SSPICE IT! – Sustainability Skills Program for International Catering operators and Entrepreneurs through Integrated Training

WP	WP3 - Co-design and testing of innovative training programme for green operators and entrepreneurs in the catering sector
Task	3.2 – Co-design of the training programme
Task leader	Pour la Solidarité
Contribution	All partners (CMRC, AKMI, Work's Quality, IED, EPATV, CIPFP)
Version	Version n.1 – November 2023

Module n° 05

THEMATIC AREA	Reflect on their sustainable long-term social, cultural, and economic goals and actions, and adopt responsible behaviour to contribute to sustainability efforts
SUB AREA OF REFERENCE	*Entrepreneurship*
HOURS	15

LEARNING OBJECTIVES

1. **Adopt Sustainable Practices in One's Job**: Understand the importance of adopting sustainable practices in their job roles and integrate sustainability principles into their professional activities.
2. **Identify Practices Coherent with Sustainable Waste Management**: Identify and implement practices that align with sustainable waste management to reduce waste and promote efficient resource use.
3. **Identify Needs and Challenges for a Sustainable Business Model**: Conduct comprehensive market research and identify environmental and social needs to inform the development of a sustainable business model.
4. **Develop Several Ideas and Opportunities to Create Value**: Explore and experiment with innovative approaches to develop multiple ideas and opportunities for a sustainable business model that creates value for both the business and its stakeholders.
5. **Explore and Experiment with Innovative Approaches**: Embrace innovative approaches to tackle sustainability challenges and discover creative solutions for sustainable business practices.
6. **Visualize Future Scenarios to Help Guide Effort and Action**: Envision future scenarios that align with long-term social, cultural, and economic sustainability goals, and use scenario planning for decision-making in a sustainable business context.
7. **Reflect on How Sustainable Long-term Social, Cultural, and Economic Goals and Actions Are**: Reflect on their sustainable long-term social, cultural, and economic goals and actions, and adopt responsible behaviour to contribute to sustainability efforts.

8. **Act Responsibly**: Make ethical decisions and act responsibly in a sustainable business context, aligning actions with sustainability objectives.
9. **Identify and Assess Individual and Group Strengths and Weaknesses**: Assess individual and group strengths in contributing to sustainable practices and identify opportunities for continuous improvement in a collaborative and team-oriented manner.

By achieving these learning objectives, learners will develop the necessary skills to identify needs and challenges, envision innovative ideas, and design a sustainable business model that promotes environmental and social responsibility while creating long-term value for their organization and stakeholders.

Skills Addressed
- Adopt sustainable practices in one's job.
- Identify practices coherent with sustainable waste management.
- Identify needs and challenges that need to be met.
- Develop several ideas and opportunities to create value.
- Explore and experiment with innovative approaches.
- Visualise future scenarios to help guide effort and action.
- Reflect on how sustainable long-term social, cultural, and economic goals and actions are.
- Act responsibly
- Identify and assess individual and group strengths and weaknesses

LEARNING ACTIVITIES

Theoretical	Practical
▪ Student's manual	▪ Group activity

CONTENT

Co-funded by
the European Union

Chapter 1: Introduction To Sustainable Business Models

This section acts as an introduction for the learner to understand and consider the reasons behind the exploration of Business Model Design, based on the needs identified in a Market and within the context of Marketing and Sustainable Development.

In an era marked by escalating environmental concerns and a growing awareness of our planet's finite resources, a transformative shift is currently ongoing in the landscape of **business** and the respective **communication of new needs and challenges**. In order to sufficiently address this challenge, one should explore the concepts behind **Sustainable Business Model design**, based on the principles of **marketing, strategic thought,** and **continuous assessments**.

Figure 1: https://www.pexels.com/photo/wine-glasses-and-wine-bottles-on-top-of-brown-wooden-table-1243337/

1.1.   What is a Business Model?

According to Timmers (1998, p.4), a business model consists of three elements:

a. An **architecture** for the **product**, **service,** and **information flows**, including a **description of the** various **business actors** and their **roles.**

b. A description of the **potential benefits** for the various **business actors**

c. A description of the **sources of revenues**

1.2.   What makes a Business Model Sustainable?

As displayed by the definition above, the degree of commitment to business-driven sustainability is influenced by a rather large number of variables. The increasing **societal and environmental consciousness** has catalysed the inception of Sustainable

Business Models (SBMs). Of course, these models are based on the existing understanding of standard Business Models. If we were to adopt the definitions used earlier, a Sustainable Business Model comprises:

a. An architecture for a **green** product, service, and **sustainable** information flows, including a description of the **diverse** stakeholders and their roles.

b. A description of the potential benefits (to pursue)/ **adverse effects (to avoid)** for the various **business**, **social** and **environmental actors.**

c. A description of **sustainable** sources of revenue

At the heart of business models lies **the orchestration of value**—the combination of product creation, distribution, and market presence. In contrast to their traditional counterparts, SBMs represent not only economic considerations but also **environmental stewardship and social integrity**. It's a holistic approach, an acknowledgement that the trajectory of business success extends beyond balance sheets, encompassing the realms of ecology and society.

You might be wondering **how marketing and communication are connected to the value a business model expresses**. As we will explore, value can be subjective, and it depends on your target audience. **Marketing is the bridge between the product/service value and the consumer's perception of value**. Interestingly, a Business Model can also be viewed as a **story** or even a **canvas**. Both notions are compatible with the **storytelling nature of marketing**.

CHAPTER 2: Market Research for Sustainable Business Opportunities

In this chapter, learners will comprehend the importance of conducting thorough market research to identify sustainable business opportunities. They will learn about various approaches to research and gathering relevant data on consumer preferences, market trends and emerging sustainability demands and necessities. By understanding the market better, learners will be better equipped to identify potential areas for setting up a sustainable business model.

2.1.   Conducting Market Research:

Setting up a business is similar to making new friends. You need to be able to **learn about the person** and in this scenario, **the customer**. Thus, to make those "friends" in the market, who will engage in transactions with your catering or restaurant business, you need to get to know them by studying them and **asking the right questions**.

2.2.   What could these questions be?

The parameters about your customers that you should be interested in learning are the following ones (U.S. Small Business Administration, n.d.):

a. First, you will need to gather **Demographic Information**, to be informed about the customers and specifically the **customer segment** that you are targeting. The point of interest in this segment is one of economics' basics – **Demand**. Different products, services, or combinations of them create different **interactions with customers' needs**. One should ask themselves, **how sustainability affects demand**. Is there currently more demand for green products?

b. The second question to ask is regarding **Market Size**. Are there simply enough consumers around you to generate enough turnover?

c. The **Economic Indicator** of the said market is also important to view. Income range and employment rate affect the purchasing power of the customer, which is important for deciding what kind of food you are offering.

d. **Location** is the geographic aspect of Market Research. Particularly, even if the market is big, you should consider **where your customers live** and, consequently, **how to reach them**. For example, a highway restaurant will not rely on distribution through delivery and might attract customers with different food preferences if it is located far from urban centres.

e. The logic displayed above leads to the assessment of the level of **Market Saturation**. You must consider how many **similar options** or **substitutes** there are and how **easily accessible**, **or more preferable** they are for customers.

f. The reality check of any commercial transaction is **Pricing**. Calibrating the price affects the demand for a product, depending on the category it is being associated with. For example, luxury food follows a logic of its own when it comes to **pricing and its premium promise**.

g. Finally, understanding the **Trends** is important to read the direction towards which the market is moving. Are, for example, competing catering businesses doing changes because they are forced so by regulations, or are they making moves to be innovative and capitalize on a first mover advantage?

While the sheer number of parameters to take into consideration is overwhelming, it is feasible to manage them through the use of appropriate **research methods**. Through **desk research**, also known as **secondary research**, one can find cheap or freely available sources rapidly. Nevertheless, the content can also be too general in scope, especially in the context of sustainable catering for a certain location. For this reason, you may use the other approach, conducting field or primary research, using techniques, such as surveys, questionnaires, focus groups and in-depth interviews. **If you wish to learn more through the comparison of primary and secondary sources, you may check the resource here**.

CHAPTER 3: Understanding The Link Between a Business Model and Strategy

In this chapter the learner will analyse the relationship between a business model and a strategy, identifying similarities and differences, resulting in a deeper understanding of the two crucial terms individually as well as in combination.

3.1 What are objectives?

Objectives are the targets a company sets and tries to achieve. An objective can be abstract or well-defined (IBM Garage Methodology, n.d.). For example, the protection of the environment is an abstract objective, albeit still a valid one. However, the protection of a local forest is an example of a defined target. It has a defined scope of geography, it is quantifiable (how much of the flora and fauna can you protect?) and the means to protect it are easier to define. Moreover, people are usually more protective of the local ecosystem they interact with, which is regionally specific, due to an expression of solidarity towards their societies (Leonardsson H. and Habyarimana J.B., 2022).

3.2 What is Strategy?

Strategy is the **intelligent allocation of resources** towards the **achievement of a goal.**
(Horwath, 2020). It dictates how a goal will be achieved. This way, if the objective is **well defined**, it often narrows down the means you can use in order to achieve it. This raises the question: **why is setting objectives not synonymous with designing a strategy?** The answer lies in the fact that, for a given objective, **various strategies** can be implemented, allowing for creative and unconventional approaches during implementation. This means that an objective can be achieved **through the use of sustainable means**, making a business strategy sustainable (Long, 2019).

### 3.3 Business Strategies and Models

With all this information in mind, how does a **business model** compare to a **business strategy**? Does the **business model not define the strategy as well**? While **business models constitute an internal structure of elements**, links and dynamics, **the strategy is an external approach** to competition using the means developed

through the **outputs of the business model**. In this regard, while the two are distinct, they are still linked and work together (Slavik and Branislav, 2016). In light of the observation above, a **Sustainable Business Model** creates the **right decisions** for the implementation of a **Sustainable Strategy.**

3.4   Developing a Sustainable Value Proposition

When launching a product in the market, one of the most important aspects is the development of a successful value proposition. A value proposition is a statement which summarizes **what a sustainable business brand does** and in what way it is different from its competitors (Harvard Business Review, 2020). Similarly, a Sustainable Value Proposition describes what benefits a company can provide to the environment and the state as a whole (Laukkanen and Tura, 2022).

For some **Value** may be confusing to compose, due to its **abstract simplicity**. That being said, it might be easier to visualize it, using, what we call, a Value Proposition Canvas.
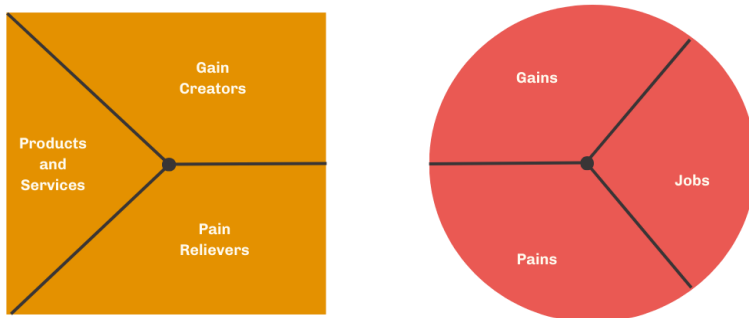
The structure of the model is found at: https://www.strategyzer.com/canvas/value-proposition-canvas.

The Value Proposition Canvas is a visual framework which consists of the **Value Map (Square)** and the **Customer Profile (Circle)**.

Interested to learn more about this creative canvas? Check the [video resource here](#)!

CHAPTER 4: MANAGING INNOVATION AND CREATIVE IDEA DEVELOPMENT

In this chapter, the learner examines how to engage in processes, which could potentially generate innovative or creative ideas. Sustainability by itself is a modern concept related to progress in business. Lately, sustainability is also viewed as something compatible with the lean approach, since implementing lean is all about cutting waste and improving process efficiency (Khodeir and Othman, 2016).

4.1 Starting with Lean Methodology

The lean approach is a very popular **business trend**, which aims for c**ontinuous process improvement** and the **reduction of waste**. In other words, lean is about creating value with fewer resources, including both material and knowledge-related ones (Lean Enterprise Institute, n.d.)

The reason why it is beneficial to refer to the **Lean Methodology** is twofold:

  a. On the one hand, it shows the **compatibility of some existing business approaches** with sustainability, without a direct reference to a green transition. It is not rational for a business to desire the production of more waste as it is a profit loss.
  b. On the other hand, it displays how **the correlation of two ideas can become the source of new creative elements**. In this case, it is evident how the synergy of lean methodology and sustainable practices can generate new, inspiring frameworks.

4.2 How to be Creative with Sustainability

Creativity may seem to work in mysterious ways, sometimes. However, there are some best practices to follow which allow the generation of new inputs. **Do you ever consider that humorous or seemingly random entrepreneurial stories about the occurrence of new ideas can be explained more rationally?**

For example, the experience of entrepreneurs or people engaged in business activities is a defining factor in **reacting to certain stimuli**. An accident in the kitchen may mean nothing to a doctor or engineer. However, **a chef** may observe the situation from

a different angle and **match a need with an innovative solution.** Constant observations of everyday situations in restaurants and catering establishments through the lean lens of sustainability can lead to unexpected improvement and innovative changes.

Source: https://www.pexels.com/search/catering/

4.3   Being Persistent with Brainstorming

Brainstorming is also crucial for the process of innovative thinking. By sharing, the ideas, experiences, and knowledge of others can become stimuli for **a new collective innovative approach towards a matter**. Do not be discouraged, however, if nothing new comes from collective discussions. **In your daily life, have you ever found a problem unsolvable, only to solve it the next day after resting?** Innovation requires **patience** and some **space** for creative thoughts to accumulate, so by no means should a team give up on brainstorming if there is no immediate result!

4.4   Minding the Consumer through Innovation

Consumers often **prefer familiar tastes and experiences**, much like they gravitate towards TV series or music they're accustomed to. This habitual preference is crucial to consider when introducing innovations, whether in processes or products. Any alteration, such as in food taste or texture, may trigger negative reactions, potentially leading to a decrease in demand.

However, businesses must continually **engage with their customers**, ensuring clear communication about every change. For example, while some customers may **resist the switch** from plastic straws to eco-friendly alternatives, proper communication through marketing and employee advocacy can make such changes more palatable.

13

Additionally, businesses can **leverage behavioural science** to make changes more appealing. For instance, restaurants can intertwine customer loyalty programs with sustainable food choices, like "Buy three low-carbon-footprint meals and get the fourth free!"
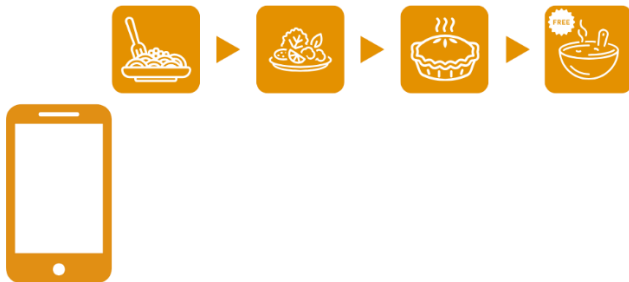
Do want to learn more about some behavioural patterns? You can start with some very interesting behavioural biases, which you can read about **here!** Do they look familiar to you?

CHAPTER 5: Visualizing Future For Sustainable Business

This chapter focuses on envisioning future scenarios that align with sustainable long-term social, cultural, and economic goals. Learners will comprehend the importance of foresight in guiding efforts and actions toward a sustainable future. By visualizing future scenarios, learners will be able to set long-term sustainability objectives and make informed decisions that support these ambitions.

Scenario Planning for Decision-Making:
Scenario planning serves as a **valuable tool** designed to aid in **anticipating and preparing** for diverse future outcomes. A significant number of professionals and scientists would support that there is **no point in making forecasts** when it is truly challenging to guess what the future holds. However, rather than predictions, scenarios are more like **stories**, which describe how a situation may evolve in **alternative ways**. (Ekinci, n.d.) The **best-case scenario** is the profitable success of the business with the concurrent **increase of positive environmental impact**. The **worst-case scenario** is for a company to fail with the financial management of the green business.
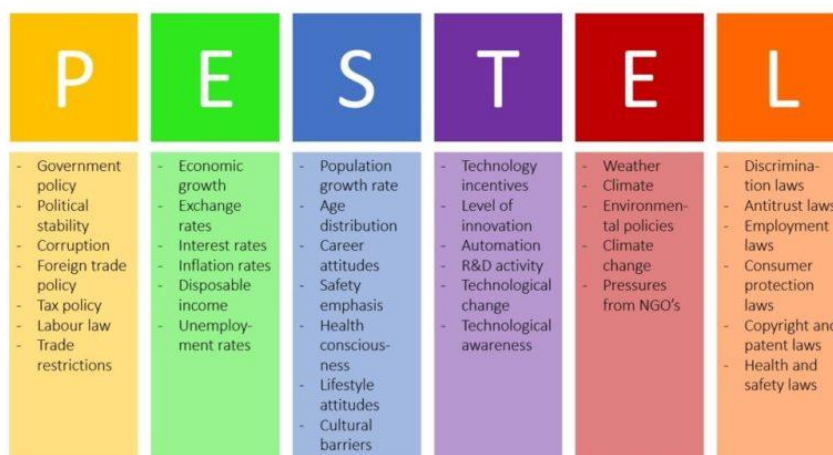
Assume that you are using scenarios as a **marketing tool** to attract potential custom-ers. As a best-case scenario, you communicate to the customer that by **buying green meals**, they are **helping the environment** in the long run. As for the worst-case scenario, would you choose to communicate the failure to **stay profitable** or the danger of **further environmental degradation**?

Note that scenarios can apply to any level or scope. Some events draw the attention of decision-makers to the point that they may only take into account a certain number of **immediate factors** and thus create only a limited range of possible scenarios. This is the result of the so-called **availability bias,** and you can read more about it **here**!

The **availability bias** highlights the importance of **brainstorming, lists, protocols, and procedures**, as they bring forward the **collective and institutional factors of decision-making**. The above also creates a **bridge of expertise** and a general un-derstanding of the business' whole picture for any **technical matters**.

To tie everything together, **awareness of socio-political and economic systemic dynamics**, **industry trends**, and **competitor behaviour** are equally important and necessary for successful **information utilization and processing** in scenarios. The planning's result must be **plausible, consistent within the organization, and per-suasive**, as well as **enough unique** to be useful in strategy.

Enhancing the **process of scenario planning** becomes more practical through the utilization of various **tools and techniques**. Among these valuable aids, we find **PES-TEL analysis**, a framework designed to facilitate the examination of the **political, eco-nomic, social, technological, environmental, and legal factors** that have the po-tential to impact both the business and the central question or issue at hand.

P	E	S	T	E	L
- Government policy - Political stability - Corruption - Foreign trade policy - Tax policy - Labour law - Trade restrictions	- Economic growth - Exchange rates - Interest rates - Inflation rates - Disposable income - Unemploy-ment rates	- Population growth rate - Age distribution - Career attitudes - Safety emphasis - Health conscious-ness - Lifestyle attitudes - Cultural barriers	- Technology incentives - Level of innovation - Automation - R&D activity - Technological change - Technological awareness	- Weather - Climate - Environmen-tal policies - Climate change - Pressures from NGO's	- Discrimina-tion laws - Antitrust laws - Employment laws - Consumer protection laws - Copyright and patent laws - Health and safety laws

Source: https://www.business-to-you.com/scanning-the-environment-pestel-analysis/
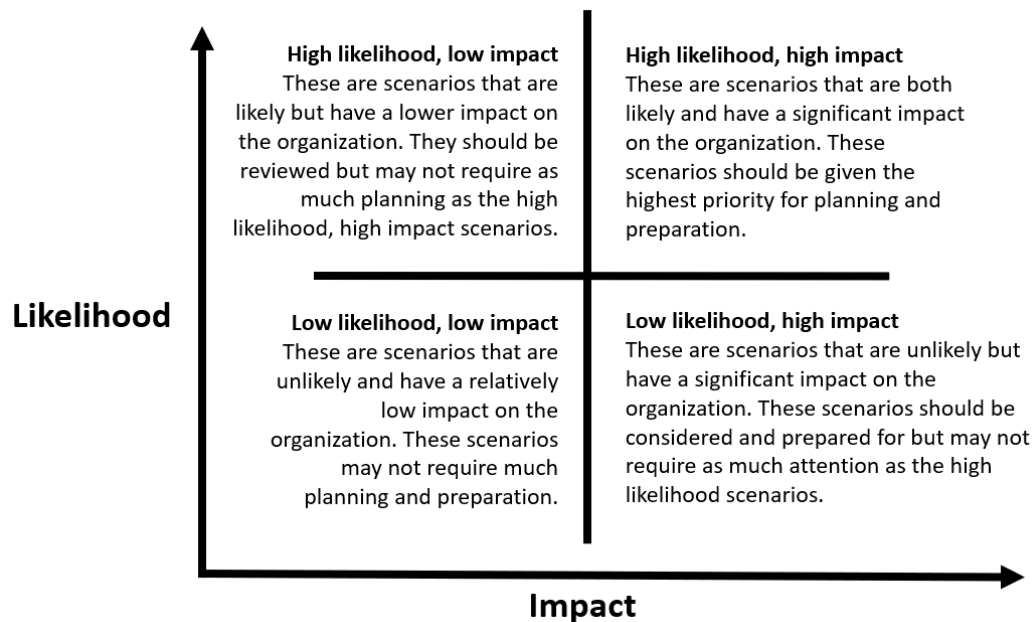
Another influential framework to consider is **SWOT analysis**, which offers a structured approach to evaluating the **strengths, weaknesses, opportunities, and threats** that a business may encounter within each scenario.

STRENGTHS
- Things your company does well
- Qualities that separate you from your competitors
- Internal resources such as skilled, knowledgeable staff
- Tangible assets such as intellectual property, capital, proprietary technologies etc.

WEAKNESSES
- Things your company lacks
- Things your competitors do better than you
- Resource limitations
- Unclear unique selling proposition

OPPORTUNITIES
- Underserved markets for specific products
- Few competitors in your area
- Emerging need for your products or services
- Press/media coverage of your company

THREATS
- Emerging competitors
- Changing regulatory environment
- Negative press/ media coverage
- Changing customer attitudes toward your company

WordStream

Source: https://www.wordstream.com/blog/ws/2017/12/20/swot-analysis

To generate and visualize scenarios, the **scenario matrix** emerges as an additional useful tool. This tool allows for the plotting of two of the most crucial and uncertain **drivers or uncertainties** on a **two-by-two matrix**, aiding in the creation of a clearer picture.

High likelihood, low impact
These are scenarios that are likely but have a lower impact on the organization. They should be reviewed but may not require as much planning as the high likelihood, high impact scenarios.

High likelihood, high impact
These are scenarios that are both likely and have a significant impact on the organization. These scenarios should be given the highest priority for planning and preparation.

Likelihood

Low likelihood, low impact
These are scenarios that are unlikely and have a relatively low impact on the organization. These scenarios may not require much planning and preparation.

Low likelihood, high impact
These are scenarios that are unlikely but have a significant impact on the organization. These scenarios should be considered and prepared for but may not require as much attention as the high likelihood scenarios.

Impact

Source: https://www.linkedin.com/pulse/using-2x2-matrix-plan-your-future-jeff-roth/

The aforementioned techniques require **significant time and human resources** to execute effectively. Furthermore, the integration of scenario planning software into the process proves highly advantageous. By drastically **reducing the planning cycle** while maintaining the **accuracy of the data**. Any plan should be supported by evidence rather than just gut instinct or wild guesses.

CHAPTER 6: REFLECTING ON SUSTAINABLE ACTIONS AND RESPONSIBLE BE-HAVIOR

In this chapter, learners will engage in self-reflection regarding their sustainable long-term social, cultural, and economic goals and actions. They will explore the significance of adopting responsible behaviours in their job roles to contribute to sustainability efforts. By reflecting on their actions, learners will develop a deeper understanding of their role in achieving sustainability objectives and their responsibilities as agents of positive change.

6.1 The Phenomenon of Greenwashing

Greenwashing occurs when a product or service is **falsely or misleadingly advertised as environmentally beneficial**. It is an unethical technique used to promote or to continue polluting activities (NRDC, 2023). Absolutely, it is a necessity to **properly advertise** a sustainable restaurant or catering business and even focus on the part of sustainability. Nevertheless, the goal of this sustainability-based communication should be a **real impact**.

One way to guard yourself from greenwashing is through the **use of certifications**. These certifications constitute **proof of a business's commitment** to the implementation of green practices through the **validation by a third party**. The requirements of green certifications are also a great point of reference for **minor adjustments** in green practices and others (Zujewski, 2022)

6.2 Being Responsible Towards Local Communities

Choosing local suppliers can collectively **boost economic activity in a region** and provide employment opportunities. However, at the same time, this requires **responsible behaviour towards these same suppliers**, as any disruptions in their economic activity could have a disproportionally **negative effect**.

6.3 Taking Ownership

All in all, employees and business owners in the restaurant and catering industries should be taking ownership of both their **individual behaviour and the collective behaviour in their organizations**. It is easier to be responsible during an **event or in the kitchen** since it is a defined space and area of responsibility. However, it is also easy to forget about sustainability-related responsibilities as the scope is global and no effect is immediate. As a consequence, we often forget in what way **our actions locally can have a global effect**.

CHAPTER 7: ASSESSING INDIVIDUAL AND GROUP STRENGTHS AND WEAKNESSES

In this chapter, the learner will understand how to assess individual and group strengths in contributing to sustainability in a business environment. Learners will recognize the importance of teamwork and collaboration in achieving sustainability goals. By identifying strengths, learners will be able to leverage their skills to make a meaningful impact on sustainability initiatives. Additionally, learners will address weaknesses and embrace continuous improvement to enhance their contribution to sustainability efforts.

7.1   Understanding the Importance of Teamwork

Every job position and every enterprise, let alone in the food and catering sector, **necessitates specific hard skills and specialized knowledge** from employees to respond to the work's demands and tasks. However, when referring to strengths and weakness, we usually mean **soft skills in people to deal with several situations effectively.**

Teamwork is an essential professional trait, particularly in professional environments where **customer service is of paramount importance**. On the one hand, situations requiring teamwork train staff internally to practice **active listening and communication**. On the other hand, by being communicative with the customer through the same elements of teamwork, it is easy to create a **welcoming atmosphere**, thus improving the customer experience. At the same time, **teamwork creates a common standard of customer service**, meaning that there is cohesion in the customer experience (Macaulay and Cook, 1995). With this in mind, **individual and collective attitudes are interconnected**. Interactions are usually individual, but through teamwork, **every member treats the customer, the community of customers and the environment in one agreed way**.

### 7.2   Addressing Weaknesses and Embracing Continuous Improvement:

Finding your weaknesses is a different approach you might take **to define your strong points**. Consider the tasks or **areas of your job that you find more difficult** to perform or where you are more prone to make mistakes. **Continuous improvement** is a **sustainable mindset** that uses improvement strategies to focus on specific areas

of dysfunction. We are thus referring to **small activities** that make **a significant difference** in the overall scheme of things.

The reason we pair weaknesses with continuous improvement is that **we should not view weaknesses as inherently negative**. Contrary to this perspective, **weaknesses are natural** and tackling them is a process of growth with a positive attribute.

CASE STUDY

One Greek success story is the **Delta Restaurant**, located in the **Stavros Niarchos Foundation Cultural Center** (SNFCC, 2022). Just after just one year of operation, has earned Two **MICHELIN Stars** and a **Green Star** in the 2022 MICHELIN Guide Athens. This achievement not only positions Delta among the top 3% of elite restaurants globally but also highlights its dedication to sustainable gastronomy. Delta's commitment to the zero-waste movement ensures that every ingredient is maximized from starters to desserts.

Source: https://www.thecodemag.com/lifestyle/why-delta-is-the-most-ambitious-restaurant-in-athens/
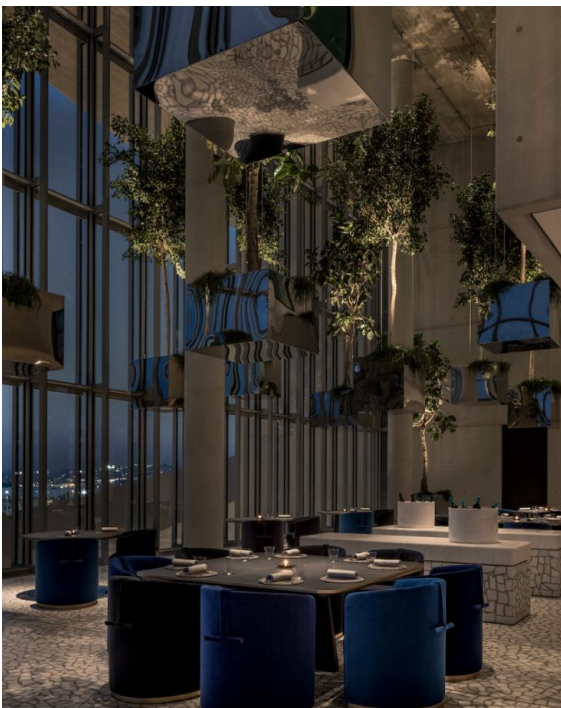
As Athens' first restaurant to receive these accolades upon initial evaluation, Delta embodies innovation in Greek cuisine.

Best Practices implemented by Delta (Michelin Guide, 2023):

- **Zero-waste philosophy:** Every bit of food is utilized, with any surplus either reincorporated into other dishes, preserved, or composted. Adhering to the principle that nothing should be wasted, Delta also offers omnivore and vegan menus alongside its standard offerings, supporting a reduced ecological footprint.
- **Exclusive use of local produce:** Fruits, vegetables and even flowers are sourced from a farm very close to Athens, while herbs grow literally on the roof (on-site). This standard is applied to any partner farmers and gardeners.

Contribution to the community: With a predominantly Greek staff composed of emerging talents, Delta emphasizes nurturing local creativity and ensuring the transfer of vital expertise to the upcoming generations.

Assessment Activity	
Pre-requisites	
Time	
Tools	
Objectives	

With Trainer	Without
✓ Capstone Project ✓ Assessment Questions	✓ Assessment Question

CAPSTONE PROJECT

IDENTIFICATION OF NEEDS AND SUSTAINABLE BUSINESS MODEL DESIGN IN THE CATERING SECTOR

An overview of the project is as follows: The purpose of this capstone project is to evaluate the learner's capacity to use the information and abilities acquired throughout the course to create a viable business plan for the catering industry. The learner will pinpoint requirements, come up with creative concepts, and draft a blueprint for a sustainable business strategy.

Parts of the procedure:

1. **Research Market:** Conduct short market research to identify at least one key environmental and one social need in the catering sector. Summarise the results.
2. **Innovative concept for a business model:** Outline an innovative idea for a sustainable catering business model. Explain how it creates added value for the business and stakeholders.
3. **Scenario Planning:** Develop a future scenario for the catering sector that aligns with long-term sustainability goals and explain how scenario planning can be used in your project.
4. **Reflection and Responsible Behaviour:** Reflect on your sustainable goals and how your plan aligns with them. Describe any ethical issues related to your business model.
5. **Project presentation:** Provide a short presentation summarising the aspects of the learner's project. Highlight the key insights, business model concept and implementation plan.

Project Evaluation:

The trainer will evaluate the project based on the quality and feasibility of the research, the creativity of the business model idea, the depth of the thinking, and the clarity of the presentation. The assessment is holistic, with no specific scores.

Assessment Questions

Guidelines:

- This assessment consists of questions and tasks related to the learning objectives and skills addressed in the module.
- Point System with the highest score of 100 points.
- The minimum score to pass is 60 points.
- All questions must be completed.

Sustainable practices and identification of needs

1. Explain the importance of adopting sustainable practices in the catering sector and give an example of a sustainable practice that you have implemented in your job role or from best practices.
2. List three practices for sustainable waste management in the catering sector and explain their importance.
3. Describe your process for conducting market research and identifying environmental and social needs in the catering sector.
4. Identify two key environmental needs and two key social needs in the catering sector based on your research.
5. Identify two key social needs in the catering sector based on your research.

Added Value and responsible behaviour.

1. Provide an example of a real or hypothetical challenge or obstacle you might encounter when implementing one of your innovative business model ideas in the catering sector and explain how you would address this challenge responsibly and sustainably.
2. Present two innovative ideas for a sustainable business model in the catering sector and explain how they generate added value for the business and its stakeholders.
3. Describe how you intend to experiment with one of these ideas to assess its feasibility.

4. Envision a future scenario for the focus area that aligns with long-term sustainability goals.
5. Explain the role of scenario planning in decision-making in a sustainable business context.

Reflection and Ethical Decision-Making

1. Reflect on your sustainable long-term social, cultural, and economic objectives in the food service sector.
2. Provide an example of a situation where you would have to demonstrate responsible behaviour to contribute to sustainability efforts.
3. Describe a difficult ethical decision in a sustainable business context and explain how you would act responsibly.
4. Evaluate a team's strengths and weaknesses in working together to achieve sustainability goals.

Identify an opportunity for continuous improvement of a team's collaborative efforts.

Further readings

- Jeff R. (February 18, 2023). Using a 2x2 matrix to plan your future. LinkedIn. Using a 2x2 matrix to plan your future | LinkedIn
- Magretta J. (May 2002). Why Business Models Matter. Harvard Business Review. https://hbr.org/2002/05/why-business-models-matter
- De Bruin (2016). Scanning the Environment: PESTEL Analysis. Business-to-you. Available at: https://www.business-to-you.com/scanning-the-environment-pestel-analysis/
- Rose H. (n.d.). Availability bias: the tendency to use information that easily comes to mind. Ness Lab. Availability bias: the tendency to use information that easily comes to mind (nesslabs.com)
- Shewan D. (September 12, 2023). How to Do a SWOT Analysis. WordStream. How to Do a SWOT Analysis (Examples & Free Template!) (wordstream.com)
- Strategyzer (n.d.). The Business Model Canvas. https://www.strategyzer.com/library/the-business-model-canvas
- The Decision Lab (n.d.). Cognitive Biases. List of Cognitive Biases and Heuristics - The Decision Lab
- The Value Proposition Canvas (n.d.). Strategyzer. https://www.strategyzer.com/canvas/value-proposition-canvas
- UNSW Library (n.d.). Primary and Secondary sources. UNSW. https://www.library.unsw.edu.au/using-the-library/information-resources/primary-and-secondary-sources

Bibliography

- Lahti T, Wincent J, Parida V. A Definition and Theoretical Review of the Circular Economy, Value Creation, and Sustainable Business Models: Where Are We Now and Where Should

Research Move in the Future? Sustainability. 2018; 10(8):2799. https://doi.org/10.3390/su10082799

- Ekinci, U. (n.d.). What are the best tools and techniques for scenario planning in uncertain times? LinkedIn. https://www.linkedin.com/advice/0/what-best-tools-techniques-scenario-planning
- Harvard Business Review (July 28, 2020). How to create an Effective Value Proposition. Harvard Business School Online. https://online.hbs.edu/blog/post/creating-a-value-proposition
- Howarth R. (September 23, 2020). What is Strategy? Strategic Thinking Institute. https://www.strategyskills.com/what-is-strategy/
- IBM Garage Methodology (n.d.). Define business Objectives. IBM. https://www.ibm.com/garage/method/practices/discover/build-a-business-objective/
- Khodeir L. M., Othman R. (2018). Examining the interaction between lean and sustainability principles in the management process of AEC industry. Ain Shams Engineering Journal. Volume 9, Issue 4, Pages 1627-1634. https://doi.org/10.1016/j.asej.2016.12.005
- Lean Enterprise Institute (n.d.). What is Lean? https://www.lean.org/explore-lean/what-is-lean/
- Leonardsson H., Habyarimana J.B., (2022). Local Initiatives: Factors in and Lessons for Sustainable Development. Swedish Institute of International Affairs. https://www.ui.se/globalassets/ui.se-eng/publications/ui-publications/2022/ui-paper-no.-3-2022.pdf)
- Long, T.B. (2019). Sustainable Business Strategies. In: Leal Filho, W., Azul, A., Brandli, L., Özuyar, P., Wall, T. (eds) Decent Work and Economic Growth. Encyclopaedia of the UN Sustainable Development Goals. Springer, Cham. https://doi.org/10.1007/978-3-319-71058-7_49-1
- Macaulay S., Cook S. (1995). Practical teamwork for customer service. Team Performance Management. Vol. 1 No. 3, pp. 35-41. https://doi.org/10.1108/13527599510084858
- Michelin Guide (2023). Athens: two exceptional restaurants promising a sustainable fine dining experience. https://guide.michelin.com/gr/en/article/travel/athens-two-exceptional-restaurants-promising-a-sustainable-fine-dining-experience
- Minttu Laukkanen, Nina Tura, (2022). Sustainable value propositions and customer perceived value: Clothing library case. Journal of Cleaner Production. Volume 378, 2022, 134321, ISSN 0959-6526. https://doi.org/10.1016/j.jclepro.2022.134321
- NRDC (February 9, 2023). What is Greenwashing? What Is Greenwashing? (nrdc.org)
- Slavik, Stefan & Zagorsek, Branislav. (2016). Relationship between Business Strategy and Business Model Studied in a Sample of Service Companies. Journal of Competitiveness. 8. 72-84. 10.7441/joc.2016.04.05.
- SNFC (October 3, 2022). Delta Restaurant was awarded Two Stars and One Green Star in the 2022 edition of the MICHELIN Guide Athens. https://www.snfcc.org/en/news/delta-restaurant-was-awarded-two-stars-and-one-green-star-2022-edition-michelin-guide-athens
- Timmers, P. (1998). Business models for electronic markets. Electronic Markets, 8(2), p. 4
- U.S. Small Business Administration (n.d.). Market research and competitive analysis. https://www.sba.gov/business-guide/plan-your-business/market-research-competitive-analysis
- Zujewski B. (April 28, 2022). How to Choose the Right Green Business Certification. Green Business Bureau. https://greenbusinessbureau.com/topics/certification-benefits/how-to-choose-the-right-green-business-certification/