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## ***LYCar Company Project***

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# Preface and Acknowledgements

In year four of Hotelschool The Hague the "Launching Your Career" (LYCar) course is completed in order to graduate. This course includes the following four components:

- A **Management Internship**, relating to hospitality, intercultural, and leadership.
- A **Company Project** A **Career Portfolio**, which demonstrates professional learning/development.
- A **LYCar Event**, that focuses on the dissemination of knowledge.

The Company Project, a part of this course, is a research project following the Design-Based Research Cycle. In the Company Project, a complex problem is analyzed employing different research methods, a solution or advice, and an evaluation plan is provided. This Company Project is created for Food Union, my internship company, and focuses on what the best lunch catering proposition is to promote.

First, I would like to express my gratitude towards Mr. Gallicano, who has provided excellent insights and research support from his great knowledge of the hospitality industry. His personal support helped me to understand my development during my internship to a greater extent.

Secondly, I would like to acknowledge Pepijn Rijks, and Thijs Bos, owners of Food Union, for their warm welcome within their team, and the responsibilities that were given to me during my internship.

I am extremely grateful for all the experiences and opportunities I encountered at Hotelschool The Hague.

Yours sincerely,  
Oda Dallinga



# List of Abbreviations

<b>COVID-19</b>	Corona Virus Disease 2019
<b>CSR</b>	Corporate Social Responsibility
<b>EU</b>	Europe
<b>F&amp;B</b>	Food and Beverage
<b>FU</b>	Food Union
<b>FUC</b>	Food Union Catering
<b>USP</b>	Unique Selling Point
<b>UNSDG</b>	UN Sustainable Development Goals
<b>WOM</b>	Word of Mouth
<b>WFA</b>	Work from Anywhere



# Executive Summary

Food Union (FU) started Food Union Catering (FUC) on June 1st, in which 12 different caterers renting a shared kitchen space prepare the corporate lunch for client MVRDV Architects. FUC arranges the set assortment of additional products. The current catering proposition consists of 5 main benefits:

1. A varied lunch
2. One billing address whilst food is provided by 12 different caterers
3. Supporting local small businesses
4. Sustainable and local products
5. Energetic employees

This study aims to discover the most appropriate catering proposition in response to the market demand and industry trends and to guide improvement in the current catering proposition accordingly. Following the goal of the study, the main research question was formulated.

## **Main research question:**

*"What is the corporate catering proposition that FU should promote in order to expand this core business?"*

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After creating a flowchart to display all current processes of FUC, it became apparent that many manual processes are performed. This indicates there is room for standardization and systemization.

Through a literature review the following opportunities and threats to the Food and Beverage (F&B) and catering industry have been identified:

**Opportunity 1: Experiential catering**, can create a unique selling point (USP) within the catering business proposition, as it creates high engagement through educational and entertainment means that generate experiences.

**Opportunity 2: Awareness of environmental sustainability** is increasing, which directs consumer buying behaviour. Taking advantage of this development can establish an attractive and economically sustainable business proposition.

**Opportunity 3: An increase in healthy food consumption** enables food providers to ask for premium prices, provided that the health claim is visible. It can also increase the overall corporate health and wellness, which positively affects the employees because of significant time spent in the office.

**Opportunity 4: Social impact** and initiative are desired by clients and can be achieved by setting goals. Social impact has a positive influence on societal issues as well as on a business's reputation.

**Threat 1: Popularity of remote working**, is a development expected to grow in the future. Therefore, corporate food providers must provide reason to bring employees to the office.

**Threat 2: Inflation**, which has resulted in the highest prices of energy, food, and raw materials in decades, indicates a significant threat to food-providing organizations. Prices will have to increase to keep up with inflation, which might cause difficulties in agreements or finding new clients.

**Threat 3: Power of reviews**. Verified reviews are a high driver of sales. Starting businesses with little to no reviews will have trouble safeguarding the professionalism and trustworthiness of the organization.

An online survey with the current client ensured a better understanding of the satisfaction score, level of awareness, and market demand and needs. Interviews with competing lunch caterers and industry experts were used to develop a qualitative and quantitative research study. From the interviews and survey the following conclusions were made:

- The **industry developments** mentioned in the literature review were confirmed. The flexibility a small company has enables the further exploitation of industry developments compared to large-scale caterers.
- The current quality satisfaction of the lunch must be improved by tackling the catering **concept design**. Healthy and nutritional food must become the key pillar, and creating a social setting for a lunch experience is important.
- Currently, there is a lack of **awareness** concerning the suppliers. The ability to inform a client's entire organization must be enhanced through storytelling, as the client would like to be better informed.
- The **product range** must be expanded while keeping the industry developments in mind to increase variety. Offering simple choices can increase overall satisfaction.
- **Reviews** are a means to gain online visibility. Regular **feedback** is necessary to improve the organization and build a meaningful corporate relationship.
- To eliminate a large number of manual processes, **systemization and standardization** must be achieved. A CRM or PMS system help centralize the information flow and increase time efficiency.

The solution design consists of three parts:

1. The solution starts by stating the most appropriate catering proposition.
  - Healthy food
  - Locality
  - Social impact
  - Readiness for future growth
2. The extent to which the current FUC lives up to the newly formulated proposition is evaluated.

All the values except for 'future readiness' are covered within the current proposition. Due to a lack of awareness, variety, and exploitation of industry developments, the satisfaction score of the client is still below par.

3. A practical improvement guide called "Walk the Talk". The Improvement Guide includes the following 6 steps ranked in the urgency of implementation:
  - Increase the product range by offering a choice in the assortment. This will enable personalization.
  - Improve social impact by setting goals connected to UN Sustainable Development Goals (UNSDGs) and working with different social agencies.
  - Implement quarterly themes to achieve awareness and experiential catering.
  - Update the website following the aforementioned three improvement steps.
  - Ask for online reviews from the current client and participating caterers.
  - Implement a CRM system to eliminate manual processes and improve management. This will ensure readiness for future growth.

Finally, separate evaluation of the six steps is required. The overall improvement in satisfaction and awareness is measured by sending the survey to the client again.

Three acts of dissemination were performed and shared with the main stakeholders of the Company Project. Firstly, the research and Improvement Guide was shared with the owners of FU by means of a presentation. Secondly, an infographic concerning the industry developments was shared with participating caterers of FUC. Thirdly, an infographic consisting of the research findings was shared with the interview participants.

Lastly, recommendations for future research include consideration in the literature review of industries other than the F&B and catering industries. Furthermore, a competition analysis by interviewing more competing organizations will provide more knowledge about the marketplace where FUC operates. Since the industry is ever-evolving, the researcher recommends continuous research to evaluate the current catering proposition.



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# 1 PROBLEM DEFINITION



# 1. Problem Definition

## 1.1 Company introduction

FU is a culinary breeding ground with locations in Haarlem and Rotterdam (Food Union, 2022b). FU offers a shared kitchen, dark kitchen, event, and office spaces, as well as catering services (Ibid). Food entrepreneurs can rent a kitchen or office space to start or expand their food concept on a subscription base (Ibid).

65 different food producers in total rent shared kitchen space at FU, for example, a Japanese bento box caterer called "Wired Daily Company" and a large caterer that focuses on sustainability called "Smaak van de Waard". The owners of FU saw opportunities to utilize the different caterers in one preparation kitchen. Therefore, the catering concept started on June 1st for client *MVRDV Architects*, in which 12 of the FU participants prepare corporate lunches. Every day a different caterer prepares the lunch meals. FUC provides the client with a daily basic lunch assortment, such as bread, cheese, spreads, etc. FUC's current proposition provides five main benefits to its clients:

1. A varied lunch
2. One billing address whilst food is provided by 12 different caterers
3. Supporting local small businesses
4. Sustainable and local products
5. Energetic employees

(Pepijn Rijks, 2022; Food Union, 2022a)

The catering does not only provide a new revenue stream for FU but also provides participants of FU with a new and stable revenue stream. This will retain and gain participants. (Pepijn Rijks, 2022)

## 1.1 Introducing the topic

The main topic of the research is to learn what the best possible proposition is that FUC should promote, based on industry research and market demands and needs. FUC desires this research to enable growing this concept in the future. The proposition comprises a proposed plan of action in a business context. Thus, the catering proposition that is mentioned throughout this thesis refers to the service and products that are proposed to the client.

According to Oliver Feiler, head of marketing intelligence at Rational, corporate catering is no longer simply about providing lunch for employees, it is about making their time within the company more enjoyable (Rational, 2022). An organization can show its appreciation to its employees through corporate catering (Ibid). However, as the market demand and F&B industry is ever-changing, the proposition must be flexible (Ibid). Market research is needed to evaluate whether the proposition of FUC fits into the current and future market and industry.

Before a scale-up can happen, as FU desires, all processes must be standardized and systemized, and the current operation must be improved (Manrodt and Vitasek, 2004). By indicating the business processes and how they interlink, the root causes of challenges are identified, and eventually, the FUC can be improved (Martins and Zacarias, 2017).

FU must keep up with the developments occurring within the market and review its current catering proposition. After this, FU can present an improved sustainable standardized business offer to potential new clients (Sotiriadis, 2018).

## 1.2 Reason for research

FUC has been operating for six months, since June 1<sup>st</sup> 2022. The start-up phase is over, and the challenges have become apparent. Research that analyses industry trends, market demands, advanced competing catering firms in the field, and expert opinions are necessary to find the optimum catering proposition.

## 1.3 Goal of the research

The research aims to formulate the most appropriate proposition resulting from the research conducted and provide guidance in improving the current catering proposition. It will also enable the standardization of most manual processes. FUC can use the appropriate proposition to grow the number of catering clients. This will enable the integration of catering into FU's core business. The aforementioned statements will most likely increase the number of engaged participants of FU.

## 1.4 Research question

Based on the aforementioned topics and company information the following main research question is formulated:


### **Main research question**

*"What is the most appropriate corporate catering proposition that FU should promote in order to expand this core business?"*

Based on this main research question, the following sub-questions are formulated:

1. *What are the developments within the catering market and industry?*
2. *What are the strengths and weaknesses of FUC?*
3. *How can the FU catering operation be improved by responding to industry trends and market demands?*
4. *How can the current operations be standardized and systemized?*



The background image shows a kitchen environment. In the foreground, there is a stainless steel rolling cart with two shelves and four wheels. Behind the cart, a large window with a wooden frame looks out onto another kitchen area where several people are working. The text "2 ANALYSIS AND DIAGNOSIS" is overlaid on an orange rectangular background in the center-right of the image.

## 2 ANALYSIS AND DIAGNOSIS





## 2. Analysis and Diagnosis

### 2.1 Flowchart

The flowchart that can be seen in *Figure 1* is designed to provide a more detailed overview of all current processes of FUC. An extensive flowchart can be found in *App 1*. As can be seen from this extensive flowchart from the orange frames, many processes are performed manually and are not stored as a backup nor stored in a database/system. This means that the catering is not yet standardized and systemized. In desiring to grow FUC, standardization & systemization must be achieved (Manrodt and Vitasek, 2004). According to Thijs Bos, owner of FU, standardization will help to map the current processes and improve consistency and management (Bos, 2022). This flowchart represents the processes before the implementation of the yet-to-developed solution. In the Company Project, the after-implementation flowchart can be reviewed in App. 9, which shows the developments that the solution will bring.

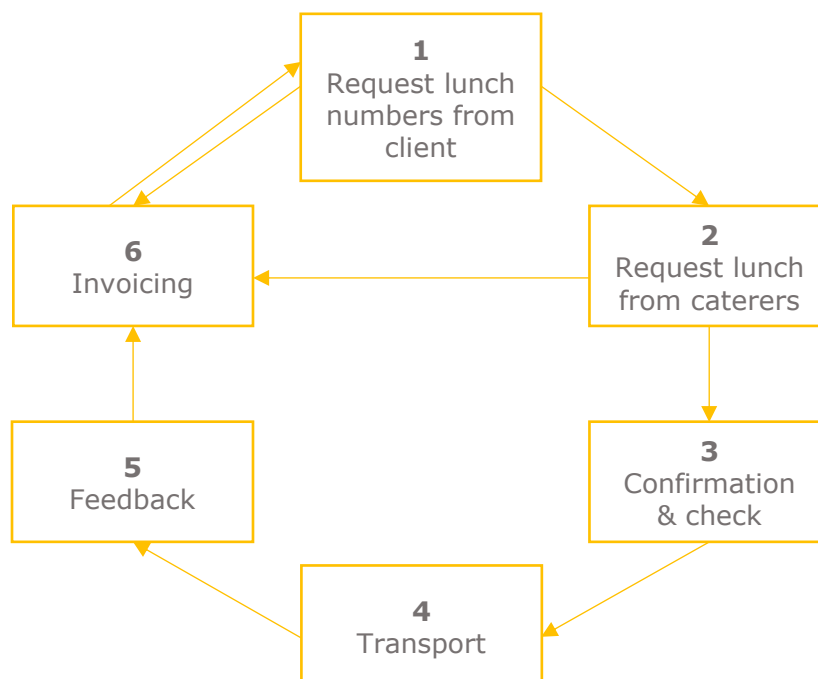


Figure 1: Flowchart before

### 2.2 Literature Review

Industry trends from the F&B and catering industries are analysed concluded (PLO 6, 10). The PLO's are explained in App. 2. Opportunities and threats are formulated that give a sound judgement of developments within the industry that must be considered and utilized by FUC to achieve the most appropriate business proposition. Experiential catering, an increase in awareness about environmental sustainability, healthy food consumption, and social impact are opportunities that food-providing businesses can utilize to respond to market demands. The growing popularity of remote working, inflation, and the importance of reviews are threats to starting businesses in the catering industry. A conclusion in chapter 4 concludes both the literature review as well as the findings chapter, to showcase connections between the two chapters.

### 2.2.1 Experiential catering

In the catering industry, most corporate catering lunches are steering away from boring canteens with a lack of creativity and imagination (Kuipers, 2022). Instead, they are going for freshly prepared meals with a real concept behind them (Ibid). Although there is an increase in the acceptance of the convenience that mass production brings, consumers do desire more experience-based food cultures (Yeoman and McMahon-Beattie, 2019). The authenticity as well as the stories that this type of consuming brings to a food experience, creates a lasting memory in the end (Ibid). Consumers today are willing to pay significantly more for unique themes in everyday experiences (Yeoman and McMahon-Beattie, 2019; Chang, 2018). Additionally, research has shown that more consumption in the tourist industry does not cause more contentment among consumers (Kirillova et al., 2017). Therefore, products or services that create a meaningful experience are more economic investments (Ibid). The same applies to the F&B industry.

However, providing remarkable decoration and presentation will not be enough (Lionsdeal, 2018). According to research not only do aesthetics play a role in creating an experience, but also education and entertainment have a high influence on human memory (Lai et al., 2019; Steffen and Doppler, 2020). This means that high consumer engagement and participation are needed to create a meaningful experience (An and Han, 2020). The positive relationship between engagement at work and job satisfaction has been proven numerous times (Kašpárková et al., 2018; Garg et al., 2018). Within the F&B industry the same can be concluded; the higher the engagement within the food experience, the higher the satisfaction rate concerning food consumption (Nam, 2019).

A positive memory of a particular food experience results eventually in word-of-mouth (WOM) marketing for an organization that provided this experience (Lai et al., 2019). Therefore, the positive outcome of creating a memorable food experience for consumers does not stop at a high guest satisfaction score, but it goes beyond through WOM marketing to external individuals. This can result in a growing organization.

The upcoming experiential catering is an **opportunity** that food providers can take advantage of. It creates a USP within the business proposition, which engages and satisfies clients. Moreover, it provides a reason for employees to come to the office.

### 2.2.2 Awareness of environmental sustainability

Food production and consumption contribute greatly to environmental degradation and are expected to play a bigger part in this in the future (Ritchie and Roser, 2020; Green et al., 2020). Especially agriculture is the main focus area that must be evaluated according to the European Commission (Ibid). On the other hand, meat consumption contributes significantly to undesirable accoutrements on the environment as well (Michel et al., 2021). As a result, global dietary standards are shifting towards plant-based diets as a result of a sustainable transition (Hemler and Hu, 2019; Saari et al., 2021).

Pursuing more environmentally sustainable production and consumption will actualize a balanced environment, a competitive edge for businesses, as well as an increase in modernization and social well-being (Ibid). Even though the naturalness of food is of utmost importance to consumers, food producers/providers still see a lack of awareness and value concerning environmentally sustainable products from the public (Mak et al., 2020; Román et al., 2017). On the other hand, education about sustainability has a significant impact on the preparation of a greener society (Boca and Saraçlı, 2019). This implies that education or advocacy on this topic is still relevant in the future.

Furthermore, buying behaviour is changing as the attitudes of the public are growing toward more sustainable produced foods (Hamilton and Hekmat, 2018). The population is willing to pay more for premium food and organic, local, and sustainable production

are key variables in the purchase decision (Bosona and Gebresenbet, 2018). Local sourcing of food products cannot automatically be considered sustainable (Stein and Santini, 2022). However, it benefits the more traditional farming companies, which contribute significantly less to environmental degradation, and reduces food miles (Barnhill et al., 2018; Bregnballe, 2022). Therefore, the locality of purchased food products is relevant (Šūmane et al., 2018).

Food providers who reach a large number of consumers every day have a big impact on the consumer's buying behaviour and food choices provided that the consumers are appropriately informed. For that reason, the increase in the importance of environmental sustainability, especially with the focus on local food products, and plant-based options can be identified as an **opportunity**. Organizations within the corporate catering industry can build a more economic, sustainable, and attractive business propositions.

### 2.2.3 Increase in healthy food consumption

There also is a shift in society towards more healthy food consumption (Lazaroiu et al., 2019; Ebert, 2022). Additionally, consumers are willing to pay more for nutritional and healthy food, similar to sustainable food purchases (Ibid). These two topics, sustainability, and health are highly interlinked, and the arguments for dietary change can be combined (Meybeck and Gitz, 2017; Springmann et al., 2018). The shift in paradigm towards a change in the food system concerns both healthy and sustainable consumption (Ruben et al., 2021).

Food labels provide nutritional information about a food product (Anastasiou et al., 2019). Research has shown that the usage of food labels has significantly decreased the amount of fat and sodium intake, and has increased vegetable consumption (Shangguan et al., 2019). Also, the introduction of traffic light labels has increased the consumption of "green" and thus more nutritious scored food products (Ibid). Therefore, food labels can nudge consumers into a healthier food choice (Hansen et al., 2021).

According to Dan Wainfan, vice president of Brand Health, Wellness, and Nutrition, in corporate environments, employees often make unhealthy lunch choices due to experienced stress-levels (American Heart Association, 2019). This is an important topic that needs to be addressed, as many employees spend a significant amount of time within the office, and healthy eating plays a large role in promoting employee health and wellness (Rise, 2020). Especially younger workers under 40 years old show significant interest in improving their healthy eating habits at work (American Heart Association, 2019).

This development can be seen as an **opportunity** for the catering providers in the F&B industry, as a higher price can be asked for healthy food options, provided that the health claim is visible. Organizations understand healthy corporate lunches can improve employee health and wellness, and employees are open to a healthier corporate lunch.

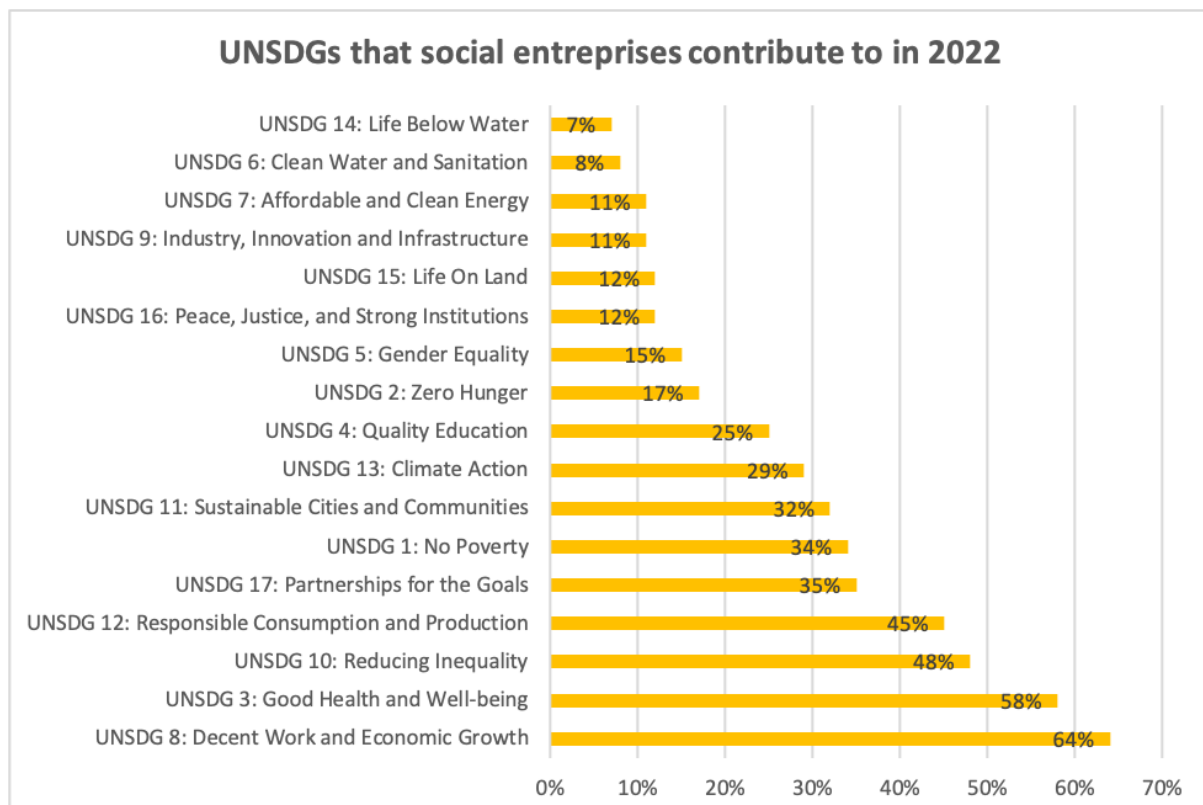
### 2.2.4 Social impact

Corporate social responsibility (CSR) addresses the societal, environmental, and economic development, that businesses nowadays are expected to dedicate attention to (Pfajfar et al., 2022). COVID-19 has impacted the psychological and social well-being of the population significantly (Saladino et al., 2020). As a result, an increase in interest in the social impact of organizations within communities has developed (Ibid). According to the Social Enterprise Monitor, the number of social enterprises increased by 80% in 2019 (KVK, 2022).

A means for pro-social organizing is to set social goals (Wry and Haugh, 2018). These goals often focus on organization-level processes (Ibid). Nonetheless, social impact relates to a causal chain of activities that create an output that positively impacts society

(Ibid). Although many studies have assessed social impact based on activities and stakeholders, the social impact on wider society, is often disregarded (Pfajfar et al., 2022). Therefore, social impact activities must advance beyond the well-being of key stakeholders (Ibid). As “*Social Impact Fund Rotterdam*” specifies: social impact concerns obtaining community knowledge and understanding community needs (Schramade, 2019).

Utilizing the UN Sustainable Development Goals (UNSG) can help social impact goal-setting (Ministerie van Buitenlandse Zaken, 2019). The Netherlands uses ODA funds to help achieve certain UNSDG goals. However, organizations most often have to be a foundation (Ministerie van Buitenlandse Zaken, 2019; KVK, 2022). In *figure 2*, the organizational partake within the Netherlands in all UNSDGs is presented.



*Figure 2: UNSDG's that social organizations contribute to (Social Enterprise Monitor, 2022) (103 words)*

Social enterprises have a social objective and a primary organizational goal to solve a societal problem (KVK, 2022). As this is not the primary focus of many organizations, but still social impact is part of the concept, working together with social enterprises is advised to have the desired impact (Economic World Forum, 2021). Creating social impact positively influences brand perception, reputation, knowledge, and a network of relationships (Kuna-Marszalek and Klysik-Urtysek, 2020). Not only do customers care about a company's products and services, but the social impact is just as important (Ibid).

Organizational social initiatives and goals are valued by customers and clients, and positively influence a business's reputation. Therefore, exploiting this trend imposes an **opportunity**.

### 2.2.5 Growing popularity of remote working

Remote working, also referred to as working from anywhere (WFA) is gaining more and more popularity (Ha, 2021). As a response to social distancing, caused by COVID-19, employees were forced to WFA, and this became the new standard (Ibid). The flexibility and the prospects of a better work-life balance are benefits that employees experience with WFA (Felstead and Henseke, 2017). Additionally, the employer experiences benefit such as a more productive workforce, less space usage, and improved cost-effectivity (Ibid). Particularly in industries that rely on creative/ knowledgeable employees, the majority work with the WFA policy (Milder, 2020). If working from home would not be offered in these industries, difficulties could arise concerning hiring and retaining skilled employees who are already in short supply (Ibid). According to Jason Thompson, CEO of 33 sticks, having a 100% remote company that provides freedom, wealth, and high quality of life to its employees, enables him to hire the most talented workers as the company has an advantage over the competition (Stewart, 2017; Carney, 2022).

However, working from also comes with disadvantages. For example, psychological problems as a cause of long-term isolation, and the absence of separation between home and work are negative consequences (Savic, 2020). Additionally, self-discipline, communication, lack of commitment, and misunderstanding of a company's culture and values are disadvantages that WFA brings about (Ibid).

Despite the serious disadvantages that remote working imposes, this trend is expected to grow in the future. This indicates a **threat** to the organizations providing F&B to corporations, as the physicality of offices might become less important. Therefore, more reasons have to be provided by lunch caterers to bring employees to the office.

### 2.2.6 Inflation

Inflation in Europe (EU) has reached the highest level since many years, as a result of COVID-19 as well as the war in Ukraine (Grajewski, 2022). Broken supply chains result in a significant rise in prices of energy, food, and raw materials (see *figure 3*) (Ibid). The "Centraal Plan Bureau" 500.000 Dutch households, with the possibility of an increase of over 100%, currently experience affordability issues (Kock, 2022). This indicates that an increasing number of households can face huge financial difficulties in the nearby future (Ibid).

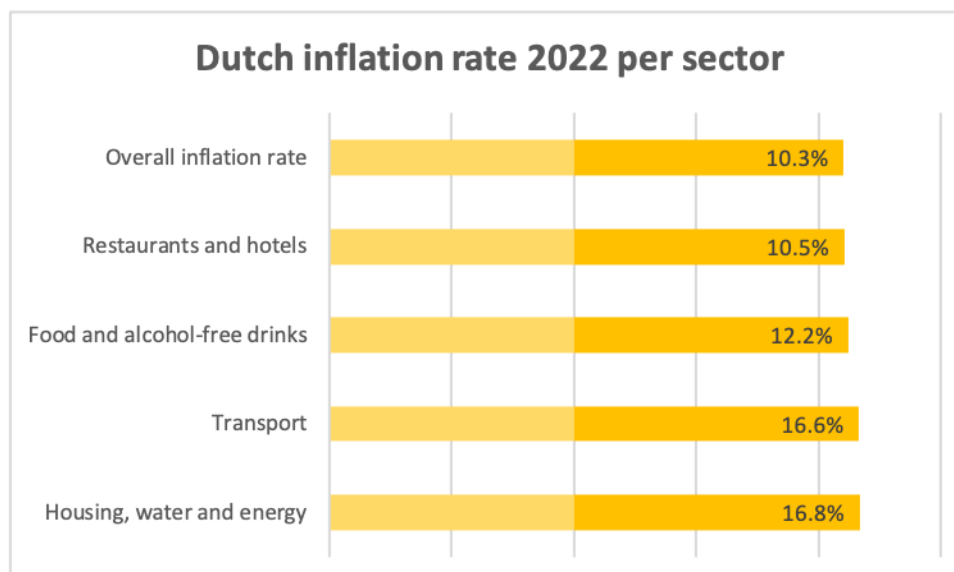


Figure 3: Dutch inflation rate per sector 2022 (Statista, 2022) (16 words)

Because of the inflation, the economic growth in the Netherlands is expected to be close to 3% lower than expected (van Es et al., 2021). This means that the purchasing power is declining.

For food-providing organizations that are reliant on food products and raw materials, inflation is a **threat**. With the rising prices, the money spent on standard orders is growing, and respectively influencing the ratio of cost to sales (Ali and Ibrahim, 2018). This means that new prices must be agreed upon. If other parties are not able to agree with these increased prices, either not enough profit will be generated enough profit, or business opportunities will be lost.

### 2.2.7 Power of reviews

The Internet enabled online investigation before making a commitment or purchase. This is generally done by scrolling through reviews. Research has shown that 70% of buyers consult and trust online reviews (Khalid et al., 2020). The most used type of review by buyers is on the provider's website (Ibid). Additionally, other most trusted types of reviews are via WOM recommendations (Ibid). It is an effective driver for sales, as consumers have the opportunity to evaluate and compare options simultaneously before committing to a purchase (Li et al., 2019).

Besides online reviews being a beneficial marketing tool to increase sales, reviews can also be utilized as a customer satisfaction and behaviour research technique for organizations (Bi et al., 2019). It is a great way to use the data from reviews to formulate improvement strategies and improve the guest experience based on market research specifically for your business (Ibid). Contrary to data collected from surveys or questionnaires, which are time-consuming and in which willingness to participate is often limited, reviews are low-cost, easy to obtain, and insightful due to the customers' concerns and opinions (Ibid). However, this is only possible with a large number of online reviews present (Lu et al., 2018).

Another challenge to online reviews is that the credibility needs to be verified. Fraudulent online reviews are growing, and the need to verify legitimate buyers and clients is becoming crucial (Wang et al., 2022).

For starting service-providing organizations that do not have numerous online reviews, the power of reviews can impose a **threat**. With online reviews visible on the organizational website, the service provided is often not considered as safe and professional as competitors with verified reviews. Therefore, the need for beginning businesses is high to ask for online client reviews.

## 2.3 Methodology

### Main Research Question

*“What is the most appropriate corporate catering proposition that FU should promote in order to expand this core business?”*

In this research qualitative and quantitative data were collected and analysed, by means of interviews and a survey. The combination of research methods has created a greater depth of information gathering (Almalki, 2016). This supports the market research in the literature review and answers the main research question above and the sub-questions.

As more in-depth data, experiences, and expert opinions are needed to answer the main research question regarding FUC, mostly qualitative data is gathered (Barends and Rousseau, 2018). Quantitative data is gathered in Likert-scale answers within the survey.

#### 2.4.1 Data collection methods

Interviews with a large corporate lunch catering company (Interview\_1, 2022), a smaller-scale catering company (Interview\_2, 2022), and 2 industry experts (Interview\_3, 2022; Interview\_4, 2022) were conducted in person and via MS Teams. The interview questions can be reviewed in *App. 3*. A semi-structured interview with open-ended questions will be used as this will provide a guide to staying on the topic whilst leaving room for new knowledge and creativity (Barends and Rousseau, 2018; Flick, 2017). This was necessary, because the questions and direction of conversation differed per interviewee, depending on their field of work, experience, and knowledge. The interviews have provided lunch catering market and industry information, similar to the desk research conducted in the literature review. Additionally, it has shown possibilities to best respond to market demands.

An online survey was sent out by email to all employees in all layers of MVRDV Architects, the current client of FUC. Google Forms was used at the request of the client. The questions followed a Likert scale to measure satisfaction and awareness (Barends and Rousseau, 2018). However, two open questions were presented in which the client could express their opinions and feelings (Ibid). The survey measured the strengths and weaknesses of FUC’s current proposition and identified room for improvement in order to respond better to the market demand. The survey questions can be reviewed in *App. 4*. SPSS has not been utilized as differences and/or relations are not relevant in this research.

The answers from both the interviews as well as the survey have been colour-coded following the sub-question formulated in chapter 2.4. This made connections between the survey and interview data clear in the analysis. *Table 1* shows the linkages in all research methods. In qualitative data analysis, it is advised to use easily distinguishable colours (Bianco et al., 2014). All colours, thus topics, are therefore recognised as equal (Ibid).

Sub-research question	Topic	Colour
1	Industry developments	



1, 4	Catering concept design	
3, 4	Creating awareness	
3, 4	Product range	
4	Feedback/reviews	
2	Systemization & standardization	

Table 1: Colour-coding approach

### 2.4.3 Population

The population is the entire group of people on whom this study is focused and conclusions are drawn from. In this research it consists of 2 groups:

#### 1. Professional opinions

Interviews with competing catering organizations both similar as well as different to FUC's proposition have been conducted. By doing this, a simulation of the corporate catering industry in Rotterdam was formed. Industry experts provide professional insights.

#### 2. Client needs and wants

A survey has been sent to client MVRDV Architects, as this is currently the only operating lunch catering provided by FU that can be analysed and used for improvements in the proposition.

### 2.4.3 Sampling

Non-probability sampling with the convenience sampling method has been used for both the interviews as well as a survey (Sekaran and Bougie, 2016). The willingness of the candidates to participate, and geographical proximity were key reasons for inclusion in the sample (Ibid). Also, the researcher's judgment was utilized to find the right combination of candidates to conduct interviews (Ibid). Candidates for the interviews were selected through the researcher's contacts at FU, and Hotelschool. Furthermore, 16 different lunch catering companies in the Rotterdam region were contacted. Two of these were willing to hold the interview.

In the online survey, there was one population to target, MVRDV Architects. The sample size of the survey is a minimum of 100 respondents. All layers of the organization were approached by email, because no difference in needs, wants, and satisfaction should be made to come to the most transparent conclusions.

### 2.4.4 Ethical data management

The 5 principles of ethical data management were carefully followed by the researcher: ownership, transparency, privacy, intention, and outcomes (Cote, 2021).

Consent was asked of the interviewees and survey participants via a declaration of confidentiality that needs to be agreed with. The intention of the interview and survey must be made clear by the researcher beforehand. Besides, the data management form is filled in beforehand and a research number was received (research number: 2022-844). All confidential survey and interview results were stored on the researcher's laptop and Google Drive with the appropriate label. The survey and interview results were also uploaded to the Research Archives (see App. 5)

### 2.4.5 Limitations

The sample of the interviews might not be representative of the whole population. Due to the non-probability sampling method, the research is reliant on the judgment of the researcher and bias can occur. This may lead to incorrect conclusions. (Vehovar et al., 2016). Besides, the researcher had difficulties finding enough lunch catering



organizations who were willing to conduct an interview. Therefore, the experts in the field were contacted to create a sufficient sample size. Nonetheless, the repetitive answers were given, which increased the reliability.

Bias may have occurred in the interviews as well, and the lack of complete flexibility can limit the exploration of new areas of interest (Queirós et al., 2017). As the interviews were done in person or over the phone there is room for interpretation of facial expressions and tone of voice (Adhabi and Anozie, 2017). Therefore, the researcher focused on making the interviewees feel comfortable and at ease at all times, which increased the likelihood of honest answers (Ibid).





## 3 RESULTS



## 3. Results

In this chapter, the findings of both the interviews and the survey are analysed together. This is done because the topics that were constructed previously (see chapter 2.4.1) apply to questions in both data collection methods utilized. The findings are structured per topic so that a clear linkage can be made between the literature review, desk research, and the solution in chapter 5. The transcripts of the interviews can be reviewed in App. 6 and the survey responses in App. 7.

### 3.1 Industry developments

The following industry developments were mentioned repeatedly during the interviews:

- Increase in vegetarian/vegan lunch catering
- Healthy food at the office
- Increase in sustainable practices
- Increase in usage of local products
- Need for societal impact
- Inflation

It is wise to follow these industry developments as a starting lunch catering company. However, since it is a competitive market, following these trends is often a front to creating or maintaining a good image. *"...however, they really create a false image to attract more customers or to make themselves look good" (Interview\_2, 2022).* Therefore, it is vital that catering companies practice what they preach in their proposition. This enables them to create a proposition that will make them stand out in the competitive field.

The increase in sustainable practices, more usage of plant-based proteins, local products, and healthy food should all be viewed together instead of separately. *"I believe the overarching pillar is healthy food" (Interview\_4, 2022).* Vegetarian, locally produced, sustainable food offers are healthier, provided that it does not contain processed food such as meat replacements (Hansen et al., 2021). *"The need for healthy food is something that is definitely changing the lunch catering food market." (Interview\_3, 2022).*

In the survey results in figure 4, 48,8% of respondents view the healthiness and nutritional value of the lunch as neutral, unhealthy, or extremely unhealthy. With the increase in interest in healthy foods which can be concluded from the literature review as well as the interviews, this score is alarming.

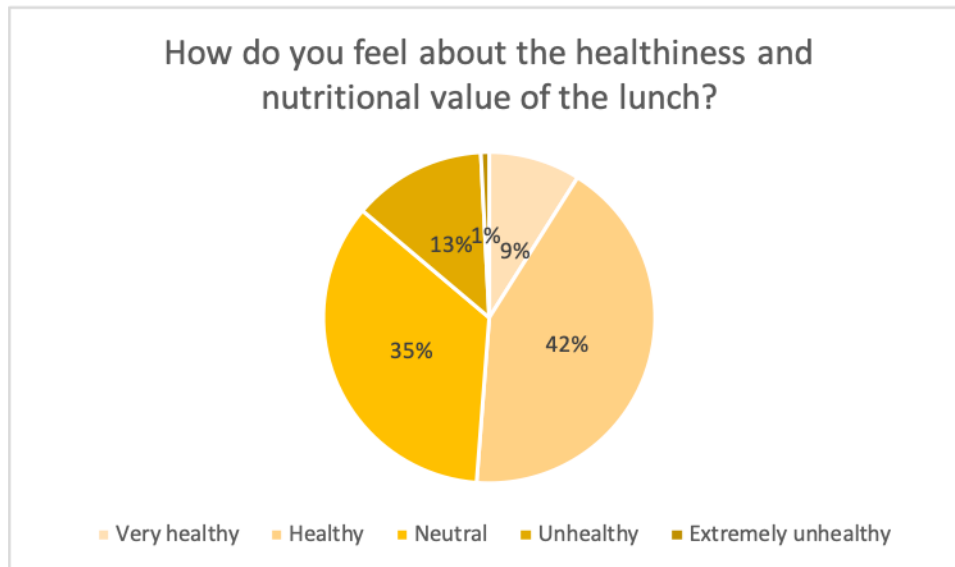


Figure 4: Survey question health and nutrition. (13 words)

Additionally, the inflation that is noticeable in every company that requires raw materials, is a trend that must be taken into consideration by catering providers. To maintain profitability, certain prices must be raised corresponding to the increase in cost. "the budget should grow together with the current inflation" (Interview\_1, 2022).

## 3.2 Catering concept design

The most important factor for a well-working catering concept refers back to the thorough implementation of the industry developments. Thus, practicing what the catering proposition preaches. *"If you cannot ... prove your practices, nothing is left of your concept in the end."* (Interview\_4, 2022). It is important to look at the industry at different levels. *"The Vermaats are really able to make a change in the market and they can also make a structural change ... But as a small-scale caterer you are also more flexible"* (Interview\_4, 2022). This flexibility enables implementation of the industry developments within the entire organization's ecosystem. In a daily corporate lunch catering concept, you must also be aware of your responsibility to serve a healthy and conscious lunch following the previously mentioned industry developments. *"You have a lot more influence than you think"* (Interview\_3, 2022). *"So, you really have an obligation and responsibility to make a balanced menu throughout the week. You have to make the healthy choice the easy choice"* (Interview\_4, 2022).

The following conclusion is drawn from analysing the answers to the survey question: *What products/dishes are you missing?*

- 29 of 81 answers indicate that more healthy protein, nutrient-dense food and more dishes with legumes should be served.

This means that the responsibility to provide a healthy, balanced menu is currently not taken by FUC catering.

When thorough implementation in an organization's ecosystem is achieved, the right clients with similar company values can be found or the right clients can find the catering company through a trustworthy proposition. *"We aim to cater these types of companies, with the same values as we have"* (Interview\_1, 2022). Attaining a list of potential clients with similar values requires time and research. *"Now I do have to say that almost every company nowadays is busy with being local and sustainable and so on, however the companies that have this ideal ingrained in every part of their company are the best fit for me"* (Interview\_2, 2022). Besides actively attempting to find clients, being easy to

find on the Internet, and building a strong network are important factors for client attraction (Interview\_1, 2022; Interview\_2, 2022).

3 out of 4 interviews stated the importance of creating a lunch experience with the social setting as the main focus point (Interview\_1, 2022; Interview\_2, 2022; Interview\_3, 2022). Especially in everyday lunch catering, the social environment can be encouraged. Shared dining is an example of stimulating the social setting and encouraging conversations. *"There were more conversations, and people really took advantage of their breaks. It was no longer a necessity to eat something but something the employees looked forward to. This is a healthier way of having lunch"* (Interview\_3, 2022).

Lastly, the catering concept should be clear from the start, to avoid conflict or misunderstandings later on. *"... that is valuable information and we make sure that this information is very clear from the start of the contact with the client"* (Interview\_2, 2022). The catering concept should be well-explained with examples on all information platforms. Case studies can also be an informative way to get your concept design clear to the public and possibly new clients (Hancock et al., 2021). *"If you cannot make your concept very clear from the beginning and you can prove your practices, of course nothing is left of your concept in the end"* (Interview\_4, 2022).

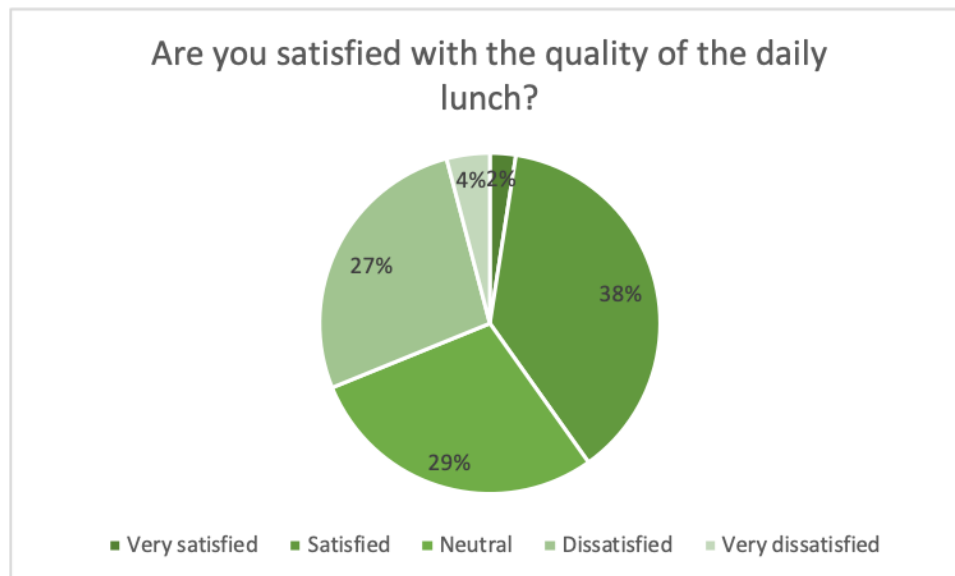


Figure 5: Survey question quality satisfaction (10 words)

The quality of the daily lunch measures the quality of FUC's concept. As can be seen in figure 5, 59,8%, more than half of respondents are neutral to very dissatisfied about the quality of the daily lunch. This indicates that either the concept has not been clear from the beginning and/or the FUC does not live up to the concept that is communicated.

### 3.3 Creating awareness

Informing the client and future clients including all employees about the established catering proposition and changes made within the proposition is of utmost importance. It ensures that the client will not face undesirable surprises when contracts are signed.

In the following graphs, it has become clear that the current client is not sufficiently aware of the catering concept. *"I have good contact with the client, however if then 150 people are eating the lunch this means that you need to tell your story in a different way"*

*in order to inform everyone” (Interview\_2, 2022).* The ability to inform a client’s entire organization, sometimes consisting of hundreds of employees is the addressed challenge in this chapter.

In figure 6, 80,5% of respondents are neutral to not aware of the different caterers that prepare the lunch, while this is one of the main benefits that makes FUC’s catering proposition competitively interesting.

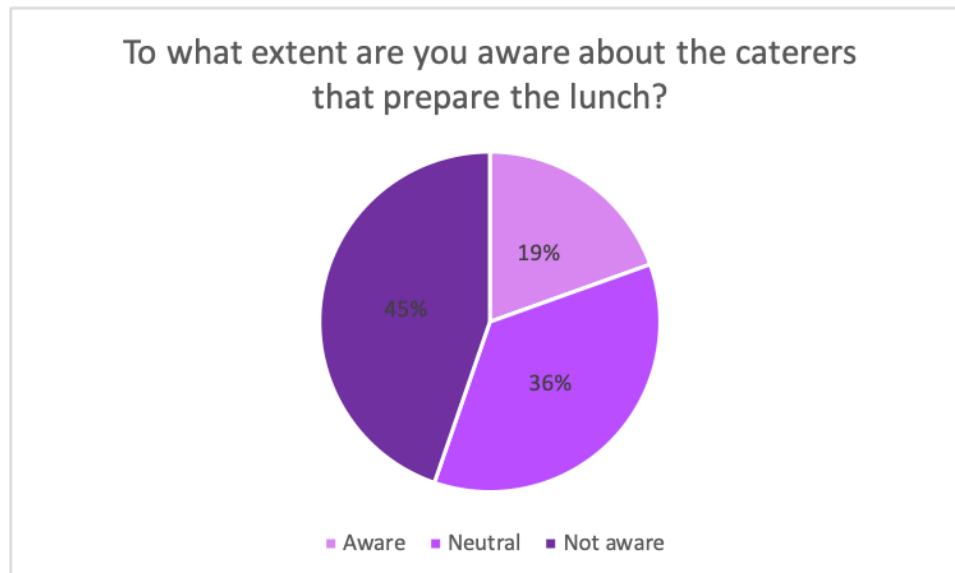


Figure 6: Survey question awareness different caterers (9 words)

In figure 7, it is evident that the client is not sufficiently aware of the different local suppliers used. Only 12,2% claim to be aware, while 87,8% remain unaware. Local suppliers are again one of the main benefits of FUC’s current proposition, and therefore this score creates a great inconsistency.



Figure 7: Survey question awareness local suppliers (10 words)

By combining the responses of Figures 6 and 7, it becomes apparent that the client does not view the lunch sufficiently healthy, but 66,7% of respondents would like to be better informed about the healthiness and nutritional values of the lunch. This indicates that



the healthiness of the daily lunch and the information flow regarding this should have a more predominant position in the catering proposition.

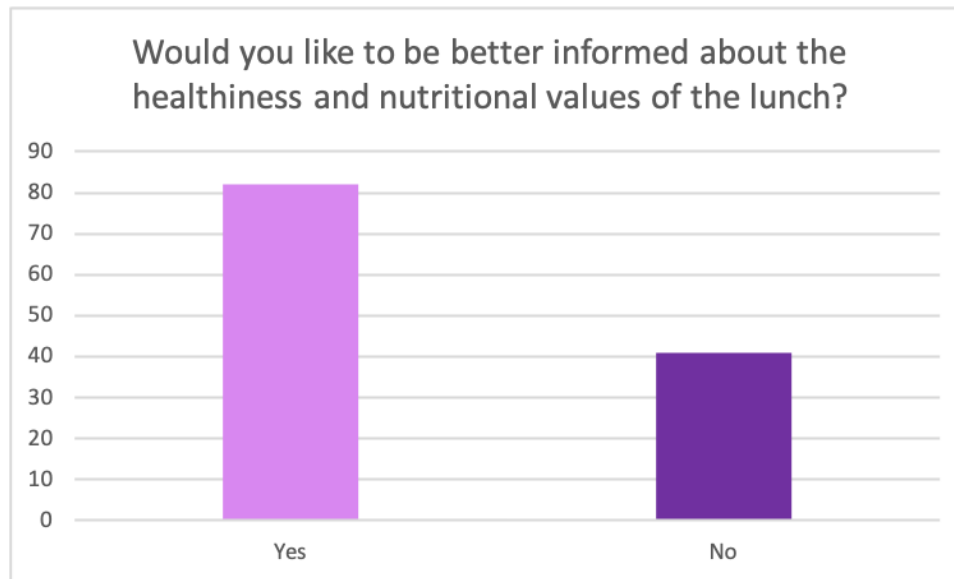


Figure 8: Survey question informing about healthiness and nutritional values (18 words)

In the survey question: *What would you like to see improved?* 21 of 94 answers mention that the client is not satisfied with the change of bread supplier. The new bread supplier is viewed as artificial and unhealthy. The bread supplier changed from "Jordy's bakery", which is a large-scale local bakery, to "de Deegkneiders", which is a small-scale local bakery that only uses the most superb grains on the market. This means that the information flow concerning the change of suppliers has not been effective, leading to the new bread being viewed as artificial while the opposite is true.

There are different methods to create awareness about FUC's concept. First, the communication channels used must be reviewed. *"... first you have to know, what is the communication channel, is it a lunch in a lunch box then you can look at the wrappings for example"* (Interview\_4, 2022). Additionally, clarity concerning the proposition on the website is necessary to accomplish the first sense of awareness. All interviews mentioned that awareness can also be created by sending newsletters and spreading information cards or flyers. *"By means of flyers or information cards with our vision and why. With also some key figures, and quotes. It needs to be easy and clear to read"* (Interview\_2, 2022). *"Flyers are a great means ... You should continuously do this in order for it to work"* (Interview\_3, 2022).

All aspects of the catering concept, can be brought to the attention of the client through personal storytelling. Besides, creating an overarching theme, which covers different areas that can be highlighted, enables the ability to reach all levels of interest within the organization. *"for the people who want to know more, there is a QR code with the products and suppliers and extra information"* (Interview\_2, 2022).

### 3.4 Product range

From the survey question *"Are you satisfied with the variety of dishes and products?"* (see Figure 9), it becomes apparent that 71,6% is neutral to very dissatisfied with the variety of dishes and products served during the daily lunch. In addition, in the survey question: *"What would you like to see improved?"*, 13 of 94 of the responses indicate that more variety is needed within the lunch. In the survey question: *"What*

*products/dishes are you currently missing?*", the responses express the need for more variety another six times.

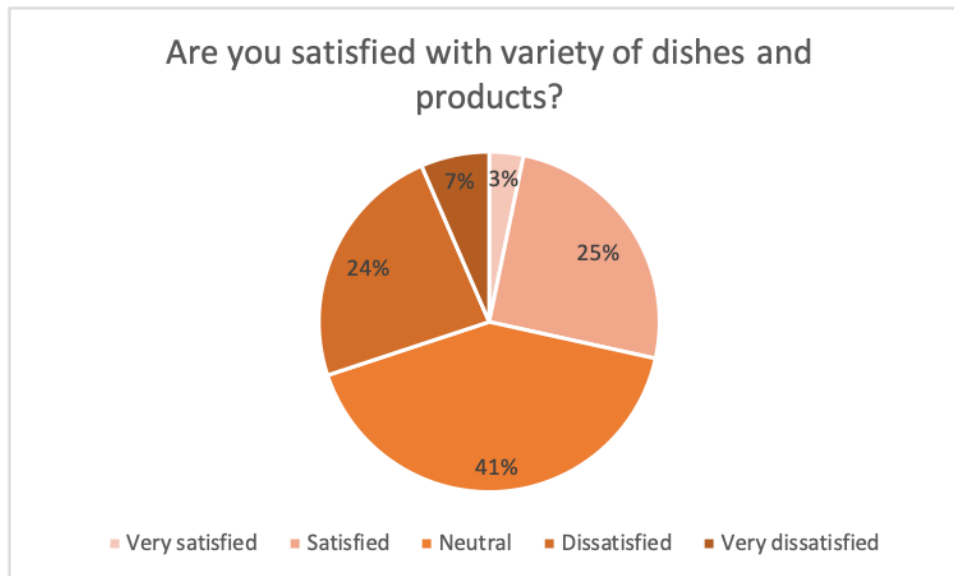


Figure 9: satisfaction score variety dishes/products (9 words)

The current product range of FUC catering is limited and growing the product range can lead to the ability to personalize the catering. *"Every office is different and the dietary needs and wants too"* (Interview\_3, 2022). This will in the end lead to a more satisfied client who feels heard. In the survey question: *"What products/dishes are you currently missing?"*, 29 of 81 respondents indicated that healthy protein and nutrient-dense food products are missing. Therefore, the product range should be expanded, keeping healthiness and nutritional values in mind.

Not only growing the product range is important, but more variety can also be achieved by regularly changing and updating the range of products. This takes time and research; thus, time and manpower need to be assigned to this task. *"I am very loyal to my suppliers and it takes time and a lot of research before I find suppliers good enough to work with. If I cannot find the best supplier in the nearby area I will not serve a certain product"* (Interview\_2, 2022). This quote also recognizes the importance that suppliers/caterers that fit with the catering concept are selected. Finding new suppliers should be done in an active and personal manner. Building a strong network of suppliers provides the catering company with certain advantages when necessary. *"... if you understand their product well, and also care for their product, then they will be way more willing to help. You create a sort of goodwill with that"* (Interview\_3, 2022).

On the other hand, a broad product range can make catering operations too difficult. From the interviews it can be concluded that it is important to give the client enough choice, yet not too much. *"... they do like the combination of choosing some products themselves whilst not spending too much time"* (Interview\_1, 2022). *"At least you have to give the client the feeling that they have the choice"* (Interview\_4, 2022). Offering choices to the client in the product range can be done in simple ways. *"... let them have the choice between apple juice and pear juice for example ... It is kind of the same, same health, local, and cost aspect"* (Interview\_4, 2022). This ensures the enlargement of the product range whilst maintaining the scope of the catering concept.

## 3.5 Feedback/reviews

Asking for reviews is a great way to increase a company's visibility and get the concept across to visitors of the website and future clients. *"I explain that that would help my company and that the algorithm of Google loves reviews. So that can really improve my visibility"* (Interview\_2, 2022).

Regular feedback can be asked in various ways, such as through Google Reviews, on the website, or in person. The in-person feedback should not be forgotten and can also be asked in a fun way to motivate employees from all levels to give their opinion. *"I am just saying something but feedback doesn't have to be boring in my opinion"* (Interview\_3, 2022).

Asking for regular feedback and reviews will establish a steady relationship and trust between the caterer and the client. It will in the end improve the catering services as a whole, as areas of improvement are specified. *"Not only so you can improve what you do but also to create a stable relationship and have personal contact with your client and employees working at the company"* (Interview\_3, 2022).

## 3.6 Systemization & standardization

Systemization and standardization eliminate certain manual processes. *In App 1*, it can be reviewed that FUC's operations currently consist of many manual procedures. Furthermore, it can help smoothen the information flow between stakeholders, which helps to reduce mistakes and the spreading of misinformation as well as save time.

A CRM system helps to centralize information, forms, and schedules that all catering employees have access to. *"This shows all the information for catering jobs, combined with the planning and manual for that catering. All my employees have access to this so that reduces my manual announcements and information flow from before"* (Interview\_2, 2022). *Within the CRM system it is also possible to review client feedback in a centralized manner. "And daily or weekly feedback they also give either through phone or email or through our own system"* (Interview\_1, 2022).

A PMS system, such as the kitchen management system "Horeko", helps to manage all processes within the kitchen and connects directly to the supplier's assortment on the website. *"In here we make recipes and this is directly connected to our suppliers so this includes the cost of sales, and contribution margin as well. It is also possible to make mise en place lists and production lists"* (Interview\_4, 2022). This does require a standardized menu or assortment. Without a set menu or assortment, manual labor is still needed.

## 3.7 SWOT Table

The following SWOT table is constructed to visualize the opportunities and threats, identified in the literature review, and strengths and weaknesses, constructed from the problem definition and findings (Benzaghta et al., 2021). Table 2, provides an overview of which strategic business directions FUC's proposition can be built (Ibid).

Opportunities	Strengths
<ul style="list-style-type: none"> <li>• Experiential catering</li> <li>• Awareness of environmental sustainability</li> <li>• Social impact</li> <li>• Increase in healthy food consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting local businesses</li> <li>• Variety of caterers</li> <li>• One billing address whilst food is provided by many different caterers</li> <li>• Usage of sustainable local products</li> </ul>
Threats	Weaknesses
<ul style="list-style-type: none"> <li>• Growing popularity of remote working</li> <li>• Inflation</li> <li>• Power of reviews</li> <li>• Competitive catering market, with low variation</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of awareness of concept</li> <li>• Lack of variety in products</li> <li>• Not enough focus on health and nutrition</li> <li>• Lack of online reviews</li> </ul>

Table 2: SWOT table

The background image shows a modern kitchen and dining area. In the foreground, a person's hand is seen using a white spoon to serve food from a stainless steel tray. The tray contains a variety of vegetables, including green beans, asparagus, and bell peppers. In the background, there are wooden tables and chairs, and large potted plants, creating a bright and airy atmosphere.

# 4 CONCLUSION



## 4. Conclusion

The main research question of this thesis is: *"What is the most appropriate corporate catering proposition that FU should promote in order to expand this core business?"* Literature and interviews with competing lunch caterers and industry experts revealed that sustainability, healthiness, social impact, and providing a lunch experience are the main trends in the industry that must be implemented in a catering concept, with health and nutrition being the primary pillar. With 59,8% of employees of the current client being neutral to very dissatisfied with the daily lunch, there is room for improvement within FUC's current catering proposition.

### Healthiness and Nutrition

81 out of 123 employees of MVRDV are currently missing healthy and nutrient-dense food. The survey revealed that the employees want to be better informed about the healthiness and nutritional values, as the market research implied as well. This means that the product range needs to be shifted in a healthier direction, and initiatives to inform the client of health benefits should be implemented.

### Sustainability

Being a small-scale caterer, having flexibility allows the proposition to go even more local and sustainable than the scale-up competitors. By increasing and updating FUC's product range, local and sustainably sourced products can be exploited even further. With very few initiatives to raise awareness about the usage of local suppliers, FUC misses opportunities to better inform their clients and increase the overall satisfaction score.

### Social impact

While the social impact is created in FUC's proposition through supporting local small catering businesses, the client is insufficiently informed about the different caterers used for the daily lunch. With FUC being a small-scale caterer, the opportunities that the social impact trend brings along can be utilized more. Additionally, the social environment during lunchtime should be actively stimulated. FUC should provide an experience-centered daily lunch. An experiential catering concept is created by informing the client educationally and engagingly about the three abovementioned topics.

Additionally, FUC desires to expand its business. Feedback and reviews are an important part of this growth. However, with currently one client, the possible reviews are limited. Therefore, a different approach to reviews should be initiated to create visibility and a trustworthy proposition. The interviews reveal that a CRM system or PMS can eliminate manual processes. This will streamline the organizational processes and cost management while considering the current inflation.

Ultimately, the three aforementioned industry trends should be the main pillars of a starting catering concept. However, being able to practice what you preach is of utmost importance to utilize the flexibility of a small business and create a competitively interesting concept. Following industry trends simply for the image is not enough. This is a prerequisite for growth.





The background image shows a modern kitchen environment. In the foreground, there is a stainless steel rolling cart with two shelves and four wheels. Behind the cart, a large window with a wooden frame looks out onto another part of the kitchen. Through the window, several people are visible, including one person in a bright yellow jacket. The kitchen has a clean, industrial feel with white walls and stainless steel surfaces.

# 5 SOLUTION DESIGN



## 5. Solution Design

The solution of this research has been developed for FUC to discover whether their current catering proposition fulfils market needs and demands, or improvements must be made. The solution design consists of 3 parts (see figure 10). The solution is based on all 4 forms of data collection discussed in all previous chapters: scientific research, desk research, stakeholder data, and practitioners from the F&B industry. In App. 8, a "Value Proposition Canvas" is provided to demonstrate what improvements were necessary in order to fulfil the job to be done of the client.

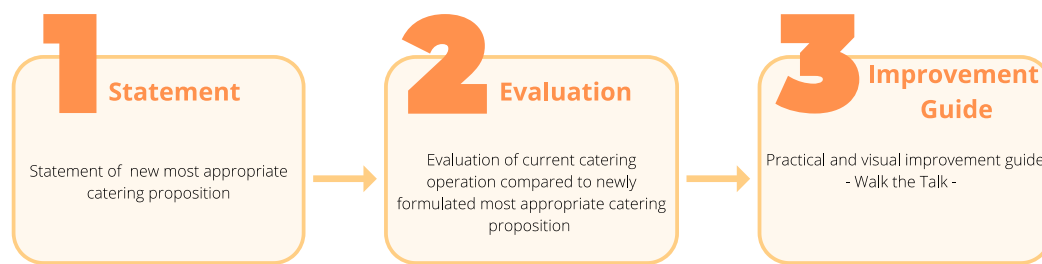


Figure 10: Solution design (25 words)

### 5.1 Most appropriate proposition

The most appropriate catering proposition for FUC to promote, by responding to market demands and industry developments consists of the following four values:

- **Healthy food (key pillar)**

FUC has a huge responsibility to serve a balanced everyday lunch to the client. The client must be properly informed about the healthiness and nutritional benefits.

- **Locality**

A variety of local products in which the client is provided a choice. The client must be properly informed about the environmentally sustainable benefits.

- **Social impact**

The social impact should be integrated within the entire ecosystem of FUC. Social impact is made by setting goals, and working together with social enterprises enables the achievement of these goals.

- **Readiness for future growth**

FUC must be ready for future growth by standardizing and systemizing processes within the organization and management of catering.

By following these steps, the client's employees are presented with a reason to come to the office, and a corporate daily lunch organization will be successful in the current market.

## 5.2 Evaluation catering propositions

By comparing the current (see chapter 1.1) and most appropriate catering proposition (see chapter 3.1) possible gaps within the concept/proposition can be identified.

Current proposition	Most appropriate proposition
<ul style="list-style-type: none"> <li>• A varied lunch</li> <li>• One billing address whilst food is provided by many different caterers</li> <li>• Supporting local small businesses</li> <li>• Sustainable and local products</li> <li>• Energetic employees</li> </ul>	<ul style="list-style-type: none"> <li>• Variety</li> <li>• Future readiness</li> <li>• Social impact</li> <li>• Locality</li> <li>• Healthy food</li> </ul>

Figure 11: Comparison current and most appropriate proposition (27 words)

All the values except for 'future readiness' are covered within the current proposition. This leaves the question: *How come the client satisfaction scores are below par?*

The conducted survey answers this question. There is a lack of awareness concerning the catering concept that FUC provides, which discredits the catering concept. Additionally, industry developments (e.g. locality, healthy food, and social impact) can be exploited even more. Informing the client about these initiatives allows the them to have a meaningful lunch experience. This supports the experiential catering trend. Following this, the researcher has provided an improvement guide (chapter 5.3) to help FUC improve its current catering proposition. It will allow FUC to "walk the talk".

## 5.3 Walk the Talk – Improvement Guide

The researcher created the following improvement guide called "Walk the Talk" to thoroughly explain the value of the proposed improvements in a practical manner. The six improvements are ranked in the urgency of implementation. The *what*, *why*, *how*, and *who* step is carefully covered in each of the proposed improvements.

### 5.3.1 Increase the product range

#### What

The previous research has proven the importance of growing the product range of FUC and providing the client with a choice in this product range. The client must be able to see the product assortment on the website. Therefore, the changes made within this assortment must be visible on the website. This can achieve personalization of the catering product.



Figure 12: example of different products from which the client can make one or multiple choices. (43 words)

#### Why

This will increase the variety of products in FUC, which the client desires as can be seen in the survey responses. It will also enable FUC to exploit the developments within the industry even further. For example, the locality of the product range offered can go even more local, and the healthiness of the products even more healthy. This can set FUC further apart from similar lunch catering competition. Additionally, it will increase the overall satisfaction score of the client, as FUC can make sure the client feels heard and their wishes are taken into consideration.

#### How

The product range should be updated throughout the year. This is done by extensive research on new products or new suppliers in the market that can either add value to the product assortment or can replace certain products. This should be done through online research, by utilizing the existing supplier network and the network of people/food providers within FU. Creating personal relationships with suppliers is required, thus community management between FU and key stakeholders is necessary. Setting up criteria or minimum requirements to evaluate whether products live up to FUC's proposition and expectations can help with exploring new products. These will enable consistency within the product range controlled to quality standards (Barry et al., 2015). Setting minimum requirements however also means that these requirements should

apply to the caterers providing dishes for the daily lunch too. By doing this, the concept and values of FUC's proposition are secured and strongly implemented in the products/dishes served.

### Minimum requirements examples

- Minimum of 30 km radius between FU and suppliers
- At least 90% of products provided to the client are local, sustainable and healthy
- Caterers of FUC must order products from Rechtstreeks (local supplier located in "het Keilepand")
- At least 25% of products/dishes are completely plant-based

*Figure 13: example minimum requirements product (38 words)*

#### Who

The catering manager is responsible for updating and researching new products and suppliers. The catering manager is also in charge of community management to adequately increase the product range, which should become a new process within daily operations.

### 5.3.2 Improve social impact

#### What

FUC helps the small-scale caterers that rent a shared kitchen space or dark kitchen to obtain an additional revenue stream, which is beneficial for starting businesses (Food Union, 2022a). Nonetheless, the current proposition only addresses the social impact made on the FU community, while this can be extended throughout the entire organizational ecosystem.

#### Why

Having a greater social impact positively influences FUC's brand reputation. As organizations nowadays consider social impact a significant factor of engagement with other companies, it can strengthen the corporate network.

#### How

Social impact can be achieved by choosing certain suppliers (see Figure 14). Furthermore, by means of setting goals that correspond to UNSDG's the social impact is aligned with recognized social developments. When the right goals are decided upon, FUC can work together with national social agencies that are found in the direct network or for example "Sociale Kaart Nederland" to actualize the social impact (Sociale Kaart, 2022).



"Fresh cookies from the 'bakkers bakplaats', made by people with a distance from the labour market"

Figure 14: Example of creating social impact in product range corresponding to figure 1 (6 words)

Social objectives	UNSDG (review in figure 2)	Collaboration social agency
<i>Creation of employment of people with a distance to the labor market.</i>	Goal 8	Agencies such as "Particibaan" and "Inclusief Groep".
<i>Support people in poverty, by giving away left-over meals/products.</i>	Goal 2	"Stichting Voedselbank Rotterdam"
<i>Become a sponsor of "Voedseltuin Rotterdam", located next to FU.</i>	Goal 12	"Voedseltuin Rotterdam"

Table 3: Examples of social objectives for FUC

### Who

The owners and management of FUC should work together on finding the right goals, suppliers, and social agencies. What goals FUC wants to focus on must lay close to their hearts and cannot just be initiated to increase popularity, as this improvement requires research and close monitoring.

### 5.3.3 Implement quarterly themes

#### What

To better inform the client of the concept behind the lunch, the researcher proposes that FUC works with quarterly themes. The theme will always be leading in the information flow of:


- Healthiness and nutritional value of the products/dishes
- Different caterers used
- Locality of the products

During the themes, flyers and newsletters are spread to raise awareness of both the theme and the above-mentioned information.



# BRAIN HEALTH

• QUARTERLY LUNCH THEME CATERERS •





**NORI - Japanese Wellness Food -**

With authentic Japanese catering and bento boxes, the brain health theme is the perfect match. Healthy, clean and local food is what they do best.

**Fresh Table Catering**

As a social and sustainable caterer, Yasmina from Fresh Table looks after the society and planet. With fresh vegetables from own garden the nutritional value of the dishes are exceptional

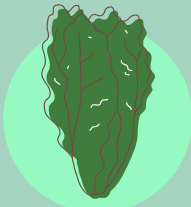



**FRESH TABLE**

• QUARTERLY LUNCH THEME •


# BRAIN HEALTH

The lunch theme of this quarter is: brain health! Brain health is essential for physical and mental health, social well-being, productivity, and creativity. The upcoming two months Food Union Catering will provide you different food/dishes that will support the daily activities in the office. You will taste the following delicious local ingredients:




**KALE**

Super versatile and rich in Vitamin K




**BERRIES**

The natural pigment in berries helps to slow down cognitive decline




**EGGS**

Choline, found in eggs, reduces inflammation and promotes brain function




**COFFEE**

Coffee from our supplier "shokunin coffee" will be served to improve mental function



**NUTS**

Contain lots of protein and healthy fats to improve memory



**SPINACHE**

Packed with nutrients, spinach helps to slow down cognitive decline

Figure 15: Example of flyers with nutritional value explanation and caterer information (175 words)



**Why**

The survey revealed that the client is currently not well-aware of the abovementioned topics, but would like to be informed better (see chapter 3). By means of themes, FU can inform the client a fun manner. It will stimulate conversations and the social setting during lunchtime. Consequently, a more fun lunch experience is created, which links back to the experiential catering trend identified in chapter 2.2.1.

**How**

1. Check with the client if they would be open for quarterly themes. Explain the added value and benefits for the client.
2. Every half year, themes will be created for the next six months.
3. Then, the newsletter is sent by email.
4. Inform the caterers of the theme, in case they would like to contribute to the theme and prepare some special meals. This can motivate the caterers to be creative with the theme.
5. Design flyer.
6. Distribute the flyers at the client's office until the catering manager observes the theme is clear to all employees. This requires close monitoring.

**Who**

The catering manager decides upon a theme, creates flyers and newsletters, and is responsible for the distribution. The owners of FUC carefully check all steps.

**5.3.4 Update the website****What**

To realize the first 3 steps of the improvement guide, the website must be updated. The healthy and nutritional lunch value to the catering concept should have a predominant role. The product range must be clear and visible on a separate page on the website. FUC's social impact should be visible by providing information on collaborations with social agencies. Furthermore, the researcher advises to include a case study on the website.

**Why**

By having a transparent website, the number of misunderstandings is reduced later on. By putting all information onto the website, a straightforward information flow is achieved, and the catering proposition is clear in one visit to the website. Case studies are a fantastic means to educate website visitors looking to obtain additional information and proof of the company's value-creation (Mandelbaum, 2020). This helps to create a trusted brand (Ibid).

**How & who**

A case study is made by the catering manager and checked by the owners of FU. The external marketing manager will ensure that the case study as well as the product assortment and social impact collaborations are uploaded onto the website.

**5.3.5 Ask for reviews****What**

FUC can currently ask for feedback from one current client. Therefore, the researcher proposes to request reviews from the group of caterers who provide FUC with lunch dishes.

**Why**

The interviews and literature revealed that reviews are crucial in gaining online visibility and proving the validity of a business. This will help to find possible future clients.

**How & who**

The catering manager will ask for the reviews in-person to explain the value to FUC and indirectly to the caterers. The reviews are required to be written on Google Review. The external marketing manager will upload some of the reviews on the website to increase the trustworthiness of FUC.

**5.3.6 Systemization and standardization****What**

The researcher advises FUC to implement a customer relationship management (CRM) system. The system will be accessible to both the caterers and the client. On "CRM Wijzer" an appropriate CRM system for a small organization can be found and tested (CRM Wijzer, 2022).

**Why**

A CRM system ensures FUC's readiness for growth. It will enable automatic information distribution about catering, planning, etc. It will also provide customized sales reports that can be used to calculate cost increases compared to the current inflation. Furthermore, the client can submit feedback within this system. Even though the main flowchart is still applicable (see figure 1), it reduces the overall manual processes significantly (see App 8).

**How & who**

The owners of FUC should find the best CRM system for catering operations. Increase in cost and increase in management and administration effectiveness should be evaluated. When installed, the data must be transferred to the system, and the catering manager should be trained to adequately use the system.

**5.5 Solution checklist****Socially accepted**

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The solution was presented to owners and the new catering manager (see App. 10, and chapter 5), and appraised as interesting and decisions were supported.

**Value for FU**

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The value of the solution is recognized by the owners and catering manager of FU to increase the satisfaction of the (future) client and help with the future readiness of the proposition.

**Economic feasibility**

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The economic feasibility of all improvement steps apart from implementing a CRM system is recognized. It will help improve and grow FUC. The CRM system is acknowledged to be economically feasible in the future.

## Technical feasibility

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All steps can be implemented with the current FUC team, provided that enough labour and time can be assigned to research and new processes.





# 6 EVALUATION PLAN



## 6. Evaluation Plan

The evaluation plan, see table 4, has been constructed for FUC following the improvement guide steps. It will help to see if the goals are achieved and if the improvement guide has been effective.

Improvement guide step	Evaluation	KPI's
<b>1. Increase the product range</b>	<ul style="list-style-type: none"> <li>Measure the number of added products.</li> <li>Measure the number of new suppliers</li> <li>Benchmark this to leading catering organizations in the industry. The number of products offered should be similar.</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction score</li> <li>Revenue by product</li> <li>Customer complaints</li> </ul>
<b>2. Improve social impact</b>	<ul style="list-style-type: none"> <li>Evaluate whether the goals corresponding to UNSDG goals are implemented.</li> <li>If yes, measure successes within goals.</li> <li>Evaluate whether alliances with social organizations are made.</li> <li>Ask in biannual evaluation with client if they are aware of the social impact.</li> </ul>	N/A
<b>3. Implement quarterly themes</b>	<ul style="list-style-type: none"> <li>Assess if every quarter a new theme is implemented. Plan an evaluation meeting after every theme with office manager and kitchen staff of the client.</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction score</li> <li>Customer complaints</li> </ul>
<b>4. Update website</b>	<ul style="list-style-type: none"> <li>Assess if the website is updated according to the steps of the improvement guide by means of weekly meetings of FUC with external marketing manager</li> <li>A time-frame for completion of the website update must be set.</li> </ul>	<ul style="list-style-type: none"> <li>Cost per lead</li> <li>New customers</li> <li>Link clicks</li> </ul>
<b>5. Reviews</b>	<ul style="list-style-type: none"> <li>The number of replies on the review request is measured.</li> <li>The number of reviews is assessed (no. is currently zero).</li> </ul>	<ul style="list-style-type: none"> <li>New customers</li> <li>Complaints</li> </ul>
<b>6. Systemization and standardization</b>	<ul style="list-style-type: none"> <li>Compare the number of manual processes after implementation of the CRM system.</li> <li>Time efficiency in the practical information-flow can be evaluated.</li> </ul>	<ul style="list-style-type: none"> <li>IT costs vs revenue</li> <li>Employee satisfaction</li> </ul>

Table 4: Evaluation plan

Next to the evaluation in table 3, the survey that has been sent in this research (see App. 4) must be sent to the client again and the scores/answers should be compared. This will assess the change in the client's satisfaction score and awareness.





A background photograph of a kitchen environment. In the foreground, there is a wooden countertop with several stainless steel bowls containing sliced cucumbers, tomatoes, and other ingredients. Green plastic tongs are resting on the bowls. In the background, there are large stainless steel trays, some containing food, and a metal serving cart. The scene is brightly lit, suggesting a professional kitchen setting.

# **7 STAKEHOLDERS & DISSEMINATION**



## 7. Stakeholders & Dissemination

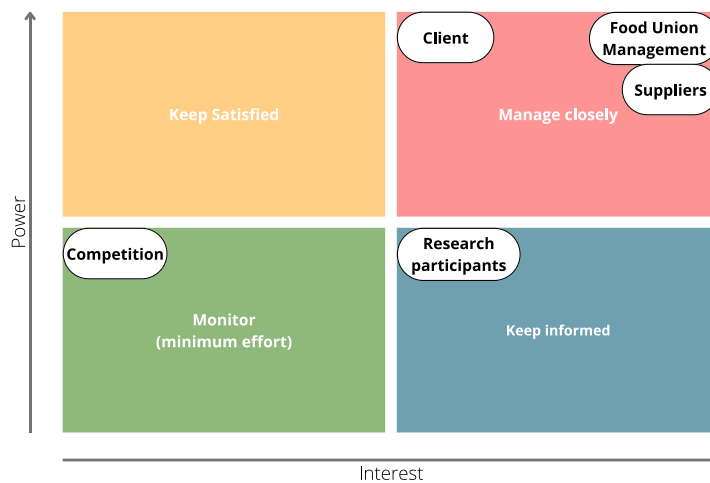


Figure 16: Stakeholder matrix (9 words)

Dissemination aims to share research and findings with key stakeholders (Coe et al., 2021). As can be seen in Figure 16, FU, the suppliers and the research participants have the highest power and interest, as the client is concerned with the implementation of the improvement guide and not the research itself. Therefore, the following three dissemination moments were executed:

Dissemination method	Explanation	Feedback
<i>Present the research to the FU owners and new catering manager</i>	With a clear PowerPoint (see App. 10) the research was presented. This ensured that the owners will later have the time to thoroughly read the thesis, whilst being informed of the main findings and conclusions earlier on.	<i>"Great and interesting to see what you have been working on... smart decision to provide us with an improvement guide to exploit the trends even more since the propositions are actually so similar ... We can't wait to read the entire thesis!"</i>
<i>Share an infographic with caterers participating in the FUC</i>	The infographic (see App. 11) consists of the industry developments identified in this research. Because they operate in the same industry, the infographic can contain valuable information.	<i>"Thank you", "I like the trends", "Interesting to read".</i>
<i>Share an infographic with interview participants</i>	The infographic (see App. 12) consists of the research findings. This can be informative, as they might be interested to see what conclusions are drawn.	<i>"Looks great, thank you for sharing", "Great work", "Some very valuable tips", "I recognize a lot from what we talked about", "Maybe you can put the main message from each topic in bold?"</i>



The background image shows a modern interior space with a glass wall. A plant is visible through the glass. The text "FOOD UNION ROTTERDAM" and "CULINAIRE BROEDPLAATS" is visible on the glass. An orange rectangular overlay is positioned in the center of the image, containing the section header.

# 8 ACADEMIC REFLECTION



## 8. Academic Reflection

The research was built upon the created **problem definition**. As FU recently started the corporate lunch catering services, FU wanted to know if the current catering proposition responded to the market demand and needs, and industry developments. Through this research the industry was analyzed, the client demands and needs were identified, and the strengths and weaknesses of FUC were recognized.

To conduct market research, the **analysis and diagnosis** step was crucial. Since some information concerning industry developments was not available in terms of academic peer-reviewed literature, the researcher also collected evidence from experts in the field of the trend. The market research was limited by the researcher to the F&B industry. Looking at different industries may have created new insights in terms of industry trends. The literature review was concluded in opportunities and threats which are concluded together with the strengths and weaknesses identified in survey and interview responses.

Both quantitative and qualitative data was collected, by conducting a survey and interviews in the **methodology**. Although almost every employee in all layers of MVRDV Architects filled in the survey, the researcher had difficulties finding enough competing daily lunch caterers in Rotterdam willing to talk about their catering concept. Considering the time frame, the researcher resorted to industry experts as well. Nonetheless, conducting more interviews would have made the **results** more reliable.

The **solution design** connects well with the research conducted. However, no entirely new proposition could be formed, as the current and most appropriate proposition were similar. Nonetheless, the researcher identified six steps to improve the current proposition and exploit the industry needs even more. A financial analysis of FUC and the improvement guide would have proven the financial feasibility in more detail.

An **evaluation plan** evaluates if the improvements are validated. The researcher proposed separate evaluation steps per improvement, as these cannot be evaluated as a whole. FUC consisting of a small team and resources, the likelihood of implementation of all improvements simultaneously was judged as low by the researcher.





The background of the slide is a photograph of a kitchen. In the foreground, there is a wooden countertop with several bowls of food. One bowl contains sliced cucumbers, and another contains a yellow sauce. In the background, there are stainless steel trays and a metal container, suggesting a professional kitchen environment.

# **9 IMPLICATIONS FOR FUTURE RESEARCH**



## 9. Implications for future research

The research responds well to the main research question. However, the problem definition relies heavily on FUC's current activities and processes. Taking a broader perspective in constructing sub-research questions can provide new insights. Thus, not focussing the sub-research questions on FUC specifically, but on the industry and market as a whole.

Furthermore, the literature review was solely focused on the F&B industry. It can be interesting for future research to look at different industries, e.g. the retail industry or the tourism industry, to obtain a broader perspective on industry developments that can be worth exploring.

It may also be interesting for future research to broaden the sample population of the survey to not only the current client but also to employees in organizations with daily lunch catering. Because the client already knows what lunch FUC provides and who FUC is, biased answers may have occurred. By including employees from different companies, analyzation of market demands and needs will become more complete and therefore more valid.

Additionally, the SWOT table and conclusion are a start for competition analysis. Due to a lack of competitive interview participants and the participants not wanting to share private information, competition analysis is not completed. Therefore, future research can interview more competing organizations to complete a competition analysis. Examples of competing organizations are: "Hutten", "Vermaat" and "WeCanteen". It will provide more knowledge about the marketplace in which FUC operates. Moreover, it will answer questions e.g. What is the current and future competitive position of FUC? What benchmarks can be identified in the market?

Lastly, industry developments and market demand and needs are ever-changing and evolving. Future research is advised to evaluate if the proposition of FUC is still applicable or if a different strategic route should be questioned.



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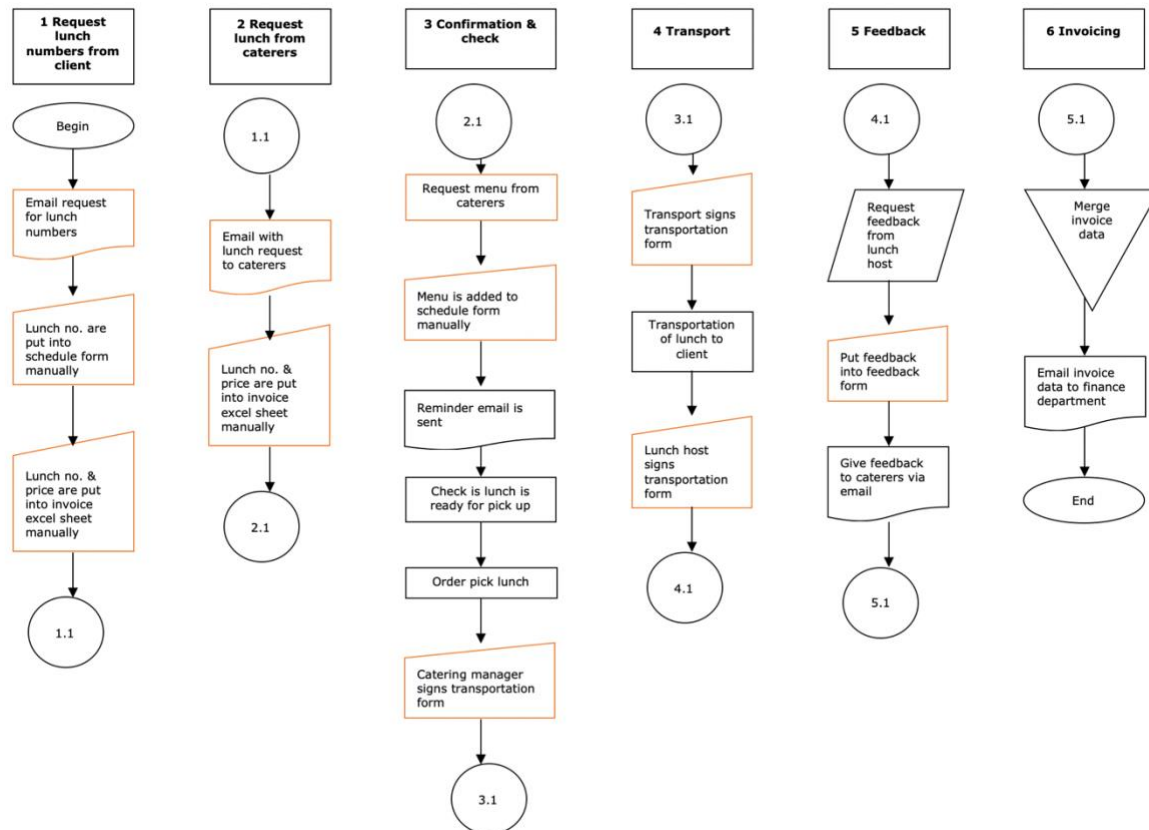
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# Appendices

## Appendix 1: Extensive flowchart before

Manual processes are made orange



## Appendix 2: PLO 6 and 10 explanation

### PLO 6: Strategic Hospitality Management & Change

Identify and analyse trends inside and outside the hospitality industry and translate these into a strategy and related policies in line with the vision of the organization.

### PLO 10: Business improvement

Improve hospitality industry by analysing a hospitality business related question with use of reliable sources, data analytics and an adequate research design cycle, resulting in an evidence based feasible solution or advice.

## Appendix 3: Interview questions

The following interview questions are formulated in a general sense. It will differ per catering company. The semi-structured interview style will leave room to ask questions that are more in-depth about certain topics of interest which most likely will differ per catering company. It will enable the researcher to discover the strengths and weaknesses of competing catering firms.

1. What is the vision and mission of your catering business?
2. What does your catering organization provide?
3. What type of clients do you target?
4. How do you find and pick your suppliers?
5. How do you make sure they are aware of your vision and mission/USP's? As this can be difficult when catering to 100+ people.
6. What are market developments that you are experiencing? Or give examples of the market developments the researcher indicated.
7. How do you respond to these market developments?
8. How have you standardized/systemized your catering business/processes?
9. How do you receive feedback from clients?
10. Are reviews important to you? Why yes or no?
11. How do you then implement feedback from clients?
12. What are plans you want to implement into the catering organization in the future?
13. Are you planning to expand?
14. If Yes: How are you planning to expand your business?  
If No: Why are you not planning to expand?

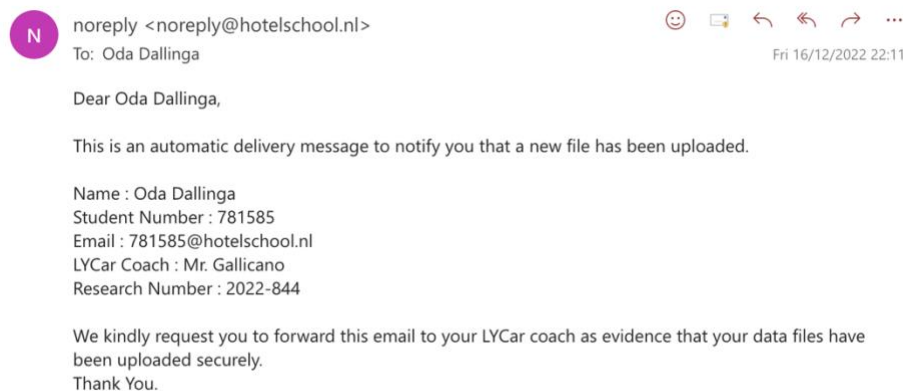
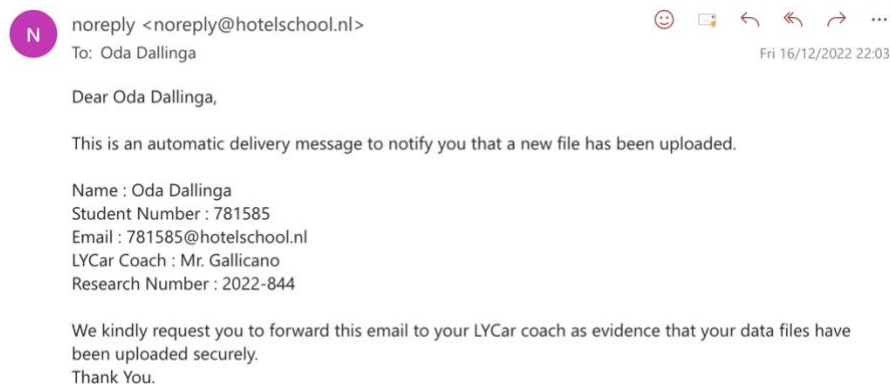
## Appendix 4: Survey questions

The survey questions are based on a previous poll about the FUC lunch sent out to the employees of MVRDV. Additional questions are formulated after creation of the literature review to respond to market developments. Question 4 was added on request of the researcher's commissioner and internship boss, however this question is not relevant for this thesis, and is therefore disregarded in the analysis.

- Are you satisfied with the quality of the daily lunch?
  - Likert scale answer
- Are you satisfied with variety of dishes and products?
  - Likert scale answer
- How do you feel about the healthiness and nutritional value of the lunch?
  - Likert scale
- How do you feel about the portion size served?
  - Likert scale
- Would you like to be informed better about the healthiness and nutritional values of the lunch?
  - Yes/No answer

- To what extent are you aware about the caterers that prepare the lunch?
  - Likert scale answer
- To what extent are you aware about the local suppliers used for the lunch?
  - Likert scale answer
- What products/dishes do you currently miss?
  - Open answer
- What would you like to see improved?
  - Open answer

## Appendix 5: Upload proof research archives



## Appendix 6: Interview transcripts

**Name:** Interview\_1

**Company:** De Buurtboer

**Date:** 12-10-2022

**Location:** MS Teams

**Duration:** 25:00

(Introduction)

Oda (O): Regarding the following question about What the vision and mission of your catering business is I think I could find a great description on your website. However, would you like to add anything to this in particular?

Constantijn (C): I think everything should be clear on the website indeed

O: All right. I could of course also find most of your services on the website, although I did have some other more specific questions about this. To start, are all the boxes and products, for example the soup, packaged separately per person or how should I see this?

C: Our concept is really that we deliver all local products in a wooden box, so not person, however of course it is suitable for the amount of people attending the lunch. Therefore, the idea is also that the company eats lunch together at a table filled with local products.

O: That is really nice, so everyone can pick what they love and feel like that day.

C: Yes exactly, this makes the lunch a social event with colleagues where people can really relax.

O: And do you have an estimate of the cost per person. I can imagine that it might vary a lot, but maybe you have an indication.

C: On average the cost is around €5 per person.

O: All right clear thank you. And what are your target markets. Are they mostly smaller businesses? You just told me that "de Buurtboer" did the lunch catering for MVRDV before, so that is a quite large company.

C: Yeah, that is true. But we aim for in between 20-100 employees.

O: All right so in between 20-100 lunches per day. And how do you target these groups? I understand if you are not willing to answer this question of course.

C: What I can say is that findability on Google is incredibly important. Besides building a network of clients that will refer us to new companies is also something we can rely on. However, our marketing strategy I will hold within our company.

O: I completely understand, then I will move on to the next question regarding the suppliers. Everything is artisanal, local, and biological I read on the website.

C: Yes indeed.

O: Very good, and do the suppliers and range of products change often?

C: Yes, that changes a lot actually. I would say around every quarter year we have many new suppliers and some will drop out.

O: All right, and do you have employees within the company that take care of this job regarding finding new nice suppliers and products?

C: Yes definitely.

O: Another question about the product range; Do you only have soups that must be prepared before or also for example pre-constructed sandwiches etc?

C: No, we don't deliver pre-made sandwiches. We serve bread, spreads etc separately.

O: Okay that is clear. Now I am wondering who makes the soups?

C: Those are a part of our supplier team, so we buy the soups from our suppliers.

O: All right that is totally clear. And you make sure that your suppliers on their turn again make use of local sustainable products?

C: Yes definitely, that is a very important but difficult step. This takes time and a lot of research.

O: All right, and how do you ensure that your vision comes through to the people and clients? How do you ensure that the clients are aware of the local heritage of the products and suppliers?

C: Yeah good question. For starters a good website. Then we also send lots of newsletters in which we keep our clients and people well informed about what is going on and about the new products. And within our company it just comes through within everything we do.

O: Yeah exactly, I also saw that your clients have made videos about the lunch that "de Buurtboer" serves and how the topics of a healthy lunch, sustainability and local products are very important to them.

C: Yes definitely, this makes them a great fit for us. We aim to cater these types of companies, with the same values as we have.

O: All right, then we can move on to a broader topic. I was wondering what changes or developments you see in the catering or F&B industry?

C: Well we still see a lot of vegetarian and vegan. But what we see most now is the incredible increase in costs.

O: Yes exactly, that was something I also wanted to ask a question about. What were the consequences for you regarding the increasing costs?

C: Yeah, well we try to be creative and to still construct the best possible product range. But sometimes we have no other choice then to raise our prices as well.

O: Yes, totally understandable. Do you see any other trends at the moment?

C: Let me think... For sure also what we do, providing mostly local products. By doing this you support local and sustainable entrepreneurs.

O: Allright, so with the local products you also create societal impact?

C: Yes exactly, with the local products we make both environmental and societal impact.

O: Great to hear! How many clients do you have?

C: I also would like to keep this within "de Buurtboer". I am sorry you have great questions but I am not going to share in detail about how we operate.

O: I totally understand! Maybe I can ask it in this way. You are a well-established organization so I can imagine you are totally systemized and standardized. Do you use scheduling systems for example for the logistical matters of the company?

C: Yeah, let me think. This is definitely standardized. It was a big process that we have set up over the years and now it works practically automatically. We all do this by means of a crm system where all aspects of the organization are combined and centralized.

O: Yeah all right, thank you! I would love to move on more toward the topic of clients. I saw many clients leave a review on the website, do you ask this?

C: Yes, we ask this indeed. And daily or weekly feedback they also give either through phone or email or through our own system.

O: All right, reviews are incredibly important so it is great to see so many positive reviews! My next question was regarding your future plans for the company also in terms of expansion.

C: Yeah of course we want to expand, but again the information regarding this process is too confidential haha.

O: I figured haha. No problem at all. I did have one last question for you that I did not send you beforehand. I was wondering if you see that your clients like the fact that they can choose their own products?

C: At "de Buurtboer" we do make a product range for a client, so they never completely choose their own menu for the week let's say. So, to change your question around a bit they like it that they do not have to choose everything. However, they do like the combination of choosing some products themselves whilst not spending too much time.

O: I understand what you mean. They never choose the entire product range themselves but can choose some products here and there.

C: Yes exactly.

O: All right. Everything has been very clear. These were all the questions I wanted to ask you. Thank you so much for your time and cooperation!

C: No problem at all. I hope I have been of some help for your thesis and I hope to maybe see you in the future! We have lots of people from Hotelschool working here.

O: Thank you so much, have a great day!

**Name:** Interview\_2

**Company:** Smaak van de Waard

**Date:** 16-11-2022

**Location:** In person at Food Union

**Duration:** 32:00

(Introduction)

Oda (O): I thoroughly looked at your website, and it is pretty clear what you are doing with Smaak van de Waard catering, however I was wondering if you could explain to me in short, the vision and mission?

Esther (E): Of course, it is my mission to achieve a more sustainable food chain by means of my catering. But also, by means of cook books, lectures, and workshops. So, I try to inspire people by telling about this topic, but in my catering, I really showcase this myself.



O: That's great, so you inspire but also practically achieve your vision. And what kind of services do you deliver during a lunch catering?

E: The services we deliver to a company lunch consist of the "Smaak van de Waard lunch". It consists of 5 different elements. Bread with different spreads, soup, salad, something sweet and a smoothie.

O: All right, and does the client have anything to choose from or to insinuate their preference?

E: Only the dietary requirements actually, but we cook without any menus. So therefore, the client cannot choose what type of salad or cheese they would like. Although I have noticed in the industry that clients of course love to be heard. So, if you can make them have a choice that would be a good option. This just doesn't fit in my catering because I don't and cannot work with a menu.

O: All right, that is clear. And what about the price. Is this a set price?

E: Yes, this is always a set price, €19,50 per person. So, this is really a lunch catering price when you compare it to a daily corporate lunch catering. Those prices would be way lower of course.

O: Yes, I understand, that is a completely different branch. Do you have a target market?

E: Yes definitely, preferably companies in Rotterdam that are actively trying to positively influence the environmental footprint of their company. Those are the clients that really fit well with my company. Now I do have to say that almost every company nowadays is busy with being sustainable and so on, however the companies that have this ideal ingrained in every part of their company are the best fit for me. I see that some companies when push comes to shove that they do have some problems with for example not being able to choose their own menu etc.

O: Yes, I understand the difference. I know you work a lot with waste streams so therefore it is very hard to indicate a significant time beforehand what you will be making.

E: Yes, exactly. And what we try to do is making sustainable and local food available for everyone, so not just for the elite. But this means that for example we cannot invest every year in a completely new set of soup bowls. Therefore, they are all a bit different but in the same color scheme.

O: All right, so you reduce waste and big investments to make your local and sustainable catering available and affordable for everyone.

E: Yes, exactly. Some clients find this a bit weird. But then I know they are not the right fit.

O: All right, and what can you tell me about the actual lunch catering on site?

E: Well, we like to create a full experience for the client with the values we have as an organization. We want to create a nice social setting with food as main focus point.

O: Do you find your clients or do they find you? Or both?

E: Both, I am very easy to find on google. Mainly on words like local products and sustainability. And also, I have a really big network with many companies and people that know if you want a local and sustainable catering that you need us.

O: I understand. And in the beginning when you were not as big as you are now, how did you find your clients?

E: Back then I was searching more actively myself for clients, addressing them myself. And I was not easy to find on google. I have used the Corona lockdown period to make myself more easy to find on the Internet. This has done a great deal for my company.

O: All right, that sounds great. Then I have a question about your suppliers. I know that you work a lot with for example "Clark fermentation". Do you have many set suppliers or do these change a lot?

E: Yes, exactly I work with them a lot. I am very loyal to my suppliers and it takes time and a lot of research before I find suppliers good enough to work with. If I cannot find the best supplier in the nearby area I will not serve a certain product.

O: And do you find more and more new suppliers?

E: Yes, I do add more suppliers, so my product range becomes bigger and bigger. Sometimes a supplier is removed also, because for example the volume they produce is not big enough for me.

O: Alright, that is very clear. We talked about this a bit before the interview already, but how do you make sure that your vision and mission is clear to your clients. Also the products you use and how you work for example.

E: This is a very important point. I have good contact with the client, however if then 150 people are eating the lunch this means that you need to tell your story in a different way in order to inform everyone.

O: And how do you do this?

E: By means of flyers or information cards with our vision and why. With also some key figures, and quotes. It needs to be easy and clear to read. Also, for the people who want to know more, there is a QR code with the products and suppliers and extra information.

O: Very interesting. What developments do you see in the industry nowadays?

E: Well there are increasingly more caterers who focus on sustainability, social impact etc. However often I find this a bit of a front.

O: What do you mean by this?

E: For example, there is a restaurant called the "Polderkeuken" in my area. That all sounds very promising, however when I went to eat there they have no idea where their meat comes from. Also, none of my suppliers supply them, which is quite strange, as they should overlap. They have all this information on their website for example about local products, and sustainability, however they really create a false image to attract more customers or to look "good".

O: I understand, so it is more of an image for some companies.

E: Exactly, however I do need to say that it is a good thing that at least many companies try to strive towards using more local ingredients. 10 years ago I really had

to explain to people that local sustainable food can also be very tasty. So, this is a good development.

O: Yes exactly, nowadays it is also trendier to eat local.

E: Yes, for sure!

O: Do you see any other trends currently?

E: Hmm, I have to think... For sure many corporate people desire to eat healthy, and something that keeps them going all day. For example, what Nori is doing for the lunch at "het Keilepand" is definitely super healthy and people are loving it. Now I do have to say that the lunch before was quite the opposite of healthy haha...

O: Great addition, at "het Keilepand" this is really noticeable indeed.

O: Let's move on to the next topic, over the years your company grew a lot, how were you able to standardize and systemize your processes?

E: Haha well this was quite the process. When you left the Food Union a few months back almost none of it was standardized. Now I have hired a professional who is helping me to standardize the more practical processes. These contain, most information flows to my employees, such as what has to be cooked for when, combined with the planning.

O: That sounds good, because if everything has to go through you, that basically means you have to be everywhere.

E: Exactly and that is what broke me at a certain point as it was all just too much work for me. Also, we have implemented a CRM system, which I can show you later. This shows all the information for catering jobs, combined with the planning and manual for that catering. All my employees have access to this so that reduces my manual announcements and information flow from before.

O: All right, that sounds amazing! I would also like to address the topic of reviews. You have a great amount of good reviews on Google. How did you achieve this?

E: I always ask for feedback from my client after a catering. If they were extremely satisfied I ask them if they would please leave a review on Google. Of course, I explain that that would help my company and that the algorithm of Google loves reviews. So that can really improve my visibility. Most clients are willing to do this, and sometimes also without me having to ask.

O: Perfect, and what about reviews on your website?

E: On every page on the website we have put a good google review. But this we have to put on the website manually. We really appreciate all the feedback by the way. And if something in the end ends up to be not clear about for example our concept. Than that is valuable information and we make sure that this information is very clear from the start of the contact with the client.

O: That is very clear. Do you have plans for the future?

E: I want to double my revenue stream from this year, but I think when I achieve this that this will be enough. I believe then I have created a catering company where I am not "needed" anymore,

O: All right so that you can focus more on giving lectures and workshops?

E: Yes exactly, I want to be busier with inspiring people.

O: That sounds amazing, I cannot wait to see what else you will be doing to inspire. I think this is a good note to end on. Thank you so much for your time and your answers. This has all been of great help for my thesis

E: No problem at all, it was nice to be of help. I hope to see you soon here at Food Union again.

**Name:** Interview\_3

**Occupation:** Chef

**Date:** 17-11-2022

**Location:** MS Teams

**Duration:** 28:00

(Introduction)

Oda (O): Can you tell me a little bit about yourself and your accomplishments in the industry?

Jannie (J): Of course, well for starters I have owned a restaurant in Delft for a long time called L'orage. Besides that, I was Lady chef of the year, and I have done many many catering jobs. The only place where I have done specifically lunch catering on a daily basis was at DOB-academy where I was your chef

O: Yes definitely. Every day we had to prepare 4 different items/dishes at DOB-academy if I remember correctly.

J: Yes that is true. So what I think is very important in the future for a catering concept is the health aspect.

O: Allright and why is that?

J: Well because I think many people underestimate this topic. If you provide a corporate lunch catering you are responsible for a big part for what people eat. So, you should really feel and take this responsibility as well. If you can make a healthy lunch concept on which the employees can work longer and not become hungry after an hour again that would be really great. It should give employees the energy they need.

O: I totally understand. In the end you provide them with dishes every day so you have quite a lot of influence on the health and energy level at the office.

J: Yes exactly. You have a lot more influence than you think. Less meat, more legumes and vegetables are really what you should be looking at. And of course, you have to make it super tasty.

O: That is very clear, and you think there is a demand for this?

J: Yes, I know there is. I see this a lot around me. The need for healthy food is something that is definitely changing the the lunch catering food market. I just started this topic and actually I don't know if this is something you wanted to know.

O: It is exactly what I want to know, thank you Jannie. I was going to dive into what you see as developments in the industry so this aligns with that perfectly! What services belong to a daily lunch catering?

J: Well back in the day it was more about sandwiches and maybe some salads that were served from a sort of buffet. At a certain moment in time I noticed that there was a lot of disquiet and agitation due to people standing up the whole time. Then I decided to put the food on the table and basically create a sharing lunch. Every day, we would prepare 4 items; salad, vegetable dish, a more filling dish with legumes or noodles, and a little bite such as a spring roll or bruschetta etc.

O: So, you completely stepped away from the bread?

J: Yes, only if it really belonged to a dish we would serve bread.

O: All right, and what did the shared dining concept change?

J: There were more conversations, and people really took advantage of their breaks. It was no longer a necessity to eat something but something the employees looked forward to. This is a healthier way of having lunch.

O: I understand, so they all of a sudden had a real break from their work with conversation instead of a quick bite. So, the social impact on the work floor was noticeable.

J: Yes, definitely.

O: And do you see any other developments in the industry other than the health aspect?

J: Well I do see many box deliveries all of a sudden. That companies can obtain a prescription to a fruit box or something. So, I do believe that there is a big demand for that. It is easy for both the supplier as well as the office, but can create great profit and stimulate healthy eating.

O: Yes that is true, I see that a lot too. I have interviewed a catering company as well who delivers the daily lunch in a box. In these boxes the client in most cases has a choice of the products range they want to receive. Do you think this choice is important?

J: I think so yes, I think people always love to have a choice and by doing this the number of happy clients, if you have multiple, is likely to be higher. Every office is different and the dietary needs and wants too.

O: That is a strong point, thank you!

J: And of course you see many companies that are aiming to become more circular and sustainable and thinking more about the future. So, I think a catering concept should follow all these developments. You also see a lot of social initiatives, for example helping the refugees by providing them with jobs. However, I do think it depends a little bit on the company you provide the catering for. For example at DOB academy we were way more concerned with the environmental sustainability, as that was such a big part of their daily job.

O: Yes exactly, then your catering proposal will align with the recent developments. And what can you say about the budget in the corporate daily lunch catering and the inflation?

J: What is the budget at Food Union's catering if I may ask?

O: €5 per person

J: All right, well at DOB-academy we would cook for €5 as well, sometimes even less. However now you see such an increase in prices, even when I'm doing my own groceries I notice a significant increase. So therefore, the budget should grow with this inflation too. However, the budget for a daily lunch catering overall is not enormous, also because the employees have to pay for this as well (or pay a part).

O: I understand, so that means that creativity with cooking is important while preparing a daily lunch catering.

J: Yes exactly, I have done this for 8 years and creativity is everything.

O: I would like to move on to how to best inform your clients about your concept. Companies sometimes consist of hundreds of employees, which makes it difficult to reach with your story.

J: Well I think you already said it just now. Story-telling and making this personal is super important, especially when you have groups that big. Flyers are a great means for example. But you should not put some flyers on the table just once. You should continuously do this in order for it to work. Not everyone works every day at the office, and sometimes it takes some time before people understand new approaches.

O: That makes a lot of sense, thank you. When I worked at DOB-academy you took me to the "Hanos" one day, and there I saw that you had a great relationship with your suppliers. What is the benefit to this?

J: I do remember, how lovely. Well for starters it helps to build a greater network. And in the end, you are dependent on your suppliers so a great relationship always helps. Also, if you understand their product well, and also care for their product, then they will be way more willing to help. You create a sort of goodwill with that.

O: I totally understand. Do you have any experience with standardizing or systemizing processes within a company?

J: Not really to be honest. I am afraid I cannot help you with this question.

O: No problem at all. And what can you tell me about the importance of feedback?

J: A lot haha. Feedback is of course very important. Not only so you can improve what you do but also to create a stable relationship and have personal contact with your client and employees working at the company. Feedback can also be asked in a survey of course, but in my experience feedback that is done in person should not be forgotten about. Also, you can make it something a bit more fun, for example putting a feedback box on the flyer with a nice question. I am just saying something but feedback doesn't have to be boring in my opinion.

O: Thank you, that is good to keep in mind for sure! I have asked all the questions I wanted to ask. I want to thank you so much for your time and your help!

J: No problem at all Oda, if you need anything else you can always call me! I would actually love to talk to the different caterers at Food Union if they would like this too. I know how to be creative with local seasonal and healthy products whilst being on a budget. This might work in an inspiring manner.

O: Thank you Jannie, have a good day!

**Name:** Interview\_4

**Company:** Hotelschool The Hague

**Date:** 18-11-2022

**Location:** MS Teams

**Duration:** 21:00

(Introduction)

Oda (O): Starting off, I would love to know what developments you see in the F&B and also specifically within the catering industry

Mr de Vos (V): Yes, well what you already mentioned before I guess. There is really a change towards more local and to more recognisable. Also, the protein flip towards more plant-based protein usage. The 80/20 model is a large development, so 80% plant based and 20% animal-based protein. A lot of caterers only do plant based or vegetarian cuisine, just to prevent any type of discussions I guess. Also, many allergies or dietary requirements are more and more often the subject of request. Like for example gluten-free and pork or fish. So therefore, a lot of caterers decide to go at least vegetarian. And indeed, also the social component, where you serve products that are made by people with a distance to the labour market or that have another story for example to prevent food waste. Those kinds of things are definitely a trend currently.

O: Yes, for sure. But there are a lot of catering companies that are following basically all these trends, so it is quite a competitive market. Do you have any idea how you can situate your company within this market or is it just good to go with these trends?

V: I think you have to look into different levels within the catering industry. So, the smaller catering businesses and the scale-ups such as Vermaat, and Hutten. Those are really huge companies. The Vermaats are really able to make a change in the market and they can also make a structural change. So as a small-scale caterer you have to look at these companies and make them your "bar". But as a small-scale caterer you are also more flexible.

O: What do you mean with the flexibility in this case?

V: Well that they are able to go even more local and really connect these trends into your own eco-system. So, as a small-scale caterer you really have to make this connection with your own eco-system but also with the companies around you.

O: Alright exactly, I understand. This also might be something that clients expect from a small-scale caterer in comparison to the big scale-ups.

V: Yes definitely, however the big scale-ups are already doing a great deal of good things I believe. And they also have the marketing means for example that the smaller companies don't.

O: Yes, that is true of course. Do you also see any threats in the industry?

V: Yes, like before mentioned, on one hand we want more plant-based, but on the other hand you do see many companies who are playing on the safe side. I was at an industry fair 2 weeks ago and at the reception and only meat replacements were served. So only unhealthy food.

O: Oh, wow really?

V: Yes, it was really surprising. So, you really have to dare and be creative with the plant-based/vegetarian food. For example, SLA, they really dare to go into the healthy vegetarian food.



O: Yes, that is true, I worked together with the owner of SLA for menu calculations during my internship.

V: That's great! I think that is really going to be the trend, working with real food and forgetting about the replacements.

O: All right very interesting. So, it is interesting to see these trends together, the sustainable, local, but also healthy food, instead of seeing these separately.

V: Exactly well said. I believe the overarching pillar is healthy food.

O: I totally understand, thank you for this insight. I have another question about this topic, because as a caterer you have a lot of influence on what people eat during the day. So, I would say you should be aware of this as well.

V: Yes definitely, you have a big responsibility. And, you almost have to see it as you would have to cater a group of 6-year olds. Then you would automatically think like, they have to have a balanced menu as they cannot think for themselves. We tend to forget about this when we cater to adults. So, you really have an obligation and responsibility to make a balanced menu throughout the week. You have to make the healthy choice the easy choice.

O: Yes, that is true. And do you think that having a choice from the client's point of view is important? For example, having a choice in the product range.

V: Yes, I think that is very important. At least you have to give the client the feeling that they have the choice by personalizing.

O: All right, I understand your angle. So, you mean that it doesn't have to be overly complicated but you can also let them have the choice between apple juice and pear juice for example.

V: Yes exactly. It is kind of the same, same health, local, and cost aspect. But in the end, they feel heard. But that doesn't mean that you can't have a concept still.

O: Yes exactly. I would like to get your opinion about creating awareness. Because within a survey I send out it is clear that the client is not well-aware and therefore not well-informed about the different caterers and local suppliers used. It can be quite difficult to reach all these people at once, so how can you create awareness?

V: That is a difficult question, because first you have to know, what is the communication channel, is it a lunch in a lunch box then you can look at the wrappings for example. On the buffet you can do this through pictures and explanations about certain products. Of course, newsletters are also great means. So, it depends on your communication channels.

O: I totally understand. Do you see this topic becoming more and more important? That people want to know what they are eating?

V: Yes definitely, if you don't do this that doesn't make any sense.

O: Yes, then nothing is left of your concept in the end.

V: Exactly. This applies to the concept as a whole. If you cannot make your concept very clear from the beginning and you can prove your practises, of course nothing is left of your concept in the end. And you can decide what you do. You can focus on individual



products but you can still have this overarching concept. For example, like you told me; local, sustainable, and social impact. And then on a micro-level you can decide what products to use.

O: Yes, for sure, then you can also make a difference between people that are interested in the overarching topic but not necessarily need all the information about all the different suppliers for example and people who do.

V: Exactly, that is always smart to keep in mind.

O: All right. I would also like to know a bit more about the lunch at Hotelschool specifically. How did this change over the years?

V: Well we now follow the principles of Dutch cuisine – 80/20. This is an ongoing process. We serve way more vegan and vegetarian food with minimum requirements. This also counts for Le Debut.

O: That is very clear, and do you also do something with the screens that are hanging above each area?

V: Yes definitely, this depends a bit per MO group. But, we do have communication on these screens.

O: All right, considering the time I will ask one last question. Do you have any experience with systemization, and standardization of processes within an organization or at school? So, for example having a system in place that connects the menu with an ordering system and schedule?

V: Yes, we make use of a system that is called "Horeco". That is a kitchen management system, PMS. In here we make recipes and this is directly connected to our suppliers so this includes the cost of sales, and contribution margin as well. It is also possible to make mise en place lists and production lists, so if someone orders 150 humus wraps, you can immediately see what you have to order and what you have to produce. So that is fully automated. Especially for a catering company with a set assortment this could be really helpful.

O: All right, so if your recipes change a lot, this still costs a lot of manual labour.

V: Exactly, this is something that we feel now too with the many changing recipes. But if you standardize your menu more, than it definitely works!

O: Thank you so much for all the interesting insights! This is going to help me a lot.

V: No problem Oda, I am happy to help. Lots of luck on your thesis.

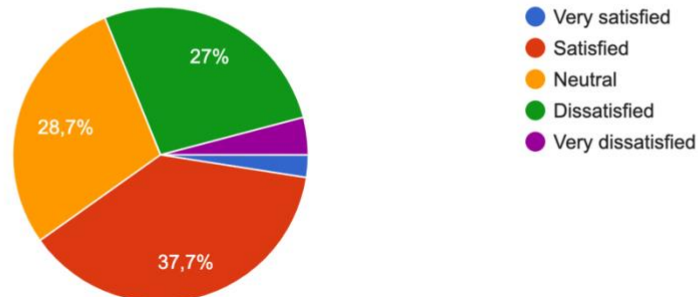
O: Thank you so much again!

## Appendix 7: Survey responses

## Are you satisfied with the quality of the daily lunch?

Are you satisfied with the quality of the daily lunch?

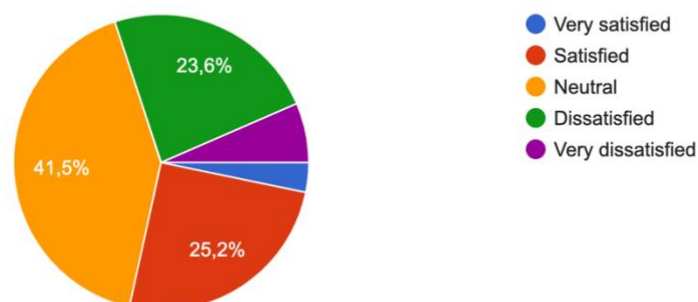
122 antwoorden



## Are you satisfied with the variety of dishes and products?

Are you satisfied with variety of dishes and products?

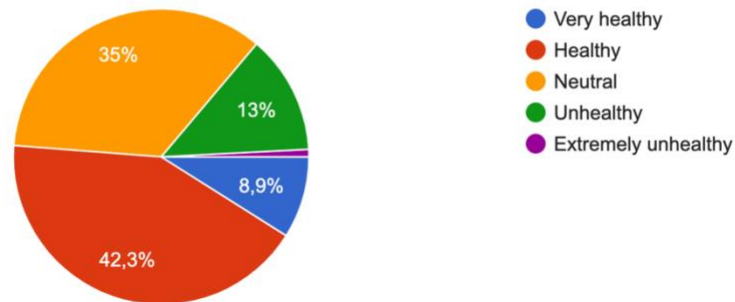
123 antwoorden



## How do you feel about the healthiness and nutritional value of the lunch?

How do you feel about the healthiness and nutritional value of the lunch?

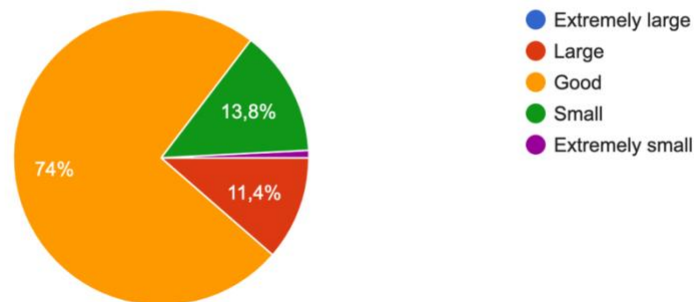
123 antwoorden



How do you feel about the portion size served?

How do you feel about the portion size served?

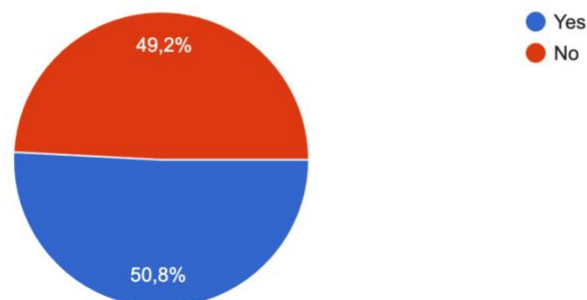
123 antwoorden



Would you like to be informed better about the healthiness and nutritional values of the lunch?

Would you like to be informed better about the healthiness and nutritional values of the lunch?

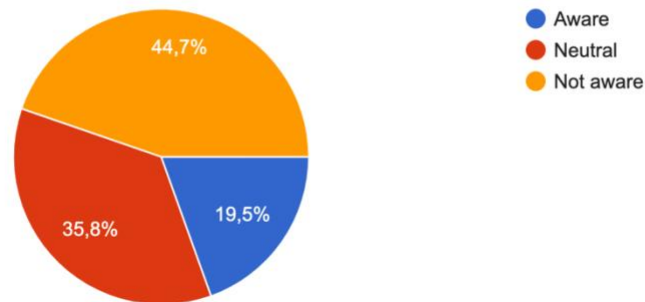
122 antwoorden



To what extend are you aware about the caterers that prepare the lunch?

To what extent are you aware about the caterers that prepare the lunch?

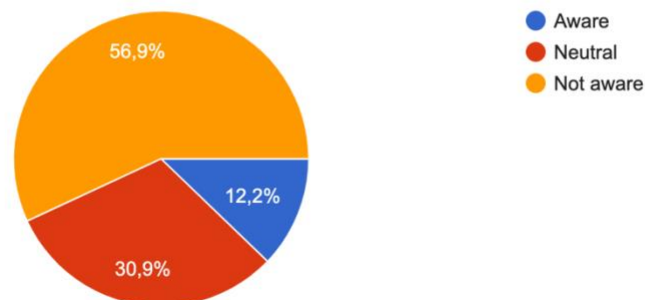
123 antwoorden



To what extend are you aware about the local suppliers used for the lunch?

To what extent are you aware about the local suppliers used for the lunch?

123 antwoorden



What products/dishes are you currently missing?

What products/dishes are you missing?

81 antwoorden

Vergeten groenten, verse kruiden en specerijen.

eggs

Some replacements for no fish/meat such as nuts, eggs etc. Or also different cheese, such as feta.

boiled eggs, more legumes, more rice

a desert (yoghurt/cakes/etc)

In any case, enough bread and cheese every day. And maybe some extra spreads such as: sambal and mustard. I love the soups!!

Beans, eggs, warm dishes beside the soup. Cannot always be cous cous with something. Cannot always be just baked potatoes with veggies. What happened to quiches? Veg tacos? The salad bar of the 29th has been a nice surprise though.

More warm meals

Maiswaffel

Too many carbs, limited diversity in protein (Seitan, tofu, yogurt, edamame, garbanzo beans).

Something without onions or leek or cabbage types. And could we have some eggs maybe?

more protein,

warm potato dishes

On some days the cheese, and some more condiments like mustard or sambal

More Tofu will be nice

Some dishes lack protein,

warm food other than soup (vegetarian lasagna, vegetarian burrito, ...)

fruits

varieties of protein

Warm meals, diverse nutritions

pasta, lasagna, melanzana, etc

Beans, chickpeas, lentils

Cold lunch, bread, toppings

Especially during winter, the meal should be warm every day (not only the soup but the actual meal).

More warm dishes that are not soup

Meat

protein supply

I missed boiled eggs.

Dishes with meat (chicken, beef, fish etc) which are higher in proteine, now the only thing available is cheese. Veggies are nice, but some more variety would be great.

meat

warm dishes can be served more frequently

some dishes that tastes good and well served, no meat is fine, but no tasty dish is not good

Potatoes, they are easy to cook and pleasant to eat. Simple dishes are the best

Some mushrooms once in a while would be nice, like shiitake or oyster mushroom.

More pasta/ potato served. At least not only vegetables and soup.

The salad bar was a success, should be really implemented. I miss some variety in proteins (eggs, mushrooms, more beans/lentils).

lack of a second choice compared to the main dish, it would also be enough to always have white rice or cous cous

Pizza

More tofu or warm dishes

European dishes without non-european spices and herbes

Pasta

grilled veggies would be great

PLEASE CUT THE GREEN LEAVES OR CHANGE TYPE OF SALAD

more warm dishes, especially now that we are getting to winter

beetroots, eggs;  
also would be nice to have warm dishes from the oven more often. they were usually very good (for example stuffed bell peppers);

Im missing nice vegetables and more regular kinds of lettuce. the previous bread was much nicer. Grilled vegetables were nice

Cooked vegetables

non

pasta, warm dishes, rice

Carb dishes (not just bread)

I miss more variety of veggies and proteins. Sometimes it is very difficult to get a truly nutritious dish out of what's available. It would also be very nice to get jam or marmalade made of real fruit.

Proteins, like dairy / cheese options daily. A bit more variety in the cooked dishes and the bread. The home-made nutella.

I miss the nicer and heavier bread we used to have (jordy's). Today's bread is industrial.

Potatoes, eggs

The general quality of the soups, warm food and salads is not always really high. Weird combinations. Overcooked or undercooked. Salads with lots of onions. The bread is nice.

none

More carbohydrates! The salads and soup do often not suffice to get through the rest of the afternoon. Pasta, rice, potatoes

Cooked vegetables, eggs, french cheese,

There are days that the soup is technically only water with flavour. This is not filling at all and has nothing to offer nutritionally.  
Would be nice if all the soups were actually containing vegetables.

We're also missing basic things. Rice, quinoa, bulgur. Those could serve as bases along with roasted vegetables. So much more filling and very simple to do in big quantities.

jam, home made salad dressing

nothing really, overall I like the lunch a lot. it could just have more variety.
more proteins, but please not black beans
Perhaps warm food regularly and ingredients more present all the time, like for instance cheese and hummus.
Warm oven dishes like eggplant parmigiana.
rosted veggies (was nice to have them separate)
Baked dishes (E.g. eggplant parmigiana) and quiche
Rice, beans, cooked veggies
The products are in general of good quality, but I miss often the good recipe or idea behind a dish. It feels often 'we put together what we have'.
Legumes
more diverse grain sorts as (preferably non-gluten containing): buckwheat, millet, quinoa. more often pumpkin, sweet potatoes, cauliflower and broccoli (can be also grated and mixed into grains), knolselderij, marinated and grilled tempeh is great could be more often, daring question: add the (boiled) egg to selection?
There is a lack of proteins, cannot be fulfilled only with veggies. I eat cheese almost everyday, which is not healthy.
Protein
I have the idea we are being served mostly the same stuff. Would be nice to have more eggs, more beans/lentils, noodles. Additionally it would be nice to have more "european's kitchen" dishes. We mostly have asian food, which are nice but I feel is a bit repetitive.
Cheese on wednesdays and the (why cut?!) bread is not good - i miss the time of Jordy's bakery. Boiled egg would also be nice sometimes.
None
More salad bars!
More warm dishes apart from soup
more vegetables
Variety of bread; variety of raw veggies (instead of always cucumber and tomatoes) could be carrots or paprika for example
I think that it would be good to serve less bread and more cooked vegetables / legumes (as the day that we had the "salad bar")
It would be nice to do some more simple dishes (like lasagne, quiche) and less 'fusion food'.

What would you like to see improved?



What would you like to see improved?

94 antwoorden

The new bread is not very nice compared to the one before. Not filling.

more variety on the salad

De diversiteit per week, kwaliteit van sommige gerechten.

lettuce salad

Wash the salad and remove the stems from leaves

A bit more variety in what you can put on the bread. And as I said above some replacement for protein (eggs, yoghurt etc.)

normal salad (not that big leaf), less spices in the food (right now some flavours are weird), less fat sauce in the food

bread quality/cheese quality and variety/ variety of fruits/lunch quality some days (28/09 was really bad)

Sometimes the cold salads have a weird combination of ingredients and too many sauces in it. I think sauces can be aside not already in the dishes.

Today (29.09) was actually only the second time I enjoyed lunch. Sometimes, when I'm late, there's not much left. Most of the times food looks good but tastes like nothing.

Taste of the food

Everything. There's no information on what is gonna be served for lunch, though there should be a screen for it. When asked to the caterer serving at the buffet, no clear answer is given. Attitude from caterer at the buffet is quite unprofessional, border line between not caring and being lazy (salad is not even cut in manageable pieces, you lift full bushes, not couple of leaves). There are 1000 options for a vegetarian lunch (see Spirit) and yet we end with a tourment of the same things, being baked potatoes with random veggies or tasteless cous cous with random veggies. Most of the time cold. With 10e at Markthal there would be 1000 different tastier options. Where is the protein intake (I hope cheese is not the answer..)? Where are eggs? Even the cookie break now is not any longer at 3 but whenever the caterer feels like. And such a small tray for the 200+ people of the office? cmon...

Less salt

No days that have salad or a vegetable dish (without proteins) as a main dish. Then it is not enough if you can't eat cheese due to lactose intolerance.

it would be great to know before on which day warm dishes are served so I could bring my own food occasionally

more vitamin - more protein (can't live on this stuff).

Lunch is already improving. congrats! The cooks tend more and more to avoid the weird mixing of tons of materials that give a tasteless result. Why not having some more simple warm dishes? like just pasta with some pesto or napolitan sauce or a simple, traditional potato salad? We do not have to reinvent the wheel. :P Salad bar was excellent!

See above



firstly i would like to thank you for organising and including us in the process of lunch. i will give many points below, but please take this as constructive and things that have been discussed multiple times:

- the soup seems to be out of a packet and not freshly made. Sometimes its just broth and doesnt taste good
- on some days the vegetables are cold and most times not even cooked properly
- the previous bread was better than this new one
- can we include some extra protein?
- the salad bar today was super super good. Thank you for that
- many times the food finished and i didnt have anything to eat except bread and cheese (4 euros for that?)
- can we please have cheese every day? when someone doesnt like the warm dish then has to eat only bread and spread
- many times i noticed that the leafs were not washed, i had a bug in it twice
- the cheese is sometimes very old and i had mould on it!!
- the people are very nice who are serving, thank you to them too!

but overall thank you for being so attentious and for making everything vegetarian :)

Salad bar proposed on September 29th was great :) good job to the caterer

the kimchy variants are generally not very nice. The salads are very roughly/big chopped. nicer bread and an additional hot meal, please

It would be nice to see the menu described somewhere, with some of the ingredients used

The lettuce is always super big leaves. Can be cut a bit.

Staple that will not increase our blood sugar so quickly, like potato, full-corn pasta, brown rice, bulgar etc. So we will not got sleepy and also get hungry faster in the afternoon.

More warm dishes + protein

smaller salad leafs, less beans

The taste is horrible most of the time. I can only feed myself with bread and get hungry

Taste, nutrition, portion, eating space, etc

the speed. so much time gets lost in the queue. costs a fortune. people take much longer breaks.

More proteins, less sugary drniks

the taste

More equal attention and budget between warm and cold lunch. People that do not want to have a warm meal (dinner) during lunch are not served well.

Would be nice, if you provided extra spices to put on top (diy style) at the end of the food chain.

Probably the salad variety

Warm dishes.

more protein

they are still serving dishes with coriander, I understood that has been banned, but still I had it in a lot of dishes. this make really impossible for me to eat the dish.

More warm meals

quite often quality of lunch is very low

more variety, I eat hummus and cheese every day

to often, when later, not everything is there. I am not so veggy and its al very veggie

I feel like more warm dishes such as noodles, rice, pasta etc are more welcomed. And the weather is getting cold so warm soup or dishes would be very nice. I actually don't appreciate the salad because either the vegetables were too bitter or look bit wired. The salad bar that we tried this Wednesday was quite good.

Also maybe good to start serving from 12:45, cause sometimes when we were at the lunch at 12:00, everything was not ready yet.

i would say change the lunch catering company, they are rude and making shitty food!

There's too much variations and experimentations, sometimes dishes are not even edible, while some are very good. I would see an improvement if some good dishes would be repeated over time like twice a month. Also take out seasoning that makes people sick like coriander, for some people is impossible to eat it and this is not fair if they paid for lunch. We could always season our own dishes afterwards.

Mushroom!

Some dishes were quite bad, I saw a lot of people throwing away a lot of food (especially the ones with coriander) but also for example last week's lime soup. Having a lot of variety in the dishes is nice, but I think we can keep it a bit more simple than this to avoid wasting food which is very unsustainable.

I would also avoid serving pasta at all, I know is impossible to keep it "al dente" if it is not cooked in the office. "Sticky pasta is bad for you. Overcooked pasta has a higher glycemic index than pasta that's been cooked just enough."

I also think is better if we have the cheese when we are having the warm lunch rather than having it with the salad and the soup where we already have an alternative if we don't like what we are having. If you don't like the warm lunch you can only eat bread and hummus.

Previous bread was better!

I think the salad (leaves) should be given a bit of love. sometimes it looks really sad and not inviting

More proteins for lunch, an alternative to cheese would be great

Sometimes the recipes are a bit far fetched, better to repeat some menus than going extreme.

I would avoid coriander or maybe serve it on the side for who likes it.

I have had pasta once that was so over cooked that you could eat it with the spoon. Maybe consider cold pasta salad if warm pasta is difficult to prepare? Or just cook it less ;)

I love salad but I never take it at the office: the leaves are too big and it's basically impossible to add the dressing, mix it and eat it in the plate with the rest of the food. Consider making bowls available for salad?

🙏 thanks!

Please don't do fusion food. Smaller Salad leafs

I appreciate that Food Union brings diversity on warm dishes. Sometime it's good, sometime it tastes really weird (some vege soup, some pasta). Maybe keep more neutral receipt than something new.

the overall taste is rather specific, in (mostly) all lunches. And that happens to not be my taste. So I am not super happy with the lunch, to be honest.

quality and size

PLEASE CUT THE GREEN LEAVES OR CHANGE TYPE OF SALAD

less (or no) cold salad dishes.

The food is good 1-2x a week...

- Usually the cold salads(couscous, etc.) are not tasty. Combinations of products are sometimes very complex and not giving a good effect. I would prefer to have them simpler, made from less products, but with more attention to a good recipe. Or more products to choose to combine yourself.  
- Previously served bread was way better. The one served now seems to be low quality, like a cheap toast bread.

Less beans, I'm allergic. Would be nice to have some alternatives when the main dish is beans only. I like to have soups, but they are very salt.

consistency.. lunch is sometimes really good (tofu, curry, lentils, cooked veggies) and sometimes really really bad (dry salad with bread and potatoes or canned beans). Also old bread was much better before than the new one

all good

taste sometimes:( variety of dishes, and please no for a toast bread:(

Cookie time at 3:00 would be ideal. Many times it's later and people queue outside. It would be more time efficient for the break we take.

I would like better proportions in the served food. A meal consisting of only couscous (almost no veggies inside) and bread is not only of poor taste but also no nutritional value. in this way a salad bar is perfect! I can decide myself how much of what to put in my plate. Also would it be possible to get sourdough bread? The one that is served at the moment seems very chemical to me.

More variety (warm dishes, bread, a dessert / sweet options). Reliable source of proteins daily. Small thing but a bit annoying: the salad leaves are too big for the plates :)

The quality of the warm food is very unstable. Sometimes the meals are a very weird combo of spices and vegetables and lack any vision or love. Often it is very, very salty. That was the case with today's lasagna. I have the feeling it used to be better before the summer. Are the raising prices the reason cuts had to be made to the quality?

The quality of the food

Soup, warm food and salad can be better.

Quality of the food, more warm dishes and less onion/garlic/vinegar salads

Warm dishes it's nice to keep for the winter season

I don't understand how this lunch could cost almost 11euros.

I'm pretty sure that with this amount of money we could have a much richer lunch.

Most of the time we're filling ourselves with tons of bread cheese and spreads. I end up pretty bloated usually.

Would be nice if we were able to consume less bread and cheese daily. There's normally only once per week that the main dish is filling enough to avoid this amount of bread.

Also, all those salads with different international names, are more or less containing the same ingredients but seem to appear from another side of the world just with the addition of banana or apple or other similar ingredients that the majority of us not really likes.

We can not have a kimchi salad for example as a main dish. Kimchi is very nice but is supposed to serve as a side dish in a smaller quantity.

Or another frustrating example, this day that we has basically tomato paste as the main dish.

I totally believe that the lunch could be less experimental and more filling. Roasting vegetables and having some rice next to them would cost us less and make us happier.

Also, too much food waste. Passing by the office during the weekend is devastating. It's a food cemetery.

The service is lovely ! Shoutout to George !

green salad is way too chunky, could be different every day, tomatoes are tasteless...

with the large variety of suppliers, I'm surprised the lunch seems very similar each day. I expected more different types of lunch

variety

On a logistical point, maybe create more buffet space, so the line is faster

More authentic recipes. Just make every dish a classic, no weird experimental dishes. For example, no weird combinations of potato, chickpeas and pasta salad all mixed together.

as it gets colder it would be nice to maybe have each day something warm. green leaves could be cut up more at the moment its more leaves then a salad which is also hard to eat. the type of green is nice but could be cut up more. there is sadly always something that is missing, sometimes the forks where 5 people wait in front of the dish still needs to get warmed up, this extends the queue and also extends waiting time

make the counter bigger or make space that you can walk by on two sides

Avoid overcooked pasta. And Avoid to use pasta as an additional ingredient to salad or chilli sin carne. Just simply use pasta as a main dish (E.g. pasta with zucchini or pasta with snoopy tomatos+basilicum)

Stick to simple recipes and not mixing ingredients which don't go together. There is too much cheese, I would replace it with something healthier. Sometimes the lunch is not nutritious enough for the day (salad / small soup / bread) and we need extra food in the afternoon.

The bread supplier changed recently, sadly. Before the bread was much better (except the baguette - that is still good).

less stuffy dishes such as potatoes, carrots ea high glycemic products - no white carbohydrates, more wholegrain variety filled with with more vegetables. soup less watery and salty.  
more salad, good bread - not cake like

Always hot dishes. Never cold (and overcooked) pasta.

somehow to reduce queuing... maybe less diverse offer and more complete "one-pan" dishes? quicker to go...

I would like more consistency: Some days the quality is good (veggie lasagna, thai salad, roasted vegetables...). Others (most of the days) is very bad (pasta with lentils, sour soups, sweet potatoes with croutons...)

Firstly I would like to say that I LOVED the salad bar: very nice balanced options. It should be really implemented!  
Nonetheless I find the "regular" salad very sad and not taken care of: big leaves with big chunks of branches which makes it difficult to handle and to eat. As well as not having any other add-on options (like mais, rasped carrot, olives, sun-dried tomatoes etc) and only sliced tomatoes and cucumber. Often is not washed either.  
The cheese lately was molded

Less salty, better bread!

More info about concept: Feedback to cateraars when lunch is not good enough.

The large salad leaves chopped in pieces & variation. And bring back the old bread :)

Warm dishes

less carbs

The bread we had before was more filling; sometime the soups are quite oily or taste a bit like powder soups.. (I guess there are not!), so I think the quality of the soups could be better

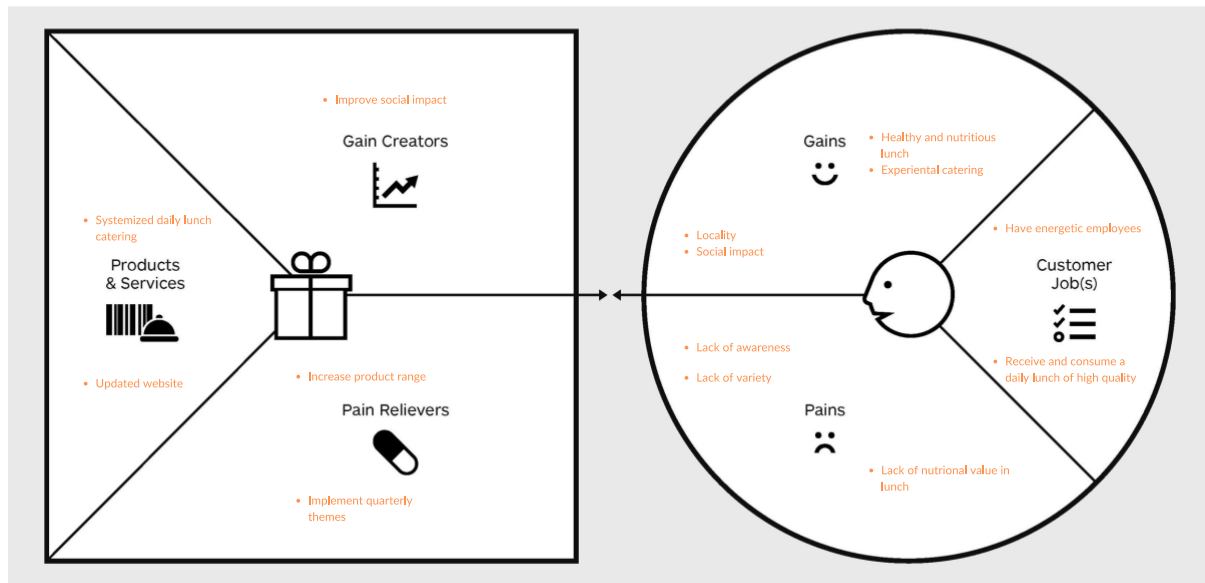
The dishes are sometimes too spicy. The bread from Jordy's was in my opinion better than the new one.

Salad is always very chunky and salad dressings could be improved. The buffet is too small. It is difficult to hold your plate and serve yourself (takes more time). It used to be possible to walk on both sides of the buffet which made the process faster. The coin system has no use because there are long lines anyway. Time slots start at 11:30 but lunch is only ready at 12:00.

The bread: I think this new bread is not in the same quality as the surdough before. The soups: sometimes we have this bouillon like soups, and quite salty.

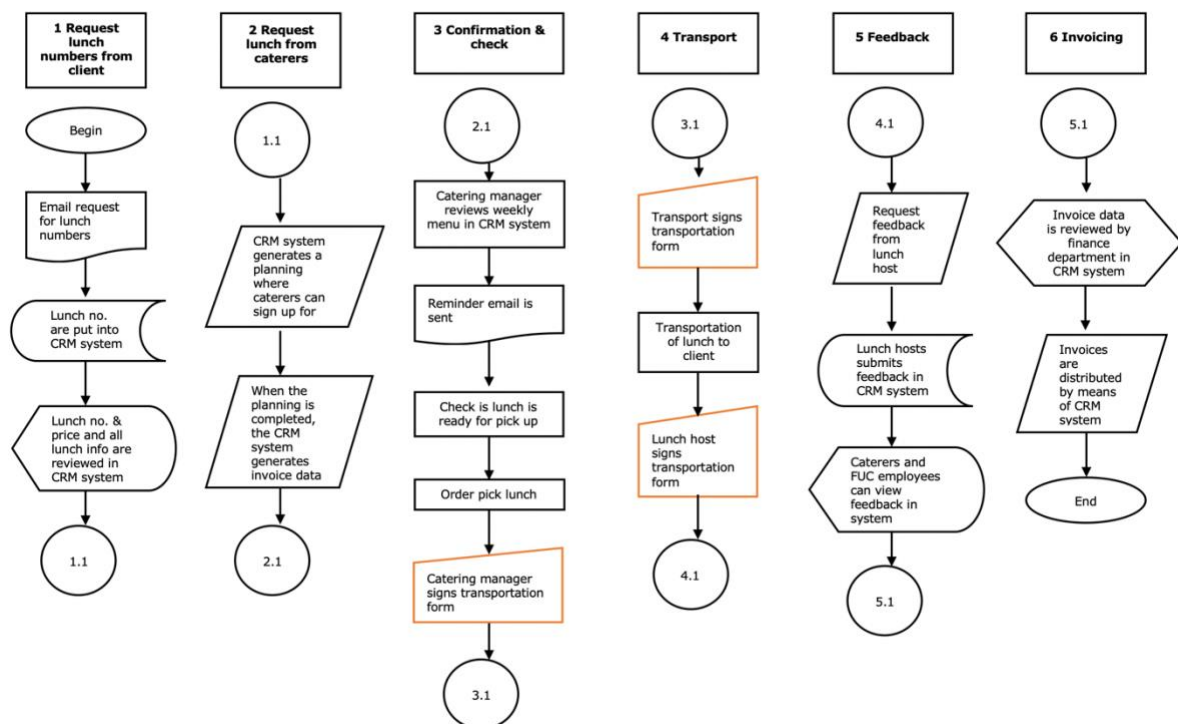


## Appendix 8: Value Proposition Canvas



## Appendix 9: Extensive flowchart after

Manual processes are made orange



## Appendix 10: Dissemination to FU owners



**HOTELSCHOOL THE HAGUE**

**FOOD UNION**  
CULINAIRE BROEDPLAATS

# FOOD UNION CATERING

LYCar Research Presentation

Oda Dallinga

## INHOUD

### ONDERWERPEN

- Onderzoeksvraag
- Marktonderzoek
- Kwalitatief onderzoek en statistieken
- Conclusie
- "Improvement guide"
- Discussion

"What is the most appropriate corporate catering proposition that FU should promote in order to expand this core business?"

ONDERZOEKSVRAAG

## MARKTONDERZOEK

### Mogelijkheden

Ervaringsgerichte catering

Meer bewustzijn van duurzaamheid

Meer consumptie gezond voedsel

Maatschappelijke impact

## MARKTONDERZOEK

### Bedreigingen

Groeiende populariteit van werken op afstand

Inflatie

Belang van reviews

## KWALITATIEF ONDERZOEK EN STATISTIEKEN

### BELANGRIJKSTE ONDERWERPEN

- Markt/industrie ontwikkelingen
- Catering concept design
- Bewustzijn creëren
- Productaanbod
- Feedback/reviews
- Systematisering & standaardisering

SURVEY | INTERVIEWS



## Markt/industrie ontwikkelingen

GEZOND ETEN OP KANTOOR	TOENAME VEGETARISCHE/VEGANISTISCHE LUNCHCATERING
TOENAME VAN HET GEBRUIK VAN LOKALE PRODUCTEN	TOENAME DUURZAME PRAKTIJKEN
INFLATIE	BEHOEFTE AAN MAATSCHAPPELIJKE IMPACT

INTERVIEWS

## Markt/industrie ontwikkelingen

48,8%

VAN BESTAANDE KLANT

BESCHOUWD DE  
VOEDINGSWAARDE VAN DE  
LUNCH ALS NEUTRAAL,  
ONGEZOND EN ZEER ONGEZOND

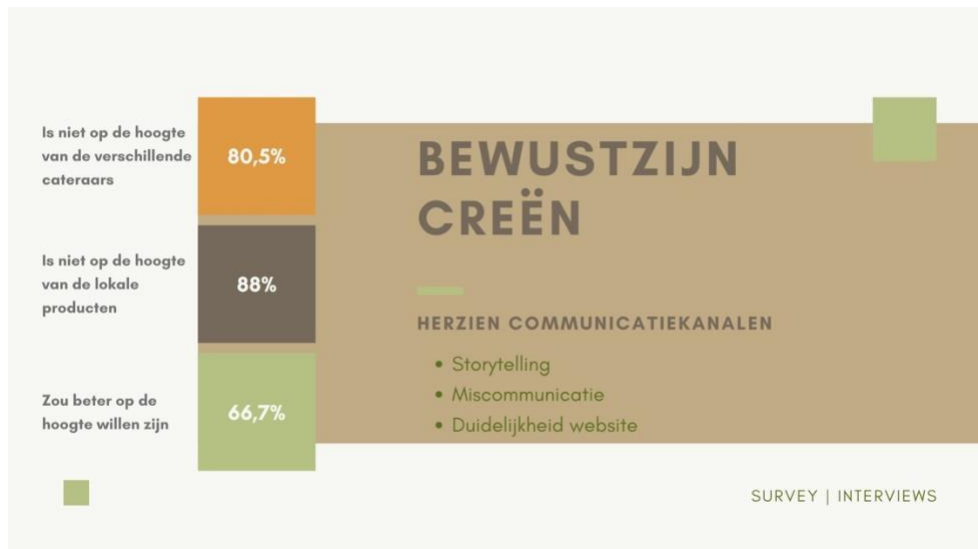
SURVEY



CATERING  
CONCEPT DESIGN

- Implementatie van markt ontwikkelingen
  - Flexibiliteit
- Behoeftte aan meer voedzame producten/gerechten
- Netwerk van leveranciers/klanten met overeenkomende waarden
- Stimuleren van sociale setting
- Transparantie

SURVEY | INTERVIEWS



**PRODUCTAANBOD**

BIED KEUZE AAN DE KLANT

- Momenteel te weinig variëteit
- Bied een **simpele** keuze
- Tijd en research

SURVEY | INTERVIEWS

**FEEDBACK/REVIEWS**

VERBETEREN VAN ZICHTBAARHEID EN BETROUWBAARHEID

- Regelmaat
- Persoonlijk en via online middelen
- Zakelijk relatiebeheer

SURVEY | INTERVIEWS

**Reviews:**

- Karin** (Local Guide - 25 reviews): 5 stars, "Vriendelijke bediening, wachten op ons et... lekker :)"
- Mervin**: 5 stars, "Wij hebben hier gister pizza gegeten"
- 5 stars: "Gisteren hier wezen eten met mijn vrouw het heeft gesmaakt"
- 5 stars: "ullie binnenkort openen!"

## Systematisering & standaardisering



- Eliminatie handmatige processen
- Gereedheid voor toekomst
- CRM of PMS systeem

INTERVIEWS

## CONCLUSIE

Meest geschikte catering voorstel

LITERATURE | SURVEY | INTERVIEWS

- Gezond eten
- Lokale producten
- Maatschappelijke impact
- Gereedheid voor de toekomst



Dit lijkt erg op het  
bestaande  
concept...

Waarom dan geen perfecte score  
in de survey?



## "IMPROVEMENT GUIDE"

6 steps



### 1 Vergroten van het assortiment

- Bied keuze
- Vergroot variatie
- Benut industry ontwikkelingen
- Minimale vereisten



### 2 Verbeter maatschappelijk impact

- Beperk niet tot Food Union leden

### 3 Werk met thema's

- Per kwartaal
- Vergroot het bewustzijn



### 4 Update de website

- Na implementatie van 3 voorgaande stappen
- Case study

## 5 Vraag naar reviews

- MVRDV
- Alle cateraars van Food Union Catering



## 6 Systematisering & standaardisering

- CRM systeem
- Management en planning



TIJD VOOR EEN  
DISCUSSIE



## Appendix 11: Dissemination to FUC participants

# ODA DALLINGA - HOTELSCHOOL THE HAGUE

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# CATERING INDUSTRY DEVELOPMENTS

## *Thesis research dissemination*

By conducting a literature review concerning the developments within the F&B industry, the following trends are analyzed and explained. These aim to help the caterers of Food Union to operate within the current market and identify opportunities and threats to consider while creating an economic, sustainable, and attractive business proposition.

---

## OPPORTUNITIES


---

### EXPERIENTIAL CATERING

Experiential catering means that a meal provided by a caterer should be experienced-based and included into the concept. Experiential catering can be achieved in different ways:


- aesthetics, education and/or entertainment

This will lead to a higher client satisfaction rate and positive word-of-mouth marketing



### AWARENESS OF ENVIRONMENTAL SUSTAINABILITY


"Education is key"



Food production is a great contributor to environmental degradation. Supporting sustainably farmed and local products as a caterer will actualise a balanced environment, a competitive edge, an increase in modernisation and social well-being. Nonetheless, there is a lack of awareness concerning this topic.


### INCREASE IN HEALTHY FOOD CONSUMPTION

"Make the healthy choice the easy choice"



The shift in paradigm towards a change in the food system is concerns both healthy and sustainable consumption, thus the argument can be viewed together. Unhealthy food choices are often the made in the office. Packaging and food labels enable an easier healthier choice.

### SOCIAL IMPACT



After COVID-19 an increase in need for social impact within different communities occurred. In order to achieve social impact, organisational goals can be constructed in line with UNSDG. Don't simply focus on main stakeholders, but look at the wider society. This increases the organisation's reputation.


---

## THREATS


---

### POPULARITY OF REMOTE WORKING

As a response to COVID-19 employees are increasingly working remotely. Therefore, by looking at all the industry developments, reasons to employees should be provided by caterers to come (back) to the office,




### INFLATION



The inflation has reached the highest point in decades. This means that prices of raw materials have increased, and the purchasing power is declining. As a caterer, dependent on raw materials, the ratio cost-to-sales should be analysed and if needed prices must be increased to maintain profitability.


### POWER OF REVIEWS

Online reviews are an important marketing tool and driver for sales to create visibility and findability on the Internet. Furthermore, it can be used as a means to analyze customer satisfaction, and improve the guest experience. Thus, it is of importance for caterers to actively ask for reviews as they are low in cost yet contain valuable information. Although, verification of online reviews is crucial.



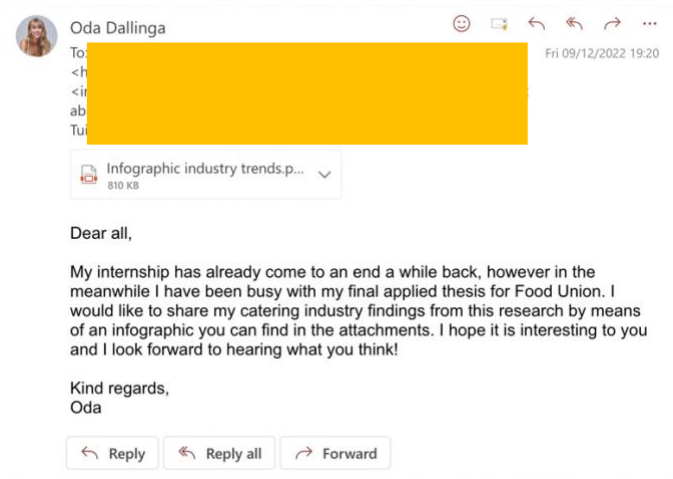
### Take your responsibility

As a caterer you have a huge responsibility to provide a balanced meal, linking back to all the aforementioned trends.



If you have any questions or would like to know additional sources,  
please don't hesitate to send me a message.

781585@hotelschool.nl  
+31 6 46469236



To: Oda Dallinga

Thu 15/12,

Hey Oda,

Mega bedankt voor de infographic, leuk om te zien!  
Hopelijk tot snel!

Groetjes

To: Oda Dallinga

Dear Oda,

Thank you for your document, I like the trends you displayed.  
Thank you for the information!

Kind regards,

To: Oda Dallinga

Hi Oda,

Thanks for sharing, interesting to read!

To: Oda Dallinga

Beste Oda,

Bedankt voor de infographic, leuk om te lezen.

Groet,

## Appendix 12: Dissemination to research participants

**ODA DALLINGA - HOTELSSCHOOL THE HAGUE**

# CATERING MARKET RESEARCH

*Thesis research dissemination*

By means of interviews with experts from the industry and catering organisations and market research the following 6 key elements were identified and explained, that can help caterers to operate within the current market:

## KEY ELEMENTS

### INDUSTRY DEVELOPMENTS

These industry developments should be implemented and exploited:

- Increase in vegetarian/vegan lunch catering
- Healthy food at the office
- Experiential catering
- Increase in sustainable practises
- Increase in usage of local products
- Need for societal impact
- Power of reviews
- Increase in popularity of remote working
- Inflation

### CATERING CONCEPT DESIGN

Implement the industry developments and ensure clarity of key values from the start (website, brochure) to attract clients with similar values. The lunch catering should enhance the social setting at the office.

### CREATING AWARENESS

Find ways to inform all employees about the concept (e.g. sustainability, locality, social impact, healthy food). Awareness is often times not achieved. Story-telling on available and new communication channels can stimulate the awareness

### PRODUCT RANGE

Product range goes links to variety. Variety is valued as important by the market and can be achieved by expanding the product range. The catering values should be taken into consideration, which takes time and research. Thus it should be a significant process within the catering management.

### For future readiness

### FEEDBACK/REVIEWS

Online reviews improve an organizations visibility and findability on Google. It also strengthens the trustworthiness of a service or product. Therefore, it is of utmost importance for organizations to actively ask for reviews.

### SYSTEMISATION AND STANDARDISATION

The processes and assortment must be standardised, and the catering organisation and management should be systemised. This can be done through the implementation of a CRM or PMS system, which enhances information-flows, planning, and reduces manual processes.

**Make sure to walk the talk. Don't assign values to an organization simply for the image.**



Oda Dallinga  
To: [redacted]  
Fri 09/12/2022 19:24



Beste [redacted]

Nogmaals bedankt voor de behulpzaamheid bij mij scriptie. Ik heb een infographic gemaakt om zo gemakkelijk en in weinig woorden te laten zien wat ik uit het markt onderzoek en interviews heb geconcludeerd. Ik hoor graag wat je ervan vindt!

Vriendelijke groet,  
Oda

Reply Forward

Oda Dallinga  
To: [redacted]  
Fri 09/12/2022 15:11

Infographic market research ....  
803 KB

Hi [redacted]

Nogmaals bedankt voor de behulpzaamheid bij mij scriptie. Ik heb een infographic gemaakt om zo gemakkelijk en in weinig woorden te laten zien wat ik uit het markt onderzoek en interviews heb geconcludeerd. Ik hoor graag wat je ervan vindt!

Groet,  
Oda

Reply Forward

Oda Dallinga  
To: [redacted]  
Fri 09/12/2022 15:04

Infographic market research ....  
803 KB

Dear [redacted]

Thank you for taking the time to help me with my thesis. In the attachments you can find an infographic that is based on the market research on daily lunch caterers. I look forward to hearing what you think!

Kind regards,  
Oda

Reply Forward



Infographic market research .pdf  
1 page - PDF - 803 KB

Hoi Jannie, ik heb een infographic gemaakt om zo gemakkelijk en in weinig woorden te laten zien wat ik precies uit het markt onderzoek en interviews heb geconcludeerd. Ik hoor graag wat je ervan vindt!

Hoi Oda  
Als je kijkt naar duurzaamheid...is koken met verse !ingrediënten die ook niet in de industrie zijn geweest  
... Voorgesneden... plastic verpakt... enz dus van niet bewerkt zijn  
Beschermdere verpakking enz ik denk namelijk zelf dat veel gezonder is... gewoon en opmerking

Jou presentatie ziet er gelikt uit ... mooi denk dat jij en 10 krijgt. 🍷topper

Dank voor delen ..🍷

To: Oda Dallinga

Fri 09/12/2022 20:58

Thanks!!

Great work .

To: Oda Dallinga

Sat 10/12/2022 18:19

just took the time to read trough it more closely - some very valuable tips!! Thanks again.

...

To: Oda Dallinga

Mon 12/12/2022 09:52

Dank Oda,

Ik herken hier veel in van wat we besproken hebben. Ik denk dat het Engelse taalgebruik nog iets duidelijker kan, wellicht kan je hier nog iemand naar laten kijken voor wie Engels de moedertaal is. En misschien in iedere alinea de belangrijkste boodschap vet gedrukt?

succes met afstuderen!

## Appendix 13: Feedback form approved Proposal

### LYCar Proposal Grading Rubric

V.1.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name: Oda Dallinga

Student Number: 781585

Date Submitted: 15/09/2022

LYCar Coach: Mr. Gallicano

Primary PLO: 2, 6

Secondary PLO(s): 10

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

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

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 <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	In-depth literature has been used and synthesized. The research is factual and provides sometimes different points of view. Expert opinions have been showcased and most patterns are clear	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	If Excellent was an option it would be checked here. Well developed Problem Definition - clearly stated and supported by relevant facts, figures and interpretation of the research. Industry landscape relevant to the problem also addressed clearly and effectively.	

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 skillfully 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 <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Models are applied to the problem definition -> flow-chart. The SWOT analysis is also well explained although incomplete. Also, the value that the research will have is made clear and the stakeholder analysis is performed by means of indicating the power and interest of all stakeholders. The channels of dissemination are lacking, as the research is not shared with external stakeholders.	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Literature Review well planned out - deciding on what topics to provide the current state of the art for the topic and to set-up the pending reason for the research was well done. Stakeholders have been properly identified, visualised and according to Evidence Based Management techniques	

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-organized 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 (practitioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or uncertainties. 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 <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	The problem is analyzed in a structured way by dividing it into 3 parts with a logical flow from the information that will be gained by conducting interviews and survey, and research based. Possible solutions are not yet formulated as this can only be done after an internal and competition analysis. The evaluation gives a blueprint for a planning of solution evaluation.	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Analysis is complex, with multiple perspectives. Oda shows a very good understanding of the DBR process and is able to integrate it scientifically and successfully into her proposal.	

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	<p>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. 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.</p>	<p>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.</p>	<p>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.</p>
Student Feedback:	<p>Pass <input checked="" type="checkbox"/></p> <p>Not Yet <input type="checkbox"/></p>	<p>The chapters are organized and clear. Business English with appropriate jargon is used, and the arguments are clear. Linking words and phrases are used to connect paragraphs and clarify transitions.</p>	
Assessor Feedback:	<p>Pass <input checked="" type="checkbox"/></p> <p>Not Yet <input type="checkbox"/></p>	<p>Excellent structure, according to guidelines - pleasure to read</p>	

DD5: 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)	<p>Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.</p>	<p>Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.</p>	<p>No clear deliverables mentioned and almost no theory to underpin own work and reflection.</p>
5.2 Plan on AQ & EQ Self development	<p>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.</p>	<p>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 and levels are described and measurements are provided.</p>	<p>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.</p>
5.3 Plan on EQ Social development	<p>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.</p>	<p>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 student's project or work.</p>	<p>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.</p>
Student Feedback:	<p>Pass <input checked="" type="checkbox"/></p> <p>Not Yet <input type="checkbox"/></p>	<p>5.1: Goal concerning improving leadership skills is clear and connects to PLO9. The goal is reflected appropriately. 5.2: Goals demonstrate a growth mindset and are reflected. The end goals are clear in reflection. 5.3: My development as an Intercultural Hospitality Leader in the hospitality business is clear. The cultural analysis is clear</p>	

Assessor Feedback:	<p>Excellent <input type="checkbox"/></p> <p>Pass <input checked="" type="checkbox"/></p> <p>Not Yet <input type="checkbox"/></p>	<p>Critically reflective. Uses models and theory from past with good analysis and insight. Oda has a challenging internship but is/has been very open for the whole experience - she has faith that she will build her skills and knowledge for the future</p>
--------------------	---	--

**Overall Assessor Feedback**

Since Day 1 of this process Oda has done her best to manage both the tasks and responsibilities of her internship - she has been diligent, positive and of course has taken on challenging role. Regarding her proposal - while she has found the time Oda has been very productive, accurate and insightful in her research and into her topic. I am looking forward to working with Eva throughout the rest of her journey.

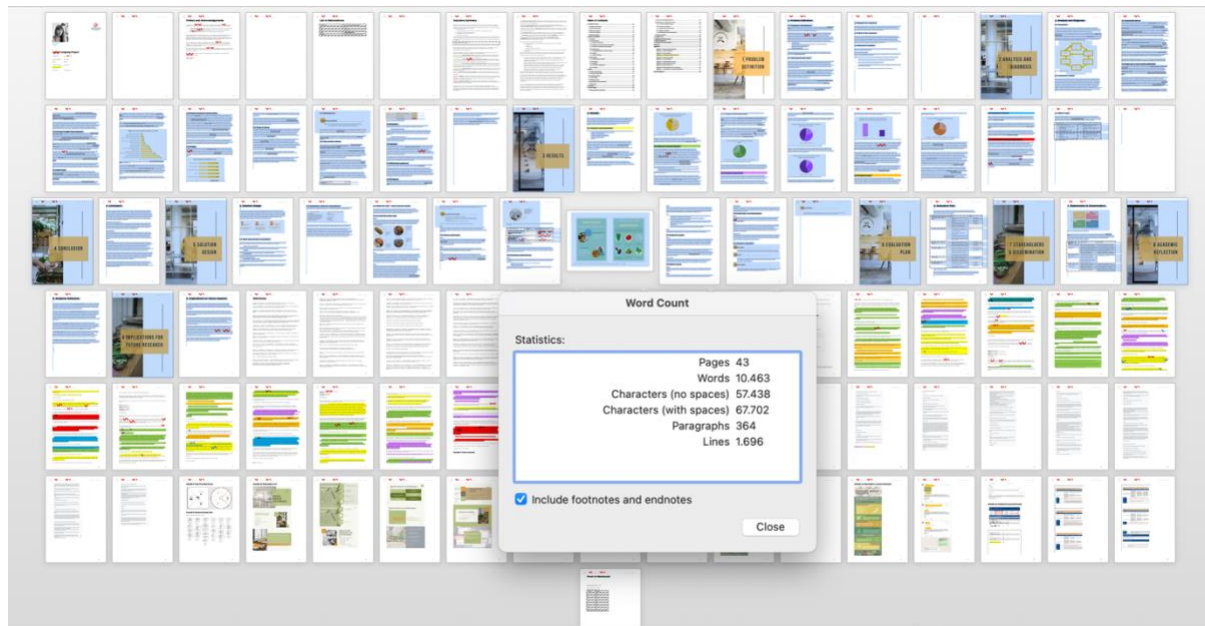
  

**LYCar Proposal Outcome**

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

# Proof of Wordcount



**Total Wordcount:** 10.974

Wordcount text: 10.463

Wordcount figures: 511

Figure	Words
1	N/A
2	103
3	16
4	13
5	10
6	9
7	10
8	18
9	9
10	25
11	27
12	43
13	38
14	6
15	175
16	9