

The Role of Social Responsibility in the Restaurant Industry in Finland

Laura Asikainen

Bachelor's Thesis
Degree Programme in
Hospitality, Tourism and
Experience Management
2021



Author(s) Laura Asikainen	
Degree programme Hospitality, Tourism and Experience Management	
Report/thesis title The Role of Social Responsibility in the Restaurant Industry in Finland	Number of pages and appendix pages 33+3
<p>Social responsibility takes into consideration the well-being of stakeholders. It is taking responsibility to not only being a profiting company but focusing on the effects that the company has on others. The aim of this research is to understand how Finnish restaurant industry companies are demonstrating social responsibility. This research focuses on getting answers to what is being done and why. The focused research questions are, <i>how can social responsibility be seen in the actions of restaurant industry companies in Finland and why do Finnish restaurant industry companies focus on social responsibility?</i></p> <p>To find data and answers, a desk study was conducted. This research method allowed the use of several different types of sources. By going through a variety of sources and focusing on finding useful data, a broad view of the topic was gained. Using the data to compare and combine, and then analyse, a mapped-out scene was gained.</p> <p>This research is needed to increase knowledge and support learning of how Finland's restaurant industry sees the concept of social responsibility. With this, we will find how actively companies are working on responsibility and well-being of those around them. In addition to this, knowledge will be gained about what companies are focusing on most.</p> <p>It was found that the benefits from restaurant industry are profiting many. The industry itself creates a work and culture rich environment. Companies have published strategic plans and reports going through their actions and some organizations work closely with industry companies in the benefit for the community. Different kinds of approaches to having a working work environment have been taken. These include skill development, assessments and equality within a workplace, to name a few findings. Social responsibility is involved in restaurant industry companies with associations and organizations highlighting the importance and providing great guidelines to follow. The importance of social responsibility has clearly been understood in the restaurant industry, benefiting the community will end to benefitting the company.</p> <p>I hope this research will increase awareness of the value of social responsibility. Organizations may be motivated to include social responsibility into their businesses in a large role. This can improve the well-being and teamwork between stakeholders. With this research, knowledge and awareness of social responsibility in the restaurant industry can be increased. The impact that companies can have to benefit those around them can be emphasized. This thesis has been started in April 2021 and was finished in May 2021.</p>	
Keywords Social responsibility, corporate social responsibility, CSR	

Table of contents

1	Introduction	1
1.1	Research Questions.....	2
1.2	Objectives.....	3
2	Corporate Social Responsibility.....	5
2.1	Development of CSR.....	6
2.2	Supporting Studies	7
2.3	Social Aspect of Corporate Responsibility	12
3	Social Responsibility in Finland	15
3.1	Awareness Towards Responsibility.....	15
3.2	Examples of Social Responsibility Strategies	17
3.3	Co-Operation with The Community	20
3.4	Work Well-being	23
4	Methodology	25
4.1	Desk Study	25
4.2	Findings.....	26
4.3	Results	27
5	Discussion	30
	References.....	33
	Appendices.....	37
	Appendix 1. IPI Kulmakuppila Interview	37

1 Introduction

“To ensure growth and survival in today’s business environment, companies are developing new and unique approaches to attract and retain customers” (Mohammad 1997,24). Already in 1997, this was an approach to developing communities. As our world today is developing rapidly with new innovations and ideas being brought up consistently, businesses have to develop along with the world. With the development of these companies, “customers are more sophisticated and have higher expectations than those in past decades” (Mohammad 1997, 24). This means that companies have to consider their customers to be able to work successfully. Even then, in 1997, the importance of understanding customers’ needs was emphasized. As I see it, these customers are what a company is relying on and this is important to remember when developing the business, specifically the factors of responsibility. Understanding the responsibility that comes along with a strong and loyal customer group is essential.

This leads up to the factor of business ethics. Business ethics is looks into profiting companies and their business decisions, which include factors from marketing to production to sales (Stanford Encyclopedia of Philosophy 2016). Only one part of the concept, business ethics, is responsibility. For a company to be responsible, it has to be noticed that their actions have an impact on society. Knowing this, development should be done to contribute positively.

From business ethics, we can move on to discuss corporate social responsibility. Like Beal (2014, vii) writes in his book, “although firms may strive to maximize shareholder wealth, the purpose of the corporation is not to enrich its owners, but to contribute to the economic well-being of the social system of which it is a part of”. This is also mentioned to be part of being in business in the twenty-first century. This means that companies should consider the social scene and their effect on it.

In this research paper, the focus is on the role of social responsibility in Finland’s restaurant industry. The aim is to understand how companies demonstrate social responsibility in Finland. This research will be done, to find what kind of reports and strategies companies are working on, what noticeable actions they are taking, and how employees feel at their workplaces. Using the knowledge that the research has provided, an understanding of the full scene of social responsibility in Finland’s restaurant industry looks like.

This research is needed to increase the knowledge and support learning of how Finland's restaurant industry sees the concept of social responsibility. With this, we will find how actively companies are working on responsibility and well-being of those around them. In addition to this, knowledge will be gained about what companies are focusing on most. Building a picture of the current situation, company owners may realize the importance of shaping responsibility into their brand. Development ideas could be brought up, to what companies could do in return for the community, which may lead to business success. Responsibility being part of a company's brand concept, is a very crucial part of brand image in business today. Also, it is important to understand the link between companies and communities, to see the bigger picture of how economies work. This research will support the responsibility trend

Personally, this topic is very interesting to me. I am curious to learn more about the bigger picture behind customer service in the restaurant industry. When considering a successful company, usually profit is thought about. However, a company can have a lot more important and beneficial goals. Responsibility, in all aspects, is essential for companies to develop. I want to increase general knowledge on this topic and facilitate my own learning. Specifically learn more about what kind of impact companies have on communities, and whether the effect is positive or negative. From here new research and development ideas can occur.

This research paper will progress with the following structure. To focus the research topic on a specific aspect, research questions and objectives will be defined. Along with this, the research method will be discussed. From here we will move to what corporate social responsibility specifically means. Together with the definition, theories will be introduced to support the findings from the research. Following this will be Finland's current scene. Here responsibility reports, strategies, and noticeable actions that companies do will be discussed. This will be done using concrete examples. Lastly, methodology and final results will be discussed.

1.1 Research Questions

Researching the restaurant industry and going through large companies supporting the field, will build a general visualization of what is currently happening in the industry. The findings will support the question of what actions industry companies are taking.

How can social responsibility be seen in the actions of restaurant industry companies in Finland?

After understanding what companies are actively doing, it is important to understand the *why*? To deepen the awareness of the concept, it is crucial to understand why companies use the time to develop these actions. For example, whether it is to build the brand concept or to succeed as a company?

Why do Finnish restaurant industry companies focus on social responsibility?

To find answers to these questions, a desk study will be carried out. A desk study has been chosen as the main research method primarily for its convenience. Using the internet to mainly find all of the information, allows finding several resources and current information. As a student, there is easy access to information online. It helps to keep the research flexible and to save time. As it is also inexpensive, it is also a benefit. To support the desk study, an individual perspective will be discussed. This way detailed information can be gathered efficiently. Along with the desk study, this will support the data found from mapping out Finland's scene. It will strongly focus on getting one point of view to what is being done in a company and why they find it important. These research methods will build a picture of the current situation and will help create an image of how to progress.

Limitations in this research are the use of one individual point of view. Using a desk study, information is gathered using my interpretation of the data. Besides this, contacting one company to hear their perspective, can be a limitation. Although this is a limitation and some data cannot be generalized to the whole industry, it gives great insight into one individual's opinion.

1.2 Objectives

To understand the role that social responsibility has in the Finnish restaurant industry, the concept will be viewed from several perspectives. Before moving onto the current scene, it is necessary to explain and discuss the full concept of social responsibility. After this, restaurant industry companies will be researched online and with the help of one individual perspective to understand what they are doing. This data will be analyzed to recognize how social responsibility is built into the business itself and to define what kind of actions are being taken.

Understanding the concept and research on the industry will lead to being able to map out the concept of social responsibility in the restaurant industry in Finland. With a clear picture of how it can be seen and why companies choose to focus on building these actions, functional development ideas can be produced.

2 Corporate Social Responsibility

Corporate social responsibility as a concept is quite large. Giving it a simple definition can be quite difficult. Models and theories have been developed to give background and explain this concept. Understanding what corporate social responsibility means and how it can be presented is important to get a full understanding of this research.

Those who have further researched corporate social responsibility, or CSR, have given definitions according to their judgments. Philosopher, James Brusseau, has given a definition that explains CSR clearly. "First, it's a general name for any theory of the corporation that emphasizes both the responsibility to make money and the responsibility to interact ethically with the surrounding community. Second, CSR is a specific concept to achieve profit for a company while it plays a role in community welfare" (Brin & Nehme 2019, 23). Brusseau's definition takes into account both sides of successful business, profit and responsibility. Similarly, the European Commission defined CSR as "the responsibility of enterprises for their impacts on society" (European Commission 2011, 6). According to these definitions, corporate social responsibility indicates that a company understands the bigger picture which it is part of and works for the well-being of the community in addition to working on profit.

To fully understand different perspectives on corporate social responsibility and how people define it, I have gathered definitions into Table 1. below.

Table 1. CSR Definitions

Name	Definition
Heald (1957)	“CSR is recognition on the part of management of an obligation to the society it serves not only for maximum economic performance but for humane and constructive social policies as well.”
Walton (1967)	“In short, the new concept of social responsibility recognizes the intimacy of the relationships between the corporation and society and realizes that such relationships must be kept in mind by top manager as the corporation and the related groups pursue their respective goals.”
Khoury et al. (1999)	“Corporate social responsibility is the overall relationship of the corporation with all of its stakeholders. These include customers, employees, communities, owners/investors, government suppliers and competitors.”
Lantos (2001)	“Strategic CSR is exhibited when a firm undertakes certain caring corporate community service activities that accomplish strategic business goals.”

Looking at the periods of time, the definitions have stayed quite similar. Next, we will discuss how CSR has developed into the concept it is today. From here we will move to the supporting theories. With a good view of how this concept has developed and how it can be presented with theories, we will discuss specifically, what the social aspect of CSR involves.

2.1 Development of CSR

The concept of corporate social responsibility is not new. This concept has been developing over the years. Before CSR itself became a named concept, philosophers and economists have been exploring thoughts relating to it. Similar ideas have also been presented

in religion, however without using the words *corporate social responsibility*. A Chinese philosopher, Confucius, had similar thoughts in his teachings:

“Communal responsibility first before profit”,

“In the presence of profit, think about societal interest” (Kao 2010, 11).

These teachings show that the thoughts of large empowering figures several years ago, line up with those that companies should follow even today.

In 1953, Howard Bowen, an economist, published a book called *Social Responsibilities of the Businessman*. Now he “is often cited as the “father of CSR” (Association of Corporate Citizenship Professionals 2018). In the U.S. a “social contract” between a business and society was introduced in 1971. These ideas quickly spread universally and by the early 2000’s it was a common strategy for several companies. (Association of Corporate Citizenship Professionals 2018.)

Looking into how the idea of corporate social responsibility has developed, the concept itself has been around continuously. Even though the same expression has not been used, the purpose of the teachings religious and philosophical figures have spread, have had the same goal. Rather than being about a selfish mind, they have encouraged good morals and shared public interest.

2.2 Supporting Studies

As a core for this research, main theories will be introduced. With them, the factors of social responsibility will be understood better. This will be a guide while analyzing the current scene, as they are the foundation of the whole concept. The theories chosen are CSR Pyramid, Triple Bottom Line, and Stakeholder theory.

Starting with the CSR Pyramid. This shapes corporate social responsibility into four different levels. These levels are economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility. This concept was named in 1991, by Archie Carroll. (Thacker 2019.)

To clearly explain this pyramid, we will go one level at a time. The first level is **economic responsibility**. This level presents a company’s first task, to generate profit. Without fulfilling this level, the company will be not able to operate and pay the needed expenses.

Without profit, the company will not be able to affect other factors. Next is the **legal responsibility** level. This emphasizes the importance of the company to follow all laws. This includes employment, taxes, health, and safety, for example. These are set by society and are companies are expected to follow these. Following legal responsibility, comes **ethical responsibility**. This focuses on the need to operate ethically, which is closely related to the top of the pyramid. This level goes beyond the legal responsibilities, expecting companies to work ethically although some factors may not be obligated by law. This includes being fair in different types of situations and avoids causing harm. Lastly, **philanthropic responsibility**, at the top of the pyramid. This final level considers giving back to the community. Contribution towards the community in various ways, according to the company's values. (Carroll 1991.)



Figure 1. Carroll's CSR Pyramid (Carroll 1991)

The top of the pyramid focuses on the social aspect of CSR. This level should come from the company's desire to help the community around them, as it is done voluntarily. The actions that can be taken to fulfill this level can be, for example, donations, gifts, voluntary work, etc. Unlike the economic and legal responsibilities, ethical and philanthropic responsibilities are a company's own choice to how they want to work.

According to this theory, a company must fulfill the bottom three levels, economic, legal, and ethical, before they can fulfill the idea of giving back to society (Thacker 2019). Carroll's theory suggests that with this order, companies will be successful with profit and responsibility. Kang and Wood (1995, 408-418) criticized this and believed that placing economic responsibilities before social responsibilities would lead to a lack of social responsibility until the company had an economic profit. Placing a company's responsibilities in the shape of a triangle gives a view that one may be more important than the other. However, this is not the case. Responsibilities, regardless of what they have to do with, are important for a company to succeed.

The next theory to support the concept of social responsibility is the Triple Bottom Line theory. It is based on the expectation that a company is an active part of a community. This theory's foundation is that companies work with three different points: economic, social, and environmental (Matteson & Metivier 2021). The three points are visible, in Figure 2. below, which I have created.

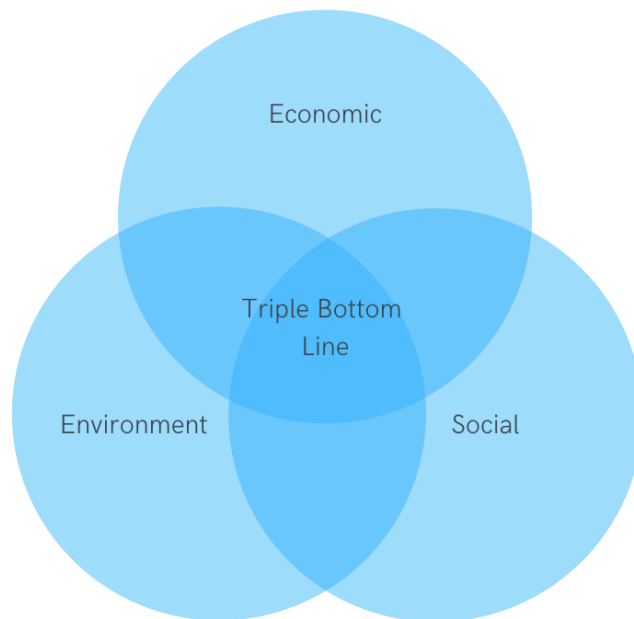


Figure 2. Triple Bottom Line

This theory might also be known as the three P's or three pillars: profit, people, and planet. "A TBL seeks to gauge a corporation's level of commitment to corporate social responsibility and its impact on the environment over time" (Kenton 2020). The concept of

having three parts to profit was developed by John Elkington in 1994. The basis of this concept was for companies to understand that businesses can make money and improve the community around them. (Kenton 2020.) According to this theory, there are three equal factors that all have effects on each other. The Triple Bottom Line is used as a tool to help set goals and improve as a company.

Going through each of these aspects, the theory can be understood better. Starting with the aspect of **people**. This includes all the stakeholders involved in the company's operations. The social aspect in the Triple Bottom Line theory includes working with employees, stakeholders, shareholders, and suppliers. The company should stand behind fair actions for these members. This includes, for example, assuring fair payment, safe working conditions, equality. Next comes **planet**. This includes considering the planet and aiming to be environmentally friendly with the company's operations. For example, renewable energy or reducing waste. Finally comes **profit**. Similarly, to the CSR Pyramid, this is the main and easiest way to measure a company's success. Placing profit together with planet and people in a chart this way, shows that focusing on both people and the planet has an equally large role.

Placing these three factors in an equal chart makes the concept quite clear. These three factors are represented as equally important, unlike in the CSR Pyramid. However, it is quite general. A limitation to this theory is that it can be quite difficult to measure how people and the planet are being affected, as profit can easily be measured. This makes it easy for companies to say that they are following this theory, without having any concrete information.

The final theory is the Stakeholder theory. As the name suggests, it presents the idea that a business should build ties and bring value to the stakeholders. "Though the composition of stakeholders may differ depending on company's industry and business model, the main stakeholders typically include employees, customers, communities, suppliers, and financiers." (Freeman & Dmytriyev 2017, 10.)

This theory emphasizes the importance of working as a team with the different parts affecting the whole business, like the suppliers and customers. I have presented examples of a company's stakeholders in Figure 3. below.

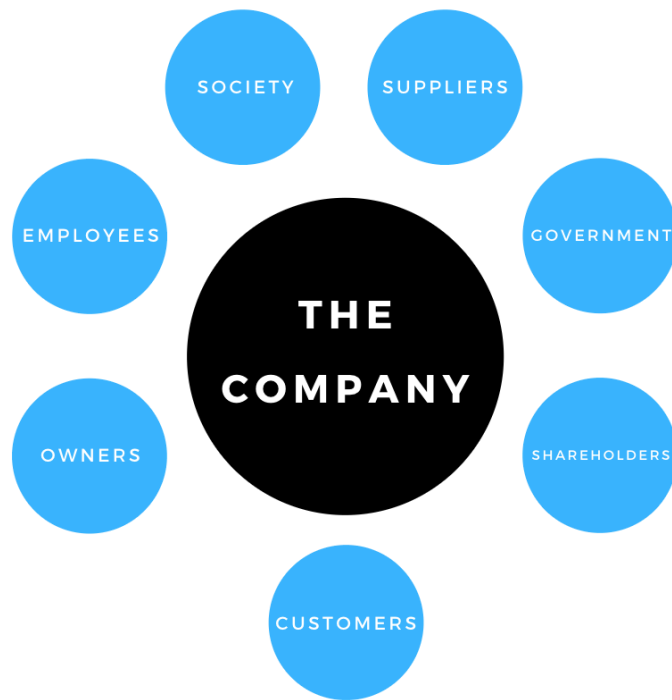


Figure 3. Stakeholder Theory

The Stakeholder theory emphasizes that companies have the responsibility of all their stakeholders. Examples of these stakeholders can be seen in Figure 3. above. This theory emphasizes the importance of responsibility for the company to consider the society, which is helping the company generate. The Stakeholder theory supports the idea that a company and community work hand in hand. This means that it is the company's responsibility to bring value to the community.

These three theories: CSR Pyramid, Triple Bottom Line & Stakeholder Theory, give a good background to what must happen behind the scenes for a company to be considered responsible. These two theories, the CSR Pyramid and Triple Bottom Line have characteristics in common. Both theories take into consideration the same factors: profit, people, and society, although they are formed into the theory in different ways. The CSR Pyramid forms them in order and the Triple Bottom Line discusses their effects on each other. Using these three theories, the idea of the social aspect of corporate social responsibility will be developed. What must a company do to be considered socially responsible?

2.3 Social Aspect of Corporate Responsibility

Focusing my research on the social aspect of corporate responsibility, the social aspects of these three theories: CSR pyramid, Triple Bottom Line, Stakeholder Theory, will be used to support the concept.

Social responsibility is defined as “businesses, in addition to maximizing shareholder value, must act in a manner that benefits society. Social responsibility has become increasingly important to investors and consumers who seek investments that are not just profitable but also contribute to the welfare of society and environment “(Investopedia 2021).

From these theories, I have taken the social aspects separately to be able to use them as a guideline to what social responsibility includes. These are the different factors that go into giving back to the community, which I have presented in Figure 4. below.



Figure 4. Social Responsibility Factors

With the help of Figure 4. social responsibility is made clearer. This chart summarizes the social aspects of each of the three theories discussed previously. Figure 4. presents what companies should be doing to be socially responsible. I have gathered three main topics

that create a socially responsible company: **Company & Community, Rights, Development**. This has been completed with examples of actions they could be taking.

Company & Community refers to the company working with the community in some way. This is done voluntarily and comes from the company's desire to help. The topic of **Rights**, considers an employee's conditions, including payment, taxes, environment, and equality. This relates to taking care of your stakeholders. In addition to these, there is **Development**. Development refers to the company making sure that teamwork between the community is working. In practice, this also includes giving employees the chance to develop in the work and grow knowledge of their expertise.

Understanding larger theories related to corporate social responsibility and having discussed what social responsibility means alone, how can we know if companies are socially responsible? To support the analysis of whether a company is working in a socially responsible manner, there are some questions that are important to be considered when planning operations. These are shown in Figure 5. below.

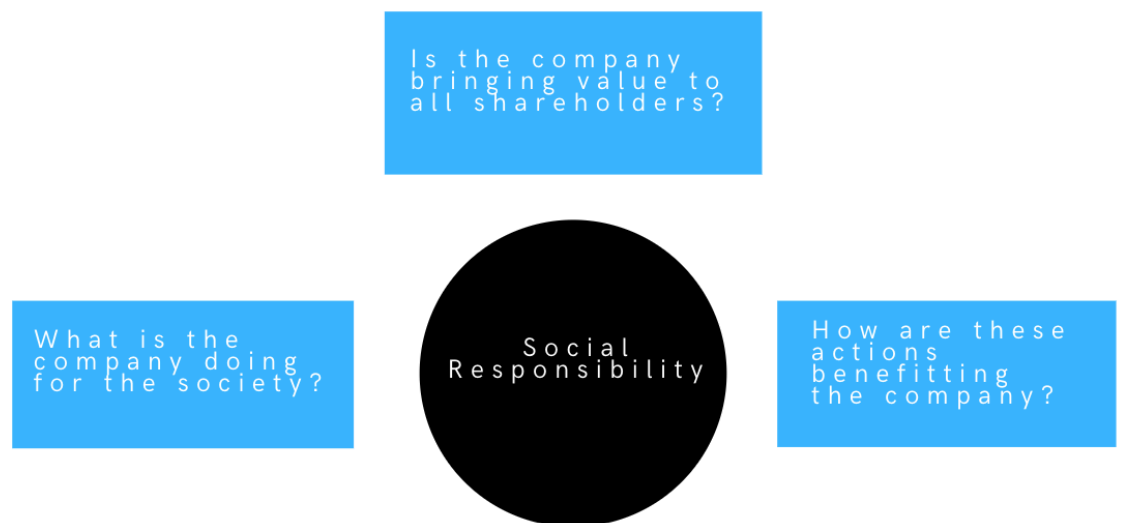


Figure 5. Social Responsibility Questions

In upcoming chapters, concrete examples of companies' actions will be gone through. These questions will be then used to analyse their input on social responsibility. These questions are specifically important because they take into consideration the aspects sig-

nificant to social responsibility. Taking into consideration the value provided for the stakeholders, their actions toward society, and what the company itself is gaining for working to provide for others.

3 Social Responsibility in Finland

To expand these definitions and theories to concrete examples, we can continue to Finland's situation when it comes to social responsibility. However, before moving on to examples in the industry, some essential concepts will be gone through. Starting with the development of corporate social responsibility. This section will take a look at how the concept has been around for a long time, how it is seen in Finland and how the awareness has increased. After this, how awareness is seen in the restaurant industry. Finally, concrete examples from Finnish restaurant industry companies. I have chosen three companies that I found are doing quite well, which I found interesting. Adding to this, an interview will be included.

3.1 Awareness Towards Responsibility

In Finland, social responsibility plays a very important role. Companies and the whole government take human rights very seriously. Behind cases relating to CSR stands the Committee on Corporate Social Responsibility. Their goals are to create a "stronger national and international social responsibility policy, and economically, socially and ecologically responsible operation and production methods among enterprises and organizations" (Ministry of Economic Affairs and Employment of Finland 2021). Responsibility, with its several focuses, is a large trend in Finland at the moment. This motivates companies to input this trend into their concepts. This has led to increased awareness of responsibility.

The Finnish Hospitality industry itself has a significant role in providing for the community. Finnish Hospitality Association, MaRa, has recently written about the effects. The association listed ways that the industry is affecting the community. Firstly, the industry provides several workplaces for those living in Finland. Altogether around 140 000 people are employed in the industry in Finland. As it is a multicultural industry, it provides international skills for those working in the industry, for example by improving language skills and accepting cultural differences. The industry also provides workplaces for the youth, with 30% of the industry's employees under 26. These factors show the large effect that the industry itself has on the community. In addition to providing for employees, the industry also considers the customers by having companies making plans for risks and in-house control. (MaRa 2021.)

As a growing trend, awareness toward responsibility has intensified. FIBS, Finnish Business & Society ry, is an organization that helps companies to “understand the opportunities of sustainable and responsible business better” (FIBS 2019). In 2019, they researched Finnish companies and found that most of them were aware of the worsened climate change situation. Results showed that around 87% of the company owners felt that climate change was an important factor to consider when planning their operations. (FIBS 2019.) This study, for example, shows that Finnish companies, in general, are very aware of these problems and find it important that action is taken. So how has awareness grown in the restaurant industry?

I have observed awareness towards responsibility in the restaurant industry has grown a lot due to the industry’s ability to have a significant effect with its actions. When responsibility became an international trend, many restaurants took a catch and started considering what they can do individually to work with this trend. Once the trend started booming, restaurants had many operations that they could alter to align with the trend. Waste management, water consumption, energy usage were things that restaurants could manage to be as environmentally friendly as possible. Restaurants also noticed their great employment opportunities and the possibility to train staff, which enriched the communities around them. Companies started working on building these into their business images, which also then increased interest towards the company and so also the sales.

In schools, with the opportunity to study the restaurant field, sustainable development is a large part of the studies. In Perho, a vocational culinary school, the own website presents the idea of what a responsible restaurant industry employee and company is like. A responsible industry company is constantly developing and improving on their resource efficiency and trying to minimize the environmental impacts through their operations. Staff and stakeholders are also taken care of. An employee can have a responsible input by appreciating the universal industry within the company and with the customers. Along with this, making sure there is a safe work environment for everyone and the possibility to develop at work. (Perho 2020.)

With schools being active in teaching these to future industry professionals, the significance of these concepts is emphasized. Company owners and employees need to understand the effects and benefits a company can have for several people, to see the bigger picture of operations. This way responsibility grows.

3.2 Examples of Social Responsibility Strategies

Understanding the development of these large concepts gives more insight into what it means and where the whole idea came from. Since this has now been discussed, concrete examples from some companies can be brought up. These specific examples have been chosen to get a broad picture of restaurant industry companies' practices. By having companies with different business concepts, social responsibility can be visualized from different aspects of the industry.

To begin, first, we will discuss Ravintolakolmio. This is a group of 15 restaurants, all based in the Helsinki region. The company is a family business that has been run for over 40 years. Responsibility is an important part of their business concept and when their website is researched it is easy to find their responsibility report. This report goes through their planned actions to work for the environment, food origin, ethics and safety, financial accountability, and social responsibility for 2021. Having this provided on their website shows an interest to be honest and upfront with their actions. (Ravintolakolmio 2021.)

Based on their website, the attitude and behaviour that Ravintolakolmio has towards social responsibility appears in this report. It begins with a comment from the Senior Partner, Joonas Keskinen: "The service industry can only thrive if people thrive. To us, the well-being of our staff has always been the number one priority." This clarifies the company's vision already from the start. The report continues to discuss how they are working for social responsibility. (Ravintolakolmio 2021.)

According to the report, for Ravintolakolmio fair leadership is a must. To ensure this, they annually have their staff assess the supervisors' leadership. If something comes up in these assessments, actions are taken immediately, by correcting and guiding. Ravintolakolmio is straightforward and sturdy in what they tolerate and what they do not. Work well-being is a right for everyone which means equality within the workplace and a safe environment. In addition to these, health care for the employees is provided as a benefit. By training the staff and maintaining their professional skills enables the development of the staff. The staff can learn new skills and learn more about the industry with the help of the company. In the Responsibility report, there is a separate section for financial accountability, which is also related to social responsibility. Here Ravintolakolmio ensures fair payment for the work their employees do. (Ravintolakolmio 2021.)

Another company from the Finnish restaurant industry is Antell. Antell is a company providing staff restaurants. In 2019, Antell published a document explaining how a staff

restaurant contributes to a company's responsibility strategy. In this report, there is a separate section for social responsibility. (Antell 2019.)

This report emphasized the social benefits that it can have for a company. Being a restaurant focused on large companies, the report discusses how Antell can benefit a company's staff socially. The importance of lunch breaks is emphasized, as they are an important part of an employee's day. This creates a healthy work environment and can help in creating a functioning team. Antell aims to re-energize the company's staff and provide a time to be social with co-workers that will improve team spirit. (Antell 2019.) Staff restaurant Antell has taken a great approach to not only develop their strategy on responsibility but consider how they affect their customers socially.

The last example is the fast-food chain McDonald's. This is a great example of a company working hand in hand with the community. As well as working on responsibility within the restaurants, McDonald's works together with Ronald McDonald Lastentalosäätiö, or Ronald McDonald House Charity (McDonald's 2021). This is a charity organization that offers living near the hospital area in Helsinki if a family's child becomes sick. This enables families to stay together and live as much of a normal life as possible. Ronald McDonald Lastentalosäätiö organization works together with companies to keep operating. Their largest business partner is McDonald's entrepreneurs in Finland. Their support covers around 25% of the costs. (Ronald McDonald Lastentalosäätiö 2021.)

These three examples give a great view of what restaurant industry companies with different concepts are doing to ensure social responsibility. With these examples, it is noticeable that companies are inputting social responsibility strategies well in line with their concepts. As these are only the approaches found when researching the companies, how the strategies are implemented in daily routines is unknown. Keeping this in mind, we can continue to advantage and disadvantages of these strategies.

Using the reports, I have gone through, it is noticeable that the restaurants are working around social responsibility from different aspects. Comparing these three restaurant concept's strategies, it is noticeable that they are working within the ability for their concept. To clear up the focuses of each restaurant concept, I divided the restaurants, their focus, and actions into a table. This can be found below.

Table 2. Comparison

Restaurant	Focus	Actions
Ravintolakolmio	Employee Development Employee Rights	Constant work on: -Leadership -Work Well-being -Training
Antell	Company & Community	Their effect in creating a socially responsible environment for a company.
McDonald's	Company & Community	Covering a large part in operation costs for the organization Ronald McDonald Lastentalosäätiö.

From chapter 2.3, according to the definition of social responsibility, I came up with questions that could be analyzed to determine actions towards social responsibility. With the three companies discussed, these questions will be gone through in Table 3. below.

Table 3. Social Responsibility in Ravintolakolmio, Antell & McDonald's

	Ravintolakolmio	Antell	McDonald's
Is the company bringing value to all stakeholders?	Yes, - Developing leadership - Work wellbeing	Yes, - Offering a place to focus on social responsibility for a company	Yes, - Gaining profit to provide for a community supporting organization
What is the company doing for society?	- Offering jobs - Recruiting youth	- Offering jobs - Recruiting youth	- Offering jobs - Recruiting youth
How are these actions benefitting the company?	- Positive brand reputation - A well working work environment	- Positive brand reputation	- Brand recognition - Positive brand reputation

From Table 3. we can see that although companies are working in different types of ways and putting focus depending on their concepts, they are still benefitting from them in the same way. Building social responsibility into your brand, will increase brand recognition and create a positive brand reputation. These are only some examples of benefits that can be gained. Profit, customer loyalty, organizational growth, and retaining staff may also benefit the company from social responsibility.

3.3 Co-Operation with The Community

Continuing with what companies are doing together with the community in Finland, next we have a concrete example of a company that is evidently working hand in hand with the community. After researching different restaurant industry companies, I decided to contact IPI Kulmakuppila, a café in Kallio, Helsinki. On their website, IPI Kulmakuppila is described as a comfy living room (IPI Kulmakuppila 2021). Already, I observed that this company follows some large trends at the moment. For example, their menu includes a variety of options for those with special diets, and also looking at the photo gallery, the space has been made comfy, clean, and “instagrammable”.

IPI Kulmakuppila works together with companies working in the social sector and secondary schools (Ihanus 22 April 2021). Lyhty ry, a social services organization, has been their longest co-operating company. Lyhty ry is a non-profit organization, working with people with disabilities. The organization offers adults the opportunity to learn different skills needed in cafes. (Lyhty 2021.)

Why did I choose IPI Kulmakuppila specifically to discuss social responsibility? I chose to gather detailed information from one point of view of a company. This will support the findings of how social responsibility can be seen in restaurant industry companies. In addition to this, one answer will be acquired as to why companies focus on social responsibility. After reading about the company and their work, I knew I wanted to hear more about their work.

To hear more about IPI Kulmakuppila’s operations and thoughts behind their work I contacted Anu Ihanus, the Development Manager. Kindly, she agreed to be part of this research and gave a lot of insight into her views behind IPI Kulmakuppila’s operations. To get practical answers, focused questions were asked, with room for elaboration. The full interview (Appendix 1.) is attached.

IPI Kulmakuppila is a café in Helsinki, Kallio. In addition to being a cafe, it is also a training platform for adults with disabilities. IPI has one hired employee with disabilities, and for others a training placement is offered with support from a supervisor. Locating the café in Kallio, the trainees are able to operate where customers are active and in an authentic café environment. The café has been planned to take into account those practicing work and visiting. These have been thought of even in the selection of sinks, for example. In addition to this, we have pictures and clear work task instructions to make it easier for those working. Our work environment should enable everyone to operate there. If not, the environment and activities must be modified. (Ihanus 22 April 2021.)

Working with people with disabilities was important for IPI Kulmakuppila, as they are offering a chance to show their skills. This creates a welcome environment and brings out the competence of those practicing. They are open to customizing the work environment and tasks to enable all employees and trainees to work at full potential. With this concept, customers have had positive reactions. Service can be just as good, if not better, although the wait might be a little longer. Ihanus mentions that each one of us has our own way of working and everyone has something to learn as we are constantly developing our skills and learning more. (Ihanus 22 April 2021.)

The importance of social responsibility is brought up by highlighting that communities are made up of different types of people. Ihanus says that supporting people's well-being can also support work well-being. In the restaurant industry, different types of people benefit the industry and companies. A diverse work community and the atmosphere that comes with it, is passed on to the customers and customer service, which I think is important, Ihanus mentions. In addition to working with people with disabilities, IPI Kulmakuppila is also starting an art exhibition to support artists with special needs. (Ihanus 22 April 2021.)

By contacting Anu Ihanus and getting a larger understanding of their work and concept, one example of a company's view considering social responsibility and its importance is attained. Using this information, the importance of including community into the company is emphasized. How IPI Kulmakuppila is showing social responsibility, according to the information from the interview, questions will be answered in Table 4 below.

Table 4. Social Responsibility in IPI Kulmakuppila

Is the company bringing value to all stakeholders?	Yes, <ul style="list-style-type: none"> - Providing a training platform - First work experiences for some - Focusing on what employees can offer
What is the company doing for the society?	<ul style="list-style-type: none"> - Working hand in hand with an organization supporting people with disabilities - Creating a safe work environment
How are these actions benefiting the company?	<ul style="list-style-type: none"> - Customer loyalty - Brand reputation & recognition - Attracting talented employees

With the great understanding that was gained from Anu Ihanus, answering these questions related to social responsibility is easy. To each part there are several aspects which point to a company that focuses on social responsibility. From Table 4. we can see that IPI Kulmakuppila is working on their performance.

From the answers obtained, a few phrases stood out to me which are important to consider. These phrases are the following:

We believe that a person does not have to change here, but we can customize the work-environment to enable working at full potential.

Communities are made up of different types of people, in which also those able to work on certain tasks can give their input. Supporting people's well-being can also support work well-being.

Especially in the restaurant industry, employing different types of people is beneficial.

Taking into account a diverse working community, can give customers the feeling that anyone is welcome at the restaurant or café. None of us are exactly the same, we are just humans with our own unique features and together we can fulfil and learn from each other.

It is noticeable that IPI Kulmakuppila has a very open view to treating each employee and trainee as an individual. There is an understanding that each employee and trainee has strengths and weaknesses, like all people. It is also mentioned that this is very beneficial in the restaurant industry specifically. The view of opening doors to all individuals to work, also opens the doors to all customers.

3.4 Work Well-being

Now that awareness in Finland, examples of restaurant industry company's strategies and a concrete example have been thoroughly discussed, now work well-being can be brought up. To fully understand the role that social responsibility has in the restaurant industry, how well the employees in the industry are feeling will bring up ideas of how well-being is shaped in the field.

The union for employees working in the service industry, PAM, has written an article about work well-being in the restaurant, tourism, and leisure industry. PAM (2019) describes work well-being as work being meaningful and working in a safe and healthy environment and work community. Studies have shown that improving work-wellbeing can increase productivity at work. The whole working community has a role in building well-being at work. Arranging regular development discussions with employees is necessary for encouraging well-being. These discussions include topics of the employee's career and coping with the physical and emotional load. These need to be discussed in terms of the employee's characteristics.

The article lists important factors to take into account: ensuring work skills and competence, effects of management and supervisors, arrangements of working time, reducing the burden of night shifts and shift work, possibility to edit job descriptions, improving physical work environment, and creating a safe work environment. (PAM 2019.) These factors mentioned in PAM's article about well-being in the restaurant industry emphasized the importance, to enable employees to have a successful career in the industry.

TTS (Työtehoseura), the Work Efficiency Society is a Finnish educational and research organization. They aim to improve the productivity and well-being of individuals and companies by developing skills. TTS has a well-being in the restaurant industry project. This project takes a look at the practices within restaurant management and work performance. Operating models were developed to increase productivity and well-being. (TTS 2018.)

All together 12 restaurants joined to be part of this project, all from different industry sectors. In the beginning, a situation analysis was brought out. This was also repeated in the end. The project included, workshops, meetings, and practical development actions, in which staff was included. The teamwork increased the feeling of belonging and committing to this development. Most companies found changes in operations and the digitalization of equipment a challenge. Supervisors brought up that the industry has a challenge of

finding professional employees and keeping them in the field. Factors that were raised to need development were organization, orientation, unclear responsibilities, clear communication. During the development phase of the project, practices were taken to be part of daily routines. By the end of the project, a tool for continuous improvement was attained. This tool increased well-being and productivity and helped analyse the need for development and help for it to become part of the daily routines. (TTS 2018.) Now TTS offers companies in North Ostrobothnia (Pohjois-Pohjanmaa) a chance to improve their tools for recruitment, productivity, and well-being (TTS 2021).

Projects like this, are helpful for companies to be able to reach out for help, to be more successful in their daily operations. For institutes to be research and working on projects like this, and developing tools for restaurant companies, the importance for a well-working work environment is stressed.

4 Methodology

Using a desk study has been beneficial in researching the role of social responsibility in the restaurant industry in Finland. This research method gives a possibility to view different types of concepts in the industry and to further research what they are specifically doing. Information is available online and provides a flexible way to gather and interpret the data. Findings from companies' webpages, statistical research, and own observations have provided a crucial understanding of the role of social responsibility.

Next, we will discuss the use of a desk study for this research. From there we can continue to the findings of this research. Finally, the results, including answers to the research questions and a discussion of the validity and reliability of this research.

4.1 Desk Study

For this research, I decided to use a desk study as my research method. A desk study "consists of sources of data and other information collected by others and archived in some form. These sources include government reports, industry studies, archived data sets, and syndicated information services as well as the traditional books and journals found in libraries. Secondary information offers relatively quick and inexpensive answers to many questions" (Stewart & Kamins 1993). This definition of a desk study gives a good overview of what kind of sources can be used for this type of research. As the data can be obtained from a variety of different places, a broad view is gained. This benefits the research, as it gives an extensive discussion about the researched topic. This may help the researcher understand what they do not know yet.

Using a desk study for this specific research, was useful. Defining the research questions and specifying what I wanted to specifically study, directed my focus on finding useful data. For my research data was found on company websites, restaurant industry organizations collected data and reports and from industry school's websites, to name a few. Using my findings, I can compare the differences and combine factors that are found similar. Analysing this data, I can find answers to my research questions.

Like all research methods, there are strengths and limitations to using a desk study as a research method. With secondary data available, high-quality data can be accessed and used in research. This may be data that has been funded or has been collected by large agencies that have been able to reach large sample groups (Johnston 2014). Utilizing this

data in a desk study speeds up the research process. Using existing data can accelerate the research being done, as some of the most time-consuming steps are taken out of the process (Doolan & Froelicher 2009). However, a desk study always has the disadvantage of individual interpretation and understanding of the previously collected data. Like Johnston (2014) states, a “disadvantage of using secondary data is that the secondary researcher did not participate in the data collection process and does not know exactly how it was conducted.”

4.2 Findings

With the research I have carried out, I have found that social responsibility is an important element in several restaurant industry companies. To categorically go through the findings, we will start with how the development has affected the role of social responsibility, and then move to the findings from the industry examples

As found, the development of responsibility as a concept in Finland has been growing for many years. Because it is a global trend, Finnish companies have also input this into their businesses. This shows that awareness of responsibility is present. As previously mentioned, 87% of business owners considered this an important factor to reflect while planning operations (FIBS 2019). Furthermore, the association for the restaurant industry has made public the industry’s large impact on the community (MaRa 2021). Therefore, this confirms the responsibility the companies also have. On top of this, schools offering studies to become industry professionals take responsibility as a major topic. This will lead to Finland’s future professionals being thoroughly knowledgeable in the area.

From the industry examples that were gone through, social responsibility strategies had been built precisely. Using the table that I created representing actions that relate to social responsibility, Figure 4., we will go through the findings one core topic at a time. The core topics related to social responsibility were rights, company & community, and development.

Starting from the topic of **Rights**, companies took this aspect into examination in their strategies. Companies wanted to provide a safe working space for the employees and to offer fair leadership. Ravintolakolmio mentioned their annual supervisor assessments and took problems into account by correcting and guiding (Ravintolakolmio 2021). MaRa, the Finnish Hospitality Association, justified the industry’s benefit is profiting the employees in several ways. For example, by improving language and culture experiences (MaRa 2021).

Moving on to the topic of **Company & Community**, industry companies are working closely with all the stakeholders to benefit everyone positively. Working on equality within a workplace and providing healthcare, for example. With one specific industry example, IPI Kulmakuppila, it is noticeable how large of an effect a company can have for some. They offer a possibility to gain work experience.

Finally, the topic of **Development**. Many found it important to train and maintain the professional skills of the staff. Development was found to be done by both employee development and community development. For example, both IPI Kulmakuppila and Ravintolakolmio were active in developing professional skills within the staff. On the other hand, the Ronald McDonald Charity House, worked with McDonald's to be able to offer help to those in need.

The strategy reports provided by the companies discussed, present all the actions they work for to be a socially responsible company. These companies have aimed to provide well for those working for them. Finnish restaurant industry companies' actions are aligned with those presented in Figure 4. Companies are aiming to benefit the community and their stakeholders as well as possible, taking into account their business concepts.

Limitations that this research is the use of one individual point of view to social responsibility due to interviewing one company. Although this is a limitation and cannot be generalized to the whole industry, it gives insight into how one individual understands the concept of social responsibility. Along with this, one straight answer is attained to the research question, why does this company focus on social responsibility?

4.3 Results

With these findings, it can be concluded that the actions of the restaurant industry consider social responsibility. To elaborate and explain this, I have divided this section into discussing each research question and providing a clear explanation of the result. Adding to the results is a discussion of the reliability and validity of the research.

So, how can social responsibility be seen in the actions of restaurant industry companies in Finland? Companies have taken time to form strategic plans and reports to bring out their actions towards responsibility. In many of these, there was a specified section for social responsibility. These plans include specified actions that the company will take to provide a socially responsible working environment. Depending on the industry sector, some companies brought out the possible effect that they can have on society.

Along with this, some companies worked closely with partners to provide for the community through different organizations. Teamwork with the society seemed to be very drawn into the restaurant concept itself and helped build an image of the business. These are the ways that social responsibility can evidently be seen in the industry.

The restaurant industry itself offers a lot for a working community. The restaurant industry itself is a multicultural industry. This industry offers several jobs all around the country, with different concepts to choose from. In addition to this, it offers jobs for the younger and older population, including employees from abroad. The restaurant industry is a universal work environment. Being an employee in the restaurant industry is already a benefit for the community.

With these findings, it can be said that the role in the industry is significant. However, further research must be done, to state how this role has been used in practice. Social responsibility is a concept that is taken into consideration from different aspects, but how can this be seen in daily actions. This should be taken a look at from the perspective of company owners and employees, as views can differ within a company too.

But why do Finnish restaurant industry companies focus on social responsibility?

Awareness of responsibility has grown along with the growing trend. Associations and unions are highlighting the importance of being responsible and provide great guidelines for companies to follow.

Some companies have built their whole business concept around the concept of responsibility. Along with offering services, they are doing a lot for the community behind the scenes too. I find this a large reason the companies are gaining customers. Loyal customers want to support their work they are doing for the community.

Developing social responsibility within the industry businesses, further improves the offering the industry can have. With the restaurant industry already offering a universal work environment, shaping social responsibility into restaurant concepts will increasingly add to providing for all types of people in a society while taking into consideration what they can offer the company for daily activities to run with higher quality, accuracy, and performance.

Simply said, I have observed that restaurant industry companies have understood the importance of social responsibility and have to input it into their restaurant concepts. But to

answer *why* is because of the large benefit they gain from it by being able to provide and to benefit from it themselves as a company.

With these findings, using a desk study for this research has been beneficial in understanding the role of social responsibility in the restaurant industry. However, how reliable and valid are these findings? This research is quite reliable as the focus of the research has been maintained on the correct focus group. Data has been gathered from recent industry companies, working in different sectors. In addition to these, data has also been gathered from industry organizations and unions. Having the correct data sources, to determine the role of social responsibility in the restaurant industry is extremely important. This topic needs to be viewed considering different types of restaurants and with a full view of the stakeholders.

Over time, answers to the research questions may evolve and shift in some ways. This is due to the concept developing constantly and trends in the industry are changing. Along with this, my personal views and interpretation of data have affected the findings. The findings and analysis within this research have been consistent. Discussing social responsibility through existing theories about corporate social responsibility and understanding their strengths and weaknesses, the brought-up concepts are coherent and logical. This research also covers several different points of view and factors affecting social responsibility. These elements support the validity of this research.

5 Discussion

Now the role of social responsibility in Finland's restaurant industry has been researched and the current situation has been understood. This mapped-out scene and an answer to why companies are considering this an important concept has given great awareness of Finland's situation. This research has emphasized the general importance of the concept. To continue this large trend, actions can be developed even further. Bringing attention to understanding the link between companies and communities, businesses can view the bigger picture and notice their improvable factors.

To conclude my research, a general discussion about this research process will be gone through. Starting with how these results were obtained, I will examine the process of finding information, analysing it while comparing and combining it to other data found. Then we will cover how these findings will affect the development of the topic of social responsibility. From these, new research ideas will be considered and my interest in the topic will be covered to conclude.

Using a desk study to support my research and to conclude my results was very useful. I found this research method great in discussing this concept and being able to get a broad view of the whole industry. Finding previously collected data, in different forms, helped me research the topic and find answers for the research questions as a lot of data was available. Data from companies and organizations, schools and unions who have done an enormous job in finding valuable data, came to use. Addedly, the data found from the industry was recent and so it supported my research as well. Some definitions of concepts were from older sources, which gave insight into how the concepts have developed and when they have come into consideration in the business world in general. I was able to find my answers by looking at different aspects of the industry and social responsibility. Valid and reliable answers were obtained by understanding the whole picture of social responsibility in the restaurant industry.

So how will this affect the development of the topic of social responsibility? Most importantly I hope this research will increase awareness of the value of social responsibility. Organizations may be motivated to include social responsibility into their businesses in a large role. This can improve the well-being and teamwork between stakeholders. As a result of this, companies can benefit from the brand reputation and great word of mouth, for example. Also, social responsibility as a topic will develop as this has emphasized the effects that societies and companies have on each other. To a large extent, they are both

relying on each other to work. A great motivator for me to provide this research has been the idea that the concept of social responsibility will be highlighted as an important factor for communities to work.

With these findings in this research, ideas for further research have come up. To further research this topic, how these social responsibility strategies and report content is implemented in practice could be studied. Like mentioned, this research has only discussed the role that social responsibility has in the restaurant industry in Finland. Finding that it has an immense role, researching how this is seen in daily activities would give even more understanding. It has been noticed that companies are sharing their thoughts and ideas, but how successfully are they implemented, taking into account all aspects? This would thoroughly extend the understanding of the role of social responsibility.

Along with this research, the responsibility to do with the environment could also be studied. Just as important as social responsibility, the role and implementation of environmental responsibility in the industry is something that should be studied. This would take different types of responsibilities that companies have into consideration without the focus on only social responsibility. These are a few further research ideas that have come up during my research process. They could be examined from the angle of the role or actions in practice. Also, these further research ideas would add to this crucial topic, increasing awareness and adding to already done research.

In addition to these further research ideas, a comparing analysis could be conducted in some to study how much this concept has developed. This could be done in around 5 to 10 years. A comparative analysis could be done to find out what companies are doing then, or if the trend has shifted into some direction. New trends may also affect older ones.

Being able to map out the concept of social responsibility within the Finnish restaurant industry is interesting to me because I find understanding the bigger picture of how a community works important. Like almost everything humans do, there is always an effect or consequence. That is why I want to understand the bigger picture myself. As the restaurant industry is large and provides many workplaces, it affects people's well-being. In addition to this, the industry may be the first impression that the youth have of work-life, which makes the realization of the effects even more important. I believe that realizing that profit is much more than just economic profit, is essential for all companies. A company's goals should be greater than only economic profit.

By doing this research, I can increase the knowledge and awareness of social responsibility in the restaurant industry. I can emphasize the impact that companies can have to benefit those around them. As a management student, I can research this and spread my knowledge to the industry. Understanding these concepts, I have ready hands in terms of responsibility.

References

Antell 2019. Miten henkilöstöravintola voi tukea yrityksen vastuullisuusstrategiaa? URL: <https://www.antell.fi/app/uploads/2019/01/miten-henkilostoravintola-voi-tukea-yrityksen-vastuullisuusstrategiaa.pdf>. Accessed: 6 April 2021.

Association of Corporate Citizenship Professionals 2018. Corporate Social Responsibility: A Brief History. URL: https://www.ac-cprof.org/ACCP/ACCP/About_the_Field/Blogs/Blog_Pages/Corporate-Social-Responsibility-Brief-History.aspx. Accessed: 23 March 2021.

Beal, B. Corporate Social Responsibility: Definition, Core Issues, and Recent Developments. 2014. Sage. Los Angeles. URL: https://books.google.fi/books?hl=en&lr=&id=sB9zAwAAQBAJ&oi=fnd&pg=PR5&dq=corporate+social+responsibility+definition&ots=OkhusHL7AN&sig=ak-FduheWkLRkj5U_bW877ZhxVmQ&redir_esc=y#v=onepage&q&f=true. Accessed: 1 February 2021.

Brin, P. & Nehme, M. 2019. Corporate Social Responsibility: Analysis of Theories and Models. URL: https://www.researchgate.net/publication/336449852_CORPORATE_SOCIAL_RESPONSIBILITY_ANALYSIS_OF_THEORIES_AND_MODELS/link/5e83438ea6fdcca789e39b42/download. Accessed: 9 February 2021.

Carroll, A. 1991. The Pyramid of Corporate Social Responsibility: Towards the Moral Management of Organizational Stakeholders. *Business Horizons*
The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders, Volume 34, Issue 4, 39-48.

Doolan, D.M., & Froelicher, E.S. 2009. Using an existing data set to answer new research questions: A methodological review. *Research and Theory for Nursing Practice: An International Journal*, 23. 203.

European Commission 2011. A Renewed Eu Strategy 2011-14 for Corporate Social Responsibility. Brussels. URL: <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:EN:PDF#:~:text=The%20European%20Commission%20has%20previously,1>. Accessed: 6 April 2021.

FIBS 2019. Yritysvastuu 2019 – Tiivistelmä. URL: <https://www.fibsry.fi/ajankohtaista/yritysvastuu-2019-tiivistelma/>. Accessed: 23 March 2021.

Freeman, R. E. & Dmytriiev, S. 2017. Corporate Social Responsibility and Stakeholder Theory: learning From Each Other. URL: <https://symphonya.unicusano.it/article/view-File/12792/11574#:~:text=Stakeholder%20theory%20pos-its%20that%20the,value%20for%20all%20its%20stakeholders.&text=In-stead%2C%20CSR%20focuses%20on%20one,business%20does%20de-liver%20on%20it>. Accessed: 16 February 2021.

Heald, M. 1957. Management's responsibility to society: The growth of an idea. *The Business History Review*, vol. 31, no 4, pp. 375-384

Ihanus A. 22 April 2021. Development Manager. IPI Kulmakuppila. Interview.

Investopedia 2021. Social Responsibility. URL: <https://www.investopedia.com/terms/s/socialresponsibility.asp#:~:text=Socially%20re-sponsible%20companies%20should%20adopt,and%20engaging%20in%20charita-ble%20giving>. Accessed: 23 March 2021.

IPI Kulmakuppila 2021. URL: <https://ipikulmakuppila.fi/>. Accessed: 6 April 2021.

Johnston, M. 2014. Secondary Data Analysis: A Method of which the Time Has Come. University of Alabama. URL: <http://www.qqml-journal.net/index.php/qqml/article/view/169/170>. Accessed: 27 March 2021.

Kang, Y.C. & Wood, D. J. 1995. Before-profit Corporate Social Responsibility: turning the economic paradigm upside-down. Austria.

Kao, Raymond WY. 2010. Sustainable Economy: Corporate, Social and Environmental Responsibility. World Scientific Publishing. Singapore. URL: <https://ebookcentral.proquest.com/lib/haaga/reader.action?docID=731282>. Accessed: 22 March 2021.

Kenton. 2020. Investopedia: Triple Bottom Line. URL: [https://www.investopedia.com/terms/t/triple-bottom-line.asp#:~:text=Triple%20bot-tom%20line%20\(TBL\)%2C,%2C%20people%2C%20and%20the%20planet](https://www.investopedia.com/terms/t/triple-bottom-line.asp#:~:text=Triple%20bot-tom%20line%20(TBL)%2C,%2C%20people%2C%20and%20the%20planet). Accessed: 9 February 2021.

Khoury, G., Rostami J. & Turnbull, P. 1999. Corporate Social Responsibility: Turning Words into Action. Conference Board of Canada. Ottawa.

Lantos, G. P. 2001. The boundaries of strategic corporate social responsibility. *Journal of Consumer Marketing*, vol. 18, no. 2, pp. 595-630.

Lyhty 2021. URL: <http://www.en.lyhty.fi.kotisivukone.com/>. Accessed: 6 April 2021.

MaRa 2021. Ala osana suomalista yhteiskuntaa. URL: <https://www.mara.fi/toimi-ala/vastuullisuus/ala-osana-suomalaista-yhteiskuntaa.html>. Accessed: 9 April 2021.

Matteson, M, & Metivier, C. 2021. Business Ethics: Corporate Social Responsibility and the Triple Bottom Line. URL: <https://philosophia.uncg.edu/phi361-matteson/module-3-social-responsibility-professionalism-and-loyalty/corporate-social-responsibility-and-the-triple-bottom-line/>. Accessed: 9 February 2021.

McDonald's 2021. Vastuullisuus. URL: <https://www.mcdonalds.com/fi/fi-fi/vastuullisuus.html#mcdFooterToggleMenuMobile2>. Accessed: 6 April 2021.

Ministry of Economic Affairs and Employment of Finland 2021. Corporate Social Responsibility. URL: <https://tem.fi/en/social-responsibility>. Accessed: 21 March 2021.

Mohammad, A. 1997. Keys to Success in Today's Business Environment. *Business Forum*. 22, 1, pp. 24.

PAM 2019. Työhyvinvoinnin edistäminen matkailu-, ravintola- ja vapaa-ajanpalvelujen alalla. URL: <https://www.pam.fi/wiki/tyohyvinvoinnin-edistaminen-matkailu-ravintola-ja-vapaa-ajanpalvelujen-alalla.html>. Accessed: 23 March 2021.

Perho Liiketalousopisto. 2020. Vastuullinen ravintola-ala. URL: <https://perho.fi/keke-opas-vastuullinen-ravintola-ala/>. Accessed: 9 April 2021.

Ravintolakolmio. 2021. Huolenpitoa henkilökunnasta ja ympäröivästä yhteisöstä. URL: <https://www.ravintolakolmio.fi/vastuullisuus/>. Accessed: 23 March 2021.

Ronald McDonald Lastentalosäitiö 2021. Yritysyhteistyö. URL: <https://rml.fi/yritysyhteistyö/>. Accessed: 6 April 2021.

Stanford Encyclopedia of Philosophy 2016. Business Ethics. URL: <https://plato.stanford.edu/entries/ethics-business/>. Accessed: 16 February 2021.

Stewart, D, & Kamins, M. 1993. Secondary Research: Information Sources and Methods. Second Edition. Sage Publications. California. URL: https://books.google.fi/books?hl=en&lr=&id=Oe3MrNsOjkkC&oi=fnd&pg=PP11&dq=secondary+research+&ots=D1U5tK0nzc&sig=0hQqQexV6nerfeqkd0xXjj97e00&redir_esc=y#v=onepage&q=secondary%20research&f=true. Accessed: 27 March 2021.

Thacker. 2019. Understanding the Four Levels of CSR. URL: <https://thecsrjournal.in/understanding-the-four-levels-of-csr/>. Accessed: 1 February 2021.

TTS 2018. Ravintola-alan Työhyvinvoinnin Tuottamaan - kehittämistoimet osaksi yrityksen arkitoimintaa. URL: https://www.tts.fi/uutishuone/uutiset/asumisen_uutiset/ravintola-alan_tyohyvinvointi_tuottamaan_-kehittamistoimet_osaksi_yrityksen_arkitoimintaa.1855.news_. Accessed: 23 March 2021.

TTS 2021. KAUHA – Ammattikeittiöiden parhaat käytännöt ja hiljainen tieto tuottamaan. URL: https://www.tts.fi/tutkimus_ja_kehitys/hankkeet/tyon_kehittaminen_ja_tuottavuus/kauha/olisiko_sinun_yrityksesi_kauha-yritys. Accessed: 23 March 2021.

Walton, CC. 1967. Corporate social responsibilities. pp. 18. Wadsworth Publishing. California.

Appendices

Appendix 1. IPI Kulmakuppila Interview

IPI Kulmakuppila is a café in Helsinki, Kallio. In addition to being a cafe, it is also a training platform for adults with disabilities. IPI has one hired employee with disabilities, and for others a training placement is offered with support from a supervisor. Locating the café in Kallio, the trainees are able to work where customers are active and in an authentic café environment.

The café has been planned to take into account those practicing work and visiting. These have been thought of even in the selection of sinks, for example. In addition to this, we have pictures and clear work task instructions to make it easier for those working. Our work environment should enable everyone to work there. If not, the environment and activities must be modified.

Why is it important for you to offer training work for people with disabilities?

Those coming for training to IPI Kulmakuppila come from different supporting organizations and different learning institutions. Due to this, the trainees have different background and goals. They can come to the café for their daily activity or to practice work. IPI Kulmakuppila offers support in working life and restaurant-industry training. The trainees with disabilities who are working are not paid, as they are completing their training.

It is different to practice at school or at home, than to work in an authentic environment. We want everyone to have a chance to try performing according to their wishes and goals. We have a welcome environment, which encourages learning. We strive to bring out the competence of those with disabilities. For some, this may be the first touch to working life, although it may just be part of their daily activities or school-related training.

We believe that a person does not have to change here, but we can customize the working environment to enable working at full potential.

Have customers had positive or negative reactions?

Kallio has accepted us with open arms. We have regular customers: people who live in the neighbourhood, Kallio's companies and those working in the neighbourhood. Together with the customers and the employees, we have built a community that also welcomes

new customers. With the regular customers, employees can high-five them or chat about football. With the new customers a unique experience is given.

When the café first opened, we were not on Instagram, and we have not marketed the café using the opportunity we provide, and we do not do it today either. We have increased the trainees and the employee and trainees' visibility on social media, to bring out their abilities.

So, customers have had a positive reaction. We believe that service can be as good if not better, although it may take a minute or two more. Each one of us has our own way of working and everyone has something to learn. We constantly develop our skills and learn more.

Why is it important for you, IPI Kulmakuppila, to focus on social responsibility?

Offering training is important for many: school-related work training will develop working life skills, provide reassurance for future studies or even increase interest for the industry. It would be great if people would not have to justify working tasks being customised to work for them or them needing support from a supervisor, for example during their training, anywhere.

Understanding differences while recruiting staff is important, as it can affect the employment of those who are able to work and social inclusion. Communities are made up of different types of people, in which also those able to work on certain tasks can give their input. Supporting people's well-being can also support work well-being. For example, customising job descriptions can bring savings for the company, as the employees are enabled to work according to their own strengths and abilities.

I understand that companies may not know what to pay attention to when recruiting a someone who is able to work on particular tasks. Uncertainty may affect the decisions made. Luckily in Finland, there are more and more staff supporting those employed and the company.

Especially in the restaurant industry, employing different types of people is beneficial. For example, lunch time is a busy time and hands are needed to clear tables and wash dishes. Work may not always be available for 40 hours a week, but a few hours of work may be someone's dream. Familiarly, as time goes on new tasks are gained at work and at some point, it is noticed that the basic task that was originally given, is not given

enough time. By reviewing work tasks and giving new job descriptions, time can be freed to work on other tasks, coping at work is improved as well as being able to offer someone new a job.

A diverse work community and the atmosphere that comes with it, is passed on to the customers and customer service, which I think is important. Taking into account a diverse working community, can give customers the feeling that anyone is welcome at the restaurant or café. None of us are exactly the same, we are just humans with our own unique features and together we can fulfil and learn from each other.

What else do you work on to increase social responsibility?

We strive to include everyone in planning our operations. For example, together with some of the employees and trainees we plan and produce social media content. Customising job descriptions is a right for all part of our community.

We will also start an art exhibition. This is done to bring out and support artists with special needs needing support and their artwork. We have also set out to consider if we could pay attention to our subcontracting and its social responsibility.

We pay close attention to the clarity of information and that everyone would be able to understand the information in the individual ways. For example, work instructions or operating instructions are not always clear. At the moment, I am clarifying our self-monitoring plans, so it can be understood by as many as possible. We concentrate on clear communication.