



Creating sustainable marketing plan for a vegan bakery

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The purpose of this thesis is evaluating the roles of embracing sustainability and green principles in restaurant and café industry in order to create a sustainable marketing for a vegan bakery which is the author's future business. The theory background of this thesis focus on: the concept of sustainability in restaurant industry, the benefits of implementing sustainable development in restaurants, and the relation of veganism and sustainability in restaurant and café industry. In addition, the theory of sustainable marketing and consumer behavior was studied. This provides the basis for the introduction of each of the research questions.

In order to investigate the reseach problems, a semi-structed interview and non-participant observation were presented. The results are discussed in light of the existing literature and current research questions, and implications for restaurant operators, as well as future research opportunities, are suggested. The author conducted an interview with the owner of restaurant N to understand the operating of a sustainability restaurant. The interview questions were divided into four main themes: sustainable practices in restaurant N, sustainable suppliers, target market and customers, and sustainable marketing. In addition, the observation method which was conducted at restaurant U focus on the sustainable innovations of the restaurant and their sustainable marketing strategy.

The outcomes of this thesis is a sustainable marketing plan for a vegan bakery based on the result of research methods and theory background. This study give the author knowledge of sustainability concept and sustainability initiatives in restaurant industry as well as using sustainable marketing as a tool to attract more sustainable-concious customers. The outcome of this paper may trigger the minds of restaurant managers to give an idea for improving their green marketing strategies which will give them a way to be better and more effective in implementing their sustainable practices.

Keywords: Sustainability, vegan bakery, sustainable marketing,

Table of Contents

1	Introduction	5
2	The concept of sustainability in food industry	6
2.1	Origins and development of the sustainability concept.....	7
2.2	Sustainability within food service industry	8
2.3	Benefits of implementing sustainability movements in restaurants.....	10
2.4	Veganism and sustainability in food industry	12
3	Sustainable marketing and marketing plan.....	13
3.1	Definition of sustainable marketing	13
3.2	Consumer behaviour in sustainable marketing	14
3.3	Sustainable marketing mix.....	16
3.4	Process of sustainable marketing.....	18
3.5	The stage of bringing products to market.....	19
3.6	Creating a sustainable marketing strategy	21
4	Research and development methods	24
4.1	Semi-structured interview	24
4.1.1	Conducting the interview	26
4.1.2	Interview result.....	28
4.2	Non-participant observation.....	30
4.2.1	Conducting observation.....	31
4.2.2	Observation result.....	32
5	Creating a sustainable marketing plan for a vegan bakery	35
5.1	Executive summary	36
5.2	SWOT analysis of business idea	37
5.3	Target customers.....	38
5.4	Marketing mix.....	40
5.5	Action plans	42
6	Conclusion	48
	References	51
	Figures.....	54
	Appendices.....	55

1 Introduction

Sustainable development has become a buzzword over the past years. People are becoming more concerned about sustainability and some have translated their concern into sustainable actions such as recycling, minimizing waste, energy and water saving as well as sustainable consume behavior. Furthermore, as a result of the growing interest for sustainable development, there are many factors that influence customer behavior added up. While purchase a product or service, customers not only concern about products and cost but also consider the eco-friendly and local source as well as the organic products and company's sustainable practices. The raising awareness of customers about sustainability is a market opportunity for both profit oriented and sustainable business to adapt the concept of sustainability to their business in order to meet the demand of sustainability conscious customers. (Mohr and Webb 2005.)

In addition, sustainable marketing positively affects restaurant's reputation. Company promote their sustainable efforts to gain their reputation while reduce their negative impacts on environment, society and economic. Moeanaert et al. (2011, 154) indicate that "marketing is the craft of building sustainable business". It highlights the competitive advantage of the company in comparison with other competitors that do not apply sustainable practices. Sustainable marketing also helps raising awareness of customer about company's sustainable efforts and could positively attract sustainability conscious customers. Namkung et al. (2012, 2) suggested that implement actual green practices and supporting environmental issues would gain restaurant's competitiveness and overall performance.

The main purpose of this thesis is to evaluate the roles of embracing sustainability and green principles in restaurant industry and preparing for the author's actual business in the near future. Examining how various attitudes and behaviours influence consumers' intention to support sustainability concept in restaurant industry. Following by creating a sustainable marketing plan for a vegan bakery which will be used for the future business of the author. The business idea is a specialty bakery, offers vegan, gluten-free and organic deserts. The main products of this business are vegan deserts. The author attempts to provide customers deserts with variety of flavors, sizes and decoration. Customers are more and more demanding about gluten-free, organic, vegan and Nlly-sweetener food. In order to stand out from the competitors, the bakery will offer serveral options to meet the needs of health and diet of consumers.

This thesis includes two principal parts that are theoretical background and practical implementation. For the first section, the author will discuss about three topics: general theory of sustainability and sustainability in food service industry, sustainable food and

beverage management and sustainable marketing. Those theories are studied and researched through the studying process and by textbooks and articles resources.

Based on the research of impacts of embracing sustainability in restaurants on customer behavior, the authors aim to create a green marketing plan. For implementing the idea, the author use semi-structured interview and observation methods. The study conducts a semi-structured interviews with the owner of restaurant N as a qualitative tool to learn more about their sustainability initiatives. In addition, the author would like to evaluate their knowledge of applying sustainable improvements through their business operation as well as their awareness of the roles of sustainability in their business. The themes which will be discussed through the interviews are sustainability and green practices and sustainable marketing.

The second research method is non-participant observation which was conducted at restaurant U. The purpose of the observation method is to examine their sustainable initiatives in the restaurant and their marketing strategy. The theory background and research results are the foundation of implementation part: creating a sustainable marketing for a vegan bakery.

This study is useful in enhancing the understanding and application of sustainable practices in restaurants. Also, the findings of this research also helps achieve sustainable performance from the regular operational practices. Moreover, the study is also effective in allowing the authors to deal better with the environmental issues that are a result of the future business. This study is useful in understanding the concept and the application of sustainable initiatives in restaurant industry as well as encourage restaurants moving to sustainability.

The study also provides valuable recommendations of sustainable marketing to restaurant managers in order to improve their brand image. It also helpful for restaunrantuers and employees to understand more about sustainable movements and commit to the the sustainability activities. This thesis is divided into five chapters. Chapter One, the introduction chapter, presents a background of the broad topic of this study and the purpose of this study. Chapter two discuss about the theoretical background of sustainability in restaurant industry and sustainable marketing. Chapter three is reseach and development which include research methodologies, the data result and data analysis. In the next chapter, the author developed a green marketing for a sustainable restaurant. And the final chapter is conclusion.

2 The concept of sustainability in food industry

Cultivating sustainable practices is becoming a prime concern in all industries, especially in hospitality and tourism business. Food business contributes the most in waste production and energy consumption by the whole of services industry. Perceiving the fact, organizations in

the field start to implement environmentally conscious improvements to their business as well as induce their policies and innovations toward sustainability development. Traditional food consumptions have transferred to embracing sustainable and green principles as a result of increasing consciousness about corporate social responsibility of consumers. They are more and more concerned about organic and healthier food. (Cunningham 2011, 1.)

The raising of global food trends are affecting customer's buying behavior and be partly responsible for the development of local business. Consumers want to know about the sourcing of their food and value the local-source based food as it benefits local markets and the environment. Promoting and implementing sustainable practices is vital in hospitality industry. Investing in green and sustainable practices would be beneficial to community's economy by spending money on local products, helping reduce carbon footprint and negative impacts on environment and improving company's economic itself by reducing goods cost in transportation and storage. This chapter discusses about the theory of sustainability concept, sustainability in the food industry as well as the factors that motivates companies moving towards sustainable development.

2.1 Origins and development of the sustainability concept

The concept of "Sustainability" appeared in the "Environmental protection" movement since the early years of the 70s of the twentieth century, since then there have been many definitions of sustainability development given. The concept of sustainability has been appeared and completed for a relatively long time. And the initial starting point was the interest in the relationship between economic development and ecological environment protection. From the beginning of the 60s, when the use of DDT pesticides in the United States caused the NI environmental hazards were revealed in the "Silent Spring" by Rachel Carson female writer (USA - 1962), people's awareness of the environment has changed, triggering environmental protection movements and contributing to promoting the country's environmental policies. (Hannah 2010, 88-90.)

In 1972, the United Nations Conference on Human and Environment held in Stockholm (Sweden) was evaluated as the first act marking the joint efforts of all humanity, in order to solve environmental issues. In 1980, following the Stockholm Conference, organizations such as the World Union for Conservation of Nature (IUCN), Chapter of the Environment launched the "World Conservation Strategy". This strategy encouraged countries to draft their national conservation strategies. In this strategy, the term "sustainable development" was first mentioned, but only emphasized in environmental sustainability. In 1980, in the "World Conservation Strategy" by the International Union for Conservation of Nature and NI Resources, the goal of sustainable development was "achieving sustainable development by protecting biological resources" and the term sustainable development was referred to with a

narrow content, emphasized the sustainability of environmental development. (Food and agriculture organization of United Nations 2018)

The 1987 Report of the Brundtland Commission - "Our Common Future", defined sustainable development as, "meeting the needs of the present generation without compromising the ability of future generations to meet their own needs". This concept mainly emphasized the aspect of effective use of NL resources and ensured the living environment for people in development process. Sustainable development is a transformation model that optimizes the economic and social benefits in the present but does not harm the potential of similar benefits in the future. The report has positively contributed to the universalization of the concept of sustainable development on a global scale, which is the starting point for many further studies to clarify the term of sustainable development. (Saarinen 2006, 1-3.)

The definition of sustainable development was reaffirmed at the Earth Summit on Environment and Development Organization in Rio de Janeiro (Brazil) in 1992 and completed at the World Summit on Sustainable development organized in Johannesburg (South Africa Republic) in 2002. Sustainability development was defined as: "A development that satisfies the needs of the current generation without compromising the ability to respond the needs of future generations ". As the development process has a close, reasonable and harmonious combination of three aspects of development including: economic development; social development -especially the implementation of progress ministry, social justice, poverty reduction and job creation; and environmental protection - especially treatment, remediation, restoration and improvement of environmental quality, fire prevention and forest destruction, rational exploitation and economical. (Kates et al. 2005, 9-13.)

In addition to these three major aspects, many people also mention other aspects of sustainable development such as politics, culture, and and requires them to calculate and balance them in planning socio-economic development strategies and policies for each specific country and locality. This view of the United Nations is also the most common and widely recognized viewpoint in the world today. Since 2002, the concept of "Sustainable Development" has been universally becoming the development goal of all humanity, as well as of each nation, each ethnic group and each community group. (Kates et al. 2005, 9-13.)

2.2 Sustainability within food service industry

During the past decades, the hospitality industry has been growing rapidly and contribute approximately 10% of the world GDP. Although the impacts of hospitality industry on environment, society, culture and politic of the local communities as much as other industries. The small compact activities of food and beverage industry together consume a considerable amount of water, energy and resources along with producing a large amount of food waste, smoke, noise and chemical waste. Many skateholders in the field only focus on

the economical value while promoting but does not concern about the consequences of those activities to environment and host communities. Therefore it is necessary to cultivate sustainable development and environmental practices in the field through operations, planning and policies. Moving toward sustainable development challenges all the organisations to dispense the economical benefits, optimize the use of NI resources and protect the environment as well as the diversity and welfare of host communities. (Kates et al. 2005, 15-18.)

Food industry is the traditional energy consumers despite its contribution to the economy. According to the National Restaurant Associations in the US, food and beverage business consume a large amount water, electricity and gas energy (National Restaurant Association 2018) In addition, when comparing the economic benefit of restaurant industry to its contribution of green house gas emission, the foodservice industry is considered as one of the least sustainable sectors. Therefore the restaurant industry is expected to play an important role in implementing sustainable practices into the business. While sustainable improvements contribute to protect environment and the sustainable growth of society and economic, implementing sustainable practices to restaurants also gain many short-and long-term benefits for companies. Cultivating such practices helps companies become more efficient, competitive and marketable. Besides, it also helps raising customer loyalty, attracting and retaining employees who are sustainability conscious. In the view of trend of sustainability and corporate social responsibility, sustainable marketing is one of the movements that helps firms to gain competitive advantages and ecological performance, reduce the operational costs and improve the corporate image. (UNEP 2001, 72.)

There are several considerable issues in and around embracing sustainable development in restaurant industry and the industry should address their sustainable commitments. Restauranteurs need to contemplate the impacts of their activities on economic, society and environment. Consequently, generate profit and employment in an environmentally and culturally responsible way. Social issues include respecting diversity and promoting equality in the workplace, human rights, labor conditions and supporting local communities. While economic issues include providing customer's value, shareholder's value and employment's value. Environmental issues include waste management, water consumption, green building, energy consumption and recycling. (Kates et al. 2005, 15-18.)

In addition, environmental problems raising more and more attention from society causes a significantly growing concern in restaurant discipline, recently. As a result, stakeholders in the fields start to take into account this trend as an opportunity to develop their products and services toward environmental sustainability to attract more customers who are conscious about environmental issues. The restaurant sector has focused on adopting the concept of sustainable marketing and branding in order to reach their potential customers. Embracing

sustainability and green practices helps the companies to gain competitive advantage, reduce costs, improve brands image and promote ecological performance. There are many factors that encourage organisations in the field moving toward activities that are more environmental friendly, the following section will discuss about the advantages of embracing sustainability in their business. (Kates et al. 2005, 15-18.)

2.3 Benefits of implementing sustainability movements in restaurants

The food service industry is facing growing challenges of slowing growth, high operating cost and expectations of sustainable development concern. The three interrelated and interconnecte trends which are environmental issues, growing of demand for transparency and increasing of customer's expectation influence the restaurant industry. As a result, implementing sustainable practices is not only a good opportunity for restaurants but also benefits the industry's long-term health and success. A corporate commitment to sustainability in restaurants allows the business to gain multiple benefits, it helps restaurants become more efficient, competitive and profitable. Those advantages include cost saving, improving brand images and attracting new customers, increasing competitive advantages and meeting the demand of sustainability conscious customers. (Tan & Yeap 2012.)

Sustainability could have major impact on improving brand images. After surveying more than 53,000 US consumers, NI Marketing Institute found that: 58% of consumers interested in the impact of enterprises on the environment when considering to buy products / services will tend to buy from sustainable development businesses. That means, 68 million Americans tend to favor businesses that have positive manifestations of human values, society and environment. Consumers also love businesses which has positive support for the community. Considering public awareness ads in promoting Colgate's water conservation between the Super Bowl, it's not hard to realize brand awareness through "good work" is becoming a advertising strategy pillar. Human could live without electricity or paper - people have lived like that for millennia - but human could not live without water, especially drinking water. (Tan & Yeap 2012.)

Encouragement and practice to conserve resources not only improves brand awareness but also impacts more deeply on employees, their families and more. Furthermore, meeting demand of environment conscious customers is one of the motivations that encourage restaurants moving toward sustainable development. The growing interest for sustainability has forced food service business to cultivate sustainable practices therefore increase company's competitive advantage. According to The Global Sustainability report of Nielsen (2015), 66% of respondents said they are willing to pay more for the products of companies that commit to positive social and environmental impacts. Customers in emerging markets are experiencing the reality of pollution, therefore sustainability has become an opportunity for

companies to connect with their customers who are excited about change. (Tan & Yeap 2012.)

As a matter of fact, consumer awareness and concern about environmental issues influences their purchasing decision of product and services. Restaurants who implement sustainable practices such as zero food waste, reducing water and energy consumption, supporting local products would certainly attract customer's attention toward their efforts and therefore improving the business profitability. Combining sustainable elements into products and services along with goals to demonstrate responsibility to the community and society will be the best way to increase credibility of customers for products. Companies that are known for their commitment to sustainability will have a significant advantage over other companies, in terms of attracting investors, community partners and above all, consumers. (Tan & Yeap 2012.)

Equally important, employees retention is also one of the valuable benefits for companies who implement sustainable practices. Employees turnover rate is quite high in hospitality industry and it negatively affects the development of companies. Hence, keeping employees loyalty is a solution to avoid the cost of recruitment and training new employees for restaurants. Expressing restaurant as a business that respects the environment and social welfare will helps attract environmental-conscious employees. (Tan & Yeap 2012.)

Cost saving is one of the most important factors that encourages restaurants practice sustainable development. Doing business sustainably helps businesses operate effectively through the allocation of resources and conservation of resources, helping to improve employee productivity and reduce costs. Cost reduction also includes simple energy-saving activities such as turning off lights when not needed or using insulation walls for complex measures such as installing geothermal heating and cooling systems. Efforts to bring greater overall impact will cost more to implement, but long-term results will make up for those investments. (McKinsey 2014, 6-7.)

Sustainable development not only helps reduce costs but also increases profits. McKinsey (2014, 6) has studied 40 businesses to learn about sustainable development challenges and deliveries. Practical recommendations "to achieve value from sustainable development". The report said a study by Deutsche Bank showed that businesses that are highly valued in the environmental, social and management areas often outperform other businesses in the medium and long term. McKinsey also showed similar results with the reports of Carbon Disclosure Project. These conclusions are based on stock price calculations: "a \$1 investment in early 1993 in a sustainable business portfolio will rise to \$22.60 by the end of 2010, in when the business is less sustainable, this investment only increases to \$15.40. (McKinsey 2014, 6-7.)

2.4 Veganism and sustainability in food industry

In recent years, environmental activists argue that one of the main culprits for climate change is agriculture and producing animal-involved products. Many proposals on the management of livestock and poultry production have been submitted to the government to reduce greenhouse gas emissions. Among these proposals, most notably, is calling for people to reduce meat- especially beef- towards vegetarian and vegan diet.

There is ample evidence from studies on greenhouse gas emissions related to plant-based food and meat products concluded that animal products produce a much higher greenhouse gas emissions than plant-based products. This problem is largely due to the overuse of grain for feeding animal and the production of methane (NH₄) by the ruminant digestive system. The finding was also found by Professor Gidon Eshel, of Bard University, New York, who led the research team on the impact of beef on the environment, making it even clearer that cattle poorly digests the food provided to them because, according to the professor, only a very small amount of animal food goes into the bloodstream, so a large amount of the remaining energy is wasted. The professor also said that feeding grain to animals instead of grass made the problem worse and caused more pollution. (Carrington 2014.)

However, no studies have directly compared the diet of vegetarians, vegans compared to those who eat fish and meat until 2014. For the first time, only a scientific report on this issue was released. This is the work of seven interdisciplinary scientists from Oxford University. Funded by the University of Oxford, seven researchers were allowed to use EPIC-Oxford data (European perspective on cancer and nutrition) with a 2000 Kcal diet per day, specifically including 2041 vegans, 15751 vegetarians, 8123 fish-eaters, and 29589 meat-eaters aged 20 to 79 years of age for five years. After multi-dimensional comparative analysis- includes age and gender- the study found that the diet of meat-eaters (meat weight = 100g) has a higher greenhouse gas emissions index 2.5 times than the vegan. Specifically, meat eaters with an average of 100 grams of daily emissions of 7.19 Kg.CO₂ compared to 3.81 Kg.CO₂ of vegetarians and 2.89 Kg.CO₂ vegan. (Scarborough et al. 2014.)

In addition, the researchers calculated reductions in greenhouse gas emissions from a high-meat diet (t = 100g of meat) to a low-meat diet (<50 grams): A person on a high-meat diet will reduce 920 Kg CO₂ per year if switching to a low-meat diet, 1230 Kg CO₂ per year if on a vegetarian diet, and 1560 Kg CO₂ per year if switch to a vegan diet. The report concludes that this study demonstrates that cutting back on meat and animal foods (such as milk, eggs) can greatly contribute to reducing climate change, and On the other hand the report confirms that a low meat diet is very beneficial to health and the environment. (Scarborough et al. 2014.)

A report by the United Nations Food and Agriculture Organization in 2006 found that the process of raising cattles and producing poultry products accounted for 18% of the global greenhouse gas emissions (FAO, 2006).). The main sources of greenhouse gases from this system include 25% Methane (NH₄), 32% CO₂ and 31% N₂O. Eight years later, the scientific report of four researchers Gidon Eshel, Alon Shepon, Tamar Makov and Ron Milo was published in the journal of the Cary Ecological Research Institute in Millbrook, New York in February 2014 showed that the rate increase to 2%, which means that the production of animal feed causes one fifth (20%) of the global greenhouse effect. The report also suggests that this is related to unreasonable land use in livestock and extreme water use, polluting the environment, negatively impacting the diversity of flora and fauna, and increasing the process of extinction of many species. (Eshel et al. 2014.)

It is clear from the scientific researches and reports of reputable organizations and institutions that the demand for meat is the main cause of the greenhouse effect, deforestation, pollution and the driving force of extinction of many species. While reports and scientists agree that cutting down on meat every day and going to a vegan diet is the most effective measure to protect the earth as reported by the seven researchers from University of Oxford.

3 Sustainable marketing and marketing plan

Restaurants have found many ways to embrace sustainability initiatives to their business but the key challenge in restaurant industry is attracting more sustainability conscious customers and raising awareness to who are not familiar with the sustainability concept yet. Restaurant operators could utilize marketing strategies that incorporate animal welfares, social and environmental concerns as a selling point to customers. In this chapter, the author will discuss about the sustainable marketing definition and aspects of marketing from a sustainability viewpoint.

3.1 Definition of sustainable marketing

Modern marketing has brought about rapid economic growth, mass production with the use of advanced technology. However, it also brings fierce competition in using marketing tactics and techniques to attract customers, over advertising, liberalization and globalization, etc. All of these factors threaten human life and ecological balance. In particular, giant factories have become different sources of pollution, the production, consumption and handling of many products have a significant impact on the environment. E pollution causes an imbalance in nature. And green marketing is seen as an effort to protect the rights and living environment of people through the production, consumption and handling of environment-friendly products. (Martin et al. 2012, 10.)

Based on the concept of green marketing, Martin et al. (2012, 10) argue that green marketing has the following characteristics: First, act for future generations. One characteristic of green marketing is to use current positive, environmentally friendly actions to reinforce the long-term goal, which is to educate young people about the importance of protect the environment and prevent resources from falling into exhaustion. Second, green marketing requires businesses to have the same responsibilities as other exemplary citizens. Green marketing activities should be associated with long-term environmental protection activities to promote good images for businesses. Accordingly, the media's statements and messages of enterprises must also be specified by practical actions on environmental protection and NI resources, thereby showing the noble humanitarian purpose of the enterprise. The human factor of one enterprise compared to another will be compared more clearly and objectively by the social community thanks to the results of the above activities. (Martin et al. 2012, 10.)

Third, green marketing must create a bridge between businesses, including rival enterprises and even shareholders together to serve as a basis for joint humanitarian actions. So there is a need for cooperation and implementation. The general moral point here is how to make the next generation to have a better life, or at least equal to the previous generation. This points out that businesses could not just find ways to profit for themselves and forget about the survival of both humans and creatures on land exchange. Therefore, a comprehensive marketing approach is needed to ensure sustainable development is the key idea of this activity. (Martin et al. 2012, 11.)

3.2 Consumer behaviour in sustainable marketing

Consumer behaviour is exceedingly complex and with the development of marketing, consumption has become more unsustainable over the years. According to Tukker and Jansen (2006, 159), the consumption of food, housing and private transport, account for over 70 % of environmental impacts. Additionally, these three areas account for over half of consumption expenditure. Furthermore, durable goods are purchased more frequently nowadays which increases the use of raw materials, environmental impacts and waste. (Martin et al. 2012, 140-152.)

Although sustainable marketing's goal is to satisfy customers' needs, the consequences for society and the environment, caused by production and consumption, are equally important. Similarly, sustainable consumption is about people's ability to satisfy their needs without compromising the ability of other people to do so in the future. More sustainable consumption calls for a change in consumer behaviour but also companies' activities. Although there is a great interest in sustainability nowadays, as in the 1990s when customers were increasingly worried about the environment, there is a discrepancy between expressing concern for sustainability and translating those concerns into actions. (Martin et al. 2012, 140-152.)

The complexity of consumers' needs is often explained by Maslow's theory that people need to satisfy the most basic needs first before moving on to other needs. Physiological needs, such as food, are the needs for survival. Here people have already recognised the need for more sustainable alternatives, such as organic food. Housing is a part of the needs for safety and, as mentioned above, this accounts to a great part of the environmental impacts. More sustainable solutions have become more accepted here, such as energy-saving home appliances and solar panel roofs. The needs for belonging and esteem are the ones that hold most people back from consuming sustainably. People want to belong and be recognised by others around them. If sustainable consumption behaviour and sustainable products are not the social norm, people do not consume in this way. People express themselves through purchases and form their identity but all within the frame of the social norm. They want to be valued and if a sustainable product does not bring them the required status, they do not buy it. (Martin et al. 2012, 140-152.)

These needs play a role in the buying decision process and can lead to less sustainable purchase decisions. Need recognition in a sustainable consumer decision process is to recognise the need for alternative and sustainable solutions, which can have different triggers such as celebrity endorsement or because sustainable products become the social norm. Sustainability adds a new dimension to the information search besides traditional criteria such as price and place. More often than not, consumers are overwhelmed by the amount of information about sustainability. Additionally, consumers are often less knowledgeable about sustainability and the information search turns into a learning process. (Martin et al. 2012, 140-152.)

When evaluating alternatives, consumers look at the benefits and attributes the different products have to offer. Sustainability is only one of these attributes and is not seen as a benefit by all consumers. Other attributes and benefits are price, performance and status which can outweigh sustainability. Furthermore, alternatives to purchasing a product can be considered, such as renting or not buying at all. Most importantly the purchase decision is about buying the sustainable product or not. Although during the evaluation of alternatives the consumer has found the most preferred product, the purchase intention can still be intervened. With sustainable products, one major factor which can deter the purchase is availability. Another factor is that if the sustainable product results in embarrassment because it is not the social norm, it will most likely not be purchased. On the other hand, if the consumer believes that the conventional product poses a threat to their safety or health, the sustainable solutions may be preferred. (Martin et al. 2012, 140-152.)

Post-purchase behaviour includes the use and disposal of the product. Sustainable use of the product means efficient usage but also maintenance in order to prolong the product's lifespan. Sustainable post-use behaviour is about recycling, reusing or remanufacturing

products in order to reduce waste which goes to landfills. Another post-use possibility is to resell the product to someone else. Consumers tend to focus on single sustainability issues and buy products which respond to these issues, such as Fairtrade products or cruelty-free products. Therefore, the main challenges are to include all ranges of sustainable products into sustainable consumption and that the mass market consumes sustainably. In order to achieve this, sustainable consumption has to become the social norm as opposed to the currently prevailing consumer society. (Martin et al. 2012, 140-152.)

3.3 Sustainable marketing mix

As mentioned above, green marketing is not only geared to satisfying consumers' needs for products and services, but also to satisfy consumers' demand for environmentally friendly products and services. The main idea of green marketing is that customers are provided with information about the environmental impacts of products when choosing products and services for consumption. From their part, businesses tend to shift to production and provide more environmentally friendly products to meet the green consumer demand of shoppers. Therefore, when implementing green marketing, enterprises need to implement green strategies from product, pricing, distribution and marketing. (Martin et al. 2012, 14.)

Product

A company's green product policy is shown through eco-design, production, packaging and labeling elements. When developing product policy, the most important thing is the product design process. The design process decides about 75% of the environmental impact of that product. There are many design methods to create a new environmentally friendly product. However, no matter which method is applied, in the design stage, businesses need to pay attention to the 3R (Reduction - Reuse - Recycling) principle. The product must be designed so that when production can minimize input materials or be made from materials that minimize the impact on the environment (Reduction). The second is that the product is designed to be used many times or discourages consumers from using it only once and then leaves it (Reuse). At the highest level, the design will build recyclable products that are capable of being reused to produce new products or potentially convert into materials used to create a type. Other products (Recycle), this will help eliminate to the lowest environmental impact of the product. (Martin et al. 2012, 18.)

In the production stage, enterprises need to use clean and non-polluting technologies and techniques, products that are not harmful to the environment and human health. Enterprises can use packaging made of less polluting, non-toxic and safe materials to environment such as biodegradable packaging, or recycled, reusable packaging also be used. On the other hand, the size of the packaging is also a factor that helps protect the environment. This not only brings convenience to consumers, but also benefits the cost savings of packaging, storage and

transportation costs for the business itself. Eco-labels could be created and placed on their products by the enterprise as a commitment to environmental protection. However, to ensure credibility and objectivity, most businesses often give their products to third-party labels. A third party may be another independent company, an industry association, a non-governmental organization or even a government agency to have a reputable guarantee of environment-friendly products. (Martin et al. 2012, 21.)

Price

When applying a green marketing strategy, businesses need to apply the principle of product pricing based on customers' perceptions of the value of products, not pricing based on product cost. That means that pricing must come from the customers' perception of the product and their willingness to pay for a product that brings about use benefits, health benefits and protective impacts. Pricing is not on the basis of calculating the production costs and desired profits. Accordingly, enterprises price their products through two ways. The first way is to set a higher price for green products than for conventional products. At this time, the product requirements of enterprises need to have superior characteristics, the features are completely superior to the rest of the products will make customers willing to spend money to buy green products of Business. The characteristics of general green product description will not work with this high valuation method. The second way is that businesses still value green products with other common products. In this case, customers will be willing to spend on environmentally friendly products instead of being loyal to the products they used. (Martin et al. 2012, 24.)

Place

In the green marketing strategy, the distribution system needs to ensure the two most important functions. First, the distribution of goods by means of the least negative impact on the environment. Secondly, contributing information and propagating environmental protection awareness to consumers. Building a wide distribution system also helps the company implement its green marketing strategy. Through this extensive distribution channel, consumers with all levels, geographic regions, and income could access products of companies and companies more easily in social media. Product and environmental information. (Martin et al. 2012, 24.)

Promotion

Which companies choose the tool, also pay attention to the reliability of the information conveyed to customers, avoiding the pity or misunderstandings that could ruin their brand. In addition, the message of green products to customers should be clear so that customers understand the product's environmental protection features, the benefits of green products

are superior to other products and click. strong ability to satisfy customers' needs in the best way. (Martin et al. 2012, 25.)

3.4 Process of sustainable marketing

Just like marketing, the sustainable marketing process needs to be done from the stage of market research and product preparation. This preparation phase includes data collection activities, positioning and green product development. This is a complex process but plays a key role in the success of the green marketing strategy, including three main stages: product design, production and packaging. (Martin et al. 2012, 145.)

Step 1: Design

In enterprise product design, it is necessary to pay attention to the 3R principle (Reduction - reducing material and fuel input. Reuse and Recycling). In addition to the main characteristics of products, businesses need to innovate so that products with other characteristics are both environmentally friendly and meet the needs of consumers. This issue requires businesses to focus on research, creating greener products than similar products. However, setting quality standards for green products is always changing because environmental protection is a continuous process. Businesses could not only create a few changes and stop but must constantly innovate, create and monitor changes in knowledge to keep pace with the trend of the market in general and customers in particular. Enterprises need to focus on the green elements of the product. This can be seen as a difficult stage for businesses because they have to invest in product research and development to create new and environmentally friendly products. (Martin et al. 2012, 146.)

Step 2: Production

The application of new technology for the treatment of waste, emissions, emissions causing environmental pollution and installation of modern equipment is a long-term beneficial direction for businesses. The goal of cleaner production is to avoid pollution by using resources, materials and energy effectively. Rational use of energy sources is a smart business method for businesses. This is one of the easiest and most effective steps to help businesses reduce costs, increase profits and create value added. This can be done by purchasing energy-efficient office equipment and supplies, providing energy-efficient suggestions and instructions for employees who seek and use green energy sources at the same time. recycled energy. (Martin et al. 2012, 4.)

Besides the problem of energy efficiency, enterprises also need to use water economically. Currently, water resources are gradually becoming scarce, so water-saving use is essential. It not only helps protect this precious resource, but also helps reduce costs associated with buying, heating, using and treating water. Enterprises would save water by using the best

technologies as well as water-saving devices, regularly checking water transmission systems and sanitary equipment to avoid leaks and minimize waste and water pollution. Currently, most product companies apply "cleaner production". However, cleaner production is not the same as end-of-pipe treatment, such as wastewater, emissions, and solid waste disposal, which means reducing the use of inputs, reducing waste and room. prevent environmental pollution. It not only helps businesses proactively meet and comply with the increasing environmental protection regulations of functional agencies but also improve productivity, reduce production costs, thereby bringing higher benefits. The assessment and quantification of environmental impacts in each stage of production, including the use of input materials and ravaf after the end of useful life is essential for enterprises to plan Specifically, there is also data as evidence. (Martin et al. 2012, 146.)

Step 3: Package

With packaging, businesses need to use non-toxic and recyclable packaging. This in the long run will reduce costs for businesses. Not only that, product packaging, if certified and labeled, will prove to be environmentally friendly and attractive to consumers. Companies are realizing the power of a good package to create a constant recognition on the market. In today's highly competitive business environment, attractive, valuable package may be the last chance for the seller to influence the buyer's purchasing deci-sion. Furthermore, an increasing number of companies see the green trend as a possibility to influence purchasing decision. By addressing environmental concerns, 'green' could be seen as one of the value-creating elements. (Martin et al. 2012, 146.)

3.5 The stage of bringing products to market

This is a very important stage because it is directly related to consumers. After implementing green product and service improvements, a problem that businesses face is how to make products attractive to consumers. Therefore, businesses need to build product promotion programs aimed at the target market that has been carefully analyzed before. This phase includes a series of steps to set a green price, set up green distribution channels, promote green trade, build green brand image.

Fix the green price

After completing the product, what businesses should keep in mind is the price issue. While some customers are willing to pay more for green products, much of the price is largely driven by their purchasing decisions. If the product is both good for the environment and suitable for the budget, they will be given priority. Recent studies show that customers are willing to pay 5-10% higher for green and environmentally friendly products. Therefore, before introducing products to the market, businesses need to consult competitors and adjust

the appropriate price for their green products. Although green marketing helps businesses reduce operating costs in the long term, but in the first steps when applying green marketing strategy, with the use of modern technology, product prices will increase compared to before. . Therefore, businesses need to set a reasonable price, and apply sales promotion policies to encourage consumers to buy their products or services. (Martin et al. 2012, 171-173.)

Establishing channels of green distribution

Choosing the form of distribution of goods also has a significant effect on the green marketing strategy of the business. Green distribution also means managing to cut emissions during transportation, thereby reducing carbon footprints. Transportation and logistics costs should be the focus of businesses. In the current situation, when prices are unstable, inflation is high, the war situation in areas with large oil reserves leads to a significant increase in fuel costs for transportation. To overcome that situation, many businesses have redesigned their packaging with lighter weight and higher recycling capacity to minimize the price and cost. In some countries, the government also passed legislation for producers to recall products at the end of its useful life or reverse logistics. In particular, Germany is considered to be the first country to adopt reverse logistics for electronics, automotive and packaging industries. (Martin et al. 2012, 156.)

To implement a complete green marketing strategy, businesses need to choose the right time and place to influence their target customers. Rarely do any customers want to change the habit of buying green products for its green benefit only. Therefore, green marketers who introduce products need to know how to position them so as not only to attract green customers in the "niche" market. A suitable location should be consistent with the image of the business. Thanks to that position advantage will help businesses create his own image. Not only that, the appropriate location also needs to be different from competitors. This can be achieved in the form of trade promotion at the showroom, or create an eye-catching layout, based on the use of recycling applications that emphasize environmental friendliness and other benefits of the product. (Martin et al. 2012, 17.)

Promotion

"Green" oriented trade promotion activities include setting up tools such as PR, advertising, website, clop, seminar and forum. Green marketers could attract customers based on brand productivity, cost savings, health and convenience factors, environmentally friendly. Enterprises increase consumer awareness by spreading the "green" message of products through traditional channels or social networks. There are three types of green advertising include Advertisements aimed at the relationship between a product or service with a biophysical environment. Green lifestyle ads through emphasizing a product or service. The

advertisements show images of environmentally responsible businesses. Although there are many challenges in real life green marketing but this is the trend when consumers get more and more awareness of green consumption and governments also put pressure on sustainable development. (Martin et al. 2012, 123.)

Therefore, to be able to survive and develop, businesses need to orient to implement green marketing strategy for products and services. Designing environmental awareness programs and eliminating consumer behavioral conflicts. In order to create a premise for successful green marketing application, companies need environmental awareness programs for consumers. In addition, encouraging them to break down their behavioral conflicts to create a market of green consumers big enough to invest. These programs should be designed based on careful consideration from regular market research to ensure consumer efficiency. In addition, programs need to ensure the attractiveness and connectivity of consumers, avoiding short-sighted marketing. Regarding the program to raise the awareness of consumers' environmental protection, enterprises should create consumer-driven factors, including benefit factors or moral factors. (Martin et al. 2012, 29.)

For example, when customers are required to pay for those shopping bags, they will think about reusing those bags. These programs should be carried out together with social community events such as Earth Hour events, response to World Environment Day to attract the attention of public opinion and awaken the people. Use, encourage them to take positive actions and change habits to protect the environment. In terms of programs that eliminate the conflicts between perceptions and behaviors of consumers, businesses should consider the barriers and factors that motivate their buying habits. On that principle, businesses will offer better policies for green products. Barriers are sometimes not product quality, but come from the mind of skepticism and shyness of customers. Take the case of the slurry product once as an example. Many people are skeptical about the effectiveness of fabric softener products once discharged because normally they find that clothes after washing must be flushed with three or four times to clean. Thus, the company needs to develop a communication program to break this barrier. (Martin et al. 2012, 67.)

3.6 Creating a sustainable marketing strategy

Focus on investing in technology and product research clean technology investments such as using wind, solar or reuse systems from production processes will definitely help businesses. Industry significantly reduces production costs in the long term. For companies with low scientific and technical qualifications, they can take short-term leaps, save time and development costs by purchasing modern technology lines in the world. Enterprises should consider choosing which technology chain to buy based on their financial capacity, development orientation and production scale. Businesses that are not financially sound could find support from government or organizations to receive financial support as well as support

in technology transfer. International organizations such as the World Bank and the Asian Development Bank are ready to finance clean production projects to deal with environmental pollution and climate change issues. (Martin et al. 2012, 116.)

Besides, with modern technology, companies should focus on the research and development of green products to meet the green demand of consumers. Green products, are the center and the base determines other factors in green marketing. The level of green products will greatly impact the image of the business in implementing its green commitments and claims. First of all, to produce a quality green product, companies must invest in themselves with an advanced production system. Besides, in order to have a green product with outstanding design and characteristics, businesses should also focus on developing and fostering a team of experts, researchers and inventors. In addition, businesses also need to study the needs, tastes of the market and buying behavior of consumers as a basis for production. That way, it is possible to create suitable green products to meet the needs of customers so that they would be widely used in daily life, contributing to green consumption. (Martin et al. 2012, 192.)

Centralizing resources for marketing department should be fully considered in all three aspects: marketing planning, marketing budget and staffs training. Regarding marketing planning, managers need to be prepared for a long-term communication plan. Changing consumer perceptions is not so simple, this goal is only made when there is a long-term communication effort. Sustainable messages need to be delivered to consumers every day through television, newspapers and even annual green activities to help consumers understand the importance of buying action. Green products and encourage them to participate in environmental activities so they would feel more positive. (Martin et al. 2012, 15.)

From now on, long-term marketing plans also need to pay attention to the younger generation because they are the customers of companies in the future and also a group of people who easily change their awareness and behavior. In addition, to improve the efficiency of green marketing, managers need to ensure the participation and agreement between departments within the company with the marketing plan of operations. The activities in the plan are not only the marketing department, but also the support from other departments. Green marketing would not grow if the Research and Development department does not support the creation of environmentally friendly products, if the sales department does not support finding suitable distribution channels and Packaging and packaging does not apply operational procedures to minimize environmental impacts. All departments need to seriously aware of their role in implementing the green marketing activities of the company. In terms of marketing budgets, although senior executives often affirm the importance of marketing

budgets, marketers find it difficult to fulfill the requirements set within the budget allocation. (Martin et al. 2012, 57.)

The limitation of the budget makes marketers do not want to apply green marketing strategy in their activities because this strategy requires considerable capital and especially not immediately profitable. Meanwhile, the marketing department is always under pressure to support the company in achieving its goals, especially in terms of revenue, distribution systems, development opportunities and market development. Therefore, once senior managers in the company do not create conditions for green marketing to be applied in practice, it is difficult for businesses to realize the benefits arising from it. In terms of training people, the marketing team needs to be refreshed and updated with new skills and really important to them in the new economy. In fact, almost all marketing staff are trained in skills such as market research, advertising, sales. However, the market changes frequently to force businesses to focus on training those new knowledge and skills for your marketing team like green marketing trends, trends in using online marketing tools, Big Data or social media. (Martin et al. 2012, 71.)

The market research of enterprises also needs to operate regularly to recognize green consumption trends in the fastest way and at the forefront of green marketing applications to capture market share. Basic studies of tastes or consumer trends need to be done regularly every month to reflect consumer changes. Since then, the business has updated the market situation and introduced green marketing policies accordingly. Business opportunities from the application of green marketing discovered through market research will be a strong motivation for businesses to use green marketing in their activities because of the potential profitability. In addition, regular market research also helps businesses understand the competitive situation in the market, the dynamics of green marketing development of competitors, thus recognizing the importance of green marketing in the development strategy and identify the green level of this strategy, if applicable, avoid stumbling into short-sighted marketing mistakes. (Martin et al. 2012, 92.)

Market research is also an effective tool for enterprises to assess the effectiveness of their green marketing activities such as distribution systems, communication activities, prices to check health status. of the brand in general and especially the green brand. Since then, businesses have policies to improve and improve green marketing efficiency. Green marketing is not only a changing trend that promises to bring more benefits to businesses but it also has greater significance for the environment and sustainable development of the whole society. Green marketing provide business benefits such as increased sales and market share, improved brand image and brand awareness, reduced long-term production costs and created sustainable competitiveness. In addition, green marketing contributes positively to the community when contributing to raising consumer awareness and reducing the negative

impact on the environment through waste reduction activities. Green marketing is an indispensable trend that businesses need to make efforts to compete in the condition that businesses are under increasing pressure not only from consumers but also from the government, as well as environmental activists. (Martin et al. 2012, 4.)

4 Research and development methods

The research and development methods chapter provides a coherent explanation of how the research was done. The author will discuss about the methods used for this research, data collection techniques and data analysis and discussion. The author used first a semi-structured interview and second a non-participant observation as well as social media analysis to get an in-depth knowledge of sustainability practices in restaurants in Helsinki, Finland. In order to explain the research design, methods and framework of the study, the author studied some previous researches of related topic and academic resources before the development of research. The data collected from the research will help the researcher to answer the primary question of this thesis: How restaurant operators implement their sustainable efforts and use them to promote their business? The study questions is to perceive what practices are followed in terms of waste management, water and energy consumption, locally sourced goods as well as green marketing attempts.

The author selected these methods based on the goal of the thesis as they are suitable to collect the required information. Also these methods give an in-depth knowledge of sustainable practices among restaurants in Helsinki as well as the consumer's attitude toward sustainability in restaurant industry.

4.1 Semi-structured interview

Interviewing is the most common method used in small-scale educational research. The interview research method is described as a conversation between two or more people in which the interviewer require to ask concise questions that the interviewees are willing to respond. The advantage of interview is allowing interviewers to collect detailed information about the research topic and conducting it flexibly. Furthermore, using this type of research method, the researcher has the ability to control the flow of process and clarify the issues if needed. On the other hand, the disadvantage of this method is that it requires a longer of time and difficulties in arranging the time with interviewees. Interviews need to be conducted in a relaxed environment and the researchers should avoid from displaying disagreement in case of difference in opinions. (Wilson 2013, 20.)

The purpose of interview is to understand the opinions, experiences, beliefs and motivations of participants in a research topic. Interview is a method that is considered as providing a more in-depth exploration of research subjects than other quantitative research methods like surveys or questionnaires. Therefore, interview method is used when detailed information from

interviewees is required. Interviews could be designed in different types depend on the objective of the research and the information. They could be divided into three types: structured interviews, semi-structured interviews and unstructured interviews. (Wilson 2013, 24.)

The author decided to use semi-structure interview in order to understand more about sustainability implementation in restaurant N. By conducting this method, the author was allowed to diverge in order to pursue an idea during the interview. Moreover, the author could have a more particularly overview of developing a green marketing plan for a sustainable restaurant in the implementation part.

Semi-structured interviews are used to collect focused, qualitative data. This method is the combination of the flexibility of open-ended questions and the focus of a structured interview. The semi-structured interviews are conducted in a fairly open structure in which allow researchers to prepare question ahead of time as well as encourages two-way communication. More specifically, semi-structured interviews provide researcher the opportunity for learning. Frequently, the information obtained from semi-structured interview will offer not only the responses but also the reasons for the responses. Furthermore, conducting semi-structured interview also allows researcher the freedom to add some follow-up questions during the interview. (Wilson 2013, 26.)

On the other hand, there are some disadvantage of semi-structured interviews such as time-consuming, labor intensive and require interviewer sotispication. In addition, the reliability of the result might be questioned due to the lack of standardization in semi-structured interviews. The concern about reliability in this type of method is also related to issue of bias, it might be interviewer bias or interviewee bias. Furthermore, the different in cultures of interviewers and interviewees may affect the reliability of the research. It may influence the way interviewers receive and analyse the information or fail to understand the responses, and affects the follow-up questions that the interviewers ask.

Even though, the advantages of this research method are undeniable and it serves the purpose of this research well. (Wilson 2013, 28.) The semi-structured interview requires the researcher to prepare beforehand the open-ended questions and the main theme will be discussed in order to receive in-depth data. It also provides the interviewees the freedom to discuss about the topic and follow their opinions. (Wilson 2013, 30.)

The purpose of the interview was to obtain the interviewee knowledge about sustainable development in restaurant industry as well as their motivation of implementing a sustainable restaurant concept. The researcher selected restaurant N as the data collected objective because N restaurant concept focused on vegetables and sustainable seafood. “In 2019, sustainability, ethically chosen, local and organic ingredients and low waste should be not the

exception but the rule. At N, we have taken all this for granted from the very start and will continue to do so in the future!” (N website) In addition, the main theme of the interview was mainly focused on sustainable practices followed in the restaurant N. Other topics covered in the interview included marketing strategies of the restaurant, their means and methods of approaching customers, and the market demand for sustainable restaurants in the future.

4.1.1 Conducting the interview

The semi-structured interview was conducted in restaurant N in May, 2019 with the owner also the head chef. The interview process included several procedures, from the beginning of selecting interviewees based on availability and accessibility. Interview questions checklist can be found in appendix 1. Interview questions were prepared in advance based on the objectives of the thesis and some prior investigation of N restaurant. The purpose of the interview is to understand more deeply about the insight of a sustainable business and their sustainable marketing efforts. The author conducted a research prior to the interview through N restaurant website to get more of the insight of the restaurant concept. N sources most of their ingredients locally organic from Finnish and Scandinavian small producers with the main focus on Finnish game, vegetables and sustainable seafood. The owners of N have been applying sustainability practices since the very start and attempt to keep their concept in the future. They value the importance of sustainability, ethically chosen, local and organic ingredients and minimising food waste.

Based on the research, a set of interview questions were developed in order to learn as much about the restaurant sustainable attempts as possible. Even though the interview was conducted follow planned questions, additional information was discussed during the interview.

Interview questions and themes

<i>Sustainable practices in Natura restaurant</i>	Sustainable Suppliers	Target market and customers	Sustainable marketing
Please describe briefly about your restaurant concept	How important is it that suppliers act sustainable?	What is your target market and target customers	How do you communicate your sustainability efforts to your customers?
What kind of products do you provide to your customers?	What are the challenges you have while implementing sustainability to your restaurant?	What do you think the market demand for sustainable restaurants will be like in the future.	10. What means and method do you use to promote your sustainable practices?
What are some examples of properties in your portfolio that best exemplify ecofriendly design and operation?		Is it a current trend? Or do people really care about sustainability?	
And how do sustainable practices affect your pricing strategy?			

Figure 1: Interview questions and themes

Figure 1 shows interview questionnaires was divided into four main themes. The first theme included questions about sustainable practices in the restaurant included water and energy consumption, waste management and locally sourced ingredients. The second theme of the interview questions is about sustainable suppliers. The third theme is to investigate the restaurant's target market and customers. And the final theme is the restaurant' sustainable marketing strategies. Ten semi-structured interview questions was conducted in person with N restaurant owner. The interview lasted in 30 minutes and was recorded with permission and then transcribed by the researcher.

The interview questions was pilot test before the actual interview in order to ensure the reliability and validity of the result. The pilot test is crucial to verify all the required information as well as avoid any possible misunderstanding or bias. The author conduct a pilot test with her friend who is a restaurant owner. During the pilot test, her friend helped the author to point out some mistakes and unclear in comprehension. An email of informational interview request was sent to the owner of restaurant N to get his agreement for participant in the interview. Follow-up emails were made to ensure the the date of the interview based on the availability of the participant.

The interview was recorded with the permission of the participant and transcribed by the researcher after the interview conducted. The author use thematic analysis method to analyse the information collected. Thematic analysis is a method of analyzing themes within

data in order to gain insight and knowledge from the collected data. According to Virginia et al. (2006, 4) “Analysis involves a constant moving back and forward between the entire data set, the coded extracts of data that you are analysing, and the analysis of the data that you are producing.” In this research, the researcher used Virginia et al. (2006, 15-23) guideline to approach data analysis.

Analysing qualitative data might be challenging, especially for an inexperienced researcher. As a Bachelor Thesis project, there were some limitation of time and resources, and the collected data from the semi-structure interview based on opinions, experience and knowledge of the interviewee. However, the researcher overcame it by a well-prepared research plan which brought significant findings for the study.

4.1.2 Interview result

The discussion about N restaurant’s philosophy confirms the initial research: they mainly work with local suppliers who apply the sustainable farming method and are preferably small scale farmers such as their meat supplier from Turku.



Figure 2: Herbs and edible flowers grown in their own farm (Restaurant N’s facebook 2019)

Regarding the first theme: Sustainable practices in N restaurant. In addition, N restaurant has their own farm where the chef picks up herbs, edible flowers and vegetables every morning during summer. Figure 2 demonstrates the herbs and edible flowers which are grown in N farm. The same idea applies to their wines: organic and small scale suppliers. Besides, the owner emphasized that they try to reduce food waste as much as possible and recycling is also one of the main efforts in their sustainable goals. The menu are made from recycle paper and when create the menu, the chef determine to reduce the amount of meat in the whole seven-course menu at around 70 grams as many researches show that eating meat affects the

environment. Furthermore, N attempts to recycle as much as possible, for example, they use recycle napkins and avoid plastic waste by providing still water and sparkling water for customers in house but not selling the plastic water bottles.

The second section is sustainable suppliers. Regarding challenges that they have to face while implementing sustainability to their business, the owner claimed that working with small scale sustainability suppliers cause some difficulties. In the beginning, it was challenging for the owner to search for sustainable suppliers. The business does not work with any third party delivery agencies which lead to some difficulties while working with the small scales suppliers. The company has to plan more in advance with the suppliers, sometimes up to 10 months in advance. The interviewee emphasizes the importance of planning period with their suppliers who delicate a serious proportion of their products to the restaurant. Equally important in the restaurant perspective, they need to be sure they can rely on quality and quantity of ingredients ordered.

Moreover, some questions were aimed to the third theme: target customers of the restaurant. In order to help the writer understand more about the restaurant's business model. According to the owner, N was the first restaurant in Finland that have made a sustainable report in order to promote about their sustainable efforts. However, the main concern of customers in N is the ingredient sourcing, if the ingredients are organic and sustainable or not. Information from their website and social media are the main channels to communicate their sustainability efforts to the customers who are concerned. Their target customers are people with average incomes, even though the restaurant concept is a fine dining restaurant, customers could enjoy a decent meal with an affordable price. With this strategy, they attract more and more customers that leads to a high rating on Tripadvisor. This strategy in addition with cooperating with some hotels in the city helps N attract tourists to their restaurant.

The last theme is Sustainable marketing. Unfortunately, the author could not learn as much information about N's marketing strategies as planned since the owners have been not putting too much effort in the marketing strategies. N use some common marketing channels like their website and social media channels to promote the business and rely on word of mouth instead of direct advertising. They believe that they will attract customers by providing exceptional services and high quality products with competitive pricing strategy. Regarding social media marketing, the owner mainly focus on creating content on Instagram. By creating a cooking video on Instagram, they drew more than 150,000 views and attention from Instagram users. However, the outcomes does not serve the purpose of the thesis which is having a thorough approach of sustainable marketing in restaurant business. As for the acquisition of new clients, they rely on word of mouth advertising instead of persistent direct marketing. They believe by providing exceptional service within the core competencies, they will attract further clients.

The question of profitability and financial viability were discussed and presented at both sourcing and the pricing strategy. According to the interviewee, products from sustainable small scale suppliers cost almost as much as products from the third delivery agencies therefore it does not affect their revenue model. Therefore, the locally sourced products from farm-to-table does not affect their pricing strategy. Moreover, sustainable efforts such as waste management, water and energy saving help the business reducing cost. Moreover, their pricing strategy aims to people with average income. They promise to provide high quality ingredients with affordable price to customer.

Discussion about the future demand for sustainable restaurants in the future, the interviewee indicates that people are more and more concerned about sustainability movement. Hence, the demand for restaurants who practice sustainability will be growing. However, along with the raising demand in sustainable restaurants, the green-washing business also an issue. Green-washing is the definition of operations who do not implement sustainability in their activities but claim to do so to lure sustainability-conscious customers.

4.2 Non-participant observation

In qualitative research, observation is considered one of the most important methods. It is considered a process in which researchers establish and maintain a multi-faceted relationship with a group of people in their natural context, aimed at developing a way to understand social science about groups. In other words, qualitative observation is that researchers go into a specific environment, interact with one or a number of people who are studying, building, developing and maintaining relationships with them in order to experience what they are going through, in order to understand and explain profoundly the research problem. In qualitative observation, the researcher plays an extremely important role for data collection and summarization, but since each person comes from his or her own regions of experience and stance, they are often susceptible. (Belk et al. 2013, 59-87.)

What people observe depends on their interests, prejudices and foundation. The process of childhood socialization forms the way they look at the world, and their value system guides them on how to explain what appears before their eyes. Everyone has different cultural and social backgrounds, different experiences and it affects the way they judge and see. However, every ordinary observer does not see the whole picture and might assume that his or her observations are unique. The consequence of this is that researchers will create products with subjective prejudices. Therefore, researchers must always be aware of their own prejudices before participating in observations. The proactive determination of one's own viewpoints on the research object before fieldwork is one of the ways to eliminate the emotional factor in qualitative observation. This requires honesty from the researcher. (Belk et al. 2013, 59-87.)

When applying the qualitative observation method, researcher might make cognitive mistakes such as misconceptions about the nature of observation, see observations as NL, available, or advanced personal observation results. These mistakes often result in qualitative research biases, lack of scientific objectivity and capture. In order to eliminate these mistakes, in addition to seriously training and preparing, the researcher also has to apply many practical techniques such as deep descriptions, in-depth explanations to find out the hidden meanings beneath the outer shell of the research phenomenon. The advantage of observation method is that the researcher has direct contact with the object but there are also difficulties that the object does not easily reveal all its nature but always changes over time. Therefore, what determines the success of observation is that the observers must have a very objective and scientific attitude and must use all the most appropriate forms of observation. (Belk et al. 2013, 59-87.)

There are two major types of observation: participant observation and non-participant observation. In this study, the researcher used non-participant observation together with social media analysis to collect data as these are the most suitable method to approach the observation subject. Since the goal of the research is to research and study the process of marketing, communication, product, pricing and other related features in the most authentic perspective. So as to compare, analyse and learn from the most effective aspects of the observation object to develop with new vision and apply to the business model. More importantly, the researcher could have more specific view over the problems to develop a green marketing plan. The reason that the author selected Urestaurant as the observation object is that U is a sustainable and experimental restaurant. After researched about the restaurant in the internet, the author was caught attention by the way they do their storytelling as well as using sustainability practices as their selling point to attract more customers. (Belk et al. 2013, 59-87.)

4.2.1 Conducting observation

The observation was being obtained in one and a half hour at U restaurant in May, 2019 when the researcher attended as a customer. There are several ways to classify observation methods, an observation can be structured or unstructured, participant or non-participant, overt or covert. Under the circumstances of this study, a covert, structured, non-participant was conducted. Which means, the author observed the research subjects without them knowing that they were observed, using field notes to collect information.

In this case, the researcher may not be able to grasp the full details of the insiders but have the conditions to look at the observation situation in a more comprehensive, more objective, unbounded manner of what is happening in the observation subject. This method avoid the risks of people being affected by the presence of the researcher. However, this method might be ethically controversial when people are unwilling to participate in the research. In terms

of legal and ethical concern, the author attempted to not take photo or video of strangers without their consent and respect other people privacy. (Belk et al. 2013, 59-87.)

The first step in the observation process is to specify research questions. The research questions of this study are: How does the Urestaurant implement sustainability practices? And how do they use them as a selling point for their marketing strategy? Based on the research questions, the author prepared an observation guideline and categorized the list into different section so that the author would not neglect any factors during the process. The guideline can be found in appendix 2. The observation guideline includes four main themes: sustainability innovations and restaurant design, atmosphere and service, customers and social media marketing of the restaurant.

The next step is conducting observation along with taking note following the guideline. In this phase, the author attempted to collect unbiased raw data and avoid the personal perspective. Next, a fieldnote was written immediately after the researcher left the fieldsite to avoid any neglected important information.

Finally, the data was analysed by analyzing observation notes, fieldnotes which include details of informal conversations with staff, recording of personal experiences and memos. Additionally, to gain insight of the way Urestaurant marketing their business, the author used online observational technique to collect information and analyse data. As the development of technology, people are taking its advantages in every life aspects, and social media has become a part of modern life. Therefore, social media is a chanel where people communicate as well as an effective tool for business to approach their customers.

Consent for observation was not sought from participants because the observation was in a public environment where the participants would normally expect to be seen and observed, and the observation was not focussed on private, personal behaviour, so it did not constitute an invasion of their privacy. Furthermore, the observation was not a violation of the participant's personal space, which might cause them to feel uncomfortable.

4.2.2 Observation result

Uis a microlocal restaurant with a fine dining restaurant which was open in May, 2018. The restaurant has already receiving accolades and attention from their sustainable practices and innovations. Microlocal essentially means, that 90% of the products used are brought in from less than a 100km radius - with some even grown inside the very restaurant location. The restaurant concepts are not only about the experimental menu but also include the entire interior with attention to detail and captivating innovations in food production.

Restaurant U, located in central Helsinki, has a hydroponic vegetable growing system, aeroponic potato tubes, a ball-shaped pendant with live crickets inside them and a

mushroom-growing statue. It is a compilation of technology-based solutions for different food production segments: hydroponic and aeroponic cultivation, insect protein production, cultivation of urban sponges in coffee beans, stem cell cultivation and minimization of losses, packaging materials and transportation.

Restaurant design and innovation

Restaurant U will function as a stage for experimentation on a sustainable food system for restaurants, in which the environmental effects of food production, distribution and consumption are as small as possible. The goal of the experiment is to create a restaurant concept based on the circular economy that can be extended to other Finnish and international restaurants. They strive to grow their raw materials as much as possible in a self-sufficient manner. A hydroponic greenhouse system is set up in the downstairs of the restaurant to produce salads, herbs and other greens throughout the year.

The restaurant grows salads and herbs in the gutters themselves that circulate the glass wall of the restaurant's entrance. In a hydroponic growing system, plants receive their nutrients from the water circulating in the system piping, which is filtered and reused after the round. It consumes a fraction of water compared to conventional open-air cultivation. At the same time, unnecessary logistics, packaging materials and consumption of water and energy will be minimised, and food leftovers kept to a minimum. The plan is also to test new ways of growing ingredients around the clock in a closed space indoors.



Figure 3: Air Potatoes grown in restaurant U (Restaurant U website 2019)

Figure 3 displays the air potatoes which are grown in the restaurant. The restaurant also grows mushrooms in glass balls and aeroponic potatoes, that is, potatoes grown in the air in

specifically built columns. Although Ugrows air potatoes in two cylinders, in practice their harvest is not enough for restaurant customers. So it is more about technology demonstration.



Figure 4: Herbs grown inside the restaurant. (Restaurant U website 2019)

Figure 4 shows the herbs and mushroom grown inside the restaurant. The ability to grow fresh ingredients in the restaurant all year round is a revolutionary concept for a restaurant in a city where winter temperatures reach -20°C and snow in April and even in May is still active. The cold climate and the short growing season have prevented Helsinki's cuisine from flourishing. The main idea behind Ultima, founded by two top Finnish chefs is to test how well the circulating economy can function in a restaurant in an Arctic country. They are combining Finland's leading food technology, a circulating economy and, most importantly, the ability to process delicious, sustainable food. Uis partnering with Sitra, the Finnish innovation fund that specializes in the circulating economy.

Restaurant atmosphere and service

The atmosphere in the restaurant is one of a kind as well, many materials have been recycled from the previous restaurant, every tiny detail seems so well thought through - and customer can feel like in a nature museum with the giant spine hovering over. The light design is unique. The windows are blocked out, yet the lighting can be adjusting according to the time of day and season. This set-up allows customers to be fully immersed in the restaurant experience. The staffs are friendly and helpful with consistent service quality and have knowledge about the food and beverage.

Customers behavior

Customers in the restaurant seemed to be interested in the concept and innovations of the restaurant. Customers of U and the general public are educated informally through postings on social and conventional media including media press releases, labelling of products, menu options, a 'U insight' tour in the restaurant and innovations that take place in the restaurant.

Social media analysis

In this 4.0 era, social media plays an important role in marketing and branding. Restaurant U takes full advantages of social media marketing by creating content actively on their website, Facebook and Instagram to promote their business as well as their sustainable solutions. First and foremost, restaurant U website is where they briefly present their concept and philosophy with eye-catching pictures and video. In addition, they also provide a brief report of their sustainability efforts in both English and Finnish to environmental-conscious customers.

Furthermore, they also provide a 'U Insight' tour in which include a five-course menu and a tour in the restaurant at 81 euro. A tour of the restaurant's kitchen heart and upbringing takes about 20 minutes. Owners and chefs guide their customers around the restaurant and answer their question about sustainable restaurant concept. During the evening, they will go through the kitchen activities and see where the food comes from.

Restaurant U engages communicating with their customers in numerous way such as creating content regularly on Facebook and Instagram, appearing on newspapers and interviews are effective ways to promote the business concept and attract more customers. Overall, restaurant U have successfully presented a strong and clear message of what they are doing to their customers.

In the next chapter, the author will create a sustainable marketing plan based on the study of sustainability and the research results.

5 Creating a sustainable marketing plan for a vegan bakery

Based on the study of sustainability, the author is able to understand the concept of sustainability and the benefits of embracing sustainability. By conducting the researches about sustainability among restaurants in Helsinki, the author learned about other business's sustainable practices. And their experiences in marketing the business and promote their efforts to sustainable-conscious customers and using it as a selling point. In this chapter, the author will present a sustainable marketing plan based on what she have learned and the research outcomes. The marketing plan includes: an executive summary, SWOT analysis, target customers, the marketing mix and action plans.

5.1 Executive summary

Jolly Bakery is a newly opened bakery that will be located in Helsinki center. Jolly Bakery will be a specialty bakery, offers vegan, gluten-free and organic deserts together with a drink menu includes variety types of tea and coffee. The products of Jolly Bakery will be provided in different kind of flavors and decoration. The bakery will offer its customers a cozy seating area along with a casual style design. Jolly Bakery will also provide a catering service for weddings, birthday parties and other events.

With a sustainability and environmentally-conscious mindset, the owner of Jolly Bakery exhibits her engagement to sustainability by implementing sustainability practices in the business wherever is possible and giving back to the community. In order to commit in sustainability, Jolly Bakery engages in using organic and seasonal ingredients that are locally sourced, cutting back on food packaging and using eco-friendly packaging, practicing water efficiency and conservation, minimizing waste, using sustainable interior décor, training the staffs to be passionate about sustainability. And more importantly, providing a friendly service along with offering information through staff education, website and menu about sourcing and sustainability.

As a bakery, Jolly Bakery target a wide range of customer segments in the Capital Region. More specifically, Jolly Bakery's target market are vegan/vegetarians and people who concern about sustainability. Jolly Bakery competes in the market of healthy dessert and sustainable concept bakeries. However, the competitive advantage of Jolly Bakery is offering specializing vegan cake and exceptional cake designs that none of the bakery in Helsinki has ever done.

Product description

The main products of this business are vegan deserts. Jolly Bakery attempts to provide its customer deserts with variety of flavors, sizes and decoration. In order to stand out from the competitors, Jolly Bakery will offer several options to meet the needs of health and diet of consumers. Customers are more and more demanding about gluten-free, organic, vegan and Nlly-sweetener food. The customers of Jolly bakery will feel more welcome with their needs are recognized and met. Jolly Bakery will also provide a catering service designated for

deliveries of large orders for events such as birthdays and weddings.



Figure 5: example of the wedding cake styles. (Hayley Elizabeth cake design website 2019)

Especially, Jolly Bakery offers wedding cakes with elegant design. Specialising in butter cream and sugar flowers, the wedding cakes are the combination of designs with classical and contemporary finish. By offering the wedding cakes helps Jolly Bakery be out-standing with other competitors. Figure 5 demonstrates the style and design of wedding cakes that Jolly Bakery aim to provide for its customers.

5.2 SWOT analysis of business idea

SWOT analysis is a framework that helps Jolly Bakeries identify and analyze strengths, weaknesses, opportunities and threats. SWOT analysis is necessary to estimate the competitive position of the company and to develop strategic planning. SWOT analysis evaluate internal and external factors of the company as well as current and future potential.

Strength

In spite of similar competitors, Jolly Bakery will contain a number of beneficial strengths to make it more attractive than competitors. Jolly Bakery will be able to meet consumers' needs that require specialization to meet specific health and diet needs, including gluten-free, organic, fat-free and vegan. Finally, comfortable seatings for those who like to eat and relax as they enjoy their delicacies will be the great advantages of Jolly Bakery.

The main sustainability practice of Jolly Bakery can be found in its product line, marketing plan and packaging. Vegan, organic and gluten-free deserts are hard to get, and most contain unhealthy calories or unpleasant flavors. Jolly Bakery offers versions of these baked goods that are delicious and healthy. Another sustainable advantage that Jolly Bakery brings is environmental friendliness. Based on the trend of responsible consuming gaining in Finland,

this advantage alone can prove to be one of the strongest competitive advantages for key consumers to purchase products of Jolly Bakery.

Weakness

The weakness include competition with local businesses that have been existed for many years. People often choose to support local businesses. Jolly Bakery might have to face the challenge of the created habit which people already have a favorite bakery. Jolly Bakery's price structure, located in the high-end segment of the main bakery product line. However, product quality is superior to mainstream bread products, so consumers will most likely realize the right price. Especially in the case of a custom order, which is basically a service, consumers will be led to believe that they are getting a premium product.

Opportunities

The location of Jolly Bakery in one of the busiest street in Helsinki will bring a large number of customers to the bakery. In addition with the raising of consumers who are aware of sustainability, this is an opportunity to attract this customer segment.

Threat

A possible threat to the bakery is the opening of a new vegan bakeries or a regular bakeries in the same location where the bakery is located.

5.3 Target customers

As a bakery, Jolly Bakery will have a broad target market. Based on the result of the interview and observation researches, the author finds out customer propective and target customers for the business and creates two customer personas. The main target customers are vegans and vegetarians who concern about sustainability.

In addition, Jolly bakery also aims to people of all ages. Jolly Bakery will first and foremost provide baked goods, with an emphasis on healthful indulgence. Jolly Bakery will first provide baked goods, with a focus on healthy passion. By offering organic, gluten-free and vegan baked goods, the bakery will expand its market beyond that of a regular bakery. These special services will encourage brand loyalty in target markets that are often overlooked. The growing trend of gluten-free, vegan and organic foods is the core driver for creating a bakery like Jolly Bakery.

Located in an area with high rate tourists, the target market of the company will include tourists. However, many locals will also enjoy the delicious food service that will be used especially for great events and celebrations. Jolly Bakery will be able to rely on local people

to do business year-round while tourists will only frequent during the summer months and winters. Jolly Bakery's products will be appreciated by all consumers who simply prefer a delicious dish. Whether consumers are looking for simple cupcakes or intricate-designed dishes, this bakery will be able to meet their needs. Jolly Bakery will be preferred by customers who prefer quiet and comfortable atmosphere. Locals and tourists visiting Helsinki, with varying ages and different income levels, will all be included in the Jolly Bakery's target market.

Customer Prospective



	<p>Occupation</p> <p>Stay-at-home mom</p>	<p>Concerns</p> <ul style="list-style-type: none"> - the effect pesticides and toxins will have on her children. - high price of organic meat - Dislikes the large amount of sugar, - preservatives and processed foods. - Has a hard time finding healthy versions of the treats she really wants
<p>Name</p> <p>Olivia</p>	<p>Demands</p> <ul style="list-style-type: none"> - she would purchase organic cakes and pies for holidays, birthdays and family gatherings - These desserts were made with natural replacements for sugar, like applesauce or fruit purees 	
<p>Age</p> <p>25 to 34 years</p>		
<p>Highest Level of Education</p> <p>Bachelor's degree (e.g. BA, B</p>		
<p>Social Networks</p> 		

Figure 6: Jolly Bakry's Target Customer persona- Olivia

Figure 6 demonstrate target customer: Olivia.

Olivia is a young mother. Olivia has read much about pesticides and toxins and is confirmed about the effects of these chemicals for her children. She is active in environmental awareness groups and in the vegetarian and vegan club at her university. Victoria's main splurges are on food and eco-friendly fashions. She is a Business major, and hopes to become a Sale director, but she also takes art and photography electives. She cooks most of her own food, but often finds it difficult to make vegan desserts taste good. Her friends get together often and cook, but it is common on birthdays for Victoria to have to turn down cake because of dairy and eggs.

She enjoys having a little dessert every evening after dinner, but usually chooses fruits or nuts dipped in yogurt because it is very difficult to find the healthy versions of the dishes she really wants. If Olivia could find somewhere to buy them, she would buy organic cakes and desserts for the holidays and events. She would especially like it if these desserts were made

of natural replacement instead of sugar, like fresh fruits and pureed fruit, so she could also let her child enjoy them.

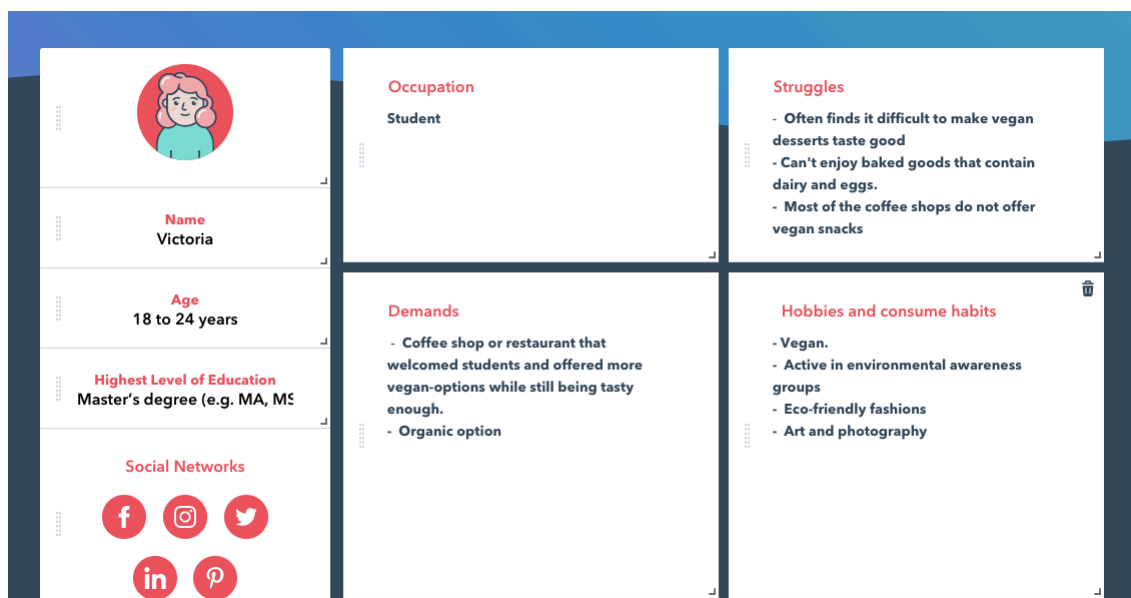


Figure 7: Jolly Bakry's Target Customer persona - Victoria

Figure 7 illustrates target customer: Victoria is a college student.

She is active in environmental awareness groups and in the vegetarian and vegan club at her university. Victoria's main splurges are on food and eco-friendly fashions. She loves to find a cozy café or restaurant that is affordable for students and offers a more vegan option while still being tasty enough. Victoria also often searches for organic options when they are available, but it is generally comfortable to eat non-organic things as long as they are not overly processed.

5.4 Marketing mix

In this chapter, the author presents a marketing mix for Jolly Bakery. The four Ps marketing mix which includes: Product, Place, Price and Promotion.

Product

Cakes is the main product of Jolly Bakery, and product quality is important for the success of the business. In order to assure product element, this bakery will maintain tidiness and hygiene, using finished products. And will always make sure all cakes are baked properly. Innovation is also a key factor in the company's growth and success, and this bakery will start by offering a range of options, from simple flavors like chocolate and vanilla, to more

decadent flavour like Tiramisu and blueberry cakes as well as different types of frostings, and many décor styles for all types of occasions. However, to grow as a business, it's important is Jolly Bakery to innovate their products.

To achieve this goal, the bakery will continuously try to develop and test new formulations for the new flavor of baking and ice cream. Doing so will allow the company to have more types to offer and can attract new customers. Along with this, Jolly Bakery will create a few seasonal desserts, such as pumpkin pie in autumn or citrus-flavour during the summer season, will only be available at certain times of the year. Doing this will bring consumers something to expect in the upcoming time, as well as enhancing the business when customers spend more money into the cakes they enjoy just for a limited time. By creating new product flavors, Jolly Bakery will not only grow as a business, but also increase sales.

Place

Jolly Bakery will open as a bakery, along with catering businesses, in Helsinki centre. Even though the company is starting as a small bakery, the goal of the business is to keep growing. To do this, the company will slowly open more similar bakeries starting in neighboring towns, and gradually expanding to larger areas. Similarly, the catering service will grow as more bakeries are opened and perhaps the ability to serve multiple events at the same time will be achieved.

The Internet is an effective way to expand business into larger areas; Therefore, Jolly Bakery will develop a website that customers can order. The customizers will then take their orders at a nearby bakery, or, if they are not near one, Jolly Bakery will find a suitable way to safely transport the cake. Doing so will not only raise the number of customers who have access to the business, but also allow Jolly Bakery to identify suitable area to open more bakeries, based on the number of orders.

Price

After Jolly Bakery was first opened, its main purposes would include strong market share, continuity and profit on investment. Accomplishing these ambitions will conclusively allow the business to have a profit. Keeping these objectives in mind, the business will choose competitive prices with the industry. Doing so will help Jolly Bakery to maintain its business activity at a price that is not high compared to its competitors, which may cause the customer to leave. However, due to not being too low compared to market prices, the business can still earn as much income as possible while still competing. When these prices lead to the strong market share and the existence of the Jolly Bakery, the company will then be able to use the income to pay interest on the investments, and in time, get profits.

Promotion

Jolly Bakery's promotional objectives will include developing consumer awareness, generating interest and desire, and bringing customers to a purchase. The project to make consumers aware of the bakery store will include advertising and organizing an opening day. Providing free samples of delicacies during the launch can lead to both the interest and the wishes of consumers. When customers try great delicacies, they will be less hesitate about making a purchase. Just to build awareness, attention and desires of customers, consumer purchases will increase, enhancing company sales.

Public relations will also be influential for the business. Society engagement will be a beneficial method to solve this problem. Doing so not only helps Jolly Bakery get more business from local people, but also raises the chances of introducing company in the community. A few ways that Jolly Bakery will use public relations is through society engagement such as participating in community activities, funding local events or gift certificates or baked goods to fundraisers. This will show the community, company looking forward to joining and helping the community, which is attractive to community members. It will also bring positive liability to the company. The public relations will be necessary to Jolly Bakery's success.

In order to fully engage in sustainability, the marketing materials of Jolly Bakery will be paperless. The owner will take advantages of technology to promote her business to customers. For example, instead of paper brochure, the owner will create an e-brochure and publish it to the bakery website as well as send them to customer's email. For in house customers, the staffs will show the brochure in an Ipad in the Bakery and explain their sustainability effort to customers. In addition, Jolly Bakery will mostly use online marketing to promote their business.

5.4 Action plans

In order to attract new customers and promote sustainability efforts of Jolly Bakery to customers as well as keep the loyal customers of the bakery, the author conduct action plans. In these action plans, the author attempt to use marketing materials as effective as possible and reducing cost as well as using e-marketing.

Reward for regular customers

Reward for regular customers	
Goal	Giving gifts for regular customers.
Targeted Group	Returning customers

Process	<ul style="list-style-type: none"> • Design an app for Jolly Bakery. Customer sign up for the program. • Design sign/poster of the promotion to customers.
Responsible	Cashiers responsible for stamps to accept free items.
Time	2 week. This plan should be started after the bakery open for 1 month.
Predicted budget	Primary costs will be the free products. Product cost will vary.
Determinable success	It is indicated by the number of returning customers.

Table 1: Reward for regular customers

Table 1 explains the process of doing the ‘Reward for regular customers’ plan. The Reward for regular customers means repay the customer back by lowering the price for them based on their bakery visit. Customers will be able to register to Jolly Bakery’s app to track their visits to Jolly Bakery. Every fifth visit, guests can receive a free cupcake or small coffee free of charge.

Create a Website

Create a Website	
Goal	Creat a website to provide customers information about Jolly Bakery, menu, events and information about the sustainable attrempths of the bakery and to accept online custom order,
Targeted Group	Customers who find information about the bakery online and want to order the cakes.
Process	<ul style="list-style-type: none"> • Buy a domain. • Hire a web designer to design the website. • Include pictures of the desserts, contact information, menus, promotion and a form for customers to place orders. Connect to social media of the bakery on Facebook, Twitter and Instagram.

Responsible	web designer, owner.
Time	2 months. This action plan should be started before open the bakery, but does not need to be completed before grand opening day. Update the site regularly based on seasonal offers, events new menus and promotion.
Predicted budget	Cost will based on web domain cost, hosting rates and designer.
Determinable success	The true value of the website will not be that it draws customers in, but that it prevents them from being pushed away by lack of information and online presence.

Table 2: Create a website

Table 2 describes the process of creating a website for Jolly bakery. Jolly Bakery will get a great advantage from being available and visible online, which will strengthen the bakery's professional image and brand equity.

Design an e-brochure

Design an e-brochure	
Goal	To design an e-brochure for Jolly Bakery that promot high quality ingredients and sustainable practices.
Targeted Group	Target customers of Jolly Bakery.
Process	<ul style="list-style-type: none"> • Taking photograph of products. • Editing pictures InDesign • Organize content into a visually pleasing and professional brochure • Publish to the bakery website as well as send out the brochure as an email marketing to customers and pitch the business to event planners and target clients.
Responsible Party	The business owner will be responsible for this process.
Time Line	3 weeks. The action plan should be completed prior to the opening of the bakery.

Predicted budget	This project does not cost anything, only the time to design the brochure.
Determinable success	The success of this action plan will depend on the number of customize orders placed through the website and customer opinions of the brochures.

Table 3: Design an e-brochure

Table 3 shows a step by step of creating an e-brochure. A deliberate brochure will help reveal what makes Jolly Bakery different and outstanding. The brochure includes information about ingredients, responsible commitments and placing custom orders.

Follow up E-Postcards for online customers

Follow up E-Postcards for online customers	
Goal	Develop brand loyalty and positive attitude to online customers
Targeted Group	Customers who have bought cakes through the website in the past year.
Steps	<ul style="list-style-type: none"> • Make a list of online customers and their e-mail addresses. • Create E-postcards • Send E-postcards for holidays and birthdays
Responsible	The Owner
Time	This
Predicted budget	only time.
Determinable success	the number of return custom-order

Table 4: Follow up E-Postcards for Online customers

Table 4 shows the plan of sending e-postcards to online customers. Customers want to feel highly appreciated, and the bakery wants to remind these customers about the products and services that Jolly Bakery has to offer. The reason behind the selection of electronic postcards

is to reduce waste, so that the bakery does exactly as the promise of environmentally friendly.

Cooperate With Local Event Planners

Cooperate With Local Event Planners	
Goal	Create an incentive for local event planners to introduce orders to the bakery by providing special prices, additional services, or re-introductions.
Targeted Group	Local event planners
Steps	<ul style="list-style-type: none"> • Research to create a list of local event planners, both corporate and individual. • Contact event planners. • Invite event planners to visit the bakery to learn about the product and to try the cakes. • Follow up every few months.
Responsible Party	The owner.
Time	1 month to complete initial research and to distribute handwritten cards. This will be an ongoing project.
Predicted budget	free product samples will be the main cost.
Determinable success	the number of event planners who partner with Jolly Bakery.

Table 5: Cooperate With Local Event Planners

Table 5 describes the partnership with local event planners.

Social media marketing

Social media marketing	
Goal	Continuously create interest and maintain loyalty of customers.

Targeted customers	Everyone who use social media.
Process	<ul style="list-style-type: none"> • Sign up for a Twitter, Facebook and Instagram account. • Plan and create calender of posts •Communicate with customers on social media
Responsible	Business owner
Time	2 week. The social media should be done at the same time with the website.
Predicted budget	Time
Determinable success	the impressions made and the quality of relationships built with customers,

Table 6: Social media marketing action plan

Table 6 present the idea of marketing on social media. This action plan aims to build relationships with existing customers by starting a dialogue with them and creating a sense of reach and transparency with the bakery. The idea is that customers who feel connected to the bakery will be more likely to go back and become loyal customers and brand ambassadors.

Produce Specialty Products

Produce Specialty Products	
Goal	Attract customers with special dietary needs.
Targeted	People who have special dietary such as vegan, gluten-free and organic ingredients
Process	<ul style="list-style-type: none"> • Share information with local publications aimed at a healthy, alternative lifestyle. • Follow up with reporters to provide an interview. • Search for local bloggers who have healthy lifestyle and invite them to visit the bakery to try the product.
Responsible	Business owner.

Time	2 months. This action plan will be an ongoing process.
Predicted budget	time.
Determinable success	the amount of customer interest gained.

Table 7: Produce Specialty Product Line

Table 7 displays the action plan of promoting specialty product line of Jolly Bakery. This plan look for specialty diet subjects publications and social groups.

Cooperate with Delivery Company for Holiday Gifts

<i>Cooperate with Delivery Company for Holiday Gifts</i>	
Goal	Up scale the sale during holiday season and create convenience for customers with the delivery service.
Targeted	Jolly Bakery customers.
Steps	<ul style="list-style-type: none"> • Create options for customers to choose from based on the holidays. • Find a reliable shipping service to transport products. • Place a gift order form both in-store at the counter and on the website.
Responsible Party	Business owner.
Time Line	1 week before each of the holiday.
Estimated budget	Depends on the cost of delivery.
Measurable success	The number of orders placed during the holidays.

Table 8: Cooperate with Delivery Company for Holiday Gifts action plan

In table 8, the author explains how the holiday gifts action plan is created.

6. Conclusion

This sustainable marketing plan for a vegan bakery is created from the raising awareness of people about sustainability development which also benefit business operations in many ways. This marketing plan is built on the breakthrough business idea combining sustainable marketing concept and vegan food as a raising trend in food industry. The main outcomes of this thesis is to find the feasibility of Jolly Bakery- a vegan bakery and create a realistic marketing plan for the operation of Jolly bakery based on collected theory background and practical research implementation outcomes. In order to achieve this, the theoretical background was built on the definition of sustainability and sustainable marketing. Besides, results from practical research implementation play important roles in forming and developing the sustainable marketing plan of Jolly Bakery.

Qualitative research with semi-structured interview and non-participant observation are employed during the research implementation. The goal of the investigation is to earn the better understanding about sustainable development in restaurant industry, especially in sustainable marketing. Non-participant observation were carried out to figure out the target customer, which are people of all ages who are vegan and conscious about sustainability. A sustainable marketing plan is considered as the outcomes of the research implementation combined with the theoretical background. The main ideas of Jolly Bakery is providing healthy desserts as well as encourage its customers to contribute in the growing of sustainability.

This marketing plan is considerably the authors' brainchild that was born with the ambition of successfully providing high quality vegan baked goods for customers along with practicing sustainable developments in hospitality industry. The sustainable marketing plan for Jolly Bakery that presented in the thesis is considerably an embryo for a complete project later. There is still plenty of room to improve and complete the marketing plan, especially the action plan and target customers in order to attract more customers.

This report tells stories about the restaurants and cafes that have this responsibility, and outlines their food practices and engagement strategies, allowing people to think about the politics of food and sustainability. This research project confirmed that there are significant changes taking place in this dynamic restaurant and café sector and consumers advocating for sustainable activities being initiated. There are many initiatives and restaurant certification schemes that have been developed, to help restaurants and cafes track activities based on three sustainable pillars: economic benefits, environmental protection and social responsibility.

The sustainable aspects of the restaurants include providing insight into healthy nutrition and food for customers, educating on the environmental impacts of stakeholders, promoting non-waste models, showing the local movement, developing social enterprises to address social

issues, fair settlement of food and fair trade, promoting social connections, creating awareness of animal welfare and establishing collaborative structures of Workers. Although there are many different focal points here, all confirm that a restaurant can be used as a model or tool to convert towards sustainability.

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Figures

Figure 1: Interview questions and themes	27
Figure 2: Herbs and edible flowers grown in their own farm (Restaurant N's facebook 2019)	28
Figure 3: Air Potatoes grown in restaurant U (Restaurant U website 2019)	33
Figure 4: Herbs grown inside the restaurant. (Restaurant U website 2019)	34
Figure 5: example of the wedding cake styles. (Hayley Elizabeth cake design website 2019)	37
Figure 6: Jolly Bakry's Target Customer persona- Oliva	39
Figure 7: Jolly Bakry's Target Customer persona - Victoria	40

Tables

Table 1: Frequent customers specials	43
Table 2: Build a website	44
Table 3: Create an e-brochure.....	45
Table 4: Follow up E-Postcards for Custom Orders	45
Table 5: Partnership With Local Event Planners	46
Table 6: Social media marketing action plan.....	47
Table 7: Promote Specialty Product Line	48
Table 8: Partner with Delivery Service for Holiday Gifts action plan.....	48

Appendices	
Appendix 1: Interview questions	56.
Appendix 2: Observation guideline	Error! Bookmark not defined.

Appendix 1: Interview Questions

Sustainable practices	<p>1. Please describe briefly about your restaurant concept.</p> <p>2. What kind of products do you provide to customers?</p> <p>3. What are some examples of properties in your portfolio that best exemplify eco-friendly design and operation?</p> <p>4. And how do sustainable efforts affect your pricing strategy?</p>
Sustainable suppliers	<p>5. How important it is that suppliers act sustainable?</p> <p>6. What are the challenges you have while implementing sustainability to your restaurant?</p>
Target market and customers	<p>7. What is your target market and target customers?</p> <p>8. What do you think the market demand for sustainable restaurants will be like in the future. Is it a current trend? Or do people really care about sustainability?</p>
Sustainable marketing	<p>9. How do you communicate your sustainability efforts to your customers?</p> <p>10. What means and method do you use to promote your sustainable practices?</p>

Appendix 2: Observation guideline

Restaurant design and innovation:

1. What are the sustainable innovations in the restaurant?

Restaurant atmosphere and service

1. How is the environment in the restaurant?
2. How is the service of the restaurant? Waiters/waitresses attitude, are they helpful and friendly?

Customers:

1. How do you they react about innovations in restaurant? Are they interested?

Social Media:

1. What are their campaigns to promote their sustainability implementations?
2. What are their communication channels: facebook, instagram, website?
3. How do they communicate with their customers on those channels?