

The Future Of Green Dining: Sustainable Business Models In The Restaurant Industry

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Abstract:

The COVID-19 pandemic has transformed customer behavior, with higher demand for ready-to-eat and ready-to-cook food, pre-packaged food, and food delivery. Restaurants have accordingly changed their business models, improved customer interaction through digital means, and diversified their revenues through the addition of catering and event hosting services. Social media has also become the primary marketing tool, facilitating direct customer interaction and brand loyalty.

The objective of this research was to investigate the actions taken by restaurants to maintain business continuity, such as post-pandemic reforms and strategic managerial strategies for long-term sustainability. A descriptive-exploratory research design with a qualitative paradigm was used, employing in-depth interviews of restaurateurs. The Balanced Scorecard Theory was used to guide the analysis, evaluating four dimensions: financial, customer, internal business processes, and learning and growth.

Results show restaurant sustainability is based on strategic cost management, customer loyalty, operational excellence, and innovation. Adherence to health and safety regulations restored consumer confidence, but small firms are constrained by their finances. Training of workers in food safety, mental wellness, and customer service has played a significant role in the industry's recovery. Government support in the form of DOLE, DTI, and SSS has also helped companies with finance and training.

The research concludes by suggesting a Green Business Model, which unites best practice for sustainability, economic resilience, and staff well-being. The success of the restaurant industry in the long term will rely on the equilibrium of profit and environmental responsibility, and the promotion of public-private partnerships to sustain business.

Keywords: sustainable business models, local restaurants, post-pandemic recovery strategies, green dining practices, restaurant industry resilience

INTRODUCTION:

Food and beverages, which are human necessities and desires, are provided by the restaurant sector. If properly managed and run, the industry's abundance of potential and opportunities can lead to success. The restaurant's success can be affected by a variety of factors. Restaurants may encounter both internal (economic, political, and health) and external (bad management, poor service, and low-quality items) operational problems, according to Parsa et al. (2021).

Taste and freshness are the most valued food attributes by restaurants; local food utilization is distinguished by price and convenience (Inwood et al., 2019). Customer satisfaction is positively impacted by personal and functional service qualities (Alhelalat, 2017). A reasonable price can immediately and assertively affect a restaurant's quality (Zhong and Moon, 2020). The physical setting, perceived cost, and customer sentiment all play a role in determining how customer happiness rises (Ali and Amin, 2019). Good experiences at all restaurants were significantly influenced by the atmosphere (Harrington et al., 2022). On the other hand, actions and intent must be taken during the process. The restaurant management's strategies can be used as they intend to be used in their next endeavor.

In the Philippines, most businesses, including those in the food sector, are owned and operated by families. These enterprises are Micro, Small, and Medium Sized Enterprises (MSMEs), which employ many Filipinos and have a great effect on the country's gross national product (GNP). However, during the epidemic, these enterprises face several challenges, including those related to startup, management, and operational sustainability, which leads to the collapse of many of them and the loss of employment. One thing that most people have in common is the absence of a strategy to handle the disruptions caused by the sudden threat posed by the epidemic.

The global socioeconomic system may be significantly impacted by the Covid-19 outbreak. Resilience is necessary to thrive in these new normal operations. The challenges faced by family-owned food enterprises and their reactions to the pandemic's aftermath, however, are not well understood. Large manufacturing-based businesses in the developed region have conducted several studies on business

continuity planning. Few studies, however, examine microbusiness in less developed countries, especially in the family-owned and operated food industry.

Moreover, managing the pandemic's consequences is the focus of most research on crisis management strategies. Research on the effects of recent and novel crises, such as pandemics, on microenterprises is lacking, nevertheless. Particularly in times of crisis, microbusinesses in less developed areas face greater challenges than those in urban areas or larger businesses (Fabeil, Pazim, & Langgat, 2020). According to the Statista Research Department, full-service restaurant sales in the Philippines total about 1.48 billion US dollars, which is a significant drop from the previous year. The decline in business, which prompts additional social segregation measures that make Filipinos hesitant to visit eateries, has been attributed to the pandemic. Revenues from this restaurant were expected to drop considerably more in 2021 and 2022. COVID-19 shows that the restaurant industry cannot stay in a state of complacency; it must always seek ways to innovate and enhance its menu, experience, and service. A few instances of how they need to understand what important to the customers and adjust their experiences accordingly are incentives, digital payments, ordering, and lowering menu prices. Because the post-Covid-19 era often necessitates purchasing new supplies, recruiting new employees, and making physical modifications, restaurants cannot afford to update. Consequently, restaurants need to be on the lookout for everything, including their labor and supply chain. To keep customers coming back long after the pandemic is over, focus on cleaning and offering a reliable, trustworthy experience (Morgan, 2021). Local food business owners need to have a solid plan for reimagining and adjusting their business model to be more flexible during this crisis. Small businesses were affected by pandemic because they lacked the resources necessary to at least prepare for or manage such a prolonged disruption. On a regional, national, and worldwide level, the novel coronavirus disease, commonly referred to as pandemic, has had a substantial effect on people and business operations. The economic and social conditions in the Philippines, including the rising spending power and increasingly hectic lifestyles of Filipinos, especially those in the growing middle class, are said to have contributed to the need for a more convenient food source. It seems that restaurant owners took advantage of this demand (Euromonitor International, 2018). As a result, everyone wants to work in the nation's food service sector, which is expanding at an incredible rate (Masigan, 2019). However, Chen (2020) argues that local eateries lost this edge as the pandemic significantly limited the flow of people and goods, whereas they had benefited considerably from globalization before the Covid-19 pandemic. Evidently, restrictions on eating patrons that were eventually permitted in a restricted capacity provide a challenge to most local eateries. Sales suffered because of this incident when the city quarantine was first put into effect. As a result, neighborhood family-run eateries are currently thinking of new ways to improve their offerings to attract and keep their current clientele while also aiming for a new market. There isn't a single, generally agreed-upon definition of what makes a family corporation, even though there has been a great deal of research on family firms over the last ten years (2010-2020). Research projects have tackled a wide range of approaches and topics. This research indicates that a particular transgenerational vision and the substantial role that family members play in the company's corporate operations and procedures are characteristics of family firms (Chua et al., 2017; Habbershon & Pishtrui, 2016; Zelwegger et al., 2013).

This study was prompted by the need to tackle the challenges confronting local restaurant enterprises in the present competitive and sustainable setting. Consequently, it is imperative to examine and precisely document the experiences of key participants, as there is limited understanding of their actual experiences in managing a family-owned food enterprise during crises, thereby addressing the existing evidence gap due to insufficient literature. The study examined the economic and social sustainability of restaurants in Region III, enabling them to operate profitably, support their employees and community, and reduce their environmental impact, so contributing to overall sustainability. Economic sustainability, guaranteeing the restaurant's activities remain financially sustainable in the long run. This encompasses profitability, cost control, and financial robustness. The local eateries must sustain financial viability despite competition, market dynamics, and economic variability. Social sustainability involves improving the welfare of employees, consumers, and the surrounding community. This may encompass equitable work practices, consumer contentment, and community involvement. Local eateries ought to offer equitable compensation, foster a constructive workplace atmosphere, and engage with the community.

Region III, in the Philippines hosts numerous family-operated restaurants that substantially enhance the local culinary landscape. The region includes provinces such as Pampanga, Tarlac, Bulacan, Bataan, Zambales, Nueva Ecija, and Aurora, celebrated for its diverse cuisine and rich cultural heritage. Local restaurants in Region III exemplify the area's profound culinary legacy and cultural uniqueness. They persist in flourishing despite adversities, providing genuine and sincere dining experiences. Local restaurants are essential small enterprises that promote community engagement, cultural preservation, and bolster the local economy. Their importance in Central Luzon's socioeconomic framework is highlighted by their resilience and adaptability amid various challenges, supported by governmental and community efforts. Family-owned restaurants in Region III, Central Luzon, Philippines, are vital small enterprises due to their influence on the economy, culture, and social structure of the region. Numerous academic and corporate investigations have examined diverse facets of these enterprises.

The study examined and analyzed aspects influencing the viability of family-owned and operated restaurant enterprises in Region III under the new normal. It also assessed the extent of sustainability in family-owned restaurant enterprises. The study findings can augment the limited literature regarding the performance of the restaurant industry in the Philippines during crises. Furthermore, it sought to provide recovery plans for owned by families' enterprises to serve as a foundation for adapting to the current state of business operations, as well as to deliver plans and programs based on the study's findings for Bulacan State University's instructional activities and local restaurant business initiatives. The objective of this study is to enhance academic literature by formulating a novel theoretical framework for local restaurant firms operating in the emerging norm, grounded in the emergent themes identified from the study's findings. and contribute to the formulation of success standards for the restaurant industry.

This study utilized horizontalization, bracketing, and bridging to guarantee an impartial and thorough comprehension of the commercial sustainability of local restaurants in Region III. These strategies are crucial for maintaining the diversity of participant perspectives and experiences while mitigating researcher bias.

This study's findings aim to enhance our comprehension of the business strategies employed by owners of local restaurants, both from the initiation of their enterprises and throughout their ongoing growth and success. This study aims to address difficulties such as escalating client demands, surging food and labor costs, and heightened competitiveness. The research may uncover approaches that offer restaurant owners sustainable operational strategies, lasting marketing initiatives, growth and competitive advantage plans, along with enhanced revenues and survival rates. Restaurateurs must exceed client expectations in the dining sector to remain competitive in the market (Cai & Chi, 2018). Worldwide, restaurateurs encounter issues such as intensified competition, escalating food and labor expenses, and increasingly selective customers. This study may equip other business proprietors with insights into efficiency improvements, reducing cost strategies, productivity, client maintenance techniques, and training and development approaches that could help diminish the failure rates of small enterprises. This study's suggestions may enhance the viability of local restaurants.

METHODS AND METHODOLOGY:

Research Design

This chapter outlines the procedures and actions undertaken by the researcher to finalize the study. The chapter illustrates how the researcher addressed the challenges presented by the study, encompassing the research design, selection of respondents or study subjects, instrumentation techniques, and the statistical analysis of the collected data.

The researcher employed a descriptive-exploratory research methodology utilizing a qualitative approach to obtain information on the methods of sustainable local restaurant companies throughout crises, concentrating on the lived experiences of family-owned restaurant proprietors in Region III.

Horizontalization is employed in the initial phases of data processing, assigning equal value to each data item. All assertions from observations, interviews, and documents must be coded without prioritizing any data point. This process ensures that themes emerge organically from the data.

The researcher conducted a qualitative evaluation, employing non-probability sampling g, of the demand and needs for the recovery of small enterprises during the pandemic. The researcher will gather data according to the chosen study design during their investigation. This qualitative study employed a

multiple-case study methodology in its research design. Comparing many case studies to a single example permits the utilization of additional sources, so reinforcing, validating, and augmenting the study (Tran, 2016). A multiple-case study will be done to collect adequate information on the successful techniques of small, local business proprietors. The multiple-case study methodology is suitable for qualitative research as the data is derived from persons who have directly experienced the event. Moreover, conducting interviews with participants and reviewing firm paperwork may prove beneficial for analyzing successful strategies (Epler, 2019; Yin, 2018). In qualitative research, attaining data saturation requires the acquisition of profound, high-caliber data. The ability to pose identical questions to multiple participants throughout repeated case interviews facilitated data saturation. We aimed to collect data that was substantial and comprehensive.

Participants/Respondents/Subjects

The primary informants ought to be owners or co-proprietors of family-operated eateries. This guarantees a profound comprehension of the distinct problems and dynamics inherent in operating a family-owned enterprise. Ideally, informants should occupy a managerial role within the restaurant. This encompasses positions such as general manager, operations manager, or head chef. Their managerial experience will offer insights into the operational strategies and decision-making processes essential for corporate sustainability.

Table 1. Distribution of Participants

Code	Gender	Province	Position
LoR1	M	Bulacan	Owner
LoR2	M	Bulacan	Owner
LoR3	M	Pampanga	Owner
LoR4	M	Pampanga	General Manager
LoR5	F	Nueva Ecija	Owner
LoR6	F	Nueva Ecija	Dining Supervisor
LoR7	F	Aurora	General Manager
LoR8	F	Aurora	Owner
LoR9	M	Tarlac	Supervisor
LoR10	F	Tarlac	Supervisor
LoR11	M	Zambales	Owner
LoR12	F	Zambales	Owner
LoR13	M	Bataan	Owner
LoR14	M	Bataan	Supervisor

The table outlined the owners, managers, and supervisors of the local restaurant who have expertise in the establishment's daily operations. Fourteen (14) participants agreed to an extensive personal interview and provided replies pertinent to the presentation of the problem. The researcher established specific criteria for the selection of these establishments

The researcher collaborated with the Department of Trade and Industry to request a list of local restaurants operating in Region III. However, owing to the privacy act, they recommended that the researcher consult the website directly and send a letter to the participants to facilitate access to possible subjects. Due to the Privacy Act, the researcher sought alternative methods by using her connections inside the Restaurant Owners Association of the Philippines, ultimately opting to utilize the travel social media network, TripAdvisor, to identify top family-owned restaurants in Region III. The researcher contacted the corporate network by email, formal correspondence, and telephone calls. The participants consisted of restaurateurs who were actively engaged and registered, having maintained their businesses for over five years. Consequently, they are the most qualified individuals to contribute insights to the study, as they possess direct access to the restaurant's daily operations. The researcher visited established local restaurants to introduce herself and provide the study's details to the proprietors. Identifying participants intrigued by the study's potential and incorporating relevant information proved to be both tough and essential for accessing participants (Epler, 2019).

The researcher-initiated rapport-building with the possible participants of the study who expressed interest in participation. Establishing positive relationships and a favorable first impression with key informants is essential for effective qualitative research. The researcher established a rapport with the participants by

continuous communication. The researcher guaranteed the key informant's secrecy throughout the research period. The interview schedule is consistently arranged to accommodate my participants' convenience. Establishing and maintaining trust in research necessitates robust collaboration and transparent communication (King, Horrocks, & Brooks, 2018). The research participants were selected based on their capacity to maintain their firms for over five years and their readiness to explain the strategies that have aligned with the primary issue.

Instruments

The researcher employed a descriptive-exploratory research design utilizing a qualitative approach to acquire information regarding sustainable local restaurant enterprises. The qualitative method enabled the researcher to investigate the strategies employed by small restaurant owners in the Region III section to maintain new operations beyond five years. A qualitative technique is suitable for investigating personal experiences and comprehending real-world environmental settings. It is suitable for collecting data from participants who have encountered the trend under investigation (Yin, 2018). Qualitative research serves as a methodology for examining phenomena that cannot be measured or analyzed by statistical metrics. Qualitative research may encompass (a) open interviews, (b) subject analysis, (c) qualitative analysis, and (d) writings synthesis, which facilitate an understanding of individual experiences. Consequently, the research included semi structured, open-ended, and unstructured interviews. A comprehensive examination of literature and analogous studies corroborates the suitability of this strategy for the research.

A questionnaire was employed to collect data. It comprises two components: The initial section comprises elements detailing the respondent's business profile, including business kind, asset size, and personnel count, for the purpose of classifying the business appropriately. The second section addressed the present circumstances and operational tactics of the business, highlighting avenues for sustaining success. Initial expert validation will be conducted to ensure that the questions are suitably formulated for the intended participants.

Furthermore, the researcher consulted literature, books, both published and unpublished theses and dissertations, journals, and further studies to acquire insights into the subject of this investigation. This data assisted the researcher in formulating the questions.

The researcher requested consent from the adviser and panel of the Lyceum of the Philippines to perform the study. The researcher disseminated the structured interview guide questionnaires via email prior to the onsite visit, and participant approval will be obtained. The involvement of the informants will be completely voluntary, and they retain the autonomy to withdraw at any point before, during, or after the data collection process. The researcher guaranteed the secure and secret execution of the interview by employing a competent transcriber to assist with the study. The researcher confirmed that participants would be informed about the consent process, that there were no known risks associated with participation, and that no financial compensation would be provided for involvement in the study. Informants will be apprised of the potential for publication of the results and may serve as a reference for subsequent studies.

All recordings and transcriptions will be stored on a password-protected device until the theme analysis warrant is fulfilled. A copy of the transcription will thereafter be supplied to responders for content validation. Upon validation of the data, it will be removed. The identities and privacy of participants will be safeguarded, utilizing codes in place of their names or businesses. The researcher's personal contact details will be supplied to address inquiries from informants.

Procedures

Prior to data collection, reflective journaling was employed to record personal beliefs and assumptions on local restaurants and their sustainability. This method is being reassessed during the study to uphold an objective perspective. A request for permission to conduct the study was dispatched to the designated local in Region III. After verifying the participant's schedule, a semi structured interview is done in person. Interview sessions will be audio recorded (with participant approval) and then transcribed. The researcher utilized her personal recording account to construct a random ID and password, so ensuring the interviewee's privacy during the face-to-face interview and onsite observation. The interview will last approximately 45 minutes to an hour to address all the questions from the guide. Only pertinent information regarding the interview guide is addressed in the

interview. The unedited interview recordings will be stored on a password-protected device. The interview will commence with arranging appointments and confirming the availability of the informants. The gadget and transcribed data will be disposed of following the approval of the comprehensive research. During the in-person interview, the researcher adhered to health and safety regulations, including the use of face masks and personal protective equipment (PPE).

The researcher conducted onsite observation and fieldwork, which included examining the restaurant's amenities and layout, as well as its building and establishment history. The researcher also sampled the cuisine and examined the methods employed by the staff in the preparation and service of the food. The quality of the meal to be provided and the customer service are under observation. The preliminary portion of the interview involved a comprehensive discussion and analysis among the primary informants of the study to gather data on the business strategies utilized by family-owned restaurants in Region III. The interview responses were corroborated by the researcher's onsite observations and dining experiences. A qualitative technique was employed to assess the data through thematic analysis.

NVivo software is utilized for the coding and categorization of data. Upon completion of coding and sorting, thematic identification will arise. NVivo is a data analysis instrument that assists researchers in managing, analyzing, and deriving conclusions from qualitative data, which may encompass many formats such as text, audio, video, and images. NVivo is classified as qualitative data analysis (QDA) software. Scholars might employ coding techniques to categorize and detect recurring themes or patterns within textual or multimedia materials.

This process facilitates the systematic organizing of qualitative data. This theory posits that attitudes, subjective norms, and perceived behavioral control influence behavior. The software incorporates several visualization tools, such as charts and diagrams, to assist researchers in comprehending and conveying their findings more effectively. It is significant to highlight that NVivo does not perform statistical tests or calculations, rendering it unsuitable as a conventional statistical tool. Despite employing diverse methodologies, including content analysis, grounded theory, and thematic analysis, its primary objective is to facilitate the comprehensive assessment of qualitative material.

The researcher sought keywords pertinent to the views identified through a comprehensive study of the existing literature on operational strategies for local restaurant enterprises. The cloud word application was found based on the assessment of the relevant concepts and constructions of the investigation. The researcher subsequently connected those themes within the Balance Score Card framework to initiate the method of group development, followed by theoretical constructions. This undertook the requisite measures to examine the data and consolidate the theoretical findings for presenting. The researcher utilized triangulation by means of interviews, surveys, observations, document analysis, and secondary data evaluation. The results on company sustainability in family-operated eateries in Region III. This operational approach enhances the study's legitimacy and consistency while offering a robust foundation for informed suggestions and policy implications aimed at improving sustainability practices in this industry.

Data Analysis

The reflective journal was frequently reviewed by the researcher to verify the biases and preconceived notions that affect the categorization process. Documentation and reflection on the evolution of personal insights during analysis, ensuring that these reflections were utilized to enhance the comprehension of the data. A thematic analysis is employed to examine the data collected from the participants. A repertory grid is utilized to illustrate the topics that will emerge in the research. As qualitative research attains prominence and importance, it must be conducted meticulously and intentionally to yield results that are significant and beneficial. Qualitative researchers must meticulously document, systematize, and disclose their analytical techniques in sufficient detail to enable readers to evaluate the credibility of the process, thereby ensuring that the data analysis is perceived as precise, continuous, and exhaustive (Deborah et al., 2017). Acquire profound insights and formulate reasoned, logical conclusions substantiated by robust data. The researcher will use a competent transcriber to document the conversations during the interview, which is crucial in qualitative research and the study. The interview will yield common topics. A novel framework is being developed based on developing themes.

Ethical considerations

The study underwent ethical assessments in compliance with the research criteria. Each respondent consented to participate in the study online by voluntarily agreeing to complete the survey, as per the data collection process employed. The Data Privacy Act of 2012 (RA 10173) and all relevant data privacy statutes, regulations, and laws were adhered to during the data collection process. The survey gathered exclusively confidential data intended solely for academic purposes.

This research adhered to established ethical norms. The method commenced with acquiring informed consent from prospective participants prior to their involvement in the study. Acquiring participants' participation in a study is integral to the ethical research process and necessitates an informed consent document. The consent form was delivered via email to the participants prior to the initiation of in-person interviews. The informed consent form included a concise overview of the study, eligibility criteria for participants, researcher details, study objectives, procedural information, benefits of participation, associated risks, confidentiality assurances, and a consent declaration. The consent form must ensure that participants are fully informed of their rights. A researcher fully discloses the research project to participants, encompassing the study's aim, participant selection procedures, and the nature of the research.

Participation in the study was optional. Participants may exit the research at any time without consequence through telephone, in-person communication, or email. Participants received no pay nor incentives for their involvement in the study. The researcher implements measures to guarantee the ethical protection of participants, including obtaining voluntary consent, safeguarding participants' identities, and maintaining the confidentiality of interview data, thereby reinforcing the necessary protocols outlined. Participants were permitted to inquire about the research process prior to signing the consent form. An external flash drive, a type of portable document file, is utilized for file storage. All documents and data pertinent to the study are securely stored in a protected file.

RESULTS:

Table 2 Local Restaurants Profile in Region III		
Styles of Restaurant	Frequency	Percentage
Buffet	4	28.57%
Casual Dining	8	57.14%
Café / Coffee Shop	2	14.28%
Asset Size	Frequency	Percentage
Less than 500,000	2	14.28%
1,000,000 – 5,000,000	5	35.71%
5,100,000 – 10,000,000	3	21.42%
10,100,000 – 15,000,000	4	28.57%
15,100,000 and above	0	0%
Number of Employees	Frequency	Percentage
Less than 10 employees	4	28.57%
11 – 20 employees	0	0%
21 – 30 employees	2	14.28%
31 – 40 employees	3	21.42%
41 – 50 employees	3	21.42%
51 and above employees	2	14.28%
Years in Operation	Frequency	Percentage
5 – 10 years	5	35.71%
11 – 15 years	4	28.57%
16 – 20 years	2	14.28%
21 – 25 years	0	0%
26 – 30 years	0	0%
31 years and above	3	21.42%

Local restaurants significantly contribute to diverse economies, exhibiting a wide range of features. This investigation examines the attributes and determinants that delineate the profile of family-owned

enterprises, encompassing their asset magnitude, growth plans, familial ownership framework, tenure in the industry, and employee count.

The restaurant styles of the chosen family-owned establishments in Region III predominantly include casual dining, followed by buffet style and café/coffee shop formats. The style of a restaurant influences the implementation of sustainability practices in family-owned establishments. They determine that dining styles like farm-to-table and organic cuisine facilitate the adoption of sustainable practices, hence improving the restaurant's reputation and attracting environmentally conscious patrons (Green and Wallace, 2019).

The style of a restaurant (e.g., fine dining, casual dining, fast casual) influences the success of family-owned establishments. The restaurant's style affects customer expectations, operational expenses, and revenue sources, with each style offering distinct problems and opportunities for family-owned enterprises (Garvey & Stevens, 2012).

Harmonizing cuisine with service style is essential for establishing a cohesive dining experience that appeals to patrons. The kinds of cuisine and service (e.g., buffet, à la carte, family-style dining) influence customer satisfaction and operational efficiency in family-owned restaurants (Rodriguez & Harrigan, 2018).

The performance of family-owned restaurants, customer satisfaction, and their ability to adapt to market changes are among the elements that impact their design. Diverse dining experiences, such as fine dining, casual dining, ethnic cuisine, buffets, and themed restaurants, offer distinct advantages and disadvantages. Family-owned restaurants can enhance their strategic decision-making in alignment with their company aims and fundamental values by gaining a deeper comprehension of these ties.

The asset size of family-owned enterprises can vary from tiny to enormous, contingent upon the industry, familial resources, and business history. Small family enterprises may possess restricted assets, typically including a singular storefront or a modest operation. Larger family-owned firms may possess considerable assets, such as many sites, real estate holdings, or big investments. The magnitude of assets frequently impacts operational scale and market penetration. The subsequent statements, as expressed by the key informants, are presented as evidence:

LoR 5: *"This property is approximately fifteen million worth, as you see it has the hotel at back and the restaurant in front."*

LoR 7: *"Approximately we have fifteen million (15,000,000) assets."*

LoR 9: *"For the asset it has around ten million (10,000,000)."*

LoR 11: *"Sa business asset nagsimula kasi kami sa fifty thousand pesos (50,000) na puhunan tapos pinalago lang namin mga magkakapatid, nanay at tatay ko kasi ang nagsimula nito. Ngayon siguro nasa kulang milyon na din ang investement namin."* (In the business asset, we only started at fifty thousand pesos (50,000) as capital, and we made it grow with my siblings, my parents are the one who started the business then. Now I think we are more or less million investments.)

LoR 13: *"Approximately we invested around five million (5,000,000) from the start."*

The research by Bertoni, Colombo, and Grilli (2016) examines the impact of financial constraints on family firms regarding their growth and performance. It analyzes the influence of financial limitations on the expansion and efficacy of family enterprises, encompassing family-operated restaurants. It emphasizes that asset size substantially influences a firm's capacity to obtain financing, as larger asset bases offer increased collateral and alleviate financial limitations.

A study on Family Business Resource Management and the Impact of Socioemotional Wealth examines the correlation between resource management and socioemotional wealth in family enterprises. The asset size of family-owned restaurants significantly influences their resource management and prioritization of socioemotional wealth, hence affecting their overall company strategy and performance. Berrone, Cruz, and Gomez-Mejia (2012)

The size of assets significantly influences the performance, strategic management, and financial stability of family-owned restaurants. Expanded asset bases afford these enterprises superior prospects for expansion, improved governance, and increased operational efficiency. This research underscores the significance of asset size in comprehending the dynamics and success determinants of family-owned businesses. The strategies for business advancement differ among family-owned firms. Certain enterprises opt to sustain specialized concentration, catering to a local or regional market. Some pursue expansion and diversification by entering new geographic markets or investigating other product lines. Expansion

methods are contingent upon the vision, available resources, and tolerance for risk. Both local and worldwide expansion strategies can be effective for local business. Testimonies from the participants as corroborative evidence:

LoR 4: *“As I said from sari sari-store cum canteen to La Familia Sizzlers and Restaurant had main restaurant here at Baliwag with our inherited land, then we had one at Malolos before, but we are not able to sustain that one since all my sibling are in different fields and industry. So, we sustained the one here at Baliwag with the catering services that we offered and now since pandemic we also engaged in frozen foods and ready to eat and ready to cook food items”.*

LoR 5: *“Now we have already six (6) branches from Cabanatuan to Pampanga”*

LoR 8: *With Chef Gerry Chan then it developed and grow into two more branches.”*

Local Restaurants generally possess a unique ownership framework. This structure may be defined by sole proprietorship, wherein a single family member owns and manages the business, or by collective ownership among several family members. Ownership structures may also encompass non-family interests, such partnerships or joint ventures. Reconciling the interests and functions of family members inside a business is a distinctive problem that differs among family-owned enterprises.

The longevity of family-owned enterprises within a particular sector exhibits considerable variation. Some possess a lengthy and illustrious history, extending throughout generations, and others are more recent arrivals. The duration of operation can enhance local restaurant's reputation, foster client loyalty, and signify industry competence. Established enterprises typically possess clearly delineated processes, whereas newbies may prioritize innovation and adaptability. The informants furnish statements that function as evidence:

LoR 6: *“My mother took over sa sari-sari store cum canteen from her mother.”*

LoR 10: *“This is a family-owned hotel and restaurant here in Baler, Aurora.”*

LoR 12: *“It's a family-owned restaurant named after my husband, we are serving breakfast and brunch for families, tourists, and travelers here at Olongapo in Western approach.”*

Local restaurants may employ differing numbers of personnel, contingent upon its sector, magnitude, and operational framework. Small family enterprises often employ a limited number of individuals, primarily family members, along with a few supplementary personnel. Large family-owned enterprises may employ hundreds or even thousands of people. The staff count affects the intricacy of management, human resources processes, and business culture. The participants made

LoR 2: *“And we have about hundred (100) employees from the different branches.”*

LoR 3: *“I have 10 employees in this property since it started 6 are regulars and 4 are non-regular employees.*

LoR 13: *“There is a total of 17 staff in the main branch and 32 in the other branch, so I have a total of almost 50 employees including the driver.”*

LoR 14: *“For the employees we have around 50 employees both here in the restaurant and in the catering services.”*

Local restaurants display a varied spectrum of characteristics concerning asset magnitude, growth strategies, familial ownership configuration, industry experience, and employee count. These variances are shaped by elements including industry dynamics, familial dynamics, financial resources, and the distinct objectives and values of the family proprietors. Comprehending the distinctive characteristics of a family-owned business is essential for customizing management strategies and tackling the problems and possibilities inherent to family enterprises. Irrespective of their characteristics, family-owned enterprises substantially impact on the economic landscape, frequently providing a personal touch and sense of community that distinguishes them from larger organizations.

Table 3 Coding Statement and Theme

	CODING OF STATEMENT	THEME
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What are the business strategies that affect the sustainability of local restaurants business?	• As I observed since the pandemic ended naging wiser ang tao they like simple and ready to eat foods and ready to cook foods for some. As I observed resto most of our diners naming and customers, they are buying our food items Pandemic really changed the game, it's a game changer for most of us. • And knowing that scenario that made me realize to pay attention on the reviews of our customers either on personal, online or in social media. I admit no we are very keen on the behavior and comments of the customers that contribute to improve more and our operations. • We do add new products and services aside from the known chicken and pork barbecue and bibingka. • Customized and create new products • We innovated our products as there is a change in the market needs and demand. • We targeted tours and catering services since social events and corporate events are very in demand now. • The pastries and coffee that we are offering, making it based on the customers preferences of all ages • But the best strategy we employed in the new normal operations to sustain our business is letting people know that they are safe and they will be safe at La Familia Sizzlers and Restaurant we are very keen in observing all the protocols that benefitted us in the manner that customers are coming back, either thru delivery and delivery services, pick-up and when the dine in operation comes back. • After a month we strictly followed the protocol so our employees could go back to work although limited are allowed • We do have delivery services only for safety of the employees and the guests. We made skeletal workforce from the start and then as time goes by, we decided to open and allow them to go back. But of course, a lot of preparations are being made. • Paluto and eat-all-you can ang concept ng Dampa (formerly kubo-kubo) because of the pandemic we need to reinvent and change for safety and government measures, • Strict compliance on government policies on safety and sanitation measures, adjustment of hours of operations. • What is the taste of our palabok and baked macaroni in 1982 is still the same until now 2023 • Quality of the food is the main and key ingredient, that is why they kept on coming back. • Internal trainings, mental training because my wife is a psychologist that also served as cope mechanism for my employees. After the trainings by the employees, it boosted their confidence and motivation to operate again and be back on track. • Make sure that they are all trained and vaccinated before going back. • Aside from the trainings on safety and hygiene for employees and staff I also invested also in training on excellent customer satisfaction. • Maintain that all employees are loyal to service is by treating them like a family. • We do not let anyone to be replaced because we treated them	Dining Trends and Consumer Behavior Challenges in the Implementation of Sustainable Practices Consistency Employees Development Good Relationship between Employers and Employees Government Interventions Innovative Strategies for Green Restaurants Maximization of Assets
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	as family. • Since it's a family business we treated all the employee's family • Of course, this will not be possible without the help of the government especially local government of Baliwag, Provincial Government of Bulacan pati na din sa DOLE, DTI and other government agencies that helped us. Their monetary help to the employees and their families we considered those as their initiatives and measures. • And the government measures served also as our guide in employing strategy on how we will handle and trained our employees especially more on hygiene and sanitation even disinfection. • Implementation of laws pertaining to garbage disposal that helped our business during pandemic. • For the business strategies we employed of course aside from the curbside delivery that we have we also have express deliveries that helped the business in the new normal setup • The local government of Angeles also provide trainings and protocols for restaurant owners that also aid us to cope with the new trend in the restaurant industry • Since social media is the new marketing tool now, we also actively empowered advertisement through social media platforms. We also do promos and loyalty programs for repeat customers and platinum guests. Social celebrations in the restaurant are also welcome especially intimate ones. • For the government of Baler, they were able to help us assists our employees through their financial support like the DOLE, SSS, DOT ayuda. They were able to provide help to them aside of course from their benefits and support from us. • The local government provide financial assistance like tulong puhunan from SSS, DOLE and even the member of the 4Ps we are the one who updated so they can get the subsidy. • Good thing during the pandemic and after government of Tarlac is supportive to SMEs. Moral and financial support both owners and employees. They have programs and financial support together with other government agencies like DOLE, SSS, DTI and the like. • Government helps our business as well like financial assistance in SSS and others. • If before we made food items that are mostly saucy now, we provide fried foods for the kids and millennials something like that, and those small reviews matter to our customers and to us. And last month after careful study, we revamp some of our menus to fit the needs of our customers and catered events. • Then I boost and concentrate on our marketing strategies like social media postings, inviting vloggers in the restaurants to dine and vlog, branching out and opening franchises. • That is why we engaged ourselves in social media, made it boosted and active if you will check our page. Everything now can be seen online diba, even reviews of customers kaya very particular kami. I told my employees social media can make or break our business yun ang downside niya. But in a long time, our customers feedback is still good, of course you cannot please everybody naman, but we haven't encounter super negative and destructive comments and reviews. I think best contribution is	
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	being “engaging” I do engage in everything even pre-pandemic time. But now I am actively engaging personal and online. I need to be kasi that is the trend of restaurant industry now, we must be techy and creative in everything. We should always go with the trends and be updated. • We also engaged in online food deliveries like food panda, managan.ph and app delivery. • Online engagement is also a trend now in the restaurant world. A lot of innovation is also being made with our products and services, like selling by piece instead of boxes only. • I made sure that even in social media postings the approach will be relational with the prospect customers. • We transformed the concept of kubo to a new and airconditioned food establishment. • We coped because we transformed. From old native style to more innovative and aesthetic approach which is still affordable. We got to tie up with food delivery of Panda since the pandemic and until now. • We made our social media more active and interactive. Saka I really made the transformation of the restaurant visible, from old kubo to a refurbished structure. • All possible strategies needed to cope up which we start from increased food delivery services thru food panda, grab and local riders, social media engagement like the use of social media platforms to advertise products and services. • Online engagement is also a trend now in the restaurant world. A lot of innovation is also being made with our products and services, like selling by piece instead of boxes only. • I made sure that even in social media postings the approach will be relational with the prospect customers. • Even our facilities are not that competitive is we make sure that the guests are safe with us and we will exceed their customer satisfaction. • During the pandemic I engaged into an enterprise we call it “Manukang Bayan” store intended for the employees since there is no restaurant operations so they can have job and earn a living. • With my knowledge and skills in Culinary and wisdom from my parents I was able to transform and renovate kubo to dampa now. • Sourcing new local suppliers to sustain and troubleshoot the continues increase in the price of ingredients and raw materials • I do have bank loans, sell some of our properties and assets to survive.	
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DISCUSSION:

To stay competitive, food service businesses must adapt to these evolving dining trends and consumer behaviors. Whether through menu innovation, sustainability efforts, technological integration, or enhanced customer experiences, restaurants must meet the changing expectations of today’s diners. Consumers emphasized health and safety concerns, resulting in an increased demand for hygiene-related products. The shutdown of brick-and-mortar establishments and lockdowns catalyzed a significant increase in e-commerce, as consumers favored contactless delivery and online payment options. The transition to remote work and learning generated a demand for technological products, while home entertainment, alterations in grocery shopping, financial stability, and emotional health emerged as crucial topics in consumer behavior. Consumers demonstrated heightened support for local enterprises and underscored the significance of enduring resilience in corporations. These factors will persist in

influencing consumer expectations and the commercial environment in a post-pandemic context. The subsequent assertions are presented as evidence, as articulated by the principal informants:

LoR 3: “*Mga diskarte te sa pagbawi upang mapanatili ang negosyo, panatilihin ang dating presyo ng produkto, patuloy na magandang serbisyo at masarap na pagkain na angkop sa panlasa ng mga tumatangkilik ng mga customers.*” (Strategies on the recovery to sustain the business, maintain the price of the product, continuous good service to the customers and quality food that will satisfy the customers' taste buds).

LoR 4: “*We do add new products and services aside from the known chicken and pork barbecue and bibingka.*”

LoR 5: “*Actually, kilala kami sa pansit palabok at baked macaroni, nuong araw kasi nagstart yan kasi yung mga galling ng pagsasaka baba sila dito sa bayan at dito sila kakain kami yung kilalang parang comfort place ng mga magsasaka kaya noon pa man uso na ang “deserve ko to” tagline. So ngayon bukod sa specialties namin meron na rin kaming catering services sa 2nd floor dun namin ginaganap yung mga social and even corporate events.*” (Actually, we are known for pastas (palabok and baked macaroni) since then. It started with the farmers where we served as their comfort place, after they harvested and earned they believed they deserved to treat themselves. Now, aside from the restaurant we do catering services at our 2nd floor of this building for social and even corporate events.)

LoR 7: “*Customized and create new products.*”

LoR 8: “*Nag-innovate din kami ng products namin kasi nabago ang market needs and demand.*” (We innovate our products as the pattern of market needs and demand changes.)

LoR 9: “*We targeted tours and catering services since social events and corporate events are very in demand now.*”

LoR 10: “*The pastries and coffee that we are offering, making it based on the customers' preferences of all ages.*”

Local Restaurants encounter distinct obstacles and prospects in the post-pandemic landscape. This investigation evaluates the factors and prerequisites for the success of family-owned restaurants in the changing environment. Prioritizing the safety of consumers and employees is essential. Family-owned restaurants must establish and convey stringent health and safety measures, encompassing routine sanitation, social distancing, and adequate ventilation. Adherence to local health regulations is crucial for establishing confidence with customers. The subsequent assertions, presented by the primary informants, are provided as evidence:

Consistency in employee development and a good relationship between employers and employees were integral to the resilience of local restaurants during the pandemic. The following claims are offered as proof, as expressed by the primary informants:

LoR 5: “*Kung ano ang lasa ng palabok at baked macaroni namin noong 1982 ganon pa din hanggang ngayon na 2023 na.*” (The state of the pasta that we had palabok and baked macaroni from 1982 until now 2023 is still the same.)

LoR 2: “*Quality ng pagkain ang main key namin, kaya talagang bumabalik sila at kilala nila kami.*” (Quality of food is the main key, that is why they keep on coming back.)

LoR 4: “*Internal trainings, mental training because my wife is a psychologist that also served as cope mechanism for my employees. After the trainings by the employees, it boosted their confidence and motivation to operate again and be back on track.*”

LoR 6: “*Also make sure that they are all trained and vaccinated before going back.*”

LoR 7: “*Aside from the trainings on safety and hygiene for employees and staff I also invested din sa training on excellent customer satisfaction.*”

LoR 7: “*Mapanitili ang mga empleyado na tapat sa serbisyo at ituring na pamilya ang bawat isa.*” (Maintained all the employees passionate to their service and treat them all as family.)

LoR 8: “*Wala kaming inalis na employee kahit isa we treated them na kasi bilang family members.*” (We did not lay off employees even one, because we treated them as family members.)

LoR 3: “*Since it's a family business we treated all the employee's family.*”

Government initiatives were crucial in delivering financial assistance, safety protocols, staff retention incentives, and resources for skill enhancement. By cultivating robust relationships between employers and employees and utilizing governmental support, these restaurants not only endured the crisis but also established a basis for future prosperity in a post-pandemic environment. The capacity to adapt, prioritize employee welfare, and uphold transparent communication were essential initiatives that enabled these businesses to emerge from the epidemic with enhanced strength and resilience. The subsequent statements, as expressed by the key informants, are presented as evidence:

LoR 10: *"For the business strategies we employed of course aside from the curbside delivery that we have we also have express deliveries that helped the business in the new normal setup."*

LoR 12: *"For the government of Baler, they were able to help us assists our employees through their financial support like the DOLE, SSS, DOT ayuda. They were able to provide help to them aside of course from their benefits and support from us."*

LoR 13: *"The local government provide financial assistance like tulong puhunan from SSS, DOLE and even the member of the 4Ps we are the one who updated so they can get the subsidy."*

LoR 10: *"Good thing during the pandemic and after government of Tarlac is supportive to SMEs. Moral and financial support both sa owners and sa employees."*

To remain competitive in the contemporary restaurant sector, technology must be utilized efficiently. Point-of-sales (POS) systems, online ordering platforms, and digital reservation systems can be utilized to enhance operational efficiency and consumer convenience. Moreover, it is essential to utilize social media for marketing and collecting client feedback. Innovation is a significant determinant of the success of family-operated restaurants. Creating innovative selections, offering unique dining experiences, and adapting to evolving consumer preferences are essential for maintaining competitiveness and relevance. Employing innovative strategies may encompass creating novel food offerings, exploring sustainable and local sourcing, or renovating the establishment's interior style. The informants furnish statements that function as evidence:

LoR 3: *"If before we made food items that are mostly saucy now, we provide fried foods for the kids and millennials something like that, and those small reviews matter to our customers and to us. And last month after careful study, we revamp some of our menus to fit the needs of our customers and catered events."*

LoR 7: *"Online engagement is also a trend now in the restaurant world. A lot of innovation is also being made with our products and services, like selling by piece instead of boxes only."*

LoR 8: *"I made sure that even in social media postings the approach will be relational with the prospect customers."*

LoR 10: *"We made our social media more active and interactive. Saka I really made the transformation of the restaurant visible, from old kubo to a refurbished structure."*

LoR 11: *"All possible strategies needed to cope up which we start from increased food delivery services thru food panda, grab and local riders, social media engagement like the use of social media platforms to advertise products and services."*

LoR 12: *"Most of our marketing is being done online, I made the page and our social media very active."*

The designed theoretical framework for local restaurants from the emerging themes that gleaned from the results of the study.

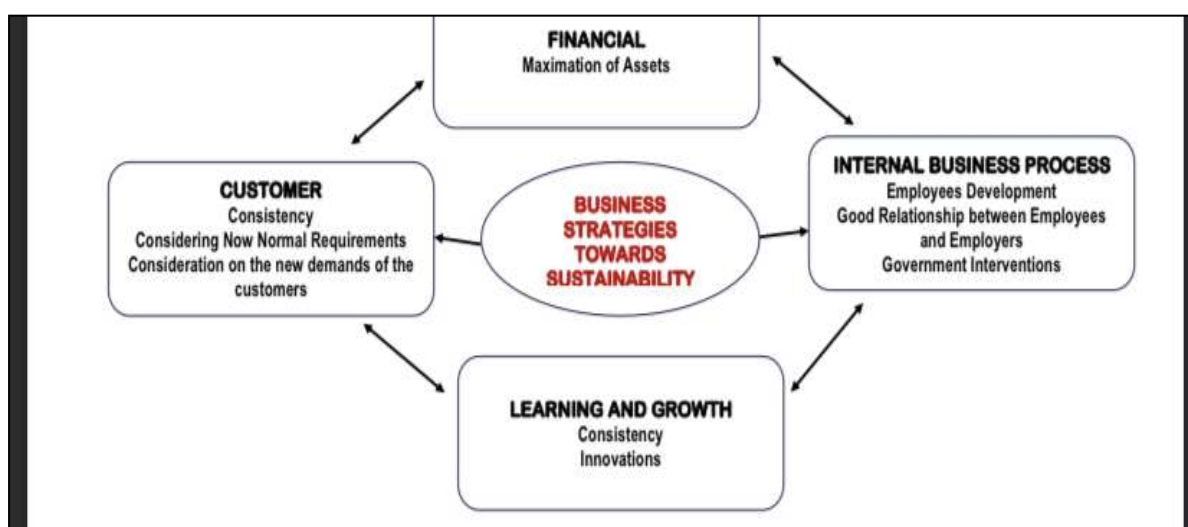


Figure 1 Theoretical for Local Restaurants

Financial Perspective. Maximizing assets is one of the family-run restaurant's main objectives. From a financial standpoint, the corporation is viewed from the perspective of its stockholders. Asset utilization (a), cost-cutting (a), and revenue growth (a) are the three main strategic pillars of this point of view (Utama, 2012). The company's financial objectives are met by making sure that revenue and profitability are elevated through the accomplishment of client objectives, internal process objectives, and growth and learning objectives (Kaplan, 1992). The financial perspective offers a plan.

Customer Perspective. Consistency, consideration now normal requirements and consideration of the new demand of the customers are essential to the restaurant industry's success. The customers goals and objectives are linked to everything that catches their interest, including the products, services, and cost-effectiveness, which leads to

an increase in income. The top priority should be customer retention and market and account share because these are essential for profitability. Managers define their markets and customers in the customer segment of the BSC theory and track their success in these areas. To assess a company's performance in the market, you must first determine its target audience and target market. The objective of creating customer happiness must take precedence after establishing the target market and client.

Internal-business Process Perspective. Although both internal and external factors can affect a company's success, the internal business processes that support its value offer are under its control. From an internal company perspective, all business processes that benefit clients and shareholders are carried out. Employees development, good relationship of employees and employers and government interventions are processes and competences give the business the ability to generate products and services that add value for customers and improve operational efficiency, increasing sales and profit margins. The need to function at peak performance is determined by the internal business process, which focuses on the value proposition, innovation, operations, and service. For instance, cost effectiveness, along with quality in food production, procedure, and service, may be one of the internal business process goals and objectives in the restaurant industry. measures of internal business processes, such as those related to customer management, innovation, regulatory processes, and social processes, among others.

Learning and Growth Perspective. The learning and development component of the BSC theory focuses on finding the infrastructure required to support long-term growth and progress. The approach for developing a company that encourages consistency, innovation, learning, and change is from the perspective of growth and learning. The learning and growth perspective also considers employee training and matching employees' abilities to workplace requirements to support consistency and innovation.

Local restaurants encounter distinct problems and opportunities, necessitating good managerial strategies for their success. This analysis examines diverse managerial strategies utilized by family-owned restaurants, encompassing innovation, organizational membership, customer satisfaction, employee training and seminars, sustainability planning, effective communication, financial management, and technology utilization.

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meticulous market analysis and financial strategizing, although it might result in enhanced brand visibility and revenue generation. Investing in premium ingredients, proficient personnel, and improved facilities to augment client happiness and loyalty entails risk.

2. Grounded in the Balanced Scorecard Theory (BSC), the study examined the managerial and strategic practices employed by family-owned restaurant proprietors to maintain their business viability. Thematic study also identified the principal obstacles to the adoption of initiatives in the post-pandemic context that owners should consider. The business practices they are applying in this new normal create pathways to sustainability, both economically and socially. The positive contributions of the strategies suggest avenues for beneficial social change, including the potential sustainability of family-owned restaurant enterprises, which would bolster local communities through ongoing job creation, human capital enhancement, economic growth, and job stability.

3. From comprehensive interviews and observations, eight fundamental ideas emerged that affect the viability of family-owned and operated restaurant enterprises in the current context. This encompasses adjusting to contemporary customer needs, fulfilling current requirements, ensuring consistency, promoting employee development, cultivating positive employer-employee relationships, utilizing government interventions, advancing innovations, and optimizing assets. The data indicates that the owners' strategic initiatives have preserved their businesses following the pandemic. Local restaurant owners agree that formulating operational plans centered on customer pleasure, ongoing education, process enhancement, efficient operations, and dedication to innovation is essential for sustainability. Individuals that employ balanced operational tactics are predisposed to attain elevated levels of success and sustainability in their restaurants.

4. The established framework is predicated on the Balanced Scorecard (BSC) theory, a fundamental methodology for assessing restaurant performance and initiatives. This framework was designed to encapsulate the operational tactics employed by local restaurant owners to maintain their enterprises. It incorporates four dimensions financial, customer, internal business processes, and learning and growth each linked with the strategic objectives of the organization. This framework elucidates the alignment of daily activities with the corporate goal and strategy execution through interrelated viewpoints. The financial perspective prioritizes asset maximization, the customer perspective underscores consistency and the fulfillment of contemporary requirements, the internal business process perspective encompasses employee development, positive employer-employee relations, and governmental interventions, whereas the learning and growth perspective accentuates consistency and innovation. The four BSC principles encompass both financial and non-financial metrics for evaluating corporate performance. The daily practices employed by these proprietors of local restaurants illustrate that the ideas of the theory are validated by the judicious choice of key performance measures. This paradigm posits that local restaurant proprietors that implement balanced business strategies are more likely to sustain the profitability and success of their enterprises.

The following are the recommendations of the researcher based on the conclusions identified above.

1. The sustainability of local and managed restaurant enterprises in the new normal is shaped by several pivotal business strategies: responding to contemporary consumer demands, fulfilling current requirements, ensuring consistency, promoting employee development, cultivating positive employer-employee relationships, utilizing government interventions, fostering innovation, and optimizing assets. Family-owned restaurants are advised to adopt a measurement tool to proficiently formulate and execute these business plans. This tool will facilitate the systematic assessment of contemporary consumer demands, compliance with current requirements, consistency maintenance, employee development support, enhancement of employer-employee relationships, utilization of government interventions, promotion of innovation, and asset maximization. By concentrating on these operational measures, family-owned restaurants can improve their sustainability in the competitive marketplace.

2. Local restaurant business owners can implement successful operational techniques to enhance and sustain their operations, thereby ensuring long-term sustainability and avoiding business failure. By focusing on these techniques, they not only contribute to economic development but also support job sustainability, which can lead to higher local economic growth. This approach can create new employment opportunities, reduce unemployment rates, decrease reliance on government support, improve public services, and foster investments in both local and national economies.

3. Implementing these strategies not only strengthens the restaurant's operations but also enhances its role as a pillar of community economic stability and growth. The findings revealed the key business strategies employed by family-owned restaurants, which can be implemented as practical operational practices to achieve long-term sustainability. These strategies encompass effective operational approaches that have proven successful in sustaining family-owned restaurants over time. The study exhibited multiple limitations, such as its confined geographic scope to local restaurants in Region III, participants' hesitance to reveal sensitive information, the stipulation that enterprises must have been operational for over five years, and the constrained applicability of the findings. Considering these constraints, the subsequent recommendations for future research are suggested: Conduct a qualitative case study to compare local restaurants with franchised establishments. This study did not encompass franchised restaurants due to their standardized operations. Implementing many case studies would bridge this gap by examining the operational tactics of franchised and chain restaurants; undertake a qualitative investigation into the operational methods employed by family-owned restaurant proprietors, expanding the research across various geographic regions. Broadening the study's geographic scope would mitigate limitations associated with its restricted focus on Region III and enhance conclusions. Examine the operational practices of partnerships and corporate-owned restaurant enterprises that have thrived for over five years. This comparative analysis will yield insights into the sustainability strategies of various business types.

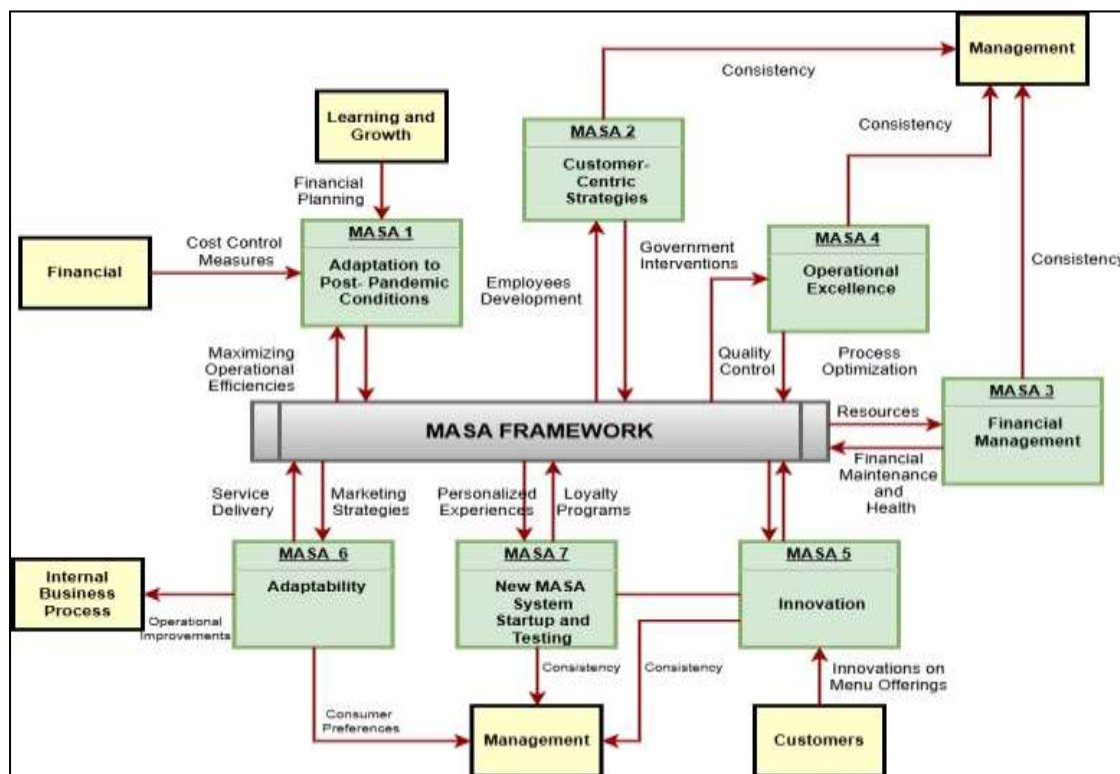


Figure 3 Proposed Green Business Model for Restaurant Industry

Overview of the Green Business Model

The strategic framework developed from the study emphasizes the management and strategic methodologies utilized by family-owned restaurants in Region III to maintain their operations following the epidemic. The following methodologies encompass:

1. Adaptation to New Conditions. Local restaurants modified their operations to address the novel needs and challenges presented by the epidemic. This probably entailed the implementation of safety measures, modification of menu items, and improvement of delivery or takeout services.
2. Customer-Centric Strategies. Focus on customer happiness and retention via efficient customer service, tailored experiences, and loyalty initiatives.
3. Financial Management. Approaches to sustain financial stability, including cost containment strategies, optimization of operational efficiencies, and judicious financial planning.

4. Operational Excellence. Emphasize enhancements in operations, encompassing personnel training, quality assurance, and process optimization to guarantee uniform service delivery and product quality.

5. Innovation and Adaptability. The introduction of novel menu items, service delivery techniques, and marketing strategies to maintain competitiveness and address changing consumer preferences.

Restaurants in Region III operate in a complicated environment where strategic agility, client orientation, and operational excellence are essential for sustainability. Despite encountering several hurdles, these restaurants provide essential services that address community needs and cultural variety, considerably contributing to local economies. By utilizing strategic frameworks and proactively addressing difficulties, family-owned businesses can improve their resilience and long-term sustainability in the evolving restaurant sector. Parsa et al. (2011) asserts that restaurants may encounter both domestic and external operational challenges, including economic, political, and health-related issues, as well as deficiencies in management, service quality, and product standards. Innovative sustainability planning, membership in trade organizations, transparent communication, consumer happiness, staff development, efficient financial management, and the use of technology and platforms are essential components for success in family-owned restaurants. The Green Business Model has demonstrated substantial efficacy in enhancing happy experiences among all examined local restaurants. Nevertheless, these management and strategic methodologies must be executed with careful consideration. Restaurant management must customize tactics to address their unique requirements and prospects for future expansion.

Importance of the Green Business Model

The Green Business Model can be communicated to trade groups and institutions via seminars, conferences, webinars, and face-to-face training sessions. The many ethnic backgrounds of local restaurant proprietors in Region III contribute to a vibrant cultural mosaic within the local restaurant industry. Improving sustainability in these enterprises will foster greater sustainability in their communities.

Objectives of the Green Business Model:

1. Determine Effective Business Strategies for Sustaining Restaurant Growth. Identify and execute the most effective business strategy for sustaining restaurant growth. This includes methods aimed at customer satisfaction, operational efficiency, financial management, and adaptation to market trends.
2. Comprehend Effective Business Strategies for Local Restaurants. Acquaint yourself with business techniques that profoundly influence the sustainability and prosperity of local restaurants. Essential tactics may encompass customer relationship management, innovation in food and service offerings, staff training and development, and community engagement.
3. Identify the Primary Challenges to Executing Business Plans for the Growth of Bulacan's Restaurant Industry. Identify the principal obstacles encountered in executing business strategies for sustained growth within the restaurant sector of Region III. These challenges may encompass economic swings, regulatory obstacles, staffing difficulties, and evolving consumer preferences.
4. Disseminate managerial and strategic methodologies to trade organizations and institutions in Region III. Distribute management and strategic methodologies and exemplary practices to trade organizations and institutions in Region III. This includes the promotion of effective leadership, financial planning, sustainability measures, and collaborative relationships within the restaurant sector.
5. Advocate for the Success Narratives of Local Restaurants in Region III. Highlight the successes of local restaurants in Region III to motivate and celebrate their accomplishments. Emphasizing these narratives can exemplify resilience, innovation, community involvement, and sustainable business methodologies.

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Data Availability: “No new data were created or analyzed in this study. Data sharing is not applicable to this article”.

Conflict of Interest: The author declares that there is **no conflict of interest**.

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