Bachelor Thesis

Optimising the transfer of information:
Nudging and labelling as approaches to communicate food characteristics related to sustainability at higher educational institutions

Organisation: HZ University of Applied Sciences Vlissingen
Supervisor: Brigitte Pommée
Department: HZ Catering
Study: International Business and Management Studies
Tutor: Ingrid de Vries
Student name: Eva Herbrandt
Student number: 65750
**Preface**

This research has been written and conducted by Eva Herbrandt for the bachelor’s level classes of the course CU06793, International Business and Management Studies at the HZ University of Applied Sciences. More precisely, the appraisal took place in the catering of the institution and intended the establishment of appropriate tools to communicate food characteristics related to sustainability and health. In addition, the research aimed to identify a potential correlation between the tool and its affect in the customers’ food choice.

The catering of the higher educational institution HZ received the *green key* certification for its sustainable range of products, in January 2015. The mission is now to spread the word about the availability of healthy and sustainable food and inform the students and employees about the benefits. Food is a subject that concerns all of us because of its impact on the own body and the consequence through the choice on the environment. It is important to make people aware of the fact that food has this powerful influence on our performance and mind but also on other nation’s wealth, the climate and other environmental factors.

I would like to thank Ingrid de Vries for expanding my knowledge on sustainability and supporting me to research the field of sustainable hospitality. In addition, I want to thank Brigitte Pommée and Marieke Polinder for their helpful advises. The contribution of all of you was diversified and therefore especially valuable.

Second, I would like to thank the team leader, the co-leader and its catering team. Your willingness and contribution was great, without your participation the project would not be possible.

And last but not least, my thank goes to Ard van de Kreeke from ‘t Hof Welgelegen. He made the workshop possible and delivered the HZ catering during the experimental period with organic and locally grown vegetables, so that we were able to prepare the salads freshly.
Abstract

Sustainable agriculture can have a great impact on the growing population, food availability and food distribution on our planet. Our choice for or against particular foods and its characteristics is giving the decisive vote for the volume of production. More precise, for the products demand and market share i.e. for industrial livestock production (low priced), synthetic or natural additives (efficiency), quality (fair work and environmental footprint), etc. Sustainable foods are characterised by their organic and local certification. Sustainable food production increases the biodiversity of plants and mitigates the change of the climate due to the utilisation of natural resources – such as fertilizer - and environmentally friendly processing. This is bringing more social equality (fair trade), bearing in mind that it is rich in its nutritional value and therefore healthier for the planet and consequently for us, if we compare it to non-organic food and its production. But are we really aware of these facts? Who makes us conscious and how?

The HZ University of Applied Sciences is dealing with this topic. Classes are given for different field studies, accompanied by practical elements such as events and researches. The catering of the higher educational institution is also trying to walk the talk by offering its customers a variety of organic, local and fair trade products that accounts for approximately one fifth of the revenue (January 2015). However, the canteen aims to increase its sales volume for sustainable products. For this reason, it is required to analyse how the catering can transfer information which are related to the characteristics of its sustainable food. Efforts are being made on higher educational institutions around the world. As the geographical and sociocultural positions deviate, so are the approaches to create and communicate sustainable food (systems) – including its characteristics – varying too. The HZ catering oriented on the approaches of other institutions to intervene on a comparable manner and achieve the studied positive effect. To communicate this development and increase thereby sales volume of sustainable food, the interviewed catering staff suggests different foods and tools to promote the sustainable food range, its availability and characteristics. By implementing the new sustainable meal salads and alternatively non-organic meal salads the researcher aimed to create a food choice. A local and organic farmer is contacted to support the undertaking and deliver the experimental food for the experimental period, while the non-organic food is purchased from the caterings’ wholesaler.

After the experimental phase it turned out that product availability affects the customers’ food choice. However, the term “organic” is relevant or understood by less than half of the students. In spite of the fact that screen advertisement -for sustainable products- in the atrium attracts a minority, is the actual demand for new products given. The customers of the HZ catering need more education about sustainable food and the difference to non-organic food. Most of the customers are students who are suffering from insufficient background knowledge regarding food, due to the fact that the choice between two identic looking salads leads not to the choice of one. The students put both salads together in their salad bowl and try to get convinced by the difference of their tastes. As the price is equal to other salads, this factor does not set a barrier for the choice.
By focusing on more classes teaching food systems the general information flow increases. According to literature, it is recommended to promote sustainable foods and its characteristics frequently, and provide free bites for new foods to the customers. Asking the customer immediately for a feedback - regarding the new taste - can contribute to the decision for keeping or eliminating the product in the assortment. Targeted education for the catering staff can increase the knowledge about the products that are used by the catering staff to prepare meals in the kitchen. Frequent campaigns and a constantly increasing range of sustainable characterised foods can help to nudge customers towards more organic, local and fair trade product choices. The sustainable characterised food should be presented differently to set it apart and let the food appear more attractive than other foods which have less sustainable characteristics.
Abbreviation List

Ca. - circa

CSR – Corporate Social Responsibility

EUFIC – European Food Information Council

EfS – Education for Sustainability

ESD – Education about/for sustainable development

Etc. - et cetera

HEI – Higher Educational Institution

HZ – Hoogeschool Zeeland, Vlissingen

Morgen – supports local student associations to become more sustainable, organises projects and events and connects with other members (Studentenvoormorgen, 2015)

Other characteristics – health and lifestyle characteristics such as potential allergens, nutritious value

Staff – designates the employees of the catering, to differentiate from other institutional workers

SD – sustainable development

SE – Sustainability Education

U.S. – United States of America

U.Va. – University of Virginia
Contents
1.0 Introduction: The ecological FOOD print .......................................................... 1
  1.1 Walk the talk ........................................................................................................ 3
  1.2 Green certifications for the HZ catering .............................................................. 4
  1.3 Statement of Problem .......................................................................................... 4
  1.4 Objectives ............................................................................................................ 5
  1.6 Preliminary Research Question ........................................................................... 6
  1.7 Sub questions ....................................................................................................... 6
2.0 Literature Review .................................................................................................. 7
  2.1 Sustainable food is defined by three characteristics .............................................. 7
  2.2 Best practices to communicate sustainability ....................................................... 8
  2.2.1 Education for Sustainable Development ....................................................... 8
  2.2.2 Transform the catering into a laboratory ......................................................... 9
  2.2.3 Learning by doing: Service-learning courses ................................................... 9
  2.2.4 Campus & Community: Farm to School ......................................................... 9
  2.2.5 Committees and Campaigns: Nudging ............................................................ 10
  2.2.6 Awards and Certifications: Enhance Prestige ................................................ 11
  2.2.7 Sustainability Labelling: Focused Declaration .............................................. 12
  2.3 Food Choice development .................................................................................. 14
    2.4 Individual Background Factors Influence Beliefs, Attitude and Behaviour ......... 14
    2.4.1 Gender, Social Position and Age Influence the Choice .................................. 15
    2.4.2 Six Factors affect the Food Choice ................................................................. 16
  2.5 Key Findings based on Literature ....................................................................... 17
3.0 Practice-oriented research .................................................................................... 18
  3.1 Triangulation ....................................................................................................... 18
  3.2 Mixed methods - Experimental design ............................................................... 18
  3.3 Units of analysis .................................................................................................. 20
  3.4 Ethics .................................................................................................................... 20
  3.5 Validity ............................................................................................................... 20
4.0 Operationalisation ................................................................................................. 21
  4.1 Preparation .......................................................................................................... 21
  4.2 Definition of the construct .................................................................................. 21
  4.3 Indicators ............................................................................................................. 21
  4.4 Variable ............................................................................................................... 22
5.0 Results: Analysis & Discussion ............................................................................ 24
  5.1 Interview Analysis ............................................................................................... 24
    5.1.1 Interview discussion ....................................................................................... 26
  5.2 Preparation: Workshop ....................................................................................... 27
  5.3 Experiment with new foods ................................................................................ 27
    5.3.1 First experiment: Nudging ............................................................................. 27
    5.3.2 Second experiment – reduced nudging .......................................................... 29
    5.3.3 Third Experiment – advertise sustainable labelled food ................................ 30
    5.3.4 Revenue Share .............................................................................................. 31
6. Limitations and opportunities within the research project .................................... 33
  6.1 Preparation: Equipment and preconditions ....................................................... 33
  6.2 Language .............................................................................................................. 33
  6.3 Time ...................................................................................................................... 33
  6.4 Willingness of the participating parties ................................................................ 33
7.0 Conclusion ............................................................................................................ 35
8. Recommendations .................................................................................................. 37
1.0 Introduction: The ecological FOOD print

Eating belongs to the basic needs. Different nations prefer different ingredients and tastes, depending on the culture, education, personal preferences, infrastructure and monetary wealth. The availability of products plays in today’s global world a crucial role. However, this permanent shelf placement has often a price higher than the costs we pay at the purchase. When taking a look at the ecological foot print of the Netherlands it will become visible that over 85% of the land used for food production was located outside the country (Wageningen UR, 2013). A growing number of analyses question the long-term sustainability of the current trends in the production (system) and consumption (supply and demand) of food.

The world population is growing steady. The WWF examined an increase from 3.1 to 6.9 billion people within the last 50 years (Education for Sustainability, 1992). Moreover, the United Nations estimates that more than 9 billion people will live by the year 2050 (United Nations, 2015).

During the last decades, the trend has gone towards less sustainable and less healthy diets. The EU platform for action on diet, physical activity and health states that European citizens were consuming "...too much energy, too many calories, too much fat and sugar, and salt" (EC, 2015). The prices, availability and volatility changed within the last years as well.

According to the Food and Agricultural Organisation of the UN (FAO) these current times can be classified as a "new era of rising food prices and spreading hunger," noting that "food supplies are tightening everywhere and land is becoming the most sought-after commodity as the world shifts from an age of food abundance to one of scarcity. "More than 1.4 billion people cannot meet the agricultural, municipal and environmental needs, due to water scarcity (FAO, 2015).

It is estimated that between one-third and half of all food produced worldwide is lost or wasted. In the EU, food waste is expected to rise to about 126 million tonnes a year by 2020, from a baseline of 89 million tonnes in 2006. According to the world resources report of 2013, published by the UNEP and the World Resources Institute (WRI), (...) does all the lost food not only fill up landfills, it also creates an artificial demand for more agricultural output, which hikes up the need for quick production methods like environmentally destructive monoculture farming and genetically modified, pesticide-resistant crops.

Europe imports more that 90% of its phosphorus. Its demand is predicted to rise by 50-100% by 2050. The uncontaminated phosphate rocks are used to boost the agricultural production - as fertilizer. The availability of phosphor worldwide is decreasing; the reserves are vanishing.
Another crucial change which is driving our food system has become visible in the supply chain. It changed from a predominantly supply-driven (depending on availability), to one that is rather demand-driven and focusing on cost minimization (depending on low-pricing). The bargaining power is concentrated in the retail sector nowadays; primary producers are taking on a subordinate economic role. The WWF has – within the scope of their Danube-Carpathian Programme - analysed the impact of major globally traded commodities that have the greatest impacts on biodiversity, water and climate. Particularly in the 35 places that WWF has identified as top priorities for conservation soy, biofuels, palm oil, sugarcane, cotton, beef, dairy, whitefish, tuna, salmon, shrimps, paper, pulp and timber are amongst these commodities. These commodities include the five largest drivers of deforestation, the main sources of greenhouse-gas emissions from land use, and the most important fisheries for aquatic biodiversity and food supply. Additionally states the group 'Eating Better: (...) that cattle like pigs and poultry tend to be intensively raised. The animals rely on imported feed which is often grown outside Europe on land such as the Cerrado in Brazil which used to contain 5% of global biodiversity but is now mainly used to grow soy with a dramatic decrease in biodiversity and increasing the vulnerability of many flora and fauna to extinction (European Commission, 2015). The current global extinction rate is 1000 to 10000 times higher than the natural background extinction rate (Millennium Ecosystem Assessment, 2005).

Figure 1.1 - UN urges global move to meat and dairy-free diet

"Animal products cause more damage than [producing] construction minerals such as sand or cement, plastics or metals. Biomass and crops for animals are as damaging as [burning] fossil fuels." (Prof. E. Hertwich)

The recommendation follows advice last year that a vegetarian diet was better for the planet from Lord Nicholas Stern, former adviser to the labour government on the economics of climate change. Dr Rajendra Pachauri, chair of the UN's Intergovernmental Panel on Climate Change (IPCC), has also urged people to observe one meat-free day a week to curb carbon emissions. (...) June, 2010

As the resources on earth are limited and the lifestyle of today cannot be continued without consequences for the future. It is necessary to raise awareness for more sustainable alternatives and substitutes, to educate people and create a feeling of responsibility for the own behaviour and choice and to know the consequences of these actions.
1.1 Walk the talk

A development into more sustainable systems can contribute to the reduction of the ecological footprint. In the Netherlands are over three times more resources used than the country is able to produce with its surface and bio capacity (Aron, 2011). Sustainable development requires education. Schools and universities, as educational institutions, are serving as effective agents for enacting significant positive environmental changes. Education about sustainable development is used as a tool to achieve sustainability and has the potential to integrate and build upon a number of established areas for curriculum development including ‘futures education’; ‘citizenship’; ‘peace education’; ‘multicultural and gender education’; ‘health education’; ‘environmental education’; and; ‘media literacy’. This in fact, calls for giving students knowledge and skills by greening the curriculum while preparing them as future decision makers and making them capable of making the right choices about environmental, economic, and social issues (ESD Toolkit, 2015).

Education about sustainability expands the curriculum on one hand, on the other hand the increased awareness can change the attitude and lead to long-term changes in the behaviour, thus lifestyle (Unesco, 2002). The average Western diet with high intakes of meat, fat and sugar is a risk for individual health, social systems and the environmental life support systems. Obesity, type 2 diabetes, hypertension, osteoarthritis, and cancer are diet-related diseases which are wide-spread. The promotion of a sustainable diet reduces the environmental footprint of food consumption in Europe and globally (Freibauer et al., 2011).

An adequate education calls for an appropriate nutrition (Just, 2014). In terms of food this means moving towards a system that promotes "whole" foods over highly processed ones and that removes pesticides and additives such as preservatives and artificial colouring from the school catering (Issues Food and Farming, 2015). Schools that are offering sustainable products to its students support a healthy diet and food choice by the future generations. It is important to make students aware of the benefits that local, organic and/or Fairtrade foods have for their own health and for the environment.
1.2 Green certifications for the HZ catering

The HZ Catering provides and offers a wide range of food to students and employees of the University. 22% of this product range is regional, organic and/or fair trade characterised (HZ, 2015). To promote its sustainability and increase its “green” image, the catering of the Hogeschool Zeeland decided to participate voluntarily in the Green Key certification programme. The Green Key itself is an eco-label, awarded to hotels and other hospitality organisations and now also to the catering of the higher educational institution. The certified label aims “to raise the awareness of leisure establishment for staff and clients (students), increase the use of sustainable methods of operation and technology, run ecologically sound and responsible businesses, and thereby reduce resources and energy usage” (Green Key, 2015).

On 15\textsuperscript{th} January 2015, the HZ received its first Green Key eco-label, due to the measurements taken with regards to sustainability. Students and employees can now have lunch in the first Green Key certified canteen of the Netherlands (HZ, 2015). The certification is awarded yearly, and requirements to the HZ Catering increase annually. The requirements are listed in an online document on the homepage of Green Key. The criteria are divided into different subjects, such as environmental management, guest information, waste, energy, water, and food and beverage (Green Key, 2015).

1.3 Statement of Problem

The catering of the HZ was rewarded with the Green Key eco-label at the beginning of the year 2015. Carrying this label implies that certain products are organic, local and/or fair trade, thus sustainable characterised. The transfer of the information that the foods are partly sustainable characterised is, however, limited.

Figure 1.2 illustrates the caterings’ approach to communicate food characteristics related to sustainability before the thesis project. These kinds of price lists provide the customer with information to 1) product name 2) price 3) characteristics (label). On the bottom is the information given, that the catering staff can provide further information about the foods. A fair trade label -, Eerlijk & Heerlijk- and the Green Key label indicate the sales of some sustainable characterised foods, such as organic and fair trade products. While the Fairtrade label might be recognized internationally, the Green Key and Eerlijk & Heerlijk labels can be understood exclusively by (national) experts, as the Green Key certification awards organisations and the Eerlijk & Heerlijk label is a certification from the main provider, the wholesaler of the catering. In addition, the price lists which are placed next to the products are hardly visible. Consequently, the labels are minimal visible. Sampling inspections done by the researcher showed that the HZ catering staff does not always know if the ingredients, used for a certain dish, are sustainable characterised or not.
1.4 Objectives

The catering of the University of Applied Sciences aims to increase the distribution of information to customers. Therefore, the research aims to find the most appropriate ways to communicate to the customers – food characteristics which are related to sustainability and to the offered products by the HZ Catering. Furthermore, the researcher aims to determine the catering’s knowledge about sustainable food characteristics to determine the willingness of participation in this research.

A workshop for the catering employees can improve the sustainability performance of the canteen. The HZ catering staff will be provided with the same information to create a common level of knowledge. The workshop provides ideas for new foods, altered in terms of its preparation and presentation. In this way, the acquired knowledge and ideas can contribute to the purchase and processing of more sustainable foods on the one hand, and on the other hand can the increased offer of sustainable foods contribute to a behavioural change of the customers - towards sustainable choices.

Labelling the sustainable characterised foods can emphasize the promotion. It communicates certain product information about environmental issues. The different experiments that are done during the active research phase aim to promote organic, local and fair trade food and measure whether the sales of the promoted (sustainable) foods increases. Thereby it will become visible if the chosen communication approach is efficient and can be used in future as well.

Another objective consists of helping the HZ catering to fulfil the requirement set by the Green Key. The focus lays here on increasing the revenue of sustainable foods from 22% (status: January 2015) up to 30% (target for January 2016). All criteria that need to be fulfilled by the catering can be found on the official homepage of the Green Key (Green Key, 2015).

The thesis project gains to:

- **Attract:** - transfer information (related to sustainable characterised food)
- **Interest:** - promote sustainable characterized food to catering staff and customers
- **Desire:** - raise awareness for the particular product(s) and create a need for it
- **Action:** - increase the choice for sustainable characterised foods

→ Create continuity
1.6 Preliminary Research Question

Since the HZ received their first Green Key certification, it is of great importance to inform staff and students about this award and its meaning. But it is even of greater importance to inform staff and students about the sustainable characteristics of the offered food. The awareness, hence appreciation of these facts is low and needs to be increased therefore.

The main research question of this research is:

- How can the HZ Catering best communicate characteristics of its offered food related to sustainability?

1.7 Sub questions

- What can be learned from literature and current practices in terms of communicating sustainable food at higher educational institutions?

- To what extent is it important to communicate other food characteristics additionally to sustainable food characteristics?

- Which are the best practices from other canteens and restaurants locally as well as worldwide in terms of providing information about the food offered and/or in terms of organizing a food campaign?

- What factors influence the food choice of people in general?

- To what extent do people from different social backgrounds differ in terms of their demands for information about food?

- How does the explicit advertisement of sustainable characterised food affect the food choice of HZ customers?
2.0 Literature Review

Particular literature, such as data files, texts, case studies and other research papers, has been reviewed to gain a deeper insight into different approaches to communicate sustainable food and other food characteristics at higher educational institutions successfully. However, little scientific papers have been found that focus on the approach(es) that school caterers may have used to communicate sustainability to their customers. Most of the institutions for higher education that have been researched are working with a holistic approach to green their campus and become sustainable. The interplay of campus greening, curriculum innovation and research on sustainability is closely linked with the ability of universities to pursue a whole-institution approach towards sustainable development (TUTECH, 2015).

If, as Jackson (2004) points out, the school meal system is understood also as a system of social learning, as it should be, it affords the opportunity to promote more enlightened forms of consumer behaviour, particularly the kind of behaviour deemed necessary to make positive food choices in relation to healthy eating (Burke, 2002).

To get a clear understanding of the different terms used during the literature review and the entire research this chapter provides a definition of these terms first.

2.1 Sustainable food is defined by three characteristics

The term “sustainable food” can be different interpreted. Sustainable food does not necessarily meet the requirements of healthy food, due to a foods´ high fat or sugar content for example. However, this research uses the term health or healthy as well to talk about sustainability. The increased diversity of food offered leads not only to a better serve to the humans´ bodies, but also to environment and oceans (Harvard T.H. Chan, 2015).

Figure 2 – Definitions for food sustainability

UNEP offers a simple definition of a sustainable food system as: "...systems that enable the production of sufficient, nutritious food in an affordable way while conserving the natural resources and ecosystems that food systems depend on and lowering its environmental impacts."

Barilla simply state their motto as: “Good for You, Good for the Planet”

Copa-Cogeca stresses that: "...any definition addressing sustainability needs to cover its 3 pillars: social, economic and environmental (...).
This research subdivides sustainability in the three main characteristics: organic, fair-trade and local. These terms are defined in the following section:

“Organic” characterises foods which are free of artificial food additives, such as chemical ripening, food radiation and genetically modified organisms. Organic declared food has to be free of synthetic pesticide and chemical fertilizer (Allen et al., 2007).

“Fairtrade” is an alternative to conventional trade and is based on a partnership between producers and consumers. It refers to the labour conditions of the farmers and aims to provide better conditions of trade. Fairtrade is seeking humane circumstances for work. It offers customers a powerful way to reduce poverty through their everyday shopping (Fairtrade International, 2015).

“Local” food is associated to be regional (from the Province Zeeland), seasonal and fresh. Locally farmed, processed and distributed food manifests relative little food miles/CO2 emission caused by transportation, nonetheless can these products be produced under degrading conditions and/or contain food additives (Local & Regional Food Systems, 2015).

2.2 Best practices to communicate sustainability

It is interesting to take a look at colleges and universities around the world to explore the diversity of opportunities to green the catering or canteen. This section investigates the best practices of Higher Educational Institutes (HEI’s) to communicate the sustainability of its food. It will become obvious that the intention of a green canteen is instigated by other stakeholders such as students, facility managers and celebrities like Beyoncé, Jamie Oliver and Michelle Obama. The core of sustainable interventions is the implementation of this behaviour into the everyday life by not only greening the curriculum with knowledge but also walking the talk in the form of active practices.

2.2.1 Education for Sustainable Development

Education for sustainable development (ESD) is defined to be a tool to achieve sustainability. It is used in this research when talking about actions taken as educational measure to achieve sustainability in a person’s choice and/or behaviour. Sustainable development, therefore, is a continuous learning process in which education should play a pivotal role in enabling people to live together in ways that contribute to long-term resilience (Position Paper on ESD, 2013).

Figure 2.2.1 – Paradigm shift in food consumption


The sustainable Dutch chippie Natuurfrituur warns: "(...) technical knowledge and improving technology belong to a sustainable strategy but cannot replace a needed paradigm shift in the food consumption (meat-based diets and post-harvest food waste) and production (the role and impact of staple foods)." (EC, 2013)

Schools recognize the role they can play, as part of the larger community, to promote sustainability. Several higher educational institutions (HEI’s) are working on the greening of their campus. Pro sustainable behaviour is taking place in different forms with its main focus
on climate change, energy efficiency, waste prevention, transportation, water saving, healthy environment (purchase of sustainable foods) and other issues (Campus Goals University of Michigan, 2015). The internet provides articles, scientific papers and case studies such as kit tools to stimulate and support interested institutions. The different approaches used to communicate sustainable food are assumed to vary in accordance to the concept, policies and tools used. Commonalities that are found during the literature review serve as fundament for the best practices of ecologic gastronomical facilities, such as canteens and restaurants.

2.2.2 Transform the catering into a laboratory

The Wageningen University in Nederland is serving as excellent role model to promote and communicate sustainable food and its characteristics. Its Restaurant of the Feature is a living laboratory which provides - with its flexible facility parts and product range - the optimal conditions for researches on customer awareness, product placement, packaging and other subjects dealing with the communication of (bio-based) food characteristics. Additionally, the restaurant is equipped with cameras and an observation room. This assures that the customers behaviour is natural and can be monitored without disturbance. Moreover, the restaurant experiments with the ambiance, so with the lighting and presentation. Customers are invited to give their feedback. The University publishes its research results on its homepage. The website provides a wide range of information and contact addresses (Wageningen UR, 2015).

2.2.3 Learning by doing: Service-learning courses

Service learning experience, such as the work on farms or in school gardens, leads students to think critically about various aspects of the food system. Indeed, many of the lessons students learn from their work in the agricultural community tend to translate from specific farms to broader lessons they take home (Davidson et al. 2010) in terms of their ability to make a difference in the food system through what they purchase at the grocery store, the farmers’ market, or a community supported agriculture scheme, and subsequently changes their (...) eating habits to reflect less fast food purchases (...) (Mironesco, 2014). Studies prove that the student participation in service-learning classes increases the meal participation and empower participants to make informed food choices (The benefits of Farm to School, 2015).

2.2.4 Campus & Community: Farm to School

Campus and community gardens are the common approaches to provide the canteen with organic, fair trade and/or local foods. The University of Virginia (U.Va.) cooperates with the local food hub. This partnership connects small uncompetitive farms with the educational institution. Events and occasions such as the Earth Day Farm to Fork meal, Virginia Farm to School Week or the Meat Free Mondays communicate the intention, thus vision of the school caterer (UVA Food Collaborative, 2014). Due to the size of the campus this institution has dining halls on different locations. They differ in their concept and food range of sustainable products. The U.Va. promotes next to its food also a reward systems for reusable mugs, a to-go container program, events and challenges (University of Virginia, 2014). The Fine Arts Café is one of the campus caterers which focuses on its ongoing menu development, particularly with on-trend, authentic regional cuisines (...) health and wellness (prepared and served) by a team of trained chefs. The café offers exclusive sustainable food and a wide assortment of meat and dairy- free food options (University of Virginia, 2011).
The University of California Berkley serves as another example for a sustainable canteen. The HEI was the first one with a certified organic kitchen. The canteen offers exclusively organic food since the 3rd March 2006 (Greensfelder, 2006). According to the director of Cal Dining, Shawn LaPean, the school decided to incorporate organic products into their policy because it's the right thing to do for the community, and customers were asking for it. To hold down the higher costs that many organic items command, Cal Dining negotiated with its vendors and struck a deal with a local salad dressing company owned by a UC Berkeley alumna (Greensfelder, 2006).

Another college that is oriented in sustainable food practices and development is the college of the Atlantic (COA), located in Bar Harbor. It is in different sources described as (one of the) greenest schools in the United States. Since the college opened in 1972 it has specialized in healthy, local and frequently organic offers. The educational institution has its own campus community garden and works with a nearby located organic farm, called Beech Hill. The menu is delicious and quite international since (...) 16% of the students are coming from outside of the U.S. In October of 2006, the small college became the first carbon neutral HEI which can be reverted inter alia to the carbon miles that has been saved for food transportation (Howard, 2014). “Sustainability at COA is a systemic effort that flows from every member of our community: from the kitchen to buildings and grounds, to the courses faculty teach, to the community the students uphold. We encourage it of each other” (College of the Atlantic, 2015).

Farm to School Programmes are popular to schools which do not have their own campus garden. It serves as great opportunity to try out seasonal fruits and vegetables from agricultural land which is nearby. The catering can improve its operations by trying new seasonal recipes with local grown foods. The Illinois Wesleyan University decided to take out the dessert from their menu to compensate their increased costs for local and organic foods that are 20 to 450 percent higher in their prices compared to conventional products. According to the author of the paper, Margarete Kane, this has cut down on costs, and it helped the district clearly to promote healthy eating to students. The involvement of different parties into a Farm to School Programme would help to educate parents and students about health and environmental benefits of local and organic food and provide exposure to crops from local farmers (Kane, 2008).

2.2.5 Committees and Campaigns: Nudging

Health Nutrition Programmes are taking place all over the world. Jamie Oliver’s “Feed me Better” (Jamie Oliver Food Foundation, 2015) and Michelle Obama’s “Let’s Move” Campaign (Let’s Move!, 2015) are popular examples that show different approaches to communicate and educate children for sustainable and healthy food choices.

HEI’s initiate educational campaigns and programmes to raise awareness and to contribute to a higher amount of “green” meals and snacks, too. Different stakeholders form committees discuss their point of view, values and missions to agree and form an integral approach finally. To get a better understanding of the committee constellation, the San Francisco’s State University is chosen to illustrate what interest groups are represented in the ideal case: Students are the leading heads in this matter. They are supported by the ideas and
commitment of teachers, professors, the sustainable department or facility management. These interest groups are forming the optimum and create thus the project vision. Directors, Vice Presidents, Financial Adviser and Administrator as second half of the committee are crucial for the intervention(s) to transfer the ideal plans into real actions but more important, eliminate possible barriers and create favourable policies (San Fransisco State University, 2015).

According to researches done by Wageningen University, teenagers would like to receive information about sustainable characterised food in the school. The young students prefer active interventions, like games about food at school. Campaigns targeting the appearance and lifestyle have a great potential to persuade young people to make sustainable and/or healthy food choices (Cramer, 2010). The research “Nudging children towards whole wheat bread: a field experiment on the influence of fun bread roll shape on breakfast consumption” indicates that an extraordinary shape for whole wheat bread rolls, for example a fun-shape, may be helpful for increasing the consumption of these bread rolls (Kleef et al, 2014).

Sustainable events are taking place where local farmers have the chance to introduce themselves and tell about seasonal products, common processes, economic difficulties, innovations and other issues. Additional stands inform the students, give them background information about cultivation, nutrition, long-term effects etc. Such actions educate and inspire the campus members and visitors.

2.2.6 Awards and Certifications: Enhance Prestige

Certifications can be found all over the world. Different HEI’s participate in different awarding systems, which focus on particular emphases, like resource saving or waste reduction. However, the terms for participation vary strongly, so that it is for some HEI’s easier to pretend to be green while other institutions are actively working on the achievement through fundamental changes in their policies, management and working methods. Extensive evidence can therefore be decisive for the quality of proof (NCBI, 2010).

The Green Key is serving here as first example for sustainable certifications. It was initially a voluntary eco-label for tourism facilities. Nevertheless, the catering of the HZ managed to receive the certification as first caterer of an HEI in the Netherlands (HZ, 2015). The criteria of the award focus on water, energy and waste, the involvement and awareness of guests and staff, food and beverage and other emphases (Green Key, 2015). The participation requires an annual proof. As evidence the organisation has to hand in sales information demonstrating the share in sustainable food and beverage (HZ Catering, 2015). The benefits of the certificate for the customers depend on the extent of sustainable actions. The more actions are taken and the more sustainable products are reflected in the revenue, the higher the award. Three colours indicate the organisation’s status: bronze, silver, gold, whereas bronze represents a small-scale integration of sustainable actions, and gold a substantial integration of the required actions (Green Key, 2015).

Another ranking is the Dutch SustainaBul, which is comparing Dutch HEI’s on their sustainability performance. Many Dutch HEIs participate in these programmes. Wageningen University and Utrecht University of Applied Sciences were awarded together on the
SustainaBul ranking list for being the most sustainable universities of the Netherlands in 2014. The SustainaBul was initiated by the Dutch student association Studenten voor Morgen and exists since 2012. The award does not focus on sustainability only but also on transparency. According to the statement on their homepage, this factor plays an essential role to differentiate greenwashing Institutions from HEI’s focusing on sustainability de facto (What is the SustainaBul?, 2015). This award does not focus on school food only, rather on sustainability as a whole. Morgen supports its members to become more sustainable, organises projects and events and connects with other members (local student associations) to share and exchange knowledge (Studentenvoormorgen, 2015).

Total sustainability means taking a look at the full spectrum of activities employed in the supply chain: “What forms of transport are you using, how do you respect the employees, what do you serve in your canteen, the use of materials of wood in your company or offices – there is much more than just certification of one element of your business” (Su et al, 2015).

Certifications serve as a tool used by companies to improve their corporate social responsible (CSR) practices and ensure ethical standards (Certification - a Sustainable Solution, 2015). The international State of Sustainability Initiatives review’ (2014) inter alia exposes an incredible growth of the sustainability level throughout the last decade and a penetration on the global mainstream markets. Companies and customers can benefit from it. By means of the certification certain information is communicated regarding the food sustainability and the firm’s attitude toward its environment. Moreover, the communication between the business and its stakeholders, such as customers can improve, due to an increased involvement and compliance of the parties (Sroufe and Curkovic, 2008).

Certification serves as reference point for the customer and indicates the canteens product characteristics, i.e. fair trade (humane), organic (additive free), and local (community supportive). However, the canteens as well as the entire organisation should be awarded by a third certification -party to ensure the validity and credibility of the information communicated to the customers (Barling, 2015).

2.2.7 Sustainability Labelling: Focused Declaration

The labelling of certain substances or products which may cause allergies or intolerances is part of the regular designation. Ingredients with a high allergy potential are on the list bold printed to highlight them (EU Regulation No 1169, 2011). Furthermore, foods producers strive towards declaring and labelling their foods to gain a comparative advantage and contribute to a responsible image (Gassmann, 2012).

The declaration of the nutrition value as well as the ingredient list informs the customer and promotes a conscious choice. “Beter Leven” is a Dutch certification for meat. It serves as evidence for customers. The more stars a product is certified with, the better are the welfare conditions for the animal (product like meat or diary). A meat or diary (containing) product can reach up to three stars (Beter leven, 2015).

According to the EU regulation (REGULATION (EU) No 1169, 2011), on the provision of food information to customers, “the general public has an interest in the relationship between diet and health and in the choice of an appropriate diet to suit individual needs”.
Sustainability labelling on food products provides a certain transparency. It communicates food characteristics such as fair trade, organic breeding and a local origin (Grunert, Hieke, & Wills, 2014). The use of nutrition facts positively influences the effect of other, additional labels and vice versa. This is supported by the majority of findings regarding the joint influence of claims and nutrition facts panel, which identify complementary use of both sources of information (Keller et al., 1997-2003). However, the effects are controversial. A pan-European study examined consumers in the UK, France, Germany, Spain, Sweden and Poland about consumers’ concerns, understanding and use of sustainability labels on food products. A total of 4408 interviews were conducted in 2012. The study reveals that even though the use of sustainability labels is associated with consumers’ concerns on sustainability issues and understanding of sustainability labels, the influence of sustainability labels on food choice is still limited and competes with other product-related attributes (Grunert K. G., 2014). Consumers who pay more attention to the attractiveness and brand of the product are less likely to use the nutrition information and claims, as they rely more on the overall image provided by the brand (Drichoutis et al., 2005).

A research of Wageningen University concludes that the use of common labels affects the customer choice positive in more than 50 percent, e.g: EKO labels and conscious choice labels, while unknown labels have a neutral effect (Wageningen UR, 2013).

The American Journal of Preventive Medicine published the results of a US study. Traffic light labelling and product placement changed the consumer’s choice on a sustainable level, over two years. Red labelled food sales decreased by 4% whereas green food sales increased by 5% (Levy et al., 2012).

The project sustainable catering at the ETH Zürich serves as another example for labelling. The Swiss University started in 2013 campaigns with the mission to improve the sustainability of canteens by showing new options for actions. Carbon-dioxide labels in the canteen indicate how eco-friendly the different menus are. Accomplished is the project by the second intervention. Additionally to the normal also smaller portions are offered to reduce food waste at the institution. The interventions are executed by the Consumer Behaviour and Ecological System design degree programmes. Information campaigns sensitize ETH students, lecturers and employees for the subject of sustainable nutrition (Flury, 2014).

Another study tested the effects of subtle and explicit health messages on food choice. It is found that participants are more likely to choose the healthy food when it is labelled with a subtle health message, not when it is labelled with an explicit health message; the explicit message is not more effective than the control message. Consequential, it can be concluded that subtle messages are relatively useful and more effective than compared to explicit health messages. Subtle messages encourage individuals to make a healthy snack choice (Scherschel, Maryhope, & Mann, 2015). A study of the European Food Information Council shows a clear favour of consumers towards information at the point of purchase. Respondents said the top places they would like to see sustainability-related information are in-store (labels on-pack, in the aisle or on the shelf), followed by online sources and on TV in shows and ads (EUFIC, 2004). And Nestlé confirms this point of view: "....it should be noted that on-pack labels are not the only, or the best, place to provide consumers with relevant information on sustainability characteristics" (EC, 2013).
2.3 Food Choice development

Health status is influenced by individual characteristics (gens) and behavioural patterns (lifestyles) but continues to be significantly determined by the different social, economic and environmental circumstances of individuals and populations. You are what you eat is a sentence that has been used many times. It refers to the idea that one’s eating habits are a manifestation of the health of the person in question (Celimli-Inaltong, 2014). Unilever (…) recognizes the importance and role of consumers in achieving the shift towards sustainable diets. Consequently it is necessary to address behaviour, attitudes and habits and not simply the agricultural supply chain (EC, 2013). But what factors determine eating habits? The answer to this question can be found in several studies about food choice and eating habits. Moreover, the factors can be used as tools to promote selected foods and attract customers.

2.4.1 Individual Background Factors Influence Beliefs, Attitude and Behaviour

Ajzen & Fishbein (1975) developed a model about reasoned action which has been extended to the theory of planned behaviour. According to the theory are factors related to the individual, social and information background influencing the (behavioural, normative and control) beliefs of a person. Moreover, beliefs impact the perception of the planned behaviour which in turn affects the intention and ultimately the behaviour.

Figure 2.4.1: Reasoned-Action Approach (Ajzen & Fishbein, 1991)

This model explains that more factors influence the intention of a person, which is in turn influencing the behaviour. Recognizing the relationship between knowledge, beliefs and perceived social norms helps to provide particular guidance on the content of educational

---

1 Individual factors include the personality, mood, emotions, intelligence and values, stereotypes and general attitudes as well as experience (Progressie Gericht Werken, 2013). These factors are influenced by the individual character and personal interests. The education and influence through parents, friends and society or culture, age and gender, income, religion, race and ethnicity form the social background factors (Progressie Gericht Werken, 2013). These factors can be seen as limitations to behavioural changes. Peer- group pressure normalizes the own behaviour due to expectations of the social environment. Another background factor which is influencing the belief, attitude, control and consequently the intention and behaviour is the term information. It is defined by knowledge, information, media and interventions.
programmes to promote behavioural change in the given set of circumstances (Ajzen & Fishbein, 1980 & Bardura, 1986).

The dominance of the rational choice model has led to the perception that it is one´s attitudes that inform one´s behaviour (Balderjahn, et al., 1989). A large number of studies demonstrate a strong link between attitudes and behaviours in specific areas (…) (Albarracin, et al., 2001; Oskamp, Harrington et al., 1991). However, it has also been demonstrated that in other areas there is a clear gap between attitudes and behaviours of individuals, known as the “attitude-behaviour gap” or the “intention–behaviour gap”, e.g. (Godin, Conner et al., 2005).

Behaviour can therefore be influenced when the background factors are stimulated by other factors. The process of social learning or what the OECD calls ‘enhancing societal capacity for the environment’ is required to achieve change in behaviour. This involves not only specific education and training programmes but also the use of policy and legislation as opportunities for teaching and encouraging new forms of personal, community and corporate behaviour. Social learning also involves reflection – often stimulated by religious leaders and the media - on the appropriateness of the mental models and assumptions that have traditionally guided thinking and behaviour (Unesco, 2002).

2.4.1 Gender, Social Position and Age Influence the Choice

The Schools of Social and Health Sciences, Halmstad and Göteborg University researched gender differences in health habits and in motivation for a healthy lifestyle among Swedish University students. Female students had healthier habits related to nutrition, while male students showed a higher level of overweight and were less interested in nutrition advice and health enhancing activities (von Bothmer & Fridlung, 2005). The tendency for overweight and little interest can be derived from the assumption that males focus more on taste, habit and price rather than on the nutritious values or environmental issues (EUFIC, 2004).

Another study focused on the differentiation in gender and culture. According to this scientific paper males are more likely to make dietary changes whereas females are more likely to adopt a number of less desirable eating habits. However, this research outcome infers that the differences of food habits are shaped by culture rather than gender (Santos, 2009). Furthermore, it can be said that the age and social position are driving forces. Children depend on the eating habits of their parents whereas their food choice depends on their education (social status) and income (in short words the choice depends on the background factors: individual, information and social). Therefore, it can be concluded that people with a higher education are also better informed about food and its impact, consequently these persons make more conscious and rather healthy choices compared to social less-well levelled people (EUFIC, 2004).
2.4.2 Six Factors affect the Food Choice

A recent study states that most students do not consider their eating patterns as important; hence making sustainable and/or healthy food choices is not their priority (Tacken, Winter, & van Veggel, 2010). Consumer behaviour is commonly perceived to be driven by (...) (rational) decision making, based on individual preferences. The industrialization of countries has made the need for processed foods a lifestyle rather than an option (Reisch et al, 2013). Therefore, the individual lifestyle can be justified when looking at the following criteria which are taken into consideration for the decision making process: 1) access and availability; 2) income, price and convenience; 3) societal and traditional aspects; 4) beliefs and personal values; 5) advertising and media; and 6) other factors (Mont&Power, 2013).

Climate (season) and (governmental) policies are the main factors that regulate the access or availability of food products. The price of a product is determined by supply and demand (Pearson, 2015). The term cost has a strong influence on the individuals’ food choice and can be set in correlation with quantity, due to the fact that people are more inclined to buy bigger portions sizes with their income rather than standard portions. The individual education from parents and school create together with traditional aspects the boundary for self-fulfilment. Social groups can influence the individual choices strongly because the food choice is linked to the social identity of a person. Cultural conventions play a particularly important role in reproducing eating habits. This is most starkly revealed by contrasting UK and French lunchtime practices. Conventions of sociability around eating and drinking, especially in the family and extended family, but also with friends, are also difficult to alter (Alon, 2015). According to Robinson (2001) do norms influence behaviour by altering the extent to which an individual perceives the behaviour in question to be beneficial to them; (...) Human behaviour can be guided by a perceived group norm, even when people have little or no motivation to please other people. Hence, group-peer pressure makes it possible to steer individuals in a desired direction (Dallas, 2013). Altering the behaviour (beliefs and attitudes) of the peer can lead to a role model position, which has a positive impact on the (social) group. Beyoncé Knowles started her career with the band Destinies Childs. Now, she performs as solo artist and is famous for her powerful voice but also for her female body shape. She is an idol for a lot of young ladies. Beyoncé launched together with her trainer, Marco Borges a 22-days vegan meal plan, which can be delivered to the customers’ home even. This demonstrates her beliefs and values on the one hand (Aside from the abundance of health benefits, a vegan diet is also addressing environmental and ethical concerns which makes the vegan lifestyle even more appealing. Beyoncé, 2015) and stimulates her fans and other women on the other hand to make the same choice (Foster, 2015). Advertisement via several media opportunities helps to reach the audience. Fast food chains promise you to treat you like a king by providing huge eating portions for a small price- immediately after ordering it. The meal appears worth its money, while having the advantage to be fast served and eaten. Other factors are referring to taste, visual attractiveness and smell.

Negative association with particular food can affect the choice of an individual but also the image of the food for an entire nation (Bellisle, 2005). The Pan-European Survey of Consumer Attitudes to Food, Nutrition and Health concludes that the top five influences on food choice in 15 European member states are ‘quality/freshness’ (74%), ‘price’ (43%), ‘taste’ (38%), ‘trying to eat healthy’ (32%) and ‘what my family wants to eat’ (29%). The
same study found out that the perceived need among Europeans to alter eating habits is low, with 71% believing their diets are already adequately healthy. This indicates that healthy eating is not perceived to be highly relevant when choosing food (EUFIC, 2004).

**2.5 Key Findings based on Literature**

According to research executed by Wageningen University young people do not have a particular interest in terms of food. It only becomes a subject as someone brings unusual food or has the choice when buying it. *The food they buy for themselves is seen as a treat and very different from anything they might bring with them from home (which is free).* Nevertheless, parents can contribute to a sustainable and healthy choice by exemplifying a conscious behaviour to the child through their own behaviour and food choice. Furthermore, schools can contribute to a more sustainable and healthy consumption by offering a range of healthy, sustainable and tasty foods in the school canteen. However, the buy in the canteen should be further a treat and offer various products, including unhealthy offers (Cramer, 2010). Nevertheless, more studies are required that identify ways to encourage students to choose more healthy foods in the canteen, e.g. through education (ESD), the improvement of food quality, or other environmental changes (Hanks et al, 2012).

The subtle cue of different tools can support the process of behavioural change (Friedman, 2009). A program to promote healthy eating might consist of efforts to educate people about basic food groups, to develop practical skills in food preparation and selection, and different actions to improve access to healthier food choices through supply-side intervention. These could include, e.g. efforts to improve the food choices available in school (…) canteens, and interventions with food retailers to improve the supply and promotion of healthier food choices. To increase the willingness of promotion in the form of a choices logo (label) it should be ensured that it is in line with the catering managers’ idea about healthy/sustainable food and with the customers’ idea. The workload of implementing the logo should be limited, in order to avoid the implementation taking up too much time. Further, catering managers should be able to perceive and communicate the advantages of implementation, such as those labelling makes healthy products more recognizable for the worksite visitors. It could be recommended to incorporate the logo in the health policy of the caterer in order to increase the implementation (Nutbeam, 2006). The communication of nutritional information should be presented in a clear, accurate and meaningful manner in order not to confuse or mislead the consumer (Kowalski, 2005). In-store communication can improve dietary behaviours by making sustainable and healthy choices available, promote material, efficient food placement, labelling and nudging (Vyth et al, 2012). This leads to an increased convenience of students towards a healthy and/or sustainable food choice. A healthy school environment can reinforce the effects. To reach such a healthy environment interventions are important to communicate its importance and relevance for the HEI. Education, campus gardening, events and the participation in awarding systems foster involvement and promotes one’s own initiative towards sustainable behaviour (Hopkins, 2010-2011).
3.0 Practice-oriented research

This chapter will explain how this research should be undertaken, how information should be obtained and the implications of these for the methods adopted in order to answer the research questions (Saunders, et al., 2012). The book Research. This is it! has been written by Ben Baarda. Its second edition from 2014 provides guidelines to design and evaluate this research.

3.1 Triangulation

The data collection is not standardized due to the different methods used to gather these data. The research requires several interviews with the catering staff, observations of the customer behaviour and their food choice, experiments, surveys. This increases the ecological validity by staying closer to reality than a clear quantitative or qualitative research does. Furthermore, existing data like revenue extracts and other scientific papers are used to increase the credibility.

3.2 Mixed methods - Experimental design

This research is an applied scientific research which results in knowledge to solve a real problem. The research aims to generate new ideas and evoke new insights. The open research question and objectives make the research a mix of qualitative and quantitative. The analysis of this kind of researches is mostly based on written out versions of interviews and observations. Photos and videos may also be included to emphasise descriptions and interpretations. This approach supports the exploratory qualitative research approach and helps to get a closer view and understanding of the catering processes, product placement and customers´ food choices. Moreover, quantitative elements are used to highlight the revenues of different implemented foods before and after the implementation of the experimental/control food, to determine the demand of particular goods before and after the interventions.

Mixed methods are used to collect data. It is recommendable to do desk research primarily to collect data in order to answer sub questions and consequently the main research question. Furthermore, desk research can help to find existing scientific papers from researchers that dealt with this topic already. This approach avoids time consuming experiments which might have been done already by others. Moreover, reading scientific articles and other files enriches the picture and leads to additional knowledge. The research is based on literature which gives information about approaches, used by HEI´s to communicate food characteristics that are related to sustainability. The information given in the literature serves as baseline, to create the theoretical framework.

Information is gathered from the catering staffs in the form of interviews. This leads to a qualitative part in the research which reasons particular circumstances. Open and at the same time targeted interview questions gain the information acquisition, so that the staffs´ knowledge and attitude towards sustainable food can be determined. The comparison of those interview statements will show similarities and variations of the individuals´ perception. These can be used to represent the degree of acceptance of the catering members regarding sustainable food, (i.e. the participation in the green key programme) and refusal with other ones (i.e. higher work load). The interviews will be transcribed and the statements sorted
according to the discussed topic. All interviews will be afterwards summarised with the help of a topic list which documents the commonalities and varying comments of the catering staff.

By working actively in the organisation, the researcher gains insight into the business and receive basic information. This information serves as background knowledge about the current approach(es) used by the catering, to communicate sustainable food characteristics.

To assure that all catering staffs are equally skilled and understand the motivation for processing and offering sustainable food, a workshop is initiated. In this workshop the catering staffs have the opportunity to acquire new competences. Appendix II provides the workshop subject list, which indicates the content of the workshop as well as its purpose and objectives.

The workshop ensures that all staffs of the department are involved in the education. If the new knowledge is applied, it can have positive consequences for the team spirit and cohesion but more important for the sustainable product range and the quality of the customer service. Students and employees as customers can be served better and gain more information about the products, their content and processing. The European Green Cook project serves here as example. 93 institutions in Brussel participated in the workshop for green cooking (sustainable) since 2008 (Sustainable Canteen Programme, 2013). 20 kitchens experienced a higher use of seasonal, organic and vegetarian foods while reducing their food wastes, as well as the portion sizes.

To measure the effect of the workshop, the sequence of operations is observed. An experimental and control group are differentiated because one of those groups experiences the intervention (staff communicates food characteristics) while the other group does not (Baarda, 2014). The worst case scenario occurs if the catering staff does not apply their new competences and consequently do not communicate/promote sustainable food characteristics. It would be even worse if the competences are wrongly applied and wrong information is communicated to the customers. In a realistic case the staff would apply the acquired knowledge in an appropriate manner, inform customers on demand. The optimal result of this experiment would reflect all skills and knowledge that have been acquired during the workshop also in the daily business. This would mean that all steps are applied; the food is prepared without any deviations to the workshop, and the food is promoted continuously and to all customers. This would be not only ideal, to make full use of the workshop but also to spread the message of a new image of the HZ Catering, one that is offering sustainable food.

The first experiment aims nudging towards sustainable food. Due to the reason that the catering has only one line it is difficult to divide the customers in an experimental and a control group. This can be explained by the fact that both customer groups need to have the same range of offers, one line would have the ordinary product assortment while the experimental group would choose the line which offers similar products that are characterized as sustainable foods. The choice of the customer for one of these two lines indicates the preferred choice thus eating habit under the given circumstances. The comparison of common and deviant purchase behaviours /eating habits consequently indicate the effect of the particular nudging approach.
Alternatively, the experiment will allow all customers to choose for either the experimental foods (sustainable) or the ordinary foods offered by the catering. The advantage for the customer is the choice within the full range of products. The consumer can compare all foods. Furthermore, the skilled staff can provide the customer with information and increase the quality of customer service in this way. For the research itself this limitation brings the advantage that the experiment is better to control and to manage due to its limited focus on the observation of the single line, hence on the quality of promotion done by the staff including the reactions of the customer. Their purpose is to communicate to the customer certain characteristics (local, organic and/or fair trade). The reaction/food choice of the customer can be observed when there is an alternative offered. The experiment will help to answer the main research question(s): How can the catering best communicate food characteristics of its offered food related to sustainability?

The comparison of the experiment outcomes will show which applied theory was relatively successful in comparison, hence it will indicate the best way for the catering to communicate about food attributes (related to sustainability). The observation of the experiments and the analysis of these observations will tell if and how the experimental tools influenced the customer.

3.3 Units of analysis

HZ catering customers will be the targeted unit of analysis. The term “customer” includes all students that are subscribed at the HZ and also studying mainly in the school building(s) in Edinsonweg 4, in Vlissingen. The employees of the HZ University are part of the group “customers” due to the fact that they are purchasing foods from the catering too. Another unit is the staff of the HZ Catering. The definition of HZ Catering staff can be derived from their job tasks. Hence, the staff working actively in the HZ Catering and interacting with customers is regarded as HZ Catering staff.

3.4 Ethics

The participation of the HZ Catering in this research is voluntarily. The goal and procedure of the research has been communicated and will be further communicated during the research. The data of the organization, as well as the research findings will be kept confidential by the author. The research outcome proposed to have no negative consequences and is done in a fair and objective way.

3.5 Validity

Existing data that is relevant for this research is tested to ensure its credibility. Observations with the units of analysis will furthermore increase the ecological validity while reducing the social desirability. The subject is preferably unaware of the observation to demonstrate natural behaviour that is not influenced by the observation itself.

Interviewing both, students and HZ Catering staff are worthwhile to see commonalities as well as differences in the point of views regarding the offered food and the manner it is communicated.
4.0 Operationalisation

4.1 Preparation

For the operationalization of the research different preparations are necessary. First of all, the employees of the HZ catering are interviewed. This has the purpose to investigate the attitude and understanding of the staff towards sustainable food. The topic list covers the following subjects during the interview/ or intends to acquire information to the following subjects 1) individual definition of the term sustainability; 2) personal attitude/actions; 3) food choice preference; 4) knowledge about the Green Key terms; 5) knowledge about internal processes related to sustainability; 6) understanding of the caterings´ motivation to participate in the Green Key programme; 7) attitude towards the programme; 8) knowledge about the sustainable product range; 9) ideas to communicate sustainable food; 10) ideas for product replacements; 11) associated opportunities; 12) fears and hopes associated with changes.

Moreover, for the promotion of the sustainable food, the products of the assortment need to be determined. This aims to communicate the foods, hence place the focus on increasing their publicity and consequently their range (demand for these foods). These steps take place during the orientation phase and are crucial for the preparation of the experiments. The till can be programmed to include new buttons for new products, so that their revenue can be recorded.

The organic urban farm, called t´hof Welgelegen in Middelburg is selling organic fruits and vegetables which are locally grown. The farm can serve as supplier and deliver the catering with seasonal foods. Additionally, the farm promotes workshops. The catering staff has the opportunity to learn about the foods production and acquisition system that the farm applies. The staff can gather practical knowledge by learning about the benefits of sustainable characterised food compared to the regular foods. They can learn to cook new trendy foods with seasonal ingredients and to present them in an attractive way, so that it appears irresistibly to customers. Hof Welgelegen is a potential new supplier for the HZ catering. The foundation for the project farm to school is therefore laid and negotiations are in process.

4.2 Definition of the construct

Communication: different examples of effective communication are given in the theoretical framework. Nudging and Labelling will serve here as the most appropriate to apply to.

Food characteristics related to sustainability and health: the definition and food characteristics of sustainability and health are described in the theoretical framework.

4.3 Indicators

The advertisement of a new exclusive food and its characteristics will serve as the basis for the experiment. As the new food serves as experimental product (organic meal salad) the new conventional version serves as control product. The customers are informed by the advertisement but nevertheless free in their choice for or against the organic or conventional food as well as the choice for or against this product. By observing the customers behaviour, it can be observed if and which new introduced product attracts the customers (organic,
conventional or none of those). Additionally, it can be monitored if the advertisements stimulate the customer for the organic (experimental and advertised) food choice, or if the interest lies merely on the food product itself, e.g. due to its matching characteristics as price, convenience, peer pressure, availability.

4.4 Variable

The first experiment tends to attract as many customers as possible with its advertisement for “deliciousssss” couscous salad – oriental style). Subsequently the demand for the organic (experimental) and conventional (control) food product can be measured with observations and documentations. By taking a look on the revenue and comparing it with the observation, the revenue share will become visible.

It cannot be determined how many people can be reached by advertisement, because the customers are not surveyed in the first experiment. In the first experiment facebook is used as communication platform. The existing facebook page of the HZ and other student group pages provide free access to an existing audience and can reach up to 3.171 people which liked the site of the HZ and can follow their posts.

The second experiment is an extension of the first experiment; the variable in the construct is exchanged by a different meal salad, made out of raw cabbage and promoted as kleurige koolsalade (engl.: colourful cabbage salad). These are pictures of both advertisements:

Figure 4.4.2 – Advertisement for cabbage salad on Infonet
The third experiment intends the promotion of sustainable characterised products from the assortment visible on the main screen of the atrium. The atrium is used by the students before and after their lectures for breaks and also to meet learning groups. The medium is already given and causes no initial costs. The emerging energy costs are not calculated.

The advertisement on the main screen in the Atrium serves as variable to measure the effect of advertisement of sustainable food on the customers. No additional (experimental) food products are offered, so that the focus is pointed on the advertisements’ effect on the customers’ food choice. The advertisement runs from the 1st till 4th June 2015, daily from 10:30 a.m. to 14:00 p.m. Figure 4.4.3 illustrates the layout, the promoted articles and indicates the use of labels as tool:

![Advertisement layout](image)

The employees of the catering, working at the till, are instructed to ask the customers a particular question, when the customer one product from the sustainable assortment. The employee asks the customer then, if the customer chose for the product due to the screen advertisement, decided spontaneously or if they decided due to other reasons. The staff can then push one of the three option buttons in the till, so that the answer is documented together with the corresponding product.

During the entire experimental phase the employees are asked at random days if there is any conspicuousness regarding the experimental food or the advertisement, to assure the documentation of all observations done by the HZ catering.
5.0 Results: Analysis & Discussion

5.1 Interview Analysis

For the practical start of the research, interviews were done with the staff of the catering. The interviews give insight into the individual perception towards sustainability, about the communication in the catering for sustainable products, and how the catering is raising awareness for sustainable products. Eight out of ten employees were interviewed. Two other staffs were unable to attempt to the suggested dates. The students who were working as temporary worker were not included because of their infrequent and short working times. All other interviewees agreed with the interview. They were instructed before the interview started. All questions were asked in English; however, the interviewees received in the beginning of the interview a paper with the translation of all questions into the Dutch language. Moreover, to minimize the language barrier of the German researcher and the Dutch staff, they got the opportunity to answer the questions in Dutch too. The interviewer assured to keep the interviews anonymous. Therefore, the statements are mixed in the following interview summary. The interviews with the HZ catering employees took place on 17th and 21st April. Eight interviews are summarised in the following table:

Table 1: Summarised interview statements of the HZ catering staff

| Association with the word and meaning of sustainability | - healthy; fair work conditions; no additional waste; products that do not contain pesticides or other toxic materials; organic; fair trade; difference in quality
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- it is healthy and local, organic and farm products. That is good for the community, so the Province of Zeeland profits; no car or boat is needed for transport</td>
</tr>
<tr>
<td>Personal Attitude</td>
<td>- it is too expensive</td>
</tr>
<tr>
<td></td>
<td>- It is good for the environment and the people, because the work is within the community/municipality done</td>
</tr>
<tr>
<td></td>
<td>- it is very good that we aim to become more and more sustainable in the university and that the people care about health and the environment.</td>
</tr>
<tr>
<td>Food Choice preference</td>
<td>- buying vegetables (…) fresh; healthy food, homemade products; additive free; local from the Province of Zeeland</td>
</tr>
<tr>
<td></td>
<td>- reads the nutrition declaration</td>
</tr>
<tr>
<td>Knowledge about the Green Key terms</td>
<td>- increase the level annually; (…) concern(ing) different areas of the catering; increase sales volume of sustainable products</td>
</tr>
<tr>
<td></td>
<td>- garbage separation</td>
</tr>
<tr>
<td></td>
<td>- communicate whether the food you sell is at least vegetarian or organically farmed</td>
</tr>
<tr>
<td>Knowledge about internal processes related to sustainability</td>
<td>- trying to focus a lot on the organic aspect and look closer at what products (can be replaced for more sustainable ones)</td>
</tr>
<tr>
<td></td>
<td>- recycling garbage; plastic, paper and oil separation</td>
</tr>
<tr>
<td></td>
<td>- using better washing/cleaning supplies and in general more organic products.</td>
</tr>
<tr>
<td></td>
<td>- it is better for the environment</td>
</tr>
</tbody>
</table>
| Understanding of the caterings’ motivation to participate in the Green Key programme | - To attract customers and to make them aware of our responsible acting by offering sustainable products, so that the customers have the chance to make a sustainable choice. That the students know this as well and continue eating this kind of products. I think it is important to give students a healthy choice also for their future. So they can learn to eat healthy and continue to eat healthy also in the future.
- For a better living together, for the environment. This is the goal from Green Key and healthier eating.
- Working on a better world and the HZ has also sustainability high in their policy so I think we are part of the organization who can practically show (that we) work out things instead of talking about sustainability, just doing something with sustainability. So that’s the second reason.
- (…) and (for) the students (…). To get their attention but also the policy of the HZ and get students into contact with health, and the whole issue sustainability. |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude towards the programme</td>
<td>Good: better choice; (customers) can make a conscious choice - Increases the work load</td>
</tr>
<tr>
<td>Knowledge about the sustainable product range</td>
<td>bread rolls from the bakery but they are not certified, chips, hero cassis, chocolate, Tea, Frikandel Sauce, Mayonnaise, Fruits; fair trade, the honey is fair trade, the coffee, the milk, the wooden sticks, napkins</td>
</tr>
<tr>
<td>Ideas to communicate sustainable food</td>
<td>- Twitter, Facebook, Screen with Power Point Slide Show, Posters, via media, black- and white boards, InfoNet, newspaper, movie - The teachers can give lessons to the students. To educate them about food. Everything that is important for the well-being.</td>
</tr>
<tr>
<td>Ideas for product replacements</td>
<td>More and different fruits, meal salads, more milk products like organic drink yogurt Less fried and baked off fool like frikandel, kroket, pastry, energy drinks</td>
</tr>
<tr>
<td>Associated opportunities</td>
<td>- Reach 30% until the next year - plastic containers. There are staying two or so, but there should be much more. And that the students also clean up after themselves. And the same applies for paper but in general package garbage - it is good for the students, for the image of the school- as prestige - more organic products</td>
</tr>
<tr>
<td>Fears &amp; Hopes</td>
<td>- for the Dutch economy an advantage that we are trying to buy our products from the country. For the Dutch farmers, and gardeners. I think it is the best. - financial limitation - 20 percent of the people are happy that we are doing something like this. 60 percent does not matter more or less and 10 percent says maybe it is not necessary and 10 percent have no reasons.</td>
</tr>
</tbody>
</table>
5.4.1 Interview discussion

This research categorises sustainable food in three ways; “organic” characterizes foods that are free of artificial food additives (…) (Allen et al, 2007). “Fairtrade” (…) refers to the labour conditions of the farmers and (…) is seeking humane circumstances for work (Fairtrade International, 2015). “Local” food is associated to be regional (from the Province Zeeland), seasonal and fresh. Locally farmed, processed and distributed food manifests relative little food miles/ CO2 emission caused by transportation, nonetheless can these products be produced under degrading conditions and/or contain food additives (Local & Regional Food Systems, 2015). The staff of the HZ catering define sustainable food with identical characteristics as mentioned in the literature discussed in this report. However, the interviewees are focusing rather on a healthy and local kitchen, than on organic foods. This can be reasoned by the repeated statement that organic food would be too expensive (in relation to non-organic food).

The general knowledge within the team about the terms for receiving the Green Key certification was evaluated as sufficient, because there was only one person, which did not know or understood this question. It is remarkable that the staff in general named waste separation within the interviews, so that there is a tendency to interpret their association with Green Key terms; 1) waste separation 2) increasing sales volume of sustainable food & beverage.

The catering staff understand the motivation to participate in the Green Key; the interviewees said it would impact the students’ performance, the healthy choice of the customers, the image of the university, the community and the economy of the province, as well as the environment.

Their attitude towards the participation is mainly positive. Nevertheless, some of the staff mentioned that the implementation of the green key has led to changes. The work would be now different - or even harder and it would be more expensive (the purchase of the products).

The interviewees showed an interesting pattern, when they were asked to name some of the sustainable products from their assortment, because two persons named Hero Cassis. The berries it contains would grow in the province was explained by one person. In fact, Hero Cassis is purchasing its berries from the Netherlands. Therefore, the product Hero Cassis is not part of the sustainable range. It is neither local (from the Province Zeeland), nor organic or Fairtrade certified. Additionally, it was noticeable that the bread roll from the bakery J. Schrieks were associated with sustainable food. The interviewees argued that the bread rolls are made from local ingredients. Investigations show indeed that the flour comes from the Province. The bakery offers organic bread as well but not to the HZ catering. The crisps sold in the catering were also associated as sustainable product. By taking a look at the “Oven Chips” from the brand Layer it might become clear why – no strong colours are used and the decent package material provides the image of a healthy product rather than fatty crisps. Nevertheless, the crisps do not match any of the sustainable characteristics (local, organic or fair trade).

Most of the interviewees had ideas to communicate its product range better; some of the ideas were used for the experiments. The same applies for the suggested food replacement.
5.2 Preparation: Workshop

To prepare the employees of the HZ catering for questions to the new food and for sustainable characterized food it was important to give them general knowledge for organic and local food. Hof Welgelegen was contacted due to the fact that the farm is not only offering organic and local vegetables and fruits but provides also the opportunity for workshops. After contacting and meeting the farmer to discuss possibilities and sharing the vision of the workshop, an appointment was arranged for the 19\textsuperscript{th} May 2015.

The marketing department and the international department were informed about this event and willing to communicate it on their facebook page, and other organizational intern news, such as Infonet. The international office responded with a permission to publish it on their facebook page. The marketing department rejected the promotion via facebook with the argument that it would not fit into their concept.

The poster and price tags used for the experiments were created by the researcher. The print and lamination took place in the copy shop of the HZ.

5.3 Experiment with new foods

The first experiment does not only have the purpose to communicate sustainable food, it also raises/promotes awareness for its availability, the price, taste and the organic farm, which provides the ingredients to the catering.

The persons observed are divided into two groups, the “employees” and the “students”, to explore similarities and differences in their choice. This has not only the purpose to find out if both customer groups visit the catering in equal proportion to each other, but also if these customer groups have the same eating habits and if they tend to choose for the experimental or control salad. A comparison of the customer groups could also help to find out if both groups perceived the advertisement equally (how many of the students and how many employees were reached). A third customer group could have been “visitors”, but they are not prioritized in this research and can be therefore found in the group “employees”.

5.3.1 First experiment: Nudging

During the first experiment, the HZ catering advertised “delisiousssss couscous salad – oriental style”. The advertisement of the sustainable food took place via the social media network facebook, a small poster had been placed on the entrance area, close to the most demanded products - the bread rolls. Additionally, price tags with information from the organic provider and a nutrition declaration were placed next to the product itself. While the non-organic control salad showed on their tags a picture of a bowl of salad, the name and the price, the experimental couscous salad provided the customer with information of its sustainable characteristic (organic product) and a nutrition declaration. The advertisement took place on short notice, therefore it was expected that prepared portions of ca. 50 normal sized salads would be sufficient for the last two days of a week. According to statements of the catering leader are these the “quiet days”. A comparison to the previous year is not possible, because the assortment and customer flow transformed during the business year.
The experimental and control food products were prepared in the same time and manner, the same kind of ingredients were used to assure a relative comparable taste. However, a slight difference in the colour could be asserted. Nevertheless, the colour did not indicate to influence the food choice.

The result of the first observation is graphically illustrated:

Graph 1:

The evaluation of the 96 observations in total during the period of two lunch breaks shows that four out of five customers are students, while every fifth customer is an employee. The explicit advertisement of the organic meal salad (experimental product) had no specific consequence on the students’ choice. Students tend to take randomly one of both products. During the observation it could be explored that some students are mixing both salads, to compare and taste the difference. 71% of the monitored employees tended towards the organic meal salad. Reasons for this outcome will be discussed in the next chapter.

The meal salad was offered during the lunch break; however, the advertisement did not point this out. Customers came in the opening times of the catering, between 9 a.m. and 18:00 p.m. and asked specific for the couscous salad. This was documented after talking to the staff that worked nearby the salad bar. The observations show how many portions of the experimental and control product were sold and consequently how profitable they are, by multiplying the number of portions sold times its selling price.

On the first day of the experiment the salad was placed on the very right site, on the second day in the middle of the salad bar. The new placement can indicate why the demand increased on the second day. Though, it could also indicate that more students were present in the institution or that the salad was promoted to peers. This is not clear. The picture shows the salad bar of the catering and the arrow indicates the direction of the customer movements, thus the flow.
The squares in the picture serve as marking to illustrate the different positioning of the salads. The salad was sold on the first day of the experiment in the red squared area, on the second day in the blue squared area. For the second experiment the second salad (cabbage salad) was placed in the green marked area.

50 portions of couscous salad were prepared for the first experiment. The meal salad has been sold out within two days, whereas 21 sales were not documented. This can be reasoned by the fact that the customers were observed during the lunch breaks. However, the catering staff and the researcher observed in the preparation time – before the lunch break starts – customers coming to the canteen and demanding the offered meal salad.

The experiment was proposed to be a pilot, because of the short observation period, of two days, thus two lunch breaks instead of five. On the one hand, five observation periods could represent the demand for a whole week. On the other hand are the data not comparable to previous numbers, due to the varying customers (quantity of students and employees in total). The result indicates the proportion of the customer groups; approximately 70% are students and 30% employees.

5.3.2 Second experiment – reduced nudging

In the week after the first experiment cabbage salad was offered. This time the promotion was reduced to short news on InfoNet, an internet platform for students and employees from the HZ University. The news contained the following information about the product: 1) product name, 2) characteristic; organic and non-organic, 3) price 4) place to purchase. The news did not appear on all user-sites. Consequently, it cannot be estimated how many people received and read the news. Its content can be found in the appendix VI.

Furthermore, a poster was placed near the entrance close to the well-selling bread rolls - as in the first experiment. The salad was this time placed on the right site. A picture documents this and can be found in the appendix III. While the non-organic control salad showed the name and the price on its price tag, the experimental cabbage salad provided the customer with the information of its sustainable characteristic (organic product) and a nutrition declaration. The price tags did not include a picture this time to have a focus on the information provided.

During the first day of the experiment it was observed that only a few students came to the institution. During the lunch break from 12:15 p.m. to 13:00 p.m. ten people were observed. Within the following days the rush held off and only a few customers came to the catering. For this reason, the observations were cancelled on the second day for the second experiment.
The evaluation of the observed customers is illustrated in Figure 5.3.2:

![Demand for Cabbage Salad Chart]

The graph shows the observed demand for cabbage salad for the 26\textsuperscript{th} May, 2015. In the lunch break from 12:00 to 13:00 o’clock ten persons were monitored during their choice for the experimental (organic) or control product (non-organic). Although the results are comparable to the previous experimental outcome, their reliability is limited (due to the choice of another product, different customers, less advertisement in advance and reduced nudging). If more people had been reached by the experiment, the results would be more reliable.

The second experiment was cancelled after the first day. Nonetheless, the evaluation of its outcome indicates similarities in its result when comparing it with the first experiment. It is questionable if either the reduction of the advertisement is pivotal for the deviation in the experiments or if it is due to the different ingredients, thus tastes (convenience). While the couscous meal salad in the first experiment might be associated with trend food, the customer might be unconvinced from the cabbage meal salad in the second experiment. It is also possible that the meal salads attract potentially customers with a tendency to sustainable and/or healthy foods, when their availability is communicated to these people.

5.3.3 Third Experiment – advertise sustainable labelled food

The application of the screen in the atrium was suggested by the employees of the HZ catering during the interview. The following chart illustrates the outcome of this experiment:

![Motivation for decision Chart]
156 customers were asked if they are buying the product a) due to the advertisement, b) due to a spontaneous decision, or c) due to other reasons. The majority answered to buy their sustainable characterized product of choice due to other reasons. As other reasons the customers mentioned, they were unaware of the fact that the product has sustainable characteristics. Moreover, they explained that the product would taste good.

The survey results show no effect on the customers’ food choice (which was intended to achieve through screen advertisement). However, another effect could be observed. The customers are in a high amount unaware of the sustainable characteristic of particular products, therefore the survey informed the students, employees and guests about the sustainable food products rather than extracting the motivation for their behaviour thus their food choice.

5.3.4 Revenue Share

Adopting, advertising and selling a new meal salad increased the monthly revenue. 246 salads were documented to be sold in total during the period of 15th May until 15th June. Therefore, the sum of 246 was taken to represent 100% sales of salads. To simplify the calculation, the portion size is here unified to one size.

Graph 5.3.4:

The chart indicates the impact of the sales which have been observed during the experimental phase, in relation to the total revenue of salads. 16.9% represent 41.5 customers choosing one of the organic salads, 15.5% represent the customers choosing non-organic salads from the experimental period and 67.6% are the remaining 166.5 customers. Odd numbers occur when customers mix their salads.
This chart indicates the impact of the sales which have been observed during the experimental phase, as well. The chart shows an extract of the revenue intake during the period of 15\textsuperscript{th} May until 15\textsuperscript{th} June 2015. It illustrates the monthly revenue of all sustainable characterised products. 73,2\% of the revenue are taken in with the Fairtrade certified coffee sales, which represents the best seller. Surprisingly, it is followed by the revenue intake of organic meal salads. This indicates that the implementation of organic meal salads was successful. The experimental meal salads led to a remarkable revenue share of 10,9\%, considering the fact that it was offered during six days in total (two days couscous salad and four days cabbage salad).
6. Limitations and opportunities within the research project

Unexpected events emerged within the research, which had an impact on the outcome/results. These limitations will be briefly explained:

6.1 Preparation: Equipment and preconditions

The catering has a lot of products in their layout. This makes in-store communication difficult. Customers are focused on the product range and tags with information are hardly visible.

Next to the observation, it was also considered to programme the till. The programing of the till could serve as accurate tool to measure the number of sales for the experimental and control food (meal salad). The till can be programed with the help of a personal computer and the installed till-software. Every meal salad sold could be documented in the revenue sheet as organic meal salad and non-organic meal salad. However, this was not done, because there was no opportunity found to differentiate the experimental and control food. Their appearance was in the first experiment too identical regarding the colour to be differentiated by the staff staying at the till. The opposite occurred in the second experiment. The contrast of the salads’ colours was huge. However, it turned out that the application of the till buttons is too extensive because of the new, additional step that is required from the staff working at the till.

6.2 Language

The researchers´ native language is German. The research itself is executed in English. This led to communication problems, when talking about more complex subjects. Consequently, it is necessary to continue with educational trainings (workshops) in Dutch. The general communication is not problematic as long as the researcher has basic language knowledge. However, an advanced level of Dutch is recommended.

Another limitation concerns the cultural difference. More precise, the eating habits. Different eating habits and therefore taste can lead to different visions of new foods. Nevertheless, the cultural difference can also be an advantage and bring exotic tastes in the canteen. It depends on the exchange of information and clear and frequent communication to discuss experiences and opportunities for implementing and communicating products.

6.3 Time

Due to the fact that different parties were involved in the project, some changes had to be done in the research schedule. The workshop took place two weeks later than planned. Consequently, the experiments had to be postponed. The foods that were ordered for the experiment, needed to be purchased online, and at least one day in advance. Some of the ingredients were not available, i.e. the organic powder spices.

6.4 Willingness of the participating parties

The interview results show that the catering staffs have a positive attitude towards the topic local and healthy food. However, the majority is eating non-organic foods. This can be
motivated by their statement that organic food is too expensive. That makes it hard to convince the people to offer more organic foods.

The marketing department disrelishes the idea of a new facebook page for the HZ catering. On the other hand, the twitter account has only 53 followers. The platform is insufficient as the only tool of communication.
7.0 Conclusion

From literature and current practices in terms of communicating sustainable food at HEIs’ can be learned that they are offering courses which focus on the education for sustainable development (ESD). Additionally, some of these educational organisations are walking the talk by offering practical classes, too. These practical classes serve as supplement for the theoretical education. They are concerned with the implementation of sustainable practices to achieve sustainability. The workshop for the HZ catering staff, at the closed by located and organic farm hof Welgelegen, can be seen as such an educational step. The training provides information and ideas for new recipes. The obtained information can increase the service level due to the fact that this information can be passed on to the customers. Moreover, the contact between the organic farm and the catering can contribute to further collaboration. It can help to build up the so called farm to school project, which connects small uncompetitive farms with the educational institution.

As the laboratory kitchen at the Wageningen University, the HZ catering can be used as laboratory (in limited dimension) as well. New (sustainable characterised) meals can be prepared and offered. Its sells can be documented with one single button in the till or alternatively with a simple tally sheet. Organic meal salads are selling well; as the experiment indicates the customer of the HZ catering like to try organic couscous salad (rather than organic cabbage salad).

Advertisement for the new products can inform the customers about its availability but also its (sustainable) food characteristics. The characteristics of the food can be displayed on the advertisement. Nudging towards meal salads may be an effective method to increase the sales of those. The advertisement of the single product ties the focus on the new meal salad of the catering, and its sustainable characteristics, and on no other product(s). Organic meal salads attract more customers than non-organic salads. The tendency for choosing organic salads may be explained by nudging (advertise the organic salad, and declaration its nutrition value). The identical price settings may let the customer associate the communicated food information (organic, local and/or Fairtrade) as positive additional features; therefore do the customers tend for choosing the healthier (sustainable) product, if they have a comparable choice of foods.

The customers – and especially the employees’ choice towards the organic meal salad indicate an increased awareness for sustainable food. It can be also reasoned on the basis of the theory about the reasoned action approach (Aijzen & Fishbein, 1991); the customers receive information, some get convinced while others experience influence from peers. This might change their original intention and subsequently the planned behaviour.

It is important to communicate other food characteristics, additionally to sustainable food characteristics to attract customers for new implemented products. Information about availability, price, taste, health and origin (of the recipe) can help to convince the customer for a particular food.

People from different social backgrounds differ in terms of their demands for information about food. This applies for different age groups as well. People with a higher education (and increasing age) are better informed about food and its impact. Their choices are more
conscious and healthy (sustainable) compared to social lower levelled people (as well as children, youngsters and little educated) who focus on a low price, a good taste and brand image. Students are using the offer of the catering more often than employees. However, employees are making more demand on the organic meal salad. Moreover, the explicit advertisement of sustainable characterised food does not affect the food choice of HZ customers when it is not an approach of nudging.
8. Recommendations

The contact between the farm and catering serves as foundation for the so called *farm to school* project. The HZ catering can contribute to the CO2 reduction of the University through the cooperation with local and organic farms. Therefore, it is recommended to continue negotiations with the farm, to create a strong relationship between the two businesses.

Frequent *workshops*, in the farm or elsewhere, about the preparation of seasonal foods can expand the knowledge of the catering staff. The workshop can inform the participants about the food characteristics, such as origin and nutritional values of the particular food. Additionally, cooking workshops can provide first practices to process seasonal and locally grown foods in an easy and quick way, and to create a trendy and nutritious meal for the catering customers. Consequently, the staff can provide relatively detailed information to the customers and introduce frequently new foods, due to new recipes, seasonal availability and demand (cost-effective). Additionally, the connection between an increased offer in organic foods and reduced waste could be further investigated. This could contribute to different portion sizes as well.

*Communicating the origin of the food* can also help to convince customers. Customers ‘who know the origin of their food might be aware of other characteristics, thus focus on this kind of information when they are provided. The catering staff can promote the sustainable characterised food *verbally*, by naming the product with its characteristics, origin, and price. This can supplement the *promotion via media, such as social media (for example Instagram), print media and on a steady a platform which serves as the official homepage for the community: Infonet*, for example. Open-bio, a project of the Wageningen University which elaborates standards and policy regulations for the communication of (bio-based) food characteristics is going to end on 31st October 2016. Its results should be reviewed, when they are published. They could be of high relevance for optimising the promotion process in the HZ catering.

When promoting the new product it is recommended to consider the following strategy for the right product name: when giving the sustainable food a name, information should be already included, i.e. with a significant adjective, e.g. performance-boosting, power aid or relaxing- and additionally its style, as for example: oriental, homemade, traditional. Colourful shows no direct advantages for the consumer, while performance-boosting tells about the salad’s potential. This approach could help to advertise sustainable characterised products in a deviant manner, i.e. communicate a substitute for meat-pastry like Popeys’-pastry with spinach and tofu (original recipe: Turkish börek). The catering staff gave – during the interviews - a lot more ideas to communicate sustainable products, the ideas might be valuable tools for further promotion actions. It is therefore recommended to consider these interviews for further researches which work on the optimisation of the communication process related to sustainable food.

*Free bites* can attract (new) customers, to taste the new product and get convinced. The catering should assure that new products are advertised, so that the customers are informed and not in need to explore it on his/her own or choose a product from the competition, next to the university. The attractiveness of sustainable characterised foods can be improved by its steady communication and product-variation, free bites and verbal information.
A **product analysis** can help to determine the strong and weak products to elaborate a strategy of how to expand the product line by sustainable food. Substituting less sustainable products and unhealthy food creates the opportunity to differentiate the assortment of the HZ catering compared to those of the competition.

*Infonet, as fixed internet platform for the HZ community* could help to exchange with the customers, promote videos, get feedback or survey them. A voting for example can help do decide for or against a new product.

A **sustainability committee** consisting of members from different departments (including teachers, coordinators, students, scientists and other voluntary participants together with board members, for example) can contribute to better decisions regarding the increase of sustainable actions. Joint discussions can offer valuable clues about particular regulations on the one hand, on the other hand can the participants contribute with (innovative) ideas and solutions to more sustainable practices. **Cross-sectoral collaborations** can help to meet the customers’ needs due to the involvement of the students and employees into the decisions.

**Service-learning courses** can take place on the farm or launched by the creation of a campus garden. As the third experiment showed customers did become aware of the fact that their chosen product is belonging to the sustainable range when it is told to them. The theory about food choice awareness states that customers are aware about their choice, even if they have a healthy alternative for choice do most of them tend to choose for the convenient (advertised; tasty or low priced) foods. This research indicates that the customers of the HZ catering, and especially the students, do not possess sufficient knowledge to make a sophisticated choice for the organic or the non-organic salad, otherwise they would not have asked for the difference – keeping in mind that the price tags indicated this.

**Price tags for every single product** can contribute to inform customers about a products’ characteristic(s), by **displaying the features and relevant labels** on the tag. Such an approach could help conscious and health oriented customers (rather employees as customers) in their choice, while **nudging** could reach people who are less informed and/or conscious towards their food choice (the majority of students).
## Appendix I: SWOT analysis of the HZ catering

### Strengths
- flexible in order, offer, assortment change
- loyal customer base (due to monopoly within the HZ building)
- experienced employees which work in the catering for years; low fluctuation
- open towards changes (new, concrete ideas which boost the business)
- 22% of the catering revenue reflect the sales of sustainable characterised products
- Green Key certified (on the highest level)
- Relative low-priced products (compared to the competing bread roll shop on the other side of the street)
- Customers can be categorised in the following groups:
  a) students, b) employees and c) visitors
  ➔ identify and meet customer needs (targeted advertisement possible)

### Weaknesses
- products are sourced from one main supplier (creates dependency, tunnel vision due to preselected choice)
- lacking to communicate and promote the product and its characteristics
- the range of sustainable characterized products is very limited
- meaning, understanding and appreciation of Green Key certification by customers unknown
- HZ catering does not accept cash payments (barrier for new customers and visitors)
- missing blue print – little standardized processes
- labor intensive work reduces profit margin
- kitchen equipment does not allow
- little space for new products (due to layout)
- customers do not obviously know the advantage of the catering compared to the competition (price advantage is not communicated as well as the product assortment in total)

### Opportunities
- internal catering contributes to customisation:
  ➔ Customers can be categorised in the following groups:
  ➔ a) students, b) employees and c) visitors
  ➔ identify and meet customer needs (targeted advertisement possible)
- differentiation of the HZ catering from external competitors by offering a steady increasing range of sustainable characterised foods and beverages
- increase prestige and green image
- convince potential customers by communicating the factors which influence the food choice
- use the existing internet platform Infonet to reach and inform customers about changes and new foods
- use the existing internet platform Infonet to interact with the customers and gain feedback
- expand online interactions with Instagram
- increase the customer loyalty and/or community of health (sustainable) oriented consumers
- workshops for the HZ catering staff contribute to more knowledge and experience ➔ quality of service can increase and more information can be spread to the customers

### Threats
- The competing Belgian bread roll shop is known by the students, the association with the brand and taste convinces the customers (although, the price for a comparable product is twice as high as the HZ catering product)
- Customers might be not interested in more organic, local and fairtrade products
- The aimed 30% (revenue share for sustainable characterised products) cannot be achieved until the end of the year 2015 ➔ the catering does not receive a Green Key certification for 2016
- farm to school project contributes to the collaboration with local uncompetitive farms
- new supplier might offer lower prices and/or are open for negotiations
- win competitive advantage by offering sustainable characterized products for a fair price

Appendix II: Additional discovery

All in all, the observation period was three days. Within these days notes were taken to document extraordinary events regarding the experiment. These are illustrated here:

Graph 5.3.6:

108 Customers were monitored during the food experiment phase. Five times it was observed that one person influenced another in the choice for either the couscous or the cabbage salad. In all five cases did the influenced person choose the recommended food. Four customers asked for the difference between the offered salads. Three persons came to the catering and asked the staff for the salad in offer (not in lunch break). Three more customers looked intensively at the salad and its price tags, and decided not to choose the product. Two persons indicated that they are vegetarian, while two additional customers asked if the food is vegan – which it was.
### Appendix III: Preparations

#### III.I Interview summaries

#### 1. First interview - summary:

<table>
<thead>
<tr>
<th>Association with the word and meaning sustainability</th>
<th>Concerns health; fair work conditions; no additional waste; products that do not contain pesticides or other toxic materials</th>
</tr>
</thead>
</table>
| Personal Attitude                                   | - We get the earth in loan and not our own property so we should take care of it and if our children far away should use the earth in a proper way and we have to be an example to give them all this possible, no all what possible to get treat it right.  
  - try to separate garbage |
| Food Choice preference                               | - buying vegetables (…) fresh - not always because white beans and tomato sauce is in the can. But normally we try to eat as fresh as possible with the ingredients that we are using like oil instead of fat butter, or maybe specially butter instead of margarine. (Fresh food means) not prepared meals or something precooked or like everything from a package like Knorr or something alike. Then I prefer vegetables from the fridge, above non fresh. |
| Knowledge about the green key terms                 | - We look at the site (for the green key criteria), fill in what we have done or do next month or year to get a higher level.  
  - The criteria focus on) energy, lightening, garbage, income, purchase, and minimum 20% (of the food) has to be sustainable. The meaning is wide, because fair trade is also sustainable and so all the parts of our catering some parts have to be certificated. |
| Knowledge about internal processes related to sustainability | - Most important for us is it to get more products sustainable, so instead of 20 percent we have to make by 30 percent food, so non food is another criteria.  
  - Soft drinks like cola and all the other products (are) a big part of our assortment. (…) We have now found three other companies that sell biological drinks, if this one is not going to sell (we can replace it by another organic drink). |
| Understanding of the caterings’ motivation to participate in the green key programme | - Working on better world and the HZ has also sustainability high in their policy so I think we are part of the organization who can practically show work out things instead of talking about sustainability, just doing something with sustainability. So that’s the second reason.  
  - (…) and (for) the students (…). To get their attention but also the policy of the HZ and get students into contact with health, and the whole issue sustainability. |
| Attitude towards the programme                       | - it is necessary.  
  - 20 percent of the people are happy that we are doing something like this. 60 percent does not matter more or less and 10 percent says maybe it is not necessary and 10 percent have no reasons. |
| Knowledge about the sustainable product range        | Coffe, Tea, Milk, Bread rol, Chocolate, Frikandel Sauce, Mayonaise, honey |
| Ideas to communicate sustainable food                | On the pricelist we marked products that are sustainable and on Twitter we mentioned some things like the Green Key certificates. All Marks we placed around. That’s the main things. |
| Ideas for product replacements | - Maybe snacks like *Frikandel* and *Kroket*, because they are not so healthy from my point of view.  
- Sandwiches and packed bread that we have. They do not sell good but we think that it is good that we have something, because especially on Friday when people travel with train they want something in package, so but also not so healthy because there is a lot of stuff inside to keep them fresh but that is not selling so very well  
- we are trying several things and the things that good or non-good we skip or getting out  
- We tried brownies or different cooks in change keeps the selling going  
- maybe yogurt bar |
| Associated opportunities to communicate the (sustainable) assortment | - If there were more questions about sustainable food and also that they would pay for it than I think the evaluation (development) would go faster and bigger.  
- Mostly employees said that they are glad to see napkins and when we talked about the other stuff that we are already doing they were glad that something was shown, that something was practically done.  
- I asked at the helpdesk to place two screens with computer and PowerPoint, something like that than we would have every week a new PowerPoint presentation and there is someone who mentioned a facebook page, that is also a possibility. And on the pricelist we have to do more. Tell about what kind of sustainability is fair trade, biological or something like that. That’s also lot of hours work, so little by little we try to improve works.  
- We were thinking to do theme weeks, like a Dutch week and then bake pancakes or something like that that includes also sustainable items. I don’t know if it going to work because you need employees for it but it is an idea. I think if that we can ask several groups in HZ foreign groups with an idea and that we work out in the kitchen and then a live cooking or something like that - and combine that with sustainable food. |
| Fears & Hopes | - The organization demands of us that we should earn more money with products so that we have to, or do not have the freedom more to do more experience.  
- The customers that are coming could buy a little bit more but that is not the main reason. I hope that more students are buying products with us. So we have to make a better assortment. Other things. And I think if the assortment is good they automatically buy more things. |
2. Second interview - summary

| Association with the word and meaning sustainability | - Organic food; being sustainable (requires to have a) look at people’s social aspects of food but (...) also economic and environmental aspects, (...)those three aspects stable in a long term (means) sustainable food.
- fish farming that is becoming more sustainable
- do not know much about other fields, like agriculture, poultry farming |
| Personal Attitude | - interest in ecoculture and profession in this field
- I see a trend towards more organic food but I am not really a fan of that. It is not efficient. |
| Food Choice preference | - organic food is normally well, it takes a lot up of lands and agricultural lands to farm it for growing. And I think that could be better used to intensively farm normal products growth, normal milk. |
| Knowledge about the green key terms | - separate your garbage
- communicate whether the food you sell is at least vegetarian or organically farmed |
| Knowledge about internal processes related to sustainability | - trying to focus a lot on the organic aspect, and recycling garbage |
| Understanding of the caterings’ motivation to participate in the green key programme | - the original visions was to provide the students with healthy food and not to a too high price. I can see certain overlap with the green key certification, so that is why I think they wanted to get this certification in particular. I think there are also other certifications, which might have persuaded, but I do not know why they choose those. |
| Attitude towards the programme | - not sure if the green key is the best (solution) |
| Knowledge about the sustainable product range | chocolate is fairtrade; the milk is right now organic; healthiness of food most of what we sell in terms of drinks is light or has less sugar and (...) can count (...) as sustainable; (probably) the bread |
| Ideas to communicate sustainable food | - focus more on our communication and putting up new signs
- texts or posters; presentation on the big screen in the atrium; show video’s; social media; there is a Twitter account, but I don’t use Twitter so I don’t know what is up there, we can use instead of that facebook |
| Ideas for product replacements | - take out the snacks, the sausages and (kroket and frikandel) and (the pastry)
- put in a lot more (...) and different kinds of fruits.
- use more salads on the breads, not (toppings) with mayonnaise but vegetables (..) make panini’s (...) to make it more attractive - as substitute for the foods that are baked off. |
| Associated opportunities | - (investing time/money in promotion pays off) |
| Fears & Hopes | - misused land (through the cultivation of organic foods) |
### 3. Third interview - summary

<table>
<thead>
<tr>
<th>Association with the word and meaning sustainability</th>
<th>Products (from) this area and healthy; Biological; fair trade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Attitude</td>
<td>Too expensive</td>
</tr>
<tr>
<td>Food Choice preference</td>
<td>- Healthy food, homemade products; additive free</td>
</tr>
<tr>
<td></td>
<td>- Animals are wild hunted and the meat source</td>
</tr>
<tr>
<td>Knowledge about the green key terms</td>
<td>/</td>
</tr>
<tr>
<td>Knowledge about internal processes related to sustainabil</td>
<td>- We have to have a number of products here to sell, (...)separate garbage and look closer at what products (can be replaced for more sustainable ones).</td>
</tr>
<tr>
<td>Understanding of the caterings´ motivation to participate in the green key programme</td>
<td>-(it is good for the environment and health but not for the revenue and sales prices)</td>
</tr>
<tr>
<td>Attitude towards the programme</td>
<td>- it takes a lot of work extra and it costs more</td>
</tr>
<tr>
<td>Knowledge about the sustainable product range</td>
<td>Cassis is made from berries that are grown (local); the salad you buy here in the neighborhood (...); the package material and cutting waste</td>
</tr>
<tr>
<td>Ideas to communicate sustainable food</td>
<td>Twitter, Facebook, the screen in the atrium</td>
</tr>
<tr>
<td>Ideas for product replacements</td>
<td>-(sell) Quiche (...), but we have tried it (...) and it did not sell well. (...) there is always a discussion on what to</td>
</tr>
<tr>
<td>Associated opportunities</td>
<td>(invest time/money to reach more customers with better food but also higher prices)</td>
</tr>
<tr>
<td>Fears &amp; Hopes</td>
<td>/</td>
</tr>
</tbody>
</table>

### 4. Fourth interview - summary

<table>
<thead>
<tr>
<th>Association with the word and meaning sustainability</th>
<th>(Additive free)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Attitude</td>
<td>vegetables there look very bad; (...) the price is very high</td>
</tr>
<tr>
<td>Food Choice preference</td>
<td>/</td>
</tr>
<tr>
<td>Knowledge about the green key terms</td>
<td>had some lessons</td>
</tr>
<tr>
<td>Knowledge about internal processes related to sustainabilit</td>
<td>- we have all the products (...) a part the vegetables</td>
</tr>
<tr>
<td>motivation to participate in the green key programme</td>
<td>/</td>
</tr>
<tr>
<td>Attitude towards programme</td>
<td>/</td>
</tr>
<tr>
<td>Knowledge about the sustainable product range</td>
<td>Bananas, Sapjes (Juices), Tutjes ( ), Milk</td>
</tr>
<tr>
<td>Ideas to communicate sustainable food</td>
<td>Twitter, Facebook, black board, posters, movie</td>
</tr>
<tr>
<td>Ideas for product replacements</td>
<td>energy drinks (...) are not good (they have) too many sugar</td>
</tr>
</tbody>
</table>
Associated opportunities
-plastic containers. There are staying two or so, but there should be much more. And that the students also clean up after themselves. And the same applies for paper but in general package garbage - it is good for the students, for the image of the school- as prestige 
- more organic products

5. Fifth interview- summary

| Association with the word and meaning sustainability | -Products from here, no car or boat is needed for transport. 
-Organic, sustainable, fair trade, |
| Personal Attitude | -100 percent it is not possible 
-Ecological, it is better than organic; eat only the products that are in the garden in the season and local 
- too expensive |
| Food Choice preference | (Prefers local farmed food) (...)Not organic |
| Knowledge about the green key terms | -Terms concern different areas of the catering 
-Increase sales volume of sustainable products |
| Knowledge about internal processes related to sustainability | |
| Understanding of the caterings´ motivation to participate in the green key programme | This is better for the milieu. |
| Attitude towards the programme | |
| Knowledge about the sustainable product range | Coffee, bread rolls from the bakery but it is not certified |
| Ideas to communicate sustainable food | -InfoNet, black board, sreen with Power Point, place best-sellers at the beginning/entrance: like the breads and the salads and then, 
-if you offer in first order the healthy products it is nudging the students to make a healthy choice. And the healthy products have should have a lower margin while the unhealthy ones should be more expensive. 
- the teachers can give lessons to the students. To educate them about food. Everything that is important for the well being. |
| Ideas for product replacements | More milk products like drink yogurt; |
| Associated opportunities | it is 20 percent and I hope next year it is 30 percent |
| Fears & Hopes | -for the Dutch economy an advantage that we are trying to buy our products from the country. For the Dutch farmers, and gardeners. I think it is the best. 
-financial limitation |

6. Sixth interview - summary

<p>| Association with the word and meaning sustainability | Local (transported by road), fair trade, additive free |
| Personal Attitude | It is good for the environment and the people, because the work is |</p>
<table>
<thead>
<tr>
<th>Food Choice preference</th>
<th>Food from the Province Zeeland, healthy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge about the green key terms</td>
<td>garbage separation. Well, we are doing more and more but are not so involved. Well, in somethings but not in all</td>
</tr>
<tr>
<td>Knowledge about internal processes related to sustainability</td>
<td>Through the sale of sustainable products, by using better washing/cleaning supplies and in general more biologic products.</td>
</tr>
<tr>
<td>Understanding of the caterings’ motivation to participate in the green key programme</td>
<td>-Because there is a lot to change to move from the bad food, such as Cola, *Energydrinks, Pizzas. They want to have more healthy choices and keep it in the province, so source it here from the …… - youngsters should have a good example by adults to do it right (…) food and drinks contribute to the relaxation and therefore it is important to offer a good choice and serve as example, so they learn it for later.</td>
</tr>
<tr>
<td>Attitude towards the programme</td>
<td>-Beneficial for the image of the school and the international students it is better, too. For example there are much more from Germany than Netherlands with other eating habits. So I think it is important for the community and much better. (…)Especially the Chinese that are coming here – they have of course all healthy foods… with a lot of vegetables, but as they come here they start to eat exclusively Frikandel, Kroket. They know that this is not good for them, even if we offer the other food. There should be a kind advantage to buy healthy foods. -it takes more time to prepare, to separate the garbage, new steps</td>
</tr>
<tr>
<td>Knowledge about the sustainable product range</td>
<td>The milk, the coffee, for the washing machine products, the bread.</td>
</tr>
<tr>
<td>Ideas to communicate sustainable food</td>
<td>Social media</td>
</tr>
<tr>
<td>Ideas for product replacements</td>
<td>Exclude energy drinks, implement meal salads</td>
</tr>
<tr>
<td>Associated opportunities</td>
<td></td>
</tr>
<tr>
<td>Fears &amp; Hopes</td>
<td></td>
</tr>
</tbody>
</table>

7. Seventh interview - summary

| Association with the word and meaning sustainability | -No difference, only the price -it is healthy and local, organic and farm products. That is good for the community, so the Province Zeeland profits |
| Personal Attitude | Too expensive |
| Food Choice preference | healthy |
| Knowledge about the green key terms | Increase the level annually |
| Knowledge about internal processes related to sustainability | plastic, paper and oil separation |
| Understanding of the caterings’ motivation to participate in the green key programme | For a better living together, for the environment. This is the goal from Green Key and healthier eating. |
| Attitude towards the programme | positive |
| Knowledge about the sustainable product range | chips, hero cassis, chocolate |
| Ideas to communicate sustainable food | Twitter, Screen with Power Point Slide Show, via media |
| Ideas for product replacements | |
8. Eighth interview - summary

<table>
<thead>
<tr>
<th>Associated opportunities</th>
<th>Fears &amp; Hopes</th>
</tr>
</thead>
</table>

### Association with the word and meaning sustainability

<table>
<thead>
<tr>
<th>Personal Attitude</th>
<th>Difference in quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>it is very good that we aim to become more and more sustainable in the university and that the people care about health and environment.</td>
<td></td>
</tr>
</tbody>
</table>

### Food Choice preference

- At home I also eat as healthy as possible, because my husband has (...) to eat healthy.
- I read the product nutrition declaration. So I watch on the fat, sugar percents.

### Knowledge about the green key terms

### Knowledge about internal processes related to sustainability

### Understanding of the caterings’ motivation to participate in the green key programme

To attract customers and to make them aware of our responsible acting by offering sustainable products, so that the customers have the chance to make a sustainable choice. That the students know this as well and continue eating this kind of products. I think it is important to give students a healthy choice also for their future. So they can learn to eat healthy and continue to eat healthy also in the future.

### Attitude towards the programme

Good: better choice; (customers) can make a conscious choice

### Knowledge about the sustainable product range

Fruits; fair trade, the honey is fair trade, the coffee, the milk, the wooden sticks, napkins

### Ideas to communicate sustainable food

there should be much more done, with the big screen, with the black and white boards, Twitter, facebook, newspapers

### Ideas for product replacements

Associated opportunities

<table>
<thead>
<tr>
<th>Fears &amp; Hopes</th>
</tr>
</thead>
</table>

9. Team- summary

<table>
<thead>
<tr>
<th>Associated opportunities</th>
<th>Fears &amp; Hopes</th>
</tr>
</thead>
</table>

### Association with the word and meaning sustainability

- healthy; fair work conditions; no additional waste; products that do not contain pesticides or other toxic materials; organic; fair trade; difference in quality
- it is healthy and local, organic and farm products. That is good for the community, so the Province Zeeland profits; , no car or boat is needed for transport

### Personal Attitude

- it is too expensive
- It is good for the environment and the people, because the work is within the community/municipality done
- it is very good that we aim to become more and more sustainable in the university and that the people care about health and environment.

### Food Choice preference

- buying vegetables (...) fresh; healthy food, homemade products; additive free; local from the Province Zeeland
- reads the nutrition declaration

### Knowledge about the green key terms

- increase the level annually; (...) concern(ing) different areas of the catering; increase sales volume of sustainable products
| Knowledge about internal processes related to sustainability | - garbage separation  
- communicate whether the food you sell is at least vegetarian or organically farmed |
|---------------------------------------------------------------|
| Understanding of the caterings’ motivation to participate in the green key programme | - trying to focus a lot on the organic aspect and look closer at what products (can be replaced for more sustainable ones)  
- recycling garbage; plastic, paper and oil separation  
- using better washing/cleaning supplies and in general more organic products.  
- it is better for the environment |
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude towards the programme</td>
</tr>
<tr>
<td>Knowledge about the sustainable product range</td>
</tr>
</tbody>
</table>
| Ideas to communicate sustainable food | -Twitter, Facebook, Screen with Power Point Slide Show, Posters, via media, black- and white boards, InfoNet, newspaper, movie  
- the teachers can give lessons to the students. To educate them about food. Everything that is important for the well-being. |
| Ideas for product replacements | More and different fruits, meal salads, more milk products like organic drink yogurt  
Less fried and baked off fool like frikandel, kroket, pastry, energy drinks |
| Associated opportunities | -Reach 30% until the next year  
-plastic containers. There are staying two or so, but there should be much more. And that the students also clean up after themselves.  
And the same applies for paper but in general package garbage  
- it is good for the students, for the image of the school- as prestige  
- more organic products |
| Fears & Hopes | -for the Dutch economy an advantage that we are trying to buy our products from the country. For the Dutch farmers, and gardeners. I think it is the best.  
-financial limitation  
- 20 percent of the people are happy that we are doing something like this. 60 percent does not matter more or less and 10 percent says maybe it is not necessary and 10 percent have no reasons. |
III.II Interview transcriptions

1. First Interview

First of all I would like to ask you if you could give a personal definition of the word sustainability, what means sustainability for you? That it is about health and the products are prepared or produced in a proper way. That the employees who work at products are treated fair. You said that the products are produced in a proper way, can you expand what you mean by saying in a proper way? Not waste extra, natural resources and use ingredients that are not toxic for something. If there is a replacement there should use the replacement. Did I understand you correctly, that it means that the products are also not toxic, where toxic means the pesticides that are included. Yes. Or the product itself? Both. Okay. And What is your personal attitude or value towards sustainability? What does it mean for you? Well, My opinion is that we get the earth in loan and not our own property so we should take care of it and if our children far away should use the earth in a proper way and we have to be an example to give them all this possible, no all what possible to get treat it right. Can you give me examples that you made maybe so personal experience with sustainability? Before or after we started with the green key? No, for you. Do you do something where you would say this is sustainable? We try to separate garbage and if we are buying vegetables, we try to buy them fresh not always because white beans and tomato sauce is in the can. But normally we try to eat as fresh as possible with the ingredients that we are using like oil instead of fat butter, or maybe specially butter instead of margarine, so that kind of things we are busy and does have the attention of us in the family. Okay And you mentioned the term fresh. Fresh food, what means fresh to you? Not prepeared meals or something or precoooked or like everything from a package like Knorr or sth like that. Then I prefer vegetables from the fridge, above non fresh ya that is why fresh. Okay, and the Green Key Certification that you have since this year, can you tell me something about their conditions. How did you receive the certificate. What do you have to do for it, to receive it? The Conditions? Yes, the conditions. How do we receive our conditions? What we have to do? Yes, exactly. There is a site there we can log in and do our things, out in the things we do and then we see the things that need to be done for get a certificate or a higher level. So we look at the site what we should do, fill in what have we done or do next month or year to get a higher level. How does the catering fulfill the criteria? By doing so in what areas do you have to do something to receive the certification? Something about energy, lightening, garbage, income, purchase, and minimum 20% has to be sustainable. The meaning is wide, because fair trade is also sustainable and so all the parts of our catering some parts have to be certified. Okay. What is the plan for receiving the certification also in the following year? Most important for us is it to get more products sustainable, so instead of 20 percent we have to make by 30 percent food, so not food is another criteria. So that means drinks are excluded? Drinks no. and Snacks but not cleaning products or disposables that’s other kind of category but all the other conditions besides food they are at high level so that’s not ignition for us for this or next year. I think food products are the most problem. So, did I understand you correctly that in terms of other departments so not the food but washing powder and this staff that you are already sustainable and that you fulfil the criteria on the way higher level than you have to. Yes. Okay, and if you would have the chance to change something without considering policies of the school or financial issues is there something what comes directly to your mind what you would like to change into sustainable way? Yes, soft drinks like cola and all the other products because that’s a big part of our assortment. ... Yes people like that. We have now found three other companies that sell biological drinks, if this one is not going to sell because of the package. The layout is not inviting enough for me I think. But also an old fashion look could attract people because it is different from the normal products. Okay, and what is the caterings goal or motivation to participate in Green Key? Well, first of all to work on better world and the HZ has also sustainability high in their policy so I think we are part of the organization who can practically show work out things instead of talking about sustainability, just doing something with sustainability. So that’s the second reason. And the next maybe because I think it is necessary. Is there something else coming to your mind why the catering is doing this? So as far as I have it in memory you said it is for environment, for personal better being. Yes and to the students about. To get their attention but also the policy of the HZ and get students into contact with the health, the whole issue sustainability. And do you see any disadvantages through the participation in the green key? Real disadvantages not but well arguments that’s not necessary. I think 20 percent of the people are happy that we are doing something like this. 60 percent does not matter more or less.
and 10 percent says maybe it is not necessary and 10 percent have no reasons. So did I understand you correctly that the benefits through the participation in the Green Key do not have a really big advantage that is visible because the customers are not really demanding it. Because the majority is neutral to this topic? Yes, yes ya. If there were more questions about sustainable food and also that they would pay for it than I think the evaluation (development) would go faster and bigger. And do you see an advantage through the participation? Yes, a little. Mostly employees who said that they are glad to see napkins and when we talked about the other stuff that we are already doing they were glad that something was shown, that something was practically done. And not only talking about sustainability. (A points on his biodegradable cup) The catering received the golden certification of the Green Key to the beginning of this year because the revenue registered was like 22% for sustainable products, can you list me some of the products that come into your mind? Coffe, Tea, Milk, Bread rol, Chocolate, Frikadeli Sauce, Mayonaise. Those where the first who come to my mind. I know there are more like honey, enough? Okay, yes thank you. And what is currently done in the catering to communicate sustainable food characteristics? How is the catering communicating sustainability now? On the pricelist we marked products that are sustainable and on Twitter we mentioned some things like the Green Key certificates. All Marks we placed around. That’s the main things. And what is currently done in the catering to communicate healthy food characteristic? The same way. Imagine you have all freedom of this world from the university and you could exclude products from the assortment, is there any product that you would exclude from the products that you have now? Maybe snacks like Friebandel and Kroket. Can you tell me why? Because they are not so healthy from my point of view. From an interview before, I heart that they are very good selling. So from a business point of view is it bad. Yes. But are there any other products you would exclude that are not high in revenue or does not have a big profit margin, which is like just staying in the shelf? Yes, like sandwiches and packed bread that we have. They do not sell good but we think that it is good that we have something, because especially on Friday when people travel with train they want something in package, so but also not so healthy because there is a lot of stuff inside to keep them fresh but that is not selling so very well, so if we ship this... And if you could skip it that you would have space in the shelve, is there any product that is coming into your mind which would be maybe very good selling, which could be included? I don’t know if there are products that we are missing. I don’t think we, because we are trying several things and the things that good or non-good we ship or getting out so I cannot really tell a product now that is missing. We tried brownies or different cooks in change keeps the selling going. So if we change something. Or maybe yogurt bar. Yogurt? That is an item we have now. Fresh yogurt. But I don’t know if it works. So fresh yoghurts you mean to include - so that there are not just the drinkable but also other yoghurts in the range? Yes. What ideas do you have to communicate sustainability? I asked at the helpdesk to place two screens with computer and PowerPoint, something like that than we would have every week a new PowerPoint presentation and there is someone who mentioned a facebook page, that is also a possibility. And on the pricelist we have to do more. Tell about what kind of sustainability is fair trade, biological or something like that. That’s also lot of hours work, so little by little we try to improve works. And how do you thing additionally to this communication but how can the catering itself become more sustainable? Some cleaning products are not at the moment sustainable because it is not possible, so we are watching constantly if there is dangerous in it. So for example glasses of latte macchiato because the temperature is too high to do it in pela plastic cups there are developing going also I think there are also going to be new biodegradable cups for latte macchiato - the transparent one. So little things, no very big issues I think. Okay, and do you have any hope or wishes when thinking about making the catering sustainable? Can you give me an example? Because there are a lot of things that you can do to make the business sustainable, maybe you have personal wish because you like bitterballs so much that in the assortment would include bitterballs maybe in an organic way or maybe more organic tissues,.. We were thinking to do theme weeks, like a Dutch week and then bake pancakes or something like that that includes also sustainable items. I don’t know if it going to work because you need employees for it but it is an idea. I think if that we can ask several groups in HZ foreign groups with an idea and that we work out in the kitchen and then a live cooking or something like that - and combine that with sustainable food. Okay. And do you have any fears or considerations for making the catering sustainable? The organization demands of us that we should earn more money with products so that we have to, or do not have the freedom more to do more experience. How do you see Smooskes position? I don’t think it changes a lot so it doesn’t change our position now. It is not such a
big issue for me. If we were busy with this subject and there are coming now at this point I was more nervous than I am now. Would you wish that the customers that are coming now buying more or that more customers are coming? The customers that are coming could buy a little bit more but that is not the main reason. I hope that more students are buying products with us. So we have to make a better assortment. Other things. And I think if the assortment is good they automatically buy more things. Would you like to add something to the topic - something that you would like to bring into the interview? No. Thank you very much.

2. Second Transcription

I would like to ask you first of all if you can give me your personal definition of what you understand is sustainable food. That is interesting, hm. That is so difficult. Duurzaam voedsel (sustainable food), what is coming to your mind when you hear this? Sustainable is never well defined. But I guess in this case they want to focus on organic food in the catering. But if you want to be sustainable you have to look at people’s social aspects of your food but of course also economic and environmental aspects. And I think if you can put those three aspects stable in a long term than you can talk about sustainable food. Do you have a personal attitude towards sustainability, so what is connecting you personally with sustainability, if there is any connection? There is a connection. Can you give me an example? I graduated in Eco culture which is – in Europe at least- trying to become more sustainable in terms of economic, growth and conservation of our environment. I think that’s a good... I am sorry for my English; it is a long while since ... You can also talk in Dutch. No no, now I completely forgot what I wanted to say. So maybe I ask you the question again. What is your personal attitude towards sustainability? What are personal experiences that you made or make with sustainability? I think that what we are doing here, well in terms of fish farming that is becoming more sustainable. That is a good development. I do not know much about other fields, like agriculture, poultry farming or whatever. But I see a trend towards more organic food but I am not really a fan of that. It is not efficient. The green key certification. Do you know that the HZ Catering has the Green Key certification? Yes, I do. They received to the beginning of this year a golden certification which represents their high standard in sustainable food. Can you tell me if you know something about the conditions to receive the Green Key? If you know something about it. I think I remember right now that you have to separate your garbage, so waste and stuff. And you have to communicate whether the food you sell is at least vegetarian or organically farmed and that kind of stuff. But that are the only things that pop up right now. Okay. And where did you get this information from? Colleagues. Do you know how the catering as an individual business is fulfilling these criteria? Where are they mostly focusing on? That is a good question. From what I have seen here, is that they are trying to focus a lot on the organic aspect, and the recycling so garbage but that is about it I think. Do you know if there are concrete plans made to receive the key also in the next year? No, I do know that they wanted to fulfill more points of the certification. I assume they want to get it next year as well maybe in a higher standard but that is all I know. Okay. If you would have the chance to change something, what would it be? Imagine, you are the boss of the HZ Catering, what would you do? I would try to get rid of the organic food and decrease the size of our assortment. Did I understand you correctly; that you would take out the organic products due to the fact that it is not efficient? Right it is not efficient. Do you have a clue why the catering is participating in the green key? What is the motivation to do that? I do know that one of their original visions was to provide the students with healthy food and not to a too high price. I can see certain overlap with the green key certification, so that is why I think they wanted to get this certification in particular. I think there are also other certifications, which might have persuaded, but I do not know why they choose those. Okay, so they choose for the green key certification,... Because they wanted to have one – at least one certification I think. And this one, well, focuses also on healthy food. And would you say it was fitting most from the criteria that the catering could say we are almost fulfilling it, so this is the best fitting to apply for? I do not know for sure. You do not know, okay. Do you see any advantages in the participation for the green key or any disadvantages? Yes, an advantage would be that you can put it in your market and attract more customers and from a certain point of few this certification is sustainable, and this is what we like to have here. Well, the disadvantage is that you also get the things that you do really need to have and are healthy and cheap source of food for us students, like organic stuff. Okay, so you see the disadvantage ... I am not sure if the green key is the best
way to go after sustainable catering. Okay. Can you maybe give me concret examples for disadvantage. Why the green key does not fit, so why do you think it is not really fitting? Do you know something from every day practice or the work that you see for example that it is connected to more effort or the people are not recognizing? I would need to take a walk right now to be sure but I will think one minute. You can also take a walk if you want. Can you pause it? Yes of course. BREAK Okay, well. The thing that bothers me is that I see a lot more- again the organic foods coming up here, for example the milk in the coffee machine and well, organic food is normally well, it takes a lot up of lands and agricultural lands to farm it for growing. And I think that could be better used to intensively farm normal products growth, normal mills. This is the disadvantage that you see in. Yes, it is the first example that pops up... For the production, but you said that you see also disadvantages for the work itself, did I understand this right? Well, right now we have to focus more on our communication and putting up new signs and everything and that takes quite some time, but in the long term we make profit from it. But I do not know enough about it to make a hard statement. But in the short term of course it would work that we have to put in is taking up a lot of time and it costs a lot of money. But of course, that is just an investment. The catering received to the beginning of this year, as already mentioned, the golden certification from the green key because they have a revenue, so the catering has a revenue of 22 percent on sustainable products. Okay, does that mean that about 22 percent what we sell is sustainable? Right. Okay. Can you mention products that are coming to your mind, which are now already sustainable? Most of the chocolate is fair trade, I guess that counts as sustainable. Most of the milk is right now organic, so in some way sustainable. If you talk about health, healthiness of food most of what we sell in terms of drinks is light or has less sugar and I think you can count it also as sustainable. The bread is I think organic but I am not a 100 percent sure. Yes, that is a lot already. Just keep it about it. Okay. Imagine you are the catering boss and you have the choice to include products and exclude other products. Which products would you put here definitely in the assortment? I would keep the fruit, fresh fruit. I think also that the fruit salad or the salad bar of course. I would take out the snacks, the sausages and stuff. By sausages you mean the kroket and frikandel? Yes, and also the stuff that we bake in the morning. Okay. I would also keep the milk products and I am not sure about the rest of the drinks. But therefore I would first have to think about it. Okay. And if you think just of the food and not on the beverage, so the drinks – from the food what would you put into the range additionally? I would keep the fruit, fresh fruit. I think also that the fruit salad or the salad bar of course. I would take out the snacks, the sausages and stuff. By sausages you mean the kroket and frikandel? Yes, and also the stuff that we bake in the morning. Okay. I would also keep the milk products and I am not sure about the rest of the drinks. But therefore I would first have to think about it. Okay. And if you think just of the food and not on the beverage, so the drinks – from the food what would you put into the range additionally? If you would take out the sausages would you place there something else? Yes, probably I would put in a lot more fruit and different kinds of fruit. And I would use more salads on the breads, not that stuff that we make with mayonnaise and such but the vegetables I think. And then you can make panini’s of course to make it more attractive. So as a substitute for the baked off stuff. Yes, I guess that is what I would do. What is currently done by the catering to communicate sustainability? We’ve been adjusting the signs that were next to the products everywhere and we have the news article about the certification on the window and every once in a while there is a nice poster here as well. I think that is about it. And what are you doing to communicate healthy characteristics of your food? I don’t think we are doing a lot on that. I mean, we have some products in our assortment but we don’t specifically show people to that. I think that’s a weak point of what we do. Okay. What ideas are coming to your mind for communicating sustainability? How would you communicate it? I think texts or posters would be nice here, I mean presentation on the big screen in the atrium once in a while. And we talked about it with Adri because a lot of people sit there and we also watch the presentation if it is up on the screen and I think we could use that. I don’t know if it is a good idea to go around and talk to people about our sustainable products so I think texts, posters and presentation that you don’t have to or at least you can show video’s, that is the best option. Well, of course social media. I know there is a Twitter account, but I don’t use Twitter so I don’t know what is up there, we can use instead of that facebook. But I don’t know what they are doing with it right now. So I can say that as a suggestion but maybe they are already working on it. Do you have any hopes or wishes when thinking about a sustainable catering? Not really. Well, or course I mentioned the things that I would change if I were the boss and that is something of course that I can suggest to Adri and he would probably listen or I suggest it is you and you work with it. Do you have any fears when thinking about making the catering sustainable? Yes, kind of. Again, I am really not a fan of organic food and I can also see it in supermarkets that organic food is a really big and really growing market, especially I think in the last five years. And if you keep up that growth the long term effects might not be what you want because of misused land. So in this terms you are thinking rather about negative impacts
for the environment, the economics? Especially the environment. Rather external impacts? Yes. Not in the
catering itself? No, I don’t think that it impacts the catering itself. And are you afraid of a change in the
catering, like a little refurbishment? You should not be afraid of changes. Okay, so you are not afraid? As
long as they are well thought through, no. I think this is it. Do you would like to mention something extra to
the topic of sustainable catering that we did not discussed yet? No.

3. Third transcription
And first of all I would like to ask you to give me a personal definition of the term sustainability. So what do you
understand under about sustainable food? What is it for you? And you mean, what is it in Dutch? What is
sustainable food for you? Duurzaam? Yes. Oh, that is about duurzaam. If you have your products you
buy them here in this area and healthy. Biological, fairtrade or what is possible. Okay. And do you have
personal experience with sustainability? Do you practice it somehow at home or don’t you have any connection?
I try, but it is not easy to om het helemaal te doen. Okay, and can you expand it what areas you are trying
to do it? Healthy food, homemade products not with added stuff and everything. So much as possible. Aha, and in terms of waste do you do there something? With garbage? Yes, all plastic, carton
separates. And with us it is the meat. We are especially duurzaam. My husband is a hunter, so we
have meat and it comes from the field. So it is not... We try to eat less pig, only chicken or what comes
on the field. That is our way. Okay, nice. And the Green Key certification that you received this year, do you
know something about the terms, about the conditions? How you received it and what you had to do for it? We
have to have a number of products here to sell and separate garbage and everything and look closer
at what your products are and what you can do to make it green key duurzaam. And for receiving the
green key in the next year, do you know if the catering has plans how to receive it? To have more products in
this area or the fruit or.... We are always working on it. So hopefully it makes it better – green key
board. I don't know if it is possible to go beyond gold but ...... Yes, okay. Thank you. If you would have
the chance to change something here in the catering towards more sustainable, what is poping up directly into
your mind where you would say this is a point I would like to change? I cannot say now, because they are
thinking about it and working on it. There are lots of things changed, so now on top of that I don’t
know. Okay. And can you tell me what the caterings motivation or goal it is to participate in the green key? So,
why is the catering doing this? Why? For everybody else, to make it healthy for people and to get more
customers. And do you see any advantages in the participation in the green key? Something where you say this
is very good because we have the green key? It is a good thing to do it but it takes a lot of work extra and
it costs more. So it is not ... You have to do a lot of things to collect it and they are doing it here. So
that is very good of course. What I mean to say is .... So did I understand you correctly that the
participation, you don’t know directly advantages ... No it is a disadvantage because it is taking more
money, more time but in everything it is a good thing. So at the end result you hope sell more stuff
and but you have to put in a lot more. Okay. The catering received the golden certification of the green key
at the beginning of this year because the revenue was registered to be 22 percent sustainable. Can you list me
some products that come to your mind which are sustainable? The Cassis is from berries that are grown here.
The salad you buy here in the neighborhood products and duurzaam.... It is difficult to name in
English. You can also say it in Dutch, it is not a problem. Het verpakkingsmateriaal (packaging
material), en het snijafval (cutting waste). Imagine you are the catering boss and you the chance to exclude
certain products and include other products. Are there products where you would say: this is a product that I
would really really like to take out of the assortment? There is has already been made a step, that they
made here. The energy drinks are only to buy in the refrigerator automat not here. Before that you
could buy it here. So that is a good thing they put out, but I don’t think there are many products now,
salads different kinds that came but you have to variate but they are doing that, so I don’t have new
ideas. Okay. And do you maybe have ideas for new products. So we talked about the energy drinks, that they
are just sold in the vending machines now and that there is a lot tried here with variations to see what products
are running or not, but is there a product that is coming to your mind which you are making maybe at home or
something , that you would like to sell also here, which is easy, low priced and good? Yes, maybe Quiche or
something. But we have discussed this for and they tried it in another period and it did not go. Maybe later. So there is always a discussion on what to ... what the possibilities are. I can bring in something.
So, that is the only thing I know. Okay. And can you tell me what is currently done by the catering to communicate the sustainability of its food? So how is the catering telling the people that the food is sustainable? The people, I don’t know because we have a meeting regularly, so then we know. And now with the certificate there was a lot of attention to it. And in the leaflet from the HZ there was mentioned about it. And Adri is twittering regularly things and you are making a facebook account maybe. So that probably is getting the attention to it. And can you tell me how the catering is currently communicating the healthy food? Not extra communicating. I don’t know if there is, I don’t know. So, did I understand you correctly that the communication for sustainable and healthy food is the same? Yes, it is not big. Okay, but is it also not excluded or is it? No, because we do it by twitter or draw attention to it in here with leaflets or something. But not extra. Not like you are planning with facebook or something. I look forward to that. Nice. And imagine now again that you are the boss and you have you are empowered to do something to make the catering more sustainable, is there something you would like to change? The prices up, then you maybe have a healthy .... It’s a business. So now you do a lot for the students, so you have low price as possible but it is not a winning business. So, I think you have to put the prices up, because they are taking things that are not theirs. We also lose a lot of things, with bestek (cutlery). You know the knifes and forges? It disappears, so we have to buy new ones and new ones and new ones. What ideas do you have to communicate the sustainability better from the catering? So do you have any ideas what could be done additionally, like you said facebook or twitter? I told *the Leader* also to use maybe the screen in the atrium, where there is a presentation you can make a presentation. But I think there is no time to do that and I ask maybe there is a student but it is too easy for students to make it. So, they can do it but they don’t do anything with it. That is a shame, we are busy here so there is no extra time to do that. And if you think about making the catering more sustainable, are there any fears that come to your mind, where you think this could have a negative impact? No. I do think you have to not exaggerate in this because it stops the customers. Not everybody is thinking about the good way we are running this business. So, they don’t stay still with it. So you don’t exaggerate, because it does not help you sell more or ..... But we are on a good way, so goed bezig. And, do you have any hopes or wishes when you think about making the catering sustainable? Hopes and wishes? To get a contract. I work here on part time contract. And always temporary limited? Yes. So, did I understand you correctly, that your wish would be that if the catering is become sustainable and also maybe stabil in it sells to get a steady working contract? Yes, but not depending on the duurzaamheid. It is not depending on it. But I like the work here, so... And is there something else that you would like to add to the conversation? No. Okay,

4. Fourth transcription

First of all I would like to ask you to give me a personal definition of the term sustainable food. What does sustainable food mean for you? Not so much, no. When it is low priced than I do buy it but as the price is very high ... no. Where do you see the difference between, let’s say for example a sustainable apple and a conventional apple? How would you describe the difference? There is no difference... but well the pesticides. That is what I don’t like. Aha, okay. But there is where you see it differentiates? Yes. And, can you tell me about your personal attitude towards sustainability. Do you have any experience? Yes, I try some things. Can you tell me what? Meat and fruits and some vegetables, that is what I try. But the taste for me... it’s the same. I don’t see anything... there is any difference. Sometimes it’s in a winkel (shop) in Middelburg, hoe heet het, de biologische winkel? The vegetables there look very bad. They don’t look attractive? No. And very expensive. And, you said you try to do it with meat and vegetables to make it more sustainable. In what way? What do you do with the meat? I eat it. Do you buy like better leven with three stars? Yes, I think so, yes. Are you trying this or is it that you buy from a butcher (slaughter) ? No, A*shop. Where it comes from. And the fruits, where are you buying your fruits? Sometimes in A’a farm, in the summer, yes. Aha, okay. And you have the green key certification here in the catering, you received it this year. Do you know how you received it, what you had to do for it? We had some lessons and we have all the products. And let’s take a part the vegetables and everything. That’s it. Do you know also what the plan is for next year to receive the green key? More products I think. For de rest weet ik niet (Else I don’t know). And now imagine you would have the chance to change something, into more sustainable. Is there something you would like to change? In the school? Yes, in the school – in the catering. The plastic containers. There are staying two or so, but there should be much more. And that the students also clean up after themselves. And the same applies for paper but in general package garbage. And in the catering itself, do you think there it is
And the catering to receive the Greek Key what did you had to do here? What did you had to change?

You should buy products from here also here. vegetables from foreign counties during the time that the economy of the Netherlands was very bad.

no car or boat is needed for transport. All the durzaam vind is eigenlijk als het niet hoeft worden op vleugten of boot of trein. Good products uit deze omgeving dat is voor mij duurzaam voedsel. Okay. And your personal attitude, how do you feel personally about sustainability? Is there any connection? Do you use sustainability somewhere in your private life? Yes. Het komt bij mij .... I’m coming from a farm. Ah nice. Yes. And we always had cows or something like pigs. We always have meat from ourselves (from the own farm).

And is there something that you would like to add to this interview? No. Okay, thank you very much.

5. Fifth transcription

First of all, I would like to ask you to give me a personal definition of the word sustainability. Can you tell me what sustainability means for you? For me it is I think products from here, no car or boat is needed for transport. Alle wat ik duurzaam vind is eigenlijk als het niet hoeft worden op vliegten of boot of trein. Good products uit deze omgeving dat is voor mij duurzaam voedsel. Okay. And your personal attitude, how do you feel personally about sustainability? Is there any connection? Do you use sustainability somewhere in your private life? Yes. Het komt bij mij .... I’m coming from a farm. Ah nice. Yes. And we always had cows or something like pigs. We always have meat from ourselves (from the own farm).

And groente (vegetables) as well. And eggs, all the things. My father built potatoes and onions and all this things, we have our own. And my dad learned us. It was not possible to buy potatoes from Malta, when I do it he says: you are crazy. So my father was totally against it that we buy potatoes or other vegetables from foreign counties during the time that the economy of the Netherlands was very bad. You should buy products from here also here. So did I understand you correctly, that it was not possible to import the products and you had like your own potatoes? Yes, of course it was possible but when I was a little child my dad learned us the best food is from here, not from another country. And can I ask you how your father, or how you are planting now the plants in your farm. Is it like… Do you use pesticides? Yes. Not biological. Synthetic. It was normal in that time. His neighbor was a ecologic/biologic farmer. It was our neighbor. And you cannot tell me anything about the reasons why you decided for synthetic pesticides? No, my father. It was normal to use pesticides, etc. Do you still live on the farm? No my dad and my mother. Okay, so they are still living on the farm, nice. I would also like you to ask about the Green Key certification. Can you tell me something about their terms. Do you know something about the condition?

And did you receive the Green Key? The Green Key, er is a steeds meer beleving en de gezondheid; steeds willen meer mensen gezonden leven. Daar is steeds meer over bekend, de producten biologisch, duurzaam, fairtraide, dat worden steeds meer producten en dat kan ook goedkoper en daar is ook veel meer over bekend dan vroeger. Ik ben daar bij geweest, hier bij de certificering en dan leer je in korte tijd hoe je beter kunt inlopen. Iedere keer kwamen we ook producten tegen die nodig zijn voor een beter verhaal. Dat we eerlijk handelen; fairtrade, duurzame producten uit deze omgeving en zo. And the catering to receive the Greek Key what did you had to do here? What did you had to change? There are...
coming more products by us more and more. Now it is 20 percent and I hope next year it is 30 percent. And then 40 percent. Maybe we can make it 50 or 60 percent. So, did I understand you correctly that for receiving the Green Key the condition was to have 20 percent in sustainable food. Yes. Sustainable food in offer or sustainable food in revenue? In the income. Did the Green Key said to you that you get the certification when you have 20 in your assortment or in your sales? No, every year you have to grow in your percent. Yes, and the percent are they from your assortment or your sales? No, we have bread that is counting to a certain amount, coffee, honey, meat, chicken biological and then it is 21, 22 and increases. And if you would have the chance to change something, let’s say the schools says we give you now all freedom that you want and you can change something in the catering to make it more sustainable, without looking on financial things or… Yes, that is easy. Than we could make it 100% sustainable. And would you say this is approaching all customers to choose between sustainable products exclusively? Yes, I think so. And we have to make a good advertisement. So that is where you would also invest definitely and change it? Yes. And then you can maybe say to the students buy the good things because it is better for everything. And the caterings’ goal/motivation. Why is the catering participating in the Green Key?

There was a guy coming in here from the Green Key and he told us. And he has to make us enthusiastic. And then gaat dat leven onder die mensen. Then the people are enthusiastic. And then you can build for a good milieu in the catering. Did I understand you correctly that…. I have to repeat the questions to not misinterpretate your statements…. But did I understand you correctly that there was a person from Green Key and he was trying to make you enthusiastic so that you can make also the students and the customers enthusiastic for this. Do you see any advantages or disadvantages through the participation? Or what are possible advantages? I think it is for the Dutch economy an advantage that we are trying to buy our products from the country. For the Dutch farmers, and gardeners. I think it is the best. This is better for the milieu. And do you see any disadvantages? Yes maybe you have in the winter no tomatoes and no bananas. To 100 percent it is not possible think. I was a few weeks ago on a ecological farm and they only eat what is seasonal. Ecological, it is better than biological. They go even a step further. They eat only the products that are in the garden now, like pei and kool (porree and kol). The Green Key receive the golden certification because this year the catering has registered sustainable products who was 22 percent. Can you list me some of the products that are sustainable? Yes, a big one is coffee. We have from the bakery duurzaam brood but the baker does not has a certificate. Can you expand on that, why does the bakery not have a certificate? Do you know something about this? No. I asked the baker but he does not has a certificate. He buys products from here, local. But he is not really looking for the certification. He can say that he is duurzaam when he has a certificate. So did I understand you correctly that the bakery where your breadrolls are now coming from is using ingredients which are local, but he does not have the certification yet for calling it local. Yes. And imagine now you are the catering boss, what would you include to the assortment? Is there any product that is coming to your mind where you think this is a product that should be sold here definitely? Duurzaam? The mills. And new products, which are not here? I think the fruits. And the bananas are fairtrade but the apples are not fairtrade neither sustainable…. Too expensive. And is there something else that is coming into your mind? Mils products. You would like to have more milk products? Yes. What kind of milk products? Like the yoghurt. We have yoghurt and butter milk that is biological, so why not the yoghurt drinks for example. So did I understand you correctly that you would like to have more in the assortment of yoghurt. So that there are more yoghurt drinks which are biological and also more yoghurts? Yes, we have today smoothies and drankjes (drinks). What kind of drinks? Sparkling and smoothies. And what is currently done by the catering to communicate sustainable food? We have the board, black board and then we offer sustainable coffee with croissant. And we have infonet to make a good site to make the students enthusiastic. Are you doing it currently? Maybe not exactly the sustainable products but maybe its… we can do it. And what are you doing currently to communicate healthy food? IT is the same question. And it is the same answer I think. I think it is good to have the best food first. So did I understand you correctly, by having the best food first you mean there where the customers enter the shop? Yes. And in the begin where the students come first…. the good food like the breads and the salads and then…. You cannot say I do not sell any unhealthy stuff anymore but if you offer in first order the healthy products it is nudging the students to make a healthy choice. And the healthy products have should have a lower margin while the unhealthy ones should be more expensive. So did I understand you correctly that you would place the products differently. The best selling products would be at the first and you would additionally tax the unhealthy food additionally, so to make it more unattractive for customers. Yes. Do you have any more ideas, how the catering could communicate sustainability? Infonet and
Maybe we have a screen here to make the power point presentation. And do you have any hopes or wishes. That you think of, when you think of making the catering sustainable? Is there something where you would personally say, this is something that I would really like to see here as change in the catering?

Maybe the teachers can give lessons to the students. To educate them about food. Everything that is important for the well being. Is there something else that is coming to your mind? No. And is there, do you have any fears or considerations when thinking about making the catering sustainable. Is there something where you think this could have a negative impact? Financial, I don't know if it is possible to do the things we want to do. And do you see any solution to go around the financial product? The more the people buy the more opportunities we have with the revenue. Is there something else you would like to add to this interview? No, thank you.

6. Sixth transcription

First of all I would like you to make a definition of Duurzaam voedsel (sustainable food). How do you see sustainable food? Duurzaam voedsel.... Can I also in Dutch? Yes, sure. wat je dicht bij haalt, wat op een goede manier gemaakt is, zonder al te veel pollution. Streekproducten, van hier. Dat is mijn definitie van duurzaamheid. (Local and in a in a goede manner produced, without too much pesticides) And Local products (streekproducten) how do you define this? How many kilometers can they be away from here to be still regional? As long as they can be transported by cars, not airplains .... Or with the train. Okay, thank you very much. And how is your personal attitude? How do you feel personally about sustainability? Het is beter voor het milieu en beter voor die mensen die hier werken en om het werk lokaal te halen en niet alleen naar de goedhoper oplossing te zoeken, gewoon binnen de provincie, binnen de streken houden. Dat vind ik heel belangrijk. So, did I understand you correctly that community support – the support of the community Zeeland and Vlissingen is the most important aspect for you? Yes. Okay, and can you maybe give me examples of your personal experience with duurzaamheid (sustainability)? So what is connecting you with duurzaamheid (sustainability)? Do you have a connection? Not personally. No ib en geen voorbeeld geven. (No, I cannot give any example) Meer met dat werk den met mijne .... 3:50 . Ik ben voor streekproducten. Ik ben niet voor die multinationals. I don’t like them. And are you buying your fruits and vegetables rather in A*shop or on the market and in little shops? Market, okay but it is not always fresh. In the big supermarkets it is truly better stored than on the market but I try it as far as it is possible for me to buy at the farmer or in the little shops, they have a better quality from my point of few and this is what I really try most. So, like a shop where your neighbor could work, so that you buy your products there rather? Yes. The Green Key certification, you have here at the HZ Catering a Green Key certification. Can you tell me something about the conditions, how you get the certification? Through the sale of sustainable products, by using better washing/cleaning supplies and in general more biologic products. But I think, that there are still too much of other products bought by the students. And, you said that you get the certification because you changed into more sustainable products in terms of foods, drinks and washing powder, do also other departments or areas come to your mind? No. Maybe they do, but I don’t know. For getting the green key certification, do you know what conditions have to be fulfilled? What has to be done in the catering to get the certification? No. I think I told that now all already. Okay, and do you know if there are plans made to receive the certification next year? Yes, there you have always to increase your points. So when you want to keep it you have to do more than what you already did. And do you know how much more? No. I don’t have the exact numbers. And do you know in which you have then to do more? So more sugar that is organic or ....? Yes, I think there is somewhere written what has to be improved. The garbage separation. Well, we are doing more and more but are not so involved. Well, in somethings but not in all. And where did you get the information from what the criteria or condition of the Green Key are, because you mentioned waste and you mentioned the food, you mentioned the washing powder. Where do you have this information from? This is what I heard from the persons that award the Green Key, two of them where here and gave us a presentation. And, if you would have the chance to change something, you would be the boss and empowered to do some changes, what would you like to change? And then only for the green key? For making it sustainable.I don’t know. Do you know why the catering is participating in the Green Key? What is motivating the HZ Catering to have a Green Key certification? Because there is a lot to change to move from the bad food, such as Cola, *Energydrinks, Pizzas. They want to have more healthy choices and keep it in the province, so source it here from the ....... Okay, do you see advantages/benefits from making the catering sustainable? Yes. I think that youngsters should have a good
example by adults to do it right when they become adults. And I think that food and drinks contribute to the relaxation and therefore it is important to offer a good choice and serve as example, so they learn it for later. So, did I understand you correctly that you see the benefits for the young people, because they can better relax and perform better through eating good? Yes, and I think through the name of the school and the international students that it is better, too. For example there are much more from Germany than Netherlands with other eating habits. So I think it is important for the community and much better. This is my opinion. Because it is supporting the community? Yes, and especially the Chinese that are coming here — they have of course all healthy foods... with a lot of vegetables and ... but as they come here they start to eating exclusively Frieland, Kroket.... And I sure that this is not good for them, even if we offer the other food. There should be a kind advantage to buy healthy foods. So did I understand you correctly, that the students should see the advantage of sustainable and healthy food? Yes. And do you see any disadvantages through the participation in the Green Key? Is there anything negative? No.

Different but not negative. Can you expand on this. What is different? The manner to prepare.... Well, it takes more time to prepare, the garbage I mean but not really a disadvantage. Okay. Did I understand you correctly that the only disadvantage is that it takes more time to separate the garbage? Yes, and the food preparation. And it needs more focused work. I was always used to the steps and now we have to do it differently therefore I have also to remember the new steps. Are you eating at home…. Do you eat at home also organic or sustainable? Not always but as healthy as possible. So, you are looking more that it is local than organic? Yes. And the catering received the gold certification to the beginning of this year, because your revenue was 22 percent in sustainable products. Can you mention some products that you know in the assortment that are sustainable? The milk, the coffee, for the washing machine products, the bread. This are the products that are coming into your mind? Yes. Okay. Imagine now you are the catering boss and you can include products into the assortments. Products, where you say this are products that would be really good sold and they are fitting into this catering. What products would it be? I don't know. If you think about snacks or meals which are fast done and delicious for a lot of people. Yes, then I would offer meal-salads that I would include. And what products would you totally ban of the assortment. What products would you say they should go directly? *Energy drink. Nothing else. Do you know what is done by the catering at the moment to communicate sustainable food? In werkoverleg (20:19) wordt daarover gesproken, of het iets meer of het...? And to the customers, how do you let the customers know that you have a sustainable bread roll and milk? I think by social media. And when you think about the communication of healthy food, how is the catering communicating this? The same, I think. If you think about a way how the catering can become more sustainable, what is coming to your mind? I don't know. If you would be the boss and you would have to increase the sustainability? How would you do this? I don't know. And for making the catering more sustainable do you have any hopes or wishes, when thinking about making the catering sustainable? No, ..... If someone has a great idea I would support it but I cannot come up with something. I never thought about it. But your personal wish would to include a meal salad? Yes. And is there something negative coming to your mind when thinking about making the catering sustainable. Something that could have a negative impact? No. And is there something you would like to add to the topic sustainability? No.

7. Seventh transcription

The interview that we are going to make today it is about how you feel about sustainability in the catering. And I would like first of all you to define sustainability. Can I speak in Dutch? Yes, Dutch or English. I find sustainable food expensive. It is the same food with a higher price, so I define sustainable food as being expensive, too expensive. So did I understand you correctly, that sustainability is connected with a high price from your few? Yes. Do you have other characteristics that make it sustainable? No, I don't know. And your personal attitude? Do you privately something that is sustainable, for example your groceries or something? Here, I try to be sustainable but at home as well. I bring it to home. And are you eating sustainable? Sometimes but not always. Can you tell me some examples? You told me that you eat sometimes home sustainable, is there something else you do and would say this is sustainable? No. Well, you received the Green Key certification with the golden standard. Do you know what conditions the catering has to fulfil to receive this certification? I was not busy with it. Now, I am busy with the plastic, paper and oil but I was not busy with it. Did I understand you correctly that the conditions include the plastic, and paper so the waste and oil and the food. And what is the catering doing to fulfil these criteria, to become sustainable? What I already said before. But in the school, it is not enough done. From my point of view is the catering alone busy with...
it. And do you know how the catering wants to receive the certification next year? The same food, the same way and maybe better. But I cannot say it now. But we want to increase our niveau. Did I understand you correctly, that you want to increase your standard for garbage separation and food offers for next year? Yes, but we have to ask *the Leader for the concrete plans. Okay. And if you would have the chance to change something into more sustainable, what would it be? Imagine you are the boss of the catering and you have now the chance to change something, what is coming in your mind? Good question. It is all anonym…. Yes, but I don’t know right now. And do you know, what is the motivation for the catering to participate in the green key? For a better living together, for the environment. This is the goal from Green Key and healthier eating. Did I understand you correctly that the motivation for catering is to make it’s environment in generally healthier and more sustainable? I think so. And do you see benefits or advantages in the participation? Is there something better since you have the Green Key? Sometimes I am thinking the food is to expensive as disadvantages but as advantages it is healthy and local, organic and farm products. That is good for the community, so the Province Zeeland profits. And the catering received this year the Green Key with a golden standard certification because your revenue is to 22 percent sustainable, can you name me the products? I was not there, but chips, hero cassis, chocolate and I don’t know. What is the catering currently doing to communicate sustainable food characteristics? I don’t know. And healthy food? Sometimes via Twitter. And I said to Adri we should use the screen for slide shows. So this is how you see the communication in future? And other opportunities? Via media. Do you have any hopes or wishes? No. Are you afraid of a negative impact? No. Is there something you want to say? No.

8. Eighth transcription

First of all I would like to ask you to give me a personal definition of the word sustainability. What is sustainability for you? Is a good question? From here or ? In general. I think that it is very good that we aim to become more and more sustainable in the university and that the people care about health and environment. At home I also eat as healthy as possible, because my husband has a bypass and therefore he has to eat healthy. So did I understand you correctly that sustainable food is important for students and employees? And that you experience at home that a healthy nutrition helps to be healthy? Yes. Okay, and can you say me what differentiates sustainable vegetables from conventional? When I see products with the team yet? The Co-Leader and *the Leader are working on it. We do not have a concrete plan, or let’s better say we did not discuss it yet. So did I understand you correctly that there is a plan, but it has not been discussed with the team yet? Yes, exactly. Okay. And if you would have the chance to change something into more sustainable, what would it be? What should I…. I cannot change anything, I think. I believe we do very little, so we should improve our productrange but I could not say how. And if you would be the boss and you would have all the freedom for change, is there something that would come to your mind? No, nothing. I would know a lot but I cannot up with it right now. Okay, sure. I just ask you at the end again. Maybe you can say me why the catering is participating in the Green Key? To attract customers and to make them aware of our responsible acting by offering sustainable products, so that the customers have the chance to make a sustainable choice. That the students know this as well and continue eating this kind of products. I think it is important to give students a healthy choice also for their future. So they can learn to eat healthy and continue to eat healthy also in the future. Do you see benefits or advantages in the participation? I see definitely advantages because you have a better choice and can make a
conscious choice and think about it. But disadvantages… I don’t see any disadvantages. The catering received the golden certification at the beginning of this year because your revenue is 22 percent sustainable, can you list me some products? Great question. The coffee, the milk, the wooden sticks, fruit, napkins….. Thank you very much. Is that good enough. Yes, you did very well. And do you know what is currently done to communicate sustainable food? Now? The communication to the students? Yes. That is difficult… I think there should be much more done, with the big screen for example. We do way to little. We should do more on the black and white boards, the big screen…. And do you know what is done to communicate? Twitter, and facebook. No, facebook not yet…. And do you know what is done to communicate healthy food? The same. So the catering is communicating via Twitter about its healthy and sustainable food? Yes. And how can the catering become more sustainable? I think I said it all already, like with the big screen, the black boards, the newspaper. So did I understand you correctly that the catering can become more sustainable by more communication? Yes. And if you now imagine you are the catering boss, and you have the chance to make it more sustainable. What food would you include and what would you put out? I think the fat ones are not good. But they are running really well. So did I understand you correctly that you make a big revenue with the fatty food but it is acutely not good for the people? Yes. And is there something that you would like to sell here what you might prepare at home, that is easy and cheap in preparation. Something that could be offered here as well? No, I don’t know. And do you have hopes or wishes when thinking about making the catering sustainable? No, actually no wishes. It’s a bit too early for that. And are you afraid of something, what could happen? No. Do you want to say something to this topic? No. It was a nice interview. Thank you very much.
III.III: Workshop concept

*t Hof Welgelegen - Workshop*

Content: focused on sustainable food information, preparation and presentation

O learn about sustainable food

- Term definition: organic, local, fair trade
- What makes the difference/benefits: additive free, humane, community supportive (it’s good for me and my environment)

O learn about seasonal preparation (i.e. potatoes, carrots, pak choi – low priced and powerful food)

- Advertise own products, prices (benefits of local & organic food)
- Power of plants

O learn about easy/quick food preparation and attractive presentation

- Visual attractive
- Learn how to promote the characteristics
- Promote your product range and low prices/farm to school concept

O learn about health: allergens (lactose, gluten)

- Why are people sensitive/intolerant?
- What alternatives can replace the product (i.e. soymilk, rice cracker)

O learn about lifestyle: vegetarian/vegan (meat and dairy-free)

- Motivation for animal reduced/free life
- Benefits (personal, social, environmental)

**Purpose Staff:**

- HZ Catering staff gains new competences – more knowledge about own products -> professional consulting to customers
- Bring customer out of comfort zone (take their fear for changes by providing information)
- Change staff attitude – make them aware of necessity/personal benefits/Catering advantages
  (change subjective norm, change perceived behavioural control – CHANGE INTENTION from we make sandwiches to feed the customers for a low price to we feed our customers under consideration of long term causes for you (customer health), your environment and hence your future

**Objectives:**

After the workshop the HZ Catering staff is able to

- Prepare food (uniform)
- Present food (attractive)
- Explain food (sustainability, lactose & gluten)
- Business networking (farm to school)

**Customer Benefits:** Customers are aware of the sustainable offer and the consultation - competence

- Bring customer out of comfort zone: Educate him: Behavioural change possible (consider factors as trends, peer pressure, price, taste) Convenient choice – experiment
- Convince customers visually and verbal
Appendix IV – Communication material/Advertisements

InfoNet News – Workshop
2. Advertisement Facebook & Poster – First experiment

3. Advertisement Poster – Second experiment

DE KLEURIGE KOOLSALAD

ORGANIC
INGREDIENTEN
VERSCHAFT
DOOR

DE KLEURIGE KOOLSALAD

ORGANIC

44 Kcal
9.39g Koolhyd
0.20g Vet
1.13g Protein

Small size: 1.70€
Big size: 2.20€
### NIEUWS: verse salade in assortiment HZ Catering

Op woensdag 27 mei heeft HZ Catering een nieuwe, heerlijke salade in het assortiment. Deze keer is het heerlijke LycheeSalad. Er is een biologische en niet biologische variant te verkrijgen. Een klein balsem, net als alle andere salades, 1,75 euro; een grote portie is 3,20 euro.

Ook een nieuwtje! Stuur je bericht naar nieuws@hz.nl

### Overig nieuws

<table>
<thead>
<tr>
<th>Datum</th>
<th>Aanbieding</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 May</td>
<td>Nog enkele plaatsen beschikbaar training Excel</td>
</tr>
<tr>
<td>26 May</td>
<td>Onderhoud HZ InfoNet</td>
</tr>
<tr>
<td>26 May</td>
<td>NIEUW: verse salade in assortiment HZ Catering</td>
</tr>
<tr>
<td>22 Mar</td>
<td>Geen M.I. vergaderingen</td>
</tr>
<tr>
<td>21 May</td>
<td>Onderzoeksereniment pre-masterproject HEC en Tilburg University</td>
</tr>
<tr>
<td>21 May</td>
<td>Boekententoonstelling 2015-2016</td>
</tr>
<tr>
<td>21 May</td>
<td>Workshop catering medewerkers bij 't Hof Wapenhoek</td>
</tr>
<tr>
<td>20 May</td>
<td>Heb je al ondernemen aan het onderzoek onderwijskwaliteit?</td>
</tr>
<tr>
<td>13 May</td>
<td>Personeels-onder-onderzoek, d.d. 12/05, toegang tot HEC door de locatie vullen</td>
</tr>
</tbody>
</table>
5. Screen Atrium Power Point Slide Show – Third experiment - Advertisement

HZ CATERING & THE GREEN KEY

Wist je dat .....

Het GreenKey keurmerk is al langere tijd bekend binnen de hotel- en restaurantbranche. Catering is sinds dit jaar toegevoegd aan het keurmerk.

HZ CATERING & THE GREEN KEY

Wist je dat ..... 

Het assortiment van de HZ Catering bestaat voor 25% uit biologische, fairtrade en streekproducten.

HZ CATERING & DE AANBIEDING

Tony’s Chocolate 1,15 €
Koffie 0,10 €
Cappuccino 1,30 €
Latte Macchiato 1,50 €
Koffie-verhaard 1,50 €
Het Chocolate milk 1,50 €
Diverse Thee soepeen 1,05 €
Diverse thee flavor

FAIRTRADE

Deze producten zijn fair trade! 
Those products are fair trade!

HZ CATERING en

Wij willen u te voorzien van echt voedsel ..... 
..... omdat we zorg over het milieu ..... en over jou als kader ervan!

We want to provide you with real food ..... 
..... because we care about our environment 
... & we care about you!

RUNNING OUT OF WATER?

JOIN THE PIPE!
Appendix V: Documentation of the lay outs and the catering line
## Appendix VI: Observation

### VI.I First Experiment

<table>
<thead>
<tr>
<th>Customer</th>
<th>Student</th>
<th>Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender:</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>Organic</td>
<td>Conventional</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Monitor</td>
<td>Questions</td>
</tr>
<tr>
<td>Comments</td>
<td>Ignored</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experiment - staff recommends organic local food</th>
</tr>
</thead>
<tbody>
<tr>
<td>£1.20 per unit</td>
</tr>
<tr>
<td>surround</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer</th>
<th>Student</th>
<th>Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender:</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>Organic</td>
<td>Conventional</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Monitor</td>
<td>Questions</td>
</tr>
<tr>
<td>Comments</td>
<td>Ignored</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other produce: 0 year</th>
<th>£1.20 per unit</th>
<th>Fizzy drink</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 year bread, toast, milk, cheese</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer</th>
<th>Student</th>
<th>Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender:</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>Organic</td>
<td>Conventional</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Monitor</td>
<td>Questions</td>
</tr>
<tr>
<td>Comments</td>
<td>Ignored</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other produce: 0 year</th>
<th>£1.20 per unit</th>
<th>Fizzy drink</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 year bread, toast, milk, cheese</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer</th>
<th>Student</th>
<th>Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender:</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>Organic</td>
<td>Conventional</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Monitor</td>
<td>Questions</td>
</tr>
<tr>
<td>Comments</td>
<td>Ignored</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other produce: 0 year</th>
<th>£1.20 per unit</th>
<th>Fizzy drink</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 year bread, toast, milk, cheese</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer</th>
<th>Student</th>
<th>Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender:</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>Organic</td>
<td>Conventional</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Monitor</td>
<td>Questions</td>
</tr>
<tr>
<td>Comments</td>
<td>Ignored</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other produce: 0 year</th>
<th>£1.20 per unit</th>
<th>Fizzy drink</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 year bread, toast, milk, cheese</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### VI.2 Second experiment

<table>
<thead>
<tr>
<th>Observation</th>
<th>Ongoing group (no verbal probe)</th>
<th>Experiment - staff recommends organic local food</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer:</td>
<td>3 Student</td>
<td>Employee</td>
</tr>
<tr>
<td>Gender:</td>
<td>0 Male</td>
<td>2 Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>0 Organic</td>
<td>3 Conventional</td>
</tr>
<tr>
<td>Behaviour:</td>
<td>0 consistent</td>
<td>3 questions</td>
</tr>
<tr>
<td>Comments:</td>
<td>red on very broad task</td>
<td></td>
</tr>
<tr>
<td>Customer:</td>
<td>1 Student</td>
<td>Employee</td>
</tr>
<tr>
<td>Gender:</td>
<td>1 Male</td>
<td>0 Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>1 Organic</td>
<td>0 Conventional</td>
</tr>
<tr>
<td>Behaviour:</td>
<td>0 consistent</td>
<td>0 questions</td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer:</td>
<td>0 Student</td>
<td>1 Employee</td>
</tr>
<tr>
<td>Gender:</td>
<td>0 Male</td>
<td>0 Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>0 Organic</td>
<td>0 Conventional</td>
</tr>
<tr>
<td>Behaviour:</td>
<td>0 consistent</td>
<td>0 questions</td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer:</td>
<td>3 Student</td>
<td>2 Employee</td>
</tr>
<tr>
<td>Gender:</td>
<td>0 Male</td>
<td>0 Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>0 Organic</td>
<td>0 Conventional</td>
</tr>
<tr>
<td>Behaviour:</td>
<td>0 consistent</td>
<td>0 questions</td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer:</td>
<td>3 Student</td>
<td>2 Employee</td>
</tr>
<tr>
<td>Gender:</td>
<td>0 Male</td>
<td>0 Female</td>
</tr>
<tr>
<td>Choice:</td>
<td>0 Organic</td>
<td>0 Conventional</td>
</tr>
<tr>
<td>Behaviour:</td>
<td>0 consistent</td>
<td>0 questions</td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### VI.III Third observation

<table>
<thead>
<tr>
<th>Advertentie</th>
<th>Spontaan</th>
<th>Anders</th>
<th>Advertentie</th>
<th>Spontaan</th>
<th>Anders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>X</td>
<td></td>
<td>39</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>X</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>X</td>
<td></td>
<td>41</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td>42</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td>43</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td>44</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td>45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td>46</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td>47</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td>48</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>11</td>
<td></td>
<td></td>
<td>49</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td></td>
<td>50</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>13</td>
<td></td>
<td></td>
<td>51</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td></td>
<td></td>
<td>52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td></td>
<td></td>
<td>53</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>16</td>
<td></td>
<td></td>
<td>54</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>17</td>
<td></td>
<td></td>
<td>55</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td></td>
<td></td>
<td>56</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>19</td>
<td></td>
<td></td>
<td>57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td></td>
<td></td>
<td>58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td></td>
<td></td>
<td>59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td></td>
<td></td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td></td>
<td></td>
<td>61</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td></td>
<td></td>
<td>62</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td></td>
<td></td>
<td>63</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td></td>
<td></td>
<td>64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td></td>
<td></td>
<td>65</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td></td>
<td></td>
<td>66</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td></td>
<td></td>
<td>67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td></td>
<td></td>
<td>68</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td></td>
<td></td>
<td>69</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td></td>
<td></td>
<td>70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td></td>
<td></td>
<td>71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td></td>
<td></td>
<td>72</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35</td>
<td></td>
<td></td>
<td>73</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td></td>
<td></td>
<td>74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td></td>
<td></td>
<td>75</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tony's
KOFFIE
Chocolade
Panna
Meli
Kaffee Meli
Tea
Bud's
Vanille Oranje
CASSIS
due to the fact that the research includes several sub goals, as the training with the catering staff. Its outcome can be limited influenced due to third parties - involved in the project.