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Integrating Sustainability Thinking and Practices into Surfing Events:
Case Studies in Hawaii and Jeffreys Bay

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Declaration

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Signature:

Signed by candidate

 Date: 02 October 2017

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I'd like to thank my mom and dad. Although they do not speak English fluently and had to endure the trauma of being Vietnam War refugees, they have not only learned how to survive and prosper, they have also passed on some of life's most valuable lessons to me. I have learned how to persevere through the toughest moments of self-doubt and I will forever be grateful to them.

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Abstract

Sustainable surfing events are a recent phenomenon and there is little to no academic literature reflecting this development. Sustainable event management (SEM) is the integration of sustainability principles and practices into event production to produce an event that goes beyond economic longevity and fulfils important social, cultural, and environmental roles that people value. This research explores the current practices and issues surrounding the implementation of SEM into surfing events held in Hawaii, USA and in Jeffreys Bay, South Africa. The thesis follows a qualitative case study approach using semi-structured interviews, participant observation and documentary evidence. Findings demonstrated that the key obstacles to implementing sustainable event management principles and practices include limited access to capital, lack of government support, resistance to change, the absence of a common vision, and a lack of education and awareness. This study revealed the importance of context in a hosting community's journey towards sustainable event production. Overcoming these obstacles requires engagement of the private sector, influence of local champions, involvement of NGOs, trusting relationships between local and external event stakeholders, access to technology and resources, and the strategic use of media to promote sustainability awareness to all event stakeholders. Based on these findings, recommendations for improving the sustainability performance of surfing events include the development of a formal policy, education and training for event staff, a media campaign focused on sustainability issues, and in-depth engagement with the local hosting community. How the enabling or inhibiting factors play out on the ground depends on the variety of factors previously highlighted. In practice, there are linkages across SEM practices and many work in concert to enhance the overall sustainability performance. Theoretically, the implications of this research lies in its contribution to a growing body of knowledge pertaining to the surfing industry's transition towards more sustainable business operations. Practically, this information can be used to inform policy, set goals, carefully examine alternatives, establish effective factors to enable SEM, and encourage sustainable decision-making and actions. Other surfing communities can learn from the experiences of the event stakeholders in Hawaii and Jeffreys Bay to improve their efforts of hosting a sustainable surfing event. Overall, this knowledge can promote a more balanced dissemination of sustainability thinking and practices within the global surfing events sector.

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List of Acronyms

ASP – Association of Surfing Professionals

CSR – Corporate Social Responsibility

DBE – Deep Blue Event

DEAT – Department of Environmental Affairs and Tourism

FIFA – Federation Internacional Football Association

NGO – Non-Governmental Organization

SA – South Africa

SEM – Sustainable Event Management

SSF – Supertubes Surfing Foundation

SCH – Sustainable Coastlines Hawaii

UNEP – United Nations Environment Program

VPP – Volcom Pipe Pro

VTCS – Vans Triple Crown of Surfing

WCED – World Commission Environment Department

WCT – World Circuit Tour

WSL – World Surfing League

Chapter One: Introduction

The events industry has experienced exponential growth in the past couple decades drawing increasing attention to the impacts associated with event production (Dickson & Arcodia, 2010). As the rise of the sustainable development concept increases awareness about the need to balance environmental protection, social equity, and economic development (Victor, 2006), the events industry is beginning to adopt sustainable decision-making into their management strategies (Pernecky & Luck, 2013). This chapter provides a brief introduction to the concept of sustainable event management (SEM) and the concept's incorporation into the surfing events sector. Next, the chapter presents the research questions that have prompted the research and an overview of the research methodology employed to explore these questions.

1.1 Background and Rationale

The background to this research lies in the rise of the sustainable development concept and its influence on various sectors of society to shift towards more responsible operations (Laing & Frost, 2010; Borne, 2012). Numerous mechanisms to reduce negative impacts on the environment, society and economy, or the triple bottom line (TBL), have emerged in nearly all industries and commercial operators of all sizes (Laing & Frost, 2010). Amongst these, the global sports industry and its event organizers are also grappling with the mounting pressure to be more responsible for the impacts associated with sporting events (Furrer, 2002; Huggins, 2003; Cornelissen *et al.*, 2011). Recently, the largest sporting events in the world; the Olympic Games and the FIFA¹ World Cup, have begun incorporating sustainability mechanisms into their event production through a strategy called 'event greening' or more recently, 'sustainable event management' (SEM) (Mol, 2010; Death, 2011). Event greening or SEM is the merging of event management with sustainability principles and practices (Katzel, 2007). A green or sustainable event is managed in a way that minimizes negative externalities while maximizing on the event's opportunities to create positive impacts according to the TBL (Katzel, 2007). For the purpose of this research, the term 'sustainable event management' is chosen to most clearly address the targeted scope of investigation and is used throughout the study.

The endorsement of SEM by high-profile, 'mega sporting events'² triggered a global diffusion of SEM practice that is permeating nearly all subdivisions of the sporting industry (Schmidt, 2006), including the surfing sector. Even in this arena, sustainable event practices and guidelines exist.

¹ Fédération Internationale de Football Association (FIFA).

² A 'mega sporting event' is defined as a unique once-off event related to the specific place where it takes place, often with a high profile and audience reach, i.e. the Olympic Games and FIFA World Cup (Bowdin *et al.*, 2006).

Whilst there is a great deal of understanding about sustainability at mega sporting events, with much of it concentrated in 'developed'³ regions of the world (Formica, 1998), there is little understanding of non-mega sporting events and still less about surfing events, specifically in the context of a 'developing'⁴ nation. A sustainable surfing contest takes into consideration the costs and benefits of the event and implements practices to minimize negative impacts and create positive impacts before, during, and after event delivery. Interestingly, the lack of academic research focused on sustainable surfing events is juxtaposed with an increasing interest by surfing event organizers to embrace sustainability principles and practices. Furthermore, very few studies have set out to identify and understand specific factors that might influence the integration of the sustainability concept into event management. The emergence of sustainable surfing events is a recent phenomenon that poses as a pertinent area for research. Recently, high profile surfing contests in the region of Hawaii, USA, have been recognized in surfing's main stream media for adopting sustainable event guidelines and enhancing sustainability performance.⁵

At the same time, SEM practices have also been observed in Jeffreys Bay, South Africa.^{6 7 8} The impetus to adopt SEM practices at surfing events across the world is evidence that the need for sustainable surfing events is recognized. However, this progress has been inadequately disseminated throughout the global surfing events sector. Some contests are comprehensively embracing sustainability practices whilst the remainder range from modest commitment to not demonstrating any sustainability awareness at all. As the surf industry continues to expand for economic growth (Global Industry Analysts, 2011), the environmental costs associated with events and the risk of unequal distribution of event benefits increase. Whether a surfing event is hosted in a remote surfing area or a coastline with a large population base, the need to improve conditions for people in the hosting community and address environmental externalities is always pertinent. The demonstrative experiences of these two hosting communities may be useful for other surfing event organizers who are also seeking to adopt SEM practices, especially in coastal communities living next to world-class waves. The current situation calls for explorative research to document

³ A 'developed' countries or nations are characterized by a relatively high level of industrialization and standard of living. (Merriam Webster, 2017).

⁴ A 'developing' countries or nation' is characterized a relatively low economic level of industrial production and standard of living (Merriam Webster, 2017, i.e. lack of information, technical unpreparedness, and political and institutional weaknesses.

⁵ "The Vans Triple Crown 2015 Sustainability Report." (2015). *Green – Hawaii's Sustainable Living Magazine*. Available: <http://greenmagazinehawaii.com/the-vans-triple-crown-2015-sustainability-report/>. [Accessed: 2016, 06 February].

⁶ "Greening the Billabong Pro JBay." (No Date). Available: <https://www.jbaynews.com/greening-the-billabong-pro-j-bay/>. [Accessed: 2016, 22 August].

⁷ "Greening the Billabong Pro JBay." (2010). Available: <https://www.billabong.com/za/blog-post/1816/billabong-pro-j-bay>. [Accessed: 2016, 22 August].

⁸ "Go Green or go Home." (2011). Available: <http://www.millerslocal.co.za/blog/go-green-or-go-home>. [Accessed: 2016, 12 September].

what is currently happening in terms of SEM practices at surfing events to build understanding of the challenges and drivers of SEM implementation. This understanding will help facilitate a more balanced and widespread dissemination of the SEM movement.

1.2 Research Questions

1. What sustainability principles and practices are currently being implemented at surfing events?
2. What are the factors that drive the implementation of sustainable event management and what inhibits its implementation at surfing events?
3. How can the implementation and global dissemination of sustainable event management practices be further improved?

1.3 Aim and Objectives

The aim of the research is to:

Document and examine the implementation of current SEM practices at surfing contests in Hawaii and Jeffreys Bay to develop an understanding of the factors that constrain or enable the integration of sustainability thinking and practices within the context of surfing event management to enhance SEM global dissemination.

To meet this aim, the research will address the following objectives:

- Explore the extent to which international surfing events integrate sustainability principles and practices into planning and hosting of events;
- Document the current SEM ‘best practice’⁹ in the surfing events sector;
- Identify and document sustainability practices at various surfing events in Hawaii, USA and in Jeffreys Bay, South Africa;
- Identify and discuss factors that inhibit or enable the successful implementation of sustainable management at surfing events;
- Make recommendations to improve sustainability performance at surfing events based on the events studied.

1.4 Methodology Overview

Based on recent observations of sustainability practices at professional surfing events, this research project adopts a two-case study approach using qualitative methods of semi-structured

⁹ ‘Best practice’ is defined as commercial or professional procedures that are accepted or prescribed as being correct or most effective, often within a field (Merriam Webster, 2017).

interviews, participant observation, and document review. The first case study area is Hawaii, a region recognized as the birthplace of surfing (Dixon, 2001) and where surfing has been identified as a key sport within the local Hawaiian culture. In fact, the world's first-ever professional surfing events were introduced to the region in 1976¹⁰ making Hawaii a key site for major surfing contests ever since. The second case study area is in Jeffreys Bay, South Africa, where major professional surfing events only began in 1981.¹¹ Thus, surfing event production in Hawaii is more developed than in South Africa. As such, data collection in Hawaii was primarily based on a review of published documents and a small number of interviews with key people, including some participant observation. In contrast, Jeffreys Bay is situated in a 'developing world' context where strategies to integrate sustainability into surfing events have been less defined and established. Accordingly, fieldwork in Jeffreys Bay was more in-depth and consisted of a social immersion process. The nascent nature of surfing as an academic field requires drawing on wider literatures in order to augment and support respective discussions (Borne, 2017). In addition to crossovers amongst authors, some aspects of this thesis have been informed by information available online through popular surfing magazines, discussion forums and websites of NGOs operating within the events industry. This supporting literature from media and other sources are not peer-reviewed and will be referenced as footnotes.

1.4.1 Context of the Study

Professional surfing is a major component of the surfing industry as hundreds of competitions are held worldwide all year long. The International Surfing Association¹² alone includes 101 member countries indicating a large, multi-national audience of spectators and competitors at each event. The most popular events in professional surfing are overseen by a governing body called the World Surf League (WSL). Operating as an event and media production company, the WSL oversees various international surfing competition circuits totaling over 268 events held in over 30 countries.¹³ The organization's most recognized contest series is the Men's World Championship Tour (WCT) which is comprised of elite athletes who compete at 11 famous surf breaks located in nine different countries, namely: Australia, Brazil, Fiji, South Africa, Tahiti, USA, France, and Portugal. These events culminate on the island of Oahu, Hawaii. The two case studies in this

¹⁰ World Surf League - History. 2017. Available: <http://www.worldsurfleague.com/history>. [Accessed: 2017 June 15].

¹¹ "Billabong Pro – How It All Began." No date. *JBay News*. Available: <http://www.jbaynews.com/billabong-pro-how-it-all-began/>. [Accessed: 2017, 22 August].

¹² The International Surfing Association (ISA) was founded in 1964 and is recognized by the International Olympic Committee as the World Governing Authority for Surfing.

¹³ World Surf League – Events. (2017). Available: www.worldsurfleague.com/events. [Accessed: 2017, 17 January].

research correspond to the South African and Hawaiian components of this tour and include the additional Hawaiian event the Volcom Pipe Pro¹⁴ (shown in Figure 1.1).



Figure 1.1 Case Study peopleAreas on World Map

¹⁴ In addition to the Volcom Pipe Pro, two additional events not making up the Hawaiian leg of the WCT are the first two events of the Vans Triple Crown of Surfing series held at Haleiwa Beach and Sunset Beach. The third event is held at Banzai Pipeline.

1.4.2 The North Shore of Oahu, Hawaii

The first case study area is ‘the North Shore’ (Figure 1.2), a region famous in surfing culture and regarded as the surfing “mecca” of the world.¹⁵ The local community is characterized by a strong sense of localism¹⁶, community, and shared values for nature and physical health. The North Shore is home to one of the most iconic surf breaks in the world, Banzai Pipeline. Every November and December, the Vans Triple Crown of Surfing (VTCS) take places as a series of three consecutive events namely, Haleiwa Beach, Sunset Beach, and Banzai Pipeline. The VTCS is the culmination of the WSL’s Men’s WCT and is perceived as surfing’s annual equivalent of the ‘Olympics’¹⁷. Every February, another high-profile event called the Volcom Pipe Pro (VPP) takes place as a two-week long surfing event hosted solely at Banzai Pipeline. The North Shore was selected as a case study area because the VTCS and VPP events have both demonstrated sustainable event management practices in recent years.

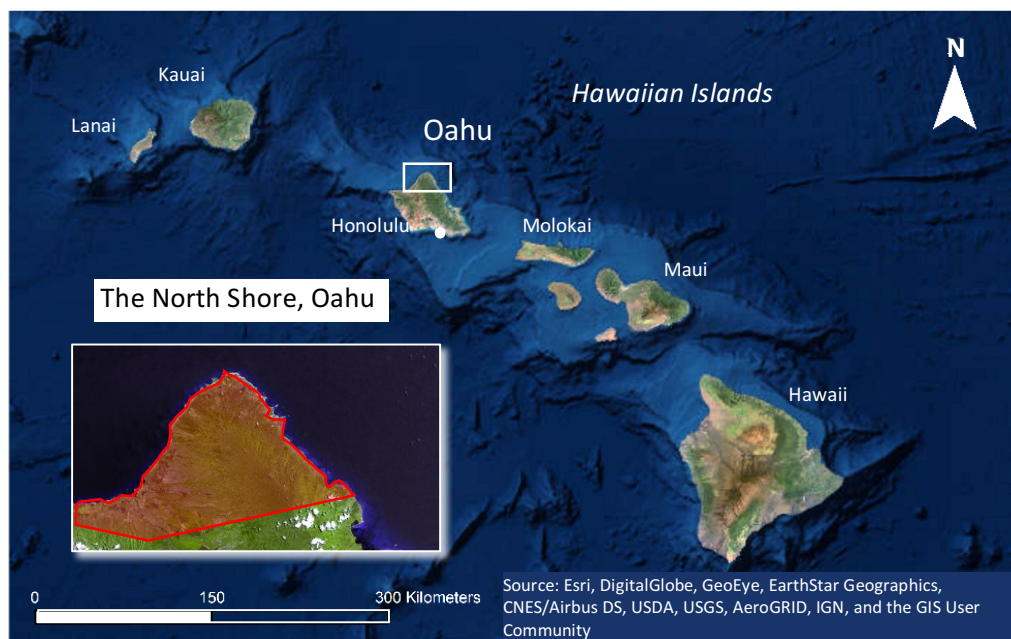


Figure 1.2 Map of Case Study Area 1: The North Shore, Oahu, Hawaii

¹⁵ Finnegan, W. 1997 *Outside* magazine. “Life among the Swells.” Available: <https://www.outsideonline.com/1839516/life-among-swells>. [2016, June 20].

¹⁶ Localism is defined as affection or partiality for a particular place (Merriam Webster, 2017).

¹⁷ See 9.

1.4.3 Jeffreys Bay, South Africa

The second case study area is Jeffreys Bay, South Africa; a medium size coastal town near Port Elizabeth in the Eastern Cape Province (Figure 1.3). Historically a fishing village, the character of the town has changed drastically since the beginning of the 20th century. The introduction of surfing in the 1960's shifted the local economy as new opportunities for surf-related tourism and trade emerged; the town now thrives on the income that the surfing season generates (Platt, 2016). The Integrated Development Plan (IDP) for the local municipality identifies the activity of surfing as a comparative advantage for reaching the town's tourism growth goals (Kouga Local Municipality IDP, 2016). Whilst Jeffreys Bay has been reputed as one of the fastest growing areas in South Africa, its location in the Eastern Cape Province, which has been recognized as one nation's most poverty-stricken province (Makiwane & Chimere-Dan, 2012), is characterized by issues related to crime and low employment levels (Kouga Local Municipality IDP, 2013).

Jeffreys Bay, henceforth referred to as JBay, is home to the iconic surf break Supertubes, which has been ranked as the second-best surf break globally, second only to the famous Pipeline of the North Shore in Hawaii.¹⁸ Every July, the quiet town of JBay comes alive as it hosts the annual JBay Open of Surfing, the highest profile surfing event on the African continent. The initial JBay Open was established in 1983 by a local surf company as an opportunity for South African surfers to enter the international competitive surfing track.¹⁹ The event was formerly known as the 'Country Feeling J-Bay Surf Classic'²⁰ and then as the 'Billabong Pro J-Bay'. As of 2015, the event name was modified to the 'WSL Samsung Corona JBay Open of Surfing' and remained under this title during the time of fieldwork for this study. In recent years, the surfing event in JBay has demonstrated efforts towards producing a more sustainable event.

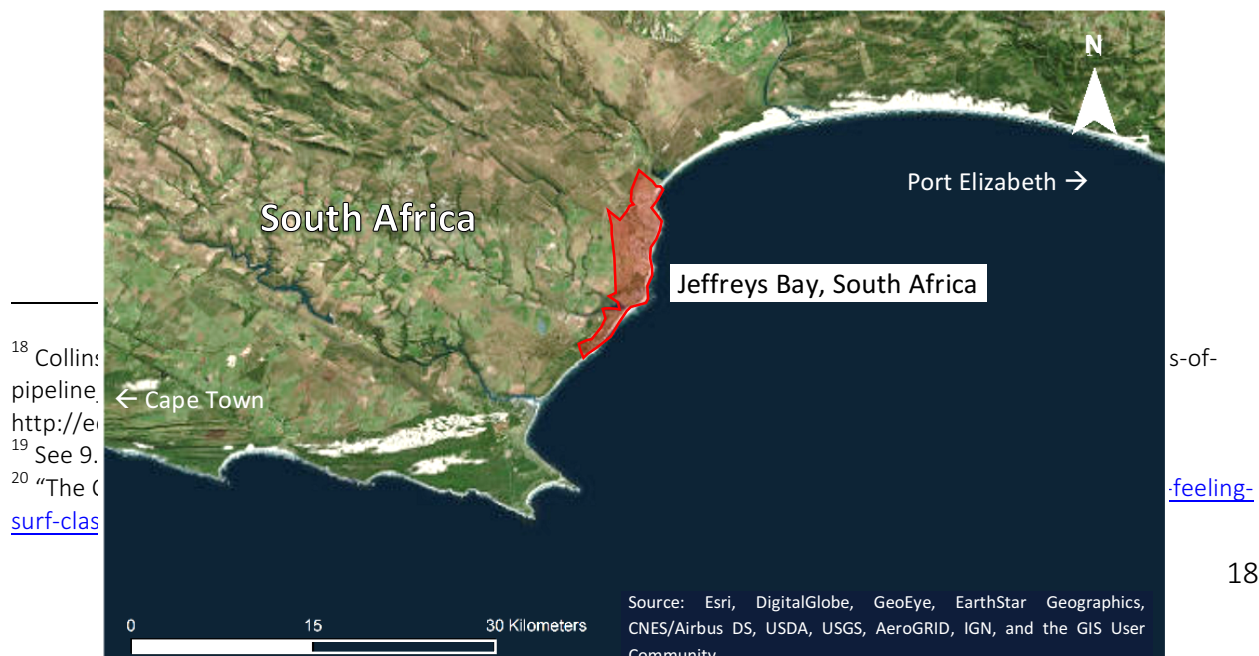


Figure 1.3 Map of Case Study Area 2: Jeffreys Bay, South Africa

1.5 Thesis Outline

This thesis is divided into seven chapters. Chapter one provides an introduction to the research. Chapter two provides a review of the literature pertaining to the research, drawing on the concept of sustainable development and Event studies literature, with a focus on sustainable event management and then academic surfing literature. Chapter three describes the research methodology. Chapters four and five present the findings for each study area. Chapter six is a discussion of the findings. Chapter seven concludes the thesis with key points emerging from the investigation.

Chapter Two: Literature Informing the Research

This chapter begins with a brief introduction to the concept of sustainable development and the need for the concept's adoption in all sectors of society. The next step explores the development of the sustainable event management (SEM) concept, staging the grounds for the translation of the concept into various practices within the sporting events industry. Following this, a review of prior SEM research is provided outlining the scope and theoretical approaches of existing research. A key focus of this research seeks to identify a set of factors with the potential for facilitating effective integration of SEM practices into the surfing events industry. In this context, the research gap is identified. The final section orientates the investigation with an overview of the surfing literature including a background to the context of the surfing events industry and current 'best practices'.

2.1 Introduction to Sustainable Development

The search for a balance between the demand for raw materials for human needs and living within environmental limits is a continual concern throughout the history of humankind (Du Pisani, 2006; Waas *et al.*, 2011). The increasing demands for land, energy and natural resources have led to significant environmental and social problems (United Nations, 2015). If these problems persist, many human needs will not be met, life-supporting eco-systems will be dangerously degraded, and the population of poor and hungry people will increase (Liu, 2009). While development and the environment are longstanding issues, they now come together on a global scale and in an urgent time-frame in the concept of sustainable development (Waas *et al.*, 2011). In 1987, the United Nation's newly appointed World Commission of Environment and Development (WCED), better known as the Brundtland Commission, submitted their report, entitled *Our common future*, pivotally establishing the definitive challenge of our generation. In this report, the term 'sustainable development' (SD) was set forth as:

"Development that meets the needs of current populations without compromising the ability of future generations to meet their own needs" (Brundtland, 1987:8).

The WCED report expressed the belief that social equity, economic growth and environmental maintenance are simultaneously possible, thus, introducing environment, society, and economy as the three fundamental components of sustainable development or the triple bottom line (TBL) (Brundtland, 1987). The concept of sustainable development conveys that:

"...ensuring a healthful environment provides the economy with essential natural resources. A thriving economy, in turn, allows society to invest in environmental protection and avoid injustices such as extreme poverty" (Victor, 2006:1).

Essentially, to be sustainable, “development must improve economic efficiency, protect and restore ecological systems, and enhance the well-being of all peoples” (International Institute for Sustainable Development, 2003).

The rise of sustainable development thinking has been well documented in the two decades that followed the publication of the Brundtland report (Barbier, 1987; Lele, 1991; Robinson, 2004; Hopwood *et al.*, 2005; Redclift, 2005; Borowy, 2013). Sustainable development has been criticized for its fragmentation, context dependency and subjectivity to multiple interpretations as well as misuse by various interests (Mol, 2011). As a result, many differing opinions regarding the term exist. Whilst it can be viewed as problematic, it is necessary to maintain a certain degree of ambiguity in order to easily incorporate the concept into planning and policy (NRC, 1999). The terms “sustainable development” and “sustainability” will be used interchangeably throughout this investigation.

Despite ongoing discussion of its interpretations, sustainable development has been regarded as one of the most important terms of the 21st Century²¹ (Victor, 2006; Pernecky and Luck, 2013). The concept of sustainable development has proven to be a useful instrument as it has caught the attention of policymakers worldwide and is being integrated into all spheres of life. It has even been incorporated into the sporting events industry through a practice known as event greening or sustainable event management (SEM), a mechanism that integrates sustainability principles with event management (Smith-Christensen, 2009). Large sporting events such as the Olympic Games and the FIFA World cup are mainstreaming the practice of SEM into their frameworks and policies to achieve sustainability best practice (Chernushenko, 1992; Mitchell, 2007; Death, 2011, Ponsford, 2011; International Olympics Committee [IOC], no date; FIFA, 2018). Consequently, event greening has become an international trend as the broader event industry has paralleled the actions of these mega sporting events (Ponsford, 2011). Recognizing the potential of mega events to “catalyze a broader societal and political shift towards more sustainable pathways” (Death, 2011: 101), sporting events have been perceived as a driver of sustainable development (Azzali, 2015). This perception will be elaborated later in the chapter. The next section provides the context of the events industry and its associated impacts.

²¹ Borne, G. 2012. ‘Sustainable Development and Surfing.’ The Inertia. Available: <http://www.theinertia.com/environment/sustainable-development-and-surfing/> [2015, February 15].

2.2 Integrating Sustainability into the Events Industry

2.2.1 The Growth and Importance of Events

As the events industry grows in terms of quantity, diversity and popularity (Dickson & Arcodia, 2010) events will continue to generate both positive and negative impacts on the surrounding environment and local communities (David, 2009; Musgrave, 2011; Musgrave & Raj, 2009). As such, the industry has been increasingly criticized for its contribution to environmental problems due to consumption of natural resources, pollution and energy use (Dickson and Arcodia, 2010). Building on this, it has been highlighted that events need to be more responsive to concerns such as social justice and maintaining economic longevity. In response, event management and production entities have demonstrated efforts to implement sustainability principles within the organization and delivery of events, a practice is known as event greening or sustainable event management (SEM) (Getz, 2009; Musgrave & Raj, 2009; Mair & Jago, 2010; Pernecky & Luck, 2013). Events can play a large role in promoting sustainability in addition to their meaningful role within society (Pernecky & Luck, 2013). Therefore, sustainability practitioners are looking at ways to utilize events for the widespread adoption of sustainable development principles. To garner a greater understanding of how events can be drivers of sustainability, it is necessary to explore the definition and role of events in society and the impacts associated with events. This section talks about events in general and ends with an emphasis on the importance of sporting events.

Put simply, an event can be defined as “that which is different from a normal day of living” (Goldblatt, 2000:3). Bowdin *et al.* (2006: 14) defines an event as “an organized occasion such as a meeting, convention, exhibition, special event, gala dinner, etc.” An event is often composed of several different yet related functions. Getz (2005) notes that all events are unique based on the combination of their management, program, setting and the people involved. Pernecky (2013) adds that all events have an element of commonality that draw people together, whether interests, needs, cultural imperatives, or ideology. Events now have global importance in terms of public policy and are increasingly featured in strategic documents for cities, regions and nations (Pernecky and Luck, 2013). This highlights the vast role and significance of events in society. Given that events occur at both a local and international scale, they offer a great opportunity to disseminate the imperatives of sustainability into civil society. Hence, exploring the depth of the role that events play in society can help establish an understanding to devise strategies to make events more sustainable.

Events have been recognized as an intrinsic phenomenon significant to humans and society (Pernecky, 2013). Events are catalysts for social inclusion; they provide a sense of belonging and a sense of identity (Goodland, 2002). They also serve specific functions that help structure and maintain civilization and cultures (Pernecky, 2013). The impacts of events have the capacity to

define culture, nationalism and a community's ethos through manifestation of values, visions, and hopes (Katzel, 2007; Pernecky, 2013). This is conveyed through various actions, such as: religious and cultural events, festivals, sporting events, conventions, business meetings and political rallies (Bowdin *et al.*, 2004).

Thus, events play a pivotal role in defining how societies are structured and interact with one another and the environment. As contemporary events researcher Pernecky (2013:15) underlines: "Events are inseparable from the fabric of humanity". In light of the contemporary societal challenges highlighted through the concept of sustainable development, the practice of sustainable event management has emerged. This seeks to balance the need to proceed with the event industry's development and financial growth, while working in cooperation with hosting communities and nature (DeSimone and Popoff, 1997). In order to understand the capacity of events to add to society's development, it is pertinent to consider the impacts that events have within a hosting community and to the planet (Musgrave and Raj, 2009).

2.2.2 Impacts Associated with Events

While events can provide large economic benefits for the hosting community, the social and environmental impacts can generate consequences that counter the financial benefits (Dickson and Arcodia, 2010). Still, Goldblatt (2011:30) underscores a range of benefits from events; bringing people together through planned events makes societies "healthier, smarter, wealthier and fairer, greener, safer and stronger". Nevertheless, attracting a large amount of people into a limited geographic space for a relatively short period of time inevitably comes with undesirable impacts. Fundamental activities required for event production pose direct and indirect threats across economic, environmental and social spheres. Despite being heavily inclined towards mega sporting events, the growing body of event studies literature has provided a comprehensive assessment of impacts associated with all types of events.

The negative environmental impacts associated with events have been reflected as a key concern and are well documented (Chernushenko, 1994; May, 1995; Dávid, 2009). Large sporting events come with unavoidable impacts such as increased traffic congestion, increase in energy demands and increased use of natural resources (International Council for Local Environmental Initiatives, no date). In addition, a growing popularity of traveling to attend events further compounds carbon pollution (Dickson & Arcodia, 2010). For instance, in an analysis of the environmental consequences of the 2003/04 Football Association Cup Final held in England, Collins *et al.* (2007) identified visitor travel, food and drink consumption, and waste as the most significant sources of pollution. In the case of the 2010 FIFA World cup in South Africa, many international fans travelled by air to a carbon-intensive and coal-reliant economy, increasing pressure on already strained transportation infrastructure (Death, 2011). As the number of participants at events increases, the

natural environment is under increasing stress (DEFRA, 2007). In contrast, large sporting events can stimulate development of infrastructure for waste management and long-term conservation of natural areas to protect against influxes of large crowds (Musgrave & Raj, 2009). Thus, they can serve as a platform to raise awareness of local environmental issues (Porter & Kaufman, 2012).

Events have been most credited for their economic benefits. In fact, the research agenda has been criticized for being narrow and economically biased (Sherwood, 2007). Events have been utilized as a strategy to bring 'new' money into regions, promote economic development and to showcase destinations to potential tourists (Sherwood, 2007). They stimulate the local economy through increased trade, business development and job creation. Yet the promise of economic benefits is not always guaranteed (Waitt, 2008). Event failure is costly to the hosting community's economy, particularly in the case of mega events. For example, a study of the 1992 Winter Olympic Games in Albertville, France showed the result was a deficit of 43 million euros (Terret, 2008). Moreover, the economic scale of some events can lead to unfair market competition for existing private or local business owners through amplified focus on internationally recognized brands in media and marketing (Cashman, 2002; Toohey & Veal, 2007). In this way, events organized with excess commercialism and an economy-first attitude may take away from the intended experience of the event and tarnish the image of the hosting destination or the event itself (Terret, 2008). While financial gains may allow for many benefits such as improved physical infrastructure and additional employment opportunities, events that do not pay sufficient attention to the local social and environmental concerns may ultimately result in longer term costs for the hosting community (Cashman, 2002).

According to Pernecky and Luck (2013), the social dimension of event studies needs attention. Drawing upon insights from mega sporting events literature, key concerns identified in this area include the event's effecting of social inclusion and distribution of wealth (Musgrave and Raj, 2009). Unintended negative impacts can occur in the form of community manipulation, social exclusion, loss of amenity or increased security issues (Musgrave & Raj, 2009; Bowdin *et al.*, 2009). For instance, during the preparations for the Olympic Games, construction of venue sites in the hosting community may forcefully remove residents from their homes. Additionally, human rights may be violated through the implementation of tighter security measures, temporary suspension of local authorities' powers and overall lack of public participation in the planning phase (Cashman, 2002). Encouragingly, mega sporting events are attributed with the opportunity to increase understanding of cultural perspectives as they offer a shared experience for socially and culturally distinct groups (Mol, 2010).

Event impacts may primarily occur in one dimension but are inextricably linked and felt across all three pillars of the sustainability paradigm. Likewise, event case studies often investigate only one

dimension of impacts at a time. However, several researchers do provide a TBL overview of event impacts, shown in Table 2.1. Overall, the comprehensive understanding of the potential positive and negative impacts of events in the literature reflects a major shift from the predominantly economic and business-oriented bias of event studies towards a more holistic and sustainability-informed understanding of the industry.

Table 2.1 Compilation of Impacts Associated with Events based on the Literature

The impacts listed in Table 2.1 are sourced from Dwyer *et al.* (2000), Fredline & Faulkner (2000), Cashman (2002), Gursoy and Kendall (2003), Bowdin *et al.* (2006), Da'vid (2006), Waitt (2008), Musgrave and Raj (2009), and Pernecky and Lucky (2015).

Social	Environmental	Economic
<p>Positive</p> <ul style="list-style-type: none"> • Induced development • Building community or civic pride • Increased employment opportunities • Revitalizing traditions • Introducing new and challenging ideas • Expanding cultural perspectives • Long-term promotional benefits for host community • International prestige • Development of administrative skills 	<p>Positive</p> <ul style="list-style-type: none"> • Showcasing the environment • Providing models for best practice • Raising awareness of environmental issues • Lead to long term conservation of area • Infrastructure legacy • Urban transformation and renewal • Development of wasteland • Improved transport and communications 	<p>Positive</p> <ul style="list-style-type: none"> • Direct/indirect expenditure • Increased property value due to regeneration • Additional trade and business development • Event product extensions • Tourism impacts: • Destination promotion and increased tourist visits • Extended length of stay leading to higher yield • Higher yield • Business opportunities • Commercial activity • Job creation • Improved profile leading to promotion of investment
<p>Negative</p> <ul style="list-style-type: none"> • Unequal distribution of wealth • Exploitation of local human resources • Future use of new event infrastructure not maximized • Disruption of lifestyle/normal business • Manipulation of community • Community apathy and antagonism • Community alienation • Social dislocation • Loss of amenity • Negative community image • Increased risk of security issues 	<p>Negative</p> <ul style="list-style-type: none"> • Site/location damage -- short- and long-term • Waste and pollution • Noise pollution • Traffic disruption and congestion • Increase in energy demands and other natural resources • Destruction of heritage 	<p>Negative</p> <ul style="list-style-type: none"> • Cost of event failure to local/national economy, financial loss • Inflated price of products, services and amenities • Unequal distribution of wealth • Community resistance to tourism • Loss of authenticity • Exploitation

The integration of sustainability into the events industry has evolved significantly to consider social and environmental aspects of event production as well. As the events industry continues to grow, impacts on hosting communities will have to be considered ever more thoroughly. The next section defines the practice of SEM.

2.2.3 What is a 'green' or 'sustainable event'?

'Event greening' or 'sustainable event management' is both a concept and a practice that integrates principles of sustainable development with event management. Event management is the planning, organizing, directing and controlling of an event, before, during and after event delivery. The practice of 'event greening' is event management that takes into consideration all potential benefits and risks imposed on the local environment, economy, and hosting community during the event management process (Katzel, 2007). As an evolving concept, the term 'event greening' has been criticized for not accurately depicting the true scope of sustainable development because 'green' implies only efforts to reduce environment impacts and conserve natural resources (Katzel, 2007; Goldblatt, 2011). Examples of green event practices include: planting trees to offset carbon emissions, recycling waste and ensuring protection of biodiversity. This perspective omits the other two pillars of the sustainability concept, whereby the event provides a platform to address socio-economic issues in the hosting community as well. Despite this criticism and the inclination of SEM implementation to begin with environmental concerns, many contemporary guidelines and policies titled under 'event greening' reflect a holistic TBL approach (Katzel, 2007; eThekweni Municipality, 2011; DEAT, 2010). Accordingly, the term 'event greening' has evolved to incorporate a more comprehensive interpretation of SD principles (Katzel, 2007; Sherwood, 2007).

For Laing and Frost (2010:262), the term 'green event' means "an event that has a sustainability policy or incorporates sustainable practices into its management and operations." Goldblatt (2011:5) provides that "greener events draw upon inputs of eco-tourism, sustainable development, fair trade, renewable energy, corporate social sustainability..." In the literature and in practice, the two terms have come to be used interchangeably. As indicated in Chapter One, the term 'sustainable event management' or SEM is used to refer to all definitions of a 'green' or 'sustainable event' provided above as well as the following definition provided by Getz (2009:70):

"A sustainable event goes beyond the capacity of being a system able to exist and reproduce on a long-term basis – they are also events that fulfil important social, cultural, economic and environmental roles that people value."

In response to the growth of the event industry and the rising awareness of sustainable development, the literature has translated the concept of a sustainable event into a plethora of event greening guidelines, management frameworks and guidebooks.

2.2.4 Sustainable Event Principles, Guidelines, and Benefits

Since the seminal work of Chernushenko's (1994) *Greening Our Games*, an ever-expanding literature of guidebooks, management systems, and strategies have further defined, and importantly, begun to operationalize the planning and delivery of a sustainable event (Ponsford, 2011). SEM guidelines prompt for the development of a formal SEM policy, implementation of specific programs, projects and strategies that reduce negative impacts and create positive impacts (Katzel, 2007; eThekweni Municipality's Durban Event Greening Guidelines, 2011). The general content of guidelines is normally underpinned by the TBL, but may also include advice for areas regarding hospitality, transportation, education, awareness, and communication. See Appendix E for an example of the principles underlining sustainable event guidelines.

Although guidelines are abundant and provide practical suggestions, they have been criticized for being too vague as they aim to be applicable for everyone. In practice, as highlighted by Musgrave and Raj (2009), guidelines need to be sector specific as the nature of each event is unique. Nonetheless, the authors note that this paradigm shift in event management resources has not only established a sense of professionalism considering contemporary concerns, but has drawn attention to best practice while making the guidance and practical solutions more accessible. Thus, creating a greater appreciation of the significance of events in modern society. The next section considers sporting events as drivers of sustainability.

2.2.5 Sporting Events as Drivers of Sustainability

In their Sustainable Events Guide, the United Nations' Environment Program (UNEP) describes sustainable events as 'an opportunity for change' (2012). Likewise, Pernecky and Luck (2015) conceive that events can be designed as 'intentional agents of sustainability'. In which case, the event itself is a powerful platform to promote and communicate messages of sustainability, demonstrate sustainable practices as well as raise awareness of issues such as global warming and social inequality (Pernecky & Luck, 2015). Therefore, leaving participants and audience with the inspiration to live more sustainably (Jones, 2010). With sporting events, the key advantage lies within the ability of sport to speak to a wide audience, crossing cultural and physical boundaries in a language many people can understand (Masterman, 2004).

Sporting events are especially commended for increasing participation in sport, promoting healthy living (Smith, 2009) and for their transformative and unifying power as they can make a positive difference not only in disadvantaged communities (Schulenkorf & Edwards, 2015), but on a larger citywide and nationwide scale as well (Mol, 2010; Death, 2011; Gibson *et al.*, 2012). In the environmental dimension, Mitchell (2007) highlights that environmentally friendly distinctions and practices such as the offsetting of greenhouse gas emissions at international sporting events instills a sense of environmental consciousness and global camaraderie connecting all fans and athletes.

Allen Hershkowitz, founder and director of Sport and Sustainability International²² and former president of the Green Sport Alliance²³, points out that when professional sports demand for sustainability-oriented products and services in their event management, the sustainable operations at sporting events reverberate throughout the supply chain since all industries support sports either as a supplier or a sponsor in one way or another.

2.2.6 Diffusion of Sustainability into Other Sports

The FIFA World Cup and the Olympic Games have been pioneers of the sports sustainability movement. In 1994, the International Olympic Committee (IOC) endorsed 'the environment' as the third pillar of Olympism ideology, alongside 'sport' and 'culture' (Borne', 2003). Later the 2000 Sydney Olympics and the 2008 Beijing Olympics both captured headlines for their 'greening' initiatives (Black & Van der Westhuizen, 2004; Mol, 2010). Likewise, 'environmental CSR'²⁴ has earned a place on the agendas of many sporting industry companies, professional teams and sport leagues (Babiak & Trendafilova, 2013). For instance, FIFA became one of the first sport organizations to create an internal CSR unit with a significant percentage of their revenues allocated to environmental CSR programs (FIFA, 2005). Later, the 2006 FIFA World Cup in Germany was the first World Cup that had an environmental concept, subsequently becoming the 'greenest' World Cup to be held thus far (FIFA World Cup Legacy Report, 2006). The sports sustainability movement now encompasses numerous environmental groups, businesses, and civic organizations.

In the United States, major sporting leagues like the National Basketball Association, National Football League, Major League Baseball, and the National Hockey League are collaborating through the Green Sports Alliance to improve the environmental performance and footprint of their operations, while demonstrating important leadership for their fans²⁵. Likewise, the Council for Responsible Sport in the United States provides a platform for event organizers to acquire third party certification for producing socially and environmentally responsible events; much of their success has been achieved through waste reduction at road racing events (Council for Responsible Sport, 2017). This trend has permeated into the day-to-day sports played by billions of ordinary

²² Sport and Sustainability International is a coalition of the world's leading sports federations, leagues, teams and venues.

²³ Green Sport Alliance (GSA) - Supported by UNEP, the GSA is a leading a North American organization of professional and collegiate sports which have successfully transformed iconic athletic fields, tracks, arenas, and stadiums into venues for education on sustainability by incorporating a social and environmental agenda into infrastructural and operational improvements.

²⁴ Corporate social responsibility (CSR) is defined as a company's commitment to minimizing harmful effects on society and maximizing long-term benefits to the company and the community in which it operates (Mohr, Webb, & Harris, 2001). Issues around the environment has been termed environmental CSR.

²⁵ See 15.

people (Mitchell, 2007). Some developments include the Sustainable Slopes initiative whereby 178 U.S. ski resorts have endorsed an agreement of environmental best practices for owners and operators, the U.S. Golf Association has spent more than \$18 million in researching environmental issues to reduce pollution of golf courses, and after years of pressure from the Environmental Protection Agency and environmental groups, NASCAR finally began using a less environmentally damaging fuel for their race cars (Schmidt, 2007).

Although to varying degrees and with an initial preference on the environment, numerous divisions within the sporting events industry have embraced the concept of sustainable development through SEM. This international trend has generated a growing body of research exploring the sustainability of various types of events, including festivals, music concerts, and business events. Whilst sustainability is also being embraced in the surfing events sector, there has been no formal research investigating sustainable surfing events. This remains the focal point of this research and the implementation of SEM in the surfing industry will be discussed later in the chapter. First, a review of existing research in the SEM literature is provided to help facilitate a deeper discussion of SEM at surfing events.

2.3 Understanding the Implementation of Sustainable Event Management

The literature review thus far has provided a theoretical background to the practice and definition of SEM, an understanding of how sporting events can be drivers of sustainability, and an overview of the distribution of SEM trends in the sporting industry. The following section shifts the attention away from the foundational theory around SEM towards existing literature pertaining to SEM implementation. To gauge an understanding of the current SEM dissemination, this section specifically reviews the challenges and critical success factors of SEM implementation identified in the literature. To this end, major studies and their breakthroughs are discussed, in addition to challenges and gaps in SEM research.

2.3.1 Scope of Prior Event Studies Research

In the past two decades, numerous studies have integrated the concept of sustainable development into event management and planning literature (Andersson & Getz, 2009; Gration *et al.*, 2011; Da'vid, 2009; Dickson & Arcodia, 2010; Dredge & Whitford, 2010; Laing & Frost, 2010; Ensor *et al.*, 2011; Henderson, 2011; Musgrave, 2011; Jones, 2014). Major research themes currently under study in the field of SEM are centered on impact assessment, evaluation methods, and proposals of sustainable event policy and guidelines (Collins *et al.*, 2009; Getz, 2009). Thus, the SEM literature has been criticized to be heavy on principles, policies, goals and metrics (Ponsford, 2011). The evaluation of event impacts has largely been explored from a TBL framework based on the rationale that the approach fosters sustainability principles through planning and management practices (Fredline *et al.*, 2005; Hede, 2007; Sherwood, 2007). The increasing

recognition for well-rounded event evaluation methods such as the TBL framework has led to a comprehensive typology of event impacts. Even so, research exploring the practice of SEM include many case studies that examine only one dimension of SEM implementation at a time. However, this is beginning to change as researchers are undertaking a deeper inquiry of the processes, conditions and parameters that influence effective integration of sustainability principles into event management.

2.3.2 Shifting the Research Agenda

Whilst researchers are increasingly advancing our understanding of sustainability at events, few studies have been undertaken to explore the actualization of sustainability initiatives at events or have gone as far as to identify the factors that enable or inhibit an event's overall progress towards adopting a mode of SEM. A study by Ponsford (2007) is one of the rare few that go further in this direction. Ponsford investigates the practical application of the environmental program for the 2010 Vancouver Winter Olympic Games within its unique event planning and management context. Though the study only looks at the environmental aspect of SEM, it goes beyond evaluating event impacts or proposing policy. In his study, he identifies the conditions and challenges that lead to effective implementation of the environmental program, concluding that good relationships between event staff are the medium that will ultimately influence sustainability goals to be accomplished. Increasingly, researchers are taking a more explorative approach to understand the process of achieving sustainability at events (Anderson & Getz, 2008; Dickson & Arcodia, 2010; Laing & Frost, 2010; Ensor, Robertson, & Ali-Knight, 2011; Gration, *et al.*, 2011; Pelham, 2011). Given the number of stakeholders involved and the relationships required to deliver an effective event, this avenue of research is identified to be critical in developing a more comprehensive research agenda for SEM. As O'Brien and Gardiner (2006) illustrate at the 2000 Sydney Olympics, it is vital to develop the relationships between stakeholders to expand short-term impacts into longer-term opportunities for event hosting communities.

The body of literature examining 'corporate greening' has been useful to understand SEM as companies worldwide have engaged in notable efforts to integrate sustainability into their business practices (Jones, 2003; Mysen, 2012). Researchers have explored the processes behind corporations' sustainability uptake and identified a set of factors that are influential in the process. Because the events industry operates similarly to the corporate sector (Goldblatt, 2000), this body of literature can be applicable to the SEM context. Factors can be defined as the conditions or actors present that have the potential to influence the integration of sustainability principles into organizational practices (Petrini & Pozzebon, 2010). The terminology used in this area of research generally consists of 'critical success factors', 'drivers and barriers', 'issues and constraints' or 'challenges and successes'. Whilst these terms may have slightly different meanings in their respective contexts, they are used interchangeably throughout this study.

2.3.3 Influential Factors in the Implementation of Sustainability Practices

In beginning to explore the actualization and processes of sustainability initiatives at events, Mair and Jago (2010) draw considerably from corporate business literature in their development of a conceptual model to explore the drivers and barriers for the greening of business events (2010) and festivals (2012). The application of their model in the business events context identified various significant drivers such as 'eco-champions'²⁶, the competitive advantage of 'being green', image enhancement, the increase in companies with a CSR policy, the pre-emption of future environmental regulations, and the ensuing fact that being green is actually no longer a competitive edge, but a 'hygiene factor'.²⁷ Surprisingly, and in contrast to the corporate business context, community pressure was not identified as a driver. Regarding barriers, financial issues emerged as the main factor. Following this challenge, the lack of time and its constraints on the ability of event practitioners to effect sustainability policies into management was also identified.

In the festival context (Mair & Jago, 2012), personal values, stakeholder pressure, and a desire to educate and act as an advocate of environmental issues were identified as drivers. Barriers identified in the festival context matched those of the business events context but also included lack of control of festival venues and the inability to source appropriate suppliers or supplies. In a case study of a music festival particularly renowned for its sustainability theme, the Kokua Festival in Hawaii, Wittlich (2013) stresses that good ecological, economic and social practice needs regulations. In this case, musician Jack Johnson made use of a document called U.S. EnviroRider, an additional contract that creates obligatory and voluntary actions from the event organizer to ensure sustainability performance. Whilst the document is a contractual instrument used to prompt venue organizers to act as environmentally conscious as possible, Wittlich (2013) identified that the willingness of stakeholders to challenge and change current practices was ultimately the key enabling factor in the successful execution of sustainability practices at the event. Wittlich's case study demonstrates the emergence of a sustainability champion when legal requirements do not exist and there is no mandate on practitioners or associations to monitor their practices (Dickson & Acrodia, 2010).

Trendafilova and Babiak (2011) explore the institutional forces affecting environmental sustainability in professional sport teams and leagues in North America and corroborate the importance of a CSR policy in driving sustainability uptake. In a case study of Honda racing for Formula One, Wilson and Millington (2013) also ascribe the role of an eco-champion as a driver

²⁶ 'Eco-champions' are committed individuals for whom the environment is an important personal issue (Mair & Jago, 2010).

²⁷ 'Hygiene factor' is commonly used by practitioners in the business events sector to refer to a factor or service that is assumed to be in place. The absence of a hygiene factor is likely to cause dissatisfaction or loss of business (Mair & Jago, 2010).

towards environmental behavior. In support of Wittlich's (2013) key findings, the authors perceive consumer demand as an 'excellent catalyst for behavior change among sport-related businesses' (Wilson & Millington, 2013:137).

Bogdanova and Horbel (2015) applied Mair and Jago's corporate greening model to a multiple case study of small-scale outdoor action sporting events which identified the inherent environmentalism in surfers as a key driver for the implementation of environmentally responsible practices. Strong support for this finding can be drawn from Hill & Abbott's (2009) evaluation of the role of surfers regarding environmental issues. The authors concede that surfers are inherently 'environmentalists' based on the unique perspective in feeling the immediacy of environmental problems such as polluted ocean water and thus take to voicing their concerns. Further support for this factor stems from Anderson's (2013:241) exploration of surfers' spatial identity where he explains that "surfers exhibit a strong degree of belonging and place attachment to these surf-shore locations..." This echoes with Hill & Abbott's (2009) recognition that self-interest and preservation of a pastime are significant drivers that motivate surfers to act politically. It is clear that research within various fields have contributed to an understanding of factors that enable or constrain implementing environmental practices and sustainability practices. Table 2.2 is a compilation factors mentioned above.

Table 2.2 Factors Identified in the Event studies Literature, in the contexts of Business Events, Festivals, and Smaller Scale Outdoor Action Sports

Drivers/Critical Success Factors	Barriers/Challenges/Constraints/Issues
<ul style="list-style-type: none"> • Presence of an eco-champion • Personal values or ethos of manager or organization • Competitive advantage • Image enhancement • Presence of a CSR policy • Pre-empting future regulations • Hygiene factor • Demand for greening from stakeholders/consumers • Desire to educate and act as an advocate of green issues • Execution of regulatory functions • Community ethic code • Media • Effective relationships • Inherent environmentalism and place attachment in surfers 	<ul style="list-style-type: none"> • Financial costs • Lack of time • Lack of control of festival venues • Inability to source appropriate suppliers or supplies • Lack of interest and motivation • Lack of trust in government services

Although this area of research is biased towards the environmental dimension of the sustainability concept, potentially due to the ease in which ecological aspects can be measured in comparison to less tangible socio-economic dimensions (Sharifi & Murayama, 2013), it provides a strategic starting point for future research to contribute towards a more holistic understanding of the constraining and enabling factors for SEM implementation. In fact, this emerging literature sits well with Getz (2000) proposal that critical success factors for event management are an important dimension for future research. The question calls for context-specific research which will be needed as it can have practical application and thus, attract the support of local hosting communities (Getz, 2000).

What is needed is a more holistic research approach to understand the relationships between aspects of the hosting community and the ease of implementing SEM practices. Whilst an understanding of critical success factors in SEM is growing, there is little understanding of the progress of SEM implementation at non-mega sport events. Very little research has been done about smaller scale events with temporary venues in remote locations and their sustainability performance. This is a missed opportunity as there is a higher frequency of smaller scale sporting

events that should not be neglected as they engage in a wide audience of athletes and spectators (Gibson *et al.*, 2012). Although the rising popularity of surfing has brought about large-scale event production in many diverse and remote coastal locations around the world, surfing contests are not once-off mega sporting events as they occur annually. Moreover, surfing contests can be recognized as ‘signature events’, or events that are linked directly with their location and always associated with that location (Arcodia & Robb, 2000). To this end, surfing events are directly linked to the communities in which they are hosted.

2.4 Sustainability in Surfing

Research about the practice of surfing has grown to be a vast field covering topics such as the physical processes of surf breaks, the social dimensions of surfing culture, and assessing the recreational and economic value of surf breaks for coastal management policy (Scarfe *et al.*, 2003; Lazarow & Nelson, 2007; Corne, 2009; Edwards & Stephenson, 2013; Skellern, 2013). The recent growth of surfing in the sporting and tourism industries has given rise to research about the sustainability of the surfing tourism sector (Buckley, 2002a; 2002b; O’Brien, 2007; Ponting & O’Brien, 2014). Whilst the focus of this section will be on case studies of surfing events, sustainable surfing tourism literature offers relatable themes to contextualize the integration of sustainability principles into surfing-related commerce. Pioneer event researcher Donald Getz (2000) describes tourism and events as sister fields. Given that surfing tourism and surfing events function within the same domain, surfing tourism and surfing events can be seen as derivatives of each other. Moreover, as very little research has looked at surfing events from a sustainable development approach, it is necessary to draw comparisons from other fields to formulate a foundation on which to examine sustainable surfing events.

2.4.1 Sustainable Surfing Tourism

Ponting and Obrien (2015) aptly depict that much of the world’s commercial surf tourism takes place primarily in remote locations of developing nations, where the challenges of sustainability are particularly salient. To this end, Ponting, McDonald, and Wearing (2005:152), describe that “surfing tourism has nudged unprepared destinations down the slippery slope to large scale industrialized tourism and its related issues.” For example, the predominant surf tourism business model in the Mentawai Islands, Indonesia has been recognized as inequitable and essentially, exploitative of host communities. For surf tourism to achieve sustainable host community benefits, the authors argue for a decommodified research agenda to encourage “a radical rethinking of the dominant, Western, neoliberal economic approach to tourism research” (2005:514). Specifically, the surf tourism sector must acknowledge host communities as the traditional custodians of surfing resources and ensure a more just distribution of social and economic benefits derived from any commercial exploitation. This highlights a fundamental

challenge in the hosting of sustainable surfing events as the world's largest and most popular surfing events are often hosted in rural destinations renowned for high quality waves. Such locations already deal with the costs of increased tourism such as mounting pressure on the limited carrying capacity of surf breaks (Young, 2006). The recent call for sustainability in surfing tourism has transpired into a sustainability certification for surfing (and ski) resorts. Entitled STOKÉ Certified, the organization provided the first sustainability certification program for surf and ski tourism operators utilizing global sustainability standards. This development, combined with other trends towards sustainability within the surf industry (Borne & Ponting, 2015; Gerke, 2017; Gibson & Warren, 2017), signifies that the surf industry is shifting from a conventional profit-driven mode of business to one that actively addresses the social and environmental issues related to the commercialization of surfing.

2.4.2 Sustainability in Surfing Events

Empirical work on surfing events has, to date, been focused primarily on economic impact and evaluation (Downey, 1991; Breedveld, 1995; Ernst & Young, 1995; O'Neill *et al.*, 1999; Getz *et al.*, 2001; Carlsen, 2003; Getz and Fairley, 2004; O'Brien, 2007; Cochetel, 2007; Markrich Research, 2007; Pulford, 2007; Murphy & Bernal, 2008; Huff, 2011; Tindall, 2011). Using the Noosa Festival of Surfing in Australia, O'Brien (2007:159) demonstrates that a small-scale, regional event with "a less-than-comprehensive approach to strategic planning holds potential" for 'event leveraging'.²⁸ In doing so, O'Brien supports his earlier work (2006) acknowledging that events provide the ideal context to initiate and reinforce relationships to facilitate future business. In another study underlining the economic benefits of a surfing event, Huff (2011) stresses the additional importance of the Vans Triple Crown of Surfing for the state of Hawaii through image enhancement and media exposure. Hence, he appeals to the state's tourism bureau to expand their leveraging strategies. In another study featuring an international surfing event, Murphy and Bernal (2008) explore the economic impact of the cancellation of a Billabong surfing contest at the world-class surf break Mundaka. The study revealed the multifaceted impacts of a river dredging project in 2004 which depreciated the quality of the surf break as well as the health of the local economy in the small fishing town of Mundaka as the town relied on the annual revenue generated by international event.

Whilst these case studies attribute valuable knowledge to the understanding of the economic value of surfing events for local hosting communities, new research directions ought to build

²⁸ According to Chalip (2004:228), "Immediate event leveraging includes activities designed to maximize visitor spending, utilize local supply chains, and build new markets. Long-term leveraging seeks to use events to build the host community's image in order to enhance the quality of its brand or market position."

knowledge in response to the increased awareness and uptake of the sustainable event management concept and practice. In the same way that surfing tourism research has been called to shift away from a commodified paradigm, surfing event research also needs to explore surfing events from a more holistic perspective, one that incorporates social and environmental viewpoints as well. Despite the similarities between the sustainability needs of the surfing tourism and surfing events sectors, a body of research in sustainable surfing events has yet to be founded in academic literature. This is likely because sustainability practices at surfing events are only recently emerging.

Two studies of surfing events have taken a closer step towards the sustainable event management concept. Opportunely carried out in South Africa for the context of this research, the case studies examined non-economic aspects of major surfing events. Ahmed *et al.* (2008) concluded that spectators at the Mr. Price Pro Surfing contest in Durban had minimal awareness of the event's social and environmental impacts even when event organizers implemented a Beach Awareness Campaign to educate the public about waste pollution on the beachfront and ocean safety. The Red Bull Big Wave Africa (Ntloko & Swart, 2008) study concluded that organizers' involvement of the host community as a stakeholder in the event was insufficient and that this element of stakeholder isolation and exclusivity could pose a threat to the event if ignored. This case study proves particularly noteworthy as this event is currently no longer held.²⁹

To date, no significant attempts in academic research have been made to comprehensively explore the current production of sustainable surfing events. Interestingly, the lack of academic research focused on the implementation and progress of sustainable surfing events is juxtaposed with an increasing interest by surfing event organizers to integrate sustainability principles and practices into event management. The current situation calls for explorative research to document what is currently happening at sustainable surfing events to begin to understand the challenges that organizers face in implementing SEM. Attaining this insight is important as it holds implication for knowledge transfer and the development of valuable frameworks for other coastal communities hosting surfing events.

2.4.3 Context of the Surfing Events Sector

Although surfing's modern history originates in counterculture, the sport has evolved to become a mainstream entertainment and media spectacle. Surfing is now a worldwide multi-billion-dollar industry with professional surfing at the media forefront. The 1970s set in motion the commodification of surfing culture and the development of surfing as a professional sport (Young,

²⁹ Zigzag. (2015). "Dungeons Called Off." Available: <https://www.zigzag.co.za/featured/dungeons-called-off/>. [Accessed: 2016 May 10].

2006). The first professional surfing tour was established by a governing body known as the International Professional Surfers from 1976 to 1983. In 1984, they became the Association of Professional Surfers (ASP) under which professional surfing evolved significantly. Despite increasing discontent towards competitive surfing in the 1990s, a new philosophy for professional surfing developed under the governance of the ASP.³⁰ The vision of “the world's best surfers, world's best waves” transpired into the ‘Dream Tour’ also known as the World Championship Tour (WCT). This endeavor shifted the geographic locations of contest venues from metropolitan beaches with mediocre quality waves to remote destinations renowned for having the best surf breaks in the world.³¹ The WSL tour in particular is a unique sporting spectacle as it is a traveling circuit requiring transportation of audio equipment to multiple destinations in environmentally sensitive areas. The presence of a world-class surf break attracts surfers from all over the world and generates tourism revenue needed to sustain local businesses. Yet there are costs associated with the annual influx of tourists and surf industry professionals such as crowding in the actual surf space and increased traffic. After this period, the surf industry experienced significant global financial expansion in which major surf brand companies owned and sponsored individual events of the WCT. Subsequently, a global financial crisis in 2008 caused a partial collapse in the surfing industry leading to the withdrawal of event sponsorship by major surf brands as a cost-cutting measure.

The economic recession triggered a fundamental transformation of the way professional surfing events were produced. The conventionally disjointed foundation of surfing event production shifted towards a more centralized business model.³² Now predominantly under the sponsorship of a single brand, all events on the tour have been upgraded with enhanced live broadcasts and new venue infrastructure aimed to attract an even wider global audience. However, the image enhancements have generated responses associating the new surfing event broadcasts to traditional mainstream sports such as America’s National Football League. Adding to this period of significant changes, the Association of Surfing Professionals rebranded itself as the World Surf League (WSL) in 2015. This change signified a renewed initiative to improve the surfing market and grow the sport in the future (Speaker, 2014 *cited by* Scheinbaum, 2017).

Despite the setbacks from the financial crisis, the global surfing market is projected to reach US\$13.2 billion in 2017 (Global Industry Analysts, 2011). Since the rebranding from ASP to WSL,

³⁰ Nunn, T. 2014. A Brief History of Surfing. Available at: <https://mpora.com/surfing/a-brief-history-of-surfing/14#5mKHPK08m11q4B8M.97>. [Accessed: 24 May 2017].

³¹ See Footnote 6.

³² Doherty, S. 2013. “The New Asp - The Unlikely Story Behind Zosea's Asp World Tours.” Surfer. Available at: <http://www.surfer.com/features/the-new-asp/#ysJSF4SedX9gllZ8.97>. [Accessed: 19 May 2017].

the 'new ASP' has significantly advanced the level of professionalism and popularity of surfing.³³ Likewise, WSL's innovative approaches to media coverage of professional surfing events continue to capture larger and more global audiences, further incorporating the sport into the mainstream.³⁴ Surfing is now being compared to more mainstream sports such as American football.³⁵

2.4.4 Current Sustainability 'Best Practice' at Surfing Events

Many governing bodies for established sports in North America (Trendafilova *et al.*, 2013) and around the world are demonstrating their commitment to sustainability through SEM. It can be argued that if the WSL aims to develop surfing to be one of the premier global sports in the world it should incorporate the same sustainability standards as other international sporting events. Correspondingly, the WSL has begun to demonstrate a commitment to environmental CSR through funding of marine scientific research.³⁶ However, since the foundation of the WSL's operations is based on the production and coverage of major events in remote and sensitive coastal places worldwide, it is contended that the philanthropic focus could be better directed towards reducing negative externalities of their events. As the surfing industry's largest event production company, the WSL is in a unique position to have a definite impact by implementing sustainability best practices throughout WSL events to minimize negative environmental impacts and maximize social and economic benefits for hosting communities.

At present, an official and comprehensive sustainability commitment within the WSL's event management is non-existent. Yet various sustainability claims for surfing events have surfaced within the sport's mainstream media at WSL events hosted on the North Shore of Oahu in Hawaii, an indication that individual WSL organizers are assuming the responsibility to drive SEM at a local scale to ensure that their events respond to community needs.³⁷ Like surfing tourism's

³³ Haro, A. 2014. "Hot Dog! 8 Initial Observations from the New ASP Webcast Experience." *The Inertia*. Available at: <http://www.theinertia.com/surf/hot-dog-8-initial-observations-from-the-new-asp-webcast-experience/>. [Accessed: 23 May 2017].

³⁴ Minsberg, T. and Corasaniti, N. 2015. "World Surf League Takes Web-First Approach to Drawing Viewers." Available at: <https://www.nytimes.com/2015/02/23/business/media/world-surf-league-takes-web-first-approach-to-drawing-viewers.html>. [Accessed: 23 May 2017].

³⁵ Cave, J. (2014). "The Future of Surfing Looks a Lot like the NFL, and Not Everyone's Stoked about It." Available: http://www.huffingtonpost.com/2014/12/11/world-surf-league-asp_n_6292186.html. [Accessed: 23 May 2017].

³⁶ Aimer, T. 2016. "WSL Donates \$1.5 Million to Start an Organization Aimed to Save Our Oceans." Available at: <http://www.theinertia.com/business-media/wsl-donates-1-5-million-to-start-an-organization-aimed-to-save-our-oceans/>. [Accessed: 20 May 2017].

³⁷ "The Vans Triple Crown 2015 Sustainability Report." (No Date). Available: <https://greenmagazinehawaii.com/the-vans-triple-crown-2015-sustainability-report/>. [Accessed: 2016, 20 May].

accreditation for sustainable resorts, STOKE Certified, a sustainability certification has also been developed for surfing events, recognized as the Deep Blue Events (DBE) program. Established by a California-based non-profit charity organization called Sustainable Surf, the program was developed through a partnership between Sustainable Surf and the former Association of Surfing Professionals - North America division (now the WSL). Through this partnership, the first ever set of green guidelines for surfing contests was proposed by Sustainable Surf and endorsed by the ASP in 2012. According to the Sustainable Surf website, “Deep Blue Events address issues directly related to the local contest area including waste reduction, protection of natural resources, and the building of stronger communities” (Sustainable Surf, 2017). This designation means the event has implemented practices that reduce the event’s environmental impacts, while providing social benefits for the local community. In the wider scope of international sustainability certification standards, such as the Global Reporting Initiative (GRI) Event Organizers Sector Supplement³⁸ and the International Organization of Standards’ Event Sustainability Management System³⁹, the criteria required for a DBE certification measures in as a diluted interpretation of these standards. However, the DBE program has clearly shown positive impacts on the ground as it is initiating benchmarking and increasing awareness of sustainability for surfing events as well as providing a transparent reporting platform to evaluate the sustainability performance of each event.

The recent and rapid growth of the global surfing industry means that professional surfing events are increasing in size and scope and resulting in greater impacts on environments and societies across the globe. In response, the surfing events sector has embraced sustainability principles and approaches at an international level.^{40 41 42} Research is needed to gain a greater understanding of the successes, challenges and shortcomings that organizers of surfing events are faced with in order to move forward with the sustainability transition within the surfing industry and throughout the world. This study examines the extent to which sustainability principles and practices are being incorporated into surfing events on the North Shore in Hawaii and in Jeffreys Bay, South Africa.

³⁸ Event Organizers Sector Supplement - Quick Reference Sheet. (No Date). Available: <https://www.globalreporting.org/resourcelibrary/G3-1-English-Event-Organizers-Sector-Supplement-Quick-Reference-Sheet.pdf>. [Accessed: 2017, 17 January].

³⁹ ISO 20121 - Event Sustainability Management System. (No Date). Available: <http://www.iso20121.org/>. [Accessed: 2017, 17 January].

⁴⁰ “Low Impact Surf Contests”. (No Date). Beachapedia. Available at: http://www.beachapedia.org/Low_Impact_Surf_Contests. [Date Accessed: 2015 15 June].

⁴¹ “The greening of the Billabong Pro at Jeffreys Bay.” (No Date). Available at: <http://www.surfersvillage.com/content/greening-billabong-pro-jeffreys-bay>. [Date Accessed: 2016 20 July].

⁴² “Vans Triple Crown of Surfing renews sustainable pledge.” (No Date). Available at: <http://www.surfersvillage.com/content/vans-triple-crown-surfing-renews-sustainable-pledge>. [Date Accessed: 2015 12 Oct].

Furthermore, the study explores the challenges facing the implementation of SEM practices and the factors that have facilitated successful adoption of the concept and practice thus far.

Chapter Three: Research Methodology

3.1 Introduction

This investigation takes both a broad and in-depth methodological approach to understand sustainability practices occurring within the surfing events sector. The broad approach is informed by the utilization of two separate case studies in distinct geographic locations. The in-depth approach is informed by qualitative research methods to identify and discuss the key challenges that a hosting community faces in the integration of sustainability principles and SEM practices. Data collection consists of participant observation, semi-structured interviews, and review of documents. This chapter presents the methodology in detail and sets out the limitations and constraints of the study. Ethical considerations are discussed in the last section of this chapter.

3.2 Research Approach

3.2.1 Two Case Studies

This research collects and analyses data from two coastal communities hosting major surfing events. As mentioned in the previous chapter, the VPP and the VTCS in Hawaii and the JBay Open in South Africa have been identified as surfing events that are demonstrating sustainability practices in their event management. These events provide an opportunity to evaluate and analyze the progress and dissemination SEM in the surfing events sector. Despite the production of two separate case studies, the investigation does not carry out a direct comparison and data collection is not mirrored.

Media coverage of sustainability in the surfing industry demonstrate that SEM practices are occurring primarily in Hawaii. In particular, the VPP is regarded as an example of a surfing event that approximates sustainability best practices. Thus, the case study in Hawaii helps build understanding of what is expected of a sustainable surfing event. The knowledge gained from Hawaii helps examine the progress of SEM in JBay where SEM is in its initial stages. In addition, a study that examines two different areas, one that represents a developing country context and another of a developed country context is valuable as it offers a better perception into the sustainability imperatives of dissimilar contexts. Thus, providing a broadened understanding of common factors that influence a community's progress in hosting a sustainable surfing event. At each site, a more in-depth understanding is gained through participant observation, semi-structured interviews and document review as data collection methods.

3.2.2 Qualitative Case Study Approach

This research project has adopted a qualitative research approach. It aims to provide an explicit rendering of the structure, order, and broad patterns found among a group of participants. The research aims to learn about a group of people's social and material circumstances, experiences, perspectives, and histories (Snape & Spencer, 2003) involved with surfing events and sustainability practices. A qualitative approach provides a deeper understanding around the contextual challenges of SEM while recognizing the need to be sensitive to the local setting as well as the socially complex interactions and relations within a group of participants. Next, this research also adopts a case study approach for the two study sites.

A case study methodology aims at gaining an in-depth, multi-faceted understanding of the phenomenon under study (Crowe *et al.*, 2011). In the case of sustainable surfing events, an in-depth understanding not only benefits the event itself, but a case study adds to a broader academic understanding of events in general and can generate concepts about underlying issues (Newing, 2011). Although the case study approach has been criticized for its inability to draw generalizing conclusions (Zainal, 2007), it is appropriate for this research as it allows for the researcher to be sensitive to the dynamics of the event's specific area or region, as well as the related issues and challenges (Yin, 2014). Another caution is that the case study approach may allow for equivocal evidence or biased views to influence the direction of the findings and conclusions (Zainal, 2007). However, the detailed and often qualitative accounts produced in case studies help to explore and describe the data in its real-life context. In this research, the study locations are both situated in remote coastal areas with world-class waves. Situated within sensitive ecosystems, the high-quality waves bring increased tourism and its associated impacts whilst the towns have respective social issues. As opposed to a case study approach, an experimental or survey research may not be able to capture the complex issues of real-life situations (Crowe *et al.*, 2011) presented in the study sites of this research.

3.3 Methods

3.3.1 Semi-structured Interviews

Semi-structured interviews are the main source of data in this study. According to Kvale (2007), semi-structured interviews are similar to informal conversations where the interviewer mediates the conversation based on the information they are seeking through specific approaches and techniques. A semi-structured interview may act simply as a checklist to make sure that the key points are discussed or it may be a list of questions that are asked in a sequence (Newing, 2011). Semi-structured interviews are appropriate to explore the recent phenomenon of sustainable surfing events as Newing (2011) points out that this method is useful when the researcher knows what topics to cover but does not know enough about likely responses to design a set of precise

questions that would be needed for a questionnaire. Semi-structured interviews were particularly useful in gaining descriptive data about contextual issues in each study area. Different interview guides were used to reflect different areas of interviewee knowledge (Newing, 2011). This was to cater to the fact that certain persons, like an event director, has 'privileged knowledge' and a unique perspective due to their institutional role (Newing, 2011). In comparison, interviews with non-event organizers such as NGO co-founders and service providers explored SEM perspectives from an externally-involved angle. Examples of the different guides for semi-structured interviews are provided in Appendices C and D.

3.3.2 Participant Observation

Participant observation is recommended in case study approaches as it complements additional in-depth, qualitative methods (Jorgensen, 1989; De Walt & De Walt, 2011). Newing (2011; 85) describes participant observation as a "relatively unstructured interactive method for studying people as they go about their daily routines and activities." The principle is that only by joining in the lives of people that the researcher wishes to learn about can he or she develop a critical and in-depth understanding of what is going on (Newing, 2011). In this research, participant observation included attending and volunteering at local major surfing contests at each location. The researcher participated, to varying degrees, in the activities being studied, simultaneously documenting what people are saying or doing.

3.3.3 Review of Documents

Since little academic literature about sustainable surfing contests exists, organizational and institutional documents from the different stakeholders involved with event production provide a valuable source of data as they offer a means of tracking change and development and verification of findings from other data sources (Bowen, 2009). A review of documents requires that the data be examined and interpreted to elicit meaning, develop empirical knowledge and gain understanding (Corbin & Strauss, 2008). Furthermore, the use of document review in this study is aimed at identifying agencies that play a role in promoting and implementing SEM practices and to reveal the depth of consideration, expertise, and history behind the SEM implementation. Document analysis is used in combination with data gained through interviews and participant observation as a means of triangulation.

3.4 Data Collection

While some methods are equally applied to both study sites, the overall process of data collection for each study site was different. Fieldwork in JBay was characterized by an immersion like process, and thus longer and more in-depth than Hawaii.

3.4.1 Data Collection Process for Hawaii

Fieldwork in Hawaii acquired an understanding of what it takes to incorporate sustainability practices into the event management process. A total of two trips to Hawaii were undertaken to attend four events on the North Shore of Oahu, Hawaii, namely the Volcom Pipe Pro (VPP) and the Vans Triple Crown of Surfing (VTCS), the latter a series of three events. Participant observation on the North Shore extended to the level of working for Sustainable Coastlines Hawaii (SCH), a local NGO who is hired and remunerated by the sponsor companies to provide waste diversion at the surfing contests. This included the researcher volunteering for two weeks at the Volcom Pipe Pro contest and working as a SCH staff member for six weeks at the Vans Triple Crown of Surfing contests. As a member of SCH's waste diversion team, the researcher carried out tasks such as deploying waste stations throughout the contest venue, sorting and collecting waste, educating spectators and staff members about waste diversion, recording data and composting the compostable waste at a farm nearby. This level of involvement with the event's daily operations allowed many opportunities to engage and record observations with staff members and residents.

Interview data was attained from 8 participants involved in the VPP. Four face-to-face semi-structured interviews were conducted with participants directly involved in the implementation of SEM at the VPP. Three other interviews were conducted via email. Table 3.1 below provides the profiles of interviewees to contextualize the following passages from interview data.

Table 3.1 Participant Profiles for Interviews in Hawaii

Data was also collected from informal meetings and email with P7, and correspondence after the initial interview with P1 and P3.

Location: North Shore, Oahu, Hawaii		
Method: Face-to-face, semi-structured interviews (60-75 minutes, recorded and transcribed)		
No.	Participant profile	Code
1	Event director from WSL	P1
2	Event director from Volcom	P2
3	Executive director of Sustainable Coastlines Hawaii (local environmental NGO specializing in beach clean ups, waste diversion and environmental education)	P3
4	Former director of environmental NGO – events’ initial recycling partner	P4
Method: correspondence through emails and face-to-face meetings		
No.	Participant profile	Code
5	Former sustainability director of Volcom company, a main event sponsor	P5
6	Sustainability director of Vans company, a main sponsor for VTCS	P6
7	Co-founder of Sustainable Surf (NGO) – created the first ever greening guidelines and program for surfing events	P7
8	Freelance videographer for Volcom	P8

3.4.2 Data Collection Process for Jeffreys Bay

In contrast to the data collection process in Hawaii, fieldwork in JBay was characterized by a process of social immersion and was more extensive. The first step in this process was to receive provisional approval to conduct the research from the surfing community of Jeffreys Bay. Next, a local individual facilitated the author’s participation with the wider community, a ‘cultural broker’ as described by Jezewski and Sotnik (2001). This was followed by a year-long period of engagement and trust building where preliminary activities were carried out to earn acceptance by the community or ‘social entry’ (Newing, 2011). Eight other trips were completed over a two-year period including the JBay Open of Surfing 2015 and 2016 events.

Participant observation was carried out by volunteering for a local environmental NGO called the Supertubes Surfing Foundation (SSF). Volunteer activities consisted of assisting the cultural broker with various event planning tasks, such as procuring a water station to reduce the use of plastic bottles and setting up a composting site for the event’s food waste. Participant observation activities were recorded in a research journal and entries became memos for data analysis. Ten semi-structured interviews were carried out with event directors, local business owners and residents. Each interview took approximately 60 to 75 minutes and were conducted in English. Informal interviews occurred spontaneously during participant observation activities and were reconstructed into memos. Various documents from the grey literature, reports from the SSF and the recycling business were reviewed and provided useful inputs into understanding thinking and action. Table 3.2 provides a list of interviewees and their profiles.

Table 3.2 Participant Profiles for Interviews in JBay

Location: Jeffreys Bay, South Africa		
Method: in-depth semi-structured interviews (<i>Recorded and transcribed</i>)		
No.	Informant profile	Code
1	Event director	JP1
2	Event director	JP2
3	Event director and NGO1 board member	JP3
4	Event staff and NGO1 staff member	JP4
5	Event staff and local tourism office manager	JP5
6	Local business owner	JP6
7	Local business owner	JP7
8	Local business owner	JP8
9	Local Councilor and event director	JP9
10	NGO2 Director	JP10
Method: personal communication during participant observation activities and social immersion		
11	Event staff and NGO1 staff member – horticulture expert	JP11

12	Event staff – local graphic designer contracted by WSL for event	JP12
13	Event staff – finance manager	JP13
14	WSL South African regional director	JP14
15	WSL Film & Media staff	JP15
16	Local business owner – Pioneer of local surf industry	JP16
17	Local business owner – surf brand	JP17
18	Local catering business owner (catering for the event)	JP18
19	Owner of recycling company (provides waste management for event)	JP19
20	Professional surfer	JP20
21	Local resident and hospitality employee	JP21
22	Local resident and freelance videographer – on occasion contracted by WSL	JP22

3.5 Data Analysis

3.5.1 Coding and Thematic Content Analysis

Thematic analysis is a method for identifying, analyzing, and reporting patterns within data (Braun & Clarke, 2006). A thematic content analysis emphasizes the participants' perceptions, feelings and experiences as the paramount object of study. This approach was employed to review all three types of data for each study site which consisted of documents related to sustainability performance, interview transcriptions and participant observation memos. Participant observation memos are free-standing, lengthier reflections of fieldwork experience that supplement the participant observation process. All interview recordings were transcribed. Documents were in digital text format and included numbers related to charity donations and waste generation. Initially, a more detailed coding exercise with data from Hawaii was carried out to objectively draw out certain excerpts from the conversation to identify themes. A theme is described as: "...a coherent integration of pieces of data that constitute findings" (Sandelowski & Leeman, 2012, p. 1407). The interview questions became the instruments that helped frame the thematic areas. The thematic content analysis identified further subthemes within the broader thematic areas.

The in-depth fieldwork in JBay accounted for a greater wealth of data which, in turn, may have led to additional observations and findings that did not emerge from the Hawaiian data. A larger group

of participants were interviewed in JBay than in Hawaii. Moreover, the perceptions of Hawaiian participants were based mainly on the experience of having already achieved a successful level of SEM and the challenges related to maintaining that level. In contrast, JBay participants' answers were based on initial stages of SEM implementation, which typically begins with environmental concerns (Chernushenko, 1994; Katzel, 2007). Thus, the majority of responses associated the term 'sustainability' with simply environmental practices. To adjust to this situation, interview questions for JBay were divided into the three areas of the SEM concept. This is demonstrated by the following interview questions: 1) how does the event boost the local economy? 2) How can the event be used as a platform for environmental protection? And 3) how can the event ensure social inclusivity? What resulted was a more in-depth understanding of the JBay Open's sustainability aspects that went beyond the categories framed by Hawaii's sustainability reports. Thus, direct comparison of the two case studies was difficult.

For JBay, a thematic content analysis was performed on all three data types from the start. Interview transcriptions, participant observation memos and documents were read through multiple times to identify themes. The analysis aimed to understand the progress of implementing sustainability practices, i.e. what steps have been taken, how organizers are doing it, what they see as the barriers, and factors that will better enable it. As interview questions for JBay were similar to the ones used in Hawaii, the same thematic areas emerged.

3.5.2 Triangulation

The data analysis compared themes that emerged from interviewee data, participant observation memos and documents. This triangulation strengthens the findings by allowing the researcher to check consistency of information gained from a variety of sources (Jick, 1979). Bowen (2009) explained that by examining data gathered through the multiple methods, the researcher can corroborate findings across data sets and thus minimize the impact of potential biases that can exist in a single study. During the thematic content analysis process, the participant observation memos and documents provided data to cross-examine the raw transcription data (Flick, 1992).

3.5.3 Limitations and Constraints

Fieldwork in Jeffreys Bay experienced various limitations. Both case studies had time constraints. First, the time needed to build trust with key informants in JBay and achieve *social entry* or acceptance within the community took longer than anticipated. Second, although data can be collected before and after an event, the opportunity to collect data during the event is limited to once a year. Third, the time required for travel from the researcher's residence to the study sites was extensive and expensive whilst funding was limited.

For participant observation, certain activities and knowledge pertaining to sustainability practices may not have been accessible to the researcher as may not actually be occurring yet. Similarly, the

limited documents in JBay could be due to 1) a lack of resources to monitor and report on SEM activities or 2) that a sustainability policy and system is yet in place. In general, as a non-local to any community, the researcher was viewed as an *outsider* and as “a source of academic knowledge or outside privilege” (Newing, 2011:214). This subconsciously and automatically positioned some respondents on a “defensive or impress mode”. It contains the risk that people will bias their responses to reflect what they think they should say or what they think the researcher wants to hear (Newing, 2011).

Events are always changing as there are many forces and trends impacting upon them. The findings of this research are most pertinent at the time of its conduct as the hosting community and the event operations change from year to year. This study does not assume that the challenging or enabling factors identified are exhaustive. Rather it takes the stance that the emergent themes represent a core set of factors that influence SEM implementation.

3.6 Ethical Considerations

Data collection involved interaction with the local community and organizers at all events studied. Regarding the interview process, prior and informed consent was received from all participants primarily in the form of signed documents. When inviting the participants, the purpose of the research was clearly explained. With consent, all interviews were recorded. In the exception of a signed document, the participant provided written consent via email and/or verbal consent which was recorded at the beginning of an interview. Recordings were used purely for transcription and data analysis. Interviewees confirmed that they understood that their responses would be treated confidentially as personal identity was not required for this research and their contributions were only used for academic purposes. Any information which participants preferred not to be used in the dissertation would not be included. An understanding was reached that the research involves no compensation but the results are to be shared and owned by the participants. The researcher has carried out the agreement to return the results of the research to participants.

Chapter Four: Findings - North Shore, Oahu, Hawaii

4.1 Introduction

This chapter presents the findings emanating from the Hawaii case based on observations and data collected from two major North Shore surfing contests, the Vans Triple Crown of Surfing (VTCS) and Volcom Pipe Pro (VPP). Fieldwork consisted of one visit to the VPP and one visit to the VTCS totaling eight weeks in 2016. The findings for the Hawaii case study are derived from a thematic content analysis of interview transcriptions, participant observation, memos and documents, informal discussions, review of information of websites, and magazine articles. The chapter begins with a background to the incorporation of sustainability principles in these two events. Next, the findings are presented under three areas of investigation which align with the objectives of the study. Table 4.1 summarizes emergent themes within each area of investigation.

Table 4.1 Findings for Hawaii: Areas of Investigation and Emergent Themes

Current SEM Practices	Challenges to SEM Implementation	Key Factors Enabling SEM Implementation
<ul style="list-style-type: none"> • Sustainability Policy • Adherence to a sustainable event program and guidelines • SEM in 5 areas • Third party sustainability accreditation • Sustainability Reporting, Monitoring and Evaluation • Target Setting & Continual Improvement 	<ul style="list-style-type: none"> • Additional Costs Associated with SEM • Resistance to Changes in Event Management • Lack of Government Support 	<ul style="list-style-type: none"> • Title Sponsor’s Commitment to Sustainability • The Role of Local Champions • The Role of NGOs & Partnerships • Local Culture • Availability of Resources • Media

4.2 Background

In Hawaii, the current SEM practices are guided by Sustainable Surf’s Deep Blue Events (DBE) program. This information builds on the introduction of the Deep Blue Events program outlined in the literature review. The DBE program is a tool to help event managers increase the sustainability performance of their event. The program includes guidelines divided into the five focus areas of waste, energy, community support, transportation and climate change. The program awards events with a sustainability certification called the Deep Blue Event designation. To obtain this status, the event must commit to the DBE program by working with the NGO to develop a

sustainability strategy for the event and then achieve the recommended minimum goals for at least two of the five categories mentioned. A brief overview of the program guidelines and qualification criteria is shown in Table 4.2.

In 2013, the VTCS and VPP both achieved their first sustainability accreditation. To date, five VPP events (from 2013 to 2017) and three series of the VTCS (from 2013 to 2015) were designated as Deep Blue Events. The VTCS discontinued receiving a DBE certification after 2015 due to a decrease in the sponsor company's sustainability budget (P6). Because of this, the VPP has been identified by the author as an example of a sustainable surfing event that approximates 'best practice' as it is the most progressive and consistent in its adherence to existing guidelines and practices offering the most recent data through its sustainability reports. However, the data obtained from the VTCS is utilized as it is particularly valuable in understanding the challenges of SEM implementation.

Table 4.2 Sustainable Event Guidelines and Criteria from Sustainable Surf’s Deep Blue Event Program

The table below is an excerpt from the Sustainable Surf website.

Five Categories of Event Impacts
<p>1. Waste: Implement a comprehensive waste diversion strategy to reduce, reuse, recycle, or compost event waste and building materials.</p> <p><i>Minimum Goal:</i> 25% or more waste diversion from landfill by weight.</p>
<p>2. Energy: Source some portion of event power from clean, renewable (non-fossil fuel) sources such as biodiesel, solar or other alternative energy sources.</p> <p><i>Minimum Goal:</i> 25% of total event power from renewable energy.</p>
<p>3. Climate Change: Calculate the total CO2 footprint of event, and mitigate this impact by purchasing certified/verified carbon offset credits through a reputable provider.</p> <p><i>Minimum Goal:</i> 50% of total event CO2 footprint offset or mitigated.</p>
<p>4. Community Support: Showcase the efforts of local environmental and social organizations, and include them as stakeholders for possible legacy efforts post-event.</p> <p><i>Minimum Goal:</i> Provide financial and/or outreach support for at least one NGO and charities working on local issues relevant to the event.</p>
<p>5. Transportation: Use cleaner/lower carbon fuel vehicles for internal operations, and support the use of public transportation and human powered modes – walk, skate and bike – for event attendees where applicable.</p> <p><i>Minimum Goal:</i> Provide and promote alternative transportation options for staff, athletes, and for spectators where applicable.</p>

4.3 Current SEM Practices

On the North Shore, it is evident that a comprehensive sustainability framework has been developed to guide the implementation of SEM practices. This framework stems from the fact that the two events under study are sponsored by companies who are committed to a sustainability policy. This policy facilitates the integration of sustainability principles into the management of events that the companies sponsor. These practices are elaborated below.

4.3.1 Sustainability Policy

The VTCS and the VPP surfing events on the North Shore have the support of title sponsors with respective company sustainability policies. This, in turn, establishes a sustainability directive for the event's management. Essentially, event directors are provided with the platform to communicate to event staff that there is a standard that extends beyond a conventional mode of business operation. It not only requires but enables event directors to integrate sustainability principles into the event's production as the event must be in accordance with the title sponsor's sustainability policy. In practice, the sustainability policy provides a standardization in the events' operational activities; actions are undertaken before, during, and after the event to compliance with the standard. In Hawaii, the title sponsor companies and local event directors adhere to Sustainable Surf's Deep Blue Event program and guidelines. This entails the monitoring and evaluation of SEM practices in five different focus areas, sustainability reporting, target setting and continual improvement. These practices result in a third-party accreditation or in this case, a Deep Blue Event designation. The title sponsor's commitment to sustainability is a key factor that enables progress towards the implementation of SEM practices and is described in more detail later. The remaining components of the North Shore's sustainability framework are embedded within the Deep Blue Event program and are elaborated below.

4.3.2 Adherence to a Sustainable Event Program and Guidelines

Upon the completion of each event, sustainability reports are published by Sustainable Surf. This includes data collection from event organizers and quantification of results post-event to evaluate the event's sustainability performance. Corresponding to the Global Reporting Initiative's Event Organizers Sector Supplement, a standard used at the 2012 Summer Olympics, the reports aim to improve the sustainability of operations and activities, and establish a process to measure performance, set goals, and manage change (Global Reporting Initiative, no date). Although the research participants did not utilize the term 'sustainability management system', the researcher identifies that the elements and structure for one are in place. This system begins with the set of guidelines and criteria from the Sustainable Surf shown in Table 4.2.

4.3.3 Sustainability Reports

The sustainability reports are a description of the event's sustainability performance and include data, photos, videos, as well as suggestions for improvement. The sustainability reports are an important component of the event's sustainability management system as they provide transparent and valuable information for organizers to understand where and how event benefits can be improved at the end of each event. The findings for current SEM practices are primarily derived from the VPP and the VTCS sustainability reports. Fieldwork at the actual events included observation as well as researcher participation in SEM practices which corroborated the

information presented in the reports. The following section presents a brief overview of SEM practices at the VTCS.

4.3.4 Target Setting and Continual Improvement

Target setting and continual improvement are embedded within the practices of sustainability reporting. Ongoing monitoring, reporting, and evaluation has been important in making continual progress towards achieving an event that authentically adopts the concept of sustainable development. In this regard, Volcom's commitment to Sustainable Surf's Deep Blue Event program has provided a sustainability management system enabling clear comparison and improvement of sustainability performance from year to year.

4.3.5 SEM Practices at the Vans Triple Crown of Surfing 2015

The VTCS' official adherence to the Deep Blue Events program discontinued after 2015 as the title sponsor company's sustainability budget no longer permitted for the cost of the services and certification process. According to the 2015 sustainability report of the VTCS, the three event series was acknowledged to have donated US\$81,000 to North Shore charities and schools to educate local children, implemented various strategies to protect the environment and improve parks and beaches, diverted 2.5 tons of waste from local landfills through a partnership with a local environmental NGO called Sustainable Coastlines Hawaii and annually employ a high percentage of local service and product providers (Whilden *et al.*, 2015). However, based on the practices observed in 2016, findings suggest that in the absence of funding for the DBE program, there is still an effort to continue the implementation of the SEM practices that approved the VTCS as a Deep Blue Event from the years 2013 to 2015. Nonetheless, an official sustainability report is no longer produced. This finding demonstrates that cost is a challenge of SEM implementation, which is presented later.

4.3.6 SEM Practices at the Volcom Pipe Pro 2017

The Volcom Pipe Pro on the other hand, has demonstrated consistent commitment to the NGO's Deep Blue Event program and has achieved official accreditation since 2013. For this reason, this study regards the VPP as an example that approximates 'best practice' for SEM in the surfing events sector. Table 4.3 provides a summary of SEM practices reported in 2017. The sponsor company staff, the event operations crew, and the NGO partners worked collaboratively to reduce the overall impact of the VPP and find ways to support the local North Shore community.

Table 4.3 Summary of the 2017 Volcom Pipe Pro’s Sustainability Report

Table 4.3 provides a summary of the event’s sustainability performance obtained from the report which is structured according to the DBE greening guidelines. This data is sourced from the sustainability report published on the Sustainable Surf’s website.

The 2017 Volcom Pipe Pro has exceeded the minimum requirements of all five categories measured.

1. **Waste Diversion:** 66% of waste diverted from landfill
2. **Renewable Energy:** Contest powered by 100% renewable biodiesel fuel and solar electricity
3. **Climate Change:** 100% of CO₂e footprint mitigated
4. **Community Support:** Supported local community organizations with more than \$100,000 in donations
5. **Transportation:** Promoted alternative transportation for athletes, staff, and spectators

(Giddings, Whilden, & Stewart, 2017)

The sustainability framework provides a solid foundation on which to assess achievement of continual improvement. In the report summary above, the VPP was reported to exceed the Deep Blue Event program targets. The following information provides detailed explanations behind the trends observed in each category. The 2017 report states a decrease in the total waste diversion throughout the event (down by 12% compared to 2016). It is important to note that the total volume of waste generated at the event increased significantly from .6 ton to 1.6 ton. Although it is difficult to determine the specific reasons for the decrease, it is suggested that communications with key partners may have had an impact on diversion. Thus, one example of the report’s recommendation for improvement is the creation and dissemination of a Volcom-specific sustainable event guide to better communicate waste and energy requirements to event partners.

In previous years, the VPP sourced B80 biodiesel⁴³ from Pacific Biodiesel for the entire event and would achieve a score of 80% for renewable energy usage. In 2017, the VPP was able to source B100 biodiesel, making it the first professional surfing event in the world to use a 100% bio-derived fuel. This is the fifth year of using biodiesel to power the event generators and the first year the 100% bio-derived fuel has been utilized. The conversion of waste oil from local restaurants and businesses to biodiesel is a way to link the community with the event. Locally produced biodiesel

⁴³ B80 biodiesel is a type of fuel produced by the company Pacific Biodiesel whereby 80% is sourced from used cooking oil and 20% is sourced from petroleum.

creates local jobs, and reduces negative impacts from fossil fuel consumption. Pacific Biodiesel is a Maui-based company and is one of the world's leading biofuel companies.

The 2017 Volcom Pipe Pro supported three charitable organizations with more than US \$100,000. This is a significant increase from 2016's amount of US \$68,000. Funds are generated by the sales of Volcom Pipe Pro merchandise at the contest and through sales of specialty items throughout the year. Multiple charities were supported, and organizational initiatives and benefits include addressing illiteracy issues amongst the youth through a reading program, preserving Hawaiian culture through the acquisition of indigenous Hawaiian land, and introducing surfing as a therapy to individuals with illnesses. Validating the ongoing efforts of Volcom, the organization received a letter of recognition from the Hawaii Senate for the sum of charitable donations given to the Hawaiian community over the years. Fieldwork observed various community organizations and residents assisting with the depositing of recyclable waste.

To address the impact of increased traffic, the VPP partnered with Turtle Bay Resort, a major resort on the North Shore of Hawaii, to provide daily shuttles to the contest site. This effort reduces individual car trips, traffic congestion, and CO₂e emissions. The 2017 VPP offset 100% of its total estimated footprint of 359.7 tons CO₂e with verified carbon credits. This data confirms that sustainability reports are a key platform for demonstrating sustainability performance, and for capturing information that can influence organization policy, strategy and operations on an ongoing basis. Next, the challenges to achieving this level of SEM success are described.

4.4 Challenges to SEM Implementation

Despite the accomplishments of Hawaii's SEM practices demonstrated through the sustainability reports presented above, there are still issues when it comes to *"the sustainability of the sustainability at events"* (P1, Feb., 2016). When interviewees were asked to discuss the challenges of incorporating sustainability principles into event operations, three principal themes emerged: cost, resistance, and lack of government support. This section describes these themes with quotations from the transcribed interviews.

4.4.1 Additional Costs Associated with SEM

When organizers make the initial decision to incorporate sustainability principles into their event, they are required to look at conventional event operations from a new angle. This includes reconfiguring the list of suppliers, facilities, caterers, and sponsors and assessing how these choices will affect the sustainability performance of the event. SEM often requires choosing the option with a higher cost. For example, during the VPP and the VTCS, hiring of water dispensers is costlier than accepting sponsored water provided in plastic bottles. Water dispensers reduce the amount of plastic waste generated and encourages staff members to own reusable water bottles or use the compostable cups provided. In particular, the water dispensers at the VPP and the VTCS

are designed to equate the number of refills to the number of plastic water bottles avoided. Traditionally, surfing events have major sponsorship deals with large beverage companies using single-use plastic bottles. Participant 1 describes a situation where the “cost of sustainability” is a challenge:

“...we’re having a fiscally difficult year for sponsorship and a single-use plastic water provider wants to come in and sponsor you for US \$250,000-\$300,000. Right then and there, you shoot down all authenticity if you take that money.” (P1, Feb., 2016).

Participant 1 reported that a major challenge was the sustainability of sustainability costs. This challenge is exemplified in the discontinuation of the VTCS’ official adherence to the Deep Blue Events program as the sponsor company’s budget no longer made provisions for the US \$10,000 required for the NGO’s services. Communication with various research participants (P1, P6, & P7) indicate that the cost of the third party independent reporting became prohibitive due to a recently curtailed sustainability budget. However, participant observation during the 2016 fieldwork trip confirms that SEM practices are still being implemented at the VTCS events. Yet, the progress and success of those practices were not conveyed in corresponding sustainability reports.

Staying committed to sustainability is challenging due to not only the cost of implementing SEM practices, but also the opportunity cost of turning away sponsorship from unsustainable products or service providers. This explains why SEM would be met with resistance from event stakeholders and organizers.

4.4.2 Resistance to Change in Event Management

During the first years of implementing SEM practices, the majority of the research participants experienced a general resistance to change in two ways. Firstly, adopting the concept of sustainable development required individuals in administrative positions to perceive that there is a need to change current modes of operation and to make decisions accordingly. The additional cost of SEM practices deters support from individuals with vested economic interests in the initial implementation stages. Participant 1 provides an example of the difficulty in convincing stakeholders to incur the additional cost of sustainability:

“...What might cost us \$500 in electricity cost us over \$15,000 in generators and [bio] fuel. So when you’re trying to be sustainable but you have an exponential cost because of it, that’s where it becomes difficult to convince people to spend the money on it...” (P1, Feb., 2016)

Secondly, even after attaining a top-level commitment to sustainability, public participation is needed for SEM efforts to fully be realized. The general event staff are comfortable with a familiar mode of operation that has not changed for many years. Thus, new tasks emerging from sustainability principles are perceived as more work that interrupts normal event production

procedures. Meanwhile, spectators and audiences are also required to be receptive to changes in event management. A general resistance to change is described by Participant 3:

“The biggest challenge is to get a sponsor or coordinator to be able to justify that thinking about the environment is a worthy investment. Once invested, getting the community and the spectators, competitors, etc. to adhere to that mission that you’re trying to make this event more sustainable is an ongoing struggle.” (P3, Feb., 2016).

Participant 5 supports this view from the perspective of a title sponsor company:

“Ultimately, the biggest challenge – which takes repetition and constant reminders – is getting everyone, from internal staff, to World Surfing League staff, to judges and to outside vendors to be on board and contribute to the effort.” (P5, Mar., 2016).

Participant 3 describes resistance in implementing a waste diversion system at the event venues:

“For the first two years, we were a nuisance. ...taking time out of their day to take care of the environment. At this point, it's gotten to full acceptance. The challenges are really just ‘buy-in’ by the community, having them actually use our systems the right way. We’ve seen it improved separation of trash.” (P3, Feb., 2016).

Clearly, the initial implementation of SEM was characterized by a period convincing and familiarizing people to the new modes of operation. Participant 5 elaborates on the importance of public participation:

“If you have a no-plastic water bottles policy in place, and no one is interested in abiding by it, no progress is made. If you’ve got recycling bins in place, and no one is willing to take the time to consciously separate, it’s all in vain, right? So education, persuasion, and repetition (to show commitment) are all key.” (P5, Mar., 2016).

It became clear that there needs to be acceptance from all event stakeholders for SEM initiatives to have a positive impact.

4.4.4 Lack of Government Support

Participants 1 and 2 have institutional roles in directing the VPP and VTCS and have a more comprehensive perspective on the external influences on event production in Hawaii’s context. Both interviewees expressed their dissatisfaction regarding the general lack of government recognition of the economic value behind surfing events. This results in a lack of funding for general event production, and thus, any sustainability initiatives. While the government is sponsoring the development of ‘elite’ sports, such as golf and football, surfing event organizers have had to finance the maintenance of public beach amenities, a task normally tended to by the

municipality (P1). This criticism stems from the fact that the tourism market in Hawaii is a major contributor to the local economy, attracting millions of visitors to the beaches year-round.

“Surfing is a nightmare of a professional sport to run events in. I have this argument with the State here. For example, tomorrow is Pro Bowl [American Football event]. All these people fly in, the government gives them five-million dollars to put the Pro Bowl on here. Five-million dollars is what they get and surfing gets zero.” (P1, Feb., 2016).

P2: *“Australia’s government funds it. Pays for everything. We pay for everything here. For example, we refurbished the bathrooms, coming out of Vans pocket then WSL. The companies pay for it. It’s obvious it’s the County’s job to maintain public areas.”* (P2, Feb., 2016).

Local governments can use their legislative authority to allocate funding into sustainable event management. However, for North Shore surfing events, a large degree of support for SEM derives primarily from title sponsors and the sport governing body.

4.5 Key Enabling Factors for SEM Implementation

Five themes were identified under factors driving successful implementation of SEM, namely title sponsor’s commitment to sustainability, local champions, the role of NGOs, local culture and media coverage of SEM.

4.5.1 Title Sponsor’s Commitment to Sustainability

This research identified title sponsor’s commitment to sustainability as the most significant factor towards successful SEM implementation in Hawaii. This commitment manifests most clearly in a company’s sustainability policy. Furthermore, the title sponsor companies are both owned by parent corporations guided by overarching sustainability policies. Adopting SEM practices at the events that they sponsor is a strategy to achieve sustainability goals. Event funding includes a budget for the costs of incorporating greening practices. This makes it financially possible for organizers to, for instance, power the event with an alternative non-fossil fuel energy that is three times the cost of conventional petroleum while maintaining optimal standards of event production. Event director for the VPP, confirms:

“When Volcom became part of Kering Group, Volcom’s sustainability director helped bring event production sustainability to a whole other level.” (P2, Feb., 2016).

At a previous VTCS event, it was realized that the waste diversion was going to be limited because the plant-based plastic cups being utilized would not be manageable for composting due to their decomposition time as well as the volume at which they were being generated at the event. This meant more waste to the landfill and sub-optimal waste records for the event. Participant 1 describes the sponsor’s swift response to the situation.

“We’re just going to need to ask for a chipper this week... Ok, the chipper just arrived. That’s what it takes. Vans has been unbelievable in making it happen. That’s a partner, one who calls themselves out on how we’re doing all of this, we need to work out solutions... If it weren't for Vans underwriting that whole thing, sustainability within surfing events would be dead. Because if you can’t do it at the biggest event in the world, what’s the point? That’s the damage right there.” (P1, Feb., 2016).

A sponsor company who sees the marketing and ethical value in sustainability can facilitate the structure necessary to introduce SEM practices and the further development of a sustainability agenda.

4.5.2 The Role of Local champions

For this study, a local champion is defined as a committed individual present in the event production for whom sustainability issues and community are important personal issues. The adapted term for this study is ‘sustainability champion’ as it is a more accurate description of their role in helping to stimulate change towards sustainability practices. Participants 1, 2, 3 and 4 have been recognized as local sustainability champions of the North Shore community. Participants 5, 6 and 7 have been identified as influential sustainability champions within the surfing industry. The participants’ profiles include: event directors, founders and executive directors of NGOs, and directors of sustainability departments of surf brand companies. Using their intimate knowledge of the local environment and community, and sustainability issues, they can gain community or institutional support and push an agenda that not only reflects their own values but that of the broader community. This is exemplified by Participant 1 who stated:

“Because my focus for this region, knowing all the complications of an island, is that our umbrella to me is community and environment. Everything that we do is an opportunity and impact in one.” (P1, Feb., 2016).

Whilst the sustainable development movement and SEM have generally been dominated by an environmental bias (Victor, 2006; Pernecky & Luck, 2016), the implementation of SEM in Hawaii is, in fact, well-balanced. This is evident in a local champion’s motto: *“kids, culture and community”* (P1, Feb., 2016). These local champions have influenced the success of event greening by advocating for sustainability during planning and decision-making processes through their internal leadership and managerial roles. It is important to note that for these participants, the motivation is altruistic, or associated with a deep emotional investment to the success of the initiatives, and differs from corporate interests that generally serve an economic or profit-oriented agenda.

“...this is my home, I grew up on the North Shore... I really take it to heart the way we’re perceived in what we do on the North Shore because there’s a lot of negativity surrounding these events. I

can play a big role not only in my actual job of producing and managing events but also in just dealing with community, just the personalities of people who live here.” (P2, Feb., 2016).

Local champions, participants 3, 4 and 7, have channeled their passion in sustainability into creating organizations that offer services needed for a sustainable event. The collective efforts of local sustainability champions identified in this study have been a key success factor for the uptake of SEM practices on the North Shore.

4.5.4 The Role of NGOs and Partnerships

In the case of SEM in Hawaii, partnerships with two types of NGOs have influenced the facilitation of implementing SEM practices: 1) community-based NGOs that operate on a local level and 2) an NGO that operates on a broader industry wide level with international reach. Event directors and sponsor companies’ partnerships with local community-based organizations have enabled the surfing contests to truly incorporate the interests and needs of the hosting community. Participant 7, a representative of a title sponsor company, highlights the importance of their partnership with the environmental NGO that provides waste diversion services for the surfing events:

“Partnerships are key. Sustainable Coastlines Hawaii (SCH) is an absolutely essential partner. I don’t live in Hawaii, nor do most Vans employees. I rely on SCH to help me understand the local issues around waste and push us to do better. They helped us find a solution for composting, for example.” (P7, Mar., 2016).

The role played by NGOs is significant as they provide services that neither the state nor the private sector undertake but that event organizers need if they are to implement sustainability practices (P1, P2, & P6).

The second type of NGO involved in Hawaii’s SEM practices operates on an industry-wide and international level within the surfing sector. Aptly named Sustainable Surf, the NGO focuses on transformation within the surfing market and culture. While the North Shore’s sustainability practices have existed for some time (P1, P2, P3, & P4), the involvement of Sustainable Surf provides the expertise necessary to add scientific credibility to the existing practices. Thus, raising awareness about Hawaii’s SEM practices on an official platform for the first time (P1 & P5). Participant 1 highlights these benefits:

“Sustainable Surf has been critical in offering a platform of data. [The government] needs the data. They need, you ‘show me how’ you guys are the best event in the state... Having a scientific authorized body lends some authenticity to that...” (P1, Feb., 2016).

The NGO Sustainable Surf has played an important role in providing a platform for event organizers to garner information about the existing trends, standards, and possibilities of hosting surfing contests in an alternative way. Sustainable Surf’s Deep Blue program has brought together like-

mindful event organizers through providing the opportunity to strategize better ways to host surfing contests. This network has been valuable in terms of raising awareness, building capacity and partnerships. Using a recognized international framework has enabled leaders in SEM to demonstrate their actions in a credible and transparent way (ISO, 2012). To this end, Sustainable Surf's production of sustainability reports for Hawaii's surfing events further catalyzed the success of SEM on the North Shore. The collaborative effort of various organizations and partnerships between organizations and event sponsors are key success factors.

4.5.3 Local Culture

Culture can be defined as “the totality of beliefs that humans use to shape their daily lives, relationships, behaviors, and activities, and ultimately their laws and policies—shapes not only human communities but, through the effects of human behavior, the non-human communities of the environment around them as well.”⁴⁴ The culture on the North Shore is characterized by a common vision and shared values deeply rooted in living a physically healthy lifestyle in a healthy natural environment (P1, P2, & P4). Respondents generally stated that the community was demanding from them a certain level of environmental and social stewardship (P1, P2, & P4). When asked what makes SEM successful at the VTCS and the VPP contests, Participant 4 responded with insight into the characteristics of the North Shore culture:

“The reason that it has worked here is because this community has demanded it. This community has a standard, i.e. plastic-free Haleiwa, etc. We came from that generation of consciousness... there's the traditional Hawaiian values... It's a combination of those two things that made this community gather.” (P4, Feb. 2016).

Traditional Hawaiian culture perceives that people hold a reciprocal relationship with the land (Dickie, 2005). This indigenous cultural perception is set within the North Shore's large agricultural community which characterizes the area's socio-economic and ecological setting. The community considers the use and testing of pesticides by large agricultural corporations as a threat to the local population (P8). This created a particularly environmentally proactive society. Moreover, Hawaii's predominantly tourism driven economy makes it important to preserve the island's revered natural beauty as it is marketed as the quintessential, tropical holiday destination. Lastly, the North Shore has a strong surfing community. Participant 1 describes this underlying value inherent within any surfing community:

⁴⁴ Conservation International Science and Knowledge Division. Available: http://ian.umces.edu/pdfs/ian_newsletter_283.pdf

“The beauty of surfing is just human connection and humans’ connection to nature... These companies need to recognize that through your surfing community you’ve got people that have a direct investment in their environment, you don’t have to convince them.” (P1, Feb., 2016).

Overall, these cultural, nature-based values manifest into a community code of ethics which demands local surfing contests to embrace sustainability principles.

4.5.5 Availability of Resources for Sustainability Practices

This finding relates to practices focused on the adoption sustainability practices that aim to mitigate negative environmental event impacts. The presence of solar energy, biofuel and organic food businesses in Hawaii’s context makes it possible for event organizers to secure not only eco-friendly but locally sourced products and services. These businesses offer the resources and expertise necessary to minimize the event’s environmental pollution. For example, a farm located opposite the Banzai Pipeline contest site offers the physical site required to create composting piles to divert waste from the island’s landfills. Likewise, the energy needed to power the contest is sourced from a biodiesel company opportunely located on the neighboring island of Maui. Accessibility to these resources is particularly important for SEM implementation in the case of Hawaii due its geographic isolation.

4.5.6 Media Coverage of SEM

The North Shore’s sustainability journey has been well documented in surfing’s mainstream media. Through a review of information available from online media platforms, over 22 videos specifically communicating the sustainability practices of the VTCS and the VPP were found between 2012 and 2017. There was a stark absence of these kinds of videos before 2012. The videos totaled over 83,000 views with several videos reaching over 10,000 views. In addition to the videos, there were numerous articles from online surfing and sustainability magazines.

At the events, announcers incorporated information about the event’s sustainability practices during breaks throughout the live commentary. This information not only reached large audiences on the beach, but also online viewers around the world. It took some time for the commentators to start talking about sustainability at the contests because their priority is to share knowledge about the sport (P4 and P5). Yet it was apparent that the more sustainability was being communicated through the media, the more the research participants experienced acceptance and understanding of SEM practices. Importantly, the increase in media corresponded to an increase in compliance to sustainability policies by event staff (P1, P3, P4, & P8). Participant 4 describes:

“We went three years without anybody knowing what the hell we were doing and why we’re doing it, no matter how hard we tried... What happened subsequently, we made this sustainability video.

During the webcast, those [sustainability] commercials get thrown into the feed and so awareness grew...” (P4, Feb., 2016).

Asides from the social media platform, the videos also had an impact on the internal culture of surf brand companies as it gave partners a sense of investment and pride in their support for sustainability practices (P8). Indeed, the sustainability videos initially inspired this research.

4.6 Chapter Conclusion

In summary, findings from research on SEM practices for surfing contests hosted in the North Shore demonstrates that the region has developed clear objectives and coherent strategies for the implementation of sustainability practices. Top-level commitment to sustainability policies and a sustainable event program has made sustainability goals and strategies explicit, thereby mobilizing broad support to reach set targets. Resistance to change, additional cost of SEM practices and lack of government support for surfing events were eventually overcome by the collective efforts of local NGOs, local champions, community support, local resources and awareness through media.

In concluding, it is worth mentioning that it was in fact, through a Hawaii-based event director attending a JBay event and noticing a recycling system that prompted them to implement the same practice back at the Volcom Pipe Pro. This was potentially the first of many concerted efforts towards reducing the VPP’s environmental impact. This finding suggests that impetus for SEM in Hawaii was inspired by a practice in JBay, resonating with the view that sporting events can be drivers of sustainable development.

Chapter Five: Findings - Jeffreys Bay

5.1 Introduction

Chapter Five begins with a background to the initial efforts to incorporate sustainability principles into the JBay surfing events. The next section presents the findings derived from a thematic content analysis of data collected through semi-structured interviews, participant observation, informal discussions and a review of grey literature as well as information from online magazine articles. Data was collected during eight fieldtrips to Jeffreys Bay, with two visits including the 2015 and 2016 JBay Open events. The chapter. The findings are summarized in Table 5.1.

Table 5.1 Areas of Investigation and Emergent Themes

Current SEM Practices	Challenges to SEM Implementation	Key Factors Enabling SEM Implementation
<ul style="list-style-type: none"> • Ad-hoc Planning & Implementation of Sustainability Practices • Primary Focus on Economic Sustainability of Event • Practices Identified in Waste, Energy, Transportation, & Community Support 	<ul style="list-style-type: none"> • Additional Costs Associated with SEM • Lack of Government Support • Complex Issues Embedded in South African Context • Fragmented Community • Lack of Education and Awareness 	<p><i>Existing Factors:</i></p> <ul style="list-style-type: none"> • Inherent Surfer Values • The Role of Local Champions • The Role of NGOs • Partnerships between Local Organizations and Event Proprietors <p><i>Factors Perceived as Necessary for Improving SEM Implementation:</i></p> <ul style="list-style-type: none"> • Securing a Title Sponsorship and Formal Policy • Increased Environmental Education & Awareness • Community Engagement

5.2 Background

From 2009 to 2012, the surf brand Billabong, the title sponsor of the former Billabong Pro J-Bay, made a concerted effort to reduce the event’s environmental impact and raise awareness of climate change issues (JP8). This effort was initiated and funded by the national division of Billabong South Africa (SA). Billabong SA partnered with a carbon offset consultancy to compensate for the event’s greenhouse gas emissions and to implement a series of environmental practices to decrease the carbon footprint, including: an energy reduction program, the use of

renewable energy for heating public showers and using bio-diesel to fuel event vehicles where possible.⁴⁵ In addition, biodegradable food and beverage containers were utilized, plastic bags were replaced with paper bags and an event recycling program was put in place. With a primary goal to spread awareness about climate change amongst surfers and the local community, the campaign published information about ways to reduce carbon footprint on local surf media platforms and in the form of 'green' booklets. In 2012, the event greening campaign was utilized to a lesser extent (JP2). This potentially corresponds to the downgrading of the contest from a WCT event to a 'qualifying event'⁴⁶ as part of Billabong International's cost-cutting measures.⁴⁷

The decrease in campaign commitment could also be due to the Global Financial Crisis in 2008 which eventually led to Billabong International's sponsorship withdrawal (JP8) and no contest being held in 2013^{48 49} (JP1, JP2 & JP8). The event's cancellation from the WCT resulted in a loss of income and international exposure for Jeffreys Bay and the Billabong event greening campaign ended (JP2). In 2014, the event returned as the JBay Open of Surfing. However, according to JP2 (Apr., 2016), the environmental campaign "*lost its priority in every sense of the word*". With the event under a new name, new management and a recent rebranding of surfing's governing body, the priority for the event was to establish stability and meet previous event standards. This background knowledge informed the research particularly in the observation of current SEM practices.

5.3 Current SEM Practices

5.3.1 Ad-hoc Planning and Implementation of Sustainability Practices

Despite the absence of a formal sustainability policy or framework to guide the JBay Open's event management, sustainability practices were observed. These practices were driven by local organizers' values and efforts. They were implemented primarily in an ad-hoc manner by focusing

⁴⁵ "Greening the Billabong Pro J-Bay in Webisode 4 on Billabongpro.com." 2010. Available: <http://www.kahunasurf.co.za/kp/1454/>. [Accessed: 2017, 22 August].

⁴⁶ A qualifying event is part of the WSL's World Qualifying Series (WQS) competition in which top surfing athletes often do not compete. WCT events attract the most well-known, international athletes and draw larger audiences.

⁴⁷ "No more Billabong Pro for Jeffreys Bay." No date. *JBay News*. Available: <https://www.jbaynews.com/no-more-billabong-pro-for-jeffreys-bay/>. [Accessed: 2017 September 26].

⁴⁸ "Financial Problems Cause JBay Billabong Pro Wipe Out." 2012. *JBay News*. Available: <http://www.jbaynews.com/financial-problems-cause-jbay-billabong-pro-wipe-out/>. [Accessed: 2017 22 August].

⁴⁹ Kouga Local Municipality. 2012. "Council to lead the fight to save the Billabong Pro." News Archive. Available: <http://www.kouga.gov.za/article/council-to-lead-the-fight-to-save-the-billabong-pro>. [2017 May 23].

on specific sectors like waste and energy, where it was practical and feasible to change existing operations and initiate sustainability practices.

Several research participants (JP1, JP2, JP3, & JP4) acknowledged the existence of a sustainable event guideline developed for the surfing industry and the associated accreditation. A few participants (JP2, 4 & JP12) were aware of the guidelines employed in Hawaii and used the information available on the website as an aide-memoire. Furthermore, they expressed a desire to achieve more comprehensive SEM standards set out by such frameworks. However, in JBay, the local organization of the event is underpinned by the need to establish economic stability for the town and ensure that the event simply takes place.

At the time of the investigation, an overarching sustainability policy or framework had not yet been developed. One interviewee describes dealing with environmental management during the event as *“best we can”* (JP3, Apr. 2016). This suggests a limitation of available resources and that environmental responsibilities are driven by individual values, not mandated or guided by policy or law. Commenting on the future possibility of committing to a sustainability certification program, one individual JP1 stated that:

“As it [the event] is progressing, we are looking at angles on how to leverage that wager. Potentially in the future, where you come up with a plan and see if it is viable to use it, to get additional projects off the ground.” (JP1, Apr. 2016).

In line with this view, JP2 expressed the desire for *“... advice and guidelines, to be more aware.”*

One participant felt that the need for the development of an internal sustainability policy, ideally written and endorsed by a major stakeholder, that is the local organizing committee, the sport governing body or an event title sponsor. This view is supported by the statement:

“It's too ad-hoc at the moment. Longevity will only come from policy.” (JP8, May 2016).

Nonetheless, participant observation revealed that the stakeholders promoting SEM in JBay have shown a capacity to learn, adapt and improve their efforts through trial and error.

5.3.2 Primary Focus on Economic Sustainability of Event

Based on interview data, it was evident that the context and history of the event plays a key role in the economic goals vested in the event. When the event returned to the town after its absence in 2013, local organizers created the Winter Fest.⁵⁰ The Winter Fest is a two-week long, multi-sport festival administered by the local authority and community leaders and features the international surfing contest as the anchor event. This addition captures a more diverse and larger

⁵⁰ JBay Winterfest. No date. Available: <http://www.jbaywinterfest.com/>. [Accessed: 2017, 22 August].

audience to grow the event's popularity. Thus, in the case of no surf contest, the festival remains as an important source of revenue for the local economy. This finding was illustrated by one respondent who stated that:

"What we decided in 2013, ok, we can't let the town be too dictated by the surf contest. ...the Jeffreys' economy, we are tourist driven to a large degree still. ...without the surfing event, it would be literally from April all the way through to December [low season]. So, from an economic side of things, that's why this event is hugely important. ...just the number of temporary jobs it creates. That's definitely what the event means to us from a Council perspective, tourism is a key economic driver in our area." (JP9, Jul., 2016).

The creation of the Winter Fest around the JBay Open of Surfing contest is an example of the organizers using economics to drive a broader agenda by incorporating other sports and cultural activities. In effect, the creation of the Winter Fest is a sustainability practice as it creates a platform where environmental and socio-economic plans can be embedded. Local organizers hope that the event will indirectly generate revenue to achieve various long-term economic goals such as developing the opportunities for heritage and eco-tourism in the area (JP8 & JP9).

The creation of the Winter Fest enhances the economic benefits provided by the surfing event by increasing employment opportunities and lengthening the period of the monetary influx particularly during the low tourist season. The surfing event has a window of 11 days where the contest typically runs for a total of only three to four days based on optimal surfing conditions. The Winter Fest widens this window to two weeks and extends the economic benefits to other parts of town by holding sporting competitions at venues other than the beach. To this end, the Winter Fest is a strategy to decrease over-dependence on an external, foreign-sanctioned surfing event.

5.3.3 Environmental Practices Embedded within the Town's NGO Operations

Although the 2009-2012 Billabong event greening campaign lost impetus with the withdrawal of the company's sponsorship, some environmental practices from the campaign are still in place. Many practices were observed to be embedded within the town's local environmental NGO's year-round operations. The practices focus on multiple areas including: biodiversity conservation through rehabilitation, protection of sand dunes and vegetation, and raising awareness to preserve nature by having a booth that focuses on biodiversity conservation at the event site. In recent years, environmental practices at the event have been documented to a limited extent through the NGO's annual report.

5.3.4 Sustainability Practices in Waste, Energy, Transportation, & Community Support

During fieldwork, various practices were observed to be working towards the overall goal of hosting a sustainable event. Given the absence of a sustainability management system for JBay's

SEM practices, the practices observed during fieldwork were not accompanied by formal documentation of objectives, targets and induction of sustainability performance. Furthermore, there is no formal system of gathering and analyzing data relevant to sustainability activities. Nonetheless, the same event greening guidelines from Hawaii, the Deep Blue Event guidelines, are used by the researcher as a frame of reference during data collection. The categories of event impacts are common within most events and are transferable in the case of this research. This is a useful way to organize the practices identified and assess how JBay’s practices measure up to practices observed in Hawaii. Table 5.2 describes JBay’s current SEM practices according to the Deep Blue Event guidelines employed in Hawaii.

Table 5.2 Current SEM Practices in JBay

The table above lists practices specific to the JBay Open 2016 event. The practices are organized into four out of the five categories of event impacts according to the Deep Blue Events guidelines employed in Hawaii. No practices addressing the fifth category of ‘climate change’ were observed at the time of the research.

Category	Description of Sustainability Practice
Waste	<ul style="list-style-type: none"> • Reducing and re-using materials (i.e. replaced plastic bags with paper bags, used recycled plastic bags for gift bags) • Eco-procurement - food vendors required to use compostable food serve-ware • Recycling of waste throughout entire event site • Provision of a water refilling station to reduce plastic water bottle usage
Energy	<ul style="list-style-type: none"> • Used energy more efficiently (Reduced energy consumption through purchase of an automatic power switch for generators to prevent running them all day) • Use of alternative or renewable energy: NGO utility vehicle utilized small percentage of locally sourced biofuel made from used cooking oil
Transportation	<ul style="list-style-type: none"> • Provided airport shuttle service and required carpooling for event staff’s car rentals

Community Support	<ul style="list-style-type: none"> • Increasing opportunity for education – the event itself is a platform for environmental NGO to showcase their efforts and garner awareness increasing the opportunity for financial contributions and general support • Event proprietors allocated funding for community support - environmental NGO & national surfing organization • Environmental NGO provided a conduit to fund the youth recycling program • Socio-economic inclusivity achieved through partnership with a community organization for manufacturing of gift bags • Utilized local service providers (graphic designers, contractors, food vendors, etc.) • Signage and public announcements alerted attendees about the sensitivity of the sand dunes and their flora • Signage about dune protection was commissioned to local artists using broken surfboards demonstrating the repurposing of used materials whilst providing local support
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The practices in the areas of waste, energy and transportation largely aimed to reduce environmental impacts and achieve cost savings. In respect of community support, a key strategy observed was the use of the event as a platform for local organizations to receive financial and overall support. JP2 explained that the return of the event in 2014 was the first time in the event’s history that funding was directly contributed to local community organizations by the foreign event proprietors. Another example of community support is promoting local socio-economic development through the purchasing materials for the event. This is demonstrated through the manufacturing of gift bags, a seemingly small but quintessential example of how a traditional event task can be transformed to promote not only social inclusivity but the other two pillars of sustainability as well.

Gift bags for event staff and athletes are often obtained from foreign sources using unsustainable material. For the JBay Open of Surfing 2016, this procurement process integrated a marginalized workforce by partnering with Mpendulo Savings, a local social NGO that focuses on building economic resilience in a neighboring informal settlement. Essentially, economically disadvantaged women with previous training were employed to craft gift bags using recycled plastic bags collected from residents before the event. This action extended the event’s economic opportunity to an adjacent disadvantaged community, while demonstrating the repurposing and recycling of plastic waste. This practice highlights how achieving social sustainability has been customized to respond to the more challenging social context of South Africa.

Based on the research, it is clear that the event organizers are implementing multiple practices that work towards minimizing negative event impacts while maximizing the event's opportunity to create positive impacts for the community. However, as mentioned, there is no systemic monitoring and evaluation of current sustainability activities to determine a baseline for future events or to compare efforts against previous sustainability efforts. Nonetheless, it is evident that SEM practices are in place and the promotion of local socio-economic development is a primary focus of the event.

5.4 Challenges to SEM Implementation

Fieldwork aimed to gain an in-depth understanding of JBay's context to better understand what factors might influence the implementation of sustainability practices at the event. Based on data analysis, 6 themes emerged as challenges for SEM implementation, namely the additional cost of SEM practices, an immediate need for economic development in the community, a lack of government support, complex issues embedded in the South African context, a fragmented community, and a lack of education and awareness.

5.4.1 *Additional Costs of SEM Practices and Immediate Need for Economic Development in Community*

After a period of economic strain in the surfing industry, the event returned to the town under new management in 2014. The local organizers' priority was to ensure that the surfing event simply continues returning to the town as it provides a much-needed monetary influx during low tourist season (JP9). According to JP2 (Feb., 2016), the *"new but old event was just trying to uphold its previous standard while embracing its new image and title"*. SEM implementation entails the initiation of new projects and the documentation, monitoring and evaluation, and reporting on the progress of those projects. For example, the JBay event organizers could consider the option of calculating and offsetting the event's carbon footprint. However, whilst this practice can improve sustainability performance, it was not implemented as its cost was not prioritized. This is because financial resources are allocated towards initiatives that aim to strengthen the event's economic foundation. The event's economic stability is a priority because it creates jobs and increases tourism, offering an alternative for the alleviation of poverty in the local area. In this context, introducing SEM practices can be perceived as unsupportable (JP1, JP2, & JP9).

5.4.2 *Lack of Government Support*

The municipality's budget for event and tourism marketing was reported to have decreased significantly over recent years (J5 and JP9). In South Africa, an Integrated Development Plan (IDP) is a five-year plan to determine the development needs of the municipality whereby projects within the plan are linked to the municipality's budget. The region's IDP recognizes sporting events and festivals as key performance areas for local economic development (Kouga Integrated

Development Plan, 2015/16). On the other hand, delivery of municipal services for infrastructure maintenance was such that the amenities were continually deteriorating. Event organizers are forced to allocate funding towards basic infrastructural upkeep of the community park, the beach boardwalks and the public toilets for general maintenance which, in turn, maintains a site that is suitable for hosting a major international surfing contest. Respondents were aware of the level of support that other major surfing event hosting communities were receiving:

"I know that the city of Rio contributes quite significantly to the Rio Pro and some of the Australian events as well. It's a unique situation here where municipality cannot afford a big sponsorship." (JP9, Jul., 2016).

Furthermore, a review of grey literature displayed a lack of regulations to guide the hosting of sustainable events. No environmental controls were required for an event permit or for the use public beach space as an event venue (Kouga Integrated Development Plan, 2012/17). One respondent highlighted:

"Until there is a requirement from the municipal point of view, where they go, in order for us to give you beach permission, a part of that permit, you need to do, x, y, z. This is what your requirements are. [SEM progress] is not going to change right now." (JP2, Apr., 2016).

Likewise, the lack of infrastructural services for recycling also results from an absence of *"laws in place to encourage companies"* (JP10) or assist companies in providing services that are environmentally-friendly. Whilst neighboring municipalities provide recycling services, JBay's region is geographically in a recycling service gap (JP4).

5.4.3 Complex Issues Embedded in South African Context

South Africa has complex issues that make the integration of sustainability principles into event management challenging. Historically, the Apartheid system placed white persons in central locations with access to transport and services, and non-white persons in the urban periphery with inadequate access to employment opportunities, and public goods and services (Bond, 2000). Since the implementation of SEM requires additional financial commitment and consideration of social issues, the presence of extreme poverty and an unequal society in South Africa present major challenges for JBay event organizers to improve upon the existing level of SEM practices. Improvement entails going beyond recycling and employment to envision long-term sustainability plans that benefit the community long after the event is over or even in the case of the event's discontinuation.

Large events have many positive impacts, but not all social groups in the hosting community are able to reap the benefits. For example, research participant JP7 explains that local restaurants, accommodation lodges, and tourism businesses benefit from the event through increased revenues from the influx of spectators who travel to JBay for the contest. Yet the lack of Black-

owned tourism businesses in the town confirms Gibson's (2003) account that non-white persons continue to receive an unequal share of the country's wealth due to the legacy of the Apartheid system.

Regarding the region's extreme poverty, it is difficult for a municipality to justify investing money in an event when there is adverse poverty in the area and severe issues relating to adequate housing and sanitation. These issues are perceived as more pressing than the sustainability performance of a surfing event (JP7). Likewise, the mismanagement of funds in local government poses as a long-term issue. One respondent comments on limited event budget funding and the context of the local municipality:

"It's pretty much in dire state and you could see through the states of the road and stuff. Take a while for that to change, if ever, morally, if JBay could contribute 30 mil rand to a contest when there's sewage, power and houses need upgrading and being built." (JP9, Jul., 2016).

As one of South Africa's poorest regions, the primary concern for local government in JBay is the provision of basic infrastructure and adequate housing and sanitation for the poor communities.

5.4.4 Fragmented Community

The population of JBay is diverse. Most research participants felt that there is a lack of harmony amongst the different ethnic groups in town as well as a discordance amongst community efforts to improve the town. Some participants emphasized that a sense of common vision or shared values does not exist within the community. Thus, local philanthropic projects undertaken are seen to lack broad support. Furthermore, as a holiday town, JBay's population of retired individuals has increased (KLM, 2012/17). However, this population has not been viewed to be actively contributing to the town's needs in terms of awareness about contemporary environmental and social issues (JP5). One respondent elaborates on the town's sociodemographic context:

"Nobody actually really wants to come together as a community and everyone's trying to do their own thing. There's no like, a town clean-up. ...everybody's wanting to claim fame, so you've got every weekend or second day, you've got a little community project doing its own thing and it's not making a dent, bring it all together into one place." (JP5, Apr., 2016).

5.4.5 Lack of Education and Awareness

Whilst most interviewees expressed an appreciation for the environment and the need for its protection, many felt that at a national level, South African's efforts to enhance the environment and sustainability practices were in its infancy. For example, on a local level, the practice of recycling is minimal as individuals are not aware of the broader environmental benefits of recycling and are not financially incentivized. In contrast, research participants have noticed the interests of local individuals in supplying sustainable services like recycling, solar power, and biofuel. Yet the

demand for such services is limited in the community and conceivably within the broader Eastern Cape Province. One respondent offered a reason for a lack of education and awareness in the town:

“Not a lot of people in this town get out of town. They just know their little town and what's happening in this little town. So, if people come from other places it opens up more doors.” (JP4, Apr., 2016).

5.5 Existing Key Enabling Factors for SEM Implementation

5.5.1 Inherent Surfer Values

Inherent values in surfers can be ascribed as the environmental awareness and ‘place identity’ that is created through a surfer’s direct relationship with the natural world (Kampion, 2003). Surfers spend a considerable amount of time in contact with the ocean and are able to personally observe negative environmental impacts (Anderson, 2014). Thus, these values influence the choices that surfers make. Based on participant observation, it was clear that JBay has a strong community of local surfers. Their inherent value for the environment was observed to be the foundational factor that gave rise to local ‘eco-champions’⁵¹, who then created the environmental NGO, SSF, to maintain the public beach space. Consequently, inherent surfer values are reflected in the custodial roles played by the SSF and the local surf club in preserving the natural value of the surf site. These roles aim to keep Supertubes, a natural resource, from overexploitation and overcrowding of the surfing space as well as preserving the ‘sense of place’ of the town (JP3, JP4, JP7, & 10). As one interviewee put it:

“...as surfers, we inherently value the environment and [the importance of] sustainability.” (JP8, May, 2016).

In turn, these organizations are interested and affected by the holding of a major surfing event in their community. To the best of their capacity, members of the environmental NGO and surf club influence the event’s production to ensure it aligns with the general values held by the local surfing community. As mentioned, this has bearing on other key factors such as the role of local champions and NGOs, presented in the following sections.

5.5.2 The Role of Local Champions

Local champions are individuals within the town who intimately understand the community and are invested in its environmental and social well-being. According JP2, during the many years that

⁵¹ An ‘eco-champion’ is defined by Mair and Jago (2010) as a committed individual for whom the environment an important personal issue.

the event was produced as the Billabong Pro J-Bay, the foreign event proprietors did not adequately compensate the host community for the use of its world-class surf break or the surrounding physical site as an event venue. With the return of the event in 2014, this aspect changed as a local champion put forth new requirements of a sanction fee for the hosting of any surfing competition in the area (JP1 & JP10). Now, the surf contest sanction fee goes towards community development and environmental rehabilitation. Commenting on the need for the event to support the community, JP10 said:

“There was always somebody pushing the contest organizers to do something for the town and that something would be to donate money towards the Foundation, maybe some of the surf clubs. They've [event stakeholders] got to pay it forward in some way, can't just have people come, take over your town, get all this free publicity, free venue. Can't just take, have to give back.” (JP10, Apr., 2016).

Another example of how this factor enables SEM implementation can be discerned through an account of how the previous Billabong event greening campaign was initiated. One research participant (JP8) is a long-time surfer and owner of a carbon consulting company in a neighboring municipality. As reported, JP8 held concerns around climate change, its projected impacts on sea level rise and its potential impacts on surf breaks. This concern prompted the proposal of an event greening campaign to Billabong SA. Consequently, the aforementioned Billabong event greening campaign was effected from 2009 – 2012 of which some practices are identified as current SEM practices in the research.

5.5.3 The Role of NGOs

A common view amongst research participants was the implementation of environmental practices at the event over the years has been achievable due the role of the local environmental NGO, the SSF. The NGO's operations minimize environmental impacts before, during and after the event. Moreover, the environmental NGO acts as a financial conduit to other community organizations in JBay by supporting them with event-related donations. This enables the practices identified under the area of community support. As one participant reported: *“JBay is beautiful, what the SSF is doing for that whole area, if it wasn't for them, I don't know where this town would be.”* (JP9, Jul., 2016).

5.5.4 Partnerships between Local Organizations and Event Proprietors

Based on interview data, it was established that a partnership between local organizations and the professional surfing's governing body, or event proprietor, has enabled the event to create a generally positive impact for the hosting community. JP3, a member of the local surf club and NGO, comments:

“We've [NGO] been running for 15 years, to sustain that, the WSL have, formed a partnership really, to allow us to be sustainable. ...we're quite rigid in format and what we wanted and everything like that. So, it works both ways. They've latched on to an environmental group that's putting their money where their mouths are.” (JP3, Apr., 2016).

The event proprietor's financial support of the NGO follows as a sanction fee set forth by local champions for the running of any surf contest in the area. In turn, this support enables the NGO to sustain its operations year-round. Those operations prepare the beach area for the hosting of a high-profile event and manage environmental concerns during the event. This partnership also helps realize the event's opportunity to provide community support as the SSF extends funding to assist other local organizations. Participant JP9 describes this situation:

“...we rely on these guys [SSF] and on our own sponsors to keep the event alive in our town. And on top of it, we sort of rely on their funding to help us keep our beaches together. That's another thing, what would the city council do? [They should] contribute to the WSL event or get into a public/private partnership with the Foundation in order to keep the beaches together.” (JP9, Apr., 2016).

As this case clearly demonstrates, this partnership has led to mutual support and respect through understanding of local needs and providing financial support. Having a partner that has a strong commitment to environmental sustainability and social responsibility aids in the implementation of SEM practices.

5.6 Factors Perceived as Necessary for Improving SEM Implementation

5.6.1 Securing a Title Sponsorship and Formal Policy

A recurrent theme amongst interviewee responses was that increased funding would enable adoption of SEM practices. During the time of this research, the JBay Open currently stands without a title surf brand sponsor. Having a title sponsor increases the possibility of creating a budget specifically for implementing environmental and social responsibility practices. For instance, increased funding would enable the implementation of 'non-essential' SEM practices such as carbon footprint calculation or acquiring a third-party accreditation for sustainability performance. JP1 explains the financial constraint towards the achievement of a certification:

“...a company willing to pay wants that certification to advertise what they're doing. They've got a reason to pay. As a non-profit, there is no reason. ...the only money we're trying to make is for the beaches.” (JP1, Apr., 2016).

Other comments supporting the need for a title sponsorship include:

“We need to leverage this [JBay Open event] to ensure the sustainability of the Winter Fest, try and get more and more people into it and get more sponsorships. It's [JBay Open event] currently an

unsponsored event, if a sponsor does come on that's something that figure could be re-negotiated". (JP9, Apr., 2016).

Despite the common perception of the need to secure a title sponsorship, the general sentiment of many research participants is gratitude that the event has returned to the town and a desire for it to remain even without a title sponsorship.

Whilst a title sponsorship can secure the economic forecast of the event, the ideal situation for local event stakeholders is a title sponsorship with a sustainability policy. In response to the current ad-hoc style of SEM implementation, JP8 highlights the need for a formal policy:

...if it's not written into policy it just falls away, over a few years." (JP8, May, 2016).

5.6.2 Increased Education and Awareness

The research highlighted the need for increased education and awareness of sustainability issues amongst all stakeholders. Yet most research participants viewed the need for education and awareness only in terms of the environment and recycling. Nevertheless, participants felt that increased awareness can unify the community's support to work towards a common line interest, thus overcoming the challenge of a fragmented community. To improve SEM implementation, data analysis demonstrated that the need for education and awareness needs to extend beyond environmental concerns and apply to all event stakeholders. Increasing the level of education and awareness of contemporary sustainability issues in the town can condition the local population to accept the idea that taking care of the environment and addressing social issues in the community is worthwhile.

5.6.3 Community Engagement

The theme of community engagement emerged from discussions about the needs of local organizations. In the past, issues arose out of local organizations having to deal with external parties with interests that did not align with the community's immediate needs. It was expressed that any future initiatives would need to guarantee some level of community benefits (JP1). This is illustrated in the comment below:

"...community engagement for projects is vital, to get an understanding of the wants and needs from the community so you're not superimposing your perception of what their needs are on them." (JP8, May, 2016).

In order to increase the event's benefits, it is necessary to understand what the local community needs. Community engagement means consulting with local residents to gain this understanding to better achieve sustainability goals through the event.

5.7 Chapter Conclusion

Together these findings provide important insight into the local context of the JBay Open of Surfing event. Fieldwork in JBay has revealed that sustainability efforts are taking place despite the absence of a clear policy, framework, or strategies to guide activities. The presence of inherent surfer values, local champions, NGOs, and partnerships with local organizations are key factors to promote sustainable event management practices – albeit ad hoc.

JBay's progress towards SEM thus far has been achieved through trial and error and conscious experimentation. Although a rigorous sustainability system is absent in the case of JBay, research participants involved with event management are implementing various practices that minimize negative environmental impacts and increase benefits for the local community. However, as highlighted by local organizers, there are several constraints formalizing sustainability efforts, namely, the additional costs of SEM, a lack of government support, complex issues embedded in South Africa's context, a fragmented community, and a lack of education and awareness of sustainability issues.

Chapter Six: Discussion

This thesis has documented the current progress of SEM practices in two hosting communities of surfing events and examined the factors that inhibit and enable SEM implementation. The main finding of the data analysis found that an event's local context is significantly influential in shaping the progress and structure of SEM implementation. The first section draws comparisons between the findings from the two case studies and relates the findings to the literature. The next section takes a closer look at the key enabling factors and their role in the progress of SEM implementation at the two study areas. Recommendations for improving SEM implementation are made at the end.

6.1 Context Influences Sustainability Progress

In both study areas, event organizers have shown increasing interest in adopting strategies to integrate sustainability principles into the management of their local surfing contests. Data was collected at surfing events hosted in Hawaii and South Africa; representing the developing and developed worlds respectively. The findings highlight the differing degrees of SEM adoption in these contrasting contexts. The general nature of events is unique, including the geographic locations in which they are held. Thus, organizers are faced with challenges specific to their locality. To this end, the exploration of SEM implementation considers the individual context of each case study area.

There are notable differences at each event location. The North Shore in Hawaii is situated in a developed country context, where access to funds and technology to address local issues of inequality and environment are more readily available and accessible. The North Shore has been acknowledged to have a strong 'sustainability community'. This means that local residents are aware of the need for sustainability and respond with support for or introduce initiatives themselves that aim to spread awareness and adoption of sustainability practices. The region is characterized by a strong sense of Hawaiian culture guided by respect for the land, sea, and ancestors (Dickie, 2005). This background combined with the North Shore being the epicenter of the surfing world creates considerable pressure for surfing contests organizers to be conscious of local issues and to ensure that events do not unintentionally exploit the natural resources or people. This context forms a strong foundation upon which SEM practices can be built and upheld.

In contrast, the commitment to sustainability practices in JBay, located in a developing country context, is still at a beginning stage by comparison to Hawaii. In fact, the concept of sustainable development was only incorporated into policies and planning at the end of Apartheid in South Africa in 1994. Thus, the culture of embracing sustainability principles in corporate practices and organizations is relatively young and has yet to establish a track record. In particular, the Eastern

Cape Province of South Africa, where JBay is located, is characterized by structural poverty that negatively affects the province's health and socio-economic profile. Development pressures often need to prioritize pressing social issues around poverty reduction, higher social welfare and job creation. Contemporary topics like social upliftment and environmental issues that underpin the concept of sustainable development are typically under acknowledged. The need to create jobs and alleviate poverty coupled with a fragmented society means environmental and social sustainability concerns are not a main consideration in local government. As opposed to the growing sustainability community on the North Shore, a shared vision to drive actions to enhance the sustainability of plans, developments, and events has yet to be comprehensively embraced by the local JBay population. Apart from the activity by a couple of NGOs, participant observation revealed that there is a lack of interconnection amongst different social groups, sustainability initiatives and understanding of the sustainability concept.

6.2 Key Enabling Factors

6.2.1 Role of Community Champions and NGOs

Despite the differences between the two contexts, the presence of a local champion and the support of NGOs emerged as key factors for attaining SEM success in both cases. Similar to the corporate environment where leadership has been identified as essential in the process of change (Fineman, 1996), leadership appears to play an important role in the cultivation of stakeholder commitment to a responsibly organized surfing event. However, leadership, or the influence of local champions, in Hawaii is different to JBay in that Hawaii's local champions demonstrated a more comprehensive understanding of the sustainable development concept. Hawaii's local champions deliberately addressed all three areas of the TBL whereas in JBay, local champions demonstrated a focus on environmental protection and economic development. This may reflect concern around the tendency of developing countries to focus exclusively on economic development and ignore environmental concerns (Kahuthu, 2006). However, findings show that despite being situated in a developing country context, JBay Open event organizers allocated just as much attention to environmental protection as they did to economic development for the town. This is in large part due to the prominence of the town's longstanding environmental organization, the SSF.

In this study, some local champions are also members or directors of local NGOs, resulting in a synergistic collaboration towards common goals and encouraging buy-in from communities and businesses. In the corporate sector, the involvement of NGOs has been recognized to give credibility to what is being done (Harangozo & Zilahy, 2012) as they are more attuned to the local socio-ecological context in which they operate. Hawaii's findings presented a wide network of NGOs involved in the SEM implementation process, each providing a different service that effectively facilitated SEM practices. Although the implementation of SEM in JBay also included

collaboration with multiple NGOs, the established reputation of the SSF largely aided the building of trusting relationships needed to create a strong network of actors who are committed to seeing sustainability values manifest in the event. A large portion of progress towards SEM is attributed to the prominence of the SSF as the foundation of the SSF created the platform for SEM initiatives to be launched.

6.2.2 Corporate Involvement

A key factor underlying the difference in the two communities' sustainability performance is the engagement of the private sector and its support for SEM. In Hawaii, the title sponsors' commitment to sustainability empowered the event directors with two capacities: 1) the decision-making power to incorporate sustainability principles into the event operations, and 2) the financial support to incur the additional costs of adopting SEM practices. To a large extent, the corporate sector has recognized the importance of incorporating environmental issues (Mysen, 2012). In support of this, Mair and Jago (2010) found that corporate greening is being driven by companies who have integrated environmental responsibility into their corporate social responsibility policy. A more contemporary term for a well-rounded CSR policy is a corporate sustainability policy, a factor that the title sponsors of North Shore events have embraced – making SEM implementation financially possible. Conversely, the lack of a title sponsor in JBay led research participants to intuit that securing a title sponsor is needed to improve sustainability practices.

6.2.3 Local Culture and Inherent Surfer Values

Local culture and inherent surfer values played similar roles in their respective contexts. In Hawaii, the local culture transpired as community support for SEM practices indicating local commitment to sustainability principles (Conroy & Berke, 2004). Furthermore, local culture also transpired as community pressure on event directors to maximize social benefits. This resonates with Laing and Frost's (2012) recognition that demand from stakeholders is a key driver for the greening of festivals. Unlike Hawaii, which was able to motivate its sustainability journey based on a common code of ethics, in the case of JBay, environmental values and place attachment inherent in surfers filled a similar role. Whilst local culture brought the North Shore community together, the values shared by the local surfer community in JBay engendered a sense of cohesion amongst the town's fragmented socio-demographic setting.

Because surfers spend a lot of time in and around the physical surf break, they intrinsically develop an attachment to the location, or spatial identity (Anderson, 2013). For that reason, the surfer community in JBay played a custodial role in the hosting of the major international event by ensuring that event production respects and protects the highly sought-after surf destination situated in their homeland. It is common throughout the surfing industry that surfing contests are produced by event organizers who are simultaneously surfers. The local JBay Open event organization team consists of local surfers who, based on their sense of belonging and desire to

sustain their surfing pleasure, act in various ways to preserve their surfing locale. In fact, the most interesting finding is the genuine intention behind the JBay event organizers' decision-making for SEM implementation. Although the participants do not demonstrate an explicit or holistic understanding of the concept of sustainability or SEM for that matter, it is apparent that the event planning leans towards embracing the notion of sustainability in an authentic manner. This factor is further supported by Bogdanova and Horbel's (2015) study where intrinsic environmentalism in surfers is described as an integral value system that acts as a precursor to environmental awareness and stewardship. In speculation, this value is echoed throughout the global surf community.

6.2.4 Partnerships

In both studies, partnerships between NGOs, event sponsors and event proprietors are a key enabling factor that contribute to sustainable event production. It is difficult for one stakeholder to have expertise in all the areas required to make an event sustainable. Thus, partnerships between stakeholders is a strategy to pool resources and unify values or initiatives. This is particularly important in JBay where the reinforcement associated with a sustainability policy or the financial security of a title sponsorship is absent. Thus, the development of trusting relationships between local and external event stakeholders played a vital role in enabling SEM implementation and more importantly ensuring the event's economic sustainability. Similarly, Ponsford (2011) emphasizes the importance of relationships between the environmental management team and event industry professionals in examining the parameters that led to the achievement of environmental sustainability goals at the 2010 Vancouver Olympic Games. The positive relationship between the WSL and the SSF is a key enabling factor resulting in mutual respect, benefits, and funding provision to sustain environmental practices not only during the event, but year-round for the town. Likewise, the sponsors of surfing events in Hawaii rely on their partnerships with local organizations and local champions to understand the community's needs to ensure the event respects and benefits the hosting community.

6.2.5 Media

The role of media is a major catalyst in Hawaii's sustainability performance. Media content reporting on SEM practices has spread awareness and virtually developed SEM practices to be perceived as a standardization of and expectation from all stakeholders involved. Mair & Jago (2010) recognized that the extent to which an issue is reported in the media influences the salience of that issue for the public. Bansal and Roth (2000:728) defined 'issue salience' as "the extent to which a specific ecological issue has meaning for organizational constituents". Thus, media can affect an organization's decision-making depending on how it affects the salience of an issue. Several authors consider media as a catalyst that may have influence on the relative levels of greening within an organization (Mair and Jago, 2010; 2012; Bogdanova & Horbel, 2015). Moreover, the private sector can be driven to produce media due to the competitive advantage

and image enhancement associated with being an environmentally and socially responsible company (Mair & Jago, 2010).

Public reporting on the Hawaiian events' sustainability performance within surfing's mainstream media is regarded as a catalyst for achieving SEM implementation. The regional directors and title sponsors involved in North Shore surfing events make a conscious effort to document the sustainability efforts with the aim to educate the public, spectators, online viewers, event staff, and the numerous individuals that make up the supply chain of the event's production. What resulted was increased community support and an organizational culture that both respected and expected compliance with the title sponsor's sustainability policy. In contrast, at the time of this investigation, the JBay Open's SEM practices were not comprehensively measured and opportunities to spread awareness were missed.

6.3 Key Constraining Factors

6.3.1 High Costs of SEM Practices and Lack of Government Support

A lack of financial resources combined with the overall high costs of sustainability practices are key factors constraining event organizers to follow sustainability standards (Petrini & Pozzebon, 2010; Laing & Frost, 2010; 2012; Bogdanova & Horbel, 2015). In both case studies, additional costs and lack of government support were found to be challenging factors for integrating sustainability principles into event operations. Whilst SEM implementation does not always necessitate additional costs, it is often required when organizers begin to take on more comprehensive measures to increase sustainability performance. It is interesting to note the different characteristics of cost for each area. For instance, the North Shore grapples with the *"sustainability of sustainability costs"* (P1, Feb., 2016). In other words, contest organizers struggle with continuing to pay for the additional costs of SEM practices whilst meeting basic economic requirements. In contrast, JBay struggles with simply taking on additional costs of SEM practices for the first time. This is because Hawaii is further along in the transition towards SEM than JBay. It is also due to the need for JBay organizers to prioritize establishing financial sustainability of the event due to its economic context. To this end, different governance contexts come with opportunities and constraints which determine the effectiveness of their strategies in achieving objectives.

The role of local government at the community level can be considerably influential in the facilitation of sustainable event production. In Hawaii's case, a lack of financial resources for surfing sport can be attributed to a lack of government support. Other mainstream sports like football and golf involve numerous government-funded organizations (Huff, 2011). Likewise, JBay's local government has not demonstrated an ability to provide clear direction and financial support for surfing events. This factor makes conventional surfing event production financially challenging for both surfing communities. On the other hand, regional governments and tourism bureaus in Western Australia, Brazil, France, Tahiti and Portugal are observed to have a supportive

nature for surfing events.⁵² This is demonstrated through provision of funding towards the production of major WSL events in their respective regions. Whilst these governments may not provide clear direction towards SEM implementation and their support may be incentivized by the economic value of surfing events, their financial assistance makes it feasible for event organizers to consider SEM options.

6.3.2 JBay's Fragmented Community, Lack of Education and Awareness, and Complex Issues Embedded in Society

The unique and turbulent history of South Africa has shaped many of the societal struggles it experiences today (SAHO, 2015). Overcoming these complex challenges requires addressing societal issues deeply rooted in the country's history. Decades of colonial rule followed by 45 years of Apartheid affects contemporary efforts to reincorporate marginalized peoples in society. In this context, JBay faces the challenges of a fragmented community, a lack of education and awareness of sustainability issues, and complex issues such as extreme poverty and racial inequality. The slow pace of improving current sustainability performance at the JBay Open can be ascribed to a lack of education and awareness about current sustainability issues. Increased awareness would foster community support and better position local event stakeholders to improve and implement new SEM initiatives. In the same way, a fragmented community hinders the pooling of resources to work towards a common interest. As recognized in the literature, a lack of interest and motivation to implement environmental practices at outdoor sporting events was identified as a barrier in Bogdanova and Horbel's (2015) study. From a national viewpoint, historically marginalized groups continue to endure adverse living conditions in comparison to the living standards of non-white persons. Consequently, racial inequality is reflected in the lack of non-white owned ventures in JBay which makes it difficult for fair distribution of the event's financial benefits.

6.3.3 Hawaii's Resistance to Changes in Event Management

Unlike South Africa, where SEM is constrained by deep-seated racial segregation, Hawaii's remaining challenge emerges from the struggle of getting current SEM operations to function more effectively. In effect, there has been resistance to changes in event management and to gaining buy-in from a wide range of stakeholders to enhance sustainability practices. Findings reveal that this challenge has been overcome through familiarization with time and increased awareness.

⁵² Howard, J., 2015. "The WSL is 30-milli in the hole." Available: <http://stabmag.com/news/the-wsl-is-30-milli-in-the-hole/>. [Accessed 2017 23 May].

6.3.4 Factors Perceived as Necessary for Further SEM Implementation in JBay

In JBay, securing a title sponsor for the event, establishing a policy, increasing education and awareness, and ensuring community engagement were perceived as necessary for further SEM implementation. A policy requires top-level commitment whilst increased education and awareness requires a focused media campaign with sustainability reports. The factors of top-level commitment and media reporting were absent in JBay and would be critical to drive continual improvement and awareness of sustainability practices. Notably, JBay research participants felt that increased engagement with the local community is required to effectively address local needs, particularly if new sustainability initiatives involve interest by any party to claim philanthropic recognition. Community engagement is essential for SEM to meaningfully adapt to different locations as it illuminates the local context through the lens of local community.

6.4 Understanding the Progress of SEM Implementation

Different hosting communities will develop SEM practices in response to their context, specific needs and available resources. How the enabling or inhibiting factors play out on the ground depends on a variety of factors as highlighted above. In practice, there are linkages across SEM practices and many work in concert to enhance the overall sustainability performance. The following diagrams have been drawn to illustrate the enabling factors, how they link, and how they work together to enhance sustainability efforts and outcomes.

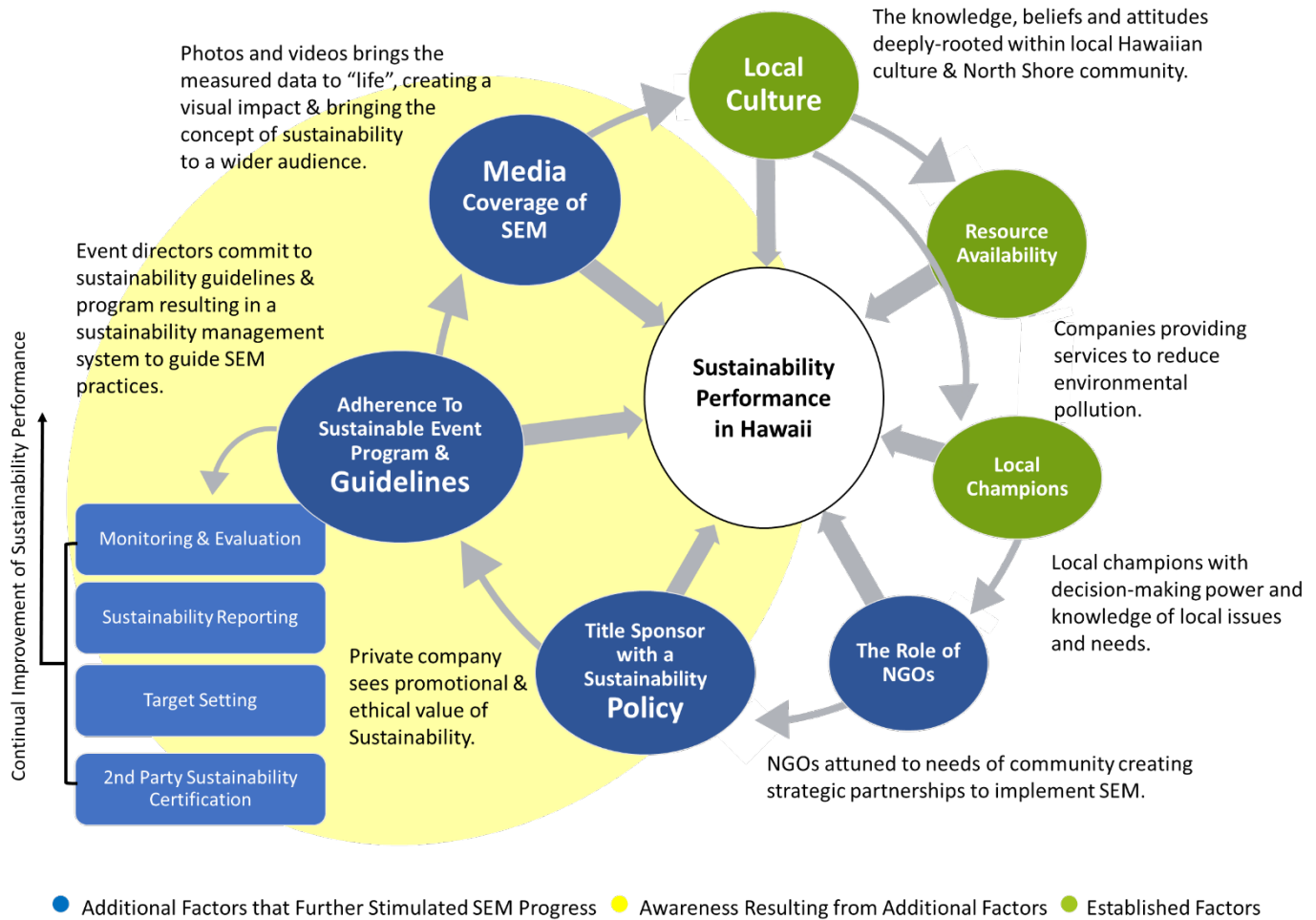


Figure 6.1 Enabling Factors and the Progression of SEM Implementation in Hawaii

The figure above illustrates how the different factors identified during the research enabled the region's progress towards successful implementation of SEM in Hawaii.

In Figure 6.1, the factors embedded within the local context (in green) collectively create the demand for surfing events to guarantee benefits to the hosting community. The North Shore's culture creates an entrepreneurial atmosphere that fosters the growth of environmental companies leading to resource availability. Likewise, the local culture fosters the development of sustainability champions whose values are influenced by their surroundings. In response to this demand, various factors emerged (in blue) that gave further impetus towards SEM progress. The founding of local NGOs, title sponsors with a sustainability policy, the event management's adherence to SEM guidelines and the media are perceived as catalysts in the process of organizational change for sustainable surfing event management on the North Shore.

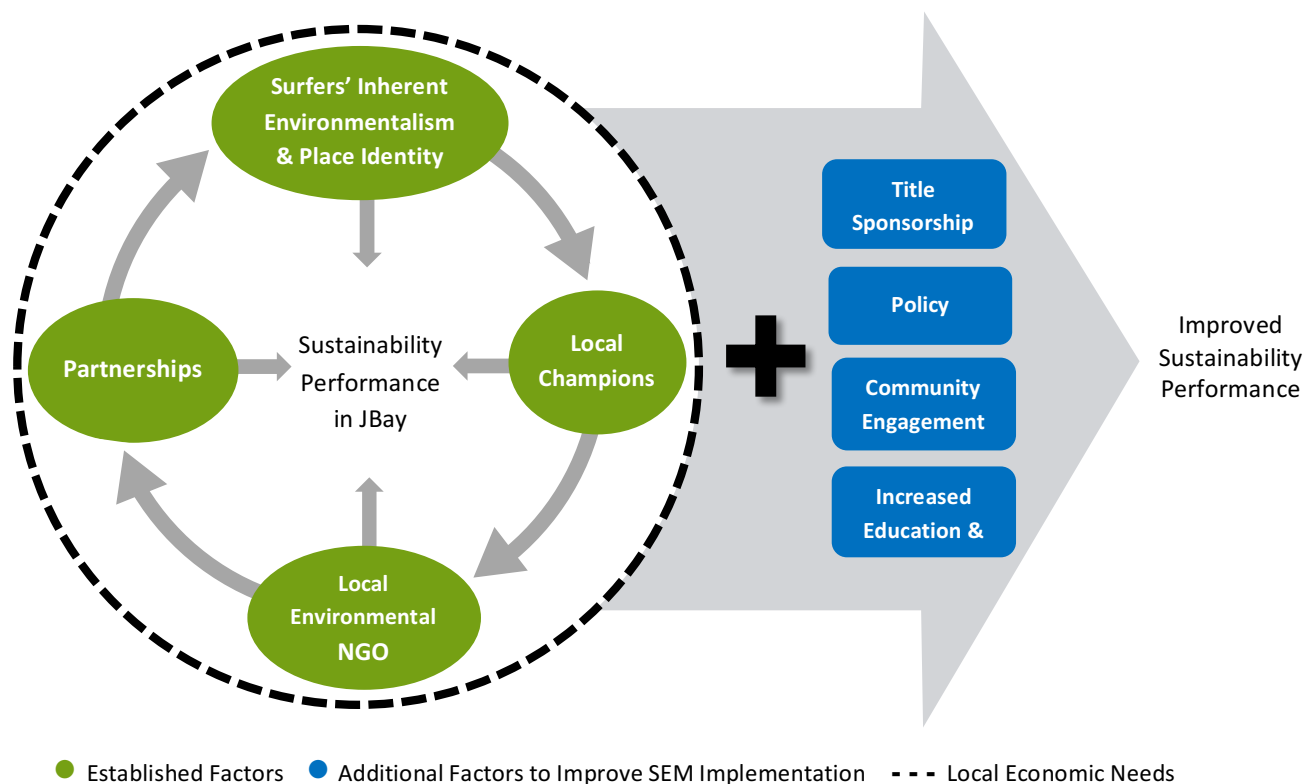


Figure 6.2 Enabling Factors and the Progression of SEM Implementation in JBay

Figure 6.2 illustrates the key enabling factors (in green) that have supported JBay in achieving its current level of SEM implementation. A fragmented community in JBay compels the inherent environmentalism in the local surfing population to create the resources necessary for implementing SEM practices. As surfers attach great importance to their local surf break, certain members of the local surfing population in JBay have become the sustainability champions who work to ensure that development and activities in the community strive to preserve the ‘sense of place’ of JBay as much as possible. With the holding of a major international surfing event, the local champions and the NGOs that they are involved in created partnerships that enable the economic sustainability of the event as well as secure the financial provision to implement SEM practices. JBay’s approach to sustainability is centered on improvement of the event’s economic stability. The constraints associated with economic needs of the local population limits the current level of SEM practice in JBay. This is less of an issue for the North Shore, being the global hub of the surfing sport. For Hawaii, SEM can focus on building capacities, and forging synergies amongst various actors and activities. Whilst this is present in JBay’s SEM progress, it is conveyed through socio-economic improvements and providing basic employment needs to the community.

The factors in blue reflect what research participants felt were needed in order to achieve further progress in SEM implementation. As mentioned above, these factors are increased education and

awareness to unify sustainability efforts throughout the town, securing a title sponsorship for additional financial support, community engagement to ensure community's needs are reflected in SEM initiatives, and developing a policy to ground the current practices to foster longevity, accountability and authority. The diagram also highlights that there is continuous improvement with each year as the event gains economic stability and SEM practices become more mainstreamed. Both diagrams emphasize the procedural nature of achieving SEM implementation which is not an end-state but a continuous process of adaptive learning. Thus, the trajectory of SEM practices in JBay will continue to improve with the incorporation of these additional factors into event management whilst Hawaii continues to set the standard for sustainable surfing events.

As mentioned previously, the economic recession triggered a fundamental transformation in the way professional surfing events were conventionally produced. It appears that this restructuring of event production, coupled with a growing awareness of the concept of sustainability, has resulted in greater communication and interaction amongst event proprietors, NGOs, and event stakeholders in both the surfing industry and in surfing communities. This increase in communication and collaboration has enhanced awareness of the importance of adopting sustainability practices at surfing events. However, it also appears that the surfing industry is lacking the involvement of additional players that would be critical in the event sector's transition towards a formal adoption of sustainable event production. In addition to roles played by local organizations and champions, true progress towards comprehensive SEM in the surfing sector needs continuous and innovative collaboration as well as moral buy-in from various stakeholders including the World Surfing League, major surf brands who sponsor surfing events, and surfing athletes who serve as role models. Indeed, Dickson and Arcodia (2010) concluded that professional associations in the event industry are only partially fulfilling their role in facilitating sustainable event production.

Dickson and Arcodia (2010:242) highlight that one of the primary functions of event associations is to "provide leadership and guidance to members with regard to best practice both regionally and internationally". Thus, it is important that surfing's governing body adopts a leadership role with the issue of sustainability as well. Yet this investigation revealed a lack of public information to confirm a clear vision or set goals to promote SEM by the World Surfing League. To this end, there is opportunity for the sport governing body to improve its role as a conduit of SEM knowledge and practice between event organizers and hosting communities. That being said, the international surfing community also plays an important role in driving the transition towards sustainable development. This can take the form of building capacity, providing funding and practical assistance, technology transfer and mutual learning.⁵³ As Masterman (2004) and Mitchell

⁵³ According to Scholz (2000), mutual learning is the efficient transfer of knowledge about issues of common concern between scientists, experts, policymakers to society to enhance coordination and decision-making.

(2007) emphasize, a key advantage with sport is the global camaraderie that can instill sustainability thinking and action to a wide audience. Understanding the importance of these factors and drawing on the knowledge of the entire stakeholder body helps establish an environment conducive to embracing sustainability principles and subsequent action towards sustainable practices.

6.6 Chapter Conclusion

This chapter discussed the factors influencing SEM implementation in a way that recognizes the symbiotic relationships between various issues of sustainability and their link to local context. Based on this investigation, it is evident that developing nations, like many nations that host professional surfing events, have a myriad of challenges to overcome. Thus, event sites situated in developing nations are fortunate in being in the position to learn from the experience of developed countries. In this regard, Hawaii is an example of SEM 'best practice' to take lessons from. As shown above, the context of the North Shore in Hawaii has many key factors that have enabled the region to be a pioneering site to produce sustainable surfing contests. Despite the challenging context of South Africa and the absence of key enabling factors in JBay, the hosting community has still been able to drive SEM initiatives. Clearly, context matters and a key way for the surfing sector to move forward with SEM is through the involvement of all event stakeholders.

Chapter Seven: Conclusion

The concept of sustainable development is underpinned by the recognition that there are limits to the capacity of the planet to cope with unimpeded growth (Sherwood, 2007). As the popularity of surfing and the global surfing industry continue to expand (Buckley, 2002; Global Industry Analyst, 2011), the scale and frequency of professional surfing events being staged in communities living close to world-class waves have also increased. Correspondingly, the concept of sustainability within the surfing events sector is becoming increasingly important as awareness of the negative impacts of human activity is coming to the forefront. There is evidence that professional surfing event organizers and stakeholders have taken action to transition from a conventional, profit-oriented mode of event production to one that integrates sustainability principles to guarantee post-event benefits for the hosting community and environment. What has been lacking, however, is academic literature examining the current sustainable event management (SEM) practices being implemented at surfing events and the relationship between this progress and local context. This chapter concludes the research findings in relation to the research aims and objectives described in chapter one.

The aim of the research is to document the current SEM practices at surfing contests in Hawaii and Jeffreys Bay and the factors that constrain or enable the integration of sustainability thinking and practices within the context of surfing events. Using a qualitative case study approach with semi-structured interviews, participant observation and document review as research methods, this study demonstrates that the Vans Triple Crown of Surfing and the Volcom Pipe Pro 2016 events in Hawaii have displayed top-level commitment and explicit strategies to implement SEM practices as well as monitoring and evaluation to continually improve sustainability performance. In particular, the Volcom Pipe Pro contest in Hawaii serves as an example of 'best practice' for sustainable surfing events within this research. The Volcom Pipe Pro is committed to achieving a third-party sustainability certification and has adopted a coherent sustainability management system. Surfing events in South Africa have yet to demonstrate the same level of SEM practices as surfing events on the North Shore. Whilst the JBay Open of Surfing 2015 and 2016 did not implement sustainability thinking and practices to the same degree as Hawaii, the most interesting finding is the event organizers' genuine intention and inclination towards SEM implementation despite lacking resources and comprehensive knowledge of the sustainable development concept. To this end, the hosting community of the JBay Open has successfully shifted the event's trajectory towards further adoption of sustainability thinking and practices in recent years.

A key finding of the research is the influence of local context in a hosting community's progress towards achieving sustainable event production. Because Jeffreys Bay is located in a developing country, it may not yet be fully equipped to introduce new sustainability policies and practices in the hosting of a surfing event. In contrast, Hawaii's location in an industrialized nation enables it to access newer technology and resources to achieve SEM progress. Based on findings from both

case studies, the key obstacles to realizing sustainable event management include limited access to capital to support the additional costs of SEM practices, lack of government support for the sport of surfing, resistance to changes in business operations, the need for a common vision and increased education and awareness, and the complex issues embedded within the local context of a hosting community. Overcoming these obstacles requires engagement of the private sector, the influence of local champions, the involvement of NGOs, trusting relationships between local and external event stakeholders, the availability of technology and resources, and the use of media to increase education and awareness of all those involved in the event.

The pathway of a transition from 'business as usual' to a mode of sustainable surfing event management cannot be charted fully in advance. Instead, this path will have to be navigated adaptively for each event and each location in the events industry. As surfing events continue to develop, adjustments towards SEM can be made through the process of mutual learning. However, such learning requires clearly articulated goals and a better understanding of the local context in order to make progress towards sustainable surfing event production. Theoretically, the implication of this research lies in its contribution to a growing body of knowledge pertaining to the surfing industry's transition towards more sustainable business operations. Practically, this information can be used to inform policy, set goals, carefully examine alternatives, establish effective enabling factors, and, more generally, encourage decisions that value people and the environment and take appropriate actions. This understanding can assist surfing event stakeholders to produce sustainable surfing events by learning from the experience of the cases studied in this research. Overall, this knowledge can further enhance the dissemination of sustainability thinking and practices within the global surfing events sector.

7.2 Recommendations

Communities of world-class surfing destinations often face similar issues of sustainability when hosting major international surfing events. Recommendations for the implementation and continual improvement of SEM practices at surfing contests are provided below based on key enabling factors identified in Hawaii and JBay. The overarching goal of the recommendations is to build institutional capacity at a local level to initiate and foster ownership of the development process of a sustainable surfing event policy and translation of the policy into practice. This development would include support from local champions, committed residents, local NGOs, as well as representatives from different sections of society as part a sustainability institution embedded within the hosting community.

Developing a Policy or Framework to Guide Event Operations for Each Event

Based on the findings of this study, the first recommendation is the development and adoption of a sustainability policy with adaptations for each distinct hosting community. The development of the policy should be participatory in nature and involve all surf event stakeholders including

representatives from the host community. Achieving a comprehensive level of sustainable event management can be a lengthy process and requires a long-term vision. A sustainability policy or framework would ground vision and efforts into a more unified mode of operation. Thus, fostering accountability and authority to promote progress. Furthermore, a policy that sets objectives, identifies activities and targets would allow monitoring of SEM progress, cultivate longevity of event benefits and enable continual improvement.

It is important to note that any guiding sustainability policy or framework should be devised to address strategic and operational needs of the event in the context of its community rather than impose a vague agenda to which the event must adhere. From the analysis of the findings, it is concluded that a framework or guiding policy for SEM practices in the surfing events sector must consider at least two aspects: 1) flexibility to enable the application of sustainability principles to be molded to the individual needs of each surfing community and 2) the incorporation of local community actors into the design and implementation of the policy.

Education and Training of Event Staff at Each Surfing Event

Education is fundamental in providing background as it is the individual that goes on to acquire experience and skills from being involved in sustainable events (Dickson and Arcodia, 2010). It is important to teach the theory that underpins SEM as well as provide training of how to execute SEM practices. Consequently, there needs to be educational programs for event staff, those who are driving the sustainability aspects of the event as well as service providers. The education and training program should begin with a general meeting at each event location before event delivery. The general meeting needs to include all members of event staff to ensure an understanding of the concept of sustainability, the importance of adopting sustainability principles at surfing events, and inform attendants about SEM practices currently in place at that particular event. Next, a second meeting should be held within each area of expertise of event staff to specify and learn about how that particular area can improve current operations to improve sustainability performance. For example, the hospitality service providers, the food service providers, the media crew, or the manager of the athletes can all meet respectively to ensure that a common understanding of their duty in providing a sustainable event. As each staff member has experience unique to their area, they should be encouraged to offer their opinions and strategies for SEM improvement within their subdivision.

Whilst the onus to implement staff education and training is on multiple event stakeholders, it is most rationally placed on the World Surf League as the organization essentially operates as a traveling surfing event and media company. However, the meetings should be initiated and convened through a collaboration with other actors including NGOs, surf brand event sponsors and academic institutions. It is important to ensure that the educational material is grounded in scientific research to provide new and reliable information to adapt to changing social issues and environmental pressures.

Increase Awareness through a Media Campaign

Education and awareness go hand in hand in creating a community that is informed and receptive to SEM practices. Increased awareness facilitates buy-in and participation which is necessary for SEM practices to be effective. Furthermore, media production of an event's sustainability goals and success is beneficial as it gives brand partners a feeling of investment and pride for participating in the event (P8). Building on the success of the Hawaiian media campaigns that aimed at promoting sustainability, a sustainability awareness media campaign customized to the local context of each surfing community should be used to provide people with the knowledge they need to become informed members of society and to be active participants particularly at events with sustainability aspects. It is suggested that event organizers see the value in publicizing their current SEM practices and encourage media coverage that articulates the benefits of those practices. Such a campaign should also create awareness amongst politicians and government planners and managers as their buy-in is needed as well.

A viable scheme to implement this recommendation should include the development of a calculated and strategic media model that operates year-round to produce media that promotes a sustainable surfing events culture to "inform, inspire, and activate viewers" (P8, Apr., 2016). Media content should aim to introduce sustainability concepts within the surfing industry by alternating focus on specific aspects of the surfing sport. For example, focus areas should include education about the pollution and lifecycle impacts of surfboard manufacturing or highlighting current sustainability practices in the industry and providing information for viewers on how to participate.

Engagement with Local Surfer Community

Effective engagement with surfing communities is important when making coastal management and planning decisions (Scarfe *et al.*, 2009; Scarfe *et al.*, 2009b). Likewise, given the diverse cultural dimensions directly linked to surf break environments around the world and increasing pressures on coastal and marine resources (Skellern *et al.* (2013), meaningful participation of surfing communities when planning and implementing SEM initiatives is integral to ensure that efforts respond to relevant needs and concerns. Congruently, what Ponting, McDonald, and Wearing (2005) underscore as necessary for surfing tourism to be sustainable also applies to the sustainable development of major surfing contests. The authors highlight that management must be a process-oriented method where local surfers are acknowledged as the 'traditional custodians of the natural resource'.

This process should include the identification and engagement with community leaders to inquire feedback and gain their support in the planning and implementation of SEM policy and practices. The process of engagement should implement strategies to assess the wider community's perspective on pressing issues that could be alleviated or addressed using the event as a platform.

Public participation can be achieved through partnering with local academic institutions to carry out research projects. These projects can include online polls and surveys and onsite face-to-face interviews with attendants and residents. Academic reports of research results should be produced and submitted to event stakeholders to inform them of the local perception of the event's impacts and opportunities to work in harmony with the community. This information should guide how and where SEM projects and practices should be initiated and implemented.

Collaborate with a Local Academic Institution at Each Event Location

This recommendation is integral to the above recommendations. A local academic institution would have the resources to carry out research to create valuable data that is practical for the development of SEM policies, plans, and practices. Furthermore, a local academic institution would be more likely to be able to discern and understand local issues effectively as the events are established within in the home country. Research efforts should first begin with community engagement to attain knowledge about local needs and issues relevant to surfing events to inform a sustainably event policy, media campaigns, and education and training programs for event staff. Hospitality, tourism, and event management departments in academic organizations would be particularly relevant for collaboration with event stakeholders.

Further Research

Lastly, further research is needed as SEM at sporting events is a continuing concern for our understanding of how events can be optimized to address sustainability issues. In the case of understanding SEM implementation at surfing events, it is recommended that future research should broaden to include more events and interviews with event practitioners and surfing industry professionals from the across the stakeholder range. This may include the sport governing body, professional athletes and more representatives from title sponsor companies. Research should continue from a social and qualitative approach to understand contextual issues to develop strategies for dealing with them. Lastly, in order to make studies more useful to event industry practitioners, further research efforts should be embedded in a formal collaboration between academic persons or institution and the surfing events sector.

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Appendices

Appendix A: Data Set for North Shore, Oahu, Hawaii Case Study

Method 1: Semi-structured interviews
<ul style="list-style-type: none">• 4 face-to-face interviews at the Volcom Pipe Pro in February 2016• 45 - 60 minutes long, in English, recorded and transcribed
Method 2: Participant observation
<ul style="list-style-type: none">• 2 field trips, 1 year, 56 days total at study site• Volcom Pipe Pro 2016• 2-week long event, worked as volunteer with Sustainable Coastlines Hawaii's (SCH) waste diversion team• Vans Triple Crown in 2016• 6-weeks with 3 different events; worked as employee for SCH's waste diversion team
Method 3: Document review
<ul style="list-style-type: none">• Sustainable Coastlines Hawaii Final waste diversion report 2014• Sustainable Coastlines Hawaii Final waste diversion report 201.• Volcom Survey questionnaire and travel statistics of athletes used for calculating carbon footprint• Sustainable Surf's website Deep Blue Surfing Events Program Greening Guidelines• Sustainable Surf's sustainability report for Volcom Pipe Pro 2013 – 2017• Sustainable Surf's sustainability report for Vans Triple Crown of Surfing 2014 – 2015• Global Reporting Initiative: Event Organizers Sector Supplement (EOSS) Summary guide• Secondary sources (reporting about the surfing events)• Online newspaper articles• Surf brand companies and WSL's press releases• Social media accounts (Instagram and Twitter of WSL, individual informants, NGOS and surf brands)

Appendix B: Data Set for Jeffreys Bay Case Study

Method 1: Semi-structured Interviews
<ul style="list-style-type: none">• 10 interviews• 60-90 minutes long, in English, recorded and transcribed

Method 2: Participant Observation

- 8 field trips, 2 years, 76 days in total at study site

Preliminary activities

- Being present at the study site, engaging in local activities, meeting with local NGO members, volunteering with a local youth recycling program at a neighboring informal development, and carrying out a brief, voluntary spectator questionnaire during year one of the two-year fieldwork period

Participant observation activities:

- Volunteering with environmental tasks of the event planning for the 2016 JBay open
- Participated in a local youth recycling program at nearby informal settlement community
- Carried out a brief, voluntary spectator questionnaire
- Sat in on a meeting local NGO members had about planning for the event's waste management, fundraising possibilities and need to engage the youth in recycling at event
- Assisted in assessing local drinking water businesses for the provision of a water refilling station to reduce plastic water bottle use
- Assisted with making an inventory of indigenous plants for site decoration and moving plants to and from the nursery to the event site
- On one occasion during the event, helped put up fencing to protect dune plants
- Ran a crowdfunding campaign to generate funds for research-related projects during event
- Prepared content for education board, design on lap top and printed
- Being present at the SSF booth at event site.
- Communicated with key informants to obtain products, equipment and physical spaces to carry out composting of the event's waste
- Assisted with the event's waste management by implementing a composting system and reporting on its outcome

Method 3: Document review

- Local environmental NGO Supertubes Surfing Foundation's 2015 Final Year Report (section about the organization's involvement in JBay Open event planning)
- Waste records from local recycling company 2015
- Waste records from local recycling company 2016
- Kouga Local Municipality Integrated Development Plan 2012/2017
- Cleaner Climate (company) greening guidelines document for the Billabong Pro JBay 2009

- *A report for the Stockholm Resilience Center: Research for Governance of Social-Ecological Systems.* Title: Introducing the Eastern Cape: a quick guide to its history, diversity and future challenges. Hamann, M. and Tuinder, V., 2012.
- Report: A marketing analysis of the spectators and perceptions of local residents for the JBay Winterfest 2016. Tourism Research in Economic Environs and Society, North-West University.
- Secondary sources reporting about the JBay Open of Surfing event
- Online newspaper articles
- Social media accounts (WSL, informants, local organizations and businesses)

Appendix C: Interview Questions and Guide for Fieldwork in Hawaii and Jeffreys Bay

Interview Questions for Film Maker in Surf Industry in Hawaii

- About how many sustainability videos have you made for the VPP or any other surfing contests?
- How did you come about making the videos?
- What were some challenges in the making of them? (Funding, support, business relationships, appreciation, etc.)
- What do you think the benefits or successes of your videos are or what have you observed?
- Can you comment about the role of media, in general? How about videos in particular?
- It's been said that surfing contests can be a platform to create awareness and educate the public about environmental issues and any issues within the local community. What are your thoughts about this perception?
- Please add any other thoughts or comments you'd like to share.

Interview Questions for Sustainability Manager of Surf Company

The aim of the research is to identify the challenges of making a surf contest sustainable and what are some key factors that make it successful. These questions will give me insight from key stakeholders to describe the status quo of the sustainable surfing events and identify any opportunities/areas for improvement.

- What drives Vans to commit to producing the surf contests they sponsor in a sustainable way? What might inhibit it? Challenges, issues, funding, commitment, appreciation, relationships, etc. (Any potential approaches for solutions?)
- Can you talk about the role of partnerships?

- What developments on the horizon could affect the way surfing contests are run in the future?
- What advice can you give event organizers *who are trying* to improve the sustainability performance of their event?
- What do you find most enjoyable about making surfing events more sustainable?

Appendix D: Interview Questions and Guide for Fieldwork in Jeffreys Bay

Interview Questions and Guide for Fieldwork in Jeffreys Bay

- How would you define sustainability and event greening?
- What do see the economic impacts of the event are? Positive and negative.
- What do see the environmental impacts of the event are? Positive and negative.
- What do see the social impacts of the event are? Positive and negative.
- When did the JBay contest first start to incorporate any environmentally conscious practices?
- What would you say some of the challenges of making the contest greener are?
- What are the challenges of the 1) planning process, 2) implementation, 3) documentation (financial risks, lack of community support, lack of compliance, etc.)
- Based on your experience working in your position, can you highlight some of the key skills someone would need to achieve success in the goals of the organization?
- Does the SSF have an overall program, like a written program stating what the goals and strategies are to reach those goals? Regarding the event.
- What do you hope my research will specifically benefit the most?

Appendix E: Example of the principles that underline sustainable event guidelines

Environment - The underlying principle of environmental best practice is to reduce the negative impact on the environment. This includes applying efficient technologies and behavioral practices to minimize waste, energy usage and air and water pollution by using resources in a sustainable manner and conserving biodiversity.

Social and Economic - The underlying principle of social and economic development is to promote local social and economic development by involving communities, creating local

employment and promoting the purchasing and use of local products to stimulate the local economy. This principle underpins following points.

Education, Awareness and Communication – Communicating the greening efforts planned for the event is a significant opportunity the event offers. This means providing communication prior, during and after the event with a focus on the organizers, suppliers and local community.

Monitoring, Evaluation and Reporting – Ongoing monitoring and reporting is a critical element in achieving and implementing sustainability principles. This includes identifying new benchmarks and lessons learnt.

Leaving a Positive Legacy – Ensuring that the impact of the event benefits the community and environment in a positive manner and that these benefits extend beyond the time period of the event (eThekweni Municipality's Durban Event Greening Guidelines, 2011:3).