



# Organic Food Systems as models for food system transformation:

## The role of organic public procurement and gastronomy

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# Catering and Hospitality (OOH)

## Public (institutional)



### Business

(company canteens, ministries & governmental agency canteens)



### Care

(social welfare: homes, hospitals, clinics)



### Education

(kindergarten, primary, secondary, tertiary)

## Private (commercial)



### Accommodation

(hotels, trailer parks, camping grounds)



### Food & beverage services

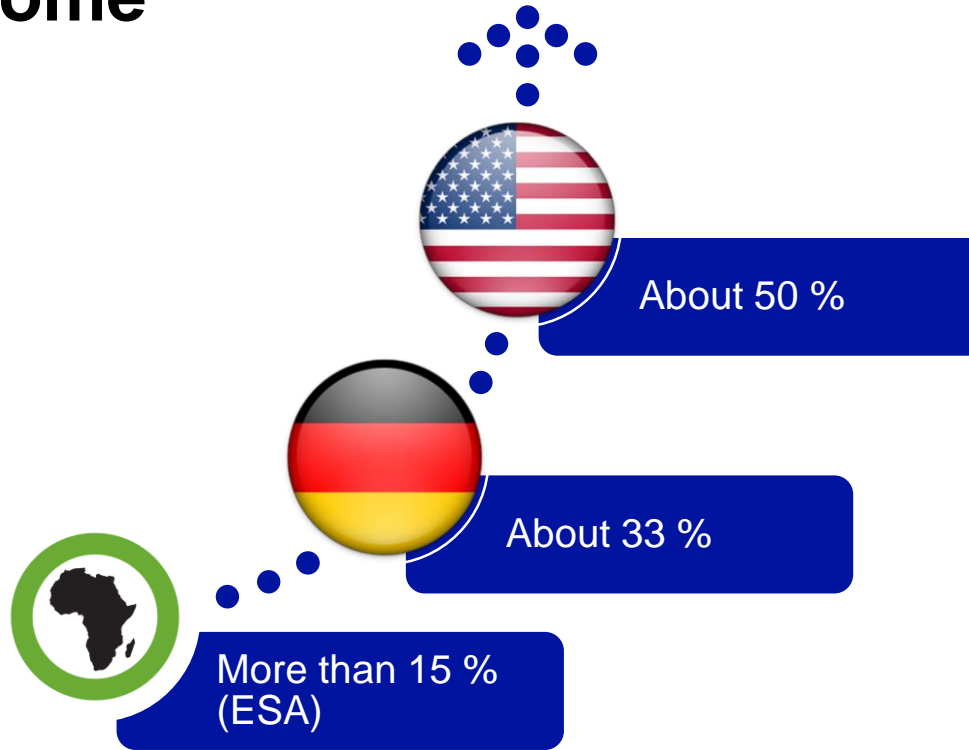
(restaurants & gastronomy from fine dining to fast food, food trucks & street food)



### Leisure and travel

(cultural, sport, music; land, air sea)

# Current developments: Food expenditure Out Of Home



# Consequences and opportunities of these developments for organic

- More distribution channels
- New product potential
- Increased communication opportunities
- Additional education target groups

# A very large stakeholder context

Stakeholders	Their contributions	Their needs
owner (institution)	equity, goodwill	secure income, business value increase, better image, opportunity for active shaping of own professional environment
management	competence, engagement, performance, skills	fulfilment of demand, acceptance and satisfaction of guests, increased meal participation, competitive abilities
employees	labour, performance, skills, capabilities	Satisfactory work results, tasks and duties appropriate to knowledge and skills level, compliance with contractual obligations, job protection
guests	buying services, loyalty, adherence to agreed conditions	good taste, healthy nutrition, performance-linked wages, participation and decision-making possibilities, environmental protection
suppliers	materially provide production factors	stable supply conditions, favourable terms, sufficient liquidity of the buyer, supply guarantee
outside creditor	provision of outside equity, trust	secure investment, satisfactory return on investment, capital appreciation
lawyers	drawing up laws and regulations	observing laws and regulations, financial viability, working together with companies and auditing institutions
scientists	competence, acceptance, trust, performance, knowledge, skills	transfer of scientific results and recommendations of varied disciplines, cooperation
NGOs	cooperation, trust, performance	justified public responsibilities (e.g. environmentally friendly production), meeting the needs of families, women and the disabled
relatives, dependents	trust, acceptance, material and immaterial support	needs-based services for dependents, supply guarantee
the public	acceptance, trust, goodwill, legitimisation	observance of values and morals, environmental protection, donations and foundations, promotion of the common good
supervisory authorities	loyalty, control of management, relationships	responsibility, prestige, bonus
sponsors	goodwill, material support, trust	Increasing prestige and prominence
environmental officer	performance, acceptance, cooperation	consideration of environmentally relevant aspects
women's affairs officer	performance, acceptance, cooperation	representation, promoting equality between men and women, professional development
society	acceptance, trust, goodwill, legitimisation	justice, promoting the common good, provision of workplaces
national state	provision of infrastructure, public security and order, freedom to pursue a trade or business, favourable economic environment	following tax obligations, creating and protecting jobs, granting mandatory social assistance

# Our research shows us that in schools ...



- Coordinated and well-informed efforts are required to overcome the hindrances posed by lack of funding, personnel resources, appropriate supply chains, infrastructures like school kitchens and dining rooms and not least, root the changed food system among all the involved actors.
- School food systems are complex and involve very many actors and stakeholders. Hence, communication, cooperation and professionalism along the whole supply and food chain are important keywords for well functioning school food systems.



# Initiatives, campaigns, projects, etc. I

targeting health, sustainability and/or organic in canteens

Mostly they aim to

- sensitise (give me your attention)
- inform (here's what you need to know)
- mobilise (here's what you can do)

Duration

- mostly time-bound projects
- sometimes try to establish new routines, customs, traditions

# Initiatives, campaigns, projects, etc. II

targeting health, sustainability and/or organic in canteens

## competitions and awards

- competitive
- promotion of innovation
- learning opportunities

## standards, audits and certification

- HACCP
- ISO series
- EMAS
- Organic
- Various including organic!

## digitally-centred

- mainly for efficient operations and planning
- help waste reductions
- guest ordering
- health trackers
- climate apps
- product scans
- advice for sustainable lifestyles

## human-centred

- peer-based
- formal or informal
- social interactions are central
- somewhat collaborative

## research-centred

- under-represented
- action-research

## education-centred

- linked to ESD - education for sustainable development
- all ages

# City of Munich – Restaurants & Hotels



## Oktoberfest

- about 6 million visitors -

The sustainability measures in place range from reduced waste and water consumption, through offering **organic** delicacies and regional products, to the option to award “eco points” in the evaluation system at the entrance to the Wiesn.

# City of Munich - Requirements of caterers



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- Minimum 10 % of all food in **organic** quality
- Minimum 30 % of all food from local production
- Minimum 30 % of all food or a single animal species with animal welfare standard
- Marine fish exclusively in MSC quality
- Coffee and tea exclusively in fair trade quality

## MEHR BIO IN KOMMUNEN



Ein Praxisleitfaden des Netzwerks deutscher Biostädte

**BIO**  
STÄDTE.de

## Social Return on Investment (SROI)

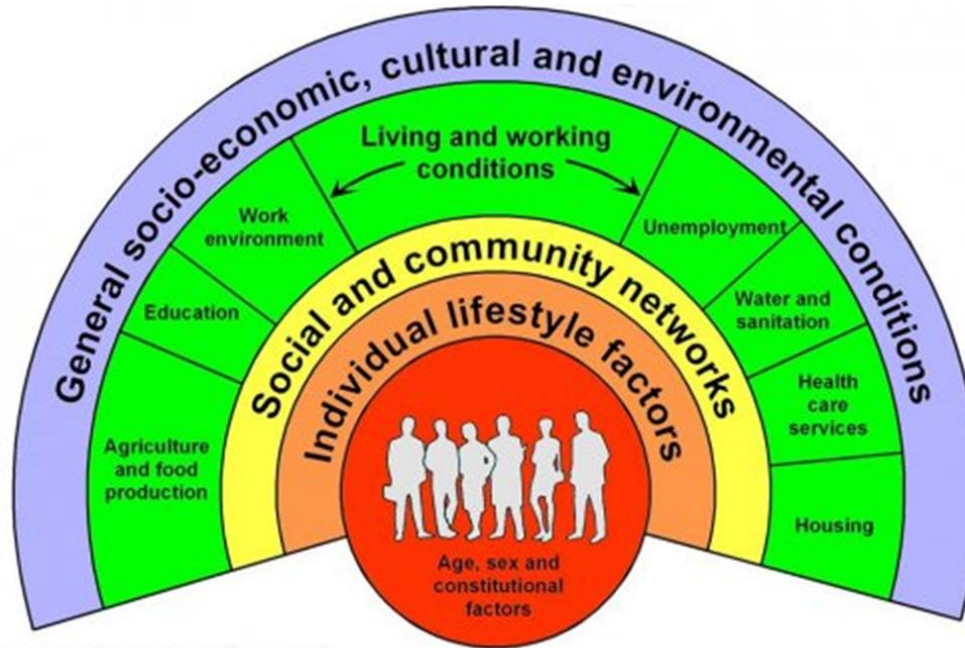
- Impacts on local economy?
  - New/Retain (local) job opportunities, job security, contract stability, direct sales of goods?
- Impacts on local government?
  - Local employment creation, tax revenues, reduced welfare spending?
- Impacts on local procurement?
  - Local suppliers (farmers, processors and wholesalers) retained or gained new sales?  
Increased service uptake?
- Impacts on stakeholder staff?
  - business security, contract retention, staff performance, training opportunities, peer networking, job satisfaction? enjoyment and a sense of accomplishment?
- Impact on guests?
  - (for school meal systems) trends in fruit & vegetable consumption, in school performance, pupil attainment and behaviour at school and at home?

# From Public Policies ...

- Think of the potential of life-cycle catering and gastronomy
- connecting organic farmers, small and family farmers with “eaters”
- via local governments, suppliers, and other actors
- enabling virtuous educative, economic and social cycles
- linking land and lifestyles through diet
- reaping common good benefits in generations to come

# ... To Public Health

Plant seed towards healthy and sustainable consumption patterns



Source: Dahlgren and Whitehead, 1991

# Take home messages

1. Connect policies coherently
2. Evaluate impact regularly
3. Engage in multi-stakeholder dialogue



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# Thank you!

In development with: Susanne Bügel, David Gould, Jostein Hertwig, Johannes Kahl, Denis Lairon, Flavio Paoletti, Ewa Rembialkowska, a.o.

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ORGANIC FOOD SYSTEM PROGRAMME

A CORE INITIATIVE OF



**One planet**  
eat with care

Sustainable  
Food Systems