

Consumer adoption of local foods



Investigating the effect of carbon labeling and the provision of reference values on consumer purchasing behavior toward local food products in a university cafeteria.

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Preface

Dear reader,

This report has been written as part of the Launching Your Career course (LYCAR) at Hotelschool the Hague, where students are expected to provide a solution to a business-related problem based on the Design-based research (DBR) methodology.

The quantitative research found within this report has been commissioned by Anna de Visser -Amundson, a Senior Research Fellow on food circularity and sustainable consumption at HTH. It is part of a broader study at HTH: Locally sourced food, which is inspired by the city of Amsterdam's ambition to increase locally sourced food.

Specifically, this report focuses on the consumer adoption of local food with the aim to explore how the use of local products in HTH can be promoted and how different forms of messaging influence the sales of these local products. The findings from the research report as well as the proposed solution have been shared with the most important stakeholders, which have been identified in this report as well.

As I consider myself an environmentally conscious person, who strongly believes that it's our responsibility to take better care of our planet by making sustainable choices, performing this research, and writing this report has been truly fascinating. The learnings I retrieved from this process not only helped me grow professionally and academically but also personally.

I want to express my gratitude to my coach, Ms. Ntregka, for her insightful feedback and practical guidance. I would also like to thank Mr. de Vos and the HTH kitchen team for letting me do my fieldwork at La Mangerie for several weeks. Lastly, I would like to thank all the participants in the focus group for their valuable insights.

Warm regards,
Ronja

Executive summary

Eating locally sourced food has several advantages for the environment and society. Firstly, locally sourced food is associated with more environmentally friendly agriculture practices than conventional food. Moreover, it has been discovered that short food chains are more resilient and perform better when evaluated on many sustainability-related subjects, such as "governance," "biodiversity," and "animal welfare." Hence, by 2030, Amsterdam plans to boost the amount of food that is locally sourced from the current 5% to 25%. Hotelschool The Hague (HTH) plans to expand its selection of regional foods and dishes made with regional ingredients too.

Secondary research was performed to analyze in what way locally sourced food might be promoted at HTH. Said research on the drivers and perceptions of local foods revealed that local foods are generally viewed favorably. Yet, there is evidence of an "intention-action gap" among consumers when it comes to "green" purchasing, whereby customers claim to want to make sustainable purchases but infrequently actually do so. According to literature, this gap may be partially attributed to a deficiency in knowledge or information. In addition, the association between local food and its environmental benefits may not be inherent.

In terms of ecolabelling it was found that consumers favor carbon labels above labels that state a product is environmentally friendly. It was discovered that carbon labels may have a small but helpful impact on consumers' purchasing decisions. Finally, studies in other industries propose presenting carbon emissions as a well-known reference unit to get beneficial results, however, there are limited studies on the effectiveness of reference values for carbon emissions in the food industry. These findings, combined with HTH's goal of increasing its locally sourced food, led to the following main research question:

"What are the effects of carbon footprint labeling and the provision of reference values on consumer purchasing behavior towards local food products at Hotelschool The Hague?"

Additionally, five sub-research questions were formed to provide deeper insights into the topic.

Three labels have been developed based on the MRQ and the efficient labeling systems recommended by the literature. These labels have been attached to both physical and digital infographics and displayed around La Mangerie (the school cafeteria of HTH). The Salad sales when these different labels have been displayed were collected, and inferential statistics were used to analyze the data. The quantitative findings suggest that labeling local foods with a simple local label might be the most effective way of increasing sales.

Additionally, a focus group was conducted, where consumers' thoughts on the label were collected. The findings of the focus group appeared to be contradictory to the quantitative findings, as most participants indicated that they prefer the carbon label with the reference values over the local label. However, these contradictory results may be attributed to social desirability bias or the label design, posing limitations to this research.

Furthermore, based on the focus group results, it has been determined that the population at HTH puts a greater emphasis on the environmental benefits than on the societal benefits of local foods. Lastly, participants of the focus group required proof of the several benefits claimed by the labels.

By combining the findings of both primary and secondary research a marketing campaign promoting locally sourced food at HTH was created. This plan entails three tools: Firstly, a calendar to provide the consumer with knowledge about seasonal and local food as well as to create involvement and grab attention. Secondly, a simple local label that indicates what food is of local origin, with the purpose to create a desire to purchase by making use of the theory of social influence. Lastly, infographics will be placed in strategic positions in the cafeteria with the aim to inform consumers about the benefits of local foods. The proposed solution as well as the research underpinning it was disseminated with the kitchen, banqueting, and marketing department of HTH, as these departments will be responsible for its implementation. Naturally, the research has been disseminated with the research commissioner as well.

Finally, future research that tests the combination of societal as well as environmental factors in a label is proposed as well as studies that investigate whether the perceived health benefit of locally sourced might aid in its promotion.

List of Abbreviations

Co2e	Carbon dioxide equivalent
DBR	Design based research
GHG	Greenhouse gases
HTH	Hotelschool The Hague
LCA	Life-Cycle -Assessment
LYCAR	Launching your career
SPSS	Statistical package for the social sciences

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1. Problem definition

This problem definition chapter will provide an understanding of the research context, the reason for the research, and the goal of the research and will therefore clarify the significance of the study.

1.1 Research context

Hotelschool The Hague (HTH) is a hotel-management university of applied sciences, situated in the Netherlands, with one campus in the Hague and one in Amsterdam. Both campuses boast several F&B outlets, such as a cafeteria which is available for students, and a café as well as a fine-dining restaurant, which are open to the public. Currently, the Amsterdam campus has a total of 1243 students, consisting of 530 male and 713 female students, with 944 being of Dutch nationality and 299 being international (M. Duiker, personal communication, February 14, 2023). The university is currently transitioning to the "Dutch cuisine" model, within its cafeteria. The Dutch cuisine model aims to make food consumption more sustainable by applying five principles, namely: culture, health, nature, quality, and value. The principle of "culture" encourages organizations within the food industry to offer 80% seasonal produce that is as much as possible sourced from the Netherlands (Dutch Cuisine, 2022). Not only HTH is aiming to offer more local products and dishes containing local products. The city of Amsterdam itself has set a target of increasing the percentage of locally sourced food from 5% in 2020 to 25% in 2030 (Taskforce Korte Ketten, 2020).

To reach these targets, it is pivotal to determine what drives consumers to choose local products over products that have traveled from countries and regions further away.

1.2 Reason for research

Approximately a third of global Greenhouse gas (GHG) emissions stem from the food system (Crippa et al., 2021). Local foods often require fewer fossil fuels for their preparation, transport, and their refrigeration during transport (Jung et al., 2020). Furthermore, mass distribution through large supermarkets requires a standardized system of mass production (Gruffat & Gaasch, 2020), contributing to the issue of food waste. Community and local food systems on the other hand could help prevent food waste by enabling communication between producers and purchasers for a better food planning (Ziegler, 2013). In addition, local food systems are said to be beneficial for the environment due to the use of sustainable practices compared to conventional food systems (Enthoven & Van den Broeck, 2021).

Furthermore, ever since the start of the pandemic, public institutions have been urged to establish resilience-oriented food policies which could be achieved through localizing supply chains (Campbell, 2021). The lack of seasonal workforce (Neef, 2020) and the disruption of transport networks (Hobbs, 2020) caused by the pandemic, have made the importance of short food chains ever more apparent. Due to their relatively small scale and the direct impact that decision-makers have in their operational management, short-food chains have been able to react faster during the crisis (Nemes et al., 2021). Since then, several papers published in scientific academic journals have urged for social and technological innovation regarding our current food system, particularly in connection to

re-localizing supply chains to make them more resilient and sustainable ([Belik, 2020](#); [Worstell, 2020](#))

For these reasons mentioned, local foods shall be promoted, short-supply chains need to be enforced and research concerning the promotion of local foods is needed.

Additionally, especially when it comes to purchasing sustainable or eco-friendly products and services, an “intention-action gap” among consumers is observed. This gap consists of the large discrepancy between consumers who state that they want to support purpose-driven/sustainable brands (65%) and the consumers that do so (26%) (White, Habib, et al., 2019). Hence, research is needed to close this gap.

The effectiveness of carbon labels in promoting sustainable purchasing behaviors has been researched in various different settings before (Betz et al., 2022; Feucht & Zander, 2018; Hartikainen et al., 2014; Lohmann et al., 2022; Plamondon et al., 2022; Spaargaren et al., 2013). However, there is limited research on the effectiveness of carbon labels on the sales of local products. Furthermore, Wallnoefer et al., (2021), suggest that consumers do not adopt a local and seasonal diet as they’re unaware of their environmental impact. Additionally, a recent systematic review, which reviewed 38 research papers covering the topic, found that manufacturers and food producers should provide some more information in addition to the CF labels to increase the demand for environmentally friendlier food products (Rondoni & Grasso, 2021). While it is suggested that carbon emissions of products be communicated to consumers in the form of a familiar reference values (Camilleri et al., 2019; Larrick, 2015) there are currently few studies that investigate the effectiveness of reference values for carbon emissions in the domain of sustainable food consumption (Osman & Thornton, 2019).

1.3 Goal of research

This research aims to investigate the effect of carbon footprint labeling and the provision of reference values on consumer purchasing behavior toward local food products in the setting of the cafeteria of Hotelschool The Hague. Additionally, it aims to identify other factors that may influence consumer choice of local foods HTH. The following main research question has been established:

“What are the effects of carbon footprint labeling and the provision of reference values on consumer purchasing behavior towards local food products at Hotelschool The Hague?”

2. Analysis and Diagnosis

2.1 Literature review

The aim of this literature review is to provide an overview of the environmental advantages and disadvantages of local foods, as well as their ethical and societal implications. The review will also explore consumers' perceptions and drivers of local foods, as well as the impact of the Covid-19 pandemic on local food systems. Finally, the review will assess the effectiveness of (carbon) labels in promoting the use of local ingredients. These topics were chosen for the literature review because they are relevant and timely issues in the current food and environmental landscape.

In this paper, the definition of local food will refer to the geographical distance between consumers and producers, as it is the most commonly used definition (Feldmann & Hamm, 2015).

2.1.1 Do local foods have a positive environmental impact?

Local foods often require fewer fossil fuels for their preparation, transport, and for refrigeration during transport (Jung et al., 2020). The mode through which foods are transported plays a huge difference in terms of their environmental impact throughout their life cycle. Airplanes for example emit 50 times as much greenhouse gasses for transporting the same amount of food as tankers (Poore & Nemecek, 2018). It is however important to note, that only around 0.16% of emitted food miles stem from air travel (ibid). Hence, it has been shown that "food miles" are not the main contributor to GHG emissions within the food system. In fact, they merely present 6% of the emissions generated within the food lifecycle, whereas the farm stage represents 61% (ibid). Furthermore, global supply chains, due to the principle of "economies of scale" oftentimes have higher logistical efficiencies resulting in lower GHG emissions per product, should their transport and storage methods be optimized (Enthoven & Van den Broeck, 2021). Therefore, Young, (2022), argues, that solely eating local foods might not be the most efficient way of tackling climate change, specifically when attempting to reduce one's carbon footprint via one's food consumption.

However, although regional variations were mentioned, it was found that local food systems were generally linked to environmentally sustainable agricultural techniques. That is since consumer demand for healthy food and more sustainable practices seem to have a bigger effect on local food systems than on conventional systems (Enthoven and Van den Broeck, 2021).

Lastly, mass distribution through large supermarkets, often connected to long food chains, require a standardized system of mass production (Gruffat and Gaasch, 2020). Community and local food systems on the other hand enable communication between producers and purchasers for better food planning (Ziegler, 2013), and could thereby aid in the prevention of food waste.

2.1.2 What are the ethical and societal benefits of local foods?

An ethical concern of imported foods in opposition to local foods is that countries that build their economies through the export of foods might, consequently, not be able to provide their own nation with sufficient supplies (Royal Geographical Society, 2018). Another advantage of shorter food supply chains is that they're usually contributing to a more resilient food system, (Vicente-Vicente et al., 2021)). As pandemics and climatic shocks become more frequent and endanger consumer food safety, particularly in financially vulnerable communities, resilient food systems become more and more crucial (Blay-Palmer et al., 2021). Results of a study comparing the Life-Cycle-Assessment (LCA) of several local as well as imported foods concluded that local foods often perform better in terms of sustainability. This higher performance however is not due to lower GHG, but due to other factors such as "governance", "biodiversity", or "animal welfare" (Schmitt et al., 2017).

2.1.3 How are local foods perceived, and what drives their consumption?

Motives for purchasing local foods can be either societal or self-centric. Societal motives for local purchases reported by consumers are either economic, i.e., supporting local producers, or environmental, i.e., minimizing foods' ecological footprint. From a self-centric perspective, the benefit of local foods can be described as functional, i.e., a better quality of food and beverages, or symbolic, i.e., the association of local foods with authenticity and integrity (Riefler, 2020). Another self-centric motive for purchasing local food is that domestic food is often perceived as healthier, compared to foreign food (Gineikiene et al., 2016).

A survey conducted in 2018 in the Netherlands revealed that 42% of the shoppers surveyed buy local products to support small local producers (Tighe, 2020). The second most common reason for purchasing local food products was their superior taste compared to industrial products, with 39% of respondents citing this as a factor. 25% of participants indicated buying local for environmental purposes (ibid).

In a study conducted by Allès et al., (2017) amongst 31,842 French adults, "local and traditional production" was found to be a higher-ranking food choice motive than "ethics and environment" or "environmental limitations" (i.e. not buying food for environmental concerns). This might imply that local food might not be immediately associated with environmental benefits and that the other motives for purchasing local foods mentioned above are more prominent. Wallnoefer et al., (2021) report that, despite respondents valuing environmental protection, these values often do not influence their choice of local and seasonal foods. Reasons for this discrepancy could lie in the complexity of understanding which and how environmental benefits come from a local and seasonal food choice (ibid).

Findings from various scientific literature suggest that the majority of consumers have a positive view of locally-produced food (Denver et al., 2019). A recent German study found that the three main positives associated with locally grown produce are "short transport distance", "support for local farmers" and "freshness" (Meyerding et al., 2019)

Lastly, covid-19 has led to an increasing demand for local food options among consumers, according to a recent survey of 5000 participants across 10 different

European countries. 35% of the participants of the said survey have reported that buying locally produced food was more important to them ever since the start of the pandemic and 87% of these say that this will very likely be the case in the future as well (EIT food, 2020). This may be due to customers' growing concern over their own food security as a result of food shortages brought on by the pandemic (Gruffat & Gaasch, 2020). In France for example, consumers are increasingly rejecting large supermarkets and turning to smaller, local producers (ibid).

2.1.5 How effective are (carbon) labels really?

The findings of the effectiveness of carbon labels on consumer choice are ambiguous (Liu et al., 2016). Some studies conclude that consumers fail to make sense of the label's emission value and therefore do not consider them during purchasing (ibid). A study conducted amongst Finnish consumers for example concluded that consumers still misunderstand the meaning of carbon footprints, which is why carbon labeling might not have a big effect on consumers (Hartikainen et al., 2014). This study also found that carbon labels that allow comparisons between different products are preferred among consumers (ibid).

Another study suggests that carbon labels are preferred over claims stating a product's climate-friendliness (Feucht & Zander, 2018). This study's findings also show that in nearly all the six European countries that were analyzed, consumers prefer indications of local production over indications of climate friendliness. Nevertheless, the paper states that consumers might feel overburdened by climate-friendly buying decisions, which could make the consideration of carbon labels unlikely when making purchasing decisions (ibid).

A recently published systematic review has concluded that consumers lack knowledge on food-related sustainability topics in general (Van Bussel et al., 2022). Furthermore, some consumers show distrust towards sustainability labeling due to lack of certification, lack of transparency, and greenwashing (ibid).

On the other hand, most research looking at consumer reaction to carbon labeling in a retail setting found a small but beneficial influence of carbon labels in influencing customer choice, purchase, and consumption in favor of lower-carbon items, according to a recently released systematic review (Taufique et al., 2022). However, these positive effects are likely to be context and actor-dependent (ibid).

But not only in the retail sector were positive results found. Also, in a university canteen (Spaargaren et al., 2013; Plamondon et al., 2022; Lohmann et al., 2022) or an online restaurant-stimulation experiment (Betz et al., 2022) were positive effects of carbon labeling reported. However, a 2019 study that was published in the Journal of Sustainable Tourism, reports that customers don't always pay attention to the carbon labels on restaurant menus, therefore they can be insufficient to persuade consumers to buy low-emission dishes (Babakhani et al., 2020). According to Potter et al., (2021) the best approach for influencing consumer decisions through the usage of carbon labels, is to convey GHG emissions information with both a logo and language (for example, a traffic-light designation and numeric information). Furthermore, Taufique et al., (2022) conclude that ordinal logos (i.e traffic light labels), combined with quantitative information are more effective in influencing consumer decisions than certificates alone.

According to (Hartikainen et al., 2014), a carbon label containing a common reference value (i.e. light-bulb units) leads consumers toward purchasing lower-emissions options. However, as of today, there are limited studies available that explore the effectiveness of reference values in the domain of sustainable consumption, whereas, in the nutritional domain, positive effects have been observed (Osman & Thornton, 2019)

Lastly, research suggests that even if carbon labels do not have a positive effect on consumer choice, they might be connected to different environmental benefits. That is, carbon labeling might influence retailers and other important actors in the supply chain to adopt more climate-friendly measures to lower the GHG emissions of their products and thus save costs and score well in labeling systems, and acquire reputational advantages (Taufique et al., 2022).

In conclusion, research indicates that the effects of carbon labeling on consumer choice may be limited since customers might feel overburdened by climate-friendly buying decisions, lack knowledge regarding carbon emissions, and mistrust carbon labels because of greenwashing. Particularly in a restaurant context, guests may not see or reject carbon labels, making the label design even more crucial. Combining an ordinal logo and text on a carbon label has been found to be the most effective method in driving consumer choice for lower-carbon foods. Furthermore, it is suggested to include a common reference value in the label design. However, up to date, there is limited research on the effectiveness of carbon labels on the sales of local food- products specifically.

2.2 Hypothesis development

Adding carbon labels on food items may encourage consumers to make climate-friendly dietary decisions. This has been proven for the retail setting (Taufique et al., 2022), as well as for restaurant settings. For example in a university canteen (Spaargaren et al., 2013; Plamondon et al., 2022) or an online stimulation experiment (Betz et al., 2022)

Therefore, the first Hypothesis is as follows:

H1: Labelling local dishes with a carbon label will increase consumer choice for local dishes when compared to non-labeled dishes.

However, it is suggested that consumers might feel overburdened by climate-friendly buying decisions, which could make the consideration of carbon labels unlikely when making purchasing decisions (Feucht & Zander, 2018). In the context of energy consumption of technologies and products, (Larrick, 2015) suggests using relative comparisons to put energy consumption into context for consumers. This has also been proven to lead consumers toward purchasing lower-emissions food products (Camilleri et al., 2019).

These findings lead to the second Hypothesis:

H2: Translating the difference in carbon emissions between local and conventional dishes to a reference value will lead to higher sales of local dishes, than when labeling them with a carbon label only.

Based on the literature review, and the hypotheses formed, the following conceptual framework emerged:

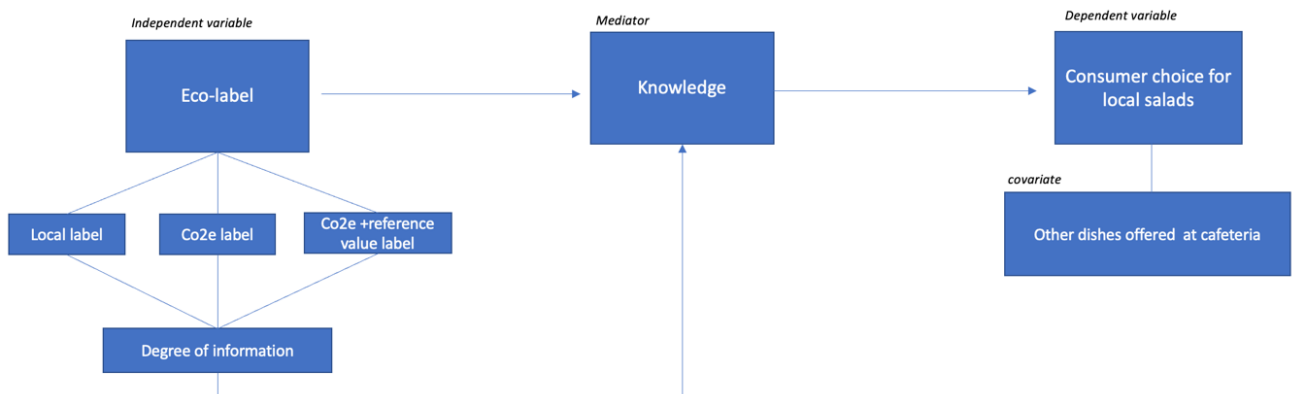


Figure 1: Conceptual framework (29 words)

2.3 Sub-research Questions

The primary objective of this study is to investigate the impact of carbon labeling on consumer purchasing behavior toward local foods. To achieve this, two hypotheses to be tested were formulated. Additionally, to gain a more holistic understanding of the topic, sub-research questions that aim to explore other factors that may influence consumer choice for local foods have been created, with the goal of identifying effective methods for promoting local food products. The following sub-research questions have emerged from the literature review. By addressing these questions, the aim is to gain a deeper understanding of the complex interactions and relationships that shape consumer behavior in relation to local food choices.

1. How important is "locality" for the population of HTH when making food choices?
2. How important is "reducing one's environmental impact" for the population of HTH when making food choices?
3. What (other) factors are influencing the purchasing decisions of the population of HTH?
4. How are "locality" and a "lower environmental impact" linked by the population of HTH?
5. What other motives rather than environmental ones, for example, societal benefits with a focus on local farmers, might be more effective in advertising local foods?

2.4 Methodology

This methodology chapter will describe the research methods used in the study, the population, and the sampling method with the aim to provide a concise explanation of the procedures followed in conducting the research. The limitations of the study will also briefly be discussed, as well as the methods used for data analysis.

2.4.1 Research Method

To answer the two hypotheses and the sub-research questions, a mixed methods approach was used, where a quasi-experiment, as well as a focus group, has been conducted. The reason for the chosen research method is that the sub-research questions that emerged in the literature review could not be answered through the experiment alone. Furthermore, [Harper, \(2022\)](#) suggests that the combination of qualitative and quantitative research methods allows for a better understanding of the subject than the individual approaches themselves.

2.4.2 Quantitative research

The experimental design and conditions

The present study aims to examine the effect of different labeling interventions on the sales of local salads in a university cafeteria setting. To achieve this goal, four different conditions have been created, each corresponding to one of the two hypotheses being tested. The four conditions are as follows:

Baseline measure (Condition 0): No label: Salad sales were measured before any interventions were implemented.

Control group (Condition 1): Local Label: An infographic was displayed in the salad section of the cafeteria, informing the consumers that the vegetables in the salads were of local origin. This condition serves as a control group since the mere existence of an infographic could grab consumers' attention to the salads and therefore increase sales. While the inclusion of a baseline measure offers a measure of comparison and aids in determining the extent of the change that is observed, the purpose of a control group is to control for unimportant variables and increases the internal validity of the study (Trochim et al., 2016).

Carbon label (Condition 2): An infographic was displayed in the salad section, similar to the one used in Condition 1, but also providing information about the difference in carbon emissions between a local salad and a salad containing conventional vegetables. This is done to examine whether the small beneficial influence that can often be observed from carbon labelling (Taufique et al., 2022), applies to local foods as well.

Carbon and Co2e label (Condition 3): An infographic was displayed in the salad section, similar to the one used in Condition 2, but also providing a reference unit (in the form of car kilometers) to compare the carbon emissions to, as research suggests that this might lead customers toward lower-carbon products (Camilleri et al., 2019).

(For all three labels please refer to appendix 3).

Methods of data collection, population, and sampling methods

Sales data for salads in the cafeteria were collected over a 29-day period, which spanned four weeks. The salads were classified into three categories: main salads, side salads, and total salads (which included both main and side salads). During this period, Label 1 and 3 were displayed randomly for seven days, and Label 2 was displayed randomly for eight days. Additionally, data for condition 0 was collected for seven days prior to this period (appendix 5).

This research targets consumers in an institutional setting. The students and teachers that visited the cafeteria during the 29 days of the quasi-experiment make up the sample. Therefore, the sampling method used is convenience sampling. As of 14-02-2022, the Amsterdam campus at Hotelschool The Hague counts 1243 students of which 530 are male, 713 are female, and of which 944 are Dutch and 299 are International (Duiker, 2023).

Label and infographic design

The carbon footprint for a salad with seasonal and local Dutch ingredients and a salad with imported ingredients have been calculated via an online carbon emissions calculator by the University Caterers Organization (TUCO, 2022) (appendix 1 and 2). These numbers have then been used to design carbon footprint labels. The label-design is based on the carbon labels of "Klimato" a start-up that calculates, communicates, reports, and reduces the climate impact of food for restaurants (Klimato, 2022). The labels have been placed on infographics, as to increase their visibility for the guests of the university cafeteria. On the infographics, a local salad is compared to a regular salad. This is done to imitate the experience of a restaurant menu, where guests typically have the choice between multiple dishes. Another reason is that research shows that consumers wish to be able to compare products and their carbon emissions (Hartikainen et al., 2014). Furthermore, these infographics have been displayed once digitally and twice physically in the salad section of the university cafeteria (appendix 4).

Limitations

The concept of external validity discusses whether the results of a study can be generalized to other populations, settings, and or/time periods. Research suggests that student participants are generally not recommended for hospitality and tourism studies, since these results may not be generalizable to the general population (Fevzi Okumus et al., 2022). Furthermore, quasi-experiments are susceptible to the external validity threat, as any prior differences between the subjects may affect the outcome of the study. However, this problem of "non-equivalence" can be mitigated by choosing treatment and control groups that are as similar as possible (Trochim et al., 2016). This has been done by assigning the labels as equally between the weekdays as possible (appendix 5). Further limitations are discussed in chapter 4.

Data analysis

The statistical software SPSS was used to analyse the collected data on salad sales to answer the hypotheses. A One-way Analysis of Variance (ANOVA) was conducted to determine whether there were significant differences in the mean sales between the three conditions. Two covariates, "mains" (sales of main dishes) and "sandwiches" (sales of sandwiches), were also tested as they represent common lunch alternatives to salads and could not be controlled in the experiment. A chi-square test was performed to assess the relationship between the categorical variables of the three conditions and the dependent variable of salad sales. The results of this test will be reported in the results section.

2.4.3 Qualitative Research

Research method

Trochim et al., (2016) suggest that focus groups may be used to strengthen quantitative measures. Furthermore, focus groups aim to encourage interactions between participants, and they are therefore useful in revealing pre-held views (Saunders et al., 2015). Therefore, secondly, a focus group was held to make sense of the results of the quasi-experiment and to answer the sub-research questions that emerged from the literature review.

Population and sampling

Voluntary response sampling was used to recruit suitable participants, as it is a common sampling method used for focus groups. Students and teachers were contacted through Linked-in on 11.12.2022, and other platforms and then recruited based on their availability. Six participants, four women, and two men were invited to join the focus group, where ten focus questions were asked. The focus group was held online on 17.12.23 as that date was the most suitable for the majority of the participants. The focus group was audio-recorded and then transcribed.

Limitations

Cases that self-select frequently do so as a result of their strong beliefs or feelings toward the research (Saunders et al., 2015), this might lead to self-selection bias. Furthermore, focus groups are often suspect to social desirability bias. Therefore, leading questions were avoided. Further limitations will be discussed in chapter 4.

Data analysis

A thematic approach was chosen to analyze the data. First, the focus group has been transcribed. Then, the transcription was given 40 different codes, which have then been divided into 28 themes (appendix 9). A mix of inductive and deductive coding was used, where some codes were derived from the theoretical frameworks that have previously been explored in the literature review and others derived from the data itself, given by the researcher. The themes have then been analyzed on their relationships with each other, and refined, they have been divided into two topics: "Label preference" and "Food choice setting influencing food choices" (appendix 11 and 12)

2.5 Findings

2.5.1 Quantitative findings

Descriptive analysis

The highest total number of total salads were sold under condition 1, followed by conditions 2 and 3, and the least salads were sold under condition 0. (*For the descriptive SPSS results please refer to appendix 6.1*)

When looking at the means of the salad sales across all four conditions, condition 1 (local label) has the biggest mean when looking at the **total salads sales**:

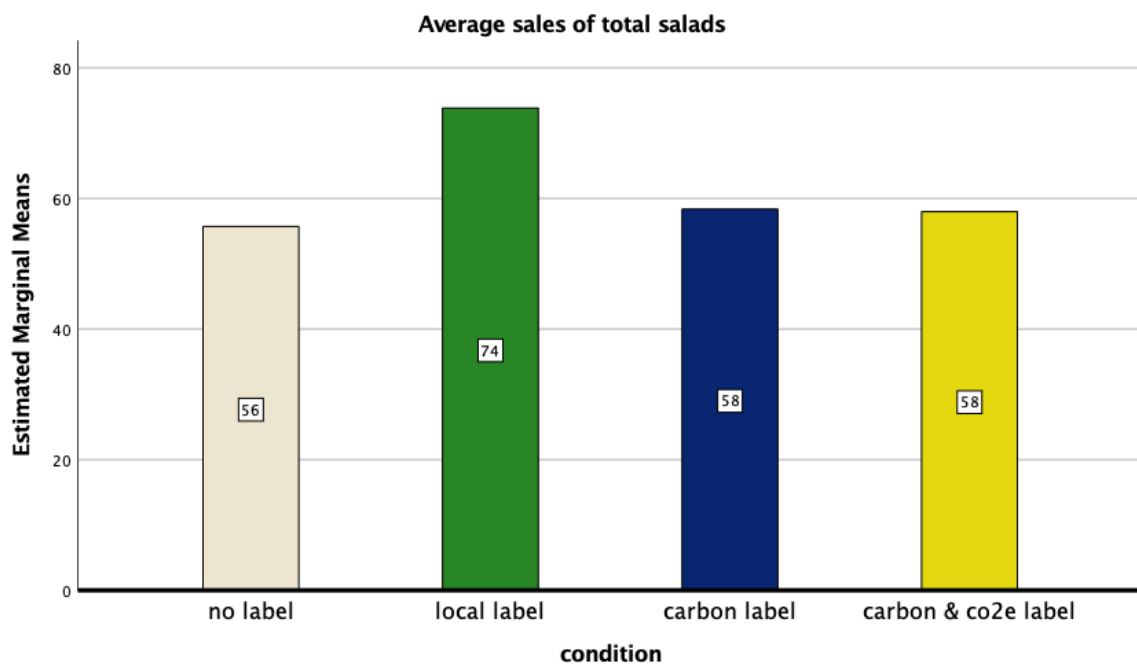


Figure 2: Means of total salad sales across all four conditions (23 words)

The same applies for the main salad sales:

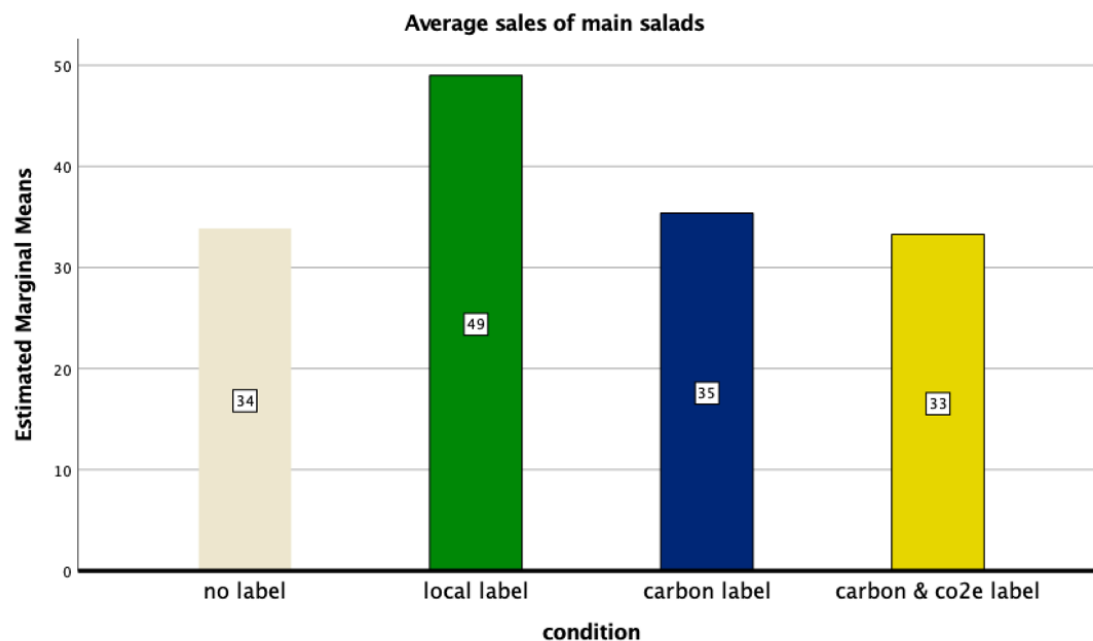


Figure 3: Means of main salads across all four conditons (25 words)

And, for the side salads this applies as well. However, as can be observed when comparing the different graphs, the difference in the salad sales across the four different conditions is the smallest for the side salads. These initial findings suggest that the different labels do not have a big effect on the sales of the side salads.

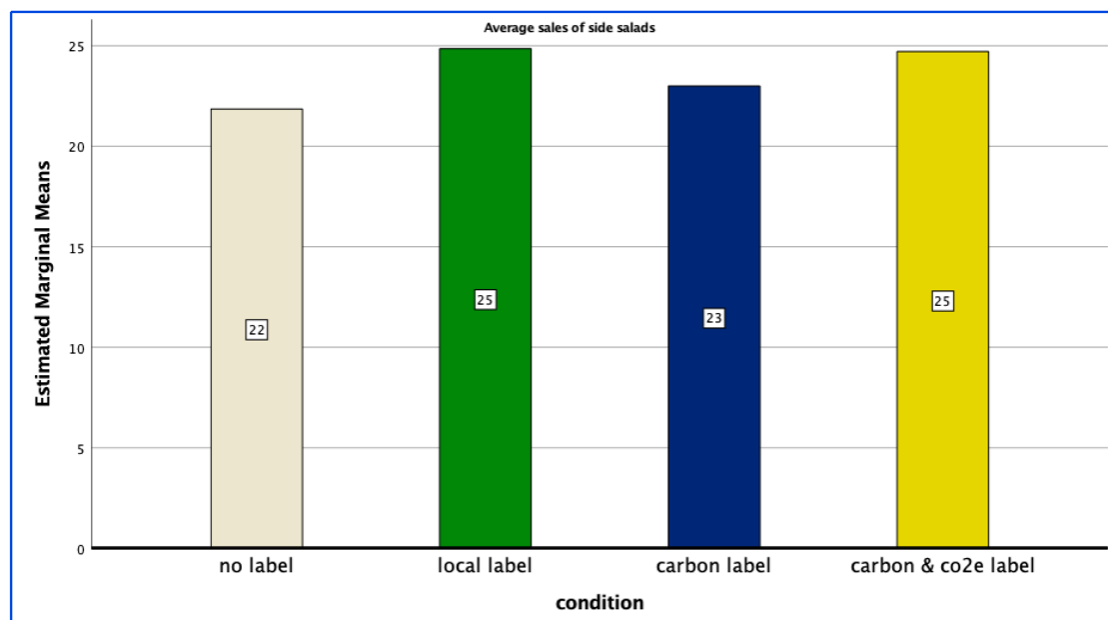
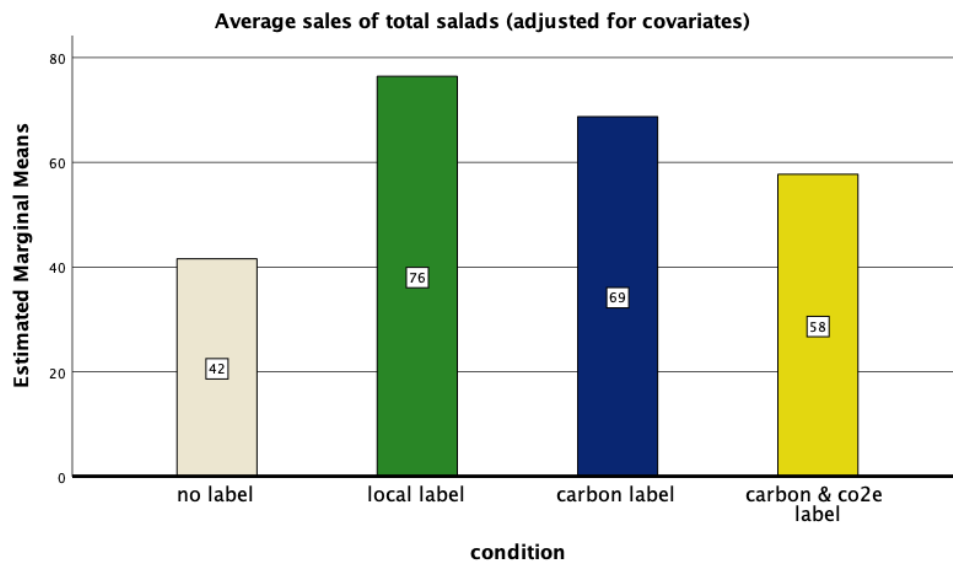


Figure 4: Means of side salads across all four conditions (25 words)

When adjusted for the covariate's "mains" and "mains" and "sandwiches" an even bigger difference in the means of total salad sales between the conditions can be observed, as can be seen in Figure 4. (*For the descriptive SPSS results please refer to Appendix 6.1, and for the estimated marginal means of all salad sales please refer to Appendix 6.8*)



Covariates appearing in the model are evaluated at the following values: sandwiches = 132.48, mains = 89.62

Figure 5: Means of total salads adjusted for covariates across all four conditions (46 words)

One-way ANOVA

Although a difference in the means of the salad sales between the conditions can be observed, **no statistically significant** difference in the sales of the total salads for each of the four conditions has been found. The same applies when only the main salads have been observed and the side salads as well (appendix 6.2).

Testing for covariates:

The sales of the salads have also been adjusted for two covariates: the sales of the mains and sales of the sandwiches, as these two pose a typical lunch alternative to a salad. The results have been summarized in Table 1 and the SPSS test results can be found in appendix 6.3-6.5.

When adjusted for the covariates, results showed a significant difference between at least one pair of the conditions when adjusted for the covariate "mains" and when adjusted for "sandwiches" and "mains" combined.

Table 1

Summary of ANOVA test results when tested for the different covariates

	Total salads	Main salads	Side salads
Mains	P=.028	P=.113	P=.601
Sandwiches	P=.251	P=.475	P=.944
Sandwiches and mains	P=.012	P=.058	P=.711

The inclusion of the covariate "mains" has shown a significant difference in salad sales between condition 0 and condition 1 ($p=.019$) (See Table 2). Also, when adjusted for both covariates ("mains" and "sandwiches"), the average total salad sales were significantly higher under condition 1 compared to the average total salad sales under condition 0 ($p=.018$) (See Table 3). Between the other conditions, no significant difference in the average salad sales was found.

Table 2

Test of Between-Subjects Effects, Conditions 0 and 1, total salads, covariates: "mains" (78 words)

: total_salads

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power ^b
Corrected Model	3158.127 ^a	2	1579.063	4.516	.037	.451	9.032	.643
Intercept	768.060	1	768.060	2.197	.166	.166	2.197	.273
mains	2006.055	1	2006.055	5.737	.036	.343	5.737	.589
condition	2657.878	1	2657.878	7.601	.019	.409	7.601	.709
Error	3846.230	11	349.657					
Total	65765.000	14						
Corrected Total	7004.357	13						

a. R Squared = .451 (Adjusted R Squared = .351)

b. Computed using alpha = .05

Table 3

Test of Between-Subjects Effects, Conditions 0 and 1, total salads, covariates: "mains" and "sandwiches" (87 words)

: total_salads

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power ^b
Corrected Model	3410.723 ^a	3	1136.908	3.164	.073	.487	9.491	.552
Intercept	12.413	1	12.413	.035	.856	.003	.035	.053
mains	2243.959	1	2243.959	6.244	.032	.384	6.244	.616
sandwiches	252.596	1	252.596	.703	.421	.066	.703	.118
condition	2870.507	1	2870.507	7.988	.018	.444	7.988	.722
Error	3593.635	10	359.363					
Total	65765.000	14						
Corrected Total	7004.357	13						

a. R Squared = .487 (Adjusted R Squared = .333)

b. Computed using alpha = .05

Chi-Square-tests

Furthermore, a Chi-square analysis has been conducted to examine whether there is a relationship between the two variables: "condition" and "salads sold".

The test showed that there is a significant relationship between the condition and the sales of the salads. However, this relationship does not apply to the side salads, and not for conditions 1 and 2 for the total salads.

Table 4:
Summary of Chi-square results

		Total salads	Main salads	Side salads
		P=	P=	P=
Condition	1,2,3	P=.001	P=.001	P=.811
	1,2	P=.111	P=.016	P=.597
	1,3	P=.001	P=.001	P=.957
	2,3	P=.039	P=.028	P=.560
	0,1,2,3	P=.001	P=.001	P=.398
	0,1	P=.001	P=.001	P=.246
	0,2	P=.009	P=.044	P=.091
	0,3	P=.571	P=0.854	P=.268

Most main and total salads were sold under condition 1 followed by condition 2 (See Table 5). However, the difference in salads sold between condition 1 and condition 2 was found to be insignificant for the total salads. Interestingly, results show that there is no significant difference in the salads sold between conditions 0 and 3, meaning it is indifferent to the sales of the salads whether no label or a carbon & co2e label is displayed (*For all chi-square SPSS results please refer to appendix 6.11-6.28*).

Table 5:

*Frequencies of salad sales for each condition (For the SPSS frequency tables please refer to appendix **6.20-6.22**)*

	Observed N		
	Total salads	Main salads	Side salads
Condition 0	390	237	153
Condition 1	517	343	174
Condition 2	467	283	184
Condition 3	406	233	173

2.5.2 Hypothesis testing

H1: Labelling local salads with a carbon label and comparing it to conventional salads with higher carbon emissions, will increase consumer choice for local salads.

The ANOVA analysis showed no significant difference between the means of condition 2 and condition 0 and neither between the means of condition 2 and condition 1. Even when adjusted for covariates no significant difference between any of the mentioned conditions could be found.

The Chi-square test showed that there is a significant relationship between the sales of the local foods (salads) at the university cafeteria and the label that is being used. However, this relation does not apply to the side salads. This significant relationship applies to conditions 0 and 2 for the total salads ($p=0.009$) and the main salads ($p=0.044$). Significantly more salads were sold under condition 2 than under condition 0 (See table 5).

Furthermore, this significant relationship does not apply to condition 2 and condition 1 for the total salads ($p=0.111$), but it does apply to the main salads ($p=0.016$). Significantly more main salads were sold under condition 1 than under condition 2. Testing the relationship between the sales of condition 2 and the control group (condition 1) suggests that the difference that could be observed between condition 2 and condition 0 was merely due to the existence of an infographic including a label that drew attention to the salad section. Therefore, **H1** needs to be revised:

Labeling local salads with a carbon label and comparing it to conventional salads with higher carbon emissions, will not increase consumer choice for local salads when compared to the control group (local label) however, it does increase consumer choice when compared to a baseline group (no label).

H2: Translating the carbon emissions difference between a local and a conventional salad to reference will lead to higher sales of salads, than when labelling them with a carbon label.

The ANOVA analysis demonstrated no significant difference between the means of condition 2 and condition 3 for either one of the three salad categories. Also, when adjusted for covariates, no significant difference could be found.

The Chi-square test suggests that there is a significant relationship between the sales of local foods (salads) and the label that is being used, in the setting of the university cafeteria. This significant relationship applies to conditions 2 and 3 for the total salads ($p=0.039$) and the main salads ($p=0.028$).

However, under condition 2 significantly more salads were sold than under condition 3. The same applies to the main salads sold under condition 2 and condition 3, therefore **H2 is not supported**

2.5.2 Focus group findings

Factors influencing food choices at la mangerie:

Several factors that influence food choices at la Mangerie, were identified, including taste, line length, dietary requirements, word of mouth, value for money, nutrition, and portion size. The importance of trying to eat healthily, but also the occasional desire for indulgent or fulfilling options was also mentioned. The Environmental impact of one's food choices was not explicitly mentioned as a factor that influences food choices at la Mangerie. This suggests that environmental considerations may not be a primary driver of food choices, but they may be a secondary or tertiary consideration for some participants. As they, later, revealed that they follow a vegetarian diet for environmental reasons.

Label 1 and the importance of locality when purchasing food at a university cafeteria.

Participants had mixed reactions to the label, with some mentioning they disliked the directive language and others noting that they were drawn to the green color and the emphasis on local, fresh, and healthy ingredients. Furthermore, two participants mentioned that the label lacked important information and some sort of "proof" that the ingredients in the salad were indeed of local origin. One participant said that he didn't require further proof or information. The locality was mentioned as a secondary consideration when purchasing food at la Mangerie. Moreover, participants mentioned that they placed higher importance on locality when purchasing food at the grocery store rather than at a university cafeteria.

Label 2 and the importance of reducing carbon footprint when purchasing food at a university cafeteria.

While some participants mentioned that they preferred the graphics in the first label, others mentioned that they appreciated the additional information and the comparison provided in the second label. Some participants suggested that the label could be improved by adding a title or explanatory text to help clarify the meaning of the data. When explicitly asked about the importance of reducing their carbon footprint when purchasing food, several participants mentioned the importance of environmental considerations, particularly the carbon footprint of the food they eat, in their food choices. Some participants mentioned that they had made changes to their diets, such as reducing their consumption of meat and dairy, in order to minimize their environmental impact. Some participants mentioned the importance of local and seasonal factors in their food choices, and how these factors can be related to environmental considerations. However, there was some disagreement about the relative importance of these factors, as some participants mentioned that they placed higher importance on the carbon footprint of their food purchases rather than the locality.

Label 3

Some participants found the labeling to be convincing and helpful in making purchasing decisions while others felt that the examples used were not relevant or that the labeling did not provide enough information. In terms of the layout of the label, some participants suggested more organization or adding additional text to make the information more appealing.

Label 4 and the importance of supporting local farmers/businesses when purchasing food at a university cafeteria

The participants mentioned that they liked that the “human” connection the label conveys. Some participants mentioned that they would be more inclined to support local farmers if they had a personal connection to the country of origin or the specific farmer, or if they knew more about the specific farm and its practices. However, it was mentioned that supporting local farmers/businesses is rather a secondary consideration when purchasing food and that the environmental impact of one's food purchases is considered more important. Additionally, some participants suggested that combining both the environmental and social aspects of supporting local businesses in marketing materials could be more effective.

2.6 Discussion

2.6.1 Conclusion quantitative findings

Carbon label (condition 2)

The findings of the chi-square test indicate that a carbon label (condition 2) will increase consumer choice for local salads when compared to the sales of the salads when no label is added (condition 0). This is however not the case when the sales under condition 2 are compared to the sales under the display of a local label (condition 1). In that case, no significant difference between the conditions was found, however, the number of salads sold under condition 1 (local label) was higher. This could imply that the mere existence of a label and infographic drew the attention of the consumers to the salad section of the cafeteria and therefore an increase in sales was observed. The findings of the one-way ANOVA analysis support this conclusion. When adjusted for the covariate's "mains" and "mains" and "sandwiches" a significant difference between condition 0 and condition 1 was found, where condition 1 had a higher mean. However, no difference in salad sales between condition 2 and any of the other conditions was found. This implies that the local label, which was initially designed for the control group measure, increases the consumer choice for local salads more than a carbon label. These results are in line with another study that concluded that consumers attached higher importance to local production than to climate indications and were also willing to pay higher price premiums for local production than indications of a product's climate-friendliness (Feucht & Zander, 2017).

Carbon & Co2e label (condition 3)

The results of the Chi-square test indicated that the sales under condition 3 were significantly lower than sales under condition 1 and condition 2. In fact, there was no significant difference found between the sales under condition 0 and condition 3. These results imply that adding a carbon label while presenting the carbon emission in a familiar reference unit will not affect the sales of local foods.

2.6.2 Conclusion qualitative findings

This chapter aims to answer the sub-research questions that were formulated in chapter 2.3.

1: How important is “locality” for the population of HTH when making food choices?

When the participants were explicitly asked about the factors influencing their food choices, the locality of the food was not mentioned, and neither were environmental considerations. However, dietary requirements were mentioned. Later, it was revealed that several participants do not eat meat due to environmental reasons. However, the participants did not necessarily link locality with environmental benefits. Furthermore, participants mentioned that they pay more attention to the origin of ingredients when grocery shopping rather than in a restaurant or cafeteria setting. It is therefore concluded that locality is not a primary factor influencing food choices in a cafeteria setting for the participants of the focus group.

2: How important is “reducing one’s environmental impact” for the population of HTH when making food choices?

As mentioned before, none of the participants mentioned “the environmental impact of their food choices” as a determining factor for their food choices. However, several participants mentioned lowering their meat consumption for environmental reasons. Therefore, “reducing one’s environmental impact” can be considered a primary factor influencing food choices for a part of the population of HTH.

3: How are “locality” and a “lower environmental impact” linked by the population of HTH?

There seems to be a broad understanding among the participants of the environmental benefits that locally sourced food possibly has to regular food. However, participants were skeptical, about whether local food has a lower carbon footprint than regular food, and therefore required some sort of “proof” of their environmental benefits.

4: What (other) factors are influencing the food choices at a university cafeteria of the population of HTH, and what are the barriers to local consumption?

Influential factors that were mentioned are taste, line length, dietary requirements, word of mouth, value for money, nutrition, health considerations, and portion size. Furthermore, it was mentioned that price and availability are considerable barriers to local consumption.

5: What other motives rather than environmental ones, for example, social motives, might be more effective in advertising local foods?

None of the participants made the claim that they were more concerned about the potential social advantages of buying local foods (i.e. supporting neighborhood businesses, farmers, or the local economy) than the potential environmental advantages. Additionally, it was shown that some participants were more motivated to support local companies if they felt an emotional connection to their home country or region. One participant mentioned:

“When I'm back home, I would always kind of support local farmers just because you know them, and you know where the food comes from. But like, for example, now, in London, I don't have any, like, emotional connection with the farmers, that has a bit less importance for me and my choice”

Another participant suggested combining social and environmental motives to increase the perceived personal impact of one's food choices. Therefore, it is concluded that social motives alone are not sufficient to convince the population of HTH to purchase local products.

It seems that carbon labeling has the potential to have some impact on the participants purchasing decisions, but there is room for improvement in the way it is presented to make it more effective.

2.7 Recommendations

This sub-chapter proposes several recommendations based on the qualitative and quantitative conclusions, as well as based on further secondary research that was performed.

The results of the quasi-experiment indicate that adding a carbon label might increase the sales of local foods. However, displaying a local label instead possibly increases sales more. Therefore, **displaying a sign to make consumers aware of the locality of certain foods and ingredients is recommended**, as results from the quasi-experiment suggest that a local label is most effective in increasing consumer choice and thus sales of local foods at HTH. Unclear remains, whether the “local” aspect of the label drove consumer choice, or whether it was the attention that the infographic and label drew to the salads. Therefore, consumers' thoughts on the label were collected by means of a focus group. Surprisingly, the local label was only mentioned by one participant as the most likely to increase their choice of local foods. Other participants mentioned that that label lacked some sort of “proof” and further information. It also became apparent that most participants in the focus group placed higher importance on reduced carbon emissions of their food than on its locality. It is therefore **recommended to tie local products to their environmental benefits**. However, these benefits need to be **explained and “proofed”**, as the population of HTH is skeptical about whether local products are indeed better for the environment.

The findings from the quasi-experiment and focus group regarding the use of carbon emission labels and a reference value on local foods appear to be contradictory. While the majority of focus group participants stated that they preferred the third label and believed it would influence their purchasing decisions, fewer salads were sold during the quasi-experiment when this label was displayed. The discrepancy between the focus group results and the quasi-experiment may be due to social desirability bias, where participants may have provided responses, they believed to be socially acceptable rather than their true opinions, as it is often seen when consumers are asked about their sustainable behaviors (Juvan & Dolnicar, 2016).

Feucht & Zander, (2018), have found similar results in a study examining consumers' preference for carbon labels in six different European countries. According to their study, consumers preferred to have more information about climate-friendly food, but they only required to have the information at hand when they needed it and not to actively consider it in their everyday choices. This implies that information such as carbon emissions translated into reference values is information that consumers may want to have but may not actively use in their purchasing decisions.

Another possibility for the contradictory results could be the label design of labels 2 and 3. Participants mentioned that label could 3 could be reorganized and that it is missing bolder statements. Furthermore, one participant, when asked about their opinion of flyer 2, mentioned: “Yeah, I also like that there's more information and like actual numbers. But it, it took me a little second to realize what the little circles meant. And then if you read both, okay, it clicks.”

While both labels, 2 and 3, were of ordinal nature and contained a logo as well as quantitative information, as the literature shows this to be an effective way of portraying carbon labels, participants' reactions implied that they were not intuitive enough.

Lemken et al., (2021), suggest the use of color-coded, categorical labels, (e.g food traffic light, Nutri-score, or energy consumption labels) as these labels quickly enable consumers in making their choices. Additionally, carbon labels must allow comparisons between food groups in order to assist consumers in making their food choices (ibid). Ultimately Lemken et al., (2021), recommend that these carbon labels are government-approved or generated by a 3rd party to avoid consumer confusion and distrust. It is therefore not recommended for HTH to label foods and dishes with their carbon footprint unless the label is generated or approved by the government or a 3rd party.

Promoting local foods through other motives?

Lastly, an additional label was created for the focus group, in order to examine whether promoting local foods through other motives rather than environmental ones might be more effective. Kim et al., (2022) suggest restaurants that source locally, use an other-benefit appeal with a prevention focus for advertising local foods, i.e., “prevent the decline of the local economy.” Therefore, a label with the title: “Support your local farmer” with a picture of farmer “Thijs” and the description “Protect local food culture, and support local farmer Thijs, by purchasing this local salad” was made and shown to the focus group participants (appendix 7). However, it was concluded from the focus group that social motives alone are not sufficient to convince the population of HTH to purchase local products.

3. Solution

Based on the analysis of the quasi-experiment it became apparent that carbon labeling might not be the most effective method of promoting local foods at HTH, at least not with the label that was created for the quasi-experiment. Instead using a local label was found to be more effective. Through the conduction of a focus group with a sample of the population of HTH, thoughts and impressions on the label were collected.

Furthermore, insights into the perception of local foods and the importance of other factors when purchasing food at la Mangerie became apparent. Based on these findings, combined with further literature research, a marketing campaign based on the AIDA Model has been created. According to Manca, (2016), advertising based on this model leads to behavioral change through the hierarchical sequence of Attention, Interest, Desire, and Action. Three tools will be used in this approach: a seasonal calendar, a local label, and educational infographics. The marketing campaign will take place in the Amsterdam campus of Hotelschool the Hague, at the cafeteria, la Mangerie. The campaign was designed to take place during the months of May to August 2023, however, it may be adjusted. The tools used and their link to the AIDA model as well as the secondary and primary research can be seen in Figure 6.

Tool	Link to primary and secondary research	Link to AIDA Model
Calendar	Knowledge: Provides consumers with knowledge of seasonal and local vegetables, findings from the focus group revealed that the population of HTH lacks said knowledge.	Attention: grabs attention and puts emphasis on the terms "local" and "seasonal"
	Involvement: Creates involvement by letting customers partake in the menu creation of the university cafeteria.	
Label	Label: Quantitative research findings demonstrated that a simple local label, without mentioning carbon emissions was most effective in increasing sales of local foods.	Attention: grabs attention specifically for products that are labeled with the local label.
	Slogan: Based on the theory of social influence, making people more likely to purchase sustainably.	Desire/ Action : Creates a desire, and call to action, to be part of the local community, through the slogan: "Join the local movement, be a part of the change"
Infographic(s)	Knowledge: Provides consumers with extensive knowledge on the (environmental) benefits of local foods. Primary as well as secondary research revealed that consumers want information as such	Interest: consumers that are interested in the benefits of local foods can find further information in the infographics provided, and customers who are not interested are not scared off by carbon numbers.

	to be available, but do not necessarily involve it in their everyday decisions.	Desire: Creates a desire based on the environmental and health benefits of local foods.
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Figure 6: Marketing campaign tools

3.1 Seasonal calendar

The outcomes of the focus-group demonstrated that the HTH population wishes to reduce their environmental footprint, and they require evidence for environmentally friendly claims such as "local". Furthermore, the participants in the focus groups do not necessarily associate "local" with "environmentally friendly," and they frequently lack understanding of topics such as seasonal vegetables and fruits, as well as carbon emissions, to make informed choices. To grab the consumer's attention as well as to educate them on seasonal vegetables and fruits, an A2 calendar poster will be hung at the entrance of the cafeteria (see figure 6). This poster will grab consumers' attention as it will change at the beginning of every month. The poster brings attention to the terms "local" and "seasonal". Lastly, the calendar is an interactive marketing tool, as it encourages consumers to stick post-it notes on top of their favorite seasonal vegetables. The most popular vegetables will then be included more often in dishes served at the cafeteria. Interactive marketing tools increase audience engagement, provide instant feedback and boost conversion rates (Chi, 2022) and therefore potentially increase the consumer choice for local foods.

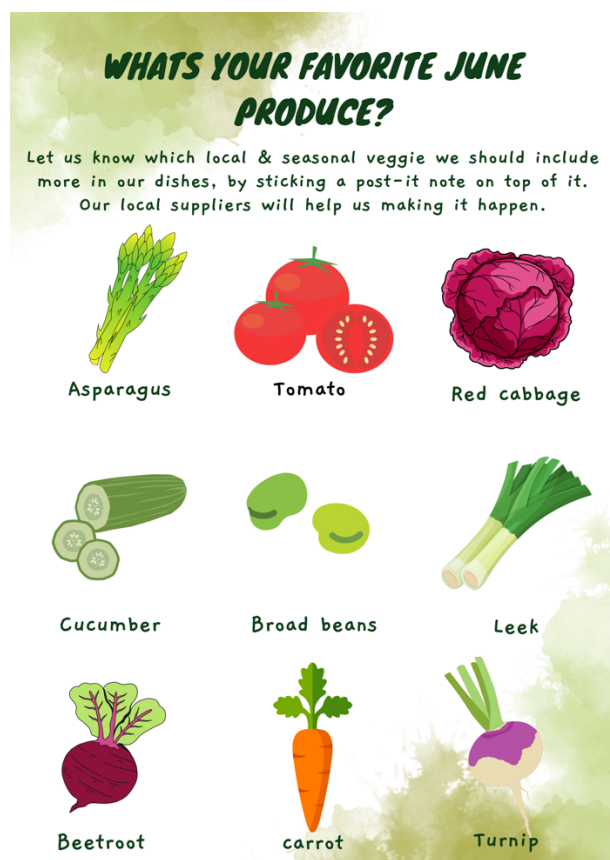


Figure 7: Calendar, June (48 words) (for the other months, see appendix 14)

3.2 Label

A label informing customers that the product or meal is prepared from local ingredients will be placed next to or on products that include solely local ingredients or products. This makes it possible for students and staff to distinguish between dishes and recipes that use local foods or goods. The final label that was designed closely resembles Label 1, which was tried out in the quasi-experiment and was found to be the most successful label for promoting local foods. In addition, the label also displays the following text:

"Join the local movement, be part of the change".

This slogan was created and chosen based on the theory of social influence. Studies have shown that people are more likely to make sustainable choices when they see that others around them are also making those choices (White, Hardisty, et al., 2019). Making local food part of a larger movement will hopefully make consumers more likely to perceive it as the norm and thus influence them to make a local purchase. Moreover, participants in the focus group emphasized the importance of the perceived impact of their actions. For this reason, the phrase "be a part of the change" highlights the idea that individual actions can contribute to a larger, positive impact on the environment. Finally, the slogan encourages the audience to take action and try the local food options. After the marketing campaign is over, if the sales data support the use of the local label, the label will remain on dishes and products served at the university cafeteria.



Figure 8: local label (13 words)

3.3 Educational infographics

As revealed by the focus group, the HTH population places relatively high importance on the environmental benefits of their food choices but requires “proof” that consuming local food is indeed beneficial for the environment. Therefore, an infographic was designed, to inform consumers about the environmental benefits of local foods (appendix 15). Other benefits of local foods are mentioned within the infographic as well, such as their freshness and nutritional value, and the societal benefits of local food. However, the environmental benefits are clearly the focus of the infographic since that seems to be the priority of the population of HTH. This information is intentionally not placed on the label itself. Instead, customers who are curious about the advantages of eating locally can learn more in the accompanying infographics, and those who are not interested won't be put off by carbon numbers and an overflow of information.

3.3 Evaluation

The effectiveness of the tools used within the new marketing framework shall be assessed through several metrics. Kotler & Armstrong, (2018) advise regularly using two types of effects to assess advertisements or marketing strategies: the communication effects and the sales and profit effects. Communication effects measure how well the ad or marketing strategy conveys the message to the consumer. Metrics for this include for instance consumers' product awareness, engagement, knowledge, and preference. The sales and profit effects on the other hand measure the return on advertisement investment (ibid).

Measuring the sales data of local foods before and after the implementation of the marketing plan.

A quantitative approach to measuring the effectiveness of the solution is to measure the sales of a local product available at la Mangerie before, during, and after the implementation of the new marketing framework. An example is to measure the sales of the fruit juices offered by “Schulp”, a current local supplier of HTH. After measuring the sales, they should be analyzed using inferential statistics to determine whether there is a significant difference between the sales data before, during, and after the implementation of the solution.

Customer engagement, number of post-it notes placed on the calendar

Another metric to evaluate is customer engagement with the campaign by keeping track of the number of post-it notes placed on the calendar each month. If the post-it notes decrease over time, other ways of creating interactive content need to be found.

Survey to assess the communication effects of the marketing campaign

Next to the collection of purely quantitative data, a survey containing eight questions has been created. The goal of the survey is to gather information on the effectiveness of the campaign and the perception of the HTH population on the tools used to promote local foods. A survey's participants are often selected so that the findings can be applied to a larger community (Eric Barends & Denise M. Rousseau, 2018). This will be done by printing out QR codes leading to the google-forms survey and distributing them to students and staff in the cafeteria.

Focus-group

After the sales data, as well as the survey, has been analyzed, it is recommended to conduct a focus group to gather deeper insights into the perceptions of the campaign and to help better interpret the outcomes. Focus groups specifically help to obtain data and insights that are only accessible through the interaction of a group (Eric Barends & Denise M. Rousseau, 2018). This focus group shall be conducted together with staff and students. As the focus group is meant to help better understand the survey results, the questions will have to be developed after the analysis of the survey.

3.6 Implementation

According to Kottler and Armstrong,(2018) the optimal length of a marketing campaign can depend on several factors, such as the goals and objectives of the campaign, as well as the target audience and the size of the company. A campaign could last anywhere from a few days to several months or even years. This campaign is set to take place over the course of four months (May-August) since the target audience, which is hospitality management staff and students, has a busy academic schedule. Furthermore, since the objectives of the campaign are to increase awareness and consideration of local foods and labels, the campaign requires a longer engagement period. A detailed implementation plan (figure 9), as well as a timeline, has been created (appendix 16).

Month	Activities	Department responsible
1 (April)	Baseline measure In the first month, the sales data before the implementation of the marketing plan is collected, to establish a baseline measure to consequently measure the impact of the campaign.	Banqueting department
	Forming supplier relationships Furthermore, Hotelschool the Hague needs to enter supplier relationships with local suppliers to ensure the continuous provision of local ingredients and food products throughout the duration of the campaign.	Kitchen department
	Instructing staff & students Lastly, the staff and students working in the cafeteria need to be instructed on the campaign and the activities that come alongside it.	Kitchen department & Banqueting department
2 (May)	Sales Measure Continuously measuring the sales of local and non-local foods that allow for comparison at the end of the marketing campaign.	Banqueting department
	Infographic set-up At the beginning of the marketing campaign, the infographics need to be set up at strategic locations within the cafeteria (Please see Appendix X).	Banqueting department

	Seasonal calendar set-up and implementation On the first Monday of the month, the seasonal calendar will need to be set up at the entrance of la Mangerie. After the first week, the post-it notes need to be counted and the results need to be implemented in the menu-creation of the cafeteria.	Banquetting department (set-up) and Kitchen department (Implementation)
	Labeling local dishes Lastly, as the menu of the cafeteria changes every Monday, Wednesday, and Friday, during these days, the dishes containing local products need to be labelled with the local label seen in Figure 7.	Kitchen department
3 (June)	Sales Measure	Banquetting department
	Seasonal calendar set up and implementation	Banquetting department (set-up) and Kitchen department (Implementation)
	Labelling local dishes	Kitchen department
4 (July) & 5 (August)	Sales Measure	Banquetting department
	Seasonal calendar set up and implementation	Banquetting department (set-up) and Kitchen department (Implementation)
	Labeling local dishes	Kitchen department
	Survey Distribution During the last two months of the campaign, the survey created to evaluate the solution (Appendix X) is being distributed.	Banquetting department
6 (September)	Dismantle Infographic and seasonal calendar	Banquetting department
	Evaluate sales data	Marketing department
	Evaluate survey data	Marketing department
	Focus group Based on the analysis of the survey and the sales data, if further clarification on is needed, a focus group can be conducted.	Marketing department

Figure 9: Implementation table

3.7 Dissemination

The following acts of dissemination have been established and mapped out in figure 10, based on the stakeholders that have been identified and mapped in an interest-power Matrix (appendix 17). For the different tools used and the proof of dissemination please refer to appendix 18-20.

Stakeholder	Act of dissemination	Explanation for choice of dissemination
Banqueting department	Video explanation of the solution + Findings and Solution chapter shared via e-mail (appendix 19)	Preferred act of dissemination amongst stakeholders, due to busy schedules. A video explanation was created as video content is more engaging than text (Chowdhary, 2019), and consumers can retain 85% more information through video than through text (Insivia, 2022).
Marketing department		
Kitchen department		
Dr. van Rheede, senior research fellow at HTH.		
Comissioner	On-site dissemination of the findings of the experiment (appendix 20), as well as the research report shared via email.	Preferred act of dissemination of commissioner
Industry professionals	Infographic shared via Alumni-platform (appendix 18).	Due to large reach and high saturation of industry professionals.

Figure 10: Acts of dissemination

4. Academic reflection

This chapter discusses the limitation of this paper as well as recommendations for further research.

The literature-review at the beginning of this report covered relevant topics such as the importance of local food chains by highlighting their environmental and societal benefits, while also mentioning their limitations. Furthermore, the topic of local foods was examined from the perspective of consumers. Since the study's objective was to determine the best strategy to promote local foods at HTH, the literature review also analyzed factors that drive the consumption of local foods. Lastly, the topic of carbon labeling and how it could aid in boosting local food consumption was covered. Other eco-labeling methods were briefly mentioned, but not thoroughly, leaving room for improvement. Furthermore, a comparison and evaluation of different carbon labeling could have proven valuable in the creation of the final solution.

To answer the main research question, a mixed-method approach was used since the combination of qualitative and quantitative research techniques enables a deeper comprehension of the issue than either method alone (Harper, 2022). Nonetheless, the research encountered certain limitations. Social desirability bias, which is frequently observed when consumers are questioned about their sustainable behaviors (Juvan & Dolnicar, 2016), may be to blame for the discrepancy between the focus group results and the quasi-experiment and therefore poses a limitation to this research. Secondly, although, the labels were designed in such a manner that they were as orthogonal as possible, the focus-group findings revealed that the design of the labels, rather than their actual content, may have partially influenced the outcome of the experiment. Furthermore, it can be argued that 29 days, the total duration of the quasi-experiment, may not provide a comprehensive enough understanding of the impact of carbon labeling on consumer behavior over a longer time frame. Lastly, some confounding factors, such as events taking place at HTH, the weather, or the composition of the rest of the menu at the school cafeteria, could not have been factored out for the sake of the experiment. Therefore, future research should be done on a larger scale, over a larger period, or across multiple facilities/ outlets. Additionally, to increase the validity of future research, the entire facility should be part of a controlled environment.

Other suggestions for future research would be to further explore the possibility of combining societal as well as environmental factors in a label, as it was suggested by some focus group participants. Lastly, several other factors were mentioned by focus group participants as being influential in their food purchasing at the university cafeteria, for example health considerations. The prioritization of health over sustainability has proven to be a barrier to sustainable consumption (Feucht & Zander, 2017), and local foods are often perceived as healthier than foreign foods (Gineikiene et al., 2016). Promoting local foods through a health aspect might lead to higher sales. Denver et al., (2019) for instance suggest combining selfish, hedonistic factors (i.e., health, weight management) with altruistic factors such as ecological benefits to increase sustainable purchasing behavior. Further studies could be conducted at HTH to investigate whether this combination of factors leads to an increase in consumer choice of local foods, or whether the perceived health benefit might be sufficient to alone drive consumer choice for local foods.

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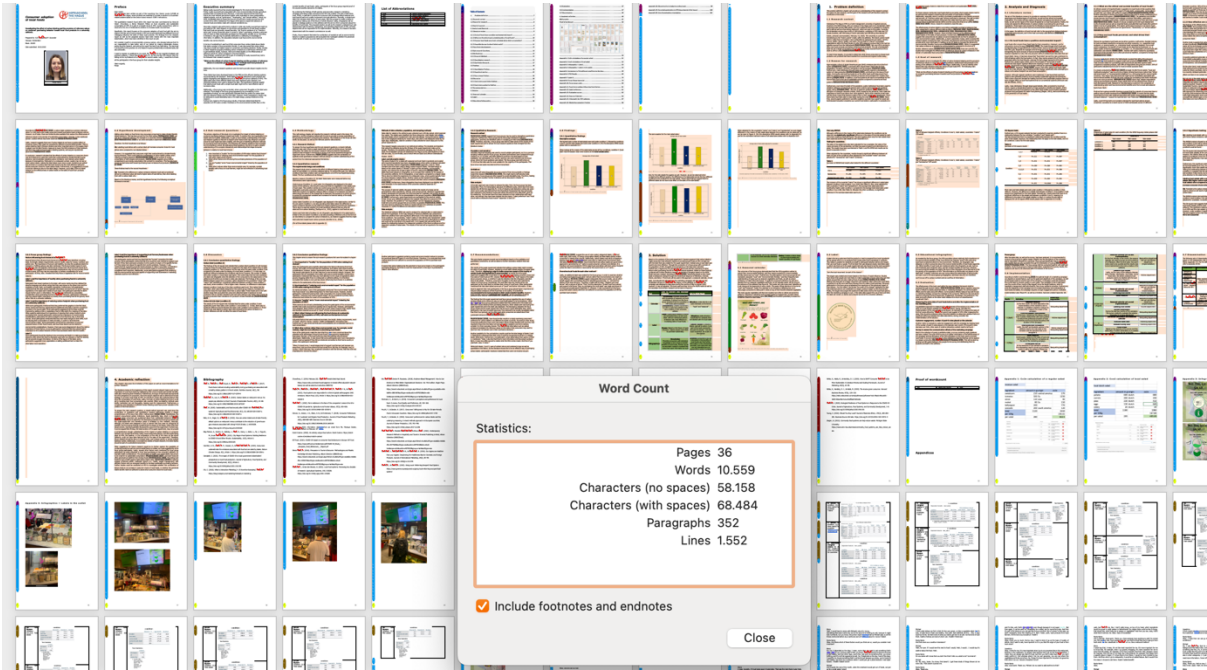
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Proof of wordcount



Text	Tables and figures	Total
10.559	301	10.860

Appendices

Appendix 1: Co2e calculation of a regular salad

mexican salad			
ingredient	amount in g	origin	co2e
sweetcorn	210	central america	270
tomatos	320	Eu	1250
onion	110	asia	90
rocket	80	Eu	150
bellpepper	200		770
avocado	200	south america	120
total	1120		2650
per 100g			236.61
per salad	280		662.5

Food Type	Amount	Greenhouse Gases	Remove
Sweetcorn:	0.21 kg	0.27 kg CO2e (1.28 kg CO2e/kg)	
Tomatoes:	0.32 kg	1.25 kg CO2e (3.92 kg CO2e/kg)	
Salad Onions:	0.11 kg	0.09 kg CO2e (0.82 kg CO2e/kg)	
Rocket/arugula	0.09 kg	0.15 kg CO2e (1.67 kg CO2e/kg)	
Avocados:	0.2 kg	0.12 kg CO2e (0.61 kg CO2e/kg)	
Peppers (bell)	0.2 kg	0.77 kg CO2e (3.85 kg CO2e/kg)	

Please estimate the number of servings :

Submit

Total greenhouse gases per serving: 470 g CO2e

Total greenhouse gases overall: 1.88 kg CO2e

CO2e per serving equivalent to driving 1.58 miles in an average UK petrol car

Appendix 2: Coe2 calculation of local salad

local dutch salad			
ingredient	amount in g	origin	co2e
potato	600	dutch	680
carrots	200	dutch	230
peas	230	dutch	410
eggs	130	dutch	640
celery	20	dutch	20
total	1180		1980
per 100g			167.80
per salad	295		495.00

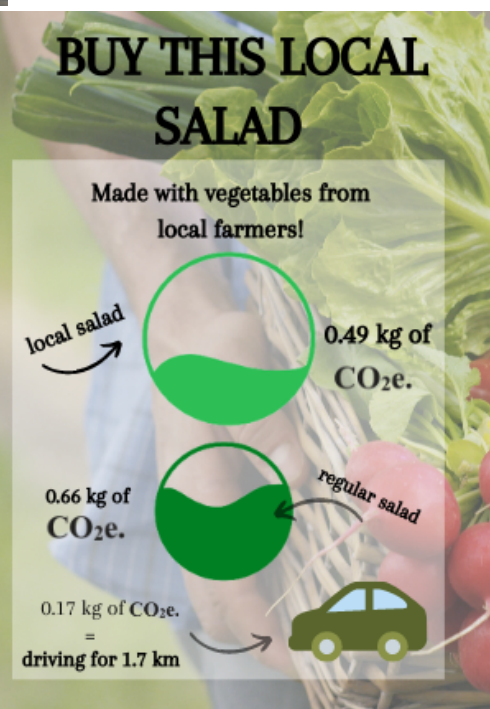
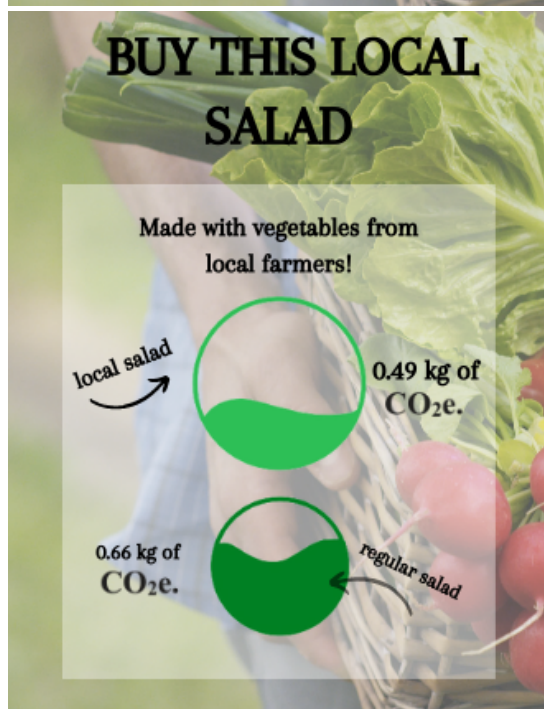
Recipe Summary :

Food Type	Amount	Greenhouse Gases	Remove
Potatoes:	0.6 kg	0.68 kg CO2e (1.14 kg CO2e/kg)	
Carrot	0.2 kg	0.23 kg CO2e (1.14 kg CO2e/kg)	
Legumes:	0.23 kg	0.41 kg CO2e (1.80 kg CO2e/kg)	
Egg	0.13 kg	0.64 kg CO2e (4.90 kg CO2e/kg)	
Celery	0.02 kg	0.02 kg CO2e (1.04 kg CO2e/kg)	

Please estimate the number of servings :

Total greenhouse gases per serving:	495 g CO2e
Total greenhouse gases overall:	1.98 kg CO2e
CO2e per serving equivalent to driving 1.66 miles in an average UK petrol car	

Appendix 3: Infographics + Labels



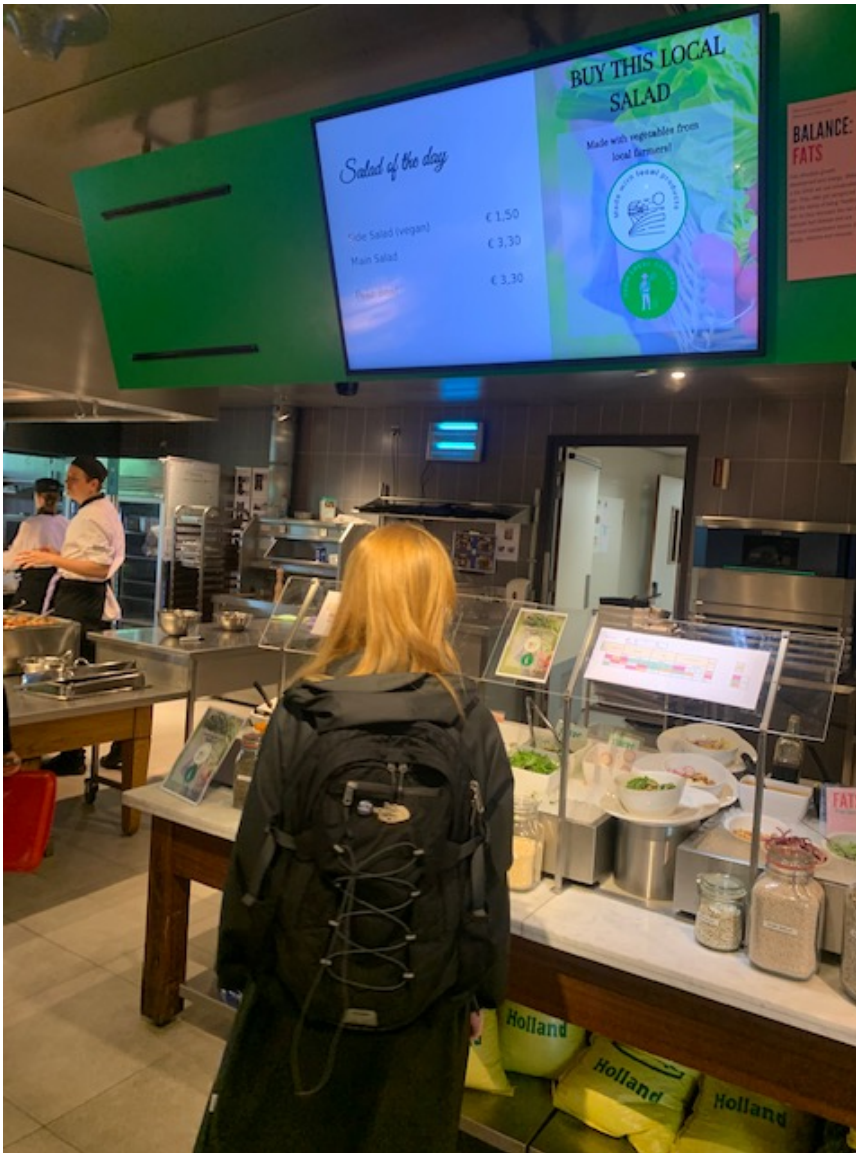
Appendix 4: Infographics + Labels in the outlet











Appendix 5: Assignment of the different conditions to the days

Week	Day	weekday	condition
2		12.05.22 Thursday	0
2		13.05.22 Friday	0
3		16.05.22 Monday	0
3		17.05.22 Tuesday	0
3		18.05.22 Wednesday	0
3		19.05.22 Thursday	0
3		20.05.22 Friday	0
4		23.05.22 Monday	1
4		24.05.22 Tuesday	1
4		25.05.22 Wednesday	3
5		30.05.22 Monday	2
5		31.05.22 Tuesday	1
5		01.06.22 Wednesday	3
5		02.06.22 Thursday	3
5		03.06.22 Friday	2
6		07.06.22 Tuesday	2
6		08.06.22 Wednesday	1
6		09.06.22 Thursday	2
6		10.06.22 Friday	3
7		13.06.22 Monday	3
7		14.06.22 Tuesday	2
7		15.06.22 Wednesday	2
7		16.06.22 Thursday	2
7		17.06.22 Friday	1
8		20.06.22 Monday	2
8		21.06.22 Tuesday	3
8		22.06.22 Wednesday	3
8		23.06.22 Thursday	1
8		24.06.22 Friday	1

Appendix 6: SPSS Results

Title	SPSS output																																																																																																																														
1.Descriptives	Descriptive Statistics <table><thead><tr><th></th><th>N</th><th>Minimum</th><th>Maximum</th><th>Mean</th><th>Std. Deviation</th></tr></thead><tbody><tr><td>total_salads</td><td>29</td><td>28</td><td>122</td><td>61.38</td><td>18.848</td></tr><tr><td>main_salads</td><td>29</td><td>11</td><td>105</td><td>37.79</td><td>18.540</td></tr><tr><td>side_salads</td><td>29</td><td>13</td><td>48</td><td>23.59</td><td>7.356</td></tr><tr><td>Valid N (listwise)</td><td>29</td><td></td><td></td><td></td><td></td></tr></tbody></table> condition <table><thead><tr><th></th><th>Frequency</th><th>Percent</th><th>Valid Percent</th><th>Cumulative Percent</th></tr></thead><tbody><tr><td rowspan="5">Valid</td><td>no label</td><td>7</td><td>24.1</td><td>24.1</td><td>24.1</td></tr><tr><td>local label</td><td>7</td><td>24.1</td><td>24.1</td><td>48.3</td></tr><tr><td>carbon label</td><td>8</td><td>27.6</td><td>27.6</td><td>75.9</td></tr><tr><td>carbon & co2e label</td><td>7</td><td>24.1</td><td>24.1</td><td>100.0</td></tr><tr><td>Total</td><td>29</td><td>100.0</td><td>100.0</td><td></td></tr></tbody></table>		N	Minimum	Maximum	Mean	Std. Deviation	total_salads	29	28	122	61.38	18.848	main_salads	29	11	105	37.79	18.540	side_salads	29	13	48	23.59	7.356	Valid N (listwise)	29						Frequency	Percent	Valid Percent	Cumulative Percent	Valid	no label	7	24.1	24.1	24.1	local label	7	24.1	24.1	48.3	carbon label	8	27.6	27.6	75.9	carbon & co2e label	7	24.1	24.1	100.0	Total	29	100.0	100.0																																																																		
		N	Minimum	Maximum	Mean	Std. Deviation																																																																																																																									
total_salads	29	28	122	61.38	18.848																																																																																																																										
main_salads	29	11	105	37.79	18.540																																																																																																																										
side_salads	29	13	48	23.59	7.356																																																																																																																										
Valid N (listwise)	29																																																																																																																														
	Frequency	Percent	Valid Percent	Cumulative Percent																																																																																																																											
Valid	no label	7	24.1	24.1	24.1																																																																																																																										
	local label	7	24.1	24.1	48.3																																																																																																																										
	carbon label	8	27.6	27.6	75.9																																																																																																																										
	carbon & co2e label	7	24.1	24.1	100.0																																																																																																																										
	Total	29	100.0	100.0																																																																																																																											
2. Anova without covariates, all conditions	Tests of Between-Subjects Effects Dependent Variable: total_salads <table><thead><tr><th>Source</th><th>Type III Sum of Squares</th><th>df</th><th>Mean Square</th><th>F</th><th>Sig.</th></tr></thead><tbody><tr><td>Corrected Model</td><td>1466.667^a</td><td>3</td><td>488.889</td><td>1.441</td><td>.254</td></tr><tr><td>Intercept</td><td>109271.618</td><td>1</td><td>109271.618</td><td>322.139</td><td><.001</td></tr><tr><td>condition</td><td>1466.667</td><td>3</td><td>488.889</td><td>1.441</td><td>.254</td></tr><tr><td>Error</td><td>8480.161</td><td>25</td><td>339.206</td><td></td><td></td></tr><tr><td>Total</td><td>119202.000</td><td>29</td><td></td><td></td><td></td></tr><tr><td>Corrected Total</td><td>9946.828</td><td>28</td><td></td><td></td><td></td></tr></tbody></table> a. R Squared = .147 (Adjusted R Squared = .045) Tests of Between-Subjects Effects Dependent Variable: main_salads <table><thead><tr><th>Source</th><th>Type III Sum of Squares</th><th>df</th><th>Mean Square</th><th>F</th><th>Sig.</th></tr></thead><tbody><tr><td>Corrected Model</td><td>1176.598^a</td><td>3</td><td>392.199</td><td>1.161</td><td>.344</td></tr><tr><td>Intercept</td><td>41471.904</td><td>1</td><td>41471.904</td><td>122.725</td><td><.001</td></tr><tr><td>condition</td><td>1176.598</td><td>3</td><td>392.199</td><td>1.161</td><td>.344</td></tr><tr><td>Error</td><td>8448.161</td><td>25</td><td>337.926</td><td></td><td></td></tr><tr><td>Total</td><td>51046.000</td><td>29</td><td></td><td></td><td></td></tr><tr><td>Corrected Total</td><td>9624.759</td><td>28</td><td></td><td></td><td></td></tr></tbody></table> a. R Squared = .122 (Adjusted R Squared = .017) Tests of Between-Subjects Effects Dependent Variable: side_salads <table><thead><tr><th>Source</th><th>Type III Sum of Squares</th><th>df</th><th>Mean Square</th><th>F</th><th>Sig.</th></tr></thead><tbody><tr><td>Corrected Model</td><td>43.892^a</td><td>3</td><td>14.631</td><td>.249</td><td>.862</td></tr><tr><td>Intercept</td><td>16107.687</td><td>1</td><td>16107.687</td><td>273.727</td><td><.001</td></tr><tr><td>condition</td><td>43.892</td><td>3</td><td>14.631</td><td>.249</td><td>.862</td></tr><tr><td>Error</td><td>1471.143</td><td>25</td><td>58.846</td><td></td><td></td></tr><tr><td>Total</td><td>17648.000</td><td>29</td><td></td><td></td><td></td></tr><tr><td>Corrected Total</td><td>1515.034</td><td>28</td><td></td><td></td><td></td></tr></tbody></table> a. R Squared = .029 (Adjusted R Squared = -.088)	Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Corrected Model	1466.667 ^a	3	488.889	1.441	.254	Intercept	109271.618	1	109271.618	322.139	<.001	condition	1466.667	3	488.889	1.441	.254	Error	8480.161	25	339.206			Total	119202.000	29				Corrected Total	9946.828	28				Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Corrected Model	1176.598 ^a	3	392.199	1.161	.344	Intercept	41471.904	1	41471.904	122.725	<.001	condition	1176.598	3	392.199	1.161	.344	Error	8448.161	25	337.926			Total	51046.000	29				Corrected Total	9624.759	28				Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Corrected Model	43.892 ^a	3	14.631	.249	.862	Intercept	16107.687	1	16107.687	273.727	<.001	condition	43.892	3	14.631	.249	.862	Error	1471.143	25	58.846			Total	17648.000	29				Corrected Total	1515.034	28			
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Corrected Total	1515.034	28																																																																																																																													

3. Anova with covariate "sandwiches"

Tests of Between-Subjects Effects

Dependent Variable: total_salads

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1556.696 ^a	4	389.174	1.113	.373
Intercept	5071.892	1	5071.892	14.508	<.001
sandwiches	90.029	1	90.029	.258	.616
condition	1529.293	3	509.764	1.458	.251
Error	8390.132	24	349.589		
Total	119202.000	29			
Corrected Total	9946.828	28			

a. R Squared = .157 (Adjusted R Squared = .016)

Tests of Between-Subjects Effects

Dependent Variable: main_salads

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1357.667 ^a	4	339.417	.985	.434
Intercept	1331.665	1	1331.665	3.866	.061
sandwiches	181.069	1	181.069	.526	.475
condition	1230.002	3	410.001	1.190	.334
Error	8267.092	24	344.462		
Total	51046.000	29			
Corrected Total	9624.759	28			

a. R Squared = .141 (Adjusted R Squared = -.002)

Tests of Between-Subjects Effects

Dependent Variable: side_salads

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	59.635 ^a	4	14.909	.246	.909
Intercept	1205.842	1	1205.842	19.885	<.001
sandwiches	15.744	1	15.744	.260	.615
condition	22.861	3	7.620	.126	.944
Error	1455.399	24	60.642		
Total	17648.000	29			
Corrected Total	1515.034	28			

a. R Squared = .039 (Adjusted R Squared = -.121)

4. Anova with covariate "mains"

Tests of Between-Subjects Effects

Dependent Variable: total_salads

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	3797.818 ^a	4	949.455	3.706	.017
Intercept	2784.938	1	2784.938	10.870	.003
mains	2331.151	1	2331.151	9.099	.006
condition	2755.546	3	918.515	3.585	.028
Error	6149.009	24	256.209		
Total	119202.000	29			
Corrected Total	9946.828	28			

a. R Squared = .382 (Adjusted R Squared = .279)

Tests of Between-Subjects Effects

Dependent Variable: main_salads

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	2545.973 ^a	4	636.493	2.158	.105
Intercept	654.480	1	654.480	2.219	.149
mains	1369.375	1	1369.375	4.643	.041
condition	1958.338	3	652.779	2.213	.113
Error	7078.785	24	294.949		
Total	51046.000	29			
Corrected Total	9624.759	28			

a. R Squared = .265 (Adjusted R Squared = .142)

6. Anova for condition (0,1) when tested for covariate "mains"

Tests of Between-Subjects Effects								
Dependent Variable: total_salads								
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power ^a
Corrected Model	3158.127 ^a	2	1579.063	4.516	.037	.451	9.032	.643
Intercept	768.060	1	768.060	2.197	.166	.166	2.197	.273
mains	2006.055	1	2006.055	5.737	.036	.343	5.737	.589
condition	2657.878	1	2657.878	7.601	.019	.409	7.601	.709
Error	3846.230	11	349.657					
Total	65765.000	14						
Corrected Total	7004.357	13						

a. R Squared = .451 (Adjusted R Squared = .351)
b. Computed using alpha = .05

7. Anova for condition (0,1) when tested for covariate "mains and sandwiches"

Tests of Between-Subjects Effects								
Dependent Variable: total_salads								
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power ^b
Corrected Model	3410.723 ^a	3	1136.908	3.164	.073	.487	9.491	.552
Intercept	12.413	1	12.413	.035	.856	.003	.035	.053
mains	2243.959	1	2243.959	6.244	.032	.384	6.244	.616
sandwiches	252.596	1	252.596	.703	.421	.066	.703	.118
condition	2870.507	1	2870.507	7.988	.018	.444	7.988	.722
Error	3593.635	10	359.363					
Total	65765.000	14						
Corrected Total	7004.357	13						

a. R Squared = .487 (Adjusted R Squared = .333)
b. Computed using alpha = .05

8. Estimated marginal means for all four conditions when not tested for covariates

condition				
Dependent Variable: main_salads				
condition	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
no label	33.857	6.948	19.547	48.167
local label	49.000	6.948	34.690	63.310
carbon label	35.375	6.499	21.989	48.761
carbon & co2e label	33.286	6.948	18.976	47.595

condition				
Dependent Variable: side_salads				
condition	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
no label	21.857	2.899	15.886	27.829
local label	24.857	2.899	18.886	30.829
carbon label	23.000	2.712	17.414	28.586
carbon & co2e label	24.714	2.899	18.743	30.686

condition				
Dependent Variable: total_salads				
condition	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
no label	55.714	6.961	41.377	70.051
local label	73.857	6.961	59.520	88.194
carbon label	58.375	6.512	44.964	71.786
carbon & co2e label	58.000	6.961	43.663	72.337

9. Estimated marginal means for total salads when tested for covariates "mains"	1. condition Dependent Variable: total_salads <table><thead><tr><th rowspan="2">condition</th><th rowspan="2">Mean</th><th rowspan="2">Std. Error</th><th colspan="2">95% Confidence Interval</th></tr><tr><th>Lower Bound</th><th>Upper Bound</th></tr></thead><tbody><tr><td>no label</td><td>46.695^a</td><td>6.748</td><td>32.767</td><td>60.623</td></tr><tr><td>local label</td><td>75.770^a</td><td>6.083</td><td>63.215</td><td>88.325</td></tr><tr><td>carbon label</td><td>67.346^a</td><td>6.393</td><td>54.151</td><td>80.541</td></tr><tr><td>carbon & co2e label</td><td>54.853^a</td><td>6.139</td><td>42.183</td><td>67.524</td></tr></tbody></table> a. Covariates appearing in the model are evaluated at the following values: mains = 89.62.	condition	Mean	Std. Error	95% Confidence Interval		Lower Bound	Upper Bound	no label	46.695 ^a	6.748	32.767	60.623	local label	75.770 ^a	6.083	63.215	88.325	carbon label	67.346 ^a	6.393	54.151	80.541	carbon & co2e label	54.853 ^a	6.139	42.183	67.524	
condition	Mean				Std. Error	95% Confidence Interval																							
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carbon label	67.346 ^a	6.393	54.151	80.541																									
carbon & co2e label	54.853 ^a	6.139	42.183	67.524																									
10. Estimated marginal means for total salads when tested for covariates "sandwiches and mains"	2. condition Dependent Variable: total_salads <table><thead><tr><th rowspan="2">condition</th><th rowspan="2">Mean</th><th rowspan="2">Std. Error</th><th colspan="2">95% Confidence Interval</th></tr><tr><th>Lower Bound</th><th>Upper Bound</th></tr></thead><tbody><tr><td>no label</td><td>41.583^a</td><td>7.245</td><td>26.596</td><td>56.570</td></tr><tr><td>local label</td><td>76.431^a</td><td>5.898</td><td>64.229</td><td>88.633</td></tr><tr><td>carbon label</td><td>68.729^a</td><td>6.242</td><td>55.816</td><td>81.643</td></tr><tr><td>carbon & co2e label</td><td>57.724^a</td><td>6.195</td><td>44.908</td><td>70.540</td></tr></tbody></table> a. Covariates appearing in the model are evaluated at the following values: sandwiches = 132.48, mains = 89.62.	condition	Mean	Std. Error	95% Confidence Interval		Lower Bound	Upper Bound	no label	41.583 ^a	7.245	26.596	56.570	local label	76.431 ^a	5.898	64.229	88.633	carbon label	68.729 ^a	6.242	55.816	81.643	carbon & co2e label	57.724 ^a	6.195	44.908	70.540	
condition	Mean				Std. Error	95% Confidence Interval																							
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carbon & co2e label	57.724 ^a	6.195	44.908	70.540																									
11. Chi Square: Condition (1,2,3) total salads	condition <table><thead><tr><th></th><th>Observed N</th><th>Expected N</th><th>Residual</th></tr></thead><tbody><tr><td>local label</td><td>517</td><td>463.3</td><td>53.7</td></tr><tr><td>carbon label</td><td>467</td><td>463.3</td><td>3.7</td></tr><tr><td>carbon & co2e</td><td>406</td><td>463.3</td><td>-57.3</td></tr><tr><td>Total</td><td>1390</td><td></td><td></td></tr></tbody></table> Test Statistics <table><thead><tr><th colspan="2">condition</th></tr></thead><tbody><tr><td>Chi-Square</td><td>13.340^a</td></tr><tr><td>df</td><td>2</td></tr><tr><td>Asymp. Sig.</td><td>.001</td></tr></tbody></table> a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 463.3.		Observed N	Expected N	Residual	local label	517	463.3	53.7	carbon label	467	463.3	3.7	carbon & co2e	406	463.3	-57.3	Total	1390			condition		Chi-Square	13.340 ^a	df	2	Asymp. Sig.	.001
	Observed N	Expected N	Residual																										
local label	517	463.3	53.7																										
carbon label	467	463.3	3.7																										
carbon & co2e	406	463.3	-57.3																										
Total	1390																												
condition																													
Chi-Square	13.340 ^a																												
df	2																												
Asymp. Sig.	.001																												

12.Chi Square: Condition (1,2,3) main salads	Test Statistics condition <table><tr><td>Chi-Square</td><td>21.187^a</td></tr><tr><td>df</td><td>2</td></tr><tr><td>Asymp. Sig.</td><td><.001</td></tr></table> a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 286.3. condition <table><tr><td></td><td>Observed N</td><td>Expected N</td><td>Residual</td></tr><tr><td>local label</td><td>343</td><td>286.3</td><td>56.7</td></tr><tr><td>carbon label</td><td>283</td><td>286.3</td><td>-3.3</td></tr><tr><td>carbon & co2e</td><td>233</td><td>286.3</td><td>-53.3</td></tr><tr><td>Total</td><td>859</td><td></td><td></td></tr></table>	Chi-Square	21.187 ^a	df	2	Asymp. Sig.	<.001		Observed N	Expected N	Residual	local label	343	286.3	56.7	carbon label	283	286.3	-3.3	carbon & co2e	233	286.3	-53.3	Total	859		
Chi-Square	21.187 ^a																										
df	2																										
Asymp. Sig.	<.001																										
	Observed N	Expected N	Residual																								
local label	343	286.3	56.7																								
carbon label	283	286.3	-3.3																								
carbon & co2e	233	286.3	-53.3																								
Total	859																										
13.Chi Square: Condition (1,2,3) side salads	Test Statistics condition <table><tr><td>Chi-Square</td><td>.418^a</td></tr><tr><td>df</td><td>2</td></tr><tr><td>Asymp. Sig.</td><td>.811</td></tr></table> a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 177.0. condition <table><tr><td></td><td>Observed N</td><td>Expected N</td><td>Residual</td></tr><tr><td>local label</td><td>174</td><td>177.0</td><td>-3.0</td></tr><tr><td>carbon label</td><td>184</td><td>177.0</td><td>7.0</td></tr><tr><td>carbon & co2e</td><td>173</td><td>177.0</td><td>-4.0</td></tr><tr><td>Total</td><td>531</td><td></td><td></td></tr></table>	Chi-Square	.418 ^a	df	2	Asymp. Sig.	.811		Observed N	Expected N	Residual	local label	174	177.0	-3.0	carbon label	184	177.0	7.0	carbon & co2e	173	177.0	-4.0	Total	531		
Chi-Square	.418 ^a																										
df	2																										
Asymp. Sig.	.811																										
	Observed N	Expected N	Residual																								
local label	174	177.0	-3.0																								
carbon label	184	177.0	7.0																								
carbon & co2e	173	177.0	-4.0																								
Total	531																										
14.Chi Square: Condition (1,2) total salads	Test Statistics condition <table><tr><td>Chi-Square</td><td>2.541^a</td></tr><tr><td>df</td><td>1</td></tr><tr><td>Asymp. Sig.</td><td>.111</td></tr></table> a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 492.0. condition <table><tr><td></td><td>Observed N</td><td>Expected N</td><td>Residual</td></tr><tr><td>local label</td><td>517</td><td>492.0</td><td>25.0</td></tr><tr><td>carbon label</td><td>467</td><td>492.0</td><td>-25.0</td></tr><tr><td>Total</td><td>984</td><td></td><td></td></tr></table>	Chi-Square	2.541 ^a	df	1	Asymp. Sig.	.111		Observed N	Expected N	Residual	local label	517	492.0	25.0	carbon label	467	492.0	-25.0	Total	984						
Chi-Square	2.541 ^a																										
df	1																										
Asymp. Sig.	.111																										
	Observed N	Expected N	Residual																								
local label	517	492.0	25.0																								
carbon label	467	492.0	-25.0																								
Total	984																										

15.

Chi-Square:

Condition (1,2)

main salads

condition

	Observed N	Expected N	Residual
local label	343	313.0	30.0
carbon label	283	313.0	-30.0
Total	626		

Test Statistics

	condition
Chi-Square	5.751 ^a
df	1
Asymp. Sig.	.016

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 313.0.

16.

Chi-Square:

Condition (1,3)

total salads

condition

	Observed N	Expected N	Residual
local label	517	461.5	55.5
carbon & co2e	406	461.5	-55.5
Total	923		

Test Statistics

	condition
Chi-Square	13.349 ^a
df	1
Asymp. Sig.	<.001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 461.5.

17.

Chi-Square:

Condition (1,3)

main salads

condition

	Observed N	Expected N	Residual
local label	343	288.0	55.0
carbon & co2e	233	288.0	-55.0
Total	576		

Test Statistics

	condition
Chi-Square	21.007 ^a
df	1
Asymp. Sig.	<.001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 288.0.

18. Chi-Square:
Condition (2,3)
total salads

condition			
	Observed N	Expected N	Residual
carbon label	467	436.5	30.5
carbon & co2e	406	436.5	-30.5
Total	873		

Test Statistics

condition	
Chi-Square	4.262 ^a
df	1
Asymp. Sig.	.039

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 436.5.

19. Chi-Square:
Condition (2,3)
main salads

condition			
	Observed N	Expected N	Residual
carbon label	283	258.0	25.0
carbon & co2e	233	258.0	-25.0
Total	516		

Test Statistics

condition	
Chi-Square	4.845 ^a
df	1
Asymp. Sig.	.028

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 258.0.

20.

Chi-Square:

Condition (0,1,2,3) Total salads

condition			
	Observed N	Expected N	Residual
no label	390	445.0	-55.0
local label	517	445.0	72.0
carbon label	467	445.0	22.0
carbon & co2e label	406	445.0	-39.0
Total	1780		

Test Statistics

condition	
Chi-Square	22.953 ^a
df	3
Asymp. Sig.	<.001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 445.0.

21.

Chi-Square:

Condition (0,1,2,3) main salads

condition			
	Observed N	Expected N	Residual
no label	237	274.0	-37.0
local label	343	274.0	69.0
carbon label	283	274.0	9.0
carbon & co2e label	233	274.0	-41.0
Total	1096		

Test Statistics

condition	
Chi-Square	28.803 ^a
df	3
Asymp. Sig.	<.001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 274.0.

22.

Chi-Square:

Condition (0,1,2,3) side salads

condition

	Observed N	Expected N	Residual
no label	153	171.0	-18.0
local label	174	171.0	3.0
carbon label	184	171.0	13.0
carbon & co2e label	173	171.0	2.0
Total	684		

Test Statistics

condition	
Chi-Square	2.959 ^a
df	3
Asymp. Sig.	.398

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 171.0.

23.

Chi-Square:

Condition (0,1) Total salads

condition

	Observed N	Expected N	Residual
no label	390	453.5	-63.5
local label	517	453.5	63.5
Total	907		

Test Statistics

condition	
Chi-Square	17.783 ^a
df	1
Asymp. Sig.	<.001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 453.5.

24.Chi Square:
Condition (0,1)
Main salads

condition			
	Observed N	Expected N	Residual
no label	237	290.0	-53.0
local label	343	290.0	53.0
Total	580		

Test Statistics

condition	
Chi-Square	19.372 ^a
df	1
Asymp. Sig.	<.001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 290.0.

25.Chi Square:
Condition (0,2)
Total salads

condition			
	Observed N	Expected N	Residual
no label	390	428.5	-38.5
carbon label	467	428.5	38.5
Total	857		

Test Statistics

condition	
Chi-Square	6.918 ^a
df	1
Asymp. Sig.	.009

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 428.5.

26.Chi Square:
Condition (0,2)
Main salads

condition			
	Observed N	Expected N	Residual
no label	237	260.0	-23.0
carbon label	283	260.0	23.0
Total	520		

Test Statistics

condition	
Chi-Square	4.069 ^a
df	1
Asymp. Sig.	.044

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 260.0.

27.Chi Square:
Condition (0,3)
Total salads

condition			
	Observed N	Expected N	Residual
no label	390	398.0	-8.0
carbon & co2e label	406	398.0	8.0
Total	796		

Test Statistics

condition	
Chi-Square	.322 ^a
df	1
Asymp. Sig.	.571

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 398.0.

28. Chi-Square:
Condition (0,3)
Main salads

condition			
	Observed N	Expected N	Residual
no label	237	235.0	2.0
carbon & co2e label	233	235.0	-2.0
Total	470		

Test Statistics

condition	
Chi-Square	.034 ^a
df	1
Asymp. Sig.	.854

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 235.0.

Appendix 7: Label 4



Appendix 8: Focus-Group transcript

Participants: Josephine, Diana, E, Romy, Jonas, Michael (all pseudonyms)

Ronja

Okay so I know we all know each other already, but I would still like to start with an introduction round if that's okay. Maybe everyone can mention their name, and what they are currently doing at HTH.

Josephine

I'm Josephine and I'm currently doing my internship in London. And that was all your questions, right? And I tell Diana to go next.

Diana

I think you missed the question about your favourite colour but okay, fine. My name is Diana. I am also doing the same block and I'm doing my internship in Berlin That's it. Okay, anyone can go next.

Romy

I can go next. Yeah. Yeah, I'm Romy. I am currently in my second block of pre-master and from February onwards, I will be going on an internship. And yeah, I'll stay here in Amsterdam.

Ronja Kamp

So, you know already where you want to do your internship.

Romy:

I already signed a contract with the social hub for revenue management. Intern.

Ronja Kamp

Nice. Cool.

Romy

Yeah, I really wanted that one. While I was writing the CLP and or whatever where I had to show examples. I just really liked it.

Ronja Kamp

Oh, I see. Yeah. Cool. Yeah. Yes. Amazing. Michael, do you want to go next and introduce yourself quickly, what you're doing...

Michael

Yeah, hi. My name is Michael, I'm like the rest in year four, lycar.

Diana

I guess we can't really hear you. It's like very soft. Maybe you can put in earplugs or something.

Ronja Kamp

Yeah, otherwise, yeah.

Michael

Yeah, better ?

Ronja Kamp
Better. Yeah.

Michael
So I'm also in lycar, are supposed to graduate in March. I'm doing a marketing internship. in Hotel de l'Europe in Amsterdam, which finishes at the end of February and my favourite colour is blue, and I like to play football.

Ronja Kamp
Thank you so much. Jonas, you want to go next?

Jonas
Hi, guys. My name is Jonas, I think I'm the only one from The Hague campus. I'm also doing Lycar currently doing track two and I have yet to start my internship and also find one. So that will be a nice challenge for me for February first. And my favourite colour is green.

Josephine
Jonas, are you looking for an internship in marketing or revenue management?

Jonas
Perhaps, yeah.

Josephine
Well, we already have one candidate for the marketing internship in this meeting room. But there is an open space in revenue management at stage generator, very cool, hostel company. And the position is in, in London at the headquarters. So if you're interested, you can just shoot me a message.

Jonas
Definitely. Thank you.

Michael
I think this should be censored, Ronja. Is a paid, is this a paid ad? Or?

Josephine
Yeah, it is paid. I get a commission out of every person I recruit.

Ronja Kamp
Okay, and then lastly, Elena. Do you want to introduce yourself?

Elena
Of course. My name is Elena. I'm searching currently for my fourth-year internship, my lycar internship. I was supposed to start my internship in Malta this week. But I unfortunately I had an accident. I kind of broke my leg. And therefore, I'm still in Greece. And yeah, just searching for my internship as well. I'm the other candidate Jonas, so you have competition here.

Ronja Kamp

Okay, thank you. And yeah, Hannah, is also supposed to join us, but her Wi-Fi is not really working. So, she'll just join maybe at one point. And yeah, I'm Ronja. I'm doing my internship right now in Amsterdam, at Bright kitchen, and also hoping to graduate in March. And yeah, so the reason why we're all here today is this lovely focus group. And it's a focus group about local foods and how to promote them in the best way possible at Hotelschool The Hague. So, my commissioner is a research commissioner from Hotelschool, and in cooperation a little bit with like La Mangerie, and that It's also where I did an experiment. And in order to kind of find up, like, find out some additional information, I'm conducting this focus group. So yeah, the goal is to end at 11.45. So, let's get started. And the first question that I have... And so yeah, as I said, I want to kind of figure out a little bit, what the perceptions are of the community of hotel school about local foods and kind of how they choose what kind of food they want to eat, and what is the most what are the most important factors? So the first question would be, what factors do you consider most important when purchasing food at la Mangerie? Or at any university campus? So, if you kind of, maybe reflect back to when you were a student and when you were still on campus, kind of what made you choose for certain foods?

Diana

I mean, honestly, if it just looks good, it looks tasty. That was the main factor looks Yeah. [perception]

Ronja Kamp

Okay.

Josephine

I think also, if the line was big, like, it didn't often have it on time and didn't want to wait in line. So, if there was, like, 15 people, I would choose another option.[time]

Ronja Kamp

Yeah. Okay. Good point.

Romy

It was also the dietary requirements because I'm a vegetarian and lactose intolerant. So that combination usually just sends me to the salad bar. Sometimes they get the soup, which is usually it's super nice, because they make the traditional Dutch tomato soup from time to time. Yeah, I think that's from the campus. And then now in the grill, I think that they started experimenting more with vegetarian vegan options. But then usually, I don't know, they add something else that I don't eat. Okay. [dietary requirement]

Jonas

Let's say in addition to what the others already said, also word of mouth. So, if my friends are, like, very positive about a dish then I'm also eager to try it. Yeah. [word of mouth]

Michael

The same as Diana, like the looks of the plate. And also, I have to say, like, the value for the money, because sometimes it will be like really expensive, and very little. Sometimes it will be big portion for... yeah, but that's fine. So that was also important. [value for money] [portion size]

Elena

Yeah, I would have to agree with Michael's value for money.

Something that looks nutritional, but at the same time fulfilling as well, because it might look nutritional, but you know, the portion might be very small as Michael said, so all the things mentioned before plus nutritional and yet fulfilling.[value for money] [taste]

Ronja Kamp

Okay. And Elena which of these factors would you think are or, would you consider most important?

Elena

For me, it depended on the days. I mean, some days you want to eat something that's really good for you. And you want to feel, you know, energised and at the same time trying to eat healthy, but then other days, you're like, just give me something that, you know, fulfilling, and it's not that expensive as well. So, it depended on the day, most of the days, I would try to choose something that's nutritional just because you know, you're trying to eat healthy, but there are occasions where I would just get a pizza because I was super hungry. [health] [taste] [price]

Michael

And towards the end of the month, when the smartcard would get out of funds, we just go for a small salad. [price]

Ronja Kamp

Okay. Okay, thank you so much. Does anybody have anything to add? or would like to add something to their answer or change it based on what the other said? Okay, great. So then, let's already go to the second question. And for the second question, I am going to send you a link right now. Because for my experiment, I created several flyers, which were displayed at la Mangerie. And I want to know your perceptions on these flyers right now. So, I'm going to send you a link in one second. In this chat here. So, if you could press on the link, and let me know if it doesn't work. Does everybody see the flyer?

Jonas

I do. Yes.

Elena

It's only one right? Yeah.

Ronja Kamp

Only one. Yeah. So, first question would be what stands out to you about this flyer? And what do you like or dislike about it?

Jonas

Dislike that it tells me what to do. [command]

Ronja

Okay. Good point.

Josephine

Actually, mine isn't loading, could you send me some pictures? Ah no, it's loading nevermind.

Michael

I think what strikes me first is that it's like very green, on like a vegetable salad. So it's look, it looks kind of fresh and healthy. And yeah, then definitely all the.... like, it says local four times. So that's kind of what you mainly get from it as well. So that kind of local fresh, healthy feelings are kind of what I get. [health] [freshness]

Ronja Kamp

And that gives you a positive impression?

Michael

Yeah, for sure. If I would see this next to food I would, Yeah, I would.... I would say it's positive about the food. Yeah.

Ronja Kamp

Do you agree with Jonas that you don't like that it tells you what to do? [command]

Michael

No. No, sorry, Jonas. You know, that doesn't. I get these kinds of things thrown at me every day. That doesn't surprise me.

Ronja Kamp

Okay. Thank you.

Elena

I would have to say the only thing that maybe you know, I would want more, not that I disliked but I would like it if it was more specific. But it's because it says: "buy this local salad with vegetables from local farmers, it doesn't say what type of vegetables doesn't say which farmers is it? You know, where I'm actually staying? Is it, I don't know, is it a company? Just you know, individuals, individual farmers. For me, it just it just missing a few details that I would like to see on. [Lack of information]

Ronja Kamp

Too unspecific ,to vague?

Elena

Yes.

Ronja Kamp

Okay. Good point. Thank you.

Josephine

Yeah, I'd have to agree as well with Elena, I think it's very... just, it's local, but it doesn't really explain it or anything. [lack of information]

Elena

But the visual, I'm sorry, the visual is nice. I really like the photo, it does convey that freshness.[freshness]

Romy

And also the choice of vegetables. And thats it? Yeah. Radish for me associates with health. Since I don't know, we have a saying in Lithuanian: "Oh, as healthy as a radish." So that and I'm like, well, that's really healthy, even though because it is not super **specific**. But then again, it can be used not necessarily for a salad, but for everything else. And then

it's just a first stamp so you can get like to buy a product. But of course, in this case, we don't necessarily know the meaning of it. But I mean, yeah, local products from local farmers. All the signs sound positive. [health]

Ronja Kamp

Okay, thank you so much. And so now, I want to kind of go on the topic of locality of dishes. And I want to ask, how important is it to you that the origin of your food is from local origin?

Josephine

Okay. I think for me, it's more important when I go to my groceries than in the restaurant, because in the restaurant, it's always hard because they just do the food themselves. I mean, they can always say that it's local, but then you don't really have ehm, you can't really confirm it. And whereas where I do my own groceries, you can see where the vegetables and fruits come from. So, I'd say it's more important for me when I do groceries than when I go out. [grocery shopping] [proof]

Ronja Kamp

okay, good point. Thank you. Michael, do you want to add anything to that?

Michael

Yeah, I agree. I was also gonna say like when I'm doing groceries now, I'm always looking at where it's from. So yeah, especially like recently, I haven't really, I don't really buy it anymore, that is from really far away where I can clearly see it, you know, obviously, when you get some kind of processed food, it could be that it's still from somewhere else. But I could have fruits and veggies, I do pay attention to it. And in the rest, so that that is really important for me in the restaurant, it's true that it's more difficult to see it. But of course, you know, also when you go to a certain type of restaurant, it's going to be more seasonal, local. Whereas when you go to a different type, it will be very different. [grocery shopping]

Ronja Kamp

So, what you're saying is, when you cook for yourself, you really pay attention to buying local ingredients. But when you go out, it is less of an important factor in your decision-making?

Diana

I think I would need some sort of proof. Because like, when I would go to the Kas, for example, that restaurant in Amsterdam that's super green and grows everything themselves, I know, because that's what they're like known for. But yeah, Mangerie, when they say it's local food. I'm like, Yeah, okay, but what is local? And what where does it come from? So, I think I would need some sort of proof that it is. [proof]

Ronja Kamp

Yeah. So, and proof is not enough that it's just like Dutch ingredients, instead of like avocado and bell pepper, but, like local?

Diana

yeah, but then, for me, like, I don't really know, on top of my head, which ingredients would be grown in what season in Netherlands? So maybe there could be like a thingy,

that shows like, what fruits are in season or vegetables? And then you see, okay, that's what they're serving. So. Okay. [lack of knowledge]

Ronja Kamp

Like a calendar. Good point. Thank you. Does anybody have anything to add? To remind you, the question was, how important is it for you that the food that you're eating is from local origin. So like, specifically in Mangerie, or in a, like a restaurant setting?

Elena

I would say that, I mean, it's not the most important for me. It's more important for me to know that, for example, when I go grocery shopping, it's more important for me to know that the potato, for example, is from a specific area that I like, because I know for example, from the top of my head, like I like potatoes, for example, from Spain from a specific place in Spain, if I know they're from there, I would be more inclined to buy them. And then when I go to restaurants, it would be an added feature. But it wouldn't be the reason I choose to eat there. [taste] [added benefit]

Ronja Kamp

Okay.

Michael

It wouldn't necessarily be the first reason to go there. But it's, it is important, like if they, if they say it on their menu, if they mentioned it, I will likely choose it more often. Because I..., just the sustainability factor of it does matter to me. Yeah, if there's a choice, I would choose for it. [not first choice]

Romy

It's a nice add on, but as Elena said, it's not something that I would be looking for necessarily. It's just like, if, if I choose that, and that's the option, that's good for Planet hopefully. But otherwise, it's not a determining factor. [added benefit]

Ronja Kamp

Okay. Thank you so much. And then the next question will be what, if anything could be changed about this flyer that makes you more likely to consider it when purchasing food in the cafeteria? So we already touched up on this a little bit. Diana mentioned, like some sort of proof. What else was mentioned? Maybe like an information on what is what is local? What is seasonal at the moment? Is there anything else that you might would change about it?

Josephine

I think maybe also...

Jonas

I think someone already mentioned that. It was like, where the purchase actually comes from. Someone mentioned the farmers specifically.[lack of information] [proof] [specific farmer]

Ronja Kamp

Okay. Thank you. Yeah, good point. Josephine, what did you want to say?

Josephine

I think maybe also the environmental impact of choosing local food compared to avocados from wherever. Yeah.[Environmental impact] [lack of knowledge]

Ronja Kamp

Okay. I think then we can go to the next. Oh, sorry, Michael, did you want to say something?

Michael

No, I was gonna say that for me, actually, I don't necessarily want to see all the background information like, compared to non-local foods. For me usually, when I see something like this, it's, it convinced me enough. Like I don't, In that sense - I think I trust a label like this just to be about good local food and I, in my head, I will know that it's better than food from wherever over the world. But usually, when I see labels like this also in other categories, I, I just trusted that it's not as good, so I wouldn't necessarily need more information. [more information]

Ronja Kamp

Okay, Thank you. And so now, I will show you that second label. I'm also gonna send a link in here, again. Yeah, let me know whether it works. Or not.

Elena

Yeah, I don't. I don't see it yet.

Ronja Kamp

Sorry. Yeah.

Jonas

There it is.

Ronja Kamp

So take a few moments to have a look at the flyer. And then the first question again, is what stands out to you about this flyer? What do you like or dislike about it? And you can also compare it to the one you saw before.

Romy

Yeah, I think that the bit of a details now some facts are nice, a comparison between the regular and local. But I think that the graphics in the previous one were nicer. [information] [design]

Diana

Yeah, I also like that there's more information and like actual numbers. But it's got it took me a little second to realise what the little circles meant? And then if you read both, okay, it clicks. But it's, it could be a little bit more like, maybe next to each other. [information] [design]

Elena

And same for me as well. Um, so maybe if it said, like, you know, the difference or like it had a title over it, because you see the first one and it takes you a few seconds to say, okay, maybe I should just check the second sign to see and then you understand, okay, the regular salad will take more of, you know. Yeah, Like, yeah, a title. I think that's that's a fair point. Yeah. [design]

Michael

I think other than the, the text, for me what, what is, the problem with this flyer is that I can not really visualise what the difference is between points 49, or point 66? Like it doesn't, doesn't tell me a lot. I wouldn't know. If point 49 is a lot or not, or a difference doesn't seem that big to me. But maybe that's like, that's a wrong perception. It could be but that would then be the fault of the flyer. Not the fault of me. [lack of information] [lack of knowledge]

Ronja Kamp

Yeah, okay. Anybody else want to share their initial thoughts on it?

Josephine

No, I like that there's the environmental impact of like, the local compared to the regular salad. [environmental impact]

Ronja Kamp

Okay, thank you. So, the next question would be, how much, do you care about the carbon footprint of the food that you eat? Is that a topic that is on your mind? A lot? Is it a topic that? Yeah, you think about or is it something that or do you care more about other environmental aspects of your daily life? Yeah, so

Diana

For me, it's actually the main reason why I became a vegetarian, the co2 impact, like not eating beef anymore. I don't do that because of the cow, but I do that because of the co2 impact. So I care a lot about that a lot. [co2 emissions] [environmental impact]

Ronja Kamp

Yeah. Okay.

Jonas

Yeah, I have to think about the local products I view it as very important, like why should we be flying produce from let's say, Africa or Asia, when, we can make the same products and make the same products locally? And especially as Hotel School strives to be sustainable, but isn't really showing enough. [environmental impact]

Ronja Kamp

Okay, thank you.

Diana

I do think sometimes though, going back to the local thing, sometimes I feel like something being local isn't per se better, because they have these research, right, that having strawberries in the Netherlands is really not better than having strawberries from Spain and it's better to fly them in, less co2 produced, than it is to make them in Netherlands. So I think for me, it's not so much going about their local but more about how much co2, or what's better. Yeah. [environmental impact]

Michael

I think I think that's yeah, that's an example of bell pepper. But in general, I think when something is in season in the Netherlands, it's better to get like from here than from anywhere else. But I think if you in winter have to grow a lemon in the Netherlands, it's going to take you much more like energy and water than to get it from a country where it

isn't seen. So that's true. But I think locality for me, like goes hand in hand with seasonality. And that's how I would always perceive it. And I do agree with Diana, that I also, like changed my diet based on our footprint. So, I eat much less meat and fish, well fish not, not as much as meat and dairy, because of the carbon footprint that it has. And the same goes for locality, I do it more for the carbon footprint than for supporting local farmers, which is also important, but at a carbon footprint is always the most important. [co2emissions] [environmental impact] [supporting local farmers]

Ronja Kamp

Okay, so then. So, from what I'm gathering, like, the carbon footprint is quite important. Would you then say that this flyer would entice you more to buy a local salad than the one that you saw before?

Diana

For me, Yes. But I think what Michael is saying is a fair point, I need something to compare it to. Like, I don't know how much Co2 that is. So if you can compare it to a flight to Leuwarden, then it would be, I don't know, something to compare it to. [co2 emissions] [information] [lack of knowledge]

Michael

Exactly. It doesn't doesn't yet say...like tell you a lot what what this amount of carbon to carbon emissions means. But yeah, it is convincing, on the other hand, also, when the last flyer, I already kind of assumed that the buying local food would be less harmful, less, would emit less carbon dioxide. So, I already made that connection a little bit with the last one. Yeah, this one obviously is much clearer about that. [lack of knowledge] [co2 emissions]

Romy

Also, since information of that carbon emissions is not really available every single time when you eat something. Is not that I ever pay a lot of attention to. And for me, in my mind, since I don't know, I'm like, Oh, I'm vegetarian, then I don't really need to think about it. Because it's already like a lot of impacts that I think is changing. Of course, one person cannot really change it, but when it's more people that don't consume meat, that is not available information. So, it's not really something that I think about while eating. [co2 emissions]

Ronja Kamp

So, it's something that you that you're aware of. You are about but not like in numbers. So, like stated on this flyer?

Romy

Okay, yeah, but numbers, because I think that it's the first time that I saw co2 emissions being associated with, for example, a portion of salads. [Co2 emissions]

Elena

Yeah, and if I had to just add something on, on that would be that. For example, for me, carbon emission is mostly interesting for me when it comes to animals. It's, it's literally the only I think carbon emission that is close to, you know, affecting my choices. And, like, if you would, if you would tell me that, you know, if I choose this salad over that salad, it will have less carbon emission, I would probably just choose the of the salad that

I wanted. But if you would tell me, choose a salad, because otherwise, if you choose meat, then this amount of animals would be killed. And that would also have carbon emission, you know, effects, then I would definitely choose the salad. Because it's not just the carbon emission, but it's also, you know, making sure not a lot of animals are killed for us to consume. So it would it would definitely be more important for me if it was connected with animals. That's what I'm trying to stay for. I don't know if it came out correctly. [Co2 emissions]

Ronja Kamp

Yeah, I think it's clear what you meant. So anything you would add to this flyer to make it more appealing? To make it more of a considerable factor in your decision making at La mangerie? [animals]

Josephine

Maybe a bit stupid, but I would make the two circles the same size? Because then I wouldn't be wondering, okay, but it's not the same size, is it actually just the same footprint? [design][unclear]

Ronja Kamp

Okay. Thank you. Good point.

Michael

I think what's already been mentioned like, like something that shows what this difference means, so it's 117 grammes of carbon dioxide emissions, like what is that? What is that? Is that a drive from here to to The Hague or is that? Whatever? I don't know. Yeah. [information]

Ronja Kamp

Okay, good point. So, anything else somebody would like to add? Or can we go to the next flyer? I'm sending them now. So, that one kind of Yeah, does what, what you were asking for. But yeah, the first question again. What stands out to you about this flyer? What do you dislike or like about it?

Michael

So, I really liked it now you can see what it means 1.7 kilometres of driving. What I very much dislike is that doesn't seem a lot like a lot to me. I know that the salad may be not like a big thing you know, it's not like its going to change the world obviously but still, this seems like it's such an irrelevant example that I would maybe...[information]

Ronja Kamp

Not consider it? I

Michael

Like more more laugh at it and not consider it then find it as a positive so maybe I would try to find, like that is probably already next question, but I would probably find a different example for showing what this is. [impact] [insignificant]

Diana

For me, it's actually enough to be convinced. Like I know 1.7 kilometres is not a lot to drive, but just me choosing the local salad over the non-local salad when they're probably

both nice, knowing that I don't drive for 1.7 kilometers is enough for me. I find it good enough to make a different choice. [impact]

Ronja Kamp

Josephine, what do you think?

Josephine

Yeah, no, I think I like that there, there's like a comparison so you can see really the impact of your actions. I'm still not sure if I'm agreeing with Diana or with Michael but I think I think that just for a salad, like you wouldn't expect your Salad to save like 10 kilometres with a jet plane. So I think it's convincing. So I shall take Diana's side. [impact]

Ronja Kamp

Elena, what about you?

Elena

Yeah, I mean, I like I like the visual I, I would prefer it if it was differently positioned. I would say as Josephine said before, for example, the circles have the same size and maybe the car is a little bit more distant from the from the circles. And that has only to do with a visual in terms of decision- making. I would have to be between somewhere between Michal and Diana because it's convincing. But yeah, it's not. Again, it's not something that..., maybe if it had more bold statements, like: "You could save 1.7 kilometres, if you choose this salad.", you know, maybe bolder statements into instead of just showing facts, because facts are allowing me to get my own conclusion and my conclusion, depending, you know, on how much time I have to look at this, for sure something would be like, oh, yeah, whatever. Or it could actually be Oh, that's interesting, you know. So yeah, something in between. [design] [phrasing]

Ronja Kamp

Thank you. Jonas?

Jonas

I actually really like it that the flyer is very specific. So, I'm on the same team as Diana on this one. [information]

Ronja Kamp

Okay. Thank you. And, Romy?

Romy 5:48

I think that... but this is at a station that has both regular and local salads in front of me, or is it just that the local salad and it has this flyer next to it?

Ronja Kamp

Yeah. So, the way that it was in Mangerie is there was like a few different salads that the salad bar made. And like all the ingredients in the salad bar, we're local. And there was just this flyer there that said, this is a local salad. Compared to a conventional salad. Yeah, the emissions are lower.

Romy

Yeah, then I think that I would have chosen the local salad, just to see if it's... yeah, I mean, the first time I would choose it, but then if it doesn't taste that well, the next time, I might just go for a regular one. [taste]

Ronja Kamp

Okay, the next question would be, in terms of like, the layout, do you think there's like, maybe, like, Is there too much information? Is there too little? Well, yeah, of the visuals. Is there anything that you would change about the flyer to make it more appealing?

Josephine

I think, maybe, I like all the information that is on it, then maybe I will try to make it a bit more organised. So with information, and maybe even a little bit more text, just to make it a little bit more readable. But I like the color scheme, and the background as well. [design] [information]

Ronja Kamp

Right, thank you. Yeah.

Romy

And then someone before also mentioned the titles instead, so that would really help it as well. I think the organisation, the layout. [design]

Ronja Kamp

Anybody else would like to add something?

Michael

Yeah, for me the layout doesn't really make a difference. It's anyways more about the content here. And for the rest I think it's quite clear.

Ronja Kamp

Okay, thank you. So now I have the last flyer. Which I'm gonna send. So again, what stands out about this flyer to you? What do you like or dislike about it?

Diana

I think it's nice that we see Thijs. No, I think it's really nice that there's a face with it. , to have a name and a face. Maybe it would be nice to have like a little bit more information like, like Thijs and his farm in, I don't know, somewhere. Like, like a location where he gets it and maybe a little bit more of a story. I don't know. But it's already nice that we have a face with the story. Yeah. [personal] [information] [story]

Elena

Yeah, I definitely like it more. And exactly like Jonah said, I like the fact that it's more personal. I would like more info just you know, but because it takes too long to to read and maybe I wouldn't, I wouldn't mind leaving it exactly as it is as well. Yeah. But I do like it the face. I like that. It makes it more personal. [personal] [information]

Jonas

I really like the title, though. It's way better than "buy something" in but "can you support your local community?" And it would have been very nice to maybe see a mixture of this one, together with the 1.7 kilometers, which shows you apart from supporting your local farmer also that you do something good for the environment. [support] [combination][supporting local farmers]

Ronja Kamp

So, a combination of environmental and social cause, so to say? [combination] [social cause]

Jonas

Yes.

Michael

Personally, I find the environmental cause bit more important. So compared to the last one, this one's less appealing to me. Having said that, I think it is strong to to put emphasis on the social aspect of it as well. So I agree that a combination could be strong. But yeah, it would need backing up, but it's also more like environmentally. [environmental impact] [combination]

Ronja Kamp

If it's okay with you, I have like three, four more questions. Hope it's not going to take much longer than five minutes. So the next question will be: Yeah, how important is it to you personally, to support local farmers, local businesses? Does that influence your daily like, purchasing decisions?

Diana

Well, with this Dutch farmer thing going on right now, it's not my main priority, let's say, like, I like I like the local farmers. I think that's very good. But depends, of course, what kind of farm they have. Yeah, if it's, if it's vegetables, then sure. [supporting local businesses]

Elena

If, if I have tried them before, and if I know them in some way, I think I would be more inclined. If I go to another country, and he just says support the local farmers. I don't think, you know, that will be one my first you know, reason to choose something. But if I if I'm living in the area, and I know, and I've heard before, like tried their products before, yes, I will definitely be more inclined. [connection to country] [supporting local farmers]

Josephine

Yeah, I think I agree with you Elena. When I'm back home, I would always kind of support local farmers just because you know them, and you know, where the food comes from. But like, for example, now, in London, I don't have any, like, emotional connection with the farmers, that's has a bit less importance for me and my choice. [connection to country] [supporting local farmers]

Michael

I think actually supporting like a local food system is probably more important than connection with the farmer. Obviously, if you really know someone and its a family farm or whatever, then it could be a different thing. But for me, like supporting a local farm would also would always be more about the local food system, trying to keep a short chain, those kinds of things rather than the emotional, social aspect that Elena and Josephine are more focusing on. [supporting local farmers] [emotional connection][supporting local food systems]

Romy

I would say that it's a nice social cause to always support local businesses, local farmers, but usually, from my experience, the prices are significantly higher. So then sometimes that can affect my decision, and I just would not choose them in my case. [support local businesses] [prices]

Ronja Kamp

Yeah, good point. Thank you.

Jonas

I would say that...

Ronja Kamp

Then what if , Sorry, no, no, no, go ahead.

Jonas

Yeah, I was saying I, I prefer to support local farmers, but with what Albert Heijn and other supermarkets have, you're not always able to support them? So sometimes you also say ...[supporting local farmers] [availability]

Ronja Kamp

Could you repeat that? I'm sorry. You were stuck with me, like frozen for me for a second?

Jonas

Sorry. I think my Wi Fi is acting up a little bit. Now. What I was saying is that I really prefer to support local farmers, but with what Albert Heijn has in the shelves, you're not always able to support local farmers and therefore you just have to accept that sometimes you need to buy products that are flown in from the other side of the world.

Ronja Kamp

Mhm, Yep. Okay. Anybody else would like to say anything more about this specific flyer? any improvements suggestions or?

okay, then the last question is, I would like you to have a look at all of these flyers again and then tell me which of these flyers do you find most effective for you specifically in terms of influencing your decision to purchase a local salad. So, look at them again and then think which one would convince you most by a local salad.

Diana

For me, it's the one with the car and showing the difference for co2. [co2 emissions]

Ronja Kamp

Okay.

Jonas

yeah, I agree on that one as well.

Josephine

Yeah, me too.

Elena

I'm somewhere in between the last and the last and the one with the car just because one of them conveys, you know, the friendliness of the local farmer. The other one is mostly about facts. I think it would be the one with a car, just because you know, you kind of see what your impact is. But at the same time, the one with the local farmer is also compelling because you're helping someone, a real life person. So, somewhere in between I think okay, thank you. [personal] [impact] [helping someone]

Michael

For me, I would go for the first one, maybe with just the labels.

I think it's nice, short and sweet and conveys your message for me. If I if I want to buy local products, and I already know, that I will do it and I don't need that much extra information. Because I kind of already connect this with the idea of less carbon dioxide, supporting local farmers. So, for me, I think they will want it what is the clearest. [co2 emissions]

Romy

For me it's also label 3.

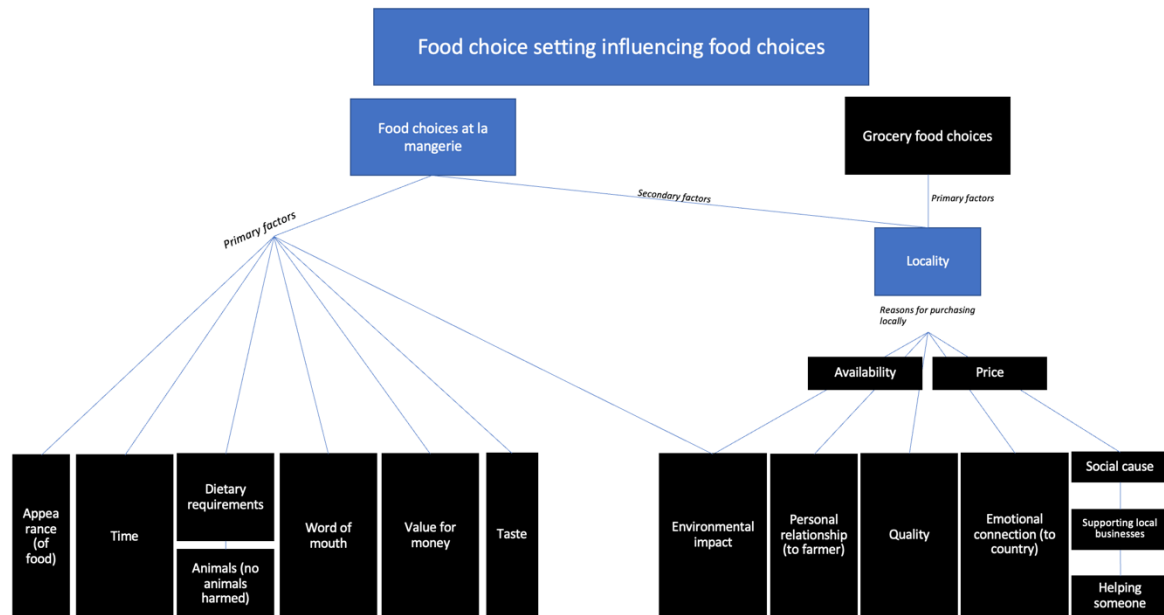
Ronja Kamp

Okay. Yeah. Thank you very much, guys. I have asked all the questions and I think, have quite some good insights on your thoughts. Thank you very much also for the overtime that I did. And I hope it was also a little bit interesting for you to see kind of what other people think about when they purchase food. And so yeah, thank you so much. And this is this is the end. Thank you.

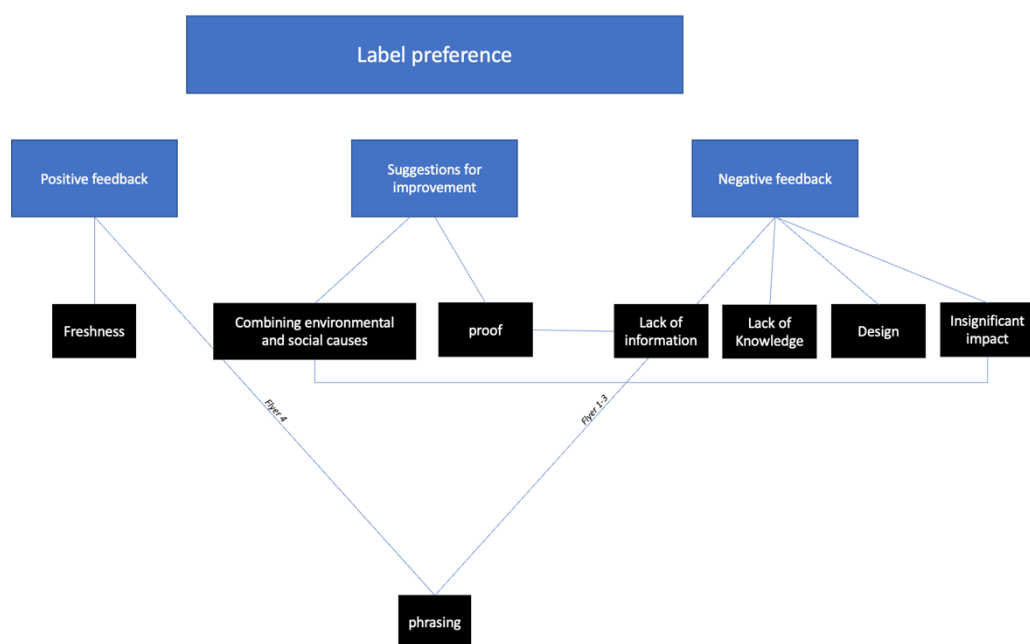
Appendix 10: Focus group codes

code	theme
Perception of food	1Appearance
Time	2Time
Dietary requirements	3Dietary requirements
Word of mouth	4Word of mouth
Value for money	5Value for money
Portion size	Value for money
Health	6Health
Taste	7Taste
Price	Value for money
command	8Phrasing
Freshness	9Freshness
Lack of information	10Lack of Information
Grocery shopping	11Grocery shopping
Proof	12Proof
Lack of knowledge	13Lack of knowledge
Added benefit	14Secondary factor
Not first choice	Secondary factor
Specific farmer	15Personal
Environmental impact	16Environmental impact
Quality	17Quality
More information	Lack of Information
Information	Lack of Information
Design	18Design
Co2 emissions	19Co2 emissions
Supporting local farmers	20Supporting local businesses
Animals	21Animals
unclear	22Design
impact	23(insignificant) impact
insignificant	impact
phrasing	Phrasing
personal	Personal
story	Personal
Supporting local community	Supporting local businesses
combination	24Combine social and environmental topics
Social cause	25Social cause
Connection to country	26Emotional connection
Emotional connection	Emotional connection
Supporting local food systems	Supporting local businesses
Availability	27Availability
Helping someone	28Helping someone

Appendix 11: Food choice setting influencing food choices



Appendix 12: Label preference



Appendix 13: Evaluation survey

Promoting local foods at Hotelschool The Hague

Thank you for answering this short survey about the marketing campaign which is promoting local foods at Hotelschool the Hague.

 ronjakamp@gmx.ch (not shared) [Switch account](#) 

To what extent has the seasonal calendar influenced your awareness of local and seasonal vegetables and fruits?

	1	2	3	4	5	
The seasonal calendar has had no influence in my awareness of local and seasonal vegetables and fruits	☐	☐	☐	☐	☐	The seasonal calendar has substantially influenced my awareness of local and seasonal vegetables and fruits

How often do you pay attention to the label "prepared from local ingredients", when selecting your food in the cafeteria?

- ☐ Never
- ☐ Sometimes
- ☐ Always

How has the label "Join the local movement, be part of the change" affected your perception of local food ?

Your answer

Have you noticed the educational infographics in the cafeteria, and have they impacted your understanding of the environmental benefits of local foods?

- ☐ Yes, I have noticed them, and they have made an impact in my understanding
- ☐ Yes, I have noticed them but they have not made an impact on my understanding.
- ☐ No I have not noticed them

To what extent has the marketing campaign (seasonal calendar, local labels and infographics) increased your interest in trying local food options?

	1	2	3	4	5	
No influence	☐	☐	☐	☐	☐	Substantial influence

Do you feel that the marketing campaign (seasonal calendar, local labels and infographics) is effective in educating you about local food and its benefits? Please explain your answer.

Your answer

How do the local food options in the cafeteria compare in terms of quality and taste to other options?

- ☐ I prefer the quality and taste of the local food options
- ☐ I prefer the quality and taste of regular food options
- ☐ Other: _____

Have you made any changes to your food choices in the cafeteria since the implementation of the marketing strategy? If so, what were the reasons for these changes?

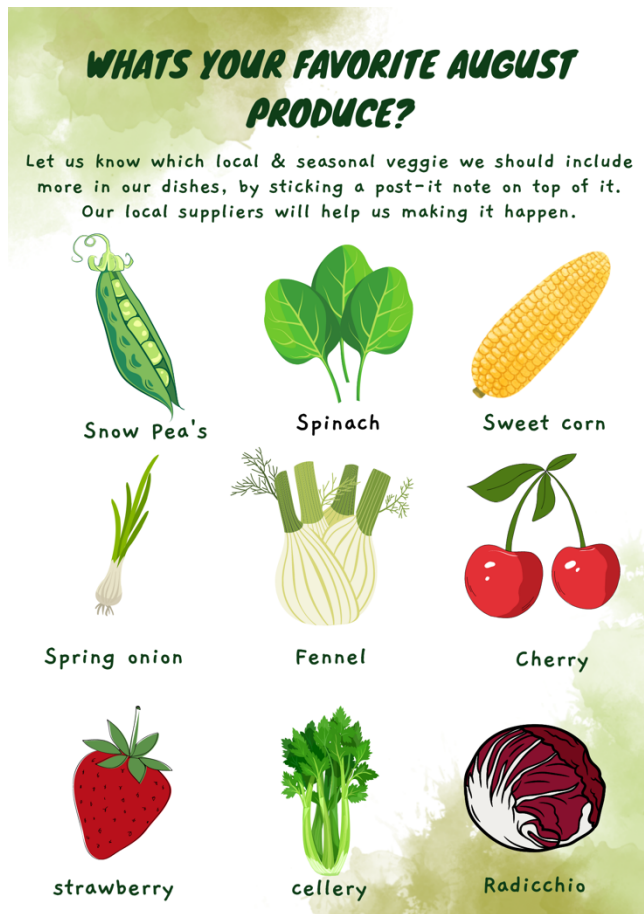
Your answer

Submit

Clear form

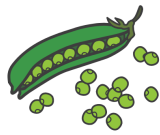
Never submit passwords through Google Forms.

Appendix 14: Seasonal Calendar



WHATS YOUR FAVORITE JULY PRODUCE?

Let us know which local & seasonal veggie we should include more in our dishes, by sticking a post-it note on top of it. Our local suppliers will help us making it happen.



Pea's



Tomato



Sweet corn



Courgette



Fennel



kohlrabi



strawberry



Carrot



Radicchio

WHATS YOUR FAVORITE JUNE PRODUCE?

Let us know which local & seasonal veggie we should include more in our dishes, by sticking a post-it note on top of it. Our local suppliers will help us making it happen.



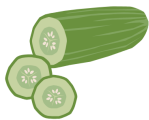
Asparagus



Tomato



Red cabbage



Cucumber



Broad beans



Leek



Beetroot



carrot



Turnip

WHATS YOUR FAVORITE MAY PRODUCE?

Let us know which local & seasonal veggie we should include more in our dishes, by sticking a post-it note on top of it. Our local suppliers will help us making it happen.



Rhubarb



Endive



Arugula



Bok choy



Broad beans



Leek



Beetroot



parsnip



Jonagold apples

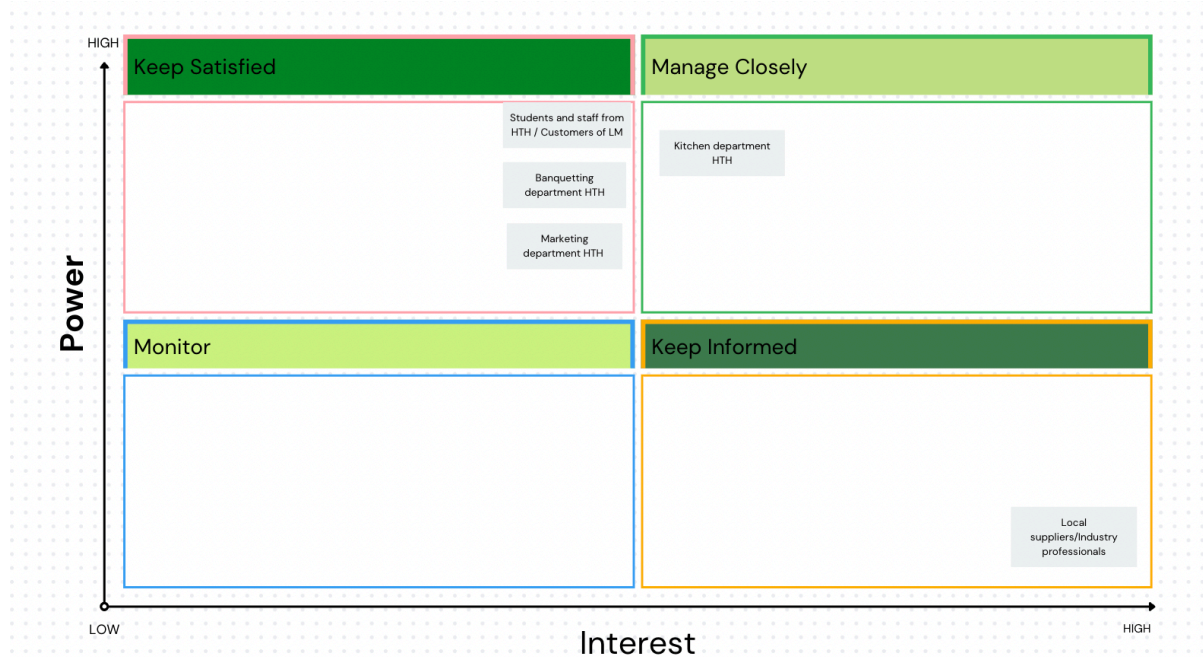
Appendix 15: Infographic for HTH cafeteria



Appendix 16: Marketing campaign timeline

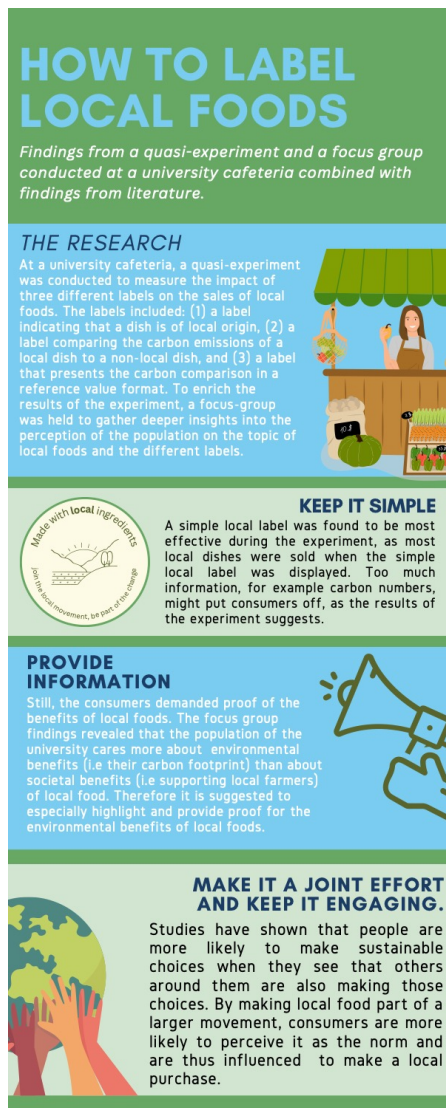


Appendix 17: Stakeholder map

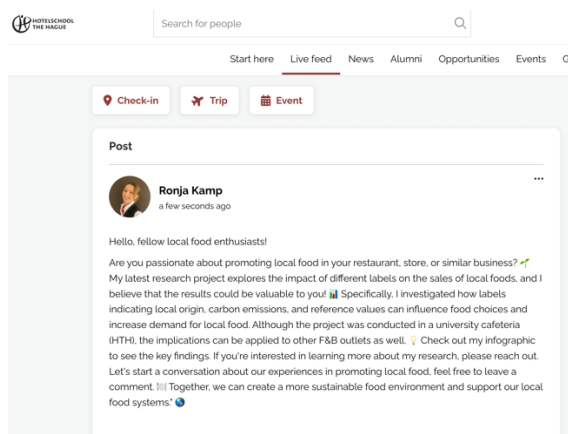


Appendix 18: Dissemination to industry professionals

Infographic shared to alumni platform



Proof of Dissemination to industry professionals



Appendix 19: Second dissemination to HTH departments



https://drive.google.com/file/d/17TCsDUSxX8OPGP_YxXkRw5Zhbph0EOJt/view?usp=share_link

Proof of dissemination to HTH departments

Do you want to know how to promote local food at HTH? 1

Ronja Kamp
An: Vos de, J, Mr.; Holst, M, Mr.; Ginkel van, R, Mr.; Spree van der, D, Mr.; Splinter, VP, Mr.; Plagge, E; Ouwehand, HY, Mr. +6 weitere
So, 19.02.2023 15:07

How to promote local foods ...
12 MB

Good afternoon,

The last six months, I have dedicated my efforts to finding effective ways in which HTH might effectively promote local foods. If you're curious about my findings, please click on [this link](#), to see the video where I visualized my findings and gave a preview of my proposed solution.

If you wish to know more about how I came to my conclusions and if you would like to see a detailed plan on how to promote local foods, please find a **condensed** version of my Lycar report attached. Especially **pages 29-36 might be of interest to you**, where I present my solution in detail and an evaluation and implementation plan. For the survey that I created in my evaluation plan, please click on [this link](#).

I hope the solution that I recommended can be of value to you, and that it partially be implemented at Hotelschool The Hague. Please let me know if there are any questions. I also highly appreciate any feedback or comments.

Best regards,
Ronja Kamp

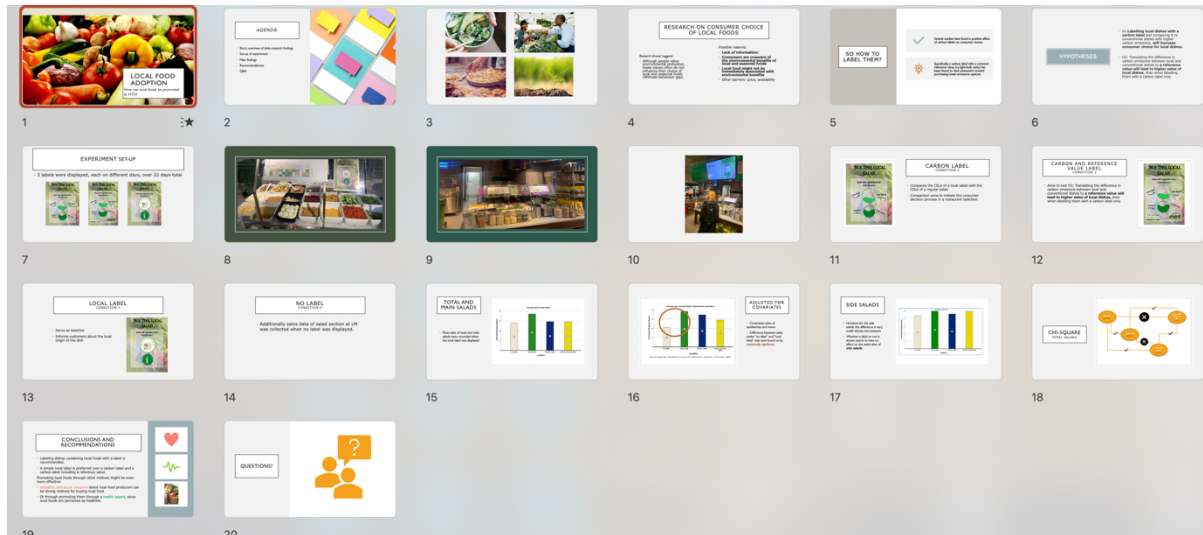
Promoting local foods at Hotelschool The Hague

Thank you for answering this short survey about the marketing campaign which is promoting local foods at Hotelschool the Hague.

docs.google.com

Antwoorden Allen antworten Weiterleiten

Appendix 20: Live dissemination presentation



Proof of data management

N noreply <noreply@hotelschool.nl>
An: Ronja Kamp

Dear Ronja Kamp,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Ronja Kamp
Student Number : 782594
Email : 782594@hotelschool.nl
LYCar Coach : S.Z. Ntregka
Research Number : 2022-861

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

Proof of proposal pass

LYCar Proposal Grading Rubric

V.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name:	Ronja Kamp	LYCar Coach:	DR. S.Z Ntregka
Student Number:	782594	Primary PLO:	8
Date Submitted:	05.08.22	Secondary PLO(s):	1, 10

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	☒	☐	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	☒	☐	
LYCar Proposal is max. 5.000 words (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	☒	☐	
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	☒	☐	pay attention to your references
Check (technical) formalities and submissions			
Ephorus upload	☒	☐	
LYCar Proposal incl. Appendices are uploaded in Osiris	☒	☐	
Ethics and data management			
Ethical, integrity and data management requirements	☒	☐	
Entitled to assessment? (All yes above required):	☒		

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Pass ☒ Not Yet ☐	Primary as well as secondary research has been conducted, an extensive literature review has been created where the topic of local food has been examined from various angles.	
Assessor Feedback:	Pass ☒ Not Yet ☐	Some good contemporary references, still the literature review is superficial. Some concepts such as sales is not really addressed, the same goes to food choice, food labelling, and purchase. This is important as the notion of "sales" appears to be leading in the title. In the main question. This concept is much theorised in the wider literature (e.g. eco-labelling etc) --- yet "missing" from this proposal.	

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
Student Feedback:	Pass ☒ Not Yet ☐	The dissemination is based on the stakeholder analysis, furthermore the impact of the work has been described from a broader perspective (City of Amsterdam, in relation to climate change, in addition to previous research performed on the broader topic of local foods) and more narrow perspective (impact of work on HTI). Models and theories used: "attention-behaviour gap", "Dutch cuisine", statistical models: one-way Anova, one-way Ancova	
Assessor Feedback:	Pass ☒ Not Yet ☐	Some dissemination proposed, yet tends to the passive, i.e. needs stronger interaction with the key audiences, and the actual mode of dissemination - needs making clear (i.e. "how" will the solution or the information or advice be shared??) Dissemination moves on a passive/active continuum, and this proposal --tends toward the "passive" Passive=little interaction with audience/less meaningful impact and exchange Active= interactive exchange/involvement of audience and meaningful impact/intimacies of mode.	

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.
Student Feedback:	Pass ☒ Not Yet ☐	A design-based research methodology has been applied. From problem description to analysis to solutions, there is a logical progression. All claims are supported by facts, statistics, and/or citations. With the utilization of data from more than two different dimensions (academic literature, primary data from quasi experiment), analysis is sufficiently complex.	
Assessor Feedback:	Pass ☒ Not Yet ☐	Problem misses some organisational data (context) particularly in the matter of actual data/current situation at HTH. Main research question - can be better phrased (currently too protracted, avoid the "and") The literature should drive us to the main hypothesis, it currently does not, please re-structure). The hypotheses need to be more transparently "operationalised" the variables need making explicit (and operationalised) through previous literature. A quantitative/conceptual framework is needed, what is the IV, DV, and is this a moderation, mediation and so on??? this should be "visualised" and included in the proposal - to better represent - what is being investigated.	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.
Student Feedback:	Pass ☒ Not Yet ☐	Paragraphs and/or chapters to properly separate information were used. There are no obvious grammar or usage mistakes. Attention to detail was shown throughout the report. Sentence structures are varied, and voice and tone are well suited to the intended audience. Style and content work together to create an appealing, high-quality report.	
Assessor Feedback:	Pass ☒ Not Yet ☐	Your english is good, paraphrases kept. But you need to restructure for a better understanding and cohesion in the report. Also make sure to address connections between chapters and sections	

DDS: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.
Student Feedback:	Pass ☒ Not Yet ☐	Relevant theory was used to underpin how the goals in regard to the PLOs will be achieved. For each development goal, a reflection, relevance to the internship and goal paragraph was added. Furthermore, it was described how the development goals are going to be monitored and evaluated.	

Assessor Feedback:	Excellent ☐ Pass ☒ Not Yet ☐	Some further elaboration of leadership type, competencies. Good stakeholder positioning. Suggest: include a time-line for research planning and career portfolio planning.
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Overall Assessor Feedback

In general it is a pass but still some work to be done in order to make it stronger. Some restructuring and specificity in terms of literature review, the design and solution is needed.

LYCar Proposal Outcome

- Pass ☒ All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
- No Go ☐ One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
- Pre-Condition NY ☐ Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

Assessment form client

Evaluation Form Company Project/Research

(EVALUATION FORM OF ALL CLIENTS AND ON ALL DELIVERABLES IS COMPULSORY, FORMAT IS NOT)

Name of student:	Ronja Kamp	Student number:	782594
Name of company/organisation:	Hotelschool The Hague	Department:	Research Centre
Name of company tutor/research commissioner:	Anne de Visser- Amundson	Position of company tutor/commissioner (if applicable):	Senior Research Fellow
Project and/or Deliverable: (please specify)	<i>Research and experiment with the following main research question: "How are the sales of dishes containing local products in a university cafeteria affected when they are labelled with their carbon footprint and when additional information about the carbon emissions is added?"</i>		
This is the final assessment. The student has received interim feedback and has also been provided the opportunity to ask additional questions before this final assessment.			

Page 1 of 4

CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD				
Rating	Excellent	Good	Room for improvement	Comments
	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (considering all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (considering significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	Great literature review. Well researched, well formulated and interesting from several perspective. Well done!
CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS				
Rating	Excellent	Good	Room for improvement	Comments
	The theories and models are skillfully applied and the student can translate this in a unique solution and implementation. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/can be implemented and evaluated and is solving the problem.	The student uses theory, models, and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	I find the recommendations interesting and well formulated. However, also very limited and in insufficient detail. I would have expected to see more of what the next steps of this research should be? i.e., if I commission another project on local food and labelling, what should the research question be and why?
CATEGORY 3: INFORMED JUDGEMENTS				
Rating	Excellent	Good	Room for improvement	Comments

	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	I find the results of this research very interesting and I like that Ronja used both Chi Square and Anova. However, I find the reporting very confusing and I can imagine for somebody not familiar with this research, it will be hard to follow. As I want other students to be able to build on this I would have expected and clearer build up and reporting of the results. First of all, the methodology description is insufficient. It is not clear from reading this what the design of the research was i.e., how were the 3 conditions operationalized (e.g., for 3 days X manipulation was featured and then for 2 days X manipulation was featured etc.) I also recommended Ronja to show the manipulations when she describes the conditions. It is very hard to remember which one is which otherwise. Secondly, I think as a Lycar student, they should be able to report statistical results according to APA or Harvard. This means that also the means, df, statistical test, and p-value is reported. P-values are not very informative on their own. Thirdly, the first part graphs 1-3 are actually the results of the Chi Square. So why are these results reported after the ANOVA? And the Chi Square results do not support H1 as far as I can see? But this maybe because it is not clear to me exactly which conditions Ronja is comparing. From the results it is quite clear that carbon labelling does NOT work but local labelling does (at least for main salads)
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CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE				
Rating	Excellent	Good	Room for improvement	Comments
	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	Ronja certainly puts forward interesting points. She writes in a concise manner which is interesting and easy to follow (except for the results section)

CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP				
Rating	Excellent	Good	Room for improvement	Comments
	Student can lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student can lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	Ronja did well through out the project. It was a pleasure to work with her. I felt that while feedback was mostly accepted and listened to, she did not always agree which I thought was good. However, there were also times when advice was ignored, like with the report section which we discussed at length during the dissemination session.

OVERALL COMMENTS:

Well done and thank you for all your effort and help to get this project off the ground. I'm looking forward to building on these results.

STUDENTS' COMMENTS:

Comments on evaluation:	
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DATE & STUDENT'S SIGNATURE:

COMPANY SUPERVISOR'S/RESEARCH COMMISSIONER'S SIGNATURE:

THE COMPLETED FORMS (ON ALL DELIVERABLES AND PERFORMANCE) NEED TO BE EMAILED TO THE LYCAR COACH AND PUT IN THE APPENDICES OF THE CAREER PORTFOLIO

Assessment forms Internship Company

APPRAISAL FORM

(EVALUATION FROM ALL CLIENTS IS COMPULSORY, FORMAT IS NOT)



Name of student:	Ronja Kamp	Student number:	782594
Name of company:	Bright Kitchen	Department:	
Name of company tutor:	Harry Allen	Position of company tutor:	Operations manager
Assessment no:	1 (mid term)	Date:	8/12/2022

UNDERSTANDING					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has some job knowledge but often needs help to apply it.	Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision	1
Comments:	In the past 3 months, Ronja has become a very valuable member of our team. A large part of this is due to her ability to quickly understand concepts and tasks. This has allowed her to take on various tasks unassisted and deliver valuable work on a regular basis. One example of this has been in Ronja's role to launch new dishes in our kitchen, from creating recipe sheets, to communicating the changes with the team, both in person and via online video tutorials.				

PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, hardly ever makes mistakes, quality of work is superb.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Sufficient, in general makes few errors, level of deliverables is good.	Standards are met, but work and deliverables are often lacking precision and consistency.	Below standards, makes errors and does not perform according to the standards.	1
PRODUCT 1 (specify)	As mentioned above, launching new dishes in our Quellijnstraat kitchen. Also Ronja instructed the team on a new Magnosol frying oil procedure that will save the company hundreds of euros every month.				
PRODUCT 2 (specify)	Royal Melt Flier: Ronja created a flier that will help us to sell more franchisees. The flier consists of important facts and achievements surrounding our Royal Melt Burger. With a small amount of feedback from me followed by adjustments from Ronja, this product is now usable. We will be printing hundreds of copies.				

PRODUCT 3 (specify)	Bright Kitchen Bag Sticker: Ronja has created a sticker that will seal every delivery bag in all of our locations, meaning thousands will be used every week. The design will prompt customers to leave a review, boosting our rating therefore increasing our sales. The sticker will also eliminate the possibility of a customer getting a staple in their food.
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3: MAKING JUDGEMENTS & PROBLEM							
1: Excellent		2: Very good		3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, always solves problems independently, does not require any guidance.		Very good, solves most problems independently.		Sufficient, generally can solve problems independently.	Occasionally solves problems but this could be better.	Below standards, only solves problems with guidance.	2
Comments:	Overall Ronja makes good judgments and has the ability to solve all problems. However there are some issues she could solve independently. I have full faith that as Ronja gains more experience in the company, she will have no issue solving all of these problems independently.						
4: LEARNING SKILLS							
1: Excellent		2: Very good		3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently learning, understanding and applying new knowledge and information.		Very good, understand and applies information easily.		Sufficient, generally understands and is able to apply new information.	Able to learn but this could be better.	Below standards, often forgets information.	1
Comments:	Ronja is a fast learner who never asks the same question twice. She also has the confidence to take on a task she has never done before and learn the necessary skills along the way.						

COMMUNICATION SKILLS TOWARDS OTHERS (Guests, Employees, Suppliers, etc.)					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently shares information openly.	Very good, shares information openly.	Sufficient, generally shares information.	Communicates in a sufficient manner but this could be better.	Below standards, often forgets or does not share information.	2
Comments:	Ronja is a good communicator. However I believe that she could be more confident in specific topics. Ronja could work on her authoritative communication, for example when teaching staff a new dish, making an instructional video or when presenting her work to the team. Some more confidence in her delivery in these scenarios will increase the effectiveness of her overall communication.				

OTHER					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, is extremely dedicated, always knows what's going on; seeks out new information is always very interested and social to other departments. Shows great flexibility in assisting other depts.	Clearly shows interest in other departments, is very social while interacting. Enjoys daily tasks and keep well informed of what is happening within the company	Shows interest in daily tasks, is interested and involved with other departments, co-operates sufficiently and knows what's going on within the company.	Show occasional interest but this could be better.	Below standards, is not involved in daily tasks, at work, shows limited interest in other department and the company in general	1

Comments :	Ronja never stops working during her weekly working hours. She constantly seeks out more work if she completes all her tasks. She shows a care for the company and a deep commitment to complete her work at the highest level.
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Overall Rating							
1: Excellent		2: Very good		3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent readiness to start a career in the hospitality industry.		Definitely ready for a career in the hospitality industry	Acceptable readiness for a career in the Hospitality industry	Sometimes shows not to be ready for a career in the hospitality industry	Below standards, is not ready for a career in the international hospitality industry.	1	
Comments :	Any employer would be lucky to have Ronja Kamp join their team. She is diligent, hard-working and shows a level of professionalism above her years.						

APPRAISAL FORM
(EVALUATION FROM ALL CLIENTS IS COMPULSORY, FORMAT IS NOT)



Name of student:	Ronja Kamp	Student number:	782594
Name of company:	Bright Kitchen	Department:	
Name of company tutor:	Harry Allen	Position of company tutor:	Operations manager
Assessment no:	2 (final)	Date:	14/02/23

UNDERSTANDING					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has some job knowledge but often needs help to apply it.	Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision.	.1
Comments:	Ronja has continued to show a deep level of understanding in all aspects of Bright Kitchens operations that she has been involved in. She has begun onboarding new franchisees independently, showing the level of understanding she possesses.				

PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, hardly ever makes mistakes, quality of work is superb.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Sufficient, in general makes few errors, level of deliverables is good.	Standards are met, but work and deliverables are often lacking precision and consistency.	Below standards, makes errors and does not perform according to the standards.	1
PRODUCT 1 (specify)	Onboarding. Ronja has been able to successfully onboard 3 franchisees so far. She is currently actively onboarding a further 4 locations. She does this work successfully and independently.				
PRODUCT 2 (specify)	Process management. Ronja has been able to create effective and efficient processes within our company. From spreadsheets to monitor onboarding progress or active promotional campaigns on UberEats. These processes improve our workflow and accuracy. We will continue to use these systems into the future.				

Page 1 of 4

PRODUCT 3 (specify)	Kitchen systems & recipes. Ronja has developed various recipe sheets and processes with our lead concept developer. There recipe sheets & processes are used by franchisees and our dark kitchens in Amsterdam.
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3: MAKING JUDGEMENTS & PROBLEM											
1: Excellent		2: Very good		3: Sufficient		4: Room for improvement		5: Insufficient		Rating:	
Excellent, always solves problems independently, does not require any guidance.		Very good, solves most problems independently.		Sufficient, generally can solve problems independently.		Occasionally solves problems but this could be better.		Below standards, only solves problems with guidance.		2	
Comments:	Ronja has the ability to solve every problem she encounters. She does often seek advice on the best path forward, but she is always able to solve the problem with minimal guidance.										
4: LEARNING SKILLS											
1: Excellent		2: Very good		3: Sufficient		4: Room for improvement		5: Insufficient		Rating:	
Excellent, consistently learning, understanding and applying new knowledge and information.		Very good, understand and applies information easily.		Sufficient, generally understands and is able to apply new information.		Able to learn but this could be better.		Below standards, often forgets information.		1	
Comments:	I am impressed with how quickly Ronja has been able to learn how our company functions and then move on to teaching what she has learnt to other staff members and franchisees.										

COMMUNICATION SKILLS TOWARDS OTHERS (Guests, Employees, Suppliers, etc.)					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently shares information openly.	Very good, shares information openly.	Sufficient, generally shares information.	Communicates in a sufficient manner but this could be better.	Below standards, often forgets or does not share information.	2
Comments:	Ronja is good at sharing how she is feeling and what work she has completed or needs help with. However when presenting work or running a meeting she needs to be more confident and authoritative. There are occasions where Ronja can be too submissive when delivering information. She should be confident in what she is saying and not let the comments of others change the point she is delivering.				

OTHER					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent readiness to start a career in the hospitality industry.	Definitely ready for a career in the hospitality industry	Acceptable readiness for a career in the Hospitality industry	Sometimes shows not to be ready for a career in the hospitality industry	Below standards, is not ready for a career in the international hospitality industry.	1
Comments :	Bright Kitchen would have hired Ronja in a heartbeat if it were not for inflation and the current instability of the food delivery market. Any company would be lucky to have Ronja be part of their team.				

[illegible]

THE COMPLETED FORM NEEDS TO BE EMAILED BY THE STUDENT TO PLACEMENT OFFICE AND LYCAR COACH. A MINIMUM OF 2 FORMAL EVALUATIONS ARE REQUIRED.

Data Management extract Lycar contract

8. Publications and data

Unless otherwise agreed, all research findings will be made publicly accessible through the usual channels of the Client and of Hotelschool The Hague. The collected data belongs to the HTH Research Centre. This means that Anna de Visser-Amundson (as the Principal of the HTH Research Centre in this case) is the full owner and copyright holder of the data and the materials used (if applicable) in the research.

9. As a research collaborator you may use the data and other research materials for the research component of your Lycar Execution Report and for your 'research deliverable' as part of the Launching Your Career (LYCAR) course. However, you withstand any rights to use or reproduce the data and the material (if applicable) for any other publication and presentation purposes both online and offline. Such permission can only be obtained with an explicit and written the consent by your Principal of the HTH Research Centre, (Anna de Visser-Amundson in this case) for the research study in question.