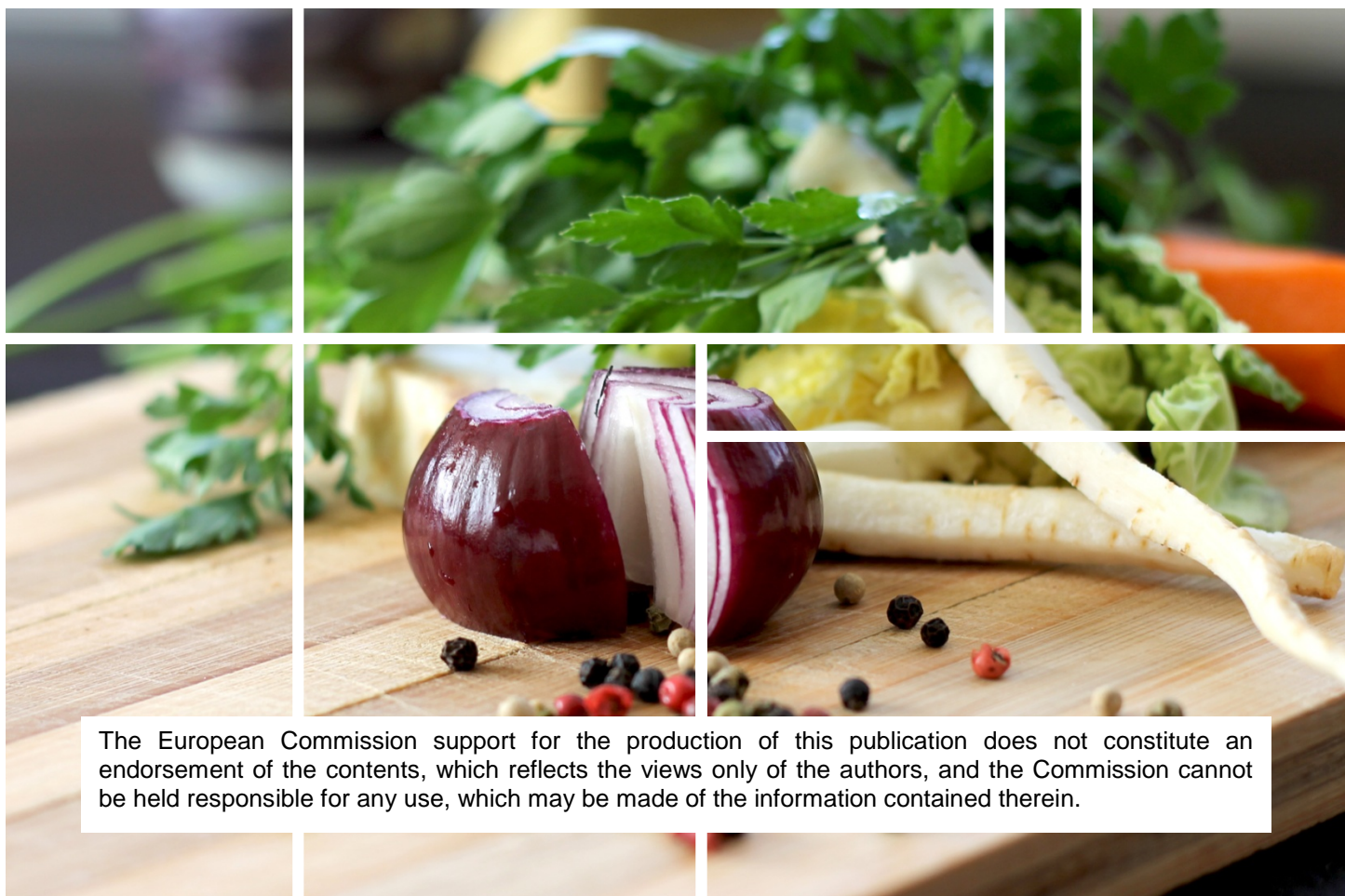




# PROJECT REKUK

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

## Communication and Marketing Script



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## 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/>



# Script foreword

The script related to the training module n. 5 aims at introducing the basic techniques of communication and marketing and their related specific aspects of the food industry, with emphasis on cultural, psycho-social and economic sectors. The large scale kitchen is a key provider of services to the community, for this reason the *Module 5* describes the most suitable communication tools and awareness campaign strategies.

References to the EQF are indicated on left side of the pages. The legend can be found in the annex “*ECVET matrix - Information and communication module*”.

## 1. INCIPIT (Slide n.1)

EQF: K.a

A quote from *Hippocrates II* “**Let food be thy medicine and medicine be thy food**” (431 B.C.) introduce the *Communication and Marketing* topic on the importance of the *gastronomic culture which, when it is such a really conscious experience, applied research in continuous improvement and adaptation to life*.

Hippocrates II, known as Hippocrates the most celebrated physician of ancient Greece, was a Greek philosopher and physician who lived around 400 BC and has been called ‘the father of medicine’. He and his followers dismissed the idea that illness was simply caused or cured by superstitions, spirits or gods. On the contrary, he argued for a rational approach to medical treatment based on close observation of the individual patient. He theorised that physiological abnormalities and environmental factors such as diet might be the root of mental disorders.

Food is a central and essential component of our lives and the healing properties of food have been reported by cultures worldwide throughout history. However, the past decade has presented an explosion of clinical research to show specifically what health benefits individual foods can offer, identifying the various nutrients and phytochemicals associated with these benefits. Today we are witnessing a renewed interest in this issue and growing belief in the importance of food and nutrition as means of preventing a large number of pathologies. Many fruits, vegetables, and unprocessed whole foods have properties that can benefit human health, offering benefits such as cancer prevention, cholesterol reduction, and hormone regulation, to name a few. There is truly a cornucopia of nutritional benefits that have been discovered and communicated.

### Good practice inputs:

Vegetables and fruit boost the IQ (Intelligent Quotient): recent study appeared in May 2017 shows positive effect on mental performance. Everyone knows that vegetables and fruits are healthy. The fact that increased consumption of vegetables and fruits also improves mental performance has now been confirmed by a study by the *Gesellschaft für Gehirnt raining (GfG)* on behalf of the manufacturer of health care preparations, Dr. Wolz GmbH, and the *Deutsches Institut für Sporternährung e.V.* After this, regular improvements in memory capacity, information processing speed and memory span occur after the regular consumption of a near-natural concentrate of fruit and vegetables. The IQ of the participants rose by an average of five points.

### Further information:

The Deutsche Institut für Sporternährung in Bad Nauheim (Gunter Wagner) in a joint initiative of the University of Dortmund (Prof. Gunter Eissing), realise good examples of communication, visible at the following links: <https://www.dise.online/> and <http://institutfgeb.de/>

## 2. Principles of sustainability (Slide n.3)

*More information on the principles of sustainable agriculture and organic agriculture can be found in the training Module "FOOD USE".*

EQF: K.a

Sustainable development, defined as "*Meeting the needs of the present generation without compromising the ability of future generations to meet their own needs*", is both a vision and a **process**. As stated by scientists a healthy, sustainable food system emphasizes, strengthens, and makes visible the interdependence and the relationships between individual sectors (from production to waste disposal) and characteristics (health-promoting, sustainable, resilient, diverse, fair, economically balanced, and transparent) of the system. Industrialized food production has failed to meet the longer-term needs of societies and ecosystems. A major limitation of industrialized food production is that it is designed so that products are made, used, and disposed of, with limited attention to the ecological impacts associated with each of these stages of production. So, nowadays the challenge is to redesigning food production in line with the principles of circular economy: only use materials that can be reused, make use of renewable energy, and celebrate local diversity by taking inspiration from nature and cultures.

### Good practice inputs:

INRA, the Europe's top agricultural research institute and the world's number two centre for the agricultural sciences, present a selection of 9 projects, sometimes underway to grow, aimed to a better use of resources, new consumer habits, and new and alternative plant, animal and mineral foods.

<http://www.inra.fr/en/Partners-and-Agribusiness/Results-Innovations-Transfer/All-reports/The-Future-of-Food-at-the-SIA-2014/Management-of-water-resources>

Particularly interesting for cooks and for those who deal with communication tasks, is the follow example:

[http://www.inra.fr/en/Partners-and-Agribusiness/Results-Innovations-Transfer/All-reports/The-Future-of-Food-at-the-SIA-2014/Pasta-made-using-legumes/\(key\)/2](http://www.inra.fr/en/Partners-and-Agribusiness/Results-Innovations-Transfer/All-reports/The-Future-of-Food-at-the-SIA-2014/Pasta-made-using-legumes/(key)/2)

## Principles of sustainability (Slide n.4)

EQF: K.a

The principles of sustainability are reaffirmed in the 2030 Agenda in order to respond to global challenges by addressing poverty eradication and the economic, social and environmental dimensions of sustainable development in a comprehensive way. The 17 new sustainable development goals and the 169 associated targets cover key areas such as poverty, human rights, food security, health, sustainable consumption

and production, growth, employment, infrastructure, sustainable management of natural resources, oceans, climate change and gender equality.

In particular the Goal 2 contain the target 2.4 “ensure food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change extreme weather, drought, flooding and other disaster and that progressively improve land and soil quality”.

#### Good practice inputs:

- The Milan Protocol, is an international agreement on Food, Nutrition and Sustainability that the BCFN Foundation aimed to promote to, and have signed by all participant countries at the World EXPO 2015. Each signatory will outline voluntary commitments and suggestions for implementing actions against specific targets and timelines. The Milan Protocol will connect citizens and policy makers to address the issue of food sustainability with a triple objective:
  - a) to promote healthy lifestyles and fight obesity,
  - b) to promote sustainable agriculture,
  - c) to reduce food waste by 50% by 2020.

The initiative, launched at the 2013 edition of the BCFN International Forum, called on the civil society to take an active role in drafting the document.

Link: <http://www.milanurbanfoodpolicypact.org/>

- About the press releases of European Council on the 2030 Agenda:  
<http://www.consilium.europa.eu/en/press/press-releases/2017/06/20-2030-agenda-sustainable-development/>

### **3. Global challenges needs for global governance (Slide n. 6)**

Approaching to a communication tasks mains helping consumers to make sustainable and healthy lifestyle choices including by strengthening public educational campaigns and providing information which is scientifically reliable, consistent, as well as understandable and not misleading.

Communicating information is best achieved through a multi-pronged approach, including digital technologies.

#### Good practices inputs:

Official example are also mentioned in the slides:

- The slogan realized by UNEP - United Nations Environment Programme “*One Planet, Many People*” is intended for environmental policy makers, non-governmental organizations, the private sector, academics, teachers and citizens. The digital platform contains a colourful and approachable atlas with photographs, satellite images, maps and narratives that provide insights into the many ways people around the world have changed, and continue to change, the environment.

Link: <https://na.unep.net/atlas/onePlanetManyPeople/book.php>

EQF: K.a



- WWF (World Wildlife Fund) stated that by 2030 we would need three planets if no action is taken on resource utilization trends due to the current consumption and production styles. With this campaign WWF intends to disseminate people about the "ecological credit crunch" of the word because nowadays humans using 30% more resources than sustainable.

Link: WWF's Living Planet Report 2016  
([https://www.wnf.nl/custom/LPR\\_2016\\_fullreport/](https://www.wnf.nl/custom/LPR_2016_fullreport/))

## 4. Sustainability of the Food System (Slide n.7)

The specific issue of food sustainability is crucial, both for human health and for the economic, environmental and social consequences.

EQF: K.a

By 2050<sup>1</sup>, the world's population will reach 9.1 billion, 34% higher than today, and the demand for food will double. Nearly all of this population increase will occur in developing countries. In order to feed this larger, more urban and richer population, food production (net of food used for biofuels) must increase by 70%. Annual cereal production will need to rise to about 3 billion tonnes from 2.1 billion today and annual meat production will need to rise by over 200 million tonnes to reach 470 million tonnes. A communication campaign on food sustainability must consider these challenges, including information on solutions and targets. In fact, e.g. by improving efficiency and productivity while reducing waste and shifting consumption patterns, we can produce enough food for everyone by 2050 on roughly the same amount of land we use now.

### Good example inputs:

The WWF Campaign aimed to *"Drive sustainable food systems to conserve nature and feed humanity"*.

Link: <https://www.worldwildlife.org/initiatives/food>

## 5. Catering sustainability (Slide n.12)

The Food and Agriculture Organization of the United Nations summarises sustainable diets as: *"[Those] diets with low environmental impacts which contribute to food and nutrition security and to healthy life for present and future generations."*

EQF: K.a

Whereas 'healthy diets' only focus on health and nutrition, sustainable diets consider a number of issues related to food, from farm to plate, addressing multiple impacts at once, including – crucially – climate change.

Sustainable diets must:

- Protect biodiversity and ecosystems
- Be culturally acceptable
- Be easy to come by and affordable
- Deliver nutritious, healthy, safe and adequate food
- Optimise natural and human resources

<sup>1</sup> Source: Food and Agriculture Organisation

### Good example inputs:

The WWF's Live well Principles for a sustainable and healthy diet contains 6 key points and represent a useful communication tool. In fact it has been adopted by a number of organisations working across food sectors in the EU.

The Live well Principles are:

- 1) Eat more plants – enjoy vegetables and whole grains!
- 2) Eat a variety of foods – have a colorful plate!
- 3) Waste less food – one third of food produced for human consumption is lost or wasted.
- 4) Moderate your meat consumption, both red and white – enjoy other sources of proteins such as peas, beans and nuts.
- 5) Buy food that meets a credible certified standard – consider MSC, free-range and fair trade.
- 6) Eat fewer foods high in fat, salt and sugar – keep foods such as cakes, sweets and chocolate as well as cured meat, fries and crisps to an occasional treat. Choose water, avoid sugary drinks and remember that juices only count as one of your 5-a-day however much you drink.

**Note:** It is suggested at this point the exercise n.1 “Communication process self-assessment” related to the different type of communication in a workplace.

## **6. Identify and distinguish the different types of stakeholders (Slide n.13)**

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

EQF: K.b

The awareness about the wide range of stakeholder network is the first step to identify and assess the food value chain: producers, primary and value-added processors, retailers and distributors, consumers, and regulators. Food value chain is more important than ever because nowadays it means in particular the food safety and traceability.

A stakeholder is someone that have a weight in the success or failure of an activity. Knowing who your stakeholders are is important and the process begins by developing healthy relationships.

A better communication among stakeholders represent a key factor to enrol a wider range of actors to improve food sustainability. It is important to recognize that changes in food systems can lead to different outcomes and benefits for different groups of people.

Exercise proposed: *Link the relationships of stakeholders among: Governmental, Education, Business sector, Civil society, Interest groups, Beneficiaries, Research and Academia, Media.*

### Good example inputs:

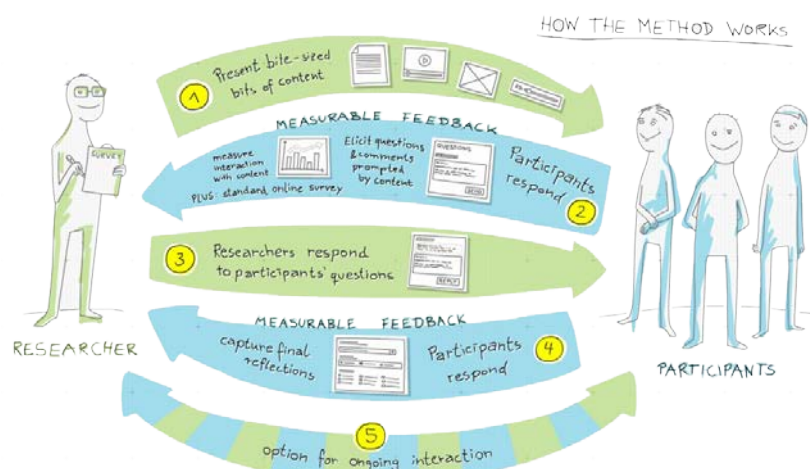
*The FoodRisC e-resource centre (output of FoodRisC project, coordinated by University College Dublin and funded under the Seventh Framework Programme of the European Commission under grant agreement number: 245124) was designed to*

facilitate effective and coherent communication on food risks and benefits thereby promoting consumer understanding through clear messages.

The interactive FoodRisC e-resource centre provides relevant information and guidelines for a range of professional communities and stakeholders in different scenarios of food-related risk communication, and suggests concrete strategies for action. It is aimed at policy makers, food authorities, food industry, NGOs and other stakeholders involved in food risk and benefit communication.

It includes six specific sections each containing multiple case studies.

1. **'Evaluate your situation'** summarises factors identified, by both academics and practitioners, as being crucial to risk communication decision-making. Reflecting on the purpose of the communications strategy is a key factor to keep in mind when deciding on future activities.
2. **'Understand your audience'** offers guidelines and tips to tailor communication according to the needs of the target audience. Besides knowing who your audience is, it is important to identify key influencers and increase communication effectiveness towards them. This section includes an interactive, online tool to help decide the best research method, to gather knowledge about the audience and to respond to potential research questions.
3. **'Create your message'** gives tips on how to translate science accurately into relatively simple language that risk managers, stakeholders and wider audiences can understand, in order to avoid misinterpretations.
4. **'Media channels'** identifies the strengths and weaknesses of different communication channels (both social and traditional media), and offers practical guidance, such as 'how to get started', and tips to assist best practice.
5. **'Monitor communications'** presents tips and guidelines on how to monitor online conversations, which makes it possible to detect upcoming issues at an early stage and to learn more about networks of people involved in discussions and content creation.
6. **'Public involvement'** enables understanding of the thoughts and needs of both consumers and stakeholders through a questionnaire suitable for exploring the consumer feedback (an example of questionnaire is represented by *Vizzata* tool – a method used by FoodRisC and represented in the image below), which is essential to maximise the effectiveness of food risk and benefit communication.



### Further information

<http://resourcecentre.foodris.org/>

## 7. Stakeholder of an organisation (Slide n. 14)

EQF: K.b

The table designed shows a typical list of stakeholders of an organisation.

The stakeholders are divided in internal and external.

External stakeholders are entities not within a business itself but who care about or are affected by its performance (e.g. consumers, regulators, investors, suppliers). The government wants the business to pay taxes, employ more people, follow laws, and truthfully report its financial conditions. Customers want the business to provide high-quality goods or services at low cost. Suppliers want the business to continue to purchase from them. Creditors want to be repaid on time and in full. The community wants the business to contribute positively to its local environment and population.

Internal stakeholders are the individual and parties that are the part of the organization e.g., employees, managers, the board of directors, investors, volunteers, etc.

### Good example inputs:

From the point of view of Public Mass Catering, it is important to know that in the European Union (EU) Public Authorities spend around 13% of gross domestic product (GDP) on works, goods and services, (excluding utilities) spending to over €1.7 trillion<sup>2</sup>. By using their considerable purchasing power they can therefore make a difference, from both an environmental and a sustainability perspective, to support the market shift into a resource efficient and low-carbon economy. From this way since 2008 the European Union Green Public Procurement (EU GPP) initiative as a voluntary instrument, defined by the European Commission (EC COM 400/2008) is: *“a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured”*<sup>3</sup>.

Further information: [http://ec.europa.eu/environment/gpp/eu\\_gpp\\_criteria\\_en.htm](http://ec.europa.eu/environment/gpp/eu_gpp_criteria_en.htm)

## 8. Communication and marketing principles (Slide n. 15)

EQF: K.c.

You can be a good communicator, but are you a COMPETENT communicator?

Nowadays it too difficult for consumers to choose healthy foods, especially when food marketing drives unhealthy choices, and leads too easy to choose low nutrient and calorific foods. The way people eat is influenced by many factors, some out of their control such as agriculture, trade and food prices, and others directly related to their personal behaviours, cultural habits and/or social life. In this way, marketing could play an important role because a crucial factor for sustainable catering can be also linked to insufficient communication, ideological dilemmas due to conflicting messages but also to language deficiencies between stakeholders and other actors in the food system. System thinking would make it easier to make visible different stakeholders' views concerning sustainable catering but also to better understand the whole picture. Stakeholders such as professional food purchasers and procurers are

<sup>2</sup> Source: European Commission, 2015

<sup>3</sup> Commission of the European Communities, 2008

important in the process but do not have the tools to handle the conflicting message between economical and environmental directives. Knowledge of how the concept of sustainable development is constructed will facilitate work on achieving sustainable catering.

Creating a good marketing strategy means building a marketing plan and marketing strategies aimed at launching, consolidation, monitoring and commercial growth of the service offered.

Encouraging producers and growers to adopt a marketing communications strategy designed to successfully promote healthy foods may help advance consumer well-being and may also help the businesses that produce these products thrive. Furthermore creative advertisements for healthy food can produce results similar to that of more hedonic food and beverage.

Successful industry practices could be analysed and adopted to promote a healthy shift in the eating habits of consumers and allow businesses that produce healthy products to thrive.

Good example inputs:

“Promote cooking skills in communities”: it was a Brighton&Hove Food Partnership<sup>4</sup> action to establish a community cookery project to give people the knowledge and skills to help them create healthy, affordable meals. The project delivers a range of communication activities and cookery courses for people of varying skills. They also promoted the “Healthy Choice Award” to encourage good practice in residential settings; include as part of Adult Social Care audit/review process; share good practice at relevant forums/through relevant communications.

Further information:

<http://bhfood.org.uk/cookery/>

## 9. Watzlawick's Five Axioms of communication<sup>5</sup> (Slide n.18)

The five axioms from Watzlawick remain relevant to both verbal and non-verbal input and output of information during interpersonal interactions.

A brief information on these 5 axioms:

EQF: K.c.

**Axiom 1:** (*cannot not*)

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.

<sup>4</sup> Brighton&Hove Food Partnership is a not-for-profit organisation working for a healthier, more sustainable food system for the city. It provided some of the inspiration for the Sustainable Food Cities network across the UK

<sup>5</sup> From Paul Watzlawick, psychologist, communications theorist



### **Axiom 2** (*content & relationship*)

Each person responds to the content of communication in the context of the relationship between the communicators. The word meta-communication is used in various ways but Watzlawick uses it to mean the exchange of information about how to interpret other information.

### **Axiom 3** (*punctuation*)

In many cases, communication involves a veritable maelstrom of messages flying in all directions. This applies especially to the non-verbal messages. The "punctuation" referred to is the process of organising groups of messages into meanings. This is analogous to the punctuation of written language. In either case, the punctuation can sometimes alter the meaning considerably. For example, consider the occurrence of an angry response after an interruption, the latter having followed a suggested course of action. This might be interpreted as anger at the suggested course of action, if the interruption was "punctuated out" of the sequence, so that the suggestion and the anger were effectively grouped together as a tight sequence. However, if the receiver punctuated the information so that the interruption and the anger formed a tight sequence, it might be interpreted as anger at the interruption.

### **Axiom 4** (*digital & analogic*)

Digital communication refers to the use of the lexicon, the use of words as arbitrary signs, conventionally used to define something, without there being a direct correlation between the word and what the word itself represents. Conversely, analogic communication includes all non-verbal, parable aspects and the use of images, metaphors and narratives.

### **Axiom 5** (*symmetric or complementary*)

A "symmetric" relationship here means one in which the parties involved behave as equals from a power perspective. The chance of airing all the relevant issues should be greater, but it certainly does not guarantee that the communication will be optimal. The parties could simply be equally submissive, or equally domineering. However, communication between equals often does work well. A "complementary" relationship here means one of unequal power, such as parent-child, boss-employee or leader-follower. This is much more efficient in some situations. For example, the unequal (complementary) relationship between soldiers and their officers means that soldiers are very likely to obey a surprising order, such as "*Get out of the truck and jump in the river!*" without delay – rather than debating it, perhaps with great interest, but quite possibly at fatal length.

#### Further information:

[https://en.wikipedia.org/wiki/Paul\\_Watzlawick](https://en.wikipedia.org/wiki/Paul_Watzlawick)

## **10. The marketing process** (*Slide n. 19*)

The marketing can be defined as the set of activities and policies implemented by an organisation to meet the needs of consumers and to generate demand. Until the 30's

the West's industrial companies focused their attention almost exclusively on manufacturing activity (improvement of technologies and production processes in order to reduce production costs). This attitude was defined **production oriented**.

After that, with the development of mass industrial production, for the increased effect of consumer spending availability, the tightening competition and the influence of sociological factors on purchasing decisions, companies' attention has turned to knowledge market, this attitude has been defined **marketing oriented**. Customer satisfied, repeating several times the purchase (brand loyal) is the main promotional vehicle of the company. They previously analyze the needs of consumers to produce goods suitable to meet these needs. The production needs to adapt to consumptions. the flows that are created, through mutual exchanges, including the "company system" and the socio-economic environment of reference (goods and services, communications, information) are deepen and studied.

#### Good example inputs:

Scottish Government demonstrated since many years a commitment to becoming a 'Good Food Nation'. Six objectives for Scotland was designed also promoting marketing process:

- People who serve and sell food – from schools to hospitals, retailers, cafes and restaurants – are committed to serving and selling good food.
- Everyone in Scotland has ready access to the healthy, nutritious food they need.
- Dietary-related diseases are in decline, as is the environmental impact of our food consumption.
- Scottish producers ensure that what they produce is increasingly healthy and environmentally sound.
- Food companies are a thriving feature of the economy and places where people want to work.

Other countries look to Scotland to learn how to become a Good Food Nation.

Other two examples of good marketing strategy are represented firstly by a "Local Food Marketing Guide" produced by Scottish Agricultural College (SAC) supported by the Scottish Government Rural Directorate to assist and advise producers on alternative routes to market and marketing best practice. The second example is referred to the "Food Hub for Stirling", built to enhance the local food system, connecting producers, processors and communication in creative manner to the consumers. It also function as a distribution and/or retail point to support local supply chains, including providing local high quality, traceable food to the public sector.

#### Further information:

<https://enrd.ec.europa.eu/sites/enrd/files/assets/pdf/rural-entrepreneurship/localfoodguide.pdf>

[www.scottishfarmersmarkets.co.uk](http://www.scottishfarmersmarkets.co.uk);      [www.thefoody.com/regions/scotlandfm.html](http://www.thefoody.com/regions/scotlandfm.html)

[www.food.gov.uk/multimedia/pdfs/scotfarmersmarket.pdf](http://www.food.gov.uk/multimedia/pdfs/scotfarmersmarket.pdf)

## 11. Communication challenges (Slide n.20)

EQF: K.d

Many studies underline that there is a lack of effective communication at the community level about quality of food. Many technologies to overcome malnutrition and micronutrient deficiencies are not reaching to vulnerable groups. Effective communication should help first of all the vulnerable groups (elderly people, pregnant, children, etc.) to gain a clear view of the traditional health foods for human health and quantity and quality of nutrients to be consumed to overcome malnutrition and micronutrient deficiency as well as the bad eating habits. Further the transparency in the food sector and especially towards consumers is another of the priority issues on the agenda of consumer policy and consumer representatives. Food scandals and deficiencies in consumer communication have raised consumers' requests for being informed. The requests for improved transparency are also due to increasing interests of consumers and policy in food that is not only safe and of the quality they expect but that matches evolving expectations that food production is based on processes that limit negative impacts on the environment and consider social concerns.

### Good example inputs:

Making the European food system sustainable will therefore become an increasingly challenging task. For this reason has been created in 2015 the European Technology Platform (ETP) "Food for Life" to step-changing the innovation power and impact of the European food and drink industry to the benefit of a sustainable society. The ETP set priorities and align activities with national initiatives, which will also form the basis for the Implementation Action Plan (IAP) developed in 2017. Jointly with the Scientific Committee, the Leadership Team has carefully analysed the more than 20 contributions submitted in response to the public consultation. The very valuable input received has been integrated in this final version of the SRIA which contains key research and innovation action propositions that, if implemented in the remaining timeline of Horizon 2020 and thereafter, will make a real difference to the food and drink sector. By 2030, substantial progress must have been made in the communication and interaction with consumers so that technologies that are beneficial for human health and for the environment become accepted. Converting kitchens or supermarkets into massively distributed food development places could lead the way.

### Further information:

<http://etp.fooddrinkurope.eu/>

## 12. Internal and external communication (Slide n.21)

EQF:K.d.

Internal communication is especially important within any organisation and it is vital a two-way communication between internal and external of the organisation staff. Frequent meetings are essential to inform staff of forthcoming events and the expected working as well the challenges tackled by the communication strategy plan. Information at internal level must be accurate in order to facilitate what is expected to

the staff as well as more detailed and user friendly will be the external communication, more efficient could be the involvement of customers.

#### Good example inputs:

##### *Example of innovative internal communication:*

**A Radio Newsletter in India.** HCL Technologies (HCLT) in India discovered that managing Gen Y employees called for an innovative approach and a new set of capabilities. According to HCLT's CEO, Vineet Nayar, *"At HCLT, we focused on one specific trust-building action – pushing the envelope of transparency. When you bring this information out in the open and make the challenges public, employees feel included."* HCLT launched a unique medium for employee communication through its wholly owned subsidiary, HCL Comnet. Comnet Radio is the world's first "radio newsletter," designed to deliver the company's internal communications.

Unlike ordinary radio channels, this medium plays pre-recorded messages about the latest company happenings and news; it also provides an interactive platform for employees to communicate within the company. All this information is packaged with popular songs and played as CDs, without using air-waves. Comnet Radio is an exclusive internal communications tool, accessible by all employees through their desktop intranet and played at breakout and canteen areas within office premises.

##### Example of external internal&communication:

ISO 22000 standard requires to build a Food Safety Management System. Communication is an essential element in developing, implementing and maintaining a functioning food safety management system. Its importance is highlighted under parts "5.6.1 and 5.6.2 internal and external communication" of ISO 22000. These two parts of the standard emphasize the importance of communication in ensuring food safety programs are properly maintained and managed, both within the company and with stakeholders outside the company. Within the company, the key is to ensure the food safety or HACCP team is aware of any issues that may affect the food safety management system.

##### More information:

<https://www.iso.org/iso-22000-food-safety-management.html>

## **13. Information management system (Slide n.25)**

Successful organizations use technologies to manage information related to their activities to assist in making the best decisions. They use information systems to collect data and process it according to the needs of the customers, analysts and managers.

Information systems dealing with food safety issues and regulatory compliance as well as are concerned with data capture, storage, analysis and retrieval. In the context of food safety management they are vital to assist decision making in a short time frame, potentially allowing decisions to be made and practices in real time.

#### Good example inputs:

A computer software packages are available to aid the practical application of HACCP and risk assessment and decision trees to bring logical sequences to establishing and modifying food safety management practices. As well as for information management system concept for food recycling

There are many other uses of information systems that benefit food safety more globally, including: rapid dissemination of information on foodborne disease outbreaks via websites or list servers carrying commentary from many sources.

Active surveillance networks allow rapid dissemination of molecular subtyping information between public health agencies to detect foodborne outbreaks and limit the spread of human disease.

Traceability of individual animals or crops from (or before) conception or germination to the consumer as an integral part of food supplies chain management.

## 14. Choose the proper instruments for better information and communication *(Slide n.27)*

EQF: K.d

How can business communication managers determine the right tools to use for internal communication? What are some of the internal business communication problems that need to be addressed... and what tools can they use to solve some of these problems? Effective communication requires tools and planning. It is important to discuss about what communication tools are more adapted and effective for an organisation.

It's important to organise focus group to discuss on communication tools because today's business communication tools are enabling small, medium-sized, and large companies to achieve the strategic marketing plan goals.

Would be take in consideration:

- basic communication tools like phone, iPods, fax machine
- advanced cell phone which contain many function as computer, including internet and App tools and, last but not least, social networks.

In general a collaborative space (group messaging and chat, coffee spaces, etc.) keep teams working together and facilitate manager to communicate with team members. Online workspaces are especially important when employees are spread across different locations. They can also be used share files with a drag and drop function.

Issue tracking software helps customers support queries; track open issues and track team productivity and can collect valuable feedback from staff and customers.

Internal blogs, videos and discussion forum across an organisation could increase staff engagement as well as can facilitate training sessions, conference calls, etc. Blogs and info graphics could be useful to demonstrate processes and trends.

### Good example inputs:

The International Food Information Council Foundation's built in 2014 and updates in 2017 a "Understanding Our Food Communications Tool Kit" which provides food and agriculture, nutrition and health, and other professionals and communicators with information and tools to communicate the facts about modern food production, food processing and processed foods, and to guide consumers and clients to make the



best food choices for their overall health and lifestyles. The communications includes information on:

- Widely accepted definitions of processed foods
- A look at the broad range of processed foods available today
- How farmers, manufacturers and the modern food system help feed the world
- The benefits brought to us by modern large-scale food production systems
- The five informational hand-outs and tips for using them to communicate to consumers and other audiences about modern food production and processing
- Additional resources for more information.

Further information:

<http://www.foodinsight.org/articles/understanding-our-food-communications-tool-kit>

## 15. Communication project aimed at... (Slide n.28)

A key principle for communication is that environmental information communicated along the food chain, including to consumers, shall be scientifically reliable and consistent, understandable and not misleading, so as to support informed choice addressed to the following target groups example:

EQF: S.a

**Policy makers:** point out how policy makers seeking to improve nutrition policy implementation for food management in public canteens e.g. food policies to promote healthy diets, improve the quality of the food supply, restrict food advertising and other forms of commercial promotion, offer foods and set standards in public institutions (e.g. Fruit and vegetable programmes; standards in education, work, health facilities; award schemes; choice architecture), Inform people about food and nutrition through public awareness.

**Children:** teaching how to eat properly, but above all involve them and gratify considering taste, sensory, emotional and fantastic meal.

**Parents:** informing them on the way of school meals and provide correct directions for feeding children in school and at home.

**Teachers:** provide gaming tools as a learning mode of the various meanings of the food.

**Managers and staff of canteen:** Effective canteen management and staff requires that everyone is familiar with policies of canteen, its goals and objectives. A communication project can support the development and the implementation of plan to achieve policy goals and day-to-day operational procedures. It also useful to establish a community cookery project to give people the knowledge and skills to help them create healthy, affordable meals. *E.g. the following project delivers a range of cookery courses for people of varying skills: <http://bhfood.org.uk/cookery/>*

**Citizen Committee:** this committee shall organise and control the full administration of the canteen. It is important to highlight the organisation's commitment, starting to the projects for the training for the staff, supervision activities and the efficient stock management. It also important that the Citizen Committee is informed about the policies, the financial aspects and about the relevant legal requirements regarding food safety and occupational health and safety standards.

### Good example inputs:

- The European Food Sustainable Consumption and Production (SCP) Round Table is an initiative that is co-chaired by the European Commission and food supply chain partners and supported by the UN Environment Programme (UNEP) and European Environment Agency. The European Food SCP Round Table's unique structure, with participation of all food supply chain members at European level on an equal footing, enables it to take a harmonised, life cycle approach and facilitates an open and results-driven dialogue among all players along the food chain. Participation in the European Food SCP Round Table is also open to consumer representative organisations and environmental/nature conservation NGOs.  
Its vision is to promote a science-based, coherent approach to sustainable consumption and productions in the food sector across Europe, while taking into account environmental interactions at all stages of the food chain and also taking into account initiatives facilitated by UNEP and other organisations to advance resource efficiency, sustainable value chains and social responsibility.
- European Commission has adopted a Communication on food prices to deliver cheaper and more competitive food prices in Europe:  
[http://ec.europa.eu/economy\\_finance/articles/structural\\_reforms/article13524\\_en.htm](http://ec.europa.eu/economy_finance/articles/structural_reforms/article13524_en.htm)

## 16. Aspects and problems related to food waste and energy management (Slide n.30)

EQF: K.e

Food, water and energy systems are interconnected. They are considered to be one of the sustainability issues that need to be addressed. Sustainable management aimed to understand of how changes in the modern agricultural production systems such as transportation, processing, cooking and consumption of modern foodstuffs can impact and influence the two other sectors. Growing food crops indoors could expand local food production in urban areas and extend the seasonal availability of fresh local produce, however it could be costly in water usage and in energy usage to maintain building climate control. Expanding water access for food crop irrigation could necessitate curtailment of water for municipal use, hydropower generation, and in-stream ecosystem flows.

### Good example inputs:

- **Model of the factors of influence on consumer-related food waste**  
*Source:* ISSN 2071-1050 ([www.mdpi.com/journal/sustainability](http://www.mdpi.com/journal/sustainability))
- Finland and Germany are both prioritising consumer-oriented campaigns. The Finnish National Bioeconomy Strategy notes the need to influence consumer choices by highlighting the sustainability of bioeconomy products. Germany's National Policy Strategy on Bioeconomy links broader bioeconomy activities with efforts to provide consumers with more information on sustainable food consumption and production, as well as initiatives for reducing food waste,

and so contributing to the circular economy (<http://www.biobasedeconomy.eu/standardisation/>).

- See also the Slide No 37 focused on food waste reduction.

## 17. Principles of green marketing (Slide n.31)

*Following the 4P's marketing tool*

EQF: K.f.

Jacquelyn Ottman, one of the founding experts of the green marketing movement, proposes that, if a business's green marketing strategy is to be effective and sustainable, environmental concerns should be vertically integrated into all aspects of marketing, from new product development to communications strategies.

Ideally, a company whose commitment to green marketing goes beyond the superficial should be constantly working to balance two dynamic sets of needs:

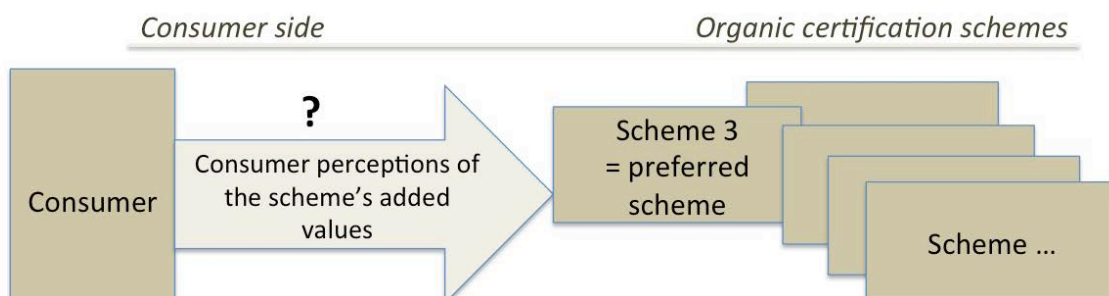
- Customer requirements, related to the relationship with the consumer, and the company's ability to fulfill customers' needs without compromising on fundamentals such as profit, is one of the cornerstones of doing business.
- Environmental considerations which may at times directly clash with customer requirements, which is one of the greatest challenges of green marketing. More often though, it will be possible to find a middle way between environmental concerns and customer needs – and indeed, there are times when consumers will be positively attracted by the green marketing credentials of a company.

Further information:

<http://www.greenmarketing.com/about-us/j-ottman/>

## 18. Principles of certification schemes - Organic and eco-labels (Slide n.31)

*Additional information on control and certification schemes for organic food can be found in the Module "FOOD USE".*



Organic eco-labels addressing different environmental aspects or impacts of a product. In this respect, marketing can also play an important role in promoting sustainability value in large-scale kitchen. The use of brands, certification schemes or similar devices to ensure constant dialogue throughout the food supply chain, including to consumers, could be a useful tool in communicating strong environmental performance and thereby encouraging food chain partners and consumers to choose and use products more efficiently.

EQF: K.g

Communication can be focused on product and processing qualities, physical proximity (regionally), management of seasonal supply and the cooperation with traditional processors or sustainable supply chain.

*Two good examples of standards highlight the principle on which certifications are based. A large scale kitchen can consider these principles to build an effective communication plan (see also: “Communication & Marketing” Handbook at page 24 “How to develop a communication plan”):*

- **EU organic logo**, often named “Euro-leaf” (symbolized by the stars derived from the European flag a leaf representing the Nature) indicates that this product is in full conformity with the conditions and regulations for the organic farming sector established by the European Union. European logo is to make organic products easier to be identified by the consumers. Furthermore it gives a visual identity to the organic farming sector and thus contributes to ensure overall coherence and a proper functioning of the internal market in this field.
- **AIAB standards** (Italian National Association of Organic producers, inspectors, consumers, environmental associations) have more restrictive requirements than the Eu Reg 834/07. They certify organic products and companies in a broad range of categories, including: food detergents farms cosmetics store bio-fibres. Essentials requirements of the standard are:
  - 1) The whole farm has to be organic;
  - 2) The operator has to be organic, not with fields under conversion;
  - 3) All feed used for livestock has to be organic;
  - 4) The raw materials processed have to be produced in Italy;
  - 5) The operator commits himself to prevent, avoid and reduce any kind of pollution and promote the use of renewable energy.

Further information:

[https://ec.europa.eu/agriculture/organic/organic-farming/what-is-organic-farming/organic-certification\\_en](https://ec.europa.eu/agriculture/organic/organic-farming/what-is-organic-farming/organic-certification_en)

*See also slide n.35 on “Self-assessment related to the efforts/results reached in the different aspects of sustainability - Check list”*

## 19. Organic farming – It is good for people and for the environment (Slide n.33)

*Additional information on the quality, availability, storage traits and the environmental impact of organic food can be found in the Module “FOOD USE”.*

EQF: S.c

Organic farming and integrated farming also represent real opportunities on several levels, contributing to vibrant rural economies through sustainable development. Growers need to be efficient in production to stay competitive and they need to conserve and protect soil and water to be sustainable. Some strategies include farming technologies which degrade the natural resource base and require high level of external inputs (including toxic chemicals), agricultural research and extension services which are based on the notion that technology, should be developed by

specialists and transferred to recipient farmers through messages and demonstrations.

Further information:

[https://ec.europa.eu/agriculture/organic/organic-farming/what-is-organic-farming\\_it](https://ec.europa.eu/agriculture/organic/organic-farming/what-is-organic-farming_it)

## 20. A storytelling about you... turning your name into a Brand (Slide n.34)

EQF: S.b  
C.c

A lot of people think that 'brand' is just another word for 'logo', while logos are a part of a brand, but it's not just this. Think of a brand like a person, the logo is their appearance, a visual representation of that person, but there is much more to them than just the outside appearance. The way they speak, the way they act, the way they dress, all of the small parts form to make the whole – the brand.

The proposed exercise n. 6 (in the training folder) can be useful in analyzing your brand and on how many features a coordinated organisation image is composed. It must be represent the work style and the mission of the organization you represent.

Good example inputs:

The noble marks express reputation and distinctiveness. This sort of protection gives valuable intellectual property rights as well as added value owing to distinguishing given goods from those of competitors. Brand identity is treated as a group of individual features connected to each other and typical of a given product, which are consciously exposed by a company (brand's owner). Some examples are referred by specific good (e.g. Lindt&Sprüngli products – a multi-generation tradition of Swiss confectionery, Blue Mountain – Jamaican coffee characterised by extraordinary flavour and taste as well as highest quality in the world for connoisseurs). Brand identity is highly influenced by the corporate identity strategy implemented by an organisation.

Another example mentioned in slide n. 35 is the successfully organic brand from UK is that of the Soil Association, leading membership charity campaigning for healthy, humane and sustainable food, farming and land use whose organic symbol is the most widely recognised in the UK and appears on over 70% of all organic products. It is also a registered certification mark.

## 21. The "Unique Value Proposition" (focused on products: Slide n.35 and focused on service: Slide n.36)

EQF: S.a

The unique value proposition is the set of elements that make an organisation unique for the customers. The questions put in the slides are an orientation for the communication staff. A first useful exercise is to visualize and describe the ideal users/customers. This will create a more personal message and address the real needs and preferences of consumers. After analysing the needs of the users the organisation is addressed, it's important to reflect on how these can be met by the contents, products, or services offered. In fact, a Unique Value Proposition will only take effect if it can prove that what is offered is coherent with the products and



service offered and able to satisfy a need of its users. Having done this, one must also wonder how its offer is different from that of its competitors. What is the added value of your content or products? For a Value Proposition to be unique is important to be able to underline the unique value offered differentiating from all the alternatives.

Three basic elements can characterize the unique value proposition:

- **Credibility** (it is important that the message used is able to demonstrate that what is promised is actually achievable. For example, the traceability of organic products or about the years of experience or the number of clients you have already worked with, etc.).
- **Clarity** (the Unique Value Proposition message must be readily understandable at first reading and should be short and straightforward. However you need to be careful not to compromise the clarity of the message to reduce the number of words used. Good exercise is to try to describe your site or activity in a maximum of 7 seconds. This will help to make a short message, keeping it effective.
- **Benefits** of what is offered in order to demonstrate how users can benefit from content, products, or services. An example is PayPal, whose message on the homepage is: "Simplify your life. Pay securely where you want, as you want, whenever you want. Online and Mobile" This Value Proposition clearly explains what benefits the user can make by making use of the online payment tool.

## 22. Inform the customers about their specific requests (Slide n.37)

EQF: S.d

In marketing lexicon, informing to customers is called 'promotion'. So, 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'.

- Promotion exercise in synthesis: build an offer that engage and conquer your audience because they share values, knowledge, experience and solutions. It cover 4 phases:
  1. Collect and analyse the audience feedback
  2. Target your effort
  3. Plan your incentive
  4. Know what you want to achieve
- 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 what did you do well, and where you can improve. This gives you the insight and ability to change things for the better.
- 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?
- Do you want to lure new customers into your business?
- Do you want lapsed customers to give your business another try?
- Do you want to boost business during slow hours, weekdays or particular seasons?

### 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.

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. Knowing 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.

A good promotion start by clear information about what you want to achieve. Set the results attended in terms of or any other objective you want your

promotion to achieve. 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.

## 23. Dialogue with internal sectors of the organisation (Slide n.39)

EQF: S.b

Knowledge-based organizations are constructed on intangible assets, such as the expertise and the values of the employees. For that reason a sustainable approach in canteen settings needs a special attention from all level of canteen staff: because their attitudes, behavior, knowledge are affected.

An open dialogue can motivate canteen staff on achieve results to increase a sustainability in canteen area:

1. ***Buy local and seasonal produce.***
  2. ***Reduce the share of animal proteins and vary sources of vegetable and animal proteins.***
  3. ***Avoid food waste and produce less waste.***
  4. ***Opt for products from organic farming.***
  5. ***Take in consideration fair trade products.***
  6. ***Inform and educate staff, management, clients and suppliers.***
- Motivated chefs who cook fresh food on site create momentum that often gives satisfactions to the entire organization.
  - Motivated commitment of procurement officers to sustainable products is considered a very important driving force.

As a consequence, motivation and professional excellence of employees are the main objectives of management teams. The employees represent the most valuable resource that is not motivated only through financial means, but also through internal communication, autonomy or social rewards.

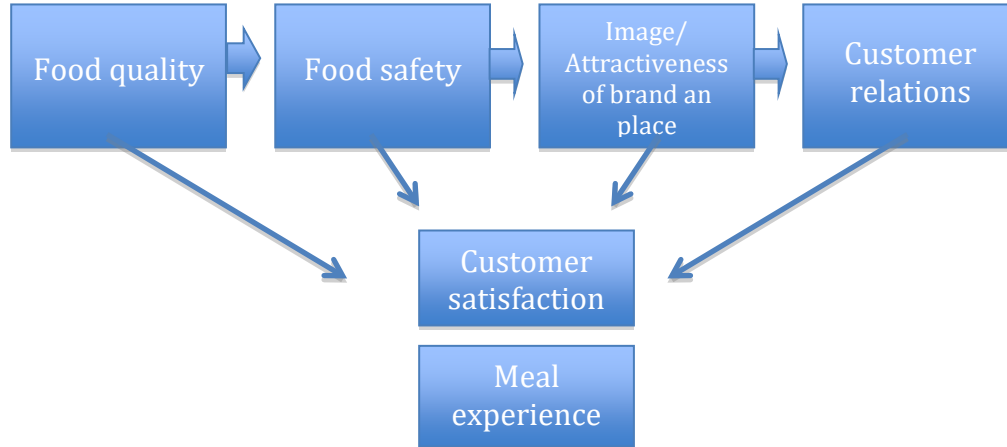
There is no tradition to defend through negotiation the working conditions of employees, thus it is important for managers to use the best practices, in order to increase the employees' loyalty. Involvement canteen staff and chefs can catalyze change, motivate customers, and challenge in a creative way the heavy sets of rules and legislation around canteens.

## 24. Quality, customer satisfaction and criticality (Slide n.40)

*More in-depth information about nutritional, health, technological and sensory quality of produce can be found in the Module "FOODS USE".*

EQF: S.c.

The overall food quality attributes affect significantly towards customer satisfaction. The freshness and variety of foods are the two most influencing attributes that influence customer satisfaction in a restaurant. Hence, restaurant managers should pay more attention to the food quality attributes that elicit customer satisfaction and enhance return patronage in the catering business.



Social media is a good idea to receive feedback from customers. It obviously won't give a detailed overview as not all the people turn to social media to appreciate or shame a restaurant but it's something useful to consider.

Sentiment analysis will inform whether the mentions received get on social media are mostly positive, negative or divided evenly. That would mean there's a lot space for improvement. Social media analytics can definitely come in handy when it comes to measuring customer satisfaction.

It is possible to get customer feedback in several ways (through mail survey, email, or over the phone) and in order to get the best information, it is important to allow customers to answer questions on a weighted scale (as in "Rate your experience on a scale of 1 to 10 with 1 indicating complete dissatisfaction and 10 indicating complete satisfaction"). Replying customers survey could be see how their experience changes over time. Learning about consumers' reactions to the mass catering can assist in improving operations to earn the patronage of new consumers. Moreover, upgrading operations based on consumers' feedback can boost customer satisfaction and loyalty, which have been shown to increase profits and quality of service.

## 25. Is eating healthy really more expensive? (Slide n.41)

Sustainability or "high quality" does not necessarily have to be synonym to "high price".

EQF: C.d

Certified organic products are generally more expensive than their conventional counterparts (for which prices have been declining), as stated by FAO, for a number of reasons that it is important to communicate to the customers:

- Organic food supply is limited as compared to demand;
- Production costs for organic foods are typically higher because of greater labor inputs per unit of output and because greater diversity of enterprises means economies of scale cannot be achieved;

- Post-harvest handling of relatively small quantities of organic foods results in higher costs because of the mandatory segregation of organic and conventional produce, especially for processing and transportation;
- Marketing and the distribution chain for organic products are relatively inefficient and costs are higher because of relatively small volumes.

As demand for organic food and products is increasing, technological innovations and economies of scale should reduce costs of production, processing, distribution and marketing for organic produce.

Prices of organic foods include not only the cost of the food production itself, but also a range of other factors that are not captured in the price of conventional food, such as:

- Environmental enhancement and protection (and avoidance of future expenses to mitigate pollution). For example, higher prices of organic cash crops compensate for low financial returns of rotational periods which are necessary to build soil fertility;
- Higher standards for animal welfare;
- Avoidance of health risks to farmers due to inappropriate handling of pesticides (and avoidance of future medical expenses);
- Rural development by generating additional farm employment and assuring a fair and sufficient income to producers.

## 26. Create an event dedicated to food sustainability (Slide n. 43)

EQF: C.e

In 2013 the Municipality of Rome established a regulation for the events that intend to become eligible for the City patronage, which must meet the requirements contained in the "Guidelines for the organization of sustainable events and meetings", prepared by the Rome Environmental Department.

The regulation has been developed by taking the ICLEI (International Council for Local Environmental Initiatives) guidelines and the principles outlined in ISO standard 20121 as a basic reference.

Exercise "Organise a Sustainability Day..."

- Are the served products "safe" (processed according GMPs - *Good Manufacture Practice*)?
- Are the served products "sustainable"? (e.g. local, seasonal, organic)?
- Are jugs and glass containers preferred to plastic bottles?
- If used, are single-use items recyclable, biodegradable and/or reusable?
- Do the food ordered correspond to the number of participants?
- Can the excess food be distributed to charitable associations?
- Is there an adequate system of separate collection / recycling and waste disposal?
- Is the packaging minimized and is the plastic use reduced?
- Can organic waste be composted?



- Do the catering apply to corporate sustainability strategies (ISO 14001 / EMAS / Ecolabel / CSR / ISO 20121 etc.)?

These short guidelines aims to suggest the principles of sustainability for the management and organization of a sustainable event.

In general, it can be defined as a sustainable event: ***an event designed, organized and implemented to minimize negative impacts in environmental and social terms.***

The keyword is the time! The sooner you start, the more you could save.

Starting to your work context, you can try to design a sustainable event oriented to the following goals:

- Reduce greenhouse gas emissions (GHG) by analyzing the necessary emissions (expressed in CO<sub>2</sub> eq.) and creating compensation for those inevitable;
- Minimize the use and consumption of natural resources (e.g. water and energy);
- Avoid waste production whenever possible and reuse and/or recycle residual waste;
- Promote at local level the economic, social and environmental benefits arising from the realization of sustainable events;
- Ensure certain levels of health and safety of all actors involved;
- Raise awareness of participants, staff, service providers, sponsors, citizens on sustainability issues by clearly communicating sustainability objectives and measures taken;
- From a point of view of supply chain for the purchase of goods and services necessary for the realization of the event, extend the application of the above principles.

### **What are the benefits for sustainable event organizers?**

Saving resources and costs: energy savings, waste reduction and the purchase of local products. Despite a potential higher initial price, applying cost sustainability principles will often be reduced costs in the medium term (e.g. less printed material, less waste to handle...).

Good reputation: by organizing a sustainable event, the organization demonstrates its commitment to sustainable development. A targeted communication will raise the profile of the meeting and attract attendees.

Raise awareness: each meeting is a unique opportunity to further sensitize participants, staff, service providers on the benefits of eco-friendly products, the short chain, the use of green buildings as venues of events, and thus encourage behaviors and sustainable practices. In particular, the short chain products, as well as reducing emissions, preserves biodiversity and local food and wine traditions with positive implications also in terms of social inclusion. Also, a diet, characterized by moderate consumption of meat and the prevalence of fruit, vegetables, legumes, cereals and

olive oil, is healthy for both humans and the environment. In fact, the use of food-related resources is a critical aspect to be taken into account for its potential ecological viability.

Multiplier Effect: Giving a good example can motivate others to make responsible decisions and introduce environmental and social improvements in their event organization.

Produce Innovation: The organization of sustainable conferences and events can promote innovative green technologies and techniques.

Focus on catering: Local, seasonal, organic, and short-term products have a low impact on the environment for shorter transport and retention in refrigerators and also the reduced presence or absence of chemical fertilizers and pesticides. Privileged organic food specialties, produced biologically, can also preserve local biodiversity and keep alive local gourmet traditions. The use of these products is also beneficial in terms of social inclusion, since it allows a direct involvement of local communities at the eco-friendly level.

## 27. Monitor the internal and external feedback (*Slide n.44*)

EQF: S.f

- Feedback from internal and external is a crucial component of the intelligence cycle – it can help to highlight specific areas for improvement, identify gaps in intelligence output, as well as providing insight into how the intelligence function is perceived by internal and external stakeholders in the organization.
- Often seeking feedback is perhaps one of the most overlooked steps in the intelligence process.
- This is self-defeating because feedback is the lifeblood that is needed to make improvement in your canteen service.

*A proposal of a tool list of getting feedback:*

1. **Send out web-based surveys via email**
2. **Include a feedback form in Newsletter**
3. **Organize regular focus groups**
4. **Gather Customer Testimonials**
5. **Informal, Ad-hoc Feedback**
6. **Offer Incentives**

*Explained better:*

1. Send out web-based surveys via email  
The best feedback is both timely and specific, allowing you ample opportunity to address the issues that are raised. If you wish to isolate a particular area for improvement, frame your questions in such a way as to elicit a very specific response. For example, you might want to determine if the quality and frequency

of information is satisfactory or what food theme is more interesting for audience, among a short list. Ideally a good mix of quantitative and open-ended questions will provide you with a broad picture of how your intelligence function is perceived by others and what value they attach to it.

2. Include a feedback form in every Newsletter

We should never presume that our audience will take the time to construct meaningful feedback unless we encourage them to do so. By reminding your customers that their feedback allows you to better meet their needs.

3. Organize Regular Focus

Differentiated groups formed by a list of internal and external customers to participate in a focus group where you can ask targeted questions and facilitate an open dialogue about the perceived strengths and weaknesses of the food service and its activities.

You should commit to hosting these focus groups every quarter in order to track your performance on an on-going basis.

4. Gather customer testimonials

An important part of the feedback process is to understand when your food service function 'gets it right' in order to improve it in the future. Ask your customers to provide you with a testimonial (they could be internal and external) to demonstrate the value of service.

5. Informal feedback (internal and external)

The value of informal feedback can be very powerful as there are no parameters. Make informal inquiries to the customers

Also make informal inquiries in your company staff canteen and ask your colleagues about how can cooperate each others to achieve individual and collective goals more efficiently. Find out what sort of information they value the most and what type of information is extraneous to their needs.

6. Offer incentives

Financial and non-financial rewards like recognition, praise, personal growth, and an enjoyable working environment can produce results that money could never buy.

## 28. Get feedback – but how? (Slide n. 45)

Often setting up appropriate feedback opportunities is one of the most overlooked steps in the marketing process. Feedback from internal and external sources is, however, a crucial component for (further) development of marketing strategies - it can help to highlight areas of improvement in specific areas, identify gaps in the implementation of measures and to provide insights, such as how the advertising efforts of internal and external stakeholders are perceived by consumers.

If you want to isolate a particular area for improvement, frame your questions in a way that allows very specific answers. For example, in a short list, you want to determine if the quality and frequency of the information is satisfactory or which dietary topic appeals to the audience. Ideally, a good mix of quantitative and open questions will give you a full picture of how your intelligence service is perceived by others and what value they attach to it.

In an informal survey, there are no parameters, but this form of feedback can be very insightful and helpful. Conduct informal customer surveys. Informally inform yourself in your large-scale kitchen and ask your colleagues how they can support each other in order to achieve individual and collective goals more efficiently. Find out which information measures you value the most and what types of information are not relevant to your needs.

## 29. Tips for internal and external strategic communication plan *(Slide n.48)*

EQF: C.c

Even small organisations should consider developing at least a rudimentary plan for communicating both internally and externally. Typically, very small organisations spend no time thinking about how to communicate essential information to employees (internal), and stakeholders (customers, suppliers, etc.). The Communication plan and the communication staff plays a key role in helping an organization to reach its objectives. It makes an organization understandable; it emphasizes its differences; it prioritizes messages for its key audiences. Ultimately, Communications works to package and position an organization - to make sure its messages are clear, coherent and consistent only then, can stakeholders be most supportive.

No campaign can be successful unless its own members and supporters are focused, energized and activated to help communicate the campaign's key themes and messages.

Once you have secured the understanding and support of your internal team, you can move your communications to the external audiences that you want to inform and/or influence.

Internal communications strategies can include:

- Host regular in-person meetings with your core communications team;
- Schedule conference calls when you cannot meet in person to allow for information-sharing and brainstorming as a team;
- Send a regular update to your core team, which can be as simple as an email news alert or electronic newsletter;
- Establish an email distribution list of those principal internal people who must be reached out to frequently to ensure they are informed and on board with your efforts.

External communication strategies helps to promote a group's work in the larger community to enhance support, increase community involvement and participation,

and promote successful change, facilitating cooperation and collaboration with the various stakeholders that are outside the formal structure of the organization. A variety of communication channels may be utilized for external communication, including Internet, print and broadcast media, face-to-face meetings and establishing virtual discussion forums.

### 30. Choose and use social media instruments (Slide n.49)

EQF: S.e

Social media stay in the marketing world and further penetrate all aspects of life and work. As a part of advertising campaign or marketing program, every business will need to use Social Media channels to connect with the market, the prospective customer as well as the 'already' customer. Social Media consists of various channels and platforms grouped under Social Networks, Social Content and Social Interactions. Some tools may be useful in terms of reach an effective communication and marketing activities. Within REKUK handbook (Part: Communication and Marketing, paragraph 3.3) there are some social-media tools for free to use and interesting to the communication and marketing activities. They includes blogs, social networking, such as Facebook and Twitter, Web 2.0 applications, such as online chats and instant online polling; and mobile interactions, such as text messaging.

Recently, new tools named chatbot join to market using artificial intelligence supporting user service and in view of companies as a new marketing tool. It can simulate a smart conversation with the user on a chat. Chatbots are a growing trend and more and more brands are developing this type of technology by improving it and integrating it into existing chat systems. Big names like Facebook and Telegram have already started to work on their chatbots and their platforms. The simplicity of the platform makes it ideal for entrepreneurs and marketing experts, especially in small businesses, despite its technology making it perfectly suited to business customers.

Two example are briefly described here below:

**Chattypeople** (<https://chattypeople.com/about/>) is a chatbot platform for creating an AI chatbot on Facebook with integrated Facebook commerce. With Chattypeople you can create a Facebook message both quickly and easily, no coding required. The platform's simplicity makes it ideal for entrepreneurs and marketers in smaller companies, while its technology makes it suitable for enterprise customers.

**Everypost** (<http://everypost.me/>) simplifies business flow and makes social media marketing a breeze. It is possible to connect your Facebook, Pinterest, Twitter, LinkedIn, Google+, and Tumblr accounts.

### 31. Raise internal awareness on sustainable results achieved (Slide n.50)

EQF: S.g

The organisation's internal communication depends on a variety of factors. It is essential how representatives of the senior management communicate with medium level managers, while medium level managers - with junior level managers. Internal awareness affects employees' job satisfaction and the organisation as a whole. It is a



result of a comprehensive communication campaign plan, including the clearly defined short-term, long-term and SMART objectives (SMART is an acronym that is used to guide the development of measurable goals; each objective should be: Specific, Measurable, Measurement, Achievable, Relevant, Time-Oriented).

This would help to guarantee to establish initial realistic goals and to develop each promotional activity in a well-paced manner that would work towards the achievement of the objectives. Also, stakeholders are advised to align goals with wider, i.e. national or European level, agendas. In this way the messages of campaigns would resonate more broadly and possibly become more impactful across a wider area. Finally, when setting objectives, it is recommended to develop a corporate identity. It would ease the recognition of a campaign and consistency of its dissemination activities.

#### Good example inputs:

An example is offered by VECO, an international NGO with more than 40 years of experience in partnering with farmer organisations and food chain actors across Africa, Asia, Europe and Latin America.

VECO catering programme with an experience of 6 years on awareness process took place in collective catering kitchens that participated in the project demonstrate that the people involved show an important self-awareness, awareness of the staff members and their customers.

A lot of kitchen managers say that they had expected more resistance but that it never happened. Taste is an important criterion to decide whether a meal is successful. Customers will only continue to buy sustainable meals if the taste can convince them. It is important to focus on the social aspects of the company policy: respect for the human rights, working conditions and development possibilities. It is very important to have a goal-oriented communication on the steps that have been accomplished in order to strengthen the demand for sustainable nutrition. This demands conscience-raising actions focused on a change of behaviour of the end users in the collective catering kitchens and a strong internal work group is a key factor to success. This working group includes people of the organisation with different backgrounds and visions with regard to collective catering kitchens. Each of them contributes from their own point of view. The working group is involved in the base line measurement and its first task is to work out the action plan. The working group has regular meetings during which they discuss, evaluate and if needed, adjust the goals and the changes made.

#### Further information:

<https://www.veco-ngo.org/en/project/sustainable-catering>

## **32. Analyse educational schemes for enhancement of stakeholders awareness (Slide n.51)**

- Organizing stakeholder engagement;
- Engaging stakeholders in food education;
- Keeping stakeholders involved in food education

EQF: S.h

#### Good example inputs:

The German federal government's Programme on Renewable Resources (Förderprogramm Nachhaltende Rohstoffe, [www.fnr.de](http://www.fnr.de)) has funded an expert committee of researchers to advise the Federal Ministry of Food and Agriculture on

best-practice strategies on citizen participation. This has led to plans for two events aimed at dialogue: a) one focused on citizens (e.g. what the bioeconomy is, and issues relating to food security and climate change); and b) one targeting businesses (e.g. consumer expectations, and production processes and product labelling). The programme funds applied research projects e.g. aimed at: increasing familiarity, acceptance and use of bio-based processes, products and energies; dialogue leading to changes in consumer behaviour; knowledge exchange leading to production and use of renewable industrial materials and intermediate/end products; development of educational material and innovative pilot education measures; identifying societal expectations and opportunities especially for rural areas; studies, dialogue processes and the publication of results on moves to a bio-economy; pilot projects involving network building and citizen participation.

### 33. How to develop a Plan of Communication (*Slide n.52*)

EQF: C.a

A communication plan is a written document that describes what you want to accomplish with your communications (your objectives), ways in which those objectives can be accomplished (your goals or program of work), to whom your association communications will be addressed (your audiences), how you will accomplish your objectives (the tools and timetable), and how you will measure the results of your program (evaluation).

Communications include all written, spoken, and electronic interaction with association audiences. A communication plan encompasses objectives, goals, and tools for all communications, including but not limited to:

periodic print publications; online communications; meeting and conference materials; media relations and public relations materials; marketing and sales tools; legal and legislative documents; incoming communications, including reception procedures and voice mail content; corporate identity materials, including letterhead, logo, and envelopes; surveys; certificates and awards; annual reports; signage; speeches; and invoices.

Period: the best time to develop your plan is in conjunction with your annual budgeting or organizational planning process.

*Complete the exercise n.10 in Training folder*

### 34. Self-assessment related to the efforts/results reached in the different aspects of sustainability - Check list (*Slide n.53*)

EQF: C.b

About the simplified check-list proposed in the training folder, it is important to mention that the best performances could be reached with the use of certification schemes. In fact, in the sector of labelling there's much more to know about the variety of themes, from animal welfare to soil vitality to uniting organic verification systems etc. A multitude of certification existing and are all voluntary, meaning that companies offer themselves up to third-party audits and often pay a fee to do so. Each label has a specific protocol to reveal methods of production, distribution, and consumption.

### Complete the exercise n.11 in the Training Folder

#### Good example inputs:

Soil Association Certification, inspect and award certification to farms and businesses that meet organic standards – around 70% of the UK organic food sector. Soil Association Certification also administers the Food for Life Catering Mark, recently re-launched under the new name “*Food for Life Served Here*” (previously know as the Catering Mark) It is an independent award scheme that intend to guarantee that the food served in menus meets certain standards.

When a caterer or restaurant has gained the Catering Mark award of Food for Life Catering Mark, it receives a communications pack to help tell their customers about the organisation's successes. The Food for Life Catering team give the company the Catering Mark bronze, silver or gold logo to use on menus and marketing materials. The award is also publicised by featuring on the Food for Life Catering website and in its supporter newsletters highlighting pioneers of the scheme.

Organisations applies for the Catering Mark, receive also advice and guidance to reach progress towards the prestigious gold Catering Mark award.

The Catering Mark is open to all types of caterer and offers three awards to recognise good practice: bronze, silver and gold.

This is the flagship scheme for caterers, which provide an independent endorsement of food that is healthy, freshly prepared and sustainably sourced.

The scheme started in schools (and over 10,000 of them serve food to our standards), but it is possible to find “*Food for Life Served Here*” meals in hospitals, care homes, universities and colleges, and in a growing number of workplaces and visitor attractions – in fact 1.7 million *Food for Life Served Here* meals are served a day all around the UK.

### **35. Good practices in communication - an example from an Italian project aimed to promote fresh fish consumption instead of the frozen ones (Slide n.54)**

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

EQF: C.e

*“Fresh fish meals served in Italian medical at Health Centers”* is an innovative project realized at national level, in Italy by a SME (Albert Sas) that has proved – through a successful sustainable supply chain management - the introduction of fresh fish, of local species, cooked according to traditional recipes in the canteens of geriatric hospital wards and elderly care facilities of several Italian marine-coastal municipalities.

Patients in geriatric hospitals and retirement homes growths and mealtime is very important not only for its nutritional value, but also for its social and cultural significance. Often it is a convivial moment, always is an element of connection with the life outside the hospital (for example, is a major topic of conversation with visitors) and a key date in the routine of the day.

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 is used to make the dish more attractive, increasing the intake by the elderly population, and improve the sustainability of the whole fish chain, supporting the economy of the small local fishing thus avoiding the procurement of intensively fished species, from heavily exploited areas, and the freezing process along the chain that is responsible for a strong expenditure of energy.

In this good practice, the innovative fish meal was accompanied by a postcard that both illustrated the characteristics of the dish and presented few questions aimed at determining appreciation, involvement in mealtime and in its preparation, interest in recipes connected 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 deep interviews with 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.

## 36. Good practices in communication (*Slide n.55*)

EQF: C.e

The project of the Italy's **Good Samaritan** (Law 155/2003 entered into force on 2003) **promoted** by the Italian Food Banks Federation, aimed to the reduction of food waste: recovery and redistribution of still edible food but no longer usable for commercial purposes to be allocated to charities. It was originally elaborated in the United States, it limits the liability exposure of food companies for products they donate to charities. Both donors and beneficiaries of unsold/surplus food products must guarantee the proper state of preservation, transportation, storage and use of food.

Another good practice focused on reducing food waste is the "Zero Waste Charter" launched in 2013 by Last Minute Market and the Municipality of Sasso Marconi (Bologna - Italy). The public administrations commit themselves to address in their territory the following actions aimed at the reduction and prevention of food waste. The aims of the charter are:

- to share and promote the campaign "One year against waste";
- to support all the initiatives - by public and private organizations - whose aim is to recover, at a local level, the products remained unsold and discarded along the entire agro-food chain and to redistribute them for free to citizens living below the minimum income;

- to change the rules governing public contracts for food and catering services so as to favour firms that guarantee the free redistribution of recovered food in favor of less affluent citizens;
- to promote concrete actions for the reduction upstream of wastage;
- to establish nutrition education courses; - to promote discounted sales when a product is close to expiring or has a defect, instead of throwing it away;
- to simplify the endorsements on food labels for expiration;
- to establish an observatory or national agency for the reduction of waste in order to minimize any losses and inefficiencies in the food industry by promoting the direct relationship between producers and consumers and by involving all relevant stakeholders with the aim of making more eco-efficient logistics, transportation, inventory management, and packaging.

Further information:

<https://sites.google.com/lastminutemarket.it/2017/english>

Good Samaritan Law (Law n°155/2003) (in Italian) Available from:  
<http://www.parlamento.it/parlam/leggi/03155l.htm>

### 37. Good practice in communication (Slide n.56)

EQF: C.e

*Country:* France; *Project developer:* API Restauration (catering)

*Action:* Ensemble, *réduisons nos déchets* (Together, let's reduce waste)

*Place:* School canteens

Aimed at school pupils, the action consisted of educating students about food waste and waste recycling. An action already put in place at several other schools, the objective was to have waste sorted by the students, weigh the waste generated and monitor the waste by weight on a weekly basis (results marked on a blackboard at the entrance to the canteen to educate pupils before they get served). The aim was for the children to assess their hunger level, to avoid taking excessive servings and to learn how to sort and recycle waste. Sorted food waste could then be composted on site or collected for composting or bio-methanisation. For schools that set up the waste reduction blackboard and anti-waste campaign: a new communication tool was created to talk to the young people about the efforts made in terms of reducing the volume of food waste. Called the WASTE RADAR, it gave a visual indication of whether the efforts made were positive or to be improved (like an educational radar).

The Waste Radar changes its display according to the result of the weekly waste weigh-in:

- ☐ Green if < 40 grams per meal
- ☐ Red if > 40 grams per meal

The action was carried out in partnership with the school, the children and the API Restauration catering company. A *Waste Radar* inspired by educational radars was put in place. The children were empowered to take control on their waste and rewarded if the results were positive. Concurrently, we put in place a communication tool for our teams and customers:



- On *API Restauration* website - a film created on the subject of waste reduction, broadcast on restaurants with a screen, and streamed on website: The rubbish bin, a love story Illustrates API's 29 daily eco-actions:

1. *Limit food waste*
2. *Buy food loose without excess packaging*
3. *Make compost with your kitchen and garden waste*
4. *Use re-usable bags*
5. *Use just the right amount of cleaning products*
6. *Drink tap water*
7. *Limit your printing*
8. *Use paper printed on one side for note paper*
9. *Put a 'no junk mail' sign on your letterbox*
10. *Recycle batteries or use rechargeable batteries*
11. *Opt for eco-certified products*
12. *Before throwing away a damaged or out-of-date object, check if it can be donated*
13. *Consider second-hand products first if i need new things*
14. *Think about recycling items before throwing them away*
15. *Check that waste is correctly sorted*
16. *With 1 kilo of recycled glass, you can make 3 glass wine bottles*
17. *With 1 kilo of recycled PET plastic, you can make 2 polar sweaters*
18. *With 1 kilo of recycled cardboard, you can make 5 cereal boxes*
19. *With 10 kilo of recycled aluminium, you can make 1 bike*
20. *With 670 recycled cans, you can make 1 mountain bike*
21. *Throw fluorescent lamps away at the waste disposal centre*
22. *Take expired or unused drugs back to the chemist's*
23. *Borrow or hire tools*
24. *Get household or electronic appliances repaired*
25. *Use products with the closest expiry dates before the others*
26. *Cook fresh, seasonal products*
27. *Use soap rather than shower gel*
28. *Buy reusable nappies for babies*
29. *Buy non-material gifts*

- For schools pupils, mini films were used (1 per action)
- Internally: an email signature

Number of participants: 35 school canteens in France

Number of visitors to the special page on the website during the EWWR: 979 visitors including 462 unique hits

Number of video plays: 2880 visitors including 1383 unique hits

source: *EWWR\_2012\_Case Studies\_Educational\_France1*



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### 38. Good practice in communication: Ayrshire and Arran Primary Care NHS - *Trust routinely undertakes nutritional care assessments for older people (Slide n.58)*

A pregnant example of criteria followed by NHS Report:

EQF: C.c

*The commitment will be undertaken in line with the following values:*

- **Patient and public focus**
  - promoting a patient-focused NHS that is responsive to the views of the public
- **Independence**
  - reaching our own conclusions and communicating what we find
- **Partnership**
  - involving patients, careers and the public in all parts of our work
  - working with and supporting NHS staff in improving quality
  - collaborating with other organisations such as public bodies, voluntary organisations and manufacturers to avoid duplication of effort
- **Evidence-based**
  - basing conclusions and recommendations on the best evidence available
- **Openness and transparency**
  - promoting understanding of our work
  - explaining the rationale for our recommendations and conclusions
  - communicating in language and formats that are easily accessible
- **Quality assurance**
  - aiming to focus our work on areas where significant improvements can be made ~ ensuring that our work is subject to internal and external quality assurance and evaluation
- **Professionalism**
  - promoting excellence individually and as teams and ensuring value for money in the use of public resources (human and financial)
- **Sensitivity**
  - recognizing the needs, opinions and beliefs of individuals and organisations and respecting and encouraging diversity”.

### 39. Good practice in communication: sustainable Development in Schools (Slide n.60)

A realization that societies need to move toward more sustainable lifestyles was first mooted on the international policy stage in the so called —Bruntland Report. This need to address global environmental and social problems sparked an interest in developing approaches to address a perceived disconnect between young people

and the environment and to help young people develop the skills and interest in participating in local and global decision making. Schools can play in promoting education for sustainable development and evidence is emerging that schools can be influential in the emerging agenda around the ecological, ethical and social aspects of food, diet and nutrition.

Realizing the importance of environmental and related social issues, schools have begun to adopt approaches to support pupil learning about environmental and sustainable development.

A pedagogical approach is important to be considered in order to promote a positive relationship among all the staff involved in the school, from cooks to teachers, from help cooks to school managers. Acceptable role modelling from the school staff is critical to the success of the whole-school approach to health.

At communication level, a sustainable kitchen can only be achieved with fully trained and motivated staff. Understanding and communicating the benefits to their own health and wellbeing is often a greater incentive than remote concepts like carbon reduction or increasing company profit (unless, of course, they share the rewards).

## 40. Good practice in communication: the importance of the layout and design (Slide n.63)

A well-designed layout will improve efficiency and staff happiness. The aim of a better design and performance with installations can help the improvement of resource efficiency and reduce operating costs in real terms.

A beautifully designed and specified kitchen is only part of the story. It will never run to optimum efficiency unless the building is airtight too. It is far easier to do a 'deep green refurbishment' at the same time as the fit-out rather than trying to retrofit later. Space Catering can coordinate the design and build for a stream-lined service.



*Image: a Best practice in Sustainable building design process to raise a healthy environment in the Primary School of Fornacette in the Municipality of Calcinaia (Italy) realized through CasaClima Certification Scheme.*

## LEGENDA

**EQF:** European Qualifications Framework.

**ECVET:** European credit system for vocational education and training

*Abbreviation used for EQF references (reported to each slide) are referred to the ability "Information and marketing - ECVET MATRIX", following resumed:*

### KNOWLEDGE

- a. Explain the principles of sustainability in general and specifically applied to the kitchen (*slides: from 1 to 10*)
- b. Identify and distinguish the different types of stakeholders (*slides: 12, 13*)
- c. Communication and Marketing principles (*slides: from 14 to 17*)
- d. Choose the proper instruments for better information and communication (*slides: 26*)
- e. Identify the major aspects and problems related to food, waste and energy management (*slide: 29*)
- f. Make use of the principles of green marketing (*slide: 30*)
- g. Explain the principles of certification schemes (organic and eco-labels) - (*slide: 31*)

### SKILLS

- a. Analyse the proper tools to reach the target stakeholders (*slide: 26,27,28*)
- b. Dialogue with the internal sectors of the company (*slide: 21, 37*)
- c. Assess the concrete sustainable results to communicate (*slide: 48*)
- d. Inform the clients about their specific requests (*slide: 36*)
- e. Choose and use social media instruments (*slide: 44*)
- f. Monitor the internal and external feedback (*slide: 42*)
- g. Raise internal awareness on sustainable results achieved (*slide: 45*)
- h. Analyse educational schemes for enhancement of stakeholders' awareness (*slide: 46*).

### COMPETENCE

- a. Develops and manages independently the overall plan of communication, or is able to assess the plan proposed by an external professional (*slide: 47*)
- b. Has the overall view of the efforts/results reached in the different aspects of sustainability (food origin and quality, food waste, waste, energy), (*slides: from 6 to 11*)
- c. Is able to communicate internally and with external media the efforts towards sustainability of his/her kitchen (*slides 16, 20*)
  - Is able to justify eventual increase of the meal's price to the wider public.
  - Is able to implement food educational schemes within the kitchen or around the meal preparation.