

SUSTAINABLE IDEAS ON SUSHI RESTAURANT BUSINESS

A Multidimensional Approach to Sustainable Development

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The concept of sustainability in the restaurant industry in general, and Sushi restaurant specifically, has been developed for a long time by many different companies. However, the idea has not yet been comprehensively addressed and it has mainly just focused on the environmental aspect. Therefore, the objective of this thesis was to help Sushi restaurants develop a sustainable business model that suggested an enhancement of sustainability in all dimensions: environmental, economic, social and cultural aspects.

The commissioner of this thesis was Amarillo Rovaniemi. Even though Amarillo is not a Sushi restaurant, they agreed with the proposed topic as sustainability is a cross-sectioned subject in which they could also utilise the result of this thesis for their business. Furthermore, the thesis opened up opportunities for further research on sustainable development in a casual dining restaurant or other different cuisine restaurants with the involvement of different cultural issues. The theory part discussed the evolution of definitions and concepts of sustainability under a historical perspective, represented sustainability issues in the food industry and the three dimensions of sustainability related to Sushi restaurant environment.

The thesis utilised a mixed methodology approach including different qualitative and quantitative methods. Semi-structured interviews, participant and structured observation, surveys and qualitative content analysis were integrated into the research process to achieve a multidimensional perspective of the subject and investigate issues that might have not been considered related to sustainability.

As a result, the findings gave further suggestions on more sustainable and responsible supply chain providers, improvements in defining company culture, human resource management, collaborations, social contribution and a better approach to responsible marketing strategy. The result was represented as a quality matrix table to help decision-makers self-evaluate and monitor improvements needed for their businesses.

Key words Sustainability, sustainable development, Sushi culture, hospitality industry, environmental responsibility

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SYMBOLS AND ABBREVIATIONS

ASC	Aquaculture Stewardship Council
EPA	the United States Environmental Protection Agency
IUCN	International Union for Conservation of Nature
MSC	Marine Stewardship Council
UCLA	University of California, Los Angeles
WCED	World Commission on Environment and Development

1 INTRODUCTION

Nowadays, it is a well-known mind-set in modern society that food production and agriculture undoubtedly are some of the most polluting human activities among other industries (Mateo-Sagasta & Zadeh 2018, 3–6). The process of producing food and agricultural products indisputably has an enormous environmental impact that, according to Ritchie and Roser (2020), contributes over a quarter of global greenhouse gas emissions and approximately 78% of global eutrophication especially. Therefore, the food industry plays an important role in our effort of trying to tackle climate change, reduce land, air and water pollution as well as protect vulnerable wildlife from extinction.

Under the effects of those pressures, this thesis aims to contribute a part of the solution to our globally problematic dilemma. The thesis, hence, represents a multi-dimensional approach to sustainable development specifically for Sushi restaurant business model in its all aspects: Environment, Human and Socio-Economy. Nevertheless, the thesis shows how hospitality industry can improve its image and benefit from developing a responsible and sustainable business model. As its crucial result, the thesis is expected to withdraw a sustainable framework, or more specifically, a quality matrix, for Sushi business that demonstrates four main aspects: responsible fish suppliers, energy and material efficiency, cultural elements and corporative development.

Passion for Japanese culture was the main reason why the author decided to combine this particular theme with sustainability issues when constructing the research. Japanese culture embodies perfectionism and simplicity, and it is represented by the art of Sushi culinary (Osaka Japanese Bistro 2018). By researching a sustainable business model for Sushi restaurants, the author had an opportunity to learn more about Japanese culture and practices related to sustainability in the food industry of Japan. However, the research did not only focus on Sushi restaurants but also other restaurants with different cuisines, tour guides in the Japanese tourism industry, restaurant workers and restaurant customers to receive an overarching perspective towards sustainability subject.

The commissioner of this thesis is Amarillo restaurant, a Tex-Mex restaurant located in Rovaniemi, Finland. Even though Amarillo Rovaniemi is not a Sushi restaurant, they respected the author's interest and supported the topic enthusiastically. As sustainability problems in the restaurant industry are a shared issue (Kasim & Ismail 2011, 551–553), Amarillo acknowledged that the thesis result could still be utilised in their business operation efficiently. Furthermore, the Sushi factor within this thesis context can be seen as a tool to limit the sustainability topic because it narrows the scope of the study regarding ingredient issues.

2 THESIS COMMISSIONER: AMARILLO ROVANIEMI

Amarillo is a restaurant concept that was initially inspired by Tex-Mex cuisine culture. The chain consists of 22 restaurants across Finland and one in Tallinn, Estonia. Amarillo Rovaniemi is the northernmost restaurant of the chain, located in the centre of Rovaniemi city (Amarillo 2021a). The restaurant, established in 2006, had gained a good reputation thanks to their fresh, full-body flavoured menu, high-quality customer service and excellent atmosphere. In 2017, the chain decided to make a concept transformation that refreshed interior design, food and beverage menu, uniforms as well as customer service criteria. (Huhtaniska 2021.) Based on a survey carried out by Taloustutkimus, Amarillo Rovaniemi received a 4.2/5 score of customer satisfaction, which is shown on their official website (Amarillo 2021b). The official business Facebook account of Amarillo Rovaniemi received five stars out of 5 based on the reviews of 261 people and their Instagram have almost one thousand followers up to August 2021. Digital media contents are frequently updated and the company have been trying to gain more traffic across their social media accounts. (Huhtaniska 2021.)

Amarillo's food and beverage menu, which is strongly inspired by Tex-Mex food culture, offers a variety of signature burgers, tacos, burritos and buffalo wings. The restaurant also takes well care of individuals' diet and allergy issues while including different options into their offers, for instance, vegan and vegetarian diet, gluten and lactose intolerance, milk-free and nuts contained products. Fresh ingredients and homemade products are well-known as a part of the restaurant's culture with their self-made deserts, syrups and sauces. The beverage menu is also refreshed frequently including different signature beers, wines and cocktails that represent their restaurant culture. (Huhtaniska 2021.)

Always Something Going On!

(Amarillo 2021b).

Visualised concisely in their slogan, Amarillo expresses the desire to fulfil customer satisfaction by providing small-detailed entertainment that brings up continual surprises for the guests throughout their experience. The restaurant differentiates themselves from other Tex-Mex restaurants in the area by

enhancing and developing product quality as well as improving astonishing customer service. Issues that directly or indirectly affect customer experience such as music, lighting, scent, interior and exterior decoration are also being taken well care of to evoke all senses of the customers. (Amarillo 2021b.)

The Amarillo restaurant has a simple, yet flexible personnel structure that maximises effectiveness (Figure 1). In August 2021, the restaurant had a total number of twenty employees including the managerial level. This number is flexible during the summer and winter due to the recruitment of seasonal workers for the tourism seasons. The restaurant is led by one restaurant manager, who is generally in charge of the organizational management. Currently, there are two shift managers, alternatively driving all the operational activities of the restaurant and ten waiters/waitresses. The personnel structure of the kitchen section includes one kitchen manager, one shift leader and five chefs, that all together are responsible for the outcome products of food. Even though the restaurant manager is proactively responsible for all the recruitment processes within the restaurant, the company has a separate human resource management office that distantly receives human resource information and arranges working shifts for the whole organization. (Huhtaniska 2021.)

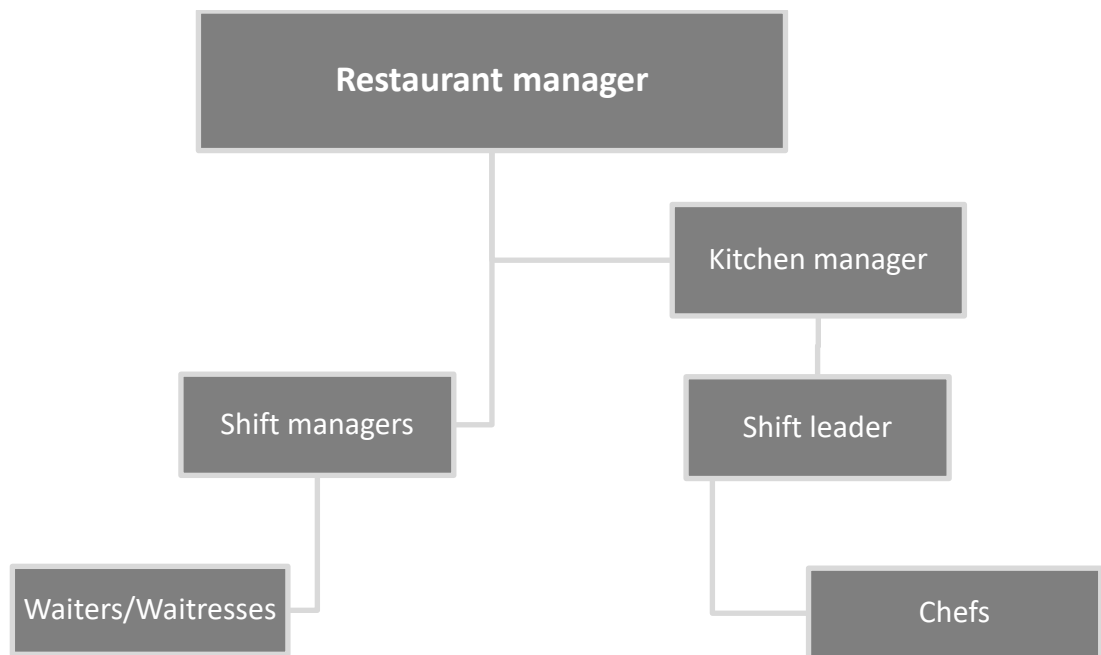


Figure 1. Amarillo Rovaniemi Human Resource Structure (Huhtaniska 2021)

According to the restaurant manager, sustainability takes a vital role in their daily operation. Working as a part of a big chain, Amarillo has their own principles related to environmental issues. The restaurant encourages their employee to follow a list of considered criteria in order to cut down daily energy consumption regarding electricity, water and gas. The restaurant has recently changed their plastic straw and sauce cup into paper-made material as well as policy to limit using one-time-use products. All lighting equipment is switched into LED lights to reduce energy consumption. Sustainable practices made in the restaurant are either initiated by the restaurant manager of Amarillo Rovaniemi or the centre of the cooperatives from Helsinki headquarters if the decisions have a significant impact economically. (Huhtaniska 2021.) However, most of the practices are still occasional, unsystematically planned and only focus on environmental aspects.

Amarillo, with their concern about environmental impacts and a desire to construct a responsible and organic-approached business model, actively supports the process of this thesis research in order to withdraw the intended final result. As a commissioner for this project, Amarillo will bring their professional and practical insight into the overall assessment of the outcome as well as give suggestions for the research direction. The research is expected to bring valuable results that could be utilised into their business model heading to a future of an ecologically-friendly restaurant and still be efficient in daily operations.

3 SUSTAINABILITY DEFINITION AND CONCEPTS

3.1 Sustainability in Historical Perspective

We are now living in a multidimensional world. This interconnected and ever-changing world, either positively or negatively, affects all its withheld creatures and life forms on a macro level. Human beings are situated at a threshold of two journeys, a serial global disaster with “unprecedented magnitude” or “at the beginning of a sustainable new era”. (Robertson 2014.) Whether we want it to be or not, the new state of the world is disputably dependent on the actions we bring out today. Laying at a focal point in this modern society dilemmas, the term sustainability, an increasingly focused topic, has become more and more popular not only for ecology-oriented researchers but also towards socio-economists and policymakers (Kuhlman & Farrington 2010, 3436–3448).

Due to its involvement in many cross-sectional areas, the concept of sustainability has shifted in meaning with time. The perspective of what we are observing this subject nowadays, of course, is different and more complicated than how it was observed in the past. (Kuhlman & Farrington 2010, 3437.) In a positive mind-set, this acquisition indicates that people are paying more attention to environmental problems and expressing the fear of exceeding the earth’s capacity. To genuinely understand the concept of sustainability and sustainable development, it is suggested by Lintsen, Verrart, Smits and Grin (2018) to start from a historical perspective. As “sustainability is not just a present-day phenomenon” but, in essence, an intergenerational issue that is presented nowadays as the consequences of choices that our prior generations made from the past. (Lintsen, Veraart, Smits & Grin 2018, 6–7.) Hence, tracking the meanings of sustainability from the root of it can provide a deeper insight not only for researching purpose but also supporting the efforts of solving its problems.

The word “sustainability” linguistically comes from the Latin language under the word *sustineō*, which means “to hold back, sustain and support” (Mahoney 2002a). The verb is formed by two roots, preposition *sub-*, “under, beneath”, and *teneō*, “to hold, keep, preserve” (Mahoney 2002b; 2002c). The term “sustainability” in English nowadays appeared the first time in Oxford English

Dictionary during the second half of the 20th century and its current definition is described as “*the use of natural products and energy in a way that does not harm the environment; the ability to continue or be continued for a long time*” (Oxford University Press 2012). Whereas the appearance of this term in modern English is considered relatively late, its equivalences in other languages such as in French (*Durabilité*), German (*Nachhaltigkeit*) and Dutch (*Duurzaamheid*), have been used for centuries. (Van Zon 2002, as cited in Pisani 2006, 85)

It is believed that the term sustainability is initially originated from German forestry. The word *Nachhaltigkeit*, an equivalence of sustainability in the German language, first appeared in a forestry book named *Sylvicultura Oeconomica* by Hans Carl von Carlowitz in 1713. Carlowitz, a mining administrator, addressed a concern on the risk of deforestation that might collapse the whole local mining and metallurgy industry as they are highly dependent on natural resources. He suggested an enforcement of sustainable management which was practically about ensuring the balance between the speed of harvesting timber and preserving enough young trees to replace them for future use. Carlowitz believed that through this practice, forest resources could sustain indefinitely. (Van Zon 2002, as cited in Pisani 2006, 85–86.)

In fact, the concern of a generation for the future of their juveniles, or of themselves, is perennially a genuine instinct (Kuhlman & Farrington 2010, 3437). Traditional beliefs are likely to behave and think in terms of stewardship and care for future generations by providing beforehand necessities in welfare, health and protection (Frances McClelland Institute 2021). Early farmers had to worry about maintaining the fertility level of the farm in order to avoid soil degradation for future use; or even earlier in the very first days, our Palaeolithic ancestors expressed the fear that their prey could have gone extinct (Kuhlman & Farrington 2010, 3437). Nevertheless, the behaviour of caring for future wellness is not just a human instinct. Mouse, mole, squirrel and other rodents store foods when there are copious of food supplies and save it for the winter or seasons that have a food shortage. This pattern of behaviour can also be found in birds and carnivores. (Brodin 2019, 157–164.)

The issue of sustainability problems occurred in human history as early as the ancient Egyptian, Mesopotamian, Greek and Roman civilizations' period. The demand for raw materials and high exploiting rate left traces of deforestation and soil degradation such as salinization and fertility loss. (Van Zon 2002, 1, 9–10, as cited in Pisani 2006, 85.) In history, different types of environmental devastation come from human activities; for instance, farming, fishing, logging and mining were already discussed as a flashback picture of a few centuries B.C., demonstrated by Plato, Strabo and Columella, and Pliny the Elder talking about the first century A.D. (Pliny the Elder 1938, Columella 1948, Strabo 1949, Van Zon 2002, as cited in Pisani 2006, 85–86).

3.2 Sustainability Definition

One of the most well-known definitions of sustainability nowadays originated from the 1987 report *Our Common Future*, by the World Commission on Environment and Development (WCED), also known as the Brundtland report. The report defines:

Sustainable development is development that meets the needs of the present without compromising the ability of the future generations to meet their own needs (WCED 1987).

The purpose of Brundland report was to capture the spirit of the Stockholm Conference, which aimed to raise awareness on critical issues in environment and development as one single problem and press a call-to-action button for the commitment of individuals, voluntary organisations, businesses, institutes and governments towards environmental issues. The report also highlights the correlation between ecological responsibility, economic opportunity and social inclusion, three dimensions of sustainability. (WCED 1987.) The recognition of these three pillars is considered one of the critical contributions to the field. Even though the term sustainable development only became popular after the publication of Brundland report, it was already represented by the International Union for Conservation of Nature (IUCN) in their 1980's report *World Conservation Strategy*, recorded as the first international document that used the term (IUCN 1980).

Margaret Robertson, programme coordinator of Sustainability programme at Lane Community College in Eugene, Oregon, USA, an author in sustainability field, defined sustainability concept in an objective overview:

Sustainability means enduring into the long-term future; it refers to systems and processes that are able to operate and persist on their own over long periods of time (Robertson 2014).

Robertson considered sustainability a study of environmentalism as it demonstrates the complex correlation and interconnection between humans and nature, the biosphere that surrounds us. One of the author's most in-depth works, *Sustainable Principles and Practice* published in 2014, adequately displayed the relationship between sustainability and resilience sciences; and how diversity can support this social-ecological system, or so-called a "Complex Adaptive System". Within that relationship, the study of sustainability science is meant to support the effort of tackling our ecological problems when human consumption rate exceeds the regenerative capacity of natural resources at a planetary scale. (Robertson 2014.) Following the concept of environmentalism, the United States Environmental Protection Agency (EPA) also claimed that:

To pursue sustainability is to create and maintain the conditions under which humans and nature can exist in productive harmony to support present and future generations (EPA 2021).

On the other hand, another academic institution, the University of California, Los Angeles (UCLA) distinctively defines sustainability as part of the commitment principles in their charter:

Sustainability is the integration of environmental health, social equity and economic vitality in order to create thriving, healthy, diverse and resilient communities for this generations and generations to come. The practice of sustainability recognises how these issues are interconnected and requires a systems approach and an acknowledgement of complexity. (UCLA 2016.)

As an effort to integrate sustainability into the operational process of the organisation, UCLA has systematically intertwined the concept of sustainability with the culture of their community under a list of principles while nicely capturing the three core dimensions of sustainability into its definition.

As mentioned, the recognition of three dimensions of sustainability, or so-called its three pillars, in Brundland report is one of the most significant development milestones towards the study of sustainability. Environmental responsibility, economic viability and social solidarity form an elemental triangle that could be visualised by the following Venn diagram (Figure 2). Imagine sustainability achievement as a three-legged stool, with environmental, social and economic factors respectively standing for each leg. If any part of its leg is weakened, the whole system collapses in use. The ultimate sustainability can only be achieved if all three pillars are steady and balanced simultaneously.

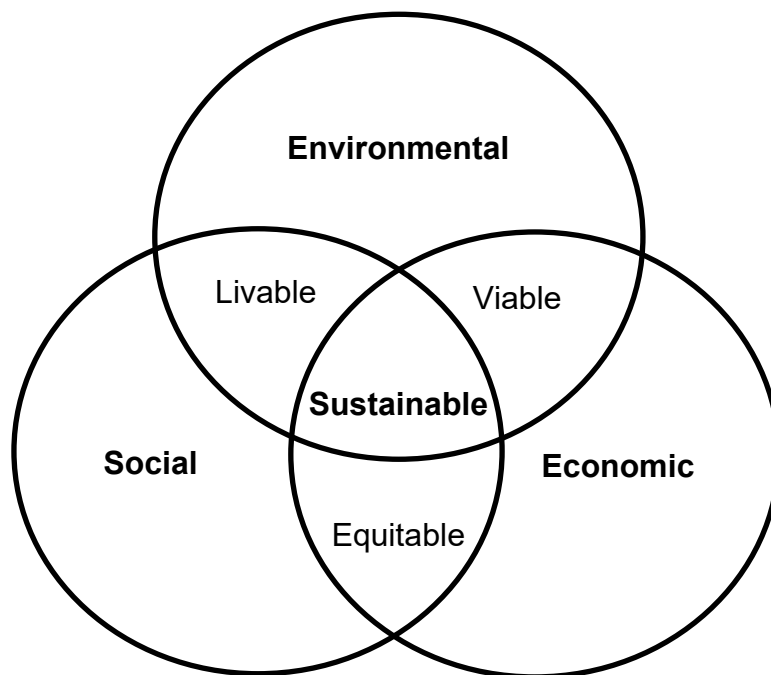


Figure 2. Classic Dimensions of Sustainable Development (WCED 1987)

Within this concurrent triangle relationship, environmental sustainability regards the capacity of the earth and its ecological system to indefinitely support human activities. Environmental problems related to this dimension could be represented such as global warming and climate change, biodiversity degradation, deforestation, air and water pollution. On the other hand, economic sustainability indicates the defined level of economic efficiency that an economy manages and allocates its scarce resources to meet the needs of consumers with eliminated or minimised waste while ensuring long-term profitability. Last but not least, social sustainability refers to the ability to create a liveable environment and successful places that promote social well-being and supports the livelihood of the citizens based on equality. As all of them are significantly critical for sustainable

development, problems related to sustainability should be solved as a whole, which means making all three involved pillars sustainable. (WCED 1987.)

However, the visualisation of Brundtland Venn diagram above is simplistic. To understand the correlation and interconnection between these three pillars, Scott-Cato (2009) represented the relationship between these three pillars under three overlapping ellipses (Figure 3). The largest ellipse that includes all two other pillars is the environmental dimension, the biosphere system we live in. Environment constrains a limitation and directly affects social and economic systems within it. Without the surrounding environment, there will be no subsistence for a social system and therefore, no economic activity could happen. That is why environmental sustainability is essential and should be initially taken into account when it comes to a holistic approach to sustainable development. (Scott-Cato 2009, 36–37.)

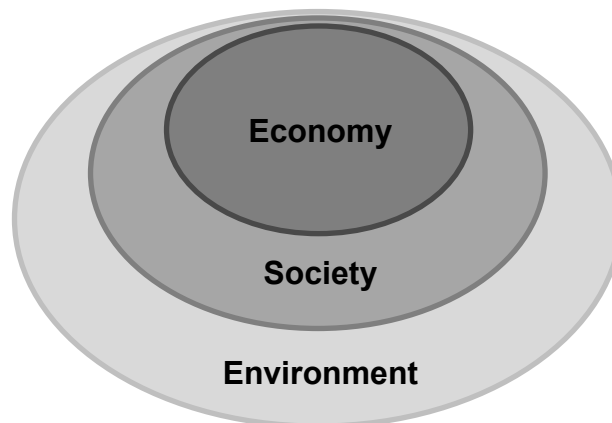


Figure 3. The Relationship Between Three Pillars of Sustainability (Scott-Cato 2009, 36–37)

Conclusively, in every version of sustainable development concepts, there is always a “compromise between growth and conservation” (Pisani 2006, 94). Even though the phenomenon of sustainability has shifted in time and it mostly depends on the observant perspective, they are all sharing the same core value: ensuring an acceptable balance between the development of, in a large picture, human civilisation in its all aspects and the holistic preservation of our surrounding biosphere in a long-term approach. It is not an unaligned act that only supports one single process, but an art of finding a common path for the eternal coexistence of both partners involved, even though the concept of eternity is exceptionally beyond explanation, or at least, comprehension.

3.3 Sustainability in Food Industry

The term food industry covers a complex structure of different components that reflex a wide network of industries producing diverse food products. This complex structure includes agriculture, food processing, food distribution, regulation, financial services, marketing, research and development. Considered one of the most dynamic sectors in the world economy, the food and beverage industry aims to cover the world's nutrient needs and demands. (Sadiku, Kusa & Ashaolu 2019.) However, the global food industry's inefficiency, including losses and waste, is still a struggling dilemma nowadays (Alexander et al. 2017, 190–200). Food industry contributes a tremendous amount of pollution into the environment and it is responsible for a severe degradation level of several natural resources. Meanwhile, 33% of American adults face obesity nowadays and over 12% of the world's population is still malnourished. (Baldwin 2015, 2.)

Sustainability in food industry is no longer a new subject. In 2015, Cheryl Baldwin, an expert in sustainable development, published *The 10 Principles of Food Industry Sustainability*. The book represents a systematic list of principles that can be implemented into the assessment of food industry sustainability. The research proposed guidance on different criteria across the supply chains to meet the demand of our population while not destroying the environmental resources or society. (Baldwin 2015.)

Baldwin divided different activities within the food industry into five major parts and called it a food life cycle. This cycle includes agricultural production, processing and packaging, distribution and marketing, consumption, and waste. Every stage of the cycle has its own unique way of interacting, positively or negatively, with the outside environment and society. With modern concern and awareness, negative impacts from food industry could be possibly eliminated. According to Baldwin, problems coordinated to our current food system generated from the food life cycle can be divided into five categories: climate change, natural resource depletion and degradation, pollution and toxicity, rural economy and development, and food safety and nutrition (Table 1). These challenges are highly interconnected and sometimes influence each other. (Baldwin 2015, 3–4.)

Table 1. Goba Environmental and Social Challenges with the Food System (Baldwin 2015, 4)

Climate change	Natural resource depletion & degradation	Pollution & toxicity	Rural economy & development	Food safety & nutrition
<ul style="list-style-type: none"> • Temperature change • Sea level rise • Extreme weather 	<ul style="list-style-type: none"> • Air • Land • Water • Biodiversity 	<ul style="list-style-type: none"> • Pesticides • Fertilizer • Runoff 	<ul style="list-style-type: none"> • Farm worker exploitation • Smallholder and women inequities 	<ul style="list-style-type: none"> • Contamination • Hunger and malnutrition • Overnutrition

The formed research evokes inspiration as well as provides essential knowledge for the outcome of this thesis. Even though the thesis subject is limited only inside Sushi restaurant operation, food industry sustainability is an overarching topic covering different types of business. Overall, they still share the same characteristics and can be assessed by the same general criteria. In the end, the result of the thesis will be reassessed and polished based on Baldwin's principles on sustainability, and again, adjusted according to modern social standards.

As the main ingredients for Sushi restaurant, fish and seafood supplies hold a critical role in the operation of the business (Feng 2012, 205–207). The inventory management of fish and seafood supplies takes a key ride on the ecological sustainability level of the premise. However, most restaurants, especially medium and small-scaled restaurants, nowadays only pay attention to balance between financial benefit and product quality while choosing their supply providers, but not yet ecological elements. (Huhtaniska 2012.) There is no easy solution to harvest marine supplies in a sustainable practice. The complicated process becomes more and more understandable that fish and seafood supply must be well-planned, developed, managed and monitored with a long-term sustainable criterion. This process demands the cooperation and involvement of different sectors, including the government, institutes, private partners, different stakeholders, investors, the community and the public. (Stickney & McVey 2002.)

Understanding the complex nature of the research theme, the author consulted Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) standards on recognising qualified suppliers as a criterion for designing the quality matrix. The thesis observed and learned from their assessment procedure

to head towards a “pure” sustainability definition without commercialisation. MSC fisheries standard includes three core principles that every fishery must meet: sustainable fish stocks, minimising environmental impact and effective fisheries management (MSC 2020).

On the other hand, ASC standards include three core principles toward aquaculture businesses, aiming at three different responsible manners: legal, environmental and social. By applying and monitoring the operation based on those principles, ASC standards will ensure to control environmental impacts of fish farming premises, support the local communities, create a good working environment and enhance traceability as well as transparency of the operations. (ASC 2021.) MSC and ASC standards, mentioned within this research, only acted as an ecological assessment reference for Sushi restaurant business model, contributed as a part of the standard framework. Moreover, the outcome result of this thesis is an inclusive combination of different criteria assessments from different factors, yet giving suggestions on practical acts towards a sustainable business model.

3.4 Sustainability and Its Driving Factors in Sushi Restaurant

3.4.1 Environmental Responsibility

Applying the concept of sustainability and sustainable development into Sushi restaurant model, the three pillars significantly show their practical application. They helpfully categorise sustainable problems coordinated with Sushi business into three different sectors: environment, society and economy. This classification provides an essential foundation for the researcher to identify and group the collected data into different categories as well as support the designing process of researching methods. Within the three mentioned dimensions of sustainability, the most displayable and commercialised aspect that the consumers can easily recognise nowadays refers to environmental issues. Setting a border limitation for the two other pillars, environment could be seen as one of our priorities since climate change, global warming and other evidence such as natural catastrophe, pandemic and resource degradation have become more and more notorious. These severe phenomena proved that human beings have finally reached the

earth's capacity and advanced actions need to be implemented for compensation. (Fountain 2019.)

Problems correlated with environmental issues for a restaurant usually regarding ingredients, fuels and materials contributed from the supply chains since the first stage of raw materials to the final product. A common solution that is widely utilised by many restaurants nowadays is to prove that their premises use “green ingredients” such as organic, local, seasonal or sustainable-verified products as main ingredients. (Lightspeed 2019.) This original idea can be frequently seen in local restaurants that serve traditional foods or vegan-friendly restaurants. Natura or Grön restaurant in Helsinki, Finland, are very well-known for their marketed environmentally-friendly menu while utilising local and seasonal ingredients as well as MSC-verified seafood supplies (Natura 2021; Grön 2021). On the other hand, although it is not common to see Sushi restaurants marketing themselves as an environment-friendly restaurant, or at least taking ingredients' issue into their core operating apothegm; many Sushi restaurants in Finland nowadays are also using MSC-verified salmon and tuna or farmed fish as their main ingredients (Stenger 2018). A successful Sushi business that is famous for their high-quality and sustainable ingredients is Sushibar+Wine. The chain introduces themselves as a carbon-neutral business with branches in five different locations of Helsinki city. (Sushibar+Wine 2021.)

Furthermore, a concern in tackling food waste and energy waste can be commonly seen as the operating motto of the restaurant business with a set of related regulations inside the premises to maximise the efficiency of waste minimisation (Sakaguchi, Pak & Potts 2017, 1–3). The plastic crisis also set an environmental alarm while plastic is recently being replaced by paper, wooden or recycled materials (SuccessHarbor 2021). These mentioned applications are popular in big restaurant chains such as Burger King, Pizza Hut or McDonald's as the environmental footprints from these industrialised restaurants could be enormous without good management. Gradually, the alternate of plastic products by paper straw, cup, recycled paper wrapping and packaging or other degradable materials becomes a positive “trend” to reduce the pressure of overused plastic. (Dunkley 2019.)

In general, restaurants have been spending an uncountable effort to figure out the solutions for our current environmental problems (Sixdots 2021). However, all the mentioned implementations are usually weak among different restaurants and tend to follow temporary trends (Kasim & Ismail 2011, 551–570). The result of this thesis will find out whether the mentioned solutions can be applied in a Sushi restaurant premises and generate a good impact on the ecology by studying and analysing the implementations of the mentioned practices over the researching objects.

3.4.2 Social and Cultural Environment

The social and cultural environment of a Sushi restaurant business refers to the physical and social context of all the people related to the organization. This aspect includes the employees, employers, all stakeholders and the surrounding society that withholds the company. Social and cultural environment does not only represent the internal context of the company but also includes the external environment that interacts and coordinates with the organization, where they give and exchange values. (Perkins 2021.)

Factors related to this aspect include to culture, language, religion, education, customer preferences and the attitude of the customers towards the services (Masovic 2018). Issues related to this factor could be job satisfaction, working environment atmosphere, education element, business values, beliefs, the culture that the company represents and what they offer to the local society (Perkins 2021). Normally this factor got more attention and well taken care of by big, famous, international companies with a strong foundation in their structural management strategy. (MBA Anna University 2021.)

Sushi restaurant businesses can learn from other successful companies with a good reputation in their socio-cultural environments within hospitality industry. One of the most successful examples of a well-built structure of social and cultural environment of an organization is the Ritz-Carlton hotel and resort chains. Being famous for their enriched culture, the Ritz-Carlton clearly represents their values through six golds standards that aim to enhance the experience of, not only the customers, but also the employees working for the company. Throughout their

credo and motto, the Ritz-Carlton strongly emphasize the vision and mission of the company in the effort of creating a better working place environment. The company has a well-planned training programme for the employees with pre-training and on-the-job training to provide them all the essential tools to perform according to their service standards. Furthermore, the Ritz-Carlton is also famous for their community footprints which engage and contribute positive impacts on the local communities in different social aspects, for instance, child well-being, environmental responsibility, hunger and poverty relief. (The Ritz-Carlton 2021a; 2021b.)

Sushi culture is a fertile area that generates superior values if properly developed (Nguyen & Qing 2011, 33–40). A strong, well-structured, long-term oriented strategy that aims to enhance social and cultural factors coordinated to Sushi restaurants will enhance the image of the companies towards the local communities and strengthen internal personnel's wellness. A company with good reputation in their working environment and an enriched culture obviously will attract more quality employees as well as potential customers' attention and hence, sustain in the long run. (Penpoin 2021.)

3.4.3 Economic Efficiency

Last but not least, economic efficiency is the ultimate goal that directly affects all the decision-making processes at a managerial level of a restaurant. To be straightforward and honest, a business cannot survive without financial paybacks. Therefore, a well-built and practical financial planning that can help the restaurant sustain in the long term is fundamental and necessary for its survival, especially during chaotic periods. (Geamănu 2011, 116–119.)

As an academic term, economic efficiency indicates how the final products are made in the least costly manner and procedure. They are, in the end, being distributed to the right consumers who value them the most and perceive satisfaction. An economy can be both efficient and sustainable in a perfect state; however, efficiency itself does not guarantee sustainability. (Bishop 1993, 69–73; Borza 2014, 1355 – 1363.) To achieve economic efficiency sustainably is another story because not all organic, eco-friendly and so-called “green” products are

considered affordable and accessible to everyone (Davio, Ryan & Feldman 2011, 9). This modern dilemma demands creative and innovative solutions that will help the business gain profits in the short term and sustain in the long run.

Financial planning is not simple mathematics, especially for holistically sustainable premises. The underneath calculation to achieve both ecologically-friendly title and financial success requires a systematic, yet flexible plan. (Alhajeri 2021, 1–9.) As utilising “eco-products” as ingredients in restaurants might increase their cost and expenditure of the establishment, the value that sustainable practices of the premises bring on should be evaluated and compared with its according profitability in order to determine an acceptable level of balance or to maximise both (Jackson 2021).

4 THESIS METHODOLOGY AND METHODS

4.1 Mixed Methodology in Data Collection and Analysis

4.1.1 Triangulation Design: Convergence Model

Mixed methodology, which includes both qualitative and quantitative methods, was intentionally utilised in this research due to the nature of the sustainable development topic that requires a wide observatory perspective. This combination of methods “involves the collection, analysis and integration of quantitative and qualitative data in a single or multiphase study”. (Hanson, Creswell, Clark, Petska & Creswell 2005, 224.) A mixed approach of different data gathering methods in this study research, including semi-structured interview, survey, participant observation, structured observation and qualitative content analysis, was conducted in order to gather the most relevant information, supporting resources for the analysing process as well as being the materials for the creation of the quality matrix as the main result of this thesis.

The emergence of mixed method approach as a third methodological research approach has proved its superior advantages towards social and behavioural sciences (Tashakkori 2010, 697). Due to its multi-dimensional observatory perspective by combining both qualitative and quantitative methods, the approach is believed to comprehensively convey different aspects of a phenomenon (Mahmood 2013). Moreover, this approaching method can bring together the different strengths and use it to cover the overlapping weaknesses of qualitative and quantitative methods (George 2021). On the other hand, sustainability research is a large scale subject that alternates into different scientific modules. Different methodological approaches in sustainability research can enable the researcher to reveal and achieve diverse methodological and practical options, as well as reflect the inconsistency between ontological and epistemological views. (Rau & Fahy 2013.) Hence, mixed methodology, within its broad perspective, was expected to be the most suitable approach for this thesis project.

To achieve a structural research performance, the author specifically chose the convergence model of triangulation design (Figure 4) for the approaching process. Triangulation design, which is known as the most common and broadly-used approach of mixed methods, is utilised here in order to perceive and obtain different but complementary data within the same topic of sustainability development (Creswell, Clark, Gutmann & Hanson 2003, 209–240; Morse 1991, 122). Due to the complex demands of both qualitative and quantitative data for the topic, the author decided to use the convergence model of the designing process in which the processes of collecting qualitative and quantitative data, analysing and withdrawing results were intentionally separated (Creswell 2006, 58–88). Therefore, the results were compared and contrasted to bring out a final result at the combined interpretation stage. The separated and independent processes of data collecting and analysing helped the researcher to receive explicit information and avoid confusion from mixed data. It is a good practice for beginning researchers to overcome the difficulties from mixed method approach, yet still achieve a comprehensive result with multi-dimensional perspectives.

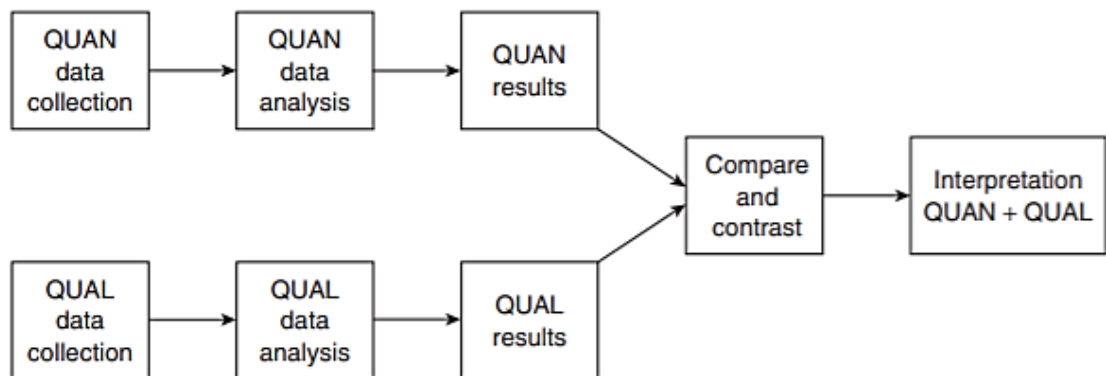


Figure 4. Triangulation Design: Convergence Model (Creswell 2006, 63)

Conducting the convergence model of triangulation design in the research process was an insurgent challenge for the author. The design method required extra time and effort for familiarisation as well as lengthened the process procedure. In order to enhance the research performance and ensure the reliability of the outcome result, the author decided to invest more time for the process by initiating the thesis project earlier in advance, especially to learn about the theory and applications of the mentioned methods.

Indeed, different approaching methods have their strengths as much as challenges. It depends on the nature of the study that the researchers need to choose a suitable method in order to maximise the utilisation of its advantages and limit the disadvantages by compensation. One of the most challenging issues for the author when deciding to choose this approach design, was the difficulty of converging two different sets of qualitative and quantitative data to bring out a final meaningful result. The reason is that qualitative data and quantitative data are usually collected for different purposes and it is additionally a solid requirement for the researchers to design the used methods so that both of the received data sets address the same concept (Creswell 2006, 66–67).

4.1.2 Semi-structured Interviews

Interviewing is known as the most common method of data collection in qualitative research (Jamshed 2014). Depending on the purpose of the research, the framework for interviews can vary from unstructured, semi-structured, lightly structured or in-depth structured format (Corbin & Morse 2003). Within this thesis project, semi-structured interview was utilised due to its flexibility and simplicity of conduction. The nature of this specific interview type is conversational, yet still provides a well-built but flexible structure to follow in order to gather needed primary data. The finding withdrawals from semi-structured interviews are generally perceptive and concentrated, which can be analysed textually after conducting. (Richie, Burns & Palmer 2005.)

In this study, semi-structured interview was crafted based on six phases: deciding interview type, establishing ethical guidelines, drafting interview protocol, conducting the interview with onsite recording, analysing and summarizing the interview, reporting the finding results (Rabionet 2009). After the process, findings from the interviews were used as primary data that provided empirical material sources for the comparison and contradistinction of qualitative and quantitative data sets collected from other methods.

The purpose of this interview method was to evaluate the awareness of different stakeholders towards sustainability in its combinatorial synthesis. The process, hence, withdrew the opinions from the implementation and expected results of

this research from the stakeholders' perspectives, investigated possible challenges and provided improvement suggestions for the project development. Due to different organisational backgrounds and responsibilities of the interviewees, a list of topics and questions were modified and adjusted depending on the tasks of the respondents. The interview protocol was adapted from the semi-structured interview template designed by Wessel, Weymann and Spreckelsen (2006) and modified flexibly according to the interview situations (Wessel, Weymann & Spreckelsen 2006).

The author conducted totally five interviews with different representatives of businesses and experts in the related fields. The interviews received consent and agreements from all the participants. Most of the interviews were conducted face-to-face due to the author's intention of intertwining observation into the interviews. However, some of them were held online via Zoom or Messenger platforms due to geographical reasons. The targets for the interviews were the representatives of restaurant businesses, both from the commissioner as a local restaurant, foreign cuisine and Sushi restaurants, experts in sustainability development, tourism fields with Finnish, Japanese or Vietnamese backgrounds. The duration of each interview was varied from 20 up to 50 minutes depending on the discussing topics with the interviewees and the communicating language was English. All the interviewees were acknowledged on an ethical agreement in advanced and voluntarily gave the author consent to use the findings of the interviews for the development of the research. The interviews, hence, were recorded as permitted and transcribed into paper after conducting.

By interviewing the mentioned specific stakeholders, the author could perceive a broader perspective of Sushi restaurant position in its supply chain. Moreover, factors that could not have been noticed can be discovered to improve the concept of sustainability in the organisation. A standard semi-structured interview template (Appendix 1) was designed accordingly to the targeted experts, including open-ended questions and provocative questions related to the research topics. The interviewees' identities were confidential, though the fields of their expertise were clarified in order to strengthen reliability of the collected data.

4.1.3 Survey as Data Collection Method

Survey is a method of collecting information by designing a set of questions where quantitative and/or qualitative data from a target population is systematically gathered and organised to extract specific needed data. Nowadays, the implementation of survey has been widespread with differentiation of distribution methods, data size and complexity level depending on the purpose of the research. Even though challenges from conducting survey as a data collection method exist, the advantages that this method could offer are undeniable. (Leeux, Hox & Dillman 2008, 1–18.)

The objectives for conducting survey within this research were to analyse characteristics of Sushi restaurants' customers, learn about their opinions, behaviour and awareness on sustainability issues as well as discover needs and assess their satisfaction. Quantitative and qualitative data collected from this survey, did not only provide material for the environmental analysis part that supported our research, but also gave arguments and justified how the results of this thesis research could benefit hospitality industry. Nevertheless, by looking at the problem from the perspective of customers, who directly use the service and consume the products, intangible issues that could not have been foretold, would be noticed. On the other hand, another sample of survey was also conducted to investigate factors associated with employee satisfaction related to physical and mental well-being, and how to improve it based on restaurant workers' point of view.

Although conducting survey is an effective technique to gather mass data quickly and precisely, a common challenge from this method is how to ensure the collecting extract from a relatively limited proportion can demonstrate the overall characteristics and behaviour of the larger population. In order to guarantee a quality result of the survey, the aimed concepts that need to be measured, should be carefully specified, hence, translated into measurable variables. This first step provides a stabilised foundation that helps the designed survey maximise accuracy and achieve its objectives. (Leeux, Hox & Dillman 2008, 1–18.)

For both surveys, the survey templates (Appendix 2 & 3) were designed with a combination of different types of questions including multiple choices, evaluation and open-ended questions that consisted of relevant concepts related to the thesis theme. The surveys were conducted in English, Finnish and Vietnamese, and based in these markets, respectively. The chosen platform for the customer survey was based on Google Forms, a well-known survey administration software. It was conducted mostly online; face-to-face interviews were also intertwined regarding the employee satisfaction survey to enhance the volume of collected data. The employees' wellness survey was conducted in three different types of restaurants: large, medium and small-size organisations. Visualisation of the selected data from the surveys were synthesised and analysed in graphs and charts.

4.1.4 Observational Methods: Participant and Structured

Observational research is a method that includes various types of non-experimental studies in which behaviours of a sample in a selected community are systematically observed and recorded. Observational research is considered a non-experimental method because the examined sample and its belonging environment are not manipulated nor controlled. The objective of this method is to withdraw a trustful set of characteristics of a single individual or a group of individuals within the same concept. Data collected from observational research are usually qualitative data, but in some cases, quantitative data or both can also be observed especially in a mixed method approach. (Price, Jhangiani, Chiang, Leighton & Cuttler 2017, 121–127.)

There are several divergences of observational methods depending on the approaching perspective, technique and ethical issue that affect the observing result. This part explains two basic types of observational methods that were utilised in the research process including participant and structured observation. (Price, Jhangiani, Chiang, Leighton & Cuttler 2017, 121–127.) By applying and intertwining different types of observational methods, the author would like to enhance the inclusivity of the result by observing the trace of the production chain within its nature and noticing factors that affect the internal environment of restaurant workers.

Participant observation, also known as ethnographic research, is an observational method for data collection (Crossman 2019). In this method, the researchers as an insider actively participate in the observing environment with other participants and become a part of the group. The researchers have to play two roles simultaneously as a passive observed subject and an active observer during the observation time. The pros of participant observation method are that it can reveal important characteristics and information that are only accessible to, or experienced by the members of the performed action within the studied situation. (Price, Jhangiani, Chiang, Leighton & Cuttler 2017, 121–122.) The application of participant observation approach within this research was to study feelings, behaviours, performances and characteristics of restaurant workers in order to investigate factors that associated with quality of working environment and working motivation.

Structured observation, on the other hand, is an observational method in which the observer conducts a more thorough structured template, or checklist that records one or more specific behaviours in a specific setting (Croll 2011). Structured observation is very similar to participant observation methods because the purpose of conduction is to observe and record natural characteristics, behaviours or reactions towards a situation. However, structured observation does focus more on gathering a set of specific quantitative data rather than qualitative data. Therefore, the researchers will focus only on a few specific, relevant elements during the observing process instead of noticing and gathering all occurring behaviours. The position of the researchers' perspective in structured observation method is outside of the experimental group, giving overall assessment and judgement on the exact selected characteristics. (Price, Jhangiani, Chiang, Leighton & Cuttler 2017, 122.)

The author intentionally combined structured observation with participant observation method in the observation activity towards the employee group to perceive a more profound understanding under a broader perspective for the observed object. Putting themselves in different positions when conducting observation as a member of the experimental group and as an outside observer, the author would be able to collect and document a set of quantitative data that was serving for the purpose of the observing experiment (Nissilä 2019, 29–30).

In order to document and record those observing behaviours, a checklist template (Appendix 4) that includes different assessment criteria used in the observation process, was designed.

An important ethical issue that needs to be discussed, is about the awareness of the sample group on the researcher's presence. Whether or not the participants should know that they were observed and studied during the set performance. Study proved that in undisguised observation, in which the participants are aware of the presence of the researcher and they know that they are observed and monitored, people tend to adjust their behaviours and act differently compared to what they usually would (Price, Jhangiani, Chiang, Leighton & Cuttler 2017, 121-122). This reactivity phenomenon, therefore, affects the validity level of the research and eventually reduce its reliability. In contrast, disguised observation does not acknowledge the sample group that they are being studied, and the researcher conducts their process as obtrusively as possible. Hence, this method can reveal the truthful, natural behaviours or reflection of the studied objects toward a specific situation. However, disguised observation opens up a fierce debate about ethical merits that individual privacy should be respected and protected. Therefore, the method is only ethically accepted when the studied objects remain anonymous and the research environment takes place in a public place where expectation of privacy is relatively low. (Price, Jhangiani, Chiang, Leighton & Cuttler 2017, 121–127; Bulmer 1982, 251–261.)

Thus, recognising and choosing a suitable approach for observation methods is exceptionally significant. The approaching technique can consequently affect the observation result and have an enormous impact on its validity and reliability. Considering on different factors that might associate mutually within the chosen environment setting, the author decided to apply disguised observation approach. This decision would enhance the quality of truthfulness from the result of collected data.

4.1.5 Qualitative Content Analysis

During this thesis research, a large amount of text and narrative data generated in many forms had been observed, recorded or transcribed from many individual

interviews, observation methods and references from other literature sources. The collected materials were confusingly mixed in their own contexts and sometimes unrelated to the intended subject. Therefore, a discipline and systematic analysis tool needed to be utilised in order to withdraw accordant information, organise them in order and support perspicuity (Tylor-Powell & Renner 2003).

The author intentionally chose qualitative content analysis as an analysis tool for the collected data due to its superiority over other techniques. The advantage of content analysis is that this technique can be inductively or deductively used in both qualitative and quantitative methodologies, hence, provide a comprehensive tool to classify, analyse and interpret mixed data (Bengtsson 2016, 8–16). The narrative data were gathered not only from the conducted interviews and surveys, but also from collected articles, documentaries, web content and social media posts of different stakeholders in the field. This massive amount of data required a significant effort to separate and down-volume to condense the received information. Hence, content analysis with advanced flexibility, transparency and replicability can qualify the mentioned demand (Luo 2019).

Content analysis is simple to be conducted. In qualitative data analysis, the researcher categorises, or so called, “code” words, themes and concepts within the collected narrative data, then the results are compiled, analysed and withdrawn. The difference between quantitative and qualitative content analysis is basically based on the type of data set they work on. Quantitative content analysis mostly concentrates on reporting countable and measurable data set while qualitative content analysis focuses on interpretation and understanding. (Luo 2019.)

As mentioned earlier, the Convergence Model of Triangulation Design was applied into this research approach in which qualitative and quantitative data were separately collected and analysed. However, despite the effort to distinguishing two different data sets from the data gathering stage, some data might be simultaneously collected during the conducted interviews. Hence, the author intentionally created a qualitative content analysis template (Appendix 5)

in order to focus on qualitative data collected in the interviews and surveys, as well as avoid confusion.

Adapting the analysis process sketched by Taylor-Powell and Renner (2003), the author conducted qualitative content analysis based on five basic steps: familiarise with the collected data, define the purposes and area of the analysis, categorise information including identify themes or patterns and organise them into coherent categories, identify the connections and relations between categories, and finally, interpreting the data to explain the findings (Taylor-Powell & Renner 2003). Overall, the results of qualitative content analysis over the findings from semi-structured interviews and surveys gave a more enhanced perspective on sustainability in food production and restaurant industry. It helped withdrawing related, yet inclusive practices to support a sustainable operation and use them as categories for the quality matrix.

4.2 Research Reliability and Validity

Conducting the research with a mixed-method approach, the author expected to collect as much related data and essential information as possible to design a quality paradigm on sustainability management for Sushi restaurant enterprises. The subject of sustainability is a complex and inter-disciplinary topic. Therefore, it is suggested to complement different methods to achieve a comprehensive understanding and provide superior result. (Johson & Onwuegbuzie 2004, 14–26.) Mixed methodology, as its nature, validates a set of both qualitative and quantitative methods in data collection and analysis; hence, it increases the quality of income data and enhances the trustworthiness of the research. As a matter of trustworthiness, the validity, reliability as well as dependability and credibility of the research are believed to be enhanced by applying a variety of different methods. (Zohrabi 2013, 254–262.)

Research reliability and validity of gathered data and findings are undoubtedly basic requirements of any research process. The issue of reliability is related to consistency, dependability and replicability of the obtained result from a single research. Reliability addresses the ability of the conducted methods and techniques to perform the same results when being repeated to the same object

or sample group. Achieving reliability in quantitative research is considered straightforward because the collected data are in numerical and measurable forms. However, data collected from qualitative approach are subjective. They are gathered and analysed in the form of text or narrative data. Hence, in order for qualitative methods to achieve a consistent, yet replicable result, it is relatively demanding and complicated. (Zohrabi 2013, 254–262.)

In order to overcome this difficulty, it is recommended by Lincoln & Guba (1985) and Merriam (1998) to consider the dependability and consistency of the collected data by considering three following aspects. Firstly, transparency in the research process and phases should be taken into account by clearly describing the rationale and design of the research and the subject. Secondly, different procedures and techniques should be used to collect and obtain information through various sources to enhance replicability. Lastly, the process of data collection and analysis, interpretation phase and result withdrawal should be described clearly in detail. (Lincoln & Guba 1985, Merriam 1998, as cited in Zohrabi 2013, 254–262.) As an effort to strengthen reliability of the research, all the mentioned aspects were carefully considered and applied into the process by the utilisation of different techniques as well as their clarification under this chapter and a list of provided appendices.

On the other hand, the matter of validity indicates trustworthiness, utility and dependability of the researcher and different involved stakeholders towards the research. Whether the research is believable and correct, whether all the used tools and methods are able to evaluate what they are supposed to, and whether different used data collecting instruments are imperatively validated. Hence, it is vital to ensure the quality of different used data collecting methods based on four aspects of validity: content validity, internal validity, external validity and utility criterion. (Zohrabi 2013, 254–262.)

In order to satisfy all the mentioned dimensions of validity, the author attempted to apply different suggestions to the process. The reviews of experts in the field of research, in this case, the thesis supervisors and commissioner, toward the research methods and collected data were taken into consideration in order to ensure that the aimed characteristics and behaviours were effectively and

accurately measured. Data were collected through several sources by different interviews, observations and surveys to enhance inclusivity. The transcribed narrative data were also rechecked by involved participants after the interviews to support the plausibility and truthfulness of the research. Different methods such as survey and observation were lengthened and peer evaluation was asked from other researchers within the same field of sustainable and responsible tourism research. Last but not least, avoiding the researcher's own bias toward the result was also a challenge that the research might confront during the conducting process. (Merriam 1998; Zohrabi 2013, 254–262.)

4.3 Research Limitation

Selecting mixed methodology had already been a challenge as the complication of the method and the advanced requirement of proficiency. The methodology itself is still developing and receiving controversial debates based on different perspectives (Fetters & Molina-Azorin 2017, 423–432). It is stated that mixed methodology is difficult to utilise by beginner researchers due to the limitation of time, resources and expertise factors related with it (Hafsa 2019, 48). However, the advantages of mixed methods approach that supported this research topic as mentioned were indisputably valuable in the theme context and, therefore, was worthy to be applied.

Other limitations of the research existed during the process of data gathering and conducting observations due to Covid-19 pandemic safety practices. Some of the interviews took place virtually to ensure safety issues that unintentionally limited the act of observation methods. Moreover, geographical distance was also a challenge as some of the target participants for the interviews are located in different countries and hence, online meetings were compulsorily required for the interviews that rooted some difficulties in contacting and communicating. Geographical distance, however, involved different backgrounds of participants and, therefore, extended the inclusivity of the research.

One challenge that needed to be taken into account was the enormous area that sustainability issue covers and how to limit the research process to the size of a bachelor thesis. Furthermore, the nature of this thesis topic could also be a

challenge, whereas there are different contradictive perspectives on sustainability and with the involvement of commercialisation, information could be misleading. This perspective concerns the assurance of transparency and reliability of the resources, affecting the reliability and validity of the final outcome.

5 FINDINGS AND SUGGESTIONS

5.1 Sustainable and Responsible Supply Chain

As the main ingredient supporting Sushi restaurant operation, fish supply holds a key role in sustainability level of a premise (Pittman Seafoods 2020). The research suggestions represented many practices that enhance and ensure a sustainable and responsible fish supply in many different aspects. Some of the discovered propositions might not be easily applicable in reality, yet still provide a strong foundation for further improvement in the future of fish supply provision.

Firstly, the finding suggested cooperation between traditional marine fishing and aquaculture or a combination of supply chain selection from both techniques when it comes to decision making.

[...] it is probably better to get a natural source of fish supply as the fishes growing up in their natural inhabitants are more likely to perform correct natural instincts and hence, produce better quality. However, in my opinion, the acts of traditional fishing and aquaculture should be provided simultaneously and support each other. [...] (S1)

Nowadays, we cannot do fishing as much as we can anymore [...]. I think we should combine both traditional fishing methods and aquaculture. Besides, we have to decide the proper amount of fish we can get from the ocean and do fish stocking through aquaculture at the same time [...]. (S3)

While traditional marine fishing exploits fish resources and decreases our natural fish stocks, the fish supplies should cooperate with fish farming to return an according amount of fish stock back to nature and ensure all sustainable practices are followed during the process of fishing/fish-farming. This cooperation, from the side of restaurant owners, requires thorough communication and onsite supervision to ensure a good level of transparency in processing.

In order to ensure a fishing organisation or a fish-farming company premise is sustainable and responsible comprehensively, it is related to the work of MSC and ASC on recognising qualified suppliers. The result of this thesis will not

repeat what the mentioned organisations have done, but provides suggestions on coherent cooperation between two organisations in traditional fishing and stocking natural resources with sustainable and responsible onsite and offsite practices.

Secondly, the humanitarian issue in animal slaughtering was mentioned by many practices that have been applied by the Japanese for a long time (Hiroyuki 2018). It was scientifically proven that the quality of meat products is strongly affected by both physical and mental health of the animals (Korneliussen 2012). Hence, the more cruelty and inhumanity the slaughtering process is towards the animals, the more stress and discomfort they experience, and the worse meat quality they produce. Recent research also discovered that some fish species could experience symptoms of severe depressive disorder and have complex emotions (Chen 2017).

The practices can be observed in the process of Kobe beef production process. Kobe is a famous and expensive delicacy from Japan with a unique farming process following the rules of Kobe Beef Marketing and Distribution Promotion Association. Qualified cattle from a specific breed of beef is selected carefully. The chosen one is fed with fresh grass and beer to induce appetite, being massaged daily (sometimes with Sake rice wine) to exercise and accentuate the marbling colour of Kobe steak. Furthermore, classical music is played to them as a relaxation method to enhance mental well-being and improve their appetite while eating. All the mentioned methods ensure a good being condition and let the animal live a life stress-free and dedicated. (Gotoh, Nishimura, Kuchida & Mannen 2018, 933–950.)

[...] before being slaughtered, Kobe beef will have a “conversation” with the farm owner or the butcher. They are honoured for their life dedication and know how valuable they have brought to us. Thanks to the animal, the diners can enjoy the delicacy cheerfully and happily. They have brought economic benefit for the farmer, the restaurant owner or the whole related economy industry in general [...]. They are slaughtered by the most effective and humane methods to avoid lengthening pain for the animal. [...] In my opinion, the animal does not feel so sad if they are aware that their existence

can bring happiness to others and contribute something valuable to life.
(S1.)

As fish also have emotion and can experience stress or depression, the methods of fishing and transporting hold a significant role to keep the fish experiencing as little stress as possible. Even though Kobe beef farming and ocean fishing are different, keeping a good mental well-being of the animals shares the same value. As the fish has been grown and lived in their natural inhabitant, ensuring a stress-free process of capturing and transporting fish build the essential foundation for a humane practice of fishing method. (Daskalova 2019, 113–124; Portz, Woodley & Cech 2006, 125–170.) Suggestions provided different researched techniques, including rapid freezing by liquid nitrogen, spinal anaesthesia, Ikejime fish slaughtering method, and slow defrosting method for marine fishes during the process of capture on the ocean, transported to land and delivered to different restaurant premises.

[...] spinal anaesthesia is an anaesthetic method that has been applied in surgical and anatomical sciences for a long time. In Japan, spinal anaesthesia is applied to appropriate-size fish captured on the ocean to induce clinical death. They are, thence, immersed in suitable temperatures for storing and transporting. By this technique, the fish is still fresh and alive during the transportation process, even though this procedure could last for months. [...] As the fish is put into clinical death by anaesthesia, they do not feel pain or anxiety in the process of transportation or being slaughtered and therefore, provide a better meat quality. (S1)

Research proved that fish also have emotion and they can also experience depression. If a fish is depressed or in pain, its body creates cortisol hormone to navigate the stress and this hormone negatively affects the hardness and adhesiveness of meat texture. [...] (S3)

Nowadays, with the development of technology, fish preserving technique is enhanced to its fullness. Rapidly freezing method is a fish freezing method by using liquid nitrogen to freeze the product to an extremely low temperature of almost -200 degrees Celsius to perfectly preserve the completeness of fish tissues. By this technique, when they defrost the fish by slow defrosting method,

the micro ice crystal created during the freezing process will not break the fish tissues and water is kept inside fish tissues to avoid dehydration after the defrosting procedure. (Goswami 2001, 179–184.)

Furthermore, the finding also suggested Ikejime – a fish slaughtering method originally from Japan, but is also widespread nowadays. Ikejime is considered one of the more humane methods of dispatching fish as it puts the fish to death rapidly by inserting a spike quickly and directly into its hindbrain, causing immediate brain death. When being processed correctly, their fins automatically spread and the fish restfully relaxes. All the reflex motions are prevented by destroying the brain and spinal cord of the fish, hence avoiding the build-up of lactic acid and ammonia created by muscle movements that consume adenosine triphosphate in the muscle. Lactic acid and ammonia is the cause of sour, soggy and tasteless meat quality. (La Petit Noisette 2021.)

Lastly, the expert indicated that the fish quality is also slightly affected by their origin.

In the ocean, there are two different types of currents, cold current and warm current, based on the temperature of different currents in the ocean. Fishes that come from cold current areas are likely to be more delicious, fresher, and have a less fishy smell than fishes from warm water currents. [...] However, the giant Pacific Ocean is based on a majority of warm water currents, hence, the fish quality of the east of Japan is slightly different compared to the west-north region of the country. (S1)

This superior factor is usually not approachable because the original area of fish harvesting depends on the fishing company and where they are licensed to proceed fishing. The licensed location cannot be changed easily. Moreover, the mentioned information might be confidential to some organisations as it relates to security matter and other complex issues.

When combining all the mentioned suggestions, we have a complete procedure of a better humane fish capturing and transporting process that enhances meat quality to their fullness in a sustainable and responsible manner. The finding opened up further research on other different types of seafood or poultry animals to apply to normal restaurants that use a more variety of meat products. Even

though some of the mentioned factors might seem unrealistic and inaccessible depending on the geographic characteristics of different places, the findings provided a comprehensive foundation for all the elements that a sustainable seafood supplier should be able to perform.

Nevertheless, the ingredients for Sushi restaurant are not only fish, it also involves other products such as Sushi rice, seaweed sheet, rice vinegar, egg, avocado, sesame seed, wasabi paste and different herbs (International Food Dictionary 2021). According to the research results, the basic principle for a sustainable provider of these supplies shares the same value: organic products with the abandonment of chemical fertilisers, local origin to limit the transportation process and ultimately minimise food-waste generation. The side wasted products such as fish heads and bones, avocado peels can be utilised for animal feeds or organic fertilisers. The most important value from Japanese food culture is the limitation of food waste.

[...] the core value of our cuisine culture is that, we do not have such a sophisticated process of cooking. We keep everything simple so that the food will not go bad quickly. Natural preservatives such as vinegar, alcohol, salt and sugar are commonly added to our food so that they can last longer [...]. (S3)

[...] we don't eat too much. We don't eat too little. We eat the right amount. That is why we don't throw away much food waste. (S3)

5.2 Company Culture Enrichment

Company culture is an enormous topic represented by many different factors inside of a restaurant. This aspect can be represented by how the premise is decorated, what kind of food they represent, the knowledge they have about their food, the "style" they act to serve customers or anything special that the restaurant introduces in which nowhere else has. It is not difficult to define a company culture, but it takes time to build up, withdraw the employees into the concept, and make them feel belonging to the company's culture. (Build In 2021.)

Defining company culture and making the employees feel belonging to our company culture stays an important part in our motto. From the very

beginning, our new employees are carefully trained and educated about our vision, mission and core value. [...] We all have to start with “why”, right? [...] Once the employees understand our value, once they know that we share the same value, they will feel they belong to our company. [...] (S2)

In my opinion, educating the staff about company culture is essential. It does not only help them feel more confident in their job but also keeps them stay with us longer if the employees feel like a part of our company culture. (S1)

According to the interviews’ results, not many new employees had proper “culture training” in both casual restaurants and Sushi restaurants. In Sushi restaurant, most of the workers can have the opportunity to learn more about Sushi culture during their work later on. Still, it is usually not systematic and planned. This is, unfortunately, such a shame because the employees are not well-equipped with enough knowledge to perform their job appropriately. It also affects their confidence when a customer asks about something related to Japanese food culture. In contrast, according to our customer perspective survey, it was a surprise when more than 79% of restaurant customers would like to learn more about the culture that a foreign restaurant offers as a part of their dining experience (Figure 5).

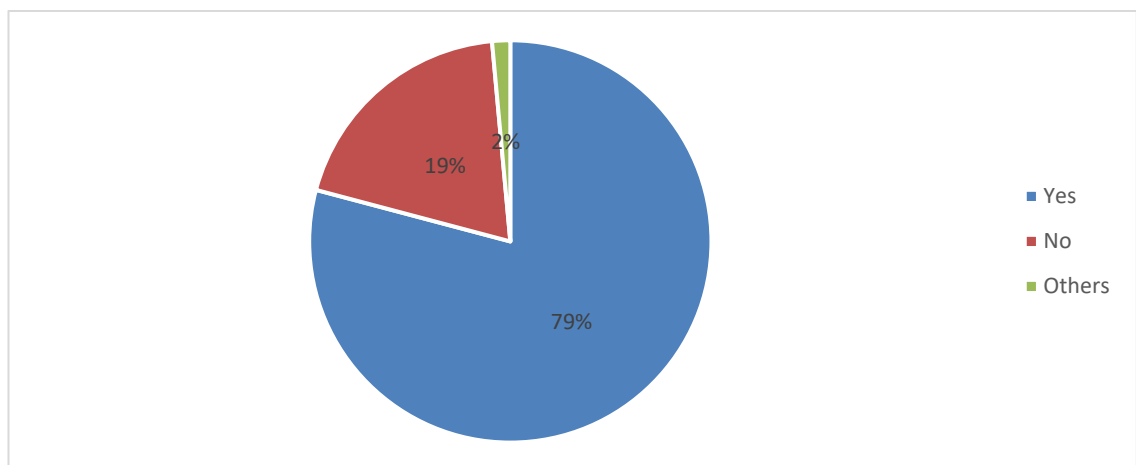


Figure 5. Customer Perspective on Culture Learning as a Part of Dining Experience (n=206)

In order to enrich company culture and involve staff in the company culture, the expert mentioned suggestions about different methods. Decision-makers can

consider homemade products and self-grown herbs to make the restaurant more customised. Frequently organising events or introducing workshops for both the customers and the employees to raise interest and educate about cultural issues are also good options. They are also an effective tool for marketing. Last but not least, the fundamental perspective, such as improving the decoration of the restaurant, should be considered from an early stage if the restaurant owners would like to enrich their culture by appearance.

[...] as a Japanese, I was pretty disappointed when I came to the only Sushi restaurant we have here in Raahe, and what I could see in the Sushi restaurant was Chinese decoration. [...] I think the place used to be a Chinese restaurant and they changed it to Sushi, but it just does not feel right. [...] (S3)

[...]it creates a wrong image for the foreigners, I mean the visitors who might think that: "Ah, this is Japanese decoration!" while it is not instead [...] (S3)

In my opinion, it is totally fine if someone who is not Japanese run a Sushi restaurant business. As long as they learn, understand and have a passion for our culture well enough. It is actually our pride when someone loves our culture and wants to spread it [...] (S3)

5.3 Human Resource Management

As a result of the research, keeping the workers happy and maintaining a good condition of physical and mental well-being at work also holds an important factor in sustainability level of a restaurant. The charts below generally demonstrate the physical and mental well-being condition of restaurant workers according to our employee wellness survey (Figure 6). Despite the relative limitation of the collected data, it still provides a good objective perspective on restaurant workers' condition nowadays.

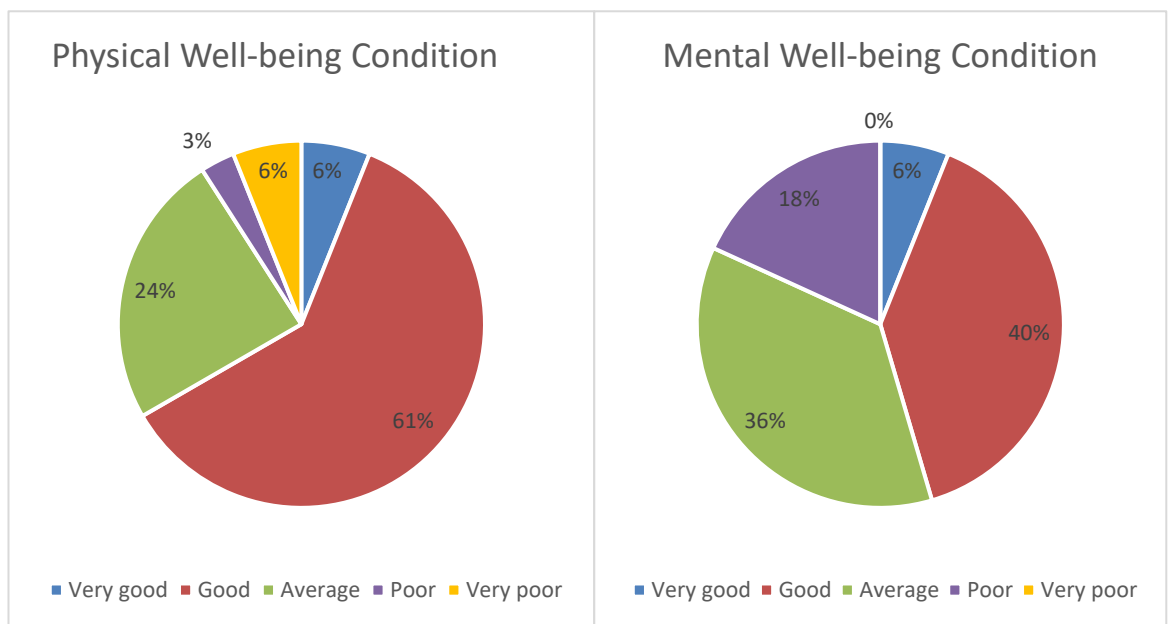


Figure 6. Physical and Mental Well-being Condition of Restaurant Workers (n=165)

According to the collected data, even though “Very good” and “Good” sectors account for a significant portion in the charts, the number of workers that have “Average” to “Very Poor” mental and physical well-being conditions still take a very high percentage. Specifically, more than half of the workers feel in an average or poor mental health condition. The reasons for this trouble are rooted in many work-related issues represented by the following chart (Figure 7).

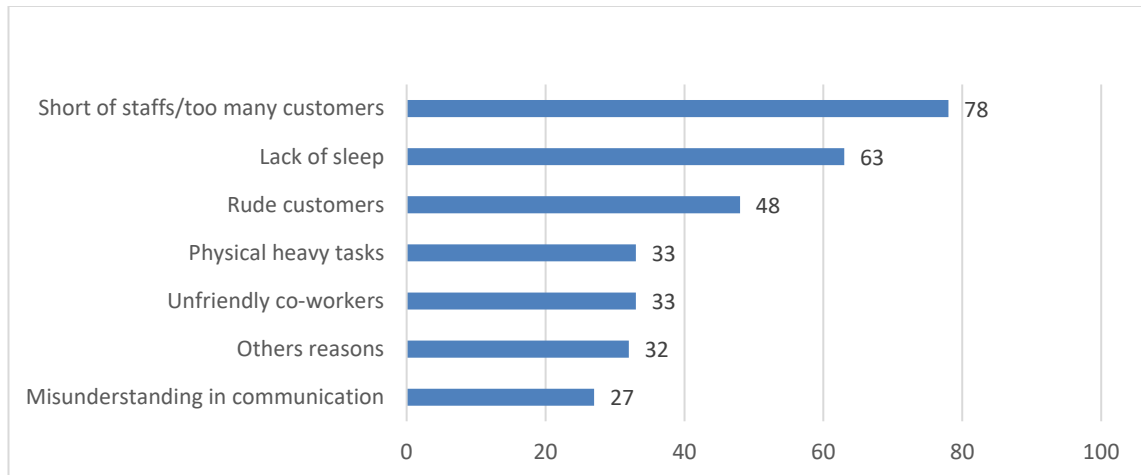


Figure 7. Reason for Bad Physical and Mental Experience at Work (n=165)

[...] when the employees feel attached and happy with their work, they stay with us longer. Anything that lasts, sustains, right? [...] This is not only about reasonable payment and employee benefits, but it is also about the working environment, the atmosphere and other factors [...] (S1)

Applying the structured observation template to study employees' performance (Appendix 4), the researcher discovered a correlation between positive and negative behaviour patterns towards the quality performance of the employees in a restaurant premise. The observed behaviour criteria (Table 2) were chosen based on the relation of the employee' behaviours towards physical and mental well-being condition. On the other hand, quality performance patterns referred to standards required for the products and customer service. Quality standards can be different between different restaurants depending on their concepts and requirements. The quality performance pattern (Table 3) used in this observation were decided based on a general standard requirement of restaurant service.

Table 2. Positive and negative behaviour patterns of restaurant workers (Appendix 4)

POSITIVE BEHAVIOUR PATTERN
Maintain good appearance (clothes, hair, shoes, etc.)
Maintain good work-related communication to keep the service smoothly runs
Access to appropriate music while working
Access to drinking water
Maintain nonwork-related conversation to hospitalise the working atmosphere
Making joke, smiling or laughing to each other

Dancing
Clapping hand
Stretching
NEGATIVE BEHAVIOUR PATTERN
Knitting the brows
Forgetting things/tasks
Complaining
Crying
Dropping tools, equipments or food
Physical accident (self-burn, cut, fall, slip, etc.)
Stutter in speaking or action
Sigh
Swearing/Shouting
Arguing aggressively (with customers or with each other)
Fighting

Table 3. Quality patterns of restaurant workers (Appendix 4)

QUALITY PERFORMANCE PATTERN
<u>Front workers</u>
Greetings the customers in a friendly manner
Smiles and makes eye contact during the orders
Suggests extra items that have not been ordered by the customers
Prepared the orders smoothly and expertly according to restaurant's standard without mistakes
Having extra encounter conversation with the customers
Expressing careness for the customers during their experience
Hope expression that the meals will be enjoyed to the customers
The process of payment goes smoothly and thanks the customers for the payments/vsits and welcome them to come again to the restaurant
<u>Kitchen workers</u>
All ingredients are prepared freshly according to the restaurant's standard
Kitchen hygiene is taken well care of
Hand hygiene is taken care of frequently every one hour or when needed
The food is prepared smoothly and expertly according to restaurant's standard without mistakes
The food is served fresh, right-temperated and in good shape according to restaurant standards

Frequency of each pattern is recorded on a scale of 0-5 and scored as the following rule:

- Negative behaviour patterns contributed minus (-) scores of frequency and added up as N

- Positive behaviour patterns contributed plus (+) scores of frequency and added up as P
- Quality performance patterns contributed plus (+) scores of frequency and added up as Q

The result of the observation was synthesised in the following table (Table 4). The columns of employees with high-quality performances were marked in blue if their performance pattern scores were equal or more than 20 points. Vice versa, the columns of employees with low-quality performances were marked in red if their performance pattern scores were less than 20. P+N indicator is the sum of recorded positive and negative scores. As can be seen from the result, P+N indicators and quality performances represent a magnitude correlation. High P+N indicators (≥ 23) occurs in workers with high-quality performances, while low P+N indicators (≤ 5) are shown in workers with low-quality performances.

Table 4. Correlation Between Behaviour Patterns and Performance Quality in Restaurant Workers

Object Score	Front workers (waiters/waitresses)					Kitchen workers (chefs, assistants)				
	No. 1	No. 2	No. 3	No. 4	No. 5	No. 6	No. 7	No. 8	No. 9	No. 10
P	20	29	22	33	30	18	30	22	17	31
N	-15	-4	-18	-7	-6	-22	-7	-23	-25	-5
Q	15	28	13	32	27	14	25	16	14	23
P+N	5	25	4	26	24	-4	23	-1	-8	26

By observing different individuals working in the same restaurant, the result pointed out a synergistic relationship between positive behaviours of restaurant workers and their quality performance in both preparing the food and beverage and serving customers according to a common standard. This finding indicated that the higher frequency of positive behaviour patterns was, the more likely the workers would make a standard performance. Vice versa, the higher frequency of negative behaviour patterns that the workers made, the less quality performance they committed.

The correlation demonstrated that physical and mental well-being of an employee represented by different behaviour patterns has a significant impact on the quality of their performance during the working shift. Even though quality performance could also be influenced by other factors such as working experience, the

requirement of each workplace, ingredient quality and working atmosphere, the conducted observation acknowledged the connection between employees' well-being and restaurant quality in general. Based on the result of the observation, maintaining a good condition of employees' well-being both physically and mentally can help the restaurants enhance their customer experience and, therefore, reinforce sustainability level of the premise.

In order to enhance physical and mental well-being of the employees, suggestions recommended any improvement related to encouraging sports and social activities. Employers can inspire the workers to participate in more sports by cooperating with local gyms and sports halls to give membership discounts, or organising sport-day when all the employees can gather and play sport together. Opening workshops related to stress management, healthy eating, fitness/weight management, psychological therapy and beauty care are also interested by a majority of restaurant workers according to the result of our carried survey.

[...] we care for our staff and we care for each other. In our restaurant, everyone feels belong to a family [...]. We enrich our company culture by making us a family, we try to make different kinds of homemade products and dishes. [...] we ask each other how is it going, how was the day, all the small-talks for example [...]. (S5)

Keeping the employees happy at work is the primary responsibility of the management level (Allas & Schaninger 2020). Even though this issue is influenced by many different factors, creating a cheerful and educational working environment and worker's community can be easily constructed. In reality, management level should pay more attention to physical and mental health of the employees at work based on their expressed behaviours in order to find out suitable solutions and adjust the current condition accordingly.

5.4 Enhancing Collaboration with Mutually Beneficial Relationship

There are many different types of collaboration depending on different specific situations. However, considering the position of an organisation upon a community, there are two types of collaboration in general: internal relations and

external relations. Internal relations relate to companies that belong to a big organisation where they can flexibly share resources if needed. In contrast, external relations are connections of the company with the exterior organisations where they can help each other and create a mutually beneficial relationship. (Laroui 2020.)

Amarillo is an excellent example of efficiently utilising internal relations in their operation. As the company belongs to a big organisation as known as S-group, which has their network all around Finland, Amarillo can utilise and relocate resources within different members nearby such as Frans & Chérie restaurant, Uitto bar, Coffee House and Rosso restaurant. The shared resources can be employees, kitchen equipment, menu ingredients, alcohol or non-alcohol products. Moving different resources internally not only help themselves when something is running out, but also avoids wasted products in case of a demand gap. For instance, this particular product is going to waste soon in this restaurant but they do not use it that much, and the other is in high demand for it.

Moving human resources internally is also a good solution in case of an unwanted incident if a premise accidentally lacks workers. During the early Covid-19 pandemic, when all the restaurants were closed, Amarillo employees had an option to come and work for the supermarket in the local area. The solution reassured the employees about their income during the chaotic period and, at the same time, provided an extra workforce for the supermarket when they needed more workers to cope with the ongoing situation.

On the other hand, the research results mentioned that external relations regarded as mutually beneficial relationship in the restaurant industry usually happen between the service providers and the tour guides or the tour operator companies. The relationship sometimes includes a signed contract that is agreed beforehand about terms, conditions and benefits both sides will receive. For instance, a tour operator and a restaurant decide to build a mutually beneficial relationship. Suppose the tour operator introduces and brings a group of tourists to a restaurant separately or included in a tour package. In that case, they will receive a certain commission fee over each order made by the tourists in the restaurant.

[...] mutually beneficial relationship is a good idea under a condition that everything has to be fair for both sides [...]. “Fair”, here what I mentioned, is that all the information for both is clear and transparent beforehand and the percentage, the benefit, the commission rate is reasonable. Reasonable here does not mean too much or too low [...]. (S1)

When a service provider, a restaurant is trusted and chosen by the tour guide and the tour operator to bring in their customers, they obviously have to guarantee two important factors: quality and price. As the customers are the last ones who pay [...] The service provider must accept that they will have to lower the profitability per customer, but instead, they gain a large number of guests [...] The same principles are also applied in hotel industry and air ticket resellers [...]. (S2)

Generally, the mentioned upselling method is significantly helpful in a touristic city where there are a lot of different tour operators and incoming tourists. It also helps the restaurant to neutralize the concentration of visitors during the weekdays as local restaurant customers usually dine out at the weekends. A mutually beneficial relationship has its pros and cons. The utilization of this external relation should be carefully considered, especially in the stage of planning and estimating lost/cost autocorrelation. Service providers should take well care of the quality of their products, while the tour operators should also do thorough research about their partners before introducing them to the customers.

5.5 Social Contribution and Community Footprint

As the main principle of sustainability in hospitality industry, being responsible towards the local community holds an important role in keeping the company developing sustainably (Webrezpro 2021). Nowadays, modern society, with the acknowledgement of mass tourism and its negative impacts on the local, have constantly raised critical awareness on the issue (BBC 2021). This worrisome matter not only involves the tourists and locals as direct factors but also includes tourism companies, tour operators, restaurant and hotel section, as well as other related stakeholders (Aragú, García-Métanza & Caballero-Galeote 2021, 7–14). The question is, how to operate tourism products in a responsible manner that

we do not overexploit the resources and contribute to the sustainable development of the local.

[...] of course, when a place becomes popular as a tourist destination, it brings income for the local community. Tourism does not only provide different sources of income but also increase the demand for essential items. However, if the incoming demand is too large and the designed infrastructure of the locals cannot cope with it, we will see breakage in the demand-supply market. This is not yet mentioned about all the bad images that mass tourism could bring up, such as environmental destruction, disrespect toward cultural heritages or raising the imbalance of the economic triangle [...] (S2)

Many community footprint programs have been conducted for a long time by many large companies in the industry. Mc. Donald's has created Ronald McDonald House Charities, an independent non-profit organisation that aims to improve health and well-being of unfortunate children worldwide (Ronald McDonald House Charities 2021). The Ritz-Carlton has a series of signature programs to enhance local child well-being, environmental responsibility or hunger and poverty relief (The Ritz-Carlton 2021). The company clearly defined and embedded community footprint principles into their service value and long-term strategy as a motto of business operations.

[...] as a part of a big company, Amarillo has been contributing to many different programs in order to bring up something good for the local community. We encouraged our employees to donate blood, we cooperated with the Red Cross to donate food items that expire soon, we gave out old furniture and utensils when we changed the restaurant concept for the local care house [...]. There is this group called HOPE RY [...] we collect Christmas presents in our restaurant every year and then send them to HOPE RY, this group will send the presents to the unfortunate children all around Finland. (S2)

There are many ways for a restaurant business to contribute to their local community, both at the macro and micro levels.

A large part of our fish ingredients and other ingredients come from local suppliers. That's how we contribute to the local community, by promoting local business and encouraging local products [...] (S4)

A small restaurant business can also improve their community footprints by fundraising for charity, volunteering works, opening workshops for unfortunate children, giving food items that expire soon for care houses or simply using and encouraging other local businesses. Realistically evaluating, these recommended actions do not require massive financial resources and are easy to apply when systematically well-planned.

With a good strategy, community footprint programs can also be a powerful tool for mouth-to-mouth marketing. It creates a decent image of the restaurant towards the local community, especially for new entrepreneurs. This is a win-win situation when the locals also receive meaningful development values, and the businesses simultaneously get a decent reputation.

5.6 Responsible Marketing with Transparent and Educative Information

[...] Marketing is a double-edged sword. If you do it correctly, it brings you customers; Otherwise, you will pay the price. (S4)

Marketing is how an organisation can introduce the customers to themselves and their products. Marketing paints a draft picture of what the customers can receive when they visit the restaurant. (Twin 2021.) It is not a new topic to suggest that customers' expectations should be satisfied based on what they observed on social media or other company marketing channels (Erevelles & Leavitt 1992, as cited in Almsalam 2014, 79). However, the research found out that it is fundamental to build up a responsible marketing strategy of a company in order to achieve sustainability to its fullness.

[...] being responsible in marketing here doesn't mean that you advertise your restaurant as an environmental-friendly restaurant. It doesn't mean you are telling your customers that you are changing plastic straw to paper material, and that you keep your daily food-waste level as little as possible [...] (S4)

In my opinion, being responsible in marketing means you are responsible for what you are advertising, in both superficial form and its inner content [...] (S4)

[...] you need a well-planned marketing strategy, everything needs to be firm, united and well-planned beforehand [...]. I have to learn a lot by myself about mostly everything, from marketing strategy, food photography to content building. I think when you, by yourself, learn to do something carefully, it shows how responsible you are in that job. (S4)

The research suggested elementary acts such as defining and utilising different marketing channels, building a marketing schedule on a daily basis, having a clear strategy and target market on each channel, content including pictures must be carefully selected, organised and edited before publishing for everything to follow a united theme. Published contents must be honest, transparent and have a purpose. Typo and communication mistakes related to languages must be completely avoided.

As mentioned in Figure 5, customers nowadays love to learn more about different cultures when they visit a foreign restaurant as part of their dining experience. Therefore, it is always a big plus if the marketing content that the restaurant introduces could bring up some educative elements as a pre-experience. For example, the restaurant can enlighten their customers by educating them about the culture they are representing, introducing speciality dishes that they serve or, more practically, a workshop where everyone can gather together and learn how to make a delicacy. As cultural appropriation awareness is highly considered as a difficulty that might affect customer experience in a foreign restaurant according to the result of our customers' perspective survey, educating the guests about the culture, or the menu of the restaurant beforehand is also a good idea to overcome this barrier (Figure 8).

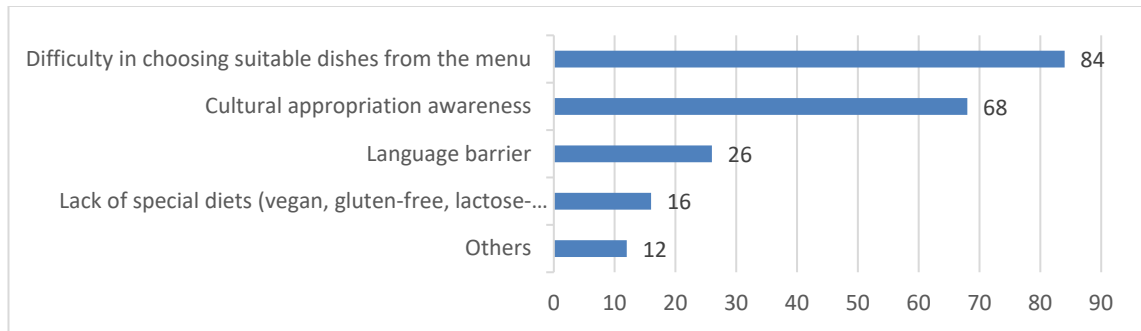


Figure 8. Difficulties that Customers Experience When Visiting a Foreign Cuisine Restaurant (n=206)

As can be seen from the chart, different possible difficulties that a customer might experience from a Sushi restaurant can be prevented by early solutions. Marketing can be a tool to help the customers easily choose their meal and avoid language difficulty. Special diets should also be inclusively taken into consideration and educating the customers about restaurants' culture by marketing will prevent any cultural appropriation and enhance understanding from both sides.

[...] as the principle of marketing is communication. We do marketing because we want to communicate better with the customers [...] let them know what we do good, introduce them about our culture, how passionate we are towards our job [...] (S4)

6 QUALITY MATRIX ON SUSTAINABILITY MANAGEMENT IN SUSHI RESTAURANT

6.1 Research Proposal

As the final result of the research, this thesis proposed a quality matrix on sustainability management focusing on Sushi restaurant as its primary objective (Appendix 6). Nevertheless, the target of the designed tool is Sushi restaurants; it is important to recognise that this proposal can also be utilised in other different restaurant concepts, though the comprehensiveness of covered issues might be reduced. Sushi factors used in the research process played a fundamental role in limiting the research area related to sustainable supply chains. The intended limitation helped the author focus on fish supplies as the main ingredient of Sushi restaurant and discover sustainable practices related to fishing activity.

The quality matrix includes a variety of suggestions for a sustainable restaurant model in eight different categories: fish supplies, ingredient management, energy and material efficiency, company culture, human resource management, collaboration, social contribution and marketing strategy. Eight mentioned categories of suggestions are a combination of different sustainable practices collected throughout the research process. The findings were gathered by the results of the conducted interviews, surveys and observation. Thence, they were categorised into different groups by utilising a qualitative content analysis template (Appendix 5). As the gathered information from the research process is broad, cross-sectioned and incoherent by using different methods, the utilisation of content analysis is necessary to code the collected data into relative categories to analyse and form the quality matrix.

In the designed quality matrix, all the suggestions were arranged in a vertical column while horizontal rows represented the evaluation of the users upon their business operations based on different aspects: applicability, self-evaluation, resource requirement, benefit and note for improvement (Table 5). The assessment based on the mentioned criteria aims to help strategy planners judge the applicability of the suggestions on their own business, evaluate the application of ongoing practices, plan for resource requirements, determine

values and benefits of the suggestions as well as give notices for future improvement. The structure of the design was advised by the commissioner and inspired by the interviews' results.

Table 5. Quality Matrix on Sustainability Management in Sushi Restaurant (Appendix 6)

QUALITY MATRIX ON SUSTAINABILITY MANAGEMENT IN SUSHI RESTAURANT																
(0 = impossible (0 = did not approach or unapproachab List here all resources needed for the according improvement: Evaluate which sustainable dimensions gain benefit f																
Aspect	Suggestion	Applicability	Self-evaluation					Resource requirement				Benefit			Note for improvement	
			0	1	2	3	4	5	Financial	Material	Time	People	Others	Environmental		Social & Cultural
Issues	Ensuring the best quality of fish supplies (freshness, taste, har															
	Choosing fish supplies that follow MSC/ASC standards															
	Ensuring the practice of stocking natural fish resource from tl															
	Ensuring no harmful waste are released into the environment															
	Ensuring no other species are harmed during the process of fi															

The quality matrix shows its practical utility by covering a broad spectrum of sustainability aspects associated with Sushi restaurants specifically, and other different cuisine restaurants. Even though Amarillo Rovaniemi is not a Sushi restaurant, the commissioner can still apply this quality matrix into their strategic planning process to achieve a more comprehensive perspective on sustainability issues. As Amarillo is a restaurant concept inspired by Tex-Mex cuisine, the researcher suggests more investigations regarding meat ingredients (beef, pork, chicken and other meat products) and culture issues. However, the result still ensures other sustainability factors such as materials and energy consumption, company culture, human resource management, collaboration and marketing strategy are comprehensively covered. These mentioned factors are shared issues that can be recognised among Sushi restaurants and casual restaurant concepts. Therefore, this thesis result can also be utilised by other restaurant concepts, not only Sushi restaurants.

From the result, it is vital to notice that sustainability issues correlated with the environment of a restaurant are not only about environmental responsibility. Other factors that are related to socio-cultural and economic perspectives should also be taken into consideration in order to balance the three dimensions of sustainability. Hence, this thesis provides a variety of suggestions to enhance and reinforce the structure of a restaurant based on different aspects. The restaurant owners can, for example, evaluate in which aspects they are weak, or need to be strengthened, in order to apply suitable practices from the suggested ideas accordingly.

6.2 Fish Supplies

Firstly, suggestions related to fish supplies (Table 6) are intentionally separated as fishes specifically, and seafood in general, are the main ingredient of Sushi restaurant business. In addition, the study found many interesting practices regarding sustainable fish supplies from the viewpoint of different stakeholders in the field. Besides new findings that have been discussed in Chapter 5, the listed suggestions also mentioned basic sustainable ideas required from the fish supply providers to ensure the quality of fish, promote sustainable fishing practices and commit no negative impact both ecologically and socially.

Table 6. Sustainability Management Criteria for Sushi Restaurant: Fish Supplies (Appendix 6)

Aspect	Suggestion	
Fish supplies	Ensuring the best quality of fish supplies (freshness, taste, hardness, adhesiveness)	
	Choosing fish supplies that follow MSC/ASC standards	
	Ensuring the practice of stocking natural fish resource from the fish supplies	
	Ensuring no harmful waste are released into the environment during the process of fishing from the fish supplies	
	Ensuring no other species are harmed during the process of fishing a target fish group from the fish supplies	
	Ensuring well-being of the employees of the fishing company	
	Ensuring no child labour/illegal labour are used from the fishing/aquaculture company	
	Utilising a more sustainable fish slaughtering process	Spinal anaesthesia
		Ikejime slaughtering method
		Rapid freezing preservation method
		Slow defrosting method
	Choosing fish supplies that do fishing from cold water current areas in the ocean	
	Ensuring the best efficient method of transportation from the fish supplies to the local premises	

Some of the suggestions above can be implemented easily, while others require further actions to achieve. When choosing a fish supply provider, the decision-makers should carefully address and negotiate the proposed criteria to choose suitable partners that qualify as many criteria as possible. Nevertheless, the agreed issues also need to be supervised and ongoing monitored to make sure they are correct in reality. This process, in nature, requires a strong connection between the restaurant and the supply provider in order to ensure transparency and reliability.

6.3 Ingredient Management

The second category, including suggestions grouped by the content analysis, is ingredient management (Table 7). Ingredient management here refers to other common ingredients found in a Sushi restaurant, such as rice, seaweed, different vegetables and fruits, seasonings. The suggestions considered the whole cycle of product receiving from the resource suppliers, being processed, served and going to waste.

Table 7. Sustainability Management Criteria for Sushi Restaurant: Ingredient Manage (Appendix 6)

Aspect	Suggestion	
Ingredient management	Ensuring the best quality of product supplies (freshness, taste, appearance)	
	Ensuring the best utilisation of local products	
	Ensuring the chosen products are organic	
	Self-growing and self-producing (herbs, vegetables, avocado, eggs, etc.)	
	Customising homemade products (kimchi, pickles, jams, Sake alcohol, etc.)	
	Ensuring a variety in fish and other ingredient offers	
	Ensuring various and attractive menu options	
	Taking into consideration different diets (gluten-free, lactose-free, vegan & vegetarian, etc.)	
	Minimising food waste	Ensuring an efficient inventory process
		Utilising fish heads, bones and unusable parts for animal feeds
		Utilising food waste to create organic fertilisers
		Acknowledging staff and guests on avoiding food waste

The application of the mentioned suggestions is considered relatively easy. However, self-growing and self-producing might require many resources, including time, space, people and effort in maintenance. This suggestion is highly suitable for premises with spacious areas, for example in the countryside, combined with customising homemade products, they can remarkably enhance cost efficiency. As waste management is often considered an essential part of restaurant operation, different aspects of minimising food waste are also introduced in the result.

6.4 Energy and Material Efficiency

Another common aspect that was noticed and taken care of by many restaurants was energy and material efficiency (Table 8). Decisions based on this issue can

have a massive influence on the business. It can help to reduce the cost generated by energy consumption and, at the same time, efficiently improve the environmental impact of the business.

Table 8. Sustainability Management Criteria for Sushi Restaurant: Energy and Material Efficiency (Appendix 6)

Aspect	Suggestion	
Energy and material efficiency	Acknowledging staff on saving energy consumption (electric, water, fuel, etc.)	
	Choosing more environmental-friendly lighting options	
	Choosing efficient water-saving faucets	
	Encouraging employees to walk, bike or use public transportation (with subsidised tickets)	
	Compensating CO2 emission by a third-party company	
	Classifying waste into its most basic categories (plastic, bottle, glass, cans and metal, paper, carton box, bio trash, mixed waste)	
	Replacing the usage of plastic material	Plastic bags by paper material
		Plastic straws by other environmental-friendly materials
		Plastic takeaway containers by paper material
		Plastic takeaway utensils by wooden material
	Avoiding one-time-used equipment or switching to a reusable one	
	Utilising the life span of an equipment/tool to its fullness	
	Preferring natural materials (wooden, stone, paper, etc.) to create a better "sustainable image"	

Changes towards a more responsible and sustainable option sometimes have a costly capital investment. However, if the business owners consider a long-term approach, the ecological benefits these practices can generate are significantly valuable. Return on investment will be given back after a relatively short time, depending on the decisions made. Furthermore, the mentioned suggestions do not need to be utilised all at the same time. Changes can be taken by small steps to reduce cost pressure, especially for medium and small-sized restaurant businesses.

6.5 Company Culture and Human Resource Management

Company culture (Table 9) and human resource management (Table 10) sustainable practices investigated earlier, represented in the quality matrix with suggestions withdrawn from both conducted interviews, surveys and observation processes. The issues were addressed to highlight the importance of the socio-cultural factor as a dimension of sustainability. The suggestions included a variety

of methods based on concept inclusivity, acknowledgement, atmosphere monitoring and fostering understanding.

Table 9. Sustainability Management Criteria for Sushi Restaurant: Company Culture (Appendix 6)

Aspect	Suggestion	
Company culture	Having clear value, vision and mission statements	
	Integrating sustainability element into company motto	
	Ensuring (Japanese) authenticity in restaurant concept	Decoration
		Menu
		Service style
	Ensuring a comfortable working environment and cultural atmosphere	
	Acknowledging staff about the company as a family	
	Acknowledging staff and customers about the company culture	

Table 10. Sustainability Management Criteria for Sushi Restaurant: Human Resource Management (Appendix 6)

Aspect	Suggestion	
Human resource management	Having a proper training program for new employees	
	Having efficient and reasonable shift-planning	
	Organising job satisfaction survey annually	
	Communicating and having "small-talk" with each other daily	
	Rewarding employee of the quarter/semi-annual for outstanding performance	
	Acknowledging staff and customers about the company culture	
	Giving employees discounts for local gym/sports halls membership	
	Giving employees free/discounted break food	
	Giving employees discount per order	
	Organising employee sport-day	
	Organising workshops regarded to interesting topics from the employees (stress management, healthy eating, fitness/weight management, psychological therapy)	
	Ongoing monitoring employee mood/mentality	

The application of these mentioned practices related to company culture and human resource management is not difficult to utilise. However, criteria that aim to reinforce the concept of sustainability into restaurant culture take time in order for the members to feel withdrawn into the concept. Ensuring authenticity in restaurant concept regarding decoration, menu and service style can also be modified depending on different restaurant concepts. Sushi restaurants can develop this requirement based on Sushi culture. However, other casual restaurants or restaurants that utilise foreign cuisines can also consider adding authenticity value to enrich their company culture by modifying the mentioned aspects accordingly to suit each cuisine that the restaurant represents.

6.6 Collaboration and Social Contribution

The following categories were issues related to collaboration (Table 11) and social contribution (Table 12). Different potentials for internal and external collaboration discussed in Chapter 5 were included in the suggestion criteria. Many practical and detailed suggestions aimed to enhance the companies' community footprints, such as volunteering, fund-raising and donating items.

Table 11. Sustainability Management Criteria for Sushi Restaurant: Collaboration (Appendix 6)

Aspect	Suggestion
Collaboration	Possibility for internally exchanging resources (employee, equipment, ingredients, drinks, ice, etc.)
	Cooperating with other tour operators & tourism companies for mutually beneficial relationships
	Cooperating with individual tour guides for mutually beneficial relationships

Table 12. Sustainability Management Criteria for Sushi Restaurant: Social Contribution (Appendix 6)

Aspect	Suggestion
Social contribution	Having clearly-stated community footprint programs
	Encouraging employees to donate blood periodically
	Fund-raising for different charity purposes
	Organising volunteering day for employees to do volunteer works for charitable houses or environmental-friendly activities
	Collecting Christmas presents from employees annually for charitable houses
	Donating food items that are expiring soon for charitable houses
	Donating unused items (furniture, utensils, tools, etc.) for charitable houses

However, the size of different businesses can affect the applicability of the mentioned suggestions regarding collaboration and social contribution. If the business is a small, family restaurant, the more cooperations made that can bring more customers, the more capacity and resources the business needs to cope with. In contrast, social contribution suggestions can still be utilised comprehensively by small businesses. Even though big organisations probably have more significant impacts on the local communities with well-planned programs and copious resources, small companies with decent contributions are still considered more than valuable.

6.7 Marketing Strategy

Last but not least, building a responsible marketing strategy (Table 13) to represent a better image in front of customers is highly important. Nowadays, information is transferred quickly by different means. Creating a good reputation in the local area will help the businesses gain more customers not only in the short term, but also sustain in the long run. Different approaching methods to responsibly enhance marketing strategy were gathered and grouped together to form the criteria aspect.

Table 13. Sustainability Management Criteria for Sushi Restaurant: Marketing Strategy (Appendix 6)

Aspect	Suggestion
Marketing strategy	Implanting environmental-friendly image into marketing strategy
	Approaching marketing strategy by utilising professional knowledge
	Approaching a variety of different marketing channels, both online and offline
	Building a marketing schedule on a daily basis
	Having quality and united theme of contents (pictures, videos, texts, etc.)
	Having transparent and honest information in marketing communication
	Ensuring that there are no typo and language mistakes in the created contents
	Including educative and cultural information in marketing contents
	Organising DIY (Do-It-Yourself) workshops for both customers and employees to introduce the culinary culture

According to the result, suggestions related to marketing strategy are easy to approach, but they should be monitored under professional insight. With good planning in marketing management, the business will enhance their image in front of customers as an environmental-friendly restaurant and, at the same time, encourage the guests to learn and know more about the culture that the restaurant represents. Moreover, as customers often get confused while visiting a foreign cuisine restaurant for different reasons mentioned in Figure 10, marketing can be seen as a tool to bridge the gap between the restaurant and the guests and give them a more accessible and leisurely approach to their dining experience.

7 DISCUSSION

The thesis acknowledged a comprehensive approach to sustainability management on all dimensions: environmental, economic, social and cultural aspects in the restaurant industry. The focus of this thesis was on Sushi restaurant business as it limits the scope of the research area regarding ingredient issues. The practical objective of this thesis was to design a quality matrix on sustainability management for Sushi restaurant managers to monitor, self-evaluate and consider applying different sustainable practices into the business operation. Not all of the findings suggestions are applicable for every individual business. The application of each suggestion depends on many manipulating elements such as geographical factor, cultural factor, ingredient availability, cost and gain balance that, contribute to a common goal of sustainable development for the restaurant.

The objective and subjective opinions of the decision-makers in evaluating and monitoring the provided suggestions to apply to the business are crucial and require careful assessment and re-assessment. Conclusively, sustainability is about balancing the usage of resources to consider for future development. In contrast, business is about gaining profitability and achieving economic efficiency every day. The decision of management level holds a critical position in considering the balance between temporary profit and long-term development in general. Decision-makers need to evaluate the worthiness of the investment from the suggested practices whether it is time to invest yet, recognising which sustainable dimensions of the organisation need to be improved.

The commissioner of this thesis work is Amarillo Rovaniemi. The restaurant expressed specific concern about environmental issues and desired to construct a responsible and organic-approached business model. Considering on personal interest of the author on Sushi culture, Amarillo agreed on the theme of Sushi restaurants as a tool to limit the research scope. The commissioner acknowledged that the result of this thesis is undoubtedly applicable and can be customised for their business operation with potential for future development.

During the research process, many valuable practices that support sustainable development were discovered within vast aspects surrounding a Sushi restaurant business operation. Sustainable suggestions were gathered in groups regarding fish supplies, ingredient management, energy and material efficiency, company culture enhancement, human resource management, internal and external collaboration, social contribution and community footprint, as well as a more responsible marketing strategy. The findings provided a steady foundation and improvement for sustainability in all dimensions, not only issues related to environmental responsibility.

The research approached the sustainability topic by utilising mixed methodology as its advantages in providing a multidimensional perspective in the approaching process for the particular theme. Different researching methods were utilised, including semi-structured interviews, participant and structured observation, surveys and qualitative content analysis to investigate needed elements from different stakeholders within the field. Restaurant owners, restaurant managers, Japanese and foreign Sushi chefs, tour guides in the Japanese tourism industry, restaurant industry workers and restaurant customers are the main targets for the used research methods. By applying a wide range of methods on different factors in the industry, the author tried to cover the enormous scope of sustainability issues as its nature.

Nevertheless, the findings were commented highly detailed; there might be more undercover solutions that have not been found out yet due to the limitation of the research. The limitation opened further and more profound research on the related subject as well as sustainability management in a casual restaurant or other different foreign cuisine restaurants. As a suggestion for future research, more investigation related to sustainable practices should be conducted on other different meat supplies and urging an assurance in a zero-emission industry, especially in different means of transportation. Social and cultural issues, as they are usually underestimated compared to other dimensions of sustainability, should have been paid more attention. The recommendation will ensure a more inclusive and comprehensive result regarding sustainability research in the future.

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APPENDICES

Appendix 1.	Semi-structured Interview Template
Appendix 2.	Employees' Wellness Survey
Appendix 3.	Customers' Perspective Survey
Appendix 4.	Employees' Performance Structured Observation Template
Appendix 5.	Qualitative Content Analysis Template
Appendix 6.	Quality Matrix on Sustainability Management in Sushi Restaurant

Appendix 1. Semi-structured Interview Template

Semi-structured Interview

1. Background information of the interviewee

- Name
- Demographic information (nationality, education, religion, ethnicity)
- Professional field, occupational experience
- Current occupation, information of the organisation and responsibility of their position

2. Questionnaire in groups

Topics	Questions
1. Discussion on sustainability definition	<p>_How do you define sustainability in your own understanding?</p> <p>_How do you define sustainability in tourism and hospitality industry?</p> <p>_What have you done in your daily life to become environmental-friendly?</p> <p>_What have your restaurant/organization done to achieve sustainability?</p> <p>_Is it necessary that to be environmental-friendly, you need to be vegan? Why? What is your opinion?</p>
2. Ingredient issues	<ul style="list-style-type: none"> • Seafood supplies <p>_Can you introduce about the seafood supplies of your restaurant?</p> <p>_Can you introduce about your fish-farming premise/organization?</p> <p>_What issues should be taken into account when choosing a seafood supplies? Should sustainability be one prioritized criterion?</p> <p>_How to ensure a seafood supply sustainable/responsible/ecological?</p> <p>_What is your opinion about marine fishing vs aquaculture?</p> <p>_What is the procedure of fish-farming?</p> <p>_What factors involve in sustainability level of a fish-farming/aquaculture?</p>

	<p>_How to minimize the environmental impact/biological waste of aquaculture/fish-farming?</p> <ul style="list-style-type: none"> • Others <p>_What other ingredients might involve in a Sushi restaurant?</p> <p>_What factors might affect sustainability level of a restaurant by those listed ingredients? How to enhance them?</p> <p>_What is your opinion about homemade product?</p> <p>_What is your opinion about self-sustaining farm?</p>
3. Energy and material issues	<p>_What actions have you/your organization done to reduce energy consumption (ex. electric, fuel, gas, etc.)?</p> <p>_What actions have you/your organization done to reduce plastic waste?</p> <p>_What is your opinion about CO2 emission compensation idea?</p> <p>_Do you think that replacing plastic-made items by natural materials (wooden, stone, paper, etc.) can give your restaurant a better “sustainable image”? Why?</p>
4. Cultural issues and educative elements	<p>_How do you define Japanese food culture/your company culture in general?</p> <p>_How to enrich your company culture and what is the benefit of it?</p> <p>_Why Sushi is special and favorite in your opinion?</p> <p>_What is your opinion about eating whale and other exotic meats? Is it still common in Japan nowadays? Why they became a delicacy?</p> <p>_How important cultural issues/authenticity are in a Sushi restaurant?</p> <p>_What factors that represent culture in a Sushi restaurant?</p> <p>_Do you think that Sushi restaurants in foreign countries has expressed successfully the Japanese culinary culture? Why? What need to be enhanced?</p> <p>_What is your opinion about eating whale and other exotic meats? Is it still common in Japan nowadays? Why they became a delicacy?</p>
5. Human resource management	<p>_What is the human resource structure of your company?</p> <p>_How to keep your employee happy with their job?</p>

	_As an employee, what are you expected from your job to keep you happy?
6. Collaboration and social contribution	<p>_How do you define collaboration in restaurant industry? How could it possibly benefit your restaurant?</p> <p>_What is your opinion about collaborating with other tour operator/tour guides/restaurants/tourism services? Is it a good idea? How can it work?</p> <p>_What is your opinion about contribution for the local community (ex. charity, volunteer, donation, etc.)?</p> <p>_What actions have your company done to contribute for the local community?</p>
7. Marketing and transparency in information	<p>_What factors do you think that attract customers to a Sushi restaurant? What makes them come again next time?</p> <p>_As a customer of a Sushi restaurant, what do you expect the most?</p> <p>_Does marketing have an important impact on the sustainability of a restaurant?</p> <p>_How do you do marketing in a sustainable and responsible manner?</p> <p>_How important veracity is in information that marketing content transfers?</p>
8. Interview analysis and conclusion	<p>_Do you think all the mentioned issues are related to sustainability?</p> <p>_In your opinion, is there any other factor that can effect sustainability level of the organization?</p> <p>_What do you think can be improved in your organization/company/daily habit to be more sustainable?</p>

Interview general information

Estimated length: 0.5 – 1 hours

- Number of interviewees: 5
- Language of conduction: English or Vietnamese
- The interviewees are people with different backgrounds and professions related to the thesis theme
- Interview form: face-to-face interview or Online video call interview via Zoom or Messenger.

- Structure type: Semi-structured interview including open-ended questions within the thesis theme.
- Objective: to collect and explore information, analyze the knowledge of the interviewees related to the research topic.

*This interview is confidential. The interviewer asks permission for voice-recording the interview beforehand. The interviewer has consent to use the result of the interview as material in Multidimensional Tourism Institute for researching purpose.

Interview process

1. Describing the research topics and objectives of the interview to the interviewee
2. Describing basic term and condition of the interview process
3. Asking permission for voice recording the interview as well as the right to use the interview results for the research purpose of this thesis
4. Asking background information of the interviewee
5. Asking and discussing about issues that are listed in the questionnaire (Notice: not all of the listed questions will be asked to all the interviewees, the questions will be selected, monitored and adjusted according to the interviewee's background and professional field)
6. Asking opinion of the interviewee about the outcome of the interview
7. Thanking the interviewee for spending their time and sharing their knowledge

After the interview

1. Carefully listening and scripting the recorded interview into text
2. Translating the transcript into English (if the language of the interview is not English)
3. Showing the transcript to the interviewees and asking for confirmation
4. Analysing the result by using the content analysis template

Appendix 2. Employees' Wellness Survey

Employees' wellness survey

Section 1: Background information

1. Background information of the employee

- Age:.....
- Position in the restaurant:.....

2. Are you a student?

- ☐ Yes ☐ No

3. How many working hours do you have a week?

- ☐ Less than 15 hours
- ☐ 15-25 hours
- ☐ > 25-35 hours
- ☐ More than 35 hours

4. How long have you been working for the company?

- ☐ Less than 1 year
- ☐ From 1-2 years
- ☐ > 2 - 4 years
- ☐ More than 4 years

5. Evaluate your sense of belonging to your working environment's community.

No attached				Completely attached	
0	1	2	3	4	5

Section 2: Physical and mental experience

1. Have you experienced any kind of stress, anxiety or depression at work?

- ☐ Yes ☐ No

2. Have you ever experienced any kind of bully or threaten at work?

- ☐ Yes ☐ No

3. How do you describe your mental well-being condition?

- ☐ Very good

- ☐ Good
 - ☐ Average
 - ☐ Poor
 - ☐ Very poor
4. How do you describe your physical well-being condition?
- ☐ Very good
 - ☐ Good
 - ☐ Average
 - ☐ Poor
 - ☐ Very poor
5. Have you **frequently** experienced fatigue or lack of sleep that affects your well-being at work?
- ☐ Yes ☐ No
6. How do you describe the physical and mental demands of your job?
-
-
-
7. What are usually the reasons for your bad physical and mental experience at work?
- ☐ Rude customers
 - ☐ Short of staffs/too many customers
 - ☐ Lack of sleep
 - ☐ Unfriendly co-workers
 - ☐ Misunderstanding in communication
 - ☐ Physically heavy tasks
 - ☐ Others. Please specify:
8. Does the break during the working day perform its correct purpose to help you recover physically and mentally?
- ☐ Yes
- ☐ No
- ☐ Other opinion, specify:.....
-

Section 3: Work-Life balance

1. Do you exercise frequently? If yes, which of the following activities do you regularly participate?

- ☐ Bicycling
- ☐ Jogging/Running/Trekking
- ☐ Weight Training/Gymnastic
- ☐ Yoga
- ☐ Swimming
- ☐ Organised Sports (Basketball, Volleyball, Football, Floorball, Ice-Hockey, etc.)
- ☐ Martial arts (Taekwondo, Judo, Boxing, Taijiquan, Karatedo etc.)
- ☐ Others. Specify:

2. How often do you practice the mentioned activities?

- ☐ Once a week
- ☐ 2-3 times a week
- ☐ 4 times a week or more

3. Do you think the working schedule affects your ability to

- Study effectively? ☐ Yes ☐ No
- Leisure activities (sport, exercise, game)? ☐ Yes ☐ No
- Spend enough time with family and friends? ☐ Yes ☐ No

4. Do you have any intoxicating substance abuse problems? If yes specify:

- ☐ Alcohol
- ☐ Tobacco
- ☐ Tea, Coffee, caffeine-contained soft drinks
- ☐ Sugar
- ☐ Drugs. Specify:

5. Which of the following topics are you interested?

- ☐ Stress management
- ☐ Healthy eating
- ☐ Fitness/Weight management
- ☐ Smoking cessation

- ☐ Alcohol detox
 - ☐ Beauty care
 - ☐ Psychological therapy
 - ☐ Preventative Screenings
 - ☐ Others. Specify:
6. What do you want to improve from your working environment in term of enhancing physical and mental well-being experience?
-
-
-
-

Survey general information

Total number of questions: 19

Estimated time: 5-10 minutes

- Focused group: All employees of a large size, a medium size and a small size restaurant.
- Language of conduction: English or Finnish
- Intended data size: Approximately 60 data samples
- Survey method: Interview
- Type of questions: Yes/No question, Multiple choice, Open-ended question, Rating scale question
- Objective: To locate and analyse factors that might affect well-being of restaurant employees; hence, find out a solution for a common problem or enhance physical and mental well-being of the employee in general.

**The survey is confidential. The researcher has consent to use the result of the survey as material in Multidimensional Tourism Institute for researching purpose.*

Appendix 3. Customers' Perspective Survey

Customers' Perspective survey**Section 1: Customer habit**

6. Where are you from?

7. How old are you?

- ☐ 0-18
- ☐ 19-25
- ☐ 26-45
- ☐ Over 45

8. Do you have any special diet?

- ☐ Vegan/Vegetarian
- ☐ No-red-meat diet (excluding red meat ex. Pork, beef, lamb, etc.)
- ☐ Keto diet
- ☐ Glutenfree
- ☐ Lactose-free
- ☐ Nut-free
- ☐ Egg-free
- ☐ Other. Please specify:

9. What types of cuisine are your favorite?

- ☐ Traditional Finnish food
- ☐ Chinese food
- ☐ Japanese food
- ☐ Tex-Mex food
- ☐ Italian food
- ☐ Turkish food
- ☐ Others. Please specify:

10. How often do you eat in a restaurant?

Almost Never				Extremely Often	
0	1	2	3	4	5

11. How often do you eat in a Sushi/Japanese restaurant specifically?

Almost Never	Extremely Often
--------------	-----------------

0	1	2	3	4	5
---	---	---	---	---	---

12. How do you define yourself in choosing where to eat?

- ☐ Adventurous. I'd like to try out new restaurants, new cuisine cultures, new type of foods I have never eaten before!
- ☐ Conservative. I'd like to stick on the restaurants I got comfortable with. At least I'm sure that their food is great!

13. What factors affect your decision when deciding where to eat?

.....

Section 2: Customer experience

9. In your opinion, what is the first impression from a restaurant that can affect your experience in early stage?

.....

10. What difficulties do you experience when visiting a foreign cuisine restaurant?

- ☐ Difficulty in choosing dishes from the menu
- ☐ Lack of special diets (vegan, gluten-free, lactose-free, etc.)
- ☐ Cultural appropriation awareness (chopsticks, ketchup on pizza, inappropriate jokes, etc.)
- ☐ Language barrier
- ☐ Others. Please specify:

11. Putting in order of importance how do you value the following factors in choosing a restaurant in your opinion:

1. Customer service
2. Food quality (ex. tasty, warm, good-looking)
3. Hygiene and cleanliness
4. Restaurant feeling & design
5. Reasonable price

..... > > > >

12. When visiting a foreign restaurant, would you like to have the opportunity to learn more about their culture as a part of the experience?

- ☐ Yes, I would love to get to know more about different cultures
- ☐ No, I would like to have my private time to enjoy the food

- ☐ Other idea, please specify:
-

13. How likely do you give constructive feedback/complaint after having a bad experience in a restaurant?

Never					Always
0	1	2	3	4	5

14. How likely do you give good feedback after receiving an amazing service in a restaurant?

Never					Always
0	1	2	3	4	5

Section 3: Sustainability in Restaurant Management

7. How important do you value sustainable issues in choosing your restaurant destinations?

Insignificant				Extremely significant	
0	1	2	3	4	5

8. In your opinion, what practices that can help a restaurant to become more sustainable/responsible/ecologically-friendly?

.....

.....

.....

9. Evaluate the level of affection between sustainability level and price of the products **in your opinion**?

No relation				Highly attached	
0	1	2	3	4	5

10. Do you think organic products are ALWAYS more expensive comparing to casual products?

- ☐ Yes ☐ No ☐ Maybe

11. Do you think organic products ALWAYS have better quality comparing to casual products?

- ☐ Yes ☐ No ☐ Maybe

12. Imagine two different restaurants with the same food and quality, would you rather choose the one that serves cheaper food, or the one that is slightly more expensive but being ecologically-friendly?

- ☐ The one has cheaper food
- ☐ The one being ecologically-friendly

Survey general information

Total number of questions: 20

Estimated time: ~10 minutes

- Focused group: All people who frequently visit restaurants
- Language of conduction: English, Finnish, Vietnamese
- Intended data size: 200 data samples
- Survey method: Online survey (Google Survey platform)
- Type of questions: Yes/No question, Multiple choice, Open-ended question, Rating scale question
- Objective: To investigate and analyse different factors that affect customers' decision when choosing a restaurant destination, and how sustainability issues can involve as a part of them

**The survey is confidential. The researcher has consent to use the result of the survey as material in Multidimensional Tourism Institute for researching purpose.*

Appendix 4. Employees' Performance Structured Observation Template

Structured Observation Template							
Observing criteria	Frequency of pattern						Notice
	0	1	2	3	4	5	
QUALITY PATTERN							
<u>Front workers</u>							
Greetings the customers in a friendly manner							
Smiles and makes eye contact during the orders							
Suggests extra items that have not been ordered by the customers							
Prepared the orders smoothly and expertly according to restaurant's standard without mistakes							
Having extra encounter conversation with the customers							
Expressing careness for the customers during their experience							
Hope expression that the meals will be enjoyed to the customers							
The process of payment goes smoothly and thanks the customers for the payments/vsits and welcome them to come again to the restaurant							
<u>Kitchen workers</u>							
All ingredients are prepared freshly according to the restaurant's standard							
Kitchen hygiene is taken well care							
Hand hygiene is taken care of frequently every one hour							
The food is prepared smoothly and expertly according to restaurant's standard without mistakes							
The food is served fresh, right-temperated and in good shape according to restaurant standards							
POSSITIVE BEHAVIOUR PATTERN							
Maintain good appearance (clothes, hair, shoes, etc.)							
Maintain good work-related communication to keep the service smoothly runs							
Access to appropriate music while working							
Access to drinking water							
Maintain nonwork-related conversation to hospitalise the working atmosphere							
Making joke, smiling or laughing to each other							
Dancing							
Clapping hand							
Stretching							
NEGATIVE BEHAVIOUR PATTERN							
Knitting the brows							
Forgetting things/tasks							
Complaining							
Crying							
Dropping tools, equipments or food							
Physical accident (self-burn, cut, fall, slip,...)							
Stutter in speaking or action							
Sigh							
Swearing/Shouting							
Arguing aggressively (with customers or with each other)							
Fighting							
NOTES							

Appendix 5. Qualitative Content Analysis Template

	Interviewee_1	Interviewee_2
THEMES AND SUB-CATEGORIES	SAMPLES OF TRANSCRIBED TEXT	SAMPLES OF TRANSCRIBED
GENERAL INFORMATION		
Background information of the interviewee		
PERSONAL PERSPECTIVES		
Definition of sustainability		
Personal practices to achieve sustainability		
INGREDIENT ISSUES		
Sustainable seafood supplies		
Sustainable in other supplies		
ENERGY AND MATERIALS ISSUES		
CULTURAL ISSUE IN RESTAURANT BUSINESS		
EDUCATIVE ELEMENT IN RESTAURANT BUSINESS		
HUMAN RESOURCE MANAGEMENT		
COLLABORATION IN RESTAURANT BUSINESS		
Collaboration within the same organisation		
Collaboration with other local restaurants		
Collaboration with tour operators and other tourism companies		
OPINION ON SOCIAL CONTRIBUTION OF A LOCAL RESTAURANT		
SUSTAINABLE MARKETING		
TRANSPARENCY IN TRANSFERRING INFORMATION		
FURTHER SUGGESTION RELATED TO SUSTAINABILITY		

[illegible]