Chapter 47

Green Restaurant Management

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INTRODUCTION

With the rising to prominence of environmental problems since the 1980s, movements such as environmental consciousness, green customer and green marketing have been attributed importance, and these concepts have started to be used very frequently with the caption green or environmentalist. Examples to this are green marketing-environmentalist marketing, green hotel-environmentalist hotel, green restaurant (Jang *et al.,* 2011, p.804). According to the relevant literature, customers tended towards environmentally friendly products, ecological products or green products in order to protect the environment, prevent environmental pollution and reduce or completely eliminate hazardous products (Jang *et al.*, 2011, p. 804). In addition, purchasing behaviours of the customers change with the effect of the development of environmental consciousness and legal regulations (Armağan & Karatürk, 2014, p. 3).

The tourism industry supports green practices as it is closely related to the environment. Investments to environmentally sensitive tourism enterprises increase both strategically and with the effect of the settling of a sustainable understanding of tourism. In tourism sector, the environment constitutes one of the important tourism resources. Tourism does not only occur with the rendering of a service but also with the offering of natural resources and beauties to tourists. Thus, tourism and environment are closely related (Holjevac, 2003, p. 130). In tourism enterprises, an optimum number of guests should be rendered service without reducing customer satisfaction and by protecting the physical, social and economical environment (Erdoğan, 2003, p. 81-89). As the production and consumption in tourism is quite intense, the natural environment and beauties are damaged a lot and this leads to significant environmental problems in time. While enterprises were only interested in obtaining profit in the past, today, environmentalism and environmental sensitivity also come into prominence following the environmental problems encountered (Erdoğan, 2003, p. 81-89).

In tourism enterprises, green practices are generally carried out in the transportation sector, hotels, travel agencies and restaurants. This section only provides information on green restaurants in the literature as the scope of this section is restricted to green restaurants. In this context, it examines information in the literature on green restaurants, green restaurant management system, practices in green restaurant, benefits of green restaurants, obstacles faced by the restaurants and the legal context.

1. GREEN RESTAURANTS

In the relevant literature, it is seen that the studies on the green practices in tourism industry are mainly carried out in tourism establishments (Enz & Siguaw,

1999; Kassinis & Soteriou, 2003; Bohdanowicz, 2006; Manaktola & Jauhari, 2007; Graci & Dodds, 2008; Choi *et al.*, 2009; Lee *et al.*, 2010; Han *et al.*, 2011). One of the reasons why the green practices in tourism industry is intense in hotel management is that hotels are established in natural areas. Consequently, such concepts as eco-tourism, sustainable tourism, and nature-friendly hotel enterprises are widely discussed in the literature. On the other hand, the number of green practices in restaurant sector is not as many as those in hotel enterprises. However, many researchers have now realized the importance of the green restaurants in restaurant sector and are conducting researches in order to fill the gap in this area (Schubert, 2008; Szuchnicki, 2009; Hu *et al.*, 2010; Schubert *et al.*, 2010; Han *et al.*, 2011; Wang, 2012; DiPietro & Gregory, 2012; Tan &Yeap, 2012; DiPietro *et al.*, 2013(b)).

According to Lorenzini, green restaurant is defined as "designing, creating and managing new and renovated buildings in an environmentally-friendly and efficient manner" (Hu *et al.*, 2010, p. 346). In addition, green restaurant is a restaurant that performs notable practices such as sustainability, environmental protection, low carbon, environmental management policies, environmental education, health, safety, sanitation, and social responsibility (Wang *et al.*, 2013, p. 265).

Restaurants are enterprises where production and consumption are very intense. Thus, they consume many natural resources such as energy, water and fuel. As a result, food and waste emerge (Szuchnicki, 2009, p. 9). Tendencies towards green practices in the restaurant industry increase in order to protect the environment, ensure sustainability and save money (Schubert, 2008, p. 73). Considering the excessive consumption in the restaurants, it obviously damages the natural environment. Necessary precautions should be taken with regard to constructing restaurant buildings that harm the natural environment, excessive water, electricity and gas usage, failure to apply the recycling procedures, using non-recyclable products, using harmful chemical products, careless usage of natural resources and materials, contribution of the materials to carbon emission via daily delivery, and the areas in the restaurants where the workers and guests pass. All these harmful practices to the natural environment in restaurants emphasise the importance of the environmentalism understanding and green practices (Schubert *et al.*, 2010, p. 287-289).

The studies on the green practices in restaurants focus on the perception of the green practices in restaurants by consumers, comparison of the green practices carried out in different countries, differences between the green practices carried out by the type of restaurant and the comparison of the importance attributed to green practices in restaurants and the perceived performance (Dutta *et al.*, 2008; Schubert, 2008; Jeong & Jang, 2010; Wang, 2012; Namkung & SooCheong, 2013; DiPietro *et al.*, 2013(b)). It is seen that family style restaurants, casual dining restaurants and fast-food restaurants are the generally preferred restaurant types in the researches carried out on the green practices in restaurants.

Table 1 contains studies on green restaurants and green practices in the restaurants. It is seen that the studies in this area have been particularly carried out in recent years. Studies about green restaurants generally focus on the points-of-view of the customers and senior management. These studies mainly concentrate on the

customers. Customer-focused studies generally touch upon the intention to dine at green restaurants, suggest, visit again, green purchasing, ecological behaviour, attitudes of the customers, environmental interest, knowledge, awareness, willingness to pay an additional amount, contribution of environmentalist behaviours to the image, perception of the green practices by the customers, and their organizing the green practices by the order of importance.

Table 1: Studies on the Green Practices in Green Restaurants

Source	Relevant Party	Scope
Choi & Parsa (2006)	Management	The relationship between environmental interests, preferences and psychological factors and the willingness to pay an extra amount
Hu & Parsa (2008).	Customer	Intention to dine at green restaurants, ecological behaviour, environmental interest and knowledge
Dutta *et al.*, (2008)	Customer	Comparing the psychological factors, social interest and environmental interest in India and America
Schubert (2008)	Customer	Green attitude, demographic features, the intention to pay an extra amount, suggest and visit again
Szuchnicki (2009)	Customer	Factors affecting the intention to visit again and green practices by the order of importance
Jeong & Jang (2010)	Customer	Contribution to the intention of the behaviour and the image of the enterprise
Schubert *et al.*, (2010)	Customer	Attitude and behavioural intentions of the customers
Hu *et al.*, (2010)	Customer	Intention to be a customer, green knowledge, behaviour and interest
İsmail *et al.*, (2010)	Management	Internal and external obstacles against enterprises
Jang *et al.*, (2011)	Customer	Segmentation of Y generation, behavioural intentions and choices of the customers
Chou *et al.*, (2012)	Customer	Examination of attitude and behavioural decision making factors
Wang (2012)	Customer	Classification of environmental practices by the attributed importance and perceived performance degrees
DiPietro & Gregory (2012)	Customer	Similarities and differences in perceptions by the types of restaurants
İsmail & Kasim (2012)	Management	Internal and external obstacles and constraints against restaurant owners
Tan & Yeap (2012)	Customer	Green practices and behaviours in restaurants
DiPietro *et al.*, (2013(b))	Customer	Green purchasing intention and perceptions in family style restaurants
Namkung & Jang (2013)	Customer	Food, environmental and non-environmental practices by the types of restaurant
DiPietro *et al.*, (2013(a))	Customer	Perceptions, the intention to purchase and the willingness to pay an additional amount in fast-food restaurants
Wang *et al.*, (2013)	Restaurant Manager/ Academics	Developing green management standards with Delphi technique
Hu *et al.*, (2013)	Expert	Practices that can be carried out for energy saving and reducing carbon

In the studies with regard to the senior management, environmental awareness, interest and knowledge levels, obstacles and constraints against green practices and green restaurants, the willingness to pay an additional amount, and the development of the management standards on environment were emphasised.

Jeong & Jang (2010) indicated that the most important green practices for restaurant customers are recycling, green materials and packaging, while they expressed that the least important practices are the use of local and organic food. Green practices that restaurants focus on most are recycling, fertilizer made of food waste, energy and water saving equipment, banning smoking, reducing pollution, environmentally friendly cleaning materials and packaging, and ensuring the sustainability of the menu (Wang, 2012, p. 95). These practices are generally in the areas where customers are found. Apart from this, there are such green practices as waste separation in the background, recycling, composting, use of local and organic food, and use of non-toxic chemicals (Dutta *et al.*, 2008). Schubert (2008, p. 50) determined that green practices that are attached the most importance by restaurant customers in America are reducing waste and the use of energy, the use of recycled products, the use of local products, the use of organic products, donation to environmental projects and paying an additional amount in order to reduce ecological footprint. Again in this study, customers with high income think that reducing waste and the use of energy is important. Customers with a high level of education and income prefer organic products in restaurants as they are knowledgeable about the products and their purchasing power is high.

Researches also show that there are differences in studies carried out in different countries with regard to green practices. Dutta *et al.* (2008, p. 282-283) compared the points-of-view of the customers in India and America towards green practices. While American customers attach importance to pollution and energy saving, Indian customers attribute importance to energy saving, recycling and pollution. While Indian customers are more interested towards green practices, it is observed that American customers do not care much about green practices. Considering the economical status, it was indicated that American customers are more willing to pay an additional amount when compared to Indian customers.

Researches show that green practices carried out in restaurants may vary by the type of restaurant. In their study, Namkung & Jang (2013, p. 86-93) focus on the perceived quality and green practices of family type restaurants, casual dining restaurants and fast-food restaurants. Practices carried out by these three different types of restaurant are classified as food-oriented and environment-oriented green practices and enterprises that fail to apply green practices. Healthy, fresh, organic or local products are found in the menus in green restaurant within the scope of food-oriented green practices. As for environment-oriented green practices, motion sensors are mounted in the toilets, energy consumption is reduced and recyclable products are used. No such environment-sensitive practices are encountered in enterprises that fail to apply green practices. It was concluded that environment-oriented practices are more important than food-oriented practices in family type restaurants and casual dining restaurants. These green practices carried out by restaurants are compared with the perceived quality, green brand image and green purchasing behaviours in customer experiences. Apart from this, the effects of green

practices on customer-oriented brand value creation are also examined. It was concluded that green brand image does not contribute significantly to the enterprise in fast-food restaurants. According to this study, it is also seen that environment-sensitivity of a restaurant also does not affect the perceived quality of the restaurant. It was found that green practices by service, atmosphere and food are more important.

In their study, DiPietro *et al.* (2013(b), p.152-153) investigated the perceptions and purchasing intention of fast-food restaurant customers in America with regard to green practices, and whether the customers are more willing to pay more. In the study, it was determined that customers prefer restaurants that use quality, environment-friendly products, however customers in general need more information about green practices. There is a positive relationship between individual green practices and frequently visiting green restaurants. In other words, customers caring for green practices in their own homes pay attention to this in the restaurants they visit, as well. Based on the findings, the researchers suggested that a high-price can be applied in order to call the attention of the customers to green practices.

Jeong & Jang (2010) compared the contribution of green practices to the behavioural intentions of the customers and the image of the restaurant, and the importance attributed by customers to green practices and the levels of perceived performance. When the importance attributed by Starbucks customers to green practices and the perceived performance was compared, the performance of Starbucks with regard to green practices was found very low. According to the authors' comments, the performance of Starbucks with regard to green practices fails to meet customer expectations as the expectations of Starbucks customers are high. On the other hand, customers may prefer green restaurants with the motivation of prestige. Hence, that a restaurant has an green image strengthen the intention of the customers to visit these restaurants and eventually, it also affect the environment-friendly practices to be carried out by restaurants. More explicitly, there is a significant relationship between customer behaviours and the green image of the restaurant. In green restaurants, perceptions of the customers towards green practices and restaurant image vary by customer group. For green customers, green image and green practices are more important than other customers. In this case, it can be concluded that the attention of the customers can be attracted more with concrete green practices in the restaurant. Accordingly, concrete green practices such as recycling bins, organic menu options, motion lights, recyclable materials, and energy and water-saving equipment have an important place in the perception by the customers of the green image of restaurants. Restaurant managers think that concrete green practices should be attached importance in order to develop the image of the restaurant. Through advertisement, it can be ensured that customers perceive the green practices and they can be convinced. Recycling of waste and energy-saving lights affect the green behaviour intention.

2. GREEN RESTAURANT MANAGEMENT SYSTEM

Green restaurant management system contains management standards that should exist in all areas of green restaurants. In their study on developing angreen

restaurant management system; Wang *et al.* (2013, p. 265-267) investigates the relationship between production and consumption with the help of green restaurant standards. It is possible to reduce harmful environmental effects through green restaurant management standards. The study of Wang *et al.* (2013, p. 265-272) includes green restaurant management rules and principles for restaurant managers as is seen in Figure 1. According to the study of Wang *et al.* (2013, p. 265-272), primary issues related to green restaurant management standards consist of three sections being green foods, green environment and materials, and green management and social responsibility.

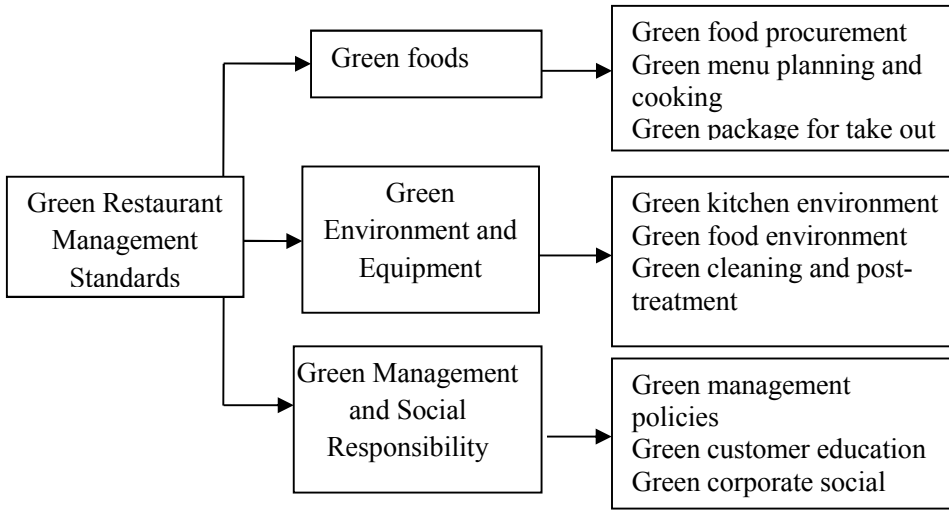


Figure 1: Green Restaurant Management System, (Source: Wang *et al.*, 2013, p.216)

Green food includes the supply food materials, green purchasing, green menu, green storage and green cooking processes. The section on green environment and materials includes processes such as green kitchen, green eating environment, environmental cleanliness and the preservation of the cleaning. As for the section on green management and social responsibility, there are the concepts of environment training and social responsibility. The third aspect contains issues on green management policy green customer training and green corporate social responsibility. On the basis of the system is the notion that an green restaurant may become successful in reducing harmful environmental effects by applying a cleaner production, ecological service, energy saving and environmental management alongside with green management standards. Green restaurant management standards may act as a guide in the gaining of the environmentalist understanding by the restaurant management.

3. GREEN PRACTICES IN RESTAURANTS

There are many precautions that can be taken and many practices to carry out in restaurants as production and consumption there are intensely practiced (Schubert *et al.,* 2010, p. 288). Green practices in restaurants are as follows according to Green Restaurant Association:

3.1. Energy saving and productivity

Restaurant industry is one of the areas where the energy consumption around the world is at the highest. Thus, it damages the environment a lot if sufficient precautions are not taken. 80% of 10 million dollars annually spent on energy consumption in restaurant sector is lost by the inefficient storage, conservation and cooking of the food. In reality, a restaurant annually consumes 500,000 kilowatt of electricity, 20,000 cubic meters of natural gas and 800,000 gallons of water per hour on average. Actually, restaurant establishments may save a lot with small practices. For example, a pizza restaurant chain uses a hybrid car for package service. Thus, it saves on fuel and reduces emission release. In many restaurant chains, Grease and oil are collected in order to obtain biodiesel fuel, and recycling is made. For example, if approximately 4,000 gallons are collected each month approximately 3,300 gallons of the biodiesel fuel is obtained (Bruce, 2008). A lot of energy is used in restaurant enterprises in cooking and cleaning processes. In restaurants, 60% of the energy is used for cooking, and heating the environment and water. New energy saving equipment should be preferred in order to save on energy in restaurants (Food and Beverage Services, 2014, p. 9-11). Adequate ventilation, light and heat isolation can be made in order to save on internal lighting and air-conditioner in restaurant design (Hu *et al.*, 2013, p. 775-769).

3.2. Water-saving and efficiency

There are water-saving technologies and protection applications for food service tools, equipment and environmental design (Quoted by Schubert, 2008, p. 15-18). Materials such as towels, clothes and fabric can be re-used in order to save water. Water-saving reduces the use of detergent and increases the life cycle of the materials. Equipment used for water-saving reduces the amount of water used (Bohdanowicz, 2006, 673). For example, the first green restaurant of McDonald's chain restaurants is in Chicago. They tried certain practices by making use of rain water. For example, rain water can be used with such practices as the permeability of the parking sidewalks in order to prevent the accumulation of excessive rainwater in the sewer and that the roof collects the rain water, then the collected rain water is used for watering gardens (Bruce, 2008). In restaurant enterprises, water can be saved by washing the food in a container, starting the machines when they are completely full, regularly checking the machines in order to prevent water leakage, installing low-flow faucets in the kitchen and toilets, changing dropping and leaking faucets, purchasing and using water-saving equipment, installing water-meters and regularly monitoring water consumption, and providing the personnel training on water-saving(Food and Beverage Services, 2014; Hu *et al.,* 2013).

3.3. Recycling and composting

In nature, a bottle thrown away disappears in 400 years, a can in 100 years and a paper disappears in 2-3 weeks (Ürger, 1992, p. 272). Thus, using recyclable materials in restaurants is very important for the environment. For example, glass can be used in restaurants instead of styrofoam, paper instead of plastic, and cloth napkins instead of paper napkins (Enz & Siguaw, 1999, p. 75). The amount of recyclable products can be reduced by using glass, plastic and can grinders. It can

help protecting the environment by both reducing the place covered by products and ensuring the recycling (Food and Beverage Services, 2014, p. 4, Quoted by Schubert, 2008, p. 15-18). Another important practice for the restaurants is the composting technique. Composting is defined as "the process of breaking up and stabilization of organic substances in waste into a humus-like substance by various micro-organisms" (Eren *et al.*, 2004, p. 1481). For much organic waste is left both from the kitchen and guests. Using this waste instead of throwing them away will provide many benefits for restaurant enterprises and the environment (Quoted by Schubert, 2008, p. 15-18).

3.4. Waste management and reuse

In time, waste management has also become important at restaurants. In restaurants, the waste in the kitchen can be recycled. Waste oil can be turned into bio fuel. Waste separation and recycling systems can be created in order to reduce the waste in restaurant kitchens (Hu *et al.*, 2013, p. 776). However, waste management is not much cared for in enterprises for such reasons as cost concerns and lacking the necessary knowledge (Andiç *et al.*, 2012, p. 52-58). In restaurant enterprises, it is necessary to reduce the amount of packaging by making bulk purchasing and preferring reusable products rather than disposable products (eating utensils, aprons, tea strainers, glasses, etc.) Excess packaging creates unnecessary waste materials in the enterprise. It is also quite important to train the personnel on waste materials (Food and Beverage Services, 2014, p. 5-6).

3.5. Sustainable food

In the last 10-12 years, people's interest towards organic products increased. For in recent years, the uses of chemical pesticides and fertilizers in agricultural products have affected human health negatively. Thus, individuals tend towards local and organic products (dinegreen.com). The use of organic or local products in restaurant menus and preferring environment-friendly cooking methods will contribute greatly to the environment, cooks and customers (Kubert, p. 18-19).

3.6. Prevention of pollution

The wish to obtain excessive profit in a short time within the society also leads to the destruction of the natural environment, contamination of the air, water and soil, and it negatively affects human health. Tourism develops in case natural balances are established well and no environmental problem occurs. Environmental pollution includes the pollution of the air, water, soil and noise. 70% of the world is covered by water. 80% of the sea pollution results from industrial and urban waste. Tourism is one of the sectors that are affected most by this pollution. Industrialization, urbanization and traffic congestion lead to noise pollution (Ürger, 1992, p. 275-292).

3.7. Biodegraded, wood-free, recyclable and organic products

Recycled products are obtained after production or using the materials collected from industrial waste sources. Wood-free products are made of alternative plant sources such as hemp or kenaf. Biodegradable products can be decomposed. Organic products are grown without using toxins, synthetic pesticides, fertilizers, irradiation,

sewage treatment and genetic engineering. When biodegradable products are used correctly, they are safe for people, animals and the environment (Quoted by Schubert, 2008, p. 15-18). For example, Subway Company tries to find new ways to reduce the amount of packaging it uses. It contributes to the environment by using 100% recyclable napkins. With this practice, Subway Company saves 147 trees with 4 billion napkins (Bruce, 2008).

3.8. Disposable products

Disposable products are preferred by fast-food restaurants and for take-away. Disposable products generally consist of paper, plastic,polystyrene and Styrofoam. 15 billion dollars are spent each year in America to forks, knives, glasses and plates in order to package foods (Food and Beverage Services, 2014, p. 8-9).

3.9. Non-toxic cleaners, landscape and pest management

Restaurant and kitchen staffs use various chemical cleaning agents (Food and Beverage Services, 2014, p. 8-9).Biological and non-toxic alternative cleaning products such as dishwashing and laundry detergents, germicides, disinfectants, toilet bowl cleaners, cleaning drainage, floor washing, floor polish, glass cleaners, and degreasers instead of hazardous chemical products (Hu *et al.*, 2010, p. 347).

3.10. Use of renewable energy resources

Energy resources used in order to obtain energy are dividing into two. Non-renewable resources include coal, oil and natural gas reserves in the world. Renewable resources include solar, wind, water, wave, ground heat, biomass, and geothermal resources. The amount of pollution varies by the resource used and the way of use (Erdoğan, 2003, p. 41).

3.11. Green building and construction

In 1988, US Green Building Council started to certify green buildings. In this context, LEED (Leadership in Energy and Environmental Design) evaluation system is a certificate created in order to ensure sustainability in the construction industry as well. Its objective is to ensure that the materials and methods used in the construction sector is manufactured or replaced in accordance with the principles of sustainability. In order to obtain an LEED certificate, enterprises should be careful about land, water savings, energy and atmosphere, materials and resources, indoor life quality and innovation (Somalı & Ilıcalı, p. 1082-1083). It is possible to eliminate or reduce the negative effects of the buildings through green design and construction practices. For green buildings ensure both cost and energy saving by means of the insulation and isolation made inside of the building (Quoted by Schubert, 2008, p. 15-18).

3.12. Training

The first thing that environmentally-responsible enterprises will do is to train their staff. Restaurant staff must be trained on ecologic sustainability and its effects on the environment (Quoted by Schubert, 2008, p. 15-18). This way, staffs learn why and how the environmental practices are carried out. When staffs understand the environmental procedures, they better fulfil their responsibilities. An

environmental awareness may be created through the training provided to the personnel. The first people to come into contact with the customers are restaurant staff. Thus, green practices will be making the advertisement of the green practices to the customers (Winter Report, 2012, p. 72-73).

4. BENEFITS OF GREEN RESTAURANT PRACTICES

With the increase in the importance of the green concept, the number of the enterprises and individuals adopting this understanding also increases. Adopting the green approach contributes greatly to enterprises and the environment. Having an environmentalist awareness provides enterprises privileges such as profit growth, cost savings, competitive advantage, employee loyalty, customer retention, customer satisfaction, risk management, production economics, economic benefits, social responsibility, legal liability, and commercial prestige (Graci & Dodds, 2008; Andiç *et al.,* 2012).

Green practices are among the strategic practices used in increasing social responsibility (Schubert *et al.*, 2010, p. 288). Enterprises should act in accordance with their environmental responsibilities as part of the society. Enterprises regard environmental responsibility either as a marketing tool or perform such practices voluntarily indeed. For example, Body Shop substantially supports environmental responsibility. This company offer cosmetic products to its customers in a responsive manner (Polonsky, 1994, p. 4). In hotel enterprises, the social responsibility aspect is not considered much. In our day, ethical thoughts have also become important for the customers in addition to economical and political aspects. While the environment did not have a great importance for the customers, now it has become an important criterion paid attention by customers (Graci & Dodds 2008, p. 265).

By realizing that sustainability is important around the world, enterprises have developed themselves in order to make cost savings and have a powerful brand image through environmentally friendly practices. Today, enterprises use green practices as a strategic tool (Min & Kim, 2012, p. 39). Enterprises may differ from other enterprises with the green practices they carry out. Enterprises with financial strength and environmental awareness ensure profit growth and make cost savings through the environmental practices (Andiç *et al.*, 2012, p.59). Financial benefits of being environmentalist low energy, water and waste costs, low environmental and emission costs, low operating and maintenance costs. And these increase effectiveness (Butler, 2008, p. 239). Enterprises gain numerous economical, social and environmental benefits by increasing the organizational performance in the short and long term (Graci & Dodds 2008, p. 266). Environmental practices increase customer satisfaction, and the level of performance also increases with the increase in customer loyalty.

In restaurants, environment-friendly practices can be used in order to save on operational costs. Green practices are not widespread in restaurants with such reasons as the fear of the increase in costs, little awareness on the effective methods in restaurants. Thus, there is a gap in customer perceptions on green restaurants (Schubert *et al.*, 2010, p. 287- 289). Furthermore, green practices do not only increase the satisfaction of the customers but also the satisfaction of the employees

(Enz & Siguaw, 1999, p. 75).

In general, green practices have many benefits for restaurant enterprises and customers. It is a fact that green practices provide more benefit to enterprises than customers. Green practices have such benefits as being healthy, protecting the environment, providing environmental awareness and increasing the status for customers. As for the enterprises, it provides benefits such as cost savings, profit growth, achieving a strong brand image, providing competitive advantage, publicity, attracting customers, customer acquisition, customer satisfaction, customer loyalty, increased performance, low energy and low water consumption, low operating and maintenance costs, and providing innovation.

5. PERCEIVED OBSTACLES AGAINST GREEN RESTAURANT PRACTICES

There are obstacles and constraints against restaurant-owners resulting from internal and external factors in realizing environmental practices. Among the internal factors are senior management, cost and employee loyalty, and the external factors are laws and regulations related to the environment, competitive advantage and the demand from the stakeholders (Kasim & İsmail, 2012, p. 554). According to the studies carried out, the main reasons why enterprises do not carry out environmental practices are that the costs will increase, it is a difficult process, that their priorities are different, the staff is not informed, it does not contribute economically, and thinking that the operational practices are already harmless, respectively. One of the reasons why enterprises do not carry out green practices is the thought that the costs increase (Güner & Coşkun, 2013, p. 156). Most enterprises focus mainly on profit and cost before protecting the environment. Adequate importance is not attached to environmentalism as the wish to gain profit in hospitality sector and the concern of cost in restaurants is more important than green image. However, thanks to green practices the loss in the short term will return to the enterprises with the savings that can be made in the long term (Chou *et al.*, 2012. p. 708-709).

In the study of İsmail *et al.* (2010, p. 4-9), internal and external obstacles affecting environment-friendly practices were examined with five family type restaurant managers in Penang city of Malaysia. Restaurant managers emphasised that enterprises must have green awareness, however their level of perception on the environment is low. Another problem is that employees do not adopt green practices. Restaurant managers have concerns about green practices. These concerns prevent their opening up to green practices and certificates. For, the innovations and changes made in restaurants with environmental practices lead to certain costs. The lacks of a supplier and institution or association on environmental practices also limit restaurant enterprises (İsmail *et al.*, 2010, p. 4). Another obstacle against restaurant enterprises is that the environmental laws and regulations in force are not up-to-date and dissuasive. For example, in hotel management sector in Canada, there exists no law on waste, carbon, energy and the use of water. Environmentally-sensitive enterprises are aware on environmental regulations and laws. These green regulations provide economic competition and competitive advantages by inciting the enterprises to innovation (Graci & Dodds, 2008; Chou *et al.*, 2012. p. 708-709;

Andiç *et al.*, 2012). Another important obstacle for restaurant enterprises is the inability to create a strong supply chain to supply local and organic products. The interest of the customers into local and organic products in the menus has increased with the pollution presently faced and the increase in health consciousness. However, restaurant enterprises have hardship in supplying organic and local products every season, and they refrain from putting them into their menus as these products are expensive (İsmail *et al.*, 2010, p. 7-8).

6. LEGAL CONTEXT OF GREEN RESTAURANT PRACTICES

The mutual target of all green certificates is essentially to protect the environment and reduce pollution. Restaurant owners do not lean towards obtaining a certificate as green restaurant certificates are expensive. For when restaurants receive certificates, additional costs such as certification fees, consulting fees, renewal and control costs arise. These additional costs prevent their opening up to the certificates (Winter Report, 2012, p. 71). As for the customers, they lack information about green certificates (DiPietro *et al.*, 2013, p. 789). So, neither of the parties are aware of the contribution that certificates will make on the environment and individuals. Restaurant enterprises actually somehow prove their environment friendly management approaches they practice with the certificates they obtain. And this increases the trust of the customers in restaurant enterprises (Szuchnicki, 2009, p. 20-21). Below are some examples to green certificates in restaurant enterprises:

Illinois green business association: This certificate is awarded to the enterprises and restaurants in Champagne region. Nine criteria are based on when issuing this certificate. These are energy and water saving, water reduction and recycling, pollution prevention, transportation, landscaping, employee practices, purchasing and developing the society (Winter Report, 2012, p. 6).

Green restaurant association: It is known as an association with the largest database in the world being in restaurant sector for approximately 20 years. This enterprise also issues certified green restaurant certificate. It rates such green practices as water saving, waste reduction, recycling, sustainable furniture and building materials, sustainable food, energy, disposables, chemical and pollution reduction. Restaurant enterprises can obtain this certificate by getting a score of a hundred in total (Winter Report, 2012, p. 8-9).

Green Seal: It is a non-profit organization that protects the environment in America (Food and Beverage Services, 2014, p. 11). It offers a certificate program that includes the most extensive standards for the restaurants. Green seal certificate is issued to restaurant enterprises that fulfil the required green practices. Green seal is one of the most expensive certificates. It has three levels for restaurants, which are bronze, silver and gold. It includes food purchasing, waste reduction, energy and water saving, area development, cleaning and responsibilities at all stages. Additional green practices are required for gold and silver certificate (Winter Report, 2012, p. 8).

LEED (Leadership in Energy and Environmental Design) certificate: LEED is a green building assessment system developed by the U.S. Green Building Council in America. Both restaurants and hotels can obtain this certificate. Restaurants are classified as certified, silver, gold and platinum as a result of the

scoring made by assessing the performances of the enterprises. LEED is a difficult, time-consuming and a quite an expensive certificate. The government may be asked for a support in order to balance the high costs at the beginning. LEED certified buildings consist of categories over 100 points, such as sustainable areas, water savings, energy and atmosphere, materials and resources, indoor environmental quality, innovation and design process (Winter Report, 2012, p. 8-9).

CONCLUCIONS

A great importance is attached to the environment in tourism for such reasons as the desire to leave a cleaner world for future generations, demand of the customers, increased environmental awareness, the failure to protect existing natural resources and beauties or their extinction is time, that customers and tourism enterprises harm natural areas, the failure to achieve sustainability, and increasing environmental problems. The food and drink sector makes up an important part of tourism industry, and especially restaurants constitute quite an important part of the food and drink sector. Restaurant enterprises with such a dynamic and developing structure should reduce their harms against the environment and increase their constant customers, and be sensitive towards the environment in terms of its image and sustainable gastronomic activities. In fact, an integrated approach will be ensured with the increase in the interest of the suppliers and customers towards the environment, not just the restaurant management. It is also important to note that restaurant customers care about and take the environmental practices in the restaurant seriously. On the other hand, the purchasing behaviours of the customers who particularly show an interest in environmentally-sensitive restaurants and the incentives of the state in this respect also motivate the restaurant management in being sensitive towards the environment. Thus, tourism enterprises, and especially restaurants, will be more professional and experienced with regard to green practices. More importantly, this will ensure the creation of the environmental awareness and sustainable environment.

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