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Corporate social responsibility in peacebuilding process of downtown Bogotá hotels

Responsabilidad social empresarial en el proceso de construcción de paz de los hoteles del centro de Bogotá

A responsabilidade social corporativa no processo de construção da paz dos hotéis do centro de Bogotá

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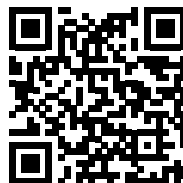


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Abstract: This study aims to identify the conceptualizations and practices of Corporate Social Responsibility (CSR) among hotel managers in downtown Bogotá. . The focus on understanding the actions they implement in the context of peacebuilding The study employed aqualitative research approach was used, with a descriptive scope invol-

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ving a nonprobability sample of hotels located in this area of the city. Data were collected through virtual semistructured interviews conducted virtually with each manager. The findings reveal that, although the analyzed hotels develop various CSR initiatives, largely influenced by their size, none of these actions directly contribute to peacebuilding in a way that could serve as a model for other hotels or tourism organizations. some hotels' involvement in initiatives that address local issues, such as urban crime, establishes a foundation for largescale actions that could contribute to peacebuilding in Colombia.

Keywords: Corporate Social Responsibility; Hospitality; Peace; Sustainability; Sustainable Tourism; Tourism.

Resumen: Este estudio tiene como objetivo identificar las conceptualizaciones y prácticas de Responsabilidad Social Empresarial (RSE) entre gerentes hoteleros del centro de Bogotá, enfocándose en comprender las acciones que implementan en el contexto de la construcción de paz. Se utilizó un enfoque de investigación primordialmente cualitativo, con un alcance descriptivo que involucró una muestra no probabilística de hoteles ubicados en esta zona de la ciudad. Los datos se recopilaron mediante entrevistas semiestructuradas, aplicadas virtualmente a cada gerente. Los hallazgos revelan que, si bien los hoteles analizados desarrollan diversas iniciativas de RSE, en gran medida influenciadas por su tamaño, ninguna de estas acciones contribuye directamente a la consolidación de la paz de una manera que pueda servir como modelo para otros hoteles u organizaciones turísticas. No obstante, la inmersión de algunos hoteles en iniciativas que aporten a la solución de problemas locales, como la criminalidad urbana, genera un contexto apropiado para que a futuro se lleven a

cabo otras acciones de mayor envergadura que aporten a la paz de Colombia.

Palabras clave: Hospitalidad; Paz; Responsabilidad Social Empresarial; Sostenibilidad; Turismo Sostenible; Turismo.

Resumo: O presente estudo tem como objetivo identificar as concepções e práticas de Responsabilidade Social Corporativa (RSC) entre os gestores hoteleiros do centro de Bogotá, com foco nas ações por eles implementadas no contexto da construção da paz. Foi utilizada uma abordagem de investigação predominantemente qualitativa, com um âmbito descritivo que envolveu uma amostra não probabilística de hotéis localizados nesta zona da cidade. Os dados foram recolhidos através de entrevistas semiestruturadas realizadas virtualmente com cada gestor. Os resultados revelam que, embora os hotéis analisados desenvolvam diversas iniciativas de RSC, amplamente influenciadas pela sua dimensão, nenhuma destas ações contribui diretamente para a construção da paz de forma a poder servir de modelo para outros hotéis ou organizações turísticas. No entanto, o envolvimento de alguns hotéis em iniciativas que contribuem para a resolução de problemas locais, como a criminalidade urbana, cria um contexto favorável para futuras ações em maior escala que contribuam para a construção da paz na Colômbia.

Palavras-chave: Hospitalidade; Paz; Responsabilidade Social Das Empresas; Sustentabilidade; Turismo; Turismo Sustentável.

JEL Codes: L830, M140, N400.

Introduction

Tourism plays a dynamic role in Colombia's economy, particularly in Bogotá, where it has been a central component of the city's economic landscape. The National Development Plans (NDPs) have consistently emphasized its importance, promoting tourism as a worldclass sector that stimulates job creation and supports related industries (Tellez-Bedoya, 2015). The NDP 2022-2026, Colombia: World Power of Life, positions tourism as a key driver of the country's reindustrialization emphasizing its potential to protect strategic ecosystems and provide an alternative to the extractive industries (DNP, 2022).

In this sense, the behaviour of these organisations regarding income and the arrival of foreign tourists has seen a recovery of the peace that previously prevailed prior to the advent of the pandemic. Statistical analysis indicates a downward trend in the accommodation and food service subsector for Colombia, with an increase from 10% in 2017 to 4.7% in 2018, 5.3% in 2019, -26.4% in 2020, 42.4% in 2021, 33% in 2022, 13.1% in 2023 and 6.4% in 2024 (DANE, 2024). It is evident that Bogotá has undergone substantial growth, as evidenced by a 7.6% increase in foreign tourist arrivals between January and May of 2025 in comparison with the same period the previous year (IDT, 2025).

The city centre, a nexus of cultural and economic activity, serves as a focal point for these developments. Hotels in this area not only provide accommodation for tourists but also facilitate a deeper connection with the capital's rich history, heritage, and cultural diversity. Hotels, as integral components of the tourism sector, exemplify the behaviour of tourism organisations, particularly in terms of social responsibility practices. It has been demonstrated that they function as substantial economic contributors, whilst concurrently exerting an influence on the experience of visitors and the promotion of sustainable practices (Ayuso, 2003). However, despite their central role in tourism, hotel management practices in the city may not always align with the principles of humanistic management and corporate social responsibility (CSR).

The concept of Corporate Social Responsibility (CSR) has been a fundamental aspect of organisational management for a considerable period, evolving from a primary focus on ethical compliance to its status as a strategic instrument that enhances company reputation and competitiveness. As the concept of Corporate Social Responsibility (CSR) has evolved and gained prominence, its definition

has expanded to encompass a variety of regulatory initiatives, including certifications, standards, and indicators. CSR is now recognized as:

... a discipline that is an integral part of administrative science, with the capacity to redefine the orientation of organizations and significantly influence society and the environment, internalizing through a critical perspective the interpretations of social reality and opting for a radical change in the mission that has traditionally been assigned to organizations (Tellez-Bedoya, 2017, p.47).

The incorporation of CSR practices in hotel management is predicated on a variety of arguments. A plethora of studies on the subject demonstrate that CSR in these organisations is evident. The incorporation of CSR practices has been demonstrated to enhance efficiency, particularly when accompanied by or derived from total quality management (Ibarra-Cisneros, Vela-Reyna & Hernández-Perlines, 2022). Moreover, tourists have been observed to recognise these practices when selecting an organisation for their stay, especially when it possesses specific certifications (Pacherres, Vergara & Sorhegui, 2020). In accordance with this, a growing number of hotels are seeking to achieve certification to maintain competitiveness within the sector. It is evident that hotels that invest in this sense subsequently demonstrate enhanced performance (Folgado, 2023). Furthermore, research indicates that there is no correlation between the size of the organisation and the type of CSR practices they implement (Tellez-Bedoya, 2022a). The present study seeks to demonstrate an articulation between the management model and CSR practices, in such a way that the application of technocratic practices is not generally accompanied by CSR actions of an ethical or political nature. Rather, the purpose of the former is to comply with the assumptions of the instrumental perspective of CSR, that is, to highlight profitability, compliance with the strategy and, in general, the competitiveness of the business (Tellez-Bedoya, 2017, 2020). Furthermore, communication strategies are not extensively implemented to disseminate the socially responsible initiatives they undertake among various *stakeholders* (Tellez-Bedoya, 2022b).

The term “peacebuilding” is understood to denote a longterm process aimed at consolidating peace. This consolidation occurs not only in the post-conflict context, but also before, during, and after the armed conflict. This notion has evolved to encompass a comprehensive set of strategies that extend beyond the mere cessation of violence, encompassing structural and relational transformations across various societal levels (Zapata, 2009).

According to Lederach (2007), the process of building peace entails the implementation of efforts, activities, and structures that are designed to reduce violence, heal wounds, and foster healthy relationships among individuals, communities, and nations.

In the context of peace building, the role of corporate social responsibility (CSR) assumes even greater significance, given the potential of tourism companies to act as catalysts for both violent behavior and peace building. The Virunga region offers a pertinent illustration of this phenomenon. In Bwindi (Uganda), ecotourism activities are being implemented as a component of the process of reconciliation between opposing tribes, with the objective of achieving joint management of the national park (Tellez-Bedoya, 2017b). In Rwanda, tourism has contributed to the process of reconciliation. In Lebanon, while many tourist companies have ceased their projects due to the conflict, Four Seasons Hostel has continued construction and subsequently opened in Beirut (Tellez-Bedoya, 2023). Furthermore, given the direct correlation between tourism and the perception of security within a given territory, it is imperative that behaviors that contribute to this objective are perpetuated. The perpetuation of these behaviors is contingent upon the continued existence of tourism, as its absence could lead to a decline in this activity, as has been observed in other periods.

Despite the existence of research indicating a certain correlation between the nation's hotel industry and the promotion of peace, as evidenced by studies on Apartado (Tellez-Bedoya, 2022b), Urabá (Villamizar, 2017), and Macarena (Tellez-Bedoya, 2022a, 2024), there is an absence of published studies in indexed journals that examine the role of corporate social responsibility (CSR) in fostering peacebuilding initiatives within these hotels in Bogotá, particularly in the downtown area. It is posited that the purpose of this document is twofold: firstly, to understand the CSR conceptualizations and practices of managers in hotels in downtown Bogotá; and secondly, to identify the actions they apply in the context of peacebuilding. Achieving this objective facilitates access to knowledge about successful experiences being carried out, fosters awareness of the issue, clarifies some conceptual notions, and consequently generates a greater impact on the social fabric.

State of the art

The impact of tourism, particularly that which is facilitated by hotel organizations, is extensive and multifaceted, encompassing socioeconomic and

environmental dimensions. On the positive side, it has been demonstrated to contribute to employment generation, attract foreign investment, stimulate related industries, foster intercultural exchange, and promote heritage conservation and the creation of environmental protection zones. However, these benefits are accompanied by substantial challenges. The aforementioned factors are associated with a number of detrimental externalities, including the rising cost of living for local populations due to inflationary pressures, displacement of communities, increased income inequality, cultural commodification, over-consumption, exclusion of low-income travelers—including migrants—and a growing ecological footprint resulting from waste and pollution (Fung *et al.*, 2023; Kunwar & Khanal, 2018; Tellez-Bedoya, 2015).

In response to these complex impacts, tourism organizations, especially those in the hotel sector, have adopted a range of Corporate Social Responsibility (CSR) initiatives. Wook-Hee *et al.* (2023) emphasize that hotel chains in countries such as the United States, China, and South Korea have implemented donation programs and environmental management systems. The global proliferation of ecohotels, which are designed and managed according to sustainable principles, reflects this trend. Such establishments often feature non-toxic construction materials, smoke-free environments, renewable energy sources, and organic amenities (Subarkah *et al.*, 2019).

Beyond its economic and environmental dimensions, tourism is inextricably linked to issues of peace and conflict. The presence of armed conflict has been demonstrated to result in a significant decline in tourist arrivals. An illustration of this phenomenon can be observed in the case of Indonesia during the sectarian crisis between Christian and Muslim communities (Mirzachaerulsyah *et al.*, 2023). Chandrasiri (2019) demonstrated that perceived insecurity undermines profitability in the tourism sector, a finding corroborated in Colombia, where the hotel and restaurant industries could have generated an additional USD 742 billion in 2008 had peace prevailed (Tellez-Bedoya, 2022a; Prandi & Lozano, 2010).

The existence of historical examples lends further credence to the notion that a correlation exists between the growth of tourism and the promotion of peace. In Northern Ireland, there was an increase in tourism during periods of ceasefire by the Irish Republican Army (IRA) (Boyd, 2000). In Iran, the 2015 nuclear agreement resulted in an influx of international visitors (Seyfi, Hall & Vo-Thanh, 2020). In Sri Lanka, temporary periods of peace were associated with significant increases in tourism (Chandrasiri, 2019). In Colombia,

peace negotiations with the FARC-EP guerrilla led to a substantial increase in foreign investment in the hotel and commercial sectors between 2010 and 2018, with a 314% rise recorded (Téllez-Bedoya *et al.*, 2022).

The impact of tourism on the forging of a new culture is multifaceted. It fosters the development of interpersonal relationships, facilitates the exchange of cultural practices, and promotes tolerance of diversity. Furthermore, it can normalize social relations among conflict-affected communities, leading to reconciliation, poverty reduction, justice, and sustainable development. Additionally, tourism can stimulate trade, investment, and economic growth (Mika & Scheyvens, 2021; Seyfi, Hall & Vo-Thanh, 2020; Téllez-Bedoya, Gómez, Manjarrés & Ramos, 2022). Statistical analyses further suggest that increased international arrivals reduce the likelihood of civil war (Mirzachaerulsyah *et al.*, 2023). Téllez-Bedoya (2022b) demonstrates that, in accordance with World Tourism Day, tourism fosters the establishment of a novel culture characterized by the cultivation of interpersonal relationships, the exchange of cultural practices, the enhancement of tolerance for diversity, and the normalization of social interactions among individuals engaged in conflict. This process promotes reconciliation, alleviates poverty, ensures justice, and fosters sustainable development, while concurrently stimulating trade, investment, and economic growth (Mika & Scheyvens, 2021). As demonstrated in the works of Seyfi, Hall & Vo-Thanh (2020) and Téllez-Bedoya, Gómez, Manjarrés & Ramos (2022). The Travel and Tourism Council's research, spanning from 2008 to 2015, revealed a notable increase in positive peace levels across forty seven nations, as evidenced by the analysis of their respective tourism indices.

In the context of post-conflict Colombia, tourism has emerged as a strategic vehicle for social transformation, reconciliation, and community rebuilding. Case studies from Urabá-Darién and La Macarena (Meta) illustrate how tourism initiatives contribute not only to local economic revitalization but also to repairing the social fabric torn by decades of violence (Villamizar, 2017; Rueda & Bonilla, 2017). In Urabá-Darién, for instance, tourism has facilitated the reappropriation of territory, strengthened interpersonal trust, and fostered renewed appreciation for local heritage.

These processes have facilitated the reestablishment of a sense of belonging within communities that had previously been eroded by armed conflict.

In a similar vein, the 2016 Peace Agreement led to the initiation of ecotourism initiatives in La Macarena, which contributed to the region's sociospatial reconfiguration. This transformation aligns with the concept of "Phoenix Tourism" (Causevic & Lynch, 2011), which metaphorically captures the rebirth of war-torn communities through tourism-driven development.

The impact of tourism on peacebuilding in Colombia cannot be measured solely in economic terms. Instead, it is essential to recognize the transformative power of tourism, which has the capacity to reconfigure collective imaginaries, restore intergroup relations, and lay the foundation for sustainable development that is deeply rooted in the principles of inclusion and mutual recognition. It exerts a profound influence on the symbolic, cultural, and social dimensions that are indispensable for the establishment of enduring peace.

Despite these advances, CSR initiatives in tourism, particularly those focused on peace-building, remain less visible than in other economic sectors. This phenomenon is particularly evident in the hotel industry, as evidenced by the research conducted by Nikadimovs (2022). Nevertheless, the tourism sector has engaged in significant peace-oriented practices. For instance, Levy and Hawkins' (2009) study of 136 tourism enterprises distinguished for their contributions to sustainable development and peace highlighted initiatives related to community feeding, environmental quality, transparency, and economic development. This phenomenon exemplifies the heterogeneity of CSR initiatives that these organizations can undertake to contribute to peacebuilding.

An academic analysis of CSR practices related to peacebuilding reveals that these practices are heterogeneous and context dependent. However, an analysis of academic production reveals that corporate size can influence actions, contingent on variables such as reputation, sensitivity to conflict, and associated costs. Local companies are more likely to succeed within the social framework in which they operate. Some multinationals implement initiatives to combat unethical behavior. While there is a diversity of CSR initiatives, the following is a notable example: The role of mediators in negotiation processes is multifaceted. They are responsible for financing specific peacebuilding projects, employing actors from the social fabric, promoting partnerships between actors and their reconciliation, and supporting local governance initiatives to promote the recovery of collective memory (Tellez-Bedoya, 2023). The heterogeneity of CSR initiatives can be carried out by hotels that wish to contribute to peacebuilding.

These hotels must have a holistic view of the issue and generate possibilities for actors to work together in an integrated manner for this purpose.

Methodology

The present study primarily employed a qualitative approach, seeking to delve deeper into the concepts related to the object of study from an inductive perspective. The descriptive study focused on integrating the discourses of the interviewed social actors in the hotel sector regarding the conceptualization and practices of corporate social responsibility and peacebuilding. In this regard, the city of Bogotá was selected as a recognized destination in the capital, given its significant tourist flow and the heterogeneity of its hotel offerings. These hotels vary in terms of customer segment, infrastructure style, and the services they provide.

The primary methodological strategy employed in the research is the case study, as it facilitates the acquisition of *insight* into social reality through a meticulous analysis of organizations that are representative of the social fabric. In this regard, a non-probability sample of three hotels was selected, as the objective was to represent commercially recognized organizations in the sector, legally constituted, with a minimum of six employees, and interested in participating in the study. It is imperative to acknowledge that, in accordance with ethical standards, the actual names of the organizations and the interviewees have been withheld.

The data collection technique employed was a semi-structured interview, administered virtually via Microsoft Teams to the managers of the selected hotels during 2023. The instrument guidelines underwent a validation process involving external peer review and subsequent implementation. The subsequent analysis of the results employed content analysis, a methodological approach that facilitates the construction of networks based on the statements made by the interviewees. The AtlasTi software was utilized for this purpose.

The companies selected for the research were:

a) One Hotels: This enterprise is a chain dedicated to the management of hotels. The company has been in operation for fifty-six years, during which time it has developed a portfolio of eleven hotels and has employed approximately three hundred and fifty individuals.

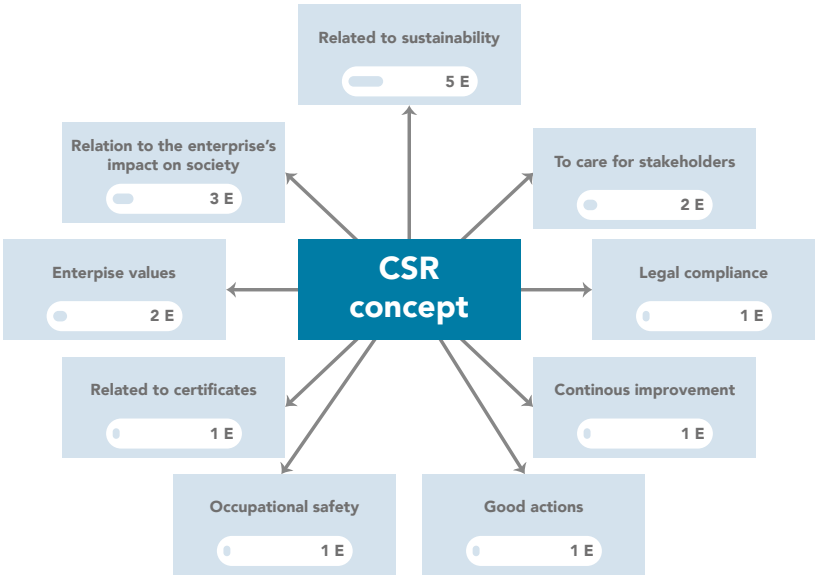
b) Mills Hotel: This hostel is situated in the historic center of the city of Bogotá. A Colombian family, capitalizing on the surge in tourism in the city and a substantial family residence in La Candelaria, established it thirteen years ago.

c) Pink Hostel: This hostel chain was founded twelve years ago and currently has eleven branches throughout the country. The initiative was pioneered by three French individuals who undertook a comprehensive analysis of the commercial prospects inherent in the hostel model within the city.

Results and discussion

From the perspective of the interviewees, the concept of CSR (Figure 1) is associated with sustainability and secondly with the impact of hotels on society. The three hotels interviewed indicated that these practices represent a growing demand from customers today, especially from foreign tourists. These customers have indicated a preference for hotels that demonstrate a commitment to environmental and societal responsibility. This trend has prompted hotels to adopt and promote practices as a competitive business strategy.

Figure 1. Category network about the CSR concept



Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

This perspective aligns with the findings of previous research conducted by Tellez-Bedoya (2015, 2017a, 2017b, 2017c), which elucidates the impact of regulation on the subject and the ambiguity inherent in the concept. According to the definitions proposed by the interviewees, it is observed that they are largely situated within an integrative theoretical perspective of CSR. CSR initiatives are generated especially in compliance with the law, the search for continuous improvement, or the interests of guests. However, one of the hotels, Pink Hostel, has adopted an ethical theoretical perspective, considering the impact of the organization on various actors in society, seeking balance, and being cognizant of the consequences of its operational actions.

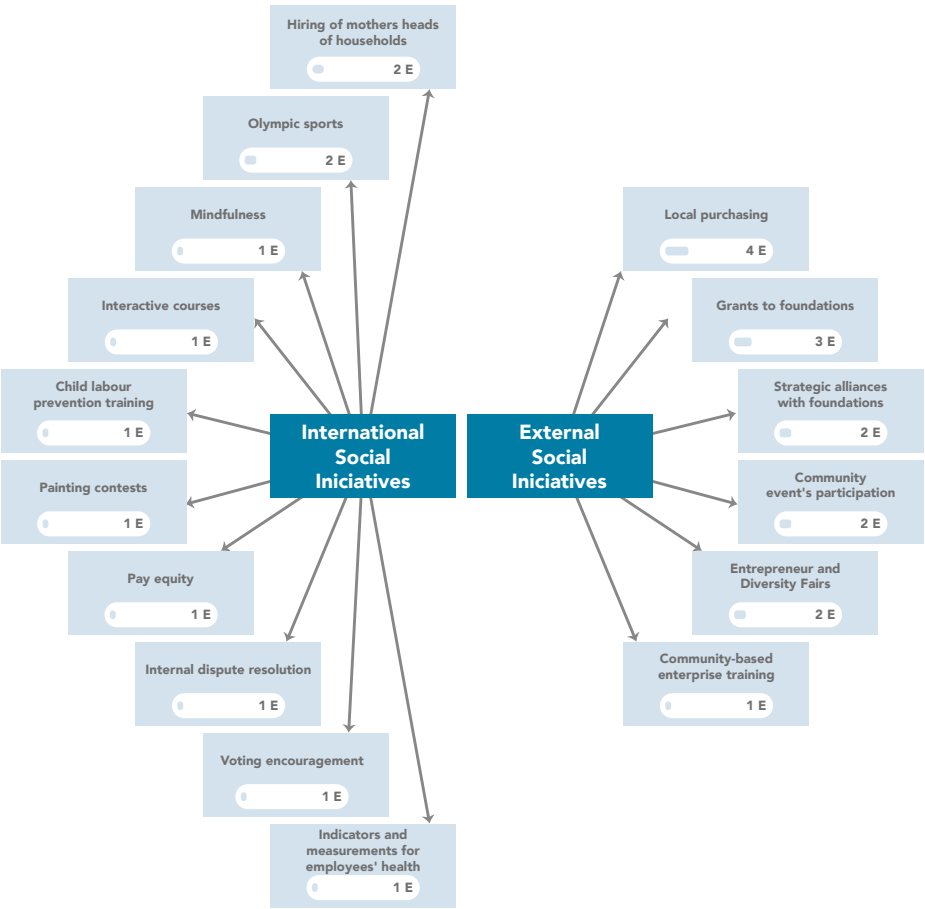
The conceptualization of Corporate Social Responsibility (CSR) serves as a catalyst for hotels to proactively or inadvertently devise initiatives within this domain. Consequently, the interviewed hotels perceive themselves as socially responsible. These factors are classified into three primary categories: social, environmental, and cultural.

The discourse places significant emphasis on social initiatives, positioning them as an integral component of the operations of these hotels. These initiatives are diverse and have been categorized into two groups: internal social initiatives, which aim to enhance the well-being of employees and other internal *stakeholders*; and external social initiatives, which are designed to benefit the community and the environment beyond the company's immediate sphere of influence. As illustrated in Figure 2, internal social initiatives are associated with preventive training and courses in specific skills, or beneficial hiring policies. However, the correlation is rather weak. This is because only one of the interviewees in the research has this type of action, specifically the AI hotel, perhaps due to its greater operational capacity. The data substantiate the assertions advanced by Charlo, Moya & Muñoz (2013), as well as Artiach, Lee, Nelson & Walker (2010), regarding the proportionality between business size and capacity for implementing CSR initiatives. These findings suggest a probable replication of this relationship in the hotels of Bogotá's downtown district.

Regarding external social initiatives (see Figure 2), the activity with the greatest impact has been the procurement of local supplies. The hotels interviewed prioritize the provision of food and inventory to businesses in the sector, with the aim of stimulating the local economy. The second most notable measure is support for foundations through donations and alliances, a common practice observed in all the hotels interviewed. Furthermore, Mills and Pink Hotels, in conjunction

with other hotels in the area, have established a substantial affiliation with the Egypt with Future Foundation, which is situated in the Egypt neighborhood.

Figure 2. *Category network about social CSR initiatives*



Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

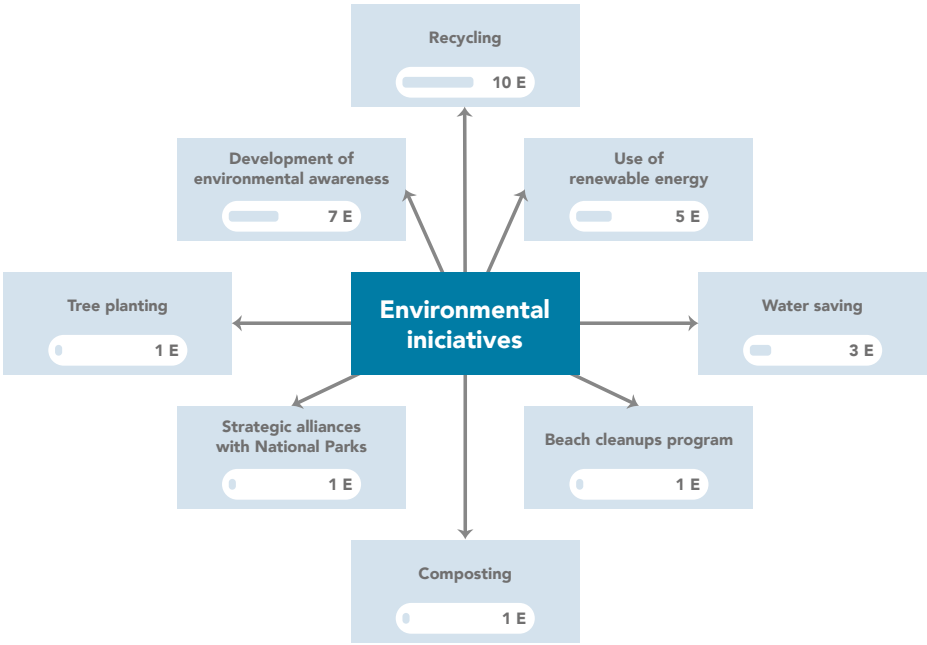
The “Egipto” neighborhood has historically been affected by crime and violence. Consequently, the tourism sector in the area decided to intervene when they noticed that their foreign clients were the primary victims of the high crime rate. This negatively impacted the image and credibility of their businesses. In response to the challenges posed by urban crime, the Mills Hotel management team initiated a program focused on peacebuilding. This initiative, spearheaded

by the hotel's manager, aims to address the issue of urban crime by fostering a sense of community and promoting peaceful coexistence. In this instance, several organizations in the area convened with members of the community involved in criminal activities, reaching an agreement to launch the "Breaking Borders" tour. This tour facilitates the showcasing of local artistic talent while simultaneously introducing historical richness to tourists. The responsibility for the promotion of the tour falls upon the hotels. The initiative produced an immediate effect, reducing the level of insecurity in the area and opening new opportunities for the residents, thereby keeping them away from crime.

The results of the study indicate that there are numerous responses regarding environmental initiatives, which are well-rooted in each of the hotels interviewed (Figure 3). These findings confirm the great environmental impact that these types of organizations have. A consensus among the interviewed hotels regarding the significance of fostering environmental consciousness among the actors constituting the social fabric, encompassing both employees and customers, was reached. This objective is pursued through the implementation of advertising campaigns and the promotion of tangible practices, including recycling, conserving water, utilizing renewable energy sources, planting trees, and creating compost. It is important to acknowledge that the category with the most significant weight is recycling. This may be attributable to economic factors that influence the efficiency of these organizations.

A prevalent and noteworthy initiative in this domain is the establishment of collaborative relationships with recycling enterprises, encompassing both prominent industry leaders and autonomous entities. Moreover, a beach cleanup initiative is implemented. While superficially incongruent, upon further scrutiny, it is revealed that One Hotels, the preeminent hotel chain, maintains a presence in both Bogotá and Barranquilla. In these locations, they have instituted an awareness program designed to incentivize both employees and clients to engage in voluntary efforts to clean the environs surrounding the hotel.

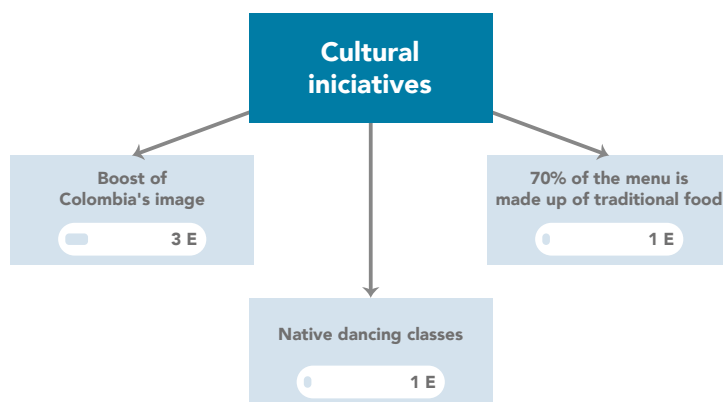
Figure 3. Category network of environmental CSR initiatives



Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

The cultural initiatives in the hotels under investigation demonstrated a paucity of support and a dearth of responses (Figure 4). It is noteworthy that the Pink Hostel was the only establishment that reported specific activities aimed at preserving and promoting the country’s image among foreign tourists. These activities included classes in native dances and menus consisting primarily of traditional regional cuisine. The findings suggest that these organizations may possess limited expertise on the subject or may give it a lower priority compared to other initiatives.

Figure 4. *Category network about CSR cultural initiatives*



Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

Consequently, these organizations may undertake initiatives in this domain of CSR, albeit unconsciously. A particularly salient example is the conservation of cultural heritage. The La Candelaria neighborhood, with its colonial architecture and narrow, steep, cobblestone streets, offers a glimpse into the past of Bogotá. Businesses in this area are cognizant of the tourist appeal of the sector and, as a result, allocate resources to enhancing and modernizing their services without altering the fundamental structure of the establishments. This approach enables the preservation of the region's aesthetic integrity and cultural identity. However, none of the interviewees cited these actions as part of their CSR initiatives, suggesting a divergent perception of these actions among the interviewees.

The ambiguity in cultural initiatives can be attributed to the hotel's perception of the CSR concept. The interviewees primarily associate corporate social responsibility (CSR) with its impact on society, emphasizing environmental and social initiatives. This perspective is clearly illustrated in the categorical networks of the CSR concept (see Figure 1), where cultural initiatives are noticeably absent.

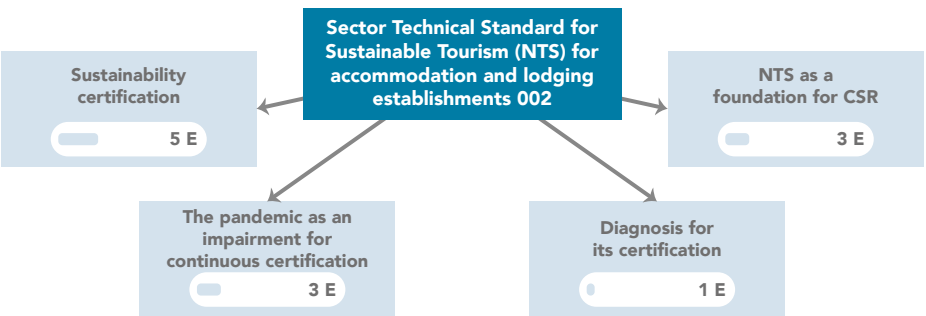
In light of the considerations, it can be posited that environmental and social initiatives are regarded as integral components of CSR, as they yield quantifiable and demonstrable out-comes, a distinction that sets them apart from other classifications. The implementation of environmental initiatives, including the reduction of carbon emissions, the management of waste, and the conservation

of resources, has been demonstrated to offer direct and quantifiable benefits. These benefits can be effectively communicated to the various actors comprising the social fabric. Conversely, social initiatives, such as the creation of local employment and the provision of support to underprivileged communities, have a discernible and proximate impact, thereby reinforcing the perception of social responsibility on the part of hotels.

Conversely, cultural initiatives are frequently regarded as less pressing due to the complexity in quantifying their tangible impact. The cultural benefits of such measures are more qualitative and long-term, encompassing the preservation of heritage, the promotion of local identity, and the encouragement of cultural tourism. The absence of clear and direct indicators to assess their success can result in hotels neglecting to consider them as an integral part of their CSR strategy.

Conversely, the Technical Sectoral Standard for Sustainable Tourism (NTS-TS 002) was identified as the regulatory framework for CSR in the hotel sector (see Figure 5). This initiative furnishes them with a framework for the advancement of their contributions to CSR in environmental terms, encompassing a diagnostic assessment that incentivizes hotels to adhere to the requisite requirements to attain it. However, the standard in question pertains to sustainability, rather than specifically to social responsibility, a fact that presents a significant limitation in terms of its application.

Figure 5. *Category network about NTS-TS 002 – Environmental seal*



Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

However, the ongoing pandemic was identified as the primary impediment to the certification process, as it created challenges in meeting the stipulated standards

and exerted substantial economic pressures. The health crisis imposed operational restrictions and reduced revenues, which made it difficult to maintain socially responsible practices and advance the certification process.

In addition to the Sector Technical Standard for Sustainable Tourism (NTS-TS 002), other significant certifications were referenced (Figure 6), particularly by One Hotels, which have obtained multiple certifications. One such certification, which is focused on the safe-guarding of children within the context of hotels, aims to protect children from inappropriate activities and ensure their safety. It is reasonable to infer that the interviewees referred to this regulation, given that hotels have been known to be utilized for illicit activities such as human trafficking or sexual abuse. This observation lends support to the notion that the Prevention of Commercial Sexual Exploitation of Girls, Boys and Adolescents (ESCNA) hold significant importance in the context of tourism.

Figure 6. *Category network about CSR certifications*



Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

It has been noted that another regulation on CSR was mentioned, namely that of Fenalco Solidario. This certification is pragmatic, particularly in terms of implementing social responsibility actions by Colombian organizations. It serves as the foundation for numerous initiatives within these entities. However, within the national context, it does not wield a predominant influence over tourism organizations, as evidenced by previous research by Tellez-Bedoya (2015; 2017a; 2017b; 2017c).

Conversely, One Hotels has initiated the Friendly Biz certification program, which aims to foster inclusivity within the LGBTIQ+ community. This certification confers upon hotels the designation of an inclusive space where individuals of diverse sexual and gender orientations can freely express themselves and their rights are protected.

In the context of environmental regulations, Green Key emerges as a notable initiative, predicated on the pursuit of renewable energy sources. It is noteworthy that Green Key is an international initiative, particularly recognized and implemented by large chains to showcase their CSR and appeal to international visitors. This initiative is indicative of One Hotels' commitment to inclusivity. Moreover, the fact that this regulation is granted by recognized organizations, which validate and make the practice of these actions more tangible for customers, offers a certain guarantee of its social commitment.

In another scenario, CSR actions focused on peacebuilding (see Figure 7) are presented ambiguously in the interviewees' speeches. They emphasize the role of promoting peace both internally and externally within the communities. Despite the modest level of engagement observed in this domain, One Hotels has articulated that their initiatives in promoting employment opportunities within the community and fostering mutual respect have been found to be instrumental in fostering peace and contributing to the betterment of society. This perspective possesses a degree of veracity when evaluated from the stand-point of positive peace. Nevertheless, it disregards the potential for this category of organization to assume a more proactive function.

Figure 7. *Network of categories about CSR activities focused on peace.*

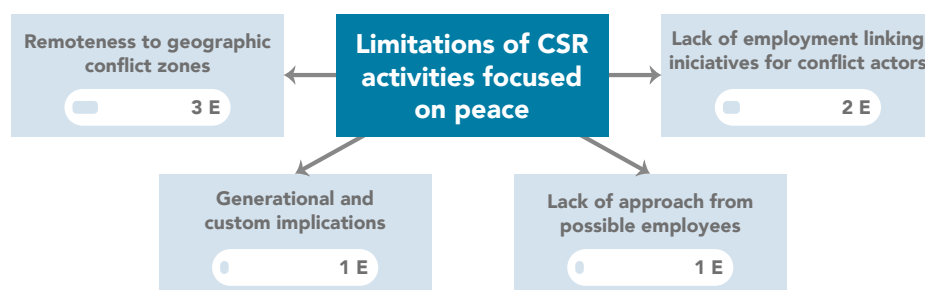


Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

Similarly, one of the interviewees identifies educational initiatives as a pivotal instrument in fostering peace within the community. These initiatives facilitate the dissemination of knowledge to individuals impacted by the armed conflict, thereby fostering coexistence and social harmony, and preventing the recurrence of violence.

According to the interviewees, the primary constraints on implementing CSR initiatives centered on peacebuilding (Figure 8) are the geographical distance from armed conflict in comparison to other regions of the country where direct exposure to the conflict is more pronounced. This distance could result in a lack of peace-related initiatives, since hotels do not consider it vital for their operation to include the contribution to peace as a key part of their CSR actions.

Figure 8. *Category network about limitations for CSR actions*



Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

This category also includes the absence of initiatives for employment linking for ex-combatants and victims of the armed conflict. This absence can be attributed, in large part, to the limited interaction between these actors, which is partly influenced by a lack of awareness and the absence of a proactive role by the state in facilitating communication between ex-combatants and businessmen. In summary, the remoteness of the conflict, the absence of interaction with the relevant actors, and cultural impediments represent the primary constraints confronting hotels in their efforts to implement CSR initiatives centered on peacebuilding.

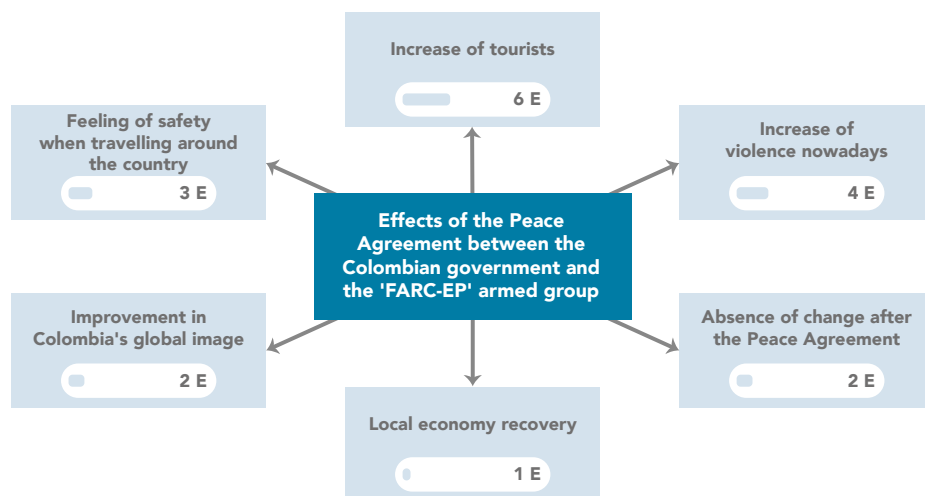
Regarding the potential contributions of CSR to the promotion of peace, the interviewees observed that the establishment of employment opportunities for individuals previously engaged in armed conflict within the nation could play a pivotal role. The participating hotels articulated their agreement to support

this initiative, citing the dual benefits of job creation, both in terms of financial sustenance and social significance. The process of job creation facilitates the reintegration of former combatants and conflict-affected individuals into society, enabling them to contribute productively to the community. This reintegration is regarded as a pivotal step in establishing sustainable peace. In addition, the participating hotels emphasized that, by offering employment opportunities, they are not only benefiting individuals, but also their families and the community at large, thereby contributing to the creation of a more stable and peaceful environment.

In the context of peace, various responses have emerged regarding the impact or effects of the Peace Agreement between the Colombian government and the 'FARC-EP' armed group in the tourism sector (Figure 9). Many interviewees noted that the Agreement contributed to the increase in tourism, particularly regarding the influx of foreign tourists to the country and its capital. According to the managers, this has enhanced the international perception of Colombia as a safe destination for travelers. This change is evident since the signing of the agreement and had previously been observed in Tellez-Bedoya's research (2022a; 2022b).

Nevertheless, certain testimonies present a divergent perspective. The manager of Mills Hotel reported that, although a positive impact was initially observed, security has recently deteriorated. The phenomenon was attributed to government policies that could have strengthened dissident groups, thereby generating insecurity for foreign tourists. This scenario underscores the significant impact of media on the international perception of Colombia, demonstrating its capacity to influence public opinion through notable events. However, it is evident that the absence of implementation of the provisions of the "Final Agreement for the Termination of the Conflict and the Construction of a Stable and Lasting Peace" has contributed to the resurgence of violence in numerous regions of the country.

Figure 9. Category network on the effects of the Peace Agreement between the Colombian government and the 'FARC-EP' armed group on CSR



Source. Own elaboration. This information is taken from the interviews conducted and analyzed by AtlasTi.

Conclusions

The objective of this study was to comprehend the CSR concepts and practices of hotel managers in downtown Bogotá, as well as to identify the actions they implement in the context of peacebuilding. Notably, the contributions to the social and environmental initiatives in the downtown Bogotá area are commendable. However, there is a need to enhance the integration of cultural actions with their respective contexts to ensure their optimal impact.

In the context of peacebuilding, the findings reveal a paucity of explicitly articulated peace-oriented CSR strategies within the surveyed hotels. Nevertheless, their efforts to address local security challenges were recognized as meaningful contributions to social stability and cohesion. This phenomenon can be interpreted as a latent form of engagement with peacebuilding, particularly in urban areas affected by insecurity. This interpretation aligns with the broader understanding of “everyday peacebuilding” as discussed in tourism scholarship (Mika & Scheyvens, 2021; Causevic & Lynch, 2011).

Significantly, the study contributes to the expansion of the understanding of the tourism–peace nexus by analyzing how CSR is interpreted and operationalized by hospitality enterprises in a post-conflict urban context. A consensus emerged among all respondents regarding the impact of organizational size on the sustainability of CSR initiatives over time. This finding aligns with the extant literature, which posits that larger firms tend to possess greater financial and logistical capacities to institutionalize CSR (Tellez-Bedoya, 2023; Levy & Hawkins, 2009). However, the research also underscores that smaller businesses can engage in impactful actions, especially when rooted in local realities.

Two case studies provided noteworthy examples. One Hotels, for instance, actively employs individuals from vulnerable social sectors, thereby fostering social reintegration and reducing barriers to employment. This approach is aligned with CSR strategies that prioritize inclusive labor practices. A similar approach has been adopted by the Mills Hotel, which has established community partnerships with the objective of fostering reconciliation in a neighborhood that has historically experienced elevated levels of urban violence. Despite its operational capacity being the smallest in the sample, its initiatives exemplify the potential for micro-enterprises to become agents of social transformation.

Furthermore, they acknowledge the necessity of recognizing that certain activities necessitate an investment that does not necessarily result in an immediate and tangible return. However, this does not negate the capacity of smaller businesses to undertake significant initiatives, as evidenced by the Mills Hotel. Being the smallest in terms of operational capacity in the study, the Mills Hotel achieved a notable impact by seeking reconciliation in a crime-ridden neighborhood, thereby transforming the lives of an entire community. This initiative can be regarded as a peacebuilding effort in the context of the ongoing struggle against local urban crime.

These practices are analogous to the peace-oriented CSR initiatives identified by Tellez-Bedoya (2023), including the employment of actors from the local social fabric and the promotion of partnerships among conflict-affected *stakeholders*. Although these actions may not be explicitly identified as “peacebuilding,” they play a crucial role in mitigating localized violence and fostering trust within. These communities’ objectives are of paramount importance to the peace agenda in post-conflict societies (Seyfi, Hall & Bhat, 2022).

Furthermore, interviewees acknowledged that many CSR initiatives, especially those with social or cultural dimensions, often require investments with no immediate economic return. Nevertheless, managers are increasingly recognizing the long-term impact of these practices on community well-being and brand legitimacy. This phenomenon signifies a progressive comprehension of CSR, transcending its conventional perception as a mere strategic business instrument. Instead, it is now regarded as a conduit for fostering territorial peace and sustainable urban development.

In summary, the findings indicate that even in the absence of formalized CSR frameworks explicitly oriented towards peace, hospitality enterprises—particularly those that are locally embedded—can play a substantive role in peacebuilding. The capacity of these entities to engage in such practices is influenced by a variety of factors, including organizational size, values, stakeholder relationships, and the socio-political dynamics of the territories in which they operate.

All hotels participating in this research employ instrumental CSR theories in their actual practices. The following specific recommendations are provided:

- One Hotels: Given its considerable operational capacity, it could increase its participation in cultural initiatives, in addition to its other CSR actions, promoting the social initiatives it already carries out internally. It is recommended that the organization proactively engages with the local community in which it operates, contribute to the reconciliation between opposing groups, and raise awareness among employees and guests regarding the Peace Agreement and the employability of the groups. The role of a leader in this sector can influence other nearby organizations, potentially leading them to make significant contributions to peacebuilding initiatives.
- The Pink Hostel has already implemented a series of CSR initiatives in the cultural, social, and environmental domains. However, there is potential for the hotel to consider additional actions that prioritize the well-being of its employees, with the objective of fostering a serene and agreeable work environment. A similar approach can be adopted for the contribution to peacebuilding, which can be facilitated through internal awareness and in the context where it operates, beginning with the headquarters in Bogotá. Conversely, the initiative could encompass the curation of image exhibitions or the facilitation of itinerant lectures on the subject across the territories.
- The Mills Hotel is a subject of interest in this study. This hotel has the potential to engender substantial societal transformations in the future; however,

it is imperative that the hotel acquire a more profound understanding of the subject matter to contribute meaningfully. In this scenario, it is posited that the entity works in question should collaborate with analogous tourist organizations in Bogotá's down-town district. Through this cooperative endeavor with the government, the initiative can be initiated to construct initiatives that contribute to the establishment of peace. It is imperative to acknowledge the symbiotic relationship between the commentary and the acknowledgement of the manager's obligation to spearhead this initiative.

In conclusion, it has been identified that, in downtown Bogota, the hotels interviewed do not perceive that it is easy to have a direct participation in the construction of peace due to the distance from the conflict. While this circumstance may curtail the capacity of hotels and other enterprises to exert direct influence over the regions most impacted by the conflict, it highlights a dearth of awareness concerning peace and the potential initiatives that the business community could undertake. Similarly, irrespective of their size, hotels in downtown Bogotá have the capacity to engage in collaborative relationships with organizations and projects that operate in conflict zones. These hotels can provide financial and logistical support and utilize their public platforms to raise awareness about the importance of peace. A potential avenue for exploration by the interviewees involves the establishment of alliances or the exchange of knowledge with analogous hotels in regions that have been severely impacted by the conflict.

A limitation of the study is that the conclusions cannot be generalized to other territories of Bogotá, considering that the sample was limited. Similarly, there is a paucity of literature on CSR actions in the context of peace building in the country. It is therefore anticipated that universities will make greater contributions in the future. These contributions will be made through qualitative or mixed research, which will allow for more detailed and comparative knowledge of the object of study.

The findings of this study suggest that its methodology may be replicated in other hospitality industry organizations, including travel agencies, restaurants, and airlines. Moreover, the present study can be replicated in other geographical contexts, thereby enabling a comparison of the results obtained and a verification of possible similarities, as has previously been done in studies in Apartadó and La Macarena. It is imperative that tourism associations develop a comprehensive understanding of this subject, as they play a pivotal role in the formulation of these initiatives, thereby contributing to the advancement of Colombian society.

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