



MISSION  
POSITIVE  
HANDPRINT

# SERVING MORE RESPONSIBLE FOOD



Vipuvoimaa  
EU:lta  
2014–2020



SAVONIA  
ammattikorkeakoulu

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The project was funded as part of the European Union's measures implemented in response to the COVID-19 pandemic.

## FINAL PUBLICATION - A POSITIVE HANDPRINT IS A COMPETITIVE EDGE IN THE RESTAURANT SECTOR

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# TABLE OF CONTENTS:

<b>FOREWORD: COMPETITIVE ADVANTEGE IN THE RESTAURANT SECTOR THROUGH A POSITIVE HANDPRINT</b>	<b>6</b>	<b>4 INFLUENCE BY COMMUNICATING ABOUT RESPONSIBILITY</b>	<b>106</b>
<b>1. INTRODUCTION: MISSION POSITIVE HANDPRINT</b>	<b>8</b>	<b>4.1 Communicate responsibility in a responsible manner</b>	<b>107</b>
1.1 Why invest in responsibility?	10	<b>4.2 What kind of message works?</b>	<b>110</b>
1.2 Customer orientation: value-based food choices and trends	16	4.2.1 What interests the customer?	110
1.3 Restaurant environments seeking carbon neutral solutions through carbon footprint calculation	25	4.2.2 Foundations for functional communication about responsibility	112
1.4 What is a positive handprint?	29	<b>4.3 Selecting communication channels and manners</b>	<b>114</b>
1.5 Pilot restaurants increasing positive handprint	35	4.3.1 Social media	114
<b>2 SUSTAINABLE FOOD SUPPLY AS THE FOUNDATION OF RESPONSIBILITY</b>	<b>40</b>	4.3.2 As part of the customer's restaurant experience	122
2.1. Get food waste under control! Easy savings for your wallet and climate by examining your behaviour and guiding customers	41	4.3.3 More extensive information on websites	132
2.2. Examine, adjust and save - new routines for energy and water use	60	4.3.4 Sustainability certificates evoke trust	136
2.3. Healthy people and healthy planet - sustainable food options for you	66	<b>4.4 Communicating about responsibility in everyday life: planning and organisation</b>	<b>138</b>
2.4. Drive and commitment in the restaurant sector through social responsibility	78	4.4.1 Goal-oriented and systematic communications	138
<b>3 POWER THE CHANGE BY ENGAGING STAFF AND LEARNING FROM OTHERS</b>	<b>84</b>	4.4.2 How to introduce information about responsibility to everyday restaurant operations and motivate staff	139
3.1 Intro	84	<b>5 LEAVE A HANDPRINT - LOOK TOWARDS THE FUTURE</b>	<b>148</b>
3.2. Ensuring responsibility together	85	<b>5.1 Future opportunities in the restaurant sector</b>	<b>148</b>
3.3 Anticipation tools to support change	89	5.1.1 Introduction	148
3.4 Peer learning empowers the development of business operations	99	5.1.2 Technology	149
		5.1.3 Transparency	152
		5.1.4 Circular economy	153
		5.1.5 Cooperation	156
		<b>5.2. Small steps towards major changes</b>	<b>162</b>
		<b>6 APPENDICES</b>	<b>166</b>

# FOREWORD: A POSITIVE HANDPRINT IS A COMPETITIVE EDGE IN THE RESTAURANT SECTOR

**THE FOOD SERVICES SECTOR** is currently moving towards more sustainable business operations. In terms of society, the change is continuous and partly guided. The key element in this change is to enable equal consideration of people, the environment and the economy in decision-making and any other functions that are developed with a focus on sustainable development.

**IT IS IMPORTANT** to understand how the food services sector can support companies' capacity for change in their quest for sustainable development. Customers' values are changing, and this will increasingly affect and be reflected in the food services sector. Continuous transformation and evolution of service business, understanding the importance of customer service paths when developing the customer experience, and changes in consumption habits in the food services sector enhance the ability of companies to develop new operating models for a more sustainable future.

**THE CARBON HANDPRINT** produces positive environmental impacts. It is used to highlight facts and methods that have a positive influence on our operating environment. The carbon handprint helps us to pay attention to factors such as raw materials, energy efficiency, food waste, recycling, packaging materials, increasing the knowledge of staff and customers, utilising digitalisation and continuous peer review.

**CARBON HANDPRINTS** allow companies in the food services sector to produce data and make customers aware of the impacts of

their good choices, such as any reductions in their carbon footprint. The examples presented in the workbook help develop the impact of services while taking sustainable development into consideration. It is important to clearly communicate all this information to the consumer, who then makes choices based their values and the company's values.

**THE MISSION POSITIVE HANDPRINT** project (1 October 2021–31 August 2023) involved a group of sustainable development experts with the goal of promoting a sustainable future in the food services sector. This workbook has been compiled for all food services sector operators. It contains information on the carbon handprint and opportunities for using it to develop responsible day-to-day activities in restaurants. We hope that you will utilise the workbook on the journey towards a more sustainable future.



In Espoo, 26 April 2023  
Senior Lecturer/Degree  
Coordinator  
**HENRY LYBÄCK**

Henry has many years of  
experience serving as an expert  
in the restaurant sector.



## Mission Positive Handprint

10/2021–8/2023

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- Laurea UAS
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UUSIMAA



The project was funded as part of the European Union's measures implemented in response to the COVID-19 pandemic.

# 1. INTRODUCTION: MISSION POSITIVE HANDPRINT

## - Anne Turunen

**THE MAIN OBJECTIVE** of the Mission Positive Handprint project was to increase the capacity for change. The project supported the ability of companies to implement and obtain financial benefits from sustainable development measures. The concrete result is new, responsible operating models produced via co-creation that were created and piloted in selected restaurant sector companies. The project (1 September 2021-31 August 2023) was funded by the European Social Fund, with the Centre for Economic Development, Transport and the Environment for Häme acting as the authority.

**THE PROJECT REACHED** restaurant sector SMEs in three regions. The project coordinator, Laurea University of Applied Sciences, and the partners, Savonia University of Applied Sciences and JAMK University of Applied Sciences, provided local support for companies as they developed responsibility in their own regions. The project provided an opportunity for food services operators to network and learn from their peers, both locally and in other regions. The themes of the project revolved around customer orientation and communicating about responsibility, change management and foresight competence, responsible business operations, digital solutions to support responsibility work, as well as nutritional competence and a sustainable food supply.

**THE MISSION POSITIVE HANDPRINT** project sought to disseminate good responsibility practices in the food services sector in Uusimaa, Central Finland and North Savo. The message of respon-

sibility spread throughout Finland by means of events, workshops, public service announcements and webinars organised by the project, and on social media. The events organised by the project were attended by approximately 2,000 participants, mainly restaurant entrepreneurs, restaurant and catering sector employees and food services experts. The project also provided development opportunities for companies that were already well on their way to sustainability. These companies focused on investing in, for example, competence related to social responsibility and communicating about responsibility, which will help them maximise the market benefits of sustainable operating methods. In other words, all the participants were given opportunities to develop learning and responsible activities during the project!

## THE AUTHORS OF THE MISSION POSITIVE HANDPRINT PROJECT

The photos show the project employees from Laurea University of Applied Sciences, Savonia University of Applied Sciences and JAMK University of Applied Sciences.



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<https://missionpositivehandprint.fi/yhteys/>



# 1.1 Why invest in responsibility?

## - Hannaleena Uhlbäck-Ropponen

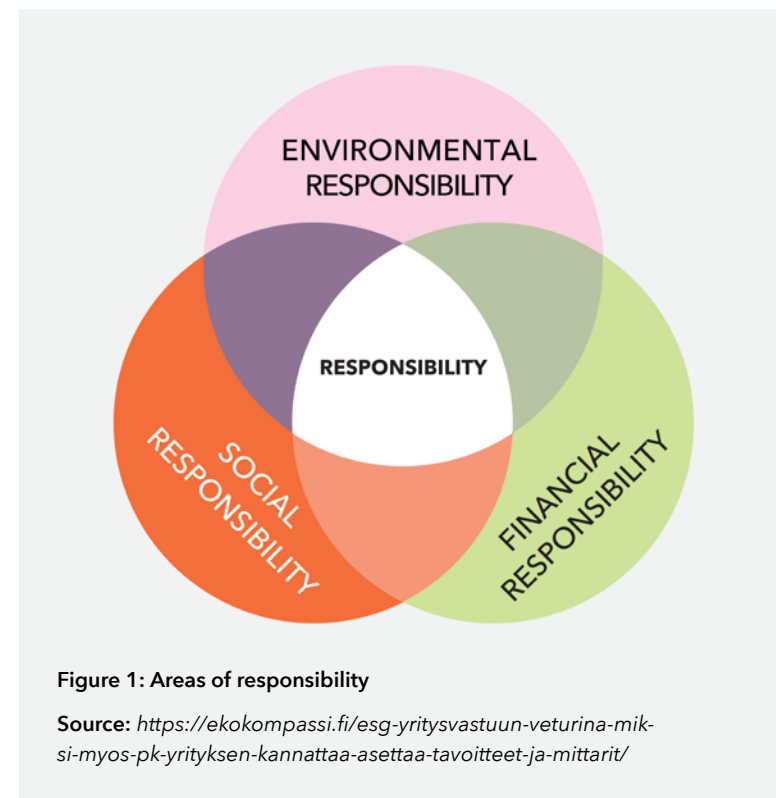
**ONLY RESPONSIBLE ACTIONS** and choices can ensure that society develops in a sustainable direction, thus safeguarding the well-being of nature and people now and in the future. (Halonen, Korhonen-Kurki, Niemelä & Pietikäinen 2022, 12.) This also applies to the restaurant sector. We are living in a time when we can still influence the future we are creating, and we need to consider what we are prepared to give up, because ultimately only a few things are truly valuable (Halonen et al. 2022, 235).

**RESPONSIBILITY IS A** very broad concept. Responsibility can be examined through social, economic, cultural and ecological responsibility. However, it is not necessary to take on all areas of responsibility at once. What matters is to get started and implement responsibility work in your company one step at a time.

**FINNISH COMPANIES HAVE** been pioneers in responsible business operations for a long time. Of course responsibility is morally correct, but it is also a competitive edge and even a prerequisite for existence. In addition to the internal environment, it is important to know how to take the local community and the global community into consideration in your operations. It is important to understand that the company operations have a broad scope of influence. (Halonen et al. 2022, 192-193).

**RESPONSIBILITY SHOULD BE** based on the company's values and mission and thus enable climate work. In addition to climate work, responsibility means taking care of the environment and the people around us and ensuring the profitability of business operations. At its best, responsibility work will also provide significant savings. Food waste management as well as saving energy and water have a direct impact on profitability. An increase

in the cost of ingredients may lead to, for example, decisions to use less meat or more vegetables. In addition to savings, this is also sensible from the nutritional and ecological point of view. Responsibility does not automatically mean giving up anything, but more moderate use of many ingredients already has significant impacts on both the result and on the wellbeing of the planet and the people living on it.



**Figure 1: Areas of responsibility**  
 Source: <https://ekokompassi.fi/esg-yritysvastuun-veturina-miksi-myos-pk-yrityksen-kannattaa-asettaa-tavoitteet-ja-mittarit/>

### A GOOD REPUTATION REQUIRES RESPONSIBILITY

**RESPONSIBILITY IS ALSO** at the heart of reputation and brand work in today's world. Responsibility should be a cross-cutting theme in strategy work, not just a separate section or plan. Customers know how to demand responsibly produced services, and job-seekers select the most responsible employers. Responsibility work also allows customers to increase their own positive handprint by offering them responsible alternatives.

### SUSTAINABLE DEVELOPMENT GOALS

**THE RESTAURANT SECTOR** can choose to become a pioneer in equality and diversity. Every sector can invest even more in well-being and coping at work. Social responsibility covers responsibility for the company's own employees, the sector, society and the surrounding community. Restaurants can play an important role in guiding customers towards responsible consumption, creating a sustainable food supply and promoting the circular economy. As a large industry, the restaurant sector can have a significant impact on the UN Sustainable Development Goals. Unsustainable farming and energy production are, among other things, a threat to preserving biodiversity, and this is why it would be good to increase the share of responsible fish products and organic produce and consider the possibility of using cleaner forms of energy.

### SUSTAINABLE FOOD SUPPLY

**FOOD SYSTEMS ARE** one of the biggest causes of environmental changes. Food production, processing, distribution and consumption account for one third of greenhouse gas emissions. Food systems are also the major cause of changes in land use,



**Figure 2: 2030 Agenda for Sustainable Development**  
 Source: <https://kestavakehitys.fi/en/agenda2030>

loss of biodiversity, fresh water consumption and emissions that cause eutrophication in water systems. The world's population is growing and we need a way to produce more healthy and safe food while causing a much smaller burden on the environment. (Halonen et al. 2022, 136). This means that sustainable procurements by restaurants and the production methods of the food being served are of great importance.

### ECOLOGICAL CAN BE AN EXPERIENCE

**WE ALSO CHALLENGE** restaurants to consider whether less could be more. In many cases, people only start to appreciate something when it becomes scarce. Abundance and environmental burden often go hand in hand. Pursuing moderation does not mean contempt for quality or the ingredient. When less becomes more, the result might turn out to be more meaningful and higher quality. More sustainable choices can provide a sense of meaningfulness, and ecological choices can create experiences and even enrich the way we perceive the world. (Vihelmaa 2021, 278-279)

## IN MODERATION AND NUTRITIOUS

**FINNS ARE KNOWN** to overconsume at a concerning rate. In 2023, Finland's overshoot day was 31 March. This means that our calculated consumption exceeded the planet's capacity to produce renewable natural resources on that day. (Toiskallio 2023.) Many people also often eat more than they need to in terms of nutritional needs. Investing in the nutritional aspects of food and a more moderate supply of so-called nutrient-food would already be a significant step in a more responsible direction. The simple act of favouring plant-based and domestic seasonal food in restaurants could improve the sustainability of our water footprint and mitigate climate change. The origin of products and certificates guide us to make choices, and they also give us an idea about the conditions in which the food was produced. (Sojamo, Keskinen & Kummu 2017, 133.)

## ONLY WELLBEING CAN ENABLE ECONOMIC GROWTH

**SITRA'S MEGATRENDS 2023** report states that the carrying capacity of nature is eroding. We are in the midst of an ecological sustainability crisis. Human activity puts a strain on living and non-living nature, exceeding its carrying capacity threatening the very basis of our economy and wellbeing. There is growing urgency for ecological reconstruction, in other words, a transition to a society that improves the state of nature and human wellbeing. (Dufva & Rekola 2023.)

**WE ARE BEING PUSHED** to anticipate using responsibility work, but the sustainability crisis is already happening and not just in the future. Fortunately we are not completely unprepared, and we already have many solutions to mitigate global warming and improve the state of nature. At the heart of of this change is an understanding and acceptance that we are completely dependent on nature and the ecosystem services. Food pro-

duction, clean water, breathable air and many other conditions necessary for life, our basic needs, depend on nature thriving. It is important to understand that without biodiversity we cannot have wellbeing or economic growth, which are also needed in the restaurant sector. (Dufva & Rekola 2023.)

## PERMISSION TO ACT

**RESPONSIBILITY WORK IS** not a quick trip. A constantly changing operating environment, digitalisation and climate change mean that responsibility is continuous and constantly progressing development work, new innovations and inspiration. Making responsibility work part of daily life ensures economically profitable, ecologically safe and socially fair business operations.

**FINLAND STRIVES TO** be carbon neutral by 2035 and become the first fossil-free welfare society. This requires accelerated emission reductions in all sectors and the strengthening of carbon sinks. In The European Climate Law the EU makes a commitment to be carbon neutral by 2050. The EU is currently updating its old legislation and creating new laws to achieve emission reductions.

**THE EUROPEAN GREEN DEAL** includes a Farm to Fork strategy to ensure adequate, affordable and nutritious food within the limits of global sustainability. New laws aim to support sustainable food production and encourage healthy diets and more sustainable consumption of food. The European Green Transition programme also includes measures such as improving the efficiency of the circular economy, reducing plastic waste and increasing organic farming, etc. (European Parliament 2023). Are you already preparing for the green transition?

*"Climate work is a never-ending journey."*

Sara Anttila, Kotipizza, Responsibility Manager

## IN SUMMARY:

A company engaged in responsible business operations gains **new perspectives on business operations**, and it offers excellent opportunities to improve results and grow the company in a sustainable manner.

Responsibility and financial objectives **are not mutually exclusive.**

Responsibility **facilitates recruitment** and improves employees' commitment to the company.

Responsibility **offers new business opportunities** and the chance for repositioning on the market.

Studies also show that sustainable business operations **give companies a head start** on their competitors.

The sustainability of business operations **significantly improves the company's value**, brand and reputation.

Customers **are constantly demanding more.**



**Figure 3:** Motivation cards. These six motivation cards include the following options: saving money, competitive edge through responsibility, climate-responsible activities, responsible employer image, risk management, and other?

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## 1.2 Customer orientation: value-based food choices and trends – Johanna Kantala

**CUSTOMERS AND UNDERSTANDING** their desires and expectations are at the heart of developing business operations in a restaurant and the service sector. In order to develop and reinvent itself, a restaurant must monitor the prevailing phenomena in an open-minded manner, adapt to rapid changes and carefully listen to the needs and interests of its customer base. Value-based choices and consumers' interest in healthy, ethical and sustainable eating habits will increase and restaurants must respond to this need in order to be successful. A service company that exceeds customers' expectations will also ensure its competitiveness in the future. This section examines how customer orientation, value-based choices and trends affect the development of the restaurant sector and how restaurants can use these factors to develop their business operations.

### CHANGES IN EATING HABITS, CUSTOMER NEEDS AND THE USE OF RESTAURANT SERVICES

**SOCIETAL CHANGES ARE** reflected in the attitudes of consumers and changes in food culture, how consumers view food, what expectations they have regarding food services and how they enjoy them. Consumer behaviour is strongly guided by an individual's personal needs and preferences, and these also affect food choices.

**EATING OUT HAS** become more common and casual. The diversification of food-providing services and rapidly changing food trends have polarised consumer needs. Meals are part of social interaction for customers, and they want meals to provide community experiences and tailored solutions that suit their own values.

A presentation by Vuori (2023) refers to Kespro's Ruokailmiöt 2023 (Food phenomena 2023) study, which supports this view. Consumers want new experiences, making it challenging to engage customers, and responding to their needs means that a restaurant has to provide innovative, attractive and sufficiently distinct solutions.

**MEALS AND FOOD** mean different things to different people. The choice of a restaurant or food is primarily guided by the individual's needs, values and motives (Girsén 2022). A growing number of consumers are conscious of their health and wellbeing and want to favour alternatives that they perceive as having a positive impact on these areas. Interest in healthy alternatives, such as vegetarian diets, sugar-free products, low-fat products and products without additives, is constantly growing.

**DIVERSIFICATION OF FOOD** choices has increased, as has the prevalence of different diets. A personalised diet refers to an individually tailored diet that can be based on health factors or, for example, values such as favouring climate-friendly meal solutions. However, it is also based on nutritional factors (Girsén 2022). Up to 69% of Finns are interested in diets that meet nutrition recommendations and more than half (51%) are interested in diets that are sustainable in terms of the climate. When eating out, up to 88% of Finns would like to favour restaurants that take biodiversity into consideration, and nearly one third (31%) would like to favour restaurants that take environmentally friendly and responsibility perspectives into account in their menus. (Vuori 2023a; K Group 2022b; Kespro 2019.)

**CONSUMERS WANT SIMPLE** meal solutions in addition to nutritionally good alternatives. Girsén (2022) states that it is easy

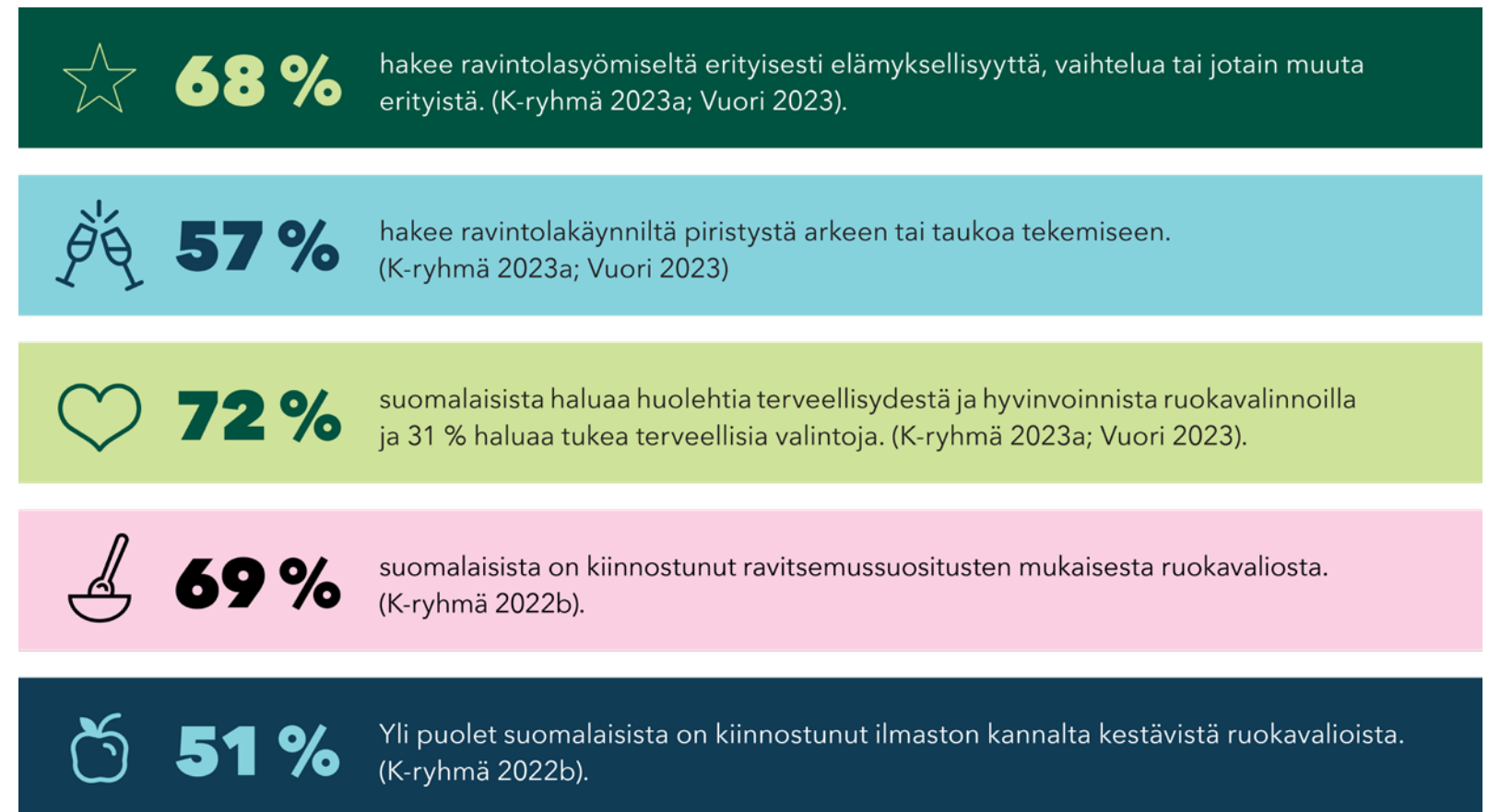


Figure 4: Changes in consumption and eating habits (adapted from K Group 2023a; Vuori 2023; K Group 2022b).

to increase the use of vegetables when eating in a restaurant, because they are usually widely available, for example, at a salad buffet during lunch. Eating vegetables may be more common or popular when dining in a restaurant. According to the study, 76% of people try to select a variety of vegetables when eating at restaurant buffet. Eating vegetables is becoming increasingly popular in Finland in general, as nearly

half (49%) of Finns intend to increase their vegetable intake. (Vuori 2023; K Group 2023b.)

**AN INCREASING** number of different diets have social influences, but the overall significance of nutrition as a building block of identity is constantly growing. In her presentation, Girsén (2022) refers to an article by Jallinoja, Jauho & Pöyry (2019) on the Mit-



Figure 5: Dynamics of eating out in Finland (adapted from Kespro 2020)

Source: <https://mb.cision.com/Public/13061/3230015/a08cd9fbe848e5d3.pdf>

en Suomi Söi 2008–2016 (How did Finland eat in 2008–2016) study, which examines topics such as different diets and the clusters formed by them (Figure 6). Each cluster features a driving force and connecting factors (Girsén 2022).

**THE FRAGMENTATION OF** diets and the wide range of special diets affect customers' restaurant behaviour as well as their location and food choices. Meeting customer expectations may be challenging, as personalised options should be available to everyone. Customers want more options and choices. Restaurants must have nutrition and food preparation competence that can be utilised when developing food products to meet the diverse needs of customers. The nutritional aspect is rarely associated with restaurant meals, but consumers' interest in the most nutritionally healthy alternatives that support wellbeing will certainly also influence restaurants' efforts to respond to this need. Climate-friendly food solutions will also support this development, meaning that restaurants will certainly have a more important role in terms of influencing nutrition in contributing to nutrition in the future. It should be noted that one third of the daily energy intake of Finns come from from having lunch; its significance and the restaurant operators that offer lunch also play a key role from the public health perspective (Girsén 2022).

**RESTAURANTS HAVE THE** potential to make more effective use of seasonal thinking and vegetarian ingredients in their product philosophy with regard to new flavours and preparation techniques. This is a response to the growing interest in vegetarian food, but from the food culture standpoint it also introduces customers to new flavours and ingredients and provides inspiration for cooking at home. (Girsén 2022; Koivulahti 2022.)

**THE GLOBAL SITUATION** and the resulting economic uncertainty are already reflected in consumer behaviour. Some customers still enjoy restaurant meals, but others may carefully consider the costs of meals and consider their use of services more care-

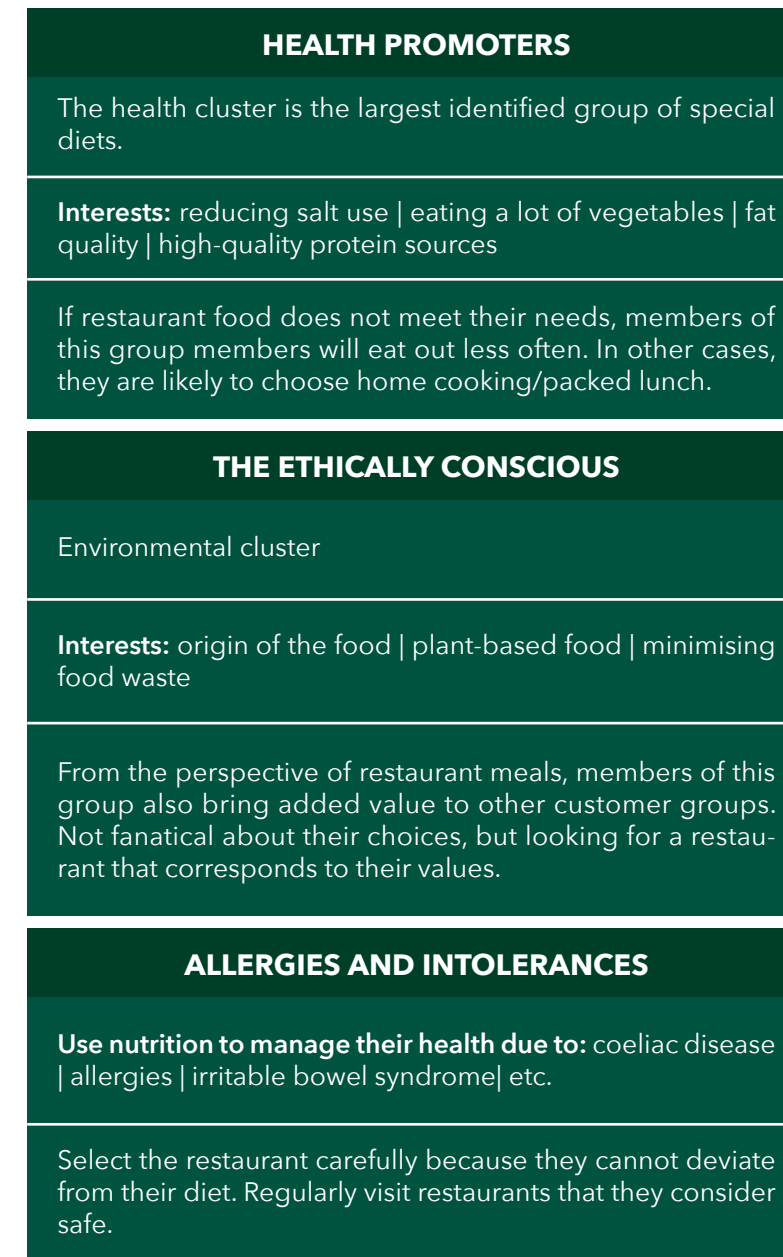


Figure 6: Special diet clusters (adapted from Girsén 2022; Jallinoja & al. 2019)

fully. In terms of food consumption, this may be reflected in the choice of less expensive alternatives and readiness to compromise on one's own values, such as ecological ones. However, according to K Group's (2022a) Arkibarometri (Everyday barometer), 64% of Finns perceive favouring domestic services and products as a responsible act. The fact that nearly half of consumers (46%) want to support the vitality of the restaurant sector and Finnish restaurant culture by utilising restaurant offerings is a responsibility phenomenon. (Ruokailmiöt 2023.) Rising costs also affect restaurant operations, forcing them to must examine the cost structure more closely and look for potential savings. In terms of food products, this means less expensive ingredients and preparation techniques, smaller menus and price increases. Some of the restaurant's savings measures may be invisible to the customer, while others can have a clear influence on the customer experience. Although the tightening economy and cost management are cutting into restaurant resources, it is important to remember that high-quality food and good service are the foundation for customer loyalty and satisfaction.

### DEVELOPING RESTAURANT SERVICES

**CONSCIOUS CONSUMPTION MEANS** that consumers seek information about services and products as well as peer support for their purchasing decisions. Seeking information has become a significant part of eating: up to 72% of Finns actively seek information through different channels, and 77% of them consider the restaurant's own websites to be either a very important or important channel. Tips from friends and acquaintances (75%) are also considered important. (Kespro 2019.)

**SOCIAL MEDIA CHANNELS** now have different diet- and eating-related groups with large numbers of followers, which discuss topics such as restaurant experiences. For example, the "Kasvisruokaa <3" (Vegetarian food <3) group has 23,700 members and



*“Nutritionally speaking, 1/3 of daily energy intake occurs at lunch, so influencing this meal will be of great importance to public health.”*

(Girsén 2022)

“Vegaaniset kasvisruoat” (Vegan vegetarian foods) has 50,900 followers. Following group discussions can provide a restaurant with information about its target groups and their desires and preferences. Interest in the values, needs and motives of the target group and active dialogue with customers give a service provider important information for developing its business operations. The information channels a restaurant offers customers should also be kept up to date and active in terms of information.

**THE PANDEMIC ACCELERATED** the introduction of alternative restaurant concepts and demand for delivery and takeaway services. For example, Millennials (20–30 years of age) are accustomed to the takeaway culture. Compared to Finland, Europe has large courier services that have seen significant growth in deliveries. A presentation by Koivulahti (2022) refers to the McKinsey 2021 report, which forecasted 20% growth in takeaway sales delivered specifically through courier services by 2025. On the other hand, a Haaga Helia study (2021) has demonstrated

the significance of the restaurant experience, with customers showing more appreciation for food they have picked up from the restaurant. Where is Finland headed? (Koivulahti 2022.)

**THE DEVELOPMENT OF** takeaway food solutions goes hand in hand with changes in consumer behaviour. A variety of service concepts have emerged, and this number will certainly increase as a result of competition, diverse customer needs and consumption habits. Delivery and online services emphasise technological and digital solutions, but also opportunities to reach completely new customer groups. In terms of takeaway meals, digitalisation may also make it easier to specialise and personalise the service. Technology can also be a solution to challenges in the sector and promote new innovations. There are various electronic ordering platforms and virtual restaurants (Cloud and Ghost Kitchen), and the use of robotics and automation has increased (for example, food services for the elderly). Restaurant concepts have been introduced to shops, offering high-quality restau-

**THE PROJECT PROMOTED SUSTAINABLE TAKEAWAY FOOD SOLUTIONS THROUGH A PILOT THAT INSPIRED SEVERAL RESTAURANTS TO PARTICIPATE.**

**Case: Reusable Kamupak TakeAway containers:**

The Ravintolamestarit (Kahvila Kantti) and Vararengasravintolat (SalaCavala) pilot restaurants in North Savo tried Kamupak’s reusable takeaway containers, mainly in lunch and coffee sales.

**Successes:**

- The pilot offered an opportunity for low-threshold product testing and made people curious about the trial.
- Customer reactions were positive.
- The restaurants felt that they got a good head start in terms of possible restrictions on using disposable food and beverage containers in the future.
- The trial has encouraged cooperation with other restaurants. Communication about the product took place via co-marketing. Common marketing material was produced for the product. An idea for a guide map showing customers all the Kamupak lunch points in the area.

**Development ideas:**

- Packaging has not been fully optimised for all meal components, redeeming several packages (for example, salad + hot meal) may be a threshold issue for the customer.
- Not all customers were completely satisfied with the disposable lid used in the coffee cup product.
- Internal product training for staff requires resources to maximise consumption and sales.

Kamupak has already progressed with some development ideas and introduced new, better optimised packaging to the market in June. In addition, alongside the deposit system, Kamupak will launch a borrowing system, in which case the consumer can use an application to borrow the container without a deposit.

*“We are pleased that the project has introduced Kamupak to North Savo”.*

rant-level dishes, and taken directly to customers with food trucks and street food concepts. (Koivulahti 2022.) Technology also offers opportunities to collect important data on customers, which the restaurant can utilise in business marketing and when planning more customer-oriented operations.

**A COMPANY OFFERING** takeaway food services must pay special attention to responsibility and environmental issues with regard to packaging and logistics. In addition, the SUP Directive obliges restaurants to reduce the environmental impact of plastic products. Future producer responsibility must also be taken into account, which requires, e.g., the food seller or the packager to take responsibility for things are packed and in which materials. (Koivulahti 2022.) Restaurants can promote these factors by using biodegradable and recyclable packaging.

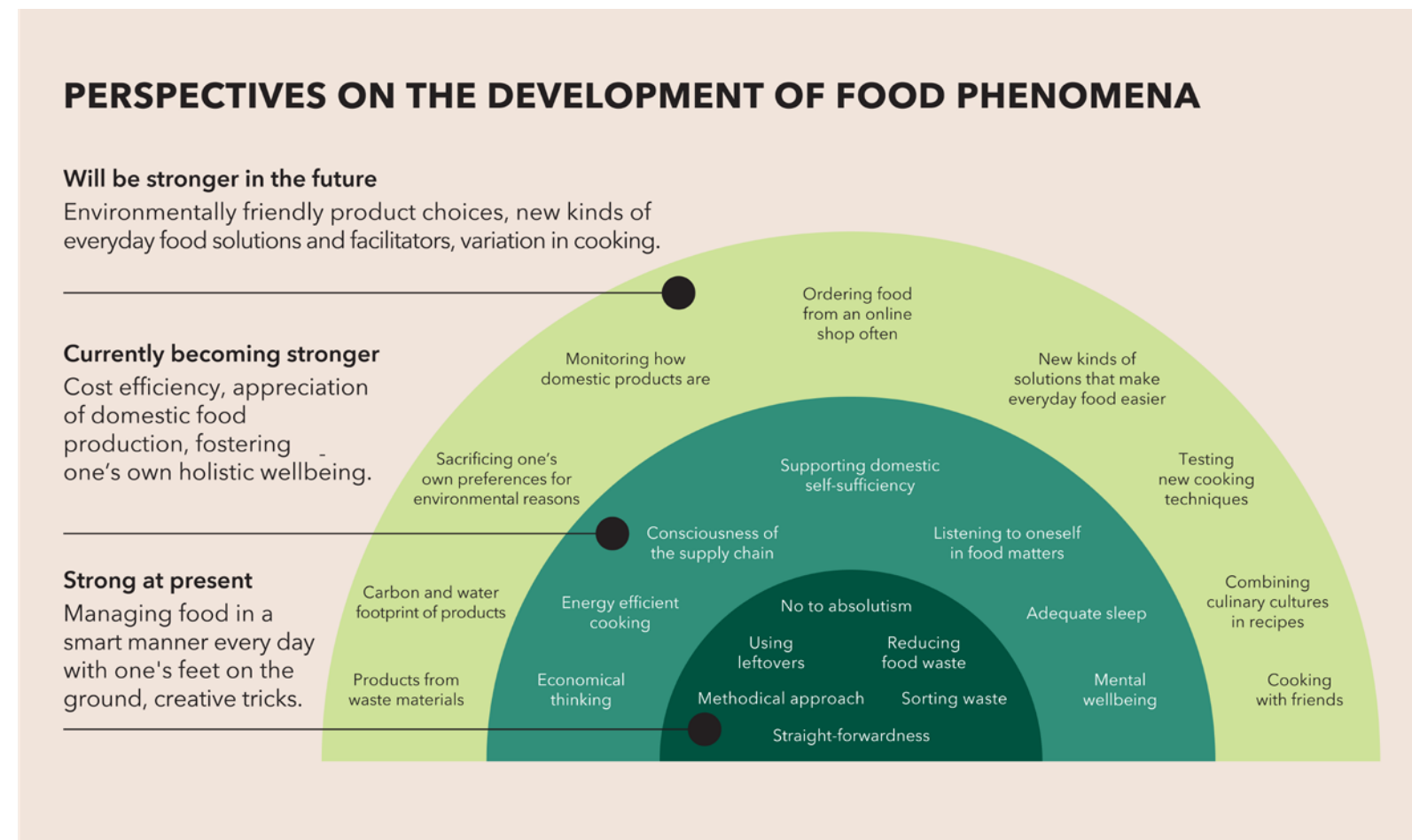
**CONSCIOUS CONSUMPTION WILL** increase and thus favour climate-friendly solutions in the service field. Companies should prepare a contingency plan and use try to anticipate developments, because this is always a less expensive and lighter way to act (Girsén 2022). Consumers are more and more appreciative of companies that are committed to responsible operations. For example, biodiversity can be a competitive edge if the restaurant wants to highlight this in its marketing (Koivulahti 2022).

**FUTURE TRENDS**

**A CLEAR LINK** has been observed between consumer values and corporate responsibility and the willingness to use services and customer loyalty, which consequently also affects the company’s financial success. In the future, customer choices will increasingly focus on solutions that support personal and climate wellbeing,, circular economy thinking and the fact that companies have an open information and communication policy. Individuals appreciate the opportunity to make choices based on their own values.

**VUORI (2023) PRESENTED** views on the development of responsibility phenomena (Figure 7) in the food sector, adapting the K Group's Ruokailmiöt 2023 (Food phenomena 2023) study (Ruokailmiöt 2023). She also highlighted examples of sustainability phenomena in food service literature. The graph shows emphasises the holistic wellbeing and economic efficiency of individuals and environmentally friendly product choices as stronger phenomena. Companies must consider operational solutions

and their impact in a very multidimensional manner as part of the supply and production chain (Vuori 2023.) A customer-oriented approach and involving customers in the development of operations provide companies with opportunities to gain a deeper understanding of their target group's values and motives as well as functional solutions, and take these into consideration in a proactive, changing service environment. In the future, restaurants must know their customers even better than before.



**Figure 7:** Perspectives on the development of responsibility phenomena in the food sector, adapted from the K Group's Ruokailmiöt 2023 (Food phenomena 2023) study (Ruokailmiöt 2023; Vuori 2023).

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## 1.3 The rRestaurant world uses carbon footprint calculation as it moves toward carbon neutral solutions

– Merja Tolvanen

**CARBON FOOTPRINT REFERS** to the climate burden caused by an organisation, product, activity or service. In other words, the amount of greenhouse gases generated during the life cycle of a product or activity.

**THE CARBON FOOTPRINT** is often expressed as the total amount of greenhouse gases per functional unit. For example, the greenhouse gas emissions from a certain restaurant's operations are 31,300 kg CO<sub>2</sub> equivalents per year. In some cases, it is not possible to calculate emissions for all greenhouse gases, in which case the result is expressed only as the amount of carbon dioxide (CO<sub>2</sub> or CO<sub>2</sub>e).

### THE GOALS OF CARBON FOOTPRINT CALCULATION

**CARBON FOOTPRINT CALCULATION** follows the life cycle principle, meaning that it takes into consideration the climate load of a product, service or activity from cradle to the grave. The calculations are supported by the international ISO 14067 standard and the global GHG (Greenhouse Gases) protocol standards developed by the World Resource Institute.

**ONCE THE CARBON** footprint has been calculated and emissions have been identified, it is possible to set emission reduction targets and prioritise emission reduction measures in a way that targets the most significant decisions. By monitoring emissions and making new calculations, you can see how much more carbon neutral the operations have become.

### CALCULATING EMISSIONS

**THE MOST IMPORTANT** factors in terms of an accurate result are the reliability of the source data and defining the system being examined. This also involves determining the functional unit for the purpose of examining the results. In restaurant environments, the scope of examination can, for example, range from a single restaurant to all the facilities/offices in a restaurant chain; from door to door, starting when the customer steps into the facility and ending at the exit. The details of the site may be collected for a specific site (electricity consumption, customer numbers, number of servings, amount of waste...) or using appropriate average data (such as heat consumption in rental facilities). Emission factors can be obtained in verified format from the material/energy supplier or you may need to use average factors. In the latter case, you must examine how well the factor corresponds to the material/energy of the site being examined – geographically, temporally and technologically.

**EMISSION FACTORS ARE** available on both open and paid databases. Motiva<sup>(1a)</sup> and the Carbon neutral Finland project<sup>(1b)</sup> have compiled a number of links to national databases on their websites, including Statistics Finland's emission database, which is updated annually. Public national factors are also published by Finnish Environment Institute<sup>(2)</sup> and OpenCO<sub>2</sub>.net<sup>(3)</sup>. International databases have been compiled on the ghgprotocol.org website<sup>(4)</sup>, which features links to IPCC (UN)<sup>(5)</sup> and EPA (USA)<sup>(6)</sup> emission factors, among others.

GHG PROTOCOL CLASSIFIES emissions into three categories:

- Scope 1 emissions are direct emissions from the company's sources or sources controlled by it;
- Scope 2 emissions are indirect emissions from purchased energy;
- Scope 3 emissions include all indirect emissions from the company's value chain that are not taken into account in scope 2.

THE CO<sub>2</sub> EMISSIONS are obtained by multiplying the consumption data (e.g., electricity consumption) by an emission factor from the database.

### THE RESULTS AND HOW TO USE THEM

THE RESULTS ARE presented for the selected functional unit, e.g., as percentages, a pie chart or ring chart, or bars. Figure 8 shows the carbon footprint of an imaginary lunch restaurant (area 100m<sup>2</sup>) for a) the restaurant operations and b) the restaurant's food portions when the functional unit is one year. The graphic image makes it easy to identify the most significant emission sources, which helps to prioritise measures. If electricity consumption plays a significant role in the restaurant, could the electricity be replaced with renewable electricity? If meat is an important ingredient, could consumers be encouraged to try other alternatives?

### TOOL FOR CALCULATING A RESTAURANT'S CARBON FOOTPRINT

[https://docs.google.com/spreadsheets/d/1Ry7wle440crZxup7Bqhc0Vh-PvKC-TKOI/edit?usp=share\\_link&ouid=117465570598044057239&rt-pof=true&sd=true](https://docs.google.com/spreadsheets/d/1Ry7wle440crZxup7Bqhc0Vh-PvKC-TKOI/edit?usp=share_link&ouid=117465570598044057239&rt-pof=true&sd=true)

THIS TOOL PROVIDES a rough estimate of your restaurant's carbon footprint and helps you get started with the calculations. You can use the tool to see which factor has the greatest impact on your carbon footprint, and how you can start reducing it. The tool is only suitable for developing your own operations, not for comparing different companies. If you are interested in calculating the carbon footprint of, for example, food portions in more detail,

## Kuvitteellisen lounasravintolan (100 m<sup>2</sup>) hiilijalanjälki

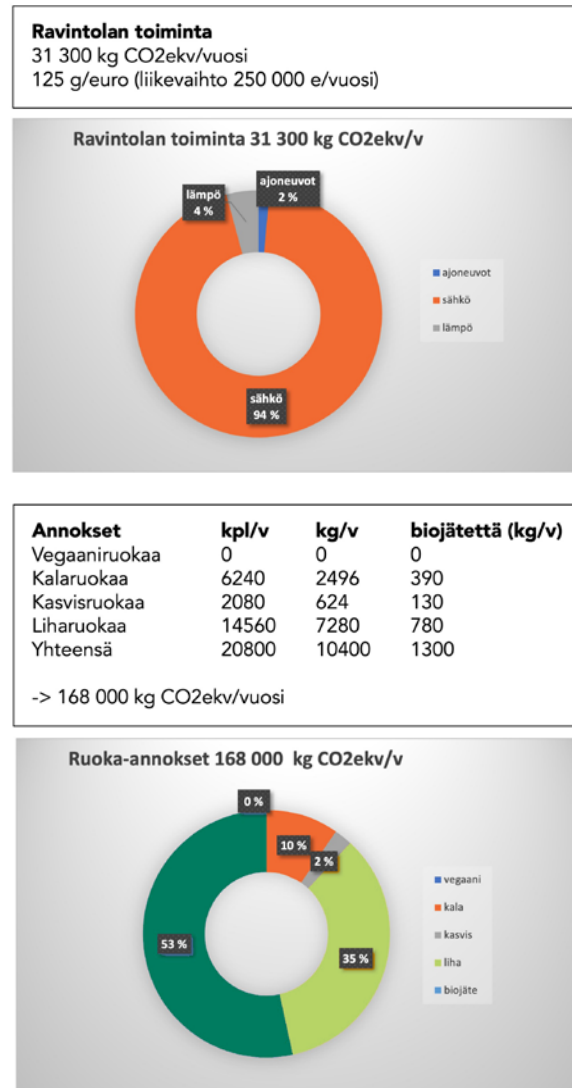


Figure 8: The carbon footprint of an imaginary restaurant a) for the restaurant operations and b) for the restaurant's food portions.

several calculators are already available for this purpose, such as:

- <https://www.openco2.net/en/>
- <https://www.hiilineutraalisuomi.fi/fi-FI/Tyokalut/Laskurit>
- <https://www.jamix.com/fi/vastuullinen-keittio-ja-ruuan-hiilijalanjalki/>
- [https://www.unileverfoodsolutions.fi/teemat-ja-ratkaisut/tyokalu/co2-laskuri.html?gclid=EAlaIQobChMI1JjvougF\\_QIVDAUGAB3WRgJmEAAYAiAAEgKSlvD\\_BwE](https://www.unileverfoodsolutions.fi/teemat-ja-ratkaisut/tyokalu/co2-laskuri.html?gclid=EAlaIQobChMI1JjvougF_QIVDAUGAB3WRgJmEAAYAiAAEgKSlvD_BwE)

### LINKS TO EMISSION FACTOR DATABASES

- 1a) [https://www.motiva.fi/ratkaisut/energian kaytto\\_suomessa/co2-paastokertoimet](https://www.motiva.fi/ratkaisut/energian kaytto_suomessa/co2-paastokertoimet)  
1b) <https://hiilineutraalisuomi.fi/fi-FI/Tyokalut/Laskurit> (Available in Finnish.)  
2) [https://www.syke.fi/fi-FI/Tutkimus\\_kehittaminen/Kulutus\\_ja\\_tuotanto/Laskurit](https://www.syke.fi/fi-FI/Tutkimus_kehittaminen/Kulutus_ja_tuotanto/Laskurit)

- 3) <https://www.openco2.net/en/>  
4) <https://ghginstitute.org/2022/10/31/what-are-emission-factors-and-where-can-i-find-them/>  
5) <https://www.ipcc-nggip.iges.or.jp/EFDB/main.php>  
6) <https://www.epa.gov/climateleadership/ghg-emission-factors-hub>

### WHY SHOULD YOU KNOW YOUR CARBON FOOTPRINT?

ONCE YOU HAVE identified and calculated the restaurant's emissions, it is possible to set emission reduction targets and prioritise emission reduction measures in a way that targets the most significant decisions. Decreasing the carbon footprint reduces the impacts of climate change, which is something that informed customers expect. Monitoring emissions and making new calculations allows you to see how much operations have shifted towards being carbon neutral. Measures to promote carbon neutrality often provide direct cost savings and the steps also demonstrate responsible operations, which can be utilised in your company's branding.



Figure 9: Carbon neutrality is a good driver for business operations

Source: Source: NOVAGO Business Development Ltd 2022

## HOW TO GET STARTED?

**THE STEPS TOWARDS** carbon neutrality consist of a 6-step path (Figure 10). 1) First, identify the sources of greenhouse gas emissions at the restaurant and limit the carbon footprint calculation to, for example, the property/facilities in which the restaurant operates. This calculation will help you identify the most significant emis-

sion sources. 2) Prioritise them and focus the measures on the biggest carbon sources. 3) Prepare and implement an action plan to reduce emissions at the selected site. 4) Please note that it is also possible to compensate for emissions or offer the customers the opportunity to compensate for them. 5) Communicate and discuss your path and the results with stakeholders and create new action plans, and 6) develop the operations further.



Figure 10: The path towards carbon neutrality

Source: NOVAGO Business Development Ltd 2022

## 1.4 What is a positive handprint?

- Anne Turunen

**RESTAURANT SERVICES ACCOUNT** for a large part of the carbon footprint of an average Finn (Sitra 2018). Therefore, restaurants have great potential to reduce the carbon footprint of their customers by offering responsible alternatives. "Carbon footprint" is a concept that expresses the magnitude of emissions produced by a company or caused by its products, and by nature it is a negative concept. The concept of a "positive handprint", on the other hand, represents positive effects on the environment, including economic and social impacts, and it is created because companies wanted to communicate positively and act responsibly.

**THE PHRASE** "carbon handprint", describes the amount of greenhouse gas emissions a company's action or solution saves in comparison with another approach. In addition, "environmental handprint" covers various environmental impacts on, for example, water, air quality, nutrients and resources. (VTT 2021.) The main focus in restaurants is on the carbon handprint, which measures positive climate impacts.



Figure 11: Footprint and handprint.

References: Pajula, T., Vatanen, S., Behm, K., Grönman, K., Lakanen, L., Kasurinen, H., Soukka, R. 2021. Carbon handprint guide: V. 2.0 Applicable for environmental handprint. Lappeenranta-Lahti University of Technology LUT: VTT Technical Research Centre of Finland.

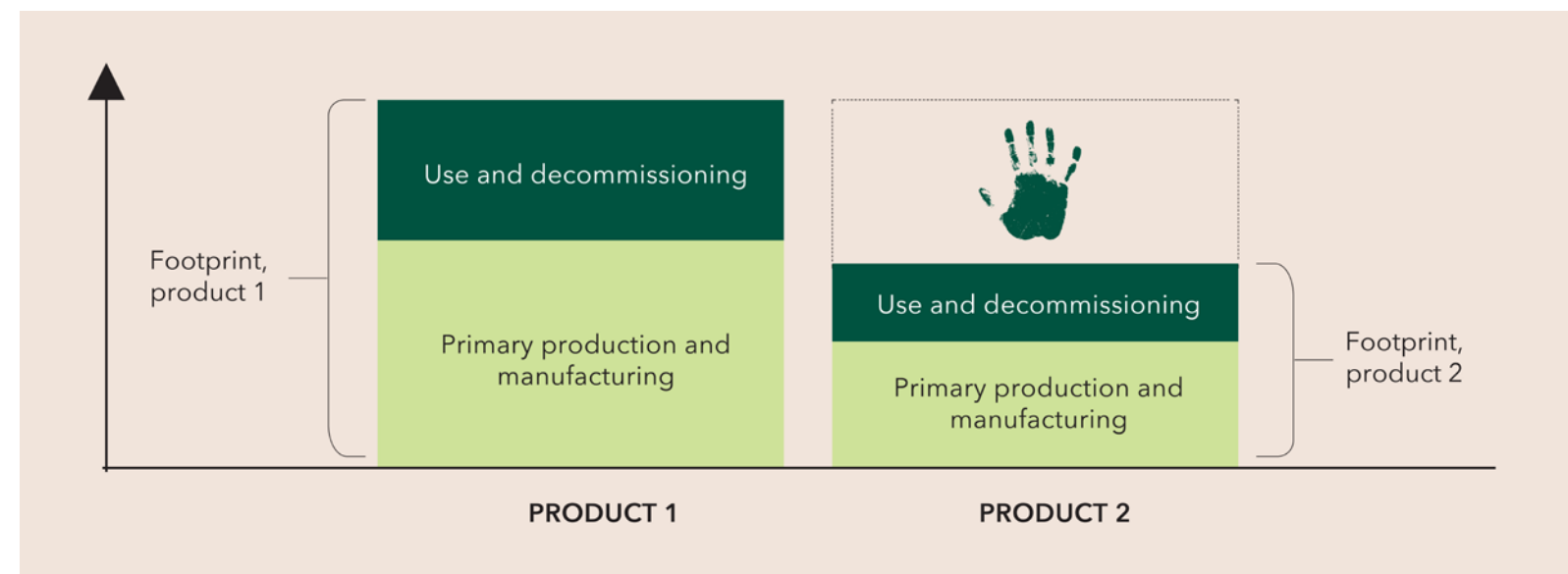
**WHEN A COMPANY** mentions a positive handprint in connection with products or services, it highlights positive effects rather than merely explaining changes made to mitigate negative environmental impacts. A positive handprint indicates that the company offers products or services that reduce the carbon footprint of operators outside the company, such as customers, the community and subcontractors (Teknologiateollisuus 2021; Vatanen 2020). The handprint highlights positive environmental impacts in the future, while the footprint focuses on negative impacts in the present. (Lakanen 2023.)

### HOW IS THE HANDPRINT CREATED?

**A POSITIVE HANDPRINT** is created when a customer uses a new, improved product or service with a lower carbon footprint in

comparison to an "old" product or service. This reduces the customer's carbon footprint and allows the company to communicate that the product in question has received a positive handprint. However, simply reducing a product's footprint does not guarantee the handprint; it must always include a reduction in the customer's footprint.

**THE HANDPRINT IS** calculated as the difference between two carbon footprints: the basic or "old" product and the new product that is being compared to it. (Lakanen 2023; Vatanen 2020.) At a restaurant, this would be reported as carbon dioxide equivalents (CO<sub>2</sub>e), which is a common measurement of greenhouse gas emissions that can be used to calculate the impact of different greenhouse gas emissions on the intensification of the greenhouse effect (Statistics Finland 2021).



**Figure 12:** The handprint is calculated as the difference between two footprints: the basic or "old" product and the new product that is being compared to it.

**References:** Lakanen, L. 2023. Kädenjälki - Tee positiivinen vaikutus. Lecture 27 February 2020. LUT University. Lappeenranta.

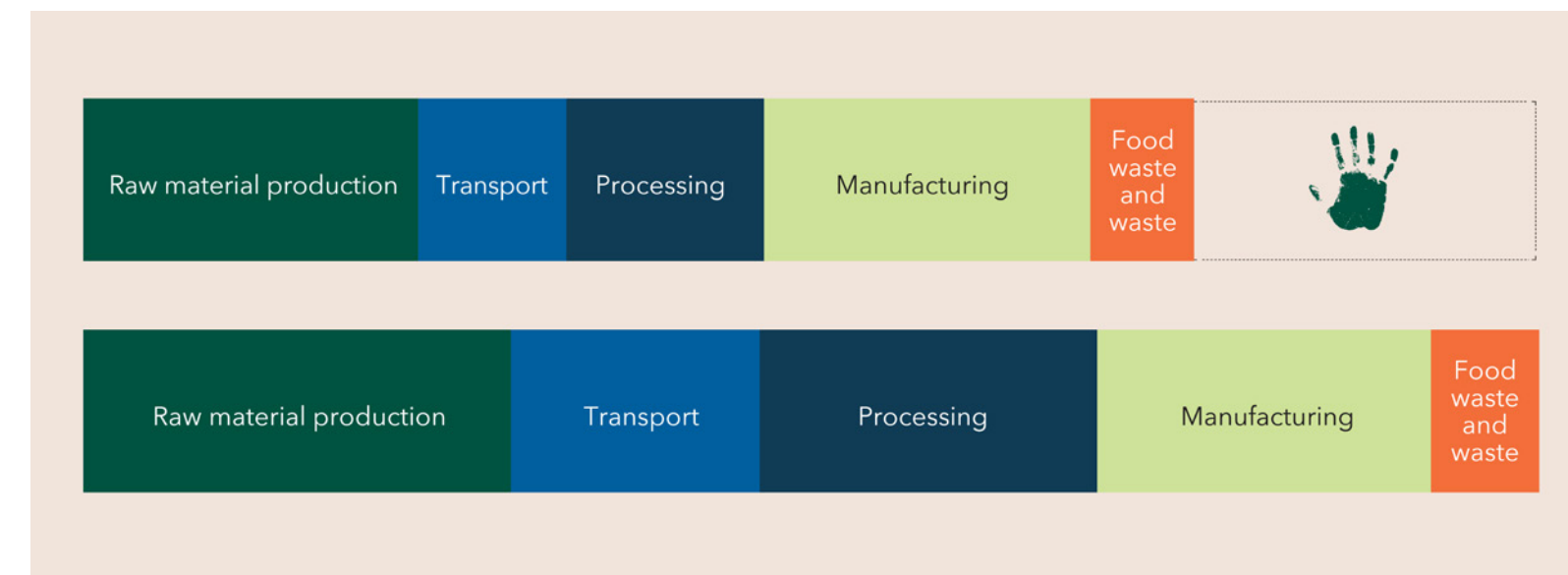
**FOR EXAMPLE, A RESTAURANT** that is organising a lunch buffet can report handprints if the carbon footprint of each alternative has been calculated in the same way. For example, vegetarian bolognese has a larger handprint compared to minced meat bolognese. In practice, this figure indicates the amount of emissions avoided by selecting the handprint product, and the customer sees the reduction in emissions right away. (Lakanen 2023.) Contrary to the footprint, the handprint should be as large as possible.

**BY REPORTING THE** handprint, a company provides the customer with an opportunity to make purchase decisions that reduce their own carbon footprint. This way, the customer can do something positive that would not happen if they were to purchase another product/service. If a restaurant customer chooses veg-

etarian food instead of meat, for instance, they reduce their carbon footprint for the day, thus giving the restaurant a handprint for the meal and for the customer who purchases it.

**THE RESTAURANT BENEFITS** from the handprint because it is often a competitive, and product-specific handprints that have been calculated for specific customers or customer groups can be used in marketing (Lakanen 2023). It is also possible to calculate the handprint at the company level, but in this case it must be calculated for all items in the company's product portfolio.

**THE NATURE OF** the sector means that the reduction of the carbon footprint is emphasised in restaurant operations, because this also creates benefits for the customer while simultaneously reducing their carbon footprint. heCO<sub>2</sub> emissions no longer



**Figure 13:** Handprint in restaurants.

**References:** Lakanen, L. 2023. Kädenjälki - Tee positiivinen vaikutus. Lecture 27 February 2020. LUT University. Lappeenranta.



change when the food is used (eaten).. As a result, the carbon handprint is directly proportional to the emission reductions made by the restaurant operator, in other words, in their own carbon footprint and supply chains. The issue has not yet been sufficiently considered from the restaurant sector perspective, which is why clear industry-specific guidelines do not exist for assessing the handprint. (Lakanen 2023.)

**AT THIS TIME**, it is clearer for the restaurant sector to focus on stating the carbon footprint on products, as some restaurants already do. In any case, carbon footprint reduction measures will result in the greatest emission reductions, as many of these measures also reduce the carbon footprint of the customer. Stating the handprint is still largely in the hands of pioneers and a matter for the future -but an important one.



**Figure 14:** Different ways of increasing the handprint.

**References:** Pajula, T., Vatanen, S., Behm, K., Grönman, K., Lakanen, L., Kasurinen, H., Soukka, R. 2021. Carbon handprint guide: V. 2.0 Applicable for environmental handprint. Lappeenranta-Lahti University of Technology LUT: VTT Technical Research Centre of Finland.

## HOW RESTAURANTS CAN CREATE LARGER HANDPRINTS

**HANDPRINT THINKING IS** positive. It creates products, services and measures that have a positive impact on the environment, people and society surrounding the company (Vinha 2017). A company can increase its handprint by following the steps shown in the figure below.

**RESTAURANTS CAN** increase their positive handprint by favouring local products, taking seasonal products into consideration,

increasing the amount of vegetables in recipes, focusing on energy efficiency, and reducing food waste and the use of meat. (Lakanen 2023; Pajula et al. 2021.)

**FORTUNATELY, THE ATMOSPHERE** in the food services sector has also become more receptive to this new way of determining positive climate impacts. The handprint is now part of sustainability reporting in several companies (Pajula et al. 2021), and its use is becoming more commonplace. The handprint is currently a tool for pioneers in the food services industry!



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## 1.5 How pilot restaurants increased positive handprint – Anne Turunen

**THE MISSION POSITIVE HANDPRINT** project put 38 restaurants from Uusimaa, North Savo and Central Finland on the path to responsibility. The pilot companies received trained on different responsibility themes and their practical implementation in a restaurant environment. The companies also actively participated in the project workshops and events and benefited from peer learning during visits to the three regions of the project.

**OUR PILOT RESTAURANTS** selected and tested responsibility themes that were suitable for their business operations. The project has provided them with guidance and operating models for testing and implementing the selected theme in the restaurant. For example, there are many operating models for the good implementation of waste management or social responsibility that were shared with the pilot restaurants participating in the project. In addition, the project offered pilot companies various digital solutions that supported working, measuring and achieving concrete outcomes with the selected theme. The themes implemented during the project are presented below. This also makes it easy for the reader to find tips on how to start implementing sustainable business operations or choose which themes they want to emphasise in their responsibility work.

### DIFFERENT PERSPECTIVES ON RESPONSIBILITY

**THE THEMES OF** the project covered several aspects of responsibility. The themes that usually provide a good starting point for restaurants to launch responsibility work are minimising and utilising food waste, calculating the carbon footprint and im-

proving energy efficiency. Other themes included sustainable takeaway services and food service concepts, responsibility communications and social responsibility, which were included in the project at the request of the restaurants.

**MINIMISING AND UTILISING** food waste is already important because of the cost benefits. The aim is to produce less waste and rationalise the amount of servings, plate and food waste. It is also important to influence customers' attitudes and offer them opportunities to prevent food waste during their restaurant visits and participate in utilising food waste. Good customer communications help with all of this. Erkki Norros, Executive Chef of Ravintola Teatteri, explains how they started developing the salad bar at Teatteri Deli, and how the project inspired them to start considering food waste. Based on the results, the size of the lunch salad was reduced, which reduced the amount of food waste by 20% without negatively affecting the customers' experience in any way.

**TODAY'S CUSTOMERS ARE** interested in the nutritional content and carbon footprint of a meal, both for their own health and also for the wellbeing of the environment. As a result, the project developed new sustainable food service concepts. The composition, recipes and nutritional content of dishes as well as the possibilities of using waste food and by-products were at the heart of this work. Good communications on responsibility becomes important when customers are informed about nutritionally high-quality food and vegetarian food that reduces the carbon footprint of customers and increases their positive handprint.

**ENERGY EFFICIENCY IS** the word of the day, and many restaurants have automatically taken action as energy prices rise. The project examined how to improve the energy efficiency of kitchen appliances, took resource efficiency into account by decreasing water and energy consumption, and also focused on reducing, sorting and recycling waste, serving local, vegetarian and organic products or using eco-labelled cleaning products. The project has also promoted the transition to a more environmentally friendly electricity contract. Some of our pilot restaurants have also been awarded a Green Key certificate as a sign of successful sustainability work.

**THE SUSTAINABLE TAKEAWAY** services theme helps restaurants examine the production chain and logistics. Promoting the eco-friendliness of takeaway and delivery services, which underwent massive development during the COVID-19 pandemic, is beneficial to the restaurant. During the project, we supported the use of biodegradable and recyclable materials in the takeaway packaging of our pilot restaurants. This is important because food is often ordered and then delivered to or picked up by the customer. For example, NoHo Partners launched a concept that is new to Finland: a “cloud kitchen” with no seats for customers. It only prepares food for home delivery. Cloud kitchens respond to demand and also lower the restaurant’s costs, as they do not need to spend money on decor and customer facilities.

**AS A THEME**, new, sustainable food service concepts would have been desperately needed already during the coronavirus pandemic. There has been a need to modify existing business models and restaurant concepts and develop new ones. At the same time, restaurants have had a good opportunity to add more responsibility to their processes. Nutritional competence and sustainable food supply were highlighted according to the needs and interest of the pilot companies.

**IN TERMS OF** sustainable food service concepts, companies must consider service availability and marketing, changes in the company’s operations as takeaway/delivery services become more common, and change management. This theme also includes digital solutions (electronic marketing and sales channels, electronic feedback form, online shop), the composition of dishes (nutritional content and carbon footprint), food temperatures, customer feedback and its utilisation in marketing and development. The pilot companies also learned about developing new sustainable food service concepts from each other.

**COMMUNICATING ABOUT RESPONSIBILITY** and nudging are important concepts. Even small communication measures or nudging (= guiding people to act in a way that is beneficial to themselves or the environment by modifying the company’s environment and the alternatives offered to the customer) can inspire consumers to notice nutritionally high-quality food and vegetarian food offered by restaurants, especially at lunch time. Companies need ideas and support when communicating about responsibility and an understanding of the behaviour of “new”, more responsible customers in order to reach consumers and grow their customer base.

**HIGHLIGHTING RESPONSIBLE ACTIONS** in communications has not reached full potential due to a lack of resources, tools and systematic approach. The focus should be shifted from products to people and from restaurant operations to customer choices. At the moment, factors other than environmental friendliness are emphasised in the customers’ food choices. Knowing the target audience makes it possible to target the message appropriately: informed people should be provided with detailed information and justification, while nudging can be more effective for others. Visual elements help with communications.

**SOCIAL RESPONSIBILITY BECAME** a theme of the project due to the restaurants’ needs, mainly with regard to staff. In addition to

the external customer, it is important to also take care of the internal customer, which means the staff. Motivated and committed staff will put their full competence on the line the benefit the restaurant and create a positive image of the company. It makes sense to involve staff in changes and decision-making. This strengthens their commitment to change and ensures that tacit knowledge from the staff who work with customers every day can be used to support development work. In today’s world, the different themes of social responsibility are also taken into consideration in the restaurant environment. Heli Lindroth, Restaurant Manager of Krapihovi, says: “One of the challenges

of internalising responsible actions is that every staff member should be committed to the action. Here at Krapi, we organised an idea contest for everyone. We will reward the best, functional ideas on how to promote responsibility. The ideas can be small or large as long as they are functional and promote responsible action at Krapi.”

**OUR PILOT RESTAURANTS** were given the opportunity to carry out development work on responsibility during the project. This work will continue after the project and reflect positively on all activities, both internally and with customers.





The project included **over 30 restaurants** from three regions.

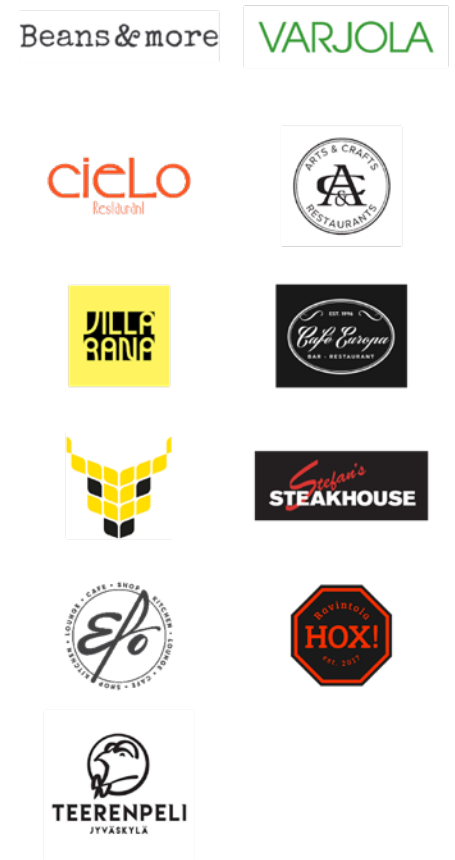
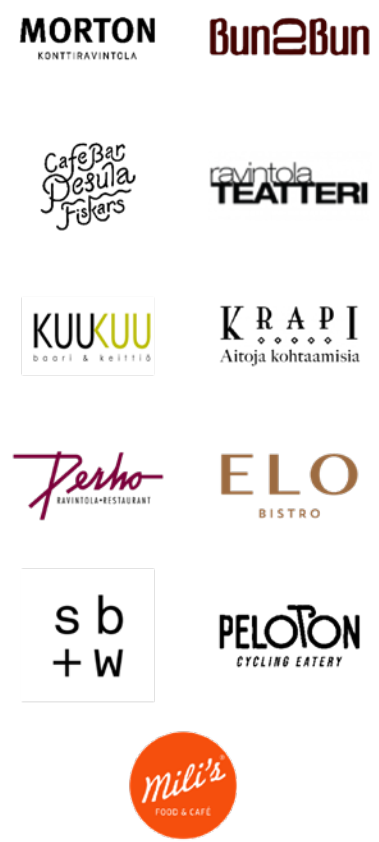


Figure 15: The image shows the logos of all the restaurants that participated in the project in Uusimaa, Central Finland and North Savo.

## 2 SUSTAINABLE FOOD SUPPLY AS THE FOUNDATION OF RESPONSIBILITY

### INTRO: THE DIMENSIONS OF RESPONSIBILITY IN A RESTAURANT ENVIRONMENT (HEIDI COLLIANDER)

THE FOUNDATION OF a restaurant's responsibility becomes more sustainable by focusing on many issues and taking concrete action. It is important to food waste management, reducing energy and water consumption, and increasing sustainable food

supply, and social responsibility. This section contains information and tools for dealing with this broad entity in a restaurant environment. It is also a good idea to seek inspiration from real-life examples provided by other restaurateurs. What kind of success have restaurant professionals already achieved on their path to responsibility?

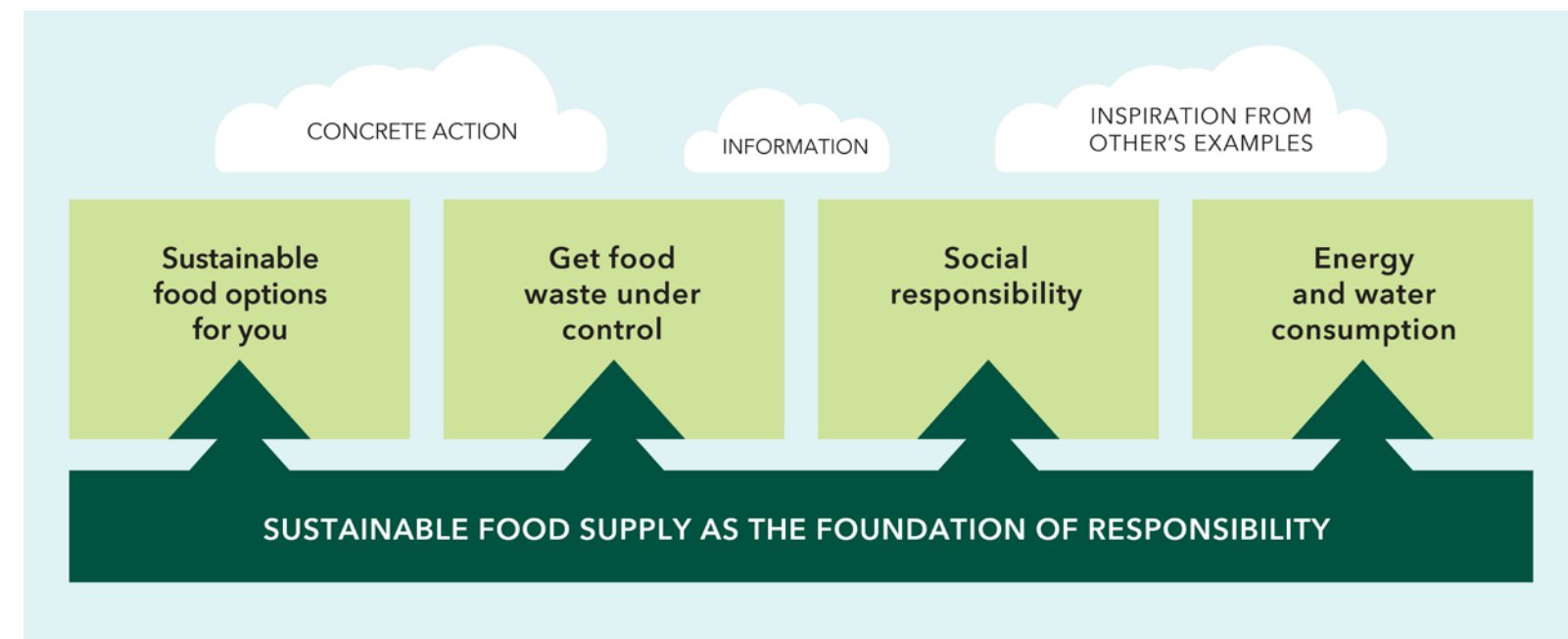


Figure 16: Sustainable food supply as the foundation of responsibility.

## 2.1. Control food waste! Easy ways to save money and the climate by examining your habits and guiding customers – Suvi Kärkäs & Mika Vitikka

WASTED FOOD IS a huge expense for restaurants. It is even more expensive when you calculate the working hours, energy and water that was needed to make the food. Many restaurants already work hard to reduce food waste, and there are many committed professionals in the sector. More action is still needed. In

line with the UN Sustainable Development Goals, EU countries have committed to halving the amount of food waste by 2030 (EUN 2023). Of course, it would be good to engage both staff and customers in this work. It will be worth the effort.

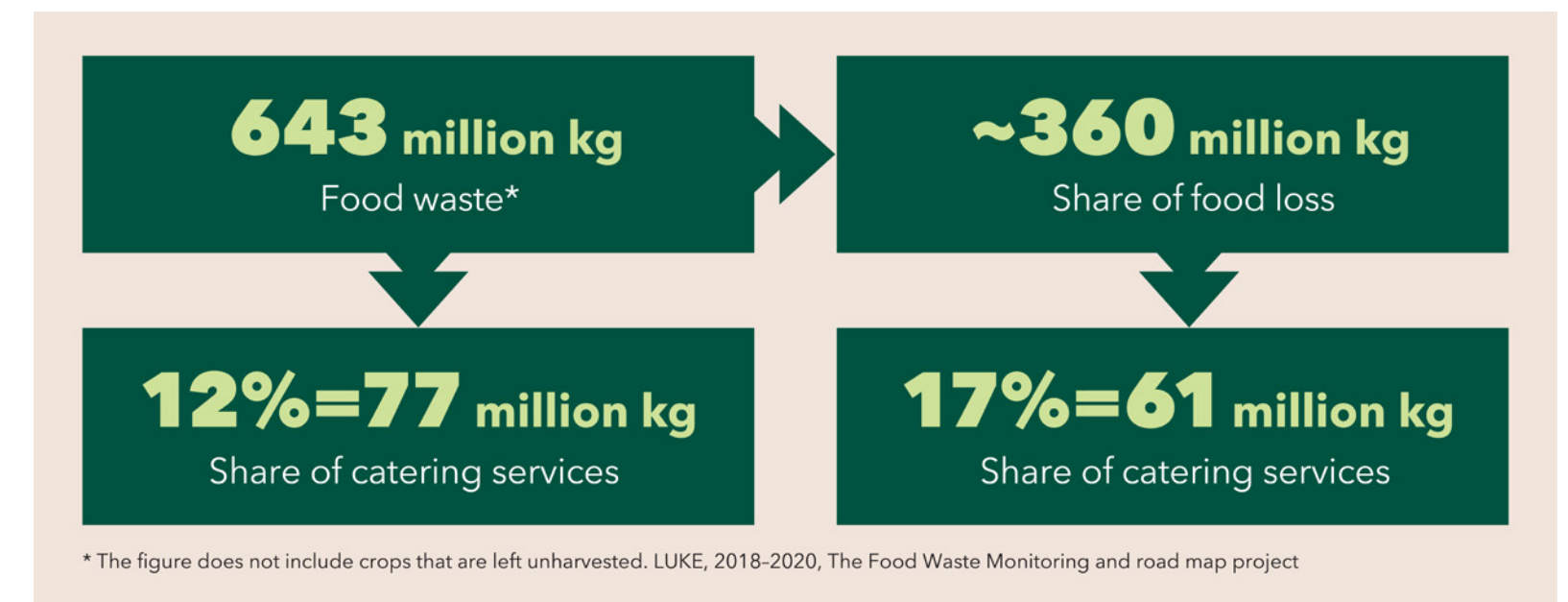
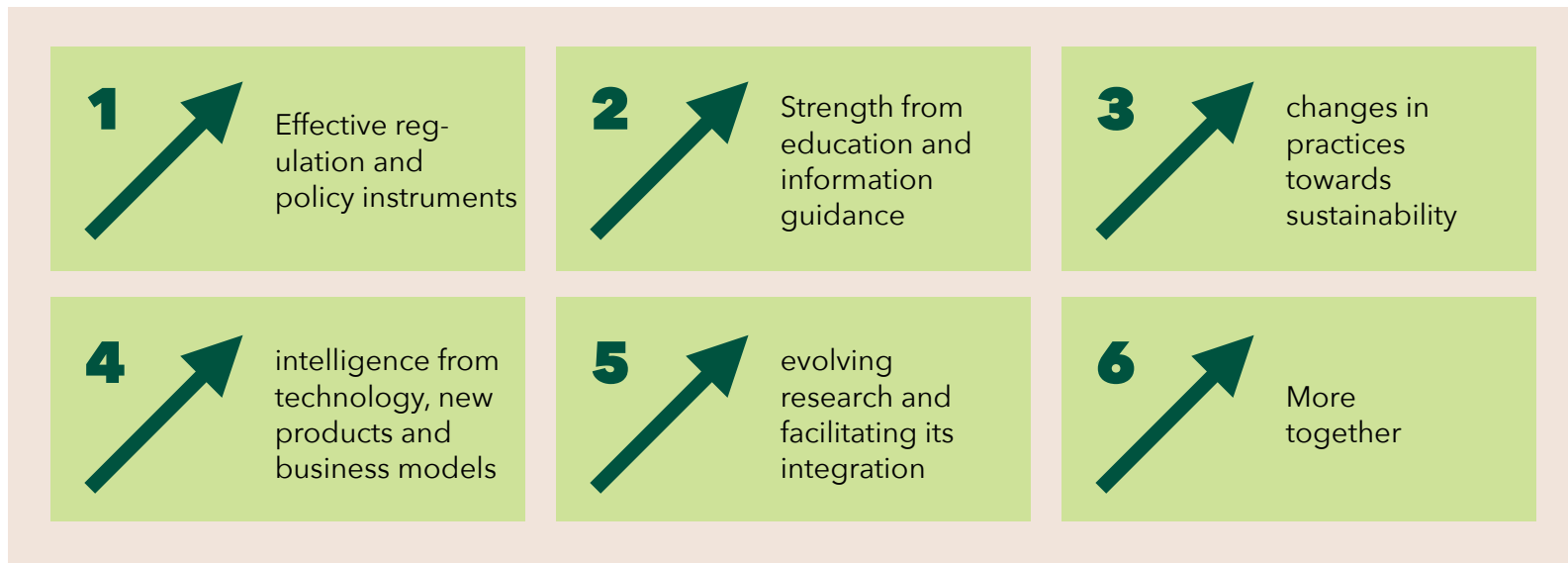
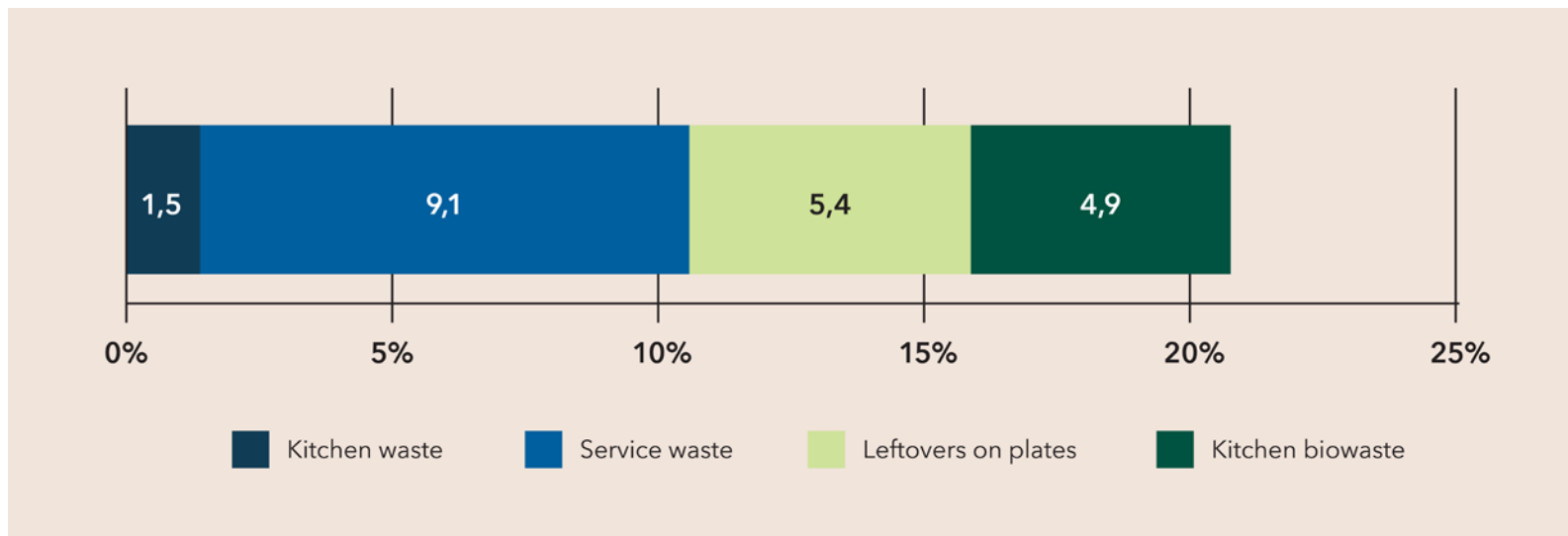


Figure 17: Food waste in numbers.

According to the Food Waste Monitoring and Road Map project carried out by the Natural Resources Institute Finland (Luke) in 2018-2020, Finland generates 643 million kilograms of food waste per year, with edible food waste accounting for 351-376 million kilograms. The figure does not include crops that are left unharvested. Food services account for 12% (77,160,000 kg) of food waste and 17% (61,200,000 kg) of edible food waste (calculated from 360 million kg).

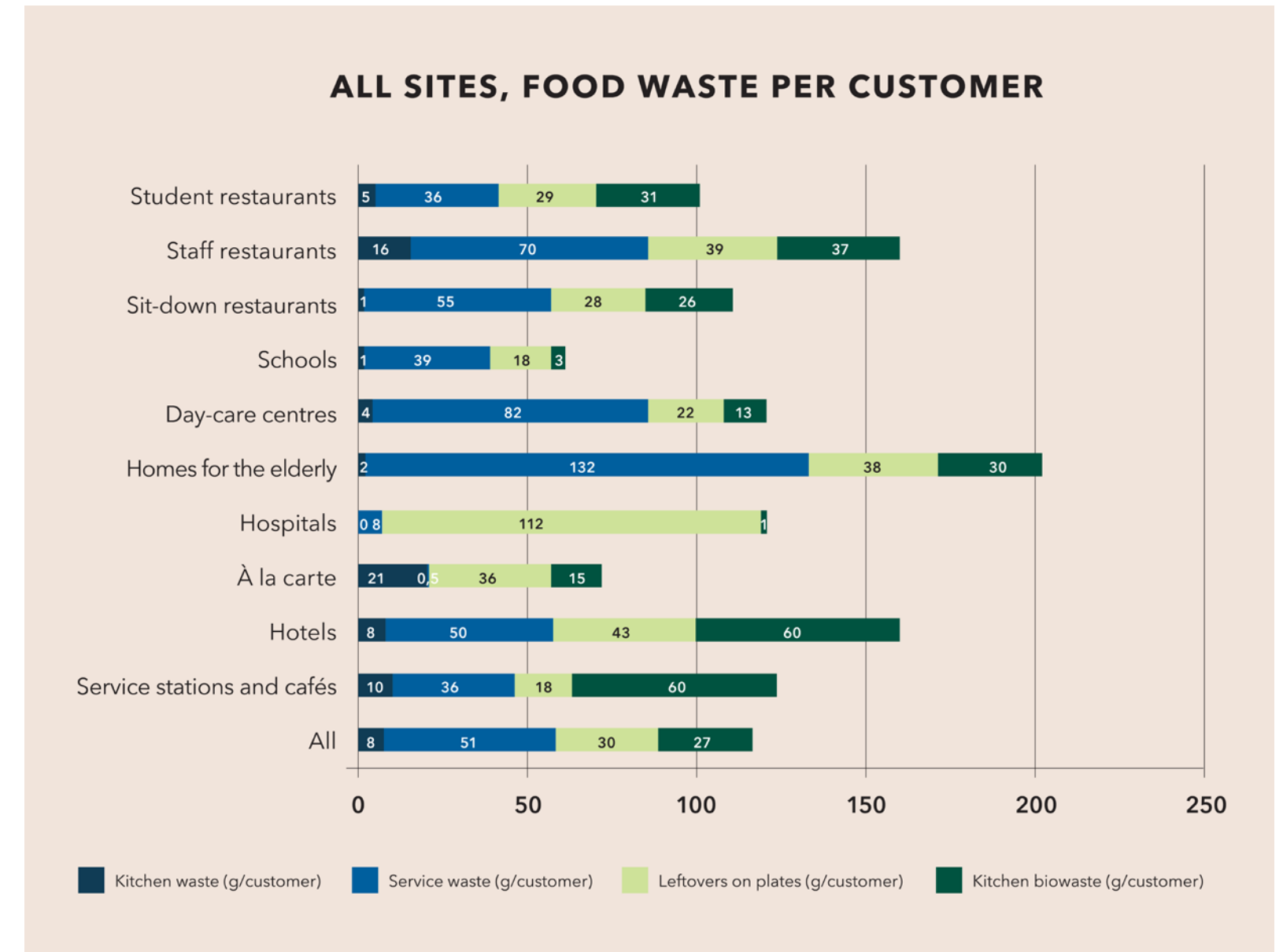


**Figure 18:** The food waste road map is divided into six thematic areas (spearheads). Each spearhead contains measures to reduce food waste. (Luke 2021, 50.)



**Figure 19:** Food waste percentage Figure: LUKE, 2021

Food waste percentage at all sites that participated in the measurements (78 pcs). The study by Luke - which produced statistics on the amount of food waste, its distribution and its causes - was carried out using the diary method and the Lukeloki application. (Luke 2021, 31.)



**Figure 20:** Distribution of food waste Figure: LUKE, 2021.

Distribution of food waste as kitchen waste, service waste and plate leftovers per customer per sector. In this context, kitchen biowaste refers to all inedible parts of food (such as coffee grounds, bones and fruit peels). (Luke 2021, 31.)



**Figure 21:** What causes food waste at your site? Photo: LUKE, 202.

What causes food waste at your site? On a scale from 1 to 5 (1 = not a significant reason, 5 = significant reason). Number of respondents: 882. (Luke 2021, 34)



**WHY SHOULD YOU** measure food waste? "It gives us up-to-date information about our operations," responds **Kirsi Silvennoinen**, Senior Scientist at Luke, and gives three reasons to measure and monitor food waste: The amount of food waste, the stage in which waste is generated, what the waste consists of. Goals can be set to reduce food waste.

**ALLOWS SELECTION AND** testing of reduction measures: Shows if the selected reduction measures work and if the amount of waste actually decreases.

**ENABLES IMPACT ASSESSMENT:** When the amount and quality of food waste are known, it is possible to calculate its impacts on the environment, climate, economy, working hours, etc.

**THE NEW WASTE ACT** obliges us to keep records of food waste generated and to redistribute edible surplus food.

## Pikaohje toimijalle elintarvikejätekirjanpitoon

Elintarvikealan toimijan (mm. kaupan, ravintolan, elintarvikealan teollisuuslaitoksen) täytyy pitää kirjaa toiminnassa syntyvästä elintarvikejätteestä ja sen käsittelystä.

Jätelaki (646/2011) 118 a §, jättesetus (978/2021) 34 §

**Kirjanpidon tarkoitus** on auttaa toimijaa kiinnittämään huomiota toiminnassa syntyvän elintarvikejätteen määrään ja luomaan keinoja elintarvikejätteen vähentämiseksi.

**Elintarvikejätteen** vähentämiseksi toimijan on luovutettava käyttämättä jääneet elintarvikkeet uudelleenjakeluun ensisijaisesti ihmisravinnoksi, kun se voidaan tehdä elintarviketurvallisuutta vaarantamatta ja kohtuullisin kustannuksin (jättesetus 29 §).

**Kirjanpito tiedot** tulee esittää valvontaviranomaiselle pyydettäessä. Kirjanpidon valvonnasta vastaa jätelain valvontaviranomainen (kunnan ympäristönsuojeluviranomainen tai ely-keskus), jolle elintarvikelain valvontaviranomainen voi antaa virka-apua. Ympäristöluvan- ja ilmoituksenvaraiset toimijat toimittavat tiedot valvontaviranomaiselle vuosittain osana muuta jäteraportointia.

### Lisätietoja:

- **Opas kirjanpidosta**  
<http://urn.fi/URN:ISBN:978-952-380-590-3>
- **Yleistä jätelaista**  
<https://ym.fi/jatteen/jatelaki>

### Kirjanpidossa on oltava seuraavat tiedot:

**1** Toiminnassa syntyvän elintarvikejätteen määrä kilogrammoina.

**2** Tieto siitä, mistä jätelajeista elintarvikejäte pääosin koostuu. Mahdollisuuksien mukaan jäteluettelon mukaiset nimikkeet jätelajeille (esim. eläinkudokset, kasvijätteet, biohajoavat keittiö- ja ruokalajitteet, ruokaöljyt ja ravintorasvat sekä elintarvikkeiden valmistuksessa syntyvät kulutukseen tai jalostukseen soveltumattomat aineet)

**3** Jätteen vastaanottajan tiedot ja jätteen käsittelytapa. Lisäksi mahdollisuuksien mukaan arvio siitä, kuinka paljon (kilogrammoina) käytöstä poistetuista elintarvikkeista olisi ollut syömäkelpoista jätteeksi hylkäämisen hetkellä tai olisi ollut syömäkelpoista, jos ne olisi käytetty ennen vanhentumista tai pilaantumista (mm. lautasjätteet, käyttämättä jäänyt ruoka, vanhentuneet tai pilaantuneet elintarvikkeet).



**Figure 22:** Quick guide to operators on food waste records.

**Source:** Ministry of the Environment, 2023. Pikaohje toimijalle elintarvikejätekirjanpitoon, ympäristöministeriö 2023.



**KIRSI SILVENNOINEN**  
Senior Scientist, Luke.  
Photo: Kirsi Silvennoinen, 2021



## INVOLVING CUSTOMERS AND STAFF IN REDUCING FOOD WASTE

REDUCING FOOD WASTE requires input from restaurant management, staff and customers. In the SaaRa project carried out between 2016 and 2019, the development focused on involving

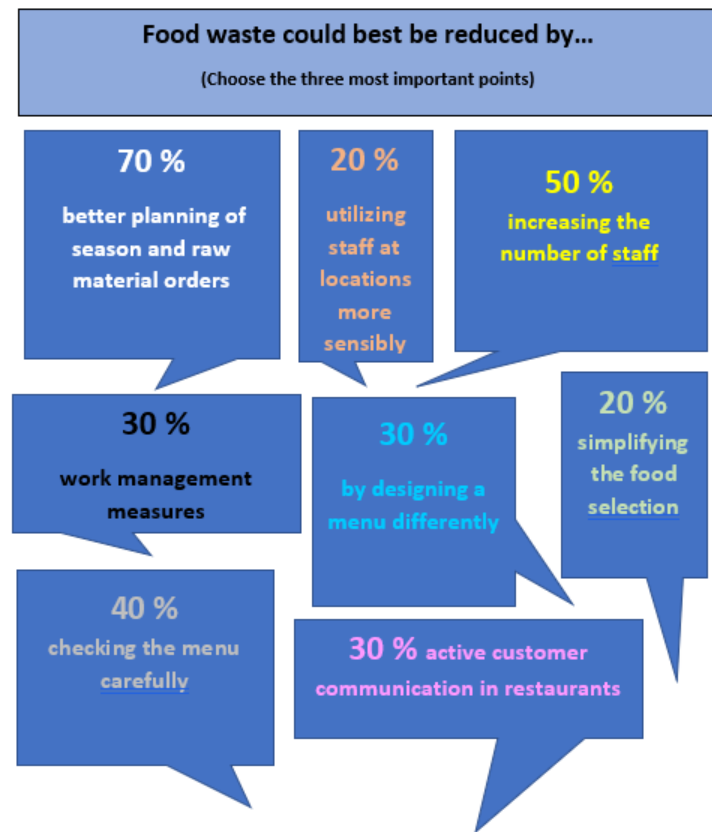


Figure 23: Erälinna & Havaste, 2019.

The SaaRa project asked the staff at the pilot restaurants for tips on reducing food waste.

customers and restaurant staff in the challenges posed by food waste at archipelago sites. (Havaste & Erälinna, 2019.) Scandic Hotels has more than 30 years of experience in promoting responsibility in its operations. Responsibility measures also include minimising the amount of food waste, with both customers and staff involved in the work.



Figure 24: Erälinna & Havaste, 2019.

The SaaRa project also tested customers' commitment to reducing food waste in practice. The idea of the Annos puhtaampaa (A cleaner portion) meal was to offer customers a water-friendly dish, which consisted of pre-cooked surplus food and/or water-friendly ingredients, such as seasonal vegetables and natural fish. The clearest and most important reason why customers were interested in the Annos puhtaampaa food was the fact that it communicated the restaurant's responsibility, which the customers wanted to support. (Havaste & Erälinna, 2019.)

## CASE: SCANDIC HOTELS

SCANDIC HOTELS RESTAURANTS systematically monitor the amount of food waste and biowaste. For several years now, Scandic has been using communications methods to instruct customers about minimising their food waste, for example, at buffets. Food waste has also been reduced by means of food placement, using different-sized plates and changing the size of containers and serving utensils at different stages of the serving period. Scandic restaurants also participate in the Resque service, which reduced the amount of biowaste in restaurants by 7.4 tonnes per year.

HENNA KOKKO, SUSTAINABILITY coordinator at Scandic, explains that as a large hotel operator the company is obliged to tell customers about its commitment to food waste management. "We also encourage our customers to reduce food waste at break-

fast. For example, our restaurants have a sign showing customers how much food waste was generated on the previous day. Our message is that food is too good to be wasted."

SCANDIC HOTELS CONSIDERS it important to engage staff and involve them in brainstorming. A good example of this is the Hang your towel concept, which has become a global practice. If responsibility is part of the restaurant's mission, the staff must be involved. Scandic Grand Central's Executive Chef Ali Suviala's three tips for engaging staff in waste management:

1. Instructions, education, supervision, brainstorming together and setting an example.
2. Monitoring food waste and communicating about its success.
3. Rewarding the team when the goals for reducing food waste are achieved.



## MISSION POSITIVE HANDPRINT - PILOT RESTAURANTS' METHODS OF MINIMISING FOOD WASTE

*"The project provided tools for measuring food waste, allowing us to show our staff and customers how little waste we actually produced. Measurement also provided us with facts for communications. The staff's active role when working in the dining area is one of the most effective elements in our food waste management. For example, families with children aged under 5, who eat free of charge, receive instructions on tasting and portion sizes and the possibility to take more food later to avoid unnecessary food waste. Coffee waste is utilised in dark sauce bases, for seasoning pannacotta or for moisture. Surplus food from the previous day is offered as a sustainable choice on the following day."*

**Minna Hämäläinen**, Executive Chef, Ravintola Puijon Maja.

## CASE PILOT RESTAURANT PERHO

*"For us, Mission Positive Handprint has been a course in the fundamentals of responsibility. We have established a good overall understanding and we promote responsibility one step at a time. A large ship does not change direction instantly, and it takes time and patient work to change established habits."*

**Pauliina Jyrälä**, Ravintola Perho, Helsinki

IN ITS MISSION POSITIVE HANDPRINT pilot, Ravintola Perho managed to significantly reduce storage and kitchen waste using the following measures:

- Menu design: staff have come up with ways to minimise waste related to recipes.
- Adopting a five-week rotating menu where surplus food is frozen and reused: the freezer is not a final resting place.
- Improving the arrangement of cold storage and recording everything that goes in and out of the freezer on a list attached to its door.

WEIGHING PLATE WASTE has raised awareness of food waste among staff and students. After we tested the Hukka AI application in the Herkku student restaurant, we also introduced it in the teaching kitchen. Inedible surplus food and unused by-products go into our composter and are later taken to our Green City Farm field.



Images: Ravintola Perho 2022, CC BY-SA 4.0

*“In order to reduce food waste, we organised a themed lunch day called ‘Hävikkiä Nolla’ (Zero waste); we did not tell people what was being served for lunch in advance, only that there would be various main dishes available and a large salad buffet as well as desserts - at a more affordable price. During the lunch, we also provided tips for reducing food waste at home. For example, how to use dry dinner rolls or leftover tortillas. We received very good, curious and enthusiastic feedback about the food waste lunch.”*

**Caroliina Wallenius**, Entrepreneur, CaWa’s Oy Kuopio

#### CASE PILOT RESTAURANT BISTRO ELO

**OUR PILOT RESTAURANT** Bistro ELO, located on the Valo hotel & work premises, favours Finnish and responsible producers and products in its procurements. Bistro ELO serves Finnish, organic and local

food with seasonal influences and flavours. The Bistro ELO pilot focused on reducing food waste at the hotel breakfast, especially by means of nudging: for example, by rearranging and reducing the size of the portions, and more accurately anticipating the amount of food being served in relation to the number of customers.

*“Our experiment has provided a lot of insight: these actions really have an impact. The public has become more aware of responsibility. We are thinking more about responsibility topics and our team is talking about it more often than before: together we come up with ideas for how we could do things even better.”*

**Jonna Myyry**, Breakfast Shift Manager, VALO Hotel & Work and Bistro ELO

#### RESULTS OF THE EXPERIMENT:

- Service waste: Estimating the number of hotel guests who have already eaten breakfast and anticipating the number who are still coming to eat breakfast by, for example, counting plate stacks, have reduced the amount of food waste and made the daily work of the kitchen easier.
- Plate waste:
  1. Separating sliced cold cuts also makes it easier for the customer to take only the desired amount, and a smaller slice size has also affected consumption.

2. Smaller cereal bowls have significantly reduced food waste from yoghurt and cereals.
3. Many people stop at the instruction sign, and it seems like this has influenced portion sizes in general.

**BISTRO ELO'S** next goal is to reduce food waste at lunch: how to guide customers to take a suitable amount of food on their plate.

*“The most important insight from our pilot has been how small changes, such as changing the way food is arranged, can achieve a lot without spending money.”*

**Annina Roiha**, Executive Chef, VALO Hotel & Work and Bistro ELO



## PROFESSIONAL TIPS FOR REDUCING WASTE AND UTILISING BY-PRODUCTS:

### Berry powder and fermented juices

**FANNI POLÓN**, HEAD of the cold kitchen at Ravintola Nokka in Katajanokka, Helsinki and winner of the chef category in the PRO 2023 competition, offers three tips for utilising food waste:

1. You can make your own vinegar from waste wines and ciders.
2. When making berry purées, dry any surplus peels/seeds that are left in the strainer. They can be used in dishes, for example, in the form of powder.
3. Vegetable peels and “waste pieces” can be fermented and



Fanni Polón cooking in Ravintola Nokka's kitchen.

Photo: Mika Vitikka, 2023, CC BY-SA 4.0

squeezed into juices that can then be used to add flavour to sauces or other items.

### MAKE YOUR OWN SIGNATURE COCKTAILS FROM FOOD WASTE

**MIKA KOIVULA**, AN experienced professional in the bar and drink sector, consultant and Discarded Trade Ambassador, does not see utilising food waste as just a trend. “Making full use of ingredients is smart and good business. Using familiar ingredients in a new way allows you to create attractive signature drinks for



Mika Koivula in a bar with a cocktail glass in his hand.

Photo: Antero Semi, 2022.

#### TIP:

The demand for alcohol-free drinks is increasing. You can download **Mika Koivula's** book *Alkoholittomat cocktailit* (Alcohol-free cocktails) free of charge and use it in your restaurant.

your restaurants. Reducing food waste saves money, but can also help you develop something completely new.”

### MIKA'S TIPS FOR USING BY-PRODUCTS IN SIGNATURE DRINKS:

#### 1. Make coffee syrup or coffee liquor from coffee grounds

**MIX THE COFFEE GROUNDS** with sugar and boiling water. Let the mixture sit overnight and then strain, add the desired alcohol if you are making the liquor version.

#### 2. Make your own “limoncello” using the waste left over from squeezing citrus fruit

**AFTER SQUEEZING OUT** the juice, chop the citrus peels, add the desired amount of sugar and let sit overnight in the refrigerator. Pour boiling water over the peels, mix and let sit overnight again. Add the desired amount of alcohol, let the flavour develop for a short time and strain the finished drink. Leave out the alcohol if making the syrup/cordial version.

#### 3. Leftovers from opened wine bottles add flavour and acidity to cocktails

**FLAT SPARKLING WINE** is a great addition to a Tom Collins cocktail, for example. You can also use wine leftovers to add more acidity and flavour to other cocktails.

### RESTAURANT SKUTTA HAKIS'S EXECUTIVE CHEF JOUNI TOIVANEN'S THREE TIPS FOR REDUCING KITCHEN WASTE IN A RESTAURANT:

#### 1. plan your menu in a way that uses all of the ingredients.

**FOR EXAMPLE, YOU** can use cauliflower stems and the scraps from fish fillets in a stock.



Jouni Toivanen, Executive Chef, Restaurant Skutta Hakis.

Photo: Sami Repo, 2021

#### 2. wrap fresh herbs in a damp cloth and store them in a container with a lid.

**SHELF LIFE AND QUALITY** will improve significantly.

### 3. be careful when making procurements.

**SURPLUS INGREDIENTS USUALLY** end up as food waste since they are unnecessary. Also try to find ways of further processing surplus ingredients.

### 14 MILLION LITRES OF COFFEE DOWN THE SEWER

**EVERY YEAR, FINNS** pour approximately 2.5 litres of coffee into the sewer per person. (Luke & Paulig, 2020) This amounts to about



Jarkko Issukka from Paulig.

Photo: Jarkko Issukka, 2022

14 million litres of coffee. Coffee is a very resource-intensive product and has a long value chain from shrub to cup. Paulig's Brand Manager **Jarkko Issukka** provides three tips for reducing food waste associated with serving coffee.

### USE THERMOS JUGS

**COFFEE STAYS TASTY** in the coffee pot for a maximum of 20 minutes, but a thermos jug can extend this to a couple of hours. "Finns have a deeply-rooted belief that coffee in a transparent coffee maker is guaranteed to be fresh, while coffee in a thermos jug is not. Once it has been explained to them, customers will certainly understand."

### MAKE ONLY ENOUGH COFFEE FOR YOUR NEEDS

**UNFORTUNATELY, PEOPLE RARELY** use the half-pan feature of coffee makers: it is not worth making a full pot when there are only a few customers.

### ALSO TAKE COFFEE MILK WASTE INTO CONSIDERATION

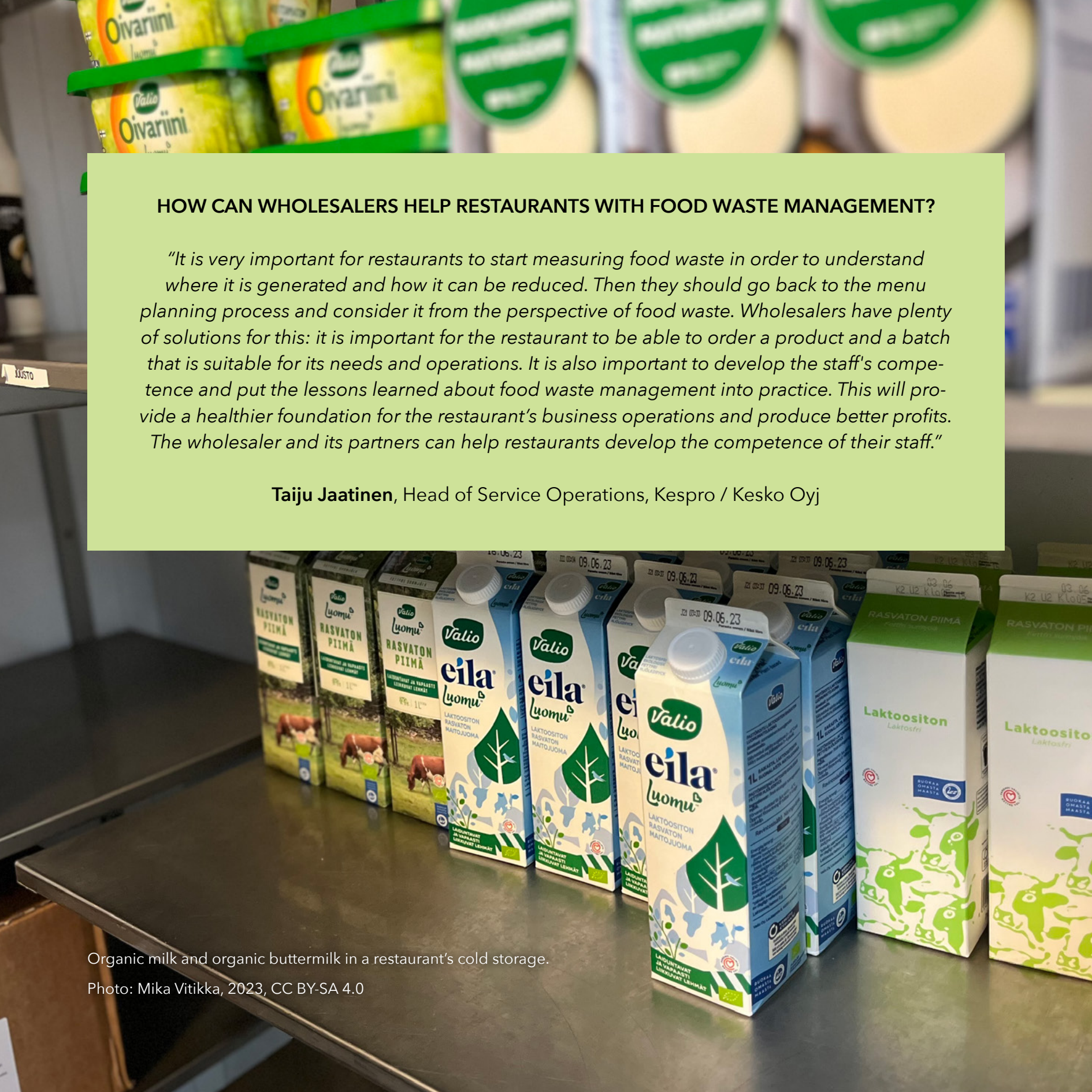
**PURCHASE DIFFERENT-SIZED MILK** frothing jugs so that only the necessary amount of milk is used. Once milk has been frothed, it must be thrown away because it cannot be frothed again.

**ASK THE CUSTOMER** if they want milk or sugar in their coffee. You can no longer use milk from jugs that have been sitting out on the table for food safety reasons.

### HOW CAN WHOLESALERS HELP RESTAURANTS WITH FOOD WASTE MANAGEMENT?

*"It is very important for restaurants to start measuring food waste in order to understand where it is generated and how it can be reduced. Then they should go back to the menu planning process and consider it from the perspective of food waste. Wholesalers have plenty of solutions for this: it is important for the restaurant to be able to order a product and a batch that is suitable for its needs and operations. It is also important to develop the staff's competence and put the lessons learned about food waste management into practice. This will provide a healthier foundation for the restaurant's business operations and produce better profits. The wholesaler and its partners can help restaurants develop the competence of their staff."*

Taiju Jaatinen, Head of Service Operations, Kespro / Kesko Oyj



Organic milk and organic buttermilk in a restaurant's cold storage.

Photo: Mika Vitikka, 2023, CC BY-SA 4.0

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## INTERVIEWS:

**Issukka, Jarkko.** Interviewed on 17 April 2023

**Jaatinen, Taiju.** Interviewed on 20 April 2023

**Koivula, Mika.** Interviewed on 19 April 2023

**Kokko, Henna.** Interviewed on 18 April 2023

**Polón, Fanni.** Interviewed on 20 April 2023

**Silvennoinen, Kirsi.** Interviewed on 13 April 2023

**Suviala, Ali.** Interviewed on 19 April 2023

**Toivanen, Jouni.** Interviewed on 14 April 2023

## READ MORE ABOUT THE TOPIC:

### Publications:

The Elintarvikejäte- ja ruokahävikkiseuranta (Food waste and food loss monitoring) project (luke.fi)

Approximately 640 million kilograms of food waste is generated in Finland each year, of which the share of food loss is around 50% | Natural Resources Institute Finland (luke.fi)

Kestävyyys ja hävikki ruokatrendien aallonharjalla (Sustainability and waste as top food trends) | Natural Resources Institute Finland (luke.fi)



## 2.2. Investigate, adjust and save – new routines for energy and water use

– Sari Minkkinen

THE RESTAURANT SECTOR has been challenged by the national energy sector issues during the past year. Increasing costs have forced restaurants to consider new and creative solutions to reduce the costs of electricity and water consumption. The Mission Positive Handprint's energy and water efficient restaurant BootCamp was held in Helsinki on 17 May 2022. The bootcamp looked for solutions to save energy. Efficient use of energy and water affects the ecological, economic and social sustainability of a restaurant. Financial savings can be achieved in energy and water consumption, waste fees, material efficiency and logistics costs. (Liinanki & Hiltunen 2022.)

ENERGY PRODUCTION HAS many environmental impacts, such as climate change, acidification, impacts on water systems and waste generation (Energiatuotannon ilmastovaikutus n.d.). Using renewable energy sources produces electricity that is more ecological. Reducing energy consumption plays an important role in achieving the carbon neutrality target. According to the European Green Deal, Europe aims to be the first carbon-neutral continent. (European Green Deal n.d.) A restaurant cannot influence the energy source, but significant savings can be achieved through more efficient electricity use. They should also consider alternative solutions, such as the using solar energy for water heating and electricity production, or the using heat recovery systems in professional kitchens. Another issue to consider is the use of alternative cooking methods. Of course, these all require investments and are long-term measures.

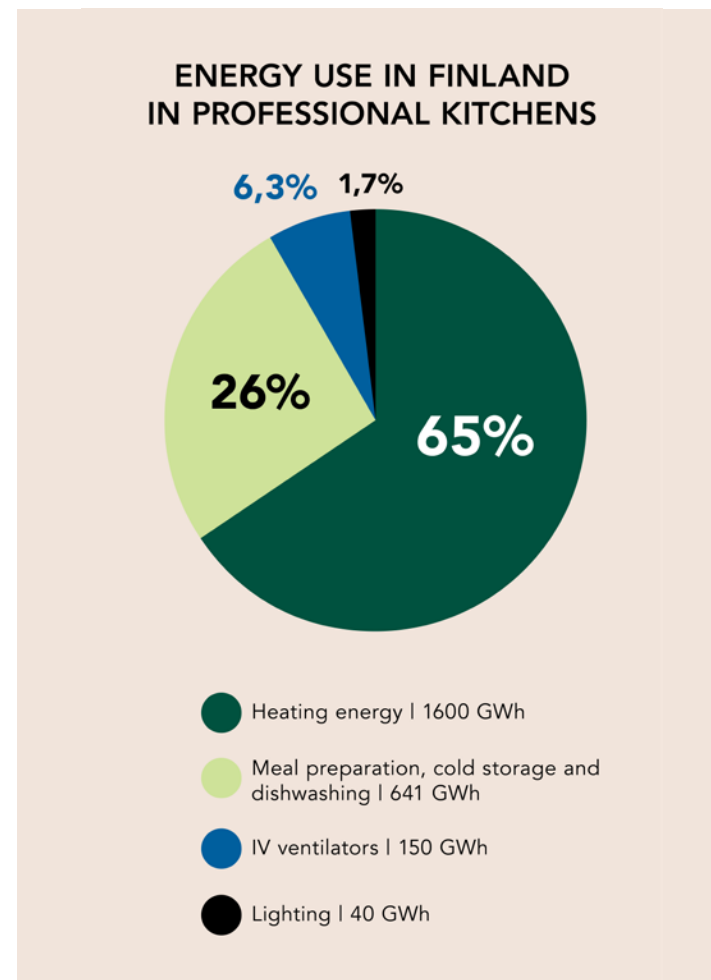


Figure 25: Energy use percentages in professional kitchens.

HEATING CONSUMES THE greatest amount of energy in the restaurant sector (65%), which means that it also has the greatest potential for savings. Preparing food, cold storage and washing dishes (26%) represent another significant opportunity to save energy. Ventilation accounts for 6.3% and lighting for 1.7% of energy consumption. (Energiatehokas ammattikeittiö 2010, 5.)

### IMPROVING ENERGY EFFICIENCY PROVIDES SAVINGS

IMPROVING ENERGY EFFICIENCY requires an understanding of the restaurant's energy use and tools to monitor it. You should map out savings opportunities and define measures to reduce energy consumption. Regular consumption monitoring and reporting will help you to assess the impacts of these measures. It is important to train the staff and communicate with them about energy use and reducing consumption. Staff and customers play a key role in terms of achieving results. Energy efficiency

must be taken into consideration in the planning and procurements of professional kitchens. When procuring equipment, you should examine life cycle costs instead of the purchase price. You should also investigate the possibility of using renewable energy sources. (Liinanki & Hiltunen 2022.)

ENERGY EFFICIENCY IN restaurants is improved by:

- proper workspace design, such as placing kitchen appliance groups beside a wall whenever possible: an appliance group located in the middle of a space needs 1.6 times more exhaust air flow;
- developing working methods and schedules: monitoring energy use and evaluating its rationality should be part of daily routines;
- appropriate use of the equipment;
- adequate user training and familiarisation with the features of the equipment will help maximise energy efficiency;
- in addition to preparation processes, using automatic



equipment cleaning and maintenance features is important in terms of quality and saving energy;

- use the energy perspective and life cycle costs as a criteria for equipment procurement;
- it is important to compare the daily operating costs, energy consumption and intended capacity of the equipment (The Energiatehokas BootCamp\_1-2021\_pptx material).

**AN ENERGY-EFFICIENT PROFESSIONAL** kitchen consists of efficient equipment, processes and user competence. The biggest causes of waste in professional kitchens include the incorrect use of equipment, outdated technology, close proximity of cold and hot devices, refrigerators with glass doors, inadequate equipment maintenance, poor work organisation and unnecessary steps, inefficient use of machinery and equipment, and timing on food service lines. A digital self-monitoring system makes it easier to perform the temperature measurements that are part of self-monitoring and produces more accurate reporting. (Linanki & Hiltunen 2022.)

*"We try to save electricity by, for example, utilising the residual heat of ovens in cooking. Whenever possible, we also switch on the necessary equipment only when we need it to avoid any unnecessary electricity consumption."*

**Tuula Sotamaa**, Entrepreneur, Ravintola Cielo

#### **CASE: PILOT RESTAURANT CAWA'S OY: GOOD ENERGY-SAVING PRACTICES IN THE RESTAURANT:**

- We turned off any half-empty refrigerators.
- We replaced the cold cart at the salad buffet with a beautiful table, serving dishes and cooling plates. At the same time, we checked the sizes of serving dishes and utensils.
- We replaced our refrigerated display case with a more energy efficient option.

*"Significant financial and ecological savings in electricity consumption were a pleasant surprise during the energy crisis and high electricity prices."*

**Caroliina Wallenius**, Entrepreneur, CaWa's Oy Kuopio

**JOINING AN ENERGY** efficiency agreement, provides companies with information and tools for saving energy. Restaurants may also receive government support for investing in energy efficiency and implementing an energy audit. The Finnish Hospitality Industry MaRa encourages its members to join an agreement (Join the group of responsible energy users n.d.). According to energy audits, the average savings potential in restaurants is: 32% for heat, 23% for electricity and 3% for water. In terms of costs, the potential for savings is 22% (Energiakatselmus kannattaa, säästöjä kunnille ja pk-yrityksille 2023).

#### **CASE:**

A carrot farmer managed to reduce the use of electricity by around 40% per month by buying 15-euro cloud-controlled outlets for their freezer storerooms and using them to control the contactors in the storages.

In other words, investing a few hundred euros can help you save 40% in electricity consumption in a single month by cutting peak hours. In other words, "savings measures do not always require a high tech solution".

**THE BIGGEST WATER** consumer in a professional kitchen is washing dishes, which consumes approximately 80% of the water used. Approximately 40% of electricity consumption is also used for dishwashing, meaning that it has significant energy savings potential. Water consumption and temperature monitoring data provide information on savings targets and their impacts. (Ammattikeittölaitteiden hankinta, astianpesukoneet ja kylmälaitteet 2015.) When reducing water consumption, you should consider when hot water could be replaced with cold water, run dishwashers only when they are as full as possible, and avoid wasting water by letting taps run. Did you know that not having trays at the food service tables, for example, can help you save approximately 500 dishwasher cycles per year? Ecological cleaning solutions include "waterless/low-water cleaning" and environmentally friendly cleaning agents and tools. (Kantala & Uhlbäck-Ropponen 2022.)

**INTERVIEWS WITH THE** pilot companies involved in the project revealed that obtaining monitoring data on energy and water consumption is a challenge for many restaurants. They have some

idea about the efficiency of operations, but have to proceed based on an estimate because nothing is measured. The interviewees noted that they had taken sustainability measures by adopting a more sustainable form of heating, purchasing more environmentally-friendly cars, renewing their electricity agreement and selecting a green energy company. They were interested in measuring energy and water consumption, and many of the pilot companies wanted to try digital monitoring. The interviewees would also like to have comparative data from other restaurants.

**THE MISSION POSITIVE HANDPRINT** project provided the pilot companies with the opportunity to experiment with a digital self-monitoring application. The pilot restaurants have faced both functional and use-specific challenges with their equipment, partly due to a lack of staff resources. Sensors installed in refrigeration equipment provide up-to-date information on any changes in temperature. All data are also transferred to a cloud service, which means that self-monitoring entries are automatically documented and can be easily presented during an Oiva inspection. One pilot company managed to pinpoint the time that waste heat was generated during the delivery of goods thanks to an automatic alarm on the refrigeration equipment. This allowed the company to discuss the issue with the supplier and get it fixed.

**THE PROJECT SHARED** practical energy saving tips in the 2022 Christmas calendar on Instagram:

*"Remember to take a systematic approach to cooking. Think about your ingredients, prepare them and try to minimise food waste, as food waste management also provides energy savings."*

**Ari Ruoho**, Ravintola Nokka



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## 2.3. Healthy people and a healthy planet – sustainable food options

– Sini Sarén

### INTRODUCTION

**CONSUMERS WANT TO** eat food that is good for their body and mind. Environmentally conscious eating that is good for people and the environment is also becoming more commonplace. People are considering healthiness even when it comes to eating treats, or at least trying to find options that are a bit healthier. (iRo 2023.) In other words, people have started to make their diets more sustainable and this trend will continue in the future. More research is needed regarding the effects of food systems on the planet, but we already know that unsustainable food production is the single biggest reason for the loss of biodiversity. (Koistinen 2023.) The wellbeing of people and the wellbeing of nature are not incompatible, and they can actually support one another. In the restaurant sector, the challenge is to adapt the food culture, procurements and food systems in a way that supports the wellbeing of the entire planet.

### HEALTH IMPACTS OF FOOD

**WE HAVE LONG** been aware that food has major environmental impacts, but the health impacts of food were recognised even earlier. There is no doubt that nutrition has a huge impact on our health. Eating in accordance with the official nutrition recommendations would support our health, but the reality is that only a small number of Finns actually follow the recommendations. (Girsén 2022.)

**THE NORDIC NUTRITION** recommendations scheduled for publication in 2023 will emphasise the ecological sustainability of nutrition. Finns still do not eat enough vegetables, and most consume too much red and processed meat compared to the recommendations. Food habits are strongly linked to health challenges, such as obesity, type 2 diabetes and cardiovascular diseases. (Erkkola 2023.)

**INADEQUATE NUTRITION IS** not just a problem for developing countries. In the Western world, inadequate nutrition is visible, for example, in the form of vitamin deficiencies. Morbidity increases when nutrition is unbalanced or poor. For example, the prevalence of type 2 diabetes is constantly increasing, which reduces the number of quality years of life due to illness. There is no lack of energy and protein intake in the Western world, and in fact we could call this one type of food waste. Here in the

*“I have long held the opinion that ecological and sustainable development is also important in cooking. In restaurants, this is easy to highlight because restaurants can decide what to put on their menu.”*

**Jouni Toivanen**, Executive Chef

western world, we eat too much in relation to our needs and produce more food than we need. (Girsén 2022.)

**WHAT CAN WE** afford to reduce and increase in our diets, and how can restaurants participate in this work? In the 1950s, people consumed 30 kg of meat/person each year, and today that number has increased to 80 kg/person/year. In the 1950s, people consumed 120 kg of grains/person/year, and today they consume 84 kg/person/year. A total of 14% of Finnish men and 22% of Finnish women eat enough vegetables. (Girsén 2023.) In other words, we should take a step back in our meat consumption and increase vegetable intake (Koistinen 2023).

**FAVOURING MEAT IS** the outcome of our habits and routines, but fortunately we also have the opportunity to create new habits. Reducing the amount of meat on our plates requires a change in habits – it is possible to offer more healthy food options in restaurants and thus support customers in making a change. For example, the idea of re-establishing meat as a special “holiday food” and focusing on fish and plant-based products for everyday meals would bring about the desired changes. This would make it possible to achieve a level of meat consumption consistent with the nutritional recommendations. This would also be a giant leap forward ecologically. (Girsén 2023.)

### ENVIRONMENTAL IMPACTS OF FOOD

**IT IS PROBABLY** no surprise to anyone that food production consumes a lot of energy and different resources. Nutrients, land, and energy are required for primary production, processing, transport, cooking, etc. (Girsén 2022.) Current food production causes eutrophication in water systems, causes chemical load, requires large amounts of land and water resources, produces greenhouse gases, and reduces biodiversity. Eutrophication

of Finland’s inland waters and the Baltic Sea is caused especially by the nitrogen and phosphorus that are spread on fields as fertilisers. On the other hand, wild fish caught in Finnish waters remove nutrients and reduce eutrophication. Food products imported to Finland may cause groundwater pollution and eutrophication in their country of production. (Erkkola 2023.)

*“In that sense, vegetarian food is also an easy alternative for consumers because they know that it has a small carbon footprint”*

**Jouni Toivanen**, Executive Chef

**GLOBALLY, ANIMAL PRODUCTION** takes up 23% of land area, and production animals consume the majority of the grain products. The situation is more or less the same in Finland. Approximately 80% of our cultivated land is used for animal production. The amount of grain used for fodder is three times higher than that used for food purposes. (Koistinen 2023.)

**MEAT AND DAIRY PRODUCTS** have the greatest environmental impact of all the individual food groups. Meat causes 45% and milk 20% of the climate impacts of Finnish diets (Saarinen et al. 2019, 44). The only way to influence this is by changing our consumption habits. A change in the consumption habits of restaurant guests is already well under way, and restaurants play an important role in this work because they can also act as change drivers. (Koistinen 2023.)

**THE ENVIRONMENTAL IMPACTS** of restaurant food can be reduced by, for example:

- Reducing the use of meat and dairy products;
- Selecting as many Luomu (organic) certified products as possible;
- Selecting as many other ingredients that have responsibility certification as possible;
- Offering climate-friendly alternatives to guests and communicating about these alternatives;
- Selecting (domestic) plant proteins to replace meat and dairy products.

(Koistinen 2023)

**PEOPLE OCCASIONALLY WONDER** why we Finns have to do anything because we are already doing well compared to many other countries. However, the truth is that the Finnish diet causes about half of its greenhouse gas emissions abroad and half of its emissions in Finland. In other words, the impacts of Finnish food consumption have on, for example, biodiversity loss are almost entirely affecting foreign countries. (Erkkola 2023.)

## PLANETARY DIET AND RESTAURANTS

**A PLANETARY DIET** promotes the sustainability of the planet as well as human wellbeing and health. It relies on a plant-based diet in which whole grains, fruit, vegetables, nuts and legumes make up the majority of the food consumed. Meat and dairy products remain an important part of the diet, but in significantly smaller proportions than whole grain products, fruit, vegetables, nuts and legumes. (EAT, n.d.)

**FINNS ARE INTERESTED** in wellbeing, health and environmental issues, and this demand must be met with supply (Kirjonen 2021). Restaurants also offer services to consumers who might not care about the environment but still want to follow a diet that is, for example, good for their digestive system or brain. The planetary diet also meets the requirements of these diets.

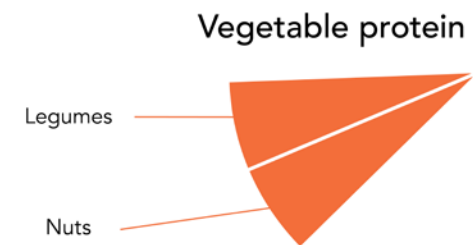
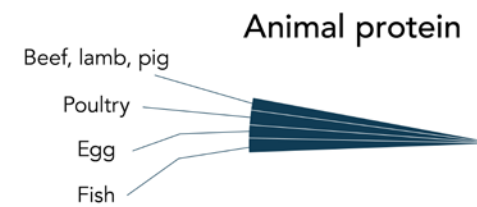
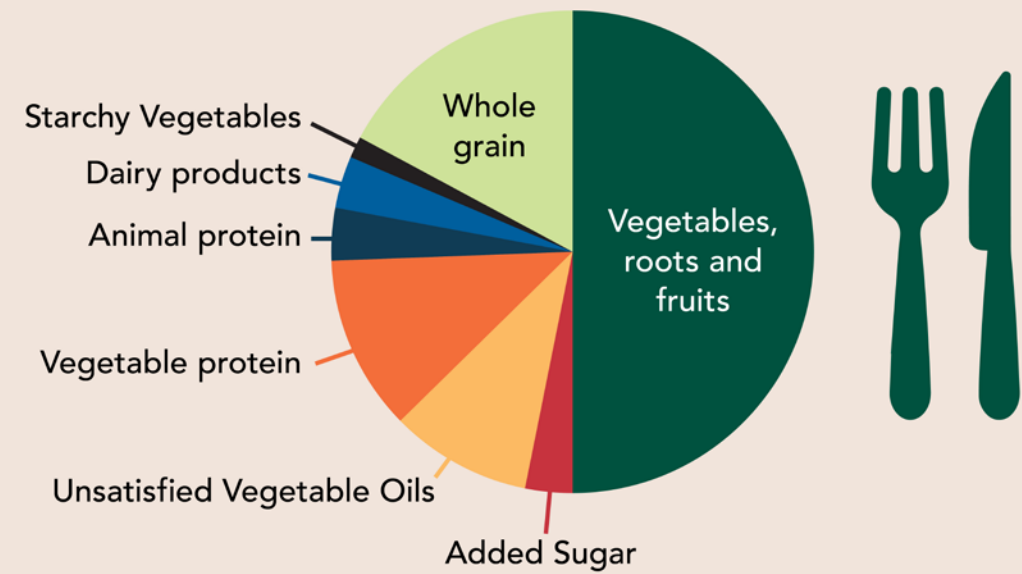
Not everyone has the expertise needed to make good choices in a home kitchen, even if they wanted to. Among other things, restaurant food enables sufficient use of vegetables, utilisation of less familiar lake fish and use of plant proteins. Modifying the recipes used in restaurants makes it possible to improve the healthiness and environmental friendliness of the dishes by, for example, partially replacing meat with vegetables or legumes. (Girsén 2022.)

*“Vegetarian food has the potential to be much more interesting than, for example, a regular old steak that people are already familiar with.”*

**Jouni Toivanen**, Executive Chef



## PLANETARY DIET ON A PLATE



**Figure 26:** Planetary diet on a plate.

Vegetables fill half of the plate in a planetary diet. The other half of the plate shows the distribution of other food groups according to energy intake.

**Source:** Kaltiala 2020

*"Maybe less meat and more vegetables would be the best option for restaurants at this stage."*

Jouni Toivanen, Executive Chef

## HOW CAN RESTAURANT PROFESSIONALS IMPLEMENT A PLANETARY DIET?



**Figure 27:** How can restaurant professionals implement a planetary diet? **Source:** EAT, n.d.

*“There many ways of adapting restaurant food so that even the most devoted meat-eaters will select a vegetarian option.”*

**Jouni Toivanen**, Executive Chef

#### **INTERNATIONAL CASE EXAMPLE:**

**Every day the Ursprung restaurant in Berlin asks itself the following question: how does the future taste?**

**THE RESTAURANT COOPERATES** with Dussmann’s Food Service Innovation Lab and operates like an experimental kitchen. All food in the restaurant is produced in a way that does not exceed the limits of our planet. This means that all food that ends up on plates is equally good for both people and the planet. In concrete terms, this means ecological and regenerative cultivation, low CO2 emissions, reduced meat consumption and species-appropriate husbandry. At the same time, people’s health and nutritional needs are taken into account. (Dussmann 2023.)

**The ideology of the restaurant is guided by the Planetary Health Coordinate System of the EAT-Lancet Commission.**

**THE RESTAURANT ALSO** utilises technological innovations to promote a more sustainable food economy. Ingredients produced this way do not come from traditional agricultural production, but include cell-based products grown in reactors. The restaurant is also investigating the potential of microalgae, mushroom

mycelia and microbial cultures on the plate. The strategic intent of restaurant Ursprung is to find out how society could be fed in a sustainable and enjoyable way, and how planetary health and future food could be scaled to make them available to as many people as possible. (Dussmann 2023.)

#### **TIPS FOR TASTY VEGETARIAN FOOD**

**VEGETARIAN FOOD IS** becoming more popular as a result of its environmental impacts, wellbeing and increased knowledge about them. Green vegetarian food should be more visible in restaurants. In this chapter, Chef Jouni Toivanen offers tips for tasty vegetarian food.

**VEGETARIAN FOOD STILL** seems to be a red flag for some consumers – vegans are “hippies”, and they refuse to touch “rabbit food” or wild herbs. However, in many cases the people who criticise this “rabbit food” are happy to eat vegetarian meals in some of Finland’s most respected restaurants, many of which serve almost exclusively vegetarian food. (Toivanen 2022.)

**SEASONAL THINKING PLAYS** an important role in preparing vegetarian food. When a vegetable is in season, it tastes more delicious and is also a less expensive option. Locally produced vegetables are also an environmentally friendly alternative. Vegetable broths are a good base for making vegetarian food, just like fish and meat broths. For example, an umami-rich mushroom broth and some heartier root and onion broths are tasty alternatives in autumn and winter. (Toivanen 2022.)

**THE BASIC FLAVOURS**, i.e., salty, sweet, bitter and acidic, provide the foundation for a functional dish. A new contender is umami, which can be found especially in tomatoes, mushrooms, seaweed, beans, peas, brassica vegetables, and spinach. Miso, soy, kombu, yeast extract, balsamic vinegar and Australian Vegemite

also contain a lot of umami. In other words, you can add flavour to vegetarian food by choosing umami-rich vegetables and ingredients that supporting them. (Toivanen 2022.)

**TEXTURE IS** an important part of enjoying food. It is easy to create different textures in vegetarian food: crispy, oily, juicy, chewy, silky, soft, sticky, hot, cool, etc. Different preparation methods, such as baking, grilling, boiling, smoking and drying, provide the opportunity for varied approaches.

**FOR EXAMPLE, YOU** can create a tasty dish similar to tartar by drying tomatoes. This deepens the umami-rich taste of the tomatoes and makes the texture “meatier”. Smoking can introduce surprising elements in vegetables – it is worth trying grilled potatoes, squash, corn or herbs. (Toivanen 2022.)

**FLAVOUR PAIRS ARE** a good starting point when considering a new dish on the menu. There are free websites that offer professionals comprehensive flavour pairing programmes based on the flavour molecules in the ingredients. These flavour pair list-sou may help you find some very unusual flavour combinations, such as boletes and coffee. (Toivanen 2022.)

**FERMENTATION INCREASES THE** amount of glutamates in the ingredient, which increases the flavour. Fermentation is also a good way to preserve ingredients for up to six months. Fermentation is an ancient food preservation method that has become trendy in modern times. (Toivanen 2022.)

**SALT, HERBS AND SPICES** are an integral part of cooking, and they often serve to shift a dish in the direction of a certain food culture. You should season vegetarian dishes boldly in the same way as any other food. There is no single right way of seasoning. Fresh herbs are often added in the last cooking stage. Bell peppers, chili peppers, spice mixtures and many dry spices should be “woken up”in, for example, a small amount of fat. Try star

anise as a “flavour enhancer”. Finnish wild herbs are also a very tasty and environmentally friendly addition to cooking.

**THE RESTAURANT’S JOB** is to provide customers with experiences that they might not get at home. However, the nutritional values of restaurant food must also be considered, even though the dishes are usually constructed with flavour, texture, stories and an element of surprise in mind. The importance of nutritional values is particularly emphasised at lunch. The amount of protein is often discussed with regard to vegetarian dishes. When seasoned well, processed vegetable protein products –such as tofu, tempeh, broad bean, TSP and pulled oats – work well as good options at the lunch table, and are easy alternatives for busy kitchens. However, if the theme involves serving food that has been prepared from the scratch, these might not fit in with the restaurant’s ideology. (Toivanen 2022.)

**NATURAL VEGETABLE PROTEIN** sources, such as beans, lentils, peas, nuts and seeds add protein, flavour and texture to vegetarian food. You can easily make “milk” out of nuts and seeds by soaking them. Aquafaba, which is the water used in preserved canned beans and peas, also works like egg white, for example, when making meringue. It is also easy to make pesto, hummus and pastes out of nuts, seeds and legumes. (Toivanen 2022.)



Figure 28: Various forms of vegetarianism.

Source: Toivanen 2022, Pelkonen 2020

### CASE PILOT RESTAURANT SAWOHOUSE

Restaurant Sawohouse increased the number of vegetarian food options during its Mission Positive Handprint pilot.

Menu design has made it possible to add a vegetarian lunch option. This means that there are two lunch options, one of which is always vegetarian.

A vegetarian option has also been added to the festive menus, while it was previously only available by special order.

*“The project has made us consider responsibility even more than before, and we now pay more attention to procurement practices and use ingredients more diversely.”*

**Sawohouse**

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## 2.4 Social responsibility to promote attraction and retention in the restaurant sector

– Riikka Lindholm

### WHAT DOES SOCIAL RESPONSIBILITY MEAN AND HOW IS IT MANIFEST IN THE RESTAURANT SECTOR?

IN RECENT YEARS, there has been a lot of discussion about social responsibility in relation to staff, because the restaurant sector has suffered from a severe shortage of competent employees. In general, corporate social responsibility applies to the company's staff and the entire supply chain with its stakeholders. Therefore, social responsibility also concerns the staff of suppliers at different points in the supply chain. Among other things, social responsibility in the restaurant sector means safe and healthy working conditions for stakeholders' staff, ensuring that

*"We have always paid attention to social responsibility. For us, it is important that the staff enjoy their work, the employees feel good and that everyone receives sufficient orientation. This also applies to extra employees. We have a recreational fund for our staff, and we organise joint recreation days on a regular basis."*

Susanna Ahonen, Restaurant Manager, Varjolan Tila

human rights are respected, that child labour is not used anywhere in the supply chain, and that every employee receives adequate pay.

IN RESTAURANT OPERATIONS, social responsibility is ultimately about the wellbeing of employees and implementation of the restaurant's values in day-to-day work. During the Mission Positive Handprint project, we discussed social responsibility with entrepreneurs, employees and recruiters operating in the sector. We have paid special attention to what social responsibility means in practice in restaurant sector workplaces, and whether it can affect both attraction and retention in the sector. Could socially responsible actions increase the value of restaurants in the eyes of new employees? Could it be used to increase the commitment of existing staff?

DURING THE PROJECT, we asked restaurant professionals in different positions to tell us what social responsibility means for them. Many of them emphasised the importance of good management. The responses also emphasised openness in the work community, taking care of wellbeing, fair and transparent wages, and orientation. Coping at work, recovering from work and the meaningfulness of work always affect wellbeing at work, and a responsible employer takes care of these matters in everyday life, even with small actions. Ensuring wellbeing at work and the employer's social responsibility often mean the same things and actions in daily life at the workplace. In the Psykopodiaa podcast

(2019), Kaisu Behm summarises the areas of wellbeing at work as follows:

- Employees feel good;
- The work community works well;
- The organisation works well.

### ACTIVE MANAGEMENT ENABLES ACTION

ACCORDING TO BEHM, indicators of the staff's wellbeing (the results of work environment surveys), the number of absences due to illness and their causes, as well as the workplace surveys conducted by occupational health care are tools for examining the functionality of a work environment. She explains that when discussing wellbeing at work, the work environment is usually one of the most frequent issues mentioned in the responses to personnel surveys. According to Behm, a good work environment is open; it is an environment where people can trust each other, introduce new ideas without fear of immediate rejection, and where staff are also allowed to make mistakes and fail without being afraid of humiliation or punishment (Behm 2019).

### RESPONSIBLE ACTIONS ALSO GENERATE PROFITABILITY

SOCIAL RESPONSIBILITY CREATES wellbeing at work, which enables companies to increase productivity and efficiency, and reduce employee turnover, the number of occupational accidents and the costs of sick leave. According to Bryson et al., employee satisfaction has been linked to the company's financial growth, employee productivity and quality of work in studies (Bryson et al. 2017, 2019).

ACCORDING TO A study carried out by Akava, staff working in highly successful units and companies and employees who per-

form better than average are usually satisfied with their working conditions (Eskelinen & Kuula 2022). Impaired wellbeing at work, on the other hand, increases the company's expenses in the form of sick leaves, for instance. The Confederation of Finnish Industries (2023) has defined an average price of EUR 370 per day for one day of sick leave, which represents a significant economic impact if the sick leave is prolonged. In other words, it is worth promoting wellbeing at work by investing in social responsibility, also from an economic standpoint.

IN ADDITION TO retention, a socially responsible company is also an attractive employer, especially in the restaurant sector, where the public image has suffered from abuse of employees reported in the media. When there is a shortage of experts, the most attractive and genuinely good workplaces are able to hire the best employees. If the foundation and operations of your company are already in good shape, you should strongly emphasise this during the recruitment process.



## AREAS OF WELLBEING AT WORK AND SOCIAL RESPONSIBILITY IN THE DAILY LIFE AT A RESTAURANT - TIP LIST

### Active management

- Tackle issues and resolve potential conflicts immediately and constructively in order to keep the mutual trust and openness of the work community at a good level. Also intervene in inappropriate behaviour on the part of staff and customers.
- Be present and close and listen carefully to what employees are talking about in the workplace and in development discussions.
- Create a genuinely safe space in the workplace, where everyone is respected and everyone dares to express their opinions.
- Remember that employees are different and come from very different backgrounds. For example, remember that some young workers are not used to social situations and give non-Finnish speakers the opportunity to genuinely understand communication and the workplace culture and become part of the work community.
- Treat every employee from TET trainees to seasoned professionals in an equally respectful manner - a summer employee may become a permanent member of the team.
- Genuinely care about your employees - this alone will take you a long way. Build a good working environment, one good deed at a time.

### Employee wellbeing

- Orientation: A good orientation at the beginning of the employment relationship and new work tasks has a significant impact on the employee's satisfaction and wellbeing. It is also an important part of the employer's responsibility. The collective agreement for employees in the hotel, restaurant and leisure industry, which took effect on 1 April 2023, contains the following provisions on orientation:
  - When assigning an employee tasks related to the orientation of another employee, the employer must ensure that the person providing the orientation has enough time to perform the orientation tasks appropriately. (PAM 2023)
- Working hours and sufficient rest. Remember that employees have a life outside work, so try to find a way to really listen to the employees' requests about shifts, even if you cannot fulfil all wishes. Always justify your decisions. A well-rested employee is often a good worker, so try to ensure sufficient rest. For example, are employees required to work five days per week if they can complete their working hours in four days? The new collective agreement also set more specific frameworks for working time planning, which means that even stronger intervention in irregular working hours is needed. (PAM 2023)
- Flexibility is important to everyone from time to time, and the employee is usually willing to be more flexible if their flexibility is reciprocated.

### Meaningfulness of work

- Opportunities to influence: The possibility for employees to influence matters related to their own work - from work clothing to shift planning and even what the restaurant serves - will make the work more meaningful and thus also improve a sense of ownership and commitment to the workplace.

- Consider whether your team's wages can actually withstand scrutiny. If not, why is that and how can you fix the problem?
- Make vocational development possible for employees and also take new skills into account in work tasks. Employees who feel that they can utilise their competence and develop any areas they want to are also more committed to their employer.

### Work environment

- As a rule, each employee is responsible for their own behaviour at the workplace, and everyone must be able to intervene in any perceived poor behaviour without fear.
- Open communication in the right channels helps to make everything clear at the workplace. Work together and decide on a communication channel that reaches everyone but does not interfere with their free time.
- Create common rules for the workplace and ensure that everyone commits and adheres to them. When new employees join the company, consider whether anything should be changed, for example, in the way of communicating with others.
- Give feedback on work and tasks, never about the actual person.
- Make sure that you meet each other and have time to address issues face-to-face with the team.

### Recruiting experts

- Utilise videos and ask existing employees to participate in the process. Explain what your regular workday is like, the kind of team you are recruiting for, and what you can offer the employee. Explain what you need from the applicant and underline the reasons why they should apply to your company.
- It is important to highlight teamwork, varying work tasks and a good atmosphere.
- Tell the applicant about your values in a manner that is easy to identify with. Consider what things are actually important to you and provide small examples of how they are reflected in what you do.
- Also explain whether the position offers development opportunities; can the applicant consider a career path in your company, if this is what they want?
- Pay, pay and pay. Money is not a decisive factor for everyone, but for a significant number of people it is important information that allows them to take the right approach to the application process. For example, explain the pay range for the position as openly as possible. Do not let the applicant guess the potential pay because, in the worst case, they might be seriously disappointed in the process if they overestimate the salary.

**References:** Results of a workshop on 26 September 2022, interview with Joonas Heino on 31 March 2023.



## MURU DINING OY, TIMO LINNAMÄKI. SOCIAL RESPONSIBILITY IN A RESTAURANT:

*“A genuinely responsible company does more than it needs to –voluntarily. Responsibility and actions are based on the company’s own initiative and willingness, and on a culture of doing good deeds and making good decisions. Responsibility is a value that guides all activities and is thus visible to both employees and customers. At Muru Dining Oy, social responsibility means equality and diversity, and ensuring the staff’s safety, health and competence. Important areas include a good work environment, improving the employee experience, interaction and transparency, and good management. Social impact and developing a better operating environment are also social responsibility, but for us it means caring and empathy – loving your neighbour.”*

Concrete actions taken by Muru Group to improve the employee experience

- A benefit and work ability package for employees, key reforms:
  - an extra week of holiday,
  - low-threshold support services for mental health,
  - leisure-time accident insurance,
  - health insurance,
- individual pay raises, extra bonuses for working evenings and Saturdays,
- hiring an HR coordinator and investing in HR,
- investing in supervisor training,
- investing in work ability training,
- investing in orientation.



### TIMO “LINTSI” LINNAMÄKI

Restaurateur, Chef and Chairman of the Board of Muru Dining Oy.

The Muru Dining Oy group includes the restaurants Muru, Pastis, Ultima Fiasco, Sue Ellen, Finnjävel Sali and Salonki, and Villa Lilla.

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# 3 POWER THE CHANGE BY ENGAGING STAFF AND LEARNING FROM OTHERS

## - Tomi Hiltunen

### 3.1 Intro

**A RESTAURANT LIVES** and breathes through its staff in its operating environment. The staff are the restaurant's lungs and eyes, ears, nose, mouth and hands. Without the staff, no one would be doing the work for which the restaurant even exists. In addition, the staff can see, hear, smell and taste what the guests need. The restaurant communicates with its guests through the staff in many other ways other talking. The staff is present when the guest arrives and when they leave.

**SERVICE DESIGN REFERS** to moments of truth. Daily moments of truth occur e time the restaurant staff interacts with guests in some way. Every interaction between restaurant staff and the guest is a moment of truth, regardless of whether it involves table reservations, a guest's arrival, taking orders, carrying products to tables, receiving feedback, or after-sales service (Carlzon 1987).

**SERVICE DESIGN ALSO** refers to a service promise. This is a collection of the goals and values according to which the restaurant operates. The service promise describes the way the restaurant commits to interacting with its guests (Grönroos 2000). As a rule, the restaurant staff are committed to complying with the restaurant's service promise by working at the restaurant in question.

**THE RESTAURANT'S SERVICE** promise is tested every time there is a moment of truth. Whenever a guest interacts with a restaurant representative, there is a possibility to either redeem or break the service promise.

**TAKE A MOMENT TO** imagine that the restaurant's service promise would also apply to all staff members.

**IF THE STAFF** commit to interacting with each other in the same way as with their guests, each interaction with a colleague will become a new moment of truth. These moments test how well the restaurant staff communicate with each other, support each other, instruct, teach, advise, give feedback and develop. What would it sound to have a restaurant where the staff are committed to the company and each other as solidly and professionally as they are to their guests?

**THIS SECTION EXAMINES** the ways in which the staff can be engaged in developing the company, supporting each other and learning from each other, and it also provides some good tools to support successful change management.

### 3.2 Ensuring responsibility together

**RESTAURANTS ARE TRADITIONALLY** perceived as organisations that are managed from the top down, which is undoubtedly true in many cases. A restaurant typically has owners or shareholders, a restaurant manager, a shift manager, some people that are equivalent to shift managers, and the dining room staff. The kitchen has its own corresponding positions. Larger organisations also include several other people, such as chain managers, business idea managers and sector managers. These positions typically fall between the restaurant manager and the owner. In this type of organisation, exercising of power and the tasks trickle down from the executive level (InnoWork 2023).

**THIS ORGANISATIONAL MODEL** can lead, for example, to the following operating model: The restaurant owner has a strategic intent that they communicate with the restaurant manager. The restaurant manager then takes responsibility for implementing this strategic intent. The shift managers help to carry out the task, and the task is eventually assigned to the dining room staff. Staff performance and success are measured, and the results reported back upwards. Depending on the results, the executive level might make some corrections, which will again start trickling down in the form of new instructions. Very typical, right?

#### IN SUMMARY:

1. If you want to make a change in your restaurant, the strategic intent for the change must come from your staff.
2. A change ordered from the top down will not become a permanent new operating method.
3. Involve staff in decision-making and give them the freedom to influence!
4. The same organisational model is not suitable for everyone, but some of your restaurant's functions can be managed in different ways.

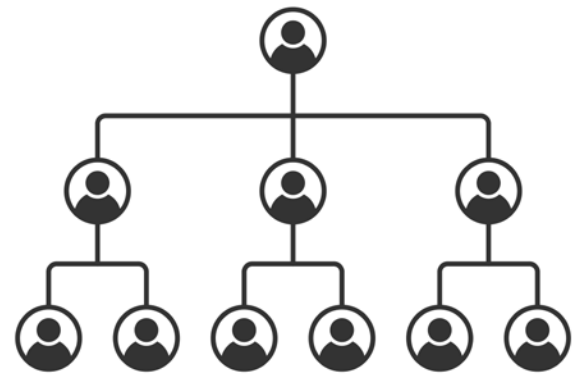


Figure 29: Hierarchical organisation model.

**THIS MANAGEMENT METHOD** is natural to us because we have been learning it since childhood. At school, pupils implement the teacher's strategic intent, which the teacher has received from the curriculum. In the army, soldiers implement the strategic intent of their superiors, which they have received from their own superiors. Throughout our education, entertainment and society, we see a recurring model that includes supervisors (someone who controls) and their subordinates (someone who obeys).

**ALL THESE MANAGEMENT** models have one feature in common: the strategic intent comes from above, and not from staff to management (InnoWork 2023).

### RESTAURANTS COME IN DIFFERENT COLOURS

**TEAL LEADERSHIP PARADIGM** is a new way of thinking about the organisation of work, in which responsibility, freedom, creativity and self-direction are supported and encouraged. The aim is

to organise the work so that it is carried out by self-directed, self-determining teams and not by individual performers obeying direct orders (Ammunet 2020a).

**TEAL LEADERSHIP, DIVIDES** organisations into different colours based on how the work is organised in them and how power is exercised (Ammunet 2020b). Brief descriptions of each organisational colour are presented below. What kind of organisation do you belong to?

**Red** (impulsive): The restaurant has one dictator-like leader. The staff are afraid of failure. The staff have no freedom to influence anything at the restaurant. Work is divided into clear, unambiguous and black-and-white roles: dishwashers wash the dishes and buspersons pick up the dirty dishes. The number of working hours of the staff varies and the employees are expected to be flexible. Think about Gordon Ramsey screaming in the kitchen.

**Amber** (conformist): Work is divided into clear, formal roles, such as restaurant manager, shift manager, dining room staff. Not all power lies with one person. Workdays are monotonous, easy to repeat and measurable. The restaurant runs well even if one member of the staff is away. The restaurant has a clear hierarchy. Supervisors are in a position of power from the viewpoint of their subordinates, and work and its results are controlled and measured. Think about the army.

**Orange** (achievement): Work is clearly divided into different formal roles. Each employee is responsible for their own performance. New ideas are valued. An employee's status or level of appreciation is based on talent, merits and competence. There are some types of reward schemes in place. There is friendly competition between the members of the restaurant. The restaurant has certain common goals, and everyone works to achieve them. Think about a well-oiled machine.

**Green** (pluralistic): Each employee has the responsibility and freedom to make their own choices about their work. Employees are valued at the restaurant as a uniform stakeholder. Employees' opinions guide the planning of work. The work culture is based on common values. In addition to the results of the work, they invest in customer experience and what it is like to work at the restaurant. Think about a family.

**Teal** (evolutionary): The work does not involve supervisors, but self-directed teams. The guiding force of the restaurant is not necessarily to produce a certain, consistent result, but to adapt and develop. The restaurant has a higher goal, such as developing the sector. Power is distributed equally among all employees, and the employees' special competence guides the division of work. Decisions are made together. Think about a living organism.

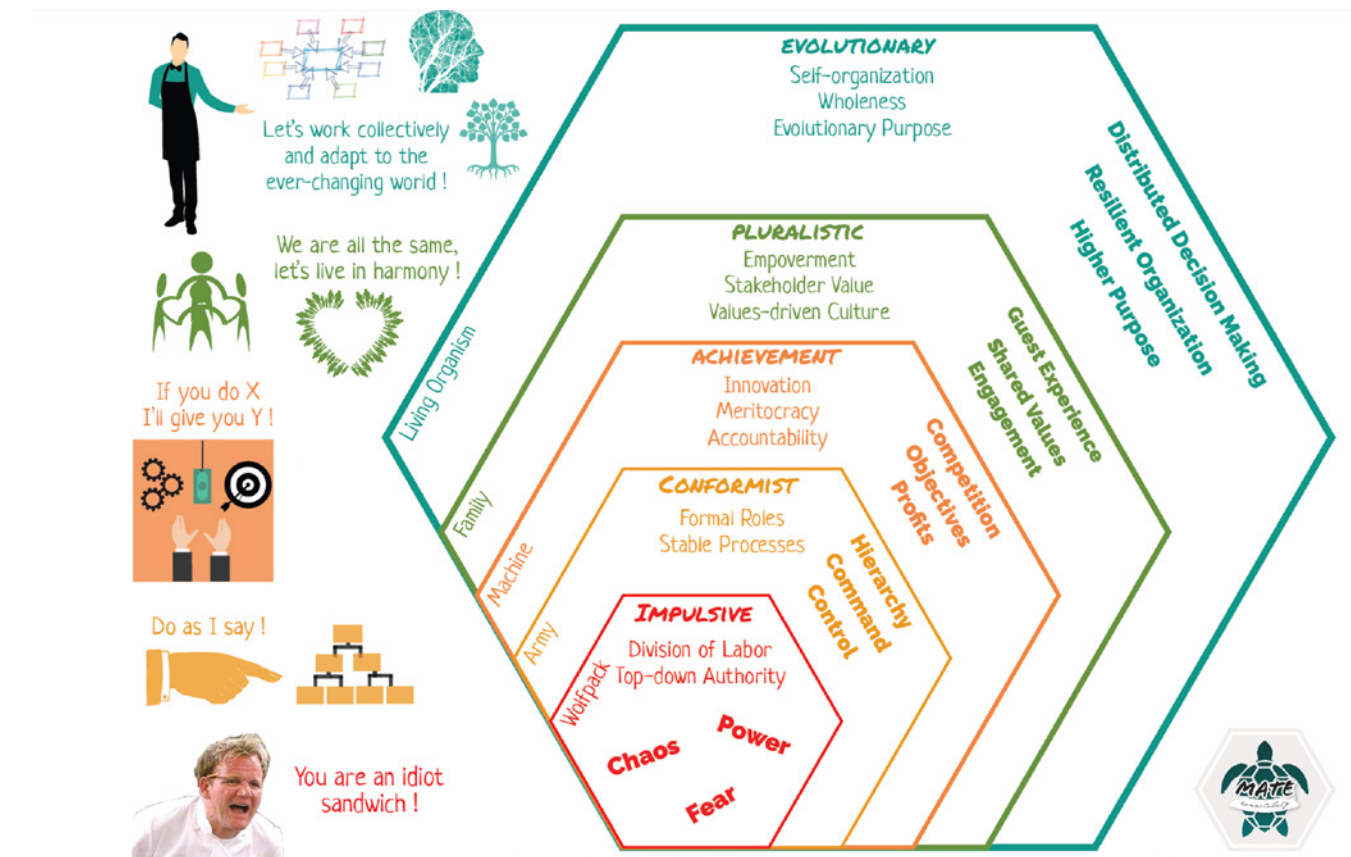


Figure 30: Five Stages of Human Development. (Adapted from: Ammunet 2020c)

## RESPONSIBILITY AS THE COMPANY'S STRATEGIC INTENT

**RESPONSIBILITY IS A** strategic intent in the same way as making profit or improving the customer experience. It is a series of actions aimed at increasing the company's handprint.

**RESPONSIBILITY CAN** only be promoted if the staff is sufficiently motivated to make a change. It is possible to motivate staff in different ways. The most common external motivators are positive things, such as pay or reward systems (Opinvoimala 2023), but obviously it is also possible to motivate staff with negative things, such as fear and necessity, depending on the colour of the organisation.

## NO EXTERNAL MOTIVATOR LEADS TO A PERMANENT CHANGE IN OPERATING METHODS.

**CHANGE IS MORE** permanent if the strategic intent comes from the staff. It is possible to develop internal motivation by authorising and assigning responsibility to staff, allowing them to influence the terms of work and how it is carried out (Opinvoimala 2023). Staff also often have tacit knowledge that supervisors do not possess. When staff are involved in planning, you may avoid some misconceptions that management might otherwise make.

**IN TEAL ORGANISATIONS**, the staff could be assigned to responsibility groups with different themes in order to achieve such a change. These groups would identify what can be changed in the company and what methods could be used to achieve this. The groups then determine what changes should be made and how they will be monitored. However, all of this must be based on the staff's to make the company's operations more responsible. In other words, we must find some way to communicate to the staff that acting responsibly serves their interests in one way or another. This benefit can be something intangible, such as

a good turnover (continuity of work), a good employer image (pride in one's job) or simply doing something good (self-esteem, sense of justice).

**ONE OF THE** undeniable benefits of acting responsibly is that it results in profit. Good material management reduces waste. Taking care of the staff leads to less sick leave and increases the quality of work. Smart electricity and water solutions save money. Looking after the surrounding society will benefit the restaurant in the form of a good employer image and purchases involving value judgements. The way these issues can be translated into the staff's strategic intent depends on a clever supervisor.

**TAKE ANOTHER LOOK** at the different coloured organisations above. These organisational colours are not straightforward. There may be no single solution that works for every restaurant in Finland. In most cases it is necessary to combine different solutions and make compromises. Some functions may be carried out in a teal manner in orange companies, while teal companies might still have some green or orange work guidance. For some organisations, the teal model is not suitable at all. A responsible restaurant company is like a watercolour painting.

## THE TRIPLE BOTTOM LINE - WHY SHOULD YOU CARE ABOUT THIS?

**THE UN ASSOCIATION** of Finland defines the triple bottom line as follows: "Reporting the company's performance in terms of its economic, ecological and social impacts, rather than merely its financial performance." (UN Association of Finland 2023).

**ACCORDING TO THIS** way of thinking, the company's value should be determined using other indicators besides money. This is not happening yet, as the value of companies is always expressed

in money. There are many different sustainability indicators, but their impact on the monetary value of a company is difficult to verify, and the results of the sustainability indicators are not presented together with the company's stock exchange rate. However, there is a real demand for such indicators in a society where responsibility is becoming increasingly important. Perhaps one day a company's responsibility scores will be listed in the same sentence as its turnover, profits and stock exchange rate. This kind of thinking is not complete utopia, even if it might still be decades away.

**HOWEVER, TODAY IT IS** important to consider the question of "why does our company exist?" (Sinek 2009). Does our company exist to take people's money, or do we have another goal? Is our company doing the right thing morally or economically? These two are not always even close to being the same thing.

**START BY ASKING** why: why do we want to invest in responsibility? Is responsibility inherently important to us or do we only develop it because of external pressure? Is responsibility something

that we glue on top of our normal operations or is it the starting point for our operations? This decision will have a significant impact on the amount of resources that should be invested in it, and how much of it can be required from the staff.

**IF THE COMPANY'S** core values include acting in a morally correct way, all three areas of responsibility (economic, ecological and social) will become essential elements when organising business operations. In this case, the company is also likely to attract employees who share these values and are thus internally motivated to promote responsibility.

**THERE ARE NO** right or wrong answers regarding how much a restaurant wants to invest in its responsibility. The decision made by your restaurant is just as correct as that of a restaurant on the other side of the road or on the other side of Finland. Whatever you choose, you need to involve all of your staff. Ensuring responsibility is a common cause, no matter how much or little people contribute.

## 3.3 Anticipation tools to support change

### REACTION, ANTICIPATION AND WEAK SIGNALS

**WHEN WORKING AT** a restaurant, you will constantly encounter new phenomena, and the next phenomenon is always right around the corner. These phenomena may have major impacts on business operations. Some phenomena, on the other hand, have no impact on our business operations at all. The phenom-

ena that affect business operations require action. There are two ways to act on any phenomenon: to react or to anticipate. If you detect a phenomenon that has already occurred, your action is a reaction. When you detect a phenomenon that has yet to occur, your action is anticipation (Sitra 2020).

### IN SUMMARY:

1. You should prepare for future phenomena in advance in the restaurant sector.
2. Actively follow restaurant trade publications, social media and events related to the restaurant sector. Keep your eyes and ears open!
3. When you want to achieve a goal, try the Backcasting method.
4. You should introduce new operating methods in the restaurants using the Hive Mind method.

### REACTION, ANTICIPATION AND WEAK SIGNALS

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**THE PHENOMENA THAT** have occurred in the past are typically trends, such as customer interest in domestic craft products, which began with the success of Kyrö's Napue gin. When you detect a trend, you might adapt your operations or selection to reflect the trend and thus react to the trend.

**A MEGATREND REFERS** to a phenomenon that is globally significant and affects the entire sector regardless of the country or continent. For example, one of today's greatest megatrends in the restaurant sector is the popularity of alcohol-free and low-alcohol products. Megatrends often last for several years and are easy to notice because the media is also interested in them. The most likely developments illustrated by megatrends are relatively well known (Sitra 2022). For example, we can be quite sure that the success of alcohol-free distillates will continue next year.

**THE PHENOMENA THAT** will take place in the future appear as weak signals today. Weak signals are the first symptoms of changes that may become significant in the future. They are surprising things that have actually happened, and also challenge the current way of thinking (Sitra 2022). Current examples of weak signals in the hospitality sector include the development of robotics or synthetic alcohols. It is still difficult to assess whether these phenomena will become more common or develop into trends.

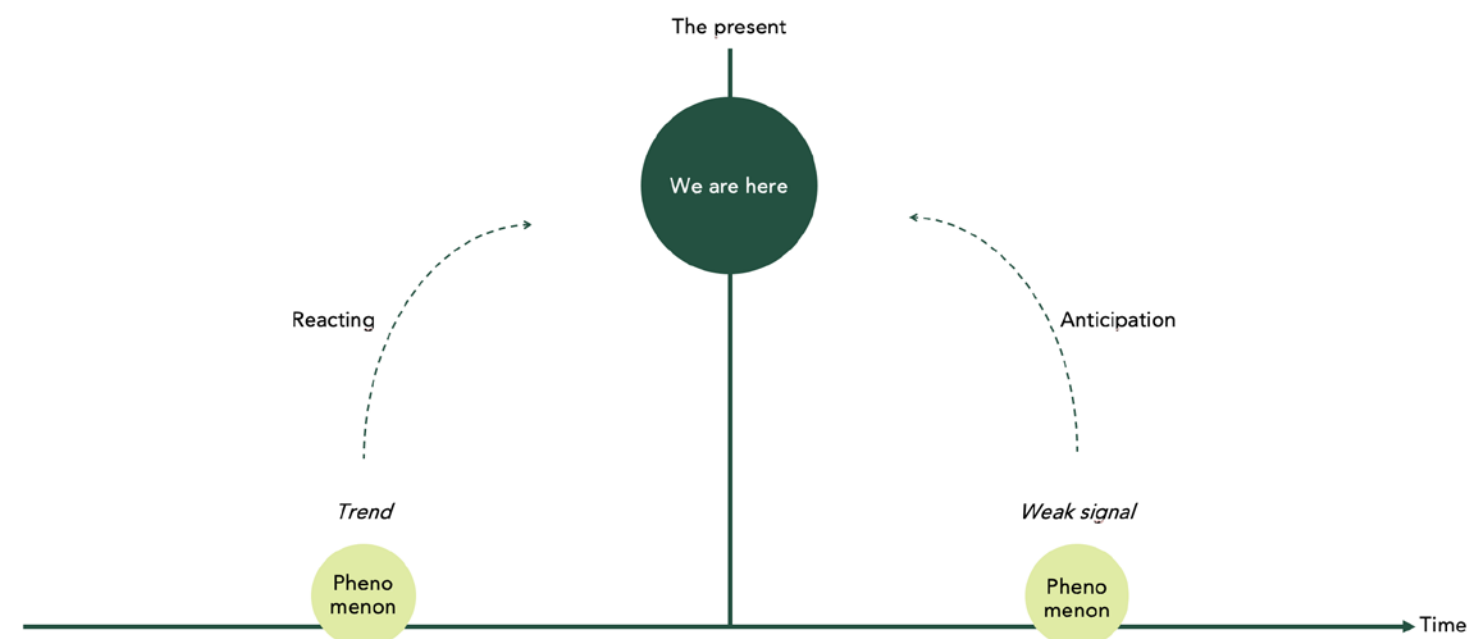


Figure 31: Trends and weak signals.

It is important to note that current trends and megatrends have all been weak signals at some point.

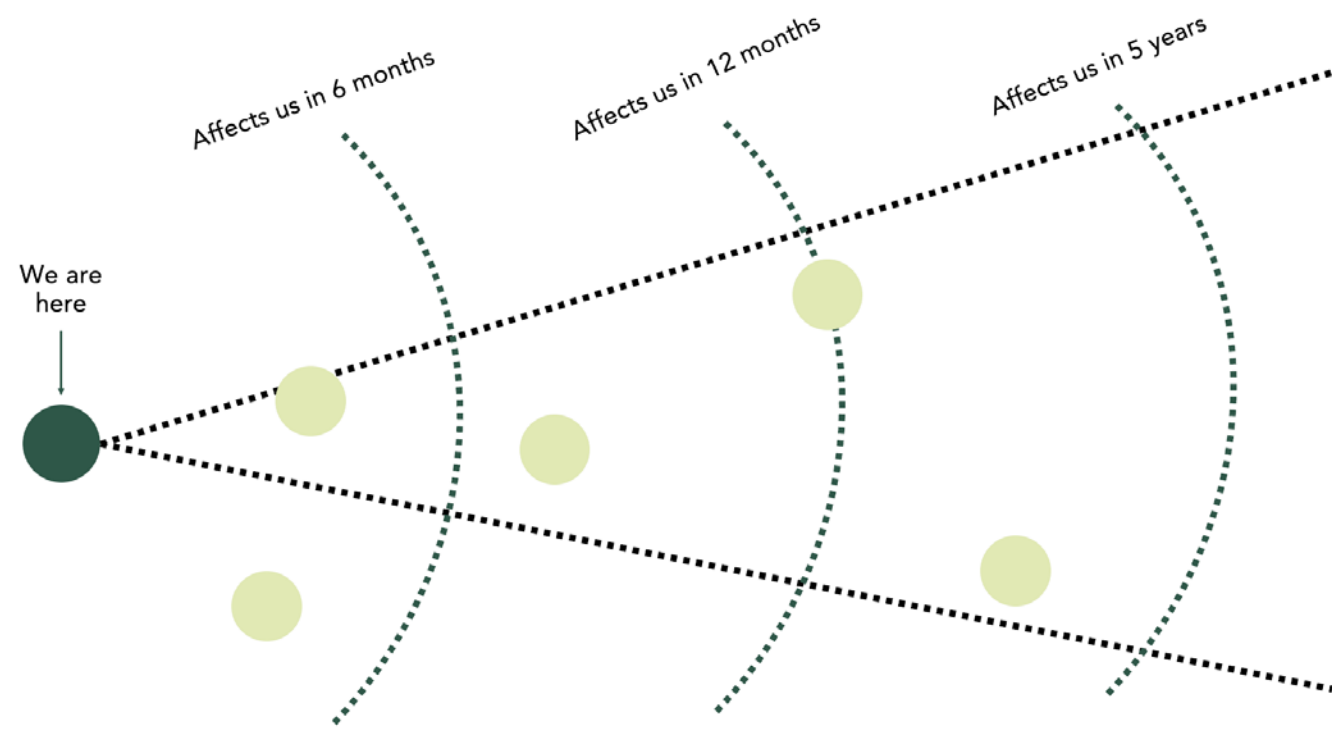
### SHOULD YOU BE WORRIED?

**THE MOST AGILE** actors always strive to be sensitive to weak signals and to anticipate them. The best tools for this are compre-

hensive, versatile networks and a quick mouse finger. Industry publications, other professionals working in the sector, social media and developments in other sectors are signs of future changes. We Finns also have an exceptional opportunity to get a glimpse of the future of our sector by travelling abroad, as trends and their weak signals often occur elsewhere years before they reach us. Fortunately, the Internet has reduced travel times, and it is often enough to move from the kitchen to the

computer. Some day you may be the one whose actions are observed all across the world! In many cases, it may be challenging to assess how much impact the phenomenon observed will have on us in future. Does this require immediate action? Should we be worried? Future radar is a good tool for this.

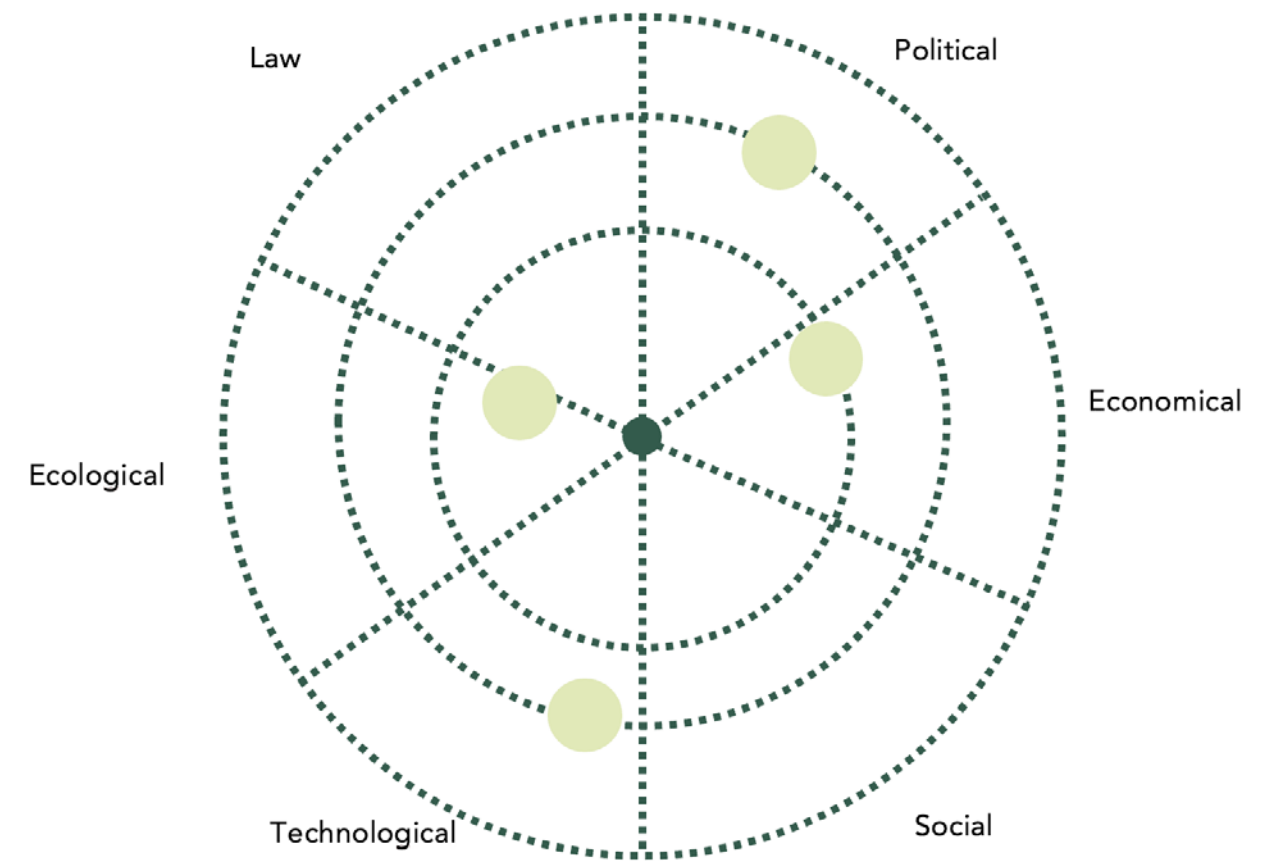
**PHENOMENA CAN BE** placed at different distances on the future radar, depending on how soon they are expected to affect us. If the observed phenomenon does not concern us, it can be ignored and placed outside the radar. The future radar in this image only has one sector, but future radar can also be presented as a circle.



**Figure 32:** Future radar. (Adapted from: Boe-Lillegraven, S., & Monterde, S. 2015)

**IN A CIRCULAR** future radar, phenomena can be placed in different sectors depending on their nature. Political phenomena belong in one sector and technological phenomena in another. Even in a circular future radar, phenomena are placed at different distances depending on how soon they are expected to affect us. If you

listen closely to all weak signals and immediately place them in the future radar, you will gain a very good understanding of the phenomena surrounding us and it will be easier to plan your operations. Developing an overall understanding of the phenomena affecting us and acting accordingly makes us agile.



**Figure 33:** Future radar, circular model. (Adapted from: Glenn, J. C., & Gordon, T. J. 2006)

## GOOD PLANNING IS MOST OF THE WORK

**OUR OPERATIONS WILL** be different depending on whether we decide to react to or anticipate a phenomenon. This change must be managed. Change management methods are the same for both reaction and anticipation. In order to successfully manage a change, the nature of the change must first be understood. Does the change require:

- Developing new operating models.
- Updating old operating models.
- Do we have to blow up the whole system?
- Responding to different phenomena requires changes of varying intensity.

**THE RESULTING CHANGE** will only become a permanent part of the operations if the entire organisation participates in practical implementation of the change. For this purpose, the staff must understand why the change is being made, what the tools for change are, and what role each person plays in implementing the change. Communicating this information to the staff in an unambiguous, unbiased manner is particularly important. You must be able to discuss the planned change honestly and directly. A change will not be lasting if the staff does not believe in it or understand its importance.

## BACKCASTING

**ONCE YOU HAVE** selected the change to be implemented or want to achieve a vision, the Backcasting method will help you understand the steps that are needed. This method is most useful when the organisation agrees on the desired future or when the goal is fixed (Medium 2023). The name of the Backcasting method is derived from the word "forecast". However, this method is the opposite of forecasting, because this tool moves backwards in time.

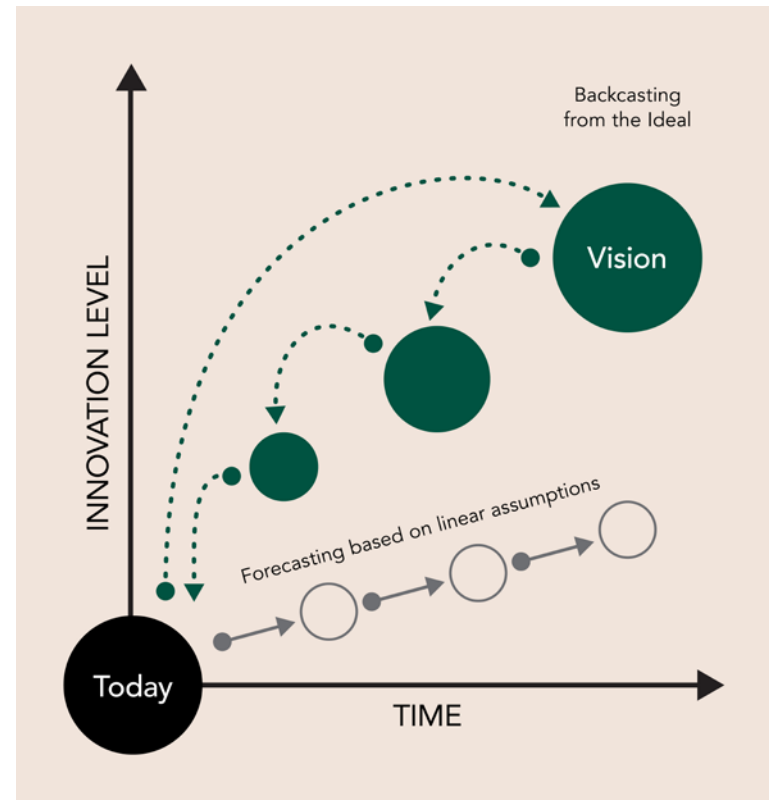


Figure 34: Backcasting

**WHEN USING THE** Backcasting method, you must first record the vision, in other words, the desired future. It can be, for example, reducing food waste by 50%. Then you must step back in time and record the future state that must be realised in order to achieve a 50% reduction in food waste. In this future state, you should record all the concrete things that should have happened in the organisation, such as updating the lunch menu and purchasing waste services.

**THEN YOU SHOULD** take another step backwards in time and record the things that should have happened in order to update the lunch menu and purchase waste services. Continue stepping backwards in time until you reach the present. You have now created the steps needed in order to realise the vision we imagined at the beginning. It is easy to assign responsibility for these steps and convert the steps into organisational activities. It is up to the organisation to decide how long the temporal steps used in the methods should be. You can use years, quarters or weeks depending on how quickly you want to achieve the vision.

## THE POWER OF HIVE MIND

**THE HIVE MIND** model (Prominda 2020) is a very good tool for turning a change into reality. In traditional organisations, one responsible person is often assigned to a task and is then respon-

sible for handling it. This leads to a strong division of expertise in the workplace, because only one person with special expertise in the task in question. In the worst-case scenario, certain types of tasks are always assigned to the same employees. If staff comes and goes or become ill, this competence leaves the organisation and makes it necessary to completely retrain staff for these tasks. The tasks may not necessarily be assigned to the most motivated employee, which means variation in the quality of change implementation. In the Hive Mind model, three responsible persons are assigned to each task instead of one.

## THE HIVE MIND MODEL ASSIGNS THREE PEOPLE TO EACH TASK: THE DOER, THE HELPER AND THE FOLLOWER

**THE DOER IS** the person who is ultimately responsible for completing the task. They are the person with main responsibility for performing the task and ensuring the quality of work at the end.

TASK	DOER	HELPER	FOLLOWER
Taking care of social media	Matti	Liisa	Noora
Competing waste partners	Noora	Liisa	Matti
Updating lunch menus	Mikael	Noora	Liisa
Task X			
Task Y			
Task N			

Figure 35: The Hive Mind model.



Instead of performing the task alone, they lead a team dedicated to the task.

**THE HELPER HELPS** the doer to complete the task. The helper is the right hand of the doer. However, the helper is not ultimately responsible for the completion of the task, even though they have a very important supporting role in it. The helper is just as familiar with the requirements for performing the task as the doer.

**THE FOLLOWER IS** someone who may not be familiar with the requirements of the task or particularly good at the task. In spite of this, they are involved in the team performing the task and assist in any way they can. The follower's most important task in the team is to learn what the doer and helper do. As the follower assists the helper and the doer, they learn the requirements of the task and how to perform the task. The doer and the helper are responsible for ensuring that the follower is always involved in performance of the task, even if they do not have a particularly active role.

**ONCE THE TASK** has been completed or after a certain time, they can start swapping tasks within the team. The example in the figure shows that Matti is not always responsible for managing responsibility communications. At some point, the responsibility for this task can be assigned to Liisa and later to Noora. Matti should be responsible for a maximum of two additional tasks. He should be either a helper or a follower in the other tasks.

**WHEN THREE-PERSON TEAMS** have been appointed for all tasks required in the organisation, no one has sole responsibility for any task. After a while, the organisation will also have at least three people who are able to perform each task. A restaurant company managed with the hive mind method has many teal features, as the tasks are carried out by self-directed teams and not by competing individuals. The staff are more committed to

performing the tasks, because their level of responsibility for the assigned task varies according to their competence and motivation.

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## 3.4 Peer learning empowers the development of business operations – Hannaleena

**HAVE YOU EVER** wondered why the restaurant next door does not have the same problems as you? Have they not encountered the problems yet, or have they already solved them? When was the last time you talked with the restaurat operator next door? Share problems and solutions with your colleagues!

**A SUSTAINABLE FUTURE** can only be built together: Change requires good partners, a network and peers.

**OUR FELLOW HUMANS** are an underutilised resource. A good network can help build an ecological lifestyle, and people often find transformative creativity in a group. Problems turn into solutions and work becomes fun. It is easier to learn something new together and this also lowers the threshold for participation. (Halonen, Korhonen-Kurki, Niemelä & Pietikäinen 2022, 241-243).

**THE CIRCULAR ECONOMY** is a good example of co-operation between companies, as good networks offer opportunities for sharing know-how and developing mutually supportive services. Companies can also report their by-products and surplus materials to others. A lack of networking can even slow the development of SMEs. A network can start implementing responsibility work in simple ways, for example, by reducing waste related to materials and energy. You can also consider whether another company could use your by-products, or if your own products could be made from waste materials generated by other companies. (Hänninen 2023.)

### **BENEFITS OF PEER LEARNING:**

- Better concentration and improved critical thinking;
- Deep learning and greater internal motivation to learn;
- Improved ability to learn to see things from someone else's perspective;
- A more positive and encouraging atmosphere in learning situations;
- Less stress and anxiety caused by studies;
- Improved attitude toward the topic being learned and better self-confidence;
- Resources are saved instead of being wasted on mistakes;
- A large group of peers with whom you can start self-development;
- Essential self-reflection that helps you identify personal pain points.

(Quarstein and Peterson 2001. Kähärä, Javanainen & Tuominen 2022.)



Figure 36: Working together is inspiring, motivating and encouraging!

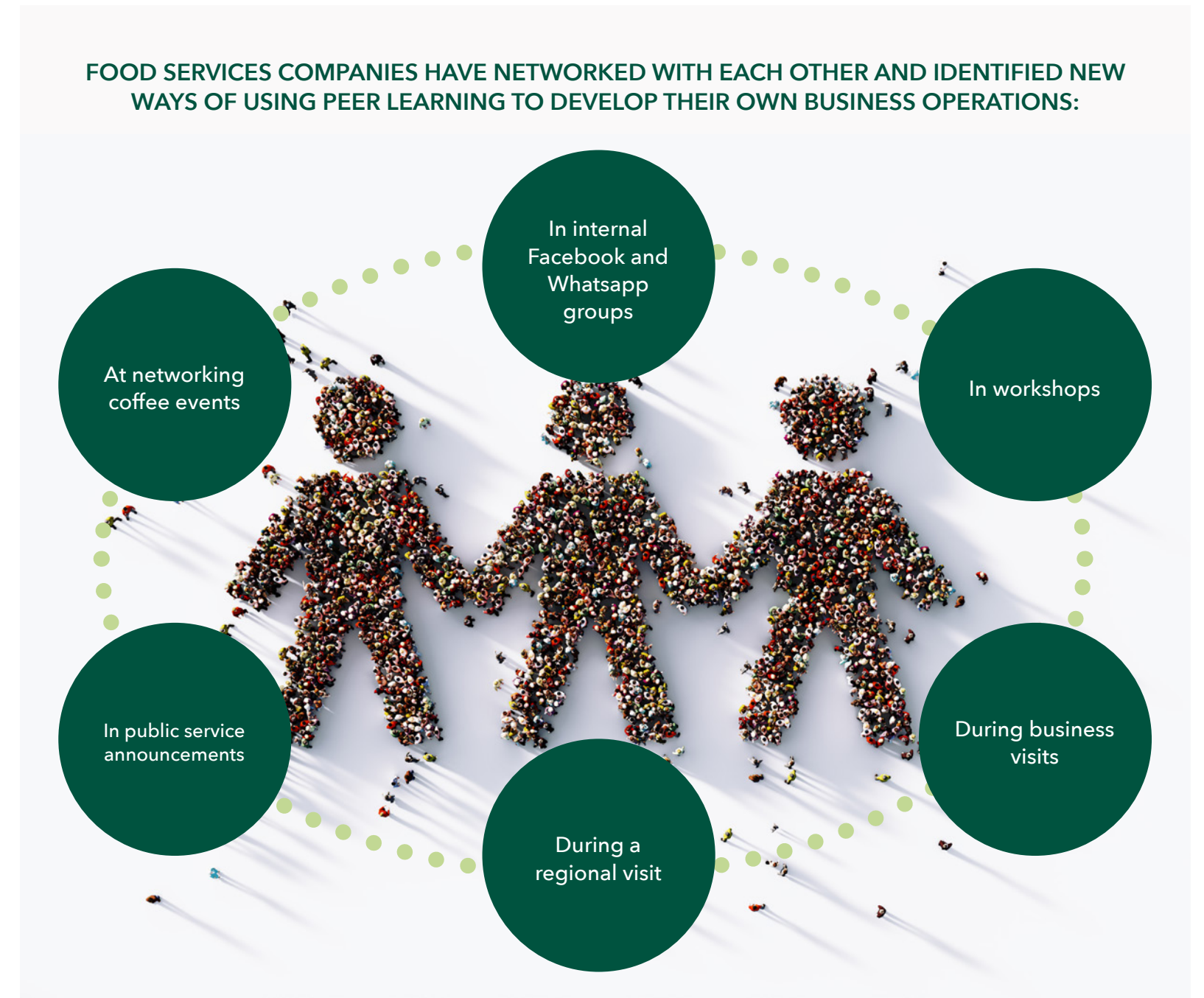


Figure 37: The pilot companies of the Mission Positive Handprint project have obtained cross-regional peer knowledge from each other.

**PEER LEARNING EXPERIENCES:**

*"The most relevant thing I learned from other restaurants that participated in the project is that all restaurants were dealing with the same issues and challenges. Representatives of other restaurants have provided a lot of honest feedback on the functionalities, good aspects and challenges of different solutions. This makes it easier for us to consider whether or not a specific solution would be suitable for our operations."*

**Joonas Hovi**, Restaurant Manager, Hiisi Taproom

*"The project has activated a very important and significant theme in our operations. Inspired by this, we have also joined the EcoCompass environmental programme, and we are very keen to make responsible choices both as a company and with our entire business network, and to learn new things and work for a better tomorrow."*

**Miia Nevalainen**, Hotel Manager, Hotel Golden Dome

*"Face-to-face discussions with the network were the most rewarding, and the regional visit was an inspiration and an insightful factor for us. The project has made us consider current issues, and other participants have given us ideas for vegetarian food and services."*

**Harri Ruutiainen**, Executive Chef/Entrepreneur, Koivumäen kartano

*"The project made it possible to visit companies in three different regions. The visits provided inspiration and concrete examples of responsibility trials and future trends. We worked with the staff to find ideas for energy and water saving measures, such as discontinuing the use of trays at one lunch restaurant. We were excited to experiment with several new tools in the project, and we ended up adopting an electronic self-monitoring system."*

**Eetu Tikkanen**, Entrepreneur, Iltalypsy Oy

*"You can stay active in responsibility issues and find new perspectives when meeting other professionals in the field. It has been really interesting to observe how others approach active marketing and communications on responsibility. Other operators provide ideas for our communications. The cooperation across regional boundaries has been really important."*

**Marica Ahlroth**, Restaurateur, Mili's Food & Café



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# 4 COMMUNICATING ABOUT RESPONSIBILITY INCREASES IMPACT

## - Heidi Wallin and Saara Gröhn

**COMMUNICATING ON RESPONSIBILITY** is an important competitive edge in today's market. For example, greenhouse gas emissions caused by tourism motivate customers to demand responsibility measures from operators in the sector. Requirements for responsibility certificates in the service offering of travel destinations are already so mainstream that many agencies do not even list service providers that do not have certain responsibility or environmental certificates. (Heinonen 2023.) In the Finnish restaurant sector, communicating on responsibility remains an underutilised opportunity for developing business operations.

**THE ONLY AIM** of communicating on responsibility cannot be promoting sales. Explaining their own values and responsible

actions in an open and credible manner gives restaurants the opportunity to act as responsibility trendsetters. It is also a good tool for stimulating corporate responsibility work, as reflecting on the most important themes to communicate provides structure and increases motivation. (Board Talks podcast 2023.)

**COMMUNICATING ABOUT THE** responsibility of the company's own activities is often considered difficult and risky. How do you choose the right tone to describe your actions? What if someone accuses you of greenwashing? Some people feel that responsibility issues are already so commonplace that communications could be seen as unnecessary boasting. However, communicating about your responsible actions can help the customer make

better choices in their daily life and thus increase the positive handprint of your restaurant.

**FIGURE 38 PRESENTS** the above-mentioned starting points for communicating on responsibility.

**ANYONE CAN START** developing their competence as a responsibility communicator with a low threshold. This section will provide

you with information about communicating on responsibility and how to apply it to the restaurant sector and the development of your business operations, as well as some practical tips. We will discuss the starting points for communicating on responsibility: what does communicating on responsibility mean, how to get started with communications and how to actually make communicating on responsibility a part of daily routines.

### 4.1 Communicate on responsibility in a responsible manner

**RESPONSIBILITY COMMUNICATIONS AIM** to convince the customer, for example, that a product or service is responsibly produced, and that responsibility is important. This can influence the customer's purchasing decision and make their consumer behaviour more responsible. Communicating on responsibility also allows the company to express its commitment to responsible operations. (Häikiö & Koivunen 2022, 19-20.)

company is not committed to responsible operations and the resulting responsibility actions. (Korva 2022.)

**EVEN SMALL ACTS** matter. In addition to changes that only have a small impact, it is important to communicate on what will be done about bigger problems (Korva 2022). Visible communications about minimal changes, such as discontinuing the use of plastic straws, is ethically questionable and raises doubts among consumers about the company's operations unless they also try to tackle issues that are more relevant to the company's carbon footprint. For example, compensating emissions without a genuine desire and actions to minimise other emissions produced can be considered greenwashing. (Lumme 2021.)

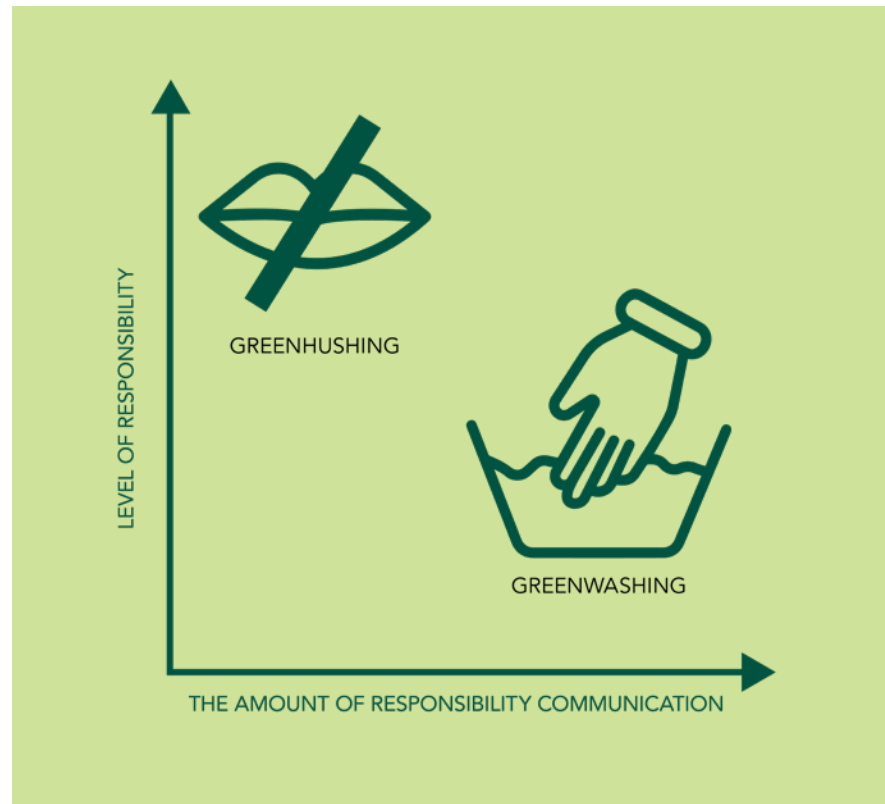
**FEAR OF GREENWASHING-RELATED** social media sensations is often a barrier that prevents companies from communicating their responsibility actions with the outside world. Some also decide not to communicate on responsibility for fear of being seen as a moraliser. They might decide not to communicate the carbon footprint of their ingredients because they do not want to make customers feel guilty.

#### WHAT COMMUNICATING ON RESPONSIBILITY IS NOT

**WHEN A COMPANY** uses its communications to create a false impression of environmentally friendly operations or environmentally friendly products, and thus misleads consumers, it is called greenwashing. For example, this may involve directing attention away from environmentally harmful operations by focusing the it elsewhere. (Häikiö & Koivunen 2022, 15.) How do you know if your company's communications on responsibility are authentic or not? The answer can only be found by examining the company's operations. Responsibility cannot be communicated if the



Figure 38: Starting points for communicating on responsibility. (Gröhn & Wallin 2023 CC BY-NC-ND)



**Figure 39:** Greenwashing vs. greenhushing. (Gröhn & Wallin 2023 CC BY-NC-ND)

Greenhushing refers to a situation in which a company does not communicate on all the responsibility actions they take. Conversely, the term greenwashing might be used if a company communicates a lot about a low level of responsibility. (Häikiö & Koivunen 2022, 15.17.) These phenomena are described in Figure 39.

**HOWEVER, IT IS** not advisable to stop communicating on your actions or values just because a few people might be offended (Tikkanen 2022). The hecklers are often the loudest but smallest

part of your followers. The silent majority may be impressed by the company's actions, even if they do not react at all. (Mission Positive Handprint pilot workshop 2022.) Balancing between the two extremes is a difficult task. Each company that is committed to responsibility measures and communicating about them must communicate on responsibility in their own style and respond to the needs of their target groups. The following section provides information on how to overcome the fear of greenwashing and find your own style as a responsibility communicator.



## 4.2 What kind of message works?

**MANY PEOPLE FEEL** that taking responsibility issues into account should already be a part of our daily lives and that there is no need to emphasise this in communications. “They are part of our daily lives. Let’s also communicate them in a casual and relaxed way,” says Rasmus Tikkanen (2022), Artist/Graph-

ic Designer responsible for social media communications at several restaurants.

**NEXT, WE WILL** take a more in-depth look at what customers are interested in and where and how to communicate.

### 4.2.1 What interests the customer?

**THE IMPORTANCE OF** responsibility in consumer choices continues to grow, and they are buying fewer and fewer irresponsible products. At the same time, consumers feel that they do not receive enough information about corporate responsibility. Women are particularly interested in receiving more information concerning the responsibility level of their food. However, responsibility information is considered difficult to understand and ambiguous. This image has become even more prevalent during the pandemic and is particularly common among older people. Consumers want clearer information packaged in an easy-to-understand format to support their decision-making on responsibility issues. (Milton Sustainability Survey 2017, 4; Suomalaisten odotukset ravintoloiden vastuullisuudelta 2021, 10.)

**RESTAURANT CUSTOMERS INCREASINGLY** value the responsibility and transparency of ingredients and production chains. It is a good idea to keep these trends in mind when developing

the responsibility of your company's operations and communicating about them:

- Domestic and local production of raw materials (Suomalaisten odotukset ravintoloiden vastuullisuudelta 2021, 7, 9).
- Wellbeing of employees: good and equal treatment of employees. Finns who responded to the Suomalaisten odotukset ravintoloiden vastuullisuudelta (Finns’ expectations for the responsibility of restaurants, 2021, 8) survey considered it important to take good care of employees.
- Climate impacts of food and a vegetarian diet (especially young people). (Suomalaisten odotukset ravintoloiden vastuullisuudelta 2021, 5; Suomalaisten odotukset ravintoloille 2020, 14).

**YOUNG PEOPLE ARE** particularly interested in the climate impacts of food; this trend should not be overlooked, as young people’s current consumption habits are indications of future mainstream culture.



Figure 40: Young people on a climate march. (Erino 2023)

**THE MAJORITY OF** Finns who responded to the Milton Responsibility Survey (2017) stated that they are willing to pay more for products and services that are produced responsibly. The dramatic rise in the cost of living and consumer prices resulting from the Russian war of aggression in Ukraine, for example, has meant that people often have to think twice about paying extra for more responsible products. According to a study conducted by Visa and STRAT7 Group (2023), Finns care about climate issues and want to live in accordance with

sustainable development, but they feel that climate-friendly products are too expensive.

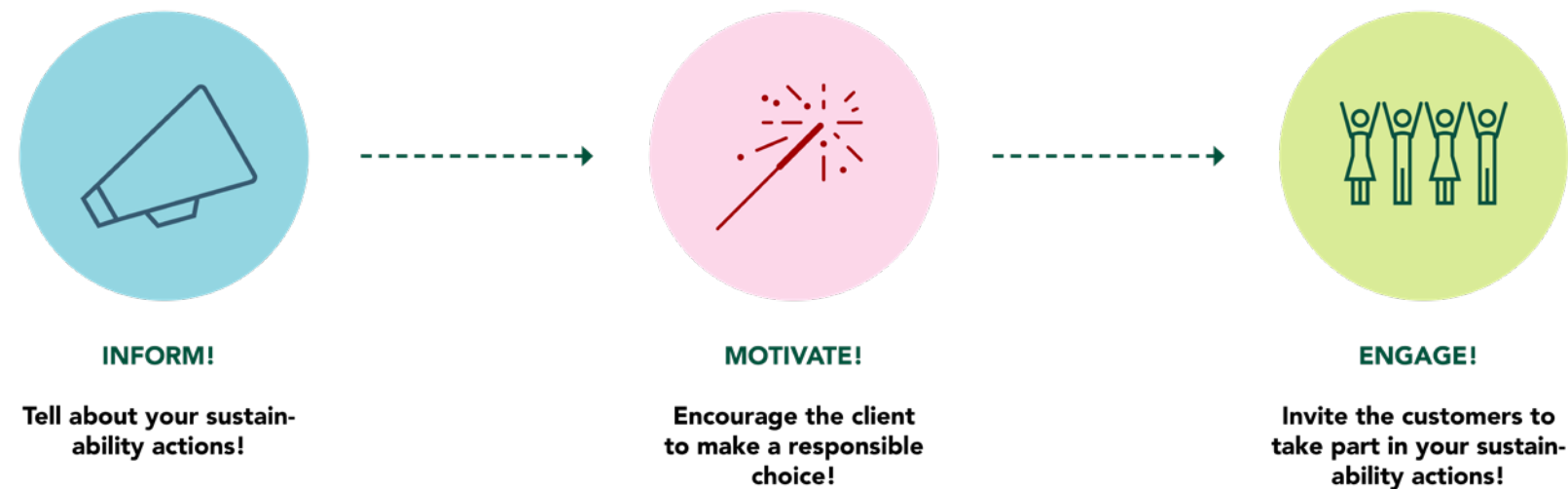
**HOWEVER, THIS IS** not a reason to throw in the towel. On the contrary, we should start considering how responsible choices can also be made financially sustainable – for the customer and your business operations. For example, our pilot restaurant Bistro Elo increased the amount of vegetables in its lunch salad buffet as the price of meat increased.



## 4.2.2 Foundations for functional communication about responsibility

A **COMPANY'S COMMITMENT** to responsibility measures in its strategy makes it simple to find a good starting point for planning responsibility communications:

### SUSTAINABILITY COMMUNICATION - FROM GOALS TO ACTION:



**Figure 41:** Realising the objectives of communicating on responsibility. (Gröhn & Wallin 2023. Adapted from Häikiö & Koivunen 2022, 19. CC BY-NC-ND)

**WHEN COMMUNICATING ABOUT** your responsible operations, you should focus on communicating about concrete actions and not just intentions. It is good to communicate about things that are important for your operations and to stand behind your words. The credibility of your message is based on the assumption that responsible actions and communications about them are in line with each other and long-term by nature. It is a good idea to highlight facts and figures in a positive manner and to an appropriate extent. (Tikkanen 2022; Nieminen 2022, 34.)

**COMMUNICATION ON RESPONSIBILITY** should not always emphasise your own excellence. People will have a more positive attitude toward humble communications. For example, rather than covering up responsibility-related mistakes, it is better to communicate about them directly and explain how the issue has been rectified. It is more impressive to have the courage to admit a mistake than to try and look perfect. (Tikkanen 2022; Sampo 2021.)

**WHEN ENCOURAGING RESPONSIBLE** choices, it is a good idea to indicate how the customer benefits from responsibility. Appealing to emotions and highlighting experiences make the message even more influential. Responsibility must be communicated in a credible manner and with the appropriate sense of seriousness. However, this does not mean that communications should be boring. You can also communicate on responsibility in a creative and entertaining way. (Häikiö, Koivunen & Kokkarinen 2020). You should not use overly formal language even when discussing important issues: consider how you would discuss your responsibility work with friends over a cup of coffee. (Korva 2018).

**KNOWING YOUR CUSTOMER** base and targeting your message to your customers is critical. Not all types of communications are suitable for all restaurants. Plastic-free March is impossible to implement in some locations, and being plastic-free does not always promote responsibility. For example, plastic packaging is often the most ecological option for beverages. (Lehtinen 2022.) Instead of a meatless October campaign, you could highlight vegetarian dishes to impact the customer's choices in a more subtle manner. (Mission Positive Handprint pilot workshop 2022).

**WHEN PLANNING COMMUNICATIONS** about responsibility, you must be aware of your company's reputation; a message that conflicts with expectations is difficult for the customer to take seriously (Nieminen 2022, 34). Instead of assuming, it is a good idea to actively ask customers for feedback, boldly try out different messages and monitor what works best for your target group (Tikkanen 2022). What could interest the customers in your restaurant, and what could you communicate with pride?

**WHEN YOU KNOW** the customer profile of your company, you can take the target group's motivations and style into account when communicating on responsibility. (Rohkeutta ravintoloiden vastuullisuusviestintään somessa workshop 2022). For example, you can use Sitra's motivation profiles for a sustainable lifestyle (Kaitosalmi et al. 2021) to help you think.

**MAKING THINGS VERY** clear arouses interest and builds credibility. The visualisation by Font and Higa (2015, 14) may help you understand how to develop your communications one step at a time.

## 4.3 Selecting communication channels and styles

**RESPONSIBILITY COMMUNICATIONS SHOULD** be carried out using multiple channels. Visibility and communication on social media are essential in today's world. Communications also apply to the physical restaurant environment, which complements the image created in social media and other key channels (Figure

43). The promises made on social media are realised during the customer's restaurant experience. You will gain credibility when your social media communications and the atmosphere and actions at the restaurant are aligned and meet the customers' expectations.



**Figure 43:** Important responsibility communication channels and tools for restaurants. (Gröhn & Wallin 2023 CC BY-NC-ND)

### 4.3.1 Social media

**SOCIAL MEDIA IS** becoming an increasingly important medium and tool for finding new restaurants and choosing a restaurant. Finns look for information about other people's restaurant experiences on social media. They are also interested in photos of dishes. (Suomalaisten odotukset ravintoloille 2020, 5). Analytics is an important tool for monitoring the kind of messages engage algorithms, reach the right people, and generate reactions. It is a good idea to reserve some time for systematic monitoring of analytics and then review the outcomes with the entire team.

**MANY FEEL PRESSURED** to produce very high-quality social media communications, and are therefore hesitant to communicate. You might find more motivation to communicate on social media if you have appropriate training; consider investing in it.

Plans, ideas and the rules of communication can support and encourage the implementation of communications. It will be easier to get started when there is something concrete to start with.

#### MAKE SOCIAL MEDIA WORK FOR YOU:

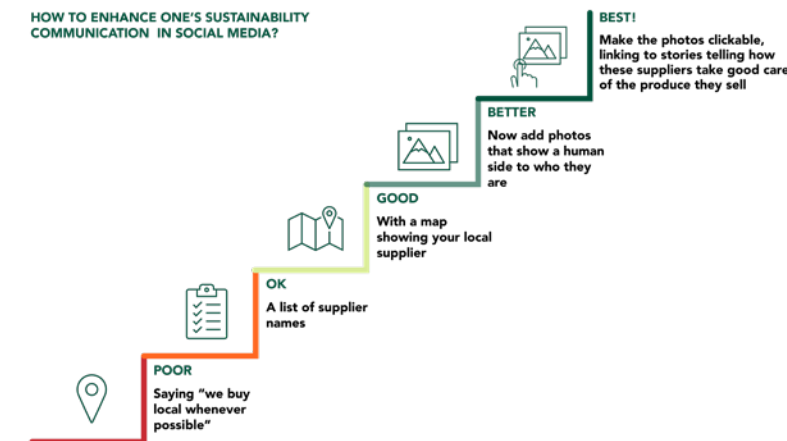
- Boldly try something new. For example, you can use automatically deleted social media stories as a testing platform. Align the feed with the brand image. (Rohkeutta ravintoloiden vastuullisuusviestintään somessa workshop 2022.)
- Brainstorm social media communications together, for example, using the idea template for responsibility communi-

cations produced by the Mission Positive Handprint project (Figure X), and prepare a publishing plan.

- Benchmark interesting accounts, such as @satokausikalenteri and @hävikiviikko, and consider how they have planned their content production.
- Consider whether a more relaxed approach to social media could work for your restaurant's brand. Or is it necessary and possible to invest in influencer communications? How about professional campaigns?
- Could you find new ideas from communications students, by offering course work and projects for study units, or by recruiting them for trainee placements or thesis work?

#### CASE: VILLA RANA

**DURING THE MISSION POSITIVE HANDPRINT** project, Villa Rana piloted a social media calendar for communicating about responsibility.



**Figure 42:** How to improve communications on responsibility in social media. (Adapted from Font & Higa 2015, 14. CC BY-NC-ND)

**THE PILOT PROVIDED** new insights and good tips for successful responsibility communications on social media:

- It is easiest to reach people if social media posts are made on weekday evenings at approximately 8 pm or early on weekday mornings.
- The number of likes and the amount of engagement with the post is higher and the post gains much more visibility when there is a person in the photo instead of a single product or object.
- Customers like a relaxed and fun style. Trying to preach or force-feed them might backfire.

























*"The greatest success of the pilot is that all the different operators in the cultural centre were involved in developing communications on responsibility. Communicating about responsibility in social media is becoming a new normal operating method, and the work will continue even after the project has ended. In the future, responsibility may also be highlighted in the cultural centre's event marketing. Above all, the pilot has been seen as a starting point for communicating about responsibility."*

**Anna Kylmä,** Restaurant Manager, Villa Rana

# VASTUULLISUUSVIESTINNÄN SOMEKALENTERI

Pohja ravintolanne somevastuullisuusviestinnän suunnitteluun, olkaa hyvät! Olemme esimerkeissä pyrkinneet kattamaan monipuolisesti erilaisia vastuullisuuden osa-alueita ja tapoja tehdä somea. Sovella omaan toimintaanne sopivaksi, parasta ja innosta muutkin mukaan! Mieti miten voisit aktivoida yleisöä postauksessa saadaksesi sille lisää näkyvyyttä? Kenet voisit merkitä postaukseen?

Työkalun yhtenä inspiraationa toimi Niku Creativen kehittämä somekalenteri, joka sopii mainiosti tämän kalenterin rinnalle ravintolan someviestinnän kokonaisuuden suunnitteluun. Edullisen kalenterin voi ostaa Niku Creativen verkkosivuilta.

 <b>KEITTIÖ VINKKAA</b> <p>Pyydä henkilöstöä (esim. keittiömestari) vinkkaamaan oma suosikkinsa vastuullisista raaka-aineistanne. Jaa myös sesonkiin sopiva resepti, jossa raaka-ainetta voi hyödyntää.</p>	 <b>TAPAMME TOIMIA</b> <p>Anna puheenvuoro henkilökunnalle: ketkä ovat vastuullisuusideoiden takana ja mikä heille on tärkeää?</p>	 <b>ASIAKAS SUOSITTELEE</b> <p>Kerää asiakkailta palautetta: mikä maistui erityisesti, ja mitä he suosittelisivat? Voit myös jakaa suoraan asiakkaiden omia julkaisuja.</p>	 <b>SAAVUTETTAVUUS JA INKLUSIIVISUUS</b> <p>Miten teille pääsee pyörätuolilla? Millä kielillä teillä palvellaan? Miten näkövammaiset on huomioitu ravintolatilassa? Ovatko lapset tervetulleita ja miten heidät on huomioitu?</p>	 <b>AMMATTILAISTEN LIFE HACKS</b> <p>Esittele huumorin keinoin: näin säästät kotikeittiössä vettä tai sähköä kuin keittiöammattilainen, tai näin hyödynnät raaka-aineiden kaikki osat.</p>	 <b>HAASTA</b> <p>Haasta asiakkaat suosimaan ilmastoystävällisiä kulkuvälineitä ravintolalle saapuessaan liittämällä siihen kampanja.</p>
 <b>SESONGIN AJANKOHTAISET</b> <p>Kuvaa sesongin herkullisimmat annokset ja kerro miten eri tavoin hyödynnäte sesongin raaka-aineita juuri nyt. Vinkkaa sesongin resepti tai jaa vaikkapa sesongin raaka-aineiden käsittelyyn liittyvä kokkausvinkki?</p>	 <b>SHOUT OUT ESIKUVALLE</b> <p>Kerro, mitä olette oppineet toiselta ravintolalta tai vastuullisuusvaikuttajalta. Pyydä toinen ravintola mukaan omaan vastuullisuushaasteeseenne.</p>	 <b>EKOLOGISET JUOMAT</b> <p>Esittele juomavalikoimanne vastuullisimpia vaihtoehtoja kiehtovasti: esim. kuukauden juoma, ja resepti ruokaan minkä pariksi se sopisi.</p>	 <b>UUDELLEENBRÄNDÄÄ</b> <p>Esittele vastuullisia raaka-aineita: esim. perunaa käytännönläheisesti, ja kerro, missä annoksissa teillä sitä käytetään. Kuvaa visuaalisin keinoin esim. miksi/ miten peruna on vastuullisempi vaihtoehto kuin riisi.</p>	 <b>MUISTOJA VASTUULLISUUSPOLULTA</b> <p>Kerro kuvakarusellina, kelana (reels) tai postaussarjana, miten ravintolanne vastuullisuuspolku on edennyt, mitä kokeiluja on vuosien varrella tehty ja mitä se on vaatinut. Mitä tekisitte toisin? Inhimillisyyden toimii: myös epäonnistumisia voi tuoda esille.</p>	 <b>ENERGIATEHOKKAAT LAITTEET</b> <p>Esittele laitteiden uusiminen huumorin keinoin: vanha juhllainen menoin eläkkeelle, uusi tilalle!</p>
 <b>NUMEROT PÖYTÄÄN</b> <p>Kerro numeerisista tavoitteista ja niiden toteutumisesta kiinnostavin kuvin: kivoiin visualisoinnein, tai vaikkapa hedelmistä, marjoista yms. rakennetuin numeroin.</p>	 <b>TYÖNTEKIJÄN HAASTATELU</b> <p>Pyydä työntekijää kertomaan, mikä teillä motivoi ja tsemppaa työssä. Tuo samalla esille arvojanne työnantajana.</p>	 <b>HAASTA MUKAAN</b> <p>Haasta asiakkaita vastuullisempiin valintoihin: osta listalta vastuullisin annos ja saat kahvin kaupan päälle, tai esim. alennusta seuraavasta annoksesta.</p>	 <b>HÄVIKITUOTTEIDEN HYÖDYNTÄMINEN</b> <p>Järjestä live, jossa keittiömestari esittelee, miten teillä hyödynnetään raaka-aineiden sivuvirtoja. Rohkaise: saa kokeilla kotona!</p>	 <b>MILJÖÖN TARINA</b> <p>Kerro ravintolatilaa tai ravintolan sijaintiin liittyvä tarina ja siitä miten haluatte vaalia tilan alkuperää.</p>	 <b>OSANA PAIKALLISYHTEISÖÄ</b> <p>Miten ravintolanne on mukana alueen vastuullisuutta edistävässä projekteissa? Jaa kuva yhteistyöstä ja kerro tarinanne! Esim. lähiruokatori, hyväntekeväisyystapahtuma.</p>
 <b>TUOTTEET VASTUULLISUUSVERTAILUSSA</b> <p>Tee tuotteiden vastuullisuusvertailu.</p>	 <b>BEHIND THE SCENES</b> <p>Esittele rennosti ajankohtaisia vastuullisuusprojektejanne, kuten kompostoria, käyttöönottamianne tuuppauskeinoja, menun uudistamisprojektia, energiaremonttia, omien yrttien kasvatusta jne.</p>	 <b>YHDESSÄ TUOTTAJAN KANSSA</b> <p>Mistä raaka-aine X tulee, ja miksi halusitte valita juuri tämän tuottajan? Tee hyvän mielen yhteistyöpostaus tuottajan kanssa.</p>	 <b>OMISTAJAN HAASTATELU</b> <p>Kerro rennosti arvoistanne: Miksi yritys on perustettu? Miksi juuri tänne?</p>	 <b>HENKILÖKUVAT VASTUULLISUUSTWISTILLÄ</b> <p>Tuo vastuullisuustoimia esille henkilöstön kautta: kokkimme A on tällä hetkellä erityisesti innostunut omien X:ien viljelystä tai uusien Y-reseptien kehittämisestä.</p>	 <b>ASIAKKAAT MENUA SUUNNITTELEMAAN</b> <p>Osallista asiakkaat mukaan ruokalistan suunnitteluun: mikä näistä vastuullisista vaihtoehtoista pitäisi saada menulle?</p>

Gröhn & Wallin, Laurea ammattikorkeakoulu 2023



**Figure 44:** A table created by the Mission Positive Handprint project for brainstorming social media posts related to communicating about responsibility. (Gröhn & Wallin 2023 CC BY-NC-ND)

## CASE PILOT MILI'S FOOD & CAFÉ

IN THE PILOT for Mili's Food & Café, the entire staff was involved in planning communications on responsibility. The pilot was launched by exploring customer needs and requests, for example, using a questionnaire and mini interviews at the cash register, and by creating customer profiles for development based on the survey results. The restaurant then held a staff event, where they brainstormed ideas for the draft version of the Mission Positive Handprint project's social media calendar utilising responsibility communications themes suitable for Mili's in the

restaurant's communications. These were used as the basis for designing a monthly schedule for social media posts related to communicating about responsibility.

AS A RESULT of the pilot, the reach of the Mili's social media publications increased by 33.2%. The trials affected the staff in particular by increasing their interest in and enthusiasm about developing new products and social media posts related to responsibility. Mili's has noticed that young people value a focus on responsibility, which is an excellent way of engaging good employees.

*"The development of communications on responsibility has succeeded in encouraging the staff to communicate and discuss the right matters. They used to be shy about this, but working together and seeing the results has motivated them. The deadlines on the social media calendar are good incentives. Now that we have agreed on a way of working together, it also encourages us to commit to these matters. Our pilot on communications about responsibility in November was a success. It was wonderful to see how strongly our customers feel about sustainability issues, such as how our employees are feeling."*

**Marica Ahlroth**, Mili's Food & Café's Restaurateur 2010–2022, Mili's Food & Café



Figure 45: Picture collage Mili's Food & Café. (Ahlroth 2023 CC BY-NC-ND)

### HOW TO BUILD AN ATTRACTIVE POST:

- Invest in high-quality and appealing images. For example, produce a set of images so that you can pick out images that are suitable for different situations. If you need general illustrations, you can also start with free online image databases like Pexels.com, Unsplash.com.
- Express yourself in a relaxed and concise manner, in language that speaks to your customers and, above all, corresponds to the style of your restaurant.
- Ensure that your message spreads by using hashtags that are closely related to the topic and your target audience, such as #hävikkiviikko, #astettaalemmas, #missionpositivehandprint. Also mention any partner accounts relevant to the post.

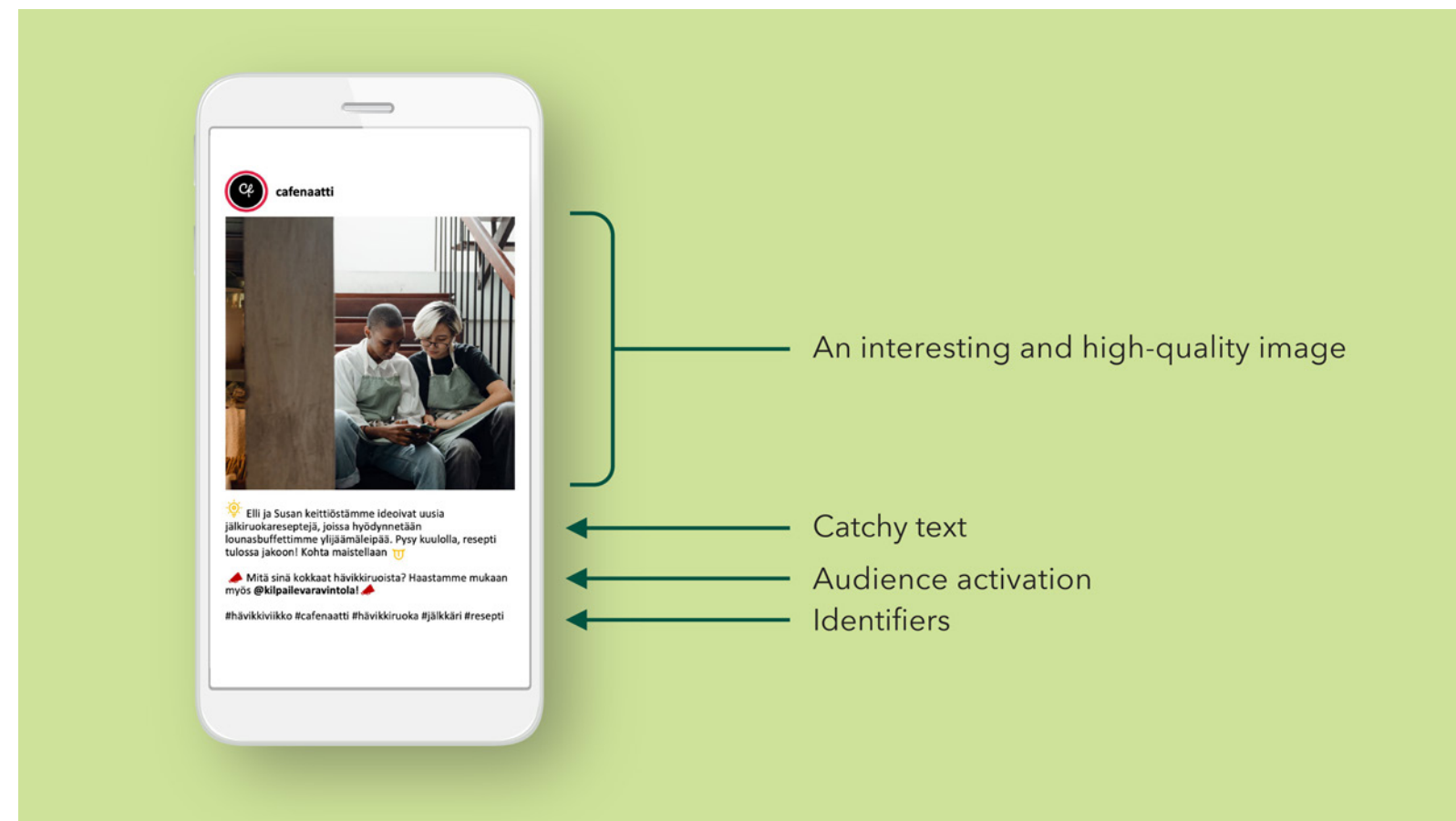


Figure 46: Anatomy of an attractive post. (Gröhn & Wallin 2023 CC BY-NC-ND)



### WHAT SHOULD YOU COMMUNICATE ABOUT?

IN ADDITION TO social media calendars, it is a good idea to utilise responsibility-related theme days in social media design, mark these in the communications plan and set up reminders for them. Also mark any food-themed events in your region in the calendar. Relevant theme days for restaurants include:

- World Tuna Day
- World Water Day
- Food Waste Action Week
- Earth hour
- World Food Day

- World Environment Day
- Local Pride week
- Vegan Challenge
- Meatless October
- Heart Week
- International Day of Awareness of Food Loss and Waste
- Sustainable Gastronomy Day
- International Coffee Day

### 4.3.2 As part of the customer's restaurant experience,

WELL-IMPLEMENTED COMMUNICATIONS ABOUT responsibility in the dining room improves the customer's restaurant experience. Responsibility also means communicating about better alternatives and the backgrounds of products.

COMMUNICATING ABOUT RESPONSIBILITY in the restaurant milieu can include:

- Visible elements such as signs or information boards, table advertisements, leaflets, the restaurant menu, door stickers or material and space solutions.
- Oral communications from the staff.
- Nudging, which means subtle guidance towards better choices. Consideration can be given, for example, to how products are arranged in a display case or on the service line: what is up front and what is less visible?

#### VISIBLE ELEMENTS

MANY RESTAURATEURS STRUGGLE with how to showcase information about responsibility in the dining room without overdoing it and still preserving the harmony of the space. Different ways of communicating are suitable for different types of restaurants and speak to different customers. It is a good idea to plan communications in the dining room as a whole and in a way that suits your customers. The methods should also correspond to your style. You can use the Responsibility communications in a restaurant milieu planning template developed in the Mission Positive Handprint project (Figure X on page X). You can also plan communications about responsibility using a customer path or a comic strip-style storyboard, as shown below in Svensson's (2023) figure.



Figure 47: The customer path in a restaurant that has invested in responsibility communications using different channels. (Svensson 2023 CC BY-NC-ND)

### THREE STYLES FOR COMMUNICATING RESPONSIBILITY IN THE DINING ROOM:

THE **MISSION POSITIVE HANDPRINT** project visited Berlin, also known as the vegan capital of Europe, to explore ways of communicating about responsibility in the dining room.

#### 1. Simple and cool

**VEGAN RESTAURANT FREA** is one of the restaurants that believes that knowledgeable diners already know what they're getting, and hides responsibility information almost completely in the dining area.



Figure 48: Picture collage, restaurant Frea. (Wallin 2023)

#### 2. Minimal but visible

**RESPONSIBILITY INFORMATION IS** available systematically but moderately in Daluma. Short texts that match their visual style, written with a relaxed approach, have been placed around the room. More information is available using the QR code. During the visit, the waiter encourages you to ask the owners (who are often present) more about responsibility matters.



Figure 49: Picture collage, restaurant Daluma. (Wallin 2023)

### 3. Bold commentary

**PLANT BASE SWEARS** by a vegan lifestyle and is not afraid to show it in the dining room. In the evenings, Plant Base also serves as an event venue where vegan book clubs, cooking workshops, vegan dates, etc. are organised.



Figure 50: Picture collage, Plant Base restaurant. (Wallin 2023)

**THE RESTAURANT'S MENU** is one of the most important channels of communication in the dining room. 89% of respondents to Kespro's (2021, 10) survey wanted to see information about responsibility on the menu. This means it is worthwhile to think

about how to use the menu when communicating responsibility information. Relander's (2023) visualisation explains how the menu can help customers make better choices at a restaurant.

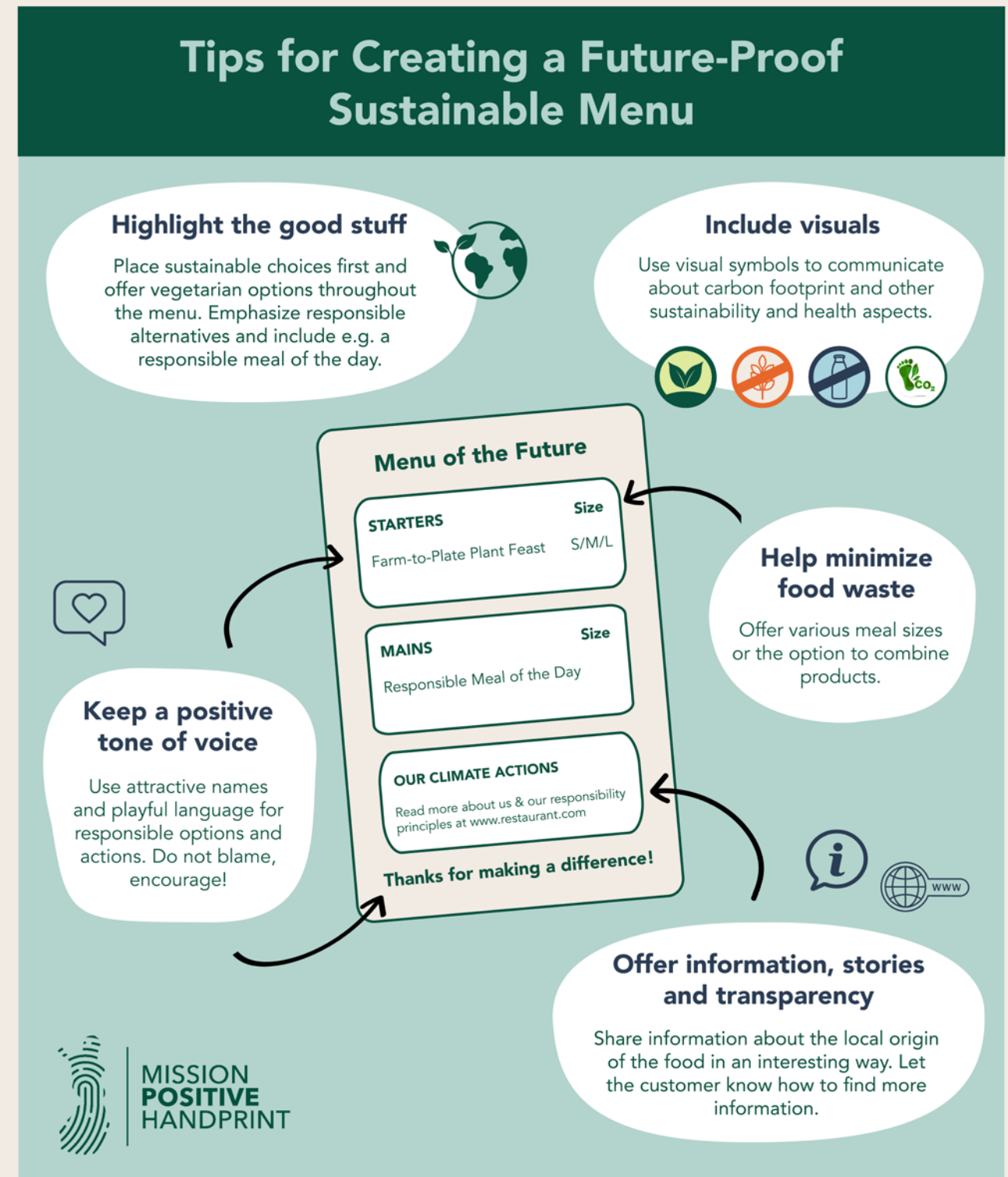


Figure 51: A sustainable restaurant menu. (Relander 2023 CC BY-NC-ND)



## CASE PILOT RESTAURANT MORTON

**DURING THE PROJECT**, our pilot company's container restaurant Morton began to explore what responsibility and nutritional information customers need and want to see on the menu, and what would be the best way to present that information.

**THE MORTON** pilot also mapped, developed and tested the following:

- vegan alternatives for mayonnaise and brioche: all burgers

- in the restaurant can now be ordered vegan!
- a daily report application of its own and related food waste monitoring: food waste is now monitored in all Morton restaurants.
- ways to calculate and communicate nutrients.
- reducing waste in the restaurant's daily operations.
- Kamupak's reusable takeaway boxes for salads and beverages.

**MORTON RECOMMENDS INVOLVING** the entire staff in the development of responsibility:

*"We held a brainstorming session for the staff in which we tried to come up with different ways of reducing waste together. This inspired us to try replacing films with plastic lids, for example. People felt good about this, and we will definitely continue to come up with ideas together!"*

**Annina Maukonen**, Concept Developer, Morton

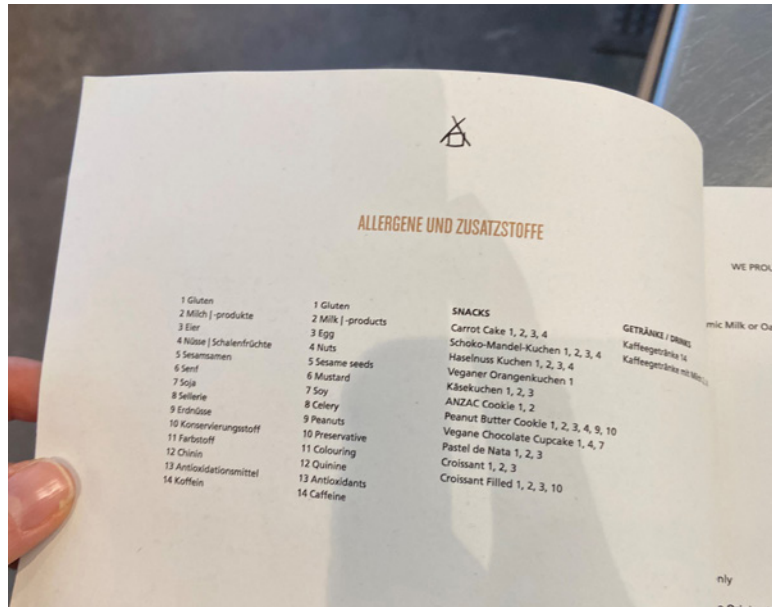
*"Working together inspires the staff to consider responsibility issues more extensively. Responsibility is more than individual acts; it means a broader way of thinking and acting. For the pilot to succeed, it is really important to have a joint discussion so that everyone knows that the goal of the pilot is to learn something new. The pilot might turn out to be really successful, even if we only learn that we are not going to continue this in the future. Pilots are always something extra on top of the hectic daily life at a restaurant. It is therefore very important to have regular face-to-face discussions with employees on how new things work. Feeling that they have a real opportunity to influence their work will help engage to engage employees."*

**Petri Virta**, Founder, Morton

Morton's next step will be to develop responsibility communications that targets customers, monitoring of food waste in terms of euros (at the staff's request) and developing a Code of Conduct for the company.



Figure 52: Morton's vegan hamburger meal on a plate



**Figure 53:** In Berlin, numeric references to an additional information page are a typical way to mark allergens and diets on the menu. (Wallin 2023)

## RESPONSIBILITY IN THE WORDS OF THE STAFF

**EACH EMPLOYEE IS** a business card showcasing how responsible the company is. It is important that all employees are able to talk about responsibility as part of normal operations. Responsibility is not exotic, but a normal and everyday part of business. (Penttinen 2022.)

**INFORMATION ON SUSTAINABILITY** issues, such as the origin of food, is particularly expected in fine dining restaurants. In these restaurants, the staff usually have more time to spend with the customer. What would be natural places and ways of explaining the background of the food or your restaurant's responsibility choices?

**YOU DO NOT** need to know the answer to all the customer's questions right away. It is good customer service to tell the customer, "I'll find out and get back to you." Kyrö Distillery's Brand Manager Reija Penttinen recommends collecting questions asked of the company in one place for everyone to see (Penttinen 2022).

**MORE INFORMATION ON** implementing and communicating about responsibility information is available in section 4.4.2.

## SUBTLE NUDGES TOWARDS BETTER CHOICES

**NUDGING IS SUBTLE** guidance towards better choices, without punishments or financial incentives. The consumer can be directed towards responsible choices with nudging and without emphasising, for example, sustainable development or climate change. (Rubens 2017; Rajala 2021, 19.)

**PEOPLE TRY TO** manage in daily life by making decisions quickly, guided by many unconscious rules and cognitive biases. Nudging can help people to lead the life they want, which is prevented by the biases in their automatic thinking. (Gloppen Hunnes 2016, 2.)

**GUIDE CUSTOMERS TO** make better choices in the following ways (adapted from Kaitosalmi, K., Tuomisto, T. & Saarikoski, S. 2021, 35):

- 1. Positive tone.** Studies indicate that the best way to achieve a change in behaviour towards sustainability is to evoke positive emotions in individuals, such as joy and pride (Salo 2021).
- 2. Even small acts matter.** People often hesitate to act in a responsible manner because they wonder: Do my choices really make any difference? Communicate in a way that helps the customer understand the significance that even small acts can have in a larger scale.

- 3. One step at a time.** Changing established and routine habits is often difficult and causes anxiety. Break things up into smaller pieces and give positive feedback on better choices: one example is HSY's slogan "thank you for sorting".
- 4. Instructions on quantity and the context will help people in decision-making.** When their brain is on autopilot in everyday life, concrete instructions, such as: "Vegetarian Friday - check out the recipes here!" can be helpful.
- 5. Make better choices attractive and easy.** Ecological aspects are only one of many motivating factors. Make sure the cus-

tommer does not have to compromise too much on matters that are important to them, such as flavour. Place responsible alternatives at the top on the list and to the front in the display case. (Ravintolat hiilijalanjäljillä 2021, 40.)

**TIPS ON HOW** to influence, for example, the customer's plate leftovers or energy consumption with nudging methods are presented in sections 2.1 and 2.2. Practical tips on nudging during the customer's restaurant visit are also available in Salonen's (2023) storyboard.

## Antti's first visit to a sustainable restaurant

**Panel 1:** The restaurant advertises its new sustainable approach outside the restaurant and also on the internet. Its marketing campaign is suited to its main customer group. (Caption: The restaurant advertises its new sustainable approach outside the restaurant and also on the internet. Its marketing campaign is suited to its main customer group.)

**Panel 2:** The sustainability actions are shown in various sustainable marketing materials within the restaurant. The materials are reusable and have the same visual approach and content. (Caption: The sustainability actions are shown in various sustainable marketing materials within the restaurant. The materials are reusable and have the same visual approach and content.)

**Panel 3:** The employees have internalised the sustainability actions so that they inform about the sustainable choices, such as local foods and beverages, as part of the normal interaction with customers. (Caption: The employees have internalised the sustainability actions so that they inform about the sustainable choices, such as local foods and beverages, as part of the normal interaction with customers.)

**Panel 4:** The menu lists the sustainable choices first, as part of the normal menu. The menu can be checked digitally on the customer's phone or tablet. (Caption: The menu lists the sustainable choices first, as part of the normal menu. The menu can be checked digitally on the customer's phone or tablet.)

**Panel 5:** The food is delicious and the free coffee on top makes the experience a memorable one. (Caption: The food is delicious and the free coffee on top makes the experience a memorable one.)

**Panel 6:** The check shows the carbon footprint of the meal. The whole experience is sustainable. (Caption: The check shows the carbon footprint of the meal. The whole experience is sustainable.)

Source: Mission Positive Handprint materials

**Figure 54:** Antti's journey in a responsible restaurant. (Salonen 2023 CC BY-NC-ND)

### HOW CAN COMMUNICATING ON RESPONSIBILITY BE MADE A NATURAL PART OF THE CUSTOMER'S RESTAURANT EXPERIENCE?

CONSIDER HOW RESPONSIBILITY is seen and heard in your restaurant throughout the restaurant visit. You can use the Responsibility communications in a restaurant milieu planning template (Figure 55) that we developed and the Relander (2023) visualisation on page 128 as a source of inspiration.

CONSIDER THESE ASPECTS when planning:

1. A positive way of communicating: the customer must feel good about it.
2. Clear, concise and concrete messages, do not display too much information at the same time.
3. Tailored communications for the space, the restaurant brand and the target audience.
4. Openness and transparent chains: Communicate about genuinely effective actions with honesty, check the facts, display or provide access to the sources of information. Can the impacts be measured and verified?

(Hyvän mielen vastuullisuusviestintää ravintolamiljöössä 2023.)

### 4.3.3 Put more detailed information on websites

92% OF THE respondents in the Kespro (2021, 10) survey stated that they wanted to receive information on responsibility on the website. If you only have time to do one thing to promote responsibility communications, updating the website and ensuring that all important information is available there will be worth the effort (Sampo 2021; Korva 2018). In addition to basic information, such as opening hours and prices, people want the website to provide information on options suitable for different diets and the origin of the food. (Suomalaisten odotukset ravintoloille 2020, 5).

MANY COMPANIES HAVE their own responsibility page with summarised information. However, it is a good idea to bring up responsibility issues throughout the website. The responsibility page should focus on concrete actions and figures and avoid

vague promises. Instead of generic responsibility jargon, you should focus on your own operations and communicate about them briefly (Sampo 2021), remembering that people typically only glance at the website.

WITH REGARD to restaurants' responsibility pages, we recommend benchmarking the websites of our pilot companies Bun2Bun and Sushi Bar + Wine:

THE RESPONSIBILITY PAGE of the vegan burger chain Bun2Bun (2023) contains, for example, a corporate responsibility report that includes calculations of the climate impacts of the burgers in relation to the meat alternative, brief descriptions of the areas of responsibility that are important to the company, and future visions.



## SUSTAINABILITY COMMUNICATION IN A RESTAURANT MILIEU -PLANNING TEMPLATE

With the help of this tool, you can plan the sustainability communication in a restaurant milieu. Use a collage technique and add, for example, pictures, text and drawings to the template. Start by ideating the things that you would like to communicate in your restaurant space.

Think about the sustainability communication in your restaurant milieu as a whole stepping into the shoes of a customer: what are the steps of a customer during their restaurant visit and how could sustainability communication be seen or heard during each step?

STARTING POINTS:

- 1.
- 2.
- 3.
- 4.

NOTE:



#MISSIONPOSITIVEHANDPRINT



Figure 55: The Responsibility communications in a restaurant milieu planning template. (Gröhn & Wallin 2023 CC BY-NC-ND)



Figure 56: Communicating about responsibility in the imaginary B & Birdie. (Relander 2023 CC BY-NC-ND)

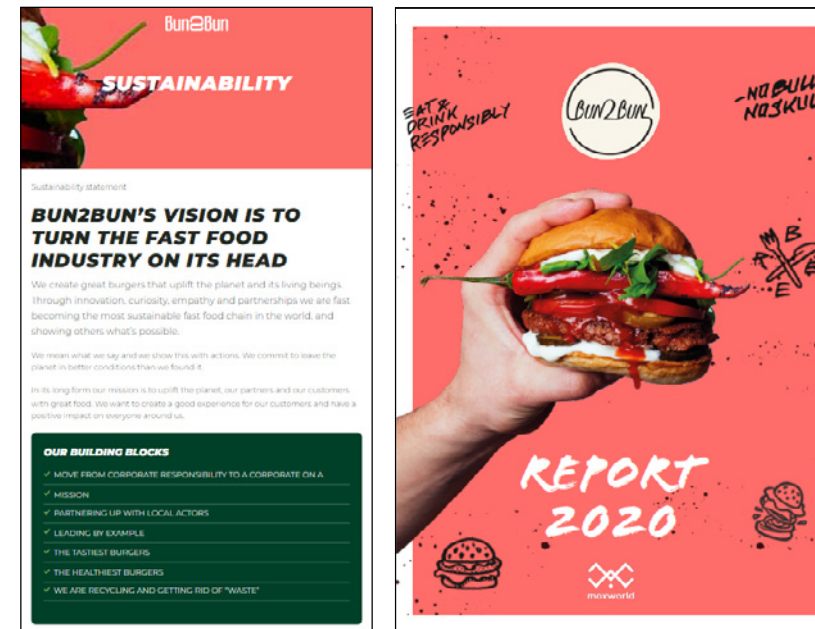


Figure 57: Screenshots of the responsibility section on the Bun2Bun restaurant's website. (Bun2Bun 2023)

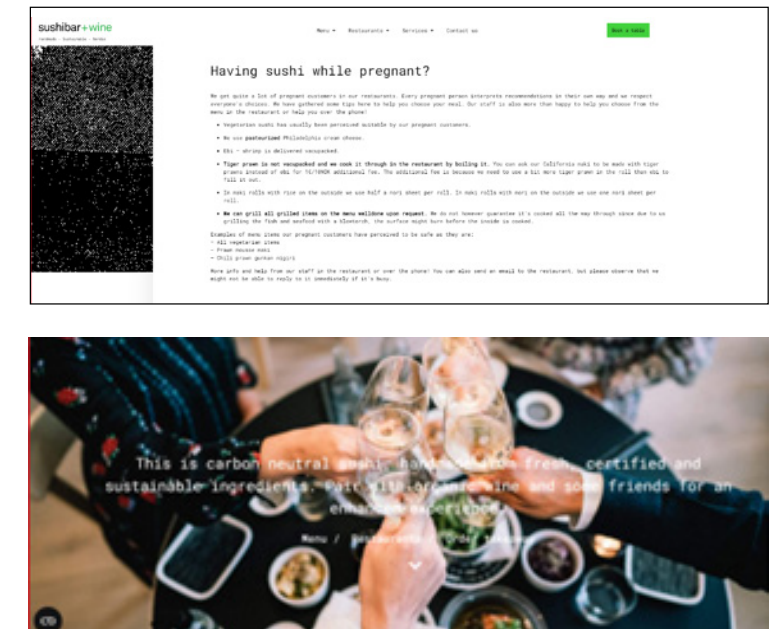


Figure 58: Screenshots of the responsibility section on the Sushibar + Wine restaurant's website. (Sushibar + Wine 2023)

THE WEBSITE OF Sushibar + Wine (2023), which serves responsible seafood, showcases responsibility throughout the website and on the responsibility page linked to the front page. Among other things, the responsibility page explains the backgrounds of ingredients, highlights the MSC/ASC and EcoCompass certificates received by the restaurant and explains measures to

reduce food waste. Women living the busiest years of their lives are a significant customer group for Sushibar + Wine. This is why the website contains a separate section for pregnant women, which carefully explains which products comply with Finnish recommendations during pregnancy.

### 4.3.4 Sustainability certificates inspire trust

**RESPONSIBILITY CERTIFICATES HELP** to differentiate between the different dimensions of responsibility and make communications more credible (Merilinna 2021). The certificates inspire confidence in the customer: they prove that the company is responsible. According to a survey commissioned by the Consumers' Union of Finland (2022, 1), up to 81% of consumers find it difficult to assess the environmental responsibility of a product

or service based on the company's own environmental claims. The Consumers' Union of Finland (2022, 1) recommends that companies rely on official eco-labels.

**WHAT TYPE OF** certificate best serves the needs of each restaurant? We compiled information in the table below to support your decision-making.



#### JOUTSENMERKKI:

- Suomen ja Pohjoismaiden tunnetuin ympäristömerkki: 94 % suomalaisista tunnistaa merkin.
- Tarjoaa oman nimetyn asiantuntijan tuen hakemukseen liittyvissä asioissa. Tunnettu merkkiä voi hyödyntää monipuolisesti markkinoinnissa.
- Hakemusmaksu + vuosimaksu liikevaihdon mukaan.
- Prosessi: Tilannekartoitus > Hakemus > Tarkastuskäynti > Sertifiointi > Vuosiseuranta > Uusi hakemus, kun kriteerejä päivitetään



#### GREENKEY:

- Maailman johtava matkailualan vastuullisuusohjelma ja sertifiointi.
- Tarjoaa koulutuksia ja teematilaisuuksia sekä materiaalipankin ja tukea viestintään.
- Prosessi: n. 1-2 kk kestävä hakuprosessi, sis. tukea ja neuvontaa > Auditointi > Sertifiointi > Auditointi 1. ja 2. vuoden välein, sitten 3 vuoden välein.
- Osallistumismaksu liikevaihdon mukaan, audintointimaksu per kerta.



#### EKOKOMPASSI:

- Suomen luonnonsuojeluliiton kehittämä ympäristöjärjestelmä. Rakentamis- ja vuosimaksut liikevaihdon mukaan.
- Tarjoaa tukea ja järjestelmällisyyttä ympäristötyöhön, sekä materiaaleja ja sisäistä koulutusta organisaatioille.
- Prosessi: Alkukartoitus > Ympäristöjärjestelmän rakentaminen > Ensiauditointi > Vuosiraportointi > Uusinta-auditointi 3 vuoden välein.

Figure 59: A table to help restaurants with certificate selection. (Gröhn & Wallin 2023 CC BY-NC-ND)

**DOOR STICKERS ARE** a convenient way of showcasing certificates or other logos. An easier way of gaining recognition for responsibility efforts/validation is to list your restaurant in a community and communicate about it with door stickers and via different applications. Trip Advisor Happy Cow (2023) is a common sight on the doors of vegetarian and vegan restaurants all around the

world. You can get on the Happy Cow list if your menu contains at least three completely plant-based dishes. The system offers different levels of listing, ranging from free options to paid ones. In January, the Mission Positive Handprint project visited Berlin, where Happy Cow labels were already a common sight on restaurant doors.



Figure 60: A picture collage, door stickers that communicate about responsibility in Berlin. (Wallin 2023)

## 4.4 Communicating about responsibility in everyday life: planning and organisation

**COMMUNICATING ABOUT RESPONSIBILITY** is a critical tool for creating a positive handprint. Creating high-quality communications about responsibility takes time, but putting effort into this area will be rewarding. Perceiving work as meaningful is increasingly important in today's workplaces, especially in sectors suffering from labour shortages, and

investing in staff competence is something that employees will appreciate.

**THIS SECTION PROVIDES** practical tips on how to create goal-oriented and systematic communications and how to engage and inspire the entire staff.

### 4.4.1 Goal-oriented and systematic communications

**WORKING IN THE** restaurant sector is often hectic. There are often no communications professionals, especially in small companies, and communications can easily be forgotten. This requires a systematic approach.

**CHECK OUT THESE** tips for systematic communications: Make communicating about responsibility a strategic policy and formulate clear goals

- Emphasise the importance of communications and demonstrate it in practice by reserving working hours for planning and implementing communications
- Define clear roles and responsibilities for communications.
  - Divide communication-related responsibilities into smaller tasks and assign these tasks to several people. This preserves enthusiasm and communications are handled even during holidays. How about a rotating posting list, responsible persons or a work pair?

- Reluctance to communicate will be visible in the output - choose the most motivated people for the job!
- Prepare a communications plan: social media communications as part of a wider communications package. You can use, for example, the cost-effective templates produced by Niku Creative (2023)
- Think carefully about the target audiences for your communications: who talks to whom and in what tone?
- What are the most important channels for your current and prospective customers and how do you use them (social media, website, communications in the restaurant, etc.)?
- Make sure the plan is implemented, for example, by drawing up an annual clock for communications and by reserving time for content production.

(Rohkeutta ravintoloiden vastuullisuusviestintään somessa workshop 2022.)

### 4.4.2 How can you introduce information about responsibility to daily restaurant operations and motivate the staff to communicate about responsibility issues?

**WORK THAT CORRESPONDS** to a person's own values, finding pride in work and telling others about it are important motivating factors for employees. Integrate the implementation of responsibility information in all restaurant operations and plan the implementation with the staff. You can use the process (Figure X) created by the Mission Positive Handprint project (2023) and the Better responsibility communications by working together planning template (Figure X) found at the end of this section. The Figure X visualisation below describes one way of involving personnel. A comic strip-style storyboard is also a good tool for brainstorming.

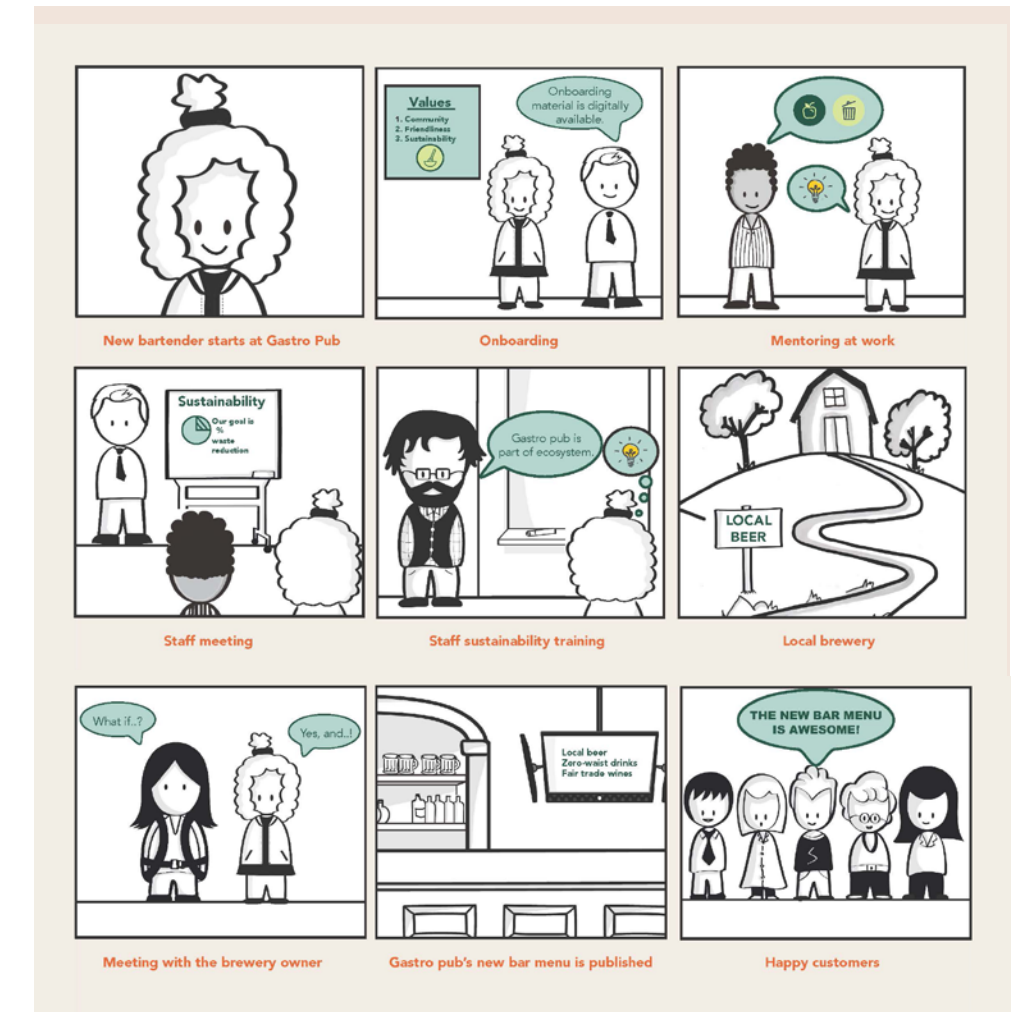


Figure 61: Engaging staff in responsibility work. (Kiviniemi 2023 CC BY-NC-ND)



Figure 62: Making responsibility information part of daily life in restaurants. (Gröhn, Risu & Wallin 2023 CC BY-NC-ND)

## HOW CAN YOU INTRODUCE INFORMATION ABOUT RESPONSIBILITY TO DAILY RESTAURANT OPERATIONS AND MOTIVATE STAFF TO COMMUNICATE ABOUT RESPONSIBILITY ISSUES?

### 1. Attract experts

**THE EMPLOYER IMAGE** has a significant impact on who applies to the company. In addition to customer communications, invest in ensuring that responsibility is visible and audible to experts through word of mouth. Communicate your responsibility already during the recruitment stage! What do you say about your responsibility values and actions and how?

#### HOW? IMPLEMENTATION IDEAS:

- Create a video or social media publication series for external and internal communications: what does responsibility mean in concrete terms? Which areas of responsibility do you focus on in particular?

- Ask employees to ask other people in the field what the image of your restaurant is like and consider how you could improve your image.
- Try asking about the image of your company during interviews.
- Communicate about the company's responsibility actions and values already in the job announcement.

### 2. Involve staff

**IT IS NATURAL** to communicate about responsibility issues when you have sufficient knowledge of them. Explain the background for your choices to new and current employees in an interesting way. As part of the orientation, explain how to communicate these issues. When planning, remember that a new employee has a lot to take in, and consider what communication methods and channels work best for you. Provide clearly structured and concise information, for example, in visual format.

**ORGANISE JOINT BRAINSTORMING** sessions on communications and learn new things together. Encourage the entire staff to understand:

1. what responsibility is and how it is visible in your restaurant.
2. why and how responsibility promotes the restaurant's business operations and makes them profitable.

#### HOW? IMPLEMENTATION IDEAS:

- Include responsibility issues in an orientation guide or video that employees can explore independently. Review the topics in a feedback discussion held, for example, two weeks after the orientation.
- Select a mentor to guide the new employee in responsibility matters.
- When working, tell the new employee about the background for your working methods: "This is how we cut to reduce food waste", "We always rinse dishes with cool water to save energy and money."
- Does your network have someone who could provide communications training for your staff, or could a professional be hired for this?
- Take the staff to see the producers of your restaurant's ingredients and their production methods.
- Learning is a two-way process: be open to ideas from new employees regarding how to promote responsibility. A new employee can see things from outside the box.

### 3. Inspire, engage & feed the culture

**WHEN PEOPLE FIND** their work meaningful and are proud of it, it is easier to communicate about this to customers. Build a corporate culture in which developing the responsibility of your restaurant is important to everyone:

1. Record your responsibility-related values and the goals of your responsibility communications together with the staff. Consider what benefits the goals help to achieve from the

viewpoints of customers, staff, business operations and the environment.

2. Clarify your company's story and operating principles to ensure uniform communications.
3. Understand and accept that the outcomes of communications often only become visible in the long term: more effort is needed at the beginning.
4. Assign roles: when everyone puts a little effort into communicating on responsibility, you have already made a good start.
5. Reward staff for their ideas and initiatives. Celebrate even the small successes!

#### HOW? IMPLEMENTATION IDEAS:

- Collect ideas and stories from the staff for social media campaigns on responsibility (e.g., Food Waste Action Week).
- Bring responsibility themes to team meetings:
- start team meetings with a section that briefly discusses responsibility issues.
- ask the team members to present a responsibility idea and consider how it could be implemented.
- Organise a common meal, and discuss matters related to the responsibility of the menu.
- When visiting a fair, try to find at least one responsibility idea to introduce in your restaurant.

### 4. Strengthen competence

**COMMUNICATIONS MAY BE** hindered by fear: do I know enough about this to be able to communicate about it? Deal with fear by raising awareness and discussing ideas together. You can communicate even if you do not know everything! When considering how to strengthen competence, remember that the majority of learning - up to 70% - takes place in practice, approximately 20% in interaction and only around 10% within the scope of the actual training. (Lombardo & Eichinger 1996, 4.)

#### HOW? IMPLEMENTATION IDEAS:

- Practice discussing responsibility issues together.
- Integrate responsibility issues into all training.
- Challenge wholesalers to participate in organising training or organise training together with other restaurants.

#### 5. Maintain enthusiasm

**MAKE SURE THAT** everything that you agree upon together is actually done, and ensure that promoting responsibility remains a common thread running through all operations: not just an extra number in a manual. Define and monitor the indicators of your success. Use the analytics in social media channels regularly to see how well the messages work. The experiences of success and celebrating them will motivate you to continue. Communicating about responsibility must be goal-oriented and concern everyone – how could you encourage ideas and reward communication or independent study related to responsibility themes?

#### HOW? IMPLEMENTATION IDEAS:

- Communications are often simply forgotten in the midst of busy everyday life. Reminders are important! Lead by example.
- Nudge the staff to think about responsibility issues, for example, by putting up stickers with tips in the kitchen.
- Assign responsibilities: for example, select a person responsible for equipment who is thoroughly familiar with the energy-efficient use of equipment and is prepared to guide others in addition to their work and/or,, a person responsible for recipes who is familiar with the climate impacts/other responsibility-related aspects of different ingredients.
- When the menu changes, arrange a shared meal and brainstorming session on how to develop the menu into a more responsible direction and/or how to communicate about it.
- When introducing a new system or replacing the equip-

ment, make any benefits related to nature or economic aspects clear for the entire staff with concrete examples: for example, what does a kilowatt-hour mean and what is the cost of one kilowatt-hour of electricity?

- Could you hold taste tests involving responsible products with wholesalers? Actively distribute any responsibility materials produced by them to the staff.
- Whenever permitted by the user rights associated with photos, distribute communication images to the staff for their own use, for example, photos of themselves at work taken by a professional photographer (Tikkanen 2022).
- Could you pay employees extra based on results (analytics) for social media work done outside normal working hours (Tikkanen 2022)?

#### 6. Leave a good impression on departing employees

**FORMER EMPLOYEES ARE** important business cards for the restaurant. Word travels fast in this sector, and good experiences of work that corresponds to the company values will attract new experts to the company.

#### HOW? IMPLEMENTATION IDEAS:

- End employment relationships in a smart and polite way.
- Listen carefully to any feedback given by the employee who is leaving: what caused them to move on and how could you develop your own operations based on this information? Inform your former employees of any changes made based on their feedback.

(The Hyvän fiiliksen vastuullisuusviestintää ravintolamiljöössä workshop, 2022; Mission Positive Handprint pilot workshop 2022.)



## BETTER SUSTAINABILITY COMMUNICATION, TOGETHER -TEMPLATE

Develop a recipe for spreading sustainability knowledge and engaging the staff to communicate about the sustainability issues.

0. Ideate together ways to increase the staff's sustainability knowledge and ways to inspire them to communicate about sustainability issues.
1. Write down the critical elements that are most important in order to succeed.
2. Add things like that "would be good to take into account if possible" in the filling.
3. Add extras: "this would be nice"-type of things to the circles on top.

#### TOPPINGS:

- 1.
- 2.
- 3.
- 4.

#### NOTE:



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#MISSIONPOSITIVEHANDPRINT





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## 5 LEAVE A HANDPRINT - LOOK TO THE FUTURE

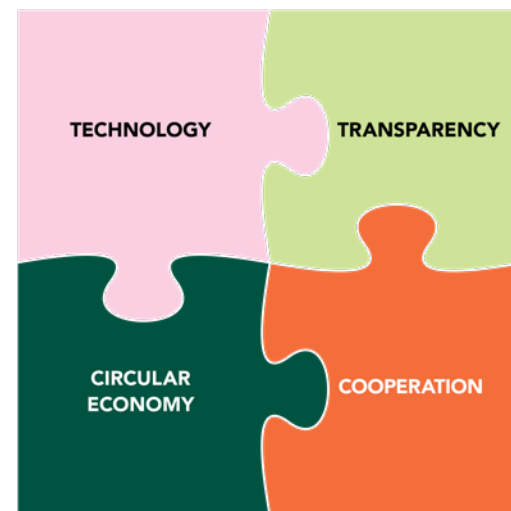
**IN RECENT YEARS**, restaurants have started paying more and more attention to responsibility and sustainable development. In the last section of this guide, we will look at future trends in the restaurant sector, which can also be used to improve the responsibility of business operations. Restaurants will continue to promote sustainable development and a positive handprint in

new innovative ways. Even small acts are important in the development of responsibility work. Each restaurant will choose the most suitable methods, as there is no one correct solution. The change may be slow or fast, but the most important thing is for the entire organisation to participate in it.

### 5.1 Future opportunities in the restaurant sector – Laura Salo

#### 5.1.1 Introduction

**THE WORLD IS** changing at an increasingly fast pace and the impacts of global phenomena, events and megatrends are simultaneously reaching Finland. The restaurant sector is an integral and interactive part of our society and interaction between people. Political, economic, social, technological and environmental factors also contribute to development of the restaurant sector and how it develops. Future innovations in the restaurant sector will mostly be related to the opportunities offered by technology, transparency in operations, circular economy thinking, and the development of broad-based cooperation between different actors.



**Figure 64:** Future opportunities in the restaurant sector

**ACCORDING TO THE** Competence Structure 2035 survey, ethical values, resilience to mental strain, cooperation skills, creativity and mastering multiple skills will play an increasingly important role in the future. The most important common working life skills in the sector will be managing and utilising mobile applications, developing energy efficiency and economy, utilising digital platforms and the use of database software. (Leveälähti, Nieminen, Nyssölä, Suominen & Kotipelto 2019, 66.)

**ACCORDING TO SITRA'S** Megatrends, the following factors should have an increasing impact on the restaurant sector in the future: utilisation of technology as part of daily work, increasing the transparency of operations, strengthening circular economy thinking and increasing the importance of cooperation. Next, we will look at how these four factors will be manifest in the restaurant sector of the future.

#### Technology

**GLOBAL MEGATRENDS ACCELERATE** the development of technological innovations. In the future, food and restaurant services that improve their staff's digital skills and capabilities will be the most successful, and various digital devices will be introduced to support daily tasks and management. It is also important to understand the opportunities that gamification provides in food and restaurant services. (Tuomi 2020; Hsu & Tseng 2022, 510-512; Leveälähti et al. 2019, 67.)

**DIFFERENT TECHNOLOGICAL OPPORTUNITIES** can be utilised to renew the restaurant's service experience and to manage ordering and distribution systems. Restaurants must be able to identify customer interfaces that are suitable for automation, while taking into account the added value that human interaction brings to the customer experience and the meaningfulness of work. In the future, the ability of restaurant staff to build a successful, personalised, uniform and uninterrupted service experience for customers will be emphasised. (Tuomi 2020; Hsu & Tseng 2022, 510-512; Leveälähti et al. 2019, 67.)



IN THE NEAR future, the technological development of the restaurant sector will mainly be related to the development of IoT measurement devices, the utilisation of artificial intelligence and service robots, the inclusion of customers' own smart devices in the service package, and the utilisation of virtual reality as part of the dining experience.

#### DEVELOPMENT OF IOT MEASUREMENT DEVICES

- Self-monitoring tasks will be automated.
- The energy needs and maintenance costs of equipment will decrease.
- The quality and food safety of ingredients will improve.
- Monitoring and reduction of food waste will become more efficient.

(Vieri 2022.)

#### UTILISING ARTIFICIAL INTELLIGENCE

- Identifying sources of food waste using scanners and cameras.
- Making recommendations to reduce food waste.
- Maximising food quality and freshness through an optimal product cycle.
- More accurate prediction of food consumption.

(Tuomi 2020; Jung 2022.)

#### HELP FROM SERVICE ROBOTS

- Improving the staff's job satisfaction and coping at work.
- Automating physically demanding, repetitive, boring or dangerous tasks.
- Automation of customer service will become more common.

(Tuomi 2020; Hsu & Tseng 2022, 510-512.)

#### CUSTOMERS' SMART DEVICES AS PART OF THE SERVICE PACKAGE

- 57% of Finns could be prepared to adopt technology that personalises food and restaurant choices.
- The integration of customers' own smart devices as part of the service package would improve the customer experience.
- For example, this would enable real-time, comprehensive and personalised meal planning that takes into account the customer's own requirements, life stage, diet and the suitability of nutrients individually even on a daily basis.

(Tuomi 2020; Hsu & Tseng 2022, 510-512; Maailman ravintola-trendit 2020.)

#### VIRTUAL REALITY AS PART OF THE DINING EXPERIENCE

- A new kind of customer experience with different sensors.
- The experience encompasses all senses; vision, hearing, touch and, at best, even smell.
- Multisensory concepts, services and dishes.
- A multisensory approach increases interest and authenticity, strengthens emotional experiences and improves sales.

Also remotely.  
(Kespro 2022.)



### MITÄ TARKOITTA A IOT?

Suomalaisittain esineiden internet tarkoittaa verkkoon kytkettyjä esineitä, laitteita ja ajoneuvoja. Esineiden internetin keskiössä ei ole teknologia, vaan turhan työn ja kustannusten karsiminen, toiminnan tehostaminen, kilpailukyvyyn parantaminen sekä kokonaan uuden liiketoiminnan ja palveluiden luominen.

Figure 65: What is the IoT - Internet of Things?

Source: Telia 2023



### MITÄ TARKOITTA A VR (VIRTUAL REALITY)?

Täysin virtuaalinen ympäristö; joko todellisen paikan simulaatio tai täysin fiktiivinen ympäristö. Muita laajennetun todellisuuden (XR) ilmentymiä ovat MR (Mixed Reality eli sekoitettu todellisuus), AR (Augment Reality eli lisätty todellisuus) sekä AV (Augmented Virtuality eli lisätty virtuaalisuus).

Figure 66: What is VR (Virtual Reality)?

Source: Hemminki-Reijonen 2021,9.



## Transparency

**64% OF FINNS** are interested in technology or services that could be used to determine the origin of food and how ethical it is (Maailman ravintolatrendit 2020). More conscious customers demand transparency in terms of both distribution systems and working conditions in the restaurant sector. Companies must be able to respond to this change by renewing their offerings and production processes (Tuomi 2020).

**BLOCKCHAIN TECHNOLOGY CAN** be used to promote responsibility and transparency (Finanssiala ry 2023; Vesin 2020). Blockchain data can be made available to customers in the form of a QR code, thus facilitating more responsible choices (Vesin 2020, Kespro 2021; S Group 2021).

**USING BLOCKCHAIN STRENGTHENS** the company's brand, and it can help, for example, to ensure that the products have been man-

ufactured in accordance with the fair trade rules (Finanssiala ry 2023; Vesin 2020). There are Finnish companies in the food chain that can achieve significant benefits through blockchain technology by providing their customers with increasingly comprehensive information on the origin of the product, the producers, the farms and even the makers of the product, in addition to the conditions and the ingredients used.

### **BLOCKCHAIN TECHNOLOGY CAN:**

- Increase the transparency of operations.
- Improve food safety.
- Make supply chains more efficient.
- Improve profitability.
- Reduce the amount of food waste.



## MIKÄ IHMEEN BLOCKCHAIN- ELI LOHKOKETJUTEKNOLOGIA?

Yksinkertaisuudessaan jokainen lohkon ketju toimii samalla periaatteella kuin Tetris-peli. Tietyn ketjun lohko käy ainoastaan seuraavaan lohkoon, joka taas käy ainoastaan seuraavaan lohkoon. Sitä voidaan käyttää tietojen siirtämiseen tai vaihtamiseen. Lohkoketjuissa jokainen yritys omistaa oman datansa, ja yritykset voivat itse päättää miten avoin tai suljettu lohkoketju lopulta on, eli mille tahoille se avaa omaa dataansa.

**Figure 67:** What is blockchain technology?

**Source:** Finanssiala ry 2023; Vesin 2020.



## Circular economy



### MITÄ KIERTOTALOUS ON?

Talousmalli, joka auttaa hillitsemään aikamme suurimpia globaaleja ongelmia, ilmastokriisiä, luontokatoa ja luonnonvarojen ylikulutusta. Se tuottaa taloudellista hyvinvointia maapallon kantokyvyn rajoissa. Kiertotalouden tavoitteena säästää luonnonvaroja pitämällä tuotteet, materiaalit ja resurssit mahdollisimman pitkään käytössä lainaamalla, vuokraamalla, uudelleen käyttämällä, korjaamalla, kunnostamalla ja kierrättämällä. Näin tuotteiden elinkaari pitenee ja jätteen määrä vähenee. Materiaaleja ei lopuksi tuhota, vaan niistä syntyy yhä uudelleen uusia tuotteita, jolloin materiaalit luovat lisäarvoa uudelleen.

**Figure 68:** What is a circular economy?

**Source:** European Parliament 2015; Circular Economy Finland 2023; Ministry of Agriculture and Forestry 2023.

**THE TRANSITION TO** a circular economy will be necessary in the future, but many actors in the restaurant sector may still be unfamiliar with circular economy thinking (Ministry of Agriculture and Forestry 2023; Lindroos 2018). Restaurants should try out different circular economy solutions, as they make the entire business operations entity more sustainable and generate economic savings (Lindroos 2018). A circular economy requires companies to adopt new attitudes and operating methods, user-orientation, new types of partnerships and develop their operating environment (Sjöstedt 2018). In a digital and networked world, the operations of circular economy growth companies are built on flexible ecosystems and multidisciplinary cooperation networks across sectoral boundaries (Ministry of Agriculture and Forestry 2023).

**THERE ARE ALREADY** some Finnish success stories involving the utilisation of restaurant sector by-products in the operations of a company in different sector. By-products refer to all material that

is produced in the production processes in addition to the final product itself, such as used coffee grounds from making coffee.

- The production of Pirkka Kaffe mulch and growth nutrients utilises coffee grounds produced at Neste K stations (Kesko 2023).
- XZ Kiuskikasvi hair care products contain coffee oil refined from the by-products of Finnish Paulig's coffee production (Berner 2022).
- Cloudberry seed shell pulp produced as a by-product by Alkoholitalo Lignell & Piispanen and other food industry companies is extracted into cloudberry seed oil, which Lumene uses in the manufacture of its cosmetics (Väisänen & Lehtivuori 2010).
- If fish skins are left over in the restaurant kitchen as a result of fish processing, the Mikkeli-based company Kalaparkki can utilise them when manufacturing various fish skin products, such as wallets and bags (Kalaparkki 2023).

THE CIRCULAR ECONOMY tool developed in the project can help restaurants develop their approach to circular economy. It can also be used to develop other operations. The circular economy tool and related instructions are presented in Appendix 1.



## TAPOJA KIERTOTALOUDEN TOTEUTTAMISEEN RAVINTOLA-ALALLA

- Biojätteen kompostointi ja ravinteiden kierrättäminen.
- Ruokahävikin vähentäminen ja hävikkiruoan hyödyntäminen.
- Kuljetusketjujen lyhentäminen ja pakkausten vähentäminen tai kestopakkausten käyttäminen.
- Hukkalämmön talteenotto ja sen hyödyntäminen lämmityksessä.
- Kierrätysmateriaaleista tehtyjen työvaatteiden ja kalusteiden hyödyntäminen.

Figure 69: Ways to implement circular economy in the restaurant sector

Source: Perho Culinary, Tourism & Business College 2020.

## HACKATHONIN VOITTAJA: SIVUVIRTOJEN TINDER

**TARVE**

Elintarviketeollisuus, tuotekehittäjät ja loppukäyttäjät eivät tunne toistensa sivuvirtoja, joita voidaan hyödyntää.

**RATKAISU**

Luodaan digitaalinen alusta, johon voivat maksua vastaan liittyä erilaiset elintarviketeollisuuden ja food service –sektorin toimijat. Tavoitteena on yhdistää tuottajat, ideanikkarit ja logistiikka sekä synnyttää lisäarvoa elintarviketeollisuuden sivuvirroista. Digitaalinen alusta myy, markkinoi ja kehittää uusia toimintoja palveluun. Yhteistyön tuloksena syntyneitä uusia tuotteita voidaan markkinoida ja myydä alustalla.



SIVUVIRROISTA TUOTTEEKSI

Figure 70: Hackathon winner: Tinder for by-products

Source: Sivuvirroista tuotteeksi logo: Tomi Hiltunen.



## Cooperation

**IN THE FUTURE**, cooperation between different operators in the restaurant sector will become more important, as solutions concerning the entire sector require active discussion and cooperation. The coronavirus pandemic has also brought a greater sense of community to the sector. The restaurant sector is also known for its innovativeness and sense of community in tight spots: it is a good idea to sit around the same table to share the best development ideas when moving towards change. (Toptaste 2021; Wegelius 2022.) Cooperation and open communication can lead to new and innovative ways to reduce the environmental impact of restaurants and promote responsible operations. Restaurants can join forces and form ecosystems and innovate new ways of cooperation to improve responsibility.

### **CASE: SERVING MORE RESPONSIBLE FOOD IN CENTRAL FINLAND MAP**

**DURING THE PROJECT**, a Serving more responsible food in Central Finland map was produced in Central Finland in communications cooperation with Visit Jyväskylä Region and the Jyväskylä-based company Redanredan. The map was used to raise awareness of the pilot restaurants in Central Finland that participated in the project among tourists and locals. The map makes it easier for restaurant customers to find restaurants that promote responsible measures in Central Finland. As a result of the cooperation, the ecosystem in Central Finland also took one step towards promoting a more responsible restaurant business. The map can be found in Appendix 2.

**BECAUSE THERE IS** a shortage of experts in the restaurant sector, it is important to recognise the importance of cooperation be-

tween the restaurant sector and educational institutions. Even before the coronavirus pandemic, the restaurant sector suffered from labour shortages, and the restrictions, dismissals and layoffs caused by the pandemic further exacerbated the situation. The number of students who apply to educational institutions in the sector has also decreased. At the moment, the restaurant sector lacks a sense of clear drive and commitment. These could be developed actively in cooperation between restaurants and educational institutions in the field. (Salo 2023.)

*“Visit Jyväskylä Region cooperates to promote the responsibility of tourism in the region by encouraging companies to participate in national responsibility programmes and via various ways of communicating on responsibility. Restaurant experiences are an important part of the tourist experience, and tourists often ask us for restaurant tips. The Serving more responsible food in Central Finland map allows us to help tourists find restaurants that promote responsible actions in Central Finland. Cooperation similar to that carried out in the Mission Positive Handprint project should be promoted in the restaurant sector in the future.”*

**Rinna Valjakka**, Travel Advisor,  
Visit Jyväskylä Region



### **YHTEISTYÖMAHDOLLISUUKSIA VASTUULLISUUDEN LISÄÄMISEKSI**

- Yhteisten resurssien ja raaka-aineiden jakaminen ravintoloiden kesken.
- Paikallisten viljelijöiden ylijäämätuotteiden käyttäminen ruokalistalla.
- Ravintoloiden yhteinen jätteenkäsittely- tai -lajittelujärjestelmä.
- Paikallisesti tuotettujen ja sesonginmukaisten tuotteiden yhteisostot.
- Ravintoloiden yhteiset kampanjat kasvisruokavaihtoehtoihin liittyen.
- Ravintoloiden yhteinen vastuullisuuskoulutus henkilökunnalle ja asiakkaille.
- Toimialat ylittävä yhteistyö sivuvirtojen hyödyntämiseksi.
- Yhteistyö alan oppilaitosten kanssa osaajapulan helpottamiseksi sekä alan veto- ja pitovoiman kehittämiseksi.

**Figure 71:** Opportunities for cooperation to improve responsibility

## HACKATHON-IDEA: OSAAMISALUSTA JA LÄHITUOTETUKKU

### TARVE

Mahdollisuutta hankkia vaivattomasti vastuullisia ja paikallisia tuotteita ei ole vielä olemassa. Toimialat ylittävä yhteistyö parantaa vastuullisuutta sekä lisää yhteisöllisyyttä ja tiedon jakamista.

### RATKAISU

Keskisuomalainen osaamisalusta ja fyysinen lähituotetukku.

- Huomioi kaikki vastuullisuuden osa-alueet.
- On laadukas, luotettava ja helposti saavutettava.
- Yhdistää kausituotteiden ja -tuottajien tuotantotilat.
- Yhdistää keskisuomalaiset pientoimijat.
- Toimii tuotantokirjastona: laitteet, tilat, tietous, ohjaaminen.
- Jättää alkutuottajan ja loppukäyttäjän välistä välikädet pois.
- Lisää synergiaa ja monialaista yhteistyötä.
- Helpottaa logistiikkaa ja varastointia.
- Keskittää myynnin, markkinoinnin ja vastuullisuusviestinnän yhteen paikkaan.
- Toimii sivuvirtojen varastojana ja välittäjänä.



PLANETAARINEN MENU

Figure 72: Hackathon idea: Competence platform and local product wholesale.

Source: Planetaarinen menu logo: Tomi Hiltunen.

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## 5.2. Small steps towards big changes – Anne Turunen

**CONSCIOUS CONSUMPTION HAS** been a growing trend for years, and the pandemic emphasised this even more (Kespro 2021: Kuudes 2019). More than half of Finns have deliberately reduced their consumption for environmental reasons, and around 60% of Scandinavian and Baltic residents say that they are trying to buy products that they consider sustainable. A minority of Finns (13%) report that they are not interested in buying climate-friendly products (Orkla 2020).

**THE INTEREST OF** restaurant customers in taking the climate and biodiversity into account is even more pronounced when it comes to everyday meals at restaurants, such as lunches. 83% of Finns would like to favour restaurants with a small carbon footprint when eating out. (Kespro 2020 B.) More than half of consumers say that sustainability has some (42.6%) or a great (16.6%) impact on their eating habits (BEUC 2019).

**NO COMPANY CAN** change course immediately, but it is enough to take small steps towards sustainable business operations and responsibility. The process begins by mapping the company's current state of responsibility in a realistic manner. After this, an operating plan is drawn up, and the staff and their views involved in planning the change, after which the selected responsibility themes are implemented step by step.

**FOR RESTAURANTS, A** suitable way to do this is to start by reducing energy and water consumption, managing food waste or calculating and reducing the carbon footprint. The company can tackle one or more themes at a time. When moving towards other themes, such as communications about responsibility, social

responsibility or new, more sustainable food service concepts and increasing the offering of vegetarian food, you must keep the company's resources in mind and take the entire organisation into account in the midst of change. Preparing the right kind of strategy that leads to change and engaging and motivating staff to change ensures the best results.

**MAKING A CHANGE** towards responsibility is worth the effort. 62% of Finns would be willing to pay more for restaurant food produced ethically and in a climate-friendly manner (Kespro 2020 B, 8). Finns are conscious consumers, and you should take the trend of responsibility into account from the perspective of the profitability of business operations alone (Sitra 2018).

**THERE ARE MANY** paths to comprehensively sustainable operations in a restaurant, and only one is the right for you. The change may be slow or fast, but the most important thing is to involve the entire organisation and do things together, as responsibility cannot be implemented alone. This Mission Positive Handprint publication provides good practical guidance for operators who have chosen the road to responsibility.



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# 6 Appendices

Appendix 1: Circular economy tool and instructions for use. Referred to in section 5.1.4

**MISSION POSITIVE HANDPRINT** **KIERTOTALOUSTYÖKALU RAVINTOLALLE**  
 Ravintolan nimi: Incredible Burgers  
 Ravintolan kotikunta: Kouvolaliitto

**Tärkeimmät ratkaisut** (tuplaklikkaa ja kopioi yhäältä)

1	Kuka yrityksistänne vastaa, että tämä tulee tehtyä?	Kuka auttaa tätä henkilöä tässä tehtävässä?	Aikataulu. Milloin tämä tehtävä on tehty?
2			
3			

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## KIERTOTALOUSTYÖKALU RAVINTOLALLE – PIKAOPAS KÄYTTÖÖN

- Vaihe 1: Valitse "Tämä halutaan tehdä" -kohta.**
- Mieti, mikä on kiertotaloustoimenpide, joka halutaan tehdä?
  - Mieti, mitä halutaan saavuttaa ja mikä on tämänhetkisen toiminnan suurin haaste?
  - Kirjaa toimenpide ylös.

Tämä halutaan tehdä

- Vaihe 2: Siirry kohtaan, jossa ovat osa 1 (vihreä lappu), osa 2 (oranssi lappu) ja osa 3 (pinkki lappu).**
- Mieti jokaiseen kohtaan tarkemmin, mistä osista aikaisemmin päätetty toimenpide koostuu ja jaa toimenpide kolmeen pienempään osaongelmaan.
  - Kirjaa jokainen osaongelma omalle lapulleen.

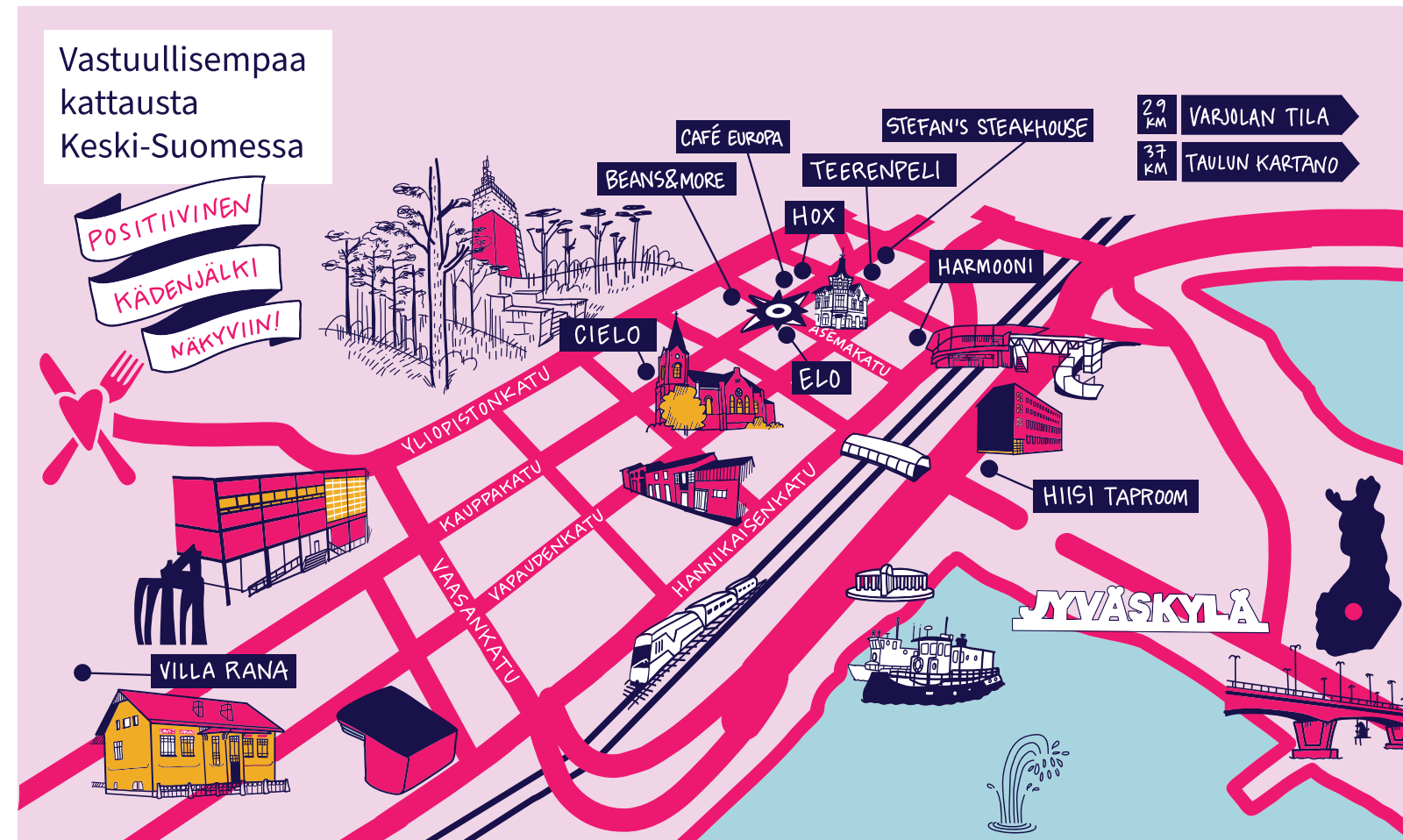
Osa 1 Osa 2 Osa 3

- Vaihe 3: Vie jokainen äsken kirjaamaasi osaongelma omaan 8 x 8 -ruudukkoonsa.**
- Vihreän lapun osaongelma vihreän ruudukon keskelle.
  - Oranssin lapun osaongelma oranssi-keltaisen ruudukon keskelle.
  - Pinkin lapun osaongelma puna-violetin ruudukon keskelle.



# 6 Appendices

Appendix 2: The Serving more responsible food map. Referred to in section 5.1.5



HANKE SAA EUROOPAN SOSIAALIRAHASTON (ESR) TUKEA JA HANKE RAHOITETAAN OSANA UNIONIN COVID-19-PANDEMIAN JOHDOSTA TOTEUTTAMIA TOIMIA.



## Ravintolat

- Beans&More, Asemakatu 11, 40100 Jyväskylä
- Cafe Europa, Kauppalaispiha 1, 40100 Jyväskylä
- Cielo, Kauppakatu 19, 40100 Jyväskylä
- Elo, Kauppakatu 22, 40100 Jyväskylä
- Harmooni, Väinönkatu 1, 40100 Jyväskylä
- Hiisi Taproom, Lutakonaukio 3, 40100 Jyväskylä
- HOX city, Kauppalaispiha 3, 40100 Jyväskylä
- Morton Jyväskylä, Satamakatu 2, 40100 Jyväskylä
- Ravintola Villa Rana, Seminaarinkatu 13, 40100 Jyväskylä
- Stefan´s Steakhouse, Ilmarisenkatu 2, Jyväskylä
- Taulun kartano, Tauluntie 596, 41410 Toivakka
- Teerenpeli, Kauppakatu 32, 40100 Jyväskylä
- Varjolan tila, Vilppulantie 51, 41370 Kuusa

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missionpositivehandprint.fi

Vastuullisempaa  
kattausta  
Keski-Suomessa

Kartan visualisoi Linda Saukko-Rauta (redanredan.fi).  
Yhteistyössä Mission Positive Handprint -hanke ja Visit Jyväskylä Region







# MISSION POSITIVE HANDPRINT

# SERVING MORE RESPONSIBLE FOOD

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