

# **Developing sustainable marketing plan for plant-based products.**

## Abstract

Author(s) Last = Nguyen, First = Loc	Publication type Thesis, UAS	Completion year 2021
	Number of pages 42	
Title of the thesis <b>Developing sustainable marketing plan for plant-based products.</b>		
Degree Tourism and Hospitality Management (UAS)		
Name, title and organisation of the thesis supervisor Emmi Maijanen		
Name, title and organisation of the client		
<p>By developing a sustainable marketing strategy, the aim of this study was to raise awareness of plant-based alternatives to meat while also promoting sustainability and green values in the food industry, restaurant, and café industry. The author focusses on discussing about the concept of sustainability, sustainability marketing and the tools of marketing in order to attract more customers towards sustainability products. The theory part of this thesis focusses on the concept of sustainable marketing, the benefit of switching to plant-based product, the impact of meat industry to the environment.</p> <p>In this thesis, the author has conducted a semi-structured interview to gain in-depth knowledge about operating system and sustainable practice theoretically and practically. The outcome of this study could give an idea for restaurant owner an idea on how to develop a sustainable marketing plan.</p>		
Keywords Sustainability, plant-based product		

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# 1 Introduction

Over the last three decades, sustainable development has become a buzzword. There is a rise in the concern about sustainability and action related to it such as recycling daily used equipment, reducing waste, energy, and water consumption as well as changing consumer behaviour. Regarding consumer behaviour, as a consequences of sustainability matter, customers not only pay attention to the products or services but also take environmentally friendly features into consideration. The growing interest and awareness toward sustainability is a new market opportunity for many businesses to adapt the concept of sustainability to satisfy consumer's requirements (Mohn and Webb, 2005).

In the perspective of sustainability development, sustainable marketing plays a key role in business image and reputation. Sustainable marketing involves not only company's products, but also brand image and strategy. Responsibility and accountability for social and environmental issues are becoming common values that most customers expect company to display. According to Namkung (2012, 2), implementing 'green marketing' (or sustainable marketing) and supporting environmental problems would enhance company's competitiveness and overall performance.

In this paper, the author evaluates the roles of concept in restaurant industry, applies sustainable marketing and examines customer attitudes and behaviours towards the concept and strategic plan. In the latter part, the paper will examine the marketing plan of new plant-based product at food department in a big, multinational restaurant chain X

In this thesis, the author focused on answering 2 main questions:

- How restaurant operators implement their sustainability in their restaurant and use that to promote their business
- How to market plant-based product to mass customer

And after that, the author also tried to answers these sub-question:

- What is sustainable marketing?
- What is impact of meat industry on the environment?
- How plant-based product contribute to a sustainable food industry.
- What prevent customer to access the plant-based product?
- Benefits of implementing sustainability movements in restaurants.

This paper divided in two separate parts, theoretical background and real life implementation. In the first part of the thesis, the author discussed about the theory of sustainability and sustainable marketing, sustainable foods and beverages and customer behaviour. These theory and information are collected and researched by studying textbooks, journals and online sources.

The author aims to create a sustainable marketing plan for the plant-based product of restaurant X. To be able to implement the idea, the author uses semi-structured methods of questioning. An interview with the restaurant manager of restaurant X was conducted as a qualitative method to learn and get more in dept information of restaurant.

The sustainable marketing plan was built on the foundation of theoretical background. This research could be use in improving the awareness and implementation of sustainable operation in restaurants. The findings of this research also lead to the achievement of sustainable results from regular operating activities. In addition, the research is also helpful in enabling the author to help resolve the environmental concerns that arise from a future business. This research is useful for studying the definition and implementation of sustainability concept in the restaurant business as well as encourage restaurants shifting towards sustainability.

This research brings valuable suggestions and recommendations to restaurant managers to make restaurant and food industry more sustainable, therefore improving the brand image by representing a sustainable industry. It also helps people to understand the role of sustainability in all kinds of industry and commit to “green” movements. This paper is separated to 5 main parts. The first part focus on introducing, showcasing the reason why the author choose this topic and the objective of this study. The next part discusses about plant-based product among food industry, the concept of sustainability, the impact of the meat production on the environment and benefits of implementing sustainable plant-based products in restaurant. In the following part, marketing, the origin and definition of sustainable marketing, customer behaviour, 4Ps marketing and creating a marketing strategy and programme will be discussed. The fourth chapter discuss the research and development methods. The fifth and last part, a detail marketing plan will be made by gathering information and knowledge from the past four part.

## 2 Sustainability in food industry

Over 50 years ago, the goal of business development was to increase profits as much as possible regardless of the impact on the environment, which has brought to serious consequences for the next generation. Therefore, sustainability has become a concern than ever in all kinds of industries, and restaurant industry is not an exception. There is a fact that food business has contributed the most waste and energy consumption (Food industry Sustainability Strategy, 2006). To react to environmental problems, industrial organization starts to implement environmentally development.

The aim of food industry sustainability is to produce and consume food in a way that benefits future generations. The demand of food has increased tremendously over the past decades as the population surges, the food industry has a chance and opportunity to balance consumer needs for food with environmental and social requirements.. (The 10 Principles of Food Industry Sustainability, Cheryl J. Baldwin)

In the Brundtland Commission report, sustainable development was described as "meeting the needs of the present generation without compromising future generations' ability to meet their own needs.". Sustainable growth model not only focusing on developing economic and social benefits in a short term but thinking about a long term plan and protect the similar benefit for the next generation. The study has made a positive contribution to the globalization of the idea of sustainable growth, and it acts as a launching pad for several further studies to better explain the definition. (Saarinen 2006, 1-3.)

Customers are becoming more sophisticated; they are picky on what they consume, they would like to know where their food comes from, and they enjoy locally sourced food because it helps local markets and the community. Because of the that reason, promoting and creating a sustainable plan is mandatory for every business especially for hospitality industry. Investing in green and sustainable activities will make a big change in every aspects of your business and it is an investment for the future, and it will benefit the economy by allowing people to spend their money on local items, reducing carbon footprint and harmful environmental effects, and improving the company's profits by lowering goods shipping and storage costs.

To be able to improve the restaurant industry, a significant of issues must be solved in and around embracing sustainable development and the industry themselves must address their sustainable commitments. Restaurant managers have to realize that their activities could have a big impact on the society, economy and especially environment. Companies need

to pay more attention on environmental and cultural responsibility and not only focusing on generate more profits. (Kates et al. 2005, 15-18.)

## **2.1 Plant-based products within food service industry**

In the 21st century, meatless or plant-based food products are much more accessible. We are living in a world that a charred whole cauliflower can turn as many heads in a dining room as a sizzling, bone-in rib eye and a growing slice of consumers at the table have at least some ideas of the carbon footprint required to produce both of those dishes.

The introduction of meat analogues in Western markets is a relatively recent development, starting in the early 1960s. On the other hand, products such as tofu and tempeh have been consumed in Asia for centuries. The launch of meat analogues, in addition to these conventional Asian products, began with the development of dry textured vegetable protein, which is provided by the cooking extrusion of typically degreased soy meal, soy protein concentrates or wheat gluten. These goods have an elastic and spongy texture that is used in patties, stews, and sauces in a desirable fashion. Fibrous raw materials such as shredded TVP and mycoprotein or milk protein preparations are a further approach to imitating fibrous and elastic meat structures. These raw materials are combined with water, a binding part, and other elements, then formed and steamed afterwards. For these products, a wide range of ingredients can be used that, compared to TVP, provide a strong distinction in shapes and flavours as well as products that meet characteristics such as "vegan", "organic" and "gluten free" (Floran Wild, 2014).

## **2.2 Benefits of consuming plant-based products**

### **2.2.1 Environmental benefits**

For many years, meat, or more specifically, meat industry has a negative impact on the planet. The Food and Agricultural Organization (FAO) of the United States has critically reported the ecological influence of high levels of meat consumption (Tubielo, 2014). According to Hallström (2014), meat products are associated with high greenhouse gas emissions, deforestation, and the loss of biodiversity. Due to the high levels of these issues, meat production has been identified as one of the main drivers of environmental and social pressures (Westhoek et al., 2014).



According to one research from Oxford University, with the compilation data from 38,700 farms, 1600 professors, various retailers and different types of packaging, they have concluded that we can reduce negative impact on the environment effectively by avoiding meat and dairy products on our daily uses. By cutting meat and dairy assumption, we can reduce not only greenhouse emission but also global acidification, land use, water use and eutrophication. For example, in order to producing 100g of beef, it will make 105kg of greenhouse emission as a result, while making 100g of tofu will only make 3,5kg greenhouse gases. Moreover, when trees are burned to produce meat, billions of tons of carbon dioxide are released, resulting in global warming. Decreased trees are often left to decay or burn on the forest floor, producing excess pollution. Therefore, meat production should be avoided in order to lower the negative impact on the environment. (Francis Vergunst and Julian Savulescu, 2017).

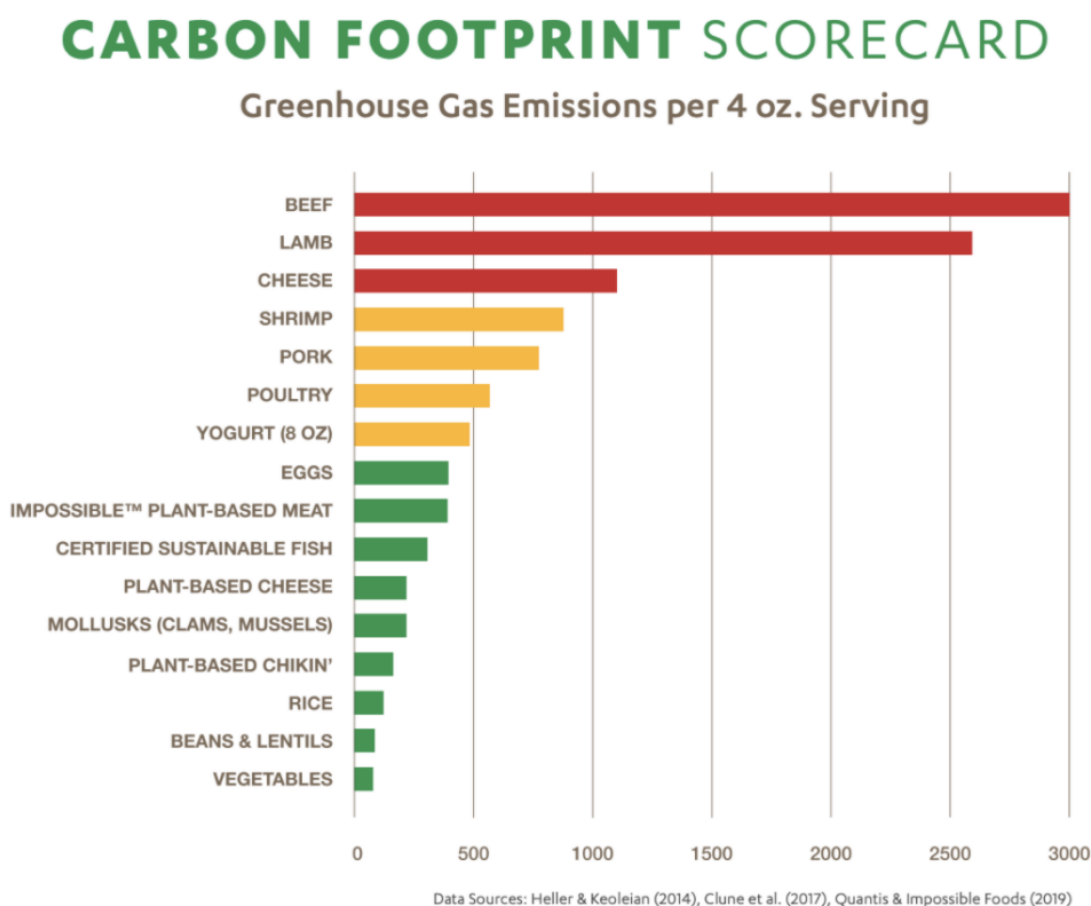


Figure 1: The carbon footprint of different foods

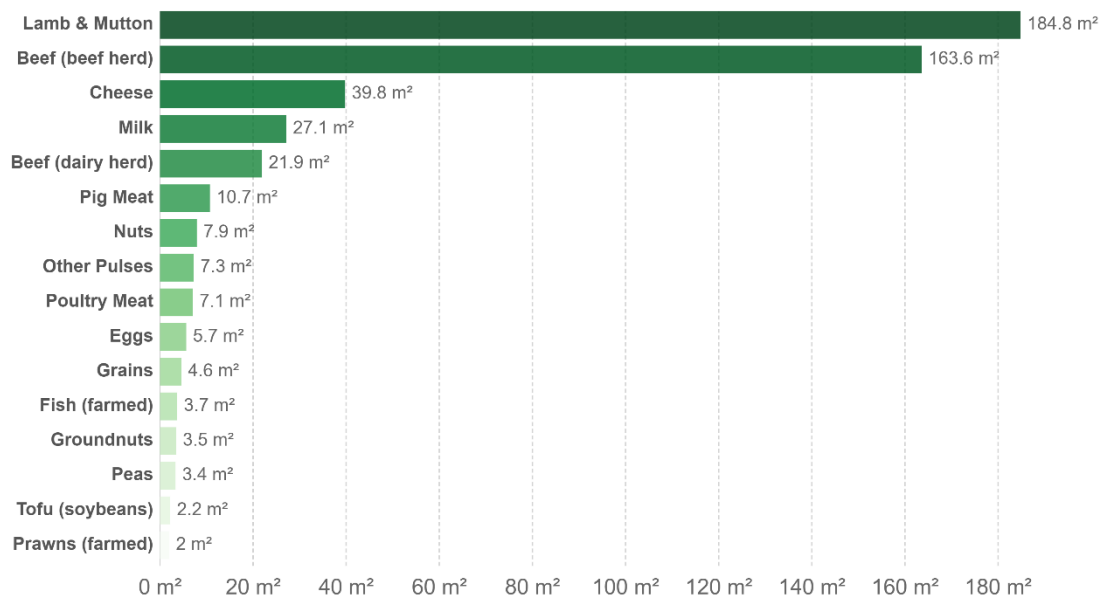
Industrial meat production not only contribute a lot to the climate change, but also damages masses of grain, water and land use. When it comes to red meat, the process of producing it is highly ineffecient. In order to process 1 kg of beef, cow is required to be fed 25 kg of

grain and approximately 15,000 liters of water, compared to pork and chicken, it takes a lot less serious. When food, water and land are scarce in many areas around the globe, this reflects an unsustainable supply and process. Compare to other alternative protein, meat production takes a significant amount of land more. (Francis Vergunst and Julian Savulescu, 2017)

### Land use per 100 grams of protein

Land use is measured in meters squared ( $m^2$ ) per 100 grams of protein across various food products.

Our World  
in Data



Source: Poore, J., & Nemecek, T. (2018). Additional calculations by Our World in Data.

Note: Data represents the global average land use of food products based on a large meta-analysis of food production covering 38,700 commercially viable farms in 119 countries.

OurWorldInData.org/environmental-impacts-of-food • CC BY

Figure 2: land use per 100 grams of protein

In addition, by burning trees, destroying habitats, and using poisonous chemicals to grow animal food, the meat industry is resulting in the extinction of thousands of animals. For our own life, we rely on a sustainable environment. The great abundance and richness of the natural environment is important for our daily needs, such as food, clean water and medicines. The gradual loss of biodiversity, resulted from industrial agriculture, could pose as significant a danger to our life.

### 2.2.2 Health benefits

According to Troy and Kerry (2010), high levels of meat consumption have been linked to bad health condition and diet such as type 2 diabetes, cardiovascular diseases and other cancers. Alarmingly, global obesity epidemic has also resulted from high meat consumption( Vergnaud et al, 2010), affecting one fifth of world population (Sofia et al. 2010), and especially in this Covid-19 pandemic, those obesity people are listed in high-risk group with severe condition if caught it (Meredith, W, 2020).

Without a doubt, vegetables or plant-based products bring a lot of benefits to people's health of all ages (British Dietetic Association 2017). In addition, the Finnish Food Safety Authority Evira (2018) demonstrated that plant-based diet may lower your blood pressure. High blood pressure, or hypertension, can increase the risk for health issues, including heart disease, stroke, and type 2 diabetes (Evira, 2018). An analysis published in JAMA Internal Medicine (2014) collected, analyzed data from 39 studies and concluded that people who practiced a vegetarian diet had lower blood pressure than those who followed omnivorous diets, consisting of plants and meat. Also, according to Moira Lawler (2020), vegetarians had a 34 percent lower risk of developing hypertension than nonvegetarians.

A lot of studies have proven that plant-based food also helps keeping your heart healthy. Meat contains a lot of saturated fat, which can cause some heart issues when eaten in excess. So, by consuming more plant-based food and cutting down on meat, you are doing your ticker a favour. According to Journal of American Heart Association (2020), consuming plant-based product can help to reduce cardiovascular disease about 16%, and prevent the risks of dying from this condition by approximately 31%. Even if that's not necessarily even, plant eaters appear to weigh less. "In order to improve health outcomes, the idea is to nourish the body and cells, but weight loss may be a by-product of replacing and reducing certain foods," Feller says. Important body mass index (BMI) variations between non-meat eaters and meat eaters were reported in the Diabetes Treatment report. According to a small study published in March 2017 in Nutrition and Diabetes, 65 overweight adults that followed a plant-based diet for one year dropped 9.25 pounds or 4.2 kilograms on average. The reason for the drop in weight is that whole grains and vegetables are relatively low on the glycaemic index – which means they are digested more slowly, and fruit contains antioxidants and Fiber, which helps prolong fullness, according to data cited in a study published in January 2016 in the Journal of general internal medicine. (Moira Lawler, 2020)

One of the biggest health wise benefits of using plant-based product it may help you live longer. An investigation tracked down that a plant-based eating routine brings down the danger of all reasons for mortality by 25%. Practicing good eating habits plant food varieties versus undesirable ones expands that insurance layer by another 5%. To decide the soundness of plant-based food, scientist appointed different nonanimal items a score somewhere in the range of 1 and 17. Plant-based food like entire grain, vegetables and natural products get a lot higher score contrast with other food like pop, white bread and cakes. One of the motivation behind why plant-based food may help you live longer is that vegetables or plant-based food varieties has fiber, nutrients, minerals, and phytochemical and these supplements can diminish the danger of disease. These supplements can be found in vegetables, organic product, grains, beans, nuts, seeds. A survey distributed in 2011 in Cancer Management and Research noticed the defensive advantages are there, however they are moderate (bringing down the danger for specific diseases by around 10%) and are likely because of the supplements present in plant food varieties and on the grounds that eating this way advances a solid weight. (Moir Lawler, 2020)

Possibly the most clear advantages of utilizing plant-based food is that they will improve your cholesterol and keep you brain strong. Elevated cholesterol can prompt numerous medical issues, including coronary failure or stroke. Yet, utilizing plant-based food can help hold cholesterol levels under tight restraints. In particular, moving away from an eating routine loaded up with creature items toward one that is essentially plant based can bring down awful cholesterol by somewhere in the range of 10 and 15 percent, while those after an exacting vegetarian diet can bring down their LDL cholesterol by however much 25% as per an audit of 27 investigations distributed in The American Journal of Cardiology. Not just plant-based food assist with your degree of cholesterol, yet additionally keeping cerebrum solid. A survey of nine examinations, distributed in 2017 in Frontiers in Aging Neuroscience, discovered that eating an additional 100 grams of products of the soil each day (around one-half cup) prompted a 13 percent decrease in the danger of intellectual disability and dementia. The conceivable explanation: leafy foods are rich in polyphenols, which are available in natural products, vegetables, and entire grains in an article distributed in August 2018 in Nutrients Notes. Polyphenols can help moderate Alzheimer's sickness advancement and may help switch intellectual hindrance. (Moir Lawler, 2020)

### 2.2.3 Ethical benefits

The moral idea of the vegetarian food industry ought to likewise be examined, as it is a significant motivation behind why individuals choose to drop meat from their eating regimens (Foodwest 2017). Many animals' rights organization, for instance PETA (2018), has demonstrated that killing animals for food is unethical and should be avoided.

Based on Harari (2014), the bad and cruel parts of farm animals is not that how they die but more importantly the way that they live. Even though farm animal receive shelter, protection from predators and medicine when they are sick but human also cause suffering to farm animals in other ways. Animals also have physical, emotional and social needs which is very lack in modern farm. For example, the separation of the mother from its child can make both suffer.

## 2.3 Benefits of implementing plant-based products in restaurants.

Food and restaurant industry are facing a lot of challenges, including decreasing in growing speed, high operation expense and expectation of sustainable growth. The restaurant industry is influenced by three interrelated and interconnected trends: environmental challenges, growing desire for transparency, and rising consumer expectations. Because of that, implementing sustainable principle not only help generate more profits but also a good opportunity for restaurant to improve their image and bringing more awareness to the society. Become a sustainable restaurant brings a variety of benefits to the business, one of the benefits are helping the restaurant work more efficiently, has more competitive advantage and profitable. The restaurant may not only save cost, improve the brand images, attract new customers but also boost up competitive advantages and meet customer's demand. (Tan & Yeap, 2012.)

Sustainability will have a significant effect on enhancing the reputation of the brand. After surveying more than 53,000 American customers: 58 per cent of consumers interested in the environmental impact of companies while considering purchasing products/services and they prefer to purchase from sustainable development enterprises. That means that 68 million Americans appear to prefer companies with optimistic embodiments of human values, culture and the environment. Consumers enjoy companies that provide positive community support. (Tan & Yeap, 2012.)

Positive reinforcement and environmental conservation activity not only increase brand recognition, but it also has a greater effect on workers, their communities and more. In

addition, satisfying the demand of environmentally aware consumers is one of the reasons for restaurants to shift towards sustainable growth. The growing interest in sustainability has pushed the food service industry to cultivate sustainable activities. There are more and more customers interested in the sustainability aspect of the restaurant so curating sustainable activities is one way to enhance competitive advantage of the restaurant. 66 percent of respondents reported they may pay extra for the goods of businesses dedicated to meaningful social and environmental effects, according to Nielsen's Global Sustainability Survey (2015). (Tan & Yeap, 2012.)

One of the most crucial reasons that enables restaurants to pursue growth is cost saving. Developing business sustainably allows organizations to work efficiently through resource allocation and resource conservation, helping to increase employee efficiency and minimize costs. One small activity, for example turn the tap off and don't let it leak could also make a good cost reduction. Efforts to have a larger overall impact would cost more to execute, but such costs will be compensated for by long-term performance. (McKinsey 2014, 6-7.)

In fact, customer's consciousness about environmental problem affects their buying decisions. Restaurants that adopt environmental-friendly movements such as move to zero waste, promoting of locals will draw the attention of customers to their efforts and thus increase the profitability of the company. The best way to improve consumer credibility for goods would be to combine environmental practice with the product itself, together with objectives to show accountability to the environment and community. Therefore, companies which are committed to sustainability will have a big advantage over other firm regarding community partner and most importantly, consumer (Tan & Yeap, 2012.)

Equally significant, the retention of workers is also one of the valuable advantages for businesses that adopt sustainable practices. In the hospitality sector, the turnover rate of workers is very high, and it adversely affects the growth of companies. Therefore, retaining employee satisfaction is a way to reduce recruiting expenses and to train new restaurant workers. Expressing a restaurant as an organization that supports the environment and social welfare will help draw workers who are environmentally aware. (Tan & Yeap 2012.)

One more benefit of implementing sustainability in your restaurant is improving your supply chain. A sustainability approach includes shortening the supply chain to reduce your carbon footprint. Not only can this improve the visibility of the chain and help prevent food fraud (which will cost your company a fortune), but it also resonates with a lot of consumers who want to help small markets and neighbourhoods. It can also increase the consistency of the ingredients. This, in fact, will make the diners feel much more pleased with their meal and more likely to recommend and return. (Liz Burton, 2020.)

## **2.4 The impact of meat production on the environment**

Meat, or more specifically, industrial meat has a harmful impact on the planet. The majority of meat consumed in the United Kingdom comes from industrial factory farms. These farms are part of a multinational infrastructure that destroys the environment by mass-producing industrial meat and dairy products. Supermarkets such as Paddy's, Sainsbury's, and Asda, as well as fast food restaurants such as KFC, Burger King, and McDonald's, operate the system. Almost all of these well-known brands are purchased from JBS, the world's largest meat processing corporation. JBS produces about half the carbon emissions of fossil fuel behemoths like Shell or BP, and is a major contributor to Amazon deforestation. The industrial meat system necessitates the upkeep of a large amount of land. Every year, forests are cut and burned to graze cattle and grow enough crops to feed billions of farmed animals, especially in South America. The author will explain why meat production is harmful to the environment in the following chapters. (Natalie Brown, 2020)

Livestock farming has a vast footprint on the climate. It leads to soil and water pollution, habitat destruction, acid rain, coral reef degeneration and deforestation. This effect is nowhere more apparent than climate change – livestock farming contributes 18% of the world's greenhouse gas emissions produced by humans. This is worse than all pollution from ships, boats, trucks, automobiles and any other vehicles added together. Climate change itself poses numerous threats to health and well-being by raising the likelihood of severe weather events – such as flooding, droughts and heat waves – and has been described as the greatest danger to human health in the 21st century. When trees are burned to grow industrial meat, billions of tons of carbon dioxide are released into the atmosphere, accelerating global warming. Decreased trees are often left to decay or burn on the forest floor, producing excess pollution. Reducing the use of animal products is necessary if we are to achieve the global greenhouse gas emission mitigation goals – which are required to reduce the worst effects of climate change. (Francis Vergunst and Julian Savulescu, 2017)

### **3 Sustainable marketing strategy for restaurant industry**

Restaurants have found several ways to support their company's sustainability initiatives, but the question of attracting more consumers who are interested in sustainability and raising consciousness of those who are not familiar with the idea of sustainability has not been answered yet. As a selling point to clients, restaurant owners could use marketing strategies which combine animal welfare, social as well as environmental issues. The author will address the concept of green marketing, and other aspects of marketing from a sustainability perspective in this chapter.

#### **3.1 Definition of sustainable marketing**

Economic globalization, along with newly advanced technologies, has brought about fast economic development and mass manufacturing. However, it also brings fierce competition for advertisement, liberalization and globalization, etc. Using marketing strategies and techniques to attract consumers. Any of these aspects placed human survival and ecological balance in danger. The manufacturing, use, and distribution of many products has a major impact on the environment, and giant factories have become numerous sources of pollution. Sustainable marketing is described as a way to protect people's rights and living conditions by producing, using, and treating environmentally sustainable products. (Martin et al. 2012, 10.)

One of the characteristics of green marketing is the use of recent constructive, environmentally sustainable actions to promote the long-term objective of educating young generation about the value of protecting the sustainability. Secondly, it is demonstrated that sustainable marketing demands companies to be responsible the same way any individuals have. Moreover, sustainable marketing practices can be connected to committing preserving movements to protect the atmosphere and to encourage positive images for companies. Accordingly, the statements of the media and the communications of the companies must also be defined by substantive acts on the preservation of the environment and natural resources, therefore demonstrating the noble humanity intention of the enterprise. (Martin et al. 2012, 10.)

Lastly, sustainable marketing has to bring connections between corporations, even competing businesses and even shareholders, to serve as the foundation for cooperative humanitarian action. Collaboration and execution are also needed. By following sustainability, we are hoping to solve philosophy issue of how to better the next generation. This shows that companies can't only look for ways to make more money for themselves while ignoring



the natural habitat of both humans and animals on land trade. As a result, a detailed marketing plan is necessary to make sure that sustainability is the central theme of the whole movement. (Martin et al. 2012, 10.)

## 3.2 Sustainable marketing mix (The Four Ps of Marketing)

As mentioned above, sustainable marketing is not only oriented towards fulfilling customer demands for goods and services, but also to meet consumer demand for environmental-friendly products. The key idea of sustainable marketing is to provide consumers with knowledge on the environmental effects of products when selecting products and services for consumption. From the business perspective, preferred to move their manufacturing to have more eco sustainable goods to satisfy customers' demand. Therefore, in order to develop a sustainable marketing strategy, companies need to take green goods, product's price, delivery, and promotion techniques in consideration. (Martin et al. 2012, 14.)

### 3.2.1 Product

The green product policy of the company is illustrated by the eco-design, manufacturing, packaging, and labelling components. The most critical factor about designing product strategy is the method of product design. 75% of the environmental effect of the commodity is determined by the design phase. There are several modelling approaches for producing a modern environmentally sustainable product. However, whichever approach is used, at the design level, companies should pay more apply the 3R (Reduction-Reuse-Recycling) concept. The green product must be built in such a way that manufacturing will reduce raw materials or be produced from materials that minimize environmental effects (Reduction). Secondly, the product is meant to be purchased several times or discourages customers from buying it just once and then throw it away (Reuse). At the highest stage, the architecture would construct recyclable goods capable of being reused for the development of new products or eventually converted into raw materials to be used to produce some kind of other products (Recycle), this will have a major positive impact to the environment. (Martin et al. 2012, 18.)

At the manufacturing point, businesses should use sustainable and non-polluting technology and processes, products that does not contain harmful impact to the atmosphere and to people's health. Companies may also consider using packaging that create less pollution, non-toxic, and environmentally friendly, such as compostable or recycled and reused materials. Also, minimize the size of the packaging could help to protect the environmental ecosystem. By following this, companies do not only provide convenience to customers, but also take advantage by the saving costs in shipping, logistics and costs for the corporation itself. As part of their commitment to environmental protection, the company might create and place eco-friendly labels on their products. Many companies, however, label their products to third parties in order to ensure objectivity and integrity. (Martin et al. 2012, 21.)

### 3.2.2 Price

While implementing a sustainable marketing plan, companies need to take into consideration of pricing issue. Companies should price their product based on consumer's expectation of value of that product and not only price the product based on the product cost. By using the pricing method, company can generate more profits and also helps protecting people's health and environment since the price of the product comes from the consumer's perceptions and their willingness to pay for the product. As a result, companies are using two main method to price their product. Pricing the green sustainable product higher than traditional one is the first method that companies are using. The product need to differentiate themselves from the rest of the product and have superior characteristic to be able to make customer spend more money on them and not on the regular product. Secondly, companies still price their green products as a similar price to other traditional products. In this case, consumers would be able to invest on more friendly goods instead of remaining faithful to the products they use. (Martin et al. 2012, 24.)

### 3.2.3 Place

When it comes to "place" in developing sustainable marketing strategy, the company should take these two important tasks within distribution system. Firstly, the delivery of products has to cause the least negative effect on the environment. Second, offering information and fostering customer understanding of environmental protection. Building a large distribution chain also allows the organization to execute its sustainable marketing policy. In spite of this broad distribution channel, customers with all ages, regional regions and incomes will have better access to the brands of companies and corporations through social media. Information about goods and the environment. (Martin et al. 2012, 24.)

### 3.2.4 Promotion

What businesses chose the method, also focus on the authenticity of the information brought to consumers, preventing any confusion that might destroy their brand. Moreover, the method to delivery sustainable product message to consumers should be transparent to such an extend customers appreciate the environmental-friendly conservation aspects of the product, the advantages of sustainable products are preferable to other products and click. (Martin et al. 2012, 25.)

### 3.3 Sustainable marketing process

The sustainable marketing process must be carried out from the stage of market analysis and product planning, as well as marketing. This planning process involves data collection, positioning, and creation of green goods. This is a complicated process, but it is critical to the effectiveness of the green marketing campaign. It consists of three stages: design the product, production and packaging. (Martin et al. 2012, 145.)

#### 3.3.1 Design

At the first step of the sustainable marketing process, attention must be given by the companies to the 3R concept which is reduce, reuse and recycle. The important task of this product design step is how to innovate the product to the next level, keep all the key elements and characteristics but also make them environmentally sustainable and meet the standard of the market. This requires companies to put effort on researching, making sustainable product than equivalent products. Everything will develop day by day and consumer's and market's standard for sustainable product is not an exception. This means enterprise cannot just make one or a few changes in their product, but must continually innovate, build, track changes in knowledge and keep pace with consumer dynamics in general and consumers. Enterprises must concentrate on the green aspects of the product. This is a challenging stage for companies since they need to engage in product innovation and development to produce innovative and environmental-friendly goods. (Martin et al. 2012)

#### 3.3.2 Production

Technology advancements play a big part on the production stage of making product sustainable. By applying technologies for the disposal of waste, emissions, pollution-related emissions, and the construction of advanced machinery can make a big difference in a long-term for companies. Cleaner production can prevent emissions by using capital, materials, and electricity efficiently which make the production stage more environmentally friendly. Fair utilization of energy capital is a smart business practice for companies. It is one of the simplest and most efficient ways to help companies cut prices, raise income, and gain more value. This can be achieved by buying energy-saving office appliances and materials, by giving energy-efficient ideas and guidance to workers finding together with using renewable sources for energy. (Martin et al. 2012, 4.)

In addition to the issue of energy efficiency, water usage is another issue that companies have to give more attention. Saving water is extremely important nowadays since the lack of water sources and clean water is not accessible for a lot of places in the world. It does

not only help to conserve this valuable element, but also helps to minimize costs which are linked to the purchase, heating, usage, and disposal of water. In order to get the best result, companies could limit their water by using the best technology as well as water-saving devices, continually track water delivery systems as well as drainage equipment to prevent contamination and reduce sewage and water emissions. Most product firms are applying "cleaner production". However, cleaner output is different from end-of-pipe handling, for instance wastewater, exhaust, and solid waste management, which means a decrease in the use of inputs, a reduction in waste and space to avoid environmental contamination. It does not only allow companies to deal proactively with and comply with the growing environmental conservation laws of practical authorities, but also increases competitiveness, lowers cost of production, while offering higher benefits. (Martin et al. 2012)

### 3.3.3 Package

For packaging, non-toxic and recyclable material for the packaging is a must. This would reduce prices for companies in the long term. Not just that, if the food package is approved and labelled, it can prove environmental-friendly and appealing to customers. In today's intensely competitive market, an attractive, valuable bundle could be the only opportunity to influence the buying decision of the customer. Moreover, a growing number of businesses see the green movement as an opportunity to affect buying decisions. (Martin et al. 2012)

### 3.4 Creating marketing strategies and programmes

This stage is very critical since it's relates to the customers directly. Since introducing sustainable products and services enhancements, the challenge facing companies is how to make products appealing to customers. Enterprises also ought to create programmes of product marketing directed at the target market, which have been thoroughly evaluated beforehand. This process involves a lot of movement from setting a green price to setting up green distribution platforms, encouraging sustainable exchange, and create a green brand picture.

#### 3.4.1 Pricing Decisions

Once the product has been manufactured, what companies should take into consideration is the pricing aspect. Although some consumers are willing to spend more for "green" products, pricing is still a primary factor that influenced by their purchase decisions. Not surprisingly, consumers will be favour more for products which are environmental-and-budget-friendly. Because of that, before putting products on the market, firms must work with competitors to determine the acceptable price for their green products. While green marketing allows companies reduce their operational costs over the long run, with the first stage of adopting green marketing techniques, using new technologies, product prices would grow relative to before. Businesses also are recommended to set a fair price and apply market marketing practices to enable customers to purchase their goods or services. (Martin et al. 2012, 171- 173.)

#### 3.4.2 Distribution Decisions

Regarding distribution system, the choice of the method of delivery of products has a big influence on the marketing strategy development of the company. Green distribution is required to minimize waste during transportation, thereby lowering carbon emissions. In the current scenario, where markets are unpredictable, and there is war in those countries with large oil resources, this results to the major rise in fuel costs for transportation. In order to solve this problem, many companies have redesigned their packages with lighter weight and greater recycling ability to reduce prices and costs. In certain nations, the government has also adopted regulations to encourage manufacturers to recollect products at the end of their usable life or reverse logistics. In the electrical, automotive, and packaging markets, Germany was the first to implement reverse logistics. (Martin et al. 2012, 156.)

To execute a complete sustainable marketing plan, companies are recommended choose the right time and location to raise impact their potential buyers. As a result, sustainable

marketers who launch products must understand how to position them so that they do not simply attract green customers to the "niche" category. The proper position should be aligned with the image of the company. This place benefit would help companies create their own image. In addition, location and position is also very important and it should differentiate the green product from the ordinary one and also the competitors. (Martin et al. 2012, 17.)

### 3.4.3 Promotion Decisions

The stage of sustainable promotion movements includes the establishment of resources such as PR, ads, websites, clops, workshops, and forums. Green marketers may draw consumers based on brand efficiency, cost savings, wellness, and comfort considerations, which are environmentally sustainable. Social media is a good place where companies can show their sustainability effort therefore raising consumer's awareness. The advertisements can improve the brand image as an environmentally friendly brand. While there are still a lot of challenges regarding green marketing, this is a trend where consumers are gradually becoming more aware of sustainability concept and government also embracing sustainable development. (Martin et al. 2012, 123.)

Because of that, to develop, companies need to make a detail plan of implementing and executing the sustainable marketing. Designing environmental awareness campaigns and eliminating customer behavioural conflicts. Without consumer's awareness, sustainable problem would be very hard to succeed. (Martin et al. 2012, 29.)

When shopping bags is not free anymore for customer, for example, customer might think of keeping them and reuse the bag. These activities can be implemented in coordination with global community gatherings in order to capture public interest and increase public awareness. Limitations are often not the product's quality; they arise from the healthy scepticism and stubbornness of the consumers. Companies should also take care of the barrier, what prevent people from using the green products and from that influence customer's shopping habitat. Many people doubt the efficiency of fabric softener products after they have been discharged because they always feel that after washing clothes, they need flushed them more than once to get them clean. To overcome this hurdle, the organization must develop a communication service. (Martin et al. 2012, 67.)

## 3.5 Online and offline marketing

Online marketing has come an important part of any marketing strategy since its undeniable advantages such as more cost effective. But it is too soon to count offline marketing out

since it still plays a significant role of a lot of business and used by majority of business. The author chose to use both marketing techniques in this research and in this chapter the author will show the advantage and disadvantage of both techniques therefore generate a way to use both effectively.

Firstly, offline marketing a marketing method that companies attract customers and create brand awareness by using traditional marketing strategy and these strategy does not require or involve the use of Internet. Some tradition strategy can be mentioned is television, radio, billboards, posters, outdoor advertising. On the other hand, online marketing refers to a method that utilize Internet as a main tool to create brand awareness. Some of the most popular way of doing online marketing are online listing, Google ads click, social media, video blogging and others. (Helloprintuk, 2019)

When it comes to offline marketing, the first advantage that this method has is the face-to-face interaction and by doing this, companies can quickly build trust and an immediate impression for customers. Marketing statistics show that customers are likely to remember posters or flyers and traditional advertising more than online advertising. In addition, offline marketing usually comes with tangible marketing material such as flyers, hard copies or samples for customers to try. This is beneficial in a variety of ways, particularly when it comes to heavily corporate marketing decisions. People are more likely to glance at a business card, flyer, or piece of mail than they are to look at an advertisement. (Dmitri Kustov, 2020)

Despite all the advantages, Offline marketing often comes short when it comes to time and cost effectiveness. Traditional marketing cost a lot more than online marketing. Even though print marketing is cheap but other forms such as television, magazine could cost a lot more. That expense could be labour, production and space. In addition, Offline marketing is hard to measure or track the effectiveness of the campaign and it could not reach a wide variety of customers. (Helloprintuk, 2019)

In contrast, Online marketing overcome all the disadvantages that Offline marketing has. Online marketing is more measurable than offline marketing. There are several tools that companies can use to see the real time result and measure the return on investment of online marketing. Every movement of the customers can be capture and store in the system and from that companies can target the right target group that they want. Besides, Online marketing is convenient and easily accessible. Businesses are not restricted to marketing their brands in their near area. Their company would be able to attract consumers even though they are located outside of the area. One of the big advantages that online marketing



has is they are relatively cheap. Some online marketing platforms, such as basic social media connections or emailing, are even free. (Dmitri Kustov, 2020)

Even though Online marketing has a lot of good characteristics, it is still far from perfect. Online marketing requires expertise. Learning about all the tools and how social media and networking works is not an easy task for everyone. Despite Internet is a part of a lot of people's lives, there are still people does not have access to it and those are the potential customers that companies could not get if using only online marketing. The fact that online marketing is very popular also create a tough competition if companies want to succeed in this field. (helloprintuk, 2019)

Therefore, using either of these methods is not the best way to do marketing but effectively using both could improve the marketing plan therefore boosting the brand, the leads and the bottom line.

## 4 Research and Development Methods

The purpose of this chapter is to create an overview on the process of the research and how it was organized. The author would discuss the methodology which is used for this study, data collection methods, data analysis and discussion. The author applied a semi-structured interview to obtain an in-depth knowledge of sustainable practices in restaurants in Vantaa, Finland. So as to understand the nature of the research, the methodology and the structure of the analysis, the author reviewed some previous research on the relevant subject and academic tools prior to the development of the research. The information gathered during the study would assist the author in answering the thesis's main question: How restaurant owners and operators integrate sustainability into their activities and use it as a marketing tool. The aim of the research is to determine what strategies are used in waste disposal, water and electricity use, locally generated products, and sustainable marketing activities.

The semi-structure interview was chosen by the author since this method has many advantages compare to other method and it suit the objective of the thesis the most. One of the big reason why the author choose this method is that it leave room for creativity and can be tailor uniquely to the interviewer. By using this method, the author can obtain suitable information and knowledge of restaurant X and their sustainability practice

### 4.1 Semi-structured interview

In a small-scale educational studies, one of the most common methods is interviewing. The interview testing approach is described as a dialogue between two or more people in which the interviewer asks succinct questions to which the interviewees choose to respond. The benefit of interview is that interviewers can gather and conduct detailed information on the research subject in a flexible manner. In addition, by using this analysis approach, the researcher has the ability to observe the process flow and, if required, explain the issues. In contrast, the drawback of this method is that it is more time-consuming and difficult to schedule time for interviewees. A comfortable atmosphere is needed, and disagreement in case of differences of opinion should be avoided. (Wilson 2014, 20).

Interview usually used to gain some critical information and to understand views, value and motive of the research interviewee. Interview dig deeper into the research question than conducting survey or questionnaires. This may be categorized into three common types

which is structure interview, unstructure interview and semi-structure interview. (Wilson 2013, 24.)

Semi-structure interview was choosen by the author to gathering in-depth information about restaurant X for this research. This allow the author to have more freedom on making the theme of the question and give more room for improvement which serve the objective of this product well.

Two-way communication is encouraged by the semi-structured interview style. Both the interviewer and the respondent have the opportunity to ask questions, allowing for a thorough review of all relevant subjects. Because of the casual language, the applicant will feel more at ease discussing strategies and experiences that will demonstrate the qualities that make them a good match for the job. (Alison Doyle, 2020)

Despite a variable of benefits, there are certain drawbacks of this method, for example it could take a lot of time of both the interviewer and interviewee, plus labour-intensive. Further than that, the reliability of the result may be doubted because of the lack of standardization. Concern regarding the effectiveness of this type of approach is often related to bias issues, which could be interviewer bias or interviewee bias. In addition, differences in interviewer's and interviewee's cultures can influence the reliability of the study. Because of that, it could make it difficult the interviewer to obtain and analyze that information

The advantages of this analysis approach, on the other hand, are obvious and serve the objective of this study effectively. The interviewer must prepare open-ended questions ahead of time for the semi-structured interview, and the main topic will be discussed in depth to gain in-depth knowledge. It also allows interviewees to discuss and express their views on the topic. (Wilson 2013, 30.)

This interview was conducted to get in-depth information of sustainable practice and about the plant-based product that the author was making the marketing plan for and their motivation of implementing a sustainable restaurant concept. The reason the author choose restaurant X to do the interview was because restaurant X is a very well-known restaurant located in one of the biggest retail stores in Finland receiving thousands of customers every day. Because of that, restaurant X contribute a lot to the food and restaurant industry and the author was curious of how restaurant X implement their sustainability practice.

#### 4.1.1 Conducting the interview

The author has interviewed the restaurant manager of restaurant X in February 2021. The process includes different steps, from contacting the restaurant, getting their permission for interviewing to select interviewees based on their position, availability, and accessibility. The interview questions were made beforehand based on the objective of the research. The purpose of the interview is to get some more in-depth information about the plant-based product that the author was doing the sustainable marketing plan for and the restaurant sustainable marketing effort. Prior to the interview, the author conducted analysis through the restaurant X website to obtain further insight into the concept of the restaurant.

Sustainable practice in restaurant X	Sustainable suppliers	Target market and customers	Sustainable marketing
Please describe briefly about the restaurant concept.	How important is it for manufacturers to operate sustainably?	What is the size of your target market and who are your target customers?	How do you communicate with your customers about the sustainability effort that you made?
What kind of sustainable products do the restaurant provide to the customer?	What are some challenges of implementing sustainability at restaurant X?		What methods do you use to promote the sustainable practice?
What are some examples of facilities that have an environmentally friendly design?			
What are some examples of sustainable practice at restaurant X?			

Table 1: Interview themes and interview question

The table shows four themes of interview and interview question that the author conducted at restaurant X. The semi-structured interview questions were conducted with restaurant manager of restaurant X in 20 minutes.

#### 4.1.2 Result of the interview

In relation to the first theme: sustainable practice in restaurant X. Restaurant X is a part of a well-known store of company X with thousands of customers visit every day. Even though the main focus of the company is not food, but the restaurant contributes a lot of the sale revenue of the business. The theory behind selling food options was that they linger for longer while you feed consumers. The other reason is that it is easier to do business with a full stomach. People tend to be easier to spend their money and make more purchase decision while they are full. As a big chain of restaurant, restaurant X focus a lot on sustainability. Every food restaurant X offer are delicious, sustainable, affordable, and nutritionally balanced. The ingredients that the restaurant use is selected carefully – which is also why work with certifications to ensure the food in restaurants X meet standards of environmental and social responsibility. For example, all the cod, herring, and shrimp were selling in restaurant X has MSC (Marine Stewardship Council) certificate and all the salmon has ASC (Aquaculture Stewardship Council) certificate to ensure the sources of the seafood.

With about 300,000 square feet of space for each store, it takes a lot of electricity and energy to work with. Because of that, energy efficiency is very necessary. All electronic devices in the restaurant are energy efficient and the method of cooking is also focus on reducing the energy used as much as possible. The company also invested a lot of money on clean energy and plans to use 100% clean energy by 2025.

Serving millions of meals a year, restaurant X was also making tons of kilograms of food waste a year. Reducing food waste is one of the most important things that restaurant X has been doing to diminish food waste in all the restaurant X by 50% before end of August 2020. Through a smart scale solution, food waste is measured and registered in the restaurant X system. So far, the findings are positive. Since they launched the program, more than 1.4 million kilos of food waste have been saved, which is equal to more than 3 million meals.

The second section, the author asked about the sustainable supplier. Restaurant X pay a lot of attention to the supplier and source of ingredient. All of the coffee and cocoa sold at restaurant X have been UTZ Certified since 2008, meaning that it follows rigorous requirements for organic farming and equal working conditions. The UTZ certification program started as a corporate initiative for sustainable coffee farming in Guatemala. Fifteen years

later, UTZ helps bring better wages to farmers, empowers woman farmers, and addresses climate change problems while striving to "create a world where sustainable farming is the norm."

While succeeding in implementing a lot of sustainable practice, restaurant X still faces a lot of challenges. One of the biggest challenges that the restaurant manager mentioned is cost. Implementing sustainability does cost a lot of money and to keep doing that while keeping the price low is a very hard challenge. Since affordable price is selling point of the furniture store in general and the restaurant in specific, restaurant X cannot just raise the price of the product to make up for the cost of implementing sustainability.

Furthermore, the author follows up with the third question theme: target customers of the restaurant. In order to make the author learn more of the restaurant's target group of customers. According to restaurant X's manager, the main target group of customers are people with average income, because the vision of the company is to keep the price of the products so low that as many people as possible will be able to afford them.

In the last theme, the author discussed about sustainable marketing of restaurant X. company X pay a lot of attention on marketing their brand and their sustainability aspect. Company X does publish every sustainable plan and what the company has achieved on their website and from that, customer can have a better look of what the company is contributing on conserving the environment and embracing sustainability. That is also an effective way to do marketing which is transparency.

## **5 Creating a sustainable marketing plan for plant-based products at restaurant X**

Based on the knowledge of sustainability, the author was about to understand the concept of sustainable marketing, the benefit of implementing sustainability in restaurant and how to embrace sustainability. From the research the author conducted at restaurant X, the author learned about how business implement sustainable practices. In this chapter, the author presents the sustainable marketing plan for the plant-based product of restaurant X, specifically the plant-based meat ball. The sustainable marketing plan includes Executive summary, SWOT analysis, segmentation, positioning, marketing mix, implementation, and control.

### **5.1 Executive summary**

Restaurant X is a part of company X, a global brand famous for selling affordable furniture. Company X has 445 stores all around the world, receiving thousands of visits per day for each store. Restaurant X is famous for their Swedish meat ball and other affordable foods. Even though the main focus of the company is the furniture, but the restaurant contributes a lot of the sale revenue of the business. Restaurant X provide a variety of selection for customer, from original Swedish meat ball to chicken meat ball to fancier food like salmon with lemon sauce or even a dish of beef steak. Restaurant X can serve up to 7000 to 9000 guests a day since restaurant X has nearly 1000 seats and around 40 employees working per day so customer can always guarantee having a seat no matter if it is weekend or rush hour. Restaurant X also has a bistro which serve quick snack for example hot dog or ice cream cone and a SFM (Swedish food market) which sell every ingredient that the main restaurant sells and some other signature Swedish food.

#### **Product description**

The product that the author made a sustainable marketing plan for is the plant-based meat ball. This product was first introduced to the customers in February 2020. Plant based meat ball is the newest edition of the meat ball family. Plant-based meat ball is made from pea protein, potatoes, apple, oats, and onion, but has the great taste and juicy bite of a meatball. This product is perfect for those who want to cut down on meat without losing the experience.

One big difference of plant-based meat ball compare to regular meat ball is that It has a climate footprint that's just 4% of the meatball's. The plant ball contributes to company X ambition to become climate positive by 2030. Since the plant ball recipe does not include

any animal-based ingredients, it is ideal for a wide variety of individuals, including meatball enthusiasts, flexitarians, vegetarians, and vegans. The plant ball will be served with mashed potatoes, lingonberries, and cream sauce in restaurants X, just like the standard recipe, for the same affordable price. Customers may also purchase a bag of frozen plant balls from the Swedish Food Market and cook them themselves.

## **5.2 SWOT analysis**

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT Analysis is a technique for assessing these four aspects of the business. SWOT analysis is a framework that helps the author identify analyse the strengths, weaknesses, opportunities and threats of the plant-based meat ball. SWOT analysis is used to determine a product's competitive position and develop strategic strategy. SWOT analysis measures the company's internal and external influences, as well as its present and future potential.

### **5.2.1 Strengths**

Despite the similarity of the plant-based ball to other meat ball on the menu, the plant ball has some beneficial advantage to make it more attractive than competitors. One obvious strength of the plant-based meat ball is that they keep the same taste of the famous meat ball that everyone loves but make it healthier by cutting off the meat part. And since the plant ball make from 100% vegetables, it is also vegan and it can reach out to a wider range of customers.

The plant-based meat ball contributes to company X ambition to become climate positive by 2030 since it has a climate footprint that's just 4% of the regular meatball's. This is one of the biggest advantages of the plant-based meat ball to other competitors.

### **5.2.2 Weaknesses**

Since the plant-based meatball was only launched for a short time ago, its popularity and customer's awareness of this product was not exceedingly high, and this was a major weakness of the plant-based meat ball. Without a doubt that the popularity of the famous meatball can fade the position of the plant-based meat ball and will take a long time and effort to make the plant-based meat ball as popular as the regular one.



### 5.2.3 Opportunities

With over 800 million customer visits a year, restaurant X large customer's volume is a huge opportunity for the plant-based meat ball to be successful since more people can have access and try this product more than a regular restaurant. Customer awareness is key when it comes to marketing, the more customer get to know about the marketing campaign and products the better.

The uniqueness of a product can be a huge opportunity to success. At this moment, there were not a lot of similar plant-based food product in the market makes the plant-based meat ball of restaurant X somewhat unique and has an enormous potential to success. Since there are not a lot of comparable products on the market so there are less competitors for the plant-based meat ball have to compete with.

### 5.2.4 Threats

The threat of every new product is that since the product is so new can lead to lack of information and rejection. Also, appearance of competitors in short time can be a big threat.

## 5.3 Segmentation, Positioning

In this chapter we will describe the current customer segments of restaurant X and how they position their new product line.

### 5.3.1 Segmentation

The customer segmentation is a process, where different markets are divided into distinct groups of buyers who possess similar requirements. Geographic, geographical, geodemographic, psychographic, and behavior-based segmentation are the five major types of segmentation used in B2C (business to consumer) markets. They cover the full range of informative, measurable, tangible, and intangible characteristics relating to the consumers' lifestyle and relationships with the product. (Brassington, F & Pettitt, S, 2006, p.220).

As a restaurant inside of a giant furniture store, restaurant X will have a broad target market. Based on the results of the interview and research, the author finds that customer

target is separated into two customer segments, the main one being vegans and vegetarians and the second being people of all ages.

### 5.3.2 Positioning

Kotler (2005) defined positioning as “the act of designing the company’s offering and image to occupy a distinct place in the target market’s mind.” Also, after analyzing from six-step conceptual approach “price, technology, product quality, distribution, image and service” by Bingham and Raffield (1995), for restaurant X, the most important positioning dimension is brand image to customers.

As a pioneer company in pursuing sustainability purpose with the main business, restaurant X will continue to build brand image of a company that not only takes sustainable action in furniture (the main business) but also develop new line products in food business.

## 5.4 Marketing mix

The marketing mix refers to a company's set of actions, or strategies, for promoting its brand or product in the marketplace. Price, Product, Promotion, and Place are the four Ps that make up a typical marketing mix. However, many other Ps, such as packaging, positioning, people, and even politics, are becoming increasingly important mix components of today's marketing mix. (The economic times)

In this section, the author presents a marketing mix for the plant-based meat ball using four Ps marketing mix. The four Ps includes Product, Promotion, Place and Price.

### 5.4.1 Product

The main product for the sustainable marketing plan is the plant-based meat ball. Restaurant X need to keep the taste and quality of the plant-based meat ball at the same level and there should be no difference between different patches. The product needs to meet the standard of the company’s requirement. Otherwise, all the best efforts in other aspects of the marketing mix could not do any good.

#### 5.4.2 Place

The key goal of a successful distribution or 'place' strategy in every industry is to attract the attention of the customer and make it easier for people to buy it. The plant-based meat ball would be placed right next to famous meat ball on the menu and on the line so people can have a comparison between the two and that is when people make the choice of purchasing the plant-based meat ball than the regular one because of all their benefits.

To execute a complete green marketing plan, companies need to choose the right time and location to influence their potential buyers. Rarely should some consumers want to break the practice of purchasing green products for its green benefit only. Because of that, the marketing plan will first focus on those market that already have awareness of plant-based food product and easier to influence the customer.

#### 5.4.3 Price

The price of a product is the amount paid by customers. Marketers must connect the price to the product's actual and perceived value, as well as production costs, seasonal incentives, and competitor pricing. In certain cases, business executives can increase the price to make the commodity look more luxurious. They may also reduce the price to encourage more people to try the product. (Alexandra Twin,2021)

To set an obvious advantage of the new plant-based meat ball to the other meat ball already existed on the menu, the author set the price of the plant-based meat ball at the lowest. For example, at that moment a portion of 8 meat balls and mash potato was 6,49 euros then the plant-based meat ball would be 5,49 euros. The reason that the author can do this is that the production cost of the plant-based meat ball is lower than the regular one and by setting the price lower, customers will have more reason to try the new product that they might hesitate with the same price.

#### 5.4.4 Promotion

Public relations, advertising, and promotional strategy are all examples of promotion. The purpose of product promotion is to show customers why they need the product and why they should pay a certain price for it. (Alexandra Twin,2021)

The author planned to promote the plant-based meat ball both online and offline. For online marketing, the author focused on marketing on social media with multiple platforms like Facebook and Instagram. Besides, TV advertisement and Google advertisement are also

used in the marketing plan since the author want to promote the plant-based meat ball to as many customers as possible.

## 5.5 Implementation

In order to attract new customers to try the new plant-based meat ball and promote sustainability efforts of restaurant X, the author conducted an action plan for the sustainable marketing plan. This action plan includes online marketing plan and offline marketing plan. The author tried to utilize all the marketing method mentioned above to attract more customers and reducing cost.

### 5.5.1 Online marketing plan

Thanks to the advantage of the brand, the giant clicks-and-mortar stores, and the well function existing website as well as social media channels from the main business, restaurant X takes great benefits to implement online marketing as gain customers from the main business.

Landing page

Separated landing page within main business website.	
Goal	Provide information about plant-based product, menu, discount and information about sustainable purposes. Also, taking advantage of E-commerce website, this page can also accept customer order, and customer service.
Targeted group	New customers, returning customers, and loyal customers.
Process	<p>Design the separated page on the website.</p> <p>Provide pictures of the plant-based product packages, and various dishes which can be eaten with the product.</p> <p>Implement e-commerce store for restaurant X to order plant-based product prepared packages.</p> <p>Connect to social media channels (Instagram and Facebook)</p>

Time	Website implementation should be started before launching the products and updated regularly based on offers, events, and promotions.
Determinable success	With valuable information on landing page, restaurant X can raise customers' awareness about the new food products, also, thanks to the large customer base from the main business, landing page related to food product will be beneficial for launching new products.

Table 1: Design landing page

Table 1 shows many steps on how designing a landing page. A landing page will enhance customers' awareness about sustainability based on information provided as well as about the new food/campaign products coming up.

#### Social media

Social media marketing	
Goal	Raising awareness and gaining more customers as well as maintaining customer loyalty.
Targeted group	New customers, returning customers, and loyal customers who are using social media.
Process	Using the same social media channels from the main business (Facebook and Instagram) but planning to post more content related to new food products.  Using Social media channels as a way to communicate with customers and improve customer services.
Time	About 1 month before launching the product.
Determinable success	Improve customer relationship as well as announce new products, events, and promotions in an effective way, especially for existing customers.

Table 2: Social media marketing

Table 2 describes the importance of how social media will influence customer loyalty and gain new customers. Taking advantage of the customer base from the main business, executing social marketing plans would be easier.

### 5.5.2 Offline marketing plan

While the Internet's influence on marketing is undeniable, some experts believe it is exaggerated. According to Internet World Stats, 78 percent of Americans are online, and 73 percent use Facebook at least once a month. Almost 70 million people in the United States are now unreachable by online marketing campaigns. Even though the arrival of the Internet seemed to spell the end for print-based and other "dated" mediums, offline marketing campaigns remain an important part of many companies' marketing strategies. In reality, a recent study conducted by Google in collaboration with Ipsos MediCT found that traditional offline media such as TV, radio, and print continue to play a significant role in online product and service searches.

In this section, the author conducted multiple action plans in order to attract more customer to try the new plant-based meatball.

#### Loyalty program

Rewards for loyal customers	
Goal	Attract more loyal customers by rewarding them with free meals or gifts.
Targeted group	Returning customers, loyal customers.
Process	Design a card for stamping or an app for scanning each time the customer come.  Design posters or signs for the promotion to customers.

Responsible	Cashiers responsible for stamping the card or scanning with an app for customers and accept free items gifted to the customers.
Time	From the launch of the product, restaurant X can keep this promotion for long time to attract more customers.
Predicted budget.	The costs of free products given to customers.
Determinable success	The number of customers returning to the restaurant.

Table 3: Rewards for loyal customers

Table 3: describes the process involved in implementing the 'Reward for loyal Customers' plan. Customers can use the already existed app of company X to register and track the visit. Every tenth meal, customers will have a meal free of charge.

Plant-based meat ball try out booth.

Plant-based meat ball try out booth.	
Goal	Get customers' awareness of the plant-based meat ball by letting them try out at the store.
Targeted group	All customers

Process	<p>Design a booth for the plant-based meat ball and put it where most customers walk by when entering the store.</p> <p>Design posters and leaflets to give more information about the plant-based meat ball to customers.</p>
Responsible	Restaurant co-workers must attract customers to come to the booth try the plant-based meat ball and give them all the necessary information which make them come to the restaurant to buy it.
Time	From the launch of the product, the campaign can last from 2 to 3 weeks depend on the number of customers trying out the new plant-based meat ball.
Predicted budget	The cost will be from the amount of free try out plant-based meat ball that the restaurant gave out and the cost of printing leaflets.
Determinable success	The number of customers trying out the new plant-based meat ball at the restaurant.

Table 4 Plant-based meat ball try out booth.

Table 4 describes the process involved in implementing the 'plant-based meat ball tries out booth' plan. This plan was built to attract more customers to try the new plant-based meat ball by letting them try it for free. By doing this, customers will have a chance to know and create awareness for the delicious plant-based meat ball.

Placing banners and posters at each store



Placing banners and posters at each store	
Goal	Get customers' awareness of the plant-based meat ball by placing banners and posters at each store.
Targeted group	All customers
Process	Design posters and banners  Placing the posters and banners everywhere in the store from the entrance to the department store to attract more customers.
Responsible	Making sure that all the posters and banners being placed at the place that most people walking or driving by to catch their attention.
Time	2 to 3 months or until the store have another big campaign.
Predicted budget	Cost of the material of the banners and posters and printing cost
Determinable success	The number of customers trying out the new plant-based meat ball at the restaurant.

Table 5 Placing banners and posters at each store.

Table 5 describe the process of placing banners and posters of the new plant-based meat ball.

## 6 Conclusion

This sustainable marketing plan for plant-based products was created as a result of people becoming more aware of environmental issues, which benefits business operations in a variety of ways. The outcome of this thesis is to find a way to get the plant-based meat ball to mass customers and create awareness of plant-based food product by creating a sustainable marketing plan. The theoretical foundation for this was built on the concept of sustainable marketing. Furthermore, the outcome of the research plays a big role in the efficiency of the marketing plan for plant-based meatball.

During the research process, qualitative research with semi-structured interviews was used. The investigation's goal is to gain a better understanding of sustainable development in the restaurant industry, particularly in terms of sustainable marketing. The results of the research implementation, as well as the theoretical background, are considered to be a sustainable marketing plan.

This research project showed that major improvements are happening in the dynamic restaurant and café industry, with customers calling for the implementation of sustainable practices. Many campaigns and activities have been created to assist restaurants in tracking practices that are focused on three sustainability pillars: economic gains, environmental conservation, and social responsibility.

There are a lot of potential to follow up this study, one follow up can be done is study about the innovation of plant-based products through out different stage of life and what is the changes in the role of plant based product in people's life.

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