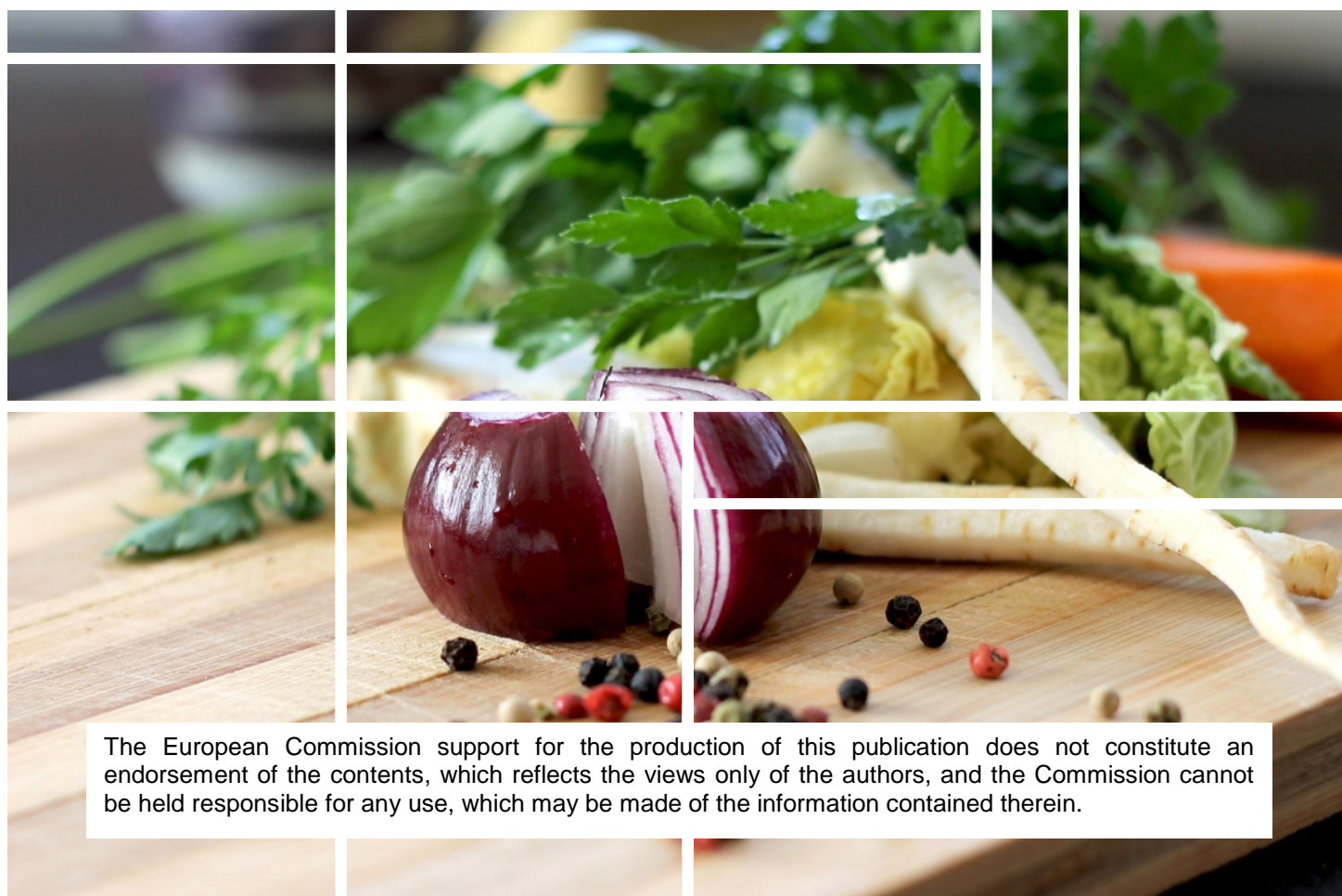




PROJECT REKUK

Vocation Training for Chefs and Executive Chefs of Large-Scale Kitchens in Sustainable Food and Kitchen Management

Module Communication and Marketing Handbook



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Table of contents

1.1	General Glossary	5
1.2	Module specific glossary	6
2.	Introduction - The great theme of sustainability	8
2.1	Food sustainability	8
3.	Stakeholders - Everyone has to do his part!	10
3.1	Farmers, fishermen and manufacturers.....	10
3.2	Food processors	11
3.3	Distributors.....	11
3.4	Mass caterers	13
3.5	Consumers.....	14
4.	COMMUNICATION AND MARKETING: PRINCIPLES AND TOOLS	16
4.1	Communication skills activity after the analysis of Watzlawick's Five Axioms..	16
4.2	Stakeholder engagement as a key part of Corporate Social Responsibility (CSR).....	19
4.3.	Communication tools.....	22
4.4.	Principles of Green Marketing	26
4.5.	Principles of certification schemes (<i>organic and eco-labels</i>).....	27
5.	INTERNAL AND EXTERNAL COMMUNICATION.....	29
5.1	Purpose and characteristics of internal communication	29
5.2	Media or means of external communication	31
5.3	How to develop a communication plan	32
6.	TARGET STAKEHOLDERS FOR CANTEEN SERVICES.....	34
6.1	Evaluate and monitor the communication tools	34

7.	IMPLEMENTATION OF FOOD EDUCATIONAL SCHEMES IN THE KITCHEN OR DURING MEAL PREPARATION.....	36
7.1	Good practices in the sustainable catering sector	36
7.1.1	Enhancement of marine aquaculture and the promotion of fresh fish consumption in health centers and nursing homes.....	36
7.1.2	A best practice guide on catering for older vegetarians and vegans	38
7.1.3	Greenhouse gas emissions of campus catering	38
7.1.4	NHS Scotland's hospitals are providing good quality catering services	38
7.1.5	Educating students about food waste and waste recycling	40
7.1.6	Food for Thought.....	41
7.1.7	Food for Life Partnership (FFLP).....	42
	Appendix	43
8.	REFERENCES	44

1.1 General Glossary

Chef: professional cook who often manages the kitchen, e.g. in restaurants, large-scale kitchens, hotels.

Communal catering/public catering: Large-scale catering facilities in the public sector. These include patient catering in hospitals and elderly residences, catering in educational institutions and businesses. In contrast to gastronomy the focus here is to provide well-balanced meals and maintaining cost efficiency, providing qualitative meals outside the home.

Executive Chef: Chef who has an overall responsibility for the kitchen: purchase, staff, menu, sometimes manager of several kitchens / restaurants. Sometimes referred to as kitchen manager.

Large-scale kitchen: Large-scale kitchen is a term for a kitchen that is used for commercial purposes and in which meals for numerous consumers get cooked, namely gastronomy and communal feeding (hospital, company canteen, nursing homes, halls of residence, student halls etc.).

Organic foods/produce: These products are produced within the scope of organic farming and has a certification marks which are regulated by law.

Regional food/ products: Regional food is food that is produced there where it is consumed. A common definition for regional or national products is that they are produced within a radius of 150 km around the processing commercial kitchen.

In fact, what is considered regional varies by country. In Italy the regions are geographically defined and it is common to use those definitions when referring to regionality. In other countries a max. distance of 150 km is determined. This distance was chosen because if the distance is greater the return benefits of sourcing produce locally diminish. In Germany and Austria, the word “regional food” is not regulated by law.

Seasonal foods: Foods available only at a certain time of the year from outdoor production (meaning available from local sources), typical fruits and vegetables. Some produce is available year-round as fresh or stock goods like onions, potatoes and apples.

Stakeholder: Member of an interest group.

1.2 Module specific glossary

Agricultural biodiversity: is the outcome of the interactions among genetic resources, the environment and the management systems and practices used by farmers. This is the result of both natural selection and human inventive developed over millennia.

Biodynamics: is a holistic, ecological, and ethical approach to farming, gardening, food, and nutrition. It was first developed by Rudolf Steiner – most famous for his contributions to education that led to Steiner Schools.

Bio-economy: is an economy using biological resources from the land and sea, as well as waste, as inputs to food and feed, industrial and energy production.

Blog: a regularly updated website or web page, typically one run by an individual or small group, that is written in an informal or conversational style.

Brand: is a name, term, design, symbol, or other feature that distinguishes an organization or product from its rivals in the eyes of the customer.

Chatbot: a computer program designed to simulate conversation with human users, especially over the Internet.

Circular economy: is an economic system where products and services are traded in closed loops or 'cycles' in which resource input and waste, emission, and energy leakage are minimised by slowing, closing, and narrowing material and energy loops.

Certification scheme: refers to the small seals usually found around the edges of products that denote product attributes such as certified organic, fair trade, or cruelty free. These eco labels are a form of sustainability measurement that help consumers make decisions while shopping. Certification agencies confirm compliance to organic standard requirements.

Communication plan: is a step-by-step process to ensure that the intended message is received, understood, and acted upon by the recipient. It is detailed in a project management plan that defines who will need what specific information, when the information is needed, and the expected modality for the communication message.

Customer satisfaction: It is a measure of how products and services supplied by an organisation meet or surpass customer expectation.

Ecosystem: is a community of living organisms in conjunction with the non-living components of their environment (things like air, water and mineral soil), interacting as a system.

Food safety: refers to the conditions and practices that preserve the quality of food to prevent contamination and food-borne illnesses.

Good Manufacturing Practices (GMP) or Good Manufacturing Rules (NBP): are the practices required in order to conform to the set of rules that describe the

methods, the equipment, the means and the management of production to ensure the appropriate quality standards.

Green marketing: is the marketing of environmentally friendly products and services. Organisations involved in green marketing make decisions relating to the entire process of their products, such as methods of processing, packaging and distribution.

Low-carbon economy: is an economy based on low carbon power sources that therefore has a minimal output of greenhouse gas (GHG) emissions into the biosphere, but specifically refers to the greenhouse gas carbon dioxide.

Micronutrient: a chemical element or substance required in trace amounts for the normal growth and development of living organisms.

Nutrients: a substance that provides nourishment essential for the maintenance of life and for growth.

Organic farming: is a method of crop and livestock production that involves much more than choosing not to use pesticides, fertilizers, genetically modified organisms, antibiotics, and growth hormones.

Phytochemical: any of various biologically active compounds found in plants. Also called phytonutrient is referred to any of various bioactive chemical compounds found in plants, as antioxidants, considered to be beneficial to human health.

Social Media Manager: in an organization is a person responsible for monitoring, contributing to, filtering, measuring and otherwise guiding the social media presence of a brand, product, individual or corporation.

Social Networks: a dedicated website or other application which enables users to communicate with each other by posting information, comments, messages, images, etc.

Stakeholder: A person, group or organization that has interest or concern in an organization. Stakeholders can affect or be affected by the organization's actions, objectives and policies.

Traceability: is the capability to trace something. Under EU law, "traceability" means the ability to track any food, feed, food-producing animal or substance that will be used for consumption, through all stages of production, processing and distribution.

Unique Value proposition: refers to the unique benefit exhibited by an organisation, service, product or brand that enables it to stand out from competitors. It must be a feature that highlights product benefits that are meaningful to consumers.

2030 Agenda for Sustainable Development: The 193 Member States of the United Nations reached consensus on the outcome document of a new sustainable development agenda entitled, "*Transforming Our World: The 2030 Agenda for Sustainable Development*". This agenda contains 17 goals and 169 targets.

The complete list of goals and targets are available at: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

2. Introduction - The great theme of sustainability

Sustainability is one of the great issues of our time. This issue started to become apparent in the Sixties of the Twentieth century, when environmental movements, realised the first alarm calls to point out that the use of natural resources by man was increasing excessively, and this trend was reaching alarming levels. Nowadays there is full awareness that the current overexploitation of ecosystems, with rampant consumerism and the irresponsible use of raw materials, are leading to the depletion of natural resources and to a dangerous increase in environmental pollution.

Our species is living in a non-sustainable way and is consuming the limited natural resources of the planet faster than they are able to regenerate.

Consequently, a collective social effort to adapt the human consumption of these resources within sustainable levels is a matter of paramount importance for the present and the future of humanity.

2.1 Food sustainability

For additional information on sustainable agriculture refer to the module “foods use”.

In the framework of sustainable development, the specific issue of food sustainability is of fundamental importance, both for human health and for its economic, environmental and social implications. Food sustainability issues are manifold, and include:

- the **impact of human actions on agricultural biodiversity** because, as many economists state, the European Union annually loses 3% of its GDP due to the decrease in biodiversity, which translates into a cost of 450 billion euro per year¹;
- **agricultural production is the main responsible of greenhouse gas emissions**, which stood on a share of 33% of the total annual emissions in the world²;
- the over **use of pesticides and fertilizers**, has allowed to increase production levels on one hand, but on the other it has provided a strong contribution to *land degradation, pollution and eutrophication of water, food pollution, greenhouse gas emissions*;
- the **mass breeding of cattle**, especially considering that agricultural products would be enough to feed the 7.5 billion inhabitants of the planet, if only they were evenly distributed and not massively used to feed the three billion farm animals;
- the **urban sprawl phenomena** that are affecting the planet are another critical aspect in terms of sustainability, especially considering food issues.

¹ Source: *GreenReport.it* (2015)

² Source: *World Resources Institute, Database*

The role of nutrition is also increasingly important in terms of health and social sustainability. Medical researches show, in fact, that about 80% of cases linked to new diseases, could be prevented by eliminating a number of factors including tobacco use, physical inactivity and unhealthy diets. Indeed, focusing the analysis on food factor, studies show that almost all countries of the world are experiencing an exponential growth of obesity. The European Association for the Study of Diabetes (EASD) recognize obesity as *"the most important public health problem worldwide."* According to the Eurostat survey, the statistical office of the European Union, almost 1 in 6 adults in the EU is considered obese³. While 46.1% of those aged 18 or over living in the European Union (EU) had a normal weight in 2014, slightly more than half of the adults (51.6%) were considered as over-weight (35.7% pre-obese and 15.9% obese) and a further 2.3% as under-weight.

In other words, nearly 1 in every 6 persons aged 18 or over in the EU was obese in 2014. Obesity is a serious public health problem that can be statistically measured using the Body Mass Index (BMI) of adults. Obesity is defined as a BMI of 30 or over⁴. The share of obese adults clearly varies between age groups and according to education level. With the exception of those aged 75 or over, the older the age group, the higher the share of obese persons: the obesity share in the EU stood at 22.1% for people aged 65 to 74, while it was below 6% (5.7%) for those aged 18 to 24. The pattern is also clear taking into account the education level: the proportion of obese persons in the EU falls as the educational level rises. Indeed, while the percentage of obese persons among those with low education level reached almost 20% (19.9%), it decreased to 16.0% for those with a medium education level and to less than 12% (11.5%) for the population with a high education level.

Among the EU Member States for which data are available, the lowest shares of obesity in 2014 among the population aged 18 or over were recorded in Romania (9.4%) and Italy (10.7%), ahead of the Netherlands (13.3%), Belgium and Sweden (both 14.0%). At the opposite end of the scale, obesity concerned more than 1 in 4 adults in Malta (26.0%), and about 1 in 5 in Latvia (21.3%), Hungary (21.2%), Estonia (20.4%) and the United Kingdom (20.1%)⁵.

If in many countries of the world the problem is related to unhealthy food choices, in other areas the problem is a lack of food. As a matter of fact, the world is made of imbalances and contrasts and, from the nutritional point of view, there is no exception. There are nearly one billion undernourished and over one billion overfed individuals; according to FAO (*Food and Agriculture Organization*), 1.3 billion tons of food are wasted every year at the global level, which is equivalent to about one third of the total production of food for human consumption, a quantity that, if recovered, would be enough to feed three times the undernourished people (900 million worldwide).

The scale of the problem is enormous in terms of damage to the environment, since food waste is the third largest factor in the production of carbon dioxide.

³ Data source: European Health Interview Survey published on 20th October 2016

⁴ Data source: World Health Organization.

⁵ Data source: Eurostat Newrelease 203/2016 - 20 October 2016

The state of play it makes clear that it is of vital importance at the environmental, social and economic levels, to make amends and to produce and consume food in a responsible and sustainable way. FAO has given a definition of food sustainability, indicating all those eating habits that have a low environmental impact while ensuring **food security** and healthy life for present and future generations.

A sustainable diet involves the consumption of nutritionally healthy food, with a low footprint in terms of land use and water resources used a low carbon and nitrogen footprint, attentive to the preservation of biodiversity and ecosystems, rich in local and traditional food, fair and accessible for everyone.

3. Stakeholders - Everyone has to do his part!

Food sustainability is a complex concept that has to do not only with consumers' choices but also with the whole chain that brings food on their tables, that is, the production, processing and distribution of the food items. In this regard it is **important to identify the different stakeholders**.

3.1 Farmers, fishermen and manufacturers

The term **sustainable agriculture** (also called eco-compatible) is used to underline a compliant approach to the food and agricultural sustainable production privileging those natural processes that help to preserve the environment resources.

Sustainable agriculture is therefore related to abandonment of intensive farming practices and to a significant decrease in the use of chemicals (pesticides, hormones, etc.), with their harmful effects on the soil, the rivers and the environment in general.

Sustainable farming has the following objectives: a fair income of the farmer, the protection of the operator's agricultural health and consumers, the preservation over time in soil fertility and environmental resources.

In this sense, the most common European agricultural models, which apply sustainable principles and techniques, are the **organic farming** and **biodynamic** methods.

Organic farming is a sustainable growing system, which allows the use of natural substances, excluding the use of synthetic chemical products (fertilizers, herbicides, pesticides, insecticides, etc.). The biodynamic agriculture is a cultivation system at low environmental impact that stands between conventional and organical agriculture, resorting to chemicals only when the risks for a crop are severe. If chemicals have to be used, however, only the less polluting and the less harmful compounds are chosen, and particular attention is paid in order not to destroy insects which are beneficial to plants.

Similarly to sustainable farming, **sustainable fishery** includes all practices that avoid the reduction and possible extinction of some species, using tools that do not damage the seabed and marine habitats and also respect the biological rhythms of the sea, allowing the fish to spawn and develop until they have reached sexual maturity.

3.2 Food processors

The **food processing** industry is a technological and economic process that creates an added value to the agricultural products allowing the transformation of raw ingredients into food, or of food into forms that are different from those originated at the time of food harvest.

It is necessary, for the purposes of food sustainability, to renew the transformation processes and food manufacture, focusing on the increase in demand and supply of food items which are healthy, environmentally friendly, not processed by the industrial point of view and cultivated in areas of traditional origin, respecting biodiversity and resources available.

The conversion process from local food production, based on small-scale and focused on communities, to large-scale production, export oriented, and monocultural, has unfortunately caused the decline of traditions, cultures and pleasures associated for centuries to productions and markets rooted in the communities, compromising the experience and joy, always cherished, related to sharing local food production. It should therefore be maintained a clean and sustainable production that creates the conditions for a good and healthy food production. The concepts of "good" and "healthy" are interdependent: the respect of the natural criteria is the basis for both of them. They are also bound by a reciprocal relationship. A soil that is not stressed or polluted will produce better crops and more nutritious food. The same applies to animals raised respecting their well-being and to transformation processes committed to sustainable sourcing of raw materials. Finally, a product that travels less will be fresher, tastier and will contain more nutrients. A third and final prerequisite for a quality product requires that it is "fair". In a food production environment, the term "fair" defines social justice, respect for workers and their skills and rural life, adequate wages and recognition of the value of small farmers whose position in society is often neglected.

3.3 Distributors

One of the major critical points of the food system, both at global and local level, is the distribution. The last fifty years have seen not only the industrialization and a mass exodus from rural areas, but also a huge improvement in conservation techniques. Today, a food item could be transported easily from one part of the world to another, even when it is not needed. The global distribution system, dominated by a few large players who draw strength from their financial structure, has filled the production chain of countless intermediaries, thereby enhancing the physical and cultural distance between consumer and producer. It also led to a rise in consumer prices. The reorganization of food distribution is therefore of crucial importance and is essential to achieve a sustainable food system. The prices should be fair for both producers and consumers alike. The products should also be well described. From this point of view, a short chain can be helpful.

Large scale kitchen staff needs to communicate sustainability progress in the food distribution sector. Dialogue with food distribution groups is important to understand

strategies and projects for reducing CO₂ emission. Communication about the outcome obtained could include for example:

- innovating and reducing packaging materials;



Photo: Action EWWR 2013: Save the leftovers! Helsingborg, (SE). © NSR⁶

- optimizing the distances between cultivation and distribution according to zero km criteria;



Photo: example of "Zero kilometer" food products" campaign in Italy.

- promoting intermodal transport systems;

*"An intermodal freight transport system is characterized by the subsequent use of different traffic modes for moving goods stowed into an intermodal loading unit from the consignor to the consignee"*⁷

⁶ <http://www.ewwr.eu/en/ideas/case-studies-reduce>

⁷ Johan Woxenius and Fredrik Barthel

- activating projects for the production of alternative energies.



Photo: Example of solar panels used to produce energy in a factory

The chain can be defined short or long depending on the number of subjects involved in the realization of the final product. The fresh-products chains, which do not require special processing, are almost always short, as the agricultural production by companies passes directly from production to packaging and distribution. This kind of chain supports the development of local economies and especially, improves the environmental performance of companies and territory. It finally provides greater transparency and security to the consumer. Large scale kitchen must highlight traditional local dishes prepared with seasonal foods and local or regional production by promoting global quality of products and the involvement of the local community in order to bridge and boost the ever increasing demand for the quality of the products, for the territorial development and the valorisation of the traditions. Furthermore waste is another big problem in the distribution chain, and this is true in each step of the supply chain: agricultural production, food industrial processing, wholesale and retail distribution, catering, domestic consumption.

3.4 Mass caterers



Photo: hostelco.com

The forms of public catering are directed to the preparation of meals for a large number of interested consumers to enjoy the same service. Any form of catering has very specific requirements, related to the type and needs of the customers, for

example in business, education, social health, community, healthcare, hospital, prison, etc.

The menu must be able to meet all these relevant issues: customers food needs, including personalized diets for every type of situation; studying the correct periodic alternation of the menu for the week, month and season; checking the application of sanitary regulations during the preparation of foodstuffs through the HACCP (Hazard Analysis and Critical Control Points).

Even in catering, sustainability is crucial, namely the balanced management of every aspect that concerns the food cycle, from menu planning to the management of resources, with the consequent reduction of risks and wastage to achieve a better level of quality and wellbeing.

The general objectives of "sustainable catering" are:

- *Reducing the use of natural resources*
- *Reduction of pollution in water, air and soil*
- *Waste reduction*
- *Use where possible of repeat-use goods*
- *Use of local products (short supply chain)*
- *Re-use of organic waste as fertilizer*
- *Use of renewable energy sources*
- *Use of machinery and equipment with high energy efficiency*
- *Use of technologies for the production of environmentally friendly meal*

Although characterized by a standardized kitchen at quantitative level, mass catering, therefore, must not sacrifice quality. And this should be true not only from the nutritional point of view, but also from a sensory perspective, namely in relation to the taste of food and the presentation of dishes.

3.5 Consumers

More and more consumers read the labels on the packaging and are well-informed about the origin of food products. In fact, the growing industrialization and the problems arising from pollution, help to enable certain behaviors by consumers to seek products "untreated" or organic, marking a gradual overall change in consumption.

Here below is a list of the main characteristics of the 'critical consumer':

- **Individual:** more able to choose.
- **Competent:** more information about consumer choices
- **Demanding:** concerned about quality standards
- **Selective:** more critical and aware (adopt a carnet of brands to choose from)
- **Oriented in a holistic way:** interested in the symbolic and social dimensions
- **Pragmatic:** realism proves to the market
- **Responsible:** attentive to the social meanings of products
- **Thoughtful:** high perception of risk, and uncertainty, avoidance of globalized markets, ethical sensitivity.

According to the "*Nielsen global survey of corporate social responsibility and sustainability*", sustainability is now a prerequisite for many consumers. Overall, 65% of sales in consumer goods is generated from brands committed to environmental and social fields. The research was conducted based on a sample of 30,000 individuals in 60 countries. The results, in terms of sales, underline the success of companies engaged in environmental and social sustainability, which, for example, in 2015, showed an increase in sales of 4%, against an increase in other businesses less than 1%.

Consumers have reached a degree of social and environmental responsibility, decisive even in the time of purchase. Here below is a list of the sustainable factors emerged worldwide that leads to a specific food choice:

- the 62% of consumers say that they prefer the brand products they have confidence with; the 59% prefer the goods that have health qualities;
- the 57% of consumers choose fresh and natural ingredients;
- the 45% prefer sensitive companies to environmental issues;
- the 43% prefer companies engaged in the social;
- the 41%, use as a parameter the less polluting packaging.



Photo: Pixabay

Ethical commitments become crucial incentives starting from the advertising message: if and when the marketing campaigns contain references to sustainability, purchases are soaring from 17% to 21%⁸. This trend, moreover, is definitely on the rise because the 73% of the age group between 21 and 34 years, called "Millennials" prefer sustainable products even if more expensive.

⁸ (data source: Nielsen survey 2015).

4. Communication and Marketing: Principles and Tools

Sustainability, understood in its three typical forms (environmental, social and economical), is not a passing trend for the companies as well as for collective caterers, but a line of development needed to provide an answer to consumers who are more and more careful and to an increasingly stringent regulatory environment. Therefore sustainability, which represents a value as well as a competitive factor, must be based on solid scientific and technical basis and must represent a distinctive marketing tool that should be properly communicated. Communication and information have indeed a critical role both in promoting responsible consumption and in the ability of choice among consumers to promote good relationship between the user and stakeholders.

The communication, therefore, is properly renewed in relation to sustainability because, compared to the traditional marketing communication, requires new approaches and skills both in defining the message and in fleet management.

4.1 Communication skills activity after the analysis of Watzlawick's Five Axioms

The philosopher and communications theorist, Paul Watzlawick, expressed a central principle of modern communication theory. He established what he called five axioms of human communication:

Axiom 1 *"One cannot not communicate."* Because every behaviour is a kind of communication, people who are aware of each other are constantly communicating. Any perceivable behaviour, including the absence of action, has the potential to be interpreted by other people as having some meaning.

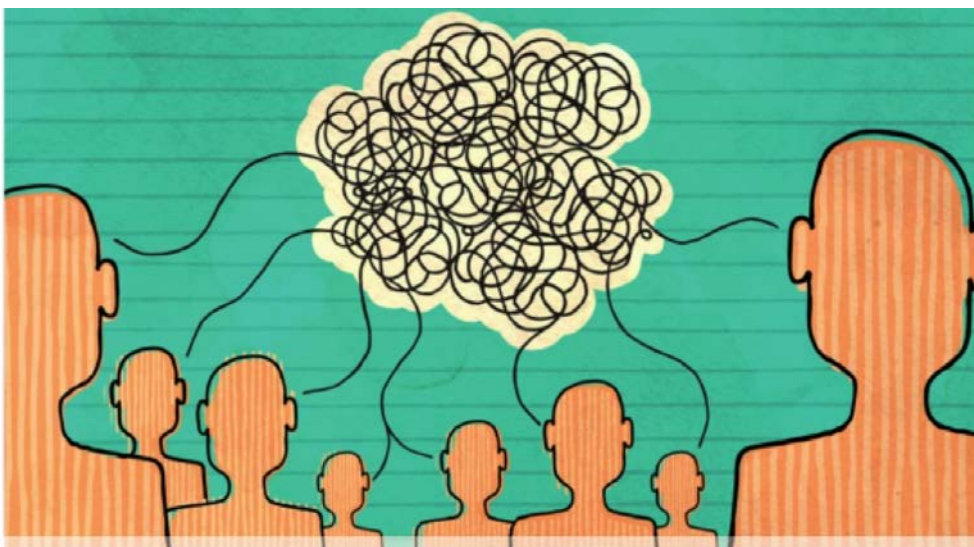


Image: Part of the cover book of *"Das Kommunikationsmodell nach Paul Watzlawick. Watzlawicks pragmatische Axiome"* - Hausarbeit, 2009

Axiom 2 "Every communication has a content and relationship aspect such that the latter classifies the former and is therefore a meta-communication." Each person responds to the content of communication in the context of the relationship between the communicators. The context defines the content and it is needed to include influence by the relationship between the communicators.

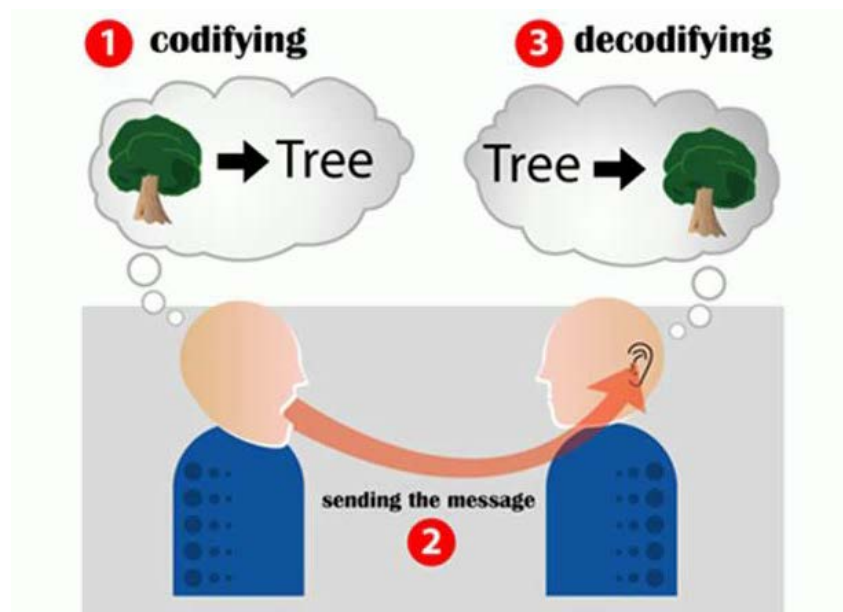


Image: commons.wikimedia.org/wiki/File:Encoding_communication.jpg

Axiom 3 "The nature of a relationship is dependent on the punctuation of the partners' communication procedures." Communication covers voice (tone, volume, rhythm), but also pauses, laughter, silence, and other sound expressions such as clearing the voice, drumming and sounding. In writing we can refer to the use of punctuation, capable of attributing a specific rhythm during reading. Both the non-verbal and the paraverbals messages are often unconscious and emotional.



Image: nearsoft.com

Axiom 4 *"Human communication involves both digital and analogic modalities."* The term *"digital"* is used in this axiom to refer to discrete, defined elements of communication. The adjective *"analogic"* describes a type of communication in which the representation to some extent evokes the thing to which it refers.







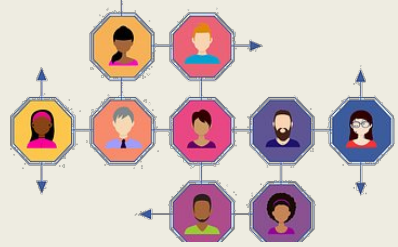

Image elaborated from Peanuts comics

Axiom 5 *"Inter-human communication procedures are either symmetric or complementary, depending on whether the relationship of the partners is based on differences or parity."* A *"symmetric"* relationship here means one in which the parties involved behave as equals from a power perspective.

An example of the exercise proposed by this Module: Think about various communication processes in your workplace that you are involved in and complete the table below, related to the different types of communication. (see also the "REKUK Student Folder")



Image: dreamstime.com

What types of communication are you involved with in your workplace	What problems occur with this type of communication in your workplace	Why do you think problems occur	What suggestions do you have that could prevent or reduce problems
			
Can you suggest ways to communicate better with each other within your organisation?			
			
Can you suggest ways to improve external communication of your organisation?			
			

4.2 Stakeholder engagement as a key part of Corporate Social Responsibility (CSR)

Communicating effectively is an important issue for all organisations. This is particularly true when we think about the corporate sustainability commitment that has to be communicated to its internal and external stakeholders, for several reasons:

- It has an impact on the reputation of the organisation and, therefore, is a competitive advantage at the same time;
- It helps to spread an internal culture of corporate social responsibility and increase employee engagement on sustainability issues;
- It increases the transparency and accountability of the organisation towards the stakeholders.

These aspects are of increasing importance for an organisation:

- communicate clearly, effectively and make information on the commitment to sustainability accessible;
- demonstrate consistency between the behavior and the message communicated;
- identify measurable objectives for implementing a sustainability plan.

All these issues contribute to minimize the risks of loss of reputation of the organisation, that can be determined by a mystificatory communication and image given outside (eg. the so-called "*greenwashing*"). In fact, a transparent and coherent communication not only enables the organisation to position itself strongly in the market with respect to CSR issues, but also helps to raise awareness and promote a culture of sustainability both internally and outside the organisation.

The communication of a socially responsible organisation should integrate a culture-oriented dialogue with stakeholders, not only to build a trusting relationship with them but also to ensure the satisfaction of each other's needs. For this reason, an organization equipped with tools and adequate stakeholder engagement processes will meet the needs and expectations of consumers and respond coherently to them. In this sense, communication cannot be "one-way" when it comes to sustainability and the organization must take into account a gradual process of openness to dialogue (and be prepared to handle it).

An example:

The communication campaign "*The Mill I want*"

In March 2009, Barilla has created the innovation of participatory online platform "*The Mill I want*" (www.nelmulinochevorrei.it). It is an open platform for all that allows anyone to communicate with the brand to contribute to its improvement and growth.

Some key aspects:

- Crowdsourcing: gather new ideas from customers about products, promotions, packaging, social commitment, environmental protection.
- Transparency and interactivity: ideas, comments, ratings were given by consumers and explained the project, mission, under evaluation and selection phases.
- On-line tutor who helps and guides to the project (open innovation - co-creation tool).

Through this promotional campaign Barilla received 10.950 Ideas as of today (January 2018); 1,187,633 Comments; 5,506,575 consumer judgments.

To achieve the objectives of effective communication, the entity must establish an adequate internal organization. This means first of all to have professionals with skills to understand and interpret the trends of the communicative context and to use the new languages and tools. In a rapidly evolving context, it is important to invest in

training and upgrading its employees. In this regard, in recent years, we have seen the emergence of new professionals within the organisation, such as the **social media manager**. The internal organization also requires a certain measure of flexibility, that can promote the involvement of other functions in the management of communication processes, by adopting appropriate processes to the management of content and tools. To define the communication strategy the organization must first focus on its target audience and its stakeholders, as well as on what tools it is better to use and what information to seek stakeholders. Then, it is important to set clear and measurable goals, which shall be mentioned when communicating the organization's commitment to sustainability.

These aspects will help to define the real strategy and understand what are the most appropriate tools. Very often, however, organisations tend to choose the tools before focusing on the audience they are targeting and before defining their goals.

BRIEF CHECKLIST towards the Corporate Social Responsibility



Context analysis

- *What are we doing to communicate our commitment to sustainability?*
- *What are our competitors doing?*
- *What are the current trends in communication and sustainability?*
- *Target: who are the priority stakeholders we are addressing to?*
- *Objectives: what are the main goals? What measurable indicators we have?*
- *Content: what do we want to communicate?*

Needs analysis

- *What results we have achieved with respect to the goals we set ourselves?*
- *How can we improve the communication about the organisation's sustainability?*
- *What are our weakness areas?*
- *To what extent are we able to meet the needs and expectations of our stakeholders?*
- *What actions or instruments could help us to improve?*

From needs... to solutions:

Building the communication sustainability plan of an organization, implies to identify the needs and the gaps and to define the appropriate strategy to adopt. To do so, it could be useful to segment stakeholders into target audiences, reflecting on the contents and types of tools which are most appropriate and effective for each segment. For each type of stakeholder, it will be appropriate to state communication should be focused on the interests, expectations and audience habits, keeping in mind the specificities of the organisation. The choice of tools is, therefore, the last aspect to be evaluated, it is not itself a solution but it must be included in a wider strategy based on a thorough knowledge of the target and of the stakeholders. The choice of content and language is also important and should be tuned according to the audience and the tools used.

4.3. Communication tools

Businesses use a range of marketing communications to promote their activities, products and services.



Marketing communications tools may includes:

- ☐ Brochures
- ☐ Mailshots
- ☐ websites
- ☐ Advertisements
- ☐ Sales Promotions
- ☐ Exhibitions
- ☐ Public relations
- ☐ Sponsorship
- ☐ Press publicity campaigns

Communication activities will be built through a **Communication Plan** (see paragraph 4.3 “How to develop a Communication Plan”); The plan should take into consideration the cost of the content production and of the tools chosen as well as of the communication campaigns. Similarly it is important to consider the target audience and the amplitude of diffusion to be achieved. It will be taken into account the organization's reputation. An advert may be viewed with skepticism, whereas a favorable piece of press coverage will be widely accepted as accurate.

Social networking promotion tools have proved to be important in communication activities for any organization and therefore also for the catering companies.

Social networks are web platforms characterised by conversational, sharing and exchange activities. Users can access to social networks by registering and creating a profile, they can organize a list of contacts, publish their updates and access profiles of other users. Social networks are distinguishable by the type of relationships that are developed between users, for example those of friendship, work or public, or even depending on the format of the communications involved, as short texts, images or music; their use is almost always offered for free, given that suppliers are paid by online advertisers.

Social media is a fundamental part of the lives of many people connected around the world. There are about 300 social networks widespread and commonly used globally.

Facebook is the most popular social network in Europe, followed by WhatsApp, Instagram, LinkedIn, Telegram and many others. 73% of European Internet users use social network sites. In total this is about 347 million people (*results of global media studies*)⁹. All that shows how the use of social networks in communication strategies is important.



In summary we can state that:

- Social networks are places of conversation between users and between users and public and private organizations.
- Social networking sites are the best place to meet potential customers and retain them.
- From the Social Media Marketing perspective, social networks offer a wide range of information on experiences, interests and opinions and their feedback should not be overlooked.

⁹ Source: InSites Consulting survey

The most challenging issues for caterers to communicate to consumers are:

- *food safety*
- *origin*
- *environmental impacts and sustainability*
- *animal welfare*

The meal time can be made more valuable through environmental communication and education interventions.

A complete and transparent communication of what is put on the plate to make the launchroom "green" is another opportunity to build consensus among customers and attract new targets in a virtuous circle.



Image: Milan's Refettorio Ambrosiano (Italy), a charity canteen realized by chef Massimo Bottura during Expo Milano 2015.

A useful tip for public and private canteens is about increasing the design, communication and promotion of catering services. Showing a company's efforts towards sustainability could raise consensus and make the organization's image more trustable and memorable. Moreover, in recent years, the context of communication has evolved rapidly, thanks to the development of technology and the growth of web tools. Therefore it is a good practice to create a 'community' that can stimulate the choice of customers and the word-of-mouth.

Brief description of some social networks:

- **Facebook** is the most popular social network of the Web, and nowadays boasts almost a billion users. In addition to a simple social network Facebook has become a real social phenomenon capable of changing the habits of many people that every day can be found on the Web to share opinions, thoughts, photos, images, videos and other content in what has become the largest virtual marketplace on the Web.
- **Twitter** is the most popular microblogging service as part of the web and social networks. It is characterized by the sharing of information,

communications and photo-video content in real time in the maximum space of 280 characters for each status update.

- **Google+** is Google's social network and can be useful for an organization to increase their brand awareness, exposure on the company and their presence in the organic results of search engine.
- **LinkedIn** is a social network that focuses on the development of their social network, paying particular attention to the professional links between registered users in this social network. Its main purpose is to allow registered users to maintain a list of contacts made by people known in the workplace or in any case to catalogue highlighting the type of work done, the company where they work and what role.
- **YouTube** is the largest video sharing channel available on the Internet and allows the online video sharing, presentations, home movies, semi-professional and professional films from individuals, companies and businesses who have an account on the site.
- **Flickr** is a website dedicated to the "photo sharing", which essentially allows its members to share photos with anyone who has an Internet connection and be able to access the site. For purposes of Web Marketing Flickr allows to create an account to create a real photo album, also available online, and images inherent its activities, products and services.
- **Whatsapp** is the application of the most popular instant messengers of the globe, with millions of users who use it on iPhone, Android and Windows Phone smartphones. Its operation is very easy and free. It is a great substitute for SMS and MMS.
- **Telegram** is a cloud based messenger that allow sync, read and send free messages from various devices.
- **Instagram** is a free mobile application and a photo social network. It allows to take pictures and share them instantly even on other social media.



4.4. Principles of Green Marketing

"When the last tree has been cut down, the last fish caught, the last river poisoned, only then will we realize that one cannot eat money", this is the famous phrase of the Indians of America dating from the time of Spanish colonialism when the white Western man tried to import its civilization in the new territories conquered in the Sixteenth century.

Green marketing is a vital constituent of the holistic marketing concept today. If "Marketing" is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large, "Green marketing" is the marketing of products that are presumed to be environmentally safe.

The origins of the environmental movement can be traced back to different parts of the world throughout history. The environmentalist movement, at least in Europe, grew out of the reaction to the industrialization, growth of cities and poor air and water quality.



Some of the advantages of green marketing are:

- It ensures sustained long-term growth along with profitability;
- It saves money in the long run;
- It helps companies market their products and services keeping in mind the environment aspects. It helps in accessing the new markets and enjoying competitive advantage;
- Most of the employees feel responsible and proud of working for an environmentally responsible organisation.

The twenty-first century is a historical period characterized by numerous pro-environmental findings and more ethical behavior of the companies.

A very important tool for sustainable economic and social development is represented by **Corporate Social Responsibility (CSR)**, developed to integrate the issues of the workplace, human rights, the community and the marketplace into core business strategies. It has been defined by the European Union as "voluntary

integration of social concerns and ecological businesses in their business operations and in their interaction with their stakeholders ¹⁰.

In the same way, the Social Accountability International (SAI), an international organization founded in 1997, has issued the standard SA 8000 to ensure in companies job conditions which respect social responsibility, a fair supply of resources and an independent inspection process for the protection of workers. The SA 8000 standard is the most widely used global standard for corporate social responsibility of a company and is applicable to companies in all sectors, to assess compliance by companies with the minimum requirements in terms of human and social rights. The AA1000 (Accountability 1000), created in 1999, is a standard process developed to evaluate the results of companies in the ethical and social sustainable development, to demonstrate the commitment to the respect of ethical values through objective, impartial and transparent tools.

Sustainability is a topic for the media attention and it is a fact that "green" is the new value added.

4.5. Principles of certification schemes (organic and eco-labels)



¹⁰ Source: European Commission: http://europa.eu/rapid/press-release_MEMO-11-730_en.htm

Foods may be labelled "organic" only if at least 95% of their agricultural ingredients meet the necessary standards. Since 1 July 2010¹¹, producers of packaged organic food have been required under EU law to use the EU organic logo. However, this is not a binding requirement for organic foods from non-EU countries. Where the EU organic logo is used, the place where any farmed ingredients were produced must be indicated.

Large scale canteens using organic certified products strength their brand in terms of reputation and reliability. They could be more incisive in the sustainable strategy using products that have formal recognition by an independent subject about competences and procedures offered in line with international standards. In this way certifications can be a communication tool used by businesses to illustrate to the customers the requirements of their products, also offering through specific communication tools (press, poster, newsletter, etc.) an occasion to spread the culture of food sustainability. Therefore in the long term, through the demand-side response to labels and certifications, business practices will adapt to reflect the ethical demands of their consumers.

Effective communication strategies for organic products can be learned from initiatives and awards organized at the European level and in each member countries. Several relevant examples are provided below.

In **Europe** we find "*Natural&Organic Awards Europe*" the biggest trade fair in Europe for natural products. It is usually held in London (<http://www.naturalproducts.co.uk/>)

In the **Mediterranean area** there is the "BIOL Prize", dedicated to organic extra virgin olive oils in the countries of the Mediterranean. It is open to individual producers, olive-growing co-operatives and oil packers who practise organic farming methods according to the IFOAM (International Federation of Organic Agriculture Movements) standards and/or national, EU and international rules in force (<http://premiobiol.it/en/#>).

In **Austria** there is the "klimaaktiv" the Austrian climate protection initiative launched by the "Federal Ministry of Agriculture, Forestry, Environment and Water Management", embedded in the Austrian federal climate strategy.

In **Italy** there is the "SANA Award" (annual international exhibition of organic and natural products). The prize is assigned to the 3 most innovative products in the industry, voted by the SANA audience for each of these three categories: Organic Nutrition, Natural and Bio Body Care, and Green Lifestyle.

In **Czech Republic** the Ministry of Agriculture supports awards about top quality agricultural or food products, in regional competitions by Regional food brand. The initiative aims to support domestic producers of local foodstuffs and motivate their

¹¹ Source: European Commission - Agriculture and rural development

customers to search their products in stores, at farmers' markets or directly at producers.

In **United Kingdom**, there is the “BOOM Award” dedicated to organic awards, celebrating all the organic businesses, producers and brands and promoted by Soil Association (<https://www.soilassociation.org/organic-living/the-boom-awards-2017/>)

In **Germany** there are the “One World Award” presented every three years by organic food producer Rapunzel Naturkost and IFOAM Organics International to recognize people and initiatives that have an outstanding impact on the international organic movement and its principles.

5. Internal and external communication

5.1 Purpose and characteristics of internal communication



No matter what the size of the organization is: in fact, if employees are one hundred or one thousand, everyone must take into account what is happening in terms of sustainability and be aware and up to date on strategic decisions, to **feel part of the growth process**. It often happens that people specialize on a few daily tasks, inevitably losing a **broader view** of the context in which they operate. Therefore, **it is of the utmost importance to invest in a more effective internal communication**.

Some suggestions to help improving internal communication are:

Meeting and periodic focus groups: corporate meetings and periodic focus groups, inviting all internal collaborators allow the updating of all operators on the organization's activities. The interactions that is possible to arise on these occasions

may be important as well as productive. If some elements of creativity are added to the meetings this can further enhance the interest and engagement of the participants.



Photos: cookies offered during Cooks Café in Malmö

Good practice example in Malmö (SK): from 2010 regular meetings are organized by the Department of Malmö where cooks from pre-schools and care homes (both for the elderly and service centres) gather over a cup of coffee and a homemade cake to exchange ideas and recipes as well as discuss hot topics. Cooks are invited to attend regular meetings, usually at the environment department (where they have a location that can be used without costs), in the afternoon after they have finished work. The cafés are held 4-6 times a year and always at the environment department who provides the tea and coffee. Cooks get to meet and talk and listen to invited speakers, such as wholesalers. The forum of an informal meeting such as this also gives the opportunity to listen to the cooks, snap up ideas and problems, as well as to test ideas in an informal setting.

Newsletter and blog: can be useful not only as communication tools. The monthly newsletter could represent an effective way to communicate to all our colleagues about the news and updates from all business areas in the organization. Short Communications and easy to read, participation in events or trade shows, launching new projects, activation of new partnerships, achieving market targets: these and other news of "internal" interest to the organisation can be published in a specific section of the organisation's blog.



Good practice example in Rome (IT): in a recent experimentation (under the European project "VoLCS - Vocational Learning for Sustainable Catering Systems") the city of Rome has developed a prototype for an informative periodical called "At table with children" - quarterly information to know and dialogue about school meals in Rome, with the aim of encouraging communication with users and establishing a new channel of dialogue with school workers.

Remove the barriers to communication: initiatives involving colleagues such as a business lunch or a daily trip out of town will help to remove the "barriers" that exist between the four walls of the office and to establish a more direct communication among people. The team can stay in touch through chat or an internal corporate instant messaging system in addition to the usual emails. These tools can facilitate an exchange of more informal and fast information. Finally, the concept of 'open' doors offers the possibility of a dialogue with senior management members of an organization and represents a way to give team members a strong sign of willingness to communicate and to feel part of the staff of the organization.

Example of good practice in Rome (IT): *"The bread day"* is organized at the beginning of the schools year. The purpose is to make people aware of the work of artisanal bakers, showing how bread is made and what are the quality criteria applied to the production of bread served in school meals. To spread the secrets of the art of bread to children, parents, teachers and staff of the school canteens, an exhibition is planned each year at schools together with bakers and local producers, responsible of the large-scale kitchen.



Photo: *"A bread day"* event in a school canteen in Rome (IT)

5.2 Media or means of external communication

External communication includes messages from an organization to outside stakeholders, via media such as print or digital tools, web marketing media, print, radio and television advertising. The goal is to build awareness on sustainability, promote products to potential customers, and to generate positive goodwill from communities and public officials.

External communication is every information the firm distributes to the public, either about the organization itself or their products and services. Companies pay for advertising to let customers know why they should buy their goods and services. Each type of external communication channel has its own advantages.

Broadcast media, such as TV and radio, allow companies to reach large audiences. Newspapers, pamphlets, magazines, flyers, brochures but also annual reports and other tools allow companies to print messages that could be shown in multiple occasion and last over time.

Press conferences but also training and support Initiatives are focused on specific target stakeholders or consumers.

Public relations allow an organisation to build a dialogue with different stakeholders. A positive image in the public improves opportunities for mutually beneficial relationships.

The main goals of external communication are:

- To facilitate cooperation with groups such as suppliers, investors and stakeholders.
- To present a favorable image of an organization.
- To promote the organization.
- To advertise the organization.
- To provide information about products and services to customers.

5.3 How to develop a communication plan



Image: Elements of a Communication Plan of “Asia Leaders Learning Community”

The **communication plan** is a document (see *Annex: Communication Plan Example*), which gives all the information about the identity of the organization, the main partners and stakeholders.

The *Communication Plan* shall also indicate the short, medium and long term goals, the tools to communicate, specifying when and how these tools have to be used.

Despite the need to set the time for the accurate processing of the communication plan, and the key figures appointed to carry on and implement it, the communication plan can become a very useful tool.

The communication plan should set clear objectives, a strong identity and the potentiality of the organization. It is not necessary to create immediately the "perfect communication plan", as the document can be subsequently refined and optimized.

The following diagram can help to prepare the necessary information for the creation of a Communication Plan.

Make a list of the resources for communication activities in order to match the needs and resources to identify the organization priorities:

- *Financial resources*
- *Human resources (special skills, experience, relevant contacts)*
- *Partners (local, national, international, Government, private sector)*
- *Technical resources (material, equipment, documents)*
- *Location (time and place are factors in determining action Importance)*
- *Relationship with donors*

Set how to reach specific objectives and plan by strategic planning of communication:

- ✓ **Objective**
- ✓ **Target audience** (different target audiences have different specifications which need to be targeted differently)
- ✓ **Message** (put your audience first, information should be designed for them. Planning the processes for the production of communication material - several media formats could Increase the chances of reaching the target audience)
- ✓ **Type of Media** (the choice of medium must be adapted to the goals you have set, the message, the audience and your resources).



6. Target stakeholders for canteen services

Canteen services in Europe involve over 600,000 people and produce over 6 billion meals every year¹². The trend for the consumption of meals outside home is expected to continue to grow steadily. As a matter of fact, the relation between the Increased out-of-home food consumption and the key role played by the catering sector in ensuring healthy food choices has been widely recognized. Governments' healthy eating policies have a wide range of action, influencing consumer behavior, and the socioeconomic and food environments, with specific interventions for the catering sector.

What to ask to the stakeholders?

- *Prevention practices on waste reduction*
- *Eco-products (organic or integrated farming) without GMOs,*
- *Seasonal products and, where possible, local products, in order to reduce the number of steps between producer and consumer and enhance the link between food and territory*
- *Fair trade Products, which guarantee production criteria such as social justice, economic and environmental sustainability.*
- *Canteen committees and forms of active participation that include stakeholders*
- *Suppliers of meals in canteens operating according to environmental principles inspired by the corporate social responsibility*
- *Presence of a commitment to have a sustainable service with regard to energy consumption (in the use of environmentally friendly tableware, manufacturing and transportation)*
- ...

6.1 Evaluate and monitor the communication tools

Evaluation could improve the effectiveness of communication activities. While the evaluation is planned before the campaign starts, the monitoring activity takes place throughout the communication activities and will be repeated after a certain time. A baseline analysis conducted during the communication plan will help the organisation to understand its audiences' priorities and values.

The evaluation should combine both qualitative and quantitative indicators. It could be useful to set quantifiable indicators of the target audience, of the fixed objectives (i.e. percentage of the potential target reached, percentage of the population, number of webpages visited, number of pamphlets distributed, etc.).

All the details mentioned above could be included in a smart communication plan, which is an essential first step of your communication tool (see *paragraph 4.3.*) but only with an evaluation strategy, it is possible to know how the implemented plan works and whether adjustments are needed.

¹² Source: Sciencedirect.com

Ask to your communication team the following question: How do you identify and connect with your audiences and ensure that your messages are resonating with them?

Throughout the implementation phase, evaluation will help your organisation to find ways to gather feedback from audiences and will show you how to better respond to them.

Situations change – strategies and tactics may need to change as well.

The main activity that follows the self-evaluation phase (a) is the communication planning, but to get the most benefits, the highest added value, communication should be considered as structured activity that is developed according to plans and objectives which are well defined, systematic, coordinated and subjected to monitoring and revision during its implementation. It is a process that follow a real process in which the different phases are defined and identified constraints, timing, responsibilities, resources, indicators and related objectives.

The diagram above shows the main stages of a self-evaluation method.

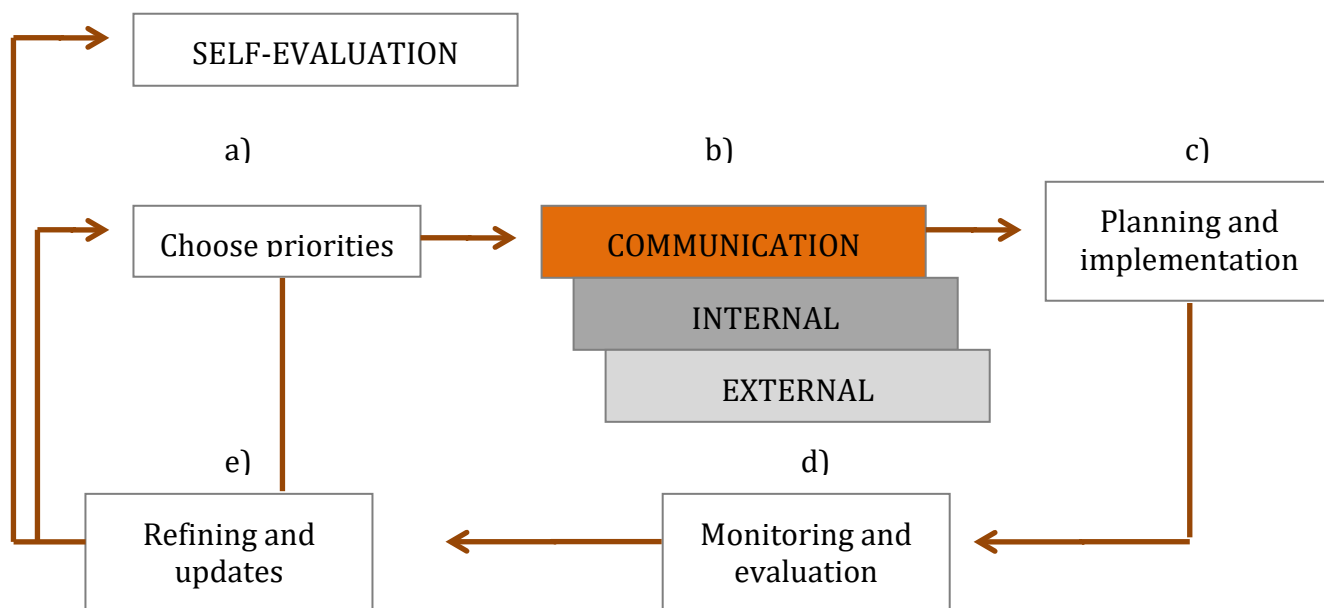


Table: monitor the internal and external feedback

7. Implementation of food educational schemes in the kitchen or during meal preparation

The REKUK recommendations for communication in collective meals are synthesized here below:

1. Illustrate the importance of a varied and balanced diet
2. Encourage communication of the importance of seasonal food consumption
3. Take care of the type of cooking
4. Take care of seasoning
5. Take care of the proportions
6. Let customers know by providing them the tools to be more informed and to become more aware of their own diet habits



Photo: poweroffoodeducation.com

7.1 Good practices in the sustainable catering sector

7.1.1 Enhancement of marine aquaculture and the promotion of fresh fish consumption in health centers and nursing homes.

"Fresh fish meals served in Italian Medical Health Centers" is an innovative project carried out at national level, in Italy by a SME (Albert Sas) supported by Agriculture Ministry, under the European Fisheries Fund 2007-2013, that has experimented – through a successful sustainable supply chain management - the introduction of local fresh fish species, cooked according to traditional recipes in the canteens of geriatric hospital wards and elderly care facilities of several Italian marine-coastal municipalities.



Photo: logo of project *"Fresh fish meals served in Italian Medical Health Centers"*
by Albert Sas www.albert.it

The number of patients in geriatric hospitals and retirement homes is constantly growing, and in these settings mealtime is very important not only for its nutritional value, but also for its social and cultural significance. It is often a convivial moment, and it is always an element of connection with life outside the hospital (for example, it is a major topic of conversation with visitors) and a key event in the daily routine. If the food is of good quality, also from the organoleptic point of view, and is prepared according to traditional recipes, beloved by old patients, it has a profound impact on their physical and mental wellbeing.

Fish consumption also protects against the natural age-related cognitive decline and has been associated with a reduced risk of dementia, Alzheimer disease and stroke. Thus, the effort to introduce fresh fish, with a short supply chain, cooked according to recipes coming from the local culinary memory, can be a valuable tool in order to:

- (i) make the dish more attractive, increasing the intake by the elderly population;
- (ii) improve the sustainability of the whole fish chain, supporting the economy of the small local fisheries thus avoiding both the procurement of intensively fished species coming from overexploited areas, and the freezing process throughout the chain that is based on heavy energy use.

In this good practice, the innovative fish meal was accompanied by a postcard that both illustrated the characteristics of the dish followed by a short questionnaire aimed at assessing food appreciation, involvement in mealtime activities, interest in the recipes associated to regional seafood tradition and culture.

In total more than **five hundred people, on average octogenarians, were involved in the study.**

The responses to the questionnaire were analyzed together with the information collected by interviewing different actors involved in the innovative procurement initiative.

The results are useful to design more comprehensive public catering services targeting the elderly population that take into account both the environmental

sustainability of the meal and its capacity to improve dietary intakes and the overall wellbeing of consumers.

7.1.2 A best practice guide on catering for older vegetarians and vegans

A best practice guide on catering for older vegetarians and vegans has been published by “Vegetarian for Life”, an advocacy and educational charity working on Behalf of older vegetarians and vegans throughout the United Kingdom.

The guide provides advice for those who manage catering for older people (care homes, retirement schemes, and others catering for older people). It contains tips for busy cooks and a 4-week menu planner.

Source: "A practical guide for care homes, retirement schemes and others catering for older people"



External link: http://vegetarianforlife.org.uk/files/150917-Catering_guide_2014.pdf

7.1.3 Greenhouse gas emissions of campus catering

In the Swiss Federal Institute of Technology in Zurich (ETHZ) an initiative in dialogue with students was launched in order to assess the impact of greenhouse gas emissions of campus catering. The objective of the ETH Zurich study was to evaluate the sustainability of campus catering and to find ways to make it more sustainable. Thanks to a multi-sectoral approach to sustainability ETH took up the students' request, initiated a working group to define the project goals and outlined a research and education program. The ETH Zurich canteen has thus become a living lab for sustainable catering.

External link¹³: [Sustainable Catering on the Campus](https://www.ethz.ch/en/news-and-events/eth-news/news/2016/06/sustainable-catering-on-the-campus.html)

7.1.4 NHS Scotland's hospitals are providing good quality catering services

NHS Scotland's hospitals (14 regional NHS) have high levels of patient satisfaction. An important lesson learned from NHS is that a more effective communication between the catering department and other staff involved in the catering chain is crucial in raising and then maintaining the quality of service delivered.

Through a survey from patients and carers they have Identified a number of weaknesses, and made some recommendations to improve the services offered also achieving a reduction of costs. Elsewhere, with the Report published in 2014, more hospitals are becoming compliant with recommended standards. 54% of hospitals

¹³ <https://www.ethz.ch/en/news-and-events/eth-news/news/2016/06/sustainable-catering-on-the-campus.html>

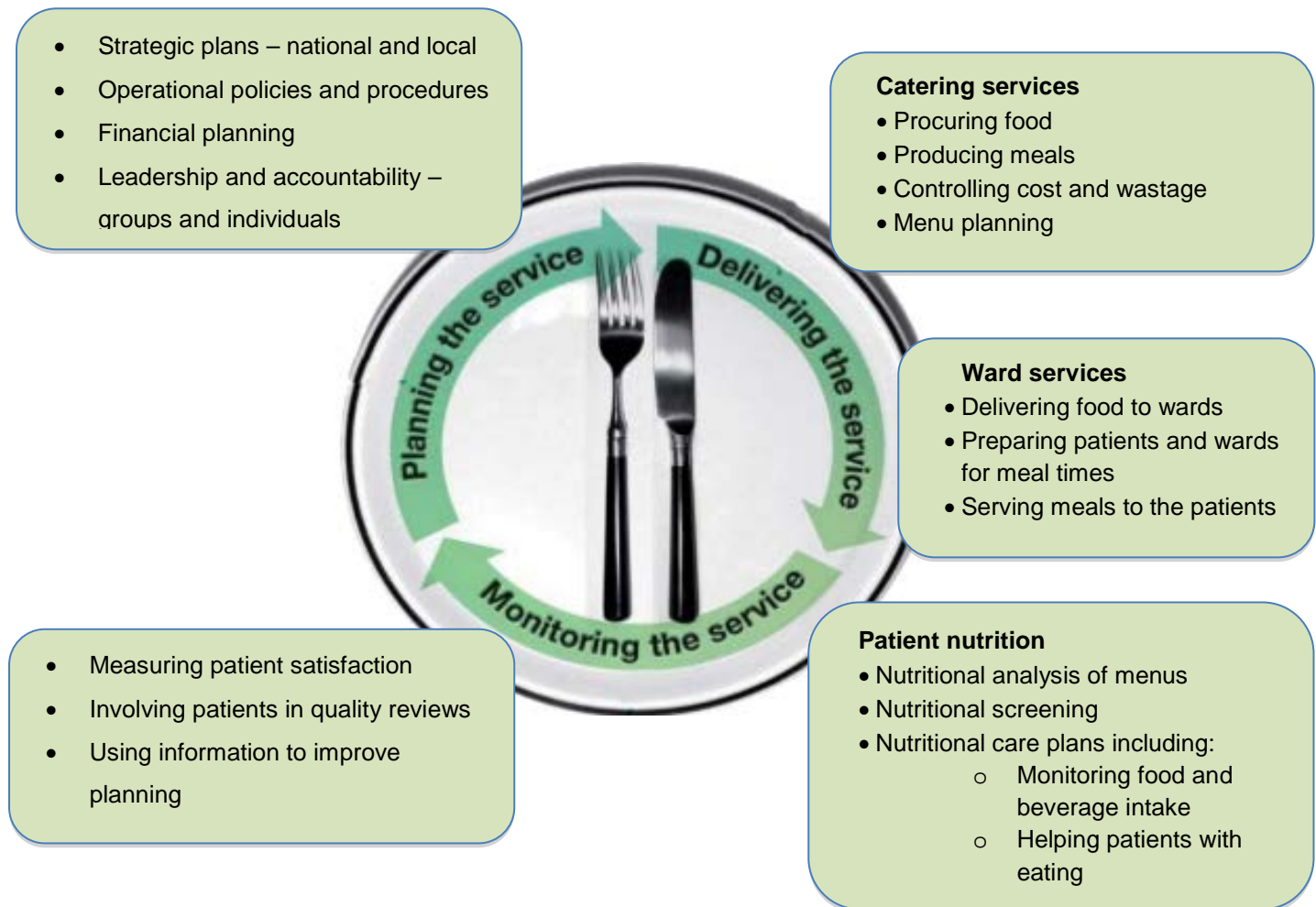
are fully compliant with the “10 Characteristics of Good Nutritional Care”, and 42% are working towards full compliancy. This is an increase from 2015 when only 40% of hospitals were fully compliant with these Characteristics.

The Recognizing of Patient Needs is an important step for NHS. When a person is admitted to hospital, an assessment is carried out, both on admission and on an ongoing basis. A care plan is developed, implemented and evaluated as follows:

1. Eating and drinking likes and dislikes;
2. Food allergies and need for therapeutic diet
3. Cultural/ethnic/religious requirements
4. Social/environmental mealtime requirements
5. Physical difficulties with eating and drinking
6. The need for equipment to help with eating and drinking.

External link¹⁴: [Hospital Food Standards Panel's](https://www.gov.uk/government/publications/establishing-food-standards-for-nhs-hospitals)

¹⁴ <https://www.gov.uk/government/publications/establishing-food-standards-for-nhs-hospitals>



7.1.5 Educating students about food waste and waste recycling

API Restauration, a food catering service company in partnership with the school carried out an action aimed at educating students about food waste and waste recycling. A Waste radar inspired by speed-reducing educational radars was put in place. The children were empowered to take control of their waste and rewarded if the results were positive. Plus, a film was made: The rubbish bin, a love story, made by an in-house creative team to raise awareness amongst a wider audience on waste reduction and streamed on our website. Similarly, it was designed an email signature for the staff to promote the event: in one click one was able to watch the video and learn the eco-actions for reducing waste on a daily basis.

External link ¹⁵: [Good practice selected during the European Week for Waste Reduction](http://www.ewwr.eu/docs/case_studies/EWWR_2012_Case_Studies_Educational_France1.pdf)

¹⁵ [http://www.ewwr.eu/docs/case_studies/EWWR_2012_Case Studies_Educational_France1.pdf](http://www.ewwr.eu/docs/case_studies/EWWR_2012_Case_Studies_Educational_France1.pdf)

7.1.6 Food for Thought

A collection of good practices to provide inspiration and learning across borders in public sector catering has been realized by VoLCS (*Vocational Learning for Sustainable Catering Systems*) project partnership under Erasmus+ European Programme.

External link¹⁶: [Toolbox of Best practice – VoLCS project](https://www.volcs-project.eu/toolbox-of-best-practice-volcs-project)



¹⁶ Link of “Food for Thought Handbook”:

http://malmo.se/download/18.72a9d0fc1492d5b743f28a79/1491299580493/VOLCS_EN_low.pdf

7.1.7 Food for Life Partnership (FFLP)

The *Food for Life Partnership* consists of a group of charities that share a concern to promote food-based environmental learning in schools. *FFLP* organises its work with schools around four strands:

Food leadership: promoting food reform through an action group with student, teacher, catering staff and parent representatives.

Food quality and provenance: working with school meal caterers to procure more local, seasonal, organic, Marine Stewardship Council and higher welfare foods.

Food education: reforming practical food education, particularly with regard to raising issues of environmental and social sustainability through gardening, cooking, visits to farms and local food producers, and classroom projects.

Food culture and community involvement: engaging with parents and the wider community on the use of healthier and more sustainably sourced food in school and at home. Schools are encouraged to work towards Bronze, Silver and Gold FFLP Mark awards based upon criteria in each strand.

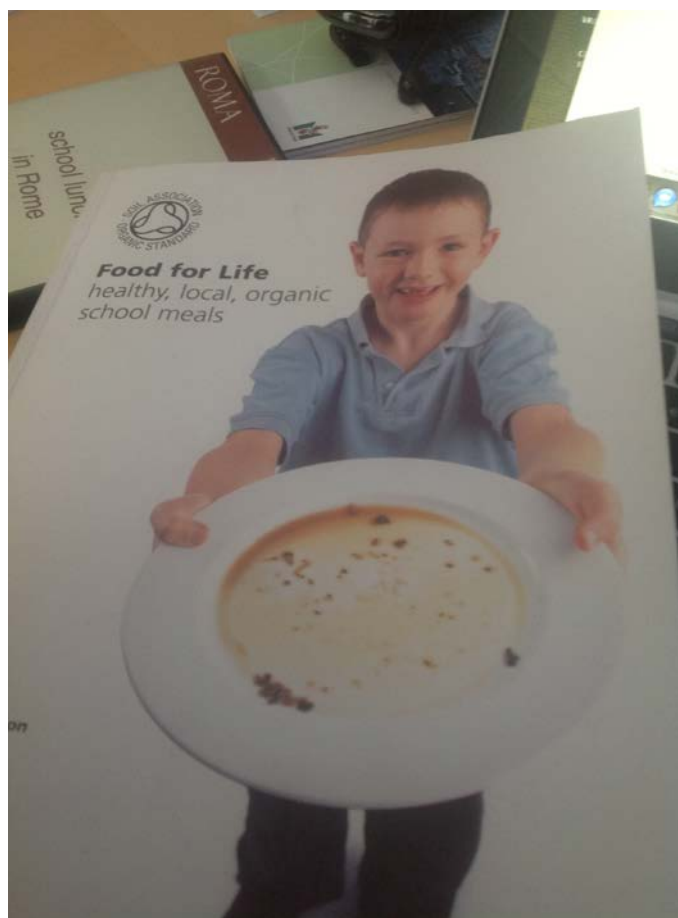


Photo: a publication of Food for Life under Soil Association programme

Appendix

a) the list below is referred to the introduction of quality requirements in school catering tender specifications, and in particular to the importance of supplying organic products in order to improve the quality of service provided.

Introduction of quality requirements as 'mandatory' in the tender specifications:

- in the **“fruit and vegetable”** category most of the products should be organic;
- in the **“milk and derivatives of milk and yogurt”** category all products should be organic, while most of the cheese should be labeled as PDO (protected designation of origin);
- in the **“meat and derivatives”** category there is specific demand for "short chain" meat, while certain types of meat are required to be labeled as a PDO or PGI (Protected Geographical Indication);
- in the category of **“cereals and legumes”** there is specific demand for organic products;
- in the **“other juice products and chopped tomatoes”** category, the most consumed products should be organic.

The document also stressed the importance to reduce the purchase of conventional products and to increase the requests of "controlled chain" products, among which the most represented category is organic.

b) Scheme of kitchen principles and indicators to be measured

Kitchen principles	Indicators	Data
Environmental protection	Methods of production of raw materials	Quantity of organic products
	Distances that are applied to the mile posts before arrival in the training center (transport)	Quantity of products to local and short chain
Quality of raw materials	Raw materials comply with the Quality Standard	Quantity of quality products (PDO, PGI, etc.)
User Participation	Educational activities carried out in the canteen	Self Service Activities

Source: project iPOPY (innovative Public Organic food Procurement for Youth)

8. References

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