

Customer Behaviors in Corporate Social Responsible Marketing of the Restaurant Business in Finland

Case: Daruma Restaurant



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ABSTRACT

The business world, in recent years, has been deeply influenced by environmental issues related to global warming, climate change as well as other various types of pollutions. Consequently, customers have been changing their behaviors in response to the increasingly polluted status of the Earth, requiring business to also adapt accordingly.

Daruma Restaurant is a sushi, salad and ramen diner located in Töölö, Helsinki and is interested to adopt new marketing strategies, focusing specially on a more sustainable approach. This research aims to answer the question: "How does Corporate Social Responsible Marketing impact Customer Behaviors in the Restaurant Industry in Finland?" using the case study of Daruma Restaurant.

A quantitative method is used as the main methodology of the research in a way that interviews are conducted with customers at the restaurant by the thesis author. A qualitative method is also reflected in the observations of the author throughout the working process at the restaurant. Theories of marketing, sustainable development, corporate social responsibility and customer behavior are considered during the thesis process.

The author concluded that Daruma Restaurant has gained a stable number of loyal customers with high quality food and service and customer relationships need to be strengthened by newer and more sustainable marketing strategies. A marketing plan and a few marketing materials to enhance sustainability of Daruma have been created and introduced to the restaurant as recommendations of the research.

Keywords Marketing; Sustainable Marketing; Customer Behavior; Restaurant Business; Helsinki; Finland

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Appendix 1: How to Enjoy Sushi Properly and Sustainably

1 INTRODUCTION

1.1 Current Environmental Issues in Brief

Accompanied by vast industrial developments are pollutions and environmental issues, becoming a widespread topic of discussion in the past decades. The giant amount of plastic waste and carbon emissions are directly killing the ecosystem as well as causing the global warming effect. About 300 million tons of plastic waste are produced every year globally. Approximately 8.3 billion tons of plastic have been produced since the early of 1950s, only about 60 per cent of which ended up in a landfill or in natural environments. If the current situation keeps evolving in the same way, the oceans would be filled with more plastic than fish by the year of 2050. (UN Environment, 2018a)

The 2018 Environmental Annual Report, published by the United Nations, emphasizes the absolute importance of beating plastic pollution and financing sustainable development. The reduction of plastic waste and plastic pollution in the ocean is highly encouraged with the support of global policies from many countries around the world. (UN Environment, 2018b, p. 4)

Sustainable development, meanwhile, has been boosted more than ever before with the commitment of numerous funds, banks and financial institutions (UN Environment, 2018b, p. 4). This progress illustrates the worldwide ongoing sustainable trend. In other words, it is vital for any organization or individual to embrace the sustainable workflow and lifestyle.

Food waste, although less of a macroscopic problem, still contributes significantly to damaging the environment mainly due to the agricultural production process. According to the United Nations Food and Agriculture Organization, about a third of food that is produced goes to waste without even getting to be served on the table (UN Environment, 2019).

In Finland, the amount of food waste varies from 335 million to 460 million kilos during the period from January 2016 to February 2017. From that, restaurants are responsible for about 70 thousand kilos of food waste each year. (This is Finland, 2018a)

1.2 About Daruma Restaurant

Daruma, the commission company of this study, is a recently opened Japanese themed restaurant in the neighborhood of Töölö, Helsinki. The business was officially established and in operation in November 2018.

Daruma, in their statement, aims for a cozy atmosphere to their customers with a menu of variety including sushi, salads, poké bowls, onigiri and ramen noodle. The restaurant also strives for high quality dishes to ensure great customer satisfaction using the best cooking techniques and finest ingredients. Figure 1 shows the logo of Daruma Restaurant with the face of Daruma, a Japanese traditional doll. (Daruma, n.d.)



Figure 1. Daruma Restaurant's Logo (Daruma, n.d.)

Daruma is considered a full-service restaurant where it can host customers in seated areas, a variety of food is offered to customers via a provided menu and food is then served at the table by a waiter or waitress. However, there are some slightly altered points applied to Daruma's operating model. Payments and orders are received at the beginning of the meal at the counter during the lunch time while at dinner time, customers can order at their tables and pay for the meal after finishing it at the counter. Still, the restaurant follows the standardized model of a full-service restaurant and takes reservations and walk-in customers as well as takeaways.

The service at Daruma is a more casual dining style rather than a fine dining one. The menu provides a wide range of more affordable dining options while the general ambiance and décor are set as more friendly and casual.

1.3 The Need to be more Sustainable

Subsequently, it is high time that every single business, especially one in the restaurant industry, move towards a more sustainable model where it cannot only sustain the profitable outcome to survive in the marketplace but to also minimize the negative impacts on the society, should there be such things.

Daruma Restaurant, as a rather new entrant to the industry, has an even greater need to consider applying sustainable acts to be able to perform better as a business in general. Being a young and small business, though could encounter certain managerial difficulties, the restaurant has plenty of room for customers' opinions on specific topics and observation on how

customers react to certain changes of the business model, hence, making improvements and strengthening the relationship between the business and customers.

1.4 Research Objective

From all the environmental aspects mentioned, the research topic of “Customer Behaviors in Corporate Social Responsible Marketing of the Restaurant Industry in Finland” was created in the scenario where a new restaurant in Helsinki, Finland applies more sustainable approach to their marketing strategies.

This thesis also targets to answer a key question: “How does Corporate Social Responsible Marketing impact Customer Behaviors in the Restaurant Industry in Finland?” The question was raised with a notion that different customers would react in several ways to the environmentalist-supporting trends or perhaps in an opposite direction. Opinions can then be collected to observe the impact on the decision-making process or on the awareness of environmental issues. A mutual pattern is then formed and will be the official answer to the research question that whether a more sustainable approach can be the next competitive advantage of the case restaurant in Helsinki.

1.5 Methodology

This majority of this research applies the quantitative method, illustrated by conducting short interviews directly with the restaurant customers to collect numerical data. Meanwhile, a partial use of the qualitative method occurs, as reflected in objective observation of the author from the working experience at the restaurant.

Regarding the interviews, a large part of the questions focus on customers’ instant responses resulted from their experience at Daruma Restaurant. In the interim, a smaller part of the interview gives chances for customers to express more in-depth thoughts concerning the issues stated in this thesis.

A quantitative method highlights the statistical measurements and numerical analysis of the objective. Such data is collected via polls, questionnaires, or surveys from groups of people to help clarify a phenomenon or act as a fact-based foundation for decision making process. (Brandimarte, 2011, p. 3–6)

A qualitative method refers to more descriptive data which often exists under the forms of people’s written or spoken words and observable behaviors often collected through observation or interviews. This method has a high inductivity, which cultivates concepts, insights and understandings from general data patterns rather than vice versa. All

human's perspectives are worth studying holistically to be able to extract the meaningfulness of the research. (Taylor, Bogdan & DeVault, 2015, p. 17–21)

The purpose of using a both methods is to create a fairly in-depth customer-based feedback on future potential marketing ideas that can be applied to the current business model. Quantification allows the database to be more accountable owing to a quite large sample of interviewees, whereas qualification provides a more thorough customers' perspective which will be a very valuable assessment to the research and to somewhat eliminate the presence of quantification bias simultaneously.

1.6 Structure of the Thesis

The following section describes the structure of this thesis:

- Chapter 1: Introduction – initiates into the topic, research objectives and methodology of the thesis.
- Chapter 2: Theoretical Framework – discusses the main theories supporting the thesis and defines the key concepts.
- Chapter 3: The Restaurant Industry in Finland & Sustainability – talks about the settings of the restaurant environment in Finland with current sustainable trends.
- Chapter 4: Practical Research in the Case Company – illustrates the commission company current situation, research process as well as offers the process results.
- Chapter 5: Recommendations – provides suggestions for the commission company concerning the thesis topic and further research.
- Chapter 6: Conclusions – draws conclusions from the findings of the previous chapters.

2 THEORETICAL FRAMEWORK

The thesis is mainly based on the studies of Principles of Marketing (17th Global Edition) by Phillips Kotler and Gary Armstrong, Marketing Management (14th Edition) by Phillips Kotler and Kevin Lane Keller and Sustainable Marketing (1st Edition) by Diane Martin and John Schouten. These studies are among the most popular and widely acknowledged materials by people in relative fields and are the first and most general of their kinds.

Specifically, general marketing and its settings, i.e. the marketing process or marketing plan, are first incorporated to create a foundation for other forms of marketing such as digital content marketing and corporate social responsible marketing. Simultaneously, the concept of sustainable development as well as United Nations' sustainable goals raise the significance and how the modern world approaches sustainability in the current time.

Articles and journals related to the restaurant industry from the Restaurant Development + Design journal and the Journal of Consumer Culture are also consulted in the thesis. Documents published by various organization such as McGraw Hill Construction and the United Nations provide a bigger picture of the connected topic.

Customer behavior, in addition, is specified as one of the main research area of this thesis. Aspects surrounded customer behavior such as affecting factors, types of customer behavior, customer decision process and motivations behind sustainable consumption. This helps to assess customer behavior of the study case in this thesis more thoroughly.

2.1 Marketing in General

Although being defined in several different ways, the most general description of marketing is identifying and meeting human and social needs, or in short, meeting needs profitably. In one of the latest edition, the authors of Principles of Marketing have given a broader definition to the term marketing, which describe the field as “values customers and building customer relationships to capture values from customers in return”. (Kotler & Keller, 2012, p. 5; see also Kotler & Armstrong, 2017, p. 29)

A more formal definition published by the American Marketing Association refers marketing to a series of activities, institutions and processes of creating, communicating, delivering and exchanging value for customers, clients, partners and society as a whole. (Kotler et al., 2012, p. 3–5)

Marketing exists across almost all aspects of human's daily lives. There are ten different entities that are marketed in today's world including goods, services, events, experiences, persons, places, properties, organizations, information and ideas. (Kotler et al., 2012, p. 3–5)

Thus, the term marketing management was created and designated to the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering and communicating superior customer values. (Kotler et al., 2012, p. 3–5)

In such turbulent economic situation of the current day, the importance of marketing is even more highly emphasized. Marketing holds the key role of identifying and categorizing characteristics of the market and without sufficient demand for the business's products, finance, operations, accounting, or any other business department cannot efficiently function. Therefore, financial success, although is also vital for the business survival, relies very much on marketing ability of the organization. (Kotler et al., 2012, p. 3–5)

2.2 The Marketing Process

The Marketing Process is a simple model comprising of five chronologic phases that companies should follow to truly execute marketing effectively. Figure 2 demonstrates the process visually.



Figure 2. The Marketing Process (Kotler et al., 2017, p. 30)

2.2.1 Understanding the Marketplace and Customer Needs

In this stage, consumers' needs, wants and demands are carefully examined. Needs reflects natural human states of felt deprivation which can be in physical forms of food, water, shelter; social forms of belonging and affection; or individual forms of knowledge and self-impressions. Wants are basically needs that have been influenced by societal culture and individual personality. For instance, an Italian person does need food but may typically want a pizza instead of a hamburger when it comes to

his preference. Demands is the result of wants added with buying powers. (Kotler et al., 2017, p. 30)

Consumers' needs and wants will then be satisfied by market offerings of a specific good, service, experience or a mix from any of them. These offerings or, in other words, products can exist broadly under other types of entities such as places, information, ideas, etc. However, the occurrence of marketing myopia, which indicates a mistake of focusing too much on the offering product rather than the benefits it brings about, should be avoided. (Kotler et al., 2017, p. 30)

Market consists of all actual and potential buyers of a single product. These consumers share the same needs or wants towards certain offerings. Because there are a variety of the same offering products from different brands, consumers may establish a set of expectations over the offered products that will heavily affect their decision making process as well as the evaluation of the received value. (Kotler et al., 2017, p. 31)

2.2.2 Designing a Customer-Driven Marketing Strategy

A great designed strategy will be able to cover two major issues: Which customers to serve and How to serve them best. To be able to do that, marketers go through two periods. The first one is dividing the market into different segments and is referred to as market segmentation. Then, the most potential segments to follow is recognized in the second period of target marketing. (Kotler et al., 2017, p. 34)

Meanwhile, as for the company's side, a value proposition should be established. This requires decisions of which benefits or values the products will serve to the customers. The company should outline some key differentiation points, explaining how its products is more worthy or more unique compared to other competitors, too. This process can be very tricky due to its correlation to the production process as well as the product designs and ideas. (Kotler et al., 2017, p. 35)

This stage also stresses the thoughts put over the concepts of production, product, selling, marketing and social marketing. In each mentioned concept, the business settles on different approaches, methods it applies to the strategy in a synchronizing way to the business's ethical and social standards. (Kotler et al., 2017, p. 35-36)

2.2.3 Preparing an Integrated Marketing Plan and Program

With all the strategies cleared out, an actual set of techniques are essential to be created and followed to deliver true values to desired customers. In other words, in this phase, marketing strategies are transformed into action with the help of marketing tools. A major marketing tool, widely

applied and utilized is the four Ps marketing mix of Product, Price, Place and Promotion. A product is a company's offering to satisfy customers' needs with a suitable price to purchase, a proper placement according to the agreed target customers and an appealing way of communication to persuade the customers. (Kotler et al., 2017, p. 38)

2.2.4 Building Customer Relationships

All three the previous stages have been vital in the marketing process but they have all led to this most important one of building customer relationships. In customer relationship management, all necessary processes that helps to maintain a profitable state of relationship with customers are taken. (Kotler et al., 2017, p. 38)

Customers possess a series of customer-perceived value which is what the value customers evaluate from the distinction of the product value they are offered versus the price they pay for that value. The point where the value consumers receive from a product exceeds their given expectations is called customer satisfaction point. (Kotler et al., 2017, p. 38)

2.2.5 Capturing Value from Customers

The last stage is when the company reaps what it sows in term of customer loyalty and support. Habitually, satisfied customers continue to support the same brand. They may also spread the good words to other and as a result, create more customers to the brand. On the other hand, customers who have poor experience with a specific product will turn to competitors and distribute bad reputation for the former company. (Kotler et al., 2017, p. 39)

2.3 Marketing Plan

2.3.1 Marketing Plan's Definition and Content

A marketing plan, often under the form of a document, is essential to a business as well as a marketing process. It captures all the necessary information from the marketplace's data to the tactics to target the right customers with the right products along with financial guidelines according to the current budget. (Kotler et al., 2012, p. 54)

2.3.2 Marketing Plan's Criteria

Though can be found under many different forms or layouts, a basic marketing often comprises of these following elements:

- Executive Summary and Table of Contents: A table of content is provided at the beginning of the plan to help with precise information location. Additionally, senior manager also includes a brief summary of the plan as well as the goals and objectives of the plan.
- Situation Analysis: Data about the market, costs, competitors, etc. are provided in this section. An analysis such as SWOT or Porter's Five Forces can be carried out based on the given data.
- Marketing Strategy: Mission, marketing and financial objectives and needs the market offering are defined in this section. Inputs from other areas, such as purchasing, manufacturing, sales, finance and human resources are also required at this stage.
- Financial Projections: Sales forecast, an expense forecast and a break-even analysis are often mentioned here.

(Kotler & Keller, 2012, p. 54)

2.4 Digital Content Marketing

2.4.1 Digital Marketing in General

Digital marketing was born as a consequence of the high-tech revolution occurring in the booming era of the Internet, mobile devices and all the accessories that come along. In short, digital marketing aims to achieve all the marketing objectives by utilizing digital technologies and media. (Kotler et al., 2017, p. 512-514; see also Chaffey & Ellis-Chadwick, 2016, p. 11)

Digital marketing is not meant to be a complete replacement to traditional marketing by any mean. Although digital marketing can be more accountable with clearer concentration on very visible results, it still runs under the same general marketing objectives with traditional marketing in a whole. However, separate roles can be designated for each method to efficiently take advantages of both. For example, a marketing plan utilizes traditional marketing for customer interaction, building awareness and interest while applying digital marketing for calling action and driving advocacy. (Kotler et al., 2017, p. 512-514)

2.4.2 The Essentiality of Digital Marketing

Researchers have estimated in Kotler et al. (2017, p.513) that nearly 40 per cent of the world's population are now online and the number does not show any sign to stop growing in the next decades. Almost half of the adults in the US have smartphone and the proportion is also growing

steadily. US citizens have been recorded to have spent more time per day on digital media, 5.25 hours per day on average, than on TV, 4.5 hours per day on average. From that, a huge number of opportunities for business expansion have been available with utilization of digital methods in marketing. In fact, digital expansion rehearse engaging customers regardless of geographical boundaries or time limits and all is done via digital devices in the balm of hand.

2.4.3 Content Marketing in General

Content marketing can be described as a marketing method that constantly creates and distributes valuable and compelling content to attract, acquire and engage identified and understood target customers. Content marketing does also focus on the valuable experience that customers will get by sharing meaningful content to enrich the public while helping the business to reach the leading position in relative fields. It can also be said from a more practical approach that content marketing aims to the purpose of owning the media by continuously curated content to enhance profitable customer behaviors. (Pulizzi, 2014, p. 3–4)

A content marketing strategy controls all available content channels or platforms, from television, mobile, banners, posters, online and so on. It can also have an influence at any point during the buying process of customers, even from early attention stage to later on, loyalty status. (Pulizzi, 2014, p. 3–4)

2.4.4 The Significance of Content Marketing

Alongside with the availability of modern society's tools such as Google and social media as well as the content acceptance by millennial audiences, content marketing has become a very growing industry in the past decades. Think about it from every aspect of life, at almost every point, people always seem to reach out for great experience or helpful information: searching for an issue on Google; browsing on social medial for inspiring images and posts; or seeing reviews on a specific product, maybe a hotel or a restaurant. That demonstrates the wide coverage of content marketing and how powerful it can be in this day and age. (Pulizzi, 2014, p. 19–20)

2.5 Sustainable Development

2.5.1 The Definition of Sustainable Development

The United Nations Brundtland Commission (1987) states that "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet

their own needs.” The phrase “Needs” specifies the essential needs of the world’s poor whose needs should be given more priorities. Meanwhile, the context is imposed by the limitations of the current state of technology and social organization to meet present and future needs. (Brundtland, 1987, p. 16; see also Brundtland, 1987, p. 41)

2.5.2 United Nations’ Sustainable Development Goals

The General Assembly, in 2015, adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals, built on the principle of “leaving no one behind”. Figure 3 illustrates United Nations’ 17 Sustainable Development Goals to transform the world. (UN Sustainable Development Goals, n.d.)



Figure 3. United Nations’ Sustainable Development Goals (UN Sustainable Development Goals, n.d.)

The goals include:

- No poverty: More than 700 million people, approximately 10% of the world population, are still living in extremely poor conditions. They struggle every single second to fulfil the most basic needs like health, education and access to water and sanitation, etc. Poverty causes unemployment, social exclusion and high vulnerability of certain populations to disasters, diseases and other phenomena which prevent them from being productive.
- Zero Hunger: Right now, our soils, freshwater, oceans, forests and biodiversity are being rapidly degraded. Climate change is putting even more pressure on the resources we depend on, increasing risks associated with disasters, such as droughts and floods. Changes on the global scale for food and agriculture system is imperial, especially

when there are 815 million people who are hungry today and the additional 2 billion people expected to be undernourished by 2050.

- Good Health and Well-Being: Considerable efforts have been made in increasing life expectancy and reducing some of the common killers associated with child and maternal mortality currently. The target is to strive for less than 70 maternal deaths per 100,000 live births by 2030.
- Quality Education: Over 265 million children in the world are currently out of school while 22% of them are at primary school age although basic literacy skills have significantly raised in the past few years.
- Gender Equality: Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. 1 in 5 women and girls between the ages of 15-49, at the present, have reported experiencing physical or sexual violence by an intimate partner within a 12-month period. In the meantime, 49 countries currently have no laws protecting women from domestic violence.
- Clean Water and Sanitation: More than 2 billion people are now living with the risk of reduced access to freshwater resources and by 2050, at least one in four people is likely to live in a country affected by chronic or recurring shortages of fresh water. Drought and more tremendously harsh climate conditions are coming any time soon under the pressure of global warming and climate change.
- Affordable and Clean Energy: At the current time, there are approximately 3 billion people who lack access to clean-cooking solutions and are exposed to dangerous levels of air pollution. Furthermore, slightly less than 1 billion people are functioning without electricity.
- Decent Work and Economic Growth: Even though the average annual growth rate of real GDP per capita worldwide is increasing year on year, there are still many countries in the developing world that are decelerating in their growth rates and moving farther from the 7% growth rate target set for 2030. As labor productivity decreases and unemployment rates rise, standards of living begin to decline due to lower wages.
- Industry, Innovation and Infrastructure: Manufacturing value added per capita is only US\$100 in the least developed countries compared to over US\$4,500 in Europe and Northern America. Another important factor to consider is the emission of Carbon Dioxide during manufacturing processes. Emissions have decreased over the past decade in many countries but the pace of decline has not been even around the world.

- **Reduced Inequalities:** Economic growth is not sufficient to reduce poverty if it is not inclusive and if it does not involve the three dimensions of economic, social and environmental. Fortunately, income inequality has been reduced both between and within countries.
- **Sustainable Cities and Communities:** Cities are hubs for ideas, commerce, culture, science, productivity, social development and much more. With the number of people living within cities projected to rise to 5 billion people by 2030, it's important that efficient urban planning and management practices are in place to deal with the challenges brought by urbanization.
- **Responsible Consumption and Production:** Material consumption of natural resources is increasing. Since sustainable consumption and production aims at "doing more and better with less". Net welfare gains from economic activities can increase by reducing resource use, degradation and pollution along the whole life cycle, while increasing quality of life.
- **Climate Action:** Climate change is now affecting every country on every continent. It is disrupting national economies and affecting lives, costing people, communities and countries dearly today and even more tomorrow. Weather patterns are changing, sea levels are rising, weather events are becoming more extreme and greenhouse gas emissions are now at their highest levels in history.
- **Life below Water:** There is a continuous deterioration of coastal waters owing to pollution and ocean acidification is having an adversarial effect on the functioning of ecosystems and biodiversity. This is also negatively impacting small scale fisheries. Marine protected areas need to be effectively managed and well-resourced and regulations need to be put in place to reduce overfishing, marine pollution and ocean acidification.
- **Life on Land:** Forests cover 30.7 per cent of the Earth's surface and, in addition to providing food security and shelter, they are key to combating climate change, protecting biodiversity and the homes of the indigenous population. By protecting forests, we will also be able to strengthen natural resource management and increase land productivity.
- **Peace, Justice and Strong Institutions:** The threats of international homicide, violence against children, human trafficking and sexual violence are important to address to promote peaceful and inclusive societies for sustainable development. They pave the way for the

provision of access to justice for all and for building effective, accountable institutions at all levels.

- Partnerships: Urgent action is needed to mobilize, redirect and unlock the transformative power of trillions of dollars of private resources to deliver on sustainable development objectives. Long-term investments, including foreign direct investment, are needed in critical sectors, especially in developing countries. These include sustainable energy, infrastructure and transport, as well as information and communications technologies.

(UN Sustainable Development Goals, n.d.)

2.5.3 The Influence of the Sustainable Development Goals on Businesses

The Sustainable Development Goals obtained by the United Nations have created a whole new area of businesses around the world where it is not only about creating one of economic, social or environmental benefits but all should be achieved at the same time with determined efforts.

As for marketers, the priority is no longer attracting customers' demand on a certain product. Assuming the demand for a specific good suddenly increases, impulsive buying and mass production will then follow, causing an excessive number of products and harmful impacts on the environment. On the other hand, it is essential for marketers to research and develop greener operation tactics which reduce the negative effect but can still guarantee the product quality and customer satisfaction.

The sustainable development goals also established new boundaries for businesses and restaurant businesses in particular. Restaurants around the world are specifically the ones contributing directly to goals number 2, 11, 12 and 13 and indirectly to goals number 1, 3, 14 and 15. Aligning the production and operation with the goals are more crucial than ever before to strive for not only a better business but also a better world.

2.6 Corporate Social Responsible Marketing

2.6.1 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a responsibility among firms to meet the needs of their stakeholders and a responsibility among stakeholders to hold firms to account for their actions (Chandler, 2017).

In fact, Martin & Schouten (2012) mentioned that Corporate Social Responsibility of a company is backed by three main sustainability dimensions or often referred to as the triple bottom line, including environmental sustainability, economic sustainability and social

sustainability. Given the ultimate necessity of the nature and ecosystem to the survival of humanity, every activities should be conducted in a manner that aligns with environmental sustainability. Economic sustainability shows its vitality by economically providing for all human needs. Should the economy suffer, so do human and the reverse phrase is also true. Social sustainability, nevertheless, ensures the contribution to the well-being of the society. Healthy, thriving communities with benefits for their members are the keys to aim for with CSR. (Martin et al., 2012; see also Chen, 2019)

2.6.2 Corporate Social Responsible Marketing's Definition

Since modern marketing was formed after the industrial revolution and though has developed considerably throughout time, a huge number of unsustainable marketing cases were reported in the past. Businesses solely concentrate on the production capability with very little concern to what the customer truly wanted. Mass production, as a result, created too many undemanding products, squandered the invaluable limited natural resources and damaged the environment with tons of toxic waste. Furthermore, unsustainable marketing also acts as the factor that triggers unnecessary demands, leading to mass production and environmental destruction. (Martin et al., 2012, p. 6–7)

The term Corporate Social Responsible (CSR) Marketing is also related to as Sustainable Marketing, Green Marketing, Environmental Marketing, or Eco-Marketing. No matter by which way it is mentioned, the general definition is the marketing process of planning, implementing and controlling the development, pricing, promotion and product distribution that satisfy customer needs, organizational goals and, assure ecosystem compatibility. These marketing approaches seek to address the lack of fit between marketing as it is currently practiced and the ecological and social realities of the wider marketing environment. (Asha'ari & Daud, 2018, p. 920; see also Martin et al., 2012, p. 10)

2.6.3 Corporate Social Marketing Measurement Principles

So as to create success in sustainable marketing, the establishment of a suitable measurement metric is major. Measurement metrics are managerial factors of a business that needs to be examined to understand the overall business situation. (Martin et al., 2012, p. 74–75)

The first principle is to begin with a whole-system perspective, including two chief requirements which are to understand the correct systems and understand how the systems work. More specifically, all the natural ecosystems and human systems that are affected by sustainable marketing should be taken into consideration, i.e. the supply chain and value chain of the business. (Martin et al., 2012, p. 75)

It is then essential to measure all the relevant dimensions as the second principle. In this phase, organizations review each action and try to make it more sustainable. It is also important to measure the outcome of the action to see whether changing it creates better result with less resources or vice versa. (Martin et al., 2012, p. 75)

Using good metrics, which are reliable, is the key to the third principle. The general rule is to use higher-order scales, which is a metric that can provide more rather than less information about the differences in a certain phenomenon. (Martin et al., 2012, p. 75–76)

Last of all, Martin et al. (2012) emphasizes developing benchmarks and performance indicators. For many businesses, the indicators for sustainable marketing performance might include customer complaints, public comments, energy bills, business travel, etc.

2.7 Customer Behavior

2.7.1 Customer Behavior in Brief

Customers make numerous buying decisions in a day. Those decisions are often derived from their demands. Mentioned in the previous part about marketing, demands are the wants with the buying power underlying while wants and demands are very much molded by personal culture, experience and characteristics. As a matter of fact, each individual customer develop their own buying opinion over time, governing their purchasing decisions. (Kotler et al., 2017, p. 134–135; see also Xavier 1999, p. 176)

2.7.2 Factors that affect Customer Behaviors

The book Principles of Marketing mentioned that factors of culture, subculture, social class, economic situation, lifestyle, etc. all form opinions that directly affect the final buying decisions of customers. (Kotler et al., 2017, p. 134–135)

Cultural factors have one of the most major impact on customers. Ethnic background and related cultural background chiefly shape and define one's basic values, perceptions, wants and demands due to inheriting directly from the family in the very first stage of life. Within a culture, there are smaller subcultures or groups of people that share similar ethics developed common life experiences and situations. Social class, determined by the extension of income, occupation, education and wealth, also takes a great part in the factor of culture. (Kotler et al., 2017, p. 134–135)

Social factors of family, roles and status place another impact upon individual buyers when making decisions. It is then followed by personal factors of age, occupation, economic situation and lifestyle as well as psychological factors of motivation, perception, learning, beliefs and attitudes. The factors tend to get more personal towards the ending scene where the buying decision are made, which is why each individual customer has a very specific customer behavior pattern due to individually distinctive background, personality and experience. At the meantime, the massive growth of the Internet and social networks have also generated numerous different trends and fashions. Customer behaviors resulted in being very much influenced by these means of media also. (Kotler et al., 2017, p. 135–150)

2.7.3 Types of Customer Behaviors

There are four main customer behaviors divided according to two factors of high or low involvement and many or few differences between brands. Four of these behaviors are shown in figure 4. (Kotler et al., 2017, p. 135–150; see also Xavier 1999, p. 178)

	High involvement	Low involvement
Significant difference between brands	Complex buying behavior	Variety-seeking buying behavior
Few difference between brands	Dissonance-reducing buying behavior	Habitual buying behavior

Figure 4. Four Types of Consumer Behaviors (Kotler et al., 2017, p.135)

- Complex buying behavior: Customers are highly involved in the purchasing process and constantly considering many different brands in order to figure out the best option possible.
- Dissonance-reducing buying behavior: Customers are highly involved in the purchasing process but perceiving only a few brands for a few different options.
- Habitual buying behavior: Customers are lowly involved in the purchasing process and perceiving only a few brands for a few different options.

- Variety-seeking buying behavior: Customers are lowly involved in the purchasing process but constantly considering many different brands in order to figure out the best option possible.

(Kotler et al., 2017, p. 135–150; see also Xavier 1999, p. 178)

2.7.4 Customer Decision Process



Figure 5. Customer Decision Process (Kotler et al., 2017, p. 174)

Kotler et al. (2017), as shown in figure 5, describe in Principles of Marketing that the customer first browse through the Need Recognition phase where he or she becomes aware of a significant problem or need. This process can also be triggered by an external element such as an advertisement, a mention, or a discussion.

Then comes the Information Search phase where the customer reaches out for data supporting the purchase decision he or she is about to make. Sometimes this phase does happen in a distinguishing period of time with a series of certain action but it can also occur in the customer's mind for just a second or even not happening at all. This phase allows the customer to list out all potential availabilities and is often conceived by personal, commercial, public, or experiential sources. (Kotler et al., 2017, p. 174)

The third phase, Evaluation of Alternatives, is where the customer persistently review all of the available data regarding all possible options from different brands. The customer gives evaluations based solely on very personal attributes and criteria of price, model, appearance, color, power, etc. (Kotler et al., 2017, p. 174)

Purchase Decision is then given by the customer. The customer may sometimes make up his or her mind on one option as the buying intention beforehand but actually picks another one as the buying decision later. Although having gone through a long process of consideration, the final decision can sometimes be affected by unexpected second factors. Postpurchase Behavior comes as the very final phase of the process. The

customer continues to assess the product performance compared to his or her expectations and will then figure out how satisfied or dissatisfied he or she feels with the purchase. (Kotler et al., 2017, p. 175)

2.7.5 Consumer Motivation for Sustainable Consumption

Motivation is a desired end state or the activation of consumer behavior for the purpose of achieving some desired end state. Consumers often purchase goods and services to satisfy certain needs and desires and in fact, they offer benefits and solutions for people to fulfill basic needs before moving to higher-ordered ones. (Martin et al., 2012, p. 61)

The leading motivation for consumers to pursue sustainable consumption is often hidden in the urge to do something for subsistence or survival. People know for sure that to be able to attain the need for food and clean water, they must sustain the nature and the systems that provide those to them. On the other hand, consumers are becoming more aware of products' ingredients, hence the rising demand of organic food production. (Martin et al., 2012, p. 61)

Safety, which requires secure shelter and transportation, plays another role of motivation towards sustainable consumption. Knowing that in the long run, using and supporting unsustainable shelter and transport can directly counter the safety of users, consumers are opting for better options such as Leadership in Energy and Environmental Design (LEED) Certified Houses for lower electric and water usage and bills. (Martin et al., 2012, p. 61)

It is fundamental for a human being to belong to a certain group of people, i.e. culture or subculture. This results in the motivation of belonging which is getting to expand by globalization as the sense of an as big of a community as the globe or the entire mankind. Consequently, consumers are more drawn to eco-friendly and sustaining products because in the end, human share the same humanity and the same Earth. (Martin et al., 2012, p. 61)

As there is the need to feel valued and important; or in other words, esteem, lying inside and as the society started to perceive non-sustainable activities as anti-social, people are more drawn towards being more thoughtful in the process of daily consumptions. Nobody would want to be seen as a bad, harmful or toxic person. (Martin et al., 2012, p. 62)

Martin et al. (2012) also mentioned self-actualization as the last motivation. Self-actualization, the highest-ordered need, is articulated by channeling energy and accomplishments in order to inspire personal growth to align with the moral values pursued within each individual. In modern societies, with the popularity of social media, this aspect even

seems to be leading among all motivations of consumers towards sustainable consumption.

2.8 Summary of the Theoretical Framework

Sustainable development is the process of meeting human development goals while sustaining the ability of natural systems to continue to provide the natural resources and ecosystem services upon which the economy and society depend. It is the organizing principle for sustaining finite resources necessary to provide for the needs of future generations of life on the planet. (Brundtland, 1987)

Corporate social responsibility, as a subdivided concept under sustainable development, ensures business operations to create minimum negative impacts while remaining to enhance benefits for three main sustainability dimensions of the economy, society and environment. (Martin et al., 2012; see also Chen, 2019)

Marketing is the process of identifying and meeting human and social needs, or in short, meeting needs profitably (Kotler & Keller, 2012, p. 5; see also Kotler et al., 2017, p. 29). Corporate Social Responsible (CSR) Marketing, Sustainable Marketing or Green Marketing is the marketing process of planning, implementing and controlling the development, pricing, promotion and product distribution that satisfy customer needs, organizational goals and, assure ecosystem compatibility. (Martin et al., 2012)

Customer behavior is discussed as the study of individuals, groups, or organizations and all the activities associated with the purchase, use and disposal of goods and services according to Kotler et al. (2017, p. 134–135). There are four main customer behavior based on the level of involvement and differences between brands.

In order to encounter the thesis objective, sustainable development and corporate social responsibility establish a business ethical standard as a base to guide future tactics. Marketing and other marketing terms act as tools for further innovative implementations. Lastly, customer behavior section supports the main target of the research on the question of “How does Corporate Social Responsible Marketing impact Customer Behaviors in the Restaurant Industry in Finland?”

3 THE RESTAURANT INDUSTRY IN FINLAND & SUSTAINABILITY

3.1 The Restaurant Industry in Finland

3.1.1 Characteristics of Finnish Restaurant Market

For the past few years, the number of immigrants coming to live and work in Finland has significantly increased. This group of foreign nationals has greatly contributed to the growth of Finnish economy, in which the restaurant sector, under the hospitality sector, has been one of the most notably on-the-rise sectors. This sector's development is also prospected to be continuously positive in the upcoming years. (MaRa, 2018)

According the Finnish Hospitality Association (MaRa), the sector accounts for over 2.5 per cent of the Finland's Gross Domestic Growth. From 1995 to 2016, the workforce in the same sector was recorded to surge for 43 per cent and up to now has employed about 140,000 professionals all over Finland. (MaRa, 2018)

3.1.2 The Restaurant Setting in Helsinki, Finland

The capital city of Finland has been on a push to turn itself to an area of foodies in recent years with the introduction of around 200 new born restaurants in the 2016 – 2017 era. Although about 70 restaurants shut down permanently in the meantime, the gain of over 100 new restaurants is still considered as a big number to the capital area. A lot of these entrepreneurs were reported to have got their very first start from the Ravintolapäivä (Restaurant Day), which is a foodie phenomenon initially established by Timo Santala in Helsinki. On this day, people get their opportunities to run a small restaurant business of their own without all the hassles of red tape and health inspections. This movement of plentiful launches leads to a highly competitive market where the price of rental space is incredibly escalating but not enough customers to keep all dining businesses open in the long run. (News Now Finland, 2017)

From the consumers' perspective, there has been a clear lean towards organically originated products. The market witnessed a great growth in 2011 of 41 per cent. The rate was 24 percent in 2012 and 6 per cent in 2013. Total values of the market recorded in 2013 and 2014 are 215 and 225 million euros respectively. (Flanders Investment and Trade, 2015, p. 6)

Customers in Finland are also gravitating more towards faster and more casual service. Drifting away from larger food chains, unconventional fast foods served by street vendors or smaller restaurants have been quite well supported. Food events are more often held and visited with various themes, targets and segments. (Roth, 2017, p. 4)

3.2 A More Sustainable Drive in the Restaurant Industry

3.2.1 Aiming towards Green Development

A research on 131 retail, hotel and restaurant owners, carried out by the collaboration of McGraw Hill Construction and Waste Management in 2013, states that 38 per cent of the retail or restaurant owners are taking greener approach in their building during the year. A number of 65 per cent is willing to make commitment to green operations and maintenance practices. Operating costs and energy utility of more than half of the businesses decreased while asset value and return-on-investment of more than half of the businesses increased. (McGraw Hill Construction, 2013, p. 6)

Green Development within the hospitality sector, as imperative as it is, is being driven by five main trends:

- Increased Visibility: Transparency and sustainability are much more well-acknowledged by customers in this era. Businesses can enhance their accountability on utility use and environmental impact by disclosing the products with environmental declarations.
- Net Zero: Zero Net Energy systems for commercial spaces are being extensively applied with the verification of LEED Certifications and Energy Star Certifications during the design process.
- Alternate Energy Sources: Solar energy as well as other renewable energy sources is fully in use to lower the electric cost and limit the environmental impact.
- Daylighting: Stores are taking more advantage of natural day light by positioning windows, skylights, or reflective material. In addition, a smart daylight-responsive system is also installed to adjust the indoor brightness when the natural lighting is inadequate.
- Local Sourcing: A lot of businesses are reaching out to local sources for materials as a move to support Green Development. This helps to cut out a significant amount of carbon emissions during transportation of the shipping process.

(Zoomba Group LLC, 2013, p. 11)

3.2.2 Food Waste and Where the Responsibility Belongs

As sustainable consumption is rising together with the determination to eliminate hunger and food waste, a large number of discussions have been raised on who should take the responsibility of the amount of food waste.

Many reports agree that the responsibility should be distributed equally to both the consumers and the retailers instead of solely due to the consumers as studied before. Nevertheless, from a more wholesome perspective, it has been pointed out that the acknowledgement of this problem calls for a new governing sustainable consumptions. In the meantime, food businesses should find ways to come to terms with their customers on the amount of food consumed and limit the food waste amount to the minimum level. (Welch, Swaffield & Evans, 2018)

3.2.3 The Zero-Waste & Eco-Friendly Trend in Helsinki, Finland

Such research similar to McGraw Hill Construction's one on green approaches of retails, hotels and restaurants is yet to be conducted and published in Finland. However, from a smaller scale, some businesses in Helsinki have been reported to be taking their actions to grow their companies more sustainably.

Loop, founded by an association called Waste to Taste, is a worth-mentioning example. Loop is a dining and catering enterprise located in the neighborhood of Ruoholahti, Helsinki. The interesting point of this model is that Loop has van that drives around daily to collect about-to-become-waste-food, mainly vegetables and fruit from different locations. The food is then brought back to its venue, cooked and transformed into delicious vegetarian dishes. The menu of Loop is, in fact, altered accordingly to the ingredients it collects. On the whole, the restaurant has created a fairly great reputation for itself to lots of locals and even some adventurous tourists despite its unusual business model and idea. Aside from that, Loop renovates the venue by using excessive construction materials donated companies. In addition, Loop also received various association offers from many organizations. (This is Finland, 2018a)

Another honorable mention goes to a restaurant making several attempts for a zero-waste business model, Ravintola Nolla (Restaurant Zero). Having an opposite approach from Loop, Restaurant Zero eliminates waste of all kinds in its operation from the first place, rather than dealing with waste afterwards from others. With that being said, the restaurant strives for no single-use plastic or non-reusable materials in general. Although going zero-waste changes the way everything is handled from menu planning to storage arrangement, Restaurant Zero is trying to take it seriously, not just creating a sales gimmick or a baiting style. (This is Finland, 2018a)

On the other hands, many new businesses with very unique approaches have also been established in cooperation to support the green development. According to This is Finland's news published in 2018, a Finnish company named Onbone has successfully developed Woodcast, a non-toxic, self-adhesive and moldable material, created by the combination of wood and biodegradable plastic. Woodcast can potentially become the new material to replace the traditional plastic-filmed paper

cups used for serving takeaway coffee. The broadcaster also reported that Kotkamills, another Finnish company, is making efforts to also replace the old plastic-barrier cups and fast-food boxes with their plastic-free ISLA and AEGLE, which are fully recyclable products using their water-based dispersion coating technology.

4 PRACTICAL RESEARCH IN THE CASE COMPANY

4.1 Current Operation of Daruma Restaurant

According to the business owners of Daruma, the restaurant serves an average number of 50 customers per day, with the highest recorded number of over 60 servings.

At the moment, Daruma's marketing plan is only on a basic level. The business has a website and a Facebook page. Basic information mostly in English and Finnish about food selection and prices can be easily found on either of the platform with an addition of clear and presentable demonstration photos. Still, the frequency of the Facebook posts are pretty instable while the content message is sometimes not very straightforward and meaningful. This can be due to the fact that all the current marketing activities are executed by the business owner who is also the head chef of the restaurant and the business does not have a separate marketing specialized personnel.

4.2 Quantitative Data Collection

4.2.1 The Interview Settings

The interviews were carried out directly with one hundred distinct customers at Daruma Restaurant during the month of July, 2019. The author, who also played the role of the interviewer, approached the customers after they had finished their meal. Certain questions on topics such as customers' background, ratings on the food served, feedback on service quality and opinions about sustainability were asked by the interviewer. The interviewees expressed themselves under no restraint of time or means of expressions. On average, each individual interview lasts for 3 to 5 minutes. The answers were hand noted and store digitally under an Excel document.

4.2.2 The Interview Questions

The first part of the interview gathers basic information to create a detailed persona for each interviewee while the next two parts intend to collect each individual's feedback from the experience with the food and service quality at the restaurant. The general purpose of this stage is to study customer satisfaction to examine whether the business meets the first corporate social responsibility condition or not. In the interim, the last part of the interview targets directly to the main question of this research. How customers feel about current various sustainable aspects of the restaurants and how they would prefer the future tactics were closely measured at this stage.

Customers' Background:

- Are you a resident of Helsinki or the Uusimaa region?
- How often do you pick sushi or Asian/Japanese food in general as your choice of meal?
- How often do you visit Daruma? Or is this your very first time at Daruma?
- How did you know or hear about Daruma?

Food/Service Quality:

- What did you have for your meal?
- How do you feel about the meal? (Price, Portion, Taste, Décor, etc.)
- What to improve? (Less/More, Décor, Taste, Speed, Staff, etc.)

Restaurant Atmosphere:

- How do you feel about the restaurant atmosphere/vibe?
- How does the décor and arrangement make you feel? (Luxury, Casual, Uncomfortable, Tight, Friendly, etc.)

Customer Behavior:

- Do you take environmental aspect into consideration when making decisions?
- At Daruma, we are also striving for sustainability by reusable kitchen utensils, serving plates and bowls. Food is made-to-order and ingredients are ordered according to the needs. Do you think these factors would make you want to revisit Daruma in the near future?
- Is there any recommendations in favor of being a more sustainable restaurant you want to suggest?

4.3 Data Analysis and Results

Figure 6 illustrates the background of Daruma Restaurant's customers. There are 94 out of 100 customers from the capital region of Finland. Customers are mainly adults or older adults, fewer of young adults and rarely children who are often associated with their parents.

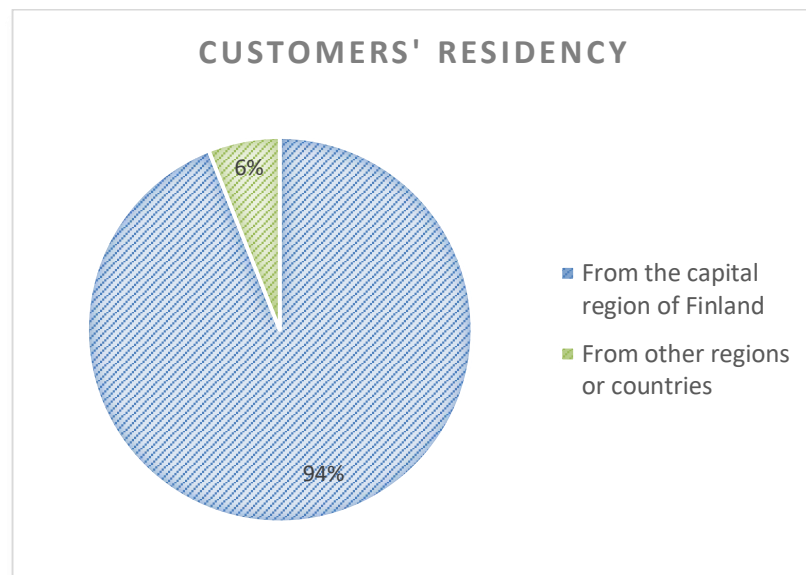


Figure 6. Where are Daruma's customers from?

18 and 22 out of 100 customers claim that they have sushi or Japanese food once a month or 2 to 3 times a month. The numbers are respectively 48 and 10 for customers who visit a Japanese restaurant once a week and 2 to 3 times a week. Figure 7 includes the data recorded about this matter.

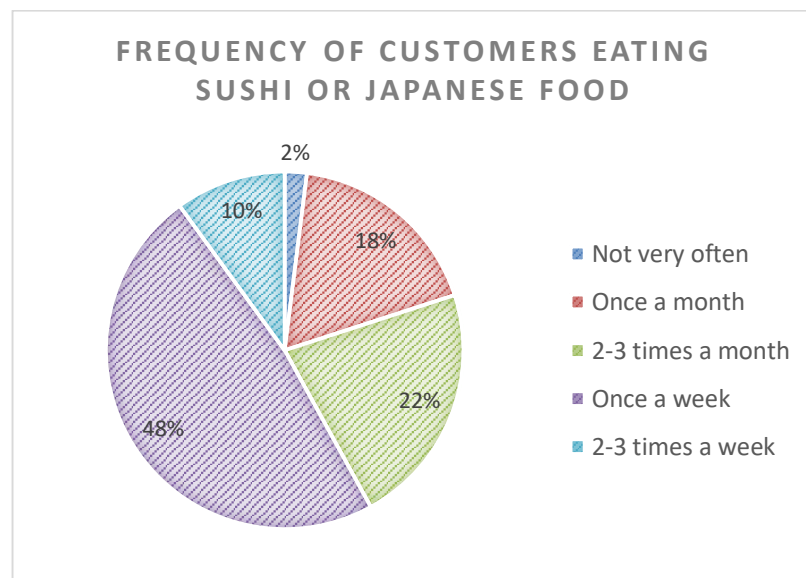


Figure 7. How often do customers eat sushi or Japanese food in general?

As for Daruma Restaurant, 38 out of 100 customers are new customers visiting the restaurant for the first time while 36 say that they have been to the restaurant for a few times already. Meanwhile, 10 state that they visit Daruma once a month and 10 visit once a week. There are 4 customers coming to the restaurant 2 to 3 times per month. Frequency of customers' revisit is shown accordingly in figure 8.

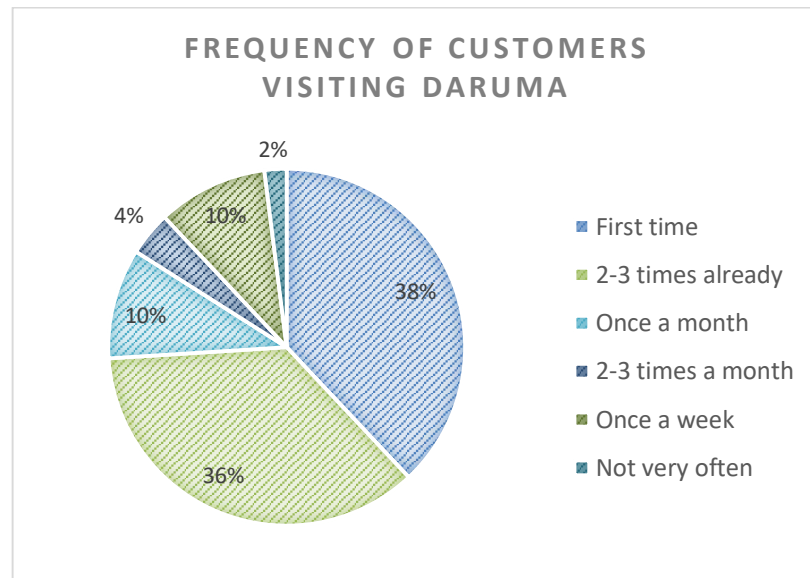


Figure 8. How often do customers visit Daruma Restaurant?

Figure 9 recorded the answers of customers when being asked about how they knew or heard about Daruma Restaurant. 68 per cent of the customers express that they either live, work or have some other activities in the same region. 16 per cent received recommendations from friends or relatives while 16 per cent found out about the restaurant via newspaper, magazine or online.

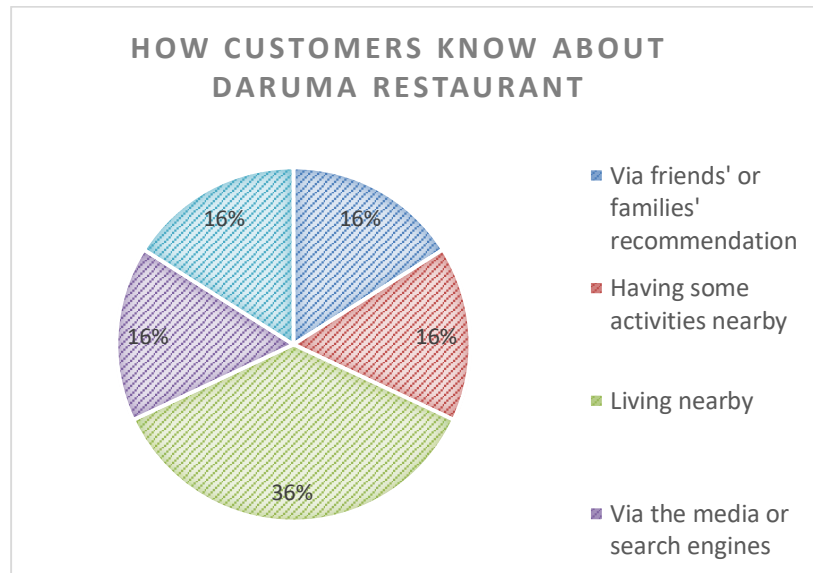


Figure 9. How did customers know or hear about Daruma Restaurant?

Customers were then questioned about which dish they chose and how they felt about it. General opinions appear very positively with almost all of the customers expressed somewhat of a satisfaction towards the food quality. Many of them gave compliments on the taste of rice and fish in sushi and the proper portion of one serving to make them just full.

However, some customers wanted either a bit less food or a bit more food as they felt too full or not full enough. A few customers also expected to see more vegan options in the menu.

In term of decorations and furniture arrangements, most of the customers indicated that they enjoy the simplistic décor hence the cozy vibe of the restaurants. In addition, there were no difficulties found in self-service processes such as taking coffee and tea or getting to the toilet. Big windows with a lot of natural lighting during daytime is also a huge plus for many customers whereas many appreciate outdoor seats available during summertime. Nonetheless, some customers expressed the expectations for the restaurant décor to be a bit more Japanese-oriented. Some suggested that Japanese music and Japanese utensils such as spoons and bowls should be more in use at the restaurant.

Talking about environmental aspects, 42 per cent of the customers are somewhat neutral while 32 per cent advocate eco-friendly acts in restaurants. 26 per cent have no interests in this matter when visiting a restaurant. Among 32 customers who are pro-sustainability, 24 stated that the reason behind their opinion is their self-awareness of sustainability while 6 answered they felt the need to act due to the media. A number of 2 customers referred that it is because they have had personal experienced to develop a certain level of being sustainable. Figure 10 and 11 demonstrate the data on these aspects.

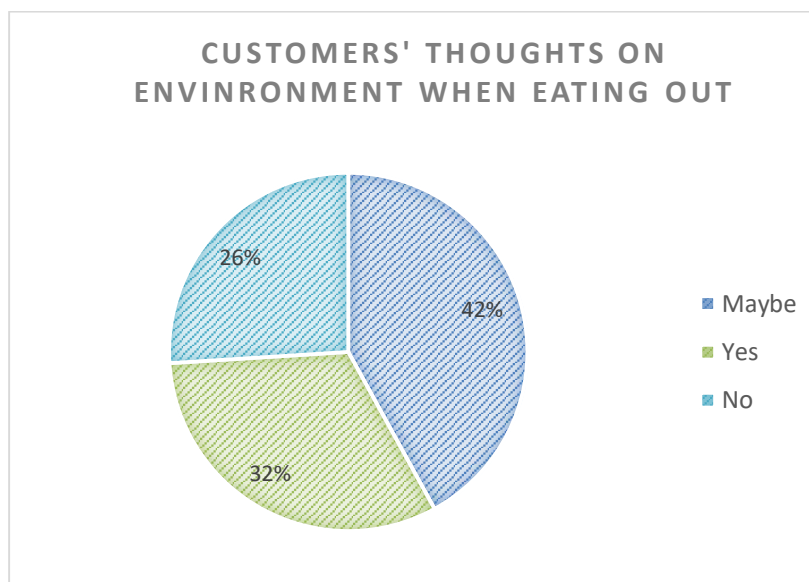


Figure 10. Do customers think about the environment when eating out, i.e. in selecting restaurants, foods, etc.?

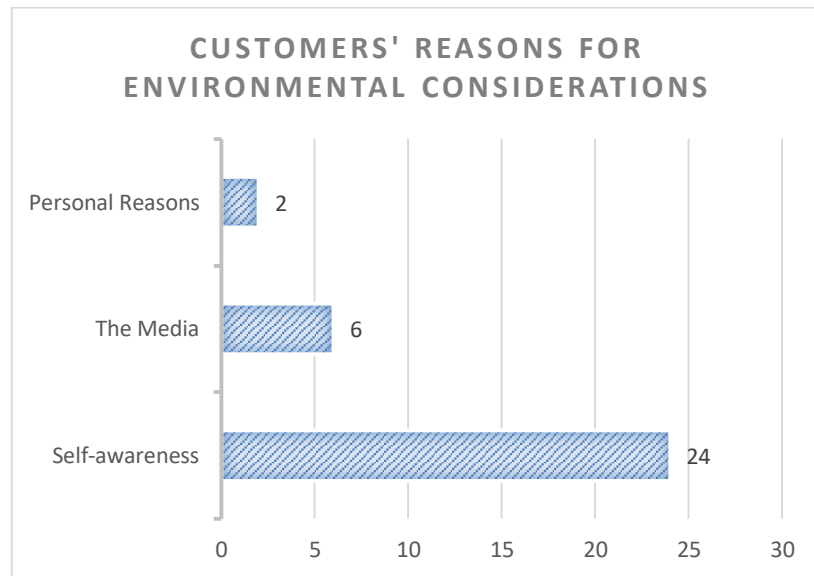


Figure 11. What is customers' main reason for the environmental considerations when eating out?

Customers were then introduced to a few eco-friendly strategies that Daruma was carrying out at that moment such as using paper bags instead of plastic bags for takeaway orders, local sourcing for the majority of ingredients and serving in mainly all reusable plates, dishes and utensils. 36 customers expressed somewhat neutral opinions towards this matter, stating they support the business solely because of the good food and service quality they received. However, there are some among these 36 customers considered being more sustainable a slight plus for the restaurant or showed a small attentiveness towards this issue. On the other hand, 62 customers revealed that they totally supported a more ethical and sustainable business. Many reinforced that they prefer a la carte sushi because buffet sushi often leads to a large amount of food waste, not mentioning the lower quality that it offers. Customers also emphasized that Daruma being a being red meat-free restaurant also contributes to being eco-friendly a lot and suggested the use of ecological fish as ingredients. The majority agreed that the mentioned acts should be more visible to customers via website, Facebook or even at the restaurants. Meanwhile, 2 customers said they expected the business to be aware of this matter by itself rather than a tactics to be marketed. Numbers of this section are illustrated in figure 12.

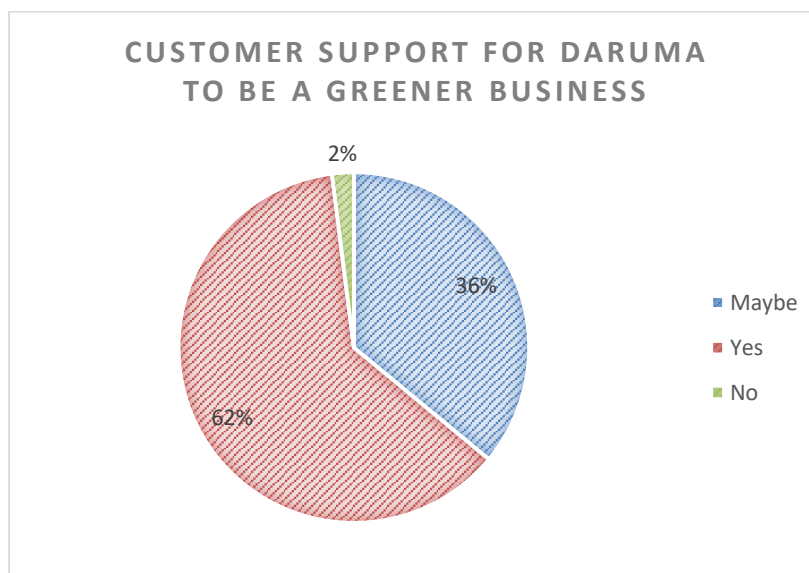


Figure 12. Do the customers support Giving Daruma to be greener or more sustainable?

4.4 Qualitative Data from Observations

Throughout the author's own working process at the restaurant and through the author's conducting interview process, there are a few points observed from the customers worth mentioning. Firstly, sustainability is an expectation for the business rather than for customers themselves. Some individuals emphasized that Daruma being a red-meat-free restaurant is an advantage for the restaurant. Others anticipated that the restaurant adopt sustainable operation strategies before customers can join in.

On the other hand, when the author cleans up the tables after the customers leave, some often waste a small portion of their food, often wasabi, ginger, a few sushi pieces or certain ingredients such as seaweed or beans. Sometimes, those leftovers are untouched, indicating that customers did not want to consume specific types of food. It is thought by the author that giving customers more options with their food, meaning allowing them to customize and ask for certain changes in size or ingredients, can contribute to reducing the amount of food waste in this case.

Moreover, the rise of delivery services, shaped a cause for a number of takeaway orders. While the use of takeaway paper bag is a benefit, plastic containers and utensils still constantly involved. Delivery services also make it hard to interact directly with the customers, especially about sustainability. For example, supposing a campaign of bringing customers' own food container was raised, it would be almost impossible to apply for orders through delivery service systems.

4.5 Reliability and Limitations of the Research

The quantitative data collection process was carried out objectively and unbiasedly with direct customers of the restaurant. Questions of the interviews were consulted with the business owners and the theories mentioned in chapter 2. Having access to real customers of the business rather than random customers online or yet-to-be ones allows this research result to be highly reliable. Along with that, the author's observations were subjectively concluded by over 6-month working experience at the restaurant as both a chef and a waiter. Qualitative data included in the research was also consulted with the business owners, who have had many-year experience in the restaurant industry as well as in observing customers at the restaurant.

Nevertheless, there have been some data-related limitations owing to the fact that almost all of the interviewees were Finnish. Some people found it difficult to fully express themselves, specifically on such an extensive topic, although there were no restraints in any mean for them to talk. Since the interviews were carried out in English, some Finnish customers who are not fluent in English, could potentially find it hard to explain further details or try to dodge detailed answering by giving a more broad description on the matter. Also, Interviews were conducted during the summertime when the weather was nicer. Customers tend to be kind and avoid giving extreme negative feedbacks. As a result, the criticism result could potentially be lessened.

Furthermore, with the author being the only interviewer of the study, some biased opinions may take place, principally during the note taking process, even though consultancy from the business owners constantly occurred.

4.6 Discussion

The interview results have captured a lot of valuable feedback from customers. On the whole, customers tend to react positive to the sustainable quality of the food and services of the restaurant while remain quite neutral to the sustainability aspect the restaurant is curating at this moment. However, it is recommended that there are greater efforts put into this problem as customers want to experience sustainability on a more wholesome level.

To specify, it has shown that Daruma is operating pretty well as a new restaurant business with a mix of new customers and frequent loyal customers. According to Kotler et al. (2017, p. 135–150) and Xavier (1999, p. 178), Daruma's current customer behaviors can be divided into two main groups of complex buying behavior and habitual buying behavior. Customers who are perceived to have complex buying behavior are those who have sushi and Japanese food once every week or once every month

but only make a visit to Daruma respectively once every two weeks or once every two months. These customers seek for a variety of brand options and involve highly in the process of searching for brands, meaning Daruma is not their priority option. The other group of habitual buying behavior consists of customers who have become more loyal to Daruma as they are less highly involved and do not opt for a variety of brands but rather stick to one stable selection. There is a slight transformation from the first to the second group. The business owners reported that after trying out the food for a few times, many customers visit on a more frequent basis.

The food and service quality is truly a highlight of Daruma Restaurant. As Martin et al. (2012) and Chen (2019) included social sustainability as one of the three bottom lines of corporate social responsibility and the results from the findings has proven that Daruma performed highly well in this segment. The study also pointed out that most of customers are satisfied and have become loyal customers thanks to the quality sushi and dishes they received. Many even claimed that they overlook other sustainable efforts because they felt that the food quality has been a good enough reason for them to support the business. In the meantime, the majority of customers agreed that more marketing, on the business itself and on its sustainability, is necessary. Based on the study findings, a large number of customers wanted to see more of the restaurant's information, pictures and ethics online or at the restaurant. Many claimed that they cannot support ethical and sustainable businesses unless the businesses themselves do not visibly illustrate this aspect enough.

5 RECOMMENDATIONS

Resulted from the findings of this study, a new marketing plan with a few marketing materials have been created as a responsive action to the customer's feedback and customer behavior towards corporate social responsibility and sustainability. Recommendations for further study are also included.

5.1 A Brief Marketing Plan for Daruma

5.1.1 Executive Summary

Daruma is a fairly new Japanese-themed restaurant in the region of Töölö, Helsinki. It has gained a stable number of loyal customers as well as constant new customers.

The restaurant is turning one year old in November 2019. This marketing plan is created to help Daruma Restaurant promote itself as a sustainable business and dining option for customers. The primary objective of the plan is to make Daruma's dining business, high quality food and services and sustainable acts more visible to customers in order to attract new customers together with strengthen the relationships with current customers.

5.1.2 Current Marketing Situation

The restaurant has previously attracted a fairly large number of customers throughout its one year of operation. Many of them enjoy high quality sushi and services offered by Daruma. Still, the main customers group are mainly people who live, work or have some activities nearby.

For online platforms, the frequency of the Facebook posts are pretty unbalanced although the pictures are well taken. Content messages are not entirely meaningful or appealing on all platforms.

With the rise of global environmental issues alongside with the sustainability orientation in the economy, the need to adapt the business to a more sustainable operating system while making that noticeable enough for customers is higher than ever before.

5.1.3 Strengths, Weaknesses, Opportunities and Threats Analysis

Daruma has a lot of potential to grow, especially in a more sustainable approach. Even though high quality products do satisfy customers, the ultimate weakness is that customers have yet to form a strong connection

with the brand. Figure 13 analyzes all the strengths, weaknesses, opportunities and threats Daruma has to face.

Strengths	Weaknesses
High quality food and services	Lack of brand awareness and image
Existing eco-friendly tactics (reusable serving and cooking utensils, paper bags instead of plastic bags, natural lighting from big windows, local sourcing, etc.)	The involvement of plastic in many stages of operation
A stable number of loyal customers	
Opportunities	Threats
Increase of contents on current-in-use platforms	Other businesses may have the same opportunities hence losing the competitive advantages
Low cost tactics for greater awareness about the brand and the sustainable acts	

Figure 13. Daruma's Strengths, Weaknesses, Opportunities and Threats Analysis

5.1.4 Marketing Strategies

On product strategies, Daruma can increase the number of vegan options in its menu to meet the need of vegan customers. Gluten-free dishes are also worth taking consideration. In the meantime, the choice for more ecological and less-plastic-involved packages should also be incorporated into the operations.

On internal managerial tactics, staff training towards more sustainable working habit should be persistently involved. For example, staff should use clean water more economically as well as assisting and encouraging customers to use reusable or recyclable materials. Frequent meetings together with regularly looking for more eco-friendly alternative sources and materials should be a high priority of the business operators.

On marketing communications, a specific sustainability page should be available on Daruma's website. Contents such as videos and articles about how the sushi is made with local fresh ingredients can be a big plus. At the restaurant, posters to encourage sustainability should be displayed for customers. Messages to call for customers' action to reduce food waste and plastic consumption such as bringing customers' own reusable

takeaway boxes or customizing the portion of a dish to fit each person's serving.

These are all very economical tactics as well as initial steps considering the restaurant does not own a specific department for marketing at the moment and yet to have a stable marketing routine. Utilizing digital and content marketing is also more efficient without a large investment of time and effort considering the business is relatively small and still growing.

5.2 Suggested Marketing Materials

5.2.1 Poster to Call for Customers' Action

This poster was designed by the thesis author, using existing materials and components of Daruma serving the purpose of encouraging customers to be more sustainable themselves. The poster is included in figure 14.



Figure 14. Poster to call for sustainable actions from customers

5.2.2 Articles about Sushi and Daruma

Articles along with videos showing customers how to enjoy sushi or introducing customers to the meaning and origin of Daruma are in the process of making and will be published later this year. An article created by the author is included in Appendix 1.

The overall mood of these materials aspires to the idea that customers can be involved in sustainability even with effortless approaches. Since sustainability has a wide spectrum, moving towards the extreme can potentially create huge flashbacks, going against the original purpose. Generating a stress-free attitude to incorporate sustainability into daily life should, therefore, be the way to go for marketers in this area.

5.3 Recommendations for Further Research

Future research on the same or expanded topic could look into a larger analyzed sample group. It is also desirable to observe customer behavior more closely particularly after applying certain visible sustainable marketing tactics. The potential of establishing a more in-depth analysis is great, considering customer behavior requires a lot of observations. There is also a need to integrate more effective, creative and attractive campaigns in the future rather than only using initial strategies at this moment.

6 CONCLUSIONS

This study aims to research customer behaviors in relations with corporate social marketing within the restaurant industry in Helsinki, Finland. The findings from the research process, where the quantitative method was primarily applied, align with the theories and previously published reports. Still, the study has shown that for a developed country such as Finland, customers in the restaurant sector chiefly anticipate higher food and service quality while having a lower sustainability expectation for themselves but supposing businesses to take corporate social responsibility before the products reach the customers.

In the specific case of the commission company, customers of Daruma Restaurant are concluded to react neutral to positive towards corporate social responsible marketing strategies. Keeping up the current products' high quality is among primary objectives to be achieved all the time. With Daruma's customer base and loyalty at the moment, applying certain sustainable acts, at a more gradual pace, can indeed create a fairly large impact on customer relationships. Meanwhile, attempts to reduce plastic usage or unrecyclable materials should also be made by the restaurant. At the same time, it is obligatory to remember that commitment to sustainability requires long term efforts. Marketing activities and strategies should be updated continually together with constantly figuring out better ways to operate the business more sustainably.

For the restaurant industry, especially the one in Finland, newer and more sustainable operation is an essential part. Customers are slowly but surely changing their behaviors towards sustainability while the number of social responsible companies is increasing, making the competition is becoming so much higher.

Along with the worldwide sustainable movement, the motive for sustainability should be about doing little for a bigger effect rather than changing the entire system and operation all at once. Obstacles are inevitable, especially in finding alternative sources of materials or reallocating resources more efficiently, but those should be a rather sooner or later must after all. Moving towards sustainable development goals does not only help to sustain businesses but also to create a better world for mankind and the ecosystem.

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APPENDIX 1: HOW TO ENJOY SUSHI PROPERLY AND SUSTAINABLY

“Sushi /'su:ʃi/ (n): a Japanese food that are made rice seasoned with vinegar

There are different types of sushi including rice roll sushi (maki), a hand-formed rice ball (nigiri) or other variant of the two types to name a few. The key seasonings used in sushi are soy sauce and wasabi (Japanese horseradish). Soy sauce is used as a dipping sauce and wasabi may also be mixed with soy sauce for dipping. Sushi is often served with pickled ginger (gari), which is used to refresh the taste before transferring to another type of sushi.



Of course you can enjoy sushi in any way you prefer but if you are looking for a more authentic way to enjoy your sushi, here are some rules of thumb to remember:

- Use your chopstick to take the whole bite*
- Only dip a bit of soy sauce*
- For nigiri, turn the piece upside down and dip the topping, not the rice, into the soy sauce*
- Most importantly, enjoy every piece to the last one to make sure you get the wholesome flavor and not waste any of these goodness*

At Daruma Restaurant, we serve you with a variety of sushi made with special love and extra fresh ingredients from local sources!

If you have allergy with any of the ingredient or any other request for the food, do not hesitate to contact our staff!”