



UMEÅ SCHOOL OF BUSINESS,
ECONOMICS AND STATISTICS
UMEÅ UNIVERSITY

*An in-depth analysis of the approach towards
“Environmental sustainability” and “Green
marketing” from SMEs restaurant perspective in
Sweden*

Mahabubul Alam

Department of Business Administration
Master's Program in Marketing
Master's Thesis in Business Administration III, 30 Credits, Spring 2021
Supervisor: Maria Bengtsson

Abstract

Growing number of SME restaurant and unsustainable food consumption creates a paradoxical tension in the society from “Environmental sustainability” perspective. This paradoxical tension requires every organizations to reduce their ecological footprint through minimizing its environmental effects. In Sweden, KRAV, a non-profit organization that sets organic agriculture standards, oversees certification for a variety of industry members, including restaurants. Previous research has focused on only CSR issues and only large multinational food chains rather than SMEs. While SME restaurants are less powerful on their own but their collective impact on the environment and society is tremendous. Guided by qualitative data in the form of semi-structured interviews were collected from SME sushi restaurant owners in Umea, Sweden. Firstly author has identified the motives of owners toward “environmental sustainability” such as packaging, waste management, procurement, and environmental certification. Environmental certification has further classified into two motives one is based on morality and another one is based on profitability & morality. Secondly, author further discussed the environmental certification that is based on both morality & profitability into two dimension such as “profitability” & “Legitimacy”. Thirdly, author represent the role of green marketing to achieve these two dimensions along with its benefits and challenges. Benefits and challenges were discussed based on both “environmental certification (KRAV) and “Green marketing” perspective. Benefits such as “New customer segment”, “Brand loyalty”, “Competitive advantage” and “higher profitability” in the long run have been identified. Moreover, “Lack of awareness”, “attitude- behavior gap”, “inadequate use of technology”, “costly”, “SME restaurant type”, “unavailability”, “strict rules and restriction” and “insufficient financial investment” have been found as a major barriers or challenges to achieve KRAV certificate (environmental certification) and overall “Environmental sustainability”. With the help of a comprehensive literature review, the motivations and challenges of these participants were identified and explored using a conceptual framework based on “Environmental sustainability” and “Green marketing”.

Keywords: Environmental sustainability, Green marketing, organic food, KRAV certificate, eco labeling, Small and medium-sized enterprises (SME), Corporate social responsibility (CSR), Sustainable development.

ACKNOWLEDGEMENTS

I Would like to express gratitude to Maria Bengtsson, my master's thesis supervisor, for his continuous encouragement, advice, and inspiration throughout the writing process. I'd also like to thank all of the participants (restaurant owners) who contributed to this master's thesis study by sharing their motivations, knowledge, and viewpoints. Without their help, this master's thesis would not have been possible. I'd like to express my gratitude to my classmates for providing insightful, useful, and constructive feedback that greatly aided me improving this thesis. Finally, I'd like to thank my family and friends for their constant support throughout the process.

Mahabubul Alam

Table of Contents

Chapter 01: INTRODUCTION	1
1.1 Problem Background	1
1.2. Research gap and Research Question	3
1.3. Purpose	5
1.4 Key Concepts.....	6
Chapter 02: THEORITICAL FRAMEWORK	7
2.1. Concept of Sustainability.....	7
2.2 Mapping Corporate responsibility	7
2.3. The Triple Bottom line	8
2.4. Historical Background of Environmentalism	10
2.5. Relationship between Corporate social responsibility (CSR) and SMEs from European environmental impact perspective	11
2.6. Green Attributes for the Administration.....	16
2.7 Evolution of “Green Marketing”	17
2.8 Features of Green Marketing	17
2.9 Green marketing opportunities and challenges in the food sector	19
2.10 Theoretical positioning of this study	23
Chapter 03: SCIENTIFIC METHDOLOGY	25
3.1 Research Philosophy.....	25
3.2. Research Approach: Inductive.....	26
3.3. Research method: qualitative.....	27
3.4. Research design: exploratory.....	28
3.5 Literature review.....	29
3.6. Ethical consideration	29
CHAPTER 4: PRACTICAL METHOD	31
4.1 Data Collection method	31
4.2 Interview type	31
4.3 Sampling	32
4.4 Participants	33
4.5 Interview process	34
4.6 Interview guide	34
4.7 Conducting the interviews	35

4.8 Transcribing the interviews	36
4.9 Thematic analysis (All revised)	36
CHAPTER 5: EMPIRICAL RESULTS	40
5.1 Introduction of participants.....	40
5.2 Understanding, Motives, and approaches towards “Environmental sustainability”	40
5.3 Perception toward Eco labeling (KRAV certificate) along with its benefits and challenges	42
5.4 Internal and external pressures to obtain KRAV certification.....	45
5.5 The role of “Green marketing” form SME restaurant industry	45
5.6 Suggestion or recommendation to Government /policy maker of “KRAV” and perception towards future restaurant/food service industry	46
CHAPTER 6: ANALYSIS	49
6.1 Understanding motives and approach towards “Environmental Sustainability” from SME restaurant perspective	49
Packaging:.....	50
Waste management	51
Procurement	52
Sustainability motives (based on morality).....	53
Sustainability motives (based on profitability, legitimacy through Green marketing)	53
6.2 Motives of Eco labeling (KRAV certification) and Green marketing	53
6.2.1 Tactics and Benefits of Green marketing / Eco labeling.....	55
6.2.2 Challenges of Environmental certification (eco labeling) and Green marketing	56
6.3 Recommendation to the Government and Policy maker	60
6.4 Perception towards future service industry.....	61
Chapter 07: CONCLUSION	62
7.1 Limitations.....	63
7.2 Implications	63
7.2.1 Theoretical contributions.....	63
7.2.2 Practical and societal Implications.....	63
7.3 Suggestions for future research	63
7.4 Trustworthiness.....	64
7.4.1 Credibility	64
7.4.2 Transferability	64
7.4.3 Confirmability.....	64
7.4.4 Dependability.....	65

Chapter 08: REFERENCES	66
Chapter 09: APPENDIX.....	76

Chapter 01: INTRODUCTION

The goal of this chapter is to provide a problem background for this thesis. "Environmental sustainability" and "Green marketing" are introduced in this chapter for an overall picture of SME restaurants. Then it proceeds to describe the problem background, research questions, and purpose of the study. Thereafter, purpose is introduced along with contributions.

1.1 Problem Background

SMEs in the food industry faces several corporate sustainability and social responsibility (CSSR) challenges, from the environmental effects of "food waste" to "human health" concerns over particular ingredients and processing methods (Reinke, 2017). According to the European Commission (2015) report, wasted food by Europe would be adequate to feed all the hungry human beings in the world two times over. The way we produce the food and the way we eat should be changed, and thereby the food industry gets more focused on being greener and environmentally friendly in terms of making and delivering the food (Finlayson, 2015, p.1). Besides, restaurants are related to food, and food relates to agriculture. They are interconnected with almost all aspects of our economy, society, and environment, for instance, malnutrition, sustainable water use, overconsumption, obesity, hunger, loss of biodiversity, and public health (Tomic, 2018). The 2030 Agenda, which was adopted by all UN Member States in 2015, is a blueprint for peace and prosperity for people and the planet now and in the future. The 17 Sustainable Development Goals (SDGs) are at its core, and they are an urgent call to action for all countries from developed to developing through global partnership/collaboration. Here I will discuss shortly how these goals are relevant with this study to understand the core problem background. The goal of SDG 2 is to achieve food security, end hunger, improve nutrition and promote whole sustainable agriculture. Improving food security is very important because it can reduce "inequalities" linked to SDG 10. Malnutrition disproportionately affects children, women, the elderly, and people with disabilities. Controlling overconsumption and food waste is significant in ensuring sustainable consumption and production patterns connected with SDG 12. On the other hand, food waste is another crucial part that is directly related to the restaurant industry. Approximately one-third of all food in the world is wasted that is produced for human consumption. Reducing food waste thus gets more attention to all as it would also minimize the environmental impacts that are created by agriculture, for instance, the production of wasted food uses approximately 28% of the world's agricultural area. Sustainable use of resources in the food industry would protect the life that is staying below the water (aligned with the SDG 14) as well as it can protect the life that is staying on the land (connected with the SDG 15) (Tomic. M., 2018).

The Food and Agriculture Organization (FAO) is a specialized agency of the United Nations which is leading international efforts to defeat hunger. Their goal is to achieve food security for all and to ensure that people have regular access to enough high-quality food to lead active as well as healthy lives. With more than 194 member states, FAO operates in more than 130 countries worldwide. FAO believes that everyone can play a part in the end of hunger. FAO mentioned - "*We must transform the food and agriculture system to nourish people, nurture the planet and build resilient livelihoods all at once*"- (FAO, 2015b). Prior to this, FAO states that the current trend in agricultural food production is unsustainable because of its inauspicious impacts on ecosystems. One of the main examples of this is "deforestation."

Approximately 13 million hectares of forests are being cleared to make use for different purposes, and agriculture is one of the main reasons.

Let's discuss about our Millennials and Gen Z members, which is the vast majority of today's consumers, with collective purchasing power of hundreds of billions of dollars. Their choices have highly influenced the broader direction of numerous consumer-facing industry sectors, particularly restaurants, as they've risen to the top of the market. Millennials tend to spend money on experiences over material things, according to nearly three-quarters of the generation. The "experience economy," which is responsible for record-high spending in the wider hospitality sector, arose as a result of this sweeping generational preference. In other words, these customers don't want to spend a relaxing evening at home, they're far more likely to spend money at a restaurant that offers a special experience. In addition, people have more surplus money to spend on ordering in or eating out at restaurants, but less money to spend on supermarket shopping and cooking. However, Restaurants received 25 cents out of every dollar spent on food in 1955. Consumers now spend more than half of their disposable income on dining out. For the first time in history, restaurant sales exceeded grocery sales. This gap is expected to widen in the near future. This unexpected shift was most likely caused by a number of factors, including the time-saving value of ready-to-eat takeout and shipping meals. For consumers who value convenience, widely available, inexpensive, and on-demand delivery of restaurant quality meals is a far better option than going to the supermarket. While delivery is an inevitable driver of restaurant industry growth, today's consumer continues to value their experience over convenience, which is yet another key factor compounding restaurant industry gains (Capriottis, 2019). Growing number of restaurants in all over the world requires more energy, place, water and chemical etc which plays a major role in the agricultural field. On the other side there are lots of negative consequences of these growing restaurants such as food waste, food packaging and energy consumption etc. Thus, this unsuitable food system contributes to the major climate change in the world (FAO, 2015b). Furthermore, Food and restaurant industry play a key role for the development towards increased sustainability, WRAP (a waste research company) also further extend our knowledge. WRAP- collaborates with food and beverage companies, as well as local governments, governments, non-governmental organizations, and others, to generate economic and environmental value by reducing food waste and greenhouse gas emissions, as well as addressing water stress issues throughout the supply chain (Wrap, 2021). According to WRAP, both the foodservice and hospitality sectors produce 2.87 million tons of waste, including food, packaging, and other non-food waste. Most importantly, only less than half (around 45%) of this waste is being recycled, and on the other hand, around one million tons of food is being wasted where 75% is avoidable or could have been eaten. However, rest wastages refer to packaging (plastic bag) and disposable kitchen paper (Meager, 2019).

The food sector is the third-largest industry in Sweden, and currently, it is a core sector in the Swedish economy. Approximately 300,000 or more people are now working in this sector, including farming and food processing to catering, restaurant, and fast-moving consumer goods. Likewise, due to the increasing number of millennium consumer segments, the food sector's sales have been doubled (Wikström & Förlag, 2020, p.7). Besides, one report reveals that 1 in 3 Swedish Kronor has been spent on restaurants, pubs, and cafes (Delfi, 2014). In line with this, it contributes on average 6.8 percent of total household consumption in the food sector, including hotels, restaurants, and café. From the year 2014 to 2019, it has increased from 5.2 percent to 6.8 percent (Ekonomifakta, 2014). (See figure 1 in appendix).

There are several types of restaurants in the food industry, such as lunch & evening restaurants, pubs & bar, fast food, hotel restaurant, and café/bakeries. Lunch and evening restaurants generate the highest revenues among all restaurant types: nearly 63 billion Swedish kronor and second highest revenues go to pubs & bars, which is around 18 billion Swedish kronor, so there is a huge difference between them. Moreover, lunch and evening restaurants contribute around 45.4 percent of the share of the total sales in this industry (Lock, 2020) (See figure 2 in appendix). The number of enterprises in the restaurant industry is also growing. From 2008 to 2018, it has increased from 20,612 to 25,851 (Lock, 2020) (See figure 3 in appendix). However, the trend of increasing small restaurants is more remarkable than large restaurant chains, for instance, small restaurants (0 to 9 employees) has been increasing from approximately 18000 to 25000 in the corresponding year of 2009 and 2019 (Lock, 2020) (See figure 4 in appendix). An increasing number of restaurants tend to be growing awareness of environmentally sustainable consumption patterns in the food sector. The food industry is responsible for different social and environmental issues such as food safety (Wiese & Toporowski, 2013), animal welfare (Manning, 2013), energy and sustainability (Zanoni & Zavanella, 2012), obesity and health (Mialon, Swinburn, & Sacks, 2015) and food waste (Loke & Leung, 2015).

According to Sharma and Kushwaha (2019), greening a business not only succeeds in bringing green goods to customers, which could be safer for their health and the climate, but it also helps the company gain a competitive edge and improve its brand image. Green marketing is gaining popularity among various marketing techniques these days. Green marketing is a collection of marketing activities that take place in a more environmentally friendly manner, from product procurement to delivery to the end user. Eco-labeling is an important tool for green marketing because it allows consumers to distinguish between green and non-green products. With the aforementioned discussion, KRAV is the Swedish environmental certification organization (ECO labeling) that sets the standards and guidelines for organic retail stores, organic agriculture, and restaurants. Also, it is a label for organic food that ensures that food is being produced without artificial chemical pesticides and fertilizer (KRAV, n.d). KRAV has 37 standards that are good for the climate. It can also be found in school cafeterias, restaurants, slaughterhouses, bakeries, fishing boats, and other places where food is produced and handled (KRAV, n.d). Nowadays, the reputation of KRAV is increasing among consumers as restaurants are permitted to promote their business through eco-labeling, which refers to green marketing (Finlayson, 2015, p.2). According to the European Communities Commission (2017, pp.20-27), eco-labeling is a significant tool for promoting sustainable consumption. The main challenge is that a large proportion of small and medium-size restaurants are not KRAV certified.

1.2. Research gap and Research Question

Institutional theory as a lens through which organizations' CSR activities can be explained. Organizational behavior and strategies in business markets are explained using institutional theory, which is a non-economic explanation (Scott, 2008). Institutions govern economic activity by establishing game rules that govern production, exchange, and distribution. Managers must adhere to the institutional environment's rules, norms, and belief systems, as well as mobilize their social, economic, and political resources to adapt and change institutional environments. According to Scott (2008), there is still a significance research gap in the field of business marketing in the context of institutional theory. As a result, academics

have called for more research into a variety of unanswered questions about institutional theory's applications in business marketing (Yang, Su, & Fam, 2012).

However, SMEs have a significant impact on global economies. Their social and environmental consequences are remarkable. SMEs are responsible for 60–70% of global pollution (Hoogendoorn, Guerra, & van der Zwan, 2015). However, Corporate social responsibility (CSR) activity in small medium size restaurant (SME) is still inadequate for instance one study have found that nearly among 5,000 CSSR reports, the food industry accounted for just over 5% of all reports, with SMEs accounting for just over 2% of those (Hartmann, 2011). When it comes to CSR, SME owners faces unique drivers and barriers (Shields & Shelleman, 2015).

Now let's discuss about the two big theories "Environmental sustainability" and "Green marketing". These are two different broad research area in every sector in the business industries. "Environmental Sustainability" is one of the major parts of "Corporate social responsibility" and "Eco labeling" is the core component of the "Green marketing". Author have found that there is no specific research have been done that showed correlation with these two theories from SMEs perspective in "Restaurant industry". Most of the previous research has been conducted based on only CSR issues and focused on only large multinational food chains rather than SMEs. Though SMEs individually are quite less powerful, but their aggregate environmental and social impact is significant (Enderle, 2004; Perrini, 2006; Jenkins, 2009; Morsing and Perrini, 2009; DTI and Planet, 2010).

Therefore, there is still a scientific research gap in the food sector from the CSR perspective (Hartmann, 2011, p.1). According to author findings, Author have found a few previous research that focused on "Barriers" and "Solutions" from the Sustainability and Social Responsibility perspective in Small Food Enterprises. First two research were based on the US perspective (Reinke, 2017 & Freeman, 2011). The findings of these study are also quite similar such as "Costly", "limited local supply chain", "lack of awareness" and "confusing regulations" are the major barriers to implementing sustainable restaurant practices (Reinke, 2017 & Freeman, 2011). Another similar kind of study was based on Penang, Malaysia along with 26 survey of restaurant manager, the findings of this study illustrated that "a lack of enforcement of environmental laws and regulations", "a scarce and intermittent green supply chain", "a lack of trade pressure" as well as "an inadequacy of customer and community demand" are the primary barriers for restaurants to adopt green practices (Kasim & Ismail, 2012, p.1). One of the recent studies by Finlayson, T (2015) showed that the motives of restaurant owner-managers to obtain KRAV's organic certification for restaurants in Sweden. Author have motivated to do further research based on non KRAV certified restaurant in Sweden from SMEs perspective. However, lets discuss about the current situation of SME restaurants in Umea, Sweden.

According to Tripadvisor.com. (2021), there are around 150 restaurants in Umea that is located in northern part of Sweden, but the saddening part is that there are only a few restaurants called KRAV certified, such as Tonka, Hunger & Törst, Rex, Gotthards Krog, and Kumin Catering's (Visitumea.se., 2021). It is disappointing that there are no SME restaurants which is KRAV certified. From these previous research and current scenario of SME restaurants, author concludes that There is a significance research gap in this area where it is really important to understand or explore the current perception/approach/motive towards "Environmental sustainability" from SME restaurant perspective and secondly the goal of this paper is to examine the relationship between "Environmental sustainability" and "Green marketing" or

the role of Green marketing in the long term sustainable development in the restaurant industry for instance How the concept of eco labeling-KRAV (core parts of green marketing) can contribute to the environmentally sustainable development. In addition, author believes that the type of restaurant and its nature in terms of food processing is one of the key variables to understand the phenomenon so that this paper will focus on only “Sushi” type small restaurants in Umea, Sweden.

RQ: How owners of SME restaurants perceive “Environmental Sustainability” and “Green Marketing”?

The research question can be narrowed it down into two perspectives. Firstly it will explore the perceptions/motives of SME restaurants owners towards “Environmental sustainability”. Secondly, it will examine the relationship between eco labeling (KRAV) and green marketing with “Environmental sustainability” along with its benefits and challenges.

1.3. Purpose

The natural environment is impacted by all types of businesses. Companies have obligations, in addition to the right to exploit natural resources. They must be socially responsible and environmentally conscious, rather than merely concerned with profit. This raises the question of whether the business can be profitable while also being environmentally and socially responsible. The core purpose of this study is to demonstrate that it can, and one of the strategies used is green marketing, which adds to long-term sustainability. The problem of sustainability needs to be better integrated into marketing strategy. Green marketing's advantages and challenges, as well as approach towards sustainable development, are examined in this study from SME restaurants perspective in Umea, Sweden.

However, the first purpose of this research is to understand or explore the environmental sustainability motives of SME restaurants owners in specifically Umea, Sweden. Note that these SME restaurants are not KRAV certified. The restaurant owners and managers motivations/approaches are first identified. The goal is to categorize and analyze these motives that will shed new lights on “corporate social responsibility” (CSR) theory and Institutional theory from SMEs perspective. The findings of this paper will illustrate the behavior/reaction of SME restaurants towards environment and sustainability.

The second purpose of this paper is to further explore the “Environmental certification” (KRAV) which is one of the remarkable motives of “Environmental sustainability”. Author will explore this motive and examine the relationship with this motive with “Green Marketing” as eco labeling (KRAV) is one of the major components of Green marketing. Author believes this will be the first research that will describe a new phenomenon which will consequently contribute to the “Green marketing” theory from SMEs and environmental certification perspective. In conclude, this paper will describe the role of green marketing along with its benefits and challenges in sustainable development from specific “sushi” type SME restaurant.

Moreover, based on the primary and secondary research this paper will give valuable recommendations or suggestions to the policy maker of KRAV, Government and other stakeholders of this food industry so that they can take proper decision to make environment more sustainable. On the other hand, aim is to increase environmental awareness among SME restaurants and motivate them to go for green businesses in future. Author believe whole

society will be benefited by this paper as it has positive impact on the environment and sustainability.

1.4 Key Concepts

Environmental sustainability: Environmental sustainability entails interacting responsible way with the planet in order to preserve natural resources and avoid jeopardizing future generations' ability to meet their needs. Governments, industry, non-profits, and environmental agencies all have their own definitions and approaches to environmental sustainability. However, The United Nations' definition is fairly common, and it has been expanded over time to incorporate viewpoints on human needs and well-being, including non-economic variables such as education and health, clean air and water, and environmental protection (Evans.M, 2020)

Eco labeling (KRAV): KRAV is an organic food label. In Sweden, KRAV is the most well-known environmental food label. KRAV has been working to enhance organic and sustainable food production since 1985, with the cooperation of thousands of food supply chain stakeholder. Food produced without artificial chemical pesticides, high animal welfare, decreased climate impact, increased biodiversity, and better working conditions are all hallmarks of the KRAV label (KRAV, 2020)

Green Marketing: Firstly, according to retailing definition, Green marketing refers to the promotion of environmentally friendly goods. Secondly, Green marketing is the production and marketing of goods that aim to reduce the physical environment's harmful effects (Social Marketing Definition). Thirdly, Green marketing refers to companies' attempts to develop, promote, package, and reclaim goods in a way that is environmentally friendly (Environmental Definition) (Wahab, 2018, p.75). This paper will focus mostly on environmental parts of “Green marketing” and “eco labeling” (KRAV) is one of the core parts of “Green marketing”

Small and medium-sized enterprises (SME): SME restaurant usually refer to “employ fewer than 250 people”. SMEs are further classified as microbusinesses (fewer than ten employees), small businesses (ten to ninety employees), and medium-sized businesses (fifty or more employees/250). On the other hand, 250 or more people work in a restaurant refers to “large enterprises” (OECD. 2021). But in this paper, author defined the SMEs which has maximum up to fifteen employees working in the restaurants.

Chapter 02: THEORITICAL FRAMEWORK

The aim of this chapter is to discuss theories that are related with this paper. The whole chapter is divided into two parts such as “environmental sustainability” and “green marketing”. Firstly I will show that how “Environmental sustainability” came from “Corporate social responsibility” and how it evolves in the restaurant industry. Secondly, I will discuss about the “Green marketing” that how it comes up with the eco labeling along with its benefits and challenges.

2.1. Concept of Sustainability

A global economy's complexity is accompanied by rapid population growth, which drives energy, natural resources and food consumption to levels without any precedent. The environment is under pressure from increased consumption and population growth, and consumers become aware of its collective impacts. The context from which durability emerged was created by these conditions (Freeman, 2011, p.5). The term "sustainability" has many different definitions depending on the context. Sustainability has been defined and redefined by academics on a variety of temporal and spatial scales (Kates et al., 2005, p.11). The presence and interconnectedness of environmental, social, and economic domains are acknowledged in the literature on sustainability (Dasgupta, 2000; National Science Board, 1999; World Bank, 1992; Kaiser et al.,1995; Neuman, 1999). Sustainability came as a result of quantitative environmental and economic data indicating that current economic growth trends were unsustainable in the long term (Gibson, 2006). For current and future generations, problems in any of the three domains would have a direct impact on the other two domains (Sadalla et al., 2005).

Environmental awareness started in the 1970s, when the United Nations Conference on the Human Environment declared that adequate measures must be taken to address these issues (United Nations, 1972). In 1980s, sustainability became a more defined concept, with the World Commission on Environment and Development defining it as "development that meets current needs without jeopardizing future generations' ability to meet their needs" (Harlem, 1987, p.41). The term "sustainability" has been defined in a variety of ways since then. Sustainability, according to Charter and colleagues (2002, p.10), means "maintaining or prolonging both environmental and human health, as well as simply good management." According to Van de Kerk and Manuel (2008), it includes resource depletion, environmental conservation and other ecological aspects, as well as human well-being and quality of life. In fact, there are over 300 different definitions for the term "sustainability" (Santillo, 2007; Hult, 2011; Borowy, 2013). Understanding the sustainability concept is important because it is the foundation for sustainability assessment, according to (Farsi, HosseinianFar, Daneshkhah, & Sedighi, 2017).

2.2 Mapping Corporate responsibility

Sen distinguishes five sets of real freedoms in his book *Development as Freedom* (1999): political freedoms, economic opportunities, social opportunities, transparency guarantees, and protective security. More specifically, how and to what extent can these people's true freedoms be linked to the company's economic, social, and environmental responsibilities? The answer is quite clear that “Economies facilities” can be specified as economic responsibility. Social opportunities and political freedom refers to Social responsibility and the environmental

components involved in economic facilities, political freedoms, and social opportunities can substantiate environmental responsibility.

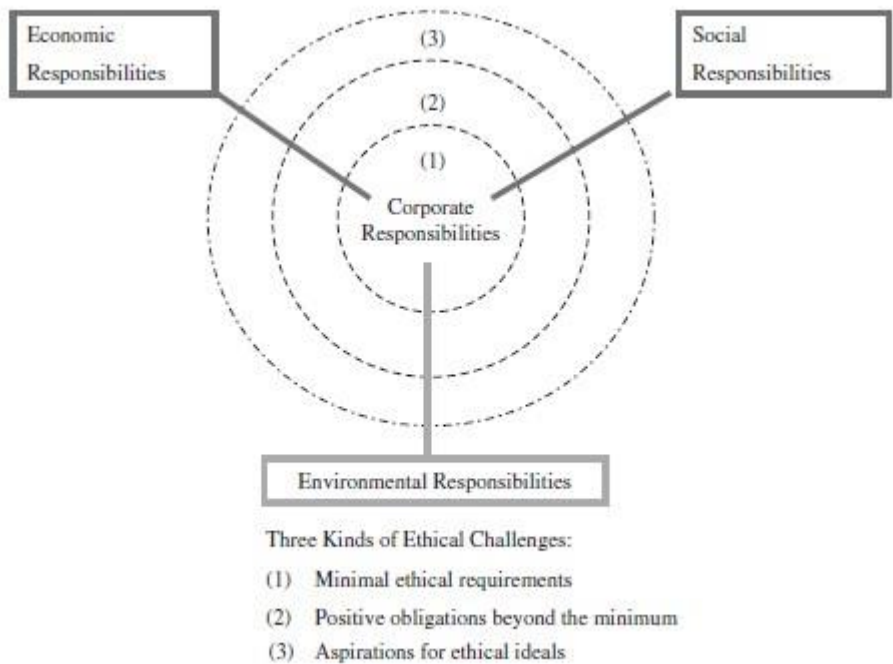


Figure 01: Mapping Corporate Responsibilities (Enderle, 2004, p.55)

2.3. The Triple Bottom line

Elkington's (1997) concept of the Triple Bottom Line (TBL) of People, Planet, and Profit has become a popular approach around the world (Chabowski et al., 2011; Svensson & Wagner, 2015). This model established the foundation for long-term sustainability strategies for businesses, based on three key dimensions of sustainable development: environmental quality, social equity, and economic benefits (Elkington et al., 1998).

The nested spheres model, also known as the Venn diagram explanation, is the most commonly used model to describe sustainability and the TBL (Figure 2).

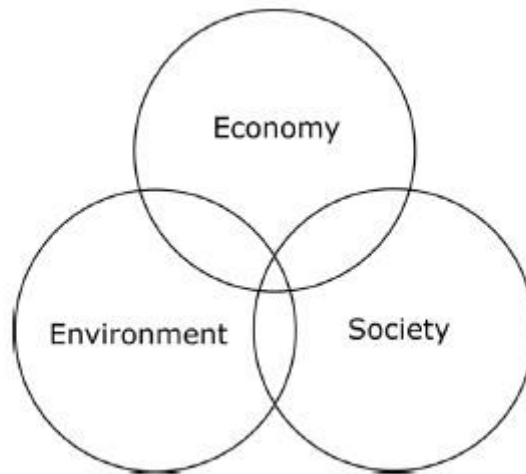


Figure 2: The nested spheres model (Sandhu et al., 2014, p. 5)

The intersection of the three dimensions can be used to portray sustainability. However, one of this approach's drawbacks is that it doesn't demonstrate the levels of hierarchy between three dimensions (Correia,2019,p.30). As a result, Getzner (1999, p.170) dubbed it a "weak approach" to sustainability and proposed a "strong approach" instead, depicting a larger environmental system in which both the economic and social domains, as subsystems, have a limit (Figure 3). Many scholars consider this model, also known as the Russian doll model, to be a more durable sustainability model (Chapman & Eames, 2007; Hosseinian-Far & Jahankhani, 2015). In a similar vein, Lawson and Beckmann (2010, p.179) argue that this model emphasizes the importance of "whatever is conducted in a business system being compatible with the larger social and environmental systems."

Economic Dimension

TBL's economic dimension, Profit, emphasizes the value created by the organization and extends beyond financial performance and financial concepts such as sales growth, cash flow, shareholder value, and so on to include the economic and operational business impact on society (Chabowski et al., 2011). It also concentrates on the organization's performance by effectively managing strategic capabilities such as core competencies (Prahalad & Hamel, 1999), shareholder value creation (Doyle, 2000), and marketing orientation (Akroush, 2012). Consumers have become more concerned about economic sustainability since the 2008 recession, according to Choi and Ng (2011), because it threatens financial stability and, as a result, employment.

Social Dimension

The social dimension – People – encompasses an organization's impact on the welfare of its constituents, including both employees and the general public, and includes issues such as educational assistance, community interaction, charitable causes, and fair fare practices (Engardio, 2007). The rise in Corporate Social Responsibility (CSR) initiatives, which has received significant attention not only in research but also in corporate strategies and operations (Hallstedt, Ny, Robèrt, & Broman, 2010), is a hot topic in this dimension. A growing body of evidence suggests that corporate social responsibility (CSR) and consumer perceptions of companies are linked (Lichtenstein, Drumwright, & Braig, 2004; Baghi, Rubaltelli, & Tedeschi, 2009; Choi & Ng, 2011). As a result, Luo and Bhattacharya (2006,

p.15) emphasize in their comprehensive study on CSR that “companies should realize that CSR initiatives can represent a robust public relations strategy, particularly in the current market environment.

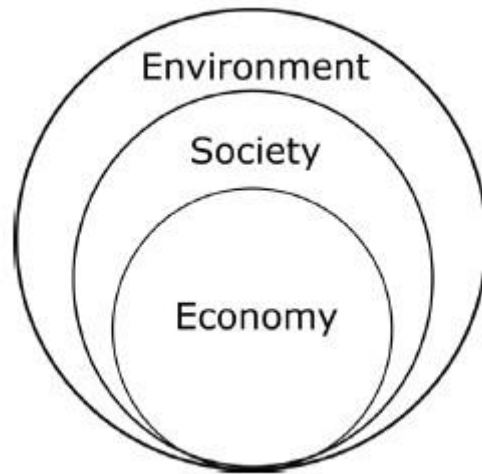


Figure 3: The overlapping spheres model (Sandhu et al., 2014, p.7)

Environment Dimension

The environmental dimension – Planet – refers to the organization's efforts to reduce their ecological footprint by minimizing their environmental impact, as well as their use of energy and waste production. The proliferation of green products, eco-labelling, and ISO 14001 certification are examples of how the marketplace is becoming more environmentally conscious (Correia,2019,p.32). The environmental dimension of the TBL, according to Porritt (2007) and Bansal (2005), is the most important, while the economic and social dimensions are secondary, because everything else is dependent on the Earth's resources, limits, and systems.

In fact, scholars have given more attention to the environmental dimension than to the social and economic dimensions (Seuring & Müller, 2008; James et al., 2015). Sheth, Sethia, and Srinivas (2011). Thus, this paper will further emphasize the “Environmental dimension” and will discuss how it is related to the restaurant industry and how it is connected with SMEs.

2.4. Historical Background of Environmentalism

The practice of environmentalism is not a new concept around the world. The National Environmental Policy Act (NEPA), passed in 1969, became one of the first laws enacted to ensure environmental protection. It ensures that the government considers the environment in all federal actions that affect the environment (U.S. Environmental Protection Agency, 2013a). Environmental legislation increased dramatically during the 1970s, including the Clean Air Act (CAA) in 1970, the Clean Water Act (CWA) in 1972, the Resource Conservation and Recovery Act (RCRA) in 1976, the Safe Drinking Water Act (SDWA) in 1974, and the Toxic Substances Control Act (TSCA) in 1976, all of which were enacted as a result of America's environmental activism at the time (U.S. Environmental Protection Agency, 2013a).

Environmental sustainability research began in the 1990s, with the introduction of the concept of environmental sustainability and its connections to social and economic sustainability (Goodland, 1996). Environmental sustainability research includes pressures and motivations

for companies to implement environmental practices (Bansal & Roth, 2000; Davidson & Worrell, 2001), operational impacts and institutional theory (Hoffman, 1999), environmentalism and its costs (Barbier, Markandya, & Pearce, 1990; Christmann, 2000), incorporating environmental performance into operational objectives (Bansal & Roth, 2000; Davidson & Worrell, 2001) and the impact of ‘green’ advertising (Easterling, Kenworthy, & Nemzoff, 1996). (See figure 4)

Environmentalism from 1970-2002	
Bansal & Roth, 2000	Pressures and motivations of companies to implement environmental practices
Barbier, Markandya, & Pearce, 1990	Environmentalism and its cost
Catton & Dunlap, 1978	Environmental sociology
Christmann, 2000	Best practices of environmental management on cost advantage
Davidson & Worrell, 2001	Pressures for implementing environmental management practices
de Jeronimo & Cespedes Lorente, 2001	Environmentalism in operational objectives
Easterling, Kenworthy, & Nemzoff, 1996	Impact of green advertising
Erskine, 1972	Public opinion on pollution
Goodland, 1996	Concept of environmental sustainability
Henriques & Sadorsky, 1999	The relationship between environmental commitment and managerial perceptions of stakeholder importance
Hoffman, 1999	Institutional theory
Sharma, 2000	Managerial interpretations as predictors of environmental strategy
Chan & Li, 2001	Environmental management systems in Hong Kong
Rondinelli & Vastag, 2000	Environmental management systems

Figure 04: Environmentalism Scholars from 1970-2002

2.5. Relationship between Corporate social responsibility (CSR) and SMEs from European environmental impact perspective

The business world is becoming more competitive in the twenty-first century, and there have been a slew of business frauds and unethical business practices that have harmed customers, society at large, and the environment in the last decade (Freeman, Harrison, Wicks, Parmar and Colle, 2010; Wigley, 2008). CSR has attracted the attention of people from all walks of life in recent years, and it is defined as a set of activities carried out by a business that takes into account the environment and society as well as the employee's morale and welfare. According to research, CSR initiatives increase customer trust in the organization, foster a positive attitude in customers, and increase loyalty (McDonald and Rundle-Thiele, 2008; Sen and Bhattacharya, 2001). In agreement with this, Wigley (2008) discovered that customers of companies that practice CSR are more likely to purchase, proving the Agency theory. As a result, CSR practices that meet the requirements of Stakeholder theory and Legitimacy theory also meet the requirements of Agency theory, which was introduced alongside the CSR dimensions (Brown and Forster, 2013; Lafferty and Goldsmith, 2005). Furthermore, trust is recognized as a critical driver in the development of a company's image (Kremer and Viot, 2012; Kantsperger and Kunz, 2010).

In Europe, the size and diversity of SMEs is enormous. According to Eurostat (2006), there are approximately 20 million businesses in industry and services, with more than 99 percent of them that are SMEs with fewer than 250 employees. In fact, approximately 92 percent of businesses have fewer than ten employees. (See figure 5).

	Total	Enterprise size classes			
		Large (250+ persons employed)	Medium (50-249 persons employed)	Small (10-49 persons employed)	Micro (1-9 persons employed)
Number of persons employed	129 754 720	42 360 134	22 027 425	26 938 777	38 428 189
Number of enterprises	20 156 779	42 245	219 956	1 388 759	18 505 812
Percent of persons employed	100%	33%	17%	21%	30%
Percentage of enterprises	100%	<1%	1%	7%	92%
			SMEs		

Figure 05: SME structure of the EU27 (2006)

There are several significant environmental issues in the “Hotels and Restaurant Sector” such as wastewater management, water management (consumption and conservation), management of waste and hazardous waste, Assessment of the environmental impact (Ares,2015, p.126). The following section will elaborate on how these environmental impacts are related to the restaurant industry.

Environmental Sustainability and Restaurants sector

Previous research on “Restaurant Environmental Sustainability” has focused on the impact of sustainable awareness (Cavagnaro & Gehrels, 2009), management's willingness to charge for green practices (Choi & Parsa, 2007), the importance of and effectiveness of green practices (Jeong, 2010), and intentions to adopt green practices (Jeong, 2010). The majority of previous studies on environmental sustainability have been focused on consumers for instance Consumers' intentions to patronize environmentally friendly restaurants (Hu, Parsa, & Self, 2010), the reasoning behind their purchase intentions (Tan & Yeap, 2012), and their return intentions are all investigated in these studies (Szuchnicki, 2009). Other consumer-based research has focused on consumers' perceptions of green restaurant practices (Schubert, Kandampully, & Solnet, 2010), their orientation (Dutta, Umashankar, Choi, & Parsa, 2008), and their attitudes as well as behavior in environmentally friendly restaurants (Dutta, Umashankar, Choi, & Parsa, 2008).

Corporate social responsibility (CSR) motives:

The structural and cultural differences between SMEs in their approach to CSR (Spence et al., 2003; Murillo and Lozano, 2006), as well as other business activities (Jenkins, 2004), suggest that a different theoretical perspective on CSR motivations in the smaller firm is necessary. There is already a fairly broad range of explanatory concepts that address CSR motivations. The conceptual frameworks developed by scholars in the field of corporate social responsibility to describe the motivations for engaging in CSR varies widely (See below)

Wood (1991)	<i>Legitimacy</i> - institutional level, relationship between business and society, "general expectations" of any firm	<i>Public Responsibility</i> - organisational level, "specific" relationship with society, responsibility confined to firm's interests and activities	<i>Managerial Discretion</i> - individual level, firms and managers as moral actors, personal choices
Hemingway & MacLagan (2004)	<i>Strategic</i> - reconciling firm's interests with society's, part of risk management		<i>Altruistic/Idealistic</i> - humanitarian motive, irrespective of benefits to firm
Aguilera <i>et al.</i> (2007)	<i>Relational</i> - belongingness, legitimacy, social legitimation through addressing stakeholder needs	<i>Instrumental</i> - competitiveness, long term or short term profitability	<i>Moral</i> - stewardship, personal values of owners and managers, beyond economic interests
Simicic Brønn & Vidaver-Cohen (2009)	<i>Legitimacy Motive</i> - institutional, legitimacy, preserving positive perceptions of firm	<i>Profitability Motive</i> - instrumental, focus on financial results	<i>Sustainability Motive</i> - sustainable development focus, environmental and social sustainability interest, personal moral values
Graafland & Mazereeuw-Van der Duijn Schouten (2012)	<i>Extrinsic Motive</i> - financial interests of firms, reputation (legitimacy), employee performance and recruitment		<i>Intrinsic Motive</i> - ethical: belief in what is 'right' or altruistic: betterment of society, contributing to common good and social well-being, sustainability

Figure: Theoretical models for explaining CSR motive (Finlayson, 2015, p.19)

Among these frameworks, author have chosen Simicic Brønn & Vidaver-Cohen (2009) framework that is based on the **Legitimacy, Profitability and Sustainability motives for this study.**

The Legitimacy factor is mostly conceptually consistent motives for corporate social initiative. In order to maintain legitimacy within organizational fields, companies may now need to invest in a social agenda due to the changing global business climate. However, a strong social agenda may be critical for meeting stakeholder expectations and protecting reputation at a time when the internet and global media coverage spotlight corporate failings almost instantaneously. Corporate executives appear to increasingly agree that social initiatives can help a company build "reputational capital" and that "by doing good, managers generate reputational gains that improve a company's ability to attract resources, enhance performance and build competitive advantage" (Fombrun et al, 2000 p. 105). Indeed, in 2007, for the first time, respondents in Forbes Magazine annual survey of the World's Most Respected Companies identified "corporate citizenship" as the most salient determinant of a firm's reputation among all the variables assessed (Weiss, 2007).

Profitability Motives based on the belief that participating in social initiatives can provide a direct financial benefit to the company, either by generating new revenues or maintaining current profit levels. Companies with the largest market shares aren't always the most profitable in a competitive market. Instead, they may be able to maintain their competitive advantage by outperforming their competitors in non-financial areas or by having more intangible resources (Barney, 1997).

Sustainability Motives means Personal managerial values, a sense of organizational responsibility, and the belief that corporations have a moral obligation to invest in making the world a better place for future generations drive social initiative. Managers in highly interactive professions may be more interpersonally motivated and thus more genuine in their commitment to social causes.

Environmental Sustainability Initiatives in the Restaurant Industry

Through responsible procurement, efficient building materials, waste management, water conservation, and energy management, the restaurant industry can focus on environmental sustainability (Lewis, Cacciola, & Dennill, 2011). Purchasing sustainable foods, supporting local farmers, using biodegradable products, and reducing waste at the source are some of the ways of procurement or purchasing that affects environmental sustainability (Lewis, Cacciola, & Dennill, 2011; US Environmental Protection Agency, 2013b). Sustainable building design, the use of green building materials in construction, and the production of buildings that efficiently use energy, water, materials, and land are all examples of green building (Katz, 2003; Lewis, Cacciola, & Dennill, 2011). Restaurants can use the popular Reduce, Reuse, Recycle program for waste management, which includes food waste, plastics, glass, and paper/paperboards (National Institute of Environmental Health Services, 2013). Uneaten food as well as food preparation wastes from residences and commercial establishments such as grocery stores, restaurants, produce stands, institutional cafeterias, kitchens and industrial sources such as employee lunchrooms are defined as food waste by the Environmental Protection Agency (U.S. Environmental Protection Agency, 2011). Water conservation entails reducing water usage and waste by using efficient equipment, performing routine maintenance and repairs, and following practices that reduce usage and waste (Jonch-Clausen, 2004; U.S. Environmental Protection Agency, 2010). Saving energy through equipment, maintenance and repairs, lighting, heating, and water use; and renewable energy sources such as solar, wind, geothermal, and tidal energy are all examples of energy consumption management (Lewis, Cacciola, & Dennill, 2011).

Waste management:

Recycling, composting, and reducing or eliminating waste, particularly food waste, are all part of waste management programs. Waste management is greatly influenced by recycling programs (Wilson, Velis, & Cheeseman, 2006). Restaurants can reduce waste by reducing consumption and reusing objects, however according Snarr and Pezza (2000), by using the following techniques: purchasing products with recycled content, establishing purchasing guidelines, donating unneeded items to local charities & food banks, repurposing items rather than discarding them, preparing food to order, and ensuring proper food storage procedures are followed.

Prevention or source reduction, feeding people by donation, feeding animals restaurant food scraps, converting food waste into industrial uses, composting, and anaerobic digestion or turning food waste into renewable energy are some of the useful tips given by the US Environmental Protection Agency (2013).

According to Canakci (2007), biodiesel production may be more costly than diesel fuel, however the restaurant cooking oils can be recycled into feedstocks. Food waste may also be fed to pigs and other livestock as a source of nutrition (Westendorf, Dong, & Schoknecht, 1998). Reduced food waste has many environmental advantages, including lowering methane emissions from landfills, reducing resource usage associated with food processing, such as water, electricity, and land, providing beneficial soil amendment by composting, and enhancing hygiene, public protection, and health at the restaurant site (U.S. Environmental Protection Agency, 2013b). Restaurants receive economic and social gains by eliminating food waste, including decreased recycling rates, reduced over-purchasing, lower labour costs, revenue benefits from charitable contributions, and serving those in need (U.S. Environmental Protection Agency, 2013b).

Water Conservation:

According to Shanklin (1993), the hospitality and tourism industry should be concerned about the availability and quality of clean water. Due to increased demand, depletion of non-renewable fossil water supplies, contamination of water bodies, and diminishing precipitation levels, water resources are rapidly depleting that causing water pressure (Gossling et al., 2012). Hospitality industry contributes around 15% of total water usage in commercial and institutional facilities in the United States (U.S. Environmental Protection Agency, 2012b). According to Hankinson (1992), restaurants would need to divide their water supplies in the future for instance "pure" water for food preparation and drinks, and "nonpotable" water treated for warewashing and other cleaning purposes. According to the US Environmental Protection Agency (2012), kitchens use the most water in restaurants, followed by restrooms. Brodsky (2005) suggests installing a low-flow pre-rinse spray valve, using an Energy Star qualified steam cooker, and using other Energy Star qualified commercial equipment in kitchens to reduce water usage and avoid wasting water. Additional water-saving tips from the United States Environmental Protection Agency (2012) include: 1) educating users on proper dishware prep and loading techniques, 2) installing WaterSense labeled toilets and bathroom faucets, 3) maintaining good operation of water-using equipment by repairing any component failure. 4) onsite water bodies are treated and reused (e.g., irrigation, toilet flushing, and water fixtures). Water conservation and mitigation are critical for conserving the world's water supplies and ensuring adequate drinking water sources.

Energy Consumption:

High energy costs in restaurants are largely due to inefficient food cooking, holding, and storage equipment (U.S. Environmental Protection Agency, 2006). At an 8% profit margin, even a \$1 reduction in energy costs can increase sales by \$12.50. (Sustainable Foodservice Consulting, 2013). Restaurant energy use can be broken down into refrigeration, sanitation, food preparation and cooking, office equipment, computers, cooling, heating, ventilation, lighting, and other categories. According to the Energy Information Administration (2013), Food preparation and cooking use the most energy, accounting for 24.4 percent, followed by heating, refrigeration, and sanitation, which account for 16.6% 16.4% and 15.7%, respectively (Sustainable Foodservice Consulting, 2013). Several factors influence energy use in restaurants, including: 1) hours of operation, 2) operational practices, 3) the number & type of

appliances, 4) conditioned seating, 5) customer traffic patterns, 6) climate zone, 7) walk-in refrigeration type, and 8) outside lighting (Hedrick, Smith, & Field, 2011).

There are several helpful tips for energy conservation such as 1) upgrading equipment to EnergyStar qualified appliances, 2) providing preventative maintenance on equipment such as regular cleaning and maintenance, 3) making repairs efficiently and promptly, 4) installing energy efficient lighting such as occupancy sensors and LED light bulbs, and 5) implementing startup and shut down schedules for equipment operations (Sustainable Foodservice Consulting, 2013; EnergyStar, 2013)

Procurement:

Sustainable purchasing plays a major role (Zsidisin, & Siferd, 2001). Procurement managers are able to ensure that the products purchased are sustainable that their quantity will be utilized properly, and that their disposal will be disposed of in an environmentally sound manner (Zsidisin, & Siferd, 2001). Bergstrom, Soler, & Shanahan (2005), also points out that purchasing policy of purchasers are still focused on price and service rather than environmental factors.

By purchasing from local farmers and food producers, customers can ensure that the food is grown using environmentally friendly practices. In addition, Reduction at the source is a big part of "Reduce, Reuse, and Recycle" and reduction begins with procuring only what is needed and not wasting or overbuying. (Rimington, Carlton, & Hawkins, 2006)

2.6. Green Attributes for the Administration

According to Hu. (2015), administration-focused green attributes include green certifications, corporate social responsibility, and employee training. The following is a brief discussion of each of them.

Green certifications: Green certifications can be thought of as a green restaurant's label, and they can send a message of product quality to consumers, reducing their perceived risk and uncertainty (Giraud & Trigui, 2005; Nabil, 2010). LEED Certification, Green Seal Certification, Green Restaurant Association Certification, Certified Green Commercial Kitchen, and GenGreen Certification are just a few of the green certification programs that have been introduced in the foodservice industry (DiPietro, Cao, & Partlow, 2013a). These certification programs assess and consult restaurants on a wide range of environmentally friendly practices.

Corporate social responsibility: A growing number of consumers consider corporate social responsibility to be an important factor in their purchasing decisions (Mohr & Webb, 2005; Brown & Dacin, 1997; Allen & Root, 2004). "Actions that appear to further some social good, beyond the firm's interests and that which is required by law," according to the definition of corporate social responsibility (McWilliams & Siegel, 2001, p117). It refers to a company's efforts to minimize or eliminate negative effects on the environment, consumers, employees, communities, and stakeholders. In this way, a restaurant can fulfill its social responsibility not only by operating in environmentally friendly manner initiatives but also activities aimed at giving back to the community.

Employee training: Restaurant employees and managers carry out green initiatives. Training on environmental issues related to foodservice and green practices is required to ensure accuracy of green practices (Hu, Parsa, & Self, 2010). One of the most important ways to improve water and energy efficiency is to teach users how to properly operate equipment so

that overall water and energy consumption is reduced (Saving Water in Restaurant, 2012). According to the findings of Manaktola & Jauhari's (2007) study, incorporating green initiatives by organizations and training employees on green practices are factors that may influence customers' decision to stay in an environmentally friendly hotel/restaurant.

2.7 Evolution of “Green Marketing”

In the late 1980s, the first movement of green marketing emerged. In 1975, the American Marketing Association (AMA) held a seminar on "ecological marketing," which was the first time the term "green marketing" was being used. Most businesses viewed environmental regulations as something to be fought against as much as possible for several years before reluctantly complying with them. However, over time, this perspective has shifted, and green marketing has gained prominence, particularly among the most polluting industries, such as chemicals and oils, since the early 1990s. In Peattie's opinion (2001), there are three evolutionary stages in the development of green marketing. Firstly back in the 1980s, ecological marketing was defined as attempting to help the environment and provide a solution to environmental issues. Second phase was environmental (early 1990s) and that also meant designing of new products to save money and resources. Third was "green" marketing. This language became widely used in the late 1990s and early 2000s.

Green consumers and green consumerism were prevalent during the 1970s and 1980s. Green consumers are environmentally conscious consumers (Henion and Kinnear, 1976), whereas green consumerism is a type of socially conscious consumer behavior focused on environmental protection (Antil, 1984).

Shifting customer behavior establishes a different market, which many businesses see as both a challenge and an opportunity. A successful small business organization pays close attention to these changes and integrates them into its operations as soon as possible. As a result, green marketing can be considered as a business organization's response to changing consumer demand. Various studies show that there are several reasons for businesses to use Green Marketing, including: organizations perceive environmental marketing as an opportunity to achieve their objectives (Keller, 1987; Shearer, 1990); they believe they must be more morally and socially responsible (Keller, 1987; Shearer, 1990; Freeman and Liedtka, 1991; Davis, 1992),

Environmental competitor pressure causes firms to change their environmental marketing activities (NAAG, 1990); cost factors associated with waste disposal or reductions in material usage forces firms to modify their behavior in favor of green marketing (NAAG, 1990); government bodies force firms to become more responsible (NAAG, 1990); environmental competitor pressure causes firms to change their environmental marketing activities (NAAG, 1990).

2.8 Features of Green Marketing

This section will further discuss the eco labeling, goals of green marketing, meaning of the green product, green marketing strategies and its opportunity and challenges.

ECO labeling

Eco-labeling has a major impact on consumer behavior toward products since it conveys information about the consumer's environmental concerns as well as product characteristics.

It appeals to both business users and a wide range of consumers, providing them with environmental product information. Eco-labeling has a great effect on the development of environmental policy and the promotion of environmentally friendly product and service usage. Furthermore, it is consistent with multi-stakeholder policy and related frameworks. However, the impression of ecolabeling has created some confusion for consumers and can create an ambiguous situation for them to predict the environmental quality of products. The impact of a product on the environment is considered an integral part of its life cycle and it serves as a credible attribute. Eco-labels enable consumers to recognize those products and services which have the least environmental impact throughout their life. This life goes from the extraction of raw materials to their production and then disposal. Various corporate policies and plans have been discussed in the existing literature regarding eco-labeling for both labeled and unlabeled products. The competition of the products based on eco-labeling has also been examined. In addition, the idea of eco-labeling is also covered under the title of green technology investment in the existing literature (Borkakoty,2019, p.3-4).

Characteristics of Green products

There is no overall consensus on the definition of “green”. There is no such thing as a green product. If a product's manufacture does not affect the environment, then the product can be referred to as 'green technology'. One must promote the development of eco-friendly technologies and eco-friendly products to conserve natural resources and sustainable development. It is to admit that products that are considered to be green are products: low energy-saving (both in use and in production), using only as much water as is required (both in use and in production), low emitting (low on hazardous emissions), products that are both safe and healthy, Recyclable or content obtained from previous use, Durable (long-lasting), Re-renewable, Reused products, Third party certified to public (e.g., organic, certified wood), Locally produced (Borkakoty,2019, p.5). However, Developing green products entails more than just creating environmentally friendly products; it also entails establishing a system of change in society that involves all stakeholders, including suppliers, producers, consumers, and the general commercial structure in which they operate (Sarkar, 2012). For example, Restaurants that emphasize "locally sourced" meats, vegetables, fish, wines, and other products. Consumers value local sourcing because it demonstrates a commitment to sustainability and community investment (Wahab, 2018, p.74)

Goal of Green marketing

Green marketing should be pursued for five reasons: competitive advantage, government pressure, competitive pressure, corporate social responsibility and cost or profit concerns. Businesses should think about the following goals when considering green marketing: Trying to avoid waste by developing biodegradable products, lowering water consumption, and reducing the amount of trash that ends up in landfills. Moreover, Reinventing products such as making changes to the product itself to reduce its environmental impact; Making green while being green, that is, companies are allowed to make a profit while producing environmentally friendly products. Developing ecofriendly messaging, i.e., assisting consumers in comprehending a product's green benefits and a company's environmental commitment. This is also an important way to educate people about environmental sustainability (Borkakoty,2019, p.3).

Motives of green marketing

According to Charter and Polonsky (1999), There are two factors internal and external that are the most important reasons to begin green strategies. External factors include government legislation, public concern, customer needs, and supplier availability. On the other side,

Internal factors include cost reduction, the need for a competitive advantage in the organization's culture. The primary goal of any business is to meet the needs of its customers (Bruhn and Georgi, 2006), and that is why this external factor is the most important motivator for companies to start green businesses (Charter and Polonsky, 1999). Customers want to buy environmentally friendly products and services. According to various studies, customers are willing to pay more for Eko products (Mendleson and Polonsky, 1995). However, there is a growing segment of the population that is concerned about their daily habits and the impact they have on the environment. Consumers appear to have become aware over the last three decades that the environment is more fragile than they previously believed, and that there are limits to the use of natural resources. As a result, there was a widespread perception that the time for corrective action must have arrived (Wong et al., 1996).

The Green Marketing Mix

This is a blend of four green P's that the company uses to get the desired response in the target market. Product, Price, Place, and Promotion are the four Ps. (Wahab, 2018, p.73).

Green Product: Environmentally friendly resources or materials should be used in the manufacturing of green products. Environmental elements should be related to the attributes of the resources or materials used in the product and its packaging (Wahab, 2018, p.73). On the other hand according to Borkakoty (2019, p.3), A producer should provide environmentally friendly products that not only do not pollute the environment, but also protect it and even mitigate existing environmental damage.

Green price: People perceive green-priced products to be significantly more expensive than traditional products. Green products would gain a competitive advantage on the market if production and operating costs were lowered (Wahab, 2018, p.73). But target groups such as LOHAS, are willing to pay for green products additionally (Borkakoty,2019, p.4)

Green Place: Green products which are meant to be distributed from the point of origin to the point of ultimate use. In this case, the firm should choose a delivery mechanism that matches product characteristics, customer characteristics, and marketplace characteristics (Wahab, 2018, p.73). Environmental packaging is a major focus. Moreover, Local and seasonal products such as vegetables from regional farms, are easier to market as "green" than imported products (Borkakoty,2019, p.4).

Green Promotion: According to Borkakoty (2019, p.4), Environmental issues should be emphasized in market communications. Green advertising is divided into three types: -

- A. Commercials that discuss a product's or service's relationship with the biophysical environment.
- B. Those who highlight a product or service that promotes a green lifestyle. iii. Commercials that portray a company's environmental stewardship.

2.9 Green marketing opportunities and challenges in the food sector

According to Chaudhary etc. al (2011), there are five main reasons why a marketer should adopt green marketing such as opportunities or competitive advantage, Corporate social responsibilities (CSR), Government pressure, Competitive pressure and Cost or profit issues.

First I will discuss about the opportunities of Green marketing and after that I will discuss about its challenges:

Green production: People often choose organic foods since they want to avoid artificial chemicals. Some toxic chemicals can be reduced by eating these foods. It may also reduce

your risk of becoming infected with bacteria that are resistant to antibiotics. There is evidence that eating organic foods can lower your cadmium exposure by 48 %. For instance, When you choose organic meat products over non-organic meat products, you can get up to 23 percent more polyunsaturated fat in your diet. Even though organic meat has a 16 percent higher omega-6s, chicken and pork have a 47 percent higher omega-3 (Miller, 2019; Wahab, 2018, p.75).

Brings a competitive advantage: When you opt for green marketing, you establish yourself as a responsible business pioneer. This is applicable even for consumers who do not place a high value on environmental concerns. It also gives you a broader range of selling points to advertise and share with your clients, going beyond conventional tactics like low prices, reliability, and beauty. Instead of simply marketing the price and value of the commodity, focus on its environmental and social benefits (Lamoureux, 2017; Wahab, 2018, p.75).

Better taste: Although some studies suggest that non-organic foods taste the same as organic foods, the flavor profiles of some food products can differ significantly. Fruits and vegetables grown in the green manner are the ones who benefit the most from this advantage. Because this produce grows at a slower rate than cash crops, it has a lower water content. (Miller, 2019)

Might be cheaper: Some organic foods actually have lower costs when you buy from a small local vendor. These items may not be available at your local supermarket, but they may be available at a farmers' market. Today, some products are even available on the internet. When comparing organic and non-organic prices, many of today's most popular produce items are priced similarly. (Miller, 2019; Finance, 2021)

Help the local economy: More often, locally produced foods are stocked products because they are organic. This means that by purchasing these fruits and vegetables, you are assisting the local economy in reinvesting profits. Approximately 70% of what you spend on items grown in your community is returned to the community in some way. When you incorporate this habit into your daily routine, you will be able to promote more jobs and a better living profile. (Miller, 2019)

Promote healthy lifestyle: Conventional food will increase your overall exposure to synthetic chemicals in your body. additives that are present in today's food supply have been linked to various problems such as reduced fertility, Parkinson's disease, endocrine disorders, and autoimmunity. Consumption of herbicides increases the risk of heart disease and hypertension.(Miller, 2019).

Gain more profit: The millennial generation is worried about the climate. They are likely to pay more for goods and services that they perceive to be environmentally friendly or to have a good social impact. Customers are pleased because their goods are chemical-free and manufactured from environmentally friendly recyclable materials. Customers can make better decisions that can benefit the climate by using green marketing and awareness strategies. This is a valuable advantage since conscious consumers are more aware of the goods they buy and use, and as a result, they will become more interested in expressing their opinions on green product, resulting in an increase in revenue (Lamoureux, 2017)

Brand image: The most important benefit of green marketing campaigns is enhancing customer and retailer goodwill. Customers remain faithful to products that fulfill consumer needs while still supporting society or the community (Borkakoty,2019, p.5 ; Finance, 2021).

Green marketing challenges in the food sector

More sensitive to environmental changes: Organic food is more susceptible to environmental changes, which contributes to the high levels of loss. Sunlight exposure must be restricted,

equipment and mechanical malfunctions must be avoided, and products must be kept at the right temperature. Excessive handling will affect certain products to the point that they lose their shelf life (Miller, 2019).

Increase the production and marketing cost: As an organic food farmers place an emphasis on natural methods, the amount of physical labor required for getting their goods to market is greater because there are fewer automated processes. Hand spreading may be required for natural fertilizers such as green manure to mitigate their impact on the environment. While applying these measures improves the soil conditions, on the other hand, may increase the cost of green products (Miller, 2019). On the other side, Changing your marketing strategies takes time and requires the creation of a new strategy, which usually means higher costs. While your sustainable efforts and practices are intended to save money, a company's efforts to change its brand to be more environmentally friendly can have significant upfront costs (Lamoureux, 2017; Borkakoty, 2019, p.5).

Green certification might be expensive: Depending on your industry, obtaining environmental certifications may be a lengthy and expensive process. Certain certifications are used to meet industry environmental standards, and these certifications are distributed by governments, industry associations, professional associations, and consumer rights organizations. This is especially true for businesses that comply with energy consumption and waste recycling and management. One of the main disadvantages of green marketing is the difficulty in adhering to these standards. Customers and industries will be unable to assess the validity of green "claims" if official standards are not established (Lamoureux, 2017; Wahab, 2018, p.76).

Green washing: Since green marketing has so many benefits for a company, many large corporations aim to appear "greener," which is really just green washing. This means that a company can make something that isn't environmentally friendly look green by focusing all of its attention on a small detail. For instance, Disposable water corporations have a significant impact on the environment. Yet, there are many businesses that proclaim that "All of our packaging is recyclable", when their entire manufacturing process is polluting the environment. Consequently, consumers have lost faith in goods or services that say "environmentally friendly," many have started to doubt the words "green" and "sustainable" would appear on their packaging. The term "green" has been made synonymous with environmentalism. Furthermore, consumers see it as nothing more than an attempt to charge more for goods with little environmental value. (Lamoureux, 2017)

Lack of Awareness: The majority of customers are unaware of green goods and their applications. It takes a comprehensive marketing and campaigning program to foster the 'Concept of Green Marketing' throughout the masses, so that people are willing to pay a premium for green goods. Most consumers would only pay a higher price if they believe the commodity is of higher value (Wahab, 2018, p.76).

Consumer unwillingness to pay the premium price: Adopting green marketing drives up the price as the company had to put in large expenses into it. Only a minority of consumers buy that product because they have more spending power. On the other hand, some consumers don't consider environmental issues too much because they do not have the time or the resources to take environmental consideration during purchase (Borkakoty, 2019, p.6).

Finding new vendors: Although a business may make an attempt to be environmentally friendly, this does not imply that their vendors or suppliers do as well. As a result,

organizations will need to conduct extensive research to find new potential partners who share their green values, which will take time and effort (Finance, 2021).

Eco labeling (KRAV) and Sweden restaurant industry: (KRAV, 2020)

Vision: All food production should be economically, environmentally, and socially sustainable, meeting current needs while not jeopardizing future generations' ability to meet their own.

Purpose: KRAV drives organic and sustainable food development and helps the general public, as well as actors at all levels of the food production chain to do so.

KRAV- A label for organic food. KRAV is the most well known environmental food label in Sweden. Since 1985, KRAV has worked to develop organic and sustainable food production, enlisting the help of thousands of stakeholders in the food supply chain. 98 percent of the population in Sweden are aware about the KRAV-label stands for. The KRAV-label arose from a strong desire to safeguard nature, people, animals, and the future. Our long-term goal is to contribute to the long-term production of high-quality food that is both sustainable and confident. Food with the KRAV label is the most environmentally friendly. This natural substance is grown without the use of artificial pesticides or fertilizers. Furthermore, KRAV-labeled food helps: biological diversity, good animal welfare, reduced climate impact, environmental and health protection, and improved working conditions for employees.

There is a distinction between KRAV standard food and food made using traditional methods, according to the KRAV standards. The physical attributes of the ingredients, such as raw ingredients like grains, fruits, and vegetables, as well as environmental respect for the environment. There are, however, differences at all levels of food production. A variety of options are considered when raw materials are converted into products such as jam and cured meats, as well as the manufacturing process. However, The KRAV Standards align with EU regulations, which are applied to all EU organic goods production and sales. The EU regulations establish a minimum standard for organic farming. Animal welfare, climate, and workplace conditions go further with strict standards. Additionally, the KRAV measures cover several areas, such as slaughter, restaurants, and fisheries. Sometimes we use the term “KRAV-organic” to describe the quality of our products. Chemical pesticide residues are reduced in KRAV-labeled raw materials such as fruit and vegetables. In addition, There are fewer additives in KRAV-labeled ready-made foods than in conventionally produced foods. Swedish law allows for about 300 food additives, but only about 50 have been approved by KRAV. Artificial colors, flavors, or sweeteners are not permitted in KRAV. Nitrite is not allowed in processed meat products because it can cause health problems.

KRAV also has packaging requirements that are environmentally friendly. When choosing packaging for KRAV-certified operations, firms should avoid substances that are harmful to human health and the environment. As a result, Bisphenol A is not permitted in packaging containing KRAV-labeled goods. PVC plastic is only permitted in metal lid seals and liners. In the EU regulations for organic production, there are no corresponding standards. The same packaging standards will apply to imported KRAV-labeled products starting in 2020. Companies that are KRAV-certified must meet stricter environmental requirements. It is mandatory to carry out systematic work to protect the environment and to show care for the natural and cultural environment, according to the KRAV Standards. When auditing KRAV-certified companies for compliance with the KRAV Standards, certification companies make sure this is done accordingly or properly. KRAV-certified products are a safe choice for all consumers.

Umea is located in the northern part of Sweden along with approx 150 restaurants. (Tripadvisor.com., 2021). The most saddening part is there are only 11 restaurants (approx.) that are KRAV certified (see figure 5) such as Tonka, REX, Hunger & Törst, Gotthards krog and Kummin Catering's etc. This paper will reveal the challenges that are facing by the SME restaurant to obtain KRAV certificate.

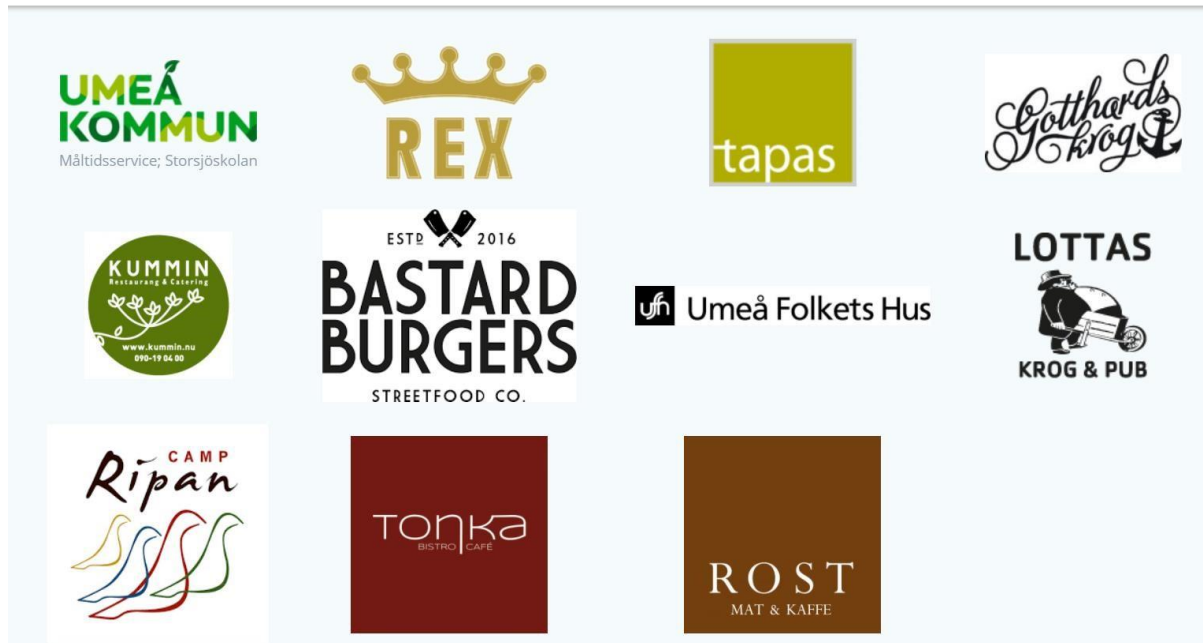


Figure 5: KRAV certified restaurants in Umea. (hllbararestauranger.se., 2021)

2.10 Theoretical positioning of this study

The creation of value and its maximization, including profit maximization, are currently the company's primary economic goals. A company interacts with the surrounding economic, political, technological, environmental, social and environment in order to achieve its goal. As a result of the foregoing, each company has a certain positive and negative impact on its business environment. As a result, it is important that the company understands its impact and strives to regulate it to the benefit of the entire society. In this case, the business, and thus its brand, can be characterized as socially responsible. the natural environment is an element of the company's marketing environment, it must be protected as part of the company's marketing strategy. Green marketing, as a concept based on corporate social responsibility, is an ecologically conscious and responsible marketing method that is gaining traction in nearly every developed and developing country (Moravcikova,2017; Sroka,2018 & Stonkute,2018). It is a significant area of academic study, with the goal of addressing the social dimension of marketing in terms of utilizing natural resources, assessing the social and environmental impact of current marketing, and greening various aspects of traditional marketing. It's one of the latest types of marketing that has the potential to make a significant contribution to society's well-being (Prosenak, 2008; Polonsky, 1994; Henion, 1976; Menon, 1997).

According to Gil et al. (2001), service companies are referred to as "the silent destroyers of the environment," and they must contribute to environmental protection in the same way that industrial and other businesses do. One of the major stakeholders in the tourism industry is

food and beverage company. Large and institutional companies have the opportunity to develop their environmental management skills, but small enterprises do not have these resources (Emeksiz, 2007). It is therefore recommended that environmental studies be conducted for SMEs. In this connection, it is obvious that a majority of SMEs in the tourism sector are restaurants. Furthermore, green certification systems help to enforce their businesses and promote their sustainability. The author observed that in "restaurant industry" no specific research has been conducted which has shown CSR motives, Environmental certification and Green marketing in the context of SMEs. Most of the prior study was based solely on CSR issues and was focused on big food chains rather than SMEs. Although SMEs are much less powerful on their own, their overall social and environmental impacts are enormous (Enderle, 2004; Perrini, 2006; Jenkins, 2009; Morsing and Perrini, 2009; DTI and Planet, 2010). There is therefore still a research gap in the food industry from the CSR point of view (Hartmann, 2011, p.1). In this paper, author believes "exploratory" research design is the most appropriate for this study. Explorative research is designed to gain new insight, to discover new theories (though this paper will not create any new theories) and to assess unintended phenomena (Saunders et al., 2009, p. 139; Zikmund et al., 2010, p. 65). As researcher have little understanding of the problem of research, an exploratory study is appropriate. It also seeks to provide new knowledge of the research problem through semi-structured or unstructured interviews with individual participants and author believe this study will be the foundation for future research (Zikmund et al., 2010, p. 137).

Based on the literature review, the explorative study will help to author to discover the real factors or in general motives of SMEs owners towards "environmental sustainability" and then identify their motives specifically in the "environmental certification" (KRAV-eco labeling) and "Green marketing". In this way, author believe that this paper will fill up the research gap that will show the connection between "environmental sustainability" and "Green marketing" theories from the perspective of SME restaurant specifically "Sushi type" restaurant in Sweden.

Chapter 03: SCIENTIFIC METHDOLOGY

3.1 Research Philosophy

The philosophical framework that should guide the conduct of scientific research is referred to as a research paradigm (Collis and Hussey, 2014, p. 43). People's philosophies and assumptions about the world and the nature of knowledge form the foundation of the research paradigm. Researchers such as Easterby-Smith et al. (2012, p. 17) argue that understanding philosophical issues is beneficial to research for three reasons: first, the philosophy chosen will aid in clarifying the research design, which will aid in clarifying both how the evidence will be gathered and interpreted, as well as how these evidences will provide the aimed answers to the research's focal questions (Easterby-Smith et al., 2012, p. 17). Second, understanding philosophical issues can aid the researcher in determining which research design is best suited to the study, allowing them to avoid making blind decisions while also highlighting the limitations of various approaches (Easterby-Smith et al., 2012, p. 17). Finally, recognizing philosophical issues can aid researchers in identifying or even creating designs that are outside of their previous experiences due to constraints imposed by specific knowledge or subjects (Easterby-Smith et al., 2012, p. 17).

Ontology is a branch of philosophy that studies the essence of truth (Saunders et al., 2009, p. 108). The key questions in ontology whether the social actors should be called objective and independent of other social actors or subjective due to ongoing social experiences. As a consequence, two ontological viewpoints exist such as objectivism as well as constructionism. Firstly, Objectivism argued that social processes occur independently from social actors (Bryman & Bell, 2011, p. 20). That is, social actors are not influenced by external forces, and the current truth is independent of social actors' views, values, and understanding. Furthermore, the current reality excludes social actors' individuality, rights, preference, and moral responsibility (Hashil, 2014, p.6). Secondly, constructivism means that social phenomena are influenced by social experiences and are continually being revised. As a consequence, social actors' beliefs, expertise, and experiences only reflect a subset of social reality (Bryman & Bell, 2011, p. 20). As a result, truth exists, but it is constantly created and reconstructed by social actors. Since social actors have a continuous effect on existing truth, they can be viewed as subjective since they cannot objectively and specifically know what is going on at any given time (Hashil, 2014, p. 6).

My thesis took a position on constructionism. This position is chosen because both the researchers and participants in the study are social actors themselves who are continuously affected by social experiences while also helping to represent their views and values in the current and emerging reality. Furthermore, every aspect of the research has its own world-wide experience and understanding that an individual has its own version of truth, therefore it is known to be subjective in social actors and the role of constructionism in this research is appropriate.

Epistemology is a study of the nature of knowledge. It encompasses how social actors learn about the world, observe the world, comprehend the world, and make sense of the world. In terms of studying the social world, the knowledge that social actors possess has a direct impact on the practice of discovering knowledge about the social world. As a result, social actors' knowledge and assumptions are crucial in the formation of knowledge. When knowledge is seen as objective, tangible, and hard, natural science methods such as measuring, and testing

are used to uncover knowledge about the world. On the other hand, if knowledge is regarded as subjective, unique, and personal, natural science methods are rejected as a means of acquiring knowledge about the world.

Positivism and interpretivism are the two epistemological perspectives (Hashil, 2014, p. 2-3). Positivism asserts that knowledge is derived from careful observation or data collection. Knowledge or phenomena, on the other hand, must be verified by the senses before being considered knowledge. Knowledge is not only based on facts, but it is also value free. Furthermore, social actors regard the world as independent (Hashil, 2014, p. 7). Interpretivism claims that knowledge can be derived from interpretations and behaviors (Hashil, 2014, p. 3). The interpretive perspective is adopted in this research. This position is supported due to the qualitative research methodology and exploratory design. The method and design are used to investigate/understand the approach towards environmental sustainability and green marketing. In order to fully comprehend the phenomenon, it is essential to study social actors. Whereas as social actors such restaurants owners/ managers have their own perspective on this matter. Additionally, the researcher also assumes to understand the phenomenon. Thus, therefore, the information used in this paper is individualized. Thus, the opinions/knowledge of the involved parties can be said to be subjective as well as not value free.

3.2. Research Approach: Inductive

There are three research approaches used by researchers. They are deductive, inductive, and abductive. These approaches reflect the nature of the relationship between research and theory (Bryman & Bell, 2011, p. 12; Morgan, 2007, p. 70). The development of theories is a determining factor that distinguishes these approaches from each other. Deductive approach takes advantage of existing theories and generates hypotheses (Bryman & Bell, 2011, p. 11; Greener, 2008, p. 10). This approach typically follows a simple process involving the development of theory, hypothesis, data collection, results, confirmation or rejection of hypotheses, and revision of theory (Bryman and Bell, 2011, p. 11). Thus, in a deductive approach, data collection is based on theoretical contributions (Morgan, 2007, p. 71). The greatest drawback with the deductive approach is that there is no set procedure for testing the theory and therefore it is easy to tamper with the assumptions (Bryman & Bell, 2015, p. 27). An inductive technique involves the process of collecting information through interviews, evaluating information, and defining trends and themes for the development of theories (Creswell, 2009, p. 63). This technique gave researchers a chance to transform the focus of research as more information emerges and research progresses. Therefore, the approach can lead to more interesting and insightful findings that can be used to construct a theory (Bryman & Bell, 2011, p. 13). Bryman & Bell (2015, p. 27) notes that the challenge of an inductive approach is that the amount of theory that can be derived from empirical findings is limited. Morgan (2007, p. 71) mentions that an abductive approach uses a mixture of both deductive and inductive approaches by moving back and forth between the two approaches. In addition, Morgan argues that an abductive approach begins by generating theories from observations and then testing theories using various methods. Typically, in this approach, the researcher interviews, interacts with different people in a setting and aims to understand the "motives as well as intentions of people who use it in their daily lives because the social world is interpreted and experienced by social actors from inside" (Ong, 2012, p. 422). The use of an abductive approach means that issues and difficulties associated with either a deductive or an inductive approach are addressed (Bryman & Bell, 2015, p. 27).

In this study, the inductive method will be used, and I believe it is an appropriate method for this study. Firstly, the aim of this approach is to generate meanings from the data set for instance in this paper from interviews with restaurants managers/owners will bring new precise details and secondly it will identify the patterns and relationships to reach a conclusion. It is important to know that this paper will not build/generate a new theory rather it will describe a new picture of the phenomenon in this study.

3.3. Research method: qualitative

A research method is the way of collecting data for the purpose of answering research questions, and the data is gathered through questionnaires or interviews (Bryman & Bell, 2011, p. 41). Quantitative and qualitative analysis approaches are used to collect data. Data collection, philosophical standpoint, methodology, and theory are the key distinctions in these research paradigms (Yilmaz, 2013, p. 311).

Quantitative analysis uses numeric data to collect data, and statistical methods are used to interpret the numerical data (Saunders et al., 2009, p. 151). (Zikmund et al., 2010, p. 134). Questionnaires and surveys are often used to collect data, which is more systematic and standardized (Yilmaz, 2013, p. 314). Questionnaires and surveys should be circulated to a large number of people so that the findings can be generalized (Yilmaz, 2013, p. 314). Researchers use the findings of questionnaires and surveys to look for patterns in the data (Yilmaz, 2013, p. 314). A deductive methodology is commonly associated with quantitative analysis, which makes hypothesis testing much easier (Bryman & Bell, 2011, p. 620). The researcher's relationship with the participants is regarded as non-existent. As a result, the researcher is expected to remain objective and unbiased during the analysis (Bryman & Bell, 2011, p. 410). However, the researcher's distance from the subjects, as well as the standardized findings, fail to provide insight into the participants' experiences (Yilmaz, 2013, p. 314). Furthermore, because of the nature of the researcher-participant relationship, quantitative analysis embodies positivism and objectivism in epistemological and ontological orientations, respectively (Bryman & Bell, 2011, p. 27).

A qualitative analysis approach, on the other hand, involves collecting data by interpreting nonnumerical information such as texts, visual, or oral interpretations (Saunders et al., 2009, p.151; Zikmund et al., 2010, p. 134). Power and Gendron (2015, p. 152) argue that qualitative research is appropriate for researching expert practices because it allows researchers to gain a deeper understanding of the field. The researchers also conduct unstructured and open-ended questions or interviews in order to gain a better understanding of the research problem and the motivation, perceptions, and thoughts of the interviewees about the research problem (Yilmaz, 2013, p. 313; Zikmund et al., 2010, p. 135). In order to achieve a thorough understanding of a phenomenon, the qualitative research approach focuses on the "how" and "why" in a research issue (Doz, 2011, p. 583). Qualitative analysis is subjective since it is based on the researchers' interpretations (Zikmund et al., 2010, p. 135). Furthermore, in qualitative research, hypotheses are built from the data obtained, and an inductive approach is used (Bryman & Bell, 2011, p. 410).

The aim of this study is to see how restaurants owners/managers perceive environmental sustainability and green marketing along with its opportunities and challenges. Because of the nature of the research questions, numerical data cannot be obtained using a quantitative research tool such as a questionnaire or survey. Interviewing owners/managers is unavoidable in order to address the research questions of this study. The author of this study was able to obtain a detailed understanding of the subject by using the semi-structured interview process.

An interview also helps interviewers to ask questions like "how", "why," and "What" which are very important to analyze the findings. Furthermore, both interviewers and interviewees have strong feelings about the issue at hand. Both the interviewees and the interviewers have their own interpretations of the subject. In addition, this study takes a constructionist approach to ontology and an interpretivism approach to epistemology. Based on these considerations, a qualitative analysis is determined to be the most suitable research tool.

3.4. Research design: exploratory

A research design outlines how the research question will be addressed, as well as the research's goals, data collection methods, and design technique (Saunders et al., 2009, p. 139; Zikmund et al., 2010, p. 66). Exploratory, descriptive, and explanatory analysis methods are used to design a study (Saunders et al., 2009, p. 141). Exploratory research seeks to obtain new perspectives, discover new theories, and evaluate phenomena from unexpected angles (Saunders et al., 2009, p. 139; Zikmund et al., 2010, p. 65). When researchers have little or no knowledge of the research issue, an exploratory study is appropriate. It also aims to provide new knowledge about the research issue by conducting semi-structured or unstructured interviews with specific participants, as well as building the foundation for future research (Zikmund et al., 2010, p. 137). The aim of descriptive research is to identify the characteristics of study subjects including individuals, artifacts, the environment, and organizations. It's a more systematic methodology than exploratory testing, and it typically focuses on a few basic research questions. It tries to explain a problem by concentrating on the "what," "why," "where," "who," and "how" issues. When there is some information about the study topic, a descriptive research design is widely used because it would be difficult for researchers to present suitable questions and obtain relevant data otherwise (Zikmund et al., 2010, p. 55). Explanatory research focuses on investigating specific issues and attempting to explain cause-and-effect relationships between variables (Saunders et al., 2009, p. 140). Explanatory research design necessitates that researchers have a detailed understanding of the research topic in order to predict the relevant cause-effect relationships that will be examined. Due to the need for strong expertise, the study takes a long time to execute. A emphasis on a few research theories, a high degree of control over research procedures, and a systematic methodology to produce precise results are all characteristics of an exploratory analysis (Zikmund et al., 2010, p. 57, 61).

Exploratory research design is used instead of descriptive or explanatory designs, as it is considered to be the most appropriate for this thesis for a number of reasons. Firstly, both the researcher in this thesis and the restaurants owners/managers involved in this research have limited knowledge on how restaurants business operations affect environments and how green marketing can impact on business performance along with different challenges and opportunities related with these issues. Secondly, the subject is rather unexplored and there is no literature on this specific subject in the Swedish context. Thus, the purpose of the study to shed light on the subject and to give some new insights on the subject requires the use of exploratory research design. Thirdly, the semi-structured interview method was used to explore the subject. Semi-structured interviews allow researchers to gather data in detail by asking follow-up questions and specifying them. Exploratory research is chosen for these reasons.

3.5 Literature review

A literature review is an essential part of any scholarly paper because it determines what is known and what is unknown in a particular field of study (Bryman & Bell, 2011, p. 91). A literature review, according to Merriam and Simpson (2000, cited in Rocco & Plakhotnik, 2009, p. 122), establishes a foundation by critically analyzing previous literatures to identify patterns and inconsistencies between pieces of literature. Furthermore, literature reviews are expected to expand knowledge on a subject beyond what is found in the original literature sources (Toracco, 2016, p. 411). As a result, researchers must thoroughly investigate previous research to avoid duplicating existing research (Zikmund et al., 2013, p. 65). Understanding the environmental sustainability and green marketing approach from SMEs (specifically small restaurants) is considered a new topic as there is no current literature in Swedish context. The researcher was able to identify the gaps in the literature that exist in this research problem by conducting a literature review.

Primary, secondary, and tertiary literature sources are all used in research. Primary sources are government publications, company reports, interviews. Secondly, book and journals are all examples of secondary sources (Saunders et al., 2009, p. 69). A mix of primary and secondary sources were used in this study, with all secondary sources being peer reviewed to ensure quality and credibility.

By critically analyzing scientific articles, published books, and newspapers, I conducted a broad literature review to gain a deep understanding of the research problem. The articles and newspapers were accessed through Umea University's library, and articles from various databases for instance google scholar were used to find relevant information, including Business Source Premier, Science Direct, and JSTOR. Environmental sustainability, Green marketing, Green restaurants, Eco/organic food, SMEs/small restaurants sustainability were used as a key word to gather relevant data. The researchers sorted articles related to the research topic by date as they were discovered, in order to prioritize the most recent articles. However, some older articles were used regardless of their publication year because they were considered relevant sources. Furthermore, rather than relying solely on one source to ensure the validity of the information used in this thesis, multiple sources were used to support issues discussed in this thesis.

3.6. Ethical consideration

Ethical concerns are linked to the credibility of a piece of analysis. As a result, when conducting research, ethical concerns must be considered (Bryman & Bell, 2011, p. 122). The four main ethical principles are harm to participants, lack of informed consent, invasion of privacy, and deception, according to Diener and Crandall (1978, cited in Bryman & Bell, 2011, p. 128). Harm to participants is considered unethical, and it can manifest itself in a variety of ways. Physical harm, stress, a negative impact on one's career prospects, or a negative impact on one's self-esteem are all possible consequences. Loss of anonymity of accounts and confidentiality of records are also harmful to participants, which means that unless otherwise agreed, the identities of participants and the companies they represent should be kept private. According to the International Organization for Migration (IoM) code of ethical conduct, researchers should assess the possibility of harm to participants (Bryman & Bell, 2011, p. 128). The lack of informed consent is the second major ethical issue. It was proposed that participants were provided as much detail about the study as they wanted. Researchers ensure that participants make an informed decision about participating in the study by providing the information.

According to the IoM code of ethics, researchers should respect and maintain participants' rights, integrity, privacy, and well-being. Participants should also be given the option to withdraw or deny participation at any time (Bryman & Bell, 2011, p. 133). Invasion of privacy is the third major ethical issue. Participants' privacy and individual worth should be respected by researchers. Since it is difficult for researchers to know what questions dig into a private area or what issues participants do not want to discuss publicly, privacy infringement can occur accidentally throughout an interview. As a result, participants should be given the option of declining to answer questions they believe are unjustified (Bryman & Bell, 2011, p. 136). Deception is the fourth major ethical issue. Deception is the act of deceiving participants by not correctly portraying the study. A researcher may be tempted to deceive participants in order to elicit more natural responses. Participants should be told about the observation or recording methods used prior to an interview, according to the Market Research Society (MRS) code of conduct. Participants should also be given the option of watching or listening to the recording and deleting specific sections or the entire recording (Bryman & Bell, 2011, p. 136). In addition to the four ethical issues listed, there are other ethical considerations that should be considered when conducting research. One of these is determining who controls the collected data and how it can be used. When performing interviews, copyrights are particularly critical. Since interviewees have a copyright to their speech, permission from them is necessary before data can be shared with a third party. It's also necessary for the parties involved to have mutual trust and reciprocity. Analysis should aim for mutual benefit, in addition to preventing manipulation and obtaining informed consent. Both parties are morally bound by the advantageous exchange. Conflicts of interest should also be considered. As study is sponsored, it's possible that the funder has a financial stake in the outcome. As a result, in every publication, the source of funding should be made transparent and public (Bryman & Bell, 2011, p. 138-142).

Interviewees will be contacted by email and phone to ask if they would be willing to participate in the master's thesis study. Details regarding ethical problems will be included in part of the email. The purpose of the study is to explain to the interviewees. It is also suggested that audio recording would be used, with the interviewees' rights to the recorded material continuing with them. Interviewees will also be assured that their privacy and anonymity would be respected. To protect the participants' identities, the names of the participants and the names of the organizations will not be revealed. Furthermore, only the research authors and the thesis supervisor have access to the contents of the interview. Privacy was also taken into account. Interviewees were told that they had the right to refuse to answer any question and to stop participating at any time. The use of direct quotes is a significant addition. Direct quotes are allowed in the thesis, according to the interviewees. Before any direct quotations were published, interviewees were sent a draft of the work in progress so that they could correct, full, specify, or demand that direct quotations be removed. In addition to all else, interviewees were given the contact details for the thesis' writers and told to contact them if they had any questions.

CHAPTER 4: PRACTICAL METHOD

4.1 Data Collection method

In qualitative research, interviews are used to collect data (Hox & Boeije 2005, p. 595). To gain a better understanding and insight into how small and medium-sized restaurants approach "Environmental sustainability" and "Green marketing," the author of this thesis measured that interviewing managers and owners would provide the necessary information to meet the research objectives. Because they are involved in the restaurant process, the author believes that owners/managers would provide the necessary information. Interviewing allows the author to question the interviewees and gain valuable information that helped him answer the research questions. As a result, the data from the qualitative interviews is used as the thesis's primary data (Saunders et al., 2009, p. 70). Secondary data, such as reports published on various websites and some government publications, were used in the study in addition to interviews. Secondary data was used by the researchers to better understand the current environmental approach in the SME restaurant industry. This information aided the author in comprehending some of the concepts and processes discussed in the interviews.

4.2 Interview type

Interviews help researchers to collect valid and reliable data that will answer the research questions and fulfill the study's objectives. As a result, the type of interview used should be in line with the research strategy, method, and approach (Saunders et al., 2009, p. 318). Interviews are used in both quantitative and qualitative research methods to collect data (Bryman & Bell, 2011, p. 202). Structured, semi-structured, and unstructured interviews are the three types of interviews (Saunders et al., 2009, p. 320). In quantitative research, interviews are usually very structured. This ensures that all of the responses are consistent. Interviews in qualitative research, on the other hand, are semi-structured or unstructured, with interviewers encouraged to ask follow-up questions. This ensures that the researcher is able to understand the viewpoints of the interviewees (Bryman & Bell, 2011, p. 466-467).

In quantitative research, structured interviews are commonly used (Bryman and Bell, 2011, p. 204). Structured interviews are used to collect quantifiable data. As a result, structured interviews are used in accordance with descriptive and explanatory research strategies (Saunders et al., 2009, p. 324). When using questionnaires, the interviewer cannot depart from the set of questions because this would jeopardize the answers' standardization. As a result, this type of interview is regarded as rigid, with closed-ended questions (Bryman & Bell, 2011, p. 466). Standardized interviews would be inappropriate for this study. Unstructured interviews are being used to gain insight into a previously unstudied research phenomenon. The interviewer isn't given a list of questions to ask ahead of time. Rather, the interviewer may pose a single question to the interviewees and then allow them to discuss it (Saunders et al., 2009, p. 321). As a result, the interviewer only asks follow-up questions to the relevant points (Bryman & Bell, 2011, p. 467). As a result, the information gathered from interviews will differ because the interviewees have varying experiences and perspectives on the subject (Patton 2002, p. 342). As a result, unstructured interviews are regarded as casual conversations led by the interviewee (Saunders et al., 2009, p. 321). The informal nature of these interviews encourages flexibility, and the interviewer is encouraged to "go with the flow" when conducting interviews. The main disadvantage of unstructured interviews is that it takes time,

and identifying repeated themes and patterns may require multiple interviews (Patton, 2002, p. 343). As a result of the arguments presented above, an unstructured interview would not be used in this study. According to Patton (2002, p. 347), a semi-structured interview is a hybrid of structured and unstructured interviews. According to Patton, the interviewer can take an unstructured approach while also using the interview guide, or combine the structured approach and the interview guide by specifying certain key questions exactly as they must be asked while leaving other questions out of the interview. As a result, not all of the questions will be asked exactly as they are written in the guide (Bryman & Bell, 2011, p. 467). In addition, depending on the interviewee's responses, follow-up questions may be asked (Saunders et al., 2009, p. 320). The main benefit of a semi-structured interview is that it allows the interviewer to address additional questions that were not included in the interview guide at the outset (Zikmund et al., 2010, p. 151).

For this study, a semi-structured interview is proposed. The full extent of research in SME restaurants and "Environmental sustainability" is still unknown and there are different perspectives or understanding towards sustainability. The researchers were able to ask the relevant questions to the managers and owners of SME restaurants using semi-structured interviews and a limited number of predetermined questions based on prior literature. Researchers could ask follow-up questions based on the responses. Furthermore, semi-structured interviews provide a balance that neither structured nor unstructured interviews can. In other words, a structured interview would only allow researchers to ask the questions listed in the interview guide and would not allow them to ask any additional questions. An unstructured approach, on the other hand, would be too broad because researchers have already identified relevant themes and patterns in previous literature. In addition, depending on the responses, a semi-structured interview allowed the researcher to focus on certain questions or leave some questions unasked.

4.3 Sampling

Researchers must select a sampling method that is relevant for their research (Bryman & Bell, 2011, p. 235). The feasibility and nature of the data collected to answer the research questions influence the sampling technique chosen (Saunders et al., 2009, p. 243). As a result, the sampling method can be probability or non-probability (Zikmund et al., 2010, p. 395). A probability sample is a sample that has been chosen at random, with each unit in the population having an equal chance of being chosen (Bryman & Bell, 2011, p. 176). Probability sampling methods are appropriate for statistical research. In quantitative studies, the sampling technique is therefore used (Ritchie & Lewis, 2003, p. 78). A probability sampling technique would be inappropriate for this study because it is qualitative in nature. The probability of each case being chosen from the total population is unknown in a non-probability sample (Saunders et al., 2009, p. 123). Another difference between these two methods is the sample size. In comparison to quantitative studies, qualitative methods typically have smaller sample sizes. This is due to the fact that qualitative studies generate a lot of data from interviews, and analyzing that data takes time. Nonetheless, the sample size must be adequate to draw appropriate conclusions, and data from interviews should be obtained till obtain new information (Ritchie & Lewis, 2003, p. 83).

Purposive sampling, convenience sampling, and snowball sampling are some of the sampling methods used in the non-probability technique (Bryman & Bell, 2011, p. 190-194; Ritchie, 2003, p. 78-81). Purposive sampling is most commonly used in exploratory research, according to Neuman (2014, p. 273-274). The sample participants should have a

comprehensive understanding of the research problem. As a result, interviews with the appropriate experts are conducted. When it is needed to have as much difference in the collected data as possible, this sampling method is used. The researcher selects participants based on judgment in order to obtain a sample with as many different characteristics among participants as possible (Patton, 2002, p. 235). According to Zikmund et al. (2010, p. 396), convenience sampling refers to obtaining people or units that are readily available. The sample is used to quickly and cost-effectively obtain a large number of completed questionnaires. Snowball sampling, according to Bryman and Bell (2011, p. 192), is a type of convenience sampling. In snowball sampling, the researcher contacts relevant participants first, then uses those contacts to reach out to others. As a result, this method relies on referrals. When it's difficult to find participants, this method comes in useful. The main issue is that the participants tend to suggest contacts that they are familiar with and who are likely to share similar characteristics. As a result, the sample will most likely be homogeneous.

In this thesis, I have used both Convenience and snowball sampling methods due to several factors. First of all I got limited time to conduct these interviews, so my target participants were based on only Umea city. I have found it more convenient and cost effective. Secondly, only a few participants respond my email, so I had to follow snowball sampling method as well. There are several SME restaurant owners who are also from Bangladesh (my home country). Personally i know two of them and they help me out to reach other participants (restaurant owners) as they have good connection with them. In this way I have used both sampling methods in my study.

4.4 Participants

The study determined that interviewing owners or managers of SME restaurants who are currently working in the field was the best way to obtain necessary and accurate information. Although it is not necessary to limit a study to a single country, it was made with the intention of focusing solely on SME restaurant in Sweden. To find potential SME restaurants for interviews, the Google search engine was used. I have collected the email address from their website and social media pages. To keep track of which restaurants had been contacted, an excel spreadsheet was created and the contact information of various restaurant in Umea, Sweden was listed in order to avoid contacting them twice. Initially I send out total nine emails to the restaurant. The author sent out emails after identifying restaurants and their email addresses (Figure 05 in appendix) inviting the auditors to take part in the research. However, the disappointing matter is only one participant respond my email. As I have said earlier that I had to used then snowball sampling method to collect my primary data. I had to go the restaurant physically and request them for interviews. I know two owners personally so that they help me out to reach other restaurants. With referrals process, finally I have contacted eight owners of SME restaurant and some of them gave me the time and date for the interviews and some of them just gave me the opportunity to conduct the interview at spot without any appointment. However, I have started arranging dates and time for the interviews. However, owners were notified that an interview guide as well as an information participation sheet detailing the intent of our study and ethical considerations would be sent to them once a date had been set. I have sent these documents a week before the interview date to give them time to plan their answers. According to Bryman & Bell (2011, p. 474), submitting the interview guide ahead of time makes the study more reliable.

Despite my best efforts, I was only able to get 8 owners to participate in the interview. The number of interviews could be increased if there was more time. Although there is no fixed

number of participants required in a qualitative research (Saunders et al., 2009, p. 233). Furthermore, according to Kvale (2007, p. 43), the number of interviewees is determined by the study's nature and purpose. Low numbers would lead to inconclusive and untrustworthy conclusions. On the other hand, there is often insufficient time to conduct proper analysis for extremely large numbers. As a result, in qualitative research, it is critical for researcher to find a balance in terms of the number of people who will be interviewed. However, the researcher is confident that the number of interviewees used in the study was appropriate. Despite the small number of interviewees, the author believes that he was able to obtain enough information to generate reliable results. The data gathered from the eight interviews and I believe it is sufficient for me to draw conclusions.

4.5 Interview process

Interviews are conducted to acquire knowledge or opinions about others (Patton, 2002, p. 340). Researchers can learn about people's views and perceptions on the world by conversing with them (Kvale, 2007, p. 1). As a result, a semi-structured interview aims to comprehend the world from the perspective of the interviewee (Kvale, 2007, p. 11). According to Rowley (2012, p. 265), listening attentively is an important skill to have when conducting interviews. When the interviewer listens carefully, he or she can understand what is being said and what is not being said. Additionally, keeping an open body language, nodding in agreement, making inspiring sounds, and looking interested signals that the interviewer is actually listening to the interviewee (Rowley, 2012, p. 265). During Skype and phone interviews, however, verbal signals were used. The researchers used encouraging verbal expressions like "interesting," "yes," and "I see" in a controlled and discrete manner to ensure that the interviewees were not interrupted. Rowley (2012, p. 265) suggests conducting a practice interview with friends and coworkers to improve interview skills and the interview guide.

However, I was unable to conduct a trial interview due to the time constraints of this project. The interview process and preparation ensure that all necessary precautions are taken to ensure that the interviews are conducted properly.

4.6 Interview guide

In structured and semi-structured interviews, an interview guide is a helpful tool that identifies the questions that will be asked during the interview (Patton, 2002, p. 343). To gain a broad understanding of the research phenomenon, researchers should read and understand prior literature on similar studies. Researchers will be able to recognize what is known in the field and formulate questions that will aid in answering the research questions (Saunders et al., 2009, p. 329). Even though the questions in an interview guide are supposed to answer the research question, it is critical that they are written in a non-leading or suggestive manner. The language you use should be understandable and relevant to the people you're interviewing (Bryman & Bell, 2011, p. 475). The questions should be organized in a logical and understandable manner. Otherwise, the interview guide will not give you all of the information you need to answer the research questions (Saunders et al., 2009, p. 329). Furthermore, researchers would be able to ask specific questions to a large number of interviewees (Patton, 2002, p. 343), and they will be able to ask investigating or follow-up questions based on the interviewee's responses (Bryman & Bell, 2011, p. 475). This allows the researcher to recognize patterns in the interviews and connect those patterns to theory (Saunders et al., 2009, p. 329). The interviewee's general questions are usually asked first, followed by the more specific

questions. The interviewee's position in the company, educational background, and number of years employed are usually the topics of general questions (Bryman & Bell, 2011, p. 475). Before creating an interview guide, the study's researcher read previous literature on related topics such as SME restaurants, green restaurants, Environmental sustainability and green marketing etc. leading to the development of the theoretical framework outlined in chapter 3. When writing interview questions, researchers should consider "what do I need to know to answer each one of the research questions I'm interested in?" according to Bryman and Bell (2011, p. 475). The researchers' theory and field knowledge were used to help formulate the required questions. Because the researcher used an abductive research approach, the researcher was aware that he would be moving "back and forth" between theories and empirical findings, and that the study would need to change direction if necessary. Interview questions should be carefully considered to ensure that no leading questions were asked. This was complicated by the fact that some of the questions had to be contextualized before they could be asked. Additionally, the interview questions were developed using relevant literature on the topic that was deemed relevant to the research question. (Bryman & Bell, 2011, p. 477). In interview guide, there were total 7 question, but I divided in into six section or theme. First part was introduction where I have introduced my thesis topic and talked about the privacy issue of this interview. Second part was also based on participant's introduction such as their restaurant name and type of restaurant etc. Third part was based on question number two and three which is basically focused on "Environmental sustainability". Fourth part was based on KRAV certification or eco labeling. Then "Green marketing" was represented in the fifth part and finally in the last part I have asked about their suggestions, recommendations, and overall views on this topic. (See figure 06 in appendix section to see details)

4.7 Conducting the interviews

An interview guide (figure 06 in appendix) was sent to the interviewees a week before the interviews to outline the questions that would be asked, the intent of the research, and the ethical concerns. This was accomplished so that the interviewees would know what is expected from the interviews and could schedule their answers ahead of time. The knowledge participation document, according to Gill et al. (2008, p. 293), is critical for highlighting and reinforcing consent, as well as increasing the interviewees' chances of being honest during the interviews. The interviewees were given advance notice of the length of the interview. The interviewees were informed that the sessions would last between 20 and 40 minutes. It was estimated that generating the appropriate and required information would take no more than an hour. According to Gill (2008, p. 291), a typical qualitative interview lasts 25 to 50 minutes. Since qualitative interviews must be documented, the interviewer must have a good recording system. Qualitative research is often transcribed and documented. Furthermore, documenting the conversation helps the interviewers to concentrate on what the respondent is saying so that they have a record of what was said, which will assist in the study (Bryman & Bell, 2011, p. 475).

According to Bryman & Bell (2011, p. 480), face-to-face interviews are generally preferred in qualitative interviews. Occasionally, it is impractical due to factors such as distance and travel costs. However, since I used both the convenient and snowballs methods in my study, I informed all participants that they'd have a choice. The majority of participants agreed to face-to-face interviews in addition to proper safety precautions such as wearing a mouth guard and maintaining a safe distance due to a covid situation. Due to the fact that one of my participants was ill, he preferred the Zoom interview. I conducted seven interviews properly, as one participant only permitted me ten minutes for the interviews due to his restaurant's busy

schedule. Five of the seven participants consented to my recording their interview sessions. However, none of the participants wishes to share their personal information in the report, believing it to be quite confidential.

Participant	Position	Interview Date	Interview length in minutes	Interview medium
1	Owner	2021-04-27	20	Face to Face
2	Owner	2021-05-04	15	Face to Face
3	Owner	2021-05-09	30	Zoom
4	Owner	2021-05-06	20	Face to Face
5	Owner	2021-05-06	15	Face to Face
6	Owner	2021-05-11	25	Face to Face
7	Owner	2021-05-11	22	Face to Face
8	Owner	2021-05-06	10	Face to Face

4.8 Transcribing the interviews

It is important to document and transcribe all qualitative interviews (Bryman & Bell, 2011, p. 480). Transcribing the interviews exactly as they were recorded protects against bias and provides proof of all that was said and not said. In addition, transcription is the process of converting spoken words into written text (Gill et al., 2008, p. 291). Essentially, if the transcripts are not transcribed word for word, there is a possibility that the data will be unreliable and distorted, lowering the credibility of the results. The most common issue with transcription is that it takes a long time and is a boring operation (Bryman & Bell, 2011, p. 483). The amount of time spent transcribing is determined by the transcriber's typing speed and the amount of information in the recording. Furthermore, even a skilled transcriber will take nearly 5 hours to complete an hour-long interview (Kvale, 2007, p. 96).

To ensure that the transcribed records were precise and accurate, the researcher transcribed the recordings word for word. During the transcription process, the author listened to the recordings several times to ensure accuracy. To ensure that no transcriptions were mixed up, all transcriptions were typed and saved in separate Word documents with identifications.

4.9 Thematic analysis (All revised)

The research question of this paper is to “How owners of SME restaurants perceive “Environmental Sustainability” and “Green Marketing”? However, The research question have narrowed it down into two perspectives. Firstly it will discover the SEM restaurant’s owners’ motives towards broad area of “Environmental sustainability” and secondly it will further narrow its focus into “eco labeling (KRAV) and “Green marketing” in terms of their relationship along with its benefits and challenges. The purpose is to first understand the SME restaurants motives or phenomena towards environment and sustainability specifically in Sushi type restaurant in Umea, Sweden where all the restaurants’ owners are immigrants and came from South Asian country. The second purpose is to illustrates the connection between eco labeling (KRAV) and Green marketing along with its benefits and challenges. This paper will show how the Green Marketing concept can contribute to the environment and sustainability. Based on the above research question and purpose, author have tried to bring all relevant prior studies into the literature review. Interview guide is consisting of seven interview questions which are also aligned with the research question, literature review and

purpose of this paper. Finally author have decided to follow thematic research for analyzing the data which suites most to interpret and analyze the empirical data.

According to Braun and Clarke (2006, p. 79), Thematic research can serve as a foundation for qualitative analysis because it provides key capabilities for all types of qualitative analysis. A large number of academics also claimed that thematic analytics are not a single approach because they are a process that is used by a wide range of qualitative approaches. As there are few protocols and requirements for thematic analysis, it is simple to understand and learn. As a result, I have chosen to conduct my data analysis using a thematic analysis, which Braun and Clarke (2006, p.87) developed as a convenient method for analyzing various study participants' perspectives and uncovering unexpected insights.

Phase	Description of the process
1. Familiarising yourself with your data:	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes:	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes:	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes:	Checking in the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes:	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells; generating clear definitions and names for each theme.
6. Producing the report:	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

Figure: Phases of Thematic Analysis presented by Braun and Clarke (2006, p.35)

Firstly author have transcribed all the relevant data from each interview question. After that author divide these data into different codes such as sustainability motives, opportunity, challenges, and recommendation. Finally, different codes are merged into one theme that is based on the prior literature review, research question and purposes of this paper. Now let's discuss briefly about how author have decided the theme based on the interview guide.

Due to the same answers from two interview questions, Author have combined question number two and three answers into one thematic dimension that refers to the motives or approaches towards Environment and Sustainability.

Secondly, author have found that respondent answers/codes regarding question number four and six are quite similar and have found correlation about these two dimensions such as benefits/motives of Eco labeling and Green marketing are quite similar and relevant and on the other side the challenges of Eco labeling and Green marketing are relevant and similar so author have decided to combined these two respondents answers into two different codes and then codes are turned into two different themes which is shown below:

General	Thematic dimensions	Aggregated dimensions (Themes for thematic analysis)
Environmental sustainability	Packaging Waste management Garbage management Forecasting Energy consumption Technology Procurement Environmental certification Sustainability motives Profitability motives	Motives/ approaches towards “environmental sustainability”
Positive impact of Eco labeling (KRAV) and green marketing	Customer trust and loyalty New customer segment Competitive advantage Higher profitability	Motives and benefits of KRAV certificate & Green marketing
Negative impacts of Eco labeling (KRAV) and Green marketing	Costly (expensive organic food materials) Restaurant type Lack of financial investment Unavailability of supplier Inadequate market research Strict rules and regulation	Challenges of environmental certification and green marketing
Role of Government and policy makers of KRAV	Awareness Reduce overall business TAX or VAT Financial support Training	Recommendation to the Government and policy makers of KRAV

Table: Key themes for analysis

Finally, question number seven in interview guide illustrates the suggested recommendation to the Government and policy maker of KRAV (Eco labeling).

Author believe these four themes such as “Motives/ approaches towards “environmental sustainability”, “Motives and benefits of KRAV certificate & Green marketing”, “Challenges of environmental certification and green marketing” and “Recommendation to the

Government and policy makers of KRAV” are all aligned with the research purpose and able to answer the research question of this paper.

CHAPTER 5: EMPIRICAL RESULTS

This chapter discusses the empirical findings. They are divided into six categories. The chapter begins with introduction of participant and followed by environmental sustainability, Eco labeling, internal & external pressure, Green marketing, and recommendations.

5.1 Introduction of participants

All the participants are the owner of “Sushi” and “Poke Bowl” type restaurants. All the restaurants’ owners are immigrants, and they came from South Asian country. Sushi restaurant is delivering different kinds of Sushi that is based on the Japanese traditional foods. One owner stated that it is “Snab matt” that means fast food type restaurant such as MAX and MacDonal’d’s. It’s not a kind of fine dining restaurant but the processing time is very low so that consumer can order and take way the food in the short time. Author believes that despite of having positive motives towards environmental sustainability, the small restaurant owners are struggling with the higher financial investment, lack of environmental awareness and inadequate governmental support to achieve green certification and so on.

5.2 Understanding, Motives, and approaches towards “Environmental sustainability”

Participant 1 mentioned that he is very much aware of the food waste management that he is following the general rules of the waste management for instance he keeps the paper, plastic, glass, and others in the designated place as well as he makes the food instantly so that there will be no extra food at the end of the day. Secondly, when it comes to procurement, he always looking for availability and lower price. For instance he mentioned

“Honestly speaking I always look for cheaper and good raw materials for my restaurants for instance I used to buy paper bag for my restaurant because plastic bag is not available in the market and paper bag is quite cheaper than plastic bag”.

Participant 2 believes that his restaurant is saving energy consumption by reducing the usage of “Disk machine” and less usage of lights, water and so on. Secondly, he is very conscious about the waste management that is similar with the participant 1 that he maintains the designated garbage place for the specific wastage.

Participant 3 is very much aware of the environment. At the beginning of his restaurant he was aware about the procurement and he mentioned

“I started my business with the “Martin & Servera” which is comparatively reliable supplier as they are promoting their business in a way that shows they are very much aware about the environment and they are always working with the sustainability for instance they always use the vehicle that is renewable energy”.

However, he didn’t find all of his raw materials form “Martin & Servera” so he needs to buy rest of the raw materials from different suppliers. He also mentioned that

“I don’t think all other supplier are environmentally friendly” but I have to buy raw materials form them as I have no other options. After that he also said that “the lax (Salmon) and rackor (prawn) that I am using in my restaurant is MSC (Marine stewardship council) certified which is sustainable”.

Secondly, he mentioned that in the terms of “packaging”, previously he used to buy both plastic bags and paper bag to make the balanced approach. He mentioned “I used to follow balanced approach initially to minimize the cost and design but now I am using only paper bag as government increase the tax rate 300% in the plastic bag. Thirdly, he was very conscious about food waste as he mentioned

“Initially when I was working in my restaurant, I saw that there are lots of extra salmon left in the restaurant which is quite useless and then I have decided to introduce a new menu which is “Bowl” where I have used that extra salmon fish”.

In this innovative way he has reduced the waste. In addition, his restaurant is using “KARMA” app to reduce the food wastage. KARMA is one kind of app where restaurant can sell their extra food in the closing time with lower prices as it saves food wastes. Finally when it comes to “Energy consumption”, he mentioned

“When I first open my restaurant, my plan was to buy environment friendly refrigerator but when i have been in market I saw that environment friendly refrigerator is very expensive than normal one and because of my limited financial budget I had to buy normal refrigerator”.

He again mentioned that *“last time when I repurchase the refrigerators, I have bought eco-friendly refrigerator and choose a client who promised me that they will destruct/dumps my old refrigerator in a way that will be environmentally friendly”*

Finally I asked him that is he dependent on any supplier or not? He replied, *“I am not dependent on any supplier but all the raw materials for sushi are not available in the local supplier, so I am quite dependent on international supplier and I really don’t know their business operation is environment friendly or not”.*

Participant 4 firstly demonstrated that “Sushi” itself a sustainable business as it has no extra food wastage as it must be prepared when orders come. In addition, there is no need of extra energy in this restaurant as its just requires a few refrigerators and micro-oven to operate. In addition he mentioned that all lax(salmon) and tonfisk are coming from sea, so it is automatically sustainable, and all other ingredients are also quite eco-friendly. However, he argued that most of the sushi ingredients are ready food that refers to very low wastage like 1 or 2 plastic bag each day which is very low if we compare with the other restaurants. Most importantly he is trying to reduce the food wastage by forecasting the preparation of food. He said that

“I always make fewer rolls in the morning so that there will be no extra food in the time of closing” I make this preparation based on prediction and based on weekends”.

Participant 5 has very limited knowledge about “Environmental sustainability”. He said he has no food wastage as he makes the food as per customer order. He refers

“Sometimes I buy ecologist vegetables when I have found the lower prices but its very rear case that we use ecologist product.”

Participant 6 believes that this sushi and Hawaiian restaurant is very environmentally sustainable business as he mentioned

“As we are not using any strong ventilation, frying machine and any other equipment’s that consume lots of energy”.

However, he thinks that food waste is a big problem in this type of restaurant as if restaurant fails to sell predictive amount of food, then they have to throw a large amount of rice and roll as it does not taste good if they are being stored in the refrigerator. Thenceforth, he mentioned that

“We are the first restaurant in this city who has been following 100% sustainable eco friendly packaging in this city. Its seems more important in this pandemic situation as food take way is increasing a lot day by day than dine in”

He gave example like from chopstick to dish washer chemical all are environmentally certified in his restaurants.

Interview with **Participant 7** was quite different as he started his answer with KRAV and most of the time he talked about the KRAV and its challenges and benefits. Though in this question, he has answered that through forecasting and planning they are trying to reduce their food waste. In addition, they follow to the proper waste management system such as plastic, paper and others waste into the right place. Secondly, he mentioned they are concern about the cost during the energy consumption like he bought cheap refrigerator and other electric equipment during purchase. Finally he talks about the packing system. He said

“We are trying to bring 100% eco friendly packaging, we change our chopstick eco recently, also we are using paper bag for packaging”

5.3 Perception toward Eco labeling (KRAV certificate) along with its benefits and challenges

Participant 1 knows what KRAV certificate is, but he doesn't know how it works in the context of restaurant and no idea about its requirements and so on. But he mentioned in the interview that

“I would love to get this certificate as I don't want to harm environment for my business” but he thinks that KRAV food (raw materials) are quite expensive than conventional product so if he wants to buy KRAV product then automatically the cost will be increased, and profit will be decreased for his restaurants.

Participants 2 has very limited knowledge about KRAV certificate as he perceives “KRAV” is only applicable for the superstore or grocery foods where he found “KRAV” labeled foods. When I said that there is several KRAV certified restaurants in Umea then he replied

“You can see the KRAV certified restaurants are big companies and well decorated. If I want to get this KRAV certificate, then it needs to change the price, quality and service of the restaurant that consequently requires restructure and redesign the whole restaurants for instance to hire smart waiters, fine dining, good interior, and exterior, high quality foods etc which requires high amount of investment that is quite difficult to implement as a SME entrepreneur”.

He believes that there are also huge financial opportunities if one restaurant goes for Eko and charge the higher prices which leads to higher profit and higher brand value.

Participants 3 knows what is KRAV certificate, but he does not know how it works in restaurant. He spoke-

“If I want to buy broccoli then I can get KRAV certified broccoli but if I want to buy Oil and CSM (dressing) may be its not possible to get KRAV certified products”.

However, he also mentioned

“Honestly speaking I didn't find all raw materials KRAV certified because from my observation I know its costly to buy Eco-friendly raw materials. If I want to buy KRAV certified or eco friendly products then it will automatically increase my food cost and then I need to charge the higher prices from consumer, need to change my food menus and I don't take this risk because customer may not purchase the Eko sushi based on the value of KRAV”.

In addition, he also mentioned-

“If I want to go for eko then I need to change my restaurant structure such as I need to redesign my restaurant, change the dress of employees, install new environmentally friendly equipment such as refrigerator, microwave oven etc and well decorated interior and exterior. It means I need to start my business again in a proper way”

He thinks that price is the most important factor here because consumer usually wants to purchase high prices if the restaurant has fine dining and well decorated along with high customer service that is quite expensive and challenging for SME restaurants. However, he believes that there might be low customer segment exist in the market who are ready to buy eko sushi with higher prices.

Participant 4 is very positivist as he believes that Eco-friendly foods are very good for the health and good for the business as well. He said-

“I know the price of eco raw materials are quite expensive, but it might be profitable also if it can increase your sales of your business”.

In addition, he also believes that initially it seems risky investment to get KRAV certificate but for the long run it seems a potential investment as all other green restaurant are going very well. Though he is worried about raw materials cost and price of the food but still he is very optimistic about KRAV.

Participant 5 has no knowledge about KRAV certificate. He replied “I have no idea about KRAV this is the first time I heard about it. However, he knows ecologist food that is quite expensive as he said

“I kg gurka cost 25 kr but when it comes to ecologist it cost 40kr to 60kr which almost double and expensive”

Participant 6 is very much aware of the KRAV as he mentioned-

“I wanted to take this certificate a few years ago but I have found its quite difficult to get because there are lots of strict rules of regulation that I have to follow for instance from production to end consumer it has to be well maintained which is quite difficult for SME restaurants, but it might be easier for the franchisee or big companies”.

However, he believes that there are lots of potential opportunities behind this KRAV certification. He mentioned that-

“the main reason and motive to get this certificate is to gain customer trust directly and if you have the KRAV certificate then you have the great marketing effort that you can use it. In addition, he also mentioned “Swedish consumer is very much aware about the eko food and environmentally sustainability. Most importantly, Umea is a big city where floating customers are very high and this KRAV certificate can produce extra value for customers and company for example Brand loyalty”.

Therefore he believes that as there is no current KRAV certified sushi restaurant in Umea, so there is a huge opportunity in the market if any restaurant can come up with this certificate in this market. He said-

“there is a huge opportunity of KRAV as there is a large number of customer segment like 20 to 25 percent who are very conscious about the environment and they will be the loyal customer

of KRAV restaurant which is also called first mover advantage. In this small city it can create competitive advantage in the market”.

After discussing all good thing about KRAV, he also describes the challenges of it. He said that there are several challenges of KRAV also such as firstly its very costly and expensive for us as the eko food ingredients are much expensive than conventional one. Secondly, KRAV requires a lots of employee education, knowledge and training that are also expensive for SME restaurants. Moreover, he said its very difficult to found educated/ highly professional chief or kitchen assistance in this small city. He thinks its quite tough to balance this situation. In addition, he said Hawaiian poke bowl is a new concept in the market in the context of Sweden so its very difficult to get perfect chief. Thirdly, he thinks that procurement is another challenge of getting KRAV certificate as he mentioned-

“Usually we buy our raw materials from Martin & Servera which is KRAV certified but its not possible to buy all raw materials form Martin & Servera because they don’t have all the ingredients of Sushi and sometimes our Chief choose the supplier based on the quality”. Fourthly, he mentioned-

“To be a KRAV member, another big challenge is to coordination with all suppliers or logistics for example the transportation of goods should be environmentally friendly such as electric vehicle that is too much costly and often you cannot compensate money with the environment”. Finally he mentioned *“I have started my business in 2017 but from 2019 I have been trying to change my food ingredients from conventional to green (eko food). I was able to change some ingredients such as our rice, fish, vegetables, and packaging are all eko and green as these are available in the market and there are available suppliers in the market but not all green ingredients are available in the Sweden market such as vinegar and rice, we tried to import green sushi rice from USA but I have found it is too much expensive and costly”.*

In addition, KRAV certificate requires all vehicle that carry goods must be electric so that there is no negative impact on society which is also costly for his business.

Participant 7 has very negative impression about the KRAV as at the beginning of the interview he mentioned-

“KRAV!, they are doing eco labeling business and they are cheating with the customers and restaurants. The rules and restriction are very strict for example how you will control a food from its production to end consumer?”

After that he explain more elaborately that how the concept of KRAV is not feasible for the business. He said-

“Potato, Carrot and other types of vegetables can be organic or KRAV certified but other ingredients such as different types of Oil, dressing and meats cannot be organic because its ingredients are not organic, so a product can be KRAV certified but not guaranteed its ingredients”.

However, there are other rules and restriction behind it for instance “child labor”, “green production system in the field and factory” and controlling other countries production system is quite challenging. He then mentioned-

“you, me and Swedish government can not control these things and cannot give guarantee that imported foods are totally organic”. Another challenge is that “Supplier availability”, he said its very difficult to find organic foods ingredients form supplier and on the top of that KRAV foods is very expensive than conventional one. He mentioned-

“If I want to buy this vegetable eco then I have to pay 100 kr where the normal one price is 62 kr so if I want to sell eco sushi then the price will be around 160 kr where now I am selling it 99 kr”.

5.4 Internal and external pressures to obtain KRAV certification

Unfortunately, almost all the participant except participant 4 respond that they did not get internal and external pressure yet about this certification. He said that “supplier sometimes influence him to purchase ecologist raw materials and promote it to him”. It means there is no remarkable external pressure such as Government, customer and other voluntarily organization as well as internal pressure from supplier, employees and so on.

5.5 The role of “Green marketing” form SME restaurant industry

Participant 1 believe that “Green marketing is always good for the companies’ reputation and for the environment”. He explained-

“Really i want to go for green because it’s good for the environment, for future society and for the whole people” but he is aware about the cost, in addition he mentioned *“how other SME afford it he doesn’t know”*. He also wondered *“Target customer may be different”* for this Green marketing but I have plan to introduce a new restaurant with KRAV certification to trail a new business concept”

Participant 2 thinks that “Green marketing” is great idea or strategy to making higher profits. In addition, he mentioned –

“honestly speaking I am happy with my current customer as it meets my capacity, I don’t want to sell more because I don’t have enough person to meet the exceed demand. However, I don’t invest any money in the digital media or any other promotional activities so currently I don’t think about it”

Participant 3 believes that “Green marketing” is related with KRAV certificate or eco friendly foods. He mentioned-

“As my whole process is not eco-friendly so I can’t utilize green marketing concept in my business for example in my packaging system I am using paper bag but the whole packaging system is not eco-friendly that’s why I can’t utilize it as a green marketing”.

From my observation I feel that he is very conscious about “Green washing”. However, he thinks that there are lots of benefits of “Green marketing” such as “Company reputation”. He mentioned that-

“If I post something about green in my social media pages then at least I will get additional five customers more because of this green advertising”.

He believes that “social & environmental awareness” is increasing in the consumer so the importance of “Green marketing” is remarkable in the food industry. When I have asked about the challenges of “Green marketing” then he replied that

“price is the most important challenge here as for green marketing, I need to purchase eko raw materials that will be costly for my business”

As I have said earlier **Participant 4** is very optimistic about KRAV and Green marketing, he believes that green marketing has several advantages in the business such as it enhances the brand value, brand reputation and overall customer satisfaction as most of the customer like to have eco/organic food than conventional foods. He has plan to go for “Green marketing” soon.

Participant 5 thinks he will go for eko and promote green marketing in the future as he thinks he will get more “customer segment”. On the other side, he thinks that “price” and “cost” will be the main barriers of the green marketing.

Participant 6 thinks that the main motive of “Green marketing” is “profit”. He mentioned- *“profit is the main motive with less impact of environment is the main goal of all business”*.

Secondly, according to his statement- green marketing is a new concept for restaurant industry but it’s growing a lot in this sector as consumers are getting very aware of the environment. He said,

“Mature people are very much conscious about the environment as they saw the better world before so they teach their children to be aware about the environment and green food so there will be a large customer segment of green food in the future”.

Thirdly, he thinks that the KRAV and eco labeling is very new concept in this restaurant industry and mentioned that

“Most of our restaurants owner believe that eco branding or green marketing concept refers to Market gambling for the higher cost/ real concern about the sustainability/ don’t care about the environment just care about the profit. One of the main challenges here is “Pricing strategy” as he mentioned “if I go for green then my cost and price will be high meanwhile the price of competitors will remain same, so maybe I will lose my current customer”.

In addition, he thinks customer might not buy repetitive purchase of eko sushi because of its higher prices”. On the other side, there are lots of potential opportunities exist behind this green marketing. He mentioned,

“If you can get this KRAV certificate and make effective green marketing then you will be able to build your own customer segment and through positive word of mouth advertising your business will grow in the long term, it might take time and investment, but it has opportunities”.

Participant 7 believes that there will be a great opportunity in green marketing if any restaurant can take KRAV certificate as there will be a large consumer group in the market. He mentioned-

“Consumer will give you the 5 stars for your green business, but the challenge will be the high prices. How many of your clients are ready to repetitive purchase with higher prices?”.

Moreover he thinks the idea about KRAV is a good for business and environment, but its core promises, rules and regulation are not correct, so it refers to green washing. He mentioned-

“Rex, Gothers and other big restaurant chain may be bought this KRAV labeling because to be a real KRAV certification your foods should be maintained in an organic way so that it doesn’t impact on the environment from production to till consumer which is completely impossible”.

He believes customers have psychological problem that they are blindly rely on eco labeling and green marketing but, it’s totally false or fraud.

5.6 Suggestion or recommendation to Government /policy maker of “KRAV” and perception towards future restaurant/food service industry

Participant 1 feels that most of the consumer will prefer eco-friendly product in the future and Eco will be future of this food industry. In addition, he thinks that “KRAV” product should be available in the market along with lower prices.

Participant 2 just shortly answer this question by mentioning that *“Sushi itself a eco-friendly food and I think in future more consumer will conscious about the environment and there will be more available EKO raw materials in the market along with lower price”*

Participant 3 knows that KRAV means “green” and green means everything needs to be replaced in the restaurant that are not environmentally friendly. Its not possible for the SME restaurant to replace all the raw materials with KRAV products that are too much expensive. He said that *“KRAV or policy maker should introduce all KRAV certified raw materials with the lower price so that SME restaurants can easily buy it”*. He also mentioned that *“We as a SME restaurant we need financial support from the government in this case as we have limited investment”*. He believes that still eko raw materials foods are very expensive than conventional raw materials so the difference between price should be minimized.

Participant 4 gives more insightful recommendation to the policy maker or to Government. Firstly he suggests Government-

“I think Government should reduce the purchase tax against ecologist foods such as currently the tax rate is 12% for all products if Govt can reduce this tax rate to 8% for example on ecologist food then more restaurant owner will be influenced to buy eko foods and it will motivate them to go for KRAV certification”.

He believes that business industry is consist with lots of competition so price and cost is the most important factor here so Government should take decision in a way that whole country’s restaurant owners are being influenced to be green. Moreover, he gave one example that previously the tax rate was 25% on food then it has decreased to 12% when government realize that most of the consumer are now preferring to eat food from restaurants so government make it easier for both customer and restaurant so in that way, he expects that Government will take further step toward eko foods so that all SME restaurants can move their business towards green.

Participant 5 believe that in the future there will be two types of menu in one sushi restaurant such as EKO sushi and regular sushi. He said *“in future the number of green restaurants and green consumers will be increased so most of the restaurant will make Eko & normal sushi to deliver both customer segments.*

Participation 6 has suggested that “Coordination” and “balancing” are now important factors to being a green food industry. All supply chain in the food industry should take actions to coordinate their system so that every green product is available in the market. Secondly, Government should take necessary actions to motivate business owners to go for green for example he mentioned *“Government didn’t give any incentive to the food industry to make it more green as like they give incentive for the electric car that they reduce the tax rate. Though Sweden can not control its production system fully as most of the vegetables are produced in another country, but Government should give incentive to all supply chain and restaurant owners to motivate them to buy more green foods”*.

He gave another important suggestion to the Government. He mentioned-

“As I said earlier go for green restaurant is always profitable for long run but not in the short run because it takes time build your green marketing strategies and build your loyal customer, so Government can reduce the moms (VAT) to 0 to5 percent from 12 percent for at least 2 to 3 years so that more business owner can motivate to go for green”.

He also said that *“Government took this action for electric car so I expect they will also take action against food industry as people are now more consuming foods rather than traveling”*. Finally he also suggests that Government should reduce the Tax rate of imported green foods

or raw materials so that all supplier are willing to buy green foods and consequently the green foods will be available in the market.

Participant 7 has given a few recommendations to the Government. Firstly, he mentioned *“Government should decrease the tax rate of organic foods and increase the price of chemicals to influence farmers to produce more eco-friendly product like 50 years ago there was no chemical and no harmful impact on environment”*.

Secondly, all suppliers should be coordinated so that everyone can be able to bring eco foods in the market.

CHAPTER 6: ANALYSIS

6.1 Understanding motives and approach towards “Environmental Sustainability” from SME restaurant perspective

Environmental sustainability is a broad area where there are lots of meaning of it and everyone perceive it in his/her own way. According to Simicic Brønn & Vidaver-Cohen (2009), CSR motives are based on the Legitimacy, Profitability and Sustainability. Author have utilized this framework into Environmental certification motives where empirical findings also shows that restaurant owners have these kinds of motives for instance most of the owners have both profitability and legitimacy motives and on the other side a few respondents have only sustainability motives. Author have observed that there are two types of motives such as motives based on profitability (morality included) and motives based on only morality in terms of getting KRAV certification (Eco labeling). Based on the literature review and empirical results author have divided the motives into two such as profitability motives (sustainability motives include) and sustainability motives (based on morality).

However, there are several examples of motives have discussed in the prior studies such as it consists of responsible procurement, waste & water management (Reduce, Reuse, Recycle), energy conservation, purchasing sustainable raw foods and following practices that reduce usage and waste (Lewis, Cacciola, & Dennill, 2011; US Environmental Protection Agency, 2013b; National Institute of Environmental Health Services, 2013; Jonch-Clausen, 2004). On the other side, according to my empirical findings, I have found more interesting information which is both similar and different. Most of the participants thinks that “food packaging” is one other major factor for environmental sustainability. In addition, waste management, Procurement and environmental certification are also found in empirical study. Author have also found that there are two motives exist behind getting environmental certification (KRAV) one is from “moral perspective” and another one is from “both moral & profitability” perspective.

I will discuss each factor elaborately in the following section. You can call these factors also “motives” and “approaches” from SME restaurant perspective.

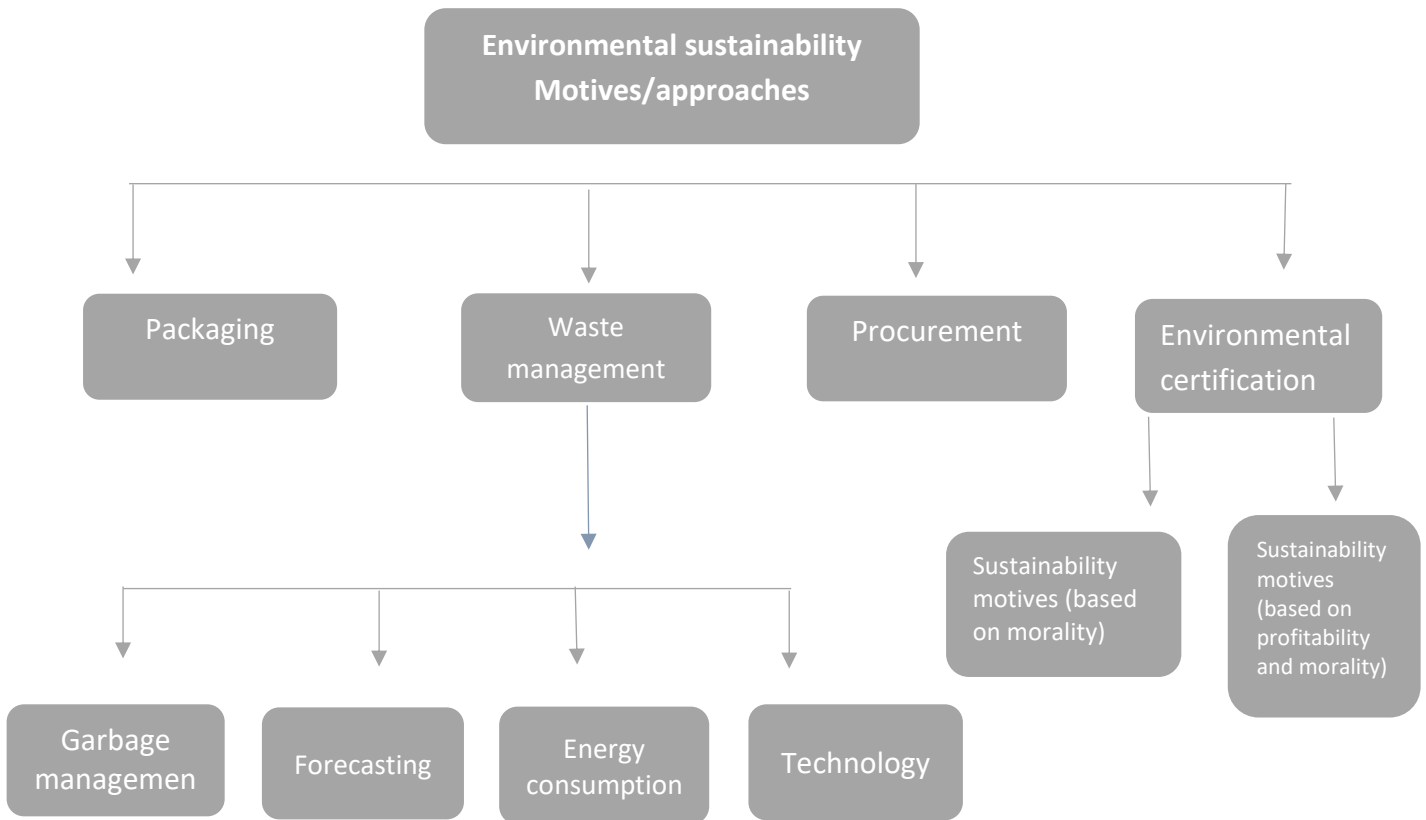


Figure: Environmental sustainability motives or approaches

Packaging:

Packaging is one of vital topic of my empirical findings because most of the participant talked about it but more surprisingly it was not discussed in my theoretical framework. Participant six mentioned that-

“We are the first restaurant in this city who has been following 100% sustainable eco friendly packaging in this city. Its seems more important in this pandemic situation as food take way is increasing a lot day by day than dine in”

where participant seven mentioned that *“We are trying to bring 100% eco friendly packaging, we change our chopstick eco recently, also we are using paper bag for packaging”*.

When it comes to other participant, they said they are working with sustainable or eco friendly packaging system. None of restaurants are using plastic bag currently as Swedish Government has increased the normal tax rate which is SEK 3 per plastic bag (EY.com, 2019). I think “Higher cost of plastic bag” and “less availability in the market” are the major factors to adopt paper bag rather than real sustainable motives as though it is possible to make 100% sustainable packaging system, most of the participant are not following this tactic. “higher cost” might be a reason for that. Moreover, I have also found there are behavior and attitudinal gap exist in this factor as all of the owners are aware of this packaging system for instance, they said we are trying to make our packaging system 100 percent sustainable but in reality, they are actually not. Of course, many participants currently working on it. The biggest example of this gap portrays participant three as he said in the terms of packaging, previously he used to buy both

plastic bags and paper bag to make the balanced approach. He mentioned *“I used to follow balanced approach initially to minimize the cost and design but now I am using only paper bag as government increase the tax rate 300% in the plastic bag”*. I can conclude that Government enforcement is a big factor here to change the restaurants buying behavior.

Packaging is constantly scrutinized by the public and is seen as a source of waste and pollution. As a result, packaging manufacturers are under - pressure to make packaging more sustainable. The majority of sustainability recommendations for packaging agree on a broad concept of sustainable packaging. It must provide the best possible security for the substance, be healthy for human health, and be cyclic while maintaining the smallest possible size ecological footprint that could exist. (Pauer, 2019, p.14). Now the question might arise that why plastic bag is bad for environment? And why Swedish Government impose higher tax on it? According to New.M, (2018), Plastic bags, like all plastic, are made from crude oil. As with anything else made from this non-renewable resource, it has two significant disadvantages: producing it generates significant emissions, and the product is not biodegradable. In other words, it is extremely difficult to manufacture and almost impossible to eliminate once manufactured. According to the Natural Environment website, it takes between 60 and 100 million barrels of oil to make a year's worth of plastic bags globally, and a bag takes at least 400 years to biodegrade. I can conclude that “Packaging” is one of the important factors of “Environmental Sustainability” that is proven by both empirical and theoretical study.

Waste management

Waste management initiatives include recycling, composting, and reducing or eliminating waste, including food waste. Recycling systems have a major impact on waste management (Wilson, Velis, & Cheeseman, 2006). Moreover, purchasing products with recycled content, establishing purchasing guidelines, donating unwanted items to local charities and food banks, repurposing items rather than discarding them, preparing food to order, and ensuring proper food storage procedures (Snarr and Pezza, 2000). Food waste may also be used as a source of feed for pigs and other livestock (Westendorf, Dong, & Schoknecht, 1998). Reduced food waste has a number of environmental benefits, including from lowering landfill methane emissions to reducing resource consumption associated with food production, such as water, power, and property (U.S. Environmental Protection Agency, 2013b). Restaurants can make additional benefits through economically and socially by reducing food waste, which includes increased recycling rates, decreased over-purchasing, lowered labor costs, income savings from charitable donations, and helping those in need (U.S. Environmental Protection Agency, 2013b). Now lets look into the empirical findings of this thesis, I have found most of the owner of SME restaurants are not very much aware about the “Waste management”. **Firstly**, most of them just think through specific waste to designated place such as keep separate of plastic, paper, glass, and others is refers to waste management. Participant 1,3 and 6 have discussed about this issue during the interview and most importantly I have observed this is the common practice and norms to follow this tactic in the restaurant industry. **Secondly**, author has observed that “Forecasting” of making food is another important tactic to reduce food waste in the “Sushi” type restaurant. Restaurant type is important factor here as in Sushi restaurant requires instant making food so that restaurant can not prepare lots of food before selling unlike other restaurant such as Indian restaurant (Buffet). Align with this factor, participant 1 mentioned- *“ I make the food instantly so that there will be no extra food at the end of the day”*, Participant 4 said similar thing- *“I always make fewer rolls in the morning so that there will be no extra food in the time of closing” I make this preparation based on prediction and based on weekends”*. On the other hand, participant six believes that if one restaurant is failed to predict their sales then there will be lots of extra rice and rolls remains in the closing time that usually needs to through to the garbage according to the Sushi type

restaurant. **Thirdly**, “energy consumption” is remarkable factor in restaurant industry. According to theoretical background, Restaurants' high energy costs are largely the result of inefficient food cooking, holding, and storage equipment (U.S. Environmental Protection Agency, 2006). Refrigeration, sanitation, food preparation and cooking, office equipment, computers, cooling, heating, ventilation, and lighting are all examples of restaurant energy use. Food preparation and cooking consume the most energy around 24.4 percent, followed by heating, refrigeration, and sanitation, which consume 16.6 percent, 16.4 percent, and 15.7 percent, respectively (Sustainable Foodservice Consulting, 2013). From empirical findings, I have found “restaurant type” is important factor here as “Sushi restaurant” requires very low ventilation as for making sushi there is no need for cooking and high ventilation but it requires a lot of refrigerators. Participant 2 mentioned- *“My restaurant is saving energy consumption by reducing the usage of Disk machine and less usage of lights, water and so on”*. In addition, participant 6 said that -*“last time when I repurchase the refrigerators, I have bought eco-friendly refrigerator and choose a client who promised me that they will destruct/dumps my old refrigerator in a way that will be environmentally friendly”*. However, participant 7 argued that energy efficient refrigerator and equipment is quite expensive than conventional one so as a SME restaurant owner “price” and “cost” are core factors that decide purchasing decision. In conclude, author think that there is a still lack of knowledge or awareness among SME restaurant about energy consumption and of course type of restaurant is undoubtedly important factor to understand whole phenomenon as one of our participants just think “Buying ecologist product” is refers to the environmental sustainability so I think social awareness is necessary in this situation. **Fourthly**, I have found another different finding in my empirical study which refers to “Technology”. Technology can reduce the food waste such as participant three is now currently use “KARMA” application which is one kind of app where restaurant can sell their extra food in the closing time with lower prices as it saves food wastes and make extra profit. On the other hand, participant 6 is planning that he will bring “electric car” for his restaurant to the food delivery as it can reduce the CO2 but he mentioned that its quite expensive for his business, but he is trying his best. So here I can conclude that food waste application, electric car and latest environmentally friendly equipment for restaurant such as refrigerator, microwave oven and air conditioning etc can reduce the environmental impact.

Procurement

A major role is played by sustainable purchasing (Zsidisin, & Siferd, 2001). Procurement managers can ensure that the products they buy are long-lasting, that their quantity is used properly, and that their disposal is done in an environmentally friendly manner (Zsidisin, & Siferd, 2001). According to Bergstrom, Soler, and Shanahan (2005), purchasers' purchasing decisions are still based on price and service rather than environmental factors. Now lets look into the empirical findings. Participant 3 mentioned that *“I started my business with the “Martin & Servera” which is comparatively reliable supplier as they are promoting their business in a way that shows they are very much aware about the environment and they are always working with the sustainability for instance they always use the vehicle that is renewable energy”*.

However, he didn't find all of his raw materials form “Martin & Servera” so he needs to buy rest of the raw materials from different suppliers. He also mentioned that

“I don't think all other supplier are environmentally friendly” but I have to buy raw materials form them as I have no other options. After that he also said that “the lax (Salmon) and rackor (prawn) that I am using in my restaurant is MSC (Marine stewardship council) certified which is sustainable”.

Here I will say, “Procurement” is very critical factor in restaurant industry where often restaurant have to depend on foreign supplier if the ingredients are not available in the local supplier. On top of that, restaurants are not producing food they are just buy ingredients and prepare the food so they are heavily depends on the supplier and producers (farmers) so its very difficult to choose the right supplier who is practicing sustainable business and off course during purchasing decision SME restaurant always thinks about the cost of ingredients as most of the time green or organic ingredients food cost are higher than conventional one. Procurement is related with purchasing organic or eko foods from supplier. Eco labeling food and sustainability will be discussed in the next part. In conclude I will say most of the participant have lack of knowledge about procurement factor as most of them are aware about the cost of product not the environment during choosing supplier.

Sustainability motives (based on morality)

This is the motive that author has discovered after analyzing the empirical findings. Most of the participant want to go for green business or want to take KRAV certification so that they can contribute to the environment and to the whole society. Participant 1 mentioned - *“I would love to get this certificate as I don’t want to harm environment for my business”*. In addition, participant 3 and participant 6 are also very much aware about the environment sustainability as participant 3 choose the supplier who is practicing sustainability, followed sustainable packaging system and during the purchasing raw materials he always looks for ecologist or eco friendly foods which is impressive. Participant 6 is also very conscious about environment as he has followed 100% sustainable packaging system and wanted to try KRAV certification as well. Author would say as a human being or owners more or less we are aware about our environment. No restaurants owners want to harm environment but because of some challenges they can not follow the green practices. However, author also found that there is a gap between “attitude and behavior” for instance participants are saying that they would love to follow green practices but in reality, they can’t due higher prices, unavailability and so on which I will discuss later on.

Sustainability motives (based on profitability, legitimacy through Green marketing)

This section will be discussed to the following section!

6.2 Motives of Eco labeling (KRAV certification) and Green marketing

According to Simicic Brønn & Vidaver-Cohen (2009), CSR motives are based on the Legitimacy, Profitability and Sustainability. Based on the empirical findings, author has observed that profitability and legitimacy motives are interconnected to achieve higher brand value, long term sustainable profit and customer loyalty. Moreover, it can be said that this paper will explore the role of green marketing to achieve both profitability and sustainability. However, this section will briefly discuss about the “Green Marketing” and “Eco labeling (KRAV)”. In addition, I will show how they are interconnected. Secondly, I will discuss that how Green marketing tactics can help SME restaurants to achieve these two motives “Profitability” and “Legitimacy”.

Before deep discussion author would like to explain these two motives shortly for better understanding:

“Profitability” motive- According to Simicic Brønn and Vidaver-Cohen (2009, p. 102)- *Profitability motives are those that are "directly related to monetary outcomes."* Where participant 6 said that - *“profit is the main motive with less impact of environment is the main goal of all business”*. In addition, participant 2 thinks that *“Green marketing” is a great idea*

or strategy to making higher profits”. However, most of the respondents are willing to achieve KRAV certification for “Green marketing” to ensure long term profitability or sustainable financial outcome of business.

Legitimacy motives- includes several factors such as gaining customer trust, validates restaurants environmental claims and finally the restaurant is seen as "doing the right thing”. Green marketing tactics or strategies comes into this point as only it can help a business to get these motives. So, now let’s discuss about the Green marketing and Eco labeling then author will describe briefly its tactics or benefit.

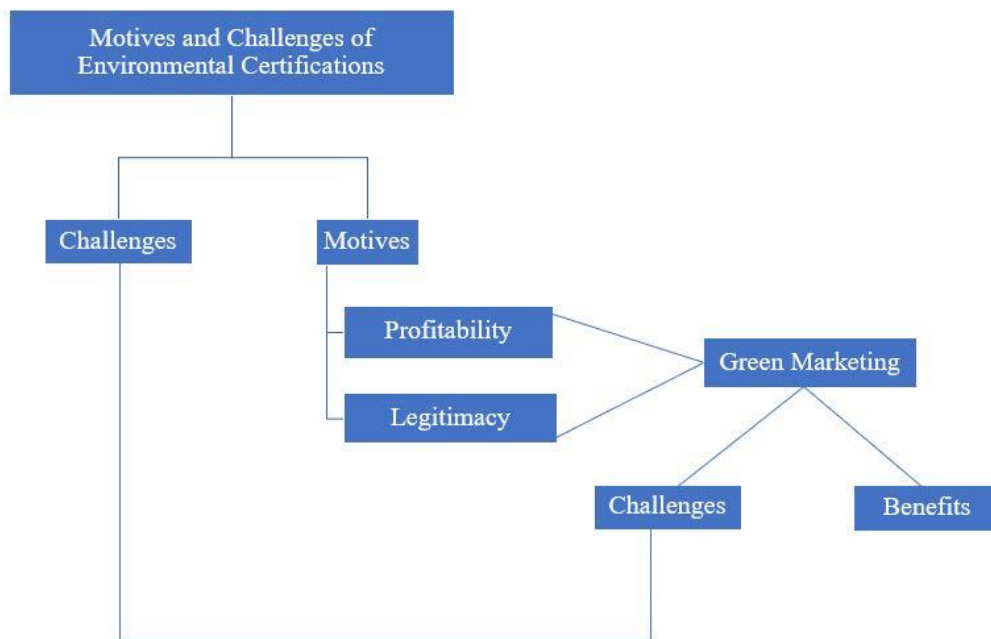


Figure: Motives and challenges of Environmental certification

Green marketing is the process of creating and promoting products that are environmentally sustainable. In addition, green marketing is a term that refers to a company's efforts to promote its business practices which is environmentally sustainable. It has become a critical component of corporate public relations as a result of the emergence of a consumer population that is becoming increasingly concerned about environmental and social issues that’s why these days, green marketing is gaining popularity among various marketing technique (author’s own thought)

KRAV is a Swedish environmental certification organization (ECO labeling) that establishes standards and guidelines for organic retail stores, organic agriculture, and restaurants, as mentioned previously. It is also an organic food label that guarantees that food is produced without the use of artificial chemical pesticides and fertilizers (KRAV, n.d). From product sourcing to distribution to the end consumer, green marketing encompasses a range of marketing practices that are more environmentally friendly. Because it allows consumers to distinguish between green and non-green products, eco-labeling is a powerful instrument for green marketing. KRAV is a Swedish environmental certification organization (ECO labeling) that establishes standards and guidelines for organic retail stores, organic agriculture, and

restaurants, as mentioned previously. It is also an organic food label that guarantees that food is produced without the use of artificial chemical pesticides and fertilizers (KRAV, n.d).

6.2.1 Tactics and Benefits of Green marketing / Eco labeling

According to Chaudhary et al. (2011), there are five main reasons why a marketer should use green marketing for the long run such as achieve competitive advantage, promote corporate social responsibilities (CSR) activities, Government pressure, competitive pressure, and cost or profit concerns. Though the prior literature was based on different industry but still author believes that the findings of this paper can be generalized to the different industries. The empirical result of this paper is also like this finding. The main thing is every organization must adopt with the green business practices soon to cope up with the competitive industry environment.

Apart from financial savings, going green has additional implications for SME restaurants. One of these is that an organization's reputation improves in the public eye. This can be advantageous from a public relations standpoint, particularly if you continue to engage in and promote additional green campaign actions. Advertising campaigns should make a point of “highlighting” the green changes that have been made and those that are planned in the future. By doing so, you may even attract environmentally conscious customers in the market (Finance, 2021). According to empirical findings, Participant 6 mentioned that-

“the main reason and motive to get this certificate is to gain customer trust directly and if you have the KRAV certificate then you have the great marketing effort that you can use it. In addition, he also mentioned “Swedish consumer is very much aware about the eko food and environmentally sustainability. Most importantly, Umea is a big city where floating customers are very high and this KRAV certificate can produce extra value for customers and company for example Brand loyalty”. It’s not necessary that one restaurant will not be able to do green marketing without ecolabeling as I have said earlier “Eco labeling” is one of the powerful tools of “Green marketing”. However, participant 3 believes that- *“If I post something about green in my social media pages then at least I will get additional five customers more because of this green advertising.* In addition, participant 4 believes that green marketing has several advantages in the business such as it can enhance the brand value, brand reputation and overall customer satisfaction as most of the customer like to have eco/organic food than conventional foods.

Now let’s discuss about the new customer segment. The millennial generation is concerned about global warming. They are more willing to pay a higher price for goods and services that they believe that are environmentally friendly or have a positive social or environmental impact. Customers appreciate the fact that their products are chemical-free and made of recyclable materials. By utilizing green marketing and awareness strategies, customers can make better decisions that benefit the environment. This is a significant benefit because conscious consumers are more aware of the goods they buy and use, and as a result, they will be more interested in expressing their opinions on green products, resulting in increased revenue (Lamoureux, 2017). According to empirical findings, Participant 6 mentioned- *“there is a huge opportunity of KRAV as there is a large number of customer segment like 20 to 25 percent who are very conscious about the environment and they will be the loyal customer of KRAV restaurant which is also called first mover advantage. In this small city it can create competitive advantage in the market”.* This participant means that currently there is no KRAV certified restaurant in Umea, Sweden so there is a huge opportunity in the market if anyone brings the KRAV certification as this restaurant will gain a new customer segment. Participant 6 also said that - *“Mature people are very much conscious about the environment as they saw*

the better world before so they teach their children to be aware about the environment and green food so there will be a large customer segment of green food in the future". Author really appreciate this quote as author also believe that a growing number of people are worried about their daily habits and how they affect the environment. Over the last three decades, consumers appear to have realized that the environment is more fragile than they previously thought, and that resource use has its limits. As a result, many people assumed that the time for corrective action have already arrived (Wong et al., 1996). Green marketing is not only helping a business to get its target customer but also it helps to spread "positive word of mouth" advertising which is really effective as it will help one restaurant to get addition customer without any additional marketing expenditure. Participant 6 mentioned the same thing-

"If you can get this KRAV certificate and make effective green marketing then you will be able to build your own customer segment and through positive word of mouth advertising your business will grow in the long term, it might take time and investment, but it has opportunities". When you choose green marketing, you establish yourself as a forward-thinking entrepreneur. Even consumers who do not place a high value on environmental issues can benefit from this. It also provides you a wider range of selling points to promote and share with your customers, going beyond traditional strategies like low prices, dependability, and beauty. Instead of focusing on the commodity's price and value, emphasize its environmental and social benefits (Lamoureux, 2017; Wahab, 2018, p.75).

In conclusion, author believes that "Green Marketing" or "Eco labeling" seems very expensive and risky investment from SME restaurant perspective but it has lots of potential opportunities in the market. First of all it can improve the brand image of a business and build one new customer segment which is consequently profitable for the long run and off course it will create competitive advantage in the market. One restaurant can charge higher prices for its higher value for instance organic food perceive costly and better taste. Consequently, higher prices along with new customer segment will result higher sales and higher sales means higher profitability. In this way, one SME restaurant can achieve higher profitability in the long run.



Figure: Benefits of Green marketing

6.2.2 Challenges of Environmental certification (eco labeling) and Green marketing

Lack of social awareness is the first challenge of "Environmental certification". It's very disappointing that some of the restaurant owners still don't what is KRAV or how it works in the restaurant industry. Still the majority of customers are unfamiliar with the concept of green products and how they can be used. To spread the "Concept of Green Marketing" to the masses and get people to pay a premium for green goods, a comprehensive marketing and campaigning program is required. Most customers would only pay a higher price if they thought the product was of higher value (Wahab, 2018, p.76). Let's look upon into empirical findings, Participant 1 knows what KRAV certificate is, but he doesn't know how it works in the context of restaurant and no idea about its requirements. Secondly, Participants 2 has very limited

knowledge about KRAV certificate as he perceives “KRAV” is only applicable for the superstore or grocery foods where he found “KRAV” labeled foods. Thirdly, Participant 5 Also has no knowledge about KRAV certificate. He replied -*“I have no idea about KRAV this is the first time I heard about it.* On the other side, participant 6 believes that still it requires education and training for both restaurant owners and customer. Building social awareness and education is very important here. He mentioned - *“KRAV requires a lots of employee education, knowledge and training that are also expensive for SME restaurants. Moreover, he said its very difficult to found educated/ highly professional chief or kitchen assistance in this small city”*.

Now let’s discuss about the most critical challenge of KRAV certificate, which is **costly**. The root problem is- *“organic food is more sensitive to environmental changes, which contributes to the high levels of loss. Exposure to sunlight must be limited, equipment and mechanical failures must be avoided, and products must be kept at the proper temperature”* (Miller, 2019). Moreover, It is an organic food label that certifies that the food was grown without the use of artificial chemical pesticides and fertilizers (KRAV, n.d). KRAV has 37 standards that are environmentally friendly. Consequently, the farmer can not produce more without chemicals and fertilizers that is why the cost of organic food production is higher than the conventional one. Now lets look into the empirical findings-

Participant	Comments on “Higher cost and price”
1	Thinks that KRAV food (raw materials) are quite expensive than conventional product so if he wants to buy KRAV product then automatically the cost will be increased, and profit will be decreased for his restaurants
3	<i>“Honestly speaking I didn’t find all raw materials KRAV certified because from my observation I know its costly to buy Eco-friendly raw materials. If I want to buy KRAV certified or eco friendly products then it will automatically increase my food cost and then I need to charge the higher prices from consumer, need to change my food menus and I don’t take this risk because customer may not purchase the Eko sushi based on the value of KRAV”</i> <i>“price is the most important challenge here as for green marketing, I need to purchase eko raw materials that will be costly for my business”</i>
4	<i>“I know the price of eco raw materials are quite expensive, but it might be profitable also if it can increase your sales of your business”</i> .
5	<i>“1 kg gurka cost 25 kr but when it comes to ecologist it cost 40kr to 60kr which almost double and expensive”</i>
6	<i>“firstly its very costly and expensive for us as the eko food ingredients are much expensive than conventional one”</i> <i>“To be a KRAV member, another big challenge is to coordination with all suppliers or logistics for example the transportation of goods should be environmentally friendly such as electric vehicle that is too much costly and often you cannot compensate money with the environment”</i>

	<i>“Most of our restaurants owner believe that eco branding or green marketing concept refers to Market gambling for the higher cost/ real concern about the sustainability/ don’t care about the environment just care about the profit. One of the main challenges here is “Pricing strategy” as he mentioned “if I go for green then my cost and price will be high meanwhile the price of competitors will remain same, so maybe I will lose my current customer”</i>
7	<i>“Consumer will give you the 5 stars for your green business, but the challenge will be the high prices. How many of your clients are ready to repetitive purchase with higher prices?”</i>

Table: Empirical findings related to “Higher costs and prices”

Higher cost of production requires higher prices of foods. Now the perceived risk is that weather or not customers are ready for purchase with higher prices or not. Participant 3 believes that there might be low customer segment exist in the market who are ready to buy eko sushi with higher prices. He also thinks that price is the most important factor here because consumer usually wants to purchase high prices if the restaurant has fine dining and well decorated along with high customer service that is quite expensive and challenging for SME restaurants. Author also observed that there is no SME KRAV certified restaurants in Umea, Sweden. All KRAV certified restaurants are fine dining along with higher customer services. This research has mainly focused on Sushi restaurant which is not perceived as fine dining restaurant rather it perceives take way foods or quick foods. Align with this author statement participant 3 mentioned that *“The idea of my sushi restaurant is “Snab matt” that means fast food type restaurant such as MAX and MacDonald’s. Its not a fine dining restaurant but the processing time is very low so that consumer can order and take way the food in the short time”*. He also mentioned that- *“If I want to go for eko then I need to change my restaurant structure such as I need to redesign my restaurant, change the dress of employees, install new environmentally friendly equipment such as refrigerator, microwave oven etc and well decorated interior and exterior. It means I need to start my business again in a proper way”*. Therefore participant 2 also said the similar thought- *“You can see the KRAV certified restaurants are big companies and well decorated. If I want to get this KRAV certificate, then it needs to change the price, quality and service of the restaurant that consequently requires restructure and redesign the whole restaurants for instance to hire smart waiters, fine dining, good interior, and exterior, high quality foods etc which requires high amount of investment that is quite difficult to implement as a SME entrepreneur”*. In conclude I would say, restaurant type is another factor or challenges that hiders to get KRAV certificate. If one restaurant wants to get KRAV certificate, then he has to increase the prices of foods and automatically customers expectation will be higher towards the restaurant service. Probably it will require the redesigns and restructure the whole restaurant from interior to exterior that requires huge amount of financial investment which is quite difficult to adopt if we think about form SME restaurants perspective.

However, there are also other challenges exist such as lack of green suppliers, strict rules & regulation, and lack of customer perception research. To obtain a KRAV certificate, one restaurant has to maintain so many rules and restriction which is often difficult to maintain for a SME restaurant. Participant 6 said that- *“I wanted to take this certificate a few years ago but I have found its quite difficult to get because there are lots of strict rules of regulation that I have to follow for instance from production to end consumer it has to be well maintained which is quite difficult for SME restaurants, but it might be easier for the franchisee or big*

companies”. Moreover, another challenging part is not every green product is available on the market. Restaurants are not producing ingredients they just buy the ingredients from supplier and then prepare it by themselves and then sell it to the customer, so they are heavily dependent on the supplier. According to participant 6- *“Usually we buy our raw materials from Martin & Servera which is KRAV certified but its not possible to buy all raw materials form Martin & Servera because they don’t have all the ingredients of Sushi and sometimes our Chief choose the supplier based on the quality”*. In addition he mentioned- *“I have started my business in 2017 but from 2019 I have been trying to change my food ingredients from conventional to green (eko food). I was able to change some ingredients such as our rice, fish, vegetables, and packaging are all eko and green as these are available in the market and there are available suppliers in the market but not all green ingredients are available in the Sweden market such as vinegar and rice, we tried to import green sushi rice from USA but I have found it is too much expensive and costly”*. It is clear that all green ingredients or foods are not available in the local supplier so its very difficult to get this green certificate. However, SME restaurants owners are very worried about customer perceptions towards eco-friendly foods wheatear customers are ready or not to buy eco friendly foods with higher prices. In addition, it is also important to know that to what extent customer will accept eco friendly foods such as without fine dining, higher service quality services etc. Author believes that it requires a extensive market research to understand the consumer behavior.

In conclude, I would say, there are several challenges of KRAV certification which are interconnected and interrelated, and the conclusion is it looks very expensive from the perspective of SME restaurant, but it has lots of potential opportunities if one restaurant can afford it.

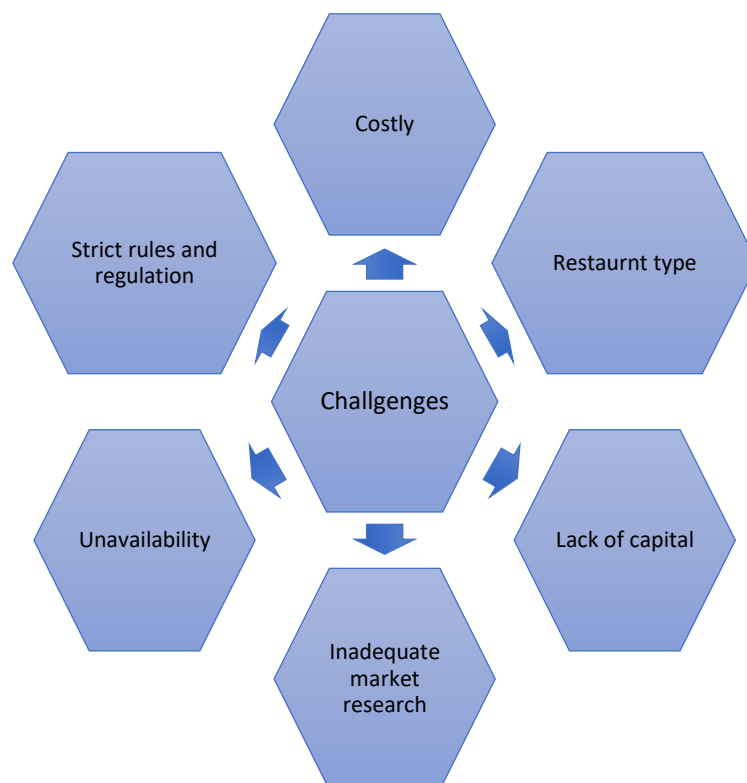


Figure: Challenges of Environmental certification (eco labeling) and Green marketing

6.3 Recommendation to the Government and Policy maker

According to empirical findings author thinks that Government should take initiative to food industry to make it more sustainable and greener. Firstly government can reduce the imported tax rate on green foods and can give initiative to the restaurant who wants to take this KRAV certificate for instance reducing the value added tax, give addition financial and non-financial benefits. Non-financial benefits might include launching training center, promoting the benefits of eco foods in the society and so on. The goal should be increasing social and environmental awareness in the society and among all stakeholders of restaurant industry. It is important to know that coordination of all supply chain is biggest challenge to bring green restaurant industry in the society.

Participant	Suggestions towards Government and Policy makers
4	<i>“I think Government should reduce the purchase tax against ecologist foods such as currently the tax rate is 12% for all products if Govt can reduce this tax rate to 8% for example on ecologist food then more restaurant owner will be influenced to buy eko foods and it will also motivate them to go for KRAV certification”.</i>
6	<i>“Government didn’t give any incentive to the food industry to make it more green as like they give incentive for the electric car that they reduce the tax rate. Though Sweden can not control its production system fully as most of the vegetables are produced in another country, but Government should give incentive to all supply chain and restaurant owners to motivate them to buy more green foods”.</i> <i>“As I said earlier go for green restaurant is always profitable for long run but not in the short run because it takes time build your green marketing strategies and build your loyal customer, so Government can reduce the moms (VAT) to 0 to5 percent from 12 percent for at least 2 to 3 years so that more business owner can motivate to go for green”.</i>
3	<i>“KRAV or policy maker should introduce all KRAV certified raw materials with the lower price so that SME restaurants can easily buy it”.</i> He also mentioned that <i>“We as a SME restaurant we need financial support from the government in this case as we have limited investment”.</i>
7	<i>“Government should decrease the tax rate of organic foods and increase the price of chemicals to influence farmers to produce more eco-friendly product like 50 years ago there was no chemical and no harmful impact on environment”.</i>

Table: Empirical findings of participants

Key points:

- Green products or foods should be available among all suppliers in the market.
- Social and Environmental awareness is important in the society to accept eco-friendly foods and restaurants.
- Government should give incentives to the food industry to make it greener for instance by reducing TAX and VAT on it.
- Policy makers of KRAV and Government should take initiative so that SME restaurants can get this certificate such as by giving financial support, adequate training, and education.

- Increase the TAX or VAT rate to all types of chemicals and other harmful ingredients that are harmful to the environment and on the other side support them in a way so that they can self-motivated to produce organic foods.

6.4 Perception towards future service industry

According to empirical findings, author can conclude that most of the SME restaurants owners have positive impression towards green business or KRAV certificate but due to the several challenges such as higher cost, strict rules & regulation, and inadequate financial service etc, they cannot implement KRAV certification into their business. In addition, Government and logistics support is needed in this industry to make it more green in the future.

On the other side, there is no specific research has been done based on the SME & non KRAV certified restaurant so its difficult to bring any prior literature but based on the current literature it can be said that Global warming is a concern for the millennial generation and this future generation are refers to conscious consumers who are more aware of the items they buy and use, and as a result, they are more inclined to accept their opinions on green food and as a result the demand of green food will be increased in the future and most of the restaurant will bring “KRAV” certification and Green marketing strategy into their business to sustain in the competitive market (Lamoureux, 2017). In addition, most of the participants believes that in future: the restaurant, customer, government, and supplier will be more conscious about the environment. Author also believe that with the help of all stakeholders in the society, all SME restaurants will be able to launch green foods in their restaurants.

Connection between CSR and Green Marketing

According to empirical findings of this paper, author have found there is a deep connection between “Environmental certification” (KRAV) and “Green marketing”. Green marketing is a strategy that can promote one company’s CSR activities in a way that can create a value for the company in terms of “higher profitability” and “legitimacy”. On the other hand, most of the restaurant owners have core motives to make higher profit along with legitimacy in the long run through getting KRAV certification (Eco labeling) and promote this certification via green marketing.

Chapter 07: CONCLUSION

The purpose of this study is to find out how SME restaurants owner and manager pursue "Environmental sustainability" and "Green marketing" for their businesses. Firstly motives are identified such as packaging, waste management, procurement, and environmental certification. Then author further classify the environmental certification motives into two factor such as profitability and legitimacy. Finally author describe the relationship between two factors with "Green marketing" along with its benefits and challenges.

This paper also fills the research gap through discovering the underlying challenges that are faced by SEM restaurants owners to obtain environmental certification and overall environmental sustainability along with Green marketing. The majority of the previous research was centered only on CSR concerns and concentrated only on large global food chains rather than small and medium-sized enterprises. While SMEs are not as strong individually, their overall effect on the environment and society is important (Enderle, 2004; Perrini, 2006; Jenkins, 2009; Morsing and Perrini, 2009; DTI and Planet, 2010).

Packaging and waste management have found as a common practice towards "Environmental sustainability" where "lack of awareness" have found in terms of "procurement" and "Environmental certification". Moreover author has identified several challenges or negative perceptions towards KRAV (environmental certification) such as costly, lack of financial investment, restaurant type, inadequate market research, unavailability and strict rules and regulation. There is no available market research data to understand the consumer perception toward eco-friendly foods specifically whether consumer is ready to buy eco foods (Specially sushi) with higher prices or not along with sacrificing the fine dining restaurant. On the other side, KRAV foods are perceived expensive than conventional one as a result cost of production will be higher. Moreover, unavailability of KRAV products in the market and strict rules and restriction of KRAV consequently higher the perceived risk of SME restaurant towards KRAV certification. It is important to understand that SME restaurants are always concern about their cost and profit. Therefore, "lack of higher investment" is a common challenge of all SME restaurant unlike large global food chains.

On the other hand, Millennials and Generation Z are increasingly being labelled "Generation Green" because of their environmentally and socially conscious purchasing habits. They are translating awareness into conscientious, organic, and environmentally friendly product choices. In fact, industry observers believe that associating with ethical and environmentally friendly choices is becoming a new symbol of status and expression of identity for young consumers. Smart retailers will recognize the impact of this trend on customers for instance one study shows that 53% of millennials say they would prefer to buy environmentally friendly products over a brand name as compared with 34 percent of baby boomers (Capgemini Worldwide, 2020). Despite of having several challenges, author believes that there are still potential opportunities exist such as target and secure a new customer segment, higher prices, higher food quality and the role of green marketing can build a unique brand value/company image and competitive advantage that might ensure long term profitability of a restaurant. According to empirical findings, most of the participant have positive impression towards green business or KRAV certificate. They believe that in future the restaurant, customer, government, and supplier will be more conscious about the environment. Author also believe that with the help of all stakeholders in the society, all SME restaurants will be able to launch green foods in their restaurants.

7.1 Limitations

This paper has focused mostly in Sushi Restaurant type where other type of restaurant is also an important factor to understand the whole scenario. Secondly, author believes that this study could focus on more type of participants in its empirical findings such as environmental experts who are also currently working with this environmental sustainability. Due to the limited time and scope it was not feasible for the author. Finally author thinks that this study has focused more on practical implication rather than theoretical contribution, it might need more theoretical contribution.

7.2 Implications

7.2.1 Theoretical contributions

There are two theoretical contributions of this paper. Firstly this paper has revealed the current motives of SME restaurant owners towards “Environmental sustainability” where it is one of the core areas of “Corporate social responsibility” (CSR) theory so consequently the findings of this paper sheds light in the CSR theory and institutional theory as it gives a new phenomenon or understanding of current SME restaurant business behavior or strategy towards sustainable environment. Secondly, this paper has showed the connection between “Environmental certification” (One of the major areas of environmental sustainability) and “Green marketing tactics” where it illustrates the role of green marketing in sustainable development along with its challenges and benefits. In conclude, this paper findings are more unique in terms of SME restaurant (Non KRAV certified) perspective which is completely new research and findings based on the Sweden food industry. In addition, author would say this paper has a big contribution in both “CSR” and “Green marketing” theory.

7.2.2 Practical and societal Implications

Author believes that it would be the first research from the SME restaurant perspective in Sweden so the practical implication is remarkable for instance by reading this paper Government, politician and other policy make will be able to know the current stage of “Environmental sustainability” from SME restaurant perspective. They will be benefited by understanding which area of sustainability is being neglected and consequently able to take decisions to improve these practices in future. On the other hand, all the SME restaurant owner will be benefited by this paper as it will give them an overall knowledge or idea about “Environmental sustainability” and “Green marketing”. Thus this paper will influence and motivate them to go for green business in the future. In conclude author believes that all the stakeholder such as consumers, restaurant owners and supplier in the restaurant industry will be benefited. Overall it has great contribution on society and environment.

7.3 Suggestions for future research

Firstly, future study can be focused into “different restaurant type” rather than based on only one-two restaurant type for instance Bar, Indian, Italian, French and Swedish cuisine should be considered into one research. It will be time consuming and costly, but author believe it will be very helpful to understand the whole phenomenon. Secondly, future research can be focused on both small and medium size restaurant to find out that whether “restaurant size” can make difference in the findings or not. Thirdly, future research can be focused on technology such as

how advanced technology (electric car, equipment, AI etc) can contribute to environmental sustainability and its challenges from both SME and large organizations. Finally, gaining deeper knowledge from Environmental expert is also necessary to understand this phenomenon so further study should focus into this participant to make it more meaningful.

7.4 Trustworthiness

Different quality criteria were used depending on the research's numerous perspectives such as research question, philosophical positions, sampling method, data analysis, and contribution level (Leung, 2015, p. 325). There is really no consensus on how to evaluate qualitative research (Bryman & Bell, 2011, p. 43). Qualitative research, according to Bryman & Bell, (2011, p. 41), can be evaluated using the same criteria as quantitative research, such as reliability and validity.

7.4.1 Credibility

According to Bryman & Bell (2011, p.397), Respondent validity is used to describe credibility. The relationship between the replies provided by respondents during data collection and the manner in which the researcher evaluated those replies determines credibility in qualitative analysis. It was chosen to give the completed transcribed statements to the respondents to confirm that their responses during the interviews were accurate. This allows me to correct any errors in my interpretation of their submitted data. Members who received their transcripts, on the other hand, made no changes to the recording i provided, allowing me to continue with the report and enhancing the report's credibility by ensuring that the interviewees' statements were not misinterpreted. Furthermore, I have used a number of different strategies to ensure the credibility of my findings, which corresponded to Saunders et al(2019, 's p. 217) recommendations of doing a thorough analysis of study findings, double-checking the results with interview respondents and so on.

7.4.2 Transferability

The external validity or generalizability of the research is addressed by the third quality criterion of transferability (Lincoln & Guba, 1985, p. 219). In essence, it aims to demonstrate the research study's overall consistency and transparency, allowing other researchers to effectively replicate the study's design. As a result, other researchers should be able to replicate the study in different settings (Saunders et al., 2019, p. 217). In this study author believes that as there is no convergence on these topics in the current literature, it is unlikely to be transferable through the exploratory nature of the research.

7.4.3 Confirmability

Confirmability was used to ensure that the "integrity of findings is rooted in the data themselves," as a parallel criterion for objectivity (Guba & Lincoln, 1989, p. 243). This means that the researchers' findings, interpretations, impressions, and conclusions can all be traced back to their original source – and thus be verified as accurate data. This ensures that I did not allow my personal interests or thoughts to influence my research findings, I ensure that all findings are free from any biasness. Furthermore, all of the interviews were reported and transcribed, resulting in a thorough examination of the data provided and the conclusions reached. The responses of the respondents were transcribed from the audio recording, and then the entire interview was translated into documents to avoid any manipulation and ensure transparency.

7.4.4 Dependability

I've included a detailed and transparent description of my methodology, which gives other researchers key details about all important aspects of my research study, such as the research methods I used, data collection and analysis methods, and my overall research design. This allows others to evaluate this research study and facilitates high comprehensibility of my research's key contents, processes, and activities more clearly. More specifically, I've ensured dependability by carefully recording every aspect of my research project and outlining every aspect of my qualitative study in great detail – including any changes that were made. As a result, I was always able to make relevant records available to others who needed them, such as interview respondents and my thesis supervisor. Furthermore, having the relevant records on hand aided my research process by allowing me to easily double-check and locate information.

Chapter 08: REFERENCES

- Allen, J., & Root, J. (2004). The new brand tax. *Wall Street Journal*, September 7, p. B2.
- Akroush, M. N. (2012). An empirical model of marketing strategy and shareholder value. *Competitiveness Review*, 22(1), 48–89. doi:10.1108/10595421211200179
- Ares. (2015). SMES AND THE ENVIRONMENT IN THE EUROPEAN UNION. Teknologisk institut.
- Azilah Kasim & Anida Ismail (2011): Environmentally friendly practices among restaurants: drivers and barriers to change, *Journal of Sustainable Tourism*, pp. 1-20. DOI:10.1080/09669582.2011.621540
- Bansal, P. (2005). Evolving sustainably: A longitudinal study of corporate sustainable development. *Strategic Management Journal*, 26(3), 197–218. doi:10.1002/smj.441
- Baghi, I., Rubaltelli, E., & Tedeschi, M. (2009). A strategy to communicate corporate social responsibility: Cause related marketing and its dark side. *Corporate Social Responsibility and Environmental Management*, 16(1), 15–26.
- Braun, V., & Clarke, V. (2006) Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3 (2), 77-101.
- Bergstrom, K., Soler, C., & Shanahan, H. (2005). Professional food purchasers' practice in using environmental information. *British Food Journal*, 107(5), 306-319. doi: 10.1108/00070700510596893.
- Borowy, I. (2013). Defining Sustainable Development for Our Common Future : A History of the World Commission on Environment and Development (Brundtland Commission). *Defining Sustainable Development for Our Common Future*. Hoboken. Hoboken: Taylor and Francis. doi:10.4324/9780203383797.
- Brown, T. J., & Dacin, P.A. (1997). The company and the product: Corporate associations and consumer product response. *Journal of Marketing*, 61, 68-84.
- Brown, J. A. & Forster, W. R. (2013). CSR and Stakeholder theory: a tale of Adam Smith. *Journal of Business Ethics*, 112, 301-312.
- Bronn, P. S., & Vidaver-Cohen, D. (2009). "Corporate Motives for Social Initiative: Legitimacy, Sustainability, or the Bottom Line,". *Journal of Business Ethics*, 87, 91-109.
- Bryman, A. & Bell, E. (2011). *Business Research Methods*. 3rd edition. Oxford, UK: University Press Inc.
- Bryman, A. & Bell, E. (2015). *Business Research Methods*. 4th edition. Oxford, UK: Oxford University Press Inc.
- Castelló, I. & Lozano, J.M. (2011). "Searching for new forms of legitimacy through corporate responsibility rhetoric", *Journal of Business Ethics*, 100 (1), 11-29.

Capriotti's (2019). 3 Factors Driving the 2019 Restaurant Industry Boom. <https://www.ownacapriottis.com/blog/2019/october/3-factors-driving-the-2019-restaurant-industry-b/> [Retrieved 2021-04-18].

Capgemini Worldwide (2020). Generation Green is leading the sustainability agenda. <https://www.capgemini.com/2020/08/generation-green-is-leading-the-sustainability-agenda/#:~:text=As%20consumers,and%20environment%2Dfriendly%20product%20choices> [Retrieved 2021-02-16].

Cavagnaro, E., & Gehrels, S. A. (2009). Sweet and sour grapes: *Implementing sustainability in the hospitality industry*. *Journal of Culinary Science & Technology*, 7(2/3), 181-195.

Canakci, M. (2007). The potential of restaurant waste lipids as biodiesel feedstocks. *Bioresource Technology*, 98(1) 183-190. doi: 10.1016/j.biortech.2005.11.022

Chabowski, B., Mena, J., & Gonzalez-Padron, T. (2011). The structure of sustainability research in marketing : *A basis for future research opportunities*. *Official Publication of the Academy of Marketing Science*, 39(1), 55–70.

Chapman, D. & Eames, C. (2007). Position paper: *Backgrounding new guidelines for EE/EfS*.

Choi, G., & Parsa, H. G. (2007). Green practices II: *Measuring restaurant managers' psychological attributes and their willingness to charge for the "green practices"*. *Journal of Foodservice Business Research*, 9(4), 41-63.

Choi, S., & Ng, A. (2011). Environmental and Economic Dimensions of Sustainability and Price Effects on Consumer Responses. *Journal of Business Ethics*, 104(2), 269–282.

Chaudhary, B., Monga, N. and Tripathi, S. (2011). GREEN MARKETING AND CSR. *International Journal of Research in Finance & Marketing*. <https://www.researchgate.net/publication/303923746> [Accessed 8 July 2021].

Correia, M., (2019). Sustainability: An Overview of the Triple Bottom Line and Sustainability Implementation. *International Journal of Strategic Engineering*, 2(1), pp.29-38.

Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. 3rd edition. London: Sage Publications.

Dasgupta, P., Levin, S. & Lubchenco, J. (2000). Economic pathways to ecological sustainability. *BioScience*, 50(4), 339-345.

Delfi. (2014). Var tredje matkrona spenderas på krogen. <http://www.delfi.se/nyheter/2014/03/26/var-tredje-matkrona-spenderas-pa-krogen> [Retrieved 2021-02-15].

DTI [Danish Technological Institute] and Planet, S. A. (2010). SMEs and the Environment in the European Union. Greece. European Commission, DG Enterprise and Industry under the Competitiveness and Innovation Program 2007-2013. http://ec.europa.eu/enterprise/policies/sme/businessenvironment/files/main_report_en.pdf. [Retrieved 2021-02-15].

Doyle, P. (2000). Value-based marketing. *Journal of Strategic Marketing*, 8(4), 299–311. doi:10.1080/096525400446203.

Dutta, K., Umashankar, V., Choi, G., & Parsa, H. (2008). A comparative study of consumers' green practice orientation in India and the United States: A Study from the restaurant industry. *Journal of Foodservice Business Research*, 11(3), 269-285. doi: 10.1080/15378020802316570.

DiPietro, R. B., Cao, Y., & Partlow, C. (2013A). Green practices in upscale foodservice operations: *Customer perceptions and purchase intentions*. *International Journal of Contemporary Hospitality Management*, 25(5), 779-796.

EY.com (2019). Sweden announces draft bill to impose new excise tax on plastic bags https://www.ey.com/en_gl/tax-alerts/ey-sweden-announces-draft-bill-to-impose-new-excise-tax-on-plastic-bags [Retrieved 2021-04-18].

Emeksiz, M., & Arslan, E. (2017). Küçük Otel İşletmeleri ve Çevre Yönetimi (Small Hotel Business and Environmental Management). *Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 10(18): 141-156.

Engardio, P., Capell, K., Carey, J., & Hall, K. (2007). Beyond the green corporation: *Imagine a world in which eco-friendly and socially responsible practices actually help a company's bottom line*. *Business Week*, 4019, 50.

Enderle, G. (2004). Global competition and corporate responsibilities of small and medium-sized enterprises. *Business Ethics: A European Review*. 13, 51–63.

Ekonomifakta (2014). Hushållens konsumtionsutgifter efter ändamål. <http://www.ekonomifakta.se/sv/Fakta/ekonomi/Hushallens-ekonomi/Hushallenskonsumtionsutgifter-efter-andamal> [Retrieved 2021-02-15].

Elkington, J. (1997). *Cannibals with forks : the triple bottom line of 21st century business*. Oxford: Capstone.

Elkington, J. (1998). Partnerships from cannibals with forks: *The triple bottom line of 21st-century business*. *Environmental Quality Management*, 8(1), 37–51. doi:10.1002/tqem.3310080106.

European Commission. (2015). Food Waste. [online]. https://ec.europa.eu/food/safety/food_waste [Retrieved 2021-02-15].

FAO (2015b), Sustainable Agriculture. <http://www.fao.org/post-2015-mdg/14themes/sustainable-agriculture/en/> [Retrieved 2021-02-15].

Farsi, M., Hosseinian-Far, A., Daneshkhah, A., & Sedighi, T. (2017). Mathematical and Computational Modelling Frameworks for Integrated Sustainability Assessment (ISA) BT - Strategic Engineering for Cloud Computing and Big Data Analytics. In A. Hosseinian-Far, M. Ramachandran, & D. Sarwar (Eds.), *Strategic Engineering for Cloud Computing and Big Data Analytics*(pp. 3–27). Cham: Springer International Publishing.

- Finance, R. (2021). *The Pros and Cons of Going Green*. *Rapid Finance*.
<https://www.rapidfinance.com/blog/the-pros-and-cons-of-going-green/> [Accessed 12 March 2021].
- Finlayson, T. (2015). *Greening the Restaurant Industry: Exploring Corporate Social Responsibility (CSR) motives of certified organic food service businesses in Sweden*. Master thesis in Sustainable Development. Uppsala University.
- Freeman, R., Harrison, J., Wicks, A., Parmar, B. & de Colle, S. (2010). *Stakeholder theory: the state of the art*. Cambridge: Cambridge University Press.
- Freeman, E.M. (2011). *Restaurant industry sustainability: Barriers and Solutions to Sustainable Practice Indicators*. *Doctoral dissertation*. ARIZONA STATE UNIVERSITY.
- Gibson, R.B. (2006). Sustainability assessment: Basic components of a practical approach. *Impact Assessment and Project Appraisal*, 24(3), 170-182.
- Giraud, G. & Trigui, I. (2005): Effet de l'expérience émotionnelle sur les préférences du consommateur, une étude exploratoire appliquée aux produits alimentaires labellisés, *Tendances du Marketing en Europe*, 05(1), 21-22.
- Gil, M.J., Jiménez, J.B., & Lorente, J.C. (2001). An analysis of environmental management, organizational context and performance of Spanish hotels. *Omega-international Journal of Management Science*, 29, 457-471.
- Getzner, M. (1999). Weak and strong sustainability indicators and regional environmental resources. *Environmental Management and Health*, 10(3), 170-177. doi:10.1108/09566169910275022
- Greener, S. (2008). *Business Research Methods*. London: Ventus Publishing.
- Hartmann, M. (2011). Corporate social responsibility in the food sector. *European Review of Agricultural Economics*. 38 (3), pp.297-324.
- Harlem, B. G. (1987). *Our common future*. United Nations World Commission on Environment and Development. *Rio de Janeiro*: WCED.
- Hallstedt, S., Ny, H., Robèrt, K.-H., & Broman, G. (2010). An approach to assessing sustainability integration in strategic decision systems for product development. *Journal of Cleaner Production*, 18(8), 703-712. doi:10.1016/j.jclepro.2009.12.017.
- Henion, K.E.; Kinnear, T.C. (1976). *Ecological Marketing*; American Marketing Association: Chicago, IL, USA, 1-2.
- Hsin-Hui, H. U., Parsa, H. G., & Self, J. (2010). The dynamics of green restaurant patronage. *Cornell Hospitality Quarterly*, 51(3), 344-362. doi: 10.1177/1938965510370564.
 hllbararestauranger.se. 2021. Umeå. [online] Available at: <https://xn--hllbararestauranger0wb.se/en/umea-2/> [Accessed 13 March 2021]

- Hult, G. (2011). Market-focused sustainability: Market orientation plus! *Official Publication of the Academy of Marketing Science*, 39(1), 1–6. doi:10.1007/s11747-010-0223-4
- Hu, H., Parsa, H. G., & Self, J. (2010). The dynamics of green restaurant patronage. *Cornell Hospitality Quarterly*, 51(3), 344-362.
- Hu, L. (2015). Green attributes of restaurants: What really matters to consumers?. *International Journal of Hospitality Management*, 55, 107-117.
- James, B., Katie, G., Jitendra, M., & Bharat, M. (2015). “The Big Idea” The Sustainable Economy and the TBL (triple bottom line). *Advances in Management*, 8(1), 1–8.
- Jenkins, H. (2009). A business opportunity mode of corporate social responsibility for small- and medium sized enterprises. *Business Ethics: A European Review*. 18, 21–36.
- Jeong, E. (2010). Customers’ perception of green practices in restaurants. Purdue University.
- Jonch-Clausen, T. (2004). Integrated water resources management (iwrn) and water efficiency plans by 2005. <http://www.tnmckc.org/upload/document/bdp/2/2.7/GWP/TJC-0401.pdf>
- Kates, R.W., Parris, T.M. & Leiserowitz, A.A. (2005). What is sustainable development? Goals, indicators, values and practice. *Environment*. 47(3), pp.9-21.
- Kaiser, E., Godschalk, D. & Chapin, S.F. (1995). Urban land use planning. Chicago: University of Illinois Press.
- Kantsperger, R. & Kunz, W. H. (2010). Consumer trust in service companies: a multiple mediating analysis. *Managing Service Quality*, 20(1), 4-25. doi:10.1108/09604521011011603.
- Katz, G. (2003). Green buildings costs and financial benefits. Massachusetts Technology Collaborative. <http://www.dcaaia.com/images/firm/Kats-Green> [Retrieved 2021-03-09]
- KRAV. (2020). KRAV – a Label for Organic Food. KRAV. <https://www.krav.se/en/this-is-krav/a-label-for-organic-food/> [Accessed 13 March 2021].
- KRAV (n.d). THIS IS KRAV. <https://www.krav.se/en/this-is-krav/> [Retrieved 2021-02-21].
- Kremer, F. & Viot, C. (2012). How store brands build retailer brand image. *International Journal of Retail & Distribution Management*, 40(7), 528-543.
- Lafferty, B. A. & Goldsmith, R. E. (2005). Cause-brand alliances: does the cause help the brand or does the brand help the cause? *Journal of Business Research*, 58, 423-429.
- Lamoureux, E. (2017). Green Marketing Advantages and Disadvantages. *L'Autre Couleur*. <https://lautrecouleur.com/green-marketing-advantages-disadvantages/> [Accessed 13 March 2021].
- Lawson, R., & Beckmann, S. (2010). Contemporary perspectives on sustainability and marketing in a financially challenged environment – Editorial comment. *Australasian Marketing Journal*, 18(3), 179–180. doi:10.1016/j. ausmj.2010.06.00.

Lichtenstein, D. R., Drumwright, M. E., & Braig, B. M. (2004). The effect of corporate social responsibility on customer donations to corporate-supported nonprofits. *Journal of Marketing*, 68(4), 16–32. doi:10.1509/jmkg.68.4.16.42726.

Lewis, A., Cacciola, K., & Dennill, R. B. (2011). Sustainability in the food service environment. In International Facility Management Association (Ed.), *Sustainability "how-to guide" series* (2 ed.).

Lock, S. (2020). Revenue of the restaurant industry in Sweden 2018, by restaurant type. <https://www.statista.com/statistics/1090397/revenue-of-the-restaurant-industry-in-sweden-byrestaurant-type/> [Retrieved 2021-02-15].

Lock.S. (2020). Number of enterprises in the restaurant industry in Sweden from 2008 to 2018. <https://www.statista.com/statistics/697798/number-of-restaurants-in-sweden/>[Retrieved 2021-0215].

Lock.S. (2020). Number of restaurants, catering services and bars in Sweden 2009-2019, by firm size.<https://www.statista.com/statistics/698378/number-of-restaurants-catering-services-andbars-in-sweden-by-firm-size> [Retrieved 2021-02-16].

Loke, M. K., & Leung, P. (2015). Quantifying food waste in Hawaii's food supply chain. *Waste Management & Research*, 33, 1076–1083. <https://doi.org/10.1177/0734242X15607427> [Retrieved 2021-02-16].

Luo, X., & Bhattacharya, C. B. (2006). Corporate Social Responsibility, Customer Satisfaction, and Market Value. *Journal of Marketing*, 70(4), 1–18. doi:10.1509/jmkg.70.4.1

Manaktola, K., Jauhari, V., (2007). Exploring consumer attitude and behavior towards green practices in the lodging industry in India. *International Journal of Contemporary Hospitality Management*, 19(5), 364–377.

Manning, L. (2013). Corporate and consumer social responsibility in the food supply chain. *British Food Journal*, 115(1), 9–29. <https://doi.org/10.1108/00070701311289858> [Retrieved 2021-0216].

McDonald, L. M. & Rundle-Thiele, S. R. (2008). Corporate social responsibility and bank customer satisfaction: a research agenda. *International Journal of Bank Marketing*, 26(3), 170182.

Mialon, M., Swinburn, B., & Sacks, G. (2015). A proposed approach to systematically identify and monitor the corporate political activity of the food industry with respect to public health using publicly available information: Food industry political activity. *Obesity Reviews*, 16, 519–530.

<https://doi.org/10.1111/obr.12289> [Retrieved 2021-02-16].

Miller, B. (2019). 23 Advantages and Disadvantages of Organic Food. *Green Garage*. <https://greengarageblog.org/23-advantages-and-disadvantages-of-organic-food> [Accessed 13 March 2021].

Menon, A., & Menon, A. (1997). Enviropreneurial Marketing Strategy: The Emergence of Corporate Environmentalism as Market Strategy. *Journal of Marketing*, 61(1), 51–67.

- Meager, D. (2019). All the Ways Restaurants Ruin the Environment. <https://www.vice.com/en/article/8xyvpb/all-the-ways-restaurants-ruin-the-environment> [Retrieved 2021-02-15].
- Mohr, L., & Webb, D. (2005). The effects of corporate social responsibility and price on consumer responses. *Journal of Consumer Affairs*, 39(1): 121-47.
- Morsing, M. and Perrini, F. (2009). CSR in SMEs: do SMEs matter for the CSR agenda? *Business Ethics: A European Review*.18: 1–6.
- Moravcikova, D.; Krizanova, A.; Kliestikova, J.; Rypakova, M. (2017). Green Marketing as the Source of the Competitive Advantage of the Business. *Sustainability*, 9 (12), 2218.
- Morgan, D. L. (2007). Paradigms Lost and Pragmatism Regained: Methodological Implications of Combining Qualitative and Quantitative Methods. *Journal of Mixed Methods Research*, 1(1), 48– 76.
- Murillo, D. & Lozano, J. M. (2006). "SMEs and CSR: An Approach to CSR in Their Own Words". *Journal of Business Ethics*, 67 (3), 227–240.
- New.M (2018). Why Are Plastic Bags So Bad for the Environment?. <https://sciencing.com/why-are-plastic-bags-so-bad-for-the-environment-5005999.html> [Retrieved 2021-04-18].
- National Science Board [NSB]. (1999). Environmental science and engineering for the 21st century: The role of the National Science Foundation. Washington DC: National Science Board.
- National Institute of Environmental Health Services, (2013). Reduce, reuse, recycle. <http://kids.niehs.nih.gov/explore/reduce/index.htm>
- Neuman, M. (1999). The sustainability question: Beyond the compact city fallacy: Planning sustainable urban development. Berkley, CA: The Michael Neuman Consultancy.
- OECD. (2021). Entrepreneurship - *Enterprises by business size*. <https://data.oecd.org/entrepreneur/enterprises-by-business-size.htm> [Retrieved 2021-04-18].
- Ong, B. K. (2012). Grounded Theory Method (GTM) and the Abductive Research Strategy (ARS): a critical analysis of their differences. *International Journal of Social Research Methodology*, 15(5), 417–432.
- Pauer, E., Wohner, B., Heinrich, V. and Tacker, M., (2019). Assessing the Environmental Sustainability of Food Packaging: *An Extended Life Cycle Assessment including Packaging-Related Food Losses and Waste and Circularity Assessment*. *Sustainability*, 11(3), p.925
- Perrini, F. (2006). SMEs and CSR theory: evidence and implications from an Italian perspective. *Journal of Business Ethics*. 67, 305–316.
- Polonsky, J. (1994). An Introduction to Green Marketing. *Electron. Green J*, 1, 1–10.

- Porritt, J. (2007). Jonathon Porritt on sustainability. *Director*, 61(3), 94.
- Prahalad, C. K., & Hamel, G. (1999). The core competence of the corporation. In *Knowledge and strategy* (pp. 41–59). *Elsevier*.
- Prosenak, D.; Mulej, M.; Snoj, B. (2008). A requisitely holistic approach to marketing in terms of social well-being. *Kybernetes*, 37, 1508–1529.
- Rimmington, M., Carlton, J., & Hawkins, R. (2006). Corporate social responsibility and sustainable food procurement. *British Food Journal*, 108(10), 824-837. doi: 10.1108/00070700610702082
- Reinke, A. (2017). Sustainability and Social Responsibility in Small Food Enterprises: Barriers and Enablers. *ScholarWorks*. <https://scholarworks.waldenu.edu/dissertations/3506/> [Retrieved 2021-02-16].
- Sadalla, E., Guhathakurta, S. & Ledlow, S. (2005). Environment and quality of life: A conceptual analysis and review of empirical literature. In Sadalla, E. (ed.) *The US-Mexican Border Environment: Dynamics of Human- Environment Interactions*. San Diego: San Diego State University Press.
- Santillo, D. (2007). Reclaiming the Definition of Sustainability. *Environmental Science and Pollution Research International*, 14(1), 60–66. doi:10.1065/espr2007.01.375 PMID:17352129.
- Sarkar, A. (2012). Green marketing and sustainable development challenges and opportunities. *International Journal of Marketing*.1 (9).
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research methods for business students* (4th ed.). Harlow: Financial Times/Prentice Hall.
- Schuber, F., Kandampully, J., Solnet, D., Kralj, A. (2010). Exploring consumer perceptions of green restaurants in the US. *Tourism and Hospitality Research*, 10(4), 286-300. doi: 10.1057/thr.2010.17
- Scott, W. Richard. (2008). *Institutions and Organizations: Ideas and Interests*. Thousand Oaks, CA: *Sage Publications*.
- Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, 16(15), 1699–1710. doi:10.1016/j.jclepro.2008.04.020
- Sen, S. & Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of Marketing Research*, 38(2), 225-43.
- Sharma, N. and Kushwaha, G. (2019). Eco-labels: A tool for green marketing or just a blind mirror for consumers. *Electronic Green Journal*, 1(42).
- Sheth, J. N., Sethia, N. K., & Srinivas, S. (2011). Mindful consumption: A customer-centric approach to sustainability. *Journal of the Academy of Marketing Science*, 39(1), 21–39. doi:10.1007/s11747-010-0216-3

- Snarr, J., & Pezza, K. (2000). Recycling guidebook for the hospitality and restaurant industry (20702).
- Spence, L., Schmidpeter, R., & Habisch, A. (2003). Assessing Social Capital: Small and Medium Sized Enterprises in Germany and the U.K. *Journal of Business Ethics*, 47(1), 17-29.
- Spence, L. J. 1999, "Does size matter? The state of the art in small business ethics". *Business Ethics, A European Review*, 8 (3), 163–174.
- Sroka,W.; Szanto, R. (2018). Corporate Social Responsibility and Business Ethics in Controversial Sectors: Analysis of Research Results. *J. Entrep. Manag. Innov*, 14, 111–126.
- Stonkute, E.; Vveinhardt, J.; Sroka, W. (2018). Training the CSR Sensitive Mind-Set: The Integration of CSR into the Training of Business Administration Professionals. *Sustainability*, 10, 754.
- Sustainable Foodservice Consulting. (2013). Energy conservation. <http://www.sustainablefoodservice.com/cat/energy-efficiency.htm>
- Szuchnicki, A. L. (2009). Examining the influence of restaurant green practices on customer return intention.. *University of Nevada Las Vegas* <http://digitalscholarship.unlv.edu/cgi/viewcontent.cgi?>
- Tan, B. C., & Yeap, P. F. (2012). What drives green restaurant patronage intention? *International Journal of Business and Management*, 7(2), p215.
- Tripadvisor.com. (2021). THE 10 BEST Restaurants in Umea. Tripadvisor. https://www.tripadvisor.com/Restaurants-g189818-Umea_Vasterbotten_County.html [Retrieved 2021-02-21].
- Toracco, R. J. (2016). Writing Integrative Literature Reviews: Using the Past and Present to Explore the Future. *Human Resource Development Review*, 15(4), 404-428.
- Tomic. M (2018, February 1). Food and the Sustainable Development Goals. [online]. <http://socioisdg.com/en/blog/food-and-the-sustainable-development-goals/>
- U.S. Environmental Protection Agency, (2013b). Reducing food waste for businesses. <http://www.epa.gov/waste/conserve/foodwaste/> [Retrieved 2021-03-09]
- Van de Kerk, G., & Manuel, A. R. (2008). A comprehensive index for a sustainable society: The SSI the Sustainable Society Index. *Ecological Economics*, 66(2), 228–242. doi:10.1016/j.ecolecon.2008.01.029
- Visitumea.se. (2021). Sustainable dining. *Visit Umeå*. <https://visitumea.se/en/sustainable-dining>
- Wahab, S. (2018). Sustaining the Environment Through Green Marketing. *Review of Integrative Business and Economics Research*. 7(2),71-77.
- Westendorf, M. L., Dong, Z. C., & Schoknecht, P. A. (1998). Recycled cafeteria food waste as a feed for swine: nutrient content digestibility, growth, and meat quality. *Journal of Animal Science* 76(12), 2976-2983.

Wigley, S. (2008). Gauging consumers' responses to CSR activities: does increased awareness make cents?. *Public Relations Review*. 34(3), 306-308.

Wilson, D. C., Velis, C., & Cheeseman, C. (2006). Role of informal sector recycling in waste management in developing countries. *Habitat International*, 30(4), 797-808. doi: 10.1016/j.habitatint.2005.09.005

Wiese, A., & Toporowski, W. (2013). CSR failures in food supply chains – an agency perspective. *British Food Journal*, 115(1), 92–107. <https://doi.org/10.1108/00070701311289894> [Retrieved 2021-02-16].

Wikström., L & Förlag.,T. (2020). Innovation and research agenda for the food sector 2020: *The sustainable growth industry of the future*. https://swedenfoodarena.se/wpcontent/uploads/Final_Sweden-Food-Arena_ENG_innovations-ochforskningsagenda_digital.pdf [Retrieved 2021-02-15].

Wong, V., Turner, W. and Stoneman, P. (1996). Marketing strategies and market prospects for environmentally-friendly consumer products. *British Journal of Management*. 7(3), 263-281
World Bank. (1992). World development report. New York: Oxford University Press.

Wrap.org.uk. 2021. Food and drink. WRAP. <<https://wrap.org.uk/taking-action/food-drink>> [Accessed 14 March 2021].

Yang, Z., Su, C., & Fam, K.-S. (2012). Dealing with Institutional Distances in International Marketing Channels: Governance Strategies that Engender Legitimacy and Efficiency. *Journal of Marketing*, 76(3), 41–55.

Zanoni, S., & Zavanella, L. (2012). Chilled or frozen? Decision strategies for sustainable food supply chains. *International Journal of Production Economics*, 140, 731– 736. <https://doi.org/10.1016/j.ijpe.2011.04.028> [Retrieved 2021-02-16].

Zikmund, W., Babin, B., Carr, J. & Griffin, M. (2013). *Business Research Methods*. 8th edition. Mason: Cengage Learning. E-book.

Zsidisin, G. & Siferd, S. P. (2001). Environmental purchasing: A framework for theory development. *European Journal of Purchasing & Supply Management*. 7: (1), 61-73.

Chapter 09: APPENDIX

Figure 01: Household consumption by purpose (Ekonomifakta, 2014)



Figure 02: Revenue of the restaurant industry in Sweden 2018, by restaurant type (Statista, 2020)

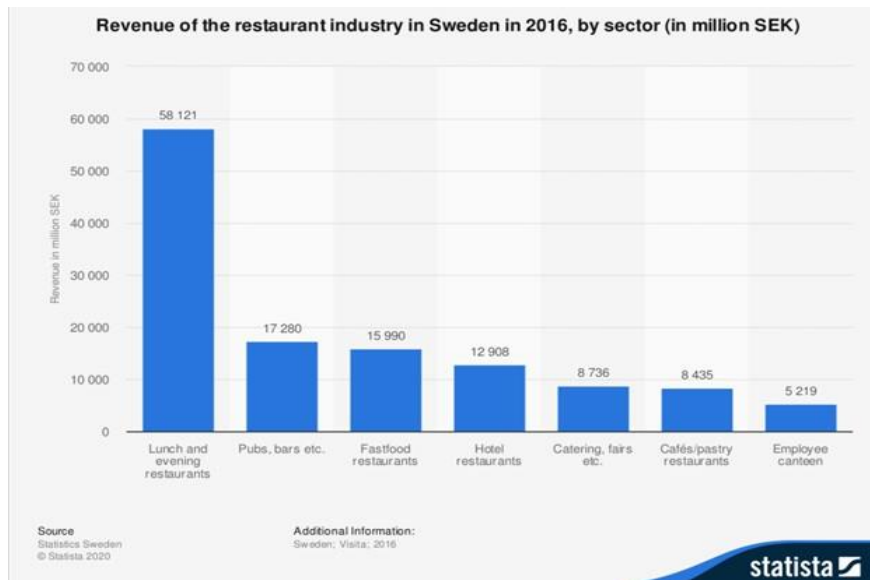


Figure 03: Number of enterprises in the restaurant industry in Sweden from 2008 to 2018. (Lock, 2020)

Number of enterprises in the restaurant industry in Sweden from 2008 to 2018

Number of restaurants in Sweden 2008-2018

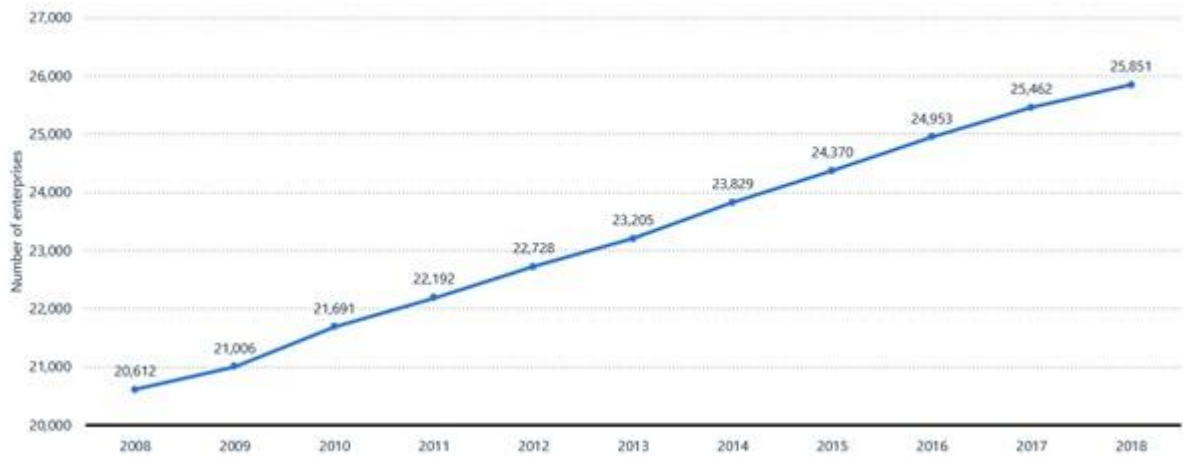
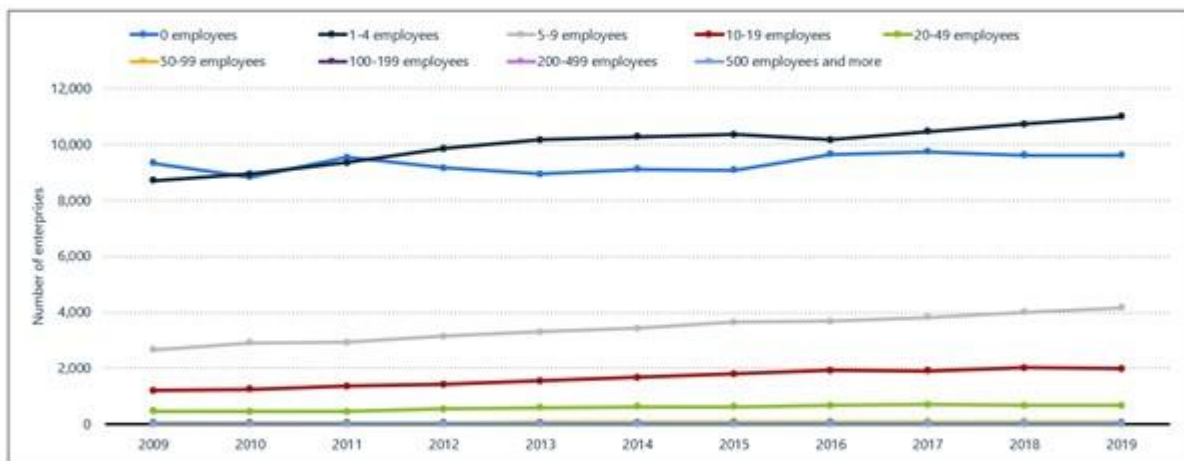


Figure 04: Number of enterprises in the restaurants, catering and bar industry in Sweden from 2009 to 2019, by firm size. (Statista, 2020)

Number of enterprises in the restaurants, catering and bar industry in Sweden from 2009 to 2019, by firm size

Number of restaurants, catering services and bars in Sweden 2009-2019, by firm size



Notes: Sweden; 2009 to 2019; as of November of each year
 Further information regarding this statistic can be found on [page 8](#)
 Source: Statistics Sweden; [S2199278](#)

statista

Figure 05: Email to prospective participants

To Whom It May Concern,

I am graduate students in "Marketing" at Umeå University and I am conducting a research on how SMEs restaurants owners/mangers are approaching towards "Environmental sustainability" and "Green Marketing" and what are the challenges and benefits they are facing to adopt green practices and to achieve KRAV certificate. The purpose of my thesis is to explore non KRAV certified SMEs restaurants to gain deeper knowledge about their understanding, approach, challenges, and opportunities. I believe all SMEs restaurants, Umea kommun and other politicians will be benefited by this paper.

I hope this interview will help me to collect necessary data for my study. Due to covid and social distancing, both parties can conduct the interview via skype or Zoom meeting. Physical interview is also appreciated and welcome! The interview will be conducted in English, and it is estimated that the interview will take 30 to 40 minutes. I acknowledge that owners/managers have other responsibilities and engagement therefore the time and date of the interview is flexible on my behalf and it is up to the owners/managers convenience. However, i wish that the interview can be held by mid of April 2021 to beginning of the May 2021 due to the time restriction of the master's thesis. The interview will be audio recorded. The rights of the interview content remain to the participants. The information collected in the interview will be only available to the authors of the thesis and the thesis supervisor upon his request. The data will only be used in accordance with the purpose of the study.

Anonymity will be fully granted. The name of the participants and the name of the company will not be disclosed to ensure that the identities will not be exposed when results of the study is published. Participation is voluntary and can be terminated at any point and the decision will be respected. Participants have the right to refuse answering any questions or withdraw the consent any time. The questions that will be asked in the interview and participant information sheet will be sent to participants a week in advance.

Your contribution in my research will be greatly appreciated. Not only will it help with my thesis, it would also further the knowledge in "Environmental sustainability" and "Green marketing. I look forward to hearing from you. Please, do not hesitate to contact with me if you have any further questions.

Kindest regards,

Mahabubul Alam

Mahabub.jim@gmail.com

0764416501

Figure 06: Interview guide

- Introduce myself, my thesis topic, and the fact that it will be published in the public domain, along with an ask for permission to use the restaurant's name, owner's name, and so on.
- To start a conversation, say a few words about myself, my interests, where I'm from, and so on.

Questions to the non KRAV certified restaurant:

1. Tell me about your restaurant?
 - Type of restaurant
2. How “Environmental sustainability” is important and which ways for your restaurant?
 - Energy consumption
 - Food waste
 - Procurement
3. How your restaurant is responsible to save the environment? Or How you can contribute to the environmental sustainability?
4. Do you know about the KRAV certificate? (eco labeling)
 - Motives to get this certificate
 - Reason to not get this certificate
 - Challenges
 - Opportunities
5. Are there any internal and external pressures are you facing to obtain KRAV certification?
6. How do you perceive “Green marketing”?
 - Benefits
 - Challenges
 - Motives
7. What is your suggestion or recommendation to policy maker of “KRAV”? What do you think the restaurant/food service industry will look like in 5 or 10 years? What kinds of changes, if any, do you think are likely to occur?