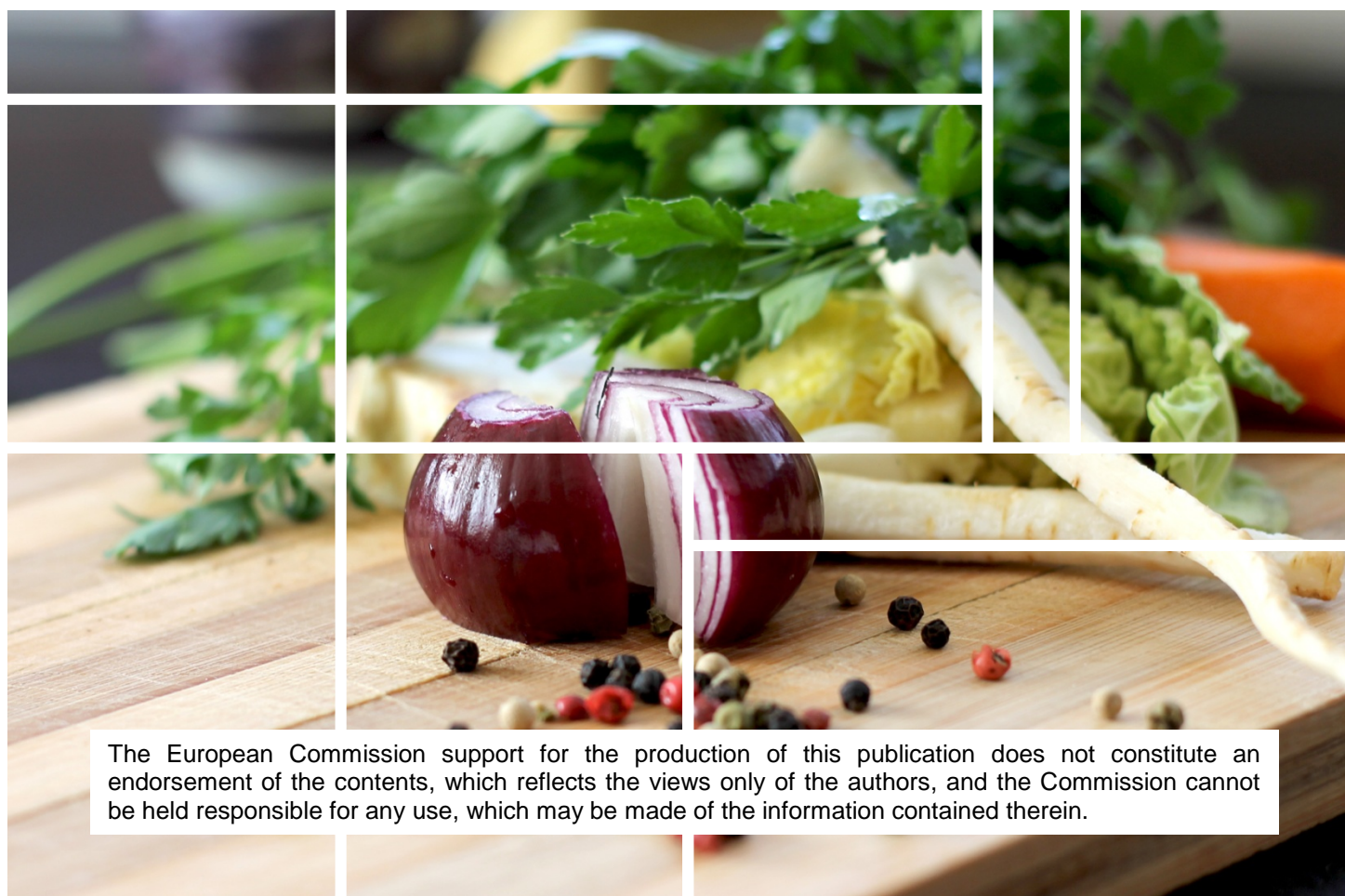




# PROJECT REKUK

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

## Training folder Communication and Marketing



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## EXERCISE n. 1 – Communication process self-assessment

Think about various communication processes in your workplace that you are involved in and complete the table below, related to the different type of communication.

<i>What types of communication are you involved with in your workplace</i>	<i>What problems occur with this type of communication in your workplace</i>	<i>Why do you think problems occur</i>	<i>What suggestions do you have that could prevent or reduce problems</i>
<i>E.g. Communication n° of meals served per day</i>	<i>E.g. Lack of knowledge about the activities carried out by the colleagues in the other large-scale canteens managed by the organization</i>	<i>E.g. Absence of a Web Forum and insufficient availability of time to organize meetings among colleagues</i>	<i>E.g. Internal satisfaction questionnaires</i>
Can you suggest ways to communicate better with each other within your organisation?			
<i>E.g. The person in charge of the organization should share a conceptual map that describes the strategic choices and the policies for food sustainability so that all the staff is aware of the efforts made by the organization.</i>			
Can you suggest ways to improve external communication of your organisation?			
<i>E.g. Creation of a web forum, a newsletter and a conceptual map of the service to be shared internally and to be updated through periodic working groups. It helps constructive discussions to the improvement and innovation strategies of the catering service.</i>			

## EXERCISE n. 2 - Stakeholders in the food system

*Everyone must do their part... in helping the environment*

### Identify and distinguish the different types of stakeholders

Link and describe in synthesis the relationships of stakeholders among: Governmental, Education, Business sector, Civil society, Interest groups, Beneficiaries, Research and Academia, Media.

*Identify and distinguish the different types of stakeholders*

#### Authorities

*E.g. Municipality of .....*

*Definition of the Tender specification for the catering service*

#### Governmental

*E.g. National guidelines for collective catering*

#### Education

*E.g. teaching staff could contribute to the education during the meal time*

#### Supply chain

*E.g. List of suppliers*  
*Characteristics and quality of the products and Responsibility Social Enterprise can promote the service offered*

#### Civil society

*E.g. The Parental Committee and some non-profit Organization contribute to ensuring the satisfaction of the service*

#### Interest groups

*E.g. the Regional Chefs Association can be a partner for a joint initiative*

#### Beneficiaries

*Their liking on the canteen service is essential*

#### Research and Academia

*Projects and research centred on habits and food education offer input for innovation and improvement*

#### Media

*E.g. the media channels may be interested in dissemination of local catering services and dissemination particularity of the service provided*

#### Think about

- *Information office*
- *Research departments and universities*
- *Global catering chains*
- *Commercial catering entities*
- *Public catering entities*
- *Consumers*
- *Retail businesses*
- *Secondary food processors*
- *Primary food processors*
- *Wholesalers*
- *Prime-producers*

### **EXERCISE n. 3 - Communication challenges**

- *Does internal communication contribute to more control or to improvement of service?*

*E.g. With the introduction of an internal discussion forum, many problems were solved and was improved the service, consequently the motivation and involvement of the staff was increased.*

- *The quality perceived by the service user/client is the same to the quality perceived by the contractor?*

*E.g. At the moment not enough resources have been assigned for external communication in order to make known to the users the food quality strategy pursued by the municipal administration.*

- *Catering company and contractor are effective in communicating to users the quality "certified" by the catering service offered?*

*E.g. The direct link between the activities of the canteen and certification body, offers the possibility, also in terms of marketing and communication, to observe and show the type of catering and cooking carried out by the organization; this type of approach means that the customer has more guarantees on the types of raw materials and the type of cuisine that characterizes the school lunch.*

- *How to best communicate to consumers when it comes to healthy and sustainable food choices?*

*E.g. a blog and a Social page where customers can find updates on the quality of service offered by the canteen and where they can share and promote news, events and photos.*



## EXERCISE n. 4 - Information and communication instruments

1. Choose the proper instruments for better information and communication in your work context.

Social Media	Sito Web	Biglietti da visita	Teleconferenze e seminari	Comunicazioni via E-Mail	Produzione Video	Pubblicazione articoli	Blog / Forum di discussione	Sistemi di comunicazione radio-televisivi	Passaparola	Comunicazioni telefoniche	Insegne, installazioni	Volantini, Flyer	Gadget	Piano di comunicazione	Carta dei servizi	Altro .....
✓		✓			✓								✓			

*E.g. Put a tick where it is considered useful*

2. Briefly explain your choices

- ☒ **Communication plan**
- ☐ **Public services charter**
- ☐ **Internal communication examples**
  - ☐ Intranet/Social Intranet
  - ☐ Internal Blogs, Video and Audio
  - ☐ Seminars
  - ☐ Group messaging
  - ☒ Discussion forum

*E.g. The opportunity to share with the canteen staff, the Communication Plan elaborated by managers, thanks to the structuring of a discussion forum, brought new ideas for the improvement of the service-----*

- ☐ **External communication examples**
  - ☐ Press releases and annual reports, media alerts, Email messaging, factsheets, press kits, newsletters, magazines, brochures
  - ☐ Landline telephones/Phones/Smartphones
  - ☐ Media events or conferences, Community meetings, Go-and-see-trips
  - ☐ Podcasts
  - ☐ Gamification
  - ☐ Web Based communication
  - ☐ Ticketing, Issue Tracking
  - ☐ Video and web conferencing
  - ☐ Social networking sites
  - ☐ Online chat tools
  - ☐ Goodwill ambassadors

*E.g. Introduction of a online meals booking system. In consequence it is expected a greater satisfaction from the users and, there will be less food waste.*

## EXERCISE n. 5 - Scheme of correspondence between material and immaterial aspects of communication activities

Complete the scheme below related to the correspondence between material and non-material aspects linked to communication activities.

Material aspects	Immaterial aspects	Free notes
Elaboration and realization of Communication Plan	Policies	<i>E.g. the sustainability pursued and the continuous updating of the Communication Plan find more consumer consent.</i>
Team Task attribution	Attitudes, Know-how	<i>E.g. The tasks are clearly divided according to the attitudes of the working group</i>
Financial resources	Financial planning	<i>E.g. The objectives of the communication activities are checked every 6 months</i>
Media Means identification	Elaboration of communication materials	<i>E.g. In addition to the communication referents, all staff, on a voluntary level, can propose topics to be dealt with through the communication tools adopted.</i>
Procedures related Communication Plan	Updates of Communication Plan	<i>E.g. The Communication Plan will be updated every 6 months</i>
Interaction with customers and stakeholders	Communication and negotiation skills	<i>E.g. It is essential to strengthen and improve the Corporate Social Responsibility</i>
Actions	Management and logistic planning	<i>E.g. The impacts related to logistics are analysed and evaluated.</i>
Food supply	Control and quality ensure	<i>E.g. Food technologists are in charge of controlling foodstuffs</i>
Preparation of meals	Recommended Dietary Allowance (RDA)	<i>E.g. Dieticians ensure compliance with the RDA and prepare appropriate communications for users</i>
Serving of meals	Elaboration of food educational programmes and projects	<i>E.g. Every year 2 innovative projects are adopted and tested</i>
Administration and Consumption		<i>E.g. The service ensures the analysis of administrative data on consumption and processes statistics on the service.</i>

Table: elaboration of material and immaterial aspects



## EXERCISE n. 6 - A storytelling about you... turning your name into a Brand

*What's inside the brand of your canteen?*

Your local brand is a collection of many aspects of your work and your business:  
NOT ONLY your brand, but also:

<b>BRAND IDENTITY</b>	Vision and corporate philosophy
	Mission and objectives
	Corporate identity and history
	Management and human resources
	Characteristics and product quality (value)
	Style and care services organisation
	Pricing
	Type of processing and procurement
	Sales techniques and distribution
	Customer service
	Customer care and promotion techniques
	Internal and external communication strategy
	Relevant product markets

*Rough draft of your idea about it: (free text and draw)*

*E.g. I would like to propose a new set-up for the canteen area, emphasizing also the visual identity of the distinctive elements: priority for fresh products and local products. The environment of the canteen should be characterized by neutral colours (with ad-hoc patterns), by natural and sound-absorbing materials, by essentiality of the furnishings. All communication, conveyed with essential messages printed on natural wood panels, is distributed on the walls and concentrated largely in the reception area.*

.....

## EXERCISE n. 7 - The "Unique Value Proposition" focused on PRODUCTS

Is the set of elements that make your organisation unique for your customers?



# Value proposition

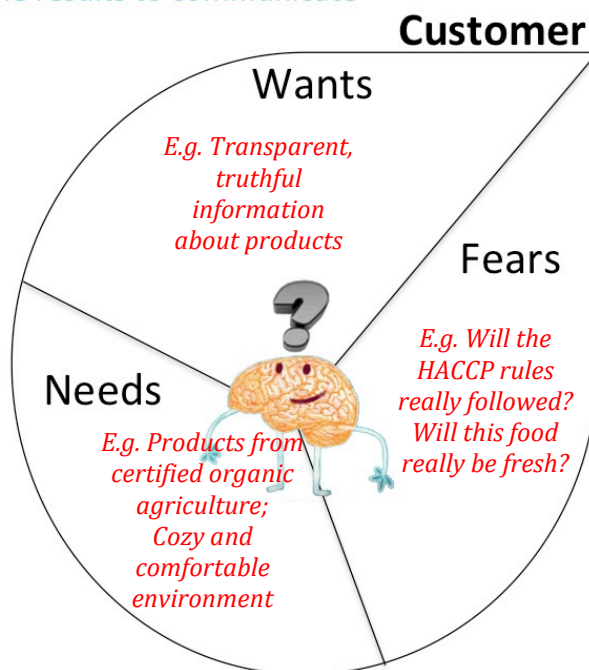
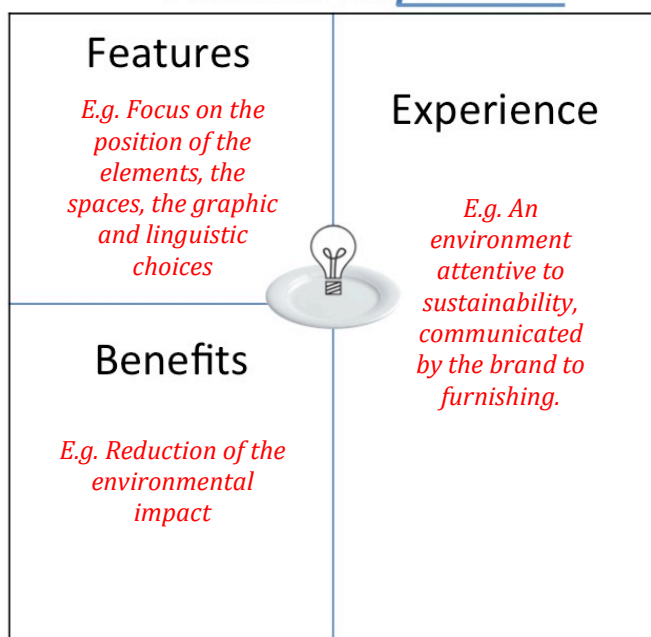


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Communication skill is critical to meet the industry's challenge: articulating the value of sustainability

Assess the concrete sustainable results to communicate

Focused on products



Organisation: *E.g. Name of the organization*  
 Service: *E.g. Large-scale Kitchen in a University*  
 Target customer: *E.g. Member of the University and its hosts*

ABILITY

Why the customers have to choose you instead of your competitors? *E.g. Because we are focused on transparency and we are able to show the customer the origin of all the products used*

After the choosing of a consumer to want a particular product or service, the Value Proposition is the most important factor for the user/customer conversion.

**Complete the Table above answering to the following questions focused on products:**

Features: *Which ingredients do you use? How do you use them?*

Experience: *What does it feel like to taste your products/recipes?*

Benefits: *Why your ingredients and your recipes are healthy?*

**Customers:**

**Wants** – what are the emotional drivers that influence customer choices?

**Needs** – what are the hidden needs? What are the rational drivers that lead to your canteen?

**Fears:** Risks of switching to your canteen?

**User/Customer conversion:** "Why they have to choose you instead of your competitors?"

## EXERCISE n. 8 - The "Unique Value Proposition" focused on SERVICE



# Value proposition

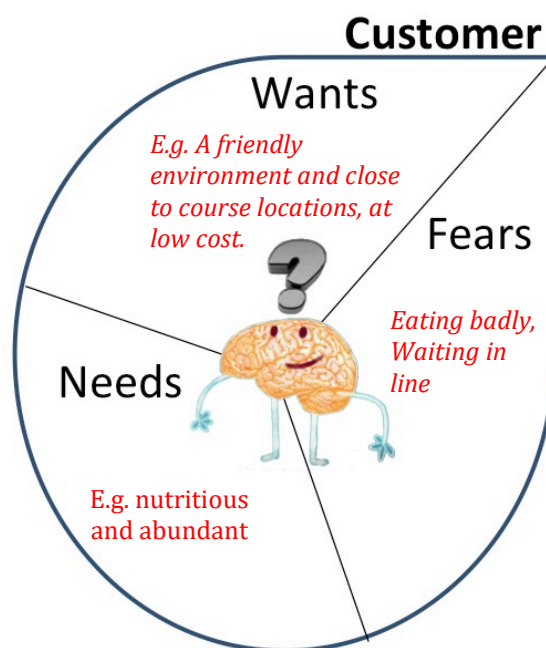
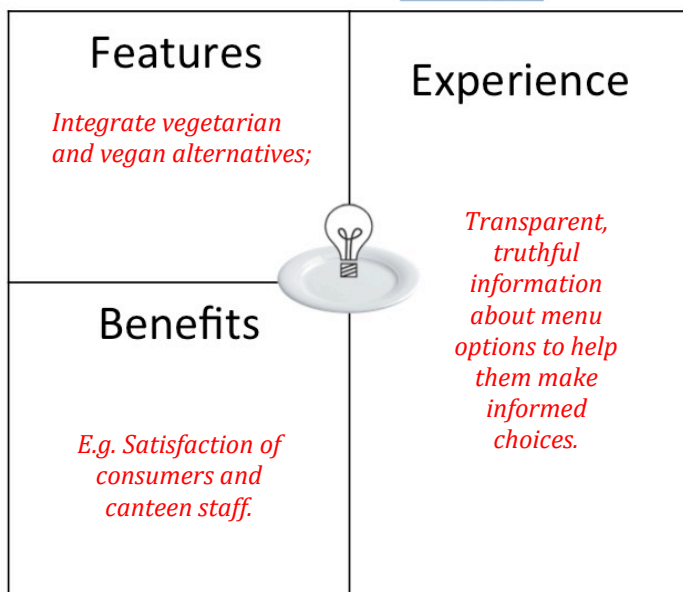


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EQF: S.a

assess the concrete sustainable results to communicate

### Focused on service



Organisation: *E.g. Name of the organization*  
 Service: *E.g. Large-scale Kitchen in a University*  
 Target customer: *E.g. Member of the University and its hosts*

ABILITY

Why the customers have to choose you instead of your competitors?

Complete the table above answering to the following questions focused on services:

### Customer

**Wants:** what are the emotional drivers that affect the customer's choices?

**Fears:** risks of switching to your service

**Needs:** what are the hidden needs? What are the rational drivers of purchasing?

**User/Customer conversion:** "Why they have to choose you instead of your competitors?"

## EXERCISE n. 9 - Promotion decision exercise

Promotion decision is a specific element in marketing activities. Promotion involves decision on advertising, personal selling, sales promotion, exhibition, sponsorship, and public relations which are well known as 'promotional mix'.

In synthesis the exercise aims is to build an offer that engage and conquer your audience because they share values, knowledge, experience and solutions. Exercise is composed by 4 phases:

1. Collect and analyse the audience feedback
2. Target your effort
3. Plan your incentive
4. Know what you want to achieve

### *Individual*

#### 1. **Collect and analyse the audience feedback**

By asking for feedback, you are clearly stating that you want to improve what you do. Don't just settle for "good job", especially if it was for a project or task you tackled for the first time.

Ask for a feedback from your audience and analyse the perception of internal and external audience is the premise to consider service improvements.

What did you do well, and where you can improve. This gives you the insight and ability to change things for the better.

A questionnaire can circulate within your costumers and ask them to give their feedback as to what they feel about the quality/hygiene & ambiance part when they come to canteen to have their meal. Some questions about the service provided could be asked to the staff. This kind of surveys are similar to the customer satisfaction survey to know what are the problem areas and where are the needs to stress upon to rectify or improve the present canteen service.

Write down some ideas for the questionnaires to be submitted to customers and staff.

### *Individual*

#### 2. **Target your effort**

Promotions can raise customer's awareness about your service. It is important for your consolidated customer, but also for new customers and to catalyse customers from competitors, you can get current customers to view differently. But rarely one promotion accomplishes all of those objectives at once. For that reason, which of the following question marks is most important to target your effort?

- Do you want customers to enjoy your services more frequently, buy in greater volume, or be attracted to new or different offerings?

.....  
*E.g. offer the possibility of take-out food*  
 .....

- Do you want to lure new customers into your business?

.....  
*E.g. introduce new vegan and vegetarian dishes.....*  
 .....  
 .....

- Do you want lapsed customers to give your business another try?

.....  
*E.g. Renewal of communication highlighting the news: menus dedicated to vegans and vegetarians and take away meals.*  
 .....  
 .....

- Do you want to boost business during slow hours, weekdays or particular seasons?

.....  
*E.g. introduce a promotion with particular advantages for the generally less frequented periods*  
 .....

### 3. **Plan your promotion**

A well-thought-out, properly targeted promotion prompts customers to take action by offering:

- an added value offers;
- new products or services offered;
- Events or experiences to generate crowds, enthusiasm, sales, publicity.

Write down some ideas for your promotion plan

.....  
*E.g. Carrying out a promotional action highlighting the efforts made and the results obtained for the benefit of the fresh produce chain and the agreements reached with local producers*  
 .....  
 .....

As you decide on your incentive, keep these facts in mind:

**Communication tools** could help institutional kitchens manage the transition to more sustainable food (e.g. a seasonal calendar, a tool to calculate the sustainability of menus served in institutional restaurants, education packs for schools, a practical guide including recipes and examples of good practices, information sheets etc.).

**Coupons** are hugely popular these days. Even young consumers are using them, boosting the typical 1 to 2 per cent redemption rate by nearly 20%. Printed coupons are still the most widely circulated, but printable coupons, distributed on

web sites and via e-mail, provide a terrific way to test price offers with business friends and fans before incurring costs to promote the offer more widely via other media.

**Samples meals** let customers try before buying and will demonstrate your food sustainable approach.

**Online-based promotion** can communicate your approach, attract visitors, site registrations, etc. It can be the start of a prosperous relationship with new customers.

**Events** and experiences draw customers for celebrations, product launches, special appearances or presentations, and other activities that combine entertainment with brand and product presentations.

#### 4. **Know what you want to achieve**

A promotion invariably means more responsibility. Show that you are ready for a promotion by asking for more to do.

Then determine what your desired change will mean financially to your business. By knowing the potential bottom-line impact of your promotion, you'll have the information you need to allocate a promotion budget, dedicate staff time and invest the energy necessary to host a strong promotion that will deliver business-boosting results over the time period it covers.

#### **Resume your objectives**

Objective to achieve with your promotion initiative:

.....

*E.g.*

- *Increase the approval of users;*
- *Increase the turnout during the holidays;*
- *Attracting customers for the quality of the food offered and for the welcoming environment*

.....

Set the results attended in terms of or any other objective you want your promotion to achieve.

.....

*E.g.*

- *Renewal of the Communication Plan following focus groups on the topic;*
- *Creation of a social profile with daily updates on the menu and offers and over 85% of positive reviews expected;*
- *It is expected an increasing of 7% of customers compared to the previous year.*



## EXERCISE n. 10 - Develop a Project Communication Plan Recommended actions and strategies

The table below lists the steps for developing a project communication plan:

n.	Focus on the following	Questions to ask	Exercise - annotate your ideas
1	Communication objectives	What are you hoping to achieve with your project communications? <i>Look at the objectives established for the project.</i>	<i>E.g. The newsletter aims to offer an overview to all users and enhance the work done by the staff of the school</i>
2	Target audiences (internal and external) and the makeup of each audience	Who do you want to communicate with? <i>Refer to the roles established for the project. Consider a broad range of stakeholders.</i>	<i>E.g. The broader audience, but through dedicated sections we intend to reach even professionals and users</i>
3	Purpose of the communication for each audience	Why are you communicating with them? <i>Think about what your audience would like to know from their perspective - "What's in it for me?"</i>	<i>E.g. The service provided by the Municipality is not sufficiently known by the general public and often criticisms are made without the knowledge of the complexity of the service and the choices made in relation to the policies for sustainability.</i>
4	Key communication messages and the content of the message	What do you want to say? <i>The content should address the reason the audience will be interested in the project.</i>	<i>E.g. The municipality has reached the supply of 70% of organic foodstuffs</i>
5	Information sources	Where will you find the information you need to collect for your communications? <i>Some information may be from official sources, and other information will be created as part of the project and stored in the project repository.</i>	<i>E.g. Data from the Municipalities, dieticians and interviews to the staff of large scale canteens</i>
6	Frequency of the communication	How often do you want the communication to be delivered? <i>Every day, Weekly, monthly, at the end of a stage, etc.</i>	<i>E.g. Quarterly</i>
7	Format and delivery mechanism for the communication	How does the target audience prefer to receive this information? Do you intend to offer another kind of communication? Report, phone, website, meeting, formal presentation, etc.	<i>E.g. We propose a launch conference and a web page dedicated to the newsletters</i>
8	The messenger	Who is the responsible communicator? Who prepares and distributes or presents the communication?	<i>E.g. The communication manager is the Head of the Dept. of Educational Policies of the Municipality and his staff prepares the quarterly communications in agreement with the Municipalities</i>
9	Communication milestones and measurements of success	How will you know if your plan is working? <i>Establish some simple performance indicators and evaluation measures to determine if the communication plan is effective. Example – use of a Meeting Evaluation form after a meeting.</i>	<i>E.g. The Communication Plan contains indicators related to the expected results (% of people reached, online satisfaction surveys, etc.)</i>

**EXERCISE n. 12** - Self-assessment related to the efforts/results reached in the different aspects of sustainability - Check list

Check list - sustainability themes	Self assessment
For health: a plate full of fiber and vitamins and containing less protein is good for everyone's health.	<b>E.g. 8</b> <i>We often use menus with these features</i>
For the taste: seasonal and local products offer you tasty meals. Surprise your customers with forgotten products such as traditional unusual products.	<b>E.g. 3</b> <i>We do not have any unusual products yet</i>
For the environment: the impact of food on the global warming is enormous, even greater than of the transport sector.	<b>E.g. 5</b> <i>40% of our products are of biological origin</i>
For budget: some succeed in preparing a complete meal, balanced and organic for 3 to 5 €..	<b>E.g. 7</b> <i>Our cost per meal amount at € 3. The quality/price ratio can be improved</i>
For brand image: show your staff, customers and your investors that you take concrete action to the environment.	<b>E.g. 5</b> <i>The restyling of the brand is scheduled for the next year</i>
To invest in our society: by choosing products produce in the vicinity, you favor short lines or productions on a small scale.	<b>E.g. 8</b> <i>More than 40% of foodstuffs come from short supply chains</i>
Other aspects to be detailed ... <i>E.g. Focus on the quality of the environment in the large-scale canteen</i> ...	<b>E.g. 8</b> <i>Sound-absorbing panels have recently been introduced and the renovated hall houses contemporary art installations</i>

## EXERCISE n. 13 - Create an event dedicated to food sustainability

### Exercise "A sustainable event..."

When organizing an event, social, economic and environmental impacts should be considered from the start. Reducing environmental impacts should be integral to any event.

Sustainable Event draft programming		
Macro theme	Some key question marks	Yes/Not/notes
Venue selection	Is the place well connected by public transport?	<i>E.g. ✓</i>
	Are sustainability policies applied (ISO 14001 / EMAS / ECOLABEL / CSR / ISO 20121)?	
	<i>Free text...</i>	
Materials for the event	Are all documents (invitation, agenda, etc.) available online?	<i>E.g. ✓</i>
	Are the products served "safe", processed according to GMPs - (Good Manufacturing Practices)?	
	<i>Free text...</i>	
Catering	Does Catering Apply Enterprise Sustainability Strategies (ISO 14001 / EMAS/ ECOLABEL /CSR /ISO20121)?	
	Are the products served "sustainable"? (E.g. local, seasonal, organic)?	<i>E.g. ✓</i>
	Are the products served "sustainable"? (E.g. local, seasonal, organic)?	<i>E.g. ✓</i>
	Glass crates and containers are preferred over plastic bottles?	
	Can organic waste be composted?	
	<i>Free text...</i>	
Accommodation	Is the hotel close to the venue and / or well connected by public transport?	<i>E.g. ✓</i>
	In the surrounding area there is a possibility to rent bicycles and / or bicycle storage?	<i>E.g. ✓</i>
	<i>Free text...</i>	
Other .....	<i>E.g. Schools and local associations active in the field of sustainability have been involved, giving them space and visibility to increase the involvement of the citizens.</i>	<i>E.g. ✓</i>
Other .....		

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