How Can Yoga Service Providers Link up United Nations Sustainable Development Goals (UNSDGs) for Sustainable Development from Management Perspective?

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ARTICLE INFO	ABSTRACT
Published Online: 06 June2018 Corresponding Author: **Shirley Mo Ching YEUNG**	Emergence of business usually goes along with demographics change of a country and new demands of customers. Demand chain and supply chain management of product/ service are unique for different newly emerged industries under globalization and technological advancement in a society. Educators and industry practitioners need to be aware of these changes to catch up with new skills development and new job creation for sustainable development. In order to understand the new skills development and new job creation, this paper is to explore the key elements of yoga business in the past 18 years through literature search. 17 relevant journal papers related to yoga business (1998-2016) have been selected and analyzed with N'vivo software. Based on qualitative analysis on papers and quantitative analysis of focus group survey, three major constructs are found – Inputs of moral development, quality of education, commitment of procedures to address the rights of customers; details on product / service information; regulations compliance; risk assessment; and innovations; Process of services; and Outputs of sustainable development, decent job creation, peace of mind and social impacts. And, UNSDGs 3, 4, 8, 9 and 12 are a good reference to help yoga service providers to make their business sustainable. This paper is of practical value in terms of understanding the key elements for sustainable yoga business through re-visiting the ways of educating employees, ways of creating or making use of innovations and ways of measuring improvement in health conditions. This brings insights to industry practitioners, investors, educators and policy makers on the importance of tracing the trend of emerging industry for sustainable development.

Introduction

"Sustainability is a confusing concept that has evolved steadily over the last decades according to Faber et al. , 2005" (Bolis et al., 2014, p. 7). In past years, there are different definitions on sustainability and sustainable development covering different disciplines and perspectives of ecology, economics, sociology, biology, etc. Bolis et al. (2014) mentioned that "the concept of sustainability means many things to different people, and this diversity of meaning tends to increase." According to the definition of Brundtland Commission (1992) of the United Nations, "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." The basic element of sustainability is the economic aspect to support the business in short term. For business survival and expansion, issues relating to the customers, suppliers, organizations, and the community must be considered in strategic planning, strategy implementation, performance measurement and process review. Environmental considerations in the core and supporting processes may also definitely contribute to sustainable business.

During the 17th conference of UNESCO in Teaching and Learning, 2014, though educators realized that the future

teaching mindset and pedagogy needed to be changed to match the needs of the community, the issues were the implementation of appropriate institutionalized policy to increase the relevancy of continual professional development of scholars, teachers, industry practitioners to understand the linkage between sustainability development and supply chain management in various kinds of industries. As a result, UNESCO, APEID co-organised with a tertiary institution in Hong Kong for the 1st forum in Sustainability Development in Higher Education on 21st July, 2015 to cover Programme Design; Module Assessment, and Learning Environments.

Besides, the study of Louw (2013, p. 56) mentioned that UNESCO called for educational sustainable development in the coming 10 years with the four main goals identified in relation to education, that is, rethinking and revising education from nursery school to university to include a clear focus of current and future societies on the development of knowledge, skills, perspectives and values related to sustainability. In 2010, Ryan et al. uncovered that many initiatives were offered in the Asia-Pacific region about Education for Sustainable Development (ESD) to increase the understanding the different dimensions of sustainability. They also highlighted that there was a global trend in requesting more works on "promoting systemic change in educational arenas, particularly in terms of strategic integration within HE institutions. The Asia-Pacific contributions to this collection demonstrate the need to harness national policy, to develop local and regional initiatives and to work effectively towards more profound change in HE curricula and through collaboration with external communities and stakeholders."

From the above, more works are required to close the gap between policy and practices on education for sustainable development and innovation for corporate competitiveness. In order to fulfill the needs of UNESCO in improving the understanding of SD and increase the innovative capacity of organizations, it is time to explore the sustainability and quality related literature in past years to identify the concerned areas for improving learning outcomes and skill development to achieve economic, social and environmental impacts.

1.0 From Corporate Social Responsibility (CSR) to United Nations Sustainable Development Goals (UNSDGs)

The Corporate Social Responsibility (CSR) guidelines of ISO 26000 highlight that a socially responsible organization needs to be aware of seven dimensions in their operations of business: labor practices, consumer issues, fair operating practices, human rights, organizational governance, community involvement and development and the environment. The priority of the seven dimensions is subject to the strategic planning of the management and the expectations of their stakeholders. For example, the management of a banking organization may need to understand the expectations of their customers when designing and launching different kinds of financial products and services, may need to identify not only their responsibility but also that of their business partners in the supply chain, may need to think about the environmental issues affecting their operations, their customers and their suppliers, and may need to consider ethical issues in their decision-making process so as to balance the economic, social and environmental impacts of sustainability; and the seven dimensions of CSR. The ISO Working Group on Social Responsibility (WG SR) has a high level of consensus in considering the needs of stakeholders in the guidelines of ISO 26000 for the benefit of the community.

According to Cajazeira (2008), the major principles for ISO 26000 are: accountability, transparency, ethical behavior, consideration for the stakeholders, legality, international standards, and human rights. It is the responsibility of organizations to consider the needs of the stakeholders in these seven aspects when designing work processes or executing business-related activities. In fact, ISO standard 26000 conveys a message that non-economic inputs and soft side of outcomes are the trend of quality management system (QMS).

Building quality into products and services for continuous improvement has been mentioned for scholars in total quality management in the past. Today, people started to explore integrating CSR and sustainability related elements into organizational strategy for sustainable business. Deep (2007) mentioned that there was a growing number proponents of the 'stakeholder' or 'social responsibility' model of corporate governance holding that business was accountable to a broader populace who have a direct or indirect stake in the enterprise's activities. Although there is a lack of comprehensive evidence that CSR and sustainability lead to improving financial performance, awareness to environmental and social

concerns from different stakeholders is needed for the progress of organizations.

United Nations Sustainable Development Goals (UNSDGs) were endorsed by world leaders in September 2015. The 17 UNSDGs, a continuation of the Millennium Development Goals in 2000, provide a holistic framework for countries to promote good governance with peace for social impact, to protect the land, water, air for environmental impact, and to promote inclusive, equitable and lifelong quality education for social, economic and environmental impacts. However, the applicability and feasibility of 17 UNSDGs have become a hot topic recently. Among the 17 SDGs, Goal 4 quality of education with target 4.4 on substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship in 2030 is hardly to achieve without a framework to follow. This paper is to explore the ways to make yoga business sustainable in relation to UNSDGs.

2.0 Embedding Quality, Process Management, ISO 10015 into UNSDGs

"Quality" and "Continual improvement" have been discussed in different kinds of industries, especially for value-added industries as supply chain management. Among the four main functions of management – planning, organising, motivating and controlling, each process of management is supposed to add value in the supply chain to fulfil and excel customer needs. Lo et al. (2005) brought forward the concept of customer-perceived values that integrates customer expectations into the designing of supply chain strategies. They mentioned that value of customer perceptions has to be considered carefully during the development stage of supply chain strategies. The insightful contributions of them are to simplify the complex internal operations system into seven categories. They are: strategic planning process (often referred to as the plan supply chain), three operational planning processes (also often referred to as plan source, plan make, and plan deliver) and three operational processes of source, make and deliver. The importance of perceived customer values is clearly demonstrated in the management strategic process; and embedded into operational performance.

The systematic concept of "Plan, Do, Check, Act" of ISO 9000 standards can help organizations to make improvement. ISO standards are stepping stone for reaching the ultimate aim of UNSDG 4 quality of education in skill development. When applying the concepts of ISO in training design, vision, mission and strategic goals of an organization are very important for delivering quality training services and improving skill development of staff members. ISO 10015:1999 training guidelines can be considered as a holistic framework to cover all the core activities – availability of training materials, training aid and equipment, knowledgeable and accountable trainers, innovative training strategy and a user-friendly and caring training environment for students. As the quality management training guidelines ISO 10015 was born in 1999, the DLDDC (Yeung, 2014) was used to provide a new perspective to ensure training relevancy to achieve UNSDG4.4 with the consideration of the context of the case centre in this paper.

3.0 Integrating Six Sigma into Training Design

As training design activities are situational and contextual based, the needs and wants, requirements and expectations of stakeholders need to be considered. Using systematic thinking for building inter-relationship of components in training design is very important. Metcalfe (2006) mentioned that human behavior is very situational.

"Much of what we do is because of the situation we are in and who we are with."(Metcalfe, 2006)

Przekop (2006) mentioned that a fundamental driving principle behind Intuit's Six Sigma efforts is to incorporate three stakeholders into outcomes of improvement. The three stakeholders are: employees, customers and shareholders.

"...looking at the organization's three core processes : creating the products, acquiring customers and expanding relationship, and servicing and fulfilling customer requests."
(Przekop, 2006)

"Sigma" is a symbol meaning how much deviation exists in a set of data. It is used to identify the number of defects within the production process. For service industries or social service organizations in relation to organization culture, it can be interpreted as defects in working relationship and communication that affect organizational performance. The aim of this paper is to identify the key elements for sustainable yoga business in relation to UNSDGs which can be treated as training guidelines of ISO 10015 : 1999 and the model of DLDDC - Determine/ Link/

Define/ Design/ Communicate of DFSS (Design for Six Sigma) to reduce variation for achieving UNSDG4.4.

.   In order to maximize the quality of learning outcomes, Meyers & Nulty (2009) mentioned that courses needed to provide students with teaching and learning materials, tasks and experiences that are authentic, real world and relevant. Based on the above 5 principles of curriculum design put forward by Meyers & Nulty (2009) and the concept of DFSS, the errors may be found in the curriculum design process are outdated curriculum, irrelevant learning outcomes, unmotivated students, and irrelevancy to employers.

In order to minimize the variations, DFSS needs to be explored to identify other elements that need to be considered in the design process to reduce variations. Based on the above possible errors, it is predicted that determining a direction, linking the directions with the requirements, defining a boundary for the curriculum, designing relevant materials, activities and assessments, and communicating the key considerations to stakeholders are the elements that need to be added into the curriculum design process for the benefit of the students, the prospective employers and the institution.

Based on DLDDC model (Yeung, 2014), the preparation works, for example, determining mission and defining scope of training design to match the mission statement of an organization are important from management perspective.

4.0 Methodology and Key Findings

Step I – Literature Search to Identify Key Elements for Sustainable Yoga Business

Based on a recent article of Andiappan (2017), "mental and physical fatigue can be lessened by asana practice, which rests the brain and rejuvenates the body and the mind. The practice includes inverted postures like Sirsasana, Viparata Karani and Sarvangasana; forward bening posture such as Padahasthasana, Paschimottanasana, posture keeps the spine supple. Pranayama opens the chest and lungs and bring freedom in the diaphraJanu Sisasana and Adho Mukha Svanasana. Backward bending postures like Ustrasana, Chakrasana and Bhujangasana are helpful in relieving mental fatigue, which is the cause of physical dullness and laziness. In addition, twisting gm." (p. 22)

Emergence of business usually goes along with demographics change of a country and new demands of customers. Demand chain and supply chain management of product/ service are unique for different newly emerged industries under globalization and technological advancement in a society. Educators and industry practitioners need to be aware of these changes to catch up with new skills development and new job creation for sustainable development. In order to understand the benefits of yoga with new skills development and new job creation, Yeung (2017) explored the key elements of yoga business in the past 18 years through literature search. 17 relevant journal papers related to yoga business (1998-2016) have been selected and analyzed with N'vivo software.

Research Objectives (ROs):
Previous research has found that UNSDG4 quality of education in sustainable development has not been comprehensively explored in yoga business. This research explores the key elements for sustainable development in yoga business.

Research Objectives (RQs):
1) What are the key elements for sustainable yoga business ?
2) What is the relationship between UNSDGs and the key elements for sustainable yoga business?

Based on qualitative and quantitative analysis of these selected literature, three major constructs are found – Inputs of moral development (385 references), quality of education (191 references), commitment (94 references), innovations (85 references), process of services (48 references), and outputs of sustainable development (338references), decent job creation (312 references), peace of mind (85 references) and social impacts (57 references).

From the perspective of United Nations Sustainable Development Goals (UNSDGs), the results align with the goal#4 – quality of education with transferable skills, goal # 3 well being for quality of life, goal# 8 economic growth with decent job creation and goal #9 innovations for sustainable business. These findings are of practical value in terms of understanding the key elements for sustainable yoga business through re-visiting the ways of educating employees, ways of creating or making use of innovations and ways of measuring improvement in health conditions. This brings insights to industry practitioners, investors, educators and policy makers on the importance of tracing the trend of emerging industry for sustainable development. And, the findings are well aligned with the philosophy of Andiappan;s therapeutic yoga for the services that offered to meet the needs of customers.

Table 1 - Key Words Search on Sustainable Yoga Business (literature from 1998 to 2016 with 17 selected articles)

Key words	Reference	Coverage
Moral Development `	**385**	**10.64**
Commitment	94	7.7
Humility	0	0
Growing Business	**300**	**21.44**
Service	48	8.75
Teamwork	0	0
Sustainable Development	**338**	**153.2**
Eco Impacts`	15	0.84
Decent Job Creation	**312**	**25.27**
Environmental Impacts	14	0.98
Social Impacts	57	1.07
Spirituality	29	1.23
Quality of Education	**191**	**6.98**
Peace in Mind	**85**	**3.09**
Resilience	35	2.78
Innovations	**85**	**3.09**
Harmony	1	0.06
Integrity	1	0.06

Step II – Focus Group Survey, HK and UK to identify the Linkage of Yoga Service Providers and Sustainable Development

A survey on sustainable yoga business has been designed and collected from yoga trainees in Hong Kong and professionals from a variety of disciplines who have engaged in innovations related activities collected in UK. The purpose of the survey was to find out the perception of respondents on the key elements for sustainable yoga business. The survey was designed with a total of 17questions on yoga service providers and sustainable development. Respondents well understood the objective of the questionnaire. Though there were only 19survey received from respondents, respondents' opinion was with reference value in this study as they are yoga trainees with sustainable lifestyle and delegates who pursued innovations in the business and social sectors with management experiences.

In general, most of the respondents tend to agree in the statements in the questionnaires. 13 out of 17 statements got mean scores over 5, which represents "Somewhat Agree", while 6 and 7 represent "Agree" and "Strongly Agree" respectively. In particular, the respondents generally agreed that the yoga service providers are preferable if *they have procedures in place for protecting the rights of customers*

via providing details of product or service information (Q1, **mean score 5.95**), *comply with the requirements of regulatory bodies for quality* (Q2, **mean score 5.84**), *have risk assessment to protect customers* (Q4, **mean score 5.83**), *have business ethics training to their affiliates* and *have clear information of product or service knowledge in package for customers with innovations via use of technology* (Q5 and Q6, **mean score 5.53**). Indeed, 47.4% of the respondents "strongly agreed" in the first three statements above (Q1, Q2 and Q4), and 31.6% and 36.8% of them "strongly agreed" in the last two statements above (Q5 and Q6) respectively. These findings are also aligned with United Nations Sustainable Development Goals (UNSDGs) that goal#12 – responsible production and consumption and goal # 16 compliance are crucial to sustainable yoga business.

Research Objectives (RQs):

1) What the key elements for sustainable yoga business ?

2) What is the relationship between UNSDGs and the key elements for sustainable yoga business?

Based on literature review search and focus group survey results, the key elements for sustainable yoga business are: inputs of moral development, quality of education, commitment of procedures to address the rights of customers, details on product/ service information, regulations compliance, risk assessment, innovations; process of services; and outputs of sustainable development, decent job creation, peace of mind and social impacts. And, UNSDGs 3, 4, 8, 9 and 12 are related to the key elements identified to help yoga service providers to make their business sustainable.

5.0 Conclusion

Based on the qualitative and quantitative analysis on yoga business and sustainable development , it is found that UNSDGs serve as ISO 10015 training guidelines to help yoga service providers to identify the relevant skill sets required to deliver quality services to customers and internal procedures required for corporate governance to increase the trust from stakeholders for sustainable development. Hence, ongoing data collection from different channels and communications with different stakeholder are important in capacity development for sustainable development to create impacts for the community.

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Aim :   Exploring perception of respondents about Yoga Service Providers and Sustainable Development.

Direction :   Circle the number you believe best represents your opinion.

1 = "Strongly Disagree" to 7 = "Strongly Agree" with N/R – "Not Relevant".

(1) I think Yoga service providers are preferable if they have procedures in place for protecting the rights of customers via providing details of product /service information.	1 2 3 4 5 6 7 N/R
(2) I think Yoga service providers are preferable if they comply with the requirements of regulatory bodies for quality.	1 2 3 4 5 6 7 N/R
(3) I think Yoga service providers are preferable if they have marketing strategy to customers for social responsibility for example moral development of trainers.	1 2 3 4 5 6 7 N/R
(4) I think Yoga service providers are preferable if they have risk assessment to protect customers.	1 2 3 4 5 6 7 N/R
(5) I think Yoga service providers are preferable if they have business ethics training to their affiliates.	1 2 3 4 5 6 7 N/R
(6) I think Yoga service providers are preferable if they have clear information of product/ service knowledge in package for customers with innovations via use of technology.	1 2 3 4 5 6 7 N/R
(7) I think Yoga service providers are preferable if they have staff development opportunities to involved affiliates for responsible production of services, for example, designing decent job.	1 2 3 4 5 6 7 N/R
(8) I think Yoga service providers are preferable if they take timely actions to design products/ services for customers, for example innovations in peace of mind.	1 2 3 4 5 6 7 N/R
(9) I think Yoga service providers are preferable if they educate the public for the importance of CSR, e.g. delivering the techniques of peace of mind for the community for social impacts.	1 2 3 4 5 6 7 N/R

(10) I think Yoga service providers are preferable if they conduct research on product/ service design for realizing the needs of the society.	1	2	3	4	5	6	7	N/R
(11) I think yoga service providers are preferable if they have appropriate product/ service performance monitoring system for accountability.	1	2	3	4	5	6	7	N/R
(12) I think yoga service providers are preferable if they have effective communication channels for customers to address complaints, for example, use of block chain to accumulate issues concerned for transparency.	1	2	3	4	5	6	7	N/R
(13) I think yoga service providers are preferable if they have communication with stakeholders of mutual concern issues, e.g. quality of training process with safety.	1	2	3	4	5	6	7	N/R
(14) I think yoga service providers are preferable if they have policies to enrich well being related knowledge to customers.	1	2	3	4	5	6	7	N/R
(15) I think yoga service providers are more accountable than those of other well being related service providers.	1	2	3	4	5	6	7	N/R
(16) I think yoga service providers are more transparent than other well being related service providers.	1	2	3	4	5	6	7	N/R
(17) I think more meaningful social activities that yoga service providers offer, more preferences will be given to them from customers.	1	2	3	4	5	6	7	N/R