance, top managerial jobs in hotels are often reserved for expatriates rather than locals. In Haiti, management positions are assigned to foreigners, who neither speak the local language (Creole) nor have knowledge of the local culture. CSR plans should focus on hospitality training programmes, aiming to prepare locals for more senior positions. Nevertheless, CSR is not a solution ~~for~~ all problems ~~incurred~~. As Dartey-Baah ~~& and~~ Amponsa-Tawiah (2011) puts it, "CSR is about the relationship of the organisation with the society as a whole, and the need for the organization to align values with societal expectations; the implementation of CSR is not a panacea across the world" (p.-12).

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The hospitality industry in Haiti

-Overview of Haiti as a tourism destination

Haiti (see Figure 1) lies between the North Atlantic and the Caribbean Sea in the Greater Antillean archipelago. It occupies the western, smaller portion of the island of Hispaniola, which it shares with the Dominican Republic (Séraphin, 2011). The Caribbean has long been a popular destination, due to the images capitalising on the sunny, white beach paradise islands, colourful cocktails and lively music. Haiti became a popular Caribbean tourist destination between the 1940s and 1960s, due to its rich culture. Haiti was known as The Pearl of the Caribbean (Séraphin, 2010), and as such attracted an international jet set. The singer Mick Jagger, the cartoonist Charles Addams, and the first lady Jackie Kennedy were among those who popularised Haiti (Thomson, 2004).

Figure 1.



Source: Google map

Such popularity was to be short-lived though. In 1957, François Duvalier (aka Papa Doc and father of Jean-Claude Duvalier aka Baby Doc who succeeded his father in 1972) imposed dictatorship on the country. His 14-year reign of terror, assisted by the 'tonton macoute' (a terror squad spearheaded by Francois Duvalier) crippled the tourism industry, as visitors feared to visit the country. Thus, visitor numbers steeply declined.

The earthquake that shook Haiti to its foundations on January 12th 2010, further damaged the tourism industry, as most of the infrastructure was destroyed (Séraphin, 2014). However, recent statistics suggest tourism is slowly recovering. This could be attributed to the current government, (led by President Michael Martelly), who was elected in 2011, and has made substantial efforts to establish a stable environment in the country ever since. As part of these efforts, the Ministry of Tourism and Creative Industry (MTCI) is trying to increase the popularity of the destination by promoting it in various international tourism fairs such as Fitur in Spain, the International Travel Bureau (ITB) in Germany, and the Top Resa in France, among others.

Overview of the hospitality industry in Haiti

In the book 'Bonjour Blanc, a journey through Haiti', Thomson (2004) provides a detailed description of the hotels he visited in Haiti. According to the author's experiences, due to a lack of training and poor service quality, the Haitian hospitality sector has performed very poorly and this to some extent somehow explains why Haiti has still not emerged as a desirable destination (Séraphin, 2015). Further, Thomson (2004) states that such shortcomings need to be imperatively addressed to survive and grow in an ever-increasing world destination competition. In Haiti, hotel owners and the Destination Marketing Organization (DMO) should collaborate to promote the destination through tactical activities, which could include among others monitoring of the service provided and observance of adherence with international quality benchmarks (Thomson, 2014).

In 2014, the Haitian DMO introduced started hotel classification, however rather than using the traditional star system, it uses its national flower – the Hibiscus – to rate its hotels. Table 1 shows that, out of 525 hotels operating hotels in Haiti, only five of them are classified as '5 Hibiscus' hotels by the MTCI. The introduction of the Hibiscus classification has brought in been introduced, in an effort, to motivate hotels to improve quality, as poor service has always been a major issue for Haitian hotels (Thomson, 2014; Thomson, 2004; Theodat, 2004).

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Table 1: Classification of Hotels in Haiti

Classification	Number of hotels
5 h Hibiscus	5 hotels
4 h Hibiscus	7 hotels
3 h Hibiscus	52 hotels
2 h Hibiscus	92 hotels
1 h Hibiscus	21 hotels
Total Classified	177 hotels
Non Classified	348 hotels
Total hotels (classified + non classified)	525 hotels
Total rooms (Classified + non classified)	9,490 rooms

Source: Haiti Libre (2014) Haiti-Tourism: List of all hotels classified in Haiti

The above table ~~1~~, shows that 177 hotels in Haiti ~~have~~ reached the quality standards and ~~they~~ were classified with 1, 2, 3, 4, ~~or~~and 5 ~~h~~Hibiscus. Hotels of international quality standards are still very limited in Haiti (S  raphin, 2011). This ~~is~~ould probably ~~be~~ explained due to the country's weak economy, ~~and~~ a fragile image inherited ~~from~~by years of ~~a~~harsh political dictatorship, and various natural calamities, as ~~it is~~ also explained above.

As ~~also~~ mentioned ~~also~~ above, according to ~~the~~ Haiti Libre (2014), ~~out~~ of the 525 hotels, only five ~~of them~~ are classified as '5 ~~h~~Hibiscus' ~~in Haiti~~ namely: the Royal Oasis (Occidental Hotels and Resorts); the NH Haiti - El Rancho (Navarra Hotels Group); the Best Western Premier (Best Western Hotels and Resorts); the Marriott International and Marriott Port-~~Au~~-Prince (Marriot Group) (counted as one as they belong to the same ~~group~~one); and the Hilton Garden Inn (Hilton Hotels and Resorts) (Hilton was not part of ~~this~~ research as there was ~~in~~ sufficient information to discuss). The above hotels started their operations following ~~the~~ Haitian President's Michael Joseph Martelly's declaration that Haiti ~~was~~ now 'open for business' ~~in~~ May 2011 (S  raphin, 2015). It is important to highlight that until 2012, the hotels in Haiti were small independent ones and essentially owned by Haitians. The only exception was the Club Mediterranean Magic Haiti, operating from 1981 to 1996, which essentially belonged to an international chain. Detailed information about the hotels is provided ~~in~~der the findings and discussions section.

Methodology and research design

A qualitative, exploratory, multiple case study was undertaken to discuss the CSR engagements of the five international hotel chains operating in Haiti. The following international hotels were chosen as case studies: a) The Royal Oasis; b) The NH Haiti - El Rancho; c) The Best Western Premier; d) Marriott International; and e) the Marriott Port-au-Prince. The rationale behind the choice ~~was~~ that these were the only international chains with '5 ~~h~~ Hibiscus' operating in Haiti. ~~This aim~~ was to establish motives behind the initiatives and any links between the initiatives and needs of the communities in which they operate. The secondary data, obtained from the selected hotels' web-sites were studied and analyzed through content analysis, which is often used to study CSR practices (Whitehouse, 2006; Martínez et al., 2013), as to a certain extent, companies are not willing to disclose CSR information. Thus, information available from public sources ~~was~~ used to make inferences. According to Heaton (2004), secondary data analysis is an effective means of analyzing data; when there ~~are~~ time and financial constraints associated with data collection. ~~In the present study, secondary data analysis is related to content analysis of CSR information available on the hotels' websites.~~ A multiple-case study ~~approach~~ was adopted as a strategy; as it is widely used in tourism (Xiao and Smith, 2006) and ~~it~~ has increasingly become "associated with an in-depth exploration of a particular context" (Hammond and Wellington, 2013, p.17).

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Although ~~a~~ case study research is useful as a means of studying information, it is reasonable to suggest that limitations might still apply. For instance, the information displayed on websites might not include key information, due to confidentiality clauses, or might include ~~only~~ partial information ~~which has been included~~ for marketing purposes. Yin (1994) argues ~~that~~ reporting of case study research can be difficult as the validity of the findings and the conclusions reached need to be established. ~~Thus~~, it is recognized that, for the present study, analyses derived from information ~~based~~ on websites might ~~be~~ suffer some ~~limit~~edations in terms of reliability. For instance, ~~it was not possible to determine whether a hotel presenting its CSR engagement was doing so for public relations reasons (as often reported in CSR studies) or to communicate its philanthropic heart.~~ ~~It could not be inferred whether the hotels presenting their CSR engagement had philanthropic reasons at heart or were just doing it for public relations, as often reported in CSR studies.~~ (Bohdanowicz & Zientara, 2008; Dobers & Halme, 2009; Uecker-Mercado & Walker, 2012). Nevertheless, the aim of the study ~~was~~ still achieved given that the research focuses on presenting CSR practices and the way ~~in which~~ they are implemented by selected international hotels operating in Haiti.

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The analysis was based on Holsti's (1969) study on content analysis. According to the latter, content analysis is a well-established research methodology commonly used in social sciences to analyze written communication. Over the past two decades, content analysis research has benefited remarkably benefited from the exponentially increasing volume of electronic data, including articles in general media databases, communications in virtual communities, and textual and pictorial materials from ~~W~~web-sites (Rainer & Hall, 2003; Romano et al., 2003; Wickham ~~&and~~ Woods, 2005). To proceed with the analysis, the researchers investigated the CSR information publicized on the websites of the five above mentioned hotels. Specifically, CSR reports, published interviews ~~with~~ stakeholders, newsletters, CSR management statements, codes of conducts, indicators in the form of money spent on CSR activities, pictures of CSR award winners, messages ~~of~~from chairpersons and key stakeholders were studied and analyzed.

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The findings were compiled in a master document for further analyses. As a first step, CSR information from each hotel was classified according to Carroll's (1979) model of CSR, into economic, legal, ethical and discretionary expectations. Practices related to economic progresses were classified under the economic theme; practices related to social progresses were classified under the ethical and philanthropic theme; practices directed towards environmental protection were classified under the discretionary category; while practices aligned with the national legal framework were classified under the legal category. ~~Then comparisons among data was undertaken. Data was then presented in horizontal forms to allow meaningful inferences and comparisons.~~ Table 27, presents all CSR practices of the hotels which had to do with ~~on~~ society, economy and ~~the~~ environment. After data analysis, the findings ~~we~~are presented under each hotel to depict practices at an individual hotel level. Finally, the findings ~~we~~are merged ~~and discussed and further discussed with~~ ~~one~~comitantly by employing a literature review.

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~~In all research studies, the analysis of secondary data can involve ethical concerns but, since the present study was based on public information advertised on websites, no such problems arose on this occasion.~~

~~Similar to all research studies, secondary data analysis requires attention to ethical concerns. Given that the present study was based on public information advertised on websites, the problems of ethics did not arise.~~

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This section discusses the findings of the study in relation to the CSR activities of ~~the~~ five hotels subsidiaries of international hotel chains operating in Haiti: a) The Royal Oasis-Occidental Hotels Group; b) The NH Haiti - El Rancho-NH Hotel Group; c) The Best Western Premier-Best Western International Hotel Group; ~~d) Marriott International; and e) the Marriott Port-au-Prince-Marriott International Hotel Group.~~

The Royal Oasis Hotel- Occidental Hotels Group

The Royal Oasis Hotel, one of the Occidental Hotels Group, is sprawled over three acres of beautifully manicured grounds and is located in the heart of Pétionville, in Haiti. The hotel has 128 luxurious rooms and suites, four restaurants and five meeting rooms. The Royal Oasis demonstrates its CSR policy via the Oasis Foundation. The hotel affirms its economic, social and environmental commitment at legal, ethical/philanthropic and discretionary levels.

On an economic/social and ethical/discretionary level, the hotel sources from the local communities with 60% of products used by the hotel coming from local suppliers. On a social and ethical/discretionary level the hotel provides staff training, while working closely with the Ministry of Tourism and Creative Industry (MTIC) as well as with various hospitality and tourism training providers. Training is a prerequisite in the hospitality and tourism industry, as it helps to educate all industry stakeholders on related industry issues (Gowreesunkar and Séraphin, 2013). For instance, the sustainability, hospitality and marketability of the destination is considerably dependent upon a well-trained labor force. Haiti, as an unpopular destination, needs skilled tourism players, who understand why the destination needs its tourism industry to perform well, and how this can be attained for the benefit of the Haitian population. Consequently, by engaging in CSR, the establishment will empower its labor force, and make it more employable and able to perform. This ultimately contributes positively to the overall performance of the destination. Medical care is also provided to the hotel group's staff. These initiatives in turn lead to less absenteeism and an increased productivity (Gowreesunkar & Seraphin, 2013).

To motivate staff, the hotel also has in place an employee of the month/year system. The aim is to recognize the best performer and to display a photo of them (of the year or of the month) in public places. Further, each month, the hotel organizes an Art Weekend during which 20 local artists can exhibit their works. This way, the hotel gives opportunities to local artists, while at the same time motivating and rewarding those who have talents in their field.

On an environmental/discretionary level, the hotel makes an immense contribution towards the promotion of environmentally friendly and local products. It also engages in recycling glass and paper, and reduction of energy consumption. For instance, the hotel uses energy saving light bulbs and signs are put in bathrooms to encourage customers to reduce their consumption of water. Thus, it expresses a commitment to the environment, and more importantly, aligns itself with Goal 12 of UNDP Agenda 2063, which encourages responsible consumption and production (UNDP, 2016). Khairat & Maher (2012) argue that an effective CSR plan needs to look at the sustainability of the economy, of society, and also of the environment, which is something that the hotel is trying to achieve. However, its ability is to an extent limited because there is no support or investment from government.

The NH Haiti - El Rancho - NH Hotels Group

The NH Haiti - El Rancho is part of the Spanish NH chain, established in 1978. Today, the group runs hotels in 28 countries across Europe, America and Africa. The NH Haiti - El Rancho, which is one of the group's most expensive and luxurious hotels, is situated in Port-au-Prince, the capital city of Haiti. The property has 72 guest rooms and four conference rooms. Even though the group's CSR policy is stated on ~~its~~ website, there is minimal information regarding NH - El Rancho's individual CSR practices. Hence, it is assumed ~~that~~ practices are uniformed ~~across~~ ~~found~~ the subsidiaries.

The NH group's website publicizes a rather out-of-date CSR annual report as it refers only to ~~the~~ 2013 and 2014 activities. It presents financial figures related to funds allocated for economic, social and environmental practices. Accordingly, and in relation to its social and discretionary responsibility, it supports employees' empowerment through education and training and gives out awards for best entrepreneurial activities, whilst it also supports ~~the~~ local communities. Additionally, at an economic level, and in compliance with its legal labor obligation, the group affirms its CSR commitment by employing mostly locals, whilst the expatriate positions are ~~accounted for a maximum~~ ~~kept to a minimum~~ of 16.8% ~~of posts~~. With regards to the social, ~~and consequently~~ ethical/philanthropic categories, the group organizes Christmas charity campaigns, where second-hand toys and non-perishable food are donated to needy people. In relation to ~~the~~ environmental level, which again is practiced as a discretionary responsibility, the hotel group ~~has~~ ~~in~~ close collaboration with environmentally friendly suppliers, where 88% of the hotels' products are sourced from ~~the~~ local communities. Moreover, the laundry bags have been replaced ~~with ones~~ ~~by those~~ made ~~from~~ ~~by~~ potato starch,

as this is a more environmentally friendly material. The minimal information provided regarding the NH Haiti - El Rancho, refers to the hotel's sponsorship of the national Haitian Volleyball team and various eco-friendly initiatives to do with recycled resources (pens and paper). Accordingly, it could be argued that the NH group (the NH Haiti - El Rancho inclusive) satisfies Carroll's (1979) following CSR categories:— economic, legal, social, ethical/philanthropic and environmental: discretionary categories of CSR.

Best Western Premier – Best Western International Hotels Group

The Best Western Hotels were founded in 1946 and by 1963, it had become the large international chain, known today as the Best Western International Hotel Group. The group comprises 699 hotels and 35,201 rooms in more than 100 countries. The Best Western Premier, Haiti (Table 3) is located in the beautiful hills of Pétionville, a well-known fashionable suburb of Port-au-Prince. Even though the group's CSR policy is stated on the hotel's website, there is minimal information regarding the specific individual CSR individual activities of the Best Western Premier Hotel in Haiti. Hence, it is assumed that the group's CSR activities apply to all of its subsidiaries.

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The Best Western International Hotels Group complies with the ethical/philanthropic and discretionary categories of Carroll's CSR and at a social level through a poverty relief plan. This is being achieved through a partnership with the World Vision (a global relief agency), dedicated to combating poverty. As part of this initiative, the group supplies makes provision for food, clean water, medical supplies and children's education to families in need. These are common practices identified also in other CSR studies (see for example Ragoedoo, 2009; Perez & del Bosque, 2013; Theofilou & Watson, 2015). The Best Western International Hotel Group is the largest corporate provider sponsor of children's sponsorships, supporting as many as 500 children. Pictures of employees helping the needy people are also displayed on their websites. A similar initiative is also noted in the CSR plan of Melia International, a Spanish Hotel Chain. The hotel has a strategic partnership with UNICEF to raise awareness and fight for child protection and the prevention of child sexual exploitation (Perez & del Bosque, 2013). Further regarding the Best Western International Hotel Group, CSR information shows that the group is also engaged in financing micro-enterprises and making philanthropic contributions to victims of natural and epidemic disasters. The only information at this level on the groups'

website regarding the Best Western Premier Haiti Hotel states that the hotel sponsors the Haitian Association ~~of~~ Diabetes and related diseases.

The Best Western International Hotels Group commits on a discretionary basis to the environmental level of CSR by instilling a pro-environment culture among its employees, a point also underlined in the work of Khairat & Maher (2012) on environmental sustainability. For instance, information on the websites of the Best Western International Hotel Group shows that the hotel uses in-room recycling bins, energy efficient appliances, and green cleaning products.

Marriott Port-au-Prince Hotel – Marriott International Hotels Group

The Marriott International Hotels Group is a global leading hospitality establishment with more than 4,200 properties in 79 countries and territories. The Marriott Port-au-Prince hotel offers guests 175 spacious guest rooms, contemporary luxurious facilities and seven meeting rooms (Marriott, 2016). There is limited CSR information on the Marriott Port-au-Prince Hotel, as ~~it~~ was the case for with the other Haitian hotels. Consequently, it is again assumed that the group's activities in a sense are similar across around all the subsidiaries. Accordingly, ~~the~~ group's website publicizes CSR information through its sustainability report which is available for the years 2009 to 2014, dated back from 2009 to 2014. Hence, the group affirms its social responsibilities at an economic, social and environmental level and in an ethical/philanthropic, discretionary, way through commitment to job creation, support for local communities, and preservation of the environment. At an economic/legal labour level, over 95% of the staff employed by the group are local. This point is also echoed in the work of Dartey-Baah & Amponsa-Tawiah (2011) and Sethi (1975) who argue that the hospitality sector must adapt its ~~their~~ behaviour to societal expectations because different societies have different needs due to their differing levels of socio-economic development.

On ~~At~~ a social level, CSR has an ethical/philanthropic form. Information regarding the group in general, and the Port-au-Prince hotel in particular, states that the hotel is engaged in activities such as youth career initiatives, charities, and donations. For instance, the group collaborated with the country's Ministry of Tourism, and selected ten young Haitian people ~~youth~~ for a Marriott Leadership Development training program in 2014. Upon completion of the program, the beneficiaries were to return to Haiti to work at the Marriott Port-au-Prince

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Hotel. Pictures of those ~~young people~~ selected for the Marriott Leadership Development training program are also displayed on the website.

The Marriott Port-au-Prince Hotel takes into account the interest of the public in order to serve the needs of society in a constructive way (Van Marrewijk, 2003). For instance, local artists are given opportunities to exhibit their artworks in the Pan-African festival, which takes place in collaboration with hotels. This initiative helps to put the work of Haitian artists in the limelight and hence ~~creates~~ opportunities for ~~them to take~~ orders and ~~make~~ sales.

~~On~~At an environmental, discretionary level, the hotel ~~acknowledges~~ ~~depicts~~ its environmental responsibility by using solar energy. The Marriott International hotel group meets ~~set~~ sustainability ~~set~~ goals by collaborating with suppliers, governments, non-profit ~~organisations~~ and NGOs, and universities in order to conserve energy, reduce water use, increase waste diversion and incorporate more sustainable materials in its practices.

~~Further comparative discussions~~ ~~The Royal Oasis Hotel, Occidental Hotel~~

All CSR practices were grouped into a table (~~Table 2~~) in order to allow a comparative understanding on the types of CSR ~~to be found in~~ the international ~~hotel~~ chains ~~of hotels~~ in Haiti. The CSR responsibilities have been compiled according to Carroll's widely-cited four domains of CSR, namely the economic, legal, ethical and discretionary expectations, in order to fulfil the objectives of the study (Carroll, 1979). Table ~~2~~ illustrates the findings.

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	-Diabetes foundation - <u>Sponsorship of Children sponsorship</u> - CSR Report			
Legal		-Company code of conduct (it incorporates the Principles of the Global Compact and the Global Code of Ethics for Tourism) -CSR report	Marriott's Global Employment Principles align with the Company's Statement on Human Rights, also specified in the United Nations Universal Declaration of Human Rights	
Discretionary	-Energy management programmes	-Investment in sustainable innovation and initiatives -Environmentally friendly hotels	<ul style="list-style-type: none"> -Reducing consumption -Developing green hotels -Sustainability programmes through collaboration with suppliers 	<ul style="list-style-type: none"> - Use of recycled products -Energy management programmes

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From the above table (Table 2), it could be argued that CSR is largely based on the premise that its practice could have a positive impact upon the society and presumably on the brand image of the hotels. This point is also supported in the work of Martinez et al. (2013, p.267)

which argues that “CSR has a greater influence on the affective dimension of brand image and can be seen as having a direct positive effect on brand loyalty”. International hotel chains compete internationally and thus, the role of CSR as a PR tool to generate both functional and affective brand image, and brand loyalty, cannot be overlooked in the process. For instance, in certain destinations, CSR is commonly often utilized as a common PR tool to attract green and eco-tourists, whereas in real terms, the local community does not benefit from such initiatives (Gowreesunkar et al., 2015).

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Further, the reporting of environmental and social issues in the hospitality sector in Haiti has not become a standard practice for companies. This is explained by the fact that there is no regulation or legal obligation with regard to CSR policy, as compared with destinations such as like Mauritius where 2% of the company's net profit, should be directed towards CSR practices (Ragodoo, 2009; Gokulsingh, 2011).

Environmental and social practices are not yet embedded in the hotels' core business strategies, hence the reason why the opening of big multinational chain hotels in the Caribbean attracts criticism (Baker, 2015). Thus, Thomson (2014) contemplates the impact of international hotel chains operating in Haiti:

“New Hilton and Marriott hotels are due to open in Port-au-Prince; change is coming fast. The question is whether the poor — that is, the majority of Haitians — will benefit from the foreign loans and investment, whether money will trickle down from the Hilton to the slums at the harbour's mouth. No doubt something will be lost as the global market brings more all-inclusive resort hotels and standardised Palm Beach sport cabin villages. As in Jamaica in the 1950s, it will be a trade-off between dignity and the mighty dollar [...] but jobs are needed” (p.-14).

Only the Best Western Hotel Group supports micro-enterprises, whilst there is an urgent need for locals to start businesses in order to lift themselves ~~start coming~~ out of poverty. A study conducted by Gowreesunkar et al. (2014) notes that because countries have different realities and priorities, CSR initiatives cannot be standardised. In the context of Haiti, CSR initiatives instigated by these international hotel chains are addressing similar and at times non-important needs. However, ~~cooperation~~ among them could have addressed more urgent issues regarding potable water and the public's right to healthcare, ~~and potable water~~.

Further, as observed in the work of Gowreesunkar et al. (2014), CSR initiatives such as apprenticeships, vocational training, and various social programmes ~~among others~~, often mask other self-interest and profit making agendas. For instance, hotels spending on training could recoup their investment; if the training contract ~~were~~ offered to one of its business partners. Consequently, the involvement of such hotels in CSR ~~could be~~ ~~in a sense~~ perceived as a smokescreen. Companies appear to comply symbolically with economic, social and environmental standards, as ~~this~~ is increasingly regarded as ~~a~~ precondition for global business engagement.

Given that the present study was exploratory in nature and had financial and time limitations, it was not envisaged ~~that data would be~~ ~~collected~~ ~~data~~ from the group's CSR management teams. Thus, it could not be ~~determined~~ ~~inferred~~ whether hotels presenting their CSR engagement had benevolent philanthropy at heart or their practices were part of their PR ~~strategy~~, as often reported in CSR studies (Bohdanowicz & Zientara, 2008; Dobers & Halme, 2009; Uecker-Mercado & Walker, 2012). ~~Based on the data, even though some social and environmental initiatives have been taken by the hotel chains in Haiti, they do not appear to be particularly high priority, especially for those chains that are new to the country.~~ ~~According to the data, even though there are some initiatives on social and environmental issues in Haiti they might not be considered as priorities for the chains, especially for those newly operating on the land.~~

However, as McWilliams ~~&~~ Siegel (2001) put it, international hotels operating in Haiti, a post-disaster destination, should not only be profit-oriented, but ~~they~~ should also balance ~~out~~ a multitude of interests through values delivered to ~~their~~ employees, suppliers, local communities and society at large, ~~and~~ beyond any economic interest. Thus, CSR initiatives ought to consider the weak environment of the land in which they operate, as post-disaster and post-conflict destinations have basic needs and priorities (for example food security ~~and~~ medical aid) to address whereas learning and education ~~ar~~ ~~come at a secondary stage~~.

Given that the hotel chains operating in Haiti have ~~their own a different~~ cultural background, this probably justifies their different approach to CSR engagements. However, these arguments should not be leading CSR decisions, given that the ~~host country~~ ~~land in which they operate~~ has needs and priorities that ought not to be affected by any external corporate culture. CSR has strong contextual characteristics. These features refer to the specific geographic, social,

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cultural and economic policies of the places in which companies operate, ~~and they. These features~~ play an important role in determining the responsibilities of businesses and, consequently, ~~in~~ their responses to CSR issues (European Commission, 2002).

Furthermore, the social, cultural and environmental aspects that companies choose to address vary depending on the ~~ir~~ sector ~~in which companies operate~~ (Whitehouse, 2006). Hence the study supports the view that CSR should be a 'custom-made' process, where each company chooses which practice ~~best~~ matches ~~it best the company's~~ plans and strategy, ~~and~~ as a response to the specific circumstances in which it ~~finds itself operates~~ (Van Marrewijk & Werre, 2003). Drawing on the weak economic condition of Haiti, the socio-economic category should be given a priority which should be monitored by a regulatory body in order to assure compliance with ~~the~~ actual local needs.

It is thought that the adoption of the Global Reporting Initiative² (2014) could assist in the monitoring process ~~as it obliges companies operating in Haiti to report on their CSR policy. -~~ However, such ~~an~~ initiative might appear ~~to beas~~ a barrier to entry for some hospitality investments. Haiti, as mentioned ~~also~~ above, is considered to be one of the most corrupted countries in the world, scoring 19 on the world's corrupt countries' index (Corruption Perceptions Index, 2012), ~~where. Given that 0~~ ~~iequals to~~ the most corrupted country, and 100 ~~to the~~ ~~leastzero~~ corrupted. The judiciary system is also considered ~~toas~~ being the most ineffective (Gutman et al., 2009). This reputation, along with political uncertainty, could make it difficult for the government to implement a responsible and hence sustainable form of socio-economic development. Thus, unlocking change through transformational leadership, enterprise reform and corporate transparency (Visser, 2015) seems to be ~~an absolutely essential~~ ~~'sine qua non' requirement condition~~.

However, as Séraphin's (2015a, 2015b) research points out, the government could give ~~the~~ priority to international hotels operating as franchises and managed by Haitians who are constantly trained and retrained to keep pace with all new trends and practices and ~~to~~ respond to any crises (Lewis-Cameron, 2014). On that basis, CSR and lifelong learning ~~would beare~~ closely related.

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Furthermore, tourism companies should start ~~to initiating~~ environmentally responsible practices that aid sustainable development (Dubois ~~&and~~ Ceron, 2006). These practices are usually inward-oriented and mainly organized around usage of recycled products, energy management programmes and sensitization programmes. Unsustainable tourism practices can impact negatively on the health and well-being of the environment and community, as well as the development of the tourism industry itself (Gowreesunkar et al., 2015).

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Conclusion

The aim of this chapter was to discuss ~~the~~ CSR practices of five international hotel chains operating in Haiti. The CSR content from their websites was analysed and interpreted within the context of the study. Literature reviewed has been helpful in establishing some key issues related to CSR implementation in the hospitality sector of developing countries. When international hotel chains choose to operate ~~ei~~n a given ~~countryland~~, they should compensate locals by engaging into ~~some~~ forms of CSR initiatives which will create ~~amongst other things~~, job opportunities, infrastructural development, enhancement of the local environment, and training ~~among others~~. However, ~~very often~~, in most cases this ~~does is~~ not ~~happen~~the case. What also emerges out of this work is that the five international hotel chains are certainly committed to ~~theirwards~~ ethical, discretionary, legal and economic responsibilities, but, all the hotels under study have, in a sense, similar CSR plans, namely training, charity, environmental programs, and job opportunities for locals.

The findings show that only the Best Western Premier ~~demonstrates~~~~shows~~ its support for micro-enterprises, which ~~are is~~ an immediate need of Haitians who envisage ~~to-starting~~ a business ~~in orderand to lift themselvesome~~ out of ~~the~~ poverty ~~line~~. It has also been brought to light that CSR is used as a PR tool ~~with which~~ to attract green customers and sharpen the ~~company's~~ competitive edge.

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The study concludes that ~~it would be more beneficial to the local population~~ if hospitality businesses in Haiti were managed by Haitians, ~~it could be more beneficial for the local population~~. ~~Thus~~Subsequently, the government ought to support ~~the hiring of locals for more local hire on~~ managerial positions. ~~Accordingly, as~~ one of the poorest countries in the world, Haiti ~~canould~~ effectively benefit from the presence of international companies, only if the government introduces a legal framework to urge ~~theminternational companies~~ to plan their CSR policy according to the needs of the country. A monitoring committee is thus desirable to

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~~observe hospitality operations and monitor hospitality operations to~~ ensure that they align their CSR imperatives with the broader economic, social, environmental context of the country. However, this might represent a barrier to entry for some companies, but from a different perspective, it could be a good way for the government to filter those international chains of hotels having the best interests of the country at ~~their~~ heart.

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