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Marketing Green Services in Retail Facility: a case study in Finland

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Degree Programme in Business Management
Bachelor's Thesis
December, 2015

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Year	2015	Pages	61
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The purpose of the research is to explore applicable opportunities of green marketing in the service environment of retail facilities. The study examines elements forming service environment in retail facilities, investigates the management and marketing practices and finally offers development proposals based on customers' suggestive solutions.

The thesis has four separate sections. The first part presents past discussions on marketing of green building market in order to reveal research motivations and introduce the research topic. Next, the literature review summarizes theoretical backgrounds relating to retail service environment's dimensions and explains the importance of marketing green facility services, along with some technical concepts to be used in later analysis. The following section describes in details the research approach and design. Finally, interpretations of collected data are shown as empirical findings with a number of recommendations to improve green marketing practices for retail facilities. The development goal is to provide foundational understanding for the improvement of green marketing in sustainable facilities.

With qualitative methodology and analytic induction approach, the exploratory research is designed as a single, intensive case study of Sello shopping mall. The author used inductive reasoning to derive proposition from interviews with the experts and target customers. The research then focused on the findings and developed conclusions about the selected group's knowledge, interests and opinions regarding the green marketing program by the case mall.

The findings identify facility management's considerations in implementing green marketing into the existing service environment of the case mall. According to the study, identifications of service touchpoints are essential in managing visitors' knowledge. The introduction of innovative services would not only help customers to magnify their experiences but also enhance perceived service quality and have a positive impact on customer loyalty. In addition, two-way communication between customers and the mall operators should be implemented to proactively involve customers in the maintenance of the facility. Recommendations are presented based on these considerations, with application of service design approach to develop new service offers with active participation of customers.

Keywords: green marketing, facility management, retail management

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1 INTRODUCTION

The study is constructed to explore developmental opportunities for communication of marketing green building services in a certified facility. The introduction section reveals motivations to conduct this study. It also consists of an overview about the business situation of green retail facility industry in Finland. Following the background of the sustainable building industry is explanation of the research purpose and objectives. Last but not least, limitations and credibility of the study are discussed to identify the study's potential impacts and discuss how these can be overcome in future researches.

1.1 Discussion on marketing of green building market

Green building is a concept that involves the planning, design, construction, and operations of buildings that considers and reduces its impact on the environment and human health (Yudelson 2013). The sustainable building industry is anticipated to grow at an annual rate of 22,8% from 2015 to 2017 (Dain 2015). According to a recent survey by World Green Building Council, the strong growth of green buildings is seen throughout the world: more firms (51%) expected their work to be green by 2015 compared with only 13% engagement in green reported in 2009. New constructions of sustainable buildings and green retrofit projects of existing building are identified as sectors with the largest opportunities within the industry (World Green Building Trend 2013).

Finland has existing know how and a world-class science and research base supporting the development of innovative solutions for the green construction sector (Dain 2015). The energy efficiency regulation roadmap aims to have nearly zero energy construction with new public buildings by 2019 and with all new buildings in the subsequent two years nation-wide. Tekes, the Finnish Funding Agency for Innovation, has a program for solutions that highlight the sustainable living, energy and mobility services integrated to modern ICT technologies. The innovations form a strong foundation for the sustainable building industry and make Finland a potential market for green buildings.

The author's own experiences of facilities management and sustainability topic are the main reasons to search for developmental possibilities of marketing strategy by facilities managers. Having had the opportunities to study different green developments in Europe, the author has developed the enthusiasm to conduct further research about public interest of green marketing programs in modern facilities. This essential motive has encouraged the author to gain insights into the challenges that green buildings in Finland have to deal with. A challenge to this chosen research topic comes from fragmented markets and a lack of studies in the application of green marketing in facilities management.

Sello shopping mall is chosen as the case mall. Situated in the Leppävaara area of Espoo, Sello was recognized in spring 2010 as the first European shopping center to achieve the LEED Gold-level certification for existing building. Points were awarded for well-planned public transportation access: the shopping center is situated next to a train station and bus terminals that handle more than 30,000 passengers a day. Points were also awarded for green electricity, energy management, efficient water usage, recycling centers for tenants and customers, and efficient land usage (Sello Customer Survey 2012). Excellent as it is, the mall receives little attention for its sustainable achievements such as the European Energy Service Project 2010. Sello's Wikipedia entry provides information about the mall's directory, its support services and a shooting spree happened in 2009. Yudelson (2007) argues that engineers often tend to assume that good results market themselves and do not realize that if achievements are not efficiently brought into the public knowledge, they may be forgotten and become insignificant. This claim relates to the management of sustainable facilities. Sustainable buildings are built and developed continuously, but especially in Finland marketing sustainable buildings is still a matter of secondary importance. Communicating green attributes of the development lacks green ambition and not everyone is convinced of their differentiation potentials (Eerikainen & Sarasoja 2013). The inadequacy in marketing practices for sustainable development leads to a need to conduct a study to fill in the gap.

With findings from a reliable case, this research investigates the marketing practices in an ecofriendly building with influences from its customers. The intention is to analyze factors constituting the service environment within a shopping mall that may affect the implementations of green marketing practices. The thorough examination from the qualitative research method results in a number of recommendations that other developments in the industry could consider to identify weakness in the marketing plan and manage the communication process with customers.

1.2 Research purpose and objectives

The purpose of the research is to study applicable opportunities of green marketing in the service environment of retail facilities. This thesis aimed to find out the key points to improve service quality, which can be further developed to provide new service models for sustainable developments. The main research aim was to help green retail facilities to better make use of its sustainable features to improve customer experience. It was divided in five main parts:

- Assessing current management marketing practices and service environment
- Assessing knowledge level about the promotions of sustainability at Sello mall
- Evaluating the current service level in Sello mall through customers' perceptions about service convenience and service-scape dimensions.

- Elaborating the relations between green marketing and customers' behavioral intentions
- Developing proposals to improve communications about sustainability in retail facility with intakes from customers' suggestions

By analyzing target customers' interests towards communication efforts about sustainability by Sello facility managers and offer suggestions to improve the effectiveness of green marketing at the mall, the thesis will provide knowledge of the stakeholder' opinions and needs, as well as concrete ideas how communication and marketing could be developed to answer the main objective.

In this research, there is one case of Sello shopping mall that the author aims to work with. With this single-case study, the author aims to produce holistic knowledge based on the empirical materials gathered from a qualitative research method. In defining research problem, the author tries to obtain findings to serve the research objectives. Dependent on the described problem, the research will be designed accordingly and introduced in the following section.

1.3 Research limitations

The research focus mainly on the green building market in Finland, as the case mall and its target customers are based in Finland. Therefore, only the grounds related to the target customers and the mall in defined terms are examined. Certain examples, customer-based experiences and opinions are also taken into account, due to its applicability to the case mall and research's objectives. The analysis about service environment are only carried out on selected interviewees, their preferences and factual experiences. For that reason, the first limitation of this thesis research is the confined selection of samples, research participants and case mall.

As the main purpose of this research is to study applicable opportunities of green marketing in the service environment of retail facilities, only essential topics relating to the chosen theme are analyzed: elements comprising the service environment in retail facilities, the management of those elements and customer interview analyses. The recommendations especially focus on developing enable a better understanding of how the situation truly is and how it could be improved. A more detailed development strategy should include a market research of all customer groups, detailed implementation plan with full-scale evaluations of existing practices and proposed applications in retail facilities. However, the scale of this study does not allow to cover the mentioned scopes.

The third limitation refers to the inductive approach used for this study. The author designs the research methods and analysis process based on theoretical backgrounds, therefore there

is no hypothesis to be tested. As the interview questionnaire are flexible due to the chosen interview type, the questions are process-oriented to provide answers for the exploratory topic. The nature of this research type enables the researcher to establish hypotheses based on the conclusions, but does not provide quantitative data to test or measure the propositions.

The proposal to include theoretical knowledge into recommendations is not to completely resolve the current situation at the case mall, but to offer suggestions to develop general guidelines to improve the green marketing of sustainable buildings. Therefore, the study can give insights about the difficulties most green retail facilities in Finland are currently facing, but cannot provide a complete solution to the deficiency of marketing green facility services.

1.4 Research credibility

As mentioned above, the study topic encourages the author to come up with hypotheses based on the in-depth analysis of selected interviewees, therefore it is important to establish the credibility of the research throughout the process. Unless the methodology used is reliable and the conclusion is established with validity, interpretations from qualitative research are susceptible to doubts. It is important for the author to persuade the audience about the trustworthiness of conclusions (Silverman 2011, 353).

Reliability of the research process is established through transparent practices during the planning phase and obtaining data for analysis (Silverman 2011, 361). The research plan was prepared one month prior to commencement of the interviews and the questionnaire was tested twice and sent for review by Sello' director before finalizing. Similarly, the guideline for customer interviews was also tested by author and colleagues before the actual interviews so as to ensure that all interviewees understand the topic and its related matter. The research plan also included detailed research approach, strategy and analysis procedures so that all person involved were informed timely about the research progress. The author was the only interviewer throughout the whole study therefore integrity of the interview process was better maintained. During data collection phase, the author followed a strict set of criteria to recruit interviewees. During the process, there were 63 women approached but only 20 people were selected for interview due to the specific age frame, living location and shopping frequency at the case mall. The study satisfied the need for low-inference descriptors by recorded sessions with the use of author's smart phone. All interview sessions were then transcribed immediately at the end of each day, in order to preserve the originality and accuracy of information. The transcriptions were not in computerized format, however, a copy can be presented in request for establishment of reliability. The extracts of data and interpretations were summarized and presented in section IV, corresponding to individual objectives set at section 1.2.

Validity of the research refers to the extent of which the end conclusions accurately correspond to the chosen topic. Research validity for this topic is more difficult to establish due to limited impacts of the author on the selected setting and methodology. It is argued that generalizations from interview analysis may pose instabilities because sometimes, interviewees' answers did not represent their behavior in actual settings (Silverman 2011, 368). For that reason, the author expanded the literature review process to include recent studies about the field of sustainable facility management, green marketing and service environment in retail developments in order to establish the similarities in interpretations. This form of comparison authenticates findings of different qualitative researches through the combination of multiple empirical data to generate a comprehensive result (Silverman 2011, 369).

2 LITERATURE REVIEW

The accuracy of knowledge in the research bases on using both theoretical and empirical findings. The theoretical framework taken from credible literature sources regarding Facility Management, Marketing Strategy, Green Marketing, etc. The literature review is developed based on the research objectives.

2.1 Service environment in retail facilities

Shopping malls are struggling to face the challenges of digitalization as it breeds new business models and new customer behaviors. Online sales in fashion retails increased more than 10% within the span of recent five years with the support of a number of new technologies that drives the mobile commerce such as: social media, mobile payment and so on (Wrubel 2014). Sensitive customers, based on available of technologies, adopt new sets of behavior too. The Internet allows shopaholics to choose their favorite items 24/7, seamless connection with the outside world with reviews and feedback functions. Shoppers enjoy the flexibility to view the item at a physical store and make the payment online. Changes in consumer behavior yields both opportunities and threats to the shopping mall business (Hietala & Heinonen 2014).

2.1.1 Customer experience dimensions

Customer experience is unique, resulting from personal assessment by a customer about their contact with a fact or an event. Shopping experience is a combination of cognitive, emotional, behavioral and sensorial responses by customers at the mall. Shilpa. B and Rajnish (2013) has characterized retail customer experience into four dimensions: Joy, Mood, Leisure and Distinctive.

The pleasurable state that customers experience while shopping represents Joy dimension. Being joyful is an expected feeling from a shopping trip. Past studies supports that joy is an important integral element to a customer journey. The second dimension is Mood, which is constituted by three levels: good, happy and excited. Positive mood is the result of a pleasant shopping trip, reflecting a good service environment and directly benefiting retail performance. This dimension is difficult to influence, since its determinant is human emotions. Thirdly, Leisure dimension refers to multiple sensory elements that contribute to the overall enjoyable, positive service environment. An engaging retail experience demands the subtle arrangement of all five sensory stimuli to signal relaxation and delight by customers. It is well-known that with the appropriate stimuli, people are more inclined to spend. Last but not least, the Distinctive dimension measures the retail atmospherics through its uniqueness. It claims that stores must differentiate themselves through memorable offers, technology, process to attract and retain customers' imagination and experience. Understanding the multiple

dimensions of customer experience helps in the construction of shopping environment and validating factors created to achieve customer satisfaction and deliver experiential benefits in retail settings (Shilpa. B and Rajnish, 2013).

2.1.2 Customer satisfaction

The added services integrated within the malls nowadays has significantly diversified malls' customers. Besides the main activity is shopping, people can go to mall for other services such as post office, cinema and so on. The differences are apparent when consumers' intentions at the mall are divided into two main categories: shopping and non-shopping purposes. For the ease of this research, types of customers in shopping malls are named as shoppers and non-shoppers respectively. Achieving customer satisfaction in the mall business therefore needs to address the values and characteristics of each customer groups.



Figure 1 Shopping mall with integrated services creating an urban city center (Sello presentation 2015)

Shoppers are people who go to the mall with the main intention is to procure a product or service. These people have a utilitarian reason and a clear shopping driver before making a trip to the mall. Shopping mall is considered as a one-stop destination, allowing shoppers to achieve multiple goals being in the same place. Shoppers are goal-oriented, polychromic consumers who are more inclined in monochromic use of time, satisfaction to them is task com-

pletion in the least amount of time. Non-shoppers, on the other hand, seek a distinctive experience when visiting the mall. Past studies found that these people shop for intrinsic reasons and find it fun while doing the task rather than actually completing it (Hirschman & Holbrook 1982). Non-shoppers look for hedonic values from their encounters in the shopping mall and generally assign more economic value to their time (Lloyd et al 2014). Satisfaction means more time to enjoy the playful environment at the mall therefore mall managers should put in elements that focus on delivering a leisure, joyful experience for non-shoppers (Shilpa & Rajnish 2013).

2.1.3 Service convenience and service-scape

Service convenience refers to the customer's impression about time and effort spent to acquire a product or service. In retail, service convenience has a direct relationship with service quality and customer satisfaction. It is there known to carry utilitarian value in facilitating customer flow within mall setting. Along with this value, service marketing literature attributes customer satisfaction of shopping mall to another important element: social service-scape, which comprises of both physical and social service environment. The social factor plays a crucial role in shaping customer's perception about service level at the mall, highlighting the interaction quality in creating a desirable service environment (Ng et al. 2012, 266).

The ambience at shopping mall is contributed largely by service convenience and social service-scape created with available facility services. Shoppers appreciate the efficiency of a mall that is connected to train services and quick check-out when they make a payment. On the other hand, for non-shoppers who come to shopping mall with a different purpose, such as watching a movie with their friends, the presence of other customers or the queue at toilet matters more to them compared with the earlier group. Non-shoppers takes the whole process of service consumption into consideration, in contrast with shoppers who focus more on the actual service process (Ng et al. 2012, 266). The figure below shows the influences of two dimensions of service environment have on the level of service quality in various consumption situations:

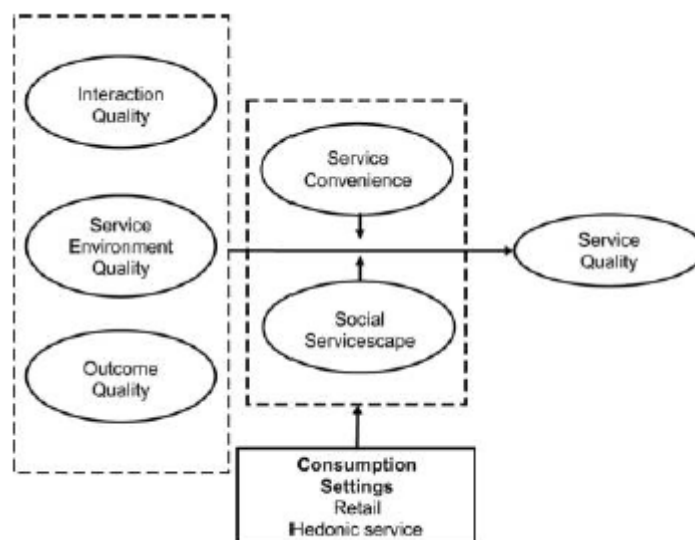


Figure 2 An influence framework of service environment on service quality (Ng et al. 2012, 266)

Ng et al. (2012) found that service convenience and service-scape, depending on service context, have moderating effects on service quality perceived by mall customers. The most influential effect is found between service convenience and the outcome dimension. For shoppers, the easy access, transparent information provided at the mall have a positive influence on their perceptions of service environment as they save time by quicker service process. Service-scape, similarly, play a key role in creating an enjoyable shopping environment by managing an adequate crowd. For non-shoppers, service convenience enhances the overall experience by constructing synergy during service consumption. Non-shoppers gained more satisfaction as they spent minimal efforts while enjoying the experience. A cheerful physical environment with a friendly, well-dressed crowd has a significant effect on customer behavioral intentions in hedonic service consumption (Ng et al. 2012, 266).

2.1.4 Significance of technology

During a period of seven years from 2006 to 2013, the amount of Finnish people who have learned to do shopping online had a sharp increase of 30%. The online shopping statistics shows that, in Finland, sales growth of e-commerce is faster than in the whole retail trade (TNS Gallup Digital 2012). From the traditional retail setting as having one shop as a single channel, people nowadays can buy their goods from homogenous channels with delivery options. Physical shops has now become an integral part of multi-channel chain (Hietala & Hei nonen 2014).

Studying the development of e-commerce proves that modern technology is not the only factor contributing to the rapid growth of online shopping and declination in retail facilities. Lee & Lin. H (2005) found that the satisfaction perceived by customers in online shopping is least

affected by dimensions of website design, but instead by responsiveness, reliability and trustworthiness of the web-based services. This finding can be understood as regardless of shopping mode, customers pay more attention to service values rather than the technical advances. Marketing strategies, therefore, need to allocate the resources to the important attributes identified in order to improve the overall service quality (Lee et al. 2005).

2.1.5 Service quality

Service quality serves to be the key activator in forming loyalty to the store and time-saving is the keyword to increase the business store (Martinelli. E and Balboni. B, 2010). For non-shoppers, it is important to enhance the experiential aspects of the mall. Conversely, boosting the visual display and easy navigation around the mall are preferred by shoppers (Lloyd et al. 2014). The traditional setting has been bolstered with sensory services, emphasizing on customer experience and multi-channel shopping. By understanding the demands and daily routine of different customers, shopping malls can offer commercial and non-commercial activities to compete on the time and money of target groups based on their preferences. The five-E factors: efficiency, inexpensiveness through everyday savings; experiences, entertainment and encounters through pleasant ambience, are critical in considering any new services in shopping mall business (Hietala et al. 2014).

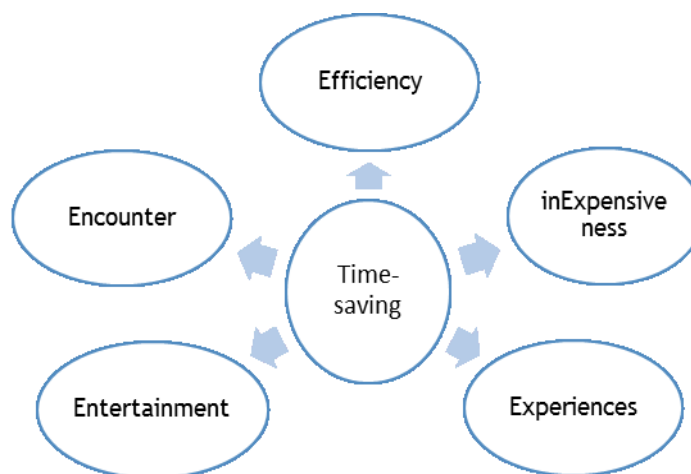


Figure 3 The five-E factors (Hietala et al. 2014)

Achieving customer satisfaction and loyalty to create competitive advantages through raising service quality is a mission of mall operators. In his five-year longitudinal survey, Eddie. Hui et al (2013) discusses critical factors in building customer satisfaction in the shopping mall sector and concludes that management and maintenance of communal facilities has the highest influence concerning facility service dimensions. Interestingly, the result also shows that efficacious promotion of events within the mall is important in maintaining good relationship with customers. It is then discovered that innovation even motivate people who rarely go shopping to visit the mall more often (Pantano. E and Laria. G, 2012). By creating an exciting,

joyful environment, innovative services enhance retailers' trustability, which is useful in customer rapport building process and induces higher purchase intentions (Schlosser & Shavitt 2009). The findings yield insights for a customer-focused strategy of facility services delivery process in retail settings. On the other hand, Ng. et al (2012) argues that customer's perceived service quality is largely affected by both service convenience and social service-scape in retail settings. Mall operators therefore should not only concentrate their resources on keeping the facility clean, but also find ways to enhance service environment through promotions, activities to improve service quality in different consumption settings.

2.1.6 Service innovation

Service has escalated notably in variety and demands worldwide. Together with the growing innovation speed and competition, it evolves into a need to acquire global knowledge through innovative services (Helppolainen 2013, 17). Nowadays, service innovation shifts focus away from the solution back to customer. Being customer-oriented makes substantial improvements to existing organizations by developing service offerings with shared solution with their customers. This results in value co-creation processes that not only bring competitive advantages for the organization, but also strengthen customer relationship by helping them with relevant solutions. Service innovation is therefore considered as elevated service offerings, which search for an outcome that exceeds customers' present expectations (Argawal. R and Selen. W, 2011).

Den Hertog (2000) explains service innovation concept based on four dimensions: service delivery system, client interface, service concept and technical options. Relationship between dimensions are shown in figure 2-4 below.

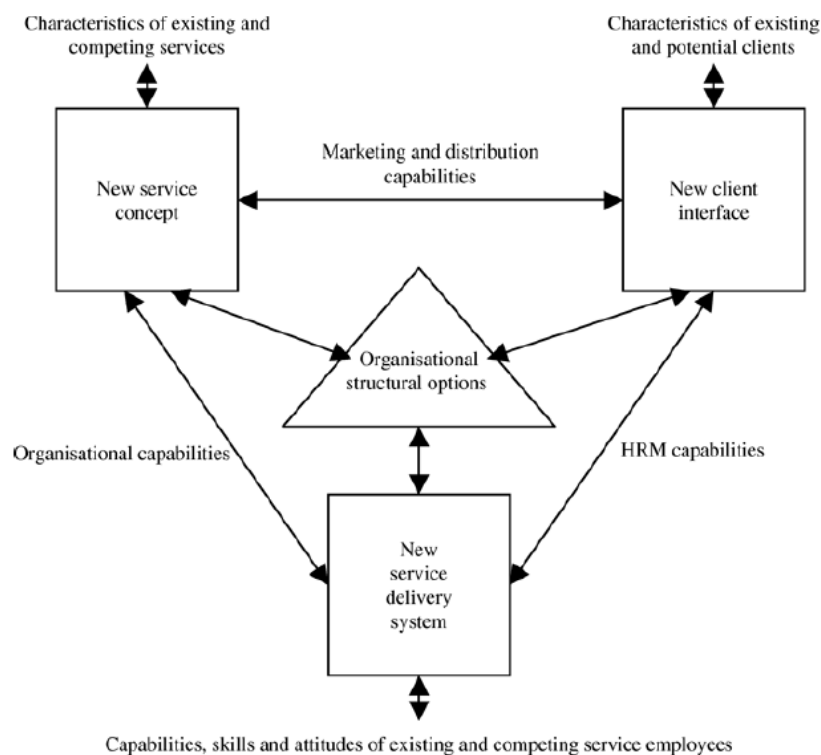


Figure 4 Service innovation concept (Den Hertog 2000)

Client interface is a valuable resource for innovation as the moment when service consumption takes place yields important information about characteristics of existing and potential clients. Companies should manage interface moments systematically and create different customer service models for consumer groups.

The service delivery system associates itself with service employees. The employees are representative of the business with its clients during service process and therefore they play a key role in developing business innovation as well. In the Internet era, open innovation model allows collaboration between different stakeholders of the companies and help bringing in-house activities to the market within a short amount of time. Therefore, frontline employees are the linkage to implement innovation between service provider and customers (Argawal et al. 2011, 1167).

Characterized by existing and competing services, new service concept is the core idea of service innovation. It conceptualizes business' operations, service offer and processes. New technology is essentially important to service concept due to the efficiency it provides. For that reason, technological options is an integral element in service innovation process. Researchers have found proof for the steady consumer interest in innovation for retailing. In a research of implementing an innovative service environment as an immersive store, researchers found that both shoppers and non-shoppers appreciate to have advanced technologies in

the service area. The experiment results suggest that innovative services are a motivating factor for the choice of store and have a positive impact on how consumers assess the overall service. During the experiment, the lounge area received the highest attention from consumers, which implied the tendency to look for “a good place for both purchasing and having fun” (Pantano. E and Laria. G, 2012).

2.1.7 Service design and process

Service Design (SD) is an emerging field, existing as a result of a booming service economy with their share equivalent to two-thirds of the global GDP, and a saturated market of technology disruptions. As true to its name, SD use can be extended in any areas where creating a pleasant, memorable human experience is the main goal. Services, just like experiences, are intangible, not separable from consumption, cannot be stored and owned. In many companies, design is a traditional function in product development department and the structured development of services has only received minor status. SD changed the focus of major business by implementing user-centered design ideas and take customer knowledge to create business competitive advantages. Design has therefore become essential to other business areas and key factor in business development mainstream. Encompassing spaces, products and experience components, SD helps companies to fulfill demands of today’s business requirements (Moritz.S, 2005).

One important component of SD process is the service touchpoints. Touchpoints are basically the contact points of customer on a momentary service route. At touchpoints, customers experience service moments while they are in contact with the offering, which can be in different forms. There are four categories of service touchpoints: facilities, objects, processes and people. Users often have to go through numerous touchpoints to get an experience (Helppolainen 2013, 21).

In retail setting such as a shopping mall, SD process forms a customer journey, which includes the most popular service touchpoints. Customer journey is built from extensive researches and a series of partial observations, helping mall managers to understand customers’ value and wants from their trip to shopping mall. Vice versa, a customer’ service path does not only provide precious information for SD process, but it also can be manipulated by designed service route. When customers follow the shopping route as planned by designers, it is a proof of success for the SD process (Helppolainen 2013, 20).

Naturally, SD has a strong relationship with service innovations. The implementation of innovations in development, planning and service offers via design methods enables service providers to meet the users’ needs and their business objectives at the same time. Helppolainen

(2013) points out that innovations in SD process induce the findings of customers' hidden needs and desires.

SD promotes creativity in problem-solving process but it requires prescribed principals to reach a result. In his book, Moritz (2005) discusses various SD models and eventually groups SD tasks into six categories, which are: Understanding, Thinking, Generating, Filtering, Explaining and Realizing. Within each category is a clear set of task and tools for SD process and each task is specifically designed to reach a goal. Each goal (e.g. creating solutions) represents a different way of thinking so as to apply in different categories. The SD categories serves as a foundation for SD process and with it, it is easier to establish the types of thinking needed for successful application of SD (Moritz 2005, 123).

Being service-oriented, therefore, is a strategic decision for any organization as it requires changes in multi-level of the corporate culture, which generally take a long time to accomplish. The bigger the organization, the more work needed to be done. Nevertheless, the changes are worthwhile because they facilitate exclusive competitive advantages and help the organization to build loyalty by emphasizing on customers' demands and values. The most difficult task of the development process is to systematically document for assessment afterwards. This is a challenging task due to the fast pace and radical changes in market or customer behaviour. In summary, SD process can dramatically improve the service quality and productivity of retail facilities. By placing customers in the center of service delivery processes, the SD formation is a potent beginning point for development of new services.

2.2 Sustainable facility management in retail facilities

International Facility Management Association (IFMA) defined Facility Management as a "profession that encompasses multiple disciplines to ensure functionality of the built environment" (IFMA n.d). The traditional method measures service performance of facility services with cost as the only indicator, making facility management a low-priced commodity service but ignoring the unique needs of customers. However, facility management in retail settings has developed rapidly along with the number of services offered in shopping malls. This development of shopping mall sector requires high levels of service quality in both direct service provided in each individual shop and indirect service delivered through facility services. The success of shopping malls therefore depends on the quality of facility management practices to achieve customer satisfaction (Eddie et al. 2013, 195).

The growth of green infrastructure developments has extended the scope of facility managers as "caretakers of the sustainable performance of a building" (Collins & Junghans 2015) and "proponent of sustainable and green practices" (Hodges 2005). The term Sustainable Facility Management (SFM) was therefore created to describe the evolvement of the integrated man-

agement of a sustainable development, taking into account of impacts by climate changes (Elmualim, Czwakiel, Valle, Ludlow, & Shah 2009). The SFM model was developed by Dr. Junghans (2011) to explain facility management's role in sustainable development of the built ecological environment. The visual representation presents the preliminary structure and method of facility management. In his research, Junghans (2011) asserts that management of sustainable facilities must be established with two core elements: awareness of sustainability and integration of relative targets. The first one, awareness of sustainability refers to the impacts created by facility managers on organization's surroundings. The second key element focuses on "the integration of social, environmental and economic targets within the business strategy in facility management" (Junghans 2011).

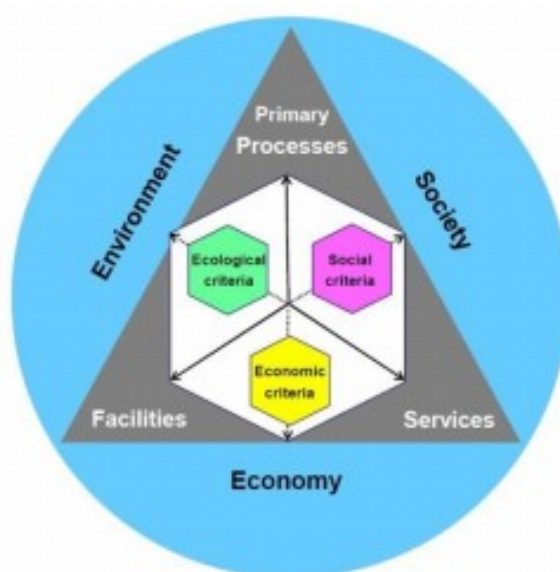


Figure 5 The SFM model (Junghans 2011)

Examples of green practices and motives in retail facilities have been widely discussed (Piell 2009, 88). Retail Industry Leaders Association's survey in 2013, which includes over 100,000 stores worldwide, shows that almost 75 per cent of respondents experienced brand enhancement as a result of green marketing practices. Besides cost reductions, customers' growing concerns for global climate change play a key role in retailers' decisions to implement sustainable practices into their business. Companies find green initiatives to be helpful in engaging with their workforce through various environmental programs that improved internal communication processes (Piell 2009, 88-90).

Kilcourse & Rowen (2013) points out that winning retailers, whose sales outperformed their competitors, made "green practices become a strategic advantage in all corners of the enterprise". Energy-efficient technologies were applied to reduce both IT-related energy and store-level consumption to meet retailers' green objectives. New technology investments can

create low-cost advantages, making it a valuable strategy for green building owners to compete on price (Yudelson 2007, 14).

2.3 Sustainable design success wheel

The Sustainable design success wheel is introduced in Yudelson's book titled "Marketing Green Building Services: Strategies for Success". According to the author, the pursuit of SFM requires the firm to implement essential changes in its five major business areas: leadership, communications, knowledge management, education training and operations (Yudelson 2008, 214). Commitment to sustainability are evaluated in terms of individual areas to shed some light on how its management commit to the sustainable development of the property.

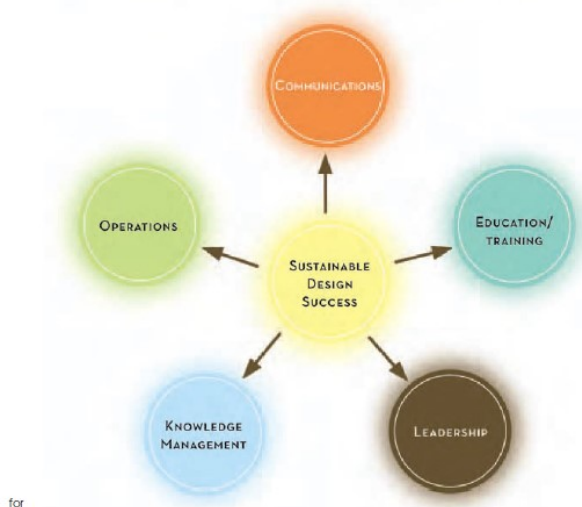


Figure 6 Sustainable design success wheel (Yudelson 2008)

Leadership refers to the commitment by top management of the business, known as the foremost important element in accomplishments of any results or changes. SFM requires the leaders to emphasize sustainability as a major direction for the firm and convince other stakeholders to do the same, in order to generate an ecosystem in which every members are interconnected toward a shared vision. In maintaining the quality and focus of facility management, Friday et al. (1995, 128) argues that the organization has to create a climate that values continuous improvement. This is particularly important as it calls for the firm's repeated efforts to face with its set objectives and challenges, pushing the business forward through quality progression.

Communications is the second area where firms need to pay attention to while bolstering the sustainability-focused process. The common issue in most business when it comes to internal communications is incoherent stories told by their own people. Therefore, developing a consistent message about the firm's green commitment and achievements is an essential exercise to communicate its efforts externally (Yudelson 2008, 216). On the other hand, improved internal communication also bring about positive impacts to the employees and their work process continually.

The third element is knowledge management. Information about the firm's green initiatives, results, analysis and so on, can be tremendous and therefore requires a dedicated personnel to handle the flow. Besides documentation, preparation tasks, this role demands the coordinator to have a technical background in order to "capture the institutional learning so that future projects can benefit from discoveries or errors on current projects" (Yudelson 2008, 216). In many cases, this function is assumed by facility managers as they are the central point to queries about infrastructure and indoor atmosphere. Therefore, facility management's duties are critical to sustainable design success of the organization.

In order to maintain the information flow within the organization, education and training about sustainability are essential. Except for people with a degree in sustainable development, nobody will have an official training about sustainability unless it is provided at the workplace or in their neighborhood. For that reason, every organization need to budget for education and training for staff to learn from mistakes and also, successful projects. Sometimes, firms send their talents overseas to internationalize the firm's experiences. Internal trainings on personal development, conducted by hired professionals, can be offered to improve customer services. Especially for facility service organization, these trainings are extremely valuable to empower the employees to perform their jobs and make them good customer representatives (Friday et al 1995, 138). For a sustainable development, it means making the staffs to attend a basic LEED workshop (Yudelson 2008, 217).

Greening a firm's operations can be both challenging and exciting. The challenges come from the technologies required for the processes. Often, these are new, innovative technologies in the market which are lack of evidence for successful implementations. Organizations are therefore taking a risk when enforcing new mechanics into existing procedures. However, when the technology has proved its values, successful firms take a chance to turn themselves into market leaders by contributing their new expertise to the community, or taking roles in the green commissions. Furthermore, experimenting sustainable operations in insignificant areas like recycling can bring opportunities for firms to green their own offices and improve employees' well-beings.

2.4 Marketing green facility services

Having considered the development of sustainable infrastructure and its key elements of management, it is now time to discuss the integration of marketing concept to facility business. This section discusses the concept that forms the research topic and its roles in the long-term development of green building industry. At the end of the section, the author gathers comments from experts about developmental opportunities and challenges of such practices. The section offers the audience first-hand perspectives about the marketing practice of green building industry.

2.4.1 Green marketing in sustainable buildings

Regardless of the motive for being ecofriendly, it is essential for building owners to have a competitive strategy to market their developments and stand out from the rest. Being responsible for the successful operation of the building, facility managers' main task is to translate tenants' environmental motivations into a consistent set of marketing approaches (Yudelson 2007, 14). However, facility managers do not have "a very good track record" when it comes to customer engagement (Friday & Cotts 1995, 90), hence it is important to set up a green marketing strategy and action plan to take facility services to customers.

In order to determine the most profitable segment, Yudelson (2008) laid out a number of characteristics possessed by ideal target customers: technology-savvy, influencers or opinion leaders who could be reached at low cost. Other than choosing the right customer, geographic location is another crucial variable to decide where green facilities should be marketed (Yudelson, 2008, 175). The Segmentation, Targeting and Positioning formula of the modern marketing concepts plays an important role in shaping customers' perspectives about the business. Records show that businesses, who gained reputation as green building experts, are able to maintain their stand even when competitors try to imitate them. Yudelson (2008, 178) advised to take advantage of the sustainable features that are capable of differentiating business in the decision-making process of target market.

In defining total quality facility management, Friday et al. (1995) explains in details critical considerations when setting an objective for marketing strategy in building operations: the most significant aspect is to focus on customers' overall objective. Understanding customers' demands determines areas on which the organization should concentrate its efforts on, therefore provides a framework to develop a facility marketing strategy (Friday et al. 1995, 96). The marketing strategy must enhance customers' knowledge and awareness of facility services; minimize the resistance to a service/ procedure; improve the image of the organization as a service provider and disclose qualifications about the available services at the facility. In addition to customers' objectives, the mentioned aspects supplement overall strategy and provide a defined direction for the organization's plan of action.

2.4.2 Necessity of green marketing

Many businesses choose to promote sustainability and have a Corporate Social Responsibility (CSR) program due to public pressure and critics. Cases of Nike, Shell Oil are examples of organizations whose response were "neither strategic nor operational but cosmetic" (Porter & Kramer 2006). As a result of the negligence, green initiatives are uncoordinated, creating an incoherent framework and superficial CSR reports that do not constructively influence corporate behaviors. By integrating social considerations into business strategic plan, it will create

opportunities for firms to not only leverage their internal resources and capabilities, but also benefit society (Porter et al. 2006). Strategic marketing of green practices is believed to alleviate green-washing effects and offer more authentic approaches businesses (Grant 2007, 02).

For the same reason, promoting sustainable design is an imperative exercise for the existence of green building industry. Yudelson (2008, 169) demonstrates the problem through a phenomenon called the acquisition gap of LEED certification: nearly 40,000 professionals have passed the LEED AP examinations, yet very few are actively making use of their achievements for any design projects. The phenomenon exists mainly due to limited knowledge and the fear of customers' rejection and only ceases when the usage reaches a critical mass point at which the further adoption is self-sustaining (Yudelson 2008, 171). The LEED acquisition gap explained the rationale of why communicating with stakeholders about sustainable features of green buildings is a quality assurance for the whole industry. If ecological attributes of a building are not communicated well to its occupants, it will result in the failed development of the sustainable building market as a whole, as no developer will be motivated to be innovative and more sustainable (Erikainen et al. 2013). It also becomes a matter of public education when end-consumers are not able to comprehend and appreciate sustainable features integrated in the built environment.

2.4.3 Future of green building marketing

The progression of sustainable development industry will have to be complimented with strong sales activities. Facility managers' definition of selling is "to do a good job and hope someone notices" (Yudelson, 2008. 154), which represents a hindrance to aggressive adoption of sustainable practices. In a survey in 2006 by Building Design + Construction magazine, majority of respondents stated the most important factor to promote the green building industry effectively is the amount of available information, which equates the necessity to improve the marketing materials of the industry. Equipped with more evidence, facility managers can improve their salesmanship skills and push the industry forward as a consequence.

Another suggestion is to reinforce marketing strategy as a brand identity of the firm through speaking, lecturing, networking events for successful projects. Organizing publicity activities is not the core competence of facility managers; nevertheless, the activities should be incorporated in the firm's strategic plan with inputs from facility managers in order to ensure a smooth operation. Internally, firms can provide training, workshops for employees about WELL and PEER systems, for example. Implementing marketing strategy into facility services furnishes communication processes helps to strengthen relations with target customers (Yudelson 2008, 156).

2.4.4 Challenges

The green building market is essentially different from other construction industries. Adoption of environment-friendly building technologies and certifications struggles due to technical problem in the field, regulatory mandates for change, financial incentives from government and so on. The two main factors contributing to the hampered popularity of marketing green facility services are different priority agenda and the services characteristics of facility management. For retailers or any other business, cost-reduction is the primary motivator and making profit is the desired return. Majority of retailers explains their disability to focus on environmental friendly practices due to priority or financial issues (Kilcourse et al. 2013, 10). However, past studies find that these reasons are largely claimed by companies whose sales growths are below the industry average as they associate green initiatives with operational objectives. Getting commitment from top management is one of the most challenging task for facility managers as each company and executive has their own agenda, and not all of them have a thorough understanding of facilities services' effects to the organization's bottom line (Friday et al. 1995, 121). As a matter of fact, retailers with winning sales integrate sustainable development into company's strategic agenda; they consider investments in green initiatives as long-term, strategic venture to create market advantages (Kilcourse et al. 2013, 12).

The characteristics of facility management industry also pose difficulties in marketing of the green services. Service firms, especially ones who are active in green building, often have a shortage of trained workers due to varieties of the tasks needed to be done within a limited budget. Firms therefore often need to balance between manpower and priorities as work hours are not recoverable. Facility managers are therefore assigned in specious titles as they have to handle many roles at the same time. On top of that, facility managers who are excellent at marketing are often requested by name for services by savvy clients, pressurizing firms to put on extensive training to succeed. Services are intangible products so firms need to put in extra efforts to create tangible results for their quality and abstract product offers. This involves getting certifications; communication processes emphasize on the pledge for sustainability; and active participation in sustainable development events and activities. Another problem is the aging, male-dominated employee demographic of the industry. In recent years, facility management firms have been trying to attract young talents to keep up with the increasing demands both in number and scope (Yudelso. 2008. 185). Changes in industrial demographic and priorities are necessary to popularize green marketing in sustainable developments.

2.5 Green Marketing Grid

In his book, Grant (2007) explained nine types of green marketing through the convention of Green Marketing Grid. It examines the nature of green marketing objectives: commercial, green or cultural outcomes and the level at which the plan operates at: personal, social or public. The grid is divided into three columns namely: Green Marketing, Greener Marketing and Greenest Marketing. The green/-er/-est distinction refers to the goals that firms wish to achieve with their marketing plan. The framework shows the possibilities and diversity within green marketing, helping firms to choose a suitable approach align with their business objectives.

	Green (push standards)	Greener (share responsibility)	Greenest (reinvent business)
Company (trust)	Set an example	Develop the market	New business concepts
Brand (belief)	Credible partners	Tribal brands	Trojan horses
Product (performance)	Market a benefit	Change Usage	Challenge consuming

Table 1 Green Marketing Grid (Grant 2007)

The first column: Green Marketing refers to the usage of long-established marketing principles for green products, brands and companies. In this section, the brand aims for commercial outcomes by generating awareness and perceived advantages. This is a traditional communication process of marketing activities, by telling people about their green initiatives and expect people to support the brand by buying the products. Some companies use this type of push marketing because it seems to be the safest choice due to its long establishment. However, cautions need to be taken when telling the brand stories to avoid the company being labelled as greenwashing.

In contrast to the previous column, Greener Marketing is about collaboration between the brand and its customers. The strategy facilitates two-way communication model through active involvement in public scheme, community or activity. Customers are encouraged to participate in events, workshops with educational materials about sustainability development. The meaningful actions create a unique brand experience, connecting brands and their customers emotionally. This is the basis of contemporary marketing theory, where word-of-mouth is considered an irreplaceable factor in consumers' attitudes and purchase intention of eco-friendly products (Morel & Kwakye 2012).

Last but not least, the Greenest Marketing encompasses the challenges of influencing not only the profit margin and customer relationship functions of a business, but also the habit of a

generation. Greenest Marketing aims at shaping a new culture of social responsibility through innovation, which will make significant changes to a sustainability-oriented lifestyle. For example, the wide application of urban farming reduces the transportation of food while improves the quality of meals. This strategy calls for solutions that can combine radical habits with existing, acceptable cultural customs. As a consequence, adopters of Greenest Marketing strategy gain competitive advantages and earn title as Market Leader.

3 METHODOLOGY

3.1 Research design

Dependent on the nature of the research problem, the author decides to design this study as an exploratory research, as the main objective was to examine the background elements and its application on the green marketing strategy. Exploratory research is the most suitable research type to this topic due to its flexibility. With this chosen type, the author can gain a better understanding of research problem but due to the versatile findings, the design possess high level of uncertainty (Eriksson & Kovalainen 2008, 120). Limitations of the findings are presented in advance in section 1.3.

The next step after confirmation of the research type is to consider which research approach to be used. In this section, qualitative and quantitative research methodology are briefly discussed to explain the chosen approach for the research. The research submission needs to address the main research objective and its sub-objectives.

A good quantitative research can demonstrate statistical dependency for the chosen topic, however, it is not seen as a befitting method for this research. Due to insufficient studies in the application of green marketing in sustainable building market, it is impossible to generate detailed questions and distribute to a large number of people in a reasonable timetable. Furthermore, the diversity and number of daily customers in Sello mall make it challenging to reach the precision as a quantitative research would require. This type of approach is more suitable when researcher aims to gather statistical data for collected observations. It is suitable for studies with large groups of samples, which is not the case in the study.

For this research, qualitative approach is chosen to establish validity from the findings of the field research. The study is designed to explore the green marketing practices in facility management through a single-case study. The empirical case is confined to one green building in retail setting and its marketing practices. A single-case design is used in order to retrieve detailed empirical data on the studied phenomenon (Yin 1994). The focus is on marketing practices carried out at Sello mall and how these practices affect the promotion of sustainability features at the building. This qualitative method can help to understand critical issues from the research area, providing new insights and perspectives for the exploratory study. Previous researches' results provide directions and critical knowledge for the researcher to collect comprehensive information about Sello mall as an individual case. Furthermore, the focus on a specific customer segment and lack of studies about the group necessitate a qualitative approach for the study. By using the qualitative method, the result offers in-depth analysis of values and perceptions that customers usually take into account when choosing to shop at a green facility, enabling the researcher to access directly to customers' mindset and

explore the possibilities within a relatively economical resources. The research looks into the communication process of the development and its effectiveness in resulted knowledge of its targeted customers as an example of green marketing.

3.2 Research method and analysis

The research method needs to focus on answering the main research objectives. The empirical research was conducted by interview methodology with the main target customers of Sello mall. The in-depth interview was carried out during four days at Sello with 20 customers identified from the segmentation. Each interview session varied between 30 - 45 minutes, using the questionnaire as a guideline. Though having a face-to-face interview was preferable as it ensured accuracy of the information, email answers were accepted as some participants could not carry out the interview in the given time, they sent answers and feedbacks via email to the author. The first interview with Sello's director had more questions than later sessions as it included the questions about the background of the mall and necessity of the research. This customer research can be seen as a pilot study for the chosen topic.

The interview was designed to follow the structure of sub-goals, creating findings and knowledge for the main research objectives. Transcriptions of the interviews were then summarized into key finding tables for analysis. The findings from interviewees' answers were reflected in research's objectives and questionnaire. The interview questions were structured according to the objectives as follows: the first three questions formed answer of general market understanding of Sello's sustainability status; four following questions aimed to estimate the service quality perceived by targeted customers and their opinions about the service environment in Sello mall; questions 7-11 explored the effects of green marketing efforts on customers' behavior intentions and the last three questions asked customers to give suggestions for the program as if it were realized.

The research analysis process uses theoretical findings as the foundation to formulate patterns and derive interviewees' beliefs and demands. Analyzing collected data is done with an inductive strategy based on the development of the research progress. This strategy focuses on the frequency, underlying meanings of the empirical findings, not from the literature review. Nevertheless, the concepts presented in the literature review will be used to analyze empirical findings with analytic induction (Eriksson et al. 2008, 129).

The analysis progress starts with examining the sample pools, which comprises of interviewees representing selected target customer. The result put the case study in a specific perspective in which the author can evaluate the general service environment based on the most influential customers' points of view. After that, the practice of green marketing is assessed with information provided by managers of the case mall, establishing the essential back-

ground for retrieving data from the customers. Findings from the interviews are then presented in separate headlines and individual sub-summaries. Finally, the researcher offers recommendations based on the patterns from empirical data.

3.3 Secondary and primary research

For this qualitative research, there are two parts of information gathering: primary and secondary data. The author has obtained the rights to collect empirical data from the director of case mall. Besides, the short distance from author's house to the study subject also offers advantages when the author conduct the researches or need to clarify certain issues. The existing practical knowledge about Sello shopping mall including its customer survey, introductory presentations for university students are used to provide secondary research data. The available resources equip the study with foundational data such as: customer demographics, the company's values and strategic resources and so on. Primary data was collected through the interviews with Sello's management board and customers. There are two types of interview strategies applied for this study: semi-structured interview and open-ended interview. Semi-structured interviews require the researcher to build rapport with the interviewees and control the conversations to answer a set of objectives by routinely deciding which topics and interactions should be initiated. In the same category of qualitative interviewing, open-ended interview approach gives the interviewees a more active role. The respondent is expected to be keen on constructing the answers. The researcher should only prepare a few main topic as the guideline and give the interviewees flexibility to assemble their own opinions (Silverman 2011, 162).

Table 1-1 describes the primary and secondary researches of this study. The study was built on theoretical knowledge, obtained by desk study of previous researches and written resources obtained from Sello management board. At first, a semi-structured interview with Sello mall's director was carried out with the main purpose of forming research background. The information was then analyzed based on the elements for sustainable design success wheel, providing directions to prepare the interview questionnaire for subsequent interviews. An open-ended interview guideline was used to collect further information from the selected market segment at Sello. Participants' identities remained undisclosed, so as to respect the ethical concerns in qualitative research. The secondary research provided fundamental data to choose the methodology and define target group for the study. In a simpler term, the primary research was designed to find the answers for issues that was not yet discovered in previous studies.

Information	Primary	Secondary
About the facility		
Building's sustainability attributes		✓
Real estate demographics		✓
Certifications		✓
Resources of the company	✓	✓
Company's values		✓
Competitive advantage		✓
About management of the green services		
Available green services on-site		✓
Management board's commitment	✓	
Knowledge management	✓	
Education and training for sustainability	✓	
Marketing objectives	✓	
Awareness of green attributes	✓	
Interest towards program	✓	
About selected customer group		
Definition of target group		✓
Knowledge and previous experience about green marketing	✓	
Preference in service environment	✓	
The relation between customers' behavioral intentions and green marketing	✓	
Customer suggestions	✓	

Table 2 Primary research and secondary research

The interview questionnaire was prepared and created in correspondence with research goal. All the interview sessions were conducted in a way that encourages interviewees to speak freely about their opinions and get to the bottom of the reasons. The interviewer engaged the conversation in a neutral but active manner, in order to allow participants the space to talk and actively construct the answers (Silverman, 2011, 164). It was quite a challenge to sort out the right candidate among mall visitors so the author had to recruit some interviewees via online portal. Some interviews were therefore conducted via email exchanges.

4 EMPIRICAL FINDINGS

4.1 Customer interview: Sample and data selection

The interview process was carried out in four days at Sello shopping mall. Initially, the study was designed with a sample size of eight targeted customers. However, data collected from these answers resulted in kinds of events that require more evidence for conclusions. The second phase was therefore conducted with additional twelve interviewees selected, raising the total sample to twenty interviewees. Combining with key findings from the first eight answers and observations, the second result provides more reliable findings and support conclusions of the study. This medium-sized sample pool can provide the researcher advantages of apprehending the targeted segment without enforcing endless data gathering (Adler & Adler n.d)

Economical structure	Percentage
Adult household of several people	45 %
Family with children of school age	25 %
Family with children under school age	30 %
Age	
Between 25 and 35 years	30 %
More than 35 years	70 %
Occupation	
Unemployed	10 %
Public sector	40 %
Private company	35 %
Self-employed	15 %
Location	
Near to Sello	65 %
Far from Sello	35 %
Frequency to the mall	
2-3 times per week	62,5 %
More than 3 times per week	37,5 %

Table 3 Sample distribution

The sampling frame was chosen according to Sello's customer profile. In detail, they were frequent visitors of Sello mall, who are women aged from 25-40 years old, usually went for grocery shopping and lived in Espoo city, between Keha Ring I and II (Sello customer survey 2012). This was identified as the main customer group as 75% purchase collection at Sello mall are consumed by this segment. Researcher aimed to target specifically this group due to their power of purchase and influence on the mall's existence and development. Due to the selected customers' high frequency mall usage, they usually used the mall for both of its he-

donic and utilitarian values. For example, one woman explained her habit of “going to Sello mall for groceries and coffee on weekdays, children playground and restaurant services on weekends” (customer interview, 2015). Therefore, it was impractical to divide the sample pool into shopper and non-shopper groups as they used the mall for both purposes.



Figure 7 Sello targeted customer profile (Sello presentation, 2015)

Locations of sample pools were in coherence with data presented in Sello presentation about target customer profile, with 13 interviewees constituting 65% of sample are living within 5 kilometers from the mall, the rest were from Espoo but their living distances were more than that. The specifications of targeted customers formed the basic group of the study, so that the research can be performed in a reasonable time schedule and be presented clearly.

4.2 Commitment of Sello management board with green marketing

The first objective was to assess current management marketing practices and service environment. Data collection from secondary resources and Sello management board was carried out to lay the foundation for the customer interviews. This section presents key findings from the interview with Sello’s director and email exchanges with the maintenance managers. Questions were designed to review five critical areas of a sustainable development according to the Sustainable Design Success Wheel by Yudelson (2008).

Since opening of the mall in 2005, it took Sello another three years to complete the urban complex with a hotel and entertainment center. The application of advanced technology in the mall (such as Siemens’ Building Automation System) is considered successful due to its contribution to energy performance of the mall. Awarded as the Best European Service project in 2010, Siemens system at Sello mall was known to reduce an approximate amount of 27% of electricity and 15% of thermal energy compared to prior operating costs before the renovation (Siemens Press Release 2011). Sello’s current Director has worked at the mall

since the beginning of the project, which essentially becomes an advantage for the facility to have a person who defined the sustainability focus since the first days and followed through its operation. All services in Sello are outsourced, they are maintained and operated by contractors. Main duties by Sello's maintenance manager are quality control of paid services and inspection of property conditions (email exchange 2015). The outsourcing model does not only result in considerable savings in energy consumptions, but also increase comfort for the mall visitors through better indoor air quality. The existing green operation at Sello mall has been successfully accomplished in phases, allowing the management board to reinforce the focus in sustainability into the existing procedures in steps.

Nevertheless, cost efficiency is not the only consideration taken into account by Sello's management board, being ecological is an equally important factor in decision-making process as confirmed by Sello's managers during interview and email exchanges. Commitment to social responsibilities by the top management plays a crucial role in the mall's direction. Etera Mutual Pension Insurance Company, one in three owners of Sello mall, is a member of Green Building Council Finland that aims to promote sustainability in building construction and operation. Etera's head office in Helsinki has been recognized as a Green Office by World Wildlife Fund (Etera Oy main website, n.d). Having a leadership focus on sustainability, being environmental-friendly has become one of selection criteria for contractor tendering at the mall (Kankaaranta interview 01 October 2015). The emphasis on environment makes Sello one of pioneer malls in Finland to create its own network of contractors with the same vision.

About internal communication, Sello has an intranet system for communication between the management and building occupants, i.e tenants. The intranet is used to post general announcements, guidelines to do things in the mall, such as waste recycling and a section where tenants can check their monthly electricity usage. Besides cost control function, this section is particularly important in making tenants be aware of their own consumptions as it can provide a comparison chart between months. The maintenance manager also can check if there is excessive usage from the building tenants and act accordingly. By having a common channel to facilitate internal communications, Sello mall has managed to provide general information about its sustainable development but forgotten to demonstrate real benefits of those green features in the mall. On the other hand, due to a small team structure, communication between Sello's management employees is done via emails and team meetings. As face-to-face meetings are found to be sufficiently effective, there is not a need for additional materials within the team (Kankaaranta interview 01 October 2015). This finding is in coherence with previous studies about marketing of green development in Finland that personnel of different functions seem to work separately due to lack of a consistent guideline about building-specific green marketing (Eerikainen et al. 2013, 242).

Nevertheless, education and training about green commitment of Sello mall has been done with professionalism and achieved good results. Every year, two workshops or conference for all tenants and employees are organized to provide trainings about sustainability. These sessions focus on environmental values of the facility, and teaching tenants how to save energy and sort out garbage for recycle. Some tenants achieved excellent outcomes in reducing electricity usage, or learned to pay attention to waste handlings after the trainings (email exchange 2015). In addition, during second phase of the research, interviews with people who had worked at Sello revealed positive impressions about the workshops and events. “Green building is a popular topic at the annual celebration among employees and it revokes our intentions to stay sustainable together with Sello” (customer interview, 2015). Having an organizational budget for training can improve customer service levels in the mall as building occupants are in frequent interaction with Sello’s customers, training them about sustainable development of the mall would make them excellent green marketing representatives at Sello.

Last but not least, knowledge management refers to the process used by Sello mall to store the know-hows and handle flow of sustainability-related information. Currently, there is not an in-charge personnel to document or disseminate such knowledge across Sello mall. The tasks are either assumed by Director or Marketing Manager, making their roles pivotal in answering to queries about the mall’s building infrastructure. However, property maintenance tasks including reconstruction work or structural defects are duties of Maintenance Manager, making a possible gap in knowledge management process at Sello shopping mall. This is due to a fact that personnel assigned to capture comprehensions related a development normally have a technical background to understand thoroughly the institutional learnings and create a consistent flow of knowledges for organizational uses (Yudelson 2008, 216).

Sub-summary 1

In conclusion, Sello management board has achieved considerable success in their operations due to the outsourcing model to reliable contractors and their leaders’ commitment. The mall’s board of owners show supports for the green movement, making sustainability a major business factor in shaping the mall design since the first days and in its later renovations. Adhering to the green vision, the board has a good education and training program for tenants about sustainable practices. The strong commitment and educational priorities have helped Sello mall to create a network of stakeholders who share the same vision and passion in sustainability. The last two elements, internal communication and knowledge management process in Sello have room for improvements. It feels that between departments in the management board, communication was lacking of consistency and thus diminishing the efficiency of the marketing actions. Having a dedicated personnel to manage the communication flow would certainly increase the strength of the green marketing efforts. In an ideal situation, Maintenance Manager should be in charge of documenting sustainability-related information

and findings within the organization, and provide regular inputs to marketing department to disseminate the knowledge more effectively.

4.3 General knowledge about green building status

The second objective was to assess knowledge level about the promotions of sustainability at Sello mall. The sub-objectives were:

- To assess selected customers' knowledge level about green building and the sustainable development at Sello shopping mall
- To find out which marketing channel is the most effective for green marketing at Sello so far

The first three questions in the interview guideline were gathering data to answer the sub-objectives:

1. Do you know that Sello is certified as "green building"?
2. If yes, how did you hear of it?
3. What do you understand "green building" mean?

Key findings from the interviews were then grouped and recorded in the table as below:

Findings	Description	Frequency
Unaware of LEED status at Sello	Customers have no knowledge about the sustainable status of the green building at Sello mall	15
Customers know about LEED status of Sello through its newsletter	Customers have a basic understanding about Sello's green building status and read about its sustainable initiatives through the newsletter	3
Aware of sustainable features at Sello	Customers knows that Sello have sustainable features such as: convenient transportation, waste recycling, etc	17

Table 4 Key findings about customer general knowledge

The result shows that a majority of interviewees (75%) did not know about Sello's green building status and its LEED achievement. Interestingly, out of these people, 12 people mentioned that they were aware of other Sello's sustainable features. It could be inferred that even though customers are unaware of certifications, they still appreciate the sustainable features of the physical building. The reason were based on customers' contacts during their trip at the mall. Most frequently, customers mentioned "convenient transportation" or "waste sorting" as a sustainable feature that they observed. However, these are not features of the physical infrastructure, but are in-place practices as a result of an urban-friendly design at the mall. In this case, the above finding is understood that Sello customers perceive the

mall's openness through directional signage and transport information screen for commuters. It is important to recognize the role of the interface in customer experience management as visitors tend to conceive the characteristics of a physical building through their direct contacts with services at the mall. People goes to Sello would have to know about its accessibility and throw garbage sometime or another, which makes the mall's transport assistance services and recycling bins inevitable customers interfaces. This finding suggests to turn these touchpoints into the embodiments of Sello's green building status to provide a constant reminder for customers' appreciation of sustainable features at the mall. The changes could be simple, static information boards or other forms of interactive media at identified spots. As shopping mall business is all about experiences, having a consistent message about sustainability throughout the facility creates a sticky memo that complements the certification.

On the other hand, only five interviewees had knowledge about the green achievement of the mall, two out of which obtained the information since their previous work location was in Sello. As a result, only 15% of the sample pool was aware of the green building status through a newsletter which they received occasionally via email. The low percentage of customers' knowledge about Sello's sustainable development represents the deficiency of green marketing efforts in the mall. Nevertheless, as all three respondents procured information from the same source, it implies that newsletter is in fact an effective channel to raise customers' awareness about the mall's activities and achievements. Sello's management board can make use of this channel for planning an actual green marketing strategy.

The above analysis shows that the green marketing materials in Sello mall is underutilized and therefore, there is plenty of potential improvements can be made. The role of mall operators is to identify important service touchpoints in the facility and design service offerings that are suitable to customers' needs. Despite the fact that LEED logos were printed on all marketing materials, or big campaigns were held once in several years, customers would not pay attention if green marketing efforts are not located at the right place. Sometimes, customers are not even aware of what they want, so it is necessary to conduct researches to find out their unspoken needs. In this case, Sello visitors might not be cognizant of their eye contact with directional signage but they subconsciously formed their perceptions about the mall's transport convenience upon it. These information can be used to create competitive advantages through service design processes. By exploring these hidden interfaces, facility managers would be able to create an optimal service environment that are comprised of subtle cues that intuitively form customers' perception about the sustainable development. On the other hand, facility managers have to consider factors to encourage purchases from customers and maximize profits for shop tenants as they are important stakeholders. Mall operators therefore should be mindful of their efforts in managing customer knowledge through service touchpoints as it might interfere with the desired service convenience. The best way is to test

the idea through trial and errors, the results obtained from failed attempts could be used later for further research and provide fundamental aptitude to implement new ideas next time.

Sub-summary 2

A high percentage of Sello customers were not aware about the sustainability status of the mall, and in consequence, did not know about its efforts and contributions in creating an urban center. In spite of facility managers' attempts, customers would not pay attention if green marketing efforts are not located at the right place. For the chosen target group, recycling bins, transport assistance signage and public commuters' information screen are valuable interfaces to effectively raise awareness about Sello's green building status.

Facility management is responsible for promoting green building standards as a brand in order to improve customers' general knowledge about sustainability. Through interviewing and observation, the identification of service touchpoints allows facility managers to design and modify service offerings for target customers. Facility managers are capable of creating a service environment which is not only provide convenience and maximize profits for the tenants but also manage its customer knowledge through multiple points. Knowledge management efforts can be used later to leverage for the research and introduction of innovative services.

4.4 Green marketing efforts

The third objective of the research was to Evaluating the current service level in Sello mall through customers' perceptions about service convenience and service-scape dimensions. The sub-objectives were:

- To study the effects of two elements of service environment provided in Sello mall: service convenience and service-scape.
- To evaluate Sello's past attempts to promote sustainability

The next four questions in the interview guideline were gathering data to answer the sub-objectives:

1. What is your opinion of layout of Sello mall and its navigation?
2. What is your opinion of the ambience at Sello mall?
3. What is your opinion of overall service level at Sello mall?
4. Name any events, happenings at Sello mall that promote social responsibility that you know of. Do you attend any of these?

Key findings are presented in the table below:

Findings	Description	Frequency
Customers appreciate the service convenience in Sello mall	Customers find Sello is conveniently located and connected to other social services, making it a one-stop solution when they need to do anything	17
Customers find the child care services in Sello inefficient	Interviewees who sometimes go to Sello shopping mall with their small children claimed to have either no knowledge about the child care services in the areas, or difficulties to look for the services.	4
Customers perceive the ambience at Sello as an enjoyable, relaxing one	Customers describe the service environment in Sello as airy, relaxed and entertaining. Events organized in the main square is considered as meaningful and cater to a wide range of audience	13
Customers dislike the social service-scape at Sello	Customers think Sello main square is too noisy sometimes, due to musical events with a selective group of audience.	7
Customers found the amount of offers and level of service at Sello mall satisfactory	The interviewees are satisfied about the number and diversity of offerings in Sello mall and are happy with the overall service level.	18

Table 5 Key findings about current service level provided in Sello mall

It appeared that service convenience is the strongest advantage of Sello with 85% of respondents' satisfaction about the mall's location and its design of customer traffic throughout the building. Quick access to higher floor or short queue to the toilet help people to have more time for other activities. The integration with social and entertainment services also enhanced the state of comfort for customers as they could complete different tasks within one location. During the interview process, three interviewees who visited the shopping mall with their small children mentioned that they had no knowledge about Sello's child care services; one interviewee knew but had difficulties in finding the location due to her limited language understanding of the service's signage in Finnish. Noticeably, one self-employed lady revealed that she had never brought her child to Sello mall when she had a client meeting as she "could not find a reliable service to take care of her child, especially during weekend" (customer interview, 2015). In fact, the mall offered families with free child care services every Saturday, and there are various available activities for kids at the regional library located next door. The finding may indicate a weak service point in Sello mall for the target group: the hindrance to reach child care services in the mall restricted it to gain 100% customer satisfaction in service convenience dimension. The social service-scape dimension in Sello mall obtained lower satisfaction from the sample pool compared with service convenience aspect.

65% of interviewees commented that they were satisfied with the overall ambience at the mall, while the other 35% said that they disliked it. For the first customer group, events at the main square were recognized as interesting, suitable to a wide range of audience at Sello mall and “certainly help to amplify the enjoyable environment for every shoppers” (customer interview, 2015). The second group explained their dissatisfaction due to the level of noise and heavy visitor flows that usually jammed the main service route. In spite of the oppositions in attitudes about the service environment in Sello mall, the majority of interviewees were satisfied with the overall service level (90%).

This finding is in coherence with a previous study of the effects of service convenience and social service-scape dimensions in retail settings. In a past research, Ng et al. (2012) explains this difference based on the nature of service settings and customers’ expectations. As customers are goal-oriented in retail settings, accomplishing the outcome is the determinant factor of service quality. The existence of service convenience and service-scape dimensions play a complementary role in creating the service environment; though service convenience appears to play a more dominant role in shaping customers’ perceptions about service quality. Often, the chosen target group have particular service/ product purchases in mind before going to the mall so the retailer’s capability to simplify customers’ processes to achieve the intended outcome will likely result in positive experiences. In Sello case, service convenience dimension is perceived as satisfactory by a majority of the sample pool so as a consequence, it shapes a high perceptions of service quality at the mall in spite of contradictory opinions about the enjoyment of the service-scape. However, the shopping mall business places a great emphasis on creating memorable experiences so it is important to create a service environment that can exceed customers’ expectations. Social service-scape certainly can influence customer experiences as the improvement of retail ambience has a positive impact on the desired outcome and customer perceptions of service quality (Ng et al. 2012)

Based on this insight, Sello’s operators should be mindful of helping customers to achieve desired service outcome, while pay attention to improve the service convenience dimension with effects of service-scape. It is important to study how target customers define a satisfactory outcome, so that mall operators can develop plans for green marketing strategies based on particular shopping preferences. With the chosen study group, service convenience in Sello mall may be reflected in the access assistance, transparent navigation and credible documentation of green benefits. Besides the existing newsletter, the mall may find other method to publish its green achievement without interfering with customers’ convenience such as mobile application’s marketing. On the other hand, Sello management board has an opportunity to enhance customer experiences by augmentation of the service-scape. This dimension can be established via interactions with the environment and activities participation. It is suggested that increased physical encounters have positive impacts on customer experiential

values and their purchase intentions (Keng, Huang, Zheng & Hsu 2007). The next step is to evaluate the effects of Sello's attempts about sustainability. The key findings are as below:

Findings	Description	Frequency
Customers are unaware of sustainability-promoting events in Sello	Customers have neither experience nor are able to recall about the past encounters in Sello that is sustainability-related	16
Interviewees are aware of past promotions in main square of Sello about sustainability	Interviewees were able to recall at least one sustainability-related act happened in Sello in the past	4

Table 6 Key findings about Sello's past attempts to promote sustainability

As mentioned earlier, very few customers were aware of Sello's green building status even though the mall operators tried to convey the message via banners at the main square or large-scale events several times in the past. Given the fact that the chosen interview sample only comprised of customers with heavy usage at Sello shopping mall, a high percentage (80%) of interviewees who were unfamiliar with sustainability-promoting acts at Sello mall showed that the past attempts had not been effective and gained the desired traction. Interestingly, out of four people who were able to think of at least one happening that is related to promotions of the mall's sustainable development, all referred to the banners in the main square that displayed three contractors of Sello mall and their contributions to the maintenance of the facility's indoor environment. With the unaware group, when being shown a photo captured of the banners, the interviewees explained that they were not paying attention because they mainly used the ground floor or did not think the banners were of something importance or interest (customer interviews, 2015).

The observation above demonstrated that banners hung above the main square could turn into an important service interface to inform/ educate people about Sello's sustainable features and programs. In fact, the investment in this area might even bring better results than organizing large-scale events as only one customers were able to recall about that happening in 2010. Based on this identification, mall's operators should enhance the materials displayed at this touchpoint so as to attract more attentions from mall visitors. By concentrating marketing efforts at the right place, the mall can considerably improve the overall effects without spending more money.

Sub-summary 3

The analysis shows that the outcome quality of task execution is the most important attribute of customer satisfaction and directly affect the value of services perceived by the study

group. Both service convenience and service-scape played supporting roles in shaping an enjoyable service environment; though service convenience appeared to embody a more dominant aspect to the formation of customer satisfaction compared with service-scape dimension. Saying this does not mean service-scape dimension can be neglected, mall's operators can make use of it to transform service offers and exceed customers' expectations.

Sello's past attempts in promoting sustainability had not been effective due to the high percentage of customers who were oblivious with the practice. However, insights from a small number of interviewees who remembered the occurrence shows that the banners hung above the main square could turn into an important service interface to inform/ educate people about Sello's sustainable features and programs. Green marketing planners should be mindful of the effects that extra materials might impose on the overall service level in the shopping mall. The awareness about different elements shaping service quality in the shopping environment and identifications of important service touchpoints can help marketers to concentrate their resources on what works and eliminate unnecessary practices.

4.5 Behavioral intentions toward green marketing

The fourth objective of the research was to elaborate the relations between green marketing and customers' behavioral intentions. The sub-objectives of this study were:

- To study customers' general opinions about green marketing in retail property
- To find out if there is a relation between green marketing and brand image
- To find out if green marketing has an impact on customers' decisions

The following three questions in the interview guidelines created for this section were:

1. What is your opinion about having a marketing program to promote the green building features and practices in Sello mall? How will you support/ oppose it?
2. What do you think about Sello as a business entity? What are they trying to achieve?
3. Given the same distance from your house to two malls, one of which is a green building like Sello and the other one is not, which one will you choose? Why?

Key findings are presented as below:

Findings	Description	Frequency
As a business entity, Sello image is improved dependent on its green efforts	Once customers acknowledge the mall's efforts in operating sustainably, they think of Sello as a responsible organization and mentioned their appreciation for the mall	15

Sustainability features form the competitive advantage for the retail environment	A few interviewees mentioned that given the same distance from their house to two different shopping mall, they would choose to shop at the mall with green building status so as to show support for the sustainable living style	17
Green marketing does not directly influence purchase intentions of Sello's customers	Interviewees mentioned that location is the most crucial factor when they chose a shopping destination.	13

Table 7 Key findings about relations between customers' behaviors and green marketing

As a business entity, Sello image was significantly improved based on its efforts in fostering public knowledge about sustainability. A majority of interviewees (75%) increased their fondness in shopping at Sello after their acknowledgement about its green building status. Not only did the sustainability-focused promotions help to build up customers' appreciation for the mall, but it also made Sello become more trustworthy to visitors. Explained for this conversion, two ladies agreed that they felt the mall "become a safer place as somebody is making an effort to educate people and improve the surrounding environment" (customer interview, 2015). Factually, green marketing does not have a direct connection to safety planning at the shopping mall. Interviewees' apprehensions in an increased level of safety, nevertheless, shows that green marketing practices have positive effects on general perceptions about the mall. Being environmental-friendly is equivalent to eliminations of harmful, dangerous factors and optimizing conditions for wholesome livings, of which will create an image of a responsible, caring organization. It therefore can be understood that customers increased their likings for the mall as their chosen shopping destination due to Sello's vision in providing an enjoyable, optimal service environment. Overall, the practice of promoting green building features and educating people about a sustainable lifestyle had good effects on customers' impressions.

However, having positive influences does not mean green marketing is able to alter visitors' decisions of how and when they would come to Sello for shopping or entertainment. More than half of the sample pool answered that distance was still the most important factor when they considered to go to a shopping mall. Normally, customers chose the closest mall for their convenience. On the other hand, 17 interviewees representing 85% of the sample pool supported the idea that given the same distance, they would choose to shop at a green mall over a normal mall because they wanted to encourage a sustainable lifestyle. This implies that green marketing practices have a supporting role in customers' decision journeys besides location being the determinant factor. The effects of this role can be studied more clearly through the subsequent findings shown in the table below:

Findings	Description	Frequency
Green marketing improves word-of-mouth marketing at Sello	Interviewees who knows about the LEED status of Sello has told other people about its sustainable features of the mall, while people who was explained of the term during the interview said they will tell other people about it	14
Customers are willing to participate in sustainability-related activities	Interviewers mentioned that they would like to take part in maintaining sustainable practices at Sello such as waste recycling, saving energy and so on.	17
Green marketing is unnecessary because customers fear that it would drive the costs up and they end up have to pay more	Some people answered that in the event green marketing become very expensive to the firms who are working in Sello, they would not support it because they would have to pay for the increased costs eventually.	8

Table 8 Key findings about relations between customers' behaviors and green marketing (cont)

In studying the influences that green marketing might have on customers' behaviors, interviewees were asked about how they would want to show support for the program. Fortunately, the majority of interviewees said that they were willing to participate in the maintenance of sustainable practices and promote for such acts at Sello mall. The enthusiasm of the interviewees manifested through their positive attitude during the interview with active answers and postures. Some people referred to this as "the importance of educating the public so that they will not take for granted what they are enjoying" (customer interview, 2015). Among 85% of interviewees who supported the campaign, 14 people voluntarily mentioned that they would spread the words about Sello's green initiatives to get more people involved in the movement. This is a concrete proof that green marketing can enhance the brand through improvements in word-of-mouth marketing. The method can bring effective outcomes as word-of-mouth is known to have a direct relation with the purchase intentions of green products (Morel et al. 2012). People can easily forget advertisements of eco-friendly services, but direct recommendations from family and friends concerning sustainable development have great influences on one's attitude and subsequently, his decision in choosing a shopping destination.

On the other hand, there was a considerable concern about the cost of green marketing program that might impose on final services offered in Sello shopping mall. 40% of the sample

pool said that they would not want to support the program in the event it resulted in higher product price. This group of customers feared that by having additional marketing materials for the promotion of the green initiatives, it would drive up the costs for tenants in Sello mall and they had to pay the price as the consequence. This is a pervasive belief because it is not always true that green marketing would be expensive. Nevertheless, another perspective can be drawn from this figure: more than half of the sample pool would otherwise agree to spend an additional amount of money to the development of green marketing program. Price is normally perceived by customers as an endorsement of value and quality (Kotler and Keller, 2009, p. 421) hence this can be understood that there are people who attribute the marketing of green building features as a program to raise standard of the shopping mall. The finding suggests that advertisements in green marketing should highlight the impacts of sustainable development on the community to influence customers' attitudes and behavioral intentions.

Sub-summary 4

The practice of green marketing seems to have indirect influences on customers' behavioral decisions. Customers showed more interest in Sello when they knew about its green building status. As a business entity, Sello brand name was enhanced with an image of responsibility, safety and trustworthiness when interviewees acknowledged about its sustainable development. Even though distance was the most crucial factor when it came to choosing a shopping destination, the representation of a sustainable lifestyle played a supporting role in customer's decision journey. The results showed that customers would choose to support green building if distance is not a matter.

Finance is still the biggest concern when considering a green marketing program, not only from the service provider, but also from the customers. However, it was believed that green marketing programs attribute to an excellent feature to raise standard of a shopping mall by enhancing the service environment. Mall operators should emphasize on the great impacts that green building contribute to the community in order to enhance word-of-mouth marketing and change customers' attitudes and behavioral intentions.

4.6 Customer suggestions

The last objective was to develop proposals to improve communications about sustainability in retail facility with intakes from customers' suggestions. Visitors at the shopping mall is one of the most important stakeholders in the retail business therefore collecting their ideas about green marketing can provide critical insights for starting an actual program. For that reason, it is necessary to test the proposal with customers and ask for suggestions as it provides reliable information to evaluate their likings and see if it is possible to actualize the idea. The last two questions in the questionnaire was created to supplement the answers for this objective.

1. What do you think the Management Board can do more to promote the green features here in Sello?
2. What will make you prefer to go to a green shopping mall compared with a normal one?

Key findings are presented as below:

Findings	Description	Frequency
Innovative services help to enhance customer loyalty	Customers commented that having high technology installed increases their trust for the mall. The reason is advanced technology provides security and integrity during the operation, customers would have to worry less about its dysfunctions.	11
Innovative services help to attract new customers to the mall	When asked about which factors would make them to prefer a green shopping mall than a normal one, many customers commented that they would like to explore a mall with services that can provide fun, entertaining experiences that unavailable in other places.	12
Two-way communication is important in building strategic green marketing program	Interviewees give examples of creative events, activities and visible feedback channel within the mall to encourage more people to participate in the green initiatives.	5
Doing customer satisfaction survey	Some interviewees suggested that conducting surveys for customers is a good way to measure the effectiveness of the program. The result will also become indicators to communicate with stakeholders and used for the following researches.	6

Table 9 Key findings about customer suggestions

As the last questions aimed to give interviewees the freedom to speak their minds, there were many interesting ideas collected. The answers given by selected target group fell into two categories: innovative services and two-way communication.

Customers' expectations in innovative services were shown through their emphasis on having a distinctive shopping experience. Three interviewees related to the entertainment services offered in another shopping malls in and outside of Finland. When being asked to explain why they would like to have such services in a shopping mall, interviewees told stories about their usage of such services and how those encounters become a part of their memories of a par-

ticular shopping trip. A woman in her 30s recalled her visit to Bikini - the first concept shopping mall in the heart of Berlin, where she and her family spent two hours in a virtual reality photo exhibition that displayed works by young German artists. The interviewee credited it to be “one of the most impressive shopping mall because of its modern design and available services like a focused collection throughout the mall” (customer interview, 2015). This can be understood that shoppers favored innovative services because they would like to have a unique experience combined in their shopping trip. Another reason given by interviewees who suggested to have creative services in the shopping mall was having new, advanced technologies projected a modern mall with a high level of security. This comment complemented with a finding from the previous section that customers increased their trust with mall operators for having implemented green marketing program. Similarly, customers might confer integrity in mall operations based on the introduction of new technologies. Integrating innovative services for green initiatives in shopping malls did not only help customers to magnify their experiences through peculiar encounters, but also enhanced customer loyalty by giving them peace of mind with the application of trustworthy technologies.

Another suggestion was to enable two-way communication between customers and mall operators to improve the green marketing movement in Sello mall. Compared with ideas about having innovative services, there were fewer people (around 25%) who thought of this proposal as a way to facilitate a green marketing program. Interviewees gave examples of having creative events, activities and visible feedback channel within the mall to encourage more people to participate in the green initiatives. Doing customer satisfaction survey to measure the effectiveness of the program was also recommended to collect mass opinions and the result would also become indicators to communicate with stakeholders and used for the following researches. Compared with the current communication practices in the mall, the suggestions required more interaction efforts from the mall operators. Customers who cared about sustainable development in general would want to play their parts by contributing their ideas and give feedbacks based on their observations. If this proposal is implemented successfully, the result will be an assembly of active shoppers who act as quality surveyors around the mall. In that case, mall operators would have to be more pro-active in their maintenance so as to reduce the number of possible feedbacks from loyal customers. This might result in a higher level of service maintenance in shopping mall.

As retail customer satisfaction is multi-dimensional, the deemed effects of green marketing have on customers' behavior intentions might yield managerial implications in creating an optimal service environment that catering for every mall visitor. The term “stress-free” was mentioned with the highest frequency of 8 when interviewees were asked to describe the ambience in Sello mall. Considering the fact that the chosen sample group only comprised of frequent customers at Sello shopping mall, they used the mall for its utilitarian and hedonic values as demonstrated from the demographic analysis. It showed that many people went

shopping as a mean to escape from their busy, complex life. Combining with the above findings about people's likings for innovative services, mall operators should pay attention to integrate technologies that created relieving feelings to make customers feel more comfortable during their shopping trip. Inferring from the analysis of service-scape effects, Sello management board can influence customer experiential values and their purchase intentions through applications of entertainment services that are related to sustainable values in the mall. A service environment with unique offers would create necessary differentiations to retain customers in a highly competitive environment.

Sub-summary 5

The final objective of the research was to collect customers' suggestions to actualize a green marketing program in Sello shopping mall. The suggestions were analyzed and divided into two main categories. The first idea with major support from the selected target group was to implement innovative, sustainable-related technologies that complemented with a relaxing, enjoyable ambience and provided a distinctive, unique experience for visitors at Sello mall. The applications of innovative services would not only help customers to magnify their experiences through peculiar encounters, but also enhance customer loyalty by giving them peace of mind with the application of trustworthy technologies. The second idea obtained from the interviewees was to implement two-way communication between customers and the mall operators. Survey was also recommended as a method to gather mass opinions for analysis. The result from enhancement of communication could bring improvement in service quality.

The variety of both shoppers and non-shoppers in the sample pool demonstrates the dependency of customer satisfaction and behavioral intention when it comes to choosing a shopping destination. Mall operators should utilize green marketing to satisfy the visitors by moderating a meaningful, unique experience in an enjoyable ambience. By consequence, these have long-term effects on mall's reputation and increase loyal customer base.

4.7 Recommendations

The section presents some suggestions to be considered by Sello management board and mall operators of other green buildings to improve the communication process about its achievements in the field of sustainable development. Based on the author's analysis and classifications of green marketing strategies by Grant (2007), the author proposes a communication plan focusing on sharing the responsibility and enthusiasm with customers through creating a social image of the retail facility. Service design is also recommended to develop new services with the application of experience design concept.

4.7.1 Sharing enthusiasm

Traditionally, business' common practices is to sell a product or an idea to a customers. Sello mall was not an exception, they tried to promote the facility's green features and practices by including logos on marketing materials. With this approach, mall operators might risk the facility's brand image by claiming the green principles to customers without concrete actions to demonstrate it. In his book, Grant (2007) takes Apple Inc and Google as two examples of green marketing without integrity in the past. Similarly, sustainable development might bear a probability to be labelled as "green washing", which cost Apple Inc and Google a significant sum to resolve, if they do not think and act analytically beyond the surface appearances.

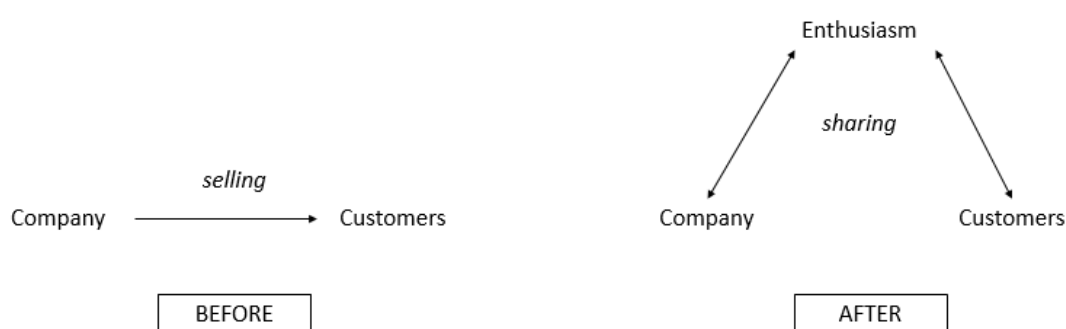


Figure 8 The transition from selling to sharing communication model (Grant 2007)

As a consequence, more and more brands are now more cautious with their approaches to include Corporate Social Responsibility in the marketing plan. Green marketing strategy implemented, however, should satisfy the different target markets and resonated with their demands. According to the above findings and analysis, selected interviewees had demonstrated interest in gaining more experience and knowledge about sustainable development, therefore the author found it necessary for mall operators to elevate their current marketing plan. The current strategy could be reinforced by sharing the enthusiasm about sustainable development with the case mall's customers. It can be achieved by three essential features:

- Showing more eagerness about sustainability, instead of pushing the message and expect people to act
- Creating communication channels for the audience to participate and play their part
- Anticipating bigger accomplishments besides monetary return.

There are many ways for brands to share enthusiasm with the public. With the development of social networks, the hierarchies in communication had been replaced with widespread excitement from a group of people having a specific interest. The impediments between customers and companies are greatly reduced due to internet, making traditional marketing approaches look too fictitious compared with viral videos posted on Vice, Facebook. Retail facil-

ities like Sello mall should work together with its customers to show more support for the green movement.

4.7.2 Building a tribal brand

Creating a tribal brand is a method could be used by mall operators to increase customer interaction and build a dedicated community of loyal customers. Most sustainable development in Finland has distinctive features but failed to build an image that dignify itself from other facilities, not to mention building an enthusiast club (Eerikainen et al. 2013). The suggested method is about cooperation with customers based on human's inclination to belong to a tribe. A tribal brand consists of an iconic image and a group of followers. Building an identity is essential for green brands to educate and integrate the movement into daily life. It has been a trite to categorize advocates for sustainability into niche divisions such as: vegan, activist or hippy. In order to eliminate the stereotypes, there are two solutions: normalize the image of the tribe, or make it seductive to join in the green lifestyle.

Normalizing the image of the tribe is an inclusive approach. The solution calls for social cohesion by creating a simple, friendly image of those who were once classified different from the norm. This is considered a soft approach to gather empathy from people and slowly invite them to join in the movement. Brands can use universal pleasing elements such as fun, relaxing, etc for encouragement. The marketing activities should be designed to bring out the sustainable values without placing too much emphasis on technical aspects. For Sello mall operators, they can start to build their base of loyal customers by creating a medium in which mall supporters can voice out their thinking and connect to like-minded people. The easiest way to do this is through virtual media, so as to minimize disruptions to service convenience at the mall. For example, an online magazine that publishes tips to simplify daily life using green products obtained from the case mall. Such genuine acts are necessary to stimulate the social conscience and participation in the green movement.

Another approach to create a tribal brand is to make it look fancy to join in the tribe. The idea is to persuade general public that being green is attractive. Associated with this is to make sustainable features of the green mall appealing and superior in design terms without compromising their reliability. Its implication is whoever go to Sello mall should be proud to do that. The rationale of this exclusive formulation is based on how luxury labels are marketed: their brand names bring aspiration and desire. People adopt branded items also buy the values that the piece is associated with. One successful green item is the Anya Hindmarch 'I'm not a plastic bag'. Printed on neither organic nor Fairtrade material with a typography-only design, the merchandise received huge popularity and attention for its simple yet effective message. The secret of this success lied in purposeful restricted release process. Ms. Hindmarch initially only gave the bags to celebrities and a limited number to an e-commerce.

The scarcity in supply and conditional impact from superstars made Hindmarch's bags become a must-have item in 2007 and a fashion statement for ethical intent (Winterman 2007). This is an excellent non-profit campaign to spread the awareness about saving environment with a call-to-action that was simple, catchy while still capable of retaining its original value.

The above solutions might oppose each other at some points, but it is possible to incorporate them within one marketing strategy. Green marketers should make the service offers glamorous, fascinating through advertising, but keep an inclusive channel and simple call-to-action to allow everybody to show their support easily. For retail facilities, this is a viable option as it does not single out consumerism, which means the marketing strategy can be profitable while achieving its objectives in promoting sustainability. With the focus on sharing enthusiasm with customers, the application of green marketing would bring vast potential for mall operators to achieve total quality facility management.

4.7.3 Applying service design to create new customer experiences

Mall operators can make use of SD methodologies to develop new service offers that can fulfill demands of customers nowadays. Designing new customer experiences requires delivering optimal values for clients through a systematic approach. Experience design is not about adequacy and satisfaction, it is about exceeding expectations. The practice automatically assumes an adequate level of customer satisfaction about the service, then efficiently improve the quality by unlocking options and potentials of the offerings. The final goal is to improve customer engagement with the business by making them to acknowledge the values that a service can bring.

Four stages of information gathering to facilitate the design-centric approach to service development are adapted from experience design concept by Newbery & Farnham (2013) as table below. The first stage facilitates the collection of information in various context settings. Initial context settings focus on asking the right questions and collect the right information set. After analyzing the facts, findings are then evaluated and validated through early tests with a sample of customers and partners in the second stage. Pre-release stage identifies the obvious errors through a range of testing methods and eliminates them to prepare for the final section of the process. "How did we do?" stage assesses the effectiveness of the proposed solutions to the initial problem, it also ensures there is not a gap between intent and the situation in reality. The table below presents a general schematic for the kinds of information gathering that help to provide an experience design-centric approach to service development:

Stage	Activities
Initial context setting	-Qualitative research -Quantitative research -Fact-finding error
Mid-Stage Course Correcting	-Concept validation -Participatory design -Cross-functional -Proof of concept sharing -Early customer and partner demos
Pre-release	-Professional Q&A -Usability Testing -Alpha/Beta-Testing -Customer and partner demos
How did we do?	-Call center/ Support audits -User groups -Customer interviews -Press coverage audits

Table 10 Experience design approach (Newbery et al. 2013, 110)

All stages in the process are equally important to produce a sensible service offer. Mall operators can apply this SD approach step-by-step to improve the service environment in retail facilities. The method requires a service designer and active customers to join in the participatory design and later phases when a concept needs to be tested for feedbacks. Application of SD method complements with the findings is consistent with customers' suggestive solutions to improve the marketing of green facility services.

5 CONCLUSIONS

In summary, the research achieved its target in exploring applicable opportunities of green marketing in the service environment of retail facilities by studying customers' interests towards communication efforts about sustainability in the case mall. At first, the current management marketing practices were evaluated. According to the analysis, there is a gap in the marketing for green retail facilities in Finland, which makes it a potential market in the near future. A strategic green marketing plan would be able to provide direction and assistance when mall operators need to make a decision that can affect the level of perceived quality in retail facilities. The role of facility management in green marketing was also discussed. With the development of e-commerce, it is likely that mall operators will have to implement measures to improve customer satisfaction and loyal customer base. Mall operators therefore should investigate their customers more closely to engage the coming demand and prepare to make changes. To adapt to a fast-paced, dynamic environment, employees in the management board have to take on new roles to meet the growth in job scope. Take the implementation of green marketing as an example, promoting innovative services requires fundamental knowledge about technology and ability to produce attractive materials for raising awareness. Facility managers therefore should be mindful of elements forming the service environment when introducing new service offers.

The second objective was to assess knowledge level about the promotions of sustainability at Sello mall. The result showed that the customers were not well-informed about the green achievements despite the fact that they were aware of some features constituting the status. Service design studies should be applied to identify important service touchpoints, enhancing the promotions of green building features without damaging the service environment. This is crucial if mall operators want to implement green marketing plan and improve customer service level at the same time.

The third objective was to evaluate the current service level in Sello mall through customers' perceptions about service convenience and service-scape. As stated in the key finding, interviewees still perceived satisfaction in service convenience dimension despite minor weakness in service points discovered from time to time. Certain dissatisfaction was pointed out in service-scape dimension, though it did not affect much on the overall customers' perceptions about service level offered in Sello mall. This shows a gap for necessary service improvements to augment the overall ambience in retail facility. The discovery of the area above the main square as a potential service interface emerged a new development opportunity for retail service environment. It also proved that the identification of service touchpoints is not as important as how planners capitalize on it.

The fourth objective of the research was to elaborate the relations between green marketing and customers' behavioral intentions. It was assumed that green marketing had indirect influences on how customers' decisions in choosing shopping destinations. The application of a green marketing practices represented responsibility, safety and trustworthiness. It was also believed that having a green marketing program raised the standard of a retail facility and therefore, it accomplished better customer satisfaction through increase in word-of-mouth marketing.

The final objective was to develop proposals to improve communications about sustainability in retail facility with intakes from customers' suggestions. Mall operators can take advantage of the loyal customer base to boost the current service quality through the additions of more feedback channels and innovative services illustrating the values of a sustainable development. Using service design, green marketing can facilitate a meaningful, unique experience in an enjoyable ambience. In return, the new practices would have long-term effects on mall's reputation and increase loyal customer base. However, it is important to note that in order to attract new customers through innovative services, it requires a considerable investment in infrastructure. Unless the management board is considering to take the leading status for the mall, it is advisable to focus instead on building a tribal brand to share the enthusiasm about sustainability and build customer loyalty. The research proposed an integration of inclusive and exclusive approach for the implementation of green marketing strategy.

To summarize the conclusions, Sello mall had a retroactive green marketing strategy with limited customer interactions. With a traditional marketing approach, the mall's main aim was to generate awareness by telling people about their green initiatives and expect people to support the brand. Sello management board got its act together as a shopping mall fulfilled the sustainable standard rather than measured against any independent ideal. Based on the Green Marketing Grid (Grant 2007), this is an obsolete, dangerous method due to the fact that the mall tries to push the message across without having a specific goal with defined target market and indicators. As a consequence, not many people in the selected target group were informed about the mall's sustainable achievements. However, analysis showed that there is relation between green marketing and satisfaction perceived by mall visitors. This yields a potential field to be explored by facility managers to improve the general service environment. The single-case study assumed a similar situation for other green retail facilities and proposed to implement a strategic green marketing plan by building a tribal brand, or introducing innovations in service environment as suggested by the interviewees. The findings from selected customers' interviews correspond well with the theoretical backgrounds and form an essential part to conduct further studies about marketing green facility services in the future.

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Appendix 1 Interview with director of Sello mall

The purpose of this research is to assess the possibility to implement green marketing to Sello's marketing plan and develop a strategy for it. The results of this study will be included in the author's bachelor thesis. This interview will be recorded for reference purposes. I will not record this interview without your permission. If you do grant permission for this conversation to be recorded, you have the right to revoke recording permission and/or end the interview at any time.

About marketing plan

1. What are the customer segments of the real estate? How do you prioritize them?
2. How does your plan target the specified target groups?
3. What is the positioning/ communication strategy of the facility services?
4. How do you differentiate the sustainable attributes of the real estate?
5. How often to you refer to your marketing plan?

About internal communications

6. What seems to be the most effective way to communicate with building occupants/ colleagues?
7. How often do you include information about green features of the building in the communication materials?
8. Does the building have a Corporate Social Responsibility team? If yes, please tell me briefly about the team's activities

About leadership

9. What is the management board's commitment to the sustainability focus?
10. What are the supports from management board to the Facility Management department in terms of keeping sustainability focus?

Knowledge management

11. Does the firm have a personnel hired to maintain all the information flow about green services, green specifications, etc?

Education and training

12. Does the firm have budget for sustainability training? If yes, can you describe one or two conferences or workshop as examples?

Operations

13. What are green services available on-site? Are these operations applied throughout the facilities?

Appendix 2 Customer interview questionnaire

About general knowledge

1. Do you know that Sello is certified as “green building”?
2. If yes, how did you hear of it?
3. What do you understand “green building” mean?

About green marketing efforts

4. What is your opinion of layout of Sello mall and its navigation?
5. What is your opinion of the ambience at Sello mall?
6. What is your opinion of overall service level at Sello mall?
7. Name any events, happenings at Sello mall that promote social responsibility that you know of. Do you attend any of these?

About behavior relations

8. What is your opinion about having a marketing program to promote the green building features and practices in Sello mall? How will you support/ oppose it?
9. What do you think about Sello as a business entity? What are they trying to achieve?
10. Given the same distance from your house to two malls, one of which is a green building like Sello and the other one is not, which one will you choose? Why?

About customer suggestions

11. What do you think the Management Board can do more to promote the green features here in Sello?
12. What will make you prefer to go to a green shopping mall compared with a normal one?