

Louvain School of Management

How to switch young travelers' behaviors to be more sustainable?

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INTRODUCTION

Nowadays, tourism represents one of the biggest economic activities worldwide, as it accounted for more than 10% of the global Gross Domestic Product in 2019 and employed more than 289 million workers in 2021 (Statista, n.d.; United Nations Environment Programme, 2001; WTTC, n.d.). Even if the Covid-19 crisis slowed the sector down, many travelers want to the opportunities they missed, and the industry is expected to grow again in the coming years (Jones, 2022a ; Mandich, 2021). This will allow the economies of the destination countries to benefit from the sector, which will generate higher levels of employment and a development of the regions, among other things (UNET & WTO, 2005).

Despite these positive outcomes, the tourism industry also represents a significant threat to our future, especially when it comes to the environment and its conservation. Every year, 8% of the world's greenhouse gas emissions are indeed generated by the travel sector, and this figure is expected to increase in the years to come (Lenzen et al., 2018; Ochs, 2018). The negative consequences of the industry on our planet are mainly due to the travelers' transportation choices, but also the different kinds of activities and purchases they make while on holiday (Lenzen et al., 2018).

To counteract the risks of tourism and ensure a healthy future, while still allowing people to travel and discover foreign areas, *sustainable tourism* can be seen as a solution. This more responsible form of vacation indeed focuses on three main dimensions to make all tourism more valuable while protecting the environmental resources and contributing to the 17 Sustainable Development Goals established by the United Nations (C. J. Hunter, 1995; Rasoolimanesh et al., 2020; UNET & WTO, 2005; UNPD, n.d.). More specifically, the concept was defined by the World Tourism Organization as “tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities” (UNET & WTO, 2005). Many solutions can thus be considered to travel more sustainably.

In addition to the three main dimensions of sustainable tourism, four main groups of stakeholders have a major role to play in order to spread this new form of travel and ensure a less polluted future. The involvement of tourists, tourism businesses, residents/host communities, as well as their governments is indeed essential. However, research shows that

travelers are the least engaged group, and that this low level of involvement could threaten the development of sustainable tourism (Rasoolimanesh et al., 2020). Moreover, and despite the numerous efforts younger generations are ready to implement to reduce their impact in their daily lives, these consumers are slow in the switch towards more sustainable travel options (Jones, 2022a, 2022b). This is for example true when it comes to transportation choices, as most young tourists travel by plane to get to their holiday destination (Booking.com, 2019a; eDreams, 2017; Pastezeur, n.d.).

These findings and observations led the way to this present thesis, as it is high time to find solutions and prevent the future generations from experiencing a damaged planet because of the abuses of the current world citizens. More specifically, and since young tourists have a major role to play in this transition, we decided to focus on the older part of Generation Z, which will be referred to as *Gen Zers* (Wonkhe, 2019). This generation, aged 10 to 26 at the time of writing this thesis, indeed makes up the biggest part of the global population, perceives travel as an important part of their lives, already makes efforts to mitigate their impact on the environment, but is too poorly committed to the transition towards more sustainable tourism (Amnesty International, 2019; Pastezeur, n.d.; Pathak, 2019). Our objective will therefore be **to find ways of switching their tourism behaviors and making them opt for more sustainable travel options**, both before and during their trip. Due to resource and time constraints, and despite the numerous areas for improvement, we decided to focus on two main components of tourism, namely transportation and purchases on-site.

Since Gen Zers were born with technologies and social media, but also grew up with them, it was important to adapt to their habits. In that sense and given the significant influence Instagram can have on young consumers, we decided to evaluate the impact of specific messages communicated on that platform and then investigate the potential positive improvement in travelers' sustainable intentions (Booking.com, 2019c).

The choice of topic for this final university report also comes from my interest in travel and discoveries, my past life experiences in foreign countries, as well as my reflection on the impact all these trips have on the environment. It even took me a while to realize that travelling by plane several times a year and consuming overseas products was no longer viable if we want to ensure a safe and healthy future to the coming generations. I am therefore convinced that my age group has a major role to play to fight the climate emergency, and I hope I can contribute

to this objective by combining the need to preserve the environment and its resources with the high interest younger generations express for travel in a globalized world where we can get from one point to the other in record time.

In addition to contributing to the preservation of our planet, this present thesis also intends to fill gaps in knowledge, as no literature exists on the most critical points within the traveler's customer journey, nor on the specific age group we focus on. However, it is essential to understand on which moments to play when aiming at reducing the impact on the environment, but also how and what to communicate to our generation of interest, what they are specifically sensitive to, and which variables to manipulate. Moreover, multiple authors investigated the motivations and barriers for tourism businesses and travelers to travel greener, but these sometimes overlap or even contradict themselves. The first chapter of the literature review therefore presents a summary of the reasons that retain or retain push to get involved in the process of sustainable tourism.

In terms of structure, the paper begins with a literature review subdivided into three main chapters. The first one tackles the concept of sustainable tourism, its link and contribution to sustainable development, a comprehensive definition and a description of the most important pillars and stakeholders, as well as the main points of difference with ecotourism. The motivations and barriers for both tourism businesses and travelers to adopt sustainable practices, as well as the current demand for responsible travel follow. The last subsection addresses the attitude-behavior gap which can prevent people from engaging in the process. The second chapter is dedicated to the tourist's customer journey and aims at understanding the process behind the organization of a trip, but also the most dangerous critical points which could threaten the environment and its resources. It also tackles the touchpoints between tourism firms and vacationers. Finally, the third chapter focuses on our generation of interest, the megatrends among this age group, their usual travel behaviors, as well as their involvement into sustainable travel and the main sources of information they make use of.

The second part of the thesis is made of an empirical research and starts with the development of our four main hypotheses and the reflection behind them. The methodology followed for our two studies and the results obtained via surveys within our target population are described in the fifth and sixth chapters. The next section includes a discussion of the findings as well as the managerial and societal implications that arise from the research. It also comprises the main

limitations the study was subject to, and some suggestions for further research in the field of sustainable tourism among young travelers.

Finally, the eighth chapter concludes the thesis by summarizing the objectives and the results obtained.

PART I – LITERATURE REVIEW

Chapter 1 – Sustainable tourism

This first chapter of the literature review aims at defining our field of research, namely *sustainable tourism*. In that sense, the links and the potential contribution to sustainable development, and the Sustainable Development Goals will be highlighted, as well as the most indispensable pillars and stakeholders to focus on and involve in the process. Since some tourism businesses already implemented sustainable practices, their motivations and barriers will then be described. The current demand responsible travel generates among the population comes next, followed by the reasons that motivate or prevent tourists from opting for greener options. The final section will define and explain the gap between vacationers' attitudes and behaviors when it comes to sustainable options.

1.1. Tourism and sustainable development

Due to the big threats our world is currently facing, as well as the too slow progress we are globally making, the importance of sustainable development has increased in the last decades (United Nations, n.d.). The concept of *sustainable development* is defined by the World Commission on Environment and Development as “a process to meet the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987). This approach is based on three interdependent and complementary pillars, namely the economic, social, and environmental stability (United Nations, n.d.). In other words, the main goal of sustainable development is to ensure economic growth and prosperity while protecting the environment and the natural resources over the long-term (Emas, 2015), but also to improve the existence of the entire world population in ways that will be as viable in the future as they are now (UNET & WTO, 2005).

In 2015, the United Nations developed the “Sustainable Development Goals” (SDGs), which were then adopted by all the Member States as part of the 2030 Agenda for Sustainable Development (UNPD, n.d.). This initiative was a universal call to action to end poverty, protect the planet, and assure peace and prosperity to improve everyone's life, in any part of the world (United Nations, n.d.).

Even though the tourism industry has negative consequences on the environment, especially because of greenhouse gas emissions, freshwater use, land use, and food consumption, the contribution it could have towards sustainable development and the achievement of its challenges is huge (Butler, 1991; Gössling & Peeters, 2015; C. Hunter & Green, 1995; C. J. Hunter, 1995; Vitousek et al., 1997). The industry indeed represents a significant part of the world's GDP, as it contributed 10.4% to the global Gross Domestic Product, and generated more than US\$9 trillion in 2019 (WTTC, n.d.). What is more, 334 million employees were working in that industry before the pandemic, and 1 in 4 new jobs was related to the travel and tourism sector (WTTC, n.d.). This dynamic and notable growth, the major contributions of the industry to the economies and employment rates of the countries of destination, as well as the strong relationship and interaction between tourists, the industry, the environment, and the local communities help justify the link between the tourism industry and sustainable development (UNET & WTO, 2005). In addition, travelling makes people more aware and sensitive to environmental issues, but also to social differences between countries and/or cultures (Richardson, 2021). In the end, this affects the way in which they consider sustainability in their everyday lives (UNET & WTO, 2005). A final aspect of the relationship between tourism and sustainable development is their interdependency. One of the most important elements for travelers is indeed the discovery of intact and clean sites, authentic and natural areas, as well as ancestral traditions. This is only achievable if tourists make it possible to preserve these environments and communities (Butler, 1991) in such a way that mutual benefits can be generated (Butler, 1991; Richardson, 2021).

Given the potential of tourism to contribute to each of the 17 SDGs, either directly or indirectly, specific indicators have been developed to keep track of the industry's global impact (Rasoolimanesh et al., 2020). These are called Sustainable Tourism Indicators (STIs), and vary depending on the destination and the sustainability issues faced on-site (Biermann et al., 2017; Rasoolimanesh et al., 2020). Even though a wide range of tools exist, researchers classified them around four dimensions, namely economic, social, environmental, and cultural. Among them, they developed seven key indicators which are employment/job creation, business viability, quality of life, water quality and management, waste management, energy conservation, and finally maintenance of integrity of local communities. These can be assessed thanks to specific measures and can contribute to the achievement of all the SDGs (Agyeiwaah et al., 2017; Rasoolimanesh et al., 2020). For example, decent work and economic growth can be achieved by offering job opportunities for local populations and by implementing policies

that encourage greater diversification via tourism value chains (International Insitute for Sustainable Development, 2018). By engaging local employees and stakeholders, the tourism industry can also contribute to the urban renewal and development while reducing inequalities. It can also commit to world peace and justice by fostering multicultural and interfaith tolerance and understanding, therefore avoiding conflicts. Finally, the whole industry can take part in climate action and in the fight against biodiversity loss by reducing its carbon footprint and imposing more sustainable practices (International Insitute for Sustainable Development, 2018).

1.2. Definition of sustainable tourism

According to the United Nations Environment Program (UNET) and the World Tourism Organization (WTO), sustainable tourism refers to the fundamental objective of making all tourism more sustainable and valuable (Maftuhah & Wirjodirdjo, 1977). It also involves applying principles of sustainable development in protecting the quantity and quality of the environmental resources which support the travel industry and its growth (C. J. Hunter, 1995; UNET & WTO, 2005). This therefore means that sustainable tourism is applicable to all types of trips (both business and leisure) in every possible destination, both for mass tourism and for the existing niche segments.

More precisely, the World Tourism Organization defines sustainable tourism as “tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” (UNET & WTO, 2005, p. 12).

1.2.1. Pillars

Having in mind the definition cited above, the three main dimensions of sustainable tourism are the **economy**, the **socio-culturality**, and the **environment**. These pillars have to be considered carefully, and, in order to guarantee the sustainability of tourism development over the long-term, it is crucial to find the right balance between them (UNET & WTO, 2005). According to WTO, it translates into:

- “Ensuring viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation” to ensure the first pillar is respected (UNET & WTO, 2005, p. 11).
- “Respecting the socio-cultural authenticity of host communities, conserving their built and living cultural heritage and traditional values, and contributing to inter-cultural understanding and tolerance” to ensure the second pillar is respected (UNET & WTO, 2005, p. 11).
- “Making optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural resources and biodiversity” to ensure the third pillar is respected (UNET & WTO, 2005, p. 11).

More concretely, economic sustainability can be achieved by assuring financial profitability and by maximizing the income from tourism, without compromising the two other pillars. This can translate into a thorough selection of local suppliers and businesses in order to support the on-site economies and therefore ensure their competitiveness, economic efficiency, and further development (PATH, 2019). What is more, the industry should contribute to raising the standards of the local population by providing employment to the inhabitants and offering them decent salaries and working conditions, no matter their age, race, or physical state (Janusz & Bajdor, 2013).

To ensure socio-cultural sustainability, attention must be paid to the interests of all the stakeholders involved, ranging from employees, partners, shareholders, to local communities, and it is crucial to prevent them from suffering from negative consequences of the industry (PATH, 2019). The main emphasis should be on the inhabitants from the destination, whose quality of life and access to resources should be enhanced, and whose traditional culture, folklore, and history should be preserved (Janusz & Bajdor, 2013). In addition, it is important to ensure a homogenous access to travel opportunities, for citizens of all age ranges and all origins (Niedziółka, 2014).

Finally, minimizing the use of non-renewable resources, the amount of waste generated as well as the emissions of pollutants to air, water, and soil are solutions to ensure environmental sustainability (Janusz & Bajdor, 2013). This can for instance be achieved through the elimination of single-use plastics, the protection of natural environments such as forests, beaches, or other heritages, and the limitation of the tourist flow (Negruşa et al., 2015; PATH, 2019).

1.2.2. Stakeholders

In addition to the need of considering the 3 dimensions of sustainable tourism simultaneously, it is also essential to ensure the active participation and commitment of all the relevant stakeholders at all times (Byrd, 2007). In our case, and according to the definition of Freeman, who defines stakeholder as “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, p. 46), but also has a legitimate interest in the organization (Donaldson & Preston, 1995), the stakeholders needed to be considered are **tourists** (foreign and domestic), **tourism businesses**, **residents/host communities**, and their **governments**. These groups can indeed affect or be affected by the touristic development of a destination and have an interest in its expansion (Geiger, 2017).

To better understand how these stakeholders can have an impact and ensure the sustainable development of tourism, it is first important to define them more precisely.

A **tourist** can be characterized as a person who travels to places outside their habitual residence and everyday environment, and stays overnight at a destination, due to one or more motivations (Ferri, 2014; OECD, 2002; Ozcan et al., 2019; UNWTO, n.d.). These motivations can vary in nature, and for example include leisure, business, health, or even religion (Elhini & Kafafy, 2021). They therefore represent the demand side.

Tourism businesses, on the contrary, are entrepreneurs providing valuable tourist goods and services to make profit over the long-term (Amoako et al., 2021; UNET & WTO, 2005). They for example cover the sectors of transportation, accommodation, catering, but also entertainment (Revfine.com, 2022). Private and public investors, developers, employees, operators, managers as well as shareholders belong to this category (Lund-Durlacher, 2015). They constitute the supply side.

The **host communities** (also called *residents*) encompass the local people at destination for whom tourism can be seen as a cultural activity and a source of employment (Amoako et al., 2021).

Finally, politicians from **local governments** consider tourism as “a wealth factor in the economy of their jurisdiction” (Goeldner & Ritchie, 2009, p. 5). They are responsible for developing and implementing policies regarding tourism in their country or region, and then ensure the follow-up. According to UNET and WTO, this group of stakeholders plays a major role in the transition towards a more sustainable tourism and should lead the way (UNET & WTO, 2005). To do so, they should provide an environment that enables and encourages all the other stakeholders to adopt sustainability practices. They indeed manage most of the relevant resources and have a big power to change the current regulations.

Of course, as the tourism industry is highly fragmented, the involvement and coordination of all the stakeholders is required to make a positive difference (UNET & WTO, 2005). However, in recent research, it has been shown that residents are the most engaged group, and tourists the least engaged, as compared with governments and businesses (Rasoolimanesh et al., 2020). There is therefore still a long way to go.

1.2.3. Difference with ecotourism

As times goes by, people are becoming more and more aware of environmental issues and are trying to protect our planet as much as they can. This also applies to travels, and in the 1980s, this trend led the way to a new form of tourism, called *ecotourism* (Bulger, 2016). The next decade, the concept grew in popularity, and this was partially due to the growing acknowledgement of the need to preserve our environment and biodiversity while bringing benefits to protected areas and the populations around them (Honey, 1999).

Since there is usually quite a lot of confusion around the concepts of *sustainable tourism* and *ecotourism*, we found it important to make the distinction between them.

In 1987, Hector Ceballos-Lascuráin defined ecotourism as “tourism that consists in travelling to relatively undisturbed or uncontaminated natural areas with the specific object of studying, admiring, and enjoying the scenery and its wild plants and animals” (Ceballos-Lascurain, 1987,

pp. 13–14). In addition, he mentioned ecotourism resources and referred to “any existing cultural manifestations (both past and present) found in these areas” (Ceballos-Lascurain, 1987, pp. 13–14).

Unlike sustainable tourism, ecotourism therefore represents a small segment of nature-based tourism, can be considered as a niche, but does not apply to all types of travels (UNET & WTO, 2005). It indeed does not only embrace the principles of sustainability, but it entails travelers willing to switch from mass tourism and rather discover natural areas without causing any harm nor damaging the environment. Even further, these tourists take a step in the ecological restoration (Mehta, 2006) and engage in educating travelers on local environment and natural surroundings (Donohoe & Needham, 2006). Cultural resources are also an important concern, as ecotourism should contribute to the conservation of local livelihoods and traditions (Richardson, 2021).

1.3. Motivations and barriers for tourism businesses to adopt sustainable practices

Even though the primary objective of this master thesis is to find ways of switching young tourists’ behaviors to be more sustainable, we also found it interesting to look at the business perspective and try to understand the motivations and barriers entrepreneurs are facing when adopting sustainable tourism practices. The main reason behind this decision is the widely recognized importance and indispensability of tourism businesses in the process of sustainable development to maintain prosperity of natural resources, among other things (Ateljevic & Doorne, 2000; Gammack John et al., 2003; Laws et al., 1998). What is more, tourism entrepreneurs are vital to the industry, as they represent the supply side and allow to meet the customers’ needs and expectations. They also have the potential to stimulate tourism growth (Biswas & Mamun, 2018) and have a significant impact on the development of more sustainable forms of tourism (Dibra, 2015; Lordkipanidze et al., 2005; Samihei & Akhoondzadeh, 2013), especially at the local level (Battaglia, 2017). Tourism businesses are indeed capable of making decisions towards more environmentally friendly practices, and this even though they have to follow governments’ regulations.

This section will be split into two parts, namely the motivations of companies to take a step in sustainable tourism, and then the barriers which prevent them from getting started.

1.3.1. Motivations

After conducting research, interviews, and surveys with enterprises from the tourism sector, many authors published scientific articles about the reasons why businesses engage into sustainability. These motivations can vary depending on the organization's size, but also on the firm's main values and culture. In the literature, three theories are used to explain the reasons for engaging in sustainability. They are described hereunder. It is still worth mentioning that after the Covid-19 pandemic, the rate at which businesses commit to reach full neutrality has almost doubled (Gilchrist, 2021).

1.3.1.1. Cost reduction competitiveness

The most referenced motivation for tourism businesses to become environmental friendlier corresponds to the typical rational and profit-seeker enterprise, where sustainability is not part of the *raison d'être*. In this case, managers perform a cost/benefit analysis and only adopt sustainable practices when they perceive higher benefits than costs, or when they see an opportunity for long-term profitability (Dibra, 2015; Garay et al., 2014; UNET & WTO, 2005). Hence, the pro-sustainability behavior can be justified by the reduction of costs, the increase of operational or internal benefits, or any other economic element (Garay et al., 2014). In the end, this will provide the organization with a competitive advantage, but also ensure short-term and long-term paybacks on the investments (J. K. Lynes & Dredge, 2006). The efficiency will also be improved, especially when cutting resource use and waste generation (Cairncross, 2014; Gilley et al., 2000; J. Lynes & Gibson, 1998). For instance, as the price of water increases every year, the installation of a rainwater harvesting system is an opportunity for financial savings, and therefore an incentive to be more sustainable (Jarvis et al., 2010).

1.3.1.2. Societal legitimization

A second argument that can convince businesses to behave more sustainably is the search of societal legitimization in the eyes of other stakeholders. As tourism enterprises depend on market dynamics and trends, they consider sustainable actions as an opportunity to show that they “do the right things” which are visible and expected by others (Garay et al., 2014). Since

tourists are becoming more and more sensitive to traditional cultures, local populations and environmental quality when organizing their travels, companies should maintain a positive corporate image and reputation, and appear as reliable, legitimate, and trustworthy businesses (Dibra, 2015; Jarvis et al., 2010; UNET & WTO, 2005). In this case, sustainability is related to the concepts of responsibility, moral and ethics, and the success of an organization will be measured in terms of social capital acquired (Garay et al., 2014). In addition to convincing the consumers, tourism businesses also have to maintain a good relationship with their staff, consider their expectations, and behave accordingly (UNET & WTO, 2005). Finally, a significant incentive for firms to engage into sustainable practices is the pressure they feel from regulations and regional, national, or even international governments (Bramwell & Alletorp, 2001; Mycoo, 2006).

1.3.1.3. Lifestyle-value drivers

Lastly, Lifestyle-Oriented Motivation (LOM) is a growing trend in many sectors, and tourism is not an exception (Ateljevic & Doorne, 2000). This concept implies that managers engage in sustainability and adopt new practices because it is in line with their lifestyle and values (Ateljevic & Doorne, 2000; Garay et al., 2014; C. Wang et al., 2019), and not because they pursue economic objectives (Williams et al., 1989). This is particularly true for small and medium-sized enterprises (SMEs), which are generally managed by their owners. The pro-sustainability behavior can therefore be explained by the landlord's personality, characteristics, personal choices, and habits, which become part of the business' DNA (Garay et al., 2014). This can sometimes conflict with financial aspirations such as profit maximization, but the managers tend to choose to neglect cost-saving opportunities because of their way of seeing and valuing the world (Sampaio et al., 2012; Thomas et al., 2011). They are neither interested in marketing reasons, and consciously reject business development opportunities to remain in line and express their sociopolitical ideology (Ateljevic & Doorne, 2000). In this case, the decision process can be considered as a journey reflecting the manager's values, and business success "might be measured in terms of a continuing ability to perpetuate their chosen lifestyle" (Horobin & Dewhurst, 1998, p. 30).

1.3.2. Barriers

As for the drivers, we will now explain which barriers can justify the lack of involvement towards sustainability from tourism businesses. Research has shown that, despite being aware

of sustainable tourism, enterprises face many obstacles when considering the adoption of concrete practices. These challenges can be classified into four categories, namely social, economic, environmental, and institutional barriers.

1.3.2.1. Social barriers

A first reason that prevents tourism businesses to engage into sustainability is because they face social barriers. These can be explained by several factors, including low tourism inflow or lack of consumer demand, which can be due to several elements (Midget et al., 2020). Tourists are for example not always aware of the existence of the destination or consider it as unsecured. Other reasons include the lack of on-site facilities such as public transportation, infrastructure, or market installations (Yadav et al., 2018). Other social barriers englobe human-wildlife conflicts, lack of eco-development committees and lack of staff. If local people do not respect the area and only act according to their livelihood requirements (for instance by fishing, poaching, farming, gathering firewood, or sand mining illegally), or do not engage in the wildlife conservation nor in the employment generation, companies will, in turn, have fewer incentives to adopt sustainable tourism practices (Katdare et al., 2011; Reid & Schwab, 2006; Yadav et al., 2018). The engagement, coordination, and cooperation of all the stakeholders are indeed essential to succeed in a more respectful form of tourism (Simpson, 2001).

1.3.2.2. Economic barriers

Another major determining factor for implementing sustainable practices instead of standard ones is related to economic considerations. When contemplating sustainable tourism practices, businesses often perceive extra expenditures and a lower turnover (Barrow & Burnett, 1991; Hobson & Essex, 2001). High investments and important costs are indeed a big concern for companies when they consider implementing sustainable initiatives (Berry & Ladkin, 1997; Midget et al., 2020; Tzschentke et al., 2008). A lack of funding resources can therefore explain why they do not engage into the process (Yadav et al., 2018). This is even more true for businesses for whom economy is a priority over social and environmental concerns and whose main expectation is to develop and grow (Dodds & Butler, 2010). This barrier is observed more frequently in organizations which barely take the future into account and which mainly focus on the short-term implications when making decisions (Simpson, 2001). They are therefore poorly aware of the benefits and the savings which can result from sustainable investments (van Haastert & de Grosbois, 2010).

1.3.2.3. Environmental barriers

Two main environmental barriers can also explain why tourism businesses do not adopt pro-sustainability behaviors. A first reason is the lack of awareness of the importance of local resources and the need to preserve them (Yadav et al., 2018). The local businesses are indeed not always informed about the biodiversity and wildlife and are therefore not motivated to take measures to protect them. This can be due to an undervaluation of the resources in a given natural area. There is also a general lack of knowledge around the concept of sustainable tourism and the available practices that can be implemented to become a greener enterprise (Dodds & Butler, 2010; Yadav & Sahu, 2015). To solve these issues, some authors insist on the importance of educating people around sustainable tourism principles and their relevance in today's world (Moscardo, 2015; Yadav & Sahu, 2015).

1.3.2.4. Institutional barriers

A final reason of not engaging into pro-sustainability behavior is because of institutional barriers (Yadav et al., 2018). These include lack of government incentives, political support, as well as concrete examples on how to put sustainable tourism policies into practice within a business (Dodds & Butler, 2010). Appropriate guidance, management, and monitoring from local authorities are indeed needed to guide enterprises on their process towards sustainability (Ascher, 1984; Lickorish, 1991). Another essential challenge is the close coordination between government bodies and other sectors (such as taxation, transportation, social development, environmental conservation and protection, and resource management) and a high degree of consistence in their actions (Dodds & Butler, 2010; Yadav et al., 2018). In some countries, a significant institutional barrier is the mistrust of companies towards local governments (Hobson & Essex, 2001), as well as poor strategic planning in the development of sustainable tourism (Yadav et al., 2018).

1.4. Current demand for sustainable tourism

Now that we have a better understanding of why tourism businesses engage (or not) into pro-sustainability behavior, it is interesting to look at market trends and see if sustainable tourism is gaining popularity among travelers. As highlighted by many authors, the process of

sustainable development is a teamwork that requires efforts from all the stakeholders, including the demand side (Byrd, 2007; Donaldson & Preston, 1995; Simpson, 2001; UNET & WTO, 2005).

Recent research has shown that 83% of travelers consider that sustainable tourism is now essential worldwide (Booking.com, 2021; Statista, 2021; Travel Agent Central, 2018). As opposed to the early 2000s, tourists are now more concerned about societal issues rather than environmental ones, and 90% of the French population make efforts to respect patrimonies, hosts' culture, and population. What is more, the majority tries to consume locally when travelling, and to respect recycling regulations in place (ATR, 2017; Grandes Lattitudes, 2022; Orchestra, 2020).

On the overall, young tourists are more willing to adopt sustainable practices when travelling, and this is particularly true when sustainable decisions do not inconvenience them (Jones, 2022a, 2022b). This generation is also more used to applying filters such as "low emissions" when searching for flights, hotels, or a car to rent (Jones, 2022b).

According to a survey conducted on more than 29,000 travelers across 30 countries, 69% aim at reducing their carbon emissions during their vacation (Booking.com, 2021). A growing part of the world population is also willing to pay more for sustainable options, and around 75% of the citizens agree to spend extra money in order to compensate their footprint (Orchestra, 2020). However, the extent to which they are ready to do so varies a lot, and only 12% of them could spend more than US\$250 (Jones, 2022b).

The most frequent efforts tourists put in place at their destination are the management of the waste (including the avoidance of single-use plastics), the saving of energy (for instance by switching off the air conditioner or the heater when leaving the room), and the search for environmentally friendlier modes of transportation and accommodation (Agoda, 2021; Booking.com, 2021; Goldberg, 2018). Travelers are even inclined to pay up to 75% more per night for a more responsible stay (Operto, 2021), and four out of ten people would like sustainable properties to be clearly labelled on booking sites (Booking.com, 2021). According to 37% of them, displaying a filter option would make the process even easier. Finally, most people are as careful about water and energy usage on holiday as they are at home. Only 13% of travelers pay less attention to their consumption while at destination (Jones, 2022b).

As far as Belgium is concerned, and according to a survey conducted by TUI Group in 2016 and 2017, 10% of Belgian holidaymakers consider sustainable options when choosing their vacation. Only two countries achieved better results, namely France and Germany, who respectively scored 18 and 17% in the process of opting for eco-friendly accommodation (TUI, 2017).

The Covid-19 pandemic also played a significant role in tourists' willingness to travel. For instance, a quarter of the American population is planning to travel more than before Covid, with the aim of "revenging travel" (Jones, 2022a). In addition, people are more inclined to limit their impact on the environment by adopting sustainable tourism, and the trend is gaining popularity (Avantio, 2021; Gilchrist, 2021). This is particularly true for Asian countries such as Vietnam, India, and China. However, Europeans are less committed (Booking.com, 2021). In the future and due to the pandemic, 82% of travelers are still willing to travel in a more responsible way (Gilchrist, 2021).

1.5. Motivations and barriers for tourists to adopt sustainable tourism

Thanks to the previous section, we understood that a growing part of the world population is considering sustainable options when travelling. However, not everyone is convinced. This part of the thesis aims at spotting the drivers that motivate tourists to adopt sustainable practices, but also the barriers they face when engaging in the process.

1.5.1. Motivations

The main reasons which drive consumers to adopt more responsible forms of vacation can be grouped into three categories. These are developed hereunder.

1.5.1.1. The travel

One of the main drivers that motivate people to travel more sustainably is the travel itself. 60% of the respondents to Booking's study indeed admitted being impressed by the natural sights when travelling, and this justifies their engagement into eco-friendlier forms of vacation (Atout France, 2011; Booking.com, 2018). Furthermore, more than half of the participants are

motivated by the visible impacts of tourism on destinations, but also by the positive effect sustainable tourism can have on the local people (Booking.com, 2018). Supporting the local communities and economies while preserving their local heritage is indeed one of the key drivers in the adoption of sustainable practices, as it is true for 72% of travelers (Booking.com, 2021; easyvoyage, 2018; Gilchrist, 2021). Noticing the negative impacts of tourism on their own environment also triggers responsible environmental behaviors (Travel Agent Central, 2018).

1.5.1.2. Socio-psychological factors

Socio-psychological factors also play a significant role, and positive attitudes towards the environment tend to motivate people to adopt sustainable tourism and therefore reduce their negative impact (Budeanu, 2007; Prillwitz & Barr, 2009). For example, the more they care about climate change, the more likely they are to adopt pro-sustainability behaviors (Hindley & Font, 2018). Other socio-psychological elements are also good predictors of sustainable habits in tourism. For instance, the satisfaction, or even the pride tourists feel when engaging in more responsible forms of vacation, and more specifically when they are aware of their positive impact on the planet can motivate them (Santos-Roldán et al., 2020). Moreover, people are more willing to adopt sustainable practices if they feel involved in a global cause and consider they can contribute to the achievement of community goals (Forbes, 2021). Furthermore, and even though they can also represent a significative barrier, habits, and the need to act in the same way as we do at home and implement the same efforts can drive sustainable behaviors in tourism (MacInnes et al., 2022).

1.5.1.3. Moral obligation/influence

Another noteworthy source of motivation is the importance of moral obligation, especially when considering more sustainable mobility (Eriksson et al., 2008). Social and cultural influences indeed play a significant role in the adoption of sustainable tourism, which is considered as “socially desirable” by others (Hindley & Font, 2018; Prillwitz & Barr, 2009; Skeiseid et al., 2019). Half of the population therefore engages into eco-friendlier forms of tourism to avoid feeling guilty or indebted to others about the negative impact of their vacation (Booking.com, 2018).

1.5.2. Barriers

As for the predictors of sustainable tourism practices, the barriers that prevent their adoption can be classified into four categories.

1.5.2.1. Financial barriers

The main barrier faced by travelers when considering more sustainable forms of travel is the extra costs they perceive (easyvoyage, 2018; Gilchrist, 2021; Jones, 2022a; Khalina et al., 2017; Prillwitz & Barr, 2009; TUI, 2017). 42% of the population indeed fear not being able to afford the additional expenditures involved by more sustainable travel options (Booking.com, 2018). Since money is the first consideration for six people out of ten when organizing their vacation, it is not surprising that they do not want to engage into pro-sustainability behavior if they perceive it as more expensive (Jones, 2022b). What is more, the costs to compensate the emitted emissions make it even more unlikely to adopt sustainable tourism practices (Gilchrist, 2021).

1.5.2.2. Lack of options or knowledge

A second obstacle that justifies the low involvement in sustainable tourism is the lack of environmentally friendly options available to travelers (Khalina et al., 2017; TUI, 2017). This criterion was indeed mentioned by half of the respondents to Booking's study in 2018 (Booking.com, 2018). For their choices, tourists would for instance like more options regarding transportation, accommodation, and car rentals (Jones, 2022b). They also highlight the inexistence of public transportation that can justify the need to use a car (Khalina et al., 2017).

Moreover, tourists are sometimes unaware of the sustainable options that could apply to their vacation (Atout France, 2011; Booking.com, 2018; Prillwitz & Barr, 2009). Their lack of knowledge about the labels and certifications already in place also constitutes a significant barrier in the sense that they cannot make the distinction between eco-friendly and environmental-damaging options (Hiere, 2018). Almost a third of the population would thus find it useful to be informed about the environmental impact of each travel (easyvoyage, 2018; Prillwitz & Barr, 2009). To ease the reservation process, four out of ten travelers would also appreciate the booking site to display the eco-friendly options more expressively (Atout France, 2011; Booking.com, 2018).

1.5.2.3. Habits

Habits can also represent a barrier for sustainable behavioral change (Prillwitz & Barr, 2009). As habits are automatic actions under given conditions, especially within stable contextual frames, they require less mental activity than deliberate decisions, and are therefore more convenient for the individual (Verplanken & Aarts, 1999). Since routines accelerate and ease the process of organizing vacation, they reduce the likelihood of choosing sustainable travel alternatives, which are perceived as costlier by the consumers (Prillwitz & Barr, 2009; Verplanken et al., 1997). In the end, this results in selfish decisions that rarely benefit or advantage others (Verplanken & Aarts, 1999).

1.5.2.4. Convenience and comfort

According to some tourists, adopting more sustainable practices would be more time consuming and less convenient, and would require more effort. This can therefore explain why they do not engage in pro-sustainability behavior (Booking.com, 2018; Jones, 2022a; Khalina et al., 2017).

A final barrier is the restriction of choices that sustainable tourism imposes to travelers. This first applies to the destination, as sustainability limits travel options to areas perceived as less attracting (Travel Agent Central, 2018). 20% of consumers also consider eco-friendly alternatives as less luxurious and comfortable than what they are used to, and this could discourage them (Booking.com, 2018).

1.6. The attitude-behavior gap

The previous section highlighted the drivers and barriers tourists face when considering the adoption of more sustainable options. We will now go a step further and try to understand why people consciously engage in behaviors that have negative consequences on the environment while on holiday, whilst they actively protect it at home. This refers to the attitude-behavior gap in sustainable tourism, and travelers justify it with a wide range of explanations.

Even if many psychological theories state that behaviors are influenced by attitudes, it is not always the case in sustainable tourism (Ajzen, 1985; Juvan & Dolnicar, 2014a). Having a

positive attitude towards the preservation of the environment is indeed not a strong predictor of making sustainable vacation choices (Becken, 2004; Bergin-Seers & Mair, 2009). Research conducted on environmentally committed people, shows that they are aware of the general negative consequences of tourism on nature (Juvan & Dolnicar, 2014a; Prillwitz & Barr, 2009). However, despite their pro-sustainable attitudes, they do not always behave accordingly while on vacation (Antimova et al., 2012; Tölkes, 2020). Several authors therefore tried to understand what this attitude-behavior gap was due to, and how people felt about it.

A first conclusion is that the large majority of the respondents feels guilty and uncomfortable when not behaving according to their values (Gregory-Smith et al., 2013; Juvan & Dolnicar, 2014a). They indeed perceive a tension explained as *cognitive dissonance*. This concept refers to “a situation involving conflicting attitudes, beliefs, or behaviors” which generates mental discomfort (McLeod, 2018).

To justify the attitude-behavior gap and reduce the perceived dissonance, people usually mention several reasons that can be grouped into six categories of beliefs (Juvan & Dolnicar, 2014a). These are particularly interesting for policy makers and tourism businesses that aim at switching travelers’ behaviors.

The first group of beliefs can be summarized as “**It is not that bad**” and refers to tourists **denying the consequences** of their behaviors (Juvan & Dolnicar, 2014a; Wintschnig, 2021). It for example entails people who are aware of the negative influence travel can have on the environment, but still deny that their own actions are actually damaging it (Antimova et al., 2012; Prillwitz & Barr, 2009). To avoid cognitive dissonance, they therefore engage in selective awareness of consequences. Travelers questioning the reliability of the information about the negative environmental impact also fall into this category. Some go even further and reconsider the motives of the information providers when it comes to the conservation of the environment. They are called “green wash sceptics” and are afraid of trusting and following “marketing gimmicks”. Finally, the first group of beliefs encompasses people who consider that any environmental damage can be fixed, and that it is only a temporary problem (Wintschnig, 2021). They therefore do not see the point of behaving in ways that respect the environment, as it is not a big issue to them (Juvan & Dolnicar, 2014a).

“It could be worse” represents the second group of beliefs. It includes people who use **downward comparison** and try to compare themselves with others that cause more damage to the environment in order to feel less guilty (Festinger, 1954; Wintschnig, 2021). They sometimes also consider that their behavior could be even worse, and that they already make some efforts. Finally, tourists within this category try to persuade themselves and state that some industries are even more harmful to the environment, and that travelling is not that bad (Juvan & Dolnicar, 2014a).

Tourists in the third group of beliefs consider that **“It is not my responsibility”** and therefore **deny their potential impact** (Prillwitz & Barr, 2009; Wintschnig, 2021). They think that small-scale efforts cannot make a difference, and this sense of powerlessness prevents them from feeling responsible for the environmental destruction (Stern et al., 1999; Tölkes, 2020). They outsource the guilt and for example state that “the aircraft will take off with or without me” (Juvan & Dolnicar, 2014a).

Within the fourth category of beliefs, people **deny their control** and **“Would like to, BUT”**. According to them, they can indeed not avoid engaging in environmental-damaging behaviors, either because they have no option, not enough money, or not enough time (Juvan & Dolnicar, 2014a; Stern et al., 1999; Tölkes, 2020; Wintschnig, 2021). Typically, they mention taking the plane because it is part of their job, and people expect them to do so, or because it is less time-consuming than trains. Tourists in this group also justify their behavior by the lack of information and required infrastructure (Tölkes, 2020). They for instance explain that they use bottled water because water is not filtered at destination (Juvan & Dolnicar, 2014a). In this case, the low level of information and infrastructure can be seen as an excuse, but we saw earlier that it can also constitute a real barrier (Juvan & Dolnicar, 2014b).

Tourists in the fifth group of beliefs assume that **“Vacations are an exception”**, and this **exception handling** justifies the absence of efforts towards sustainability (Juvan & Dolnicar, 2014a). As holidays are not part of their routine but can rather be considered as “a special treat”, their usual behavioral rules do not apply (Wintschnig, 2021). Once back at home, travelers will however return to their standard processes and keep taking care of the environment (Gössling et al., 2012; Gössling & Peeters, 2015). Some travelers use an additional justification by considering that they are “usually a good person” and that they will compensate somewhere

else, which makes it acceptable to be less environmentally friendly on vacation (Juvan & Dolnicar, 2014a).

Finally, the last group of beliefs gathers people who **compensate through benefits**. This means that they acknowledge the negative impact their own vacation-behavior can have on the environment, but they align it with worse practices (Juvan & Dolnicar, 2014a). They therefore consider that “**I am doing more good than bad**”, and for example try to assist local communities at destination to balance their influence (Tölkes, 2020). In addition, and in order to feel less guilty, travelers sometimes choose the offset option and compensate their emissions (Mair, 2010).

Chapter 2 – Tourist's customer journey

The first chapter aimed at defining *sustainable tourism* more precisely, its key role towards sustainable development, as well as the demand it currently generates among consumers. Moreover, it helped us understand the motivations and barriers tourism businesses and travelers face when adopting this more responsible form of vacation, and the reasons that justify a gap between their attitudes and their concrete behaviors. This therefore forms the basis of the second chapter, in which we will analyze the whole customer journey travelers follow when going on holiday, the extent to which social influence plays a role, the main critical points with major potential impact, as well as the moments in which they are more likely to be influenced.

In order to understand complex customer behaviors and the entire process behind their experiences and decisions, the importance of the concept of customer journey is now strongly recognized (Følstad & Kvale, 2018; Lemon & Verhoef, 2016; Tueanrat et al., 2021; Wozniak et al., 2018). This can be partially explained by the growing customer-centric philosophy in marketing, where consumers are at the heart of companies' decision-making processes (Crosier & Handford, 2012; De Keyser et al., 2020). The idea of *customer journey* corresponds to the process or sequence of several stages that a customer follows to access or use a firm's offering until the actual purchase and even beyond, through one or more channels (Følstad & Kvale, 2018; Hamilton et al., 2021). Having a clear idea of the customer journey is therefore essential to highlight critical service moments and touchpoints that might have a significant impact on the customer experience, which can thus be enhanced (Rawson et al., 2013; Taheri et al., 2021; Yachin, 2018). The tourism industry is not an exception and being aware of the tourist's journey also allows to underline the main critical points where the potential impact on sustainability is high.

2.1. Tourist journey

The customer journey in tourism can be split into three main stages, and each of them is increasingly supported by the Internet and other information technologies (Gretzel et al., 2006). For instance, and according to some research, 84% of the French travelers prepared their stay

online in 2019, and 57% booked part of it/everything on the Internet (L'Echo Touristique, 2020).

The 3 steps to consider are the **pre-trip phase**, the **on-site phase**, and finally the **post-trip phase** (D. Wang et al., 2014). These successive stages encompass several activities, which are developed hereunder.

2.1.1. Pre-trip phase

This phase spans the time between a customer's first expression of interest in travelling and the beginning of the actual trip (Yachin, 2018). It can subsequently be divided into three distinct sub-phases, namely the **emergence of a need**, the **information search**, and the **preparation of the trip**, together with the **booking** (Additi Media, 2021; Zhang, 2020).

2.1.1.1. Emergence of a need

Every tourist's customer journey begins with the finding of inspiration that then creates a need and a wish for new vacations (Gretzel et al., 2006; Wozniak et al., 2018). This motivational state drives individuals to transform a new idea into concrete action (Thrash et al., 2014), and some authors refer to it as the *dreaming phase* (Dai et al., 2022). It indeed represents a "blurred" state of mind, as the travelers might not even know where they want to go, and only feel that they want to get away (Odysis, 2018). The desire to discover new places is governed by both emotional (for example the beauty of a destination or ancestral local traditions), as well as more rational factors (such as the costs involved or the ease of transportation) (Additi Media, 2021). In the section 2.2 of this thesis, we will elaborate on how this first stage, among others, is highly influenced by social media and others.

2.1.1.2. Information search

Before making concrete decisions, travelers spend a substantial amount of time searching for information and comparing the several options available (McKinsey, 2009). Unlike the previous stage, they have a better idea of the vacation they wish to spend (Odysis, 2018). Here again, the opinion of others play a significant role in the evaluation of alternatives which could meet any individual's expectations, and social networks are often consulted (Gretzel et al., 2006; Zhang, 2020). This second stage therefore encompasses a comparison of various

destinations of interest, an extensive search of information to choose the mean(s) of transportation and the accommodation, as well as the evaluation of the costs involved (Additi Media, 2021). After the Covid-19 crisis, travelers also pay attention to restrictions in place at destination, but also to the sanitary safety of the region, and the opportunity to get their money back in case of unexpected event (Meng et al., 2021; Zhang, 2020).

2.1.1.3. Preparation of the trip and booking

This step is the last one before the beginning of the trip, as it corresponds to the decision making and the choice between all the alternatives considered and investigated previously (Gretzel et al., 2006). It therefore includes the booking of the mean(s) of transportation, the accommodation as well as potential activities planned in advance, or even some insurances (Additi Media, 2021). Travelers are thus likely to get in touch with the local tourism providers, or maybe to create an account on specific websites (Odysis, 2018). What is more, they are expected to complete the required transactions (Gretzel et al., 2006; Manthiou & Klaus, 2022; Wozniak et al., 2018). Both the physical and psychological preparations of the trip also belong to this stage (Additi Media, 2021).

2.1.2. On-site phase

As its name suggests, this stage refers to the tourism experience itself, from the departure until the return home (Gretzel et al., 2006). Value can be co-created thanks to the interactions between the local firms and the tourists, which are at the same place at the same time (Wozniak et al., 2018). These can be related to all kinds of experiences, ranging from transportation, accommodation, activities, catering and so on (Manthiou & Klaus, 2022). The main objectives of the tourists during this phase are the personalization and the enjoyment of their experience, as well as the potential marking of their passage (Additi Media, 2021). It also includes some spontaneous decisions that were not taken in advance, as well as the purchases made at destination (Gretzel et al., 2006). While enjoying their vacation, travelers also use social platforms to share their experience in real time with their community, and for example post pictures and videos on their media accounts (Hu & Olivieri, 2021).

2.1.3. Post-trip phase

The final stage of the tourist journey is sometimes referred as the *reflective phase*, as it involves a recollection of the experience through memories and nostalgia once the stay is over (Wozniak et al., 2018). It encompasses sharing, documenting, or reliving the previous adventures thanks to the impression of pictures or the recollection of souvenirs (Gretzel et al., 2006; Pop et al., 2022). At this stage, tourists can compare their initial expectations with their on-site experiences, which will influence their future travel decisions and recommendations to others (Manthiou & Klaus, 2022). After the stay, travelers can also rate their experience (accommodation, activities, transportation, restaurants,...), share and discuss their opinions on social networks, among others (Additi Media, 2021). In some cases, they have recourse to after sales services if something did not happen as expected (Lemon & Verhoef, 2016).

2.2. Social influence

With the growing importance and recognition of social influences in the recent years, a new form of customer journey was introduced. Authors generally call it *social customer journey*, and this refers to the significant role others play in any individual's purchase decision and journey (Hamilton et al., 2021). These "travelling companions" directly or indirectly accompany the decision maker through one or several phases of their customer journey, and their presence has a noteworthy influence on their decisions (Hamilton et al., 2021; Justianto & Morley, 2020).

Once again, tourism follows the trend, and this is particularly due to the emergence of social media and technology (Hudson & Thal, 2013; Pop et al., 2022). The influence exerted by others is mostly significant in the pre-trip phase, where travelers rely on external digital information to make decisions for their vacation, search for information, and compare alternatives (Hu & Olivieri, 2021).

In addition to valuing friends' and family members' opinion, consumers' behaviors are significantly influenced by social media influencers (SMIs), for example on Instagram (Justianto & Morley, 2020). Tourists indeed esteem the information, viewpoints, and recommendations they obtain through social networks (Pop et al., 2022). However, this impact

is moderated by the level of trust travelers place in the influencers they follow, and the probability of being governed by SMIs in the decision-making process is higher when consumers have strong confidence in them (Pop et al., 2022). Experimental research has also shown that Instagram influencer content could lead to positive improvement in sustainable travelers' intentions and behaviors (Justianto & Morley, 2020). The results might be even more striking if the messages follow a tangible and concrete approach while using vivid imagery, analogies, narratives, and statistics to communicate to consumers (White et al., 2019).

Travel businesses are well aware of this social influence on the decision making process, and Online Travel Agencies (OTAs), among others, adopted several tools to nudge and inspire tourists (Dai et al., 2022; Hu & Olivieri, 2021). For instance, EasyJet, a British airline company, launched *Look&Book*, a mobile application that allows users to run a screenshot of destinations they are attracted by. The app identifies the place in question and closes the gap between inspiration and action by offering all the necessary information and the routes the company has to get there. In addition, a section within the firm's website is dedicated to the proposition of inspiring travel ideas for consumers (Dai et al., 2022).

2.3. Critical points

Now that we acknowledged the entire process and the successive steps a tourist follows when travelling, it is important to look at the moments where the decisions taken could have a significant impact on the environment and threaten the sustainability. It will indeed be important to try to influence the travelers' behaviors on those critical points to lower their impact.

In 2018, the estimated contribution of tourism to the world's annual greenhouse gas emissions was 8% (Lenzen et al., 2018). This both englobes the carbon emissions during tourism activities, as well as the ones linked to the commodities purchased by tourists (shopping, food, accommodation, transportation, ...). Due to the growing demand for exotic, luxury, and air travel, researchers expect these emissions to increase over the next years, and therefore have a non-repairable effect on our environment (Ochs, 2018). Among the most polluting countries are the United States, China, Germany, India, Mexico, or even Brazil and Japan (EcoCO2, 2018). The majority of the carbon emissions come from domestic travel (Lenzen et al., 2018).

Within the numerous components of global tourism, some emit more carbon than others. These highly polluting activities are described in the following sections. It is still worth mentioning that both agriculture and construction/mining also contribute to the carbon footprint of the tourism industry, and respectively represent 8 and 6% of the emissions generated (Lenzen et al., 2018).

2.3.1. Transportation

Most of the carbon emissions of global tourism come from transportation of travelers, as the to-site, on-site, and back-home displacements account for 49% of the CO₂ emitted by the entire industry (Lenzen et al., 2018). Planes and cars play a significant role in this pollution, as they generate the most CO₂ per passenger and per mile (GOV.UK, 2020; Lenzen et al., 2018). Buses, trains, and ferries are more sustainable alternatives, since the individual emissions they engender are much lower (Sustainable Travel International, n.d.).

2.3.2. Shopping

The second most CO₂-emitting activity in tourism is linked to the shopping of goods, as it accounts for 12% of the total emissions of the industry (Lenzen et al., 2018). Even if a small part of the souvenirs purchased by tourists at destination are produced locally, the vast majority of these items have travelled between many countries before reaching their final destination (Sustainable Travel International, n.d.). This is typically the case for magnets, clothes, or art pieces whose carbon footprint is extremely high because of the emissions during their production, manufacturing, and final shipping. However, the majority of tourists does not pay attention to the actual origin of the trinkets they purchase and does therefore not realize their impact (Responsible Travel, n.d.).

2.3.3. Food and beverage

Food production is known to emit a considerable proportion of the world's greenhouse gas emissions. This is also the case in the field of tourism, where 10% of the pollution is due to food and beverages (Lenzen et al., 2018). Imports play a significant role in these emissions, as many hotels and restaurants import most of their food offering to please their international visitors and meet their expectations. Of course, the longest the journey travelled by the foodstuffs, the higher the emissions they engender. The situation is thus even worse for remote

islands, which highly depend on imported food (Sustainable Travel International, n.d.). They indeed require transportation, packaging, and refrigerating from point A to point B.

Food waste is another substantial source of CO₂ emissions, as an impressive amount of the food prepared for tourists ends up in the trash (Sustainable Travel International, n.d.). Vacationers pay less attention to their consumption while on holiday, and a too small proportion of catering facilities compost their waste (Jones, 2022b). To give you an idea, the Waste & Resources Action Program estimated the food waste produced every year by British hotels to amount to 79,000 metric tons (WRAP, 2013).

2.3.4. Services

8% of the tourism CO₂ emissions are due to the services and activities offered to the holidaymakers (Lenzen et al., 2018). Some of them are indeed not environmentally friendly, and this is for example the case of jet-skis, quad bikes, or canoe and kayak which may disturb wild animals in given areas (Barba, 2021). Aquatic centers also represent a substantial source of energy consumption and are therefore significant carbon emitters (Aquabulles, 2020).

2.3.5. Accommodation

Finally, lodging represents 6% of the carbon emissions of tourism (Lenzen et al., 2018). This figure is generally higher in big resorts and hotels, while the impact of homestays and guest houses with little modern equipment is less significant (Sustainable Travel International, n.d.). Within the accommodation facilities, air conditioning and heating are responsible for almost half of the emissions (CHENACT, 2012). The general equipment (including televisions, hair dryers, and mini bars), lighting installations, kitchens, pools, hot water, and laundry are also significant sources of carbon release in vacation residences (CHENACT, 2012).

2.3.6. Summary of the customer journey and critical points

This first part of the second chapter allowed us to highlight the different stages of the customer journey, as well as the tourists' decisions whose impact on sustainability is likely to be significant. Our findings are summarized in Figure 1 below.

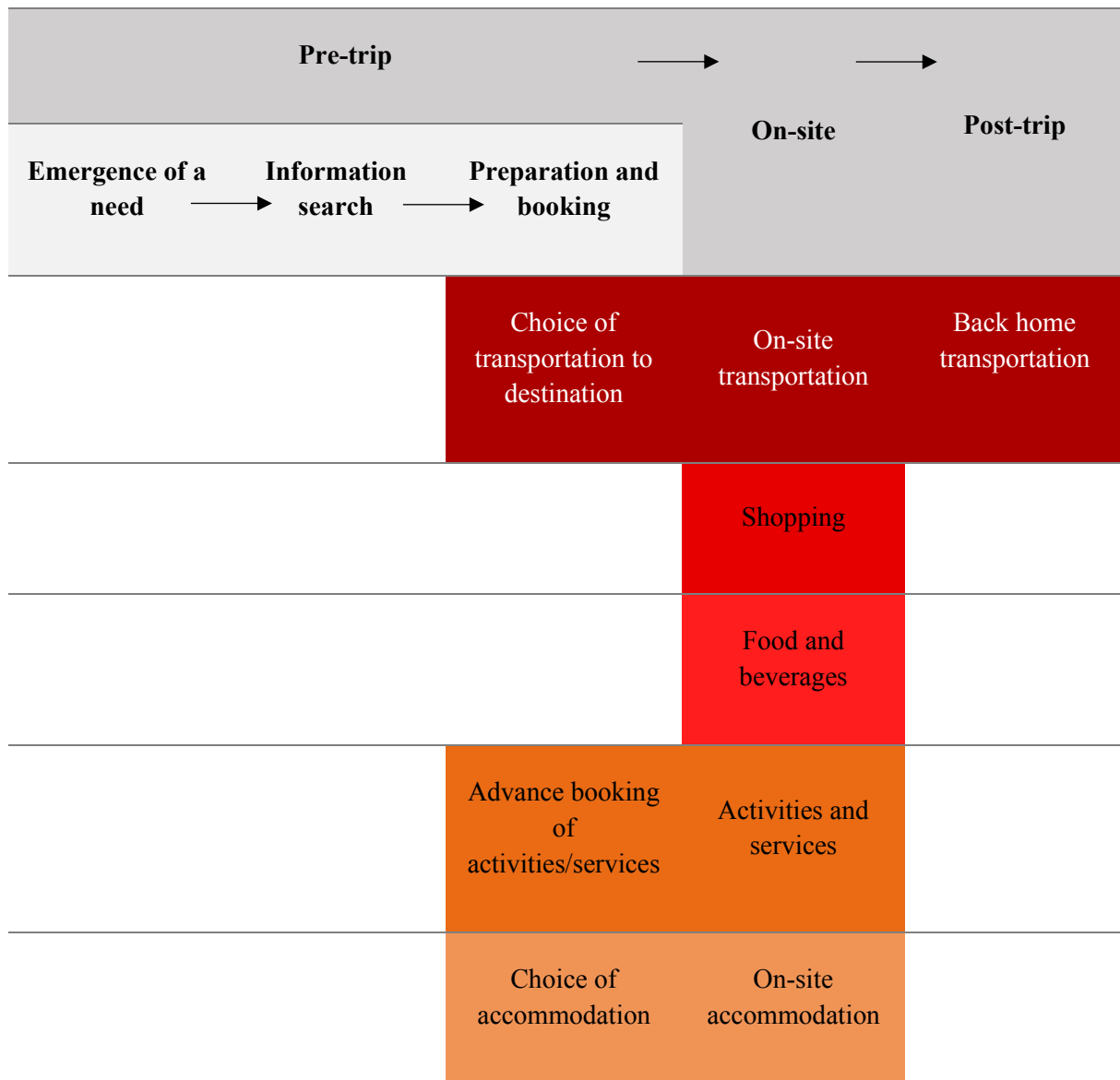
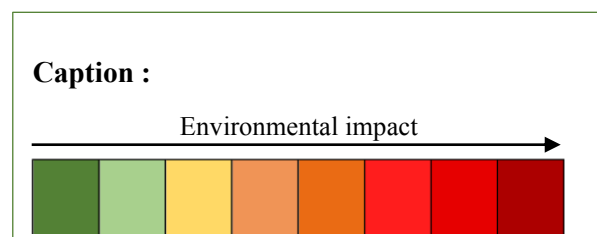


Figure 1 - Summary of the customer journey and the critical points



2.4. Touchpoints

The previous sections of this second chapter aimed at understanding the whole customer journey tourists follow when organizing vacation, as well as the critical points where their

potential impact on sustainability is high. Since we know that travelers share several points of interaction with firms/businesses across the customer journey for different purposes, it is important to highlight these touchpoints (De Keyser et al., 2020). They indeed represent precious opportunities to influence and switch their behaviors to more sustainable alternatives. However, they are short in duration compared to the total amount of time tourists spend travelling, and therefore deserve great attention and consideration (Carlzon, 1989).

The total number of touchpoints has increased in the last years, and this can be partially explained by the digital transformation of our whole world (De Keyser et al., 2020; Hudson & Thal, 2013). New points of interaction thus have to be considered, while more “classical ones” are called into question (Phocus Wire, 2018). Nevertheless, their general classification is still recognized as valid, and touchpoints can be categorized into four types (Lemon & Verhoef, 2016). The first group consists of *brand-owned touchpoints* and includes interactions that are 100% monitored and controlled by the company, for example thanks to the media and other elements of their marketing mix (Hu & Olivieri, 2021). Secondly, *partner-owned touchpoints* are jointly managed by the brand and its partners which can include agencies of multichannel distribution or collaborators (Jaakkola & Alexander, 2018). *Customer-owned touchpoints*, on the contrary, cannot be controlled by the brand nor its associates, as only the customers manage them through their social media accounts, among others. Finally, *social/external touchpoints* also play a role, since they represent third-party information sources which can affect tourists’ customer journey. Recommendations and reviews on specific websites fall into this last category (Hu & Olivieri, 2021).

All of the touchpoints mentioned previously have to be considered in sustainable tourism, and it is interesting to investigate which ones are relevant for each phase of the customer journey (Jaakkola & Alexander, 2018; Meyer & Schwager, 2007). We therefore decided to list the main points of interaction within the several steps followed by travelers when going on vacation.

2.4.1. Pre-trip phase

The pre-trip phase is probably the most important one for companies, as it represents a great opportunity to inspire and attract consumers (Hu & Olivieri, 2021). Firms therefore play on **brand-owned touchpoints** and use their own website and other channels of advertisements such as their profiles on social media, magazines, or even TV to showcase their offer, try to

please tourists, and make them book, both online and offline (Hallikainen et al., 2019). Brands also partner with physical and online travel agencies to display the services they jointly offer. Given the essential role of travel agencies within the industry, these **partner-owned** points of contact are key in the tourist journey (Capriello & Riboldazzi, 2020; Valeri & Baggio, 2020). Platforms such as *Booking.com* or *GetYourGuide* indeed enable travelers to book their activities and accommodation directly (Dieck et al., 2018).

In addition to the points of interaction fully controlled by tourism businesses, **customer-owned touchpoints** are also part of this first phase of the customer journey. Nowadays, they mostly englobe social media accounts of customers on Instagram, Facebook, or even TikTok which trigger the user's intentions and purchase decisions to organize vacations and then compare available alternatives (Hu & Olivieri, 2021). Instagram is now considered as the most powerful channel to inspire travelers, especially young and dynamic users attracted by fresh contents (Iglesias-Sánchez et al., 2020). Finally, **social/external touchpoints** such as review sites or television programs are likely to influence travelers thanks to the sharing of experiences, information, and recommendations they enable (Hu & Olivieri, 2021).

2.4.2. On-site phase

While on-site, interactions between consumers and firms occur via **brand-owned**, as well as **partner-owned touchpoints** (Lemon & Verhoef, 2016). The firm's website, social media pages, facilities, equipment, and staff at destination, or newsletter allow to communicate updates, organized events, and on-the-spot offering. This can also be done thanks to partner travel agencies, whether physical or not (Hu & Olivieri, 2021).

A growing number of travelers also consult review sites such as *TripAdvisor* or *The Fork* to compare restaurants or activities at destination and base their on-site decisions on others' opinion and recommendations (H. "Andy" Lee et al., 2011). These therefore correspond to **social/external touchpoints**. Some consumers also spend time on social platforms to share their experience, pictures, or videos in real time with their online community. In this case, they have recourse to **customer-owned touchpoints** (Hu & Olivieri, 2021).

2.4.3. Post-trip phase

After the actual trip, **brand-owned touchpoints** are used between the firm and the tourists, who sometimes subscribe to the newsletter and get informed about any discount or special offer by the company. Travelers are also invited to leave feedback or fill in a satisfaction questionnaire once their stay is over (Hu & Olivieri, 2021). **Partner-owned touchpoints** are also used, among others to encourage holidaymakers to give their opinion and rate their stay on several points (Hu & Olivieri, 2021; Lemon & Verhoef, 2016). This aims at helping future travelers. For instance, *Booking.com* asks to rank the situation of the facilities, the equipment, the Wi-Fi connection, the staff, or the value for money (Booking.com, n.d.).

In addition, and to encourage electronic word-of-mouth (e-WOM), travelers generally share their experiences on their own social media, an important **customer-owned touchpoint** (Choe et al., 2016). They also rate the facility they visited through their profiles on several review sites such as *TripAdvisor* (Hu & Olivieri, 2021). Finally, they sometimes give their opinion while commenting influencers' posts on Facebook or Instagram and share their vacation with others. By doing this, they have recourse to **social/external touchpoints** (Hu & Olivieri, 2021).

Chapter 3 – Young generations' (*Big Zers*) behaviors

After defining the tourist's customer journey in general, the most dangerous potential critical moments, as well as the main touchpoints between the travelers and tourism businesses, it is essential to delve into the generation that most interests us. Generation Z is indeed at the heart of this thesis, as we would like to find ways to switch their behaviors to more sustainable travel alternatives. The first section of the chapter therefore begins with a definition of the generation in question, and an analysis of the mega trends among this age group. We then investigate young consumers' behavior in tourism, as well as the extent to which they consider sustainability when travelling. Finally, we look at the main sources of information for Gen Zers, including in the field of sustainability.

3.1. Definition of the Generation

Even if the boundary point between Generation Y (also known as *Millennials*) and the following one is sometimes regarded as unclear, researchers tend to agree that people born after the mid 90's belong to Generation Z (Bump, 2014; Taylor, 2018). For the purpose of our study, we will consider the same limits as the European Travel Commission, as well as the Pew Research Center, for whom Generation Z gathers those born **between 1996 and 2012** (Dimock, 2019; European Travel Commission, 2020). At the time of writing this thesis (2022), it therefore refers to individuals aged **between 10 and 26 years old**. Since the age range is rather extended, and the youngest part of the generation is too young to make their own decisions about travels, but also because they are subject to stricter data protection regulations, we decided to follow the distinction made by Jim Wonkhe, according to whom Generation Z can be split into two segments (European Travel Commission, 2020; Statista, 2016). The author indeed considers that two groups form the Generation Z, namely the ***Big Zers***, born between 1996 and 2002, and the ***Little Zers***, born 2003-2010 (Wonkhe, 2019). As part of this research, we will slightly modify this definition and focus on young consumers ranging **from 18 to 26**.

Our choice can be justified by many reasons. First of all, the generation in question makes up the biggest part of the world population and is expected to represent 75% of the global workforce by 2025 (Pathak, 2019). Since its current as well as future potential impact is huge,

understanding them is crucial to mitigate the risks and lower their footprint on the environment, including in the field of tourism (stardekk, 2021). What is more, part of our target population is already involved in their professional career, or will enter the job market in a relatively near future (Gayet, 2020; Globe Dreamers, 2021; Tendance Hotellerie, 2019). This means that they are now expected to make their own decisions, manage their own budget, and split it between their favorite activities, including vacation (Booking.com, 2019b; Fromm, 2018; stardekk, 2021). These choices follow a thorough process of collection and cross-referencing of information sources and past experiences (Francis & Hoefel, 2018). Generation Z has indeed reached high levels of information, and is on course to become the most educated generation in history (Dennington, 2021; Fromm, 2018). This can be partially explained by their easy and forever access to online sources and the fact that they were born with the Internet. They are therefore considered as “digital natives” (Francis & Hoefel, 2018; Tendance Hotellerie, 2019).

While so exposed to social networks, technologies, and mobile systems, young consumers admit getting influenced by people they do not personally know, but whom they follow on social media, and especially on Instagram (Booking.com, 2019c). The contrary is also true, since Generation Z has a huge impact on consumers of all ages and income levels purchasing habits, but also on their attitudes toward companies (Francis & Hoefel, 2018). In terms of travel, they also tend to influence their parents’ decisions, for instance by giving advice on a specific destination (stardekk, 2021). In addition to their innate exposure to the Internet, Gen Zers were born in an already global world and were therefore affected by international events (Tanner, 2020). This shaped their values, and this generation is now the most socially diverse, aware, and tolerant towards different races, nationalities, religions, genders, or sexual orientation (Taylor, 2018). This is sometimes considered as one of the reasons behind the interest in tourism and discoveries expressed by young consumers (Elloha, 2019; Visser, 2019). Travel is indeed one of the most important elements of their lives, and they are part of the most excited generation about exploring the world, which they often consider as a top priority (Booking.com, 2019b; Pastezeur, n.d.; Visser, 2019). This is even more true at the end of the Covid-19 pandemic, and Gen Zers want to “revenge” the opportunities they missed (Mandich, 2021).

Regarding their consumption, young individuals represent the largest generation of consumers, and in 2018, they accounted for around US\$45 billion in direct spending (Fromm, 2018). However, they are generally well educated about brands, which they expect to be transparent, honest, and accountable (Data Axle, n.d.; Fromm, 2018). They give substantial importance to

brand reputation, and adopt pragmatic behaviors before any purchase decision, for example by analyzing what they buy precisely, where it was made, by whom, how, and their own way of consuming (Francis & Hoefel, 2018). This is done thanks to thorough research on social media or search engines, but also by asking for others' opinion (Taylor, 2018).

A final relevant characteristic of Generation Z is its significant mobilization for a variety of causes and its inclination to solve conflicts and improve the world (Cassandra, n.d.; Francis & Hoefel, 2018). Young consumers are indeed motivated to create a fairer and more sustainable universe, while preventing future generations from experiencing the issues they have to face themselves (Forbes, 2020). The main points of interest which make sense to them and they want to consider as priorities are the level of unemployment, the fight against sexual harassment, healthcare, and prevention of illnesses (Forbes, 2020; Fromm, 2018). Gender and racial equality are also areas of concern, together with the environment and the future of our planet, being one of the biggest issues (Amnesty International, 2019). The generation is the first to experience the concrete consequences of climate change, and is therefore strongly engaged in the preservation of the Earth (Globe Dreamers, 2021). They expect companies to go with the flow and take drastic measures to lower their impact (Amnesty International, 2019).

3.2. Megatrends amongst Generation Z

After defining more precisely what is meant by *Generation Z* as well as the main characteristics of this age group, it is important to investigate the three main megatrends which distinguish the category of individuals. This thesis being focused on sustainable behaviors among Gen Zers, the environmental awareness will be developed more into details, and will for example include the efforts already implemented by young consumers in their daily lives.

The distinction between developing and developed markets is still noteworthy. Differences first apply to population distributions. While the inhabitants of the most developed economies are growing elderly, the number of young citizens is strongly increasing in developing countries (European Travel Commission, 2020). The most striking example is Africa, where more than 500 million people belong to Generation Z, therefore making up 40% of the total population (United Nations, 2020). In Europe, the figure is much lower, and only amounts to 18%

(European Travel Commission, 2020). This contrast leads to distinct life experiences between the countries. Gen Zers from emerging economies have witnessed fast growth, wealth accumulation, and higher consumption, and therefore have optimistic expectations for the future. On the contrary, young consumers in well-established markets experience little growth and decreasing consumption, which generates a less positive vision for the years to come (Tavierne, 2020). Also, young individuals from developing markets tend to be more socially conservative, and have lower levels of acceptance towards gays and lesbians for example (EY, 2020).

3.2.1. Human and social rights

According to a survey conducted among 1,200 European Gen Zers in 2021, human rights is the most crucial megatrend for the generation, and the one which deserves the most investments in the next five years (investESG, 2022). Young individuals are indeed strongly focused on social issues and express high interest in diversity, equality, and inclusion (Sanchez, 2021). This applies to many current topics such as gender equality, sexual orientation, or gender identity, for which Generation Z is much more tolerant than the previous age categories (European Travel Commission, 2020). This trend is, however, moderated by the origin, and as mentioned in the previous section, Gen Zers from established economies are more open to such societal matters (EY, 2020). Being the most diverse generation of the whole history, young individuals are also in favor of a racial and ethnic varied society, which represents a strength to them (Pew Research Center, 2018; H. L. Wang, 2018). Their continual access to the Internet and social media triggered their sense of curiosity and piqued their interest in tolerance, inclusion, openness, and freedom of expression (European Travel Commission, 2020). Finally, Generation Z gives a lot of importance to privacy rights and consider trust and authenticity as crucial elements of their everyday lives, particularly on the Internet (Khanal, 2019).

3.2.2. Impact of Covid-19

While the pandemic affected people of all generations, Gen Zers have been particularly hardly afflicted, and their lives are likely to be different from what they used to be (Anthony, 2019). Both the students and the young workers have indeed suffered from a drastic change in all their habits, which generated feelings of anxiety, depression, and distress (Coe et al., 2022). The repercussions of these mental health issues were alarming: between late 2019 and late 2020, Gen Zers were two to three times more likely than previous generations to report thinking about,

planning, or attempting suicide (Coe et al., 2022). They also report unmet social and financial needs, and want to revenge the experiences the pandemic stole from them by enjoying every opportunity even more (European Travel Commission, 2020; Fell, 2020; Mandich, 2021). They for instance express strong interest in socializing, travelling, and reconnecting with their friends and families (Global Web Index, 2020).

3.2.3. Commitment to global sustainability

As mentioned in the above sections, sustainability is at the core of Gen Zers' concerns, as they represent the first generation facing real consequences of climate change (Amnesty International, 2019; Blavignat, 2021; European Travel Commission, 2020; Gayet, 2020). Almost three quarters of the generation are therefore ready to take action towards the climate emergency and lead by example, and this number is much higher compared to the older age groups (Forbes, 2020; France Culture, 2021). In a variety of businesses, Gen Zers are thus advocating for a more sustainable and environmentally responsible market, and strongly care about their ecological footprint (Anthony, 2019). They also expect governments and highly placed decision-makers to engage in the process and prevent future generations from living in such a damaged world (Amnesty International, 2019; Globe Dreamers, 2021). Among the main worries, Gen Zers are particularly concerned about climate change and global warming, air and oceans pollution, water and food scarcity, as well as deforestation (Amnesty International, 2019; investESG, 2022). This involvement in sustainability issues is partly motivated by figures such as Greta Thunberg, who incarnates the generation and inspires young individuals to engage in environmental conservation and in the adoption of concrete measures to lower their footprint (European Travel Commission, 2020; Gayet, 2020). This is even more true after the Covid-19 crisis, which accelerated the interest in sustainability-related concerns (Petro, 2021). 41% of individuals aged 16 to 25 are so worried about the future consequences of climate change that they are reluctant to have children (Munro, 2021; Ulster University, n.d.).

3.2.3.1. Efforts in the everyday life

Since Gen Zers aspire to make the world a better place and limit their negative impact on the environment, they already implemented tangible efforts in their everyday lives (Forbes, 2020; Francis & Hoefel, 2018; stardekk, 2021). However, given the climate emergency, and the imperative need to reduce the greenhouse gas emissions, these resolutions are not sufficient, and more drastic measures have to be taken (Alvarez, 2022; IPCC, 2022).

To begin with, Generation Z is gradually changing their purchasing patterns and making purchases that are increasingly based on sustainable retail practices (First Insight, 2020; Macis, 2022). In that sense, Gen Zers are ready to spend up to 10 percent more to buy from sustainable brands with environmental and social values (First Insight, 2020). As far as clothes are concerned, they try to avoid fast fashion and have recourse to second-hand stores, where they can sometimes buy by the kilo, and where the carbon footprint is much lower (Zouitina, 2021). Second-hand websites are also gaining popularity and market shares, with Vinted, Ebay, Vestiaire Collective, or Depop being some of the most striking examples (Macis, 2022). Since Generation Z also values minimalism, they give importance to packaging, which should be as simple and sustainable as possible (Billerudkorsnäs, n.d.). To go even further, some young individuals changed their habits in terms of food conservation, and gave up aluminum foil as well as cling film, which they replaced by reusable boxes (Pastezeur, 2020). A growing proportion of Gen Zers considers purchasing in bulk, and a third of the French generation is already involved in that practice (Pastezeur, 2020).

Since waste management and trash reduction are key challenges for younger generations, they implemented new practices to limit the generated emissions (Munro, 2021). For example, a growing proportion of Gen Zers uses solid shampoo and soap bars instead of liquid products stored in plastic bottles (Pauker, n.d.). This market is still expected to grow in the coming years and increase by 6% by 2023 (Technavio, 2019). Some consumers take an additional step, and around one third of French Gen Zers is planning to make their own beauty products, while 12% are already doing it (Pastezeur, 2020). Other single-use plastics are also avoided, as it is the case for hygienic protection, cotton buds, or water bottles. These are now often replaced by menstrual panties/cups, biodegradable buds, and reusable bottles, which are now used by 89% of the Europeans aged 16 to 25 (Godart, 2019; Jüngst & Jäger, 2021; Nadine, 2022). Another changing habit is the download of documents instead of their printing to save paper and limit the carbon footprint (Munro, 2021). However, what mainly hinders young consumers to engage into zero waste is a lack of time and budget (Pastezeur, 2020).

To lower their impact on the environment, Gen Zers are also changing their food habits and consumption and reducing the quantities of meat and dairy products they eat (Monahan, 2020). Even though the dietary transition is slower than expected, 7% of Gen Zers are vegetarian, 6% are vegan, and 4% have a dairy-free diet (Corey, 2021). What is more, young consumers are well aware of the huge amount of resources wasted because of the food system (Orescanin et

al., 2021). They therefore give importance to food waste reduction monitoring plans, and have for example recourse to *Too Good to Go*, an anti-food waste app that sells surplus from bakeries, restaurants, supermarkets, and even hotels to users at very low prices (Bosancic, 2021; Lemy et al., 2021).

When it comes to water, more than 80% of Gen Zers are aware of its usage in clothes and food, but also of the carbon emissions it generates (Makin, 2019). Seven out of ten young individuals therefore report making efforts to reduce their water consumption, for example by washing their clothes only when needed, and giving priority to short showers instead of baths (Makin, 2019).

Finally, sustainable mobility is a significant area of concern for Generation Z, who is on the lookout for more environmentally friendly transport options (Benify, 2020; Coombs, 2020; Hopon, 2020). Some researchers even consider that this generation represents “the force that shapes the future of mobility” which will enable the world to switch from a “Car Culture” to a “Mobility Culture” (Gazdik, 2019; Invers, 2021). Due to the availability of alternate modes of mobility, 64% of Gen Zers even question their need to own a car, and have for example recourse to biking or carpooling when available (Giffi & Robinson, 2017).

Generation Z also makes efforts towards sustainability in tourism, and these will be developed in the next sections.

3.3. Tourism behaviors within Gen Zers

Tourism takes up a lot of space within Gen Zers’ interests, and they perceive travel as an important part of their lives, and not merely a brief escape from reality (Pastezeur, n.d.; Tendance Hotellerie, 2019; UNWTO & WYSE, 2011). 65% of them even prefer allocating their budget to travels and world experiences rather than to more traditional life events such as saving for a house, for their retirement, for a wedding, or for material possessions (Expedia & Center for Generational Kinetics, 2018; Visser, 2019). This inclination to tourism led to bucket lists that seven out of ten young individuals compile and fill in with things they want to experience and places they want to see before they die (Visser, 2019). What is more, 30% are willing to study or live abroad over the next decade and therefore leave their comfort zone, be

confronted with the unknown, and develop their independence (Booking.com, 2019a). According to a survey conducted on 22,000 Gen Zers of 29 nationalities, half of them anticipate to find a job that would enable them to travel, and this is a criterion they consider when choosing their next employment (Booking.com, 2019a).

3.3.1. Tourism habits

Apart from the organized travelers with premade bucket lists, 20% of Gen Zers opt for spontaneous tourism choices which depend on their at-the-moment desires and inspirations (Tendance Hotellerie, 2019). Compared to the other age demographics, Generation Z is also the one who travels the least, with only 29 days of vacation per year on average, and 2.8 trips (Condor Ferries, 2021; Newsdesk, 2018). Nevertheless, they often opt for long-weekend-trips of three to five days, which correspond to their favorite length of vacation (Expedia & Center for Generational Kinetics, 2018).

In terms of purpose, 70% of Gen Zers travel for vacation. Other reasons are sometimes mentioned, such as specific leisure events (festival, concert,...), work purposes, or study experiences, which respectively make up 7, 6, and 5% of their trips (European Travel Commission, 2020).

When planning their touristic stays, budget is an important decision factor and area of concern for young consumers (Ragot, 2017). The fact that they are just entering the labor market and improving their financial stability is one of the reasons, and Gen Zers, unlike Millennials, do not want to incur debts for travels (Condor Ferries, 2021). However, they are the biggest spenders, and their average trip costs US\$3,500. Among the expenses, 25% are spent on flights (Condor Ferries, 2021).

When deciding on their destination, 90% of Gen Zers are influenced by social media, and 36% choose their journey after seeing posts on the Internet (Condor Ferries, 2021). Word of mouth and travel review sites also play a significant role, especially in terms of accommodation (European Travel Commission, 2020). However, negative reviews lead to automatic disqualification (Expedia & Center for Generational Kinetics, 2018). While on holiday, 53% of Gen Zers post pictures and videos on social media, and at the end, they leave reviews,

comments, and suggestions (European Travel Commission, 2020). This is even more true when the offers exceed their expectations (Booking.com, 2019a; Slivar et al., 2019).

Finally, this digital generation mainly uses OTAs (Online Travel Agencies) to plan and book their trips (Pastezeur, n.d.). They indeed consider it particularly useful to be able to reserve everything in one place, and therefore mainly use their mobiles for flights, ground transport, accommodation, cars, and leisure activities (Condor Ferries, 2021; European Travel Commission, 2020; Expedia & Center for Generational Kinetics, 2018).

3.3.2. Preferences in tourism

In terms of preferences, Gen Zers differ from the other age groups for several factors such as the chosen destination, the on-site activities, the people they travel with, the accommodation, and the means of transportation. Their favorite alternatives are developed hereunder.

3.3.2.1. Destination

While international destinations became “the norm” for young travelers, among which 50% have already travelled abroad by the age of five, Gen Zers are increasingly likely to explore more isolated and less frequented areas (eDreams, 2017; Pastezeur, n.d.; Slivar et al., 2019). However, some American and Asian cities are still considered as very attractive, as it is the case for New York, Rio de Janeiro, Tokyo, Buenos Aires, San Francisco, and Sydney in Australia (Condor Ferries, 2021). Generation Z is indeed the most willing to travel internationally and explore exotic and culturally rich destinations (Phocus Wire, 2021, 2021). Europe still remains a popular travel place, thanks to the good value for money it represents, the availability of cheap flights and accommodation, and the security, which is mostly important for Chinese visitors (European Travel Commission, 2020). The most demanded areas are the Mediterranean countries (France, Italy, Spain, and Greece), Germany, the UK, and Nordic destinations for Chinese tourists who are not interested in sun and beach experiences (European Travel Commission, 2020).

3.3.2.2. Activities

When it comes to activities, half of the generation values adventures such as paragliding, bungee jump, or trekking. The larger the offer, the happier they are (Condor Ferries, 2021;

Expedia & Center for Generational Kinetics, 2018; Slivar et al., 2019; Visser, 2019). 33% also expect to learn something or develop new competencies after their vacation, and therefore connect with locals to discover their food, culture, traditions, heritage, and language among others (Booking.com, 2019a; European Travel Commission, 2020; Slivar et al., 2019). A smaller proportion travels to relax and avoid everyday stress and therefore wants to enjoy the nature or wellness activities at destination (Condor Ferries, 2021; European Travel Commission, 2020).

3.3.2.3. Company

In order to meet the objectives of self-development, travelling alone has gained popularity and is now the favorite type of trip for one third of the generation (Booking.com, 2019a). Friends are still the most preferred travel companions, followed by partners and family members, who generally pay for everything and thus allow to save some budget (Expedia & Center for Generational Kinetics, 2018; Slivar et al., 2019).

3.3.2.4. Accommodation

The most demanded type of accommodation are hotels, which attract around 50% of Gen Zers (Phocus Wire, 2021). Short-term rentals and hostels follow, as they account for 16 and 9% respectively (European Travel Commission, 2020). Wi-Fi is an absolute necessity for young tourists, and despite the importance of budget, some are ready to pay more for comfortable and equipped housing facilities, which they consider as a treat if they found cheap flights to destination (European Travel Commission, 2020).

3.3.2.5. Transportation

As far as transportation is concerned, airplanes remain the most popular option (eDreams, 2017). Some young tourists still consider cars, motorcycles, and trains for close destinations (Slivar et al., 2019).

3.4. Sustainability in tourism within Generation Z

In the first chapter, and more specifically in section 1.4., we studied some sustainable practices tourists implement when travelling. It is now time to narrow down our analysis and focus on how sustainability is specifically applied by Gen Zers in the field of tourism. They are indeed aware of the need to travel in socially and environmentally friendly manners, and are likely to take sustainable travel decisions (GlobeTrender, 2021; Travel Agent Central, 2018).

Research has shown that almost 50% of Generation Z aim at feeling like they have made a difference and meeting local people while travelling. They therefore engage in volunteering and restoration projects, more than any other age group (Booking.com, 2019e; TrovaTrip, 2022). To lower their impact on the environment, half of them is also ready to consider less popular destinations, and 63% use more sustainable means of transportation once on-site (Booking.com, 2019e). In terms of activities and consumption, Gen Zers avoid everything related to animals in captivity or animal abuse, and try to consume as local as possible (European Travel Commission, 2020; GlobeTrender, 2021; Pastezeur, 2020; TrovaTrip, 2022). While on vacation, around half of them recycle the waste, reject or reduce the use of plastics, and 30% lower their water consumption (European Travel Commission, 2020).

Although well intentioned, some progress still needs to be accomplished, as only a small proportion of Gen Zers agree to consider environmentally friendly accommodation compared to other age demographics (Booking.com, 2019e). They should also make efforts and re-use the towels provided by the hotel, turn down the air-conditioning when leaving the room, and avoid having their bed sheets washed daily, which is only done by 49, 47, and 33% of the generation nowadays (GlobeTrender, 2021). What is more, they are the least careful generation about energy and water consumption compared to other age demographics and their behavior at home (Jones, 2022b). Also, and despite the transportation efforts at destination (like electric/hybrid rental cars, public transport, walking, biking), Generation Z lags behind in terms of to-site transit planning and booking, as they mainly travel by plane (Booking.com, 2019d; eDreams, 2017; Pastezeur, 2020). Finally, it is worth noticing that only one out of ten young tourists chooses their destination because of the sustainability practices applied on-site (European Travel Commission, 2020).

In conclusion, it appears that Gen Zers are putting a few sustainable efforts in place once at destination but are not engaged enough in the pre-trip phase. This is particularly due to the means of transport they mainly have recourse to, namely the plane (eDreams, 2017).

3.5. Gen Zers' information sources

After investigating what they are sensitive to in terms of sustainability, as well as the green practices Gen Zers implement in tourism, it is interesting to look at the main sources of information they use, as well as the ones they mostly trust. This can be justified by our final objective, namely, to find ways of switching their behavior towards more environmentally friendly alternatives. We therefore need to know which “content” we should use, as well as which “support”.

Nowadays, the main information source used by Generation Z is social media, and this trend has increased in the recent years to reach 86% (Bishop, 2020; Carasco, 2021; Student Beans, 2021; Tallel, 2020; YPulse, 2020). TV and newspapers follow with barely 43 and 17% (Bishop, 2020; Student Beans, 2021). Among social media, it is worth noting that Instagram and YouTube are the most popular channels and attract 71% of Gen Zers in search of information (YPulse, 2020). Twitter and Facebook are less popular, with only 46 and 29% respectively (YPulse, 2020). Gen Zers have a preference for videos over text and YouTube is considered as the most reliable source of information, above Twitter, Instagram, and Facebook (YPulse, 2020). However, they do not immediately trust what they discover on social media and tend to verify their findings via other sources such as recognized newspapers (Student Beans, 2021; Tallel, 2020). In terms of sustainability and climate change, they are more likely to trust experts and sometimes find it difficult to rely on the information provided by companies, which lie on their emissions to improve their image and reputation (Bishop, 2020; Rannard, 2022).

PART II – EMPIRICAL RESEARCH

Chapter 4 – Hypotheses development

Drawing on our literature review as well as various theories and conceptual frameworks such as the social norms theory, the self-construal theory, and White et al.'s (2019) SHIFT framework, we develop in the following four main hypotheses on how to shift young travelers' behaviors to be more sustainable.

H1: Communicating collective (vs. individual) outcomes of non-sustainable tourism choices is more (less) effective in influencing Gen Zers' intention to adopt more sustainable behaviors.

The literature review showed the strong importance tourists place in the local populations at destination and their concern about the impact tourism can have on local communities and economies, which travelers want to preserve (Booking.com, 2021; easyvoyage, 2018; Gilchrist, 2021). Some authors link this kind of consideration to the concept of *altruism*, which refers to the objective of improving others' current and future well-being and benefits while putting one's own interests aside (Batson, 1991). Previous studies investigated the link between altruism and sustainable behavior, which proved to be significant (Tapia-Fonllem et al., 2013). Communicating the collective-level outcomes of unsustainable travel behaviors and insisting on the inequitable distribution of harmful environmental effects, as well as the consequences on the most vulnerable societies is therefore sometimes considered as an option to shift consumers' behaviors towards more sustainable alternatives (De Dominicis et al., 2017; Lazarus, 1994; White et al., 2019).

On the other hand, people are also worried about the negative consequences tourism can have on their own environment and everyday lives, and this can trigger more responsible behaviors (Li et al., 2011; Travel Agent Central, 2018). Moreover, research showed that emphasizing the self-benefits and self-interests of a given sustainable behavior could generate greener practices and changes in people's actions (De Dominicis et al., 2017; Green & Peloza, 2014; Griskevicius et al., 2012; Nolan et al., 2008; Paavola, 2001). Thereupon, communicating the outcomes of unsustainable travel behaviors for the individual self might also help change their habits in tourism and adopt more sustainable practices (White et al., 2019).

Thus far, scant research has compared the effects of communication about collective vs. individual-level outcomes on the customer sustainable behavior change. A recent study conducted in the accommodation sector showed that consumers' behavioral shift was mostly driven by biospheric and altruistic values, rather than egoistic ones (Achchuthan et al., 2021; Prakash et al., 2019). Nonetheless, these results do not address the entire tourism sector, nor our generation of interest, and this kind of study does not exist yet. In order to switch Gen Zers' behaviors to be more sustainable, it is however crucial to adapt the displayed messages and make sure they fit with their "sore points". Following the existing literature, Generation Z would thus give a higher importance to the environment and others, and focus less on their own benefits and personal comfort when choosing between several travel options (X. Wang et al., 2021).

H2: The effect of the communicated outcomes on Gen Zers' intentions to adopt more sustainable behaviors is moderated by their exposure to collective action, such that when they are exposed (vs. not) to messages around collective action, consumers exhibit more positive sustainable intentions and behaviors in response to messages communicating collective (vs. individual) outcomes.

In line with prior research, we, however, argue that the exposure to collective action (vs. no exposure) may also play a role in influencing sustainable behavior change and moderate the previously mentioned relationship. Many researchers indeed showed that messages around others' green actions could motivate the involvement into more sustainable practices (Bamberg et al., 2015; Salazar et al., 2013; White et al., 2019). As a matter of fact, it is more common for individuals to adopt sustainable behaviors when they see that others are already engaged in the process and that their own actions help contribute to the common good (Bolsen et al., 2014). These findings can be linked to the theory of social norms, which states that people are influenced by, and conform to their peers' behaviors so that they identify more to the group and feel like they behave appropriately (Cialdini & Trost, 1998; Deutsch & Gerard, 1955; Johnson, 2012). Others' actions also trigger feelings of social desirability, and consumers are more likely to engage into sustainable behaviors when they perceive them as the right thing to do and when they want to make a positive impression on others (Green & Peloza, 2014; Griskevicius et al., 2010). What is more, White et al.'s SHIFT framework argues that social influence plays a significant role in influencing sustainable consumer behaviors, and that using social factors is

one of the most efficient ways in switching practices to be more sustainable (Abrahamse & Steg, 2013; White et al., 2019).

Regrettably, none of these theories especially addresses young individuals in the field of tourism. However, since the literature review revealed the significant effect social influence plays on Gen Zers' decisions, as well as the importance of engaging all the stakeholders into the sustainability journey, it is highly interesting to investigate whether exposure to collective action could indeed trigger more sustainable tourism behaviors among this age group (Booking.com, 2019c; Byrd, 2007; YPulse, 2020).

H3: When people observe others engaging in an action, this may trigger perceptions of collective efficacy, which then result in greater intentions to behave sustainably.

Drawing on H2, and on the role social influence plays in the switch towards greener behaviors, we argue that being exposed to sustainable collective action might trigger feelings of collective efficacy. This idea is defined as “a group’s shared belief in its conjoint capabilities to organize and execute the courses of action required to produce given levels of attainments” (Bandura, 1997, p. 477), and would represent a mediating variable in behavioral change.

In several domains such as demonstrations or other protest activities, people tend to engage in collective action when they see that others are already involved for a given cause. They indeed perceive the collective action as the most efficient way to bring change, especially because success usually depends on everyone’s engagement (Bäck et al., 2018). Scant research has been conducted in the field of tourism, but since Gen Zers are motivated to mobilize in the conservation of the planet, are susceptible to social influence, and know that efforts from the entire population are needed, we argue that being exposed to collective action from others may trigger perceptions of collective efficacy (Booking.com, 2019c; France Culture, 2021; Petro, 2021).

In turn, and according to recent research, perceptions of collective efficacy might predict more sustainable practices (Reese & Junge, 2017). For example, different studies showed that recycling and energy-saving behaviors, but also plastic reduction were partly explained by the collective efficacy felt by the participants (Cuadrado et al., 2022; Reese & Junge, 2017). Nonetheless, no research has solely focused on the tourism industry nor on the sustainable

practices young travelers would be ready to implement after being exposed to collective efficacy.

H4: The effect of the communicated outcomes on Gen Zers' intentions to adopt more sustainable behaviors is moderated by their identity level, such that when the collective (vs. individual) level of self is activated, consumers exhibit more positive sustainable intentions and behaviors in response to messages communicating collective (vs. individual) outcomes.

In this case, the factor which could mitigate the relationship between the communication around shared vs. individual outcomes and the shift in consumers' behavioral intentions (BI) touches upon their identity level (individual vs. collective) (Cho et al., 2013; Y. K. Lee, 2017; X. Wang et al., 2021; White et al., 2019). This concept can be linked to the self-construal theory, referring to the extent to which a person defines oneself as independent and autonomous or interdependent and highly connected with others (Voyer & Franks, 2014). The dimension has been investigated and proven to be significant in the influence towards more sustainable behaviors such as grasscycling, or conservation of environmental resources (Arnocky et al., 2007; X. Wang et al., 2021; White et al., 2019). Researchers have indeed shown that human beings whose self-concept was extended, and now also include other peers, are more likely to engage in sustainable actions (Postmes et al., 2013). Nevertheless, no study was conducted in the field of tourism.

As we saw, Generation Z is prone to diversity and inclusion, is ready to mobilize in the fight against the climate emergency, and is ready to defend everyone's rights (Forbes, 2020; Sanchez, 2021; H. L. Wang, 2018). What is more, a greener future is only feasible if all the stakeholders from the tourism industry engage in the process and coordinate their efforts (Byrd, 2007). Studying the impact of the feeling of belonging to a specific group and being connected to others is therefore interesting to see how we could switch young travelers' behaviors to be more sustainable.

The entire thorough methodology followed to test these four hypotheses, as well as the results we obtained will be described in the next sections.

Chapter 5 – Study 1: Role of outcomes and exposure to collective action on behavioral intention to shift behaviors

In this study, we test our first three hypotheses which propose ways of switching Gen Zers' behavioral intentions to adopt more sustainable practices. Specifically, we investigate whether communication around collective outcomes is more effective than messages about individual consequences of unsustainable tourism behaviors (H1). In addition, we examine the moderating role of the exposure to collective action on the previously mentioned relationship (H2). Finally, we test H3, and the mediating role of the perception of collective efficacy in the relationship between exposure to collective action and sustainable behavioral intentions.

5.1. Method

5.1.1. Research context

To begin with, it is important to mention that, despite the three pillars of sustainable tourism (economic – socio-cultural – environmental), we focused on environmental sustainability and tried to find ways of switching young consumers' behavioral intentions to lower their impact on our planet and environment. As highlighted in the literature review, climate change, as well as global warming are indeed key areas of concern for Generation Z, and this partially justifies our decision (Amnesty International, 2019; investESG, 2022). What is more, the climate emergency and the need to reduce the carbon emissions have to be considered with priority to ensure a sustainable future (Alvarez, 2022; IPCC, 2022). It is therefore important to engage into collective effort and adopt more sustainable practices in tourism, as it constitutes a key element in the achievement of the Sustainable Development Goals (Rasoolimanesh et al., 2020).

It is also worth mentioning the *sustainable consumer behavior change* we expect in the context of this thesis. Since we focus on environmental sustainability, our final goal is to find ways of making Gen Zers implement actions whose impact on the environment is lowered, and whose use of natural resources is limited across the whole tourist's customer journey (White et al., 2019). The objective is therefore to make consumers overcome the barriers they face (see section 1.5.2). As we are not able to measure the travelers' behavior in practice, we adopted behavioral intention as a proxy. People indeed attempt to behave in accordance with their intentions (Ajzen, 1991).

Furthermore, and since Chapter 2 showed that the to-site, on-site, and back-home transportation were responsible for the largest CO₂ emissions generated by the tourism industry, we decided to focus our efforts on that critical point (Lenzen et al., 2018). Our final goal is thus to switch Gen Zers' actions and make them adopt greener means of transportation. In particular, we would make them avoid planes, and rather have recourse to trains, buses, or ferries (GOV.UK, 2020; Lenzen et al., 2018). Our questionnaire will thus measure the behavioral intention of the respondents to opt for these alternatives, after being exposed to specific messages.

Another essential element to specify is that our hypotheses were tested using the Instagram interface and template. Since research has already shown that this social media could help influence the users' travel behaviors to make them more sustainable, we found it interesting to go even beyond and see the efficacy of our messages on this specific platform, therefore corresponding to a customer-owned touchpoint (Hu & Olivieri, 2021; Justianto & Morley, 2020). Moreover, the literature review pointed that Instagram was one of the most popular channels used by Gen Zers, including when they are in search of information (YPulse, 2020). However, we decided not to link the messages to any particular famous user/influencer of Instagram, as we wanted to evaluate their overall efficacy, but also because the preferences of the worldwide Generation Z we target vary considerably depending on their own interests and region of origin, among other things (Andreas, 2021; Geyser, 2017). Hence, we used a template interface displaying a non-existing username.

5.1.2. Manipulations and procedures

In order to test our hypotheses and the expected causal effects between communication practices, exposure to collective action, perceptions of collective efficacy, and Gen Zers' sustainable intentions, we opted for an experimental approach and used a 2 (level of outcome: individual vs. collective) X 2 (exposure to collective action: yes vs. no) between-subjects design. Participants were therefore exposed to distinct messages.

To manipulate the outcome level, we first included consequences of non-sustainable travel behaviors at an individual scale. To do so, we insisted on the future self and the consequences irresponsible behaviors could have on the respondent's own life and health, as it is an area of concern for young people (Harrabin, 2021; Hickman et al., 2021; X. Wang et al., 2021; White et al., 2019). As opposite, in the collective condition, we played on the inequitable impact on

some of the most vulnerable communities such as Lagos (Nigeria), or Haiti (Law, 2019; Lazarus, 1994; White et al., 2019). We also mentioned negative consequences everyone would suffer from, such as global warming and pollution (World Health Organization, 2021).

As for the second dimension, we included (or not) messages around collective action of others in sustainable tourism. To this end, we mentioned that 36% of the population agree to avoid airplanes and rather opt for greener forms of transportation to lower their environmental footprint when travelling (Ahmad et al., 2022).

In addition to those four messages, a fifth group was used for control purposes, and only received information about sustainable tourism in general. In total, five distinct experimental conditions were thus used. The five messages displayed to our survey participants were the following:

	Individual outcomes	Collective outcomes
Exposure to messages around collective action	36% of the global population already agree to avoid airplanes and rather opt for greener forms of transportation to reduce their climate impact. This helps maintain air quality and prevents you from suffering from heart and respiratory conditions such as asthma. In addition, it also helps avoid more frequent and intense extreme weather and climate events which could threaten your life and your place of residence.	36% of the global population already agree to avoid airplanes and rather opt for greener forms of transportation to reduce their climate impact. This helps avoid negative consequences on the environment such as global warming and pollution. In addition, it also prevents vulnerable communities such as inhabitants of Lagos (Nigeria) and Haiti to suffer from frequent and intense extreme weather and climate events which could threaten their life and place of residence.

No exposure to messages around collective action	Adopting more sustainable forms of tourism helps maintain air quality and prevents you from suffering from heart and respiratory conditions such as asthma. It also helps avoid more frequent and intense extreme weather and climate events which could threaten your life and your place of residence.	Adopting more sustainable forms of tourism helps avoid negative consequences on the environment such as global warming and pollution. In addition, it also prevents vulnerable communities such as inhabitants of Lagos (Nigeria) and Haiti to suffer from frequent and intense extreme weather and climate events which could threaten their life and place of residence.
Control group	Sustainable tourism is an alternative form of tourism which aims at making all tourism more sustainable while protecting the environmental resources. The concept is closely linked to the principle of sustainable development and is based on the same three main pillars (economy, socio-culturality, environment). Several means are applicable in the field of sustainable tourism, and this can include the choice of more sustainable accommodation, catering, transportation, activities, or even purchases while on holiday.	

Table 1 - Messages displayed in Study 1

As noted here above, these messages were embedded in a traditional Instagram template and added to the questionnaire we developed on Qualtrics (see Appendix 1). The latter was validated after a pretest and once it had been checked by 12 individuals. Figure 2 displays an example of the final design used.



Figure 2 - Example of design displayed

In the survey, after a brief introduction and the consent verification, the following step was the contextualization. We therefore asked the individuals to imagine they were surfing on Instagram and then came across a specific message (see Figure 2). The participants were also asked to put themselves in the shoes of someone planning a trip to their next destination.

To evaluate the impact of the messages, and therefore the role of the variables, we then measured our participants' behavioral intention to opt for a greener means of transportation instead of taking the plane for their next vacations. To this end, we used a seven-point scale and adapted the three statements from White and Peloza (2009). Before launching the questionnaire, we verified the reliability of the three items and made sure they all measured the same construct. In this case, and as the Cronbach's alpha we obtained amounted to 0.794, we concluded that all the items were relevant and that their mean could be calculated later in the analysis.

The survey then measured the perceived scenario realism thanks to two items on a Likert scale counting seven points [$r = 0.43$, $p = 0.000$] (Liao, 2007; Van Vaerenbergh et al., 2013). It aimed at verifying that the displayed message could appear in real life on a proper Instagram interface.

To test H3, we used the scale developed by Chen and adapted from Schwarzer and Schmitz. The perceptions of collective efficacy were therefore measured on a seven-point scale with

three statements (Chen, 2015; Schwarzer & Schmitz, 1999). A reliability analysis gave a large Cronbach's Alpha [0.714] and indicated that the three items measured the same construct. The hypothesized mediation model was tested thanks to the "PROCESS" macro, model 4, v4.0 in SPSS (Hayes, 2013).

Finally, the last part of the questionnaire included some demographic items. Participants were therefore asked to indicate their age, gender, origin, level of education, familiarity with Instagram, as well as their interest in tourism. For the latter, a 7-point-scale with one single statement aimed to measure the respondents' enthusiasm about the discovery of new places and tourism (Awang et al., 2016). Experienced and passionate travelers are indeed more likely to engage in sustainable tourism, and we wanted to investigate whether this was also true for Gen Zers (Seidel et al., 2021). What is more, a question attempted to verify that high levels of concern for environmental issues were a driver of sustainable tourism practices for Gen Zers, as it is the case for other age groups (Hedlund, 2011; Seidel et al., 2021). The environmental orientation was therefore estimated using selected items from the *New Ecological Paradigm scale*, one of the most recognized tools in that domain (Dunlap et al., 2000). Since one of the items was formulated in a negative form, it had to be reverse-coded. A reliability analysis then revealed that the four items reasonably measured the same construct. The Cronbach's Alpha was indeed smaller than the usual threshold, as it amounted to 0.626. This figure is still considered as acceptable, as argued by some authors (Ursachi et al., 2015). The last question of the survey served the purpose of an exploratory quantitative research and tackled the short- or long-term focus of the participants.

Table 2 presents a summary of all the items used in the survey launched for Study 1, as well as their sources.

	Items	Sources
Behavioral Intention	• I am likely to have recourse to sustainable forms of transportation when going to my holiday destination and back home. • To the extent possible, I am inclined to avoid traveling by plane.	(White & Peloza, 2009; White & Simpson, 2013)

	• I am willing to travel more sustainably and adopt greener alternatives when it comes to transportation.	
Scenario realism	• The presented post seems realistic. • Coming across this kind of post could also occur in real life.	(Liao, 2007; Van Vaerenbergh et al., 2013)
Collective Efficacy	• I am sure that we can achieve progress because we are all pulling in the same direction. • I am confident that together we can solve the problem of climate change. • We can come up with creative ideas to solve environmental problems effectively, even if the external conditions are unfavorable.	(Chen, 2015; Schwarzer & Schmitz, 1999)
Environmental orientation	• Humans are seriously abusing the environment. • Humans have the right to modify the natural environment to suit their needs. • Plants and animals have as much right as humans to exist. • If things continue on their present course, we will soon experience a major ecological catastrophe.	(Dunlap et al., 2000)

Table 2 - Summary of the items and their sources for Study 1

5.1.3. Sampling and data collection

As previously calculated thanks to G*Power (see Appendix 2), the required sample size amounted to 256 participants. This number was obtained by multiplying 128 by 2, as it is recommended to test both the main effects, as well as the interaction effect between the manipulated independent variables (Lakens, 2020). We also considered 80% power to detect

an effect at a 95% confidence level, as well as a medium effect size amounting to 0.25 (Geert van den Berg, n.d.; Tomczak et al., 2014).

The respondents were randomly exposed to one of the five displayed communications in the questionnaire. A special focus was given to a homogeneous distribution of the messages amongst the respondents to make sure the same number of people were exposed to each condition.

In order to target our population of interest (Gen Zers between 18 and 26), the questionnaire was shared on social media platforms and other communities such as *Survey Circle*, but also sent to groups of students or young consumers meeting the age criterion. Eventually, and after removing 12 respondents who did not belong to the age group of interest, the total number of answers was 258. It translated into a range of 48 to 55 respondents per condition.

In terms of demographics, 33 nationalities took part in the questionnaire, among which Belgian, French, and German were the most frequent, with 50.8, 10.9, and 6.2% of the answers respectively. More exotically, five Mexican, four Argentinian, one Malaysian, one Azerbaijani, and one Emirati participated in the study. The repartition of gender was the following: 29.5% of males and 70.5% of females. More than nine respondents out of ten possess an Instagram account, and 93% are familiar with the platform. A more detailed summary of the demographics is available in Appendix 5.

5.2. Results

It is first important to note that all the statistical analyses were conducted on SPSS.

Manipulation checks. Before launching the survey, we conducted a pretest to verify that the messages corresponded to the dimensions of interest (level of outcomes and exposure to collective action) and worked on the participants (See Appendices 3 and 4). 70 people were therefore randomly exposed to a message describing individual vs. collective consequences of unsustainable travel behaviors. A seven-point scale and two statements (see Table 3) were used, and they were moderately correlated [$r = 0.39$], but still significant [$p = 0.001$]. The Independent samples T-test showed a significant difference between the means of the two groups [$p = 0.001$],

and the mean of the people exposed to individual outcomes was higher [Mean = 5.24 vs. Mean = 4.06], proving that the manipulation worked.

The test conducted before launching the questionnaire also tackled the exposure to collective action and aimed at verifying the efficacy of the manipulation. The participants were randomly assigned to messages with/without exposure to collective action, and then asked to indicate to which extent (7-point Likert scale) they agreed with the following statements [$r = 0.59$; $p = 0.000$]. An Independent samples T-test was then conducted and revealed a significant difference between the means of the two groups of individuals [$p = 0.000$]. Further investigation showed that the mean of people exposed to collective action was higher [Mean = 4.80 vs. Mean = 2.03], therefore confirming the efficacy of the manipulation.

Table 3 below displays a summary of the items used for the manipulation checks, as well as their sources.

	Items	Sources
Level of outcome	• The Instagram post that you have just seen asked you to consider the risks of non-local purchases to yourself and your life personally. • The Instagram post that you have just seen asked you to consider what you might personally suffer from if you purchase non-local items.	(White & Simpson, 2013)
Exposure to collective action	• The Instagram post that you have just seen showed you what others are doing to reduce their impact when travelling. • The Instagram post that you have just seen tackled the sustainable efforts	(White & Simpson, 2013)

	made by the population in terms of travel.	
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Table 3 - Summary of the items used and their sources for manipulations checks in Study 1

Scenario realism. Before diving into the results of this first study, it is important to mention that the average score attributed by the survey participants to the scenario realism of the messages amounts to 4.86/7. The allocated scores ranged from 1 to 7, and the standard deviation was 1.16. A One-way ANOVA then showed that there was one statistical difference between the average score attributed to two of the conditions [$p = 0.016$], namely exposure with individual outcomes, and exposure with collective outcomes [p of the Post Hoc test = 0.017]. All the other designs were perceived with the same degree of realism.

Going one step further, we observe that, on average, the higher the perceived message realism, the higher the behavioral intentions to travel more sustainably.

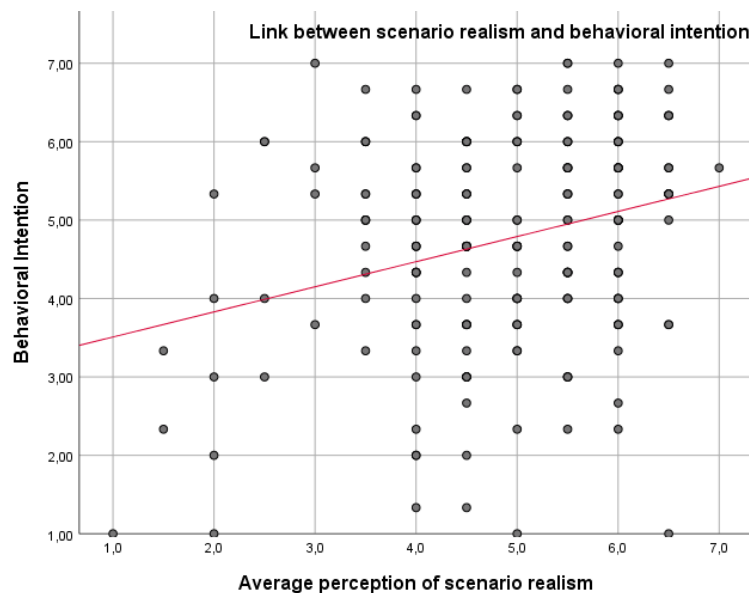


Figure 3 - Relationship between average perception of scenario realism and behavioral intentions in Study 1

Descriptive statistics. The average behavioral intention of the participants to avoid airplanes amounted to 4.78/7, with a standard deviation of 1.32. The overall answer range went from 1

to 7. Table 1 below displays the number of respondents (N), means, standard deviations, minimums, and maxima obtained for each of the conditions.

	N	Mean	St. deviation	Min.	Max.
Exposure + Individual outcomes	52	4.83	1.53	1	7
Exposure + Collective outcomes	52	4.82	1.15	2.33	6.67
No exposure + Individual outcomes	51	4.63	1.30	1	7
No exposure + Collective outcomes	48	4.69	1.45	1	7
Control	55	4.91	1.15	2	7
Total	258	4.78	1.32	1	7

Table 4 - Descriptive statistics of Behavioral Intention in Study 1

5.2.1. Results of H1 and H2

5.2.1.1. Two-way ANOVA

The Two-way ANOVA aimed at testing the main effects of the outcome level (individual vs. collective) and the exposure to collective action (yes vs. no), as well as the interaction effect of those two variables on the behavioral intention.

None of the main effects of the outcome level, $F(1,199) = 0.015$, $p = 0.902$, $\eta^2 = 0.000$ nor the exposure to collective action, $F(1,199) = 0.781$, $p = 0.378$, $\eta^2 = 0.004$ were significant. Moreover, the interaction effect of these two variables, $F(1,199) = 0.36$, $p = 0.849$, $\eta^2 = 0.000$ was not significant either.

Tests of Between-Subjects Effects

Dependent Variable: Behavin

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	1,565 ^a	3	,522	,280	,840	,004
Intercept	4560,239	1	4560,239	2446,769	,000	,925
Outcome	,028	1	,028	,015	,902	,000
Exposure	1,456	1	1,456	,781	,378	,004
Outcome * Exposure	,067	1	,067	,036	,849	,000
Error	370,892	199	1,864			
Total	4940,778	203				
Corrected Total	372,458	202				

a. R Squared = ,004 (Adjusted R Squared = -,011)

Figure 4 - Results of the Two-Way ANOVA

5.2.1.2. One-way ANOVA with control condition

To further test the impact of the considered variables, we also conducted a One-way ANOVA to investigate if the behavioral intention differed between the five conditions (including the control one). As displayed in Figure 5, the test showed that there was no significant difference in the intentions to behave more sustainably between the people exposed to one of the five messages [$F(4,253) = 0.392, p = 0.814$]. The impact of the control condition does therefore not significantly differ from the others.

ANOVA

Behavin

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,747	4	,687	,392	,814
Within Groups	442,771	253	1,750		
Total	445,518	257			

Figure 5 - Results of the One-Way ANOVA

5.1.2.3. ANCOVA with control variables

Since we argued that the respondents' environmental orientation and interest in tourism could have an impact on their intention to travel more sustainably, we conducted two additional ANCOVA tests to check these assumptions (Hedlund, 2011; Seidel et al., 2021).

Before running the first ANCOVA, Levene's test and normality checks were carried out, and the assumptions were met (Zaiontz, n.d.). The test then showed that the main effect of the environmental orientation, $F(1, 198) = 37.48, p = 0.000, \eta^2 = 0.159$, was significant. This means that the factor is responsible for almost 16% of the respondents' BI. However, even when including this variable into the model, none of the previously considered factors (outcome level and exposure to collective action) had an impact on the intentions to change behaviors. This applied for the main effects $F(1, 198) = 0.14, p = 0.709, \eta^2 = 0.001$ and $F(1, 198) = 1.215, p = 0.272, \eta^2 = 0.006$ respectively, but also for the interaction effect, $F(1, 198) = 0.452, p = 0.502, \eta^2 = 0.002$.

Tests of Between-Subjects Effects

Dependent Variable: BehavIn

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	60,598 ^a	4	15,150	9,619	,000	,163
Intercept	1,350	1	1,350	,857	,356	,004
Environmentalism	59,033	1	59,033	37,480	,000	,159
Outcome	,220	1	,220	,140	,709	,001
Exposure	1,913	1	1,913	1,215	,272	,006
Outcome * Exposure	,712	1	,712	,452	,502	,002
Error	311,859	198	1,575			
Total	4940,778	203				
Corrected Total	372,458	202				

a. R Squared = ,163 (Adjusted R Squared = ,146)

Figure 6 - Results of the ANCOVA with environmentalism as covariate

When going further in the analysis, we observed that the environmental orientation and the behavioral intention were moderate and positive [$r = 0.40$]. This means that the higher the level of environmentalism, the higher the intention to behave sustainably.

After verifying the same conditions, which were met, the same kind of test was conducted with the interest in tourism as covariate. Here again, the main effects of the outcomes, $F(1, 198) = 0.000, p = 0.999, \eta^2 = 0.000$, and the exposure to collective action, $F(1, 198) = 0.734, p = 0.393, \eta^2 = 0.004$ were not significant. The same was true for the interaction effect of these two variables $F(1, 198) = 0.284, p = 0.595, \eta^2 = 0.001$. Nevertheless, the extent to which the participants were interested in tourism and the discovery of new places impacted their intentions to travel more sustainably, $F(1, 198) = 4.40, p = 0.037, \eta^2 = 0.022$.

Tests of Between-Subjects Effects

Dependent Variable: BehavIn

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	9,630 ^a	4	2,407	1,314	,266	,026
Intercept	84,432	1	84,432	46,075	,000	,189
Interestintourism	8,064	1	8,064	4,401	,037	,022
Outcome	2,955E-6	1	2,955E-6	,000	,999	,000
Exposure	1,345	1	1,345	,734	,393	,004
Outcome * Exposure	,520	1	,520	,284	,595	,001
Error	362,828	198	1,832			
Total	4940,778	203				
Corrected Total	372,458	202				

a. R Squared = ,026 (Adjusted R Squared = ,006)

Figure 7 - Results of ANCOVA with interest in tourism as covariate

A test of correlation revealed a Pearson coefficient of 0.07. This weak, but still positive figure means that the intention to behave sustainably slightly increases with the interest in tourism among Gen Zers.

5.1.2.4. ANCOVA for exploratory quantitative research

This time, we wanted to evaluate whether the short- vs. long-term inclination had an impact on the intentions to travel sustainably, and if this variable was worth investigating further.

The last ANCOVA was thus conducted after making sure the conditions of equality of variances and normality of residuals were met (Zaiontz, n.d.). The main impact of the orientation, $F(1, 198) = 4.234, p = 0.041, \eta^2 = 0.021$, proved to be significant. However, none of the main effect of the outcomes $F(1, 198) = 0.011, p = 0.918, \eta^2 = 0.000$, nor the exposure $F(1, 198) = 0.731, p = 0.393, \eta^2 = 0.004$, was significant when including the new variable into the model. The same applied for the interaction effect of outcome and exposure, $F(1, 198) = 0.016, p = 0.898, \eta^2 = 0.000$.

Tests of Between-Subjects Effects

Dependent Variable: Behavin

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	9,330 ^a	4	2,332	1,272	,282	,025
Intercept	254,639	1	254,639	138,845	,000	,412
STvsLTorient	7,764	1	7,764	4,234	,041	,021
Outcome	,019	1	,019	,011	,918	,000
Exposure	1,341	1	1,341	,731	,393	,004
Outcome * Exposure	,030	1	,030	,016	,898	,000
Error	363,128	198	1,834			
Total	4940,778	203				
Corrected Total	372,458	202				

a. R Squared = ,025 (Adjusted R Squared = ,005)

Figure 8 - Results of ANCOVA with orientation as covariate

An Independent Samples T-Test then confirmed these results by revealing a significant difference between the means of the two groups [$p = 0.017$]. Further analysis showed that the people who focus on the long-term tend to have more sustainable travel intentions [Mean = 4.92 vs. Mean = 4.50].

5.2.2. Results of H3

For this study, it is important to mention that due to a technical issue, the number of respondents exposed to the question around collective efficacy only amounted to 79. According to G*Power, this decreased the statistical power, which thus amounted to 59% instead of 80% (See Appendix 6). Even under this threshold, our study may still be interesting (Serdar et al., 2021).

Since the previous reliability analysis showed that the three items measured the same construct of collective efficacy, we created a new variable by calculating the average of the three answers. In this case, the descriptive statistics revealed a mean of 4.80/7. The standard deviation, minimum, and maximum respectively amounted to 1.10, 1.67, and 7. Table 5 shows the figures obtained for each of the conditions.

	N	Mean	St. deviation	Min.	Max.
Exposure + Individual outcomes	17	4.43	1.34	1.67	6.67
Exposure + Collective outcomes	13	4.79	0.74	3.33	6
No exposure + Individual outcomes	17	4.9	1.05	3.33	7
No exposure + Collective outcomes	17	4.86	1.23	2	7
Control	15	5.02	0.99	3.33	6.67
Total	79	4.80	1.10	1.67	7

Table 5 - Descriptive statistics of Collective Efficacy in Study 1

Diving into the analysis, results show that there is no relationship between the exposure to collective action and the perception of collective efficacy [$B = 0.29$, $se = 0.28$, $t = 1.04$, $p = 0.3014$]. The overall mediation model was supported with the index = 0.035 (95% CI = -0.11 ; 0.16]. As zero is in the confidence interval, it indicates a non-significant mediating effect of perceptions of collective efficacy on sustainable BI. Then, we see that neither the exposure to collective action nor the perception of collective efficacy influence the sustainable behavioral intention [$B = 0.07$, $se = 0.33$, $t = 0.20$, $p = 0.84$ and $B = 0.12$, $se = 0.15$, $t = 0.81$, $p = 0.42$ respectively].

```

Model : 4
  Y : BehavIn
  X : Exposure
  M : CollEff

Sample
Size: 64

*****
OUTCOME VARIABLE:
CollEff

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    ,1312    ,0172    1,2637    1,0862    1,0000    62,0000    ,3014

Model
      coeff      se      t      p      LLCI      ULCI
constant  4,5889    ,2052   22,3589    ,0000    4,1786    4,9992
Exposure  ,2935    ,2816    1,0422    ,3014   -,2694    ,8563

```

OUTCOME VARIABLE:
BehavIn

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	,1106	,0122	1,7016	,3775	2,0000	61,0000	,6872

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,9182	,7170	5,4649	,0000	2,4845	5,3520
Exposure	,0669	,3296	,2029	,8399	-,5922	,7260
Colleff	,1195	,1474	,8109	,4206	-,1752	,4142

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI
	,0669	,3296	,2029	,8399	-,5922	,7260

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Colleff	,0351	,0640	-,1115	,1591

Figure 9 - Results of the mediation test

An Independent samples T-test was then conducted to verify the results and showed that there was no significant difference in the perception of collective efficacy between the people exposed to collective action of others, and the one who were not [$p = 0.301$].

Chapter 6 - Study 2: Role of outcomes and identity level on behavioral intention to shift behaviors

This second study serves the purpose of testing H1 and H4. To this end, we analyze the influence of collective (vs. individual) outcomes on sustainable consumers' behavioral intention to change. Furthermore, we investigate whether the activation of the collective level of self indeed triggers more positive sustainable travel intentions.

6.1. Method

6.1.1. Research context

As was the case for the first study and therefore described in the section 5.1.1., our goal is to switch Gen Zers' behavioral intentions towards environmentally sustainable travel options and reduce their impact on the planet. We thus focused on the same pillar for the second investigation.

However, and since our aim is also to tackle different critical points along the tourist's customer journey, and lower the emissions at several stages, we then chose to focus on the second-largest source of CO₂ emissions in the tourism industry, namely the purchases made *on-site* (Lenzen et al., 2018). As highlighted in Chapter 2, the goods and souvenirs acquired at destination often come from far away countries and hence generate a significant impact on the environment (Lenzen et al., 2018a; Sustainable Travel International, n.d.). Our second study will therefore consist of testing ways of making consumers consider locally made products instead of foreign items.

As for the first questionnaire, and in order to test H1 and H4, we exposed our survey participants to messages displayed on an Instagram interface not showing any famous user nor influencer name.

6.1.2. Manipulations and procedures

Once again, we used a 2 (level of outcome: individual vs. collective) X 2 (identity level: individual vs. collective) between-subjects design. Different specific messages were therefore displayed to those four groups.

The exact same statements were utilized to play on the outcome level exposed to participants, and to present sustainable tourism in the additional control condition.

Since the second dimension touched upon the identity level, part of the messages used individual pronouns (e.g., “your”, “yours”). The other half displayed collective pronouns such as “we” or “ours”. This was indeed proven to help respondents focus on the individual vs. collective self (White & Simpson, 2013).

The five messages displayed on an Instagram feed (same as the one in Figure 2) resulted in the following:

	Individual outcomes	Collective outcomes
Individual self	As an individual you can reduce the carbon emissions generated by the tourism industry by supporting the local economy and only making purchases from local producers and creators. In the end, this will help maintain air quality and prevent you from suffering from heart and respiratory conditions such as asthma. In addition, it will also help avoid more frequent and intense extreme weather and climate events	As an individual you can reduce the carbon emissions generated by the tourism industry by supporting the local economy and only making purchases from local producers and creators. In the end, this will help avoid negative consequences on the environment such as global warming and pollution. In addition, it will also prevent vulnerable communities such as inhabitants of Lagos (Nigeria) and Haiti to suffer from frequent and

	which could threaten your life and your place of residence.	intense extreme weather and climate events which could threaten their life and place of residence.
Collective self	As a community we can reduce the carbon emissions generated by the tourism industry by supporting the local economy and only making purchases from local producers and creators. In the end, this will help maintain air quality and prevent you from suffering from heart and respiratory conditions such as asthma. In addition, it will also help avoid more frequent and intense extreme weather and climate events which could threaten your life and your place of residence.	As a community we can reduce the carbon emissions generated by the tourism industry by supporting the local economy and only making purchases from local producers and creators. In the end, this will help avoid negative consequences on the environment such as global warming and pollution. In addition, it will also prevent vulnerable communities such as inhabitants of Lagos (Nigeria) and Haiti to suffer from frequent and intense extreme weather and climate events which could threaten their life and place of residence.
Control group	Sustainable tourism is an alternative form of tourism which aims at making all tourism more sustainable while protecting the environmental resources. The concept is closely linked to the principle of sustainable development and is based on the same three main pillars (economy, socio-culturality, environment). Several means are applicable in the field of sustainable tourism, and this can include the choice of more sustainable accommodation, catering, transportation, activities, or even purchases while on holiday.	

Table 6 - Messages displayed in Study 2

These communications were embedded in a similar survey as the one used for Study 1, which was also launched after being pre-tested by 10 people (see Appendix 7). The only difference lay in the measure of behavioral intentions, as we used sentences linked to purchases while *on-site* and no longer transportation. Nevertheless, we adapted the same statements from White and Peloza (2009), and we adopted the same seven-point Likert scale. This time, the Cronbach's Alpha was considered as reasonable [0.694], which means that the 3 items measure the same construct and that we were able to further calculate their means (Taber, 2018).

As for the two items measuring the scenario realism, they were moderately correlated [$r = 0.491$].

Another difference is worth noting. When running a separate reliability analysis before launching the second questionnaire, we obtained a Cronbach's Alpha of 0.348 for the four items measuring the environmental orientation of the participants. However, when deleting of the items, the figure increased to 0.697, and was therefore acceptable. We later calculated the mean of the three items measuring the same construct and created a new variable.

As we did for the first study, Table 7 presents the items used in Study 2, as well as their sources.

	Items	Sources
Behavioral Intention	• I am likely to verify the origin and opt for locally made products when making purchases while on holiday. • I am inclined to buy from local producers and creators at destination (for clothes, magnets, art pieces,...). • When travelling, I am willing to purchase items that are made locally and avoid products that were manufactured in a far away country (such as China for example).	(White & Peloza, 2009; White & Simpson, 2013)

Scenario realism	• The presented post seems realistic. • Coming across this kind of post could also occur in real life.	(Liao, 2007; Van Vaerenbergh et al., 2013)
Environmental orientation	• Humans are seriously abusing the environment. • Humans have the right to modify the natural environment to suit their needs. • Plants and animals have as much right as humans to exist. • If things continue on their present course, we will soon experience a major ecological catastrophe.	(Dunlap et al., 2000)

Table 7 - Summary of the items and their sources for Study 2

6.1.3. Sampling and data collection

The same G*Power calculation was applied to Study 2 and resulted in a required sample size of 256 respondents (See Appendix 2). Again, they randomly came across one of the five messages created for the survey, and attention was paid to an equal distribution of the participants for each condition. After 17 days, the total number of answers per communication amounted to between 46 and 55.

The same data collection method was implemented in this case, and the survey was sent to young consumers belonging to the target group. Eventually, and after removing younger, older, or even uncomplete respondents, the total number of answers was 264.

As for the demographics, people from 44 countries answered the survey. They were mainly from Belgium (52.3%), France (8.3%), and Germany (5.3%). Once again, we still reached foreign nationalities such as inhabitants of South Africa, Trinidad and Tobago, or even Australia. The most frequent gender was female, with almost seven respondents out of ten. Almost 95% of them are part of the Instagram community, and 97% are familiar with the use

of the social media. Further details will be provided in Appendix 8.

6.2. Results

As for the first study, SPSS was used for all statistical research.

Manipulation checks. As was the case for Study 1, we wanted to pretest our manipulations before launching the actual questionnaire. In that sense, and as mentioned in section 5.2., we tested the efficacy of the manipulation around the outcome (individual vs. collective) on 70 participants. As explained in the previous chapter, the manipulation worked, and the respondents correctly understood the type of consequences they were exposed to.

Finally, and in order to assess the manipulation around the identity level, we based ourselves on previous research conducted by White and Simpson (2013), which showed that terms such as “you” or “as an individual” (vs. “we” or “as a community”) led participants to focus more on the self on an individual (vs. collective) level (White & Simpson, 2013). This justifies the words used in the messages.

Table 8 shows the messages used for manipulation checks in Study 2, as well as their sources.

	Items	Sources
Level of outcome	• The Instagram post that you have just seen asked you to consider the risks of non-local purchases to yourself and your life personally. • The Instagram post that you have just seen asked you to consider what you might personally suffer from if you purchase nonlocal items.	(White & Simpson, 2013)

Table 8 - Summary of the items used and their sources for manipulations checks in Study 2

Scenario realism. First, we calculated the average score participants attributed to the scenario realism of the different conditions. For this study, it amounted to 5.05/7, with a minimum of 1, a maximum of 7, and a standard deviation of 1.19. More importantly, a One-way ANOVA revealed no significant difference between the average score attributed to the distinct designs, meaning that they were all perceived with the same degree of realism [$p = 0.644$].

As was the case in Study 1, participants had, on average, higher intentions to behave sustainably when they perceived the scenario as very realistic.

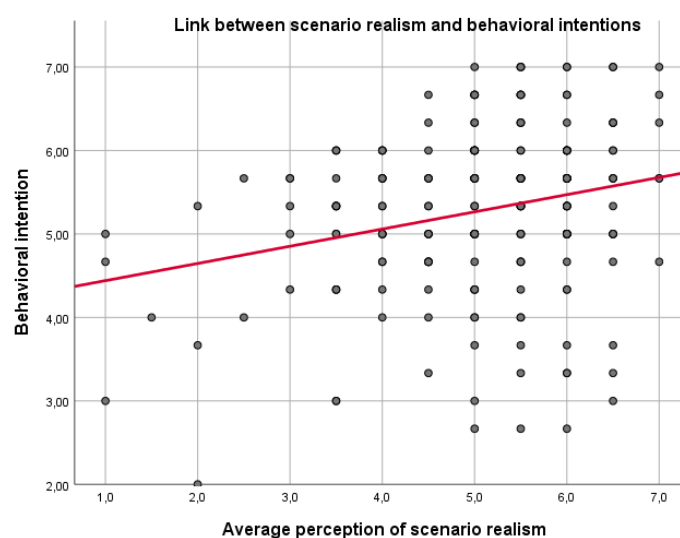


Figure 10 - Relationship between average perception of realism and behavioral intention in Study 2

Descriptive statistics. The survey participants displayed an average intention to change their behaviors of 5.28/7. The standard deviation amounts to 0.98, and the answers range from 2 to 7. Table 7 shows the number of respondents (N), means, standard deviations, minimums, and maxima observed for each of the five conditions.

	N	Mean	St. deviation	Min.	Max.
Individual self + Individual outcomes	55	5.28	0.94	2	7

Individual self + Collective outcomes	54	5.02	1.05	2.67	7
Collective self + Individual outcomes	46	5.36	0.98	2.67	7
Collective self + Collective outcomes	55	5.45	0.95	3	7
Control	54	5.30	0.96	3	7
Total	264	5.28	0.98	2	7

Table 9 - Descriptive statistics of Behavioral Intention in Study 2

6.2.1. Two-way ANOVA

This test investigated the main effects of the identity level and the outcome level, but also the interaction effect of those two variables on the BI.

In this case, the interaction effect of the two variables, $F(1,206) = 1.824, p = 0.178, \eta^2 = 0.009$, does not significantly explain the sustainable behavioral intentions. Regarding the main effect of the outcome level, $F(1,206) = 0.379, p = 0.539, \eta^2 = 0.002$, it is significant not either. The same applies for the main effect of the identity level, $F(1,206) = 3.493, p = 0.063, \eta^2 = 0.017$, which is only marginally significant. However, this factor is the most explanatory variable, as it still explains 1.7% of the behavioral intention.

Tests of Between-Subjects Effects

Dependent Variable: Behavln

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	5,625 ^a	3	1,875	1,958	,121	,028
Intercept	5817,680	1	5817,680	6075,919	,000	,967
Self	3,345	1	3,345	3,493	,063	,017
Outcome	,363	1	,363	,379	,539	,002
Self * Outcome	1,746	1	1,746	1,824	,178	,009
Error	197,245	206	,957			
Total	6048,889	210				
Corrected Total	202,870	209				

a. R Squared = ,028 (Adjusted R Squared = ,014)

Figure 11 - Results of the Two-Way ANOVA

When going further in the analysis, we see that people report higher sustainable intentions when the collective level of the self is activated [Mean = 5.41 vs. Mean = 5.15]. The difference between the means is indeed marginally significant, as the p-value of the Independent samples T-test amounts to 0.059.

6.2.2. One-way ANOVA with control condition

As in Study 1, we also conducted a One-way ANOVA to see if there were significant differences in the BI between the five conditions. The p-value being higher than 0.05, it means that the sustainable behavioral intentions do not differ from one group to the other, and that it is also the case for the control condition [$F(4,259) = 1.488, p = 0.206$].

ANOVA					
Behavin	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5,643	4	1,411	1,488	,206
Within Groups	245,615	259	,948		
Total	251,258	263			

Figure 12 - Results of the One-Way ANOVA

6.2.3. ANCOVA with control variables

Once again, we wanted to investigate whether the participants' environmental orientation and interest in tourism could influence their behavioral intention towards more sustainable alternatives (Hedlund, 2011; Seidel et al., 2021). Two ANCOVA tests were therefore performed.

Before performing the ANCOVA, Levene's test and normality checks were implemented to make sure all the conditions were met (Zaiontz, n.d.). As hypothesized, the main effect of environmental orientation, $F(1,205) = 16.475, p = 0.000, \eta^2 = 0.074$, is significant, and explains more than 7% of the intentions to travel more sustainably. The main effect of the identity level, $F(1,205) = 4.237, p = 0.041, \eta^2 = 0.020$, becomes significant when extending the model. However, the main effect of the outcome level, $F(1,205) = 0.292, p = 0.589, \eta^2 = 0.001$, and

the interaction effect of the outcome and the identity levels, $F(1,205) = 0.581, p = 0.447, \eta^2 = 0.00$, remains insignificant.

Tests of Between-Subjects Effects

Dependent Variable: Behavln

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	20,298 ^a	4	5,074	5,698	,000	,100
Intercept	40,845	1	40,845	45,862	,000	,183
Environmentalism	14,673	1	14,673	16,475	,000	,074
Self	3,774	1	3,774	4,237	,041	,020
Outcome	,260	1	,260	,292	,589	,001
Self * Outcome	,518	1	,518	,581	,447	,003
Error	182,572	205	,891			
Total	6048,889	210				
Corrected Total	202,870	209				

a. R Squared = ,100 (Adjusted R Squared = ,082)

Figure 13 - Results of the ANCOVA with environmentalism as covariate

Despite being weak, the correlation between environmentalism and sustainable BI is positive and significant [$r = 0.265, p = 0.000$]. This means that the higher the environmental orientation of the respondents, the more they intend to travel in a sustainable way.

The same preliminary conditions were verified when including the interest in tourism as covariate. In this case, we see that its main effect $F(1,205) = 13.735, p = 0.000, \eta^2 = 0.063$ is also significant, and explains 6.3% of the intention to travel more sustainably. However, nor the main effect of the identity level, $F(1,205) = 1.654, p = 0.200, \eta^2 = 0.008$, nor the main effect of the outcome level, $F(1,205) = 0.057, p = 0.811, \eta^2 = 0.000$, is significant. The same applies for the interaction effect of these two variables, $F(1,205) = 1.596, p = 0.208, \eta^2 = 0.008$.

Tests of Between-Subjects Effects

Dependent Variable: Behavln

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	18,011 ^a	4	4,503	4,993	,001	,089
Intercept	122,594	1	122,594	135,951	,000	,399
Interestintourism	12,385	1	12,385	13,735	,000	,063
Self	1,491	1	1,491	1,654	,200	,008
Outcome	,052	1	,052	,057	,811	,000
Self * Outcome	1,439	1	1,439	1,596	,208	,008
Error	184,859	205	,902			
Total	6048,889	210				
Corrected Total	202,870	209				

a. R Squared = ,089 (Adjusted R Squared = ,071)

Figure 14 - Results of the ANCOVA with interest in tourism as covariate

When calculating the correlation coefficient between interest in tourism and sustainable behavioral intentions, we obtain $r = 0.243$. This weak, but still significant [$p = 0.000$] figure confirms our assumption, according to which the higher the interest young people have in tourism, the higher their intentions to travel in a greener way.

6.2.4. ANCOVA for exploratory quantitative research

As we did in Study 1, we investigated whether the orientation (short- vs. long-term) played a role in the intentions to travel more sustainably.

After checking for the required conditions, we therefore conducted an ANCOVA with the orientation as covariate. As opposite to the results obtained in Study 1, the main effect of the time orientation $F(1,205) = 2.511, p = 0.115, \eta^2 = 0.012$, is not significant. The same applies for the main effects of the identity level, $F(1,205) = 2.985, p = 0.086, \eta^2 = 0.014$, and the outcome level, $F(1,205) = 0.328, p = 0.568, \eta^2 = 0.002$. The interaction effect of these two variables $F(1,205) = 1.418, p = 0.235, \eta^2 = 0.007$, is not significant either.

Tests of Between-Subjects Effects

Dependent Variable: Behavln

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	8,012 ^a	4	2,003	2,107	,081	,039
Intercept	322,526	1	322,526	339,313	,000	,623
Orientation	2,387	1	2,387	2,511	,115	,012
Self	2,837	1	2,837	2,985	,086	,014
Outcome	,312	1	,312	,328	,568	,002
Self * Outcome	1,348	1	1,348	1,418	,235	,007
Error	194,858	205	,951			
Total	6048,889	210				
Corrected Total	202,870	209				

a. R Squared = ,039 (Adjusted R Squared = ,021)

Figure 15 - Results of the ANCOVA with orientation as covariate

Chapter 7 – Discussion of the results

This chapter touches upon the results obtained in the two studies we conducted. It also includes a discussion of the outcomes in light of the existing theories and previous research. It then encompasses the managerial and societal implications of our findings, the limitations of our research, as well as some avenues for further investigation.

The results obtained from Study 1 and Study 2 show that none of our hypotheses is confirmed. In other words, this means that playing and communicating on the collective outcomes of unsustainable travel behaviors, exposing Gen Zers to collective action of others, or activating the collective identity level of the travelers do not have more impact in switching their intentions towards more sustainable alternatives. What is more, the exposure to collective action does not trigger perceptions of collective efficacy which does therefore not lead to greater intentions to behave more responsibly. As no difference in BI was reported between the several conditions and the control messages, we can also conclude that none of the variables we have been playing on impacts the willingness to travel more sustainably.

As for the first hypothesis (*“Communicating collective (vs. individual) outcomes of non-sustainable tourism choices is more (less) effective in influencing Gen Zers’ intention to adopt more sustainable behaviors”*), we see that, despite Gen Zers’ concern about the impact travel can have on local communities, displaying the consequences these people might suffer from does not trigger more sustainable behavioral intentions (Booking.com, 2021; easyvoyage, 2018; Gilchrist, 2021). Since no difference in BI was observed between the people exposed to collective vs. individual outcomes of non-sustainable travel choices, it appears that Gen Zers both have altruistic and egoistic values, and that none of them is prevalent in tourism. This counter says the findings according to which behavioral shift was mostly driven by altruistic standards (Achchuthan et al., 2021; Prakash et al., 2019). What could explain this difference is that Gen Zers are already knowledgeable about the collective, but also individual consequences of irresponsible behaviors, as they are sensitive to the topic (Amnesty International, 2019). Being exposed to shared or personal outcomes would therefore have no impact, as young people are informed about all of them and consider that they are strongly linked.

What is more, the absence of a difference in BI between the manipulated conditions and the control one leads us to say that playing on the outcome level does not influence the likelihood

of opting for greener travel options. Theories stating that communicating the consequences of tourism for the most vulnerable communities or displaying the collective repercussions of non-sustainable behaviors for the world population work in making consumers opt for greener options therefore do not apply for Generation Z in the field of tourism (De Dominicis et al., 2017; Lazarus, 1994; White et al., 2019). The same is true for the assumption that people are worried about the issues travel can generate on their own lives, health, and environment, as displaying individual consequences neither had an effect on sustainable behavioral intentions (De Dominicis et al., 2017; Green & Peloza, 2014; Griskevicius et al., 2012; Harrabin, 2021; Hickman et al., 2021; Nolan et al., 2008; Paavola, 2001).

Regarding the second hypothesis (*“The effect of the communicated outcomes on Gen Zers’ intentions to adopt more sustainable behaviors is moderated by their exposure to collective action, such that when they are exposed (vs. not) to messages around collective action, consumers exhibit more positive sustainable intentions and behaviors in response to messages communicating collective (vs. individual) outcomes”*), we saw that exposing Gen Zers to collective sustainable action of others had no impact on their intentions to travel greener. The social influence this generation is sensitive to does therefore not apply for their tourism choices, at least not on Instagram and from an unknown user (Bolsen et al., 2014; Booking.com, 2019c; Byrd, 2007; YPulse, 2020). What is more, the SHIFT framework proved to be irrelevant for Gen Zers tourists, as pre-tuse of social factors did not work in making them switch for more responsible alternatives (Abrahamse & Steg, 2013; White et al., 2019). The same is true for the theory of social norms, since young tourists did not have higher intentions to engage into greener practices after being exposed to their peers’ actions (Cialdini & Trost, 1998; Deutsch & Gerard, 1955; Johnson, 2012). These did thus not trigger feelings of social desirability, or at least not enough to be perceived as the right thing to do and convince consumers to engage in the process and make a positive impression on others (Green & Peloza, 2014; Griskevicius et al., 2010). This may be due to Gen Zers’ awareness of their possible individual contribution and the importance of personally behaving in a more responsible way (Amnesty International, 2019; Blavignat, 2021). So being exposed to what others are doing may not have influenced our respondents.

Since H3 (*“When people observe others engaging in an action, this may trigger perceptions of collective efficacy, which then result in greater intentions to behave sustainably”*) was not confirmed either, it means that Gen Zers do not consider collective action of other tourists as

sufficient to ensure collective efficacy, and that sustainable intentions do not depend on these factors. Unlike research claimed, seeing others' engagement into a common cause and perceiving collective efficacy did therefore not induce more sustainable behavioral intentions (Bäck et al., 2018; Cuadrado et al., 2022; Reese & Junge, 2017). A potential explanation for these results is that Gen Zers know that travelling sustainably will not be enough to save the planet, and that collective efficacy will depend on efforts in many more sectors.

Finally, the invalidated fourth hypothesis (*The effect of the communicated outcomes on Gen Zers' intentions to adopt more sustainable behaviors is moderated by their identity level, such that when the collective (vs. individual) level of self is activated, consumers exhibit more positive sustainable intentions and behaviors in response to messages communicating collective (vs. individual) outcomes*) revealed that the feeling of being part of a community and being connected to others for a common goal did not trigger more sustainable behavioral intentions for young tourists. Consumers whose collective level of the self was activated did indeed not report significantly different BI compared to the ones for whom the individual level of the self was activated. This counter says the findings of Postmes et al. (2013), stating that human beings whose self-concept was extended were more willing to adopt sustainable practices. A reason which could explain why Gen Zers were not sensitive to the identity level is that they are aware of the need to implement individual as well as collective efforts in the sustainability journey (Amnesty International, 2019; Forbes, 2020). When reading the messages, they therefore maybe linked the collective condition to their individual potential contribution, and vice versa.

What is more, since the One-way ANOVA reported no difference in BI between the 5 conditions (including the control one), we can argue that the identity level is not a significant factor in the switch towards greener travel alternatives, and that playing on that variable does not induce greener choices. The self-construal theory does therefore not apply for young consumers in the domain of tourism, as independent vs. interdependent respondents reported the same intentions to travel more sustainably (Postmes et al., 2013; Voyer & Franks, 2014).

After verifying our four main hypotheses and discovering that none of the assumed factors was significant, we still noticed that both environmental orientation and interest in tourism could lead to greater intentions to travel sustainably (Hedlund, 2011; Seidel et al., 2021). This was the case in both studies. These findings go in line with the fact that Gen Zers know about the

potential impact of tourism on the environment, are informed about this topic that interests them, and want to avoid the destruction of our planet (Amnesty International, 2019; Forbes, 2020). It also means that they are ready to put their interest in tourism aside and adopt greener travel practices to protect the planet.

Since we know that Gen Zers are, on average, highly informed and educated, we also wanted to investigate whether their educational level could play a role on the intentions to travel responsibly. An ANCOVA was thus conducted and revealed that education was not a significant variable in this case (See Appendix 9). The similarities in the sustainable behavioral intentions between high school, bachelor's, master's, or PhD graduates could be explained by their closeness in age and their equal access to information, including from social media.

Finally, we investigated the role of gender in the behavioral intentions. In the second study, the results revealed that the factor was significant, and that women were generally more inclined to travel sustainably. Going further in the analysis, and running a Two-way ANOVA only on females, we noticed that the identity level was a significant variable, and that women describing themselves collectively were more willing to behave in a sustainable way. This could be due to the high importance of belonging to a community for girls, who are often engaged in community causes such as women's rights for example (Brown, 2020).

In addition to refuting some theories and showing that they do not apply for young consumers in the field of tourism, the present master thesis also contributed to the existing literature by developing a combination of the whole tourist's customer journey and the most significant critical points for each of the steps (See Figure 1 on page 31). This is indeed crucial if we want to have a real positive impact and know which points to prioritize in the fight against unsustainable tourism. Furthermore, sections 1.3. and 1.5. of the literature review present a summary of the motivations and barriers felt by tourism businesses and tourists in the process of sustainable travel. This was developed by cross-checking the existing research and theories, as such a summary did not exist yet.

7.2. Managerial and societal implications

The impact of this thesis on the society was expected to be strong. Switching one of the biggest generation's behaviors in one of the largest industries is indeed crucial to guarantee a more sustainable future. Unfortunately, the variables we considered did not prove significant, and further research will need to focus on other factors which could lead to more responsible travel behaviors among Gen Zers.

However, this work highlighted the factors on which marketers should not focus if they want to convince young travelers to opt for more sustainable options. The most important conclusions are that playing on the outcome or identity level or displaying messages around collective action of others did not help in the transition. An interesting point still arose: since high scores in environmentalism and in interest in tourism conduct to more sustainable travel behavioral intentions, marketers and policy makers should focus on those people to lead the way. As Gen Zers are highly informed and connected with each other, the sustainable travelers could hopefully convince the others to join in the process, for example on social networks, which represent an important source of information and inspiration for young consumers. The first step would therefore be to strengthen the behaviors of the most sensitive to environmental issues and the most interested in the discovery of new places.

7.3. Limitations and suggestions for further research

The main methodological limitation comes from the samples in our two studies. These were indeed rather small considering the number of conditions respondents were exposed to. In the end, none of the messages was exposed to more than 55 people, which could limit the validity of our findings. What is more, participants may have spent too little time on the survey or were not focusing enough. For example, and despite the questionnaire description and the consent section which specified the required age range, respondents of 58 years completed the survey. Finally, since participants have been deprived of travels for the last two years, they may have experienced difficulties projecting themselves in organizing vacations, or decided to care less about the sustainability aspect of their holidays, as they want to revenge the missed opportunities (Mandich, 2021).

Another limitation is linked to our manipulations, which tackled very specific and subtle factors. The participants may therefore not have been sensitive to them, although they had been validated previously.

The lack of consistency between our findings and the pre-established hypotheses induce that other factors could play a role in the process of switching young consumers' intentions to travel more sustainably. For example, Gen Zers may also be sensitive to the labels attributed to items, hotels, or restaurants who meet the required strict criteria, or to any other factor such as comments from previous travelers, or even the real impact their actions would generate (Siraj et al., n.d., Lockton et al., 2008, easyvoyage, 2018; Prillwitz & Barr, 2009). What is more, the extent of their "fresh start" mindset might influence their travel behaviors too (White et al., 2019). Also, the ANCOVA conducted in the first study revealed that the respondents' short- vs. long-term orientation had an effect on their intentions to travel sustainably. This could be further investigated to see how to manipulate the variables and make consumers opt for greener options.

Since section 1.6. highlighted the different reasons justifying an attitude-behavior gap, it may also be interesting to investigate how to diminish these gaps and make people behave in accordance with their sustainable attitudes.

The same kind of study could also be conducted while focusing on another group of stakeholders, on another pillar, on another critical point, or on another famous social network for Gen Zers. We indeed know that the journey to sustainable travel is still long, and that efforts from every actor in all possible steps will be needed (Byrd, 2007).

CONCLUSION

8.1. Objectives and results of the thesis

The objective of the present thesis was to find ways of convincing Gen Zers to change their travel behaviors and making them opt for more sustainable tourism alternatives. Onboarding younger generations and one of the biggest industries in the sustainability journey is indeed crucial to achieve results and save our planet.

With our objective in mind, we began with a thorough review of the concept of *sustainable travel*, including the strong link with sustainable development and the key stakeholders and pillars. It was then important to evaluate the current demand this industry generates, but also to understand the reasons why businesses and individuals take part (or not) in the process. In order to discover which components of the industry were the most threatening for the environment, we then investigated the full tourist's customer journey and linked it with the main critical points. Before diving into the empirical research, the last step was to study our generation of interest, namely Gen Zers, more in depth. In that sense, we looked into their tourism behaviors, but also the extent to which they implement sustainable practices when travelling, among other things.

To carry out our research, we established four main hypotheses on how to switch Gen Zers' tourism behaviors to be more sustainable. These touched upon the outcome and identity levels they were exposed to, the potential messages around collective action of others, and the resulting perceptions of collective efficacy. All these assumptions were tested thanks to two studies carried on samples made of respondents aged 18 to 26.

In light of previous theories and research, the findings of the two studies were quite surprising. In fact, none of the considered factors had an impact on the intentions to travel more sustainably. In other words, this means that communicating around the outcomes of irresponsible travel behaviors, exposing people to collective action of others, or activating the individual or collective level of the self was not useful in the switch of Gen Zers' travel intentions. What is more, the fact of displaying others' collective action neither influenced the perceptions of collective efficacy, which, in turn, did not lead to greener behavioral intentions.

Despite appearing as disappointing, these results are still interesting. They indeed provide guidance on how to communicate, and especially, on how *not* to communicate, and on which variables *not* to play when addressing Gen Zers. Furthermore, they pave the way for further research, which could focus on other potential factors whose impact would be significant.

In addition to the previously mentioned findings, our studies still showed that both the environmental orientation and the interest in tourism are drivers in the willingness to adopt greener practices. This implies that addressing the communication to environmentalists or travel addicts would make people want to travel more sustainably. Since Gen Zers are highly susceptible to influence and take decisions based on others' choices, one can hope that sustainable travel will spread and will become more and more popular among the generation.

Even though this thesis does not bring the expected societal contribution, it opens the way for a topic which deserves more and more attention. I indeed remain convinced that sustainable tourism has a significant role to play in sustainable development and in the urgent fight against climate change. The main theoretical contribution of this work, namely the summary of the tourist's customer journey and the main critical points, will help future researchers and I hope they will find the key to solve this major issue.

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Abstract :

The current climate emergency requires every economic sector to make efforts and implement sustainable practices to achieve the sustainable common goals. Tourism is no exception, especially due to the size of the industry it represents and the emissions it annually generates. A new form of tourism therefore emerged, namely *sustainable tourism*, and aims at limiting the impact on the environment. However, this is not sufficient, and it is essential to get every world citizen on board to reach the objectives. Some generations have a major role to play, and it is for example the case for Gen Zers, partly made up of individuals aged 18 to 26. The main intention of this thesis is therefore to find ways of switching these consumers' behaviors and making them adopt more sustainable tourism practices. In that sense, we started the present report with a literature review highlighting the most important concepts of sustainable tourism, the tourist's customer journey and main critical points, and a definition of our generation of interest. As a result of this, four hypotheses were developed and included four factors which were expected to have an impact in the switch towards more sustainable Gen Zers' behavioral intentions. These assumptions were then tested thanks to empirical research conducted via questionnaires which more than 500 Gen Zers answered. The findings from our studies show that none of the considered variables has an impact on the willingness to travel more sustainably. More precisely, this means that communicating around consequences of irresponsible travel behaviors at different levels (collectively or individually), displaying the collective action of others, or playing on the identity level do not influence the sustainable travel intentions. What is more, our analysis shows that being exposed to what others are doing does not trigger perceptions of collective efficacy and does thus not result in greener intentions. Our studies however revealed that environmentalists and travel enthusiasts were more inclined to adopt sustainable tourism practices. Focusing on these individuals and letting them influence their peers is therefore the solution which should be implemented in the first stage. Further research will then have to investigate other factors which could be significant in the influence towards Gen Zers' willingness to travel sustainably.