Policy Recommendations & Governance Model

This document was developed as a result of the **ZEROTRADE** project with the contribution of all project partners:

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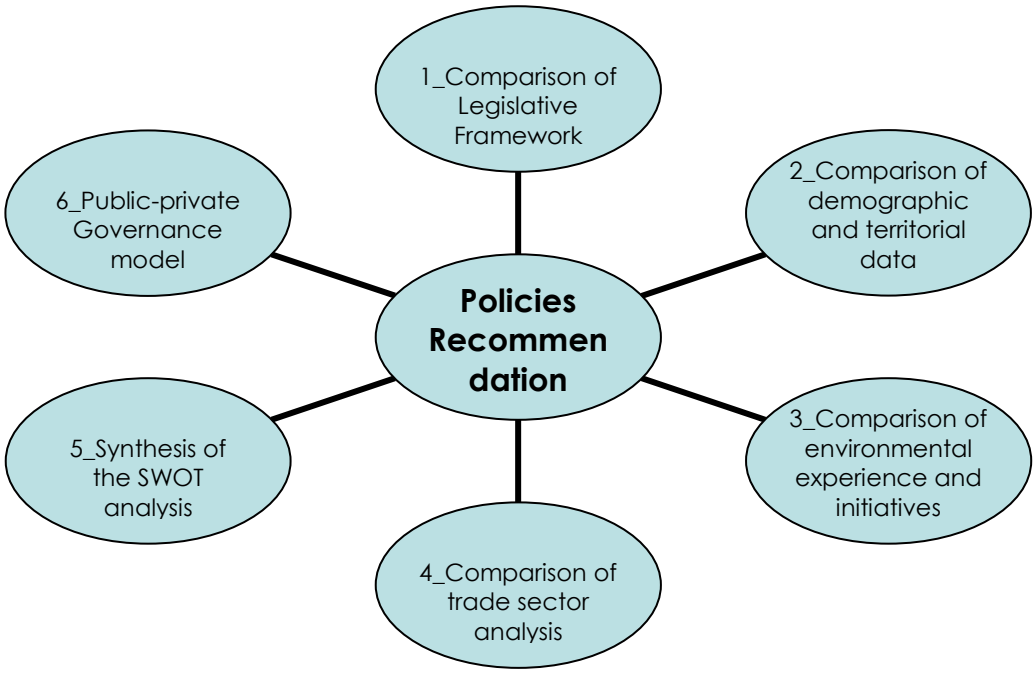
SUMMARY

0. Methodology

This document analyses and compare the four situation in sub-project Participants (SPs) regions on Trade Sector starting from a legislative framework, comparing trade sector data and features, summarising the four SWOT analysis and presenting the governance model developed from the sub-project. Starting from this analysis and referring to the experience that came from the sub-project the following policies were developed by SPs.

The methodological strategy used into this process is mainly qualitative and can be divided into the following phases:



1. Legislative Framework

1.1 European Level

- Environment

Trade and environmental policies are linked in important ways. The right trade policies can ensure that trade supports environmental goals such as the fight against climate change. The EU assured that WTO rules on open trade should not undermine international environmental agreements. It was the main means for ensuring that sustainable development was respected in the mandate agreed by WTO members when they launched the Doha Round of world trade negotiations in 2001. In addition to that environmental considerations are being introduced into the EU's trade agreements as part of strengthening their contribution to sustainable development.

- Trade and Climate Change

The EU uses its trade policy to support measures that cut greenhouse gas emissions. Under the terms of the EU's Generalised System of Preferences, developing countries that have ratified and implemented global environmental agreements can receive special tariff rate cuts when they export to the EU. As part of the Doha WTO trade negotiations, the EU has pushed for more open trade in environmental goods and services such as renewable energy products, waste water management and energy efficient construction services to encourage the spread of these new technologies around the world.

- Environmental impact assessments in EU trade agreements

The EU's draft trade agreements with other countries and regions are carefully examined for their potential effects on the environment. These Sustainability Impact Assessments (SIAs) are undertaken for every EU trade negotiation. By informing negotiators of the possible effects, the research can help policymakers and trade negotiators to reflect these concerns in their final agreement.

1.2 National Level

- Trade sector

Most of the SPs have a classification into categories of stores according to the surfaces in square metres and the type of goods sold. The new trend of trade regulation and polices is toward a more open and dynamic market, in order to

protect consumers and support fight against tax evasion. The step towards market liberalisation is also supporting competition and simplifying bureaucracy.
In most of the SPs there is a regulation of opening hours and days.

- Environmental issues

There is a common trend in going greener in trade sector according to the development of national plans a energy saving and efficiency and plans of renewable energies. In addition to this an impulse to promote research and develop the use of new technologies in stores in growing up together with the always bigger use of PV plants in wholesale stores.
The peculiarity of this green and sustainable pressure in trade sector is characterized by a collaboration of different technology fields, involving strategies that consider mobility of consumers, transport of goods, management on stores, waste disposal, light, heating and cooling management, goods certification, etc.
Trade and commerce association, consumers association, financial institutes and energy management consortiums play a crucial role on this issue, promoting activities, audit and financing research projects.

1.3 Local Level

Most of SPs promoted a planning and qualification of local retail networks in a sustainable development perspective, enhancing the growth of commercial activity, the cooperation between retailers and among different retail typologies, developing innovative retail typologies, promoting new organization al logistic management projects, containing land use and guarantee environmental compatibility.
At local level strategic and environmental plans are developed to reduce impacts and emissions, to improve quality and efficiency in territorial system, to ensure qualification and valorisation of social and environmental resources. There is an ongoing pressure to develop climate planning, energy retrofitting of buildings and sustainable mobility plan. Training, courses and seminaries are organized to increase the awareness of citizens.

2. Demographic and territorial data

2.1 Municipality of Cesena, Emilia Romagna region

The municipality of Cesena, Lead Sub-project participant (P1) of the Zerotrade sub-project, has 97,431 inhabitants and together with Forlì is the capital of the Forlì-Cesena district that counts 377,993 inhabitants and 30 municipalities. Cesena has 30 elected town councillors, 8 of whom make up the political board.

2.2 Municipality of Odense, Southern Denmark region

The Municipality of Odense (P2) has 167,615 inhabitants and is the 3rd largest city in Denmark, situated on the island of Funen in central Denmark. The Odense Municipality is the largest employer on the island of Funen and consists of five departments.

2.3 Nalon Valley Community, Asturias region

The Nalòn Valley Community is a voluntary association of five municipalities, Langreo, San Martín del Rey Aurelio, Laviana, Sobrescobio and Caso, located in northern Spain, set up in 1985 with the object of integrated services and generating a regional collaboration. Its amounts of population is more than 83,000 inhabitants that covers a surface area of 646,84 km2.

2.4 Faculty of Organizational Sciences, University of Maribor, Gorenjska region

The University of Maribor (P3) is a broad-based institution of 16 faculties, with complement of Arts and Sciences, Law, Business, Engineering, Medicine and Pedagogy, promoting cooperation, competition and multidisciplinary. The Faculty of Organizational Sciences is a member of the University of Maribor, more than 16,500 students have graduated from the Faculty.

3. Environmental experience and initiatives

3.1 Municipality of Cesena, Emilia Romagna region

A strategy for local sustainability is included in Cesena city council's political programme for 2009-2014 (Municipal Mandate). This strategy re-establishes the objectives set out in the Local Action Plan designed during the Cesena Agenda 21 Forums in 2003. Cesena objective for energy planning is Objective 20-20-20 : -20% gas carbon emissions, +20% use of renewable energy & 20% energy saving (EU Directive 20 20 20). The Municipality is a signatory of the Covenant of Mayors since November 2009 and the city council has made a commitment to achieve a larger reduction in CO2 emissions than the EU target of 20%, though no specific target figure has yet been established. To achieve this and meet obligations under the Covenant, the city designed a Sustainable Energy Action Plan (SEAP) that enable the municipality to

establish a strategic framework for the range of actions which it is already undertaking and to take a more systematic approach to measurement, monitoring and resourcing in its energy work.

3.2 Municipality of Odense, Southern Denmark region

The Municipality of Odense has a Municipal District Heating. The need for heating and process heat for industry, agriculture, trade and service is mainly covered by small oil or natural gas-based plants. In addition the municipality holds a limited number of wind turbines that are typically owned by private individuals. The Municipality CO2 emissions in Odense are expected to fall until 2025, mainly because of the increasing share of renewable energy in Denmark, including new wind farms and increased use of biomass as a result of government subsidies and rising prices for fossil fuels. In April 2010 a new straw-fired plant was inaugurated.
Odense Municipality has prepared a Climate Plan 2010-12 which has been evolved into an Energy plan(2012) including an SEAP and in Climate Adaptation Plan(2013). Odense has just joined the Covenant of Mayors initiative in 2012, the framework in Covent of Mayors will help Odense Municipality to reach the ambitious climate and energy goals, Odense has chosen to focus on in the Environment Policy of the municipality. In 2010 the Municipality conducted a Thermo graphic Survey where Odense Town Centre and the southern part of the city was overflowed and scanned with an infrared camera. Odense Municipality has prepared a Traffic and Mobility Plan. Its goals include ensuring that the Town Centre will be completely free of CO2-emitting vehicles.

3.3 Nalon Valley Community, Asturias region

The Ministry of the Environment of the Principality of Asturias passed the Basic Plan of Waste Management in Asturias in June 2001, which describes and combines the actions and infrastructure of the Consortium for the Management of Solid Waste in Asturias (COGERSA). A central dump was built, and in 1986 the waste of the councils of the Consortium was already deposited in this dump. All waste produced in Asturias is now deposited and managed in the central dump; its management comprises the elimination or destruction of waste, as well as reuse, recycling and other forms of waste recovery. An aid programme was developed to carry out an energy diagnosis and to gain more detailed information how a company controls its energy, how it consumes it in its facilities and how much this affects its costs, as well as possible improvements to reduce energy costs by establishing an action plan.

3.4 Faculty of Organizational Sciences, University of Maribor, Gorenjska region

The climate workshop was organized by the project “Slovenia is reducing CO2: best practices”. The project "Slovenia is reducing CO2: Best practices" aims at promotion

of best practices and dissemination of knowledge. The project is one of the actions within the framework of a partnership between the European Commission and the Government of the Republic of Slovenia for the purpose of the communication of European issues. Climate workshop finished on 31 January 2011 to establish a dialogue on the implementation and implementation of climate and energy goals of Slovenia between civil society, professional public, economists and policy makers. The aim of the workshops is to utilize climate protection as an opportunity to increase prosperity, equilibrate dominant economic interests with environmental and social, resolve conflicts between the objectives of various policies that prevent their implementation, improve cooperation between sectors to increase the effectiveness of policies and measures, facilitate public participation in planning, decision-making and control processes, increase funding for climate protection and improve capacity for the transition to a low carbon society. The EU target of Directive 20 20 20 was increased from 20% to 30% reduction in emissions and there is a common trend to increase energy efficiency, which is a prerequisite for achieving goals of renewable energy. A particular attention in transport policy is provided to ensure the transition towards sustainability, promoting Sustainable Mobility by changing the reimbursement of travel expenses, promoting use of electric vehicles connected to smart grids and considering the sustainability criteria for bio fuels.

4. Trade sector

4.1 Municipality of Cesena, Emilia Romagna region

The economic crisis has produced a drop in the Italian households' income and a reduced consumption. In particular, the decline in consumption trends has been very strong for food and semi-durable goods (especially clothing). Shrinkage in the food sector especially affected small retailers, large retailers continued to have a positive, but less intense, development trend. In 2010 consumers have preferred innovative products with high process contents (ready meals), healthy food, organic food and ethnic food. There is a return to the pre-crises habits and, in particular, the consumer has become more rational and attentive to the price-quality relationship, with a relevant preference for private labels. After the economic crisis, 2010 too has been a difficult year for the Trade Sector in Forlì-Cesena Province. According to the 2010 Economic Report from the Camera di Commercio di Forlì-Cesena , the Trade Sector has been affected by the further decline in consumption trends caused by the lower households' purchasing power.
Consumption drop has also affected the Food Sector, despite it is normally considered anti-cyclical, with the exception of organic foods and Zero Kilometre foods (local products that are sold by the producers). And the declining trend is going on in Clothing and Shoe wear Sectors, affecting a part of street trading too.
Large retailers are reacting to this situation with low prices and promotional offers policy, risking a further decline of the investments. New stores' openings are diminishing and shop owners prefer to renovate the existing stores.
There is scepticism among trade operators concerning the recovery of positive trends; they expect Public Authorities to support revenues, consumptions and the

retail networks' modernization. Small and medium retailers are suffering economically for the crisis and, furthermore, because of new shopping centres spread. Furthermore, young customers, who prefer international and national franchise stores, are influencing the diffusion of large franchise chains also in city centres' areas

4.2 Municipality of Odense, Southern Denmark region

The average household in Odense has a total disposable income (after taxes) just below € 39,000, which is less than the national average in Denmark. Incomes are mainly used for consumption. In general, Danes use a fairly large proportion of their income for housing rather than food, clothing and other consumer goods. Unemployment in Denmark was at approx. 6% of the workforce in 2010, which is low compared to most other EU countries.
Unemployment in Odense was at 7.7% in January 2011, i.e. over the national average. Relatively few consumers in Denmark attach importance to climate in their purchases (8%), far more attach importance to the environment in general (19%) or organic products (31%). Most people find it easy to figure out whether the products are organic, while it is difficult to assess whether they are climate-friendly or environmentally friendly.
Most often Danish consumers use ecolabels to assess whether products are viable (61%), while consumer programs on TV (38%), newspapers (35%), marketing (26%) and friends/family (21%) act as secondary sources. Other sources are consumer-oriented websites. More than half of the environmentally conscious consumers go after specific ecolabels. The most popular are the Nordic Ecolabel (equivalent to the EU Ecolabel) and the Ø-label which is a Danish state-controlled label for organic products. Conversely, the main reason that some consumers do not buy sustainable products is that it's difficult to understand the ecolabels and underlying criteria.
A recent census has shown that Odense Town Center contained 689 shops and shop-like premises in November 2009. Odense's large variety of shops and services attracts many customers from neighbouring communities, as both seek Town Centre and Southeast Centre. The latter gets the biggest share, since it is located close to two highways that connect Odense with the rest of Funen. In 2007 retail trade in Odense made a turnover of 1.5 billion €, of which the Town Center made 365 million € and the Southeast Centre made 442 million €. In 2008 the turnover in Town Centre was 354 million € and in Southeast Centre 428 million €.

4.3 Nalon Valley Community, Asturias region

There is a strong concentration of commercial establishments in the town of Langreo where about 60% of the retailers in the area are located, followed by the towns of SMRA and Laviana. They are in fact the three commercial centres in the valley, compared to the low representation of businesses (both geographically and at an industry level) in the towns of Caso and Sobrescobio. Regarding the typology of establishments according to their activity, there is a larger presence of non-food businesses that make up more than 50% of the total. With regard to the classification

according to the size of the business, more than 90% of the retailers in the area are included in the type of small businesses. Regarding the age of commercial establishments in the area it is noteworthy that 23% can look back at more than 40 years of trade, and 34% have been in business for more than 20 years, which suggests that we have consolidated businesses, because 57% of the businesses have been open for more than 20 years. Retailers show a low implementation of ITC. Management solutions, electronic business or 2.0 marketing actions have barely been developed in the commercial sector in the area. The current socio-economic situation (demographic profile of the area, unemployment rate, etc.) causes a strong deceleration of consumption and a general change of buying habits. The consumer meditates longer over a purchase decision, reserves less funds for the basket of goods and services and returns to the habit of shopping every day, shopping less and in traditional or medium-sized businesses.
It has been confirmed that the citizens of the Nalón Valley leave the area to go shopping mainly for textiles and shoes for which they do not find a satisfactory offer in the area, although there is a high awareness for the need of consumption inside the community and thus contribute to its development.
Consumers admit that they are not significantly influenced by any type of advertising offered by businesses. They even seem to be suspicious about advertising campaigns for offers and price reductions, and say that sometimes an article is offered in a sale, but its price is the same or slightly above the usual price. The trade associations of the Nalón Valley promote sustainable actions for the sector.

4.4 Faculty of Organizational Sciences, University of Maribor, Gorenjska region

Faculty of Organizational Sciences is a dislocated unit of University of Maribor, situated in Kranj, the capital of Gorenjska region. Despite economic crisis, which caused a large yearly increase of the registered unemployment rate, Gorenjska is one of the more successful regions in Slovenia. In 2011 only 7.2% (8,073) of all registered employed persons in Slovenia (112,754) was registered in Gorenjska. With unemployment rate 8,8 %, Gorenjska had second lowest rate of all regions in Slovenia.
The last fifteen years the economy of Gorenjska passed through different restructuring phases in traditional activities: steel and iron industry, textile and shoes industry and electro and rubber industry. The region wanted to remain competitive inside and outside of the region borders. In the last ten years Gorenjska's traditional economy has visibly moved from an industrial society (28,700 employees or 41.5% of all employees) to a service society (38,664 employees or 55.9% of all employees in December 2010). The main share of available services employments of Gorenjska in 2011 was in the trade sector (1,945).
In 2011, enterprises in Slovenia generated EUR 12,343 million of turnover from the sale of goods in retail trade, which is 7.4% more than in 2010. As regards commodity groups, the largest share of turnover was generated by sale of non-food products (42.5% or EUR 5,239 million), 1.5 percentage points less than in 2010. Commodity group food, beverages and tobacco followed with 26.8% or EUR 3,307 million, which is 2.1 percentage points less than in 2010.

Despite the negative impact of the global economic crisis, retailing in Slovenia continued to develop in 2011. Slovenian grocery discounters are opening new outlets since they recorded the highest grow during 2011, mainly because of the changed spending habits of the consumers. Many of Slovenian customers are becoming increasingly interested in being able to find everything they need within one outlet and are therefore helping the grocery supermarkets to raise their income. Although value growth was positive in 2011, the number of non-grocery retailers outlets declined by 2%.

In 2010 the average disposable household income for Gorenjska increased by 1.7%. The disposable income can be spent for purchasing goods and services or saved. The average Slovenian household spends EUR 2,847 annually. Largest share of the expenditure is of food and non-alcoholic beverages, which in 2010 represented 15.2% of allocated assets (14.9% in 2009).

5. Synthesis of the SWOT Analysis

Sub-project partners acronyms:

Municipality of Cesena: C
Municipality of Odense: O
Nalòn Valley Community: N
University of Maribor: M

- Strengths

- Political support (M, N, O, C)
- Other good practices (M, N, O, C)
- Presence of dynamic associations or NGOs (M, N)
- Awareness on environmental issues among citizens (M, N)

- Weaknesses

- Resistance to change among trade operators (M, N, O, C)
- Lack of funds for the campaign and other connected actions (M, O, C)
- Insufficient legislation (M, C)
- Heavy bureaucratic system (M, N)
- Low development of a public/private governance system (M, C)
- Lack of awareness on green solutions (M, N)

- Opportunities

- The project provides new opportunities for growth (M, O)
- Awareness raising among the population (M, C)
- The local regulation gives legitimacy to the project actions (N, C)
- Referring to past good practices (O, C)

- Threats

- Economic factors such as retailers' limited resources, decline in the trade sector competitiveness, general demand reduction (M, N, O, C)
- Organizational limits concerning the decision-making power of trade operators (O, C)

6. Zerotrade public private model of governance

Zerotrade public-private model of governance is shaped on the basis of European partners' experiences within the sub-project Zerotrade, and inside the mini-program LoCaRe, Interreg IV C program, which has the aim to reduce CO2 emission within the trade sector.

Experiences reveiled some challenges and needs of the trade sector where swings meet resistance if not projected by the market itself or by laws and where striving competition rules.
Difficulties increase because local bodies have weak power of influence on business' policies for sales points and they often bear low and bureacratic procedures even for meaningless interventions. Some basic improvements have high costs and dealers claim lack of resources for investments. Moreover, acknowledge on more sustainable measures and solution is very low.

From the above mentioned issues come that a real conditioning can only be determined by a voluntary effort, within a network system that supports these intentions.

The model Zerotrade gives **spaces and tools** in order to build a network with local actors engaged in actions aimed at enhancing and promoting behaviours. The model finds out as a core element a **collaborative space** from which the promotion of actions for improvements starts and where a limited group of actors is bounded by *voluntary agreement* and by the recognition of a *diploma* . To support the small group other actors are involved; these, according to the role and their different tasks,are called to ease the feasibility of actions, to spread the communication and push for more improvements.

This collaborative space is the place where to plan interventions, issues to talk about and tools for communication, monitoring and inquiring.

Among this space there's a time for knowing and sharing ideas and ecological solutions on best practices already engaged and to face some delicate dinamics too, usually connected to business competition.

Balance among this space is protected by the Municipality/ local agency promoting and refering the space.
On the basis of these preliminary remarks and due to methodology to be followed, the model needs the following elements **: intersectoriality, collaboration, distinguished engagement and independent coordination.**

Concerning contents, Zerotrade experience underline how each network made of actors linked to a *voluntary agreement* works in a better way if it focuses activities on the possibiility and capability for sustainability that the land offer.
Indeed, each territory has its own productive and organizational characteristics

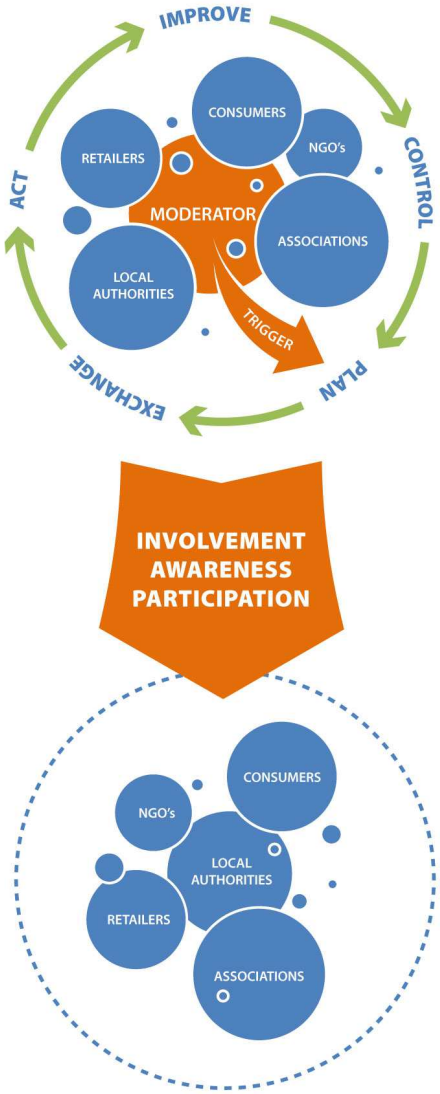
Some actors can differ like: availability of fresh and O km products, access to hi-tech tecnologies, the presence of communication system compatible with ecology, the presence of collaborative traditions among actors' category and so on..

Actors engaged in actions for improvements must be aware that they act in order to implement a "cultural change", that they will try to adapt this change to land's needs and then to progresively spread it on the territory.

7. Scheme of the Governance Model

The project group involves local authorities, NGO's, retailers, associations, chambers – all signatories of the voluntary agreement. The moderator is the project partner who acts like a trigger staring the action. The project group works on five types of repeating group activities with the aim to make a cultural change: Plan, Exchange, Act, Improve and Control.

Outside the project there are others retailers, associations, consumers, public authorities that have not (yet) signed the voluntary agreement but that are influenced and are contributing to some activities – they are mainly involved in the group Exchange, Act and also with few ideas in the group Improve.



Plan:

- Planning measures
- Plan interventions
- Talk about issues and tools for communication, monitoring, inquiring
- Identification of ideas
- Discussing issues
- Balancing demands and resources

Exchange:

- Communicating best practices
- Exchanging ideas
- Promotion of planned activities
- Dissemination of information

Act:

- Signing the agreement
- Diploma awarding
- Actions for consumers
- Stimulating diploma receivers
- Integrated planning

Improve:

- Identification of deviations from plan
- Push for more improvements
- Discussing issues
- Dealing with delicate dynamics

Control:

- Of stakeholders involvement
- Of retailers with diploma
- Of the model
- Of all the activities performed by the project group

8. Policy Recommendations

8.1 Attention and planning to involve actors

[methodology] HOW TO BULD THE COLLABORATIVE SPACE

1. To involve different categories of trade structures (small, medium, large, stallholders, or travellers) and different categories of stakeholders (dealers, supplier, consumers, but also schools upper-òlevl administration, local agencies and public bodies).

2. To ease the formation of a collaborative space- with rules and tools – to paln and talk together about improvements

3. To push actors of the space to subscribe a *Voluntary Agreement* about goals, roles, commitments and tasks.

4. To support the Agreement with a system of recognition and visibility given by a symbol/mark and by a coordinated graphic line which identifies the new network and commitment connected to this.

5. To plan actors' commitment with tools of different intensity from the first project planning activities and clearly showing objectives intended to pursue. (A well-timed comunication on activities that are intended to be developped and listening to actors immediately from the project preliminary phase, helps tocorrect from the beginning unpleasant directions and to receive recommendations on other strategic actors to involve. It's good to elaborate a Plan of stakeholders's involvement).

6. To adopt a mix of tools to involve depending on intermediate objectives that are meant to be pursued and on the model of governance that is intende to be realised. *(Policy makers can decide to adopt,oin different times of the same path, different tools and approaches like: planning tables, surveys, administrative procedures, meeting to interact and participate to project planning)*

7. *The Plan for involvement can traces a pathway on activities to develop and tools to adopt. It cannot be stiff and must be oriented to find a balance between the needs of the different actors involved (trade policies of trade sector representatives are usually quiet rigid and not really nogotiable, consumers' associations can make a difference only at communication and consultancy level: activities to implement must manage to satisfy everybody's interests and at the same timethet must be effective on impacts reduction)*

8. Inside categories or associations to be involved, it is important to find out how are the right reprensetatives able to take decisions, or to transmit proposal pointed out during the project or activities' development, to who has power to decide. (*activities to implement deals with important aspects of enterprises management or with its structure. From the very beginning the high level of economic organization involved must be contacted and involved*).

9. tools to involve and to join the agreement proposed must be easily understandable, transparent and measurable (access and *commitment to reduction'S policies must not be complicated, procedures mustn't be vague and unclear, the precence of indicators in order to verify the effective realization of the actions and the possibility to make comparisons with time and following steps, is very important too).*

8.2 Constant improvement and attention to the local actions to follow

[contents] WHAT IS MEANT TO BE DONE

1. To arrange tasks in order to monitoring and compare results gained; to set up intermediate and final goals, referring results.

2. To pick out actions for improvements to do on the basis of possibility and potential offered by the land and on actor's will. (Actors' network will be able to decide if have a strong position on fresh and 0 km's products' purchase or on fish choices, packaging, means of transports or solutions for energetic savings

3. It is important to relate commitments to with the actual availability and equipment in the actors' possessions among the network, so that it will be possible to obtain certain results and make them visible.

4. To ease the comparison among trade sectors' operators with environment and waste management agencies' responsibles, it will help the indentification, firstly approximatively then in a more defined way, of the interventions to realise and possible choices to carry out.

5. To increase the value of already existing sustainable experiences, within the local trade sector.

6. During the identification of improvement actions, it is important to forecast the involvement of supplier (both ordinary and new) and of the weaving factory of production andf distribution in trade sector.*[Suppliers have a decisive role on trade decision and it is important to inform them in time about new decisions.]*

7. Since the issue is that of purchases, that young people usually think of as limitless market and without awareness about the impacts, it is appropriate to include them in pilot actions. as main stakehlders.
8. Decision on tools for communication must be fitting with the objectives of sustainability and which the model purses.

9. Important to restrict the use of paper, work with ecological tools of communication, think about sustainable aspects when organizing public events linked to the project.

8.3 Work on a cultural change

[Common objective] TO WHERE

1. To shape communication and sensitivization's actions according to the "share a culture" commitment, providing a spread of meanings through different channels (institutional, sectorial, educational, artistics)

2. To promote structural and management challenges, not with spot interventions (una tantum), but inside a system of renewal and of moving the concept of shop (sales point) to a more sustainable point of view.

3. In the perspective of a sustainable shop, to reserve messages to consumers and other to trade sector's operators.

    - To the consumers: ask to take decision for a *responsible consumption* but to claim more attention by the retailer to the shop's sustainability (both in its structure and organization).
    - To the retailer: ask to choose suppliers of ecological services and goods, but to enhance management and not impacting measures too.

4. With the aim of spreading the network of actors involved in the improvements actions, it is important that communication tools enhance:

    - Commercial advantages gained by sustainable businesses
    - Advantages gained from responsible consumption choices
    - Environmental advantages for the community