

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**  
**End Semester Examination (Online) – July, 2020**

**Program: MBA – OPEN ELECTIVE**  
**Subject/Course: BUSINESS SUSTAINABILITY**  
**Course Code: GMST 7201**

**Semester : 2<sup>ND</sup>**  
**Max. Marks: 100**  
**Duration : 3 Hours**

**IMPORTANT INSTRUCTIONS**

1. *The student must write his/her name and enrolment no. in the space designated above.*
2. *The questions have to be answered in this MS Word document.*
3. *After attempting the questions in this document, the student has to upload this MS Word document on Blackboard.*

		<b>Marks</b>	<b>COs</b>
Q.1	Why is it important to address green washing and discuss its role to address business sustainability? Give example	20	CO1
Q.2	What is sustainable risk? Discuss the sustainable risk which may be mitigated with technological Solutions for Carbon Mitigation.	20	CO2
	<p><b>CASE STUDY EAST END MARKET</b></p> <p>Strategy and Goals for Sustainability The founder and owner of this start-up, John Rife, has had roots with urban farming and much of the company’s inspiration comes from ‘farmpreneurs’ who have a focus on sustainability. One of the company’s missions is to “provide the community with sustainable sustenance for quality indulging.”<sup>98</sup> East End Market is a mixed-use urban market development with offices, retail shops, and restaurants – all in one building. In living out his passion with sustainability, Rife runs farm-to-table events, agri-tourism trips, and gardening classes. East End Market’s farm-fresh restaurant, Txokos Basque Kitchen, showcases food entrepreneurs, some local top chefs, and others who have a strong focus on sustainability. Weekly cooking and gardening classes are offered, along with a demonstration and incubator kitchen for vendor use. The Orlando area is showing a rapid growth with the farm-to-table movement. There has been an increase with the number of independent restaurants that serve locally and organically grown foods.<sup>99</sup> East End Market has received numerous awards for their sustainability efforts. The company has been practicing sustainability because it is important, not because it is expected. Although the company does not have a mission statement outlining sustainability, their focus on sustainability is really what East End Market believes in and does, according to Rife.</p> <p>Environmental Value - Proactive Sustainability Processes Founded in 2012 and located in Orlando, Florida, East End Market is a neighborhood market and food hub that has often been considered a “theme park” for food. The company has been recognized for their sustainable development efforts.</p>		

In addition to their restaurant, the startup offers demonstrations, incubator kitchens, and provides opportunities to educate and empower others in sustainability issues. The urban farmer artisans can showcase what their harvested gardens have produced to serve on the table. The start-up is small in comparison to the other companies analyzed in this study.

However, East End Market has remained largely focused on sustainability since its inception and continues to attract foodies and urbanites who are environmentally and health conscious.

The following are some of the sustainability initiatives and processes the company has undertaken:

- Sustainable agriculture with farming back yards to produce organic foods
- Water conservation through use of micro sprinklers and drip hoses in the garden
- Energy conservation through use of automatic light switches
- Recycling
- Waste management – reduction in trash pickups
- Composting program to reduce food waste

#### **Pollution Prevention**

As a business that serves food to its customers, East End Market has an understanding of their waste and has properly managed and modified their processes to eliminate the waste to achieve their sustainability goals. The company has set processes in place to reduce their waste management pickups, resulting in a reduction in pollution. In addition, the company has developed a composting program to reduce food waste and air emissions.

#### **Product Stewardship**

In its efforts with sustainability, East End Market is committed to product stewardship with its organic farming and composting programs. Their sustainable agriculture with farming back yards have produced organic foods that are served in their restaurant and showcased in their weekly cooking and gardening classes. Food waste fills the landfills, resulting in and creating greenhouse gas emissions and water pollution. To prevent waste and close the loop, leftover food scraps are transformed into compost, which ultimately promotes more organic matter.

#### **Clean Technology**

Clean technology can come in many forms. East End Market has incorporated clean technologies to improve their processes and support sustainability. In its efforts to conserve energy, East End Market has installed automatic light switches. Also, the company has helped with water conservation with its use of micro sprinklers and drip hoses in their gardens. The company is committed to their sustainability initiatives and continuously looks for ways to help the environment.

#### **Social Value**

One of the most important elements of East End Market's success story is the social value they have created with their sustainability

efforts. Because the company's activities are centered on sustainable development, it draws the attraction of millennial and others who show an interest in sustainability and care about the environment. According to Rife, "I think our customers see that we aren't solely profit driven. We would gladly give up some profit for the sake of people and planet." To demonstrate that the company values human life and dignity, they host numerous events, such as events with the Farm Worker Association and Second Harvest Food Bank. The Farm Worker Association aims to protect the rights of farm workers by creating a social environment where "farm workers' contribution, dignity, and worth is acknowledged, appreciated, and respected through economic, social, and environmental justice."<sup>100</sup> Second Harvest Food Bank is a private, nonprofit organization that collects, stores and distributes donated food throughout six Central Florida counties to those who struggle with hunger.

East End Market features ongoing events and educational courses that can be enjoyed by all members of the community, regardless of age. Many of the educational events that East End Market offers are focused on sustainability, such as classes in understanding our food system, farming and gardening, reducing food waste, and preparing food.<sup>101</sup> These educational events are also empowering people to live a healthier and happier life. A complete list of classes and events can be found on the company's website.<sup>102</sup>

Although small in size with a team of just four: the owner, chief financial officer, general manager, and chef, East End Market is a mighty team making a big impact in the community. The company has about twenty merchants in the marketplace to showcase their food and craft. Each merchant is handpicked based on their values with sustainability being aligned with the values of East End Market. With their sustainable agriculture systems, partnerships with specific merchants, and educating the public, East End Market is providing a broad range of social value to the community and its stakeholders. Many organizations, such as the Farm Worker Association and Second Harvest Food Bank are also benefitting from the support and relationship they have with East End Market. Although their social factors have not been measured due to the newness of the company, East End Market is certainly positively impacting people's quality of life.

### **Financial Value**

As mentioned above, East End Market is more focused on the people and planet, rather than profit. And this is noticeable to their customers and stakeholders. The East End Market brand is popular and attractive to millennial's and others who have an interest with sustainability and the health of the environment. When asked about the financial value that its stakeholders receive from the company's sustainable choices, Rife apologizes for not being more interested in the financial value. Rife explains, "I think we attract folks because we aren't focused on the ROI (return on investment)."

The company attracts a sustainable-minded audience, which helps to provide financial value for its stakeholders, but that is not the reason why

	<p>East End Market is doing sustainable practices. According to Rife, “We are doing it because we believe in it...it is what we do.” Sustainable development is important to East End Market and they stress that they are not doing it because it is expected. They do it simply because they believe in it.</p> <p>The company provides a deep discount for event space to non-profit organizations who wish to host their events at East End Market. This becomes lost revenue for the company, however, its merchant tenants benefit from the hundreds of attendees who attend the events each month. In the end, the tenants are happy, event attendees are educated, and the East End Market is empowered. This is the kind of financial value that East End Market likes to see.</p> <p>Again, Rife seems somewhat apologetic for not being able to provide measurements of financial value for its stakeholders, but he overcomes this by stating the following,  <i>“...maybe that’s why we are successful. Don’t get me wrong, I am always looking at the numbers and the project is very successful. But I think our focus on the human and sustainability element of what we do, rather than profit, is part of our allure.”</i></p> <p>The company certainly has been successful in the Central Florida community drawing a lot of attention for their sustainability practices. East End Market is part of an Eco District, which was recently recognized for a national award, the 2016 Great American Main Street Award, due in part to its sustainability initiatives</p>		
Q.3	Identify the strategy which helps East End Market achieve a competitive advantage? As per your opinion what other methods can the organization adopt in order to achieve its goal.	20	CO3
Q.4	Suggest what steps can be taken by East End Market in order to make business more sustainable?	20	CO4
Q.5	How did East End Market analyze marketing information and use that information to build profitable customer relationships?	20	CO4

**Answers**