

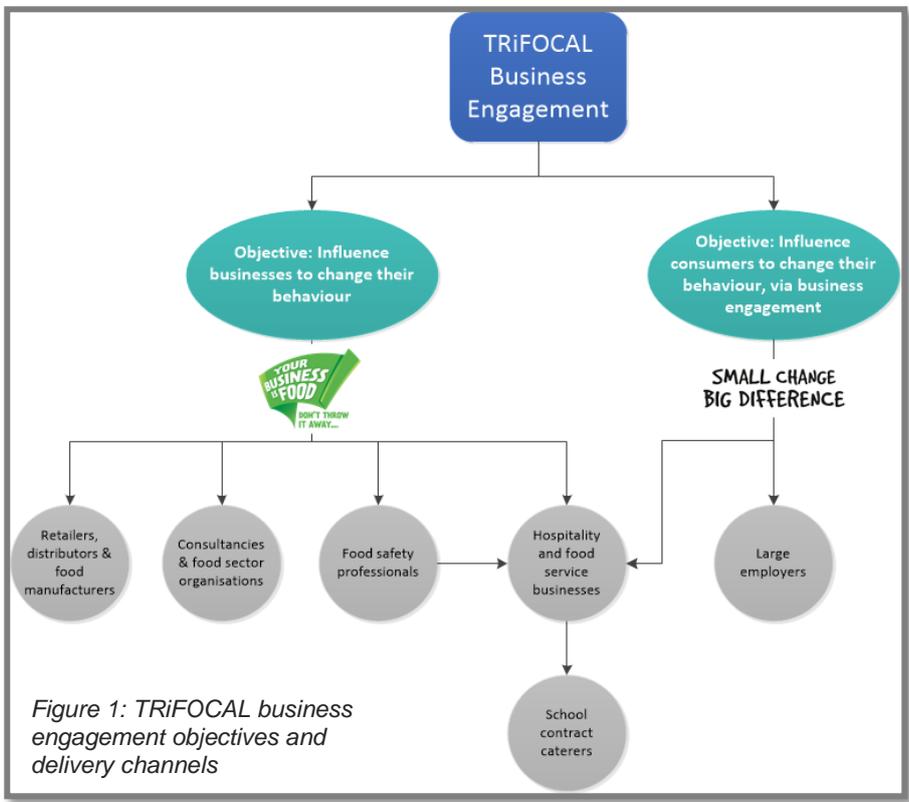
# CASE STUDY

## What have we done differently in TRiFOCAL to engage with businesses?

### Background

Nearly 75% of all food that is thrown out by the UK’s Hospitality and Food Service Sector is food that could have been eaten. The value of this food waste costs the sector around £3 billion a year with the annual cost of food waste at around £10,000 per outlet.

TRiFOCAL’s engagement with businesses had two key objectives: to (1) Influence businesses to change their behaviour; and (2) to influence consumers to change their behaviour via business engagement (Figure 1).



TRiFOCAL capitalised on WRAP’s existing networks and previous work in this sector including their Hospitality and Food Service Agreement (HaFSA) which saved the hospitality sector over £67 million and cut 11% from food packaging and waste. Many of these organisations are continuing to collaborate with WRAP through the [Courtauld Commitment 2025](#) and ‘Your Business is Food, don’t throw it away’<sup>1</sup>.

To achieve the objectives, TRiFOCAL encouraged businesses to use the toolkit ‘Your Business is Food, don’t throw it away’ and designed a [staff engagement toolkit](#) using the project’s citizen-facing campaign ‘Small Change Big Difference’

While TRiFOCAL largely utilised existing materials and networks as the foundation for the business engagement activity, the delivery approach differed and comprised:

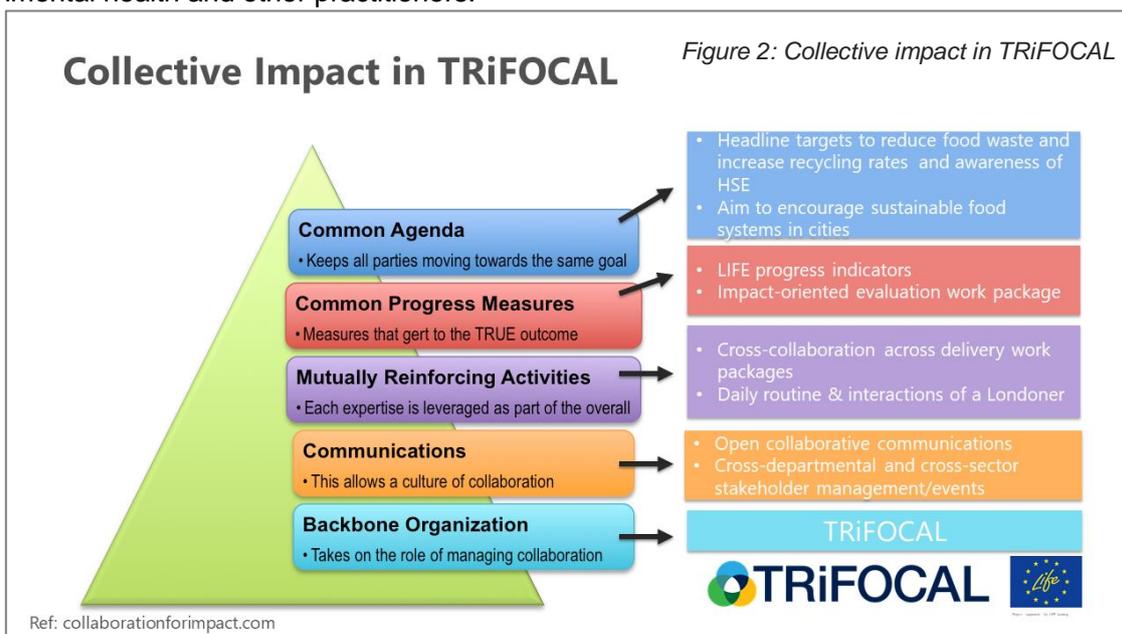
- Systemic thinking
- Test, learn and adapt methodology
- Integrated activity between the delivery areas

<sup>1</sup> In the timeframe that TRiFOCAL was running, Your Business is Food, don’t throw it away has been superseded at the UK national scale by Guardians of Grub <http://www.wrap.org.uk/content/guardians-grub>

## Systemic thinking impacting restaurant business practice

Systemic thinking involves a holistic and inclusive approach and can be applied to complex social problems – such as sustainable food consumption – by connecting people, institutions and their environment.

The TRiFOCAL project had fundamental systems thinking elements (Figure 2). TRiFOCAL adopted a common agenda to facilitate the shift from acting alone to acting in harmony, to achieve impact collectively. The project played the role of the backbone organisation, supporting project partners and stakeholders in shifting towards sustainable food systems in cities. As part of the business engagement activity, TRiFOCAL’s systemic approach involved deliberate efforts to include customers, chefs, kitchen staff, environmental health and other practitioners.



To underpin this work, TRiFOCAL created a London-based Business Working Group to develop a grouping of industry leaders to pioneer and cascade good practice in London. A working group format in itself is no different to WRAP’s previous engagement with businesses. However, TRiFOCAL took this concept further to bring together very disparate stakeholders in the same event. For many participants, the TRiFOCAL business working group provided the unique opportunity to network with organisations that they would not normally encounter. This diversity of businesses and sectors engaged in TRiFOCAL is reflected in the network of 28 Champions and Ambassadors featured on the TRiFOCAL website<sup>2</sup> (Figure 3). This ‘wall’ of participants presents who have committed to promote the campaign and share or use the materials in their networks or own business.

Sector	Number of Champions and Ambassadors
Consultancies and food sector organisations	9
Food safety professionals	6
Hospitality and food service businesses	2
Local authority	5
Retailers, distributors and food manufacturers	4
School contract caterers	1
Universities	1

Figure 3: Table of TRiFOCAL Champions and Ambassadors

<sup>2</sup> <http://trifocal.eu.com/project-resources/champions-ambassadors-wall/>

### Benefits

- Working Groups help to provide a platform for partner learning and idea exchange.
- Inclusion of multiple stakeholders demonstrates commitment from other actors in the food sector, and the collective responsibility to take action.

### Limitations

- Making initiatives like TRiFOCAL a priority amongst other business priorities is challenging. It is imperative to identify alignment with business priorities along with a compelling business case for involvement.
- Greater business ownership in animating collective impact would have meant earlier call and voluntary response to steer committees and chair working groups.

## Test, Learn and Adapt methodology

The project utilised a test, analyse and adapt model, where necessary changes/adaptions were applied as the project progressed. To provide evidence, focus groups were used to examine:

- Whether the delivery mechanisms worked and how effective they were
- Participant experience of the engagement and delivery process
- What participants took away from the engagement and how/why they perceive it has influenced / will influence their awareness, knowledge, and behaviour
- Understanding and appeal of the campaign messages and what audiences are still unsure about or lack confidence on
- How the campaign could be adapted in future to achieve greater impact and address areas / audiences where there seems to be ongoing gaps in awareness, understanding etc.

The first business focus group took place in January 2018 and considered experiences from participants at 2 TRiFOCAL events aimed at business participants. Many areas of the delivery were considered to be working well for the intended audience such as the event format, engaging with famous chefs to raise the project's profile and promote peer learning, use of video/online formats for outputs while the WRAP badge and quality added credence to the project's messages.

Other feedback was integrated into subsequent delivery for businesses in London. The content and messaging of case studies was re-focused on what businesses can do to replicate the work, using ambassadors to add an aspirational element. Navigating the various project or company websites was confusing for participants so the TRiFOCAL website developed specific landing pages to cater towards business users and developed the champions and ambassadors wall to showcase the project's cross-sector approach.

Having a phased and evolving delivery approach also enabled the delivery team to respond to external challenges or issues and develop appropriate mitigation plans. External factors including economic uncertainty and the introduction of GDPR in 2018 contributed to a low response rate for business surveys planned as part of the project's evaluation. In 2019, TRiFOCAL organised a data-focussed workshop, which aimed to encourage participating businesses to measure their food waste and share their results via evaluation case studies. Engagement and motivation at this workshop were very high: the attendance rate was 87.5%; 96.7% of feedback scores were rated 'very good' or 'good'; 70% of participants indicated that they would take action following the workshop. Yet despite this positivity and enthusiasm, the workshop resulted in no further businesses committing to producing case studies. Businesses reported that the timing was not suitable for implementing food waste measurement and/or that food waste was not a priority at this time<sup>3</sup>.

<sup>3</sup> It should be noted that the project was operating within the context of uncertainty surrounding Brexit. The workshop took place in June 2019 with follow up communications over the summer months to early September; at that time, Brexit was expected to take place by 31 October 2019.

### Benefits

- This approach enabled the project to be flexible and respond to external factors and/or business operating contexts.

### Limitations

- This method relies on the honest input and time commitment from businesses. While motivation to participate in the focus groups and business workshops was strong – no incentive was required – there was a limited commitment to taking measurable action.

## Integrated activity between the delivery areas

TRiFOCAL took a holistic approach, not only in terms of integrating 3 messaging areas, but also in linking the business engagement activity with other audience groups in the wider project. TRiFOCAL aimed to reach individuals at different points in their day, and across different areas of their life in order to increase their potential to see/interact with the messages and prompt changes in behaviour at the moments when they are most receptive (Figure 5). For this reason, the project’s delivery to citizens was interwoven with the business engagement strand.

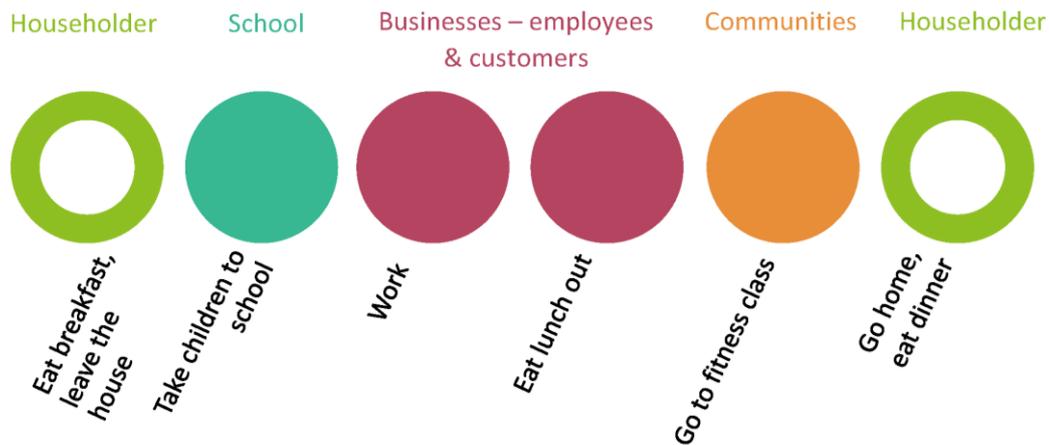


Figure 5: TRiFOCAL audience journey. A day in the life of a Londoner can mean an individual has the potential to see messages several times each day.

For example, government department Defra ran an engagement campaign for their staff using the Small Change Big Different toolkit. Cyrus Todiwala – a prominent London chef – hosted one of the business working groups, and alongside other chefs and influencers, became a TRiFOCAL Ambassador chef, offering peer learning via an Ambassador case study. Cyrus later ran a citizen-facing workshop to raise the profile of messaging to Londoners.

The champion and ambassador pledge selection blends personal and work-based pledges meaning that participants were encouraged to make personal commitments as responsible citizens. Further, citizen-facing activities presented or shared with the business working group were pitched to appeal to individual as well as business motivations. As an example, participant feedback following the ‘Valuing Food and Food Safety’ training session delivered to food safety professionals focussed on actions participants planned to take in their professional capacities. However, evidence from the evaluation interviews held 3-4 months later indicates that the learnings from the training may also have led to action in their personal lives (Figure 6).

*“I’ve definitely changed my habits. I buy what I need, so my fridge is a lot emptier than it used to be. I used to buy stuff and throw away so much...I now buy fruit that will last and buy every two weeks rather than weekly.”*

*“I’m more confident in asking to take food home in restaurants, which I would never have done before.”*

Figure 6: quotations from the focus group interviews with food safety professionals



As an example, businesses in TRiFOCAL’s network were invited to host a stall at the Harvest Stomp festival in 2017 which was a celebratory event in the community engagement strand of the project; businesses could also attend as private citizens. Participating businesses included OLIO who cascaded the campaign messages to festival-goers, thereby supporting the targets and objectives of the community event (Figure 7).

Figure 7: Stamp cards at the Harvest Stomp festival, 2017.

The connection between the delivery areas is especially evident in the project’s relationship with Caterlink, a contract caterer for schools in several London boroughs where TRiFOCAL was delivering schools activity. In 2018, the schools delivery was expanded to integrate kitchen staff and catering companies in the campaign as part of a ‘whole school’ approach (Figure 8). Caterlink led the pilot activity, integrating TRiFOCAL messaging into their own training materials for food service catering staff and engaging with pupils and parents during campaign days. Alongside this, the community toolkit was adapted to be suitable for parents and pupils to delivery family learning sessions. Add commentary from Groundwork London on how successful this was. To find out more about the whole-school approach, please refer to the evaluation case studies on the schools programme<sup>4</sup>.

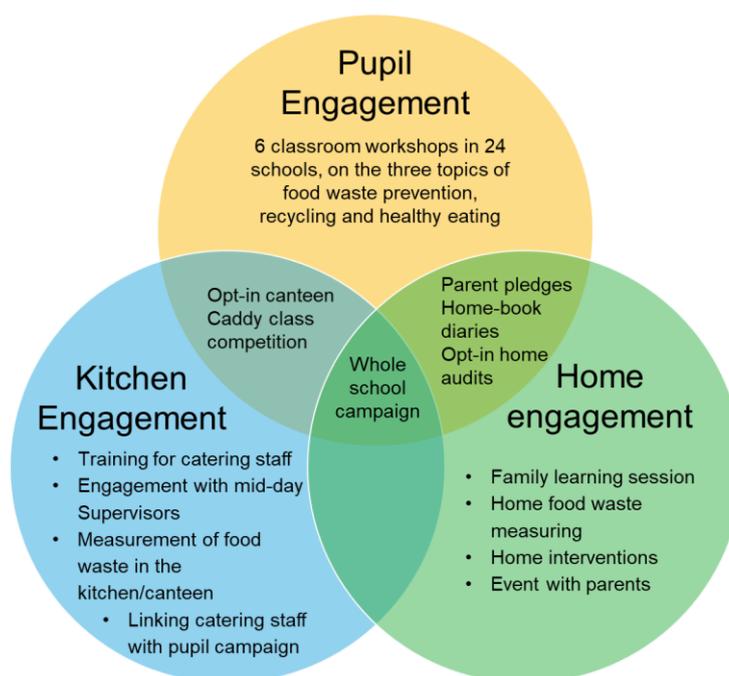


Figure 8: Whole school approach Venn diagram

### Benefits

- Tackling issues around food waste prevention, recycling and healthy sustainable eating requires personal behavioural change. Therefore, addressing stakeholders as individuals – not just organizations and businesses – helps to promote this call for responsible action.
- Through the whole school approach, children and their parents had a direct interface with businesses and community personnel on the core messages of the project. Similarly, catering staff engaged with the campaign.
- The TRiFOCAL project partners supported the achievement of targets in all areas of the project, leading to a sense of collective responsibility.

### Limitations

- Implementing a workplace-based campaign requires high-level commitment and sign-off from within the business, resources (personnel time and budget) and a connection to corporate social responsibility objectives. Uptake of the Small Change Big Difference toolkit for staff engagement was therefore low despite strong levels of interest.

<sup>4</sup> The evaluation case studies – schools can be viewed on the TRiFOCAL resource bank: <http://resources.trifocal.eu.com/resources/evaluation-case-studies-schools/>

## What Next?

TRiFOCAL was both ambitious and unique in integrating – across target audiences – how we value food resources, what we choose to eat and, how we dispose of food. The intention being that findings from the project's pilot activity in London would inform and feed into future initiatives.

WRAP's business campaign 'Guardians of Grub' is one such initiative. Representatives from the TRiFOCAL project delivery team and business working group contributed to the initial research and development phases of the new campaign which was launched in May 2019.

TRiFOCAL's London based-network is already adding value to 'Guardians of Grub' by introducing new businesses to the campaign. For example, the conferencing venue Olympia London has started tracking and measuring their food waste using 'Guardians of Grub' is inspiring others to use the toolkit via site visits and other engagement activities.

Learnings from TRiFOCAL's engagement with school caterers in delivering a whole school approach are of particular interest; 'Guardians of Grub' intends to engage with kitchen/catering staff in schools by embedding the toolkit within schools packs. We believe that this strategy will reinforce the schools aspect of TRiFOCAL which engaged directly with pupils and teaching staff.

In terms of material legacy, the [TRiFOCAL resource bank](#) hosts the business packs, case studies and video testimonies developed during the project lifetime. Content from one of the video case studies is now featured in 'Guardians of Grub', with links to the original TRiFOCAL video series for additional information. By embedding the content in this way, it is a valuable reference and training repository. The material is now available for businesses and practitioners from a range of disciplines, such as environmental health officials. In this way, the learnings and outputs from TRiFOCAL can continue to have impact into the future.

*Case study prepared in collaboration with Prof. Alberto Paucar-Caceres and Ms Toni Burrowes-Cromwell from Manchester Metropolitan University Business School.*

