



# Exploring the market potential of Jersey bull calf meat in Denmark

– a case study



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Jersey bull calves on a grass field. From Krogshede (2010).

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## **Abstract**

Nielsen, M. D., 2016. Exploring the market potential of Jersey bull calf meat in Denmark – a case study research. MSc Thesis, Aalborg University Copenhagen, Denmark, 98 pp.

Approximately 27,000 Jersey bull calves are destructed on a yearly basis in Denmark, due to a lack of utilisation caused by the small carcasses, slow growth rates and the poor payment from the slaughterhouses. The farmers destruct the bull calves themselves, which constitutes an ethical dilemma in their everyday practice. One of the main reasons to utilise the calves is the supreme eating quality of their meat, but due to the poor slaughter quality they are disqualified at the slaughterhouses.

This master thesis therefore explores the market potential of Jersey bull calf meat in Denmark and examines the possibilities and challenges for implementation. Four Danish case studies working with utilising the Jersey bull calves instead of destructing them were examined. One informant from each case study was interviewed and situational mapping was applied in order to examine the power structures among the actors. Furthermore, a literature review was conducted including meat characteristics, consumer preferences and the environmental impact of beef production.

The results indicate a market for Jersey bull calf meat in Denmark with several distributive channels. The main possibility is to brand the Jersey bull calf meat on its supreme eating quality, ethical aspects and animal welfare. The practices among the actors and the lack of knowledge of the product however disrupt the implementation. In order to increase the utilisation of Jersey bull calves in the future, six recommendations are offered to the existing projects working with Jersey bull calves and the rest of the dairy- and meat sector in Denmark.

## Resume

Nielsen, M. D., 2016. En undersøgelse af markedsmulighederne for Jerseytyrekalkød i Danmark – et casestudie. Speciale, Aalborg Universitet København, Danmark, 98 sider.

Omtrent 27.000 Jerseytyrekalve bliver hvert år aflivet i Danmark, da man ikke kan udnytte kalvene på grund af kvægets små slagtekroppe, langsomme tilvækstrate samt den dårlige udbetaling fra slagterierne. Landmændene står selv for at aflive tyrekalvene, hvilket udgør et etisk dilemma i deres hverdagspraksis. En af hovedårsagerne til at udnytte kalvene er den uovertrufne spisekvalitet, men på grund af den dårlige slagtekvalitet bliver kødet diskvalificeret på slagterierne.

Dette speciale vil derfor undersøge, om der er et marked for Jerseytyrekalkød i Danmark samt hvilke mulighederne og udfordringerne der er for implementering. Studiet undersøger fire danske casestudier der alle arbejder med at udnytte Jerseytyrekalvene i stedet for at aflive dem. Der blev interviewet en informant fra hvert casestudie, og anvendt 'situational mapping' for at undersøge magtstrukturerne imellem aktørerne. Derudover blev der lavet et litteraturstudie omhandlende kødkarakteristikker, forbrugerpræferencer og de miljømæssige konsekvenser af oksekødsproduktion.

Resultaterne indikerer at der er et marked for Jerseytyrekalkød i Danmark med flere forskellige muligheder for distribution. En af de primære muligheder er, at markedsføre Jerseytyrekalkødet på dets suveræne spisekvalitet, etiske aspekter og dyrevelfærd. Dog forhindrer praksisserne iblandt aktørerne og det manglende kendskab til produktet implementeringen. For at sikre, at man i fremtidige vil udnytte Jerseytyrekalvene i højere grad, gives der seks anbefalinger til de allerede eksisterende projekter der arbejder med Jerseytyrekalve samt resten af mejeri- og kødindustrien i Danmark.

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## 1.0 Introduction

According to the agricultural research centre SEGES, an average of *c.* 27,000 Jersey bull calves are destroyed on an annual basis in Denmark, including both organic and conventional livestock (Fig. 1; Nielsen, 2016). The destruction of Jersey bull calves constitutes a significant problem in the dairy industry, due to lost resources and the ethical issue that the farmer is positioned in (Behrendtzen, 2010; Mygind, 2012; Haar, 2015).

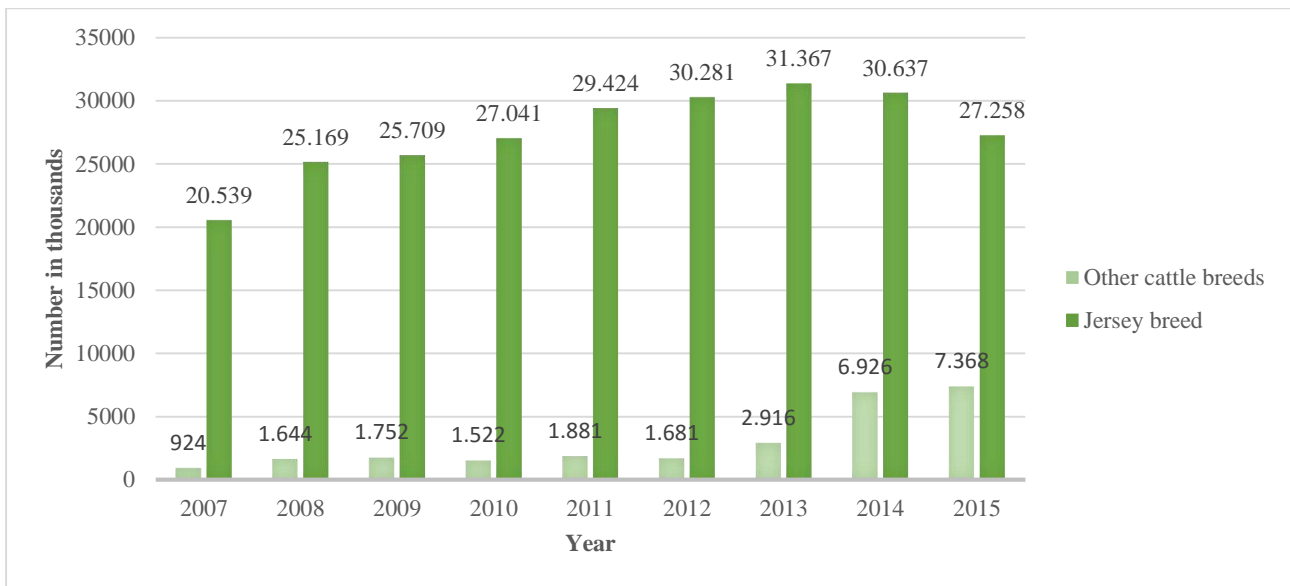


Figure 1: Number of annually destroyed Jersey bull calves and bull calves from other breeds from 2007-2015. Data from Nielsen, 2016.

In Denmark, there are four different dairy cows (Landbrug & Fødevarer, 2013). The Black Coloured Danish Dairy Cow (Danish Holstein) constitutes 75 % of Danish dairy cows, the Danish Jersey constitutes 12 %, the Red Danish Dairy Cow constitutes 8 % and lastly the Danish Red Coloured Holstein constitutes 1 % (Landbrug & Fødevarer, 2013). All dairy cows need to give birth once a year in order to produce milk, including the Jersey cow (Landbrug & Fødevarer, 2013). Nevertheless, if the Jersey cow gives birth to a bull calf, it becomes a surplus product, as it is not profitable to fatten the Jersey bull calf, due to its growth pattern and small body composition (Alberti, 2008; Mygind, 2012; McNamee *et al.*, 2015). Therefore, the Jersey bull calves are destroyed right after birth, whereas other bull calf breeds grow faster and becomes larger and are thus raised for meat production (Mygind, 2012; Landbrug & Fødevarer, 2013).

The fact, that the Jersey cattle differentiates itself significantly from other breeds, is one of the main reasons for the destruction and will be elaborated further in the state of the art chapter.



Some ground-breaking research has already been implemented in order to avoid the destruction of Jersey bull calves in the dairy industry. This includes the legalisation of sexed semen and cross-breeding (Miljø- & Fødevareministeriet, 2016a). Sexed semen has commonly been used in the conventional production since 2007, and in 2012 it got legalised in the organic production as well (Landbrug & Fødevarer, 2007; Miljø- & Fødevareministeriet, 2016a). Cross-breeding is also a relatively new phenomenon within the organic production area and is expected to save several Jersey bull calf lives in the future (SEGES, 2015).

In order to comprehend the following discussion on cross-breeding and sexed semen, an introductory remark on the two is provided here. E.g. a Jersey cow is cross-bred with meat cattle such as Limousine or Angus in order to keep the unique intramuscular meat qualities from the Jersey breed and the carcass characteristics from the meat cattle (Mygind, 2012; Haar, 2015). Using sexed semen, the farmers can breed heifers on their best dairy cows and be almost 99 percent confident that a bull calf is not born (SEGES, 2015). Several scientists appoint sexed semen and cross-breeding as possible solutions for reducing the destruction of Jersey bull calves in the future, but the two methods also lead to an ethical discussion regarding the human impact on nature (SEGES, 2015).

Despite a presently unprofitable production of Jersey bull calves, including them prospectively in the food chain system is logical. This is predominantly due to the factors of meat quality, grazing of acreage, ethics, quality of farmers' life and to meet the increasing demand for organic beef in Denmark (Behrendtzen, 2010; Mygind, 2012; Friland, 2014; Haar, 2015). No one, however, has yet investigated the future potential of Jersey bull calf meat on the Danish market, nor explored the possibilities and challenges that involved projects have encountered, and how their experiences could be developed further.

## **Aim of study**

Based on four different cases, the primary aim of this study is to explore the possibilities and challenges for implementing Jersey bull calf meat on the Danish market, in order to reduce the destruction of Jersey bull calves in the dairy production. The ethical aspects within the area are examined, and the market potential for Jersey bull calf meat in Denmark is assessed. In addition, six recommendations are provided to the existing projects and the dairy- and meat sector in Denmark.

## **2.0 Thesis statement**

What are the future possibilities and challenges for a meat production based on Jersey bull calves on the Danish market and how does practices among the actors affect the implementation?

Which ethical dilemmas do a Jersey cattle production imply, and how can the experiences learned from four cases (*Thise & Ko*, *Jersey Græskalv*, *Kalø Kalven*, *Velfærdsdelikatesser*) inspire the rest of the dairy- and meat sector in Denmark to utilise Jersey bull calves in the future?

### 3.0 Delimitations

This chapter will briefly elaborate the choices that has been made according to the literature search for scientific articles and the methodology. The names of organisations, companies and cases used in this master thesis has been translated from Danish to English. It was aimed to retrieve the official translations, but in the absence, they are translated as best as one can.

#### Literature search

According to the data collection of scientific articles, a specific search method was applied. The researcher used *The Five W's* method, which consists of five consecutive steps in order to be able to gather the appropriate articles from relevant databases (Zins, 2000). The five W's consists of *what*, *where*, *words*, *work* and *wow* (Zins, 2000).

In the first two steps (*what* and *word*), the topic of the study is sum down to a few words (the *what*) and from these words the search words are set into system and synonyms are found (the *word*) (Fig. 2; Zins, 2000). When all of the search words is found, truncation was used on words with multiple endings. The truncations are marked with the sign “\*” (Fig. 2). The third W (*where*) defines the databases where the articles were located (Zins, 2000). The author primarily used Aalborg University's own database “Primo”, since it conducts search on all the databases offered at the university. Most of the chosen articles for this study were found in the databases Wiley Online Library and ScienceDirect. An important notion here is, that the researcher only chose scientific articles that were peer-reviewed and tried to keep the year of publication between 2005–2016, in order to secure the validity and relevance of the articles. Due to a limited amount of literature on the area, some of the found studies are though older than 2005. The fourth W (*work*) stands for the working process of collecting data (Zins, 2000). The fifth and last W (WOW) stands for the evaluation of the search strategy and repetition of the search while changing the search words and combining the words criss-cross (Zins, 2000).

The strength of applying the 5W method is that the researcher considers the search words and does not only search on one term, but several synonyms (Zins, 2000). This increases the likelihood of finding a wider range of articles within the given topic.

Jersey bull calves	Organic beef production	Meat quality: Jersey vs. other breeds	Consumer preferences
"Dairy bull calves*"	Organic*	"Meat quality Jersey cow*"	"Consumer preferences organic"
"Jersey bull calves*"	"Organic beef production"	"Meat quality dairy cow*"	"Consumer preferences organic price"
"Dairy bred bull calves*"	"Beef production"	"Organic meat quality*"	"Consumer preferences animal welfare"
"Bull calves*"	Farming	"Organic beef quality*"	"Consumer preference*"
"Grass fed calves*"	"Organic production"	"Organic Jersey meat quality*"	"Organic beef price*"
Jersey	"Organic beef"	"Meat quality"	"Organic meat price*"
"Jersey calves*"	"Organic bull meat"	"Jersey meat"	"Consumer food preference"
"Dairy bred calves*"	"Dairy bred meat"	"Meat characteristics"	"Organic food"
"Jersey cow*"	"Organic beef"	"Organic meat characteristics"	"Consumer preference meat"
"Dairy calves*"		"Meat from dairy calves*"	

Figure 2: Example of search words and synonyms on the basis of 'The Five W' method.

Throughout the literature search only a few articles were found concerning Jersey bull calves. The state of the art chapter thus deals with several cattle breeds and different factors in the meat sector which are transferable to Jersey bull calves. Only one study by Nielsen & Thamsborg (2002) reported specifically on the issue with Jersey bull calves regarding the distribution of them. This will be further elaborated in the state of the art section.

### Methodological delimitation of case studies

In this study, the chosen cases only include organic production, as there are no current projects working with the utilisation of Jersey bull calves within the conventional production. The final recommendations of this study should however be able to inspire the conventional producers as well, since it accounts for the largest amount of destructed Jersey bull calves on a yearly basis (Appendix 9).

## 4.0 State of the art

In this chapter, recently published scientific articles regarding the topic of this study will be presented in order to get a current insight into the area. The chapter is divided into the four different themes ‘Meat characteristics and beef quality’, ‘Consumer preferences in proportion to organic versus non-organic food’, ‘Organic beef production from dairy bred bull calves’ and ‘Environmental impact of beef production’.

### 4.1 Meat characteristics and beef quality

Several studies have reported on the meat quality and characteristics of meat from conventional- and organic livestock, respectively (Nielsen & Thamsborg, 2005; Cox *et al.*, 2006; Cozzi *et al.*, 2010; Bjorklund *et al.*, 2014a; Bjorklund *et al.*, 2014b; Kamihiro *et al.*, 2015). The fatty acid profile of organic and conventional beef will be outlined, followed by an account of the marbling and colour of the meat from organic-, grass-fed- and conventional production. The different carcass characteristics will be outlined, with specific focus on the Jersey breed.

Bjorklund *et al.* (2014b) evaluated the carcass characteristics of organic and conventional bull calves. In their study, they assigned 49 bull calves in the United States into one of three groups; ‘conventional’, ‘organic’ or ‘grass-fed organic’, followed by measuring the outcome on the three factors ‘Fatty acids’, ‘shear force’ and ‘colour and consumer liking’ (Bjorklund *et al.*, 2014b). Bjorklund *et al.* (2014b) found that the fat of organic steers had a higher degree of monounsaturated fat acids than the conventional and the grass-fed. The grass-fed steers had a higher degree of n-3 and a lower degree of n-6 compared with the organic and conventional steers (Bjorklund, 2014b). The researchers concluded that this might be due to their forage consisting of grass (Bjorklund, 2014b).

These findings are comparable to a study made by Cozzi *et al.* (2010) who found that organic beef had a higher content of polyunsaturated-, omega-3- and CLA acids (*conjugated linoleic acid*) than confined cattle. Likewise, a study by Kamihiro *et al.* (2015) concluded that meat from organic cattle contained higher levels of CLA and omega-3 acids and a lower amount of omega-6 acids compared with non-organic cattle. Nielsen & Thamsborg (2005) conducted a similar study in Denmark, which also showed that organic cows had a higher CLA and unsaturated fat acids content.

Several studies have found that meat from grass-fed cattle tends to have darker meat and a yellowish fat due to the forage (Bjorklund *et al.*, 2014a; Cozzi *et al.*, 2010; Nielsen & Thamsborg, 2005).

Nielsen & Thamsborg (2005) state that yellow fat in beef can reduce the eating quality for the consumers, since some consumers regard yellow fat as a sign of poor quality. Their study concludes, along with Cozzi *et al.* (2010), that the consumers must be informed on the nutritional benefits from darker and yellowish grass-fed meat, in order for this to become a success.

Comparable findings were reported by Brunsø *et al.* (2005) who examined Danish consumers' opinion on the quality of beef on the background of various fat marbling. The study examined the consumers *expected* and *experienced* quality based on several intrinsic and extrinsic cues (Brunsø *et al.*, 2005). The results from the study showed that Danish consumers *expected* a poorer beef quality when the beef had increased marbling and stronger colour, whereas they *experienced* an increased beef quality when the beef was marbled (Brunsø *et al.*, 2005). This could lead to the conclusion that Danish consumers assess beef in the supermarket from the wrong characteristics and misinterpret the connection between intramuscular fat and eating quality (Brunsø *et al.*, 2005).

Similar findings were made by Resurreccion (2003) who found that the most important characteristics that consumers base their quality assessment on, is fat content and colour. The consumers in this study rated beef with visible fat low, but in tastings the marbled beef was rated higher in both tenderness, juiciness and flavour than the leaner chops (Resurreccion, 2003). Their study concluded that consumers were willing to buy and eat meat as long as the fat was not visible (Resurreccion, 2003).

Few scientific studies have reported the carcass characteristics of Jersey cattle compared to other breeds. Only four studies were found relevant and are thus further elaborated. A study conducted by McNamee *et al.* (2015) compared the carcasses from 120 bulls and steers from three different crossbreeds; Holstein-Friesian, Norwegian Red cross-bred with Holstein-Friesian and Jersey cross-bred with Holstein-Friesian. The results showed that the Jersey cross-breed had a lower carcass weight, conformation class and carcass fat compared with all other crossbreeds, which also would be expected due to the low slaughter weight (McNamee *et al.*, 2015). The study ends up concluding, that crossbreeding with Jersey would not benefit the beef production compared with other breeds (McNamee *et al.*, 2015).

This result conforms to the findings of Alberti *et al.* (2008) who showed that Jersey is the lightest breed and has the smallest conformation compared with young bulls of fifteen European breeds. Furthermore, the Jersey breed had the lowest carcass weight, which also results in the lowest slaughter weight and the lowest average daily gain (Alberti *et al.*, 2008).

Koch *et al.* (1976) reported that cross-bred Jersey cattle had the smallest carcass weight and the least saleable meat compared to the seven cross-breeds in the study. The Jersey cross-breeds though had more intramuscular fat and were rated higher than Limousine cattle in correlation with meat quality (Koch *et al.*, 1976). The meat was furthermore reported with a higher degree of marbling and tenderness than other crossing and a slightly darker meat colour (Koch *et al.*, 1976). Similar are the results of Jiang *et al.* (2013) who reported that Jersey steer calves are useless in the dairy and meat sector due to small carcasses and slow growth rates. However, Jersey cattle were found to have a similar or even superior eating quality to meat cattle such as Hereford or Angus beef (Jiang *et al.*, 2013). Jersey cattle were also reported with higher amounts of intramuscular fat compared to cattle breeds like Hereford, Belgian Blue and Limousine (Jiang *et al.*, 2013).

## **4.2 Consumer preferences in proportion to organic versus non-organic food**

In this chapter, it will be outlined which incentives lie behind the consumers' choice of organic versus non-organic foods. It will be outlined how the consumers evaluate organic-, grass-fed- and conventional beef, according to overall preferences and appearance of the meat, and whether the consumers are willing to pay more for a beef of the best quality.

Several studies have reported which intrinsic and extrinsic characteristics consumers base their food choices on (Resurreccion, 2003; Grunert, Bredahl & Brunsø, 2004; Brunsø *et al.*, 2005; Cox *et al.*, 2006; Michaelidou & Hassan, 2007; Steinberg *et al.*, 2009; Napolitano *et al.*, 2010; Verbeke *et al.*, 2010; Bjorklund *et al.*, 2014a). Napolitano *et al.* (2010) examined the willingness to pay more for organic beef among Italian consumer, as well as how information on the production method affected the overall liking of the beef. A total of 95 subjects were included to judge beef from young bulls from either conventional or organic production, and 190 subjects were interviewed (Napolitano *et al.*, 2010). The authors found that consumers *expected* to like the organic beef rather than the conventional beef, but the *experienced* liking was lower for the organic beef (Napolitano *et al.*, 2010). This may indicate that additional information on organic production can affect the actual liking of the beef in a positive way, and that consumers are willing to pay more for organic beef if information is provided (Napolitano *et al.*, 2010).

In a study by Bjorklund *et al.* (2014a), a sensory panel of 100 consumers were interviewed on their liking of different beef steaks. The consumers were at least 18 years old, had no food allergies and had consumed beef within the last month. According to the overall liking, the results from the sensory

panel were that the consumers preferred the organic (30,0 %) and conventional (32,0 %) beef steaks over the grass-fed beefsteak (12,6 %) (Bjorklund *et al.*, 2014a). The organic beef steak was judged equal to the conventional beef steak in terms of texture, toughness and off-flavour, whereas the grass-fed beef steak scored less on all factors (Bjorklund *et al.*, 2014a). The sensory panel concluded that the grass-fed beef steak had a grassy flavour and was less palatable compared to the conventional beef steak (Bjorklund *et al.*, 2014a).

In similar studies by Cox *et al.* (2006) and Steinberg *et al.* (2009), the grass-fed beef steak was preferred by the sensory panel, and a minor constituent of the consumers were willing to pay more for the grass-fed beef steak. The organic beef steak also scored higher ratings on flavour compared to the conventional beef steak in these two studies (Cox *et al.*, 2006; Steinberg *et al.*, 2009).

Michaelidou and Hassan (2007) examined the incentives for buying organic foods among consumers. The study discussed the three different motives 'health consciousness', 'ethical self-identity' and 'food safety concern' (Michaelidou & Hassan, 2007). The authors reported, that consumers are more likely to be influenced by ethical motives rather than health and food safety concerns when buying organic food (Michaelidou & Hassan, 2007). This leads to the conclusion that the food shopping motives of consumers are more influenced by altruistic motives, e.g. as animal welfare, rather than egoistic motives, e.g. as health concern (Michaelidou & Hassan, 2007). This result conforms with the results of Grunert (2006) who reported that consumers are concerned of topics such as animal welfare, environmental effect and use of medicine when buying meat products. This knowledge is essential for the organic producers when marketing their organic products towards the consumer (Michaelidou & Hassan, 2007).

In a recently published study by Mathijs (2015), the future patterns of meat consumption are examined. Mathijs (2015) states that a behavioural change amongst the consumers is leading towards the consumption of more high-quality fats and less meat. The examination of the reduction of red meat among consumers needs further investigation, but Mathijs (2015) estimates that human health, environmental impact and ethical considerations towards animal welfare are important factors according to the trend. Mathijs (2015) argues that the modern ethical consumers act on the basis of moral obligation, which shows a tendency towards more internalised ethical rules among consumers.

In a report published by The Food and Agriculture Organisation (FAO, 2006), it is estimated that the human consumption of animal-based products will increase from 29 % to 35 % in 2030 and to 37 % in 2050. In contradiction, Mathijs (2015) argues for a future decline in the meat demand growth based



on a decline over the last decades. In addition, his study concludes that the future consumption patterns generally include less animal-based food (Mathijs, 2015).

### **4.3 Organic beef production from dairy-bred bull calves**

Scrutinizing the published literature, only one article (Nielsen & Thamsborg, 2002) was found to have specific focus on the possibility for a meat production based on dairy-bred bull calves, with particular focus on Jersey bull calves. Nielsen and Thamsborg (2002) report the number of bull calves born on organic dairy farms and reared organically or conventionally, respectively. Nielsen and Thamsborg (2002) also discussed solutions towards the issue of the destruction of bull calves.

A questionnaire was handed out to the organic dairy farmers in Denmark (671 units) and the organic plant breeders (119 units) with and without beef production (45 units) (Nielsen & Thamsborg, 2002). The result of the study showed that 71 % of the organic dairy farmers either destructed their bull calves or sold them to conventional farms for fattening (Nielsen & Thamsborg, 2002). The farmers reported that the Jersey bull calves were particularly difficult for the farmers to sell, and consequently 59 % of them were destructed (Nielsen & Thamsborg, 2002). However, the farmers preferred to raise the calves themselves and considered the elimination of the Jersey bull calves as an ethical issue within the organic dairy production (Nielsen & Thamsborg, 2002). In conclusion, the farmers had a possibility of utilising the bull calves if they cooperated more with plant breeders who had acreage raising them (Nielsen & Thamsborg, 2002). Additionally, the farmers could castrate the bulls and raise them as steers which could be lead to a more profitable business (Nielsen & Thamsborg, 2002).

### **4.4 Environmental impact of beef production**

The carbon footprint of beef has been reported from several studies and is well-known as a considerable contributor to environmental impact (Vries & Boer, 2009; Nguyen *et al.*, 2010; Gerber *et al.*, 2015; Mogensen *et al.*, 2015a; Mogensen *et al.*, 2015b).

Vries and Boer (2009) reviewed 16 studies that assessed the environmental impact of pork-, chicken-, beef-, milk- and egg-production using the life cycle analysis. Their results showed that production of beef required the most demanding production method, in regard to energy- and land-use, as well as global warming potential (Vries & Boer, 2009). In addition, beef was responsible for the highest environmental impact in the diet of average Western countries (Vries & Boer, 2009).

In a study by Gerber *et al.* (2015) the environmental impact and consequences of cattle production were examined. Gerber *et al.* (2015) reports that the production of feed crops for all livestock species is estimated to account for one third of all cropped areas globally. According to Gerber *et al.* (2015), another severe impact is the loss of biodiversity. Referring to a study by Thomas *et al.* (2014), the authors estimated that 15–37 % of the species included in the study would be extinct by 2050. Moreover, a negative environmental impact is caused by the use of fertilizers and pesticides in beef production, which has led to both pollution and dead zones in water and coastal zones and to a reduction of plants and arthropod species (Gerber *et al.*, 2015). The study concludes an urgent need of action and recommends the meat sector to increase their focus on solving environmental issues and develop a more sustainable food system (Gerber *et al.*, 2015).

In the following section, it will be examined whether beef from dairy-bred cattle is more sustainable than beef breeds. Mogensen *et al.* (2015a) estimated the amount of greenhouse gasses and land use change in a life cycle perspective from nine different beef production systems in Denmark and Sweden. Their study showed that beef from dairy-bred breeds had a lower carbon footprint (9–17 kg CO<sub>2</sub>/kg carcass) than beef from beef breeds (23.1–29.7 kg CO<sub>2</sub>/kg carcass) (Mogensen *et al.*, 2015a). A similar result was found when examining land use change, since dairy-bred calves had a lower emission of CO<sub>2</sub> pr. kg carcass (9.4–57.5 kg) than beef-bred calves (46.2–155.2 kg) (Mogensen *et al.*, 2015a). These results are consistent with the findings of Mogensen *et al.* (2015b), where 13 different beef production systems in Denmark were examined in relation to environmental impact. The result from the study indicated that veal based on a dairy system had a lower environmental impact than veal from a beef production in regard to all the measured categories (global warming potential, primary energy, acidification and eutrophication) except biodiversity damage (Mogensen *et al.*, 2015b). The study suggests that in order to ensure eco-friendly meat production in the future, there is need for further innovation on the utilization of the full carcass and product development (Mogensen *et al.*, 2015b).

## 5.0 Methodology

This chapter will outline the methodology applied for the data collection in this study. Multiple case studies and semi-structured qualitative interviews were conducted. Furthermore, situational analysis was applied.

A total of four semi-structured interviews were conducted with informants from four case studies. Case studies were applied, in order to examine a few real-life cases having certain similarities in common (Stake, 1995). The cases can provide the basis for new solutions within the given area and on basis of the collected data (Stake, 1995). Situational analysis was applied to create an overview of the non-human and human actors with relation to the dairy- and meat sector in Denmark (Clarke, Friese & Washburn, 2015). Additionally, to clarify the internal interactions and power structures among the actors (Clarke, Friese & Washburn, 2015).

Data was collected through a qualitative methodology, due to the choice of methods (Kvale, 2007). A qualitative approach to research aims at obtaining an insight in the life world of the informants (Kvale, 2007). In this study, examining the backgrounds and interests in solving the issue of the destruction of Jersey bull calves among the actors.

### 5.1 Multiple Case Studies

The multiple case study is an applicable method when examining more than one case (Stake, 1995). The use of several cases can help to understand the causalities among the cases (Bryman, 2012). In this study, the *instrumental case study* is applied, since the issue is of highest importance, rather than the uniqueness of each case (Stake, 1995). The instrumental case study aims at gaining a deeper understanding of the issue by investigating several cases, in contrast to scrutinizing one case (Stake, 1995). Multiple case studies are thus extended instrumental case studies (Stake, 1995).

The four case studies chosen for this study are *Thise & Ko* (henceforth named Thise & Cow), *Jersey Græskalv* (henceforth named Jersey grass-fed calf), *Kalø Kalven* (henceforth named The Kalø Calf) and *Velfærdsdelikatesser* (henceforth named Welfare Delicacies). The four cases were selected based on various factors, including relevance, extent and size of production. The amount of cases working with Jersey bull calves in Denmark is limited, and the chosen cases are the four largest projects working with Jersey bull calves in Denmark. The author took on the role as *interpreter* during the data collection (Stake, 1995).

Thise & Cow and The Kalø Calf were chosen since they are both recently initiated projects (Thise Mejeri, 2015; Kalø Økologiske Landbrugsskole, 2016). Consequently, they both have a present relevance and express a current focus on the issue. Jersey grass-fed Calf and Welfare Delicacies were chosen since they are both well-established projects that now are operated by the farmers (Appendix 2; 5). It was attempted to find cases with different approaches towards the issue. Thise & Cow has a background in the dairy industry, The Kalø Calf has a background as an educational institution, Welfare Delicacies has a background as a private association working for increased animal welfare, and Jersey Grass-fed Calf has a background as a small-scale private company.

In the following chapter, the four cases are successively accounted for.

### 5.1.1 Jersey Grass-fed Calf

The project Jersey Grass-fed Calf was able to initiate due to a fund of 100.000 DKK from Dyrenes Beskyttelse (henceforth named Animal Protection Organisation) supporting animal welfare-oriented projects (Appendix 5). The project started as a collaboration between Økologisk Landsforening (henceforth named Organic National Association), the Animal Protection Organisation, FødevarerErhverv<sup>1</sup>, Thise Dairy and the Danish slaughterhouse Friland (Jersey Græskalv, n.d.a). In 2010-11 the Jersey bull calf meat from Jersey Grass-fed Calf won Børsen's food award, which is granted to food products with extraordinary taste quality (Økologisk Landsforening, n.d.a).

The farmers associated in the project buy either pure Jersey bull calves or cross-bred Jersey bull calves from organic dairy farmers (Jersey Græskalv, n.d.b). The calves get connected in pairs of two to one nursing cow<sup>2</sup> at the dairy farmer, and when the cow accepts the calves for nursing they are being transferred to an outdoor green acreage (Jersey Græskalv, n.d.b). The calves and nursing cows then live outdoors for maximum one year before the Jersey bull calves have gained enough weight for slaughtering. The calves are slaughtered at a local butcher and the meat is sold privately at the farm in portions between 20–30 kg (Jersey Græskalv, n.d.d). The Jersey bull calf meat is sold for *c.* 83 DKK pr. kg (Appendix 2). Currently, only two farmers on Zealand and one in Jutland are connected to the project (Jersey Græskalv, n.d.c).

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<sup>1</sup> Translated from Danish: Directorate of Food Business

<sup>2</sup> Nursing cow: old dairy cattle that are not productive in the dairy production anymore.

### 5.1.2 The Kalø Calf

The Kalø Calf is a cooperation between Kalø Organic Agricultural College and the nearby organic farm Karensminde (Kalø Økologiske Landbrugsskole, 2016). The project started up as an open house event at the college as part of the project ‘Økologiske Værdikæder på Djursland<sup>3</sup>’ supported by the association LAG Djursland<sup>4</sup> and the Rural District Funds within the Ministry of City, Home and Rural Districts. LAG Djursland initiates projects to strengthen the local community and develop the area of Djursland (Kalø Økologiske Landbrugsskole, 2016). The event was established in order to bring focus to the problem and the ethical dilemma of the farmers. At the event, the students from the college were expected to communicate the issue of the Jersey bull calves to the visitors as well as selling them homemade burgers made from Jersey bull calf meat (Appendix 3).

The Jersey bull calves live at the appurtenant acreages of Kalø Organic Agricultural College and function as a part of the students’ education (Kalø Økologiske Landbrugsskole, 2016). The college is unique as they have their own product portfolio (Kalø Økologiske Landbrugsskole, 2016). The following aim of the project is to create a farm shop at Kalø Organic Agricultural College where Jersey bull meat and other home grown delicacies can be bought (Appendix 3). This is planned to be implemented through a collaboration called ‘Kalø Økologi<sup>5</sup>’, which is a collaboration between Kalø Organic Agricultural College and several local companies and distributors (Appendix 3).

### 5.1.3 Thise & Cow

The project Thise & Cow originates from a 10-year ongoing estimation of whether the dairy was mature enough to result in expansion of the company and brand in order to include a new product line consisting of organic meat (Appendix 4).

In June 2015, an extraordinary general assembly was held for the members of Thise Dairy and the project Thise & Cow was presented for the dairy farmers (Thise Mejeri, 2015). A total of 64 members voted positively for the project, thereby allowing Thise Dairy to take a step into the organic meat sector (Thise Mejeri, 2015).

Currently, Thise Dairy expects to sell the from Thise’s own farmers in the Danish retail group Coop’s stores by the name ‘Thise & Ko’ from summer 2016 (Fødevarerwatch, 2015). Thise Dairy has made

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<sup>3</sup> Translated from Danish: Organic Value Chains on Djursland

<sup>4</sup> Translated from Danish: Local Action Groups Djursland

<sup>5</sup> Translated from Danish: Kalø Organic

a procurement contract with Coop stating that they have to buy all the meat, in order to secure the farmers a fixed income (Fødevarerwatch, 2015). The meat will be managed in cooperation with Hadsund Slaughterhouse<sup>6</sup>, Hilton Århus<sup>7</sup> and Tamaco<sup>8</sup> (Appendix 4; 6). The issue regarding the destruction of Jersey bull calves will also be included in the project (Appendix 4). It will be examined whether it is possible to grade the Jersey bull calf meat at the slaughterhouses on the basis of some other parameters than ordinary veal, so it becomes profitable for the farmers to feed up the Jersey bull calves (Appendix 4). Finally, Thise Dairy intends to examine the possibilities of developing new cuts and delicacies of the Jersey bull calf meat in order to utilise the animal (Appendix 4).

#### **5.1.4 Welfare Delicacies**

Enveloped by the Animal Protection Organisation, Welfare Delicacies is a project aiming at developing a natural and all-round livestock farming with a maximum of animal welfare on small organic farms (Dyrenes Beskyttelse, n.d.a).

The farmers associated with Welfare Delicacies include producers of Jersey grass-fed calves, black-coloured welfare pigs and Gotlænder sheep and lamb (Dyrenes Beskyttelse, n.d.a). The farmers producing Jersey bull calves buy up pure Jersey bull calves from organic Jersey dairy farmers and are not allowed to buy cross-bred calves or use sexed semen (Dyrenes Beskyttelse, n.d.b). The calves must be from pure Jersey breed in order to comply with the guidelines (Appendix 5).

The procurement of the Jersey bull calves works by the same procedures as in project Jersey Grass-fed Calf where the calves get connected with a nursing cow at the dairy farmer and afterwards get relocated to the farmers who raise them at outdoor green acreage (Dyrenes Beskyttelse, n.d.b). The calves in project Welfare Delicacies live outdoors until they are eight months, after which they get slaughtered and sold (Appendix 5). The farmers are only allowed to sell the Jersey bull calf meat privately, since it is by regulations forbidden to engage with retail stores in the distribution of the meat (Dyrenes Beskyttelse, n.d.b).

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<sup>6</sup> Thise Dairy's cattle will be slaughtered at Hadsund Slaughterhouse

<sup>7</sup> Hilton Århus is the company managing the cut and packaging of the meat

<sup>8</sup> Tamaco is a commercial firm that helps Thise Dairy with the utilisation of the Jersey bull calves

## **5.2 Semi-structured interviews**

In order to validate the four case studies, semi-structured qualitative interviews were conducted with one informant from each case study, preferably the project manager. The semi-structured interviews were conducted on the basis of subjects which the interviewer had chosen in advance and would like to clarify through the interview (Kvale, 2007). The subjects are noted in an interview guide (Appendix 1).

The qualitative interview was applied in order to achieve knowledge and understanding of the given topic from the perspectives of the informants (Kvale, 2007), as well as to gain understanding through the informants' lifeworld and perceptions (Christensen, Nielsen & Schmidt, 2007). The aim of the qualitative interview is to achieve knowledge on both a factual and meaning-full level and not to focus on quantifiable matters (Kvale, 2007).

### **5.2.1 Informants**

The informants were selected due to their current or former job in the given organisation or project. The four informants are Mogens Poulsen, sales executive at Thise Dairy and project manager of Thise & Cow; Pernille Fraas Johnsen from the Animal Protection Organisation who is chief consultant within agriculture, fishery, poultry, cattle and label schemes and has a secretary position in Welfare Delicacies; Thorkild Nissen, temporary unemployed, but was formerly the project manager and performed consultancy to the organic farmers of Jersey Grass-fed Calves and Nikolaj Malte Houkjær, who is head of studies at Kalø Organic Agricultural College and was the project manager of The Kalø Calf (Appendix 2–5).

### **5.2.2 Interview settings**

The four interviews took place in familiar surroundings for the informants and was conducted in their native language in order to encourage them to speak their mind during the interview (Kvale, 2007). Three of the interviews took place in an organisational setting: Mogens Poulsen at Coop Denmark's headquarter; Pernille Fraas Johnsen at the headquarter of the Animal Protection Organisation and Nikolaj Malte Houkjær at Kalø Organic Agricultural College. The last interview took place in Thorkild Nissen's private home.

The interviews were initiated by the informants' giving informed consent, allowing the interviewer to tape the interview and to use their full names in the thesis (Kvale, 2007).

The informants were informed of the aim of the study before the interview, and were additionally provided a short *briefing* regarding the topic and purpose of the interview. This resulted in an open-minded sentiment between the interviewer and the informants (Kvale, 2007). All of the interviews were taped on a private mobile phone for later transcriptions. At the end of each interview, the informants were provided a short *debriefing*, and any additional questions were answered. Also, the informants were asked if the interviewer was allowed to contact them for follow-up questions.

During the interviews, the interviewer was aware of the unlike power relation between the interviewer and the informant. I.e., the interviewer is in control of the interview process and this constitutes an unbalance in the interview (Kvale, 1997). This was also one of the reasons to do both briefing and debriefings of the informants, and to conduct the interviews in their own familiar environments (Kvale, 2007).

An unexpected situation occurred during the interview with Nikolaj Malte Houkjær because the first part of the interview took place with the informant alone whereas the second part of the interview took place in a high school class with approximately ten students. The students had all worked with The Kalø Calf as a case during their education. The semi-structured interview thus turned into a more unstructured focus group interview where the interviewer constituted the role of a moderator and the informants discussed in plenum, which brought up several different points of view (Christensen, Nielsen & Schmidt, 2007).

### **5.2.3 Semi-structured interview guide**

The interviews were conducted on the basis of an interview guide (Appendix 1). In semi-structured interviews, the interview guide contains and outline the topics covered by the interview (Kvale, 2007).

The procedure of the semi-structured interview is not fixed, since the interview guide allows the interviewer to ask the informants to elaborate on their answers (Kvale, 2007). This means that the interview can take some digressions throughout. On a general level, however, it follows the interview guide (Kvale, 2007).



#### **5.2.4 Transcription**

The four interviews were transcribed shortly after conduction. This allowed the interviewer to have a fresh memory of the interview and the body language and behaviour of the informants during the interview (Kvale, 2007).

The interviews were transcribed directly from tape to text leaving out empty words. This was done, because the topic of the interview was not a sensitive issue and therefore the interviewer does not lay anything into eventual pauses, laughs or empty words (Kvale, 2007).

The transcriptions were coded into the five themes 'practices', 'ethical aspects', 'market opportunities and challenges', 'branding' and 'power structures' in order to keep the key issues in focus (Stake, 1995; Appendix 8). All of the quotations used in the following analysis have been translated directly from Danish to English.

#### **5.2.5 Validity, reliability and generalisability**

The concepts of validity and reliability are most often used in quantitative research with a positivistic angle to numbers and measurements (Kvale, 2007). It is however possible to transfer some of these matters to qualitative research (Kvale, 2007).

It is important to include validity through the whole interview process, including the planning, execution, following transcription and analysis (Kvale, 1997). In the planning process, the relevance of the questions in the interview guide were considered, and any question placing the informant in an unpleasant situation was left out (Kvale, 1997). During the interview, the interviewer was aware of not asking leading questions and thereby unconsciously leading the informant to answer in a certain way (Kvale, 2007). During the analysis the researcher was aware of her own interpretation of the interviews (Kvale, 1997).

The matter of reliability consists of examining whether the findings of the study are reproducible (Kvale, 2007) i.e., if the informants would give similar or different answers to another interviewer. The reliability of interviews can be maintained by preventing leading question. In the transcribing process, an issue of reliability could occur if several people were transcribing the interview, which was not the case for this study (Kvale, 1997, 2007).

The generalisation of qualitative studies is often questionable if there are too few subjects in order for the study to be generalizable. Kvale (1997) describes three types of generalisation (Naturalistic

generalisation, statistic generalisation and analytical generalisation) which can be applied to qualitative interviews based on case studies.

This study can be generalised according to Kvale's (1997) *analytical generalisation* as the selected case studies are estimated to be transferrable to similar cases. Given that only a minority is working within this specific area in Denmark and the four cases has several similarities, the researcher considers the case studies and interviews as generalizable.

### **5.3 Situational Analysis**

Adele Clarke's (2005) situational analysis was applied in this study in order for the researcher to create an overview of the actors and elements with relevance to the issue of Jersey bull calves. Clarke's situational analysis is an updated extension of grounded theory, originally developed by Barney Glaser and Anselm Strauss in 1967, which will not be further elaborated here (Clarke, Friese, & Washburn, 2015).

According to Clarke (2005), situational analysis includes the three mapping techniques 'situational map', 'social worlds/arena map' and 'relational map'. The situational mapping began in the initial phase of the data collection and was continually adjusted. The method of mapping helped the researcher clarifying relevant actors and outlining their internal relations (Clarke, 2005; Clarke, Friese & Washburn, 2015). A situational messy map was made creating an overview of all the relevant human- and nonhuman actors, objects and discourses. Subsequently, a social world/arena map was made, which consequently led to a relational map (Clarke, 2005; Clarke, Friese & Washburn, 2015; Figs 4–6). The procedure of the three types of mapping techniques will be elaborated below.

A situational messy map was constructed including all of the actors related to the issue of Jersey bull calves in the dairy- and meat sector in Denmark (Fig. 3). The map was constructed in order to obtain an overview of the relevant actors in one map and create an overview of the size of the network (Fig. 3). Subsequently, the most important actors from the messy map were found and divided into eight categories in the social world/arena map, consisting of 'retail groups', 'dairies', 'companies', 'projects', 'informants', 'human actors', 'organisations' and 'slaughterhouses' (Fig. 4).

The social world/arena map is applied in order to clarify the significance of the different categories, and to examine the interrelatedness of the actors. The significance of the actors is expressed by the size of the circle and the interrelatedness is expressed through circles overlapping each other (Fig. 4).

The majority of the categories related to the issue are interrelated in certain aspects and overlap each other (Fig. 4).

Finally, the situational messy map and the eight categories from the social worlds/arena map were further developed into a relational map in order to examine the power structures among the actors. The researcher chose to make the relational map more structured than prescribed by Clarke (2005) by illustrating the relations in a table with colour codes (Table 1). The actors are plotted against each other in a table, highlighting their positive and negative relations (Table 1). It is the results from the relational map which is further analysed and discussed in this study.

Table 1 is read horizontally from left to right, and the positive/negative relations between the actors are marked with five colour codes ranging from a 'weak' to 'strong' relation or marked as 'no relation':

- *'No relation'*: The actors have nothing in common and do not have any future plans of collaboration.
- *'Weak relation'*: The work of the actors sometimes influences each other positively or negatively, but they have no common assignments or collaborations.
- *'Strong relation'*: The actors work has a strong positive or negative influence on each other, either as business partners or competitors. The positive relations are most often collaborative partners.

The non-human actors and objects are only present in the topmost horizontal line. In the left vertical column, non-human actors and objects are left out, as it is more likely to be the actors having a relation towards them, rather than an object having a relation to an actor (Table 1). The discourses are not included in the relational map, given that the focus in this study is on the practices of the actors and not their comprehension.

Actors or elements that had become silent or less important during the mapping phases were not included in the relational map. E.g., only the retail groups with focus on organic food are included in the relational map, whereas all the retail groups in Denmark are presented in the messy map (Fig. 3). Likewise, only three of the Danish dairies from the messy map are included in the relational map (Arla, Thise and Naturmælk). Arla is included since it is one of the largest producers of dairy products in the world, and the largest producer of organic dairy products in Denmark. Thise Dairy is included as it is the second largest organic dairy producer in Denmark and is also used as a case study.

Naturmælk is included since it is an important actor when it comes to organic dairy production based on Jersey cows and as they have implemented a no-kill policy towards Jersey bull calves (Arla, 2015; Jensen, 2015; Landbrug & Fødevarer, n.d.; Thomsen, 2015).

In the analysis, the relational map will be applied in order to examine the power structures among a few selected actors and the positive/negative relations and its influence on the future possibilities for Jersey bull calf meat in Denmark. The power structures of the four case studies will furthermore be elaborated.

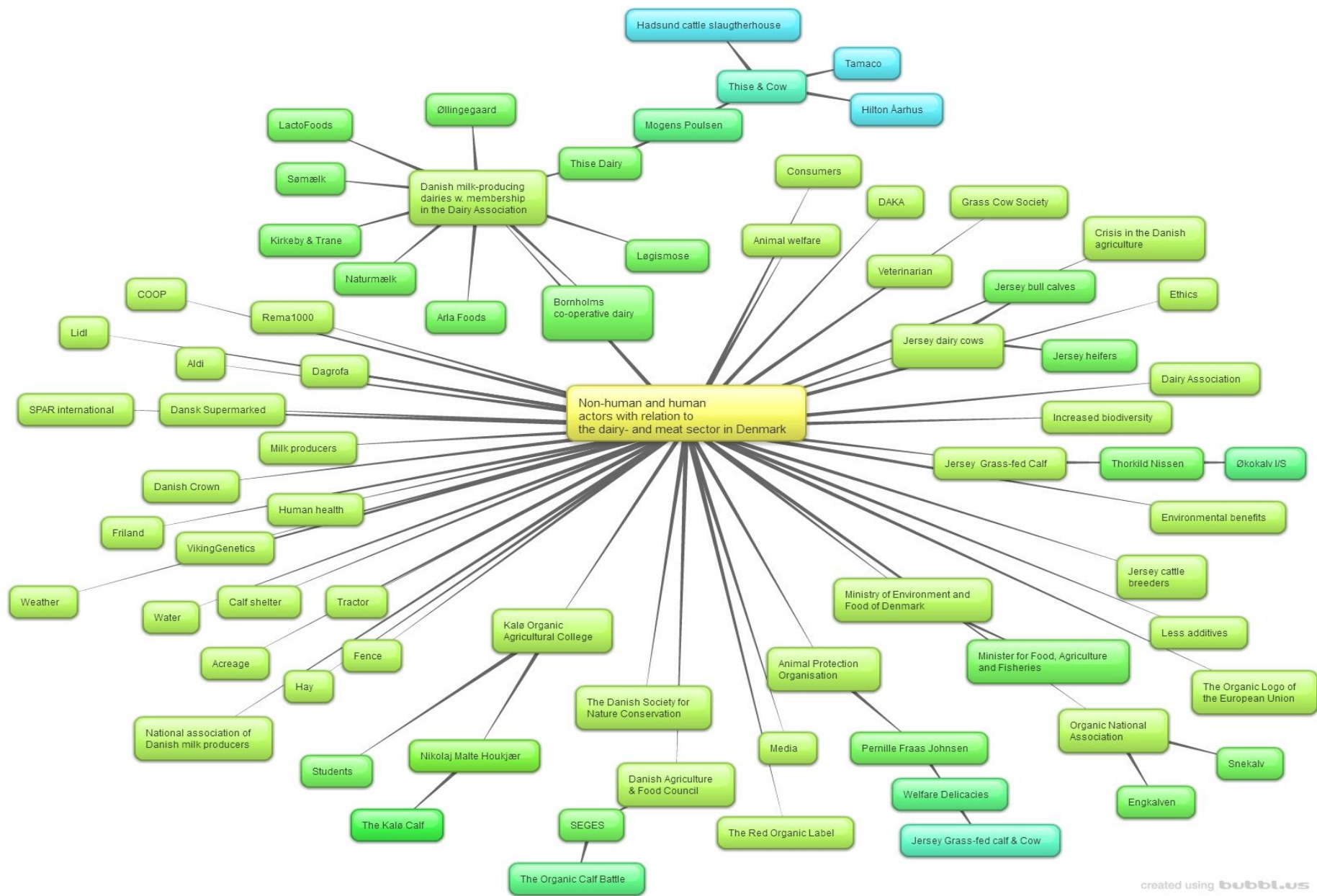


Figure 3: Situational messy map with all human and non-human actors, elements and discourses with relation to the dairy- and meat sector in Denmark. Reference: Clarke, 2005.

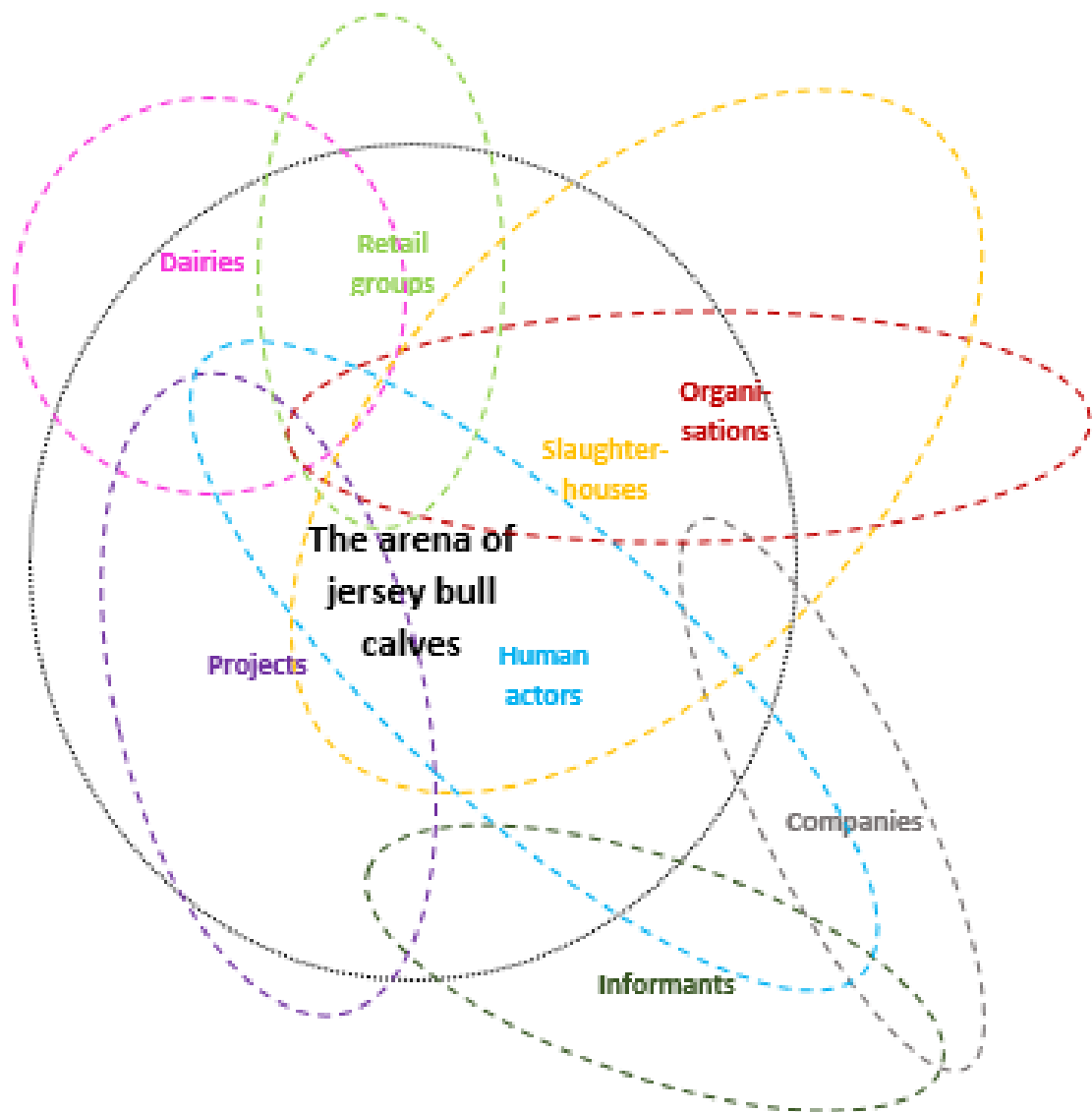


Figure 4: Situational social world/arena map with the most central actors and the interrelation between them. Reference: Clarke, 2005.

**Negative relation:** ● Weak ● Strong ● No  
**Positive relation:** ● Weak ● Strong ● No

Category	Actor	Lidl	Aldi	Rema 1000	Coop	Dansk Supermarked	Dagrofa	Thise	Naturmælk	Arla	VikingGenetics	Tamaco	DAKA	Jersey Grass-fed Calf	Thise & Cow	Welfare delicacies	The Kalø Calf	I/S Økokalv	Engkalven	Snekalv	The Organic Calf battle	Thorkild Nissen	Pernille Fraas Johnsen	Mogens Poulsen	Nikolaj Malte Houkjær	Minister of F, A & F	Students	Veterinarians	Milk producers	Jersey cattle breeders	Consumers	Organic National Association	Animal Protection Organisation	The Danish Dairy Association	Grass Cow Society	Danish Agriculture and Food council	The Danish Society for Nature cons.	Kalø Organic Agricultural College	SEGES	Hadsund slaughterhouse	Danish Crown	Hilton Food Denmark	Friiland	Human health	Environmental benefits	Animal welfare	Less additives	The Red Organic Label	Non-human actors	Objects												
Retail groups	Lidl																																																													
	Aldi																																																													
	Rema1000																																																													
	Coop																																																													
	Dansk Supermarked																																																													
	Dagrofa																																																													
Dairies	Thise																																																													
	Naturmælk																																																													
	Arla																																																													
Companies	VikingGenetics																																																													
	Tamaco																																																													
	DAKA																																																													
Projects	Jersey Grass-fed Calf																																																													
	Thise & Cow																																																													
	Welfare Delicacies																																																													
	The Kalø Calf																																																													
	I/S Økokalv																																																													
	Engkalven																																																													
	Snekalv																																																													
	The Calf Battle																																																													





## 6.0 Philosophy of science

In this chapter, the philosophy of science of the present study is presented. The approach clarifies how the researcher is related to the data collection.

### 6.1 The hermeneutic approach

Traditionally, hermeneutics aim at reaching a valid understanding of a text (Kvale, 1997). Today, hermeneutics is understood in a wide sense and includes both conversations, e.g. interviews and observations (Kvale, 1997). This understanding of hermeneutic interpretation emerges from the German philosopher Hans-Georg Gadamer who stated that an interviewer's pre-understanding of a given topic is unavoidable in an interview or observational situation (Stake, 1995; Dahlager & Fredslund, 2011). I.e., it is challenging for the interviewer not to draw comparative analogues between the new 'experience' and the understandings and pre-assumptions derived from previous experiences, memories and acquaintances (Stake, 1995; Dahlager & Fredslund, 2011). The process of gaining knowledge from the informant's lifeworld, without being influenced by former experiences in e.g. an interview setting, is referred to as *the hermeneutic circle* and will be outlined here (Kvale, 1997).

#### 6.1.1 The hermeneutic circle

Hans-Georg Gadamer criticises the earlier understandings of the hermeneutic circle where the subject (the researcher) studies the object (the informant) neutrally from the outside (Dahlager & Fredslund, 2011). Hans-Georg Gadamer's own concept of 'pre-understanding' leads to a new understanding of the hermeneutic circle in which the researcher's own pre-understanding is ubiquitous and necessary in order to obtain an understanding of the object (Dahlager & Fredslund, 2011).

This also manifested itself during the interviews, where the researcher beforehand had examined the background of the informants and thus unconsciously had created a pre-understanding of the person and case. As a researcher, it is impossible to neglect any personal pre-understanding towards a given topic. It is, however, imperative that the researcher is aware of this in order to reach a common understanding, termed *fusion of horizons* by Dahlager & Fredslund (2011).

The fusion of horizons is an ongoing process throughout the data collection. It particularly occurs in interview situations where the researcher's pre-understanding is at stake and changes through the obtaining of new knowledge from the informants (Dahlager & Fredslund, 2011).

As a researcher, I had required a pre-understanding of the four case studies, as well as a general idea of why that many Jersey bull calves are still destructed. My pre-understanding was that the farmers and dairies remained ignorant towards the issue. I assumed this was predominantly due to economic reasons, as well as the general lack of knowledge of the issue among the average consumer.

During the interviews, my understanding was considerably expanded, particularly regarding the multifaceted challenges that the involved farmers and dairies face. This changed my former pre-understanding. It is thus important to keep in mind that understanding is momentary and that a complete understanding is generally unachievable (Dahlager & Fredslund, 2011).

## **6.2 Ethical position**

I am aware of the fact that I approach the issue from a positive position in relation to the four case studies, because my intention is to improve the life quality of Jersey bull calves. Due to these personal relations towards the issue, a critical and unbiased approach towards the data collection and interpretation was implemented throughout the study.

My ethical understanding of the issue regarding Jersey bull calves is controlled by our times and the western culture. In the western world, there is a sufficient supply of food, making the surrounding factors around food production, such as animal welfare, very debated topics. Consequently, Danish consumers have the possibility to demand foods of high ethical standards and are frequently willing to pay more for such products. As a researcher, I place my fundamental ethics in deontology and virtue ethics, since I believe that an act should not be deemed on what brings the best consequences for the most people, such as that of the utilitarian view. I am of the opinion that an issue often is not that simplistic and that it depends on which factors the rightness of an act is judged by. Furthermore, I believe it is important to consider the motives behind an act, before it can be judged whether it is ethically justifiable or not.

## 7.0 Theoretical Framework

In this chapter, the chosen theoretical framework will be examined and applied in order to substantiate the analysis. The chosen theoretical framework and concepts are practice theory, three ethical approaches, strategic communication, storytelling, six organic archetypes and Pierre Bourdieu, notably his concepts of habitus, doxa and social worlds.

### 7.1 Pierre Bourdieu: doxa, habitus & practices

Pierre Bourdieu (1930–2002) was a sociological professor and is regarded as one of the most influential sociological theoreticians (Olesen, 2010). Bourdieu described the relation between actors and structure as the relation between the two concepts *habitus* and *field* (Bourdieu 1990; Olesen, 2010).

Habitus is a basic concept of Pierre Bourdieu. It describes the structures which underlie human actions, opinions and the choices one makes, also referred to as their *practice* (Bourdieu, 1990; Olesen, 2010). The structures of habitus are created throughout the life and experiences, and manifest themselves as the *practice sense* of humans (Bourdieu, 1990; Olesen, 2010). Daily decisions are based on the practical sense, which unfolds in what Bourdieu describes as a *field*, i.e. the life world of humans (Olesen, 2010). Bourdieu operates with the idea of every field having its own *doxa*, which is a set of rules concerning common understanding and social acceptability within the field (Olesen, 2010).

Habitus is deeply rooted in social structures. This implies that the human opportunities are limited due to social roots; not the intellectual capacity (Bourdieu, 1990; Olesen, 2010). Furthermore, habitus is controlled by the field, but also contributes to the field with worthy values, making it meaningful (Olesen, 2010). Pierre Bourdieu (1990) describes habitus as a concept that:

*(...) tends to generate all the 'reasonable', 'common-sense', behaviours (and only these) which are possible within the limits of these regularities, and which are likely to be positively sanctioned because they are objectively adjusted to the logic characteristics of a particular field (...)* (Bourdieu, 1990, p. 55-56).

Habitus is constituted by the practical sense and the social structures in the relations between the people acting within a certain field (Bourdieu, 1990; Olesen, 2010; Shove, Pantzar & Watson, 2012).

Thus, it is not a static concept, but a dynamic factor leading people in their practical every-day (Olesen, 2010). This expresses itself in behavioural patterns (doxa) characterised by e.g. regularity, patterns and routines accepted by the actors in the same social field (Olesen, 2010; Shove, Pantzar & Watson, 2012).

The concepts of Pierre Bourdieu are applied in this study, in order to analyse the social worlds, backgrounds and routines of the different actors, regarding the destruction of Jersey bull calves. The concept of habitus is further developed in to the theory of practice, which will be elaborated in the following section (Shove, Pantzar & Watson, 2012).

### **7.1.1 Practice Theory**

Practice theory is not a defined theory, but rather an analytical perspective on human behaviour and actions (Andersen, 2015). Practice theory offers a way to approach behavioural change with focus on everyday practices, routines, certain rules within a given field, experiences of individuals and know-how, embodied in human actors, similar to habitus (Freyer & Bingen, 2012; Shove, Pantzar & Watson, 2012; Andersen, 2015): “(...) *a practice has a set of established understandings, procedures and objectives. Such formal and informal codifications govern conduct within that practice, though often without much reflection or conscious awareness on the part of the bearers*” (Warde, 2005, p. 140).

The aim of practice theory is to achieve an understanding of the interactions between several human actors and their practices within a given field (Freyer & Bingen, 2012; Shove, Pantzar & Watson, 2012; Andersen, 2015). Particularly, it is the interrelatedness among a group of investigation, which is of interest (Freyer & Bingen, 2012; Shove, Pantzar & Watson, 2012). In practice theory, the individuals are referred to as *practitioners* and actions as *practice* (Warde, 2005; Andersen, 2015).

Boris Andersen (2015) has constructed a theoretical model on the basis of four analytical concepts, affecting the execution of a practice. The four concepts are ‘materiality’, ‘procedure’, ‘understanding’ and ‘engagement’ with ‘practice’ as the central point (Andersen, 2015; Fig. 5).

The central point, *practice*, is understood as a routine of activities embedded in the everyday life and includes the norms and rules followed by the practitioners (Andersen, 2015). The practice is both understood as human actions and expressions (Andersen, 2015). *Materials* are understood as the objects necessary to carry out a practice, and may include physical surroundings and technology (Andersen, 2015). *Procedures* are understood as rules, including the unwritten and the more established rules (Andersen, 2015). *Understanding* is understood as knowledge and ‘know-how’ and becomes increasingly routinized the more the practice is accomplished (Andersen, 2015). *Engagement* is understood as the feelings occurring during the execution of a practice (Andersen, 2015).

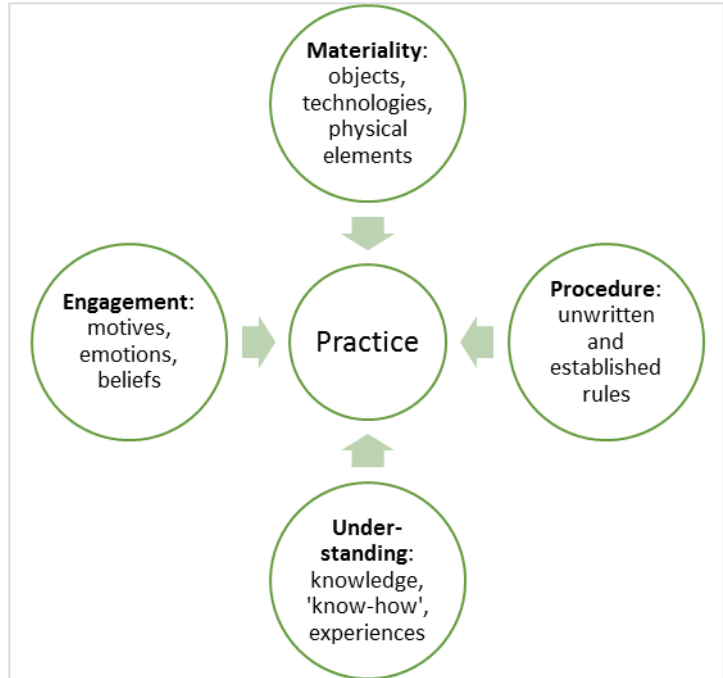


Figure 5: The Practice Theory Model. Modified from Andersen, 2015.

Although a practice is understood on the background of the current rules and norms, practitioners may adjust the practice and correspondingly develop it further (Andersen, 2015). By changing the current practice, the practitioners reject former practices and adjust the norms, leading to a change of practice (Andersen, 2015): “*With the transformation process, the farmer moves a big step forward and rejects most former social practices*” (Freyer & Bingen, 2012, p. 173). Thus, the analytical aim of the practice theory is to describe how practices are changed through the rejection of former ones (Andersen, 2015).

Practice theory is applied in this study in order to examine the practice sense, habitus and doxa within the four case studies, as well as their practice around the destruction of Jersey bull calves. Furthermore, it is applied in order to examine the four concepts (Fig. 5), including a study of the

current practices and the potential change of sensibly established practices being an inherent part of the daily practice sense (Freyer & Bingen, 2012).

## **7.2 Ethical approaches**

In this subchapter, three different ethical approaches are elaborated from the perspective of a few relevant philosophers. The three approaches are argumentation types used in normative ethics. They consist of *the utilitarian approach*, *the deontological approach* and *virtue ethics*. Normative ethic is applied when the aim of a study is to explore the opinion of several people as well as their actions towards a given issue (Singer, 1994). It is beyond the scope of the present paper to present a thorough discussion of the work of each of the philosophers. Only their most important contributions to the given topic are presented here.

### **7.2.1 The utilitarian approach**

Consequentialism is an ethical approach aiming to do as much good as possible (Christensen, 2011). Within consequentialism, utilitarianism is the most well-known approach dealing with utility and the fact that the morality of an act is determined by the end goal, which should be to maximise happiness and minimise pain (Singer, 1994; Christensen, 2011): “(...) *Utility, or the Greatest Happiness Principle, holds that actions are right in proportion as they tend to promote happiness, wrong as they tend to produce the reverse of happiness*” (Mill, 1863, p. 9-10).

The utilitarian approach is widely spread in agricultural businesses where moral, social or political actions generally aim at achieving the greatest good for the most people (FAO, 2004). An agricultural example is how the industrialised farming systems are used in order to produce sufficient amount of food, while it may be questioned whether that system has indeed created the best for most people. This depends on whether the intended outcome is in correlation to e.g. environmental impact, having sufficient amount of food or providing the next generations (FAO, 2004).

Peter Singer is one of modern times' utility ethicist, and his work 'Animal Liberation' works with expanding the utilitarian approach to include animal ethics as well. Singer (1985) argues that modern people have a double ethical standard since they care for their family, children and pets, but at the same time care only little about the life conditions of agricultural animals. Singer (1985) finds it

difficult to understand why people generally believe that agricultural animals do not feel pain in the same way as human beings and pets, and why an act should only concentrate on maximising happiness among human beings rather than maximising happiness for all beings. He argues against factory farms and experimentation on animals, because he believes that all animals should be considered equal to human beings (Singer, 1985). In this study, Singer's perspectives on the consciousness of animals will be taken in to account. Furthermore, this study will discuss what the most utilitarian solution towards the issue of this study would be; to continue destructing the Jersey bull calves or to utilise them?

### **7.2.2 The deontological approach**

Deontology has a narrow view on concepts and deals with what is morally right according to norms and rules, and what we ought to do as human beings (Curry, 2006; Christensen, 2011). Contrary to utilitarianism, an act can be morally justified even though it does not bring the most happiness to the most people possible, making the right choice outweigh the result (Singer, 1994; Curry, 2006).

One of the most influential thinkers of deontology was the philosopher Immanuel Kant (1724-1804), who stated that a human action is ethically justifiable if the act is done based on a decision which is morally acceptable (Christensen, 2011). Thus, Kant dissociates himself from the fact that it is the consequences of one act that determine whether an act is right or wrong (Christensen, 2011). Kant proposed *The Categorical Imperative* which is an expression of a moral law being absolute for all actors (Curry, 2006). The categorical imperative implies that an act is ethically justifiable if it can become a common law, meaning that humans should act in a way that the fundament for one's decisions can become the basic principle of a legislation (Curry, 2006). Kant argues that all humans are equal, and consequently all humans have the same common sense and the ability to act law-abiding (Curry, 2006; Lenti 2009). Additionally, Kant claims that humans, unlike other things in nature such as animals, have the ability to act on the basis of these self-determined principles (Christensen, 2011).

This is contrary to the philosophy of Tom Regan who also works with the deontological approach, but has extended the approach to include animals. In the book 'The Case for Animal Rights', Regan (1985) argues that animals, as well as humans, are beings with interests and should therefore not end their lives for the sake of humans, but instead be treated in an equal and sensible way. Regan argues:

“(...) *we can do wrong acts that involve animals, and so we have duties regarding them, though none to them. (...) all of our duties regarding animals are indirect duties to one another – to humanity*” (Regan, 1985, p. 13). Regan (1985) argues that the entire modern food system is based on wrong conceptions since it allows us to view animals as our resources being present due to the need of food, to test new medicine or to win money in sports. He finds it alarming that the modern society has accepted this view of animals, and that we need to accept that we have some duties to treat animals’ rights (Regan, 1985). The perspectives of Immanuel Kant and Tom Regan with regard to animals will be discussed further.

### **7.2.3 The virtue approach**

Virtue ethics is the oldest of the three ethical approaches. It focuses on the character of the individual’s intentions that lies behind an act, and presents us to several ideals regarding what constitutes a good human being (Curry, 2006).

Virtue ethics works with the question of ‘what *one* should do’ rather than ‘what one *should* do’ and is thus more dependent on circumstances rather than consequences (Christensen, 2011). An act should be based on our understanding of what a good life is and thereby what the morally good person would do (Christensen, 2011). If a person acts on the background of what a morally good human being would do, the act is ethically justifiable (Curry, 2006; Christensen, 2011).

Several questions occur according to this approach as the virtuous person is used as the benchmark. It could thus be considered how one should know how the virtuous person would act in a specific situation and with it what one should do (Christensen, 2011). Due to the special approach, virtue ethics is not considered to be act-oriented and thus only constitutes a small part in the ethical aspects of this study (Christensen, 2011).



## 7.3 Strategic Communication

In this subchapter, the chosen strategic communicative strategies and theories are outlined. The chapter is divided into three themes elaborating the theoretical approaches The Four (Five) P's, The Two-step Flow of Information Model and The Diffusion Theory (Windahl, Signitzer & Olsen, 2009).

### 7.3.1 The Four (five) P's

The Four P's marketing model was originally developed by Jerome McCarthy in 1975 and is applied in marketing and communication planning (Windahl, Signitzer & Olsen, 2009). Originally, the four P's consisted of 'Product', 'Price', 'Place' and 'Promotion'. In 1989, the fifth P 'Positioning' was added (Windahl, Signitzer & Olsen, 2009). The Five P's will be elaborated below.

The first P, *Product*, is the product in itself and may consist of a physical product, an idea, a practice or a service (Windahl, Signitzer & Olsen, 2009). In order to market a product, it is important to have an understanding of the perception of the receivers (Windahl, Signitzer & Olsen, 2009).

The second P, *Price*, consists of both the actual price paid for a product and the additional price in the sense of e.g. added value for the product (Windahl, Signitzer & Olsen, 2009). The price should be adjusted according to the receiver group and enhance the surrounding benefits of the product (Windahl, Signitzer & Olsen, 2009).

The third P, *Place*, is the distribution channels in which the product is marketed and sold through (Windahl, Signitzer & Olsen, 2009). The sale channels should be accessible and identifiable for the target group the meat is directed to (Windahl, Signitzer & Olsen, 2009).

The fourth P, *Promotion*, consists of the branding and marketing of a product. (Windahl, Signitzer & Olsen, 2009). The promotion of a product could be emphasized by e.g. applying storytelling and in branding the product by added value or enhancing the surrounding factors of a production method (Windahl, Signitzer & Olsen, 2009).

The fifth P, *Positioning*, concerns with the differentiation of a product compared to similar products, and is thus closely related with *promotion* (Windahl, Signitzer & Olsen, 2009). The product should be marketed in such a way that the consumers will favour it over similar products (Windahl, Signitzer & Olsen, 2009).

The Five P's are applied in order to analyse the parameters to market and brand Jersey bull calf meat by. I.e. to examine the product, what the price implies, where the product should be distributed, what the product should be branded by and how it is positioned compared to similar meat products on the market.

### 7.3.2 The Two-step Flow of Information Model

The Two-step Flow of Information Model is a well-known theory within the field of communication (Windahl, Signitzer & Olsen, 2009). The model describes how information is communicated from sender to receiver through different sources, specifically focusing on *mass media* and *opinion leaders* (Fig. 6; Windahl, Signitzer & Olsen, 2009).

Communication is not transferred directly from sender to receiver, and thus enhances the importance of clarifying and identifying the communicative channels of a target group (Windahl, Signitzer & Olsen, 2009). Fig. 6 illustrates how the communicative message is passed on from mass media to the opinion leaders and further on to the *individuals* (Windahl, Signitzer & Olsen, 2009). The individuals reflect themselves in the opinion leaders, thus having the ability to influence their followers and pass on the message to them (Fig. 6; Windahl, Signitzer & Olsen, 2009).

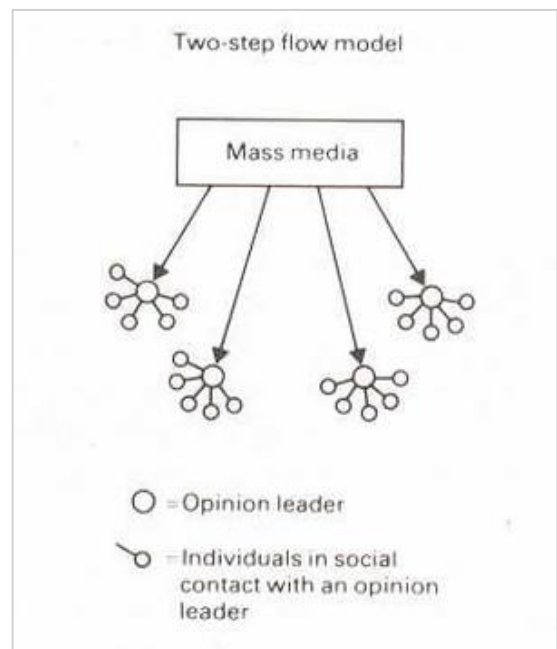


Figure 6: The Two-step Flow of Information model. From University of Twente, 2010.

The importance of using several communicative channels, as well as examining the internal communication among the receivers in order to reach the target group, is furthermore emphasised (Windahl, Signitzer & Olsen, 2009). It is thus acknowledged that communication is not implemented by a one-way communication (Windahl, Signitzer & Olsen, 2009).

The Two-step Flow of Information Model is applied in order to analyse the possibilities of involving several food-professional opinion leaders in the communicative strategy of branding the Jersey bull calf meat.

### 7.3.3 The Diffusion Theory

The Diffusion Theory is a continuation of The Two-step Flow of Information Model, and is a valuable theory in communication planning (Windahl, Signitzer & Olsen, 2009). While The Two-step Flow of Information Model elaborates how messages are perceived, The Diffusion Theory elaborates on the response and implementation of an *innovation* (Windahl, Signitzer & Olsen, 2009). The intended outcome of the diffusion process is most often a behavioural change (Windahl, Signitzer & Olsen, 2009). The theory was first presented by Everett Rogers in 1983 when he published the *Diffusion of Innovations* (Windahl, Signitzer & Olsen, 2009). The account of The Diffusion Theory is based on the work of Rogers and his five stages consisting of ‘Knowledge’, ‘Persuasion’, ‘Decision’, ‘Implementation’ and ‘Confirmation’ (Windahl, Signitzer & Olsen, 2009).

*The Knowledge Stage* occurs when the target group is exposed to the new innovation and responds in an either active or passive manner (Windahl, Signitzer & Olsen, 2009). The sender of the message needs to ensure that the *active seekers* are targeted, and communication should thus be accomplished within the communicative channels of the seekers (Windahl, Signitzer & Olsen, 2009). In order to reach the more passive members of the target group, communication could be implemented through common medias in the target groups’ everyday life (Windahl, Signitzer & Olsen, 2009). In *The Persuasion Stage*, the target group will create a positive or negative opinion towards the new innovation (Windahl, Signitzer & Olsen, 2009). The communicative channels, from which the message is sent, are crucial in this stage; it is easier to persuade the target group if a familiar person has had a good experience with the innovation beforehand (Windahl, Signitzer & Olsen, 2009). In *The Decision Stage*, the target group decides to accept or reject the innovation (Windahl, Signitzer & Olsen, 2009). Objections against the innovation could consist of a lack of resources or a negative attitude amongst the target group (Windahl, Signitzer & Olsen, 2009). In order to counteract the resistance, it is possible to apply initiatives to secure the acceptance of the innovation, e.g. by offering guidance, using case stories from the real world or donate free samples (Windahl, Signitzer & Olsen, 2009). In *The Implementation Stage*, the target group applies the new innovation (Windahl, Signitzer & Olsen, 2009). By this time, the target group should have gained knowledge of the innovation and have the practical means to implement it. The most important factor in this stage is that the know-how is present among the target group (Windahl, Signitzer & Olsen, 2009). In the last stage, *The Confirmation Stage*, the role of the sender is essential as it consists of offering support and guidance towards the implementation of the new innovation, in order to avoid drop-outs (Windahl, Signitzer & Olsen, 2009). Although the new practice is applied, the sender should not be absent, since there is

a high risk of relapse. This means that the actors could reject the innovation and resume to their old routines (Windahl, Signitzer & Olsen, 2009).

In this study, The Diffusion Theory is applied in order to analyse the different stages of change that the farmers go through when changing their daily practice from destructing Jersey bull calves to utilising them. This includes the potential opposition towards the new innovation and how to handle the challenges.

#### **7.3.4 Storytelling**

In addition to strategic communication, storytelling is a highly relevant marketing tool. Storytelling is concerned with the way of branding a company or differentiate a product by the use of stories (Fog, Budtz & Yakaboylu, 2004; Mossberg, 2008).

Through the last decades, a shift has taken place among the consumers, changing from material consumption to a demand for products adding value to the buyer (Fog, Budtz & Yakaboylu, 2004; Mossberg, 2008). Modern companies are thus facing the challenge of attaching additional benefits to their brand in order to meet the demand of the consumers (Fog, Budtz & Yakaboylu, 2004). E.g., such values could be included in the Cooperate Social Responsibility (CSR) profile of the company and relate to environmental initiatives, lowering CO<sub>2</sub> emissions or increasing animal welfare (Fog, Budtz & Yakaboylu, 2004). Companies most often apply storytelling to one or several products in order to increase the attractiveness of the product (Fog, Budtz & Yakaboylu, 2004; Mossberg, 2008). The attached story will most often concern the history of the company, manufacturing processes or e.g. the process of recycling (Fog, Budtz & Yakaboylu, 2004). In order to create a feeling of uniqueness among the consumers, they can e.g. be included in the developmental processes (Fog, Budtz & Yakaboylu, 2004). This also makes the stories more trustworthy as they are passed on from customer to costumer rather than from the company (Fog, Budtz & Yakaboylu, 2004). It is important to create stories that will produce memorable experiences in the mind of the customers so they feel the urge to pass on the stories, ensuring a future profit to the company (Fog, Budtz & Yakaboylu, 2004).

In this study, storytelling is applied in order to examine the possible marketing strategies for Jersey bull calf meat, and to examine the possible stories which the projects and meat could be branded by.

## 7.4 The organic archetypes

Six organic archetypes were defined on the basis of an attitude based segmentation by GfK ConsumerScan conducted within 2500 households (Økologisk Landsforening, 2013). The archetypes were identified in order to assess the organic market within e.g. product development or branding of organic foods (Økologisk Landsforening, 2013). The six archetypes are *the idealist*, *the individualist*, *the uncommitted*, *the convenient oriented*, *the traditional* and *the sceptic* (Økologisk Landsforening, 2013). They are briefly elaborated below.

The idealist positively favours organic food and emphasises animal welfare when buying food (Økologisk Landsforening, 2013). The idealist is willing to pay more for products with an attached story concerning the origin of the product or production methods (Økologisk Landsforening, 2013). This idealist enjoys spending time preparing healthy meals with a specific focus on the amount of minerals and vitamins (Økologisk Landsforening, 2013). The idealist has a higher organic share than the average Dane within all product lines (Dairy product, fruits, vegetables, dry foods, meat etc.) and purchases approximately 11 % organic beef and 7 % organic cold meat (Økologisk Landsforening, 2013).

The individualist positively favours organic food and values information on the origin of a product (Økologisk Landsforening, 2013). The individualist purchases high-quality foods in speciality stores or directly from the farmer and enjoys spending time on cooking (Økologisk Landsforening, 2013). The price has no impact on the food choices of the individualist and the archetype has a higher organic share than the average Dane within all product lines (Økologisk Landsforening, 2013). The individualist buys approximately 3 % organic beef and 1 % organic cold meat (Økologisk Landsforening, 2013).

The traditional positively favours organic food and prefers food produced from traditional standards (Økologisk Landsforening, 2013). The traditional emphasises animal welfare when buying food and is willing to pay more for products with an attached story of origin (Økologisk Landsforening, 2013). The traditional values healthy food and has an interest in the amount of vitamins and minerals in the food (Økologisk Landsforening, 2013). Food of high quality is preferred and the traditional favours quality rather than quantity. The archetype has a higher organic share than the average Dane within juice, rye bread and bread mix and buys approximately 2 % organic beef and 0,5 % organic cold meat (Økologisk Landsforening, 2013).

‘The uncommitted’ are indifferent towards organic food, and ‘the sceptic’ negatively favours it (Økologisk Landsforening, 2013). ‘The convenient oriented’ positively favours organic food, but prefers convenience food and is of the opinion that organic food is too expensive (Økologisk Landsforening, 2013). Due to these archetypes attitudes towards organic food, they are not dealt with further in this study.

In this study, the organic archetypes are applied in order to assess a potential market for Jersey bull calf meat among the Danish consumers.

## **8.0 Analysis**

On the basis of the data collection, the practices behind the four case studies and the possibilities and challenges in correlation to a future market of Jersey bull calf meat in Denmark will be analysed. The relational map will furthermore be applied in order to analyse the internal power structures among the actors and possible future collaborations.

### **8.1 Analysis of the four case studies and semi-structured interviews**

The analysis is divided into four subchapters. In the first subchapter 'Former and future practices' the underlying practices of the four case studies will be analysed according to the practice theory model by Andersen (2015) and The Diffusion Theory (Windahl, Signitzer & Olsen, 2009). In the second subchapter 'Ethical aspects' the ethical motives behind the four cases choice of working with Jersey bull calves will be identified along with the ethical considerations of sexed semen and cross-breeding. In the third subchapter 'Market opportunities and challenges' the market opportunities for Jersey bull calf meat in Denmark will be analysed according to The Five P's and the estimation from the informants (Windahl, Signitzer & Olsen, 2009). In the fourth subchapter 'Branding & distribution' the potential distribution channels will be analysed on the background of the informants' estimation, The Five P's and The Two-step Flow of Information Model (Windahl, Signitzer & Olsen, 2009). Furthermore, the branding possibilities will be outlined. Theoretical concepts of storytelling, organic segments, habitus, social worlds and doxa will also be included in the analysis.

#### **8.1.1 Former and future practices**

In the following subchapter the present practices of the four case studies will be examined and analysed according to the practice theory model by Andersen (2015) and The Diffusion Theory (Windahl, Signitzer & Olsen, 2009). Additionally, the practices will be analysed according to the concepts of Pierre Bourdieu.

The practices of These's farmers have so far been destructing the Jersey bull calves in lack of better alternatives (Appendix 4). Mogens Poulsen acknowledges it as a considerable ethical problem in the organic dairy sector and intend that These Dairy is an active player in the abolition of the practice (Appendix 4). Thorkild Nissen believes that the standstill on the area is caused since no larger dairy yet has raised the problematic (Appendix 2). He states that the larger Danish dairies could affect each

other through competition, as no dairy wants to be the one who does not engage to the challenge: “The thing is, that *Naturmælk* (ed. Danish organic dairy) has said, that they do not shoot their Jersey calves. And This has difficulties ignoring that some other organic dairy should be more ethical than they are. And this is fine, that they pressure each other.” (Appendix 2).

This rival power balance among the dairies is an expression of how the *procedures* at the Danish dairies functions (Fig. 7). It indicates the lack of effort in regards to solving the ethical dilemma with the Jersey bull calves among the dairies (Fig. 7; Andersen, 2015). This however might be changing now. When one dairy declare that they do not kill any Jersey bull calves, then it is almost impossible for the remaining dairies to disregard, as the issue becomes generally known among the consumers.

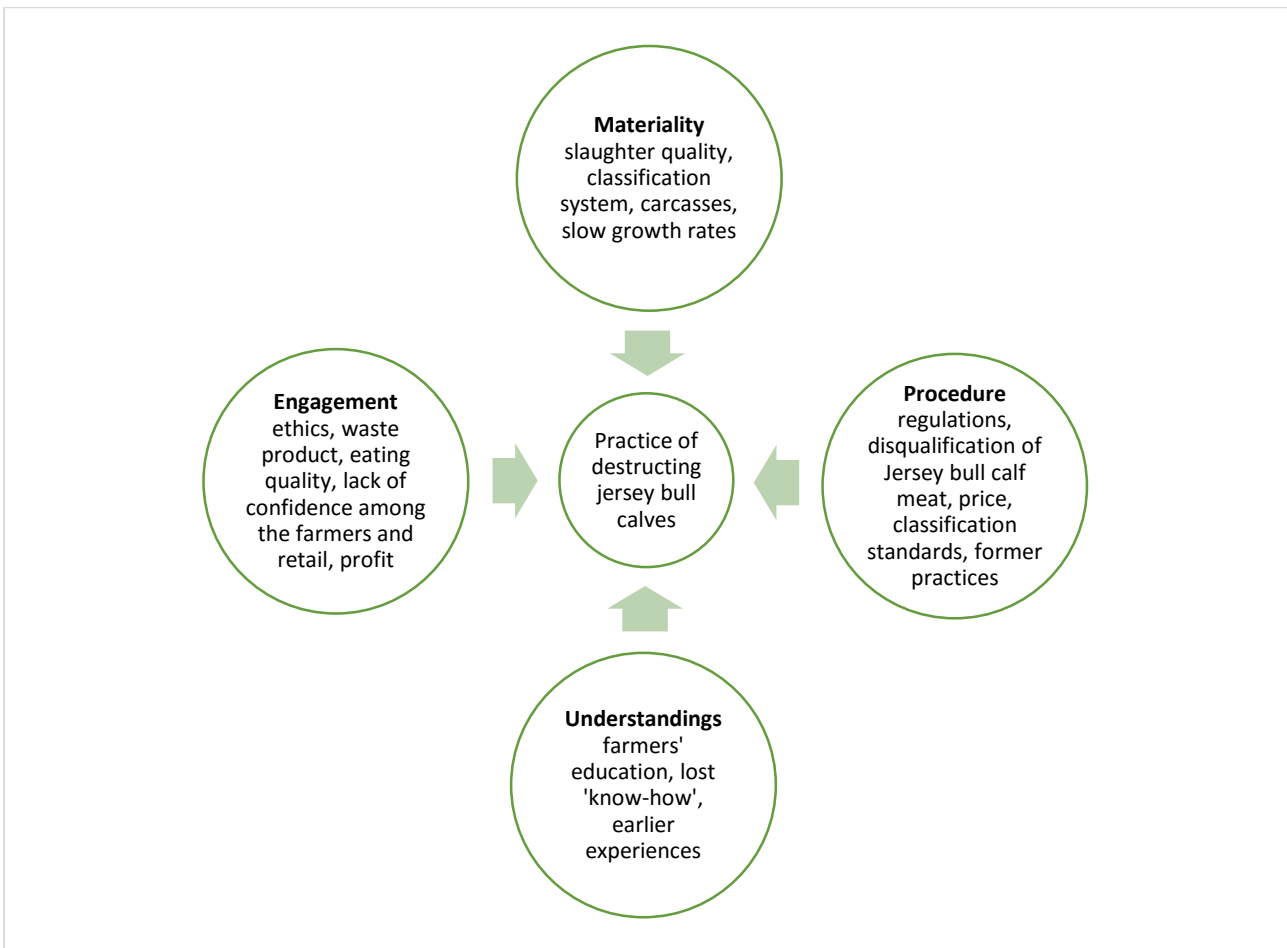


Figure 7: The Practice Theory Model. Modified from Andersen, 2015.

A *new innovation* is introduced to the farmers when they are banned to destruct their Jersey bull calves. This is expressed as *the knowledge stage* in The Diffusion Theory (Windahl, Signitzer & Olsen, 2009). In this stage the farmers are acquainted with the new innovation – or the new practice in relation to this study (Windahl, Signitzer & Olsen, 2009). It is discussable which communication



should be applied in the social world of the farmers. Top-down communication may not constitute the best communicative strategy, but given the ethical dilemma in their everyday life, it is assumable that the new practice will be accepted. The strength of bottom-up and mouth-to-mouth communication shall though not be underestimated as the farmers in this situation search proof for the new practice being profitable for them (Nielsen & Thamsborg, 2002; Windahl, Signitzer & Olsen, 2009).

Mogens Poulsen argues that the Danish slaughterhouses also are part of maintaining the old practices of disqualifying the Jersey bull calf meat due to its slaughter quality: "(...) *it is an old ingrown tradition that Jersey meat is not as good as other types of meat and it is not as good, it is much better (...).*" (Appendix 4).

According to Andersen's (2015) practice theory model this observation is expressed as *procedures* and *materiality* that are deeply rooted in the slaughterhouse industry (Fig. 7). It consists of classification systems and standards that the industry is not willing to change to include the Jersey bull calf meat in the production. A demand for Jersey bull calf meat among the consumers might be necessary before the slaughterhouses starts changing their practices. The slaughterhouses need proof for a sale potential, before they initiate changes.

Pernille Fraas Johnsen argues that the farmers also lack of confidence towards the potential of Jersey bull calf meat. Therefore, they still support the old practice of destructing the bull calves although the project Welfare Delicacies has proven success: "*There is a tendency towards alternative production which we actually can show functions well, but it demands something more to get the farmers along, they are not that willing to throw themselves into it, which is a shame.*" (Appendix 5). The farmers lack of trust towards the projects is expressed as *engagement* and *understandings* in the practice theory model (Fig. 7; Andersen, 2015).

The abovementioned statement indicates that the farmers are not positively favoured towards the product because they lack a proof of reliability. This could be an expression of wrong communication in *the persuasion stage* in The Diffusion Theory (Windahl, Signitzer & Olsen, 2009). I.e. the project of Welfare Delicacies lacks some communicative tools in order to convince the farmers of the potential, which could be enhanced by e.g. exemplary case stories or mouth-to-mouth guidance from farmers who have changed their practices successfully.

Pernille Fraas Johnsen states that it is important that they as an organisation present an alternative towards the destruction of Jersey bull calves, as the current practice manifest itself in a dislike of their work: “*It violates with my values as a farmer, that I have to kill the calves just after birth. It is just completely wrong.*” (Haar, 2015; Appendix 5). She though acknowledges that it is a comprehensive task to convince the farmers that their former practices should be altered, as it is their mind-set that needs to be changed from thinking Jersey bull calves as a waste product to a resource (Appendix 5). Economics too has a big impact on the implementation of new practices and Frode Lehmann, chairman of the board in Naturmælk, argues that it is often unavoidable to raise the calves due to economics: “*As a farmer it is one of the worst that one can do – killing a new born, healthy calf, but due to economics a lot do not see any other way out.*” (Maskinbladet, 2015).

This is an expression of the farmers’ practice sense which has become common within their social field given that it has been the practice in a long time and is thus not questioned (Bourdieu 1990; Olesen, 2010). This shows that the doxa among the farmers is to destruct the Jersey bull calves due to the lack of alternatives and thus it becomes the normal practice (Bourdieu 1990; Olesen, 2010). Pernille Fraas Johnsen is though optimistic towards a change of practice among the farmers, but also acknowledges that not all farmers are willing to change their practice (Appendix 5). Her hope is that the conflicting farmers considers the possibility of outsourcing the Jersey bull calves to arable farmers or grass-cow associations for utilisation (Appendix 5). These multifaceted opinions of the farmers are expressions of the farmers either rejecting or accepting the new practice in *the decision stage* of The Diffusion Theory (Windahl, Signitzer & Olsen, 2009).

As the known practice of the farmers is to destruct the Jersey bull calves, it might unfortunately lead to a rejection of the new practice. In order to avoid the rejection, factors such as ethics and lost resources can be used in order to convince the farmers of utilising the calves. A cooperative network between the farmers could be a solution that could constitute a contact between the farmers who has the resources of raising the bull calves and the farmers who does not have the resources or acreage. In this way the farmers who does not have the resources to raise the calves would still accept the new practice by outsourcing the calves instead of destructing them. This is an expression of *the implementation stage* in The Diffusion Theory, where the farmers start using the new innovation and develop their knowledge within the field (Windahl, Signitzer & Olsen, 2009). If the new practice is accepted, it is crucial to focus on *the confirmation stage* in order to secure the continuative guidance so the farmers can maintain the new practice and pass their knowledge on to other farmers (Windahl, Signitzer & Olsen, 2009).

Nikolaj Malte Houkjær has a different concern than the other informants. He explains how Danish Agricultural Colleges during the last couple of years has closed down their educational farms due to economy (Appendix 3). This constitutes a large problem for the future farmers as their education then is primarily theoretical instead of practical. This might lower their practical knowledge as fully trained (Appendix 3). Nikolaj Malte Houkjær believes that the students from Kalø Organic Agricultural College gets a more all-round education because they have a large educational farm and thus the students are more suited for solving agricultural issues in the future:

*(...) the students can be part of it also and that is why a great deal of their education is practice oriented, they are in the field or sitting in the tractor and they stand in the stable and learns about it all. (...) they (ed. the students) have to (...) be able to see the whole production from A-Z and not just the theoretical but also the practical. (Appendix 3).*

This is an expression of a practical *understanding* (Fig. 7) that could risk vanishing among the newly qualified students given the lack of practical education that is essential for the work of the farmers (Andersen, 2015). This could presumably impact the knowledge of the future farmers and their understanding of solving difficult issues. This emphasises the importance of the Danish Agricultural Colleges practical education of the farmers.

### **8.1.2 Ethical aspects**

In this subchapter the ethical motives of the four case studies choice of working with the abolition of the destruction of Jersey bull calves will be shortly outlined on the basis of statements from the interviews. Additionally, the ethical considerations in regards to the use of sexed semen and cross-breeding will be analysed.

#### **Ethical motives of the four case studies**

Thise Dairy is one of the most specialised Danish dairies working with Jersey products and Poul Pedersen, the head of dairy at Thise Dairy, explains how their new project Thise & Cow should change the agenda:

*The destructions are a huge animal ethic problem (...). Today around 60 % of the Jersey bull calves are destructed at our dairy producers, and we cannot just stand by. With the*

*new meat concept, we will reduce that number within the next years. The aim is, that the farmers no longer shall destruct any bull calves at all. (Haar, 2015).*

Mogens Poulsen carry on explaining that they wish to change the practice of working with Jersey bull calves due to the ethical problem that the Jersey breed imply: “(...) *the by-product by our delicious Jersey milk, Jersey cheese and Jersey sour cream and other Jersey products, we do not feel good about the fact that a lot of Jersey bull calves (ed. get destructed) (...) we intend to do something about it.*” (Appendix 4).

The same ethical motives are current in the project Jersey Grass-fed Calf and Thorkild Nissen describes that the destruction of Jersey bull calves is a shard in the organic dairy production: “(...) *it is the Achilles tendon in organics that you have a flagship that is called Jersey milk (...) and then you have this waste product that you treat really bad.*” (Appendix 2).

Concurrently, Nikolaj Malte Houkjær explains that the ethical dilemma was one of the reasons that they started working with Jersey bull calves in the project The Kalø Calf: “(...) *then at the same time there were this problem with some calves that went to waste, there were no purpose with life and it just could not be right that they got destructed.*” (Appendix 3).

Pernille Fraas Johnsen agree and states that the aim of project Welfare Delicacies was to settle with the ethical challenge and to make the farmers aware of the potential of Jersey bull calf meat: “ (...) *that the whole mind-set of them (ed. the farmers) becomes to see them (ed. the Jersey bull calves) as a resource that can be used for something positive rather than today where it is a waste product that gets thrown away.*” (Appendix 5).

These abovementioned statements indicate that the four case studies have had ethical incentives behind their choice of working with Jersey bull calves. This indicates that they base their decision from a deontological approach as they express to feel morally obliged to solve the ethical dilemma with Jersey bull calves. Some of the informants furthermore express that they believe that we as human beings have the obligation to act towards the most ethical correct act, and in this case the most ethical correct act is to raise the Jersey bull calves. The viewpoints indicate that none of the informants has a utilitarian approach towards the issue, but are more oriented towards an altruistic solution.

### **Ethical considerations regarding the use of sexed semen and cross-breeding**

The Animal Protection Organisation have prohibited the use of sexed semen and cross-bred calves when producing for Welfare Delicacies contrary to the other cases and the dairy industry in general. This is due to the overall strategy of the organisation which strive for supreme animal welfare. Furthermore, they do not consider the use of sexed semen to be ethically justifiable: “(...) *we have a goal in our strategy and our attitude that we strive for naturalness and natural behaviour, and if you go in and such things with sexed semen, well then we are on a downward path (...).*” (Appendix 5). This position is both what makes Welfare Delicacies unique, but at the same time what abstains more farmers from joining the project.

Peter Stamp Enemark from the Danish Agriculture & Food Council criticises the Animal Protection Organisation for not following the development of the industry: “*One has to weigh, whether you want to take most consideration for animal ethics or for, what is natural. We think, that it is backward-looking not to use the method, when it is here.*” (Behrendtzen, 2010). The chief executive officer of the Animal Protection Organisation Britta Riis insists on their position but however argues that they are open minded towards future scientific research on the area: “*Generally we are not fond of sexed semen. Of course, if there are research results, which can enhance animal welfare, then we will take a look at it, but the whole mind set of sexing is not something, that we are wildly enthusiastic about.*” (Boserup, 2013).

Although the Animal Protection Organisation aims at supreme animal welfare, the cross-breeding of Jersey bull calves might be a more ethical decision if it results in fewer destructed Jersey bull calves. Moreover, the Animal Protection Organisation aims at breeding pure bull calves and avoid cross-breeding, but it might be unrealistic to implement for the farmers as they are pressured economically.

The breed coordinator Peter Larson from the cattle breeding association Viking Genetic has high hopes for the future use of sexed semen: “*Within the next five years it is a very realistic goal to reach about half of the dead Jersey calves, we see today, but in the long term we have to go further down.*” (Centrovic, 2015). He furthermore explains how the meat characteristics of Jersey cattle are not lost, but passed on to the cross-bred calves: “*The short muscle fibres in Jersey meat and the ideal fat marbling gives the Jersey meat an extraordinary taste, tenderness and is easier to handle in the kitchen and on the grill. These eating characteristics are luckily passed on to the cross-bred calves, which comes from Jersey crossed with meat cattle.*” (Centrovic, 2015). Additionally, agronomist Per Spleth from SEGES explains how the use of sexed semen does not only improve the life of the Jersey

bull calves, but also refine the quality of the heifers: *“The heifer calves get better, because they are bred among the best cows, while the cross-bred calves gets heavier and better slaughter meat and thus more value for the farmer than the pure Jersey calves, which is too lean to be beef cattle.”* (Boserup, 2013).

With this in mind, cross-breeding might maintain a higher degree of animal welfare on the long run as fewer calves would be destructed. The farmers could also benefit from this by having a profitable business from both heifers and bulls. The genetics of the heifers would be improved as only the best heifers were breed on, and the bull calves would be raised as they would be crossed with meat cattle (Boserup, 2013; SEGES, 2015). The possibilities within cross-breeding is also enhanced by the organic Jersey milk producer Bjørn Lyngholm who previously has participated in projects working with cross-breeding and sexed semen and is very positively favoured towards it: *“The projects, that are launched, means, that I get a better life, and the calves get a life. Instead of destructing 50 percent of the calves, now I am down to 5-10 percent. And when the concern is 300 calves a year, it means a lot (...)”* (Haar, 2015). This indicates the positive influence that the implementation of sexed semen or cross-breeding can have on the amount of destructed Jersey bull calves as well as the farmers’ ethical sense.

### **8.1.3 Market opportunities and challenges**

In the following subchapter the market opportunities and challenges for Jersey bull calf meat on the Danish market will be analysed according to The Five P’s and the statements of the informants. The analysis is divided into four themes: Retail sector, Product development, Lack of trust among the farmers and slaughterhouses and Eating quality.

#### **Retail sector**

One of the main challenges that the informants mention is the lack of support from the retail sector in correlation to focus on the Jersey bull calf meat: *“What is the challenge is, as mentioned, that we do not have the support of the retail sector since it is most often them who makes the decisions.”* (Appendix 5).

In the project Welfare Delicacies, the farmers are only allowed to sell the meat directly to the customers and not through retail chains. Pernille Fraas Johnsen believes that it might be an obstacle

for the project in order to become more spread: *“Personally I think it works as a straitjacket (...) that you cannot include the retail link (ed. in Welfare Delicacies), I think it sometimes works as an obstacle for it.”* (Appendix 5).

She furthermore express that some retail chains ongoing increase their focus on locally produced goods and organic niche products - all characteristics that the Jersey bull calf meat is equal to (Appendix 5). She believes that the Jersey bull calf meat could become more widespread in the retail sector if the structure of the project allowed it: *“All things considered, then they (ed. the retail sector) demand such unique things and (...) then it does not need to be something that is available all year round, but could sort of be seasonal, and something where there is a good story behind and there is a very good story with this (...).”* (Appendix 5). This is an expression of a project that trip themselves up as the guidelines becomes the hindrance. Welfare Delicacies could rethink their guidelines in order for the project to expand, or consider if their code of practice is what makes it unique.

Thorkild Nissen agrees with Pernille Fraas Johnsen and believes that there is a market for Jersey bull calf meat if the retail chains focused on the meat and marketed it right: *“But the pure Jersey products, (...) would be (ed. a success) if a retail chain saw the potential of it and did something about marketing of this special meat product, then I think one could save the rest.”* (Appendix 2). This indicates that Thorkild Nissen think that Welfare Delicacies should maintain their project and market the meat as the unique product pure Jersey bull calf meat is. The question is whether any retail group is willing to stake on such a unique product when considering supply and demand, uniform quality and the price.

The project Thise & Cow is cooperating with Coop on selling Jersey meat as part of their meat selection and Mogens Poulsen emphasise the need for proper advertising and marketing in order to sell in the new product to the consumers: *“(...) we have to develop new concepts and the price has to be a whole other than what they get today. (...) Irma (ed. has to) convince their consumers that this is value for money.”* (Appendix 4).

To ensure the farmers a fixed income, Thise Dairy has made a special agreement with Coop to ensure that the retail chain buy up all of the Jersey meat:

*(...) Thise only trades with Coop on the Danish market. (...). Coop has always been ahead with organics. They cannot get permission to do the marketing and effort for organic meat as they intend to, since they cannot be sure to get the meat that they can sell from Friland.*

*Now we say: You get our meat, vice versa you have to take all the meat we have. Thus, we make a better deal for the farmers. (Appendix 6).*

This indicates the success that Thise Dairy has achieved in their collaboration in order to ensure a profitable business for the farmers as well as solving the issue with the Jersey bull calves. The question is though whether the projects should focus on selling Jersey bull calf meat at small scale e.g. in delicacy stores or gourmet butchers or if there is a market in the retail sector for a large production:

*Well if Thise pave the way and becomes great inspiration, when and if the success comes, then Dansk Supermarked would say why can't we have that? Dammit they want it too, then they start to hit their suppliers in the head and then Dansk Supermarked gets it as well, but it is Thise and Thise and Coop that starts it. (Appendix 4).*

One way to ensure successful cooperation's between the retail sector and the dairies could be to use the collaboration between Thise Dairy and Coop as a good example of frontrunners who might create a mirror effect based on the experiences.

## **Product development**

The informants enhance several possibilities within the area of product development. Thorkild Nissen has noticed that families with young children have become fond of meal boxes from e.g. Aarstiderne (Danish distributor of organic of meat boxes) as it eases the everyday life for them (Appendix 2). Thorkild Nissen considers this as a competing problem for their project Jersey Grass-fed Calf:

*A lot of the customers that we have gets meal boxes from Aarstiderne and in there they get it all, they get meat and vegetables. So they cannot manage having quarter of a calf too. (...) it has become a little bit more difficult to sell a quarter of a calf than it has been and I simply believe that it is because the meat is included when buying meal boxes. (Appendix 2).*

This indicates that projects with a direct sale of large pieces of meat could become troubled in the future if the current tendency towards more convenient food increases (Birk, 2016). If consumers are to buy a quarter of a calf they need the time and mental resources to take care of it, whereas convenient food deliver all thing necessary and can be prepared quickly. Thorkild Nissen furthermore argues,



that only a few modern consumers know the profession of using the different cuts of a calf, which is an obstacle for them as they deliver the calves in quarters:

*My colleagues at the Organic National Association, they all had meal boxes and it takes a little more competence to figure out what to do with a shoulder and what to do with a chuck rib etc. (...) that knowledge is not among the consumers. (...). The young people, the families with young children, they are simply addicted to those meal boxes since it is so easy. (Appendix 2).*

This could be seen as an expression of lost know-how among the modern consumers, which constitutes an obstacle for a project like Jersey Grass-fed Calf. In correlation to the six organic archetypes, only two are characterised as enjoying using time in the kitchen preparing a meal, which likewise indicates a limited target group for such products (Økologisk Landsforening, 2013). It is though too time demanding for the small-scale producers to sell the calf in smaller cuts, as it would demand cooling facilities and storage of meat (Appendix 2). As an opportunity Thorkild Nissen points towards the restaurant business as they are often more willing to take in whole animals: *“There is a couple of restaurants in central Århus who can manage a whole animal. So it might be that way around we should stake on.”* (Appendix 2).

Thorkild Nissen furthermore believes that the Jersey bull calf meat, due to its qualities and higher price, should be sold at gourmet butchers and delicacy stores (Appendix 2). He also guesses that the customer group for such meat are consumers who are willing to pay a higher price for quality foods: *“(...) it is where the upper class goes when they need proper meat. (...). We need to be on that high-end market before it gets interesting.”* (Appendix 2).

This aligns with three of the organic archetypes (the idealist, the individualist, the traditional) who are willing to pay extra for foods of high quality and value products with a story behind (Økologisk Landsforening, 2013). This indicates that there is a customer group for the Jersey bull calf meat and that delicacy stores and gourmet butchers might be the right distribution channels as the three organic segments are characterised as shopping in speciality stores and directly from the farmer. It furthermore suggests that the projects with advantage should implement storytelling when branding the meat. Nikolaj Malte Houkjær has the same assessment of the market as Thorkild Nissen and also emphasises the potential of the restaurant business: *“(...) there is a lot of restaurant chains/restaurants, especially gourmet restaurants, that uses Jersey meat, but actually have*

*difficulties to get a hold of it, because the producer of the meat, that is the farmers, has not really discovered that there actually is a market for quality meat.”* (Appendix 3).

This is an expression of an imbalance in the supply and demand of Jersey bull calf meat. The statement shows that some restaurants intend to use the Jersey meat but have difficulties getting a hold of it given that only a few farmers raise the bull calves. It can only be assumed that if more farmers raised their Jersey bull calves and marketed their business to the right actors, they would be able to sell a large proportion of their meat to restaurants. Nikolaj Malte Houkjær emphasises that if the meat should be distributed to the retail sector, then the farmers need to believe in the product and produce the calves in larger scale: *“(…) there has to come some volume on, so we need to get a hold of all the other farmers in Denmark who produces Jersey milk and also Jersey steers, then you have to open up some bigger doors, such as for example Dansk Supermarked.”* (Appendix 3).

Kalø Organic Agricultural College is particularly unique as they have their own product portfolio called ‘Kalø Organic’ where they sell local delicacies and home-produced products (Appendix 3). Nikolaj Malte Houkjær states that the Jersey bull calf meat could be included in this portfolio: *“(…) it is an opportunity for us to include it in our Kalø Organic product portfolio (…) the thought with Kalø Organic is that we on a yearly basis should have two-three-four new products within our concept. (…) there could Jersey meat easily be included (…)”* (Appendix 3). This constitutes a large opportunity for Kalø Organic Agricultural College in order to promote their college and products through storytelling. The story behind The Kalø Calf could consist of branding the meat on high animal welfare, local collaborations, education for the students, local production from A-Z etc.

In the project *Thise & Cow* the product development is initiated in order to create a profitable business for the farmers (Appendix 6). Mogens Poulsen argues that the Jersey bull calf meat has potential on the Danish market since it not only meets the increasing demand for organic quality meat products among the consumers, but also influences another agenda: *“It is also really consistent with the climate agenda, meaning that we have to reduce the meat intake, so well rather a small piece of healthy delicious meat than a steak in the size of a toilet seat, little but good.”* (Appendix 4). The idea behind Mogens Poulsen’s statement is consistent with the results from Mathijs (2015) who estimated that the future consumption patterns will consist of less red meat and more environmental friendly food. If it is possible for *Thise Dairy* to develop new meat products, which at the same time is environmental friendly and encourage smaller cuts and beefs, then it might be unanimous with the future demands for the meat sector and of the consumers (Gerber *et al.*, 2015; Mathijs, 2015; Mogensen *et al.*, 2015b).

### **Lack of trust in the product among the farmers and slaughterhouses**

According to the informants, the lack of trust in the product, is one of the biggest obstacles that Jersey bull calf meat faces. The lack of confidence is both present among the farmers, the consumers, the retail sector and in the slaughterhouses. The sales executive of Danish Crown explains that all of the actors need to trust in the product for it to be widespread: *“But it takes, that both the milk producers, the calf producers, us as a slaughterhouse, the retailers and the consumers can see an idea in the concept. And we are working on it. I am sure, it will succeed.”* (Haar, 2015).

Pernille Fraas Johnsen explains how they in Welfare Delicacies have experienced the doubt from the farmers, even though they could be part of a well-functioning project: *“(...) they (ed. the farmers) are not that willing to throw themselves into it (...) you have to convince the farmers that this is a business concept that works.”* (Appendix 5). The lack of confidence among the farmers is one of the largest problems that the informants enhance, and it is crucial that the communication between the projects and the farmers does not get a reproachfully angle. One of the largest communicative problems occurs when communication gets accusing towards a group or a person (Windahl, Signitzer & Olsen, 2009). The importance of emphasising the farmers lack of resources instead of their lack of knowledge towards raising the Jersey bull calves is crucial in order not to speak down to them (Windahl, Signitzer & Olsen, 2009).

Pernille Fraas Johnsen furthermore believes that a solution towards the lack of trust in the product would be if the dairies took responsibility and made it the normal procedure not to destruct the calves: *“(...) if other dairies could make that connection by saying, okay we take responsibility for and develop this part evolving around the calves and we do not want that there are calves who gets destructed as sort of a, well waste product (...).”* (Appendix 5). This is similar to what Thise Dairy and Naturmælk has done, which has made them frontrunners within the area of the utilisation of Jersey bull calves. It is presumable that this will create a mirror effect among the remaining organic and conventional dairies in Denmark, since the two dairies has shown that it is possible to turn the surplus product into a profitable business.

When Thorkild Nissen raised and sold Jersey bull calves he only experienced profit. He is thus uncomprehending to why other farmers are not willing to stake on the meat. He argues that if the farmers handled the sale themselves and sold the meat at the price that it is worth, then it is possible to create a profitable business (Appendix 2).

Within the project of Welfare Delicacies Pernille Fraas Johnsen has experienced that the newly arrived farmers meets the organisation with doubts and challenge the regulations of the concept:

*(...) a lot of the producers who, when they have been working for some while, then they challenge the concept, that is, why is it we have to slaughter them there or can we (...) take some cross bred calves in and it becomes a question of finding consensus and not to dilute it, because it of course still has to be unique and stand out according to other concepts. (Appendix 5).*

This might be a result of the farmers reflecting themselves in other projects where e.g. sexed semen or cross-bred Jersey calves are allowed. The farmers might feel frustrated of the fact that the farmers in other projects can cease the destructing of bull calves and at the same time gain profit, while they have difficulties acquiring pure Jersey calves. This makes the project inconvenient for the farmers on the long run.

Within the framework of Thise & Cow Mogens Poulsen states that their largest difficulty is the slaughterhouses classification of livestock because it is not consistent with the size and slaughter quality of Jersey bull calves:

*(...) there is a most certain way of classifying meat by, and that means that the Jersey meat will always enter the last place and it is a terrible account for Jersey meat and such a bad account for the Jersey bull calves' meat that you lose money on it. (...) it is some small cows and when they live of lots of grass and reaches a certain age, then the suet, meaning the fat gets yellowish. That disqualifies as well. (Appendix 4).*

Thorkild Nissen has had the same experiences and has met opposition towards the Jersey bull calf meat both among buyers and at the slaughterhouses:

*A lot in the business has difficulties acknowledging this (ed. that Jersey bull calf meat is of high quality), since it is small cattle breed and a skinny one. Furthermore, it does not meet the demands of the classification. Where meat cattle (the finest) score 13 on the classification scale, the Jersey breed scores 3-4 due to its carcass. (Appendix 7).*

These experiences are expressions of former practices and positions that needs to be changed contemporary with a general misunderstanding of meat characteristics among consumers. The fallacy perception of meat quality among the consumers is also enhanced in studies by Nielsen & Thamsborg (2005), Cozzi *et al.* (2010) and Resurreccion (2003) who reported that consumers disqualified beef

with visible marbling and diverging colour of the fat. This emphasises the slaughterhouses choice of ruling out Jersey meat due to the deselection among the consumers which implies that the meat might be difficult to sell. Mogens Poulsen explains how the classification systems within the slaughterhouses influence the farmers who are trying to create a business negatively:

*The Jersey bulls grow slow and when they are fattened, at the slaughterhouse the price is extremely poor. The carcasses get classified when they are being slaughtered by form and fatness, and the Jersey bull scores bad on these main groups. That is why the farmers gets a bad prise per kilo on Jersey generally and especially the bull calves (Appendix 6).*

The resistance that the farmers confront at the slaughterhouses could be pointed out as a main reason to the current large number of destructed Jersey bull calves in Denmark. If the farmers are to raise and sell Jersey bull calves, they have to make an effort in order to establish a profitable business. This might also explain why it is mostly small-scale producers that raises the calves because they can handle the slaughtering and sales for themselves. It simply does not pay for the farmers to include slaughterhouses and the retail sector in the distribution.

### **Eating quality**

One of the main opportunities for Jersey bull calf meat is to brand it on its eating quality and intramuscular composition, which is rather unique (Koch *et al.*, 1976; Jiang *et al.*, 2013). This is articulated by both Thorkild Nissen and Mogens Poulsen who enhance the extraordinary meat quality: *“It is small cows, it is small meat, but when talking of fibre composition, fibre structure, and that which is called intramuscular fat marbling, then the Jersey meat scores the most.”* (Appendix 4). Thorkild Nissen concur and argues that Jersey bull calf meat have both the taste and conscience right: *“(ed. it is) (...) a good product with high eating quality and also a product, where animal welfare is paramount, that is the cow going with the calf and has a very natural upbringing and eats a lot of grass.”* (Appendix 2).

In accordance with The Five P’s the Jersey bull calf meat manifest itself as the *product* (Windahl, Signitzer & Olsen, 2009). The product has an exceptional intramuscular composition and eating quality which should be communicated in order to market the product. Currently the product is unknown to most consumers, so a future communicative strategy should focus on broaden the general knowledge of the production method and the possibilities given the meat characteristics by e.g. using

storytelling. It is deemed that the projects should increase their focus on storytelling in order to communicate the story behind the natural upbringing and life of a Jersey bull calf. Likewise, Michaelidou & Hassan (2007) reported that modern consumers to a greater extent chooses organic products on the basis of ethical reasons and altruistic motives. It is thus assumable that the projects would benefit from using storytelling actively as a part of their communication strategy.

Thorkild Nissen is uncomprehending with why the publicity of the Jersey bull calf meat is not more widespread, but also acknowledge that one of the biggest obstacles is the slaughter quality, which does not meet the demands at the slaughterhouses: *“(...) it is a paradox that the product with the highest eating quality is the waste product. But that is because the slaughter quality is poor. And because it costs more, they are more forage efficient, you need to use more forage on making a kilo of Jersey meat than a kilo of any other breed.”* (Appendix 2).

Mogens Poulsen too states that the classification system at the slaughterhouses leaves no space for the Jersey bull calf meat, and his hope is that the meat in the future is assessed by other parameters:

*(...) it is my hope that we get some other quality norms, make a new system for classification where Jersey is weighed on another weight than all the other animals does, because they have some particular qualities and an amazing meat quality, despite of the yellowish suet and less of the expensive cuts (...).* (Appendix 4).

This again exemplifies the large contradiction between the eating quality of the meat, which is supreme, and the slaughter quality, which gets disqualified at the slaughterhouses. It is likely that the slaughterhouses were more willing to change their classification systems or assess the meat from other parameters if a demand among the consumers were present. It is assumed that the storytelling of a Jersey bull calf production and the ethical dilemma that the farmers faces needs more publicity before the consumers start act upon it. If the consumers gain knowledge of the dilemma it is most likely that they would demand action and insist on decent upbringing of the calves as e.g. seen with the consumer movement “eggtivist” in Denmark (Dyrenes Beskyttelse, n.d.d).

The Kalø Calf has attempted distributing Jersey bull calf meat in their local Meny store, but since the grocer did not believe that the customers were willing to pay a higher price, the deal got stuck (Appendix 3). This frustrates Nikolaj Malte Houkjær as it becomes the increased price that disrupts the sale: *“Everybody knows that quality costs money, but if you cannot see that the quality is okay*

*with this, then you do not know anything about food (...) there is no doubt that Jersey calf meat is rubber-stamped. The problem is the price, it just is.*" (Appendix 3).

The challenge of sales is recognisable for Denmark's biggest calf producer, Karsten Willumsen, who explains that the extra expenses for the farmer naturally result in a higher price for the end product: *"Jersey calf meat is madly delicious with a good taste, but if it has to be profitable for us calf producers, shall the consumers pay 20 percent more for the meat. And then the question is, whether it tastes 20 percent better?"* (Mygind, 2012).

According to The Five P's, *price* is one of the biggest obstacles towards the sale of Jersey bull calf meat, as it is cost-intensive for the farmers to raise Jersey bull calves, which manifest itself in an increased sale price (Windahl, Signitzer & Olsen, 2009). In order to balance the price to the consumers buying preferences, it is relevant to examine the extra factors that the price includes. The consumers must be told that the price paid covers more than a beef steak, as it includes e.g. ethical consciousness of the product and the continuation of raising Jersey bull calves in order to avoid destruction of them. Among the six organic archetypes, only one of the archetypes (the individualist) express that price has no impact on food choice. When considering a product with a story behind, all of the included organic archetypes (the idealist, the individualist, the traditional) are though willing to pay extra for a product (Økologisk Landsforening, 2013). This is an expression of a changing tendency among the modern consumers. For many years, consumers have been price-oriented but now a shift towards more reflected food choices and an increasing interest in the surrounding facts are seen among the consumers (Michaelidou & Hassan, 2007; Mathijs, 2015).

In correlation to the use of cross-breeding and sexed semen, it could be questioned whether the eating qualities of Jersey bull calves vanish when cross-breeding with meat cattle. Claus Hein from Danish Crown though explains that the good meat characteristics from the Jersey breed are transferred to cross-bred calves: *"The test, we have made, shows, that the characteristics, the Jersey meat has, does not vanish, when they are crossed with other breeds. Quite the contrary. The crossing with meat cattle create some very tasty meat, which I am not concerned of selling."* (Haar, 2015). It can thus be discussed whether the Animal Protection Organisation should maintain their regulations against the use of cross-bred calves or if they should follow the development of the dairy sector, where cross-breeding and sexed semen is commonly used. The ethical considerations in regards to sexed semen and cross-breeding will be further elaborated in the discussion.

#### **8.1.4. Branding and distribution**

In the following subchapter the future branding potential and distribution channels will be analysed according to The Five P's, storytelling and the literature review.

##### **Branding**

The informants have several contributions regarding the branding potential of the meat characteristics. Welfare Delicacies and Jersey Grass-fed Calf has previously attempted branding their projects through classical marketing materials such as brochures and leaflets, yet without the desired publicity. Their marketing problems might result from a wrong communication strategy (Windahl, Signitzer & Olsen, 2009). The target group that the projects previously aimed at, might not have been clearly defined and has thus included several consumer types. The underlying factors such as time, money and interest in regards to a customer group for Jersey bull calf meat plays a crucial role when communicating a message, and this might explain why the previously communication has failed. It is presumable that the target group for jersey bull calf meat includes consumers with an interest for natural and sustainable foods of high quality like the individualist and traditional organic archetypes (Økologisk Landsforening, 2013).

Pernille Fraas Johnsen believes that if their project should become more widespread, someone should be responsible for the marketing and for creating the contact between the dairy farmers, the calf breeders and the consumers: *"(...) I believe that someone should go in and take care of the sales promotion and get it widespread. (...). Then you have to have the customer basis (...) one could have done something on the webpage or something, where you easier could get in contact with the consumers."* (Appendix 5).

This indicates that the projects might need a communicative facilitator to promote and brand the meat and projects (Windahl, Signitzer & Olsen, 2009). The introduction of a facilitator would probably not only create some awareness on the ethical dilemma, but also encourage the consumers to take a stand. It could furthermore be considered to select some opinion leaders within the dairy or meat industry or people working in the restaurant business, who could be ambassadors for Jersey bull calf meat and speak in favour of the meat quality and the diverse opportunities (Windahl, Signitzer & Olsen, 2009).

In order for the Jersey bull calf meat to spread it is necessary to emphasise the importance of *promotion* (Windahl, Signitzer & Olsen, 2009). This could be done by some of the abovementioned



means. In the restaurant business, gourmet restaurants or star chefs could become ambassadors and share their experiences with the jersey bull calf meat and its eating quality. According to the consumers, several foodies, food bloggers or television chefs could speak in favour of the meats qualities and taste and the cooperation between Thise Dairy and Coop might become the initiation of promotion through a retail group.

When promoting Jersey bull calf meat, it is important to examine how the meat is *positioned* on the market (Windahl, Signitzer & Olsen, 2009). Thorkild Nissen explains how multifaceted the meat from Jersey bull calves is and has a lot of concrete ideas in correlation to branding, marketing and positioning:

*(...) there is the eating quality, it is the best meat you can get, the most tender and the tastiest when it is Jersey. Then there is the animal welfare, that it is a fantastic upbringing when they are walking along with a cow (...). Then you could narrow it down and say, well they are only allowed to eat grass and then you could make a very high marketing on grass (...) partly the taste part, but to a great extent also health. Then you could market it on the climate friendly aspect, if it is grass cows. (...). You could also brand it on small cuts, so you should might not eat as big steaks, but if you are to, then it is much more idiomatic cuts you get here instead of these giant beef cattle steaks. (Appendix 2).*

He furthermore explains how the gourmet-butcher Gourmandiet in Copenhagen acknowledge that the Jersey bull calf meat is in a league of their own, as one of the only butchers in Denmark (Appendix 7). This indicates that although the Jersey breed is not meat cattle, it is highly esteemed among professionals. This is also manifested by chef Kenneth Hansen who was the Danish contestant at Bocuse d'Or<sup>9</sup> 2015:

*Even though it is not meat cattle breed, the Jersey meat is definitely competitive with other breeds for instance Limousine. The breed has a genetic high ability to produce fat, which ensures a good fat marble and some juice meat. The taste in the meat is deep, concentrated and fully equal – if not better than – other beef. (Haar, 2015).*

Nikolaj Malte Houkjær is particularly focused on the fact that the meat is comparable with Kobe-meat due to its fat composition and eating quality. This is also a significant reason for the chef Mikkel Marschall's use of the meat: *“The fat is intramuscular, that is placed inside the meat, as we know it*

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<sup>9</sup> Bocuse d'Or: World championship for chefs.

*from Kobe meat. It gives a wildly good taste, which is poles apart from the Dutch whole milk calf meat, one can buy at the supermarket, where the meat is grey and soft without structure.*” (Haar, 2015).

According to the abovementioned statements clarifying the uniqueness of the Jersey meat the *positioning* is thus straightforward (Windahl, Signitzer & Olsen, 2009). The storytelling of the meat should be emphasised and the communicative strategy should be focusing on the unique composition of the meat, especially focusing on the possibilities within the restaurants business. It is most likely that if more people in the business accepted the meat, then the slaughterhouses would have to change their classification scheme because it probably would be more valued and requested among consumers and restaurateurs.

Mogens Poulsen too suggest that the meat should be branded on its supreme eating quality and that it could be branded with the slogan “little but good”, which would align with the Ten Nutritional Advices in Denmark (Appendix 4; Miljø- & Fødevareministeriet, n.d.). He argues that the Danish consumer generally is afraid of meat with a high fat content, which is a shame given that it is in the fat that the taste is present (Appendix 4). It should rather become the standard to eat smaller amounts of meat of high quality than eating a lot of red meat of poor quality: “*Rather a little less and then what you get is brilliant. (...) Eat the half of what you do and get something that taste really nice because it is the fat that carries the taste.*” (Appendix 4). This is also relevant when considering the large environmental impact of beef compared to other types of meat (Vries & Boer, 2009; Nguyen *et al.*, 2010; Gerber *et al.*, 2015; Mogensen *et al.*, 2015b). It would thus be more environmental friendly if the meat intake of Danish consumers to a greater extent consisted of white meat or smaller amounts of red meat. Since the cuts of Jersey bull calves are small, the steaks from such cattle would align very well with the recommendations.

### **Sale- and distribution channels**

Several solutions are possible in regards to the sale channels of Jersey bull calf meat, and the informants have varied experiences with distribution. The sale- and distribution channels are furthermore also expressions of the *place* (Windahl, Signitzer & Olsen, 2009).

The collaboration between Thise Dairy and Coop is the first of its kind bringing Jersey meat into the retail sector. Mogens Poulsen is delighted that Coop has initiated the cooperation and believes that it

is on the basis of the long-running cooperation between the two, and the strong brand that Thise Dairy brings to the retail group (Appendix 4). Mogens Poulsen though admits that it has been a long struggle to include Jersey meat into Coops meat selection as it is a large system that runs by certain procedures (Appendix 4).

In the project Jersey Grass-fed Calf, the distributive focus is primarily on maintaining the high standards at the butcher, so the outcome that the customers receive has a uniform quality: “(...) we (...) are very aware of having the right butcher and keep him up to the mark for it to be good quality and the right cut every time and it has to mature and it has to be nicely packed when people receive it and easy to go to.” (Appendix 2). Since the outcome of the Jersey bull calf production is limited, the distribution of the meat is quite unorganised. The transportation to and from the slaughterhouse is done by the farmers themselves and then the butcher cut, mature and pack the meat for the customers. The farmers then contact their regular customers, who can claim their meat at the farm (Appendix 2). For now, the procedure works impeccably, but Thorkild Nissen is aware of the fact that if the project becomes widespread the procedure cannot persist:

*Since it is such small amounts, if it should go and become popular, then we could not keep up, we cannot procure more. Well then one should make a bigger production. I could imagine a retail chain saying that they wanted to market this product and then you made a deal with a farmer who then had a bigger production where he was guaranteed a significant higher price. (Appendix 2).*

This is an expression of the dilemma that the small-scale producers face when considering whether to keep the production small or to make a larger production in order to meet the demands. If Jersey bull calf meat becomes requested in the future, then the small-scale projects could experience difficulties surviving against the larger actors. It might be even more crucial for them to state why they are unique compared to the larger suppliers, just as Welfare Delicacies has done by branding the meat by high animal welfare and no cross-breeding. Thorkild Nissen intend to keep the production of Jersey bull calves on a small-scale level as he does not see the charm in a large production (Appendix 2). He rather sees Jersey bull calves being distributed to e.g. grass-cow associations, since the care of the bull calves is straightforward:

*(...) what takes competences, is to make this trinity, and then to connect them well. When they are connected then you can send them to cow grass associations or, yes a municipal school teacher can take care of such animals, but in reality you just have to keep an eye*

*on them and make sure they get minerals along. (...). All in all, it is quite simple to have.*  
(Appendix 2).

The Kalø Calf has received a lot of attention and demands towards their production of Jersey bull calves after their event. Nikolaj Malte Houkjær though makes it clear that they are an Agricultural College and should not function as a cattle farm. It is however evidence of a potential market for Jersey bull calf meat and states that gourmet restaurants are curious toward the meat:

*(...) we have actually been contacted by Århus Kulturby 2017, where a number of restaurants wants to come out here (...) and are also interested in our meat. But it then also takes that we systemise it and put it into a real production. And that is often the problem with these niche products, which we are, that we are not able to deliver all year round and if restaurant Frederikshøj (ed. restaurant in Århus) (...) need 10 Jersey calves on Friday, then we are not able to deliver.* (Appendix 3).

The Kalø Calf is cooperating with the local farm Karensminde and a future continuation of the partnership could entail that Karensminde could distribute all of their bull calves to the college:

*(...) we have been talking with Karensminde (ed. organic milk farm) about their 150 pieces of dairy cattle. They either have no sale channels (...) but if they could deliver the meat to us and then we fed it up down here at our educational farm to re-sell it, then there would come more volume. Then it might be 30-40 animals a year they can deliver (...).*  
(Appendix 3).

The students involved in The Kalø Calf suggest that the farmers should focus on selling the meat from farms shops instead of staking on retail, in order to maintain the story of the production, to gain profit and to avoid intermediaries:

*(...) I would recommend to make farm shops where you sell directly to the consumer and cut away the intermediary to earn more. In that way one would earn more without the meat necessarily becoming more expensive (...) the consumers would like to buy from farm shops, because people like to come out to those who has produced the meat themselves (...).* (Appendix 3).

This again exemplifies the possibilities within storytelling and aligns with the results of several studies which shows consumers valuation of products with a story behind and that they are willing to

pay more for such products (Michaelidou & Hassan, 2007; Mathijs, 2015; Økologisk Landsforening, 2013).

In the project of Welfare Delicacies, Pernille Fraas Johnsen considers that the lack of marketing might be one of the reason for the small awareness towards the project although there might be an actual market for the meat:

*Well I would have liked to see that the production had become bigger and I think, I think that it is something about the marketing that did not come up and running because when you see a supermarket chain such as Irma, then they like the unique, then they have forest pigs, then they have goats in a short period and I think that the Jersey grass-fed calf would fit in really well. (Appendix 5).*

In the abovementioned statement she points out the grocery shop Irma and the overall local food strategy of Coop (n.d.a.), which would be an obvious way to promote the Jersey bull calf meat. Nevertheless, she concludes that what is missing is the non-existent knowledge of the project which is caused by the lack of promotion: “(...) when you see Coop’s strategy with locally produced foods, then it would be spot on. But the thing is that there has to be someone taking care of it and see something through or else it comes to nothing.” (Appendix 5).

## **8.2 Analysis of situational mapping**

The basis for the analysis of the situational mapping is the relational map (Table 1). The relations and power structures among a few selected actors will be outlined and future possible solutions and collaborations will be clarified. Three subchapter are found for further study: Power structures among the four cases and their collaborators, The power balance in the dairy sector and The power of the slaughterhouses.

### **8.2.1 Power structures among the four cases**

The following subchapter will constitute an analysis of the power opportunities of the four cases separately and along with their collaborative partners. Furthermore, the cases power influence on the topic of interest it will be outlined.

Kalø Organic Agricultural College are not that influential, as it is an agricultural college and thus their primary goal is to educate new farmers. The college may have the intention to change the procedures, but it can be difficult to carry out as they are not supported from the management to involve in projects, as it does not follow the overriding purpose of the college. If the college is able to include the Jersey bull calves as a basis in the students' education, it might be accepted from the management. On the other hand, the college might never be able to purchase all of the calves from Karensminde due to limited space and economics.

The project Welfare Delicacies are neither that influential, but the organisation behind the project is a powerful actor on the Danish political scene. The Animal Protection Organisation has the possibility to create changes as they are working with similar projects and has the support from the management to involve in projects solving agricultural problems. The project Welfare Delicacies is carried out as a unique project which might indicate that it is not the project with the highest agenda in the organisation. It seems that more effort is put in the "Recommended by the Animal Protection Organisation" labelling. This might indicate that the lacking effort put into the project might be the reason for the limited knowledge among the consumers. As the "Recommended by the Animal Protection Organisation" labelling is successful, it is probably this project that will be prioritised within the organisation. It can thus be considered whether the organisation needs to re-establish Welfare Delicacies as a project, if it is to become widespread.

Jersey Grass-fed Calf is not a powerful project but it was initiated by some influential actors in the start-up phase. Now the project is carried out by the farmers themselves. Currently the farmers administrate the project including the maintaining of the marketing material. This complicates the implementation of improvements as more of the farmers have full-time jobs and are raising the bull calves in their spare time. In order for Jersey Grass-fed Calf to proliferate, the structure of the project should be reorganised by appointing one to be the head of the project. This person could be one of the farmers who has the resources to expand the business and increase the knowledge of the project or one from outside.

Thise & Cow is a project with a particular powerful corporation behind, as it is one of the leading organic dairies in Denmark collaborating with Coop, which is one of the largest actors in retail in Denmark. Thise Dairy is known as a strong brand which emphasises Coop's intention of collaborating with them, as the brand is recognisable among Coop's customers (Pedersen, 2015). It is assumable

that the new meat products become a success as it was on request from the farmers to initiate the project which increases the possibility for success due to the support from the farmers.

A weak economical relation can be found between the Animal Protection Organisation and Jersey Grass-fed Calf as the Animal Protection Organisation financed the project in the start-up phase (Appendix 5). Subsequently the projects chose to go different ways. The Animal Protection Organisation chose to focus on the unique and limited product by the name of Welfare Delicacies and Jersey Grass-fed Calf chose to focus on the more wide-ranging product where cross-bred calves are included (Appendix 5).

A common relation is found among the case studies as all of the projects are based on the demand for increased animal welfare and are initiated in order to put focus on the ethical dilemma. It is evident that a large actor such as Thise Dairy also have an economic interest in the project and it is most likely that Coop would not have initiated the cooperation with Thise Dairy, if they did not consider the project to be profitable for them too. "

### **8.2.2 Power structures in the dairy sector**

An internal power relation is current among the Danish organic dairies, which is expressed when dealing with Jersey bull calves. The Danish dairy Naturmælk, announced in autumn 2015 that they did not destruct any of their Jersey bull calves anymore due to a solution consisting of cross-bred calves and sexed semen (Thomsen, 2015; Maskinbladet, 2015). Naturmælk thus raised the issue in public and made it difficult for the remaining organic dairies in Denmark not to follow, or at least explain how they engaged towards a solution. Thorkild Nissen and Mogens Poulsen both consider that the background for Naturmælk's statement is that their production does not include that many Jersey cows and thus the problem is not that comprehensive:

*Naturmælk says that they do not destruct the Jersey bull calves, but they do not have particularly many Jersey calves. That is why it is easy for them to say this and make Thise 'the black sheep', when they destruct approximately 900 each year due to their many Jersey cows. If this comes out in the media, Thise would appear as the villains. Arla might soon also join the game, since they too destruct a lot of Jersey bull calves. (Appendix 2; 4).*

This dairy states that they launched Thise & Cow before Naturmælk's statement and thus rejects that their project started up as a result from their proclamation (Appendix 4). Thorkild Nissen mentions that it is presumably only a matter of time before Arla too starts developing a no-kill strategy for Jersey bull calves, as the general knowledge of the issue becomes more apparent for the consumers, and the reputation of Arla will not benefit from a claim of passivity (Appendix 2).

This Dairy intend to change the meat sector and create more competition on the market for organic meat with their own meat brand 'Thise & Cow', as Friland so far has had the monopoly on the organic meat market:

*Friland has in many years had the monopoly on organic beef and they have been sitting well and truly on the throne. Now Thise & Cow comes along and creates some competition to Friland which is really good. There is an increasing demand for organic beef, so the fact that there can be competition (and maybe also on the price) is only positive. (Appendix 2).*

As mentioned earlier, Thise Dairy has a large production and a wide support from the farmers compared to e.g. the farmers associated to Welfare Delicacies or Jersey Grass-fed Calf. It is thus easier for Thise Dairy to implement new procedures and develop new products as they have a strong brand and a history of being frontrunners with new dairy products (Pedersen, 2015; Springborg, 2015).

### **8.2.3 The power of the slaughterhouses**

As mentioned earlier in the analysis of the practices, the slaughterhouses have a large impact on the implementation of the sale of Jersey bull calf meat as they are important actors in the distribution of the meat. The large slaughterhouses have worked by the same procedures for a long time and they are especially an obstacle for the distribution of the meat. When examining the relational map, the relation between Denmark's largest slaughterhouse Danish Crown and the two cases Thise & Cow and Jersey Grass-fed Calf leap out (Table 1). I.e. both of the cases has a strong negative relation to Danish Crown.

Danish Crowns head of department, Ejvind Kviesgård explains how the slaughterhouse does not see any potential in the meat from Jersey bull calves: *"It would demand a specific marketing, and that Jersey got the status of a gourmet product beyond usual. And that we do not believe in big scale"*



(Mygind, 2012). Moreover, Lorenz Hansen, the business manager of Danish Crown, criticises the project Jersey Grass-fed Calf and mark it as a romantic concept which is not implementable on the Danish market: *“When calves are on grass, their meat becomes dark, and the ordinary consumers wants light calf meat. Thus is grass not always the solution. Besides there is no economic in having calves jumping in the grass. It is romantic, but it cannot be done in a large scale”* (Mygind, 2012).

This is a direct allegation towards the type of production that Thorkild Nissen carry out through the project Jersey Grass-fed Calf and it illustrates the unwillingness that the slaughterhouse has towards including a new type of production. Ejvind Kviesgård furthermore explains that they do not consider that there is a market for a new gourmet meat product in Denmark: *“Our product Dansk Kalv (ed. Danish Calf) is so popular, and we doubt that, there in Denmark is the space for another gourmet calf product. Therefore, we are trying to sell the Jersey crossing as light calf meat on the European market”* (Mygind, 2012). This outlines the dilemma that the small-scale producers are positioned in, as the slaughterhouses are not willing to stake on the meat, because they see the market potential. This prevents the spreading of Jersey bull calf meat as the sale channels for the small-scale producers primarily are private sale which has several limits of extent.

This obstacle is precisely what Thise Dairy intend to change as they have had the same experiences with the large slaughterhouses not being willing to stake on the Jersey bull calf meat, even though the eating quality is supreme. This has resulted in Thise Dairy denouncing their former contract with the slaughterhouse Friland as of 1<sup>st</sup> of July, and now developing new standards and regulations that in the long term includes the meat from Jersey bull calves in their collaborative slaughterhouse.

## 9.0 Findings

The analysis of the former and future practices resulted in the identification of several focus areas. The analysis of the current practices at the Danish dairies and slaughterhouses revealed that they are executed on the basis of deeply rooted practices which are not contemporary and thus prevents the spreading of Jersey bull calf meat. The analysis of the practices of the farmers uncovered that they have a lack of confidence towards the possibilities of Jersey bull calves due to financial reasons as well as a lack of good examples. The analysis furthermore showed that the newly graduated farmers might lack a practical knowledge towards their profession due to the abolition of educational farms at the Danish agricultural colleges. In regards to the analysis of the ethical incentives of the four case studies' work with Jersey bull calves, it was proven that they all acted on behalf of ethical motives when they initiated their projects. The analysis furthermore revealed different opinions to the use of sexed semen and cross-breeding and it was indicated that the methods might reduce the amount of destructed Jersey bull calves in the future.

The analysis of the market potential for Jersey bull calf meat uncovered several possibilities and challenges. The lack of support from the retail sector is a significant obstacle towards the spreading of Jersey bull calf meat, as the retail sector is the link between the producers and the consumers. Furthermore, the lack of trust in the product from the farmers, the slaughterhouses and the consumers is a large challenge. The analysis revealed that product development and the eating quality of the Jersey bull calf meat are particularly important focus areas with market potential, and areas which should be further examined.

The analysis of the branding and distribution channels clarified several possible branding strategies, and at the same time emphasised the need for a regular customer group and a communicative facilitator. The main opportunity to brand the meat is to take advantage of its market positioning compared to similar meat types. The Jersey bull calf meat could e.g. be branded on the high amount of animal welfare, grass-fed cattle, environmentally friendly smaller cuts, the comparison to Kobe meat or the unique fat marbling which leads to a better fat composition of the meat. Another approach could be to create a label for grass-fed meat. The analysis furthermore indicated that the small-scale producers might experience difficulties with the distribution of their meat due to a changing supply and demand. It is thus necessary to clarify whether the meat should be distributed in large scale e.g. retail or in small-scale e.g. delicacy stores or gourmet butchers. A communicative facilitator could benefit the knowledge of the projects and might include opinion leaders consisting of people from

the dairy- or meat industry, famous chefs or food bloggers in spreading the knowledge of Jersey bull calf meat to their networks.

The analysis of the relational map indicated that the larger organisations are more influential with regards to implementing new practices compared to the smaller organisations and small-scale producers. The small-scale producers have difficulties selling their meat due to missing sales. Several power relations are found among the dairies which have an internal struggle of being frontrunners within new innovations. The situational mapping also revealed that the large slaughterhouses in Denmark do not have confidence in the product and thus exclude the meat from their production.

## **10.0 Discussion**

In this chapter, the methods and theoretical framework applied in this study are discussed along with the results from the analysis. Additionally, the further perspectives of this study will be outlined, including ideas for future research on the area.

### **10.1 Methodology**

In this subchapter, the methods of multiple case studies, semi-structured interviews and situational mapping are discussed on the basis of the representability of the informants and methodological difficulties. The analysis has predominantly been based on the collected data, making this study a practice-oriented one.

#### **10.1.1 Multiple case studies**

When applying the method of multiple case studies some cases are naturally deselected. It can be discussed whether the outcome would have turned out differently if other cases were chosen and what makes the chosen cases representative. The researcher claims that the chosen cases are valid, due to the fact that only a minority is working with long-term projects concerning the destruction of Jersey bull calves. The chosen cases are the four largest cases in the production of Jersey bull calf meat, thus probably representing the best possible choices. In addition, the cases consist of different points of perspectives by including the dairy sector, the educational sector and the private sector. It can be discussed whether the backgrounds and approaches of the four cases are enhanced sufficiently in the analysis or if it is primarily the opinions of the informants which are expressed. This could be caused as the cases are not particularly publicly available, which made it difficult for the researcher to gain a sufficient understanding of the cases, besides the statements from the informants. Generally, the case studies have demonstrated the multifaceted possibilities and challenges within the area and the researcher has been able to execute the planned study.

#### **10.1.2 Semi-structured interviews**

The researcher did not perform any pilot interviews ahead of the ones with the informants. This could have been implemented in order to test the interview guide and to rephrase questions that might have

been misunderstood. However, the researcher has several experiences with conduction of interviews, and pilot interviews were thus not performed in this study.

It could be argued that the interview conducted at Kalø Organic Agricultural College should have been disqualified since it did not follow the prescribed research method. However, the researcher considers the interview as valid since the high school class was aware of the topic, and was at the same time part of the planning and implementation of The Kalø Calf project.

The project manager of each case study was interviewed in order to increase the validity of the statements; i.e. by interviewing a reliable source. The four informants have a comprehensive knowledge on the area, but the study might lack of some points of view. It might have increased the complexity of the analysis if e.g. the consumers, retail sector or farmers were included.

By including the perspectives of the consumers, the analysis might have brought up some more multifaceted approaches towards their shopping habits and assessment of meat characteristics. The inclusion could consist of a tasting panel to test Jersey bull calf meat, which might have been beneficial for the extent of the study. However, it is beyond the scope of the present paper to include the consumers' point of view.

The point of view from the retail sector was slightly included in the interview with Mogens Poulsen due to the collaboration with Coop. Mogens Poulsen thus had a specific knowledge on the opportunities and limits within the retail group. However, it might have been interesting to gain a deeper knowledge of the choices behind Coop's collaboration with Thise Dairy and the practices among the retail stores.

It could be argued, that the aspect of the farmer was included given that Thorkild Nissen has been a primary producer of Jersey bull calves in the project Jersey Grass-fed Calf and thus expresses his opinions from this point of view. Nevertheless, it could have enhanced the analysis of particularly the ethical dilemma by including the viewpoints of several farmers. It was though not the aim of this study.

The perspectives from actors who are against or impassive towards the issue might be absent, but due to the aim of the study, such viewpoints have not been included. However, it has been attempted to include the opposition mentioned by the case studies, notably in the retail sector, the slaughterhouses and among their own farmers.

Initiating this study, ethics were not one of the main focusses. Throughout the data collection, however, it was evident that the ethical dilemma related to Jersey bull calves is central and unavoidable. In retrospective, the ethical aspects could have been included earlier in the process and could have been included in the interview guide. This is also relevant for future potential research projects on the matter.

### **10.1.3 Situational mapping**

There are several strengths and weaknesses within the method of mapping. The strength of the method is that it creates an overview of the amount of actors working with the topic and outlines their internal and external power balances. E.g., a lot of actors are not directly involved in the dairy sector, but have strong opinions concerning the issue of Jersey bull calves.

A weakness of the situational mapping is that it is infinite. Throughout the study, actors will continuously appear, which is why the process of mapping should be initiated at the beginning of the study and is likely never to end (Clarke, 2005). The researcher could have examined several relations from the relational map, but only chose to examine the central relations

## **10.2 Theoretical framework**

The chosen theoretical framework for this study is based on the methodological choices and the aim of the study. In this subchapter, the theoretical choices are briefly discussed according to the suitability for the intended outcome.

The aim of this study was to explore the possibilities and challenges for a market of Jersey bull calf meat in Denmark, and it was thus natural to examine the practices around such a production. The practice theory and concepts of Pierre Bourdieu are suitable for such a study as they can be applied as tools for exploring the current practices and the change that needs to be implemented.

Additionally, the three ethical aspects were suitable for applying different approaches towards an ethical justification. As the ethical dilemma in the production of Jersey cattle is central, the ethical discussion is necessary when studying the practices of the farmers. The communicative tools were applied in order to examine the future possibilities for branding the meat and exploring the different possibilities in the distribution channels. Storytelling and the organic archetypes belong to the

analysis of a possible market and are applied in order to outline a customer group and branding strategy.

If the study had had a different approach, by e.g. examining consumer liking and assessment of the meat by sensory tests, the theoretical framework would naturally have consisted of different approaches. This study examined the issue from a broader perspective as the central point is the daily practices of the actors. Consumer liking is essential for a potential market, but insignificant if the daily practices are more complex and prevent the implementation of the meat.

### **10.3 Results**

The analysis uncovered several focus areas, which will be elaborated and discussed in the following subchapters. The first subchapter constitutes a discussion of how to change the future practices of the actors. In the second subchapter it is discussed whether to emphasise the slaughter quality or the eating quality the most. In the third subchapter the ethical considerations regarding sexed semen and cross-breeding are outlined. In the last chapter the advantages and disadvantages of a food label for grass-fed cattle is discussed.

#### **10.3.1 How to change the future practices of the actors**

In this subchapter, the future practices of the three largest actor groups (farmers, retail sectors and slaughterhouses) are discussed in regards to the possibilities and challenges for a market of Jersey bull calf meat.

##### **The farmers**

It might be considered whether it is possible to change the current practices of the farmers. It is likely that a conversion would make a huge ethical difference for the farmers and might turn into a profitable business for them. This might also increase the supply of organic gourmet meat in Denmark by constituting a unique meat quality on the Danish market. However, a conversion is also expensive and demands further knowledge on how to pair the calves and nursing cows. It is suggested that agricultural consultants are hired to advise and help the farmers implement the new practices. If the farmers do not have the resources of raising the calves, they can instead e.g. distribute them to agricultural colleges, cow-grazing associations or for municipal nature management. This

collaboration across social fields is also suggested by Nielsen & Thamsborg (2002) who emphasise the possibilities between plant breeders and Jersey bull calf breeders.

The currently active projects in Denmark only include organic livestock, which might indicate that the largest interest for solving the issue is present among the organic farmers. It might be expected, however, that the conventional farmers face the same ethical dilemmas as the organic farmers. The currently active projects might thus function as the frontrunners within the area followed by the conventional farmers. This could lead to a new common practice which would consist of utilising the Jersey bull calves. E.g., Thise Dairy has often been frontrunners and staked on new products, which might indicate that organic companies often constitute the frontrunners within the food industry (Springborg, 2015).

Regarding the lack of trust in the projects from the perspective of the farmers, it can be discussed how the change of practice should be implemented according to their response. A top-down communication may not be favourable in order to reach the farmers as they might feel forced to implement the change. Furthermore, the risk of top-down communication is that the values and changes might not be communicated to the farmers in an acceptable way (Pjetursson, 2005) It might thus be beneficial to implement the new practice through bottom-up communication. This could create a mirror effect based on best practice examples which could lead to voluntary action by the farmers. An additional argument favouring the bottom-up communication is the economical obstacles that the farmers face in the implementation of new practices. The success rate of the implementation might be larger if the change is facilitated by the farmers to avoid unnecessary pressure of the farmers.

### **The retail sector**

The definition of a customer group for Jersey bull calf meat might be difficult, given that it is a new product on the market with limited knowledge. The uniqueness of the meat and production could address the consumer type with high demands for quality, animal welfare and storytelling. On the other hand, the uniqueness of the meat also excludes some consumers. Therefore, it is suggested that the Jersey bull calf meat should be initiated as a gourmet product which aims at reaching the consumers within a certain segment, as the production of the meat also entails a higher price. This might imply that the meat should be sold at gourmet butchers, delicacy stores and in high-end retail



stores such as Irma, Mad & Vin<sup>10</sup> or Salling Food<sup>11</sup>. The product would however also fit in with e.g. the local food strategy of Coop, which they initiated in 2014 (Coop, n.d.b). This leads back to the discussion of whether the production of Jersey bull calves should be based on small- or large-scale production systems with regards to the distribution of the meat.

The Jersey bull calf meat is a unique product, as no meat in Denmark yet has been compared to Kobe meat, which forms an exceptional position on the market. It is therefore expected that the meat might be demanded among high-end consumers and in the restaurant business (Appendix 2; Appendix 3; Økologisk Landsforening, 2013; Haar, 2015). However, the limited knowledge among the consumers could lead to a lack of willingness to buy the meat as they do not know what they are paying for. This emphasises the crucial point of the branding of the Jersey bull calf meat, which needs a strong communicative strategy.

### **The slaughterhouses**

The change of procedures at the slaughterhouses demand larger changes, as the routines have been running for several years. The change of practice includes both a technological and mechanical modification, as the current measurement criteria and evaluation of meat is not able to include the carcasses of Jersey cattle. Studies by McNamee *et al.* (2015) and Alberti *et al.* (2008) reject that Jersey cattle should be applied in a meat production due to the body composition. However, the analysis of the present study has proven the tremendous difference between the slaughter quality and the eating quality of Jersey bull calf meat, thus indicating that the meat should not be disqualified.

It is suggested to establish public subsidies as a policy instrument, e.g. through a support program funded by the EU, working against the destruction of Jersey bull calves. In this way, the slaughterhouses could get subsidies to change their procedures and implement new measurement criteria suitable for the supply of cattle. A different approach could be to use the collaborative partners of Thise & Cow (Hadsund slaughterhouse and Tamaco) as inspirational frontrunners as they have a broad knowledge on how to utilise Jersey cattle.

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<sup>10</sup> Mad & Vin: Delicacy store in Magasin, Copenhagen

<sup>11</sup> Salling Food: Delicacy store in Salling, Århus

### 10.3.2 Slaughter quality versus eating quality

The amount of scientific literature on the slaughter and eating quality of Jersey bull calves is limited. However, the literature review indicated that the slaughter quality of Jersey cattle is generally poor and is thus not recommended for meat production (Koch *et al.*, 1976; Alberti *et al.* 2008; McNamee *et al.*, 2015). On the other hand, the statements from the four informants and other actors have shown that the eating quality is supreme and represents an undiscovered market potential (Appendix 2–4; Haar, 2015). It is intriguing that a breed with such relatively poor slaughter qualities can represent a supreme eating quality. One of the reasons that the Jersey bull calf meat is assessed to be of poor slaughter quality might be caused by the current validation in the slaughterhouses. If these criterions were changed, one might value the supreme eating quality and intramuscular fat composition more. Until now, it has been the standard procedure to destruct the calves, but the recent development in the Danish dairies indicates a change, which might lead to a change in the practices of the slaughterhouses (Appendix 4; Appendix 6; Thomsen, 2015). The analysis indicates that there is a market for Jersey bull calf meat in Denmark, but there are several obstacles in the implementation. It is these barriers which need to be prioritised.

Additionally, several factors impact the final eating quality, including the type of cattle breed, upbringing, transportation, slaughtering, cooling, distribution, cuts and preparation (Fig. 8; Andersen, 2006).

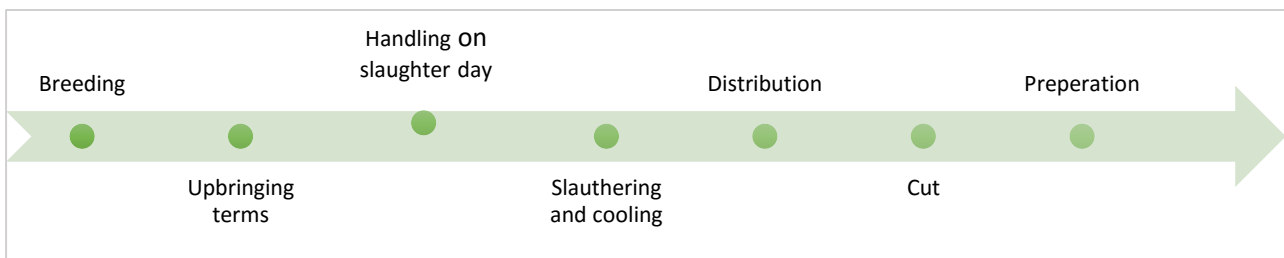


Figure 8: Impacts on the eating quality in the supply chain. Modified from Andersen, 2006.

In order to influence the eating quality in a positive way, several parts in the supply chain from farm-to-fork should be emphasised (Fig. 8). The farmers should enhance the possible outcome of cross-breeding with Jersey cattle and ensure a high growth up to the slaughter time (Fig. 8; Andersen, 2006). The slaughterhouse should make sure that the cattle are not stressed at the slaughter day and ensure

the cooling and maturation of the meat (Fig. 8; Andersen, 2006). The retail chains have to ensure a proper cut of the meat, as well as a secure cooling and storing (Fig.8; Andersen, 2006). The consumers have to have a knowledge of how the meat should be managed and prepared correctly, e.g. by guidance from the retailer (Fig. 8; Andersen, 2006).

### **10.3.3 Ethical aspects**

In this subchapter, the ethical considerations regarding the use of sexed semen and cross-breeding are discussed. Furthermore, the ethical aspect of the destruction of Jersey bull calves will be assessed from three ethical approaches.

#### **Ethical considerations of the use of sexed semen and cross-breeding**

The main advantage of using sexed semen and cross-breeding is that the Jersey bull calves are utilised instead of destructed. The utilisation can create a profitable business for the farmer by selling the meat privately or by initiating a collaboration with retail partners. As a consequence of the destruction, several farmers express a dissatisfaction with their everyday practice due to ethical anguish (Behrendtzen, 2010; Mygind, 2012; Haar, 2015). By implementing the use of sexed semen or cross-breeding in their livestock, the farmers would avoid this ethical dilemma. This might result in a better working environment. The farmers can inseminate their best heifers with sexed semen in order to secure that the best cattle give birth to heifers (Boserup, 2013; SEGES, 2015). This heightens the quality of the heifers too (Boserup, 2013; SEGES, 2015). The heifers with poorer qualities can be inseminated with semen from meat cattle in order to gain profit from the cross-bred bull calves (Boserup, 2013; SEGES, 2015). Another solution is to castrate the bulls when they are born, as steers develop a fatter body with more intramuscular fat and a quieter temper compared to bulls (Appendix 6; Koch *et al.*, 1976; Jiang *et al.*, 2013).

The main disadvantage of using sexed semen and cross-breeding is the ethical dilemma that the methods involve. Is it e.g. ethically acceptable for humans to interfere with nature by consistently deselectioning bulls? And is cross-breeding ethically justifiable considering the unnatural nature of creating a type of cattle that is man-made?

Examining the ethical considerations from the three ethical approaches (deontology, virtue ethics, utilitarian), the most ethically right act is to apply the methods of sexed semen and cross-breeding.

Tom Regan (1985) considers the modern agriculture as wrong and argues that the use of animals in commercial agriculture should end. This indicates a strong opinion against the use of sexed semen and cross-breeding as this is a method to adjust the animals to fit into our needs. Immanuel Kant argues that animals do not have any moral relevance, but they should be treated properly without suffering (Kolden, 2005; Christensen, 2011). This indicates a more tolerant attitude towards sexed semen and cross-breeding as it increases the life standard of the animals (Kolden, 2005). Peter Singer argues that the suffering of animals is not justifiable although it might bring the best consequences for humans (Singer, 1985). He believes that animals should be treated equally to other beings and if the use of sexed semen and cross-breeding reduces the suffering of animals, it should be implemented even though the method may cause the farmers extra costs (Singer, 1985; Kolden, 2005). As earlier mentioned, it is proven that the good meat qualities of Jersey bull calves are transferred when cross-breeding with meat cattle (Mygind, 2012; Haar, 2015). The question is thus whether the advantages regarding the utilisation of the bulls and optimising the genetics of heifers attach greater importance than the disadvantages regarding the unnaturalness of the method. This is a question for discussion, but immediately, the advantages seem more ethically justifiable seen from a utilitarian and deontological point of view.

### **Ethical approaches towards the destruction of Jersey bull calves**

From a deontological and virtuous view, the ethically justifiable act would be to end the destruction of the Jersey bull calves as the farmers are worn down by the job. Deontology states that human beings have the obligation to act towards the most ethically correct act, even though it might not bring the best consequence. The deontological way of grasping the issue would be to utilise the bull calves instead of destructing them, as it is more beneficial for the farmers. This is similar to virtue ethics, which state that an act should be done on the basis of the act of an ideal human being, meaning that an act is judged from the background and motives of a person's behaviour towards an issue.

In contradiction to deontological and virtue ethics, the utilitarian ethic has a two-sided approach towards the issue; utilising the Jersey bull calves or keep destructing them. Saving the Jersey bull calves would enhance the animal welfare, and the farmers might become happier due to their ethical conscience. It could furthermore constitute a profitable business for the farmers if they could sell the meat. On the other hand, the farmers would have to either feed the calves up themselves with nursing cows or distribute them to other farmers who have the space and resources to raise them. This could

become costly in proportion to feed and acreage, and be time-consuming for the farmers. Seeing the issue from an economical point of view, the farmers do not lose any money by keep destructing the Jersey bull calves and they quickly get rid of the carcasses. Additionally, the farmers do not need extra space for the calves, thus having more time focusing on the primary production of dairy cows. The farmers would however have to live with the destruction of the new born calves, which constitutes an unpleasant working environment and a waste of resources. Whether the correct act is to utilise the calves or destructing them is an infinite dilemma with several points of view and interests. It is however interesting which approach constitutes the justifiable act in regards to what is ethically correct or what brings the most happiness to the most people. Thus, it is a question of whether the ethical sense of the farmers should be attached more importance to than the economical aspect.

#### **10.3.4 Advantages and disadvantages of labelling Jersey bull calf meat**

Some of the informants mentioned the possibility of branding Jersey bull calf meat through labelling by e.g. a 'grass-fed' label (Appendix 2; 3). This subchapter will however discuss the advantages and disadvantages of creating a food label for the product.

One of the main advantages of creating a food label for grass-fed cattle is probably to increase the transparency to the unique production and to brand the meat by the higher amount of n-3, omega-3, CLA and polyunsaturated fatty acids (Cozzi *et al.*, 2010; Bjorklund, 2014b). A grass-fed label could furthermore function as a tool for the small-scale farmers to connect a story to their product and to be able to use the label for branding. Connecting a story to a food label could improve the added value of the product which is increasingly demanded among modern consumers (Birk, 2016).

When discussing a potential food label for Jersey bull calf meat, the newly announced state-supported label 'Dyrevelfærdsmærket' (The Animal Welfare Label) must be considered too (Miljø- & Fødevareministeriet, 2016b). The new label is initiated to assess the Danish pig production from three different standards, and prospectively the label is meant to include several production methods (Miljø- & Fødevareministeriet, 2016b). This could e.g. include the chicken and egg production as well as the beef and veal production, which could imply meat from Jersey bull calves (Miljø- & Fødevareministeriet, 2016b).

The disadvantage of implementing a grass-fed label might include difficulties maintaining a reliable control regarding the parameters of what the label should include. E.g. should the label be controlled

by the state, by a private organisation or by the farmers themselves? Inspired by the grass-fed labels implemented in the United States of America, a grass-fed label could include several criteria consisting of e.g. the amount of fresh forage, whether the cattle should be confined or outdoors, the allowed amount of medication, whether the cattle should eat fresh forage their whole life or just as calves, and the origin of the cattle, e.g. if they should origin from Denmark (American Grassfed, n.d.). Additionally, it is discussable whether such a label should be applicable in all types of productions or be limited to the organic production. Limiting a grass-fed label to the organic production might cause objections from the rest of the industry and create conflicts between actors in the meat sector. Furthermore, several scientific studies have reported that a wide range of food labels in the supermarkets leads to consumer confusion and misunderstandings of the message of the label (Besler, Buyuktuncer & Uyar, 2012; Sørensen *et al.*, 2013; Cowburn & Stockley, 2004). Furthermore, a study by Bjorklund *et al.* (2014a) reported that some consumers assessed grass-fed meat with a deviating taste. It can thus be considered what the expected outcome of a food label would be, and if it is the right solution for Jersey bull calf meat. As it is still a unique production, a start might be to try to fit in the 'Recommended by the Animal Protection Organisation' labelling.

## 10.4 Further perspectives

This subchapter presents the further perspectives of this study. The latest development on the area are elaborated along with the implementation possibilities in other food production systems. Recommendations for future research are also outlined.

### 10.4.1 The latest development on the area

Since initiating this study, the area of Jersey bull calves has developed rapidly. Some of the four cases have progressed and implemented new procedures in order to comply with the issue. Furthermore, newly published statistics by SEGES (2016) show that the number of destructed organic Jersey bull calves has decreased during the last year (Fig. 9). The organic farmers now only destruct approximately 40 calves per month (SEGES, 2016). It is argued that the decrease in the number of destructions might be due to the initiatives by These Dairy and Naturmælk (SEGES, 2016). Furthermore, the increased use and information of sexed semen and cross-breeding has had a positive effect on the development (SEGES, 2016).

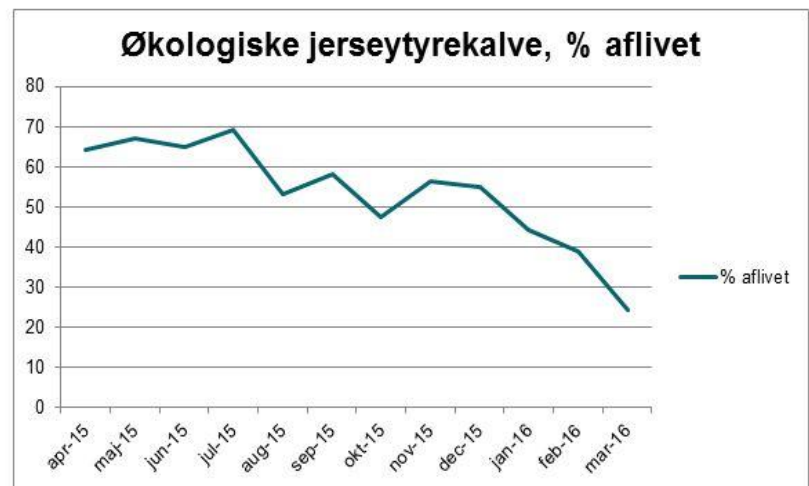


Figure 9: Monthly destruction of organic Jersey bull calves in percent. From April 2015 – March 2016. From SEGES (2016)

In March 2016, The Animal Protection Organisation initiated a collaboration with the retail group Dansk Supermarked of selling dairy products from the Danish dairy ‘Løgismose’ by the label “Recommended by the Animal Protection Organisation” (Jakobsen, 2016). In order for the farmers to sell their products by the food label, they are not allowed to destruct their Jersey bull calves (Jakobsen, 2016). Instead, they have to raise the calves or outsource them to another Danish farmer who have the resources of raising them (Jakobsen, 2016). The organisation furthermore recommend that the calves are raised along with nursing cows and breed according to the organic regulations (Dyrenes Beskyttelse, 2016).

Thise Dairy faces the introduction of their new meat products in the stores of Coop this summer. Since conducting the interview with Mogens Poulsen in December 2015, the focus area of Jersey bull calves has developed into a Jersey bull calf concept which will be in stores next year according to the plan. The Jersey bull calf concept includes the pure Jersey bull calves born at the farms of Thise, which is unavoidable when using sexed semen. The meat is intended to be sold in Irma stores, and the farmers are guaranteed a better price for the meat.

#### **10.4.2 Implementation to other food production systems**

The Danish food sector includes more production systems with surplus products from the primary production which likewise could be utilised, just as the Jersey bull calves.

At Knuthenlund (manor at Lolland with organic award-winning goat cheese production) the owner has been forced to replace their production with cows instead of goats due to economy (Dahlager, 2015). It is simply not economically profitable to raise the goat kids due to sales, which means that they are destructed right after birth (Dahlager, 2015). Comparable to the Jersey bull calves, this might indicate that if the goat meat was more well-known, some consumers and restaurateurs might be interested in buying the meat. Again, it is probably the lack of knowledge of the product that decides the outcome.

Similar, millions of young cocks are being gassed just after hatching in the egg production, since they are not useful in the egg industry (Dyrenes Beskyttelse, 2015). It is however imaginable that the meat of the young cocks could be utilised in convenience food e.g. soups or stews such as coq au vin. Like the projects working with Jersey bull calves, the Animal Protection Organisation has decided that if a producer intend to sell egg products by the label "Recommended by the Animal Protection Organisation", then they are to raise the cocks for slaughtering instead of destructing them (Dyrenes Beskyttelse, 2015).

A different food production with an associated ethical dilemma is the pig industry, where pigs are being castrated in order to avoid boar odour in the meat. Some entrepreneurs have succeeded in creating tasty products from non-castrated pigs (Folmers Pølser, n.d.). It is thus an undiscovered market that might have a future market share, due to the increasing demand for animal welfare among the consumers (Birk, 2016).



### **10.4.3 Future research**

This section provides inspiration for further research in order to achieve a comprehensive understanding of the issue from other points of view.

This study mainly consists of the points of view from four different cases. It is thus relevant to examine the individual actors more thorough. One approach could be to examine the value chain from farm-to-fork and study the practices and routines within each actor, i.e. the farmers, the slaughterhouses and the retail sector. If such viewpoints were included, the analysis would have been more comprehensive as the slaughterhouses, retail groups and farmers were to explain the issue from their point of view.

A different approach could be to examine the ethical dilemma among the farmers. In this study, the ethical dilemma is included, but as it is a central issue for the farmers, it is relevant to examine the area more detailed. This could e.g. be done by including ethics as a main point in the interview-guide and thus analysing the ethical dilemma on the basis of the farmers own experiences.

The power of the consumers and their associations of products from Jersey cattle could also be further examined. Some consumers would probably associate products from Jersey cattle with a higher fat and protein content and an increased price. It could thus be an interesting study to examine whether this presumed association constitutes a positive or negative outcome for the brand of Jersey meat. Furthermore, several scientific articles reported that consumers assess meat poorly when it has yellowish fat and strong marbling (Bjorklund *et al.*, 2014a; Cozzi *et al.*, 2010; Nielsen & Thamsborg, 2005). It could thus be examined how the consumers' preferences of a meat selection are affected by extrinsic and intrinsic characteristics conducted by e.g. focus group interviews or sensory panels.

## **11.0 Recommendations**

Based on the analysis and discussion of this study, six areas are recommended for closer examination. The recommendations represent the advices of the researcher as to where to make an effort in regards to the spreading of Jersey bull calf meat in Denmark. In this chapter, the six focus areas are presented.

### **11.1 A collaborative network**

The analysis of this study indicated that a communicative tool is necessary between the dairy farmers holding the Jersey bull calves, but not necessarily with the resources to raise them, and the Jersey breeders who have the resources to raise the bull calves. Currently, the contact between the farmers consist of small-scale agreements as seen between Kalø Organic Agricultural College and Karensminde. It is recommended that a collaborative network between the farmers and breeders is initiated. The network could be facilitated by e.g. the Organic National Association, the Animal Protection Organisation or the Danish Dairy Association. The network could consist of a webpage on which dairy farmers and Jersey breeders were marked on a map. This would make it easier to locate the nearest collaborators and contact them through e.g. a contact formula. A communicative facilitator could also be responsible for creating the contact between the farmers or could establish collaborations between farmers and municipal nature management.

A collaborative network would benefit the farmers as they could get rid of their surplus Jersey bull calves for utilisation. It would furthermore become easier for the Jersey breeders to get a hold of the Jersey bulls, thereby creating a regular customer group in e.g. the restaurant business. The implementation of such a cooperative network is not resource-demanding, but could easily be implemented, particularly if it was facilitated by an organisation.

### **11.2 Branding and marketing**

It is recommended that the projects increase the communication of the unique qualities of Jersey bull calf meat. The Jersey bull calf has a very unique body composition as it is small with dense fat marbling and yellowish suet, similar to some of the best meats types in the world. Besides the meat characteristics of the Jersey calf, the production could be branded on animal welfare as the upbringing is very natural. The meat might also become a part of the product portfolio labelled with “Recommended by the Animal Protection Organisation” (Dyrenes Beskyttelse, n.d.c). Additionally,

one could make the restriction of deciding that the calves should only be grass-fed, thereby making it possible to produce a high quality grass-fed product, as seen in other countries (The Pasture-Fed Livestock Association, 2016; American Grassfed, n.d.). By branding the meat by 'grass-fed', the unique fat composition consisting of more N-3 and less N-6 fatty acids could be enhanced (Bjorklund, 2014b). Branding the meat by its fatty acid profile would be innovative on the Danish market, and it is thus difficult to predict whether the branding strategy would have a positive or negative effect on the Danish population.

Some of the informants also mention the possibility of branding the meat on its smaller and different cuts. This would align very well with the Danish nutritional advices, and be a positive contribution to the current discussion in Denmark with regards to the intake of red meat per citizen and whether or not there should be a tax on red meat (Miljø- & Fødevareministeriet, n.d.; Det Etiske Råd, 2016). In summary, there are a lot of different approaches of initiating a communication strategy for Jersey bull calf meat in Denmark. It is highly recommended that the projects take advantage of the multiple marketing possibilities and market the meat in order for the knowledge to increase.

### **11.3 Consumer guidance**

The literature review and analysis indicate that modern consumers have difficulties assessing meat quality and meat characteristics in the supermarkets. The lack of knowledge of Jersey bull calf meat among the consumers is furthermore a main obstacle. The consumers are unaware of the ethical dilemma lying behind the production of Jersey products and it is thus difficult for them to assess why the meat is more expensive. As mentioned in the analysis, it is crucial that the projects working with Jersey bull calves increase their communicative strategy by using e.g. storytelling in order to pass on the story of the meat to the consumer. It is recommended that the projects employ a communicative facilitator who could be responsible for the public communication. The role of the facilitators could be to develop marketing material, updating webpages and create contact between the farmers and eventual buyers.

Some of the projects currently sell the meat as a quarter of a calf which constitutes a challenge as the majority of modern consumers does not know how to manage it. It is thus recommended that the facilitator hires a successful chef or a popular television-chef to develop recipes with the different cuts from Jersey bull calves. Furthermore, e.g. gourmet butchers could promote their own special cuts from the bulls and develop recipes to hand out. To promote the Jersey bull calf meat among the

consumers, it is furthermore recommended that the projects participate at food fairs or organic events, e.g. 'Øko-dagen' where the organic dairy cows are in focus (Økologisk Landsforening, n.d.b). A quite different approach could be to initiate a label for grass-fed meat, similar to what is implemented in the USA and in the United Kingdom (The Pasture-Fed Livestock Association, 2016; American Grassfed, n.d). However, several scientific studies indicate that consumers are more confused than guided by the numerous number of food labels in the supermarket (Hu *et al.*, 2011; Brécard, 2013). Such an initiative should thus not be of first priority, but could be considered if the Jersey bull calf meat and grass-fed production becomes popular in Denmark.

### **11.4 Distribution channels**

The analysis indicated that the buyers, both retail and private, do not believe in the sale potential of the meat due to the restricted willingness of the consumers to pay extra for the Jersey bull calf meat. Thise Dairy, however, poses a good example with their collaboration with Coop and faces the product launch of their Jersey meat this summer. This proves that there is a possibility of collaboration between dairies or smaller companies and the retail sector. If the project Thise & Cow becomes a success, it is likely that other retail groups will start demanding the meat from their suppliers as well. The meat is however a very unique product and it is thus recommended that the smaller projects start by cooperating with local supermarkets, butchers and farm shops instead of aiming at distributing in retail. Starting out by selling small quantities of Jersey bull calf meat to local stores, might lead to a business opportunity. Naturally, it is necessary that the Jersey bull calf product gets branded and familiarised among the consumers before this step can be implemented. The benefit of this approach could be to create a customer group in the local area, which could increase the knowledge of the meat and might lead to a demand among the consumers.

The larger organisations working with Jersey bull calf meat could try to initiate a collaboration with retail. In particular, the project Welfare Delicacies has a possibility of reaching the retail market as they initiated a collaboration with Dansk Supermarked in March 2016 (Jakobsen, 2016). If they are willing to change the guidelines, they might be able to sell Jersey bull calf meat by the label "Recommended by the Animal Protection Organisation".

## **11.5 The slaughterhouses**

One of the main obstacles mentioned by the informants is the close-knit measurement criteria and valuation of meat at the slaughterhouses. The strict approval and qualification criteria of the meat at the slaughterhouses do not meet the modern meat supply. It is thus recommended that the slaughterhouses are challenged by the dairy- and meat industry in order to abandon their old norms and routines. Additionally, e.g. the Danish Agriculture and Food Council could change the agenda by appointing a group of professionals to propose solutions for the dilemma in order to make it beneficial for the slaughterhouses to slaughter Jersey cattle.

Implementation of such a change is a difficult process for the slaughterhouses, as a change of classification systems does not only demand a change of procedures among the workers, but also demand new tools and machines which can be expensive. It is thus important that the slaughterhouses are not forced to change their procedures immediately, but are guided on how to implement the changes step by step. The implementation of such changes would not only benefit the working environment of the farmers, but it could also become a profitable business for the slaughterhouses. This is expected as the results showed a market potential for the meat especially in the restaurant business.

This Dairy has already signed an agreement with Hadsund Slaughterhouse, where their Jersey cows and bull calves are being slaughtered. It is thus feasible that more slaughterhouses in the future will consider changing their procedures and that the cooperation between This Dairy, Coop and Hadsund Slaughterhouse initiate a mirror effect through the industry.

## **11.6 Agricultural education**

The analysis indicated that the education of the newly qualified farmers has become more theoretical than practical due to the close-down of several educational farms at Danish agricultural colleges. This constitutes a large issue in regards to the future education of the farmers and their practical knowledge of solving agricultural dilemmas. It is thus recommended that the agricultural colleges in Denmark apply for economical support from e.g. the Ministry of Environment and Food of Denmark, in order to re-establish their agricultural farms. If the future agricultural dilemmas are to be solved, it is important that the farmers have the proper abilities and knowledge. The re-establishment of agricultural farms is a big expenditure and is not implemented easily. It would require that the

agricultural colleges in Denmark collaborated and decided what the future agricultural education should include. This is not only difficult due to the different stakeholders with different objectives, but also due to the presumable differences between organic agricultural colleges and conventional agricultural colleges. It is thus recommended that the organic agricultural colleges could function as frontrunners in re-establishing the educational farms at the remaining Danish colleges. For this, Kalø Organic Agricultural College could rightfully be used as the good example.

## 12.0 Conclusion

This study indicated that the current practices of the slaughterhouses and the retail sector, as well as the farmers' lack of confidence in the product influence the implementation and market potential negatively. Furthermore, the lack of knowledge among the consumers pose a challenge. However, the informants express a positive opinion towards a market for Jersey bull calf meat in Denmark, enhancing delicacy stores, the retail sector and the restaurant business as possible distribution channels. The analysis furthermore indicated that the main possibility to brand the Jersey bull calf meat is by its supreme eating quality and the surrounding factors such as ethics and animal welfare. The implementation of a communicative strategy could improve the general knowledge among the consumers and contribute to a branding strategy for the meat. The strategy could also involve the initiation of a collaborative network between the farmers and Jersey breeders. However, in order for the implementation to succeed, several actors must change their former practices. The slaughterhouses need to change their practice from disqualifying the meat to including it in their production. The retail sector has to stake on the meat and trust the saleability in spite of the increased price. Additionally, the farmers' current practice of destructing the Jersey bull calves have to end, as the ethical dilemma influences their everyday life negatively. If the slaughterhouses and retail sector changed their practices, a voluntary action might commence among the farmers as they would be able to gain profit from their Jersey bull calves.

This study furthermore showed that Thise & Cow most likely will launch a mirror effect among the remaining Danish dairies, thus functioning as frontrunner within the utilisation of Jersey bull calves. Jersey Grass-fed Calf and Welfare Delicacies will probably continue as small-scale projects, but the number of Jersey breeders might increase due to the publicity that Thise & Cow brings to the issue. The Kalø Calf could become frontrunner within the area of agricultural education and could inspire the remaining agricultural colleges to re-establish their educational farms to secure more practical training during the education of the farmers.

The experiences learned from the four case studies have resulted in six recommendations which are transferrable to the remaining dairy- and meat sector in Denmark. If the recommendations are implemented successfully, a future market for Jersey bull calf meat seems promising.

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## **14.0 Appendixes**

Appendix 1: Interview guide

Appendix 2: Transcription Thorkild Nissen (in Danish)

Appendix 3: Transcription Nikolaj Malte Houkjær (in Danish)

Appendix 4: Transcription Mogens Poulsen (in Danish)

Appendix 5: Transcription Pernille Fraas Johnsen (in Danish)

Appendix 6: Introductory Telephone Conversation w. Mogens Poulsen (in Danish)

Appendix 7: Introductory Telephone Conversation w. Thorkild Nissen (in Danish)

Appendix 8: Coding example

Appendix 9: Quarterly destruction of Jersey bull calves

## **Appendix 1: Interview guide**

### **Informed consent**

Am I allowed to tape the interview? Do you want to appear anonymous or with your name? If anonymous, can I use your professional title?

*(Project XX = The Kalø Calf, Jersey Grass-fed Calf, Welfare Delicacies and Thise & Cow)*

### **Background**

- What is your educational background?
- What is your current position?
- What is your role in project XX?
  - o How long have you been working on the project?

### **About project XX**

- When did project XX start up?
  - o How many years are the project planned to run?
- Who is behind the project?
- What is your role in the project?
- Why did you start the project up?
  - o Who were the initiators?
  - o After intention from farmers?
- What was the background for putting focus on the Jersey bull calves?
- What is the purpose of project XX?
- Which goals do you intend to achieve with the project?
  - o Have you reached any of these goals yet?
  - o If yes: Could some of the results from this project be transferred to the conventional milk production based on Jersey cows?
  - o If no: How do you continue working in order to reach the goals?
- How many farmers are part of this project?
  - o How were the farmers selected?
  - o What is their background for being a part of this project?
  - o How many Jersey bull calves can be fattened on an annual basis at the farmers?
- What does the farmers achieve by being a part of this project?

- Is it worth the farmers to feed up the Jersey bull calves?
- How does the settlement work?
- Is the Jersey bull calf meat only sold privately?
  - Yes: Have you got any feedback from buyers/farmers about the quality of the meat, customer satisfaction etc.? How much is the meat sold for?
  - No: Where is the meat otherwise sold?
- Do you estimate that there is a market for Jersey bull calf meat (e.g. in the retail sector)?
  - Yes: Why do you guess that it has not come apparent yet? How do you believe that the meat should be branded in order to break through?
  - No: Why not?
- What is the ultimate criteria for success for project XX?
- What do you see as the biggest challenge for the project?
- Do you follow up on the project in any way? (guidelines etc.)?
- In the latest years the number of Jersey bull calves that is destructed has increased. Do you have a guess on how we, in the future, can prevent that the number of destructions grows?

Thank you for your participation. Do you have any questions?

## Appendix 2: Transcription Thorkild Nissen

**Date: 04-01-2016**

**Thorkild Nissen (TN) & interviewer (I)**

I: Først vil jeg lige høre hvad din uddannelsesbaggrund er.

TN: Jeg er uddannet praktisk landmand og derefter er jeg uddannet landbrugstekniker.

I: Og din nuværende stilling, eller hvad kan man sige, sidste.

TN: Min sidste stilling det var at jeg var underviser og driftsleder på Kalø Økologiske Landbrugsskole

I: Og hvad underviste du i?

TN: Jeg underviste i kvæg.

I: Har du stadig en rolle i projekt Jersey Græskalv?

TN: Det er ikke længere et projekt, det er ude og drifte. Det er lang tid siden det var et projekt.

I: Hvornår startede det op?

TN: Du må ikke hænge mig op på årstallet, men det var 10 år siden. Den første startede hvor det var dyrenes beskyttelse der udlovede 100.000 til nogle producenter der ville producere Jerseykalve på græs.

I: Hvor mange år kørte det som projekt?

TN: Jamen det var så. De der 100.000 det var så den første, det var sådan en slags projekt hvor jeg så blev hyret som konsulent hos de her tre landmænd. Og så tog de rundt og besøgte hinanden og gav gode råd og så de ensrettede produktionen efter. På en måde. Og så søgte vi et projekt, og det var ØL der søgte et projekt der hed "Jersey Græskalv" og det var en afprøvning nede ved (ord mangler) Engsø hvor der gik 20 køer og 40 kalve. En landmand herude i Hjortshøj der havde dyrene. Og det var et projekt hvor Thise var med, det var dem der leverede dyrene og Friland var med, det var dem der skulle afsætte dyrene, dyrenes beskyttelse var med, som interessant og der var Natland som er sådan en et privat firma, to damer, naturdamer, som arbejder meget med kvæg og afgræsning og biodiversitet og pleje af natur. Og så var Svineriet med som restaurant og så var der et slagtehus med som slagtede. Og Århus Kommune var med, det var dem der hypede og lagde arealer til og det kørte så i et par år det projekt, hvor vi så var inde og måle på tilvækst på køerne og på kalvene og trivsel. Men også dem fra Natland vurderede så hvordan afgræsningskvaliteten var. Det er det Jersey græskalv var som projekt.

I: Var markedet/det videre salg af kødet med i projektet?

TN: Det var så Friland del af det, at de skulle få det solgt videre, men det magtede de ikke rigtigt. De kunne ikke se et forretningspotentiale fordi det var så lille en produktion. Altså alt mellem 0-1000 dyr det er uinteressant og det var jo det det var i starten. Og så var det, det stak alt for meget ud i deres produktionslinje, da vi havde den lille kalv der. En af dem han sagde at det lignede sådan en schæferhund der på krogen og de magtede ikke at få den ekstra værdi ud af det, fordi de ikke så den, på det tidspunkt.

I: Og hvad var din rolle så i projektet?

TN: Jeg var jo projektleder på det projekt, dels for den praktiske indførsel og vi havde også prøveslagtninger og prøvesmagninger med Svineriet.

I: Blev kødet så solgt til gæsterne (red. I Svineriet)?

TN: Nej de fleste de blev solgt igennem Friland, men jeg tror ikke de solgte dem særligt godt. De fik ikke mange penge for dem.

I: Hvad med prøvesmagningerne?

TN: Jamen det var jo rigtigt godt. Blandt andet, så inviterede vi Thise ned, altså dem der havde leveret dyrene. Dem inviterede vi ned i projektet og så havde Klaus Udengaard der fra Svineriet tilberedt middag til dem af det her græskalv, og det var rigtigt godt. Han var meget begejstret over kødet, lavede så også en speciel udskæring af det, som også var en del af projektet. Det var at lave den der folder (Red. lå på bordet).

I: Hvorfor blev projektet startet op?

TN: Jamen det var fordi at etikken, det at skyde nyfødte kalve det er jo 'no go' for økologer et eller andet sted.

I: Hvem var initiativtagerne bag projektet?

TN: Det var dyrenes beskyttelse der udloddede de 100.000 og så var det tre ildsjæle der på hver sin måde gjorde, synkroniserede det lidt i og med at de alle valgte at have ammetanter. Og så derudfra, ud fra de erfaringer, søge ØL om et større projekt – Jersey Græskalv. Og så delte det sig i forskellige retninger hvor Dyrenes Beskyttelse lavede et meget snævert koncept som de kaldte Velfærdsdelikatesser, hvor kalven ikke måtte være mere end 8 mdr. og den skulle, jeg tror det var 5 ud af de 8 mdr. skulle den være på græs. Og det begrænser, dels, i hvert fald nogle dyr. Man kan ikke bruge dem der er født i maj-december i det koncept der og det begrænser også landmandens forretning for sådan et dyr der, det kunne jo godt have mellem 80-120 kg. slagtevægt og det er forholdsvist dyrt at få slagtet. Der ville det være en lidt bedre forretning hvis der var lidt flere kilo.

I: Hvad var baggrunden for at Dyrenes Beskyttelse udloddede de her 100.000 kr.?

TN: Det var jo fordi det er dårlig etik og dårligt dyrevelfærd. Det var for at de skulle have et liv.

I: Hvad var formålet med projekt Jersey Græskalv?

TN: Jamen det er det samme, det er jo akillessenen i økologi at man har et flagskib der hedder Jersey mælk og Jersey og så at man har et affaldsprodukt man behandler rigtigt dårligt. Altså, det er måske ikke dårlig dyrevelfærd fordi dyret mærker ikke noget, men det er dårlig etisk at slå et nyfødt dyr ihjel og landmanden bryder sig ikke om det og slet ikke forbrugeren. Altså der er, heldigvis har man ikke fået nogen landmand til at stille op og skyde den der Jerseykalv, eller afliver, skærer halsen over på den bagefter, men det er en latent bombe under mælkeproduktionen, meget dårligt image det vil give at. Det popper op sådan med års mellemrum at de skyder dem.

I: Ja lige nu virker det som om det er på vej frem i lyset igen, med Thise & Ko osv.?

TN: Der er jo sket det at Naturmælk har sagt at de ikke skyder deres Jerseykalve. Og det har Thise jo lidt svært ved at sidde overhørigt at et andet økologisk mejeri skulle være mere etisk end de er. Og det er fint at de presser hinanden.

I: Hvilke mål ønskede I at opnå med projektet?

TN: Jamen dengang det var jo at undgå aflivningen af Jerseykalve og lave et højt ?? og godt produkt med høj spisekvalitet og også et produkt som, hvor dyrevelfærden er i højsædet, altså koen går med kalven og har en meget naturlig opvækst og æder en masse græs.

I: Vurderer du, at I er nået i mål med disse mål?

TN: Ja i høj grad. Det har måske ikke udbredt sig så meget, men der skulle være nogle flere gange.

I: Hvad tror du er grunden til at flere landmænd ikke er gået med i projektet?

TN: Jamen det er nok svært at skalere op og så er der et vist eller en meget stor konservatisme i det danske landbrug, fordi at i vores firma har vi da lavet overskud på det i alle år og det er der få landbrugsproduktioner man kan sige det om. Og det har vi gjort, vi har kørt det som hobbyvirksomhed, men det er ikke kun for sjovt, det er jo ikke sjovt hvis ikke vi tjener penge.

I: Hvor mange landmænd startede med at være med i projektet?

TN: Der var tre landmænd.

I: Hvor mange er der med nu?

TN: Jamen jeg ved det faktisk ikke. Der er da nogle stykker der producerer på den måde, men det er typisk sådan et småskala landbrug. Der er ikke nogen der har gjort det sådan i helt stor skala. Jeg kan ikke se noget i vejen for at man skulle gøre det hvis man ville det.

I: Kan det betale sig for landmændene at fede kalvene op?

TN: Ja hvis de kan få en ordentlig afsætning. Det er afsætningen der står og falder. Men det kan ikke betale sig hvis man får den, sælger den til noteringen. Men hvis de selv kan stå for afsætningen til den værdi som kalvene egentlig fortjener, så kan det godt betale sig. Eller hvis nu man kunne forestille sig at der kommer en bedre notering fordi at afsætningselskabet fandt ud af at det var et godt produkt, så kan det godt få vind under sejlene.

I: Hvor mange kalve kan der blive opfedet på årsbasis hos en landmand?

TN: Jamen det kommer an på hvor meget jord han har. Altså vi har jo lavet det sådan at det er udelukkende vedvarende græsarealer hvor de græsser og hvor vi også har, tjener penge på jorden. At vi netto får en indtægt ved at forpagte jorden. Men der er masse af arealer rundt omkring som man kunne få fat i og producere på. Jeg tror der er et par hundrede tusinde hektar vedvarende og som ellers ikke bliver afgræsset, men som man ønsker at afgræsse.

I: Hvad tror du der skal til, for at flere vil udnytte denne mulighed for brug af arealer?

TN: Jamen afsætning. Det er hyrden. Og det er også det der gør det svært for os, få den opbygget. Og det er det vi bruger mest arbejde på, det er afsætningen. Selve pasningen den er jo ikke (ord mangler).

I: Er det kun via hjemmesiden man kommer i kontakt med jer?

TN: Hjemmesiden og mund-til-mund og så et skilt op ved kalvene. Vi kunne have gjort meget mere selv.

I: Har I fået noget feedback fra køberne omkring kødkvalitet, tilfredshed mm.?

TN: Vi har faktisk næsten kun positive tilbagemeldinger, men vi får altid positive tilbagemeldinger ved hver slagtning og kunderne kommer igen. Der har været lidt omkring om det var ren Jersey eller om det var krydsninger, hvor nogle foretrækker det ene og nogle foretrækker det andet. Men vi har jo også, er meget bevidste om at have den rigtige slagter og holde ham i ørene for at det er god kvalitet og den rigtige udskæring hver gang og det skal modne og det skal være pænt pakket når folk modtager det og nemt at gå til. Så vi har været igennem forskellige slagtere før vi har nået til den endelige. Og det er faktisk lidt bøvlet, nu bor han et stykke væk så vi har en del transporttid med dyrene, men også når vi skal hente det igen.

I: Og så leverer I det ud til kunderne eller hvordan foregår det?

TN: Nej vi kører det faktisk, og det ved jeg faktisk ikke hvad Fødevarestyrelsen siger til, jo det ved jeg godt. Altså vi henter det ude hos slagteren i en trailer og så kommer folk og henter det når det kommer hjem. I løbet af en time, så er det væk. Så det er ikke noget problem, men jeg tror nok man skulle. Jeg er lidt i tvivl om man må. Jeg tror godt vi måtte det, hvis vi havde det i nogle kølekasser hvor vi tog hver enkelt kasse og puttede det ned i en kølekasse. Men i og med at temperaturen den er, det er i november vi begynder og vi slutter i januar (ord mangler).

I: Vurderer du, at der er et marked for Jerseytyrekalkødt?

TN: Det der er måske genrer lidt nu, det er at årstiderne har så stor succes med deres måltidskasser og det er der mange af de kunder vi har som der får måltidskasser fra Årstiderne og der får de jo det hele, der får de kød og grøntsager. Så kan de ikke håndtere at have en kvart kalv også. Så det kan godt være, jeg synes det er blevet lidt sværere at sælge kvarte kalve end det har været og det tror jeg simpelthen er fordi at kødet er med når man køber kasser. Det er blevet rigtig meget mere udbredt. De kollegaer her i ØL, de havde alle sammen måltidskasser og det kræver lidt mere kunnen at finde ud af, hvad skal du med en bov og hvad skal du med tykkam osv. Hvordan den viden er ikke ude blandt forbrugerne. Så det er et specielt segment vi har og der er jo nogle der forguder det. Men de unge mennesker, børnefamilierne, de er simpelthen afhængige af de der måltidskasser fordi det er så nemt. Så skulle vi tage næste skridt og så skulle vi lave et eller andet hvor vi solgte udskæringer, men det er et stort skridt. Så skal vi ligge inde med et lager og så skal vi køre ud. Det er bøvlet.

I: Vurderer du, generelt, at der er et marked for Jerseytyrekalkødt?

TN: Ja, det andet marked vi har nu, det er så golfrestauranten nede der hvor dyrene går. Han køber så hele dyr af gange, han har købt to hele dyr og skal sikkert have et par stykker mere. Så er der et par restauranter inde i Århus der også kan tage et helt dyr. Så det er måske mere den vej rundt man skal satse på det.

I: Du vurderer ikke at der er et marked i detailhandlen?

TN: Jo der har vi. Vi har jo haft Salling som kunde og der er noget med noget papirarbejde, som vi i givet fald skulle have udarbejdet. Det skulle vi have lavet og så tror jeg godt vi kunne sælge. Salling er nok det mest højtprofilerede, måske mere højtprofileret end Irma.

I: Ja det er vel lidt ligesom Mad&Vin i Magasin?

TN: Jo. Altså det er der hvor overklassen går ind når de skal have noget ordentligt kød. Jeg kunne også godt forestille mig at vi kunne sende noget over til Gourmandiet hvis vi fik lavet en god aftale med ham. Men vi skal være på det der højprismarked for at det er interessant.

I: Hvorfor tror du at Jerseytyrekalkødt ikke er slået igennem endnu i detail?



TN: Det er fordi det er så små mængder, hvis det skulle gå hen og blive populært, så kunne vi jo ikke blive ved, vi kan jo ikke skaffe mere. Jamen så skulle man lave en større produktion. Jeg kunne godt forestille mig en detail sagde at de vil markedsføre det her produkt og så lavede man en aftale med en landmand der så havde en større produktion. Hvor han så var garanteret en væsentligt højere pris.

I: Hvordan tror du at Jerseytyrekalvekød skal markedsføres på?

TN: Altså etikken er en ting, at man ikke slår dem ihjel længere. Så er der spisekvaliteten, det er det bedste kød du kan få, det er det mest møre og det mest smagfulde når det er Jersey. Så er der dyrevelfærden, at det er en fantastisk opvækst når de går sammen med en ko og jeg ved det er noget som Dyrenes Beskyttelse også vil kunne anbefale. De kan ikke anbefale økologiske kalv i dag når det ikke har gået sammen med en ko. Så kunne du snævre det ind og sige, jamen de må kun æde græs og så kunne du lave meget høj profilering på græs, som man ser i USA f.eks. og det er så det man kan slå på er dels det med smag, men i høj grad også sundheden. Så kan du markedsføre det på klimavenlighed, hvis det er græskøer. Så der er mange ting at spille på. Du kunne også markedsføre det på at det er små udskæringer, så du skal måske ikke spise så store bøffer, men man skal have dem, det er meget mere mundrette udskæringer man får her i stedet for de der kæmpe kødkvægsbøffer.

I: Hvad har været den største udfordring for projektet?

TN: At man skal have mælkeproducenten involveret i at lave den der treenighed af to kalve og en ko der er godt tømret sammen og det skal, det er et håndværk de skal kunne. For det nyttede ikke noget at en ko kommer ud med kalve og der så ikke er det der bånd imellem dem, for så er der for meget bøvl, det har jeg oplevet. Så måske er det den største udfordring. Ja og så afsætningen. Og så har du også en ko du skal have afsat.

I: Blev der fulgt op på projektet med f.eks. guidelines?

TN: Nej der er jo forskellige pjecer til hvordan man køre sådan et landbrug, men ellers er der ikke nogen materialer. Det er ude at drifte og folk de lader sig inspirere af det. Jeg tror der er en del der gør det i mindre målestok. Det er jo også noget som, det der kræver kvalifikationer, det er at lave den der treenighed, og så dem ordentligt koblet. Når de så er ordentligt koblet så kan du jo godt sende dem ud til kogræsslaug eller, ja en folkeskolelærer kan passe sådan nogle dyr der, man skal i virkeligheden bare holde øje med dem og sørge for at de har nogle mineraler ved siden af. Der er ikke nogen kælvninger, der er ikke noget der skal løbes. Så i det hele, der er det jo faktisk ret enkelt at have. Og staldkravene er minimale, du kan jo egentlig slagte dem inden de skal i stald. Hvis du kan få mælkeproducenterne til at have dem indtil de skal på græs, det er jo genialt.

I: Så det virker egentligt ret simpelt ligeså snart man har koblingen mellem ko og kalv?

TN: Ja. Så passer koen kalven. Selvfølgelig skal man tilse den og sørge for at det kører.

I: Er koblingsprocessen alment kendt blandt landmænd eller er det noget de skal uddannes i?

TN: Næ. Altså den mælkeproducent der skal lave den, ham vil jeg gerne snakke med og give nogle fif til hvordan han skal gøre det, for det kan godt være svært at få en ko til at acceptere to fremmede kalve som om det var hendes egne, men jeg vil mene at det er ved 90 % af køerne det kan lade sig gøre. Så når, hvis den så får lov til at gå sammen med dem i lang tid og det kører, den har ikke spændt yver og kalvene er mætte. Når det har kørt i 14 dages tid, så er det ret simpelt. Så skal man lige der, når de så transporteres, holde øje med dem, for der kan godt ske noget stress der gør at de

bliver forvirret. Men i år f.eks. der har vi ikke haft problemer med ko og kalve, det er jo ikke altid at lige den ko kun bliver pattet af de to kalve, der sker sådan en, nogle gange er det fire kalve der patter en ko og nogle køer vil slet ikke acceptere andre kalve end de den kom med, andre køer er ligeglade. Nogle kalve de kan kun drikke ved den ko de er kalvet ved, men de fleste kalve de kan nu godt finde ud af at gå til andre. Men det er sådan at de store kalve, der bliver større og større spænd imellem de store og små kalve, fordi de store kalve de har bare tag-selv, de jager den anden kalv væk hvis de vil til.

I: Så der er ret store udviklingsmuligheder på området?

TN: Ja, det er nemt. Og der er nogle, omkring bygninger, man skal have, i den periode hvor man har dem på stalden, der skal der være noget plads. Sådan en ko den skal have god plads sammen med kalvene. Hvis man slagter dem direkte fra græs, så har du ikke staldkravene med. Men der er så, hvis man skal have kalve der bliver født året rundt, så kan der være større staldkrav, for så skal de jo være på stald i en periode, hvis man skal have alle kalvene den vej. Det behøves ikke være store og fine stalde, det skal bare være nogle med god plads.

I: Har du et bud på hvordan man i fremtiden kan mindske antallet af Jerseytyrekalve der bliver aflivet?

TN: Altså man havde jo forventet at kønssorteret sæd det blev, betød at der var færre der blev aflivet og jeg tror måske også det er anelse færre, men det er ikke så mange færre. Hvis man bruge noget mere kønssorteret sæd, fik kvier på de køer man ville have kvier på og så brugte kødkvægssæd på de andre, fordi at hvis en kalv der er halvt kødkvæg og halv Jersey den vil altid have en højere værdi og den vil kunne sælges og så ville den ikke blive aflivet. Men de rene Jersey produkter der ville det være hvis der var en detailkæde der så potentialet på det, gøre noget ud af markedsføringen af det specielle kødprodukt, så tror jeg godt man kunne redde resten. Der er jo ikke, snakker man om de økologiske så er det måske 1000 der aflives som man skal have fat i. men har man de andre med så er det jo 10.000.

I: Kan det godt betale sig for landmændene at bruge kønssorteret sæd i stedet for at aflive dem?

TN: Ja altså de får jo to ting ud af at bruge det kønssorterede sæd. De får kviekalve på de køer som de vil, på de bedste køer. Det er jo også en gevinst for dem.

I: Men er der ikke en merpris på kønssorteret sæd?

TN: Jo det er dyrere. Så det med at de, det er jo en sidegevinst at de så kan bruge kødkvæg på resten. De gør det primært for at få kvier på de rigtige køer og for sikre sig at man får tilstrækkeligt antal kviekalve. Men der vil altid være nogle overskydende. Men altså det er jo paradoksalt at det er det produkt der har den største spisekvalitet der er affaldsproduktet. Men det er fordi at slagte kvaliteten er ringere. Og fordi det koster mere, de er mere fodereffektive, man skal bruge mere foder på at lave et kilo Jerseykød end et kilo af de andre racer.

I: Så der skal ske noget brændingsmæssigt for at folk får øjnene op for det?

TN: Ja jeg tror faktisk at man skal slå på, det er ikke nok bare at sige til forbrugerne at de er med til etisk, det er ikke salgsparemet nok. Man skal have koblet mere på. Hvis man kobler det på med at det også er god spisekvalitet, dyrevelfærd og græsfodret, så har du noget hvor der er rigtigt meget du kan slå på. Og så kunne de måske være de første der kom med et græsfodret produkt.

I: Ja, for der findes vel pt. Ikke nogle produkter der markedsføres som 'græsfodret'?

TN: Nej. Men det, prøv lige at se hvad der sker i USA på det område, både mht. mælk og kød, der er virkelig. Det er jo den måde koen naturligt, det er jo koens naturlige foder. Det giver god mening.

## Appendix 3: Transcription Nikolaj Malte Houkjær

**Date: 04-01-2016**

**Nikolaj Malte Houkjær (NMH) & interviewer (I)**

I: hvad er din uddannelsesmæssige baggrund?

NMH: Jamen oprindeligt, jeg er udlært faglært kok. Først har jeg arbejdet i hotel- og restaurationsbranchen i vel 15 år som hotelchef og restaurantchef og køkkenchef. Og så har jeg suppleret min uddannelse med en MBA, altså en master i business og administration fra Schweiz i oplevelsesledelse. Og det er meget med innovation og markedsføring, salg og service og konceptudvikling og alle sådan nogle ting.

I: Hvad er din nuværende stilling her på Kalø Landbrugsskole?

NMH: Jeg er uddannelsesleder med hovedfokus på salg, markedsføring, studievejledning og elevadministration og alt hvad der har med projektledelse og innovation at gøre. Og så har jeg dertil sådan det internationale ansvar, vi har en international linje på skolen der hedder Global Organic Farmer, som er elever fra hele verden der kommer og går her i fire år. Men det er meget udadtil.

I: hvad er din rolle i projektet Kalø Kalven?

NMH: Det har jeg været projektleder på og så har jeg, ja hvad skal man sige, researchet på hvad der skete inden for malkeproduktionsbranchen og hvordan man kunne løse lidt på for problematikken omkring de her stakkels kalve der bliver slagtet og så konceptudvikle på den event vi havde her med Kalø Kalven, lancering af Kalø Kalven og kødet her. Dvs. kontakt til slagter og supermarkeds kæder og i forbindelse med afsætning og prissætning og kvalitetsvurdering og sådan nogle ting.

I: Hvornår startede projektet op?

NMH: Vi fik slagtet de første – altså vi har arbejdet med det i et halvt års tid og vi fik slagtet de første i starten af november og brugte dem så til eventen den 21. november. og nu står vi sådan lidt, som vi var inde på før i et vadedsted hvor vi skal finde ud af hvad vi kan gøre mere for dem. Nu har vi ligesom lavet sådan et skoleeksempel på hvordan det kan lade sig gøre og hvordan man kan formidle ud til forbrugeren, ligesom for at få deres øjne op for det. Det er jo dem der bestemmer i sidste ende, sådan er det jo og det er jo også derfor vi stadig ser rigtig meget konventionelt svinekød i Netto og sådan nogle ting. Det er jo fordi markedet er der for det, fordi prisen har rigtig meget at sige, desværre stadigvæk på trods af kvaliteten. Men jo mere vi kan få øjnene op for det, der er jo rigtig mange restaurationskæder/restauranter, specielt gourmetrestauranter, der bruger Jersey kød, men har faktisk svært ved at få fat i det, fordi producenten af kødet, altså bønderne, har ikke rigtig fået øjnene op for at der rent faktisk er et marked for kvalitetskød.

I: hvem var initiativtagerne til projektet?

NMH: Jamen det var jeg i virkeligheden. Vi søger sådan med bred lygte, bred kam over hele fødevarerfunktion Danmark og indenfor landbrug og så nogle gange så er der nogle spændende ting der dukker op som ligger vores hjerte tæt og nært og det er jo først og fremmest økologi, men dernæst også dyrevelfærd det er jo et skoleeksempel på et sted hvor der skal gøres noget.

I: Hvor mange år har I tænkt jer at projektet skal køre?

NMH: Jamen altså lige nu har vi jo afviklet den store event, som ligesom var formålet med det. Men derfor vil vi rigtig gerne køre det videre. Det handler bare om ressourcer, det gør det. For vi er jo sat i verden som skole og vi skal uddanne nogle rigtig dygtige økologiske landmænd her fra skolen. Vi skal ikke ud og være kødproducenter, men derfor vil vi gerne fortælle kødproducenterne eller malkeproducenterne om at der kan være et marked for de kalve de slagter ved fødslen på nuværende tidspunkt eller afliver i virkeligheden. Så vi har ikke nogen øvre tidsgrænse for det, men jeg håber det fortsætter og satser også på at det fortsætter, men det handler om ressourcer og interesse også udefra. Vi har ikke som sådan projektmidler, det var på eget initiativ vi gjorde det her, så vi er ikke. Lige hvad det her angår er vi ikke sådan støttet af noget. Men det kunne jo godt være at man kunne blive det af Økologisk Landsforbund f.eks. kunne være en aktiv medspiller i det.

I: Så I bruger projektet også som en del af undervisningen?

NMH: Ja, udelukkende. Eller ja, først og fremmest er alt hvad vi foretager os, også projektmæssigt herude, det er for elevernes skyld. Vi prøver at skabe et uddannelsesmiljø herude hvor de ikke bare teoretisk på skolebænken og se hvordan tingene fungerer, men også i praksis, altså nu med Kalø Kalven lige fra pasning og pleje og fødsels og opvækst af kalvene og opfødning frem til slagtning, således at de også får det med hvor de ser den rent fysiske slagtning og partering og hvordan man behandler kødet, altså hvordan det skal hænges i tre uger godt og vel ikke, for at have den rigtige konsistens og mørhed og så helt frem til prissætning og markedsføring og så qua deraf at vi har et rigtig godt køkken, så de også kan være med til at tilberede det og se hvordan det fungerer. Så det er egentligt det, vi gør det ikke for at tjene penge, det er klart, det er jo ikke nogen guldgrube, det ville det måske være hvis man havde 250 stk. malkekvæg og producerede, det ved jeg ikke, 200 kalve om året til slagtning, men det har vi slet ikke. Vi skal bare vise mulighederne for eleverne, så kan tage det med sig videre og vide at muligheden eksisterer.

I: ved du om der er nogle på andre landbrugsskoler der har gjort det samme?

NMH: Det har jeg ikke hørt om nej. Problemet generelt på de danske landbrugsskoler er at langt de fleste, altså ni ud af ti nedlægger deres skolelandbrug fordi det koster rigtig mange penge og have et demonstrationslandbrug kørende ved siden af skolen. Dvs. eleverne får kun den teoretiske viden på skolen og så skal de ud i deres praktikforløb og på gårdbesøg og få den praktiske del. Fordelen ved Kalø, som en af de få, er at vi stadig har et stort landbrug hernede med 68 hektar og 20 stykker Jersey malkekvæg og får og grise og høns osv. Plus vores planteproduktion med korn og grøntsager osv. At eleverne kan være med til det også. og derfor er en stor del af deres undervisning praksis orienteret, de er i marken eller sidder i traktoren og de står i stalden og lærer om det hele.

I: hvad skal de studerende få ud af projektet?

NMH: Jamen de skal jo, som jeg lige sagde, eller var inde på, kunne se hele produktionen fra A-Z og ikke bare den teoretiske men også den praktiske. Og så skal de jo, udover at de skal ud og være landmænd nogle af dem, så skal de også ud og kunne sælge sig selv og deres produktion og det, før i tiden der var det meget med at man lærte hvordan man producerede et æg, eller producerede et kilo korn eller producerede en flæskesteg eller en gris i hvert fald der var klar til slagtning og så efterlod de ligesom produktet ved stalddøren eller ved, altså ja, ved stalddøren, for så at der kom en lastbil fra Netto eller slagteren og hentede det og så har de ikke rigtig set hvad der så er sket med det derfra før end de måske selv erhverver sig det i supermarkedet. Og fordelen ved at vi er så brede som vi er nu og kan lave sådan en totalløsning med Kalø Kalven her det er jo så at de kan følge det fra, også fra de er færdige som landmænd med at producere den og så vide hvordan man sælger det efterfølgende.

**Date: 04-01-2016**

**Nikolaj Malte Houkjær (NMH), plenum (pige1, pige2, pige3, dreng) & interviewer (I)**

I: hvad var formålet med projekt Kalø Kalven?

NMH: jeg har svaret lidt, så I må godt supplere.

Pige1: Vi så det jo lidt som et projekt om at skulle prøve at få folk til at se at det her kød godt kan spises, fordi det var jo et af de store problemer, at kalvene blev slagtet, fordi de tager for lang tid om at fede op og det koster en masse penge og de får ikke pengene tilbage, så får man jo underskud i det og så kan du ikke rigtigt klare dig med det. Så vores fokus var at få folk til at se en mulighed i at spise kødet.

NMH: er der nogen der har noget af supplere med?

Pige2: så var der samtidig en problemstilling med at der gik nogle kalve til spilde, der var ikke noget formål med livet og det kunne ikke være rigtigt at de bare blev aflivet.

I: havde I et mål for, hvad projektet skulle bidrage med på det her område?

Pige3: der er jo et mål med at give dem livsglæde (kan ikke høres). (...) jeg tror selve eventens mål var at sætte fokus hos forbrugerne og gøre dem opmærksomme på at de fremover kunne købe de her kalve oppe i Meny, sådan så der kunne ske noget på området, at der nu kom salg i det.

I: Vil i så vurdere at I har nået jeres mål?

NMH: I må gerne være hudløst ærlige

Pige1: Jeg synes vi har nået det mål, da vi fik rigtig mange positive kommentarer til selve eventen og vi har også fået, på Facebook hvor vi har haft det her event har vi også fået rigtig mange som har været inde og sige at det var godt gået og at de rent faktisk var, hvad hedder det, at det rent faktisk hjalp dem med at tænke 'hov der er jo egentlig et problem her som vi skal tage stilling til'. Selvfølgelig nogle af dem bedre end andre, men jeg vil sige (...)

Pige2: altså jeg vil også sige at selvfølgelig var det en milepæl at vi fik sat fokus på det også, men der er stadig lang vej igen og stadig mange gårde rundt omkring i hele landet hvor de stadig går til spilde. Det her det var bare et mål for os.

I: Tror I at jeres projekt kan være med til at inspirere andre landbrugsskoler til at lave det samme?

Pige2: det håber jeg da i hvert fald. At man kunne tænke at det kunne være man skulle gøre det på den måde.

I: Hvad brugte I kødet til her på skolen?

Plenum: Burgers (grin)

NMH: til selve eventen brugte vi det til at lave burgere ud af det og derudover så spiser vi jo rigtig godt selv her i kantinen. Selvfølgelig har køkkenet lavet det selv og så, som vi lige var inde på, så solgte vi jo en masse af de der kasser. Der blev solgt vel 20 tror jeg, måske godt og vel 20 i forsalg og det var ret imponerende synes jeg i hvert fald. Det har overrasket os positivt at vi kunne sælge dem så let, når nu, Meny som vi også var inde på synes det var for dyrt kødet og vi synes ikke rigtigt at de gav det chancen. Men det ændrer ikke på at han skal få lov, Meny skal få lov at diktere

at der ikke skal ske noget med det her kød fordi altså en ting er at det er synd for kalvene at de bliver slagtet når de kommer ud af moren og man ikke gider at fede dem op fordi forbrugerne ikke kan finde ud af at man skal betale for kvaliteten. Det skal ikke have lov til at dø der, så langt er vi trods alt også i vores proces at vi skal bare finde nogle andre salgskanaler, hvis Meny ikke vil eller kan, eller hvad nu de bruger som begrundelse, så skal de ikke have lov til at, de skal ikke have lov til at diktere det. Der er rigeligt andre salgskanaler vi kan bruge. Det kan være specialbutikker, f.eks. lokale specialbutikker der er interesserede i at tage det ind, det kan også være at vi simpelthen selv skal sælge det igennem vores eget, vi har et fødevarer samarbejde, det har jeg ikke fortalt dig om, der hedder Kalø Økologi hvor vi allerede producerer økologisk rapsolie her på skolen som vi så sælger i Meny og de specialbutikker og bruger i vores eget køkken og et firma som Nordisk Tang der lavet tangsalater og pesto og sådan nogle ting bruger også vores olie, så hvorfor skulle vi ikke kunne sælge kød også når vi sælger olie? Det kan vi selvfølgelig godt. Men det er klart skal der noget volumen på, så skal vi have fat i alle de andre landmænd i Danmark der producerer Jersey mælk og så også Jersey stude, så skal man åbne op for nogle større døre, altså f.eks. Dansk Supermarked. Det kan også sagtens komme, vi skal bare lige have sat det i system først og vise dem en model for hvordan det kan lade sig gøre.

I: Fik I noget feedback fra køberne/de besøgende omkring kødet kvalitet eller tilfredshed?

Plenum: Njaaaah

NMH: Jo vi fik en masse feedback på dagen ikke.

Pige3: Ja vi fik masser af feedback på dagen. Der var nogle der kom forbi og sagde at kødet smager godt. Så de besøgende havde i hvert fald fokus på at det ikke var burgeren som sådan de skulle have fokus på men også kødet. Det var meget positivt.

Pige1: Der blev også spist ret meget.

NMH: Der blev spist rigtig meget. Og kunsten ved at lave en burger var jo selvfølgelig, for alle kan jo nærmest lide burgere, og så var det sådan til hr og fru Danmark der kunne komme med deres børn og børnebørn eller hvad de nu synes skulle med hened. Især så de ikke skulle ned og sidde og spise oksehøjrebsburger, så jeg synes egentligt at det gik meget fint. Og sådan rent fagspecifikt er det jo også at burgere også der hvor man køber ind i Føtex eller Netto, det er en nem ting og man får noget får pengene, det gør man. Jeg testede i hvert fald noget, nogle bøffer med nogle stegte løg efterfølgende derhjemme i mit eget hus kun for at blive bekræftet i at det er rigtig godt kød, det er det og det er jo faktisk også, flere sammenligner det med, i hvert fald relaterer det hen imod kobe-kød pga. mørheden og sammenlignet med kobe-kød så er det jo ret vildt.

I: Vurderer I at der et marked for Jerseytyrekalkødt? I f.eks. detailhandlen, altså butikkerne?

Pige1: Jeg tror hvis der blev sat nok fokus på det, så man kunne få folk til rent faktisk at tage stilling til det problem som der egentlig er, så tror jeg godt at det ville kunne få noget mere Jerseykød. Men det kræver at vi har behov for måske at lave nogle flere events som det her, på andre skoler også, så hele Danmark bliver åben for problemet. For lige nu kan det godt være at det er en lille smule (tamt?), men det er jo også fordi vi har fokus på det, men hvis der kommer events ud over hele Danmark, så kan vi få åbnet op.

I: Så mere fokus på det?

Pige1: Ja jeg tror godt det ville få betydning henad, måske om to år kan vi sagtens få dem til at blive solgt.

I: Hvorfor tror I ikke at det er i butikkerne allerede?

Pige2: altså jeg synes det er sådan lidt svært at sige om det kunne blive solgt fordi det handler meget om den private familie og om de er villige til at betale eller om de bare gå hen til køledisken og siger hvad er forskellen på den og den, kun prisforskellen.

Dreng: Jeg tror også der er mange der stadig ikke ved hvad det er og kender det.

NMH: Ja, så man skal have fortalt historien. Vi fortalte jo historien til dem der kom og dem der har læst pressemeddelelsen på hjemmesiden og Facebook og alle de her ting. Men vi skal endnu længere ud, men vi har faktisk allerede fået en, vi har faktisk fået en henvendelse fra Århus Kulturby 2017, hvor der er en række restauranter der gerne vil herud og være lidt mere med i det vi laver i og med at vi også har vores store grøntsags produktion og også er interesserede i at få fat i vores kød. Men det kræver så også at vi systematiserer det og får sat det i en egentlig produktion. Og det er oftest det der er problemet med de her niche producenter som vi jo er at vi er jo ikke leveringsdygtige hele året og hvis nu Restaurant Frederikshøj, en god restaurant i Århus, ringer til os og siger vi skal bruge 10 Jerseykalve fredag, så er vi jo ikke leveringsdygtige i det og det er jo også, som vi var inde på før, det er ikke det vi er sat i verden for at skulle gøre, vi skal jo uddanne nogle dygtige nye landmænd herfra skolen og så er det jo jer som elever som skal ud og fortælle den nye historie og så kan det godt være der går 3½ år inden I kommer ud på den anden side som elever og måske en eller to af jer som starter en malkeproduktion op med Jerseykøer med Jerseymælk jo som kender til kvaliteten af det her, så det kommer nok til at tage noget tid, det gør det. Og det kræver uddannelse af nogle. Alle de her gamle konventionelle landmænd, Jerseybesætninger, leverer måske 1 ud af 500 som vi kan bruge i det her projekt. Det er også fint, kan man sige, det er måske en succes i sig selv, for så går der måske 2-3 kalve mindre til spild om året. Men jeg tænker det helt store det kommer når eleverne, altså jer der sidder i klasselokalet, I kommer ud på den anden side og gør en forskel.

I: Bliver der fulgt op på projektet på nogen måde?

NMH: Ikke udover at vi har evalueret det sådan rent professionelt her på skolen og sat et hak i at det var en succes og vores øverste ledelse er yderst tilfredse med det vi går og laver herude, specielt omkring et projekt som det her. Og vi vil rigtigt gerne, altså det er muligheder for os er at lade det indgå i vores Kalø Økologi produktportefølje som vi har lavet og som vi laver og tanken med Kalø Økologi er at vi gerne årligt skulle have to-tre-fire nye produkter der kommer indenfor vores koncept. Nu har vi så kun olien lige nu og vores grøntsager, men vi kunne også sætte det endnu mere i system og der kunne Jerseykød sagtens indgå og der kunne også sagtens være, som vi også har talt om med Karensminde om med deres 150 stykker malkekvæg derude. De har jo heller ingen afsætningskanaler, men hvis vi kunne gå sammen, og det er vi jo allerede fordi de er en del af Kalø Økologi, og hvis de kunne levere kødet til os hvor så vi fedede det op hernede på vores skolelandbrug for så at sælge det videre sammen, så ville der også komme mere volumen på. Så er det måske 30-40 dyr om året de kan levere plus minus. Så ja der bliver fulgt op, men det handler også om, som vi var inde på tidligere, meget om ressourcer, det gør det, vi er sat i verden for at undervise og lære, oplære nogle rigtig dygtige elever her på skolen og ikke som fødevarerproducent.

I: Har I et bud på hvordan man i fremtiden kan mindske antallet af Jerseytyrekalve der bliver aflivet (både i den økologiske og konventionelle produktion)?

Pige2: nu har jeg lige afleveret en rapport om det i samfundsfag og der kom jeg ind på at jeg ville foreslå at lave gårdbutikker hvor man sælger direkte til forbrugeren og skære mellemlæddet væk for også at tjene mere på det. Så på den måde ville man selv tjene noget mere uden at kødet



nødvendigvis koster mere og jeg tror nemlig på at forbrugerne godt vil købe fra gårdbutikkerne, fordi folk godt kan lide at komme ud til de der selv har produceret kødet og ligesom ved hvor det kommer fra.

NMH: du skrev en samfundsopgave om det? Om Kalø Kalven?

Pige2: ikke direkte om Kalø Kalven, mere problematikken med at de bliver ved med at aflive

NMH: det kunne være det var interessant, hvis Maria må læse den også?

Pige2: Ja det må hun gerne

NMK: er der andre der har skrevet om det?

Pige1: Jeg har også. Jeg har skrevet en lille side om problemerne i hvad for nogle ting der spiller ind, det der som Camilla siger at hvis man sælger det i gårdbutik, så bliver prisen jo bedre, den bliver lavere for kunderne og du tjener også mere selv, fordi du ikke til at have en slagter du skal betale eller transport, du sælger det bare der hvor du kan købe det fra osv., så du kan se hvor det kommer fra og se gården.

NMH: Ja for det er et problem. Det handler ikke så meget om. Alle ved at kvalitet koster penge, hvis man ikke kan se at kvaliteten er okay ved det her, så ved man ikke noget om mad, altså så ved du ikke hvad du står med derude – og det er der selvfølgelig også nogle der ikke gør – men der er *ingen* tvivl om at Jersey kalvekød er blåstemplet. Problemet er prisen, det er det bare. Det er fuldstændigt rigtigt at hvis man laver en gårdbutik og sælger det, så springer man nogle led over, så springer man altså ham Meny eller hvad nu end kæden hedder over. Og det er altid dem der tjener penge i sidste ende og vi skal bare have dækket vores omkostninger kan man sige. Og det der afholdt Meny, nu er vi hudløst ærlige her på skolen, det var fem kroner pr. kilo. Det var grunden til at han ikke ville tage det ind, lige meget hvad det koster, der var ikke noget stort overhead for os der, men supermarkederne de tjener bare et sted mellem 80-100 procent på stort set alt hvad de stopper i deres kølediske deroppe, der er bare nogle ting, hvor man bare ikke kan konkurrere. Så pris og kvalitet det hænger bare sammen og det gør det også her. Så det er også fint nok hvis folk gerne vil, at de synes det er synd for kalvene, alt det polemik der har været på Facebook og 'åh de var så søde og så tager de en bolt pistol og skyder dem i hovedet og når den lige er kommet ud af moren, den har ikke engang, altså hvad den nu har haft med, så er den død og så ligger den ude på møddingen bagefter', det kan man godt, det kan godt være svært for folk at debattere omkring det, have en holdning til at det er bare noget lort det der, men hvis de bagefter ikke vil give 10-15 kroner mere pr. kilo for en bøf f.eks., som jo er måske 2-3-4 kroner mere for en bøf de skal betale, men de stadig godt vil debattere om hvor synd det er for kalvene, så kan vi bare ikke tage det seriøst. Det hænger altså sammen, synes jeg. Det ved jeg ikke hvad I sige?

Pige3: jeg tænker også ift. at få flere til at købe det og få det på markedet, der tænker jeg også at Jersey mælken, eller Jersey kødet skal have sit eget logo eller mærker fordi forbrugerne nu, de kan godt godtage at økologiske varer eller frilandsvarer koster mere fordi der er et rødt stempel eller der er en anbefaling fra dyrenes beskyttelse, så hvis Jersey kødet kunne få et eller andet logo som folk kan kende, så tror jeg også at der var flere der ville give en højere pris.

NMH: Ja det skal også sådan have en officiel blåstempling, det er rigtigt.

I: Ja, tak. Jeg har ikke flere spørgsmål. Har I noget I gerne vil supplere med nogle af jer?

NMH: Vil I gerne spørge Maria om noget med hendes studie?

## Appendix 4: Transcription Mogens Poulsen

Date: 11-12-2015

Mogens Poulsen (MO) & interviewer (I)

I: Hvad er din uddannelsesmæssige baggrund?

MO: Jeg er i gang med mit 42 fjomreår, så jeg har midlertidigt afbrudt et studie på Københavns Universitet i psykologi. Næsten færdig. Da jeg satte det på standby. Jeg har ikke nogen, altså jeg har student og jeg har også en bachelor på psykologistudiet og kom rigtig langt med det. Og den lange historie koft ned, så altså psykologistudiet da jeg startede i 67, det var det mest hippe og det alle de smarte gjorde, samme år som sergent pepper, Beatles albummet kom ud, langt hår og ungdomsoprør. Og studenteroprøret i 68, hvor starter det henne? Københavns Universitet, hvilket studium? Psykologi studiet. De valg jeg har foretaget i livet er en konsekvens af alt det jeg var igennem i mine unge år, så altså i 1973 begyndte jeg at stille spørgsmål ved alt og alle og alle autoriteter i samfundet, kan tingene ikke laves på en helt anden måde? Og af uransagelige grunde blev min og min kærestes/kone spørgsmål; jamen landbrug, kan det ikke drives på en anden måde, skal der absolut kunstgødning og sprøjtemidler til? Så vi immigrerede fra København til Jylland i 1973, købte landbrug og har haft landbrug som hovederhverv, og først giftfrit landbrug og senere i 87/88 økologisk landbrug. Og så har jeg været landmand, rigtig landmand, levet af det og så sideløbende med det begyndte at sælge og være ude og holde foredrag om økologi og så være den der blev sendt til Coop i 65 af mine kollegaer, da jeg kendte sproget og kulturen og gradvis er det så blevet til mere og mere.

I: Hvad er din nuværende stilling?

MO: Så er jeg salgschef og salgsdirektør som jeg er nu på Thise Mejeri.

I: Hvad er din rolle i projekt Thise & Ko?

MO: Jamen den er stor. Det er den. Jeg har været den der bragte det på banen for 10 år siden hvor man på mejeriet, bestyrelse og min chef, mejeribestyreren, sagde det dur ikke, hvad nu hvis der komme en eller anden fødevarskandale, bakteriologisk problem med kød, salmonella f.eks. og det er Thise – så falder det tilbage på mejeriet. Der var jordbunden ikke beredt til for 10 år siden. Vi har talt om det jævnlige, og jeg har talt med Coop om det, det sidste her, det er så Coop, fordi de har problemer med at få økologiske kød nok. Så kom der så en henvendelse fra Coop til Thise om vi kunne snakke om andet end mælk, men okse og kalvekød. Og så er det mig der har været, forhandlet det.

I: Så det har været i gang/undervejs længe?

MO: Processen og tankerne har været i gang rigtig længe, men øh det her Thise & Ko det er ca. et år gammelt.

I: Og hvad var det der startede det?

MO: Det var henvendelsen fra Coop og der var jordbunden ligesom beredt. I hvert fald fik mandat til åbne og uformelle drøftelser med Coop, hvad er det vi snakker om og så hjem og så præsentere for landmændene. Og øh det blev et fantastisk projekt fordi i 1988 da Thise Mejeri blev etableret der var en gruppe landmænd der sagde nej fandeme nej, vi vil ikke levere til MD ARLA, Kløver Mælk. Vi tror ikke at de kan gøre det ordentligt. Vi melder os ud og vi vil have vores eget, egen fod under eget bord. Indflydelse på hvad der skal ske med vores råvarer, det er egentlig history

repeating, 27 år efter og nu er det så kød, så vores landmænd har meldt sig ud af Danish Crown og 1. juli så er de ude og så får de egen fod under eget bord.

I: Så man kan sige at de har været en del af initiativtagerene til det?

MO: Det har de. De har virkelig været, bakket det op og altså det æh, det er næsten noget af det største der er sket i nyere tid hos Thise Mejeri, og altså som, det er næsten som om at der bliver snakket mere kød end der bliver snakket mælk og ost og smør i de her måneder. Så der er store forventningen til det.

I: Hvad var motiverne været bag Thise & Ko?

MO: Det har været et ønske om at få hånd i hanke med kødet og kan vi gøre andet og mere end det? Friland Food, Danish Crown. Kan vi udvikle nogle nye koncepter? Nye udskæringer? Nye måder f.eks. at løse udfordringerne med Jerseytyrekalvene. Bemærk udtalen. Måske jysk og dansk. Jerseytyrekalve. Og vi har jo rigtig mange Jerseykøer, ca. 30 % af de 10.000 køer der leverer mælk til Thise Mejeri er Jerseykøer og vi har, jamen øh for alvor siden 2001 profileret os rigtigt meget på Jersey mælk og andre mejeriprodukter baseret på Jersey mælken, i samarbejde med Irma som sidder her (red. Coop). Og nu kan jeg slet ikke huske hvad du spurgte om.

I: Det var hvad motiverne var bag Thise & Ko?

MO: Jamen det var ønsket om at drive det og udvikle det, øh kødsektoren og være aktivt medvirkende til at få løst det etiske problem af mange, og af vores økologiske Jerseytyre bliver slået ihjel.

I: Hvilke samarbejdspartnere er der i projektet?

MO: Altså det er Thise, Coop og så har vi øh Carsten Dejbjerg hedder han, han kalder sig selv for maskinstation mand, han er den der løser alt det tekniske og logistiske øh og det tekniske også omkring forhandlingen med det slagteri og udskæring, udbening, modning det er han ekspert i. fordi han har nemlig i 25 år været direktør i Friland Foods før og efter det blev fusioneret/opkøbt af Danish Crown. Så han er eksperten, men han forlod Danish Crown for et par år siden. Jeg kender ham rigtig godt, han er en ven af mejeriet, så vi ringede til ham da vi skulle i gang med det her og spurgte om det var noget han kunne tænke sig at være med til. Og det var det. Og det er tre parter, Thise, Coop og så Carsten Dejbjerg og hans nuværende firma der hedder TAMACO, T-A-M-A-C-O.

I: Hvad er Thise Mejeris rolle i projektet?

MO: Det er os der handler med Coop, det er os der aftaler kampagner og produktudvikling. Det foregår mellem Thise og Coop, men med Carsten Dejbjerg som bisiddende. Men altså han har en servicefunktion, og som professionel rådgiver her, men det er Thise og Coop der er de primære partnere.

I: Hvad er formålet med Thise & Ko?

MO: Altså jeg har jo ikke noget nedskrevet om det. Men formålet er at vi gerne vil udvikle en palette af økologiske oksekødsprodukter, kalveprodukter, prøve at betræde nye stier ligesom vi har gjort det med Thise Mejeri hvor vi har lanceret mange nyheder, altså skelsættende nyheder på det danske marked, så håber vi også at vi kan gøre noget med oksekødet og løfte det op så det ikke er kun hakket oksekød, men at der også kommer andre varer på hylden, flere valgmuligheder.

I: Hvordan vil I tilgå problemstillingen med Jerseytyrekalvene i projekt Thise & Ko?

MO: Hvordan det kommer ind i det eller? Ja det er jo så det der etiske problem vi har. At biproduktet ved vores lækre Jerseymælk, Jerseyosten og Jerseycremefraichen og hvad vi ellers har af Jerseyprodukter, det har vi det ikke så godt med, at der er mange af tyrekalvene, altså det er ikke så mange hos os, end det er i landet som helhed, men altså det vil vi gerne gøre noget ved. Og altså, der er en helt speciel problemstilling omkring kød fra Jerseykøer og Jerseytyrekalve, når danske landmænd og europæiske landmænd sender køer til slagting, så når de er slagtet og flået og hænger på krogen, så bliver de klassificeret efter hvordan de ser ud. Form og fedme. Og der er en helt speciel måde man klassificerer kød efter, og det betyder at Jerseykødet altid kommer på sidstepladsen og det er en elendig afregning for Jerseykød og en så dårlig afregning for Jerseytyrekalvenes kød så man taber penge på det. Og det er Danish Crown der har haft monopol på det. Jeg ved, fordi jeg købte min første Jerseyko for 42 år siden, har stadig en enkelt tilbage. At Jerseykød det er ekstraordinært godt, men det er nogle små køer og når de lever meget af græs og når en vis alder, så talget, altså fedtlaget det bliver gulligt. Det diskvalificerer også. Så altså det er små stykker i forhold til kødkvæg med kæmpe store affjedringer og højreb. Det er små køer, det er småt kød, men når man taler om fiberopbygning, fiberstruktur, og det der hedder intramuskulært fedtmarmorering, så scorer Jerseykødet allerhøjst. Så, men alligevel så bliver det bare fuldstændigt dumpet. Der kunne, det er mit håb at vi får sat nogle andre kvalitetsnormer, får lavet et nyt klassificeringssystem hvor Jersey bliver vejet på en anden vægt end alle andre dyr gør det, fordi de har nogle særlige kvaliteter og en fantastisk kødkvalitet, på trods af gulfarvet talg og mindre af de dyre udskæringer, de er meget små. Det harmonerer jo rigtigt godt også med klimadagsordenen, altså at vi skal reducere kødforbruget, øh så altså hellere et lille stykke sundt lækkert kød end en steak på størrelse med et lokumsbræt, lidt men godt. Og så nogle andre. Det håber jeg virkelig. Og det håber jeg også at vi kommer igennem med i forhandlingerne med Coop og Irma, at de Jerseytyrekalve de skal vejes på en anden vægt. Det er kalvekød, det er lysere, det er helt anderledes end hvad der ellers er på markedet. Det kan være det i høj grad skal afregnes som økologisk lammekød end som almindelig tyrekalve. Så det er mit store håb.

I: Er det så noget hvor I skal ind og stille nogle krav op til jeres slagterier?

MO: Ja, og det er jo egentlig os selv der kommer til at bestemme det, men vi skal have Coop med, de skal forstå at de også skal betale for kvalitet. Så det er en pædagogisk udfordring, i første omgang overfor Coop og i næste omgang over for de danske forbrugere der ikke kender det her og ikke ved det.

I: Hvilke mål ønsker I at opnå på Jerseytyrekalveområdet?

MO: Jamen altså, der skal ikke slås en eneste ihjel, vi har forskellige måder at kunne løse problemet på. Der er tre spor, det ene spor det er at landmændene i stedet for at krydse deres Jerseykøer med Jerseytyre, så bruger det der hedder kønssorteret sæd, hvor man så siger, landmanden har 200 køer, de 80 af dem er de allerbedste han har, de 80 dem vil han gerne have at de føder kvier. Så bruger han kønssorteret sæd til de 80 eller de 100. De 100 andre som er ikke så gode, ikke nogle han nødvendigvis vil avle på, der bruger han så tyre som enten er Angus eller Limousine eller Charolais eller en anden tung race, dvs. de føder krydsningskalve, fantastiske kalve med en stor tilvækst, de er bedre end sortbroget tyrekalve. Det er det ene spor. Det andet spor det er at Jerseytyrene som bliver født bliver kastret, så de bliver til stude. Og handyr inklusive mænd der bliver kastret, får kvindelig fremtræden, altså lys stemme, kastratsanger kender du det? Det jo mænd der beholder. Nærmest kvindestemme. Det er ikke så lang tid siden den sidste kastralsanger døde, Fari Nelly (ord mangler), det var den sidste kendte, men altså når tyrekalve bliver kastret, så får de runde former,

de er lidt mere fyldige på bagfjedringen, og får en lidt anden fedtfordeling, de skal så være 2-2½ år gamle. Så altså krydsningstyrekalve, Jersey stude eller rene Jerseykalve som så skal leve et godt liv, men måske kun blive 10-11 mdr. gamle før de så skal slagtes. Så det er de tre spor vi kører ud af. Er det forståeligt?

I: Nogle af disse spor, er det nogle der bliver overført til den konventionelle produktion?

MO: Ja, men det tror jeg det gør.

I: For der kan jeg forstå at der er rigtig mange Jerseykalve der bliver aflivet. Så ville de være interesseret i det?

MO: Ja, vi vil komme til at inspirere det øvrige kvægbrug. Da vi meldte os ud af Danish Crown, så gik der jo fandeme ikke mere end fire uger, så kom Danish Crown med en pressemeddelelse om at de satte et projekt i gang der havde til formål at forebygge at så mange Jerseytyrekalve bliver aflivet. Det har vi prøvet rigtig mange gange, det der Jerseymælk vi introducerede i uge 5 2001, det var skummetmælk med det maksimale fedtindhold 0,5 % og så på basis af Jerseymælk, det var skummetmælk med fyldig smag. Det er så det der hedder minimælk i dag og er Danmarks største mælketype, det var Thise der lancerede det og Arla der skyndte sig at udsende en pressemeddelelse om at der ville komme noget 3-4 uger efter. Så det er jo dejligt. Så vi siger nogle gange at vi ikke har levet forgæves.

I: Hvor mange landmænd er med i projektet?

MO: 67

I: Hvad er deres baggrund for at være med i projektet?

MO: Jamen lyst til at der skal ske noget. Nu tager vi os selv ansvar for det her. Så ligesom en stor opbakning og en stor entusiasme blandt landmændene. Vi havde et stort møde i Thise forsamlingshus og det var sku lige så taget var ved at lette.

I: Hvor mange Jerseykalve kan der blive opfedet på årsbasis hos landmændene?

MO: Jeg tror det er 800 stykker cirka. Som vi snakker med Irma om nu her, hvordan det skal tackles.

I: Kan de resterende landmænd komme med – hvad er kravet/kriterierne?

MO: Ja det kan han. Han skal være velkommen.

I: Hvad får landmændene ud af, at være med i projektet?

MO: Jamen altså, vi har jo sandsynliggjort at de får en lille, næsten symbolsk, højere betaling og at selskabet Thise & Ko også kommer til at tjene penge. Så, det er det der betyder mindst, men der er et lille økonomisk incitament. Men altså, det der virkelig tænder dem, det er at nu gør vi noget, og handling giver forvandling, og hvorfor vil Coop så frygteligt gerne det her, jamen Thise det er et stærkt brand, Thise & Ko lyder jo rigtigt godt. Det er mit navn til det, Thise & Ko, fire uger efter lavede mejeriforeningen, hvor ARLA sidder for 90 %, de et koncept der hedder Ost & Ko, og Sønderhaven Mejeri har lavet noget der hedder Preben og Ko, så vi har ikke levet forgæves. Vi har inspireret andre.

I: Kan det betale sig for landmændene at fede Jerseytyrekalvene op?

MO: Det er der hvor at vi skal udvikle nye koncepter og prisen skal være en helt anden end den de får i dag. Og det er der hvor jer, med flere, skal ind og overbevise Irma og siden skal Irma overbevise deres forbrugere om at her der er 'value for money'.

I: Hvor skal Jerseytyrekalkødet sælges?

MO: Primært Irma. Men senere måske også Kvickly, men altså primært Irma.

I: Hvordan sker afregningen? Og efter hvilke modeller?

MO: Den kommer til at ske på fuldstændig sammen måde som den sker i dag. Jeg tror det er en uge efter kreaturerne er leveret, så kommer pengene.

I: Hvad ser du som det ultimative succeskriterie for Thise & Ko?

MO: Jamen det er at der opstår en akut mangel på Jerseykødet, forbrugerne står dernede og vil have mere. Der er kø uden for Irma når de åbner kl. 8 om morgene og alle styrter hen i køledisken for at sikre sig noget Jerseykød.

I: Hvad ser du som de største (store) udfordringer for projektet?

MO: (lang pause). Det er min store svaghed. Jeg er ikke så god til at tænke de store. Jamen der er jo masser af udfordringer. Det er jo at. Altså jeg ser sku flere muligheder, hvad er udfordringerne, jamen altså. Det er jo Coop vi skal handle med, det er et stort systematisk, tungt system. Altså at få sat det i system og få varerne presset ud i kølediskene og få dem solgt derudefra. Coop skal løfte størstedelen af markedsføringen og Coop får så også noget igen fra Thise Mejeri.

I: Vurderer du, at der er et marked for Jerseytyrekalkød?

MO: Det gør jeg. Helt afgjort.

I: Hvorfor tror du, at det ikke er slået igennem endnu?

MO: Det er fordi det er gammel nedgroet tradition på at Jerseykød er ikke lige så godt som andet kød og det er ikke ligeså godt, det er meget bedre, det er det jeg skal prøve at overbevise en hel masse om. Jeg var til et fantastisk møde i sidste uge og det er som sagt Hadsund Slagteri vi laver et samarbejde med, det er to brødre der ejer og driver det, de har arvet det efter deres far og den ene slagtebror var med dernede, det er et stort slagteri og han sagde, og jeg har aldrig snakket med ham, og det var ikke aftalt på forhånd, han sagde at når de selv har gæster, ham og hans kone, og det skal være rigtigt godt, så skal det være Jerseyko og han kan vælge mellem alt det dyreste, Angus og Limousine, Chavrolet og blåhvidt kvæg, han kan jo frit vælge og det bedste til mine gæster. Og gæsterne bliver meget skuffede, hvis han ikke lige har Jerseykød. Det synes jeg var fantastisk. Jeg sagde, vi var ti mand samlet, på noget der hedder Hilton, som er dem der skal stå for udskæring og pakning af kødet. Øh og der var mange af dem jeg ikke kendte i forvejen, jeg fortalte hvem jeg var fra Thise Mejeri og så sagde jeg at jeg ville gerne sige allerede nu at jeg har et meget passioneret forhold til Jerseykød, og så direktøren fra Hilton sad ved siden af mig og da jeg sagde det så sagde han åha det bliver en lang dag det her. Den anskueliggør egentlig situationen meget godt. Og så kom ham der slagteren fra Hadsund der satte tingene på plads.

I: Hvordan tror du, at kødet skal markedsføres for at slå igennem?

MO: Det kunne jo være den gamle, den har jeg ikke tænkt på før men, 'less is more'. Hellere lidt mindre og så er det skidegodt det man får. Jeg rejser også i Tyskland og sælger mejeriprodukter og tyskerne og svenskerne for den sags skyld, de kan slet ikke forstå vores fedthysteri heroppe. Altså

de klasker sig på lårene når jeg kommer ned med skummetmælksyoghurt som vi sælger mest af, altså det er jo sødmælksyoghurt ikke. Det de kalder Marcher Milch, det er letmælksyoghurt. Der var så en indkøber der sagde, hr. Paulsen, die har frech die halbe. Spis halvdelen og få noget der smager rigtigt godt fordi det er fedtet der bærer smag. Så FDH kunne også være et kampråb. Lidt men godt.

I: De seneste par år er antallet af aflivninger af Jerseytyrekalve steget. Har du et bud på, hvordan man i fremtiden kan forhindre at antallet af aflivninger øges?

MO: Jamen altså hvis Thise viser vejen og vil være til stor inspiration, når og hvis succesen kommer, så vil Dansk Supermarked sige jamen hvorfor kan vi ikke få det her? Det vil vi fandeme også have, så begynder de at banke deres leverandører oven i hovedet og så får Dansk Supermarked det også, men det er Thise og Thise og Coop som løber det i gang. Sådan har det også været med økologien.

## Appendix 5: Transcription Pernille Fraas Johnsen

**Date: 14-12-2015**

**Pernille Fraas Johnsen (PFJ) & interviewer (I)**

I: Hvad er din uddannelsesmæssige baggrund?

PFJ: Jeg er uddannet agronom oprindeligt på det der dengang hed Landbrug Højskolen, og så har jeg videreuddannet mig og specialiseret mig indenfor dyreadfærd. Så jeg har også en master i Applied Animal Behaviour Science og så efter det har jeg så taget en ph.d. og det har så været indenfor noget med adfærd hos fjerkræ.

I: Hvad er din nuværende stilling i Dyrenes Beskyttelse?

PFJ: Jeg er ansat som chefkonsulent på landbrugsområdet. Så jeg er. Dels har jeg lidt en kordinerende rolle til hele landbrugsområdet. Så er jeg ansvarlig for udvikling af vores mærkekrav, primært for 'anbefalet af dyrenes beskyttelse' og i mindre grad for 'velfærdsdelikatesser', fordi der er en producentforening bag det som selv er meget aktive. Og så er jeg også projektleder for fjerkræ og kvæg.

I: Hvad er din rolle i projekt 'Velfærdsdelikatesser'?

PFJ: Jamen mere sådan en støttefunktion fordi velfærdsdelikatesser blev født som en ide fra hos Bent Hindrup Andersen som er bestyrelsesmedlem i dyrenes beskyttelse og han tog så initiativ til det og fik samlet nogle producenter og dyrenes beskyttelse er jo involveret i det på den måde at vi finansiere en del af projektet sådan at der bliver ydet både starthjælp og investeringsstøtte og andre ting bliver også støttet økonomisk på velfærdsdelikatesser. Og så ligger det også på vores hjemmeside. Så jeg har ikke. Jeg er med når de holder det. Hos os når vi er inde og se på ændringer af mærkekravene, så er det. Så holder vi det vi kalder regeludvalgsmøder ift. velfærdsdelikatesserne der er jeg sekretær der og så kan jeg måske komme med nogle faglige input til det hvis der er noget jeg synes de er ved at bevæge sig ud på noget der ikke er fagligt, holdbart. Men ellers er det mest producentforeningen og dem internt der retter mærkekravene til.

I: Hvornår startede projekt 'Velfærdsdelikatesser' op?

PFJ: Ja hvornår startede det. Det er et godt spørgsmål. Hmm det er jo ikke så gammelt. Mon ikke det er fem år gammelt tror jeg. Omkring 2010 vil jeg tro. Uden at ligge hovedet på blokken, det tror jeg.

I: Og er det planen at det er sådan et projekt der skal køre af sig selv fremover? Er der et tidsperspektiv?

PFJ: Ja der er en forretningsplan og den går primært ud på at få nogle flere producenter med. I starten. Det startede faktisk med Jersey græskalven og så var der den lille sortbrogede gris med. Og så blev det udvidet med flere dyregrupper ikke. Men det er primært et spørgsmål om at få flere producenter med nu. Men det er også. Man kan sige lige nu bliver. Dyrenes beskyttelse har jo et ret stort økonomisk engagement i det, men det er selvfølgelig også meningen på sigt at det skal kunne klare sig selv.

I: Hvem var initiativtagerne

PFJ: Jamen det var Bent Hindrup Andersen og så var der dengang en økologisk, jeg tror hun var rådgiver som hed Pernille Plantena og som var ansat ved Gefion, hun er så ikke en del af det mere



for hun laver noget andet og så var det nogle af producenterne selv. Og især ham der hedder Philip Dam som jo har, er med og har en gård i Århus området. Og så bredte det sig. Og det bredte sig egentligt sådan ved du ved de talte sammen og så. Det er jo et andet segment end de typiske landmænd for det er jo meget små besætninger, fordi der i konceptet ligger nogle ret skrappe krav til maks. størrelser på besætningerne, så ja, så bredte det. Glænø var meget med også faktisk. Men nu når jeg sådan lige tænker mig godt om. Og det var faktisk Jersey græskalven der også startede der hos nogle landmænd på Glænø. Og der er ham der hedder Henrik Therkelsen er stadigvæk med. Og så skete der også det at så var der, Børsen havde sådan en fødevarepris og den fik græskalvene så, så det var også ligesom sådan et, ja der var en masse festivitas omkring det og sådan noget.

I: Hvem står bag projektet?

PFJ: Det er producentforeningen, det er dem der hedder Pro(??), som er en selvstændig producentforening og så er, vil jeg sige, Bent Hindrup han er meget en primus motor på det og han tager rundt og besøger alle de interesserede, sådan små landmænd før de får lov til at starte op på konceptet.

I: Hvad er jeres (Dyrenes Beskyttelse) rolle i projektet nu?

PFJ: Jeg vil sige det er jo at. Dels der har vi platformen udadtil, eller vi tænker da også som en del af vores daglige butik, forstået på den måde at vores strategi på landbrugsområdet det handler dels om at forbedre forholdene i den konventionelle produktion, og så også at fremme den alternative. Og der har vi jo ligesom, der har vi vores mærke 'anbefalet af...' og så kan man sige, så ligger velfærdsdelikatesser ligesom ovenpå der. Så på den måde spiller det ind i hele vores forbrugerdrevet dyrevelfærd. Du kan gå ind og se på hjemmesiden, så er det også der man finder det under. Vores vejledninger til forbrugerne. Det der er udfordringen ved det, det er jo at der er jo krav om at det er direkte salg fra landmand til kunden og det vil sige at man skal, altså vi kan jo ikke reklamere, det kommer jo ikke sådan ud i butikkerne og derfor er der heller ikke så mange der kender til det. Så det er sådan set den måde at det er blevet en del af vores forbrugerrettede, vores arbejde omkring forbrugerne, fordi vi ved at det kan rykke rigtigt meget ift. dyrevelfærd, hvis man ligesom får forbrugerdelen med. Det der er udfordringen det er som sagt at vi ikke har detailhandlen med i ryggen for det er jo tit dem der tager nogle beslutninger. F.eks. som Lidl, som for nyligt besluttede at nu ville de ikke have buræg længere, så rykker det lidt.

I: Hvorfor gik I med i projektet?

PFJ: Det gjorde vi fordi vi gerne ville. Man kan sige, selvfølgelig fordi at Bent Hindrup som er en del af bestyrelsen, altså hvis der var kommet en ekstern, så ved jeg ikke om det var gået igennem på samme måde. Men fordi der var et ønske om hele tiden at prøve noget nyt og udvikle det til endnu bedre dyrevelfærd, så f.eks. indenfor grisene, altså stoppe med kastration fuldstændigt. Altså det gav nogle muligheder for at prøve noget af det som vi kan have svært ved at indføre under 'anbefalet af...' fordi det er større produktioner der er. Ja det er bare tungere at lave nogle ændringer der. Så det var derfor. Og så er det jo også, altså indenfor vores system, når der er nogen der får en god ide at vi så er med til at tage hånd om og så vokser projekterne.

I: Hvorfor har I valgt, blandt andet, at have fokus på Jerseytyrekalve?

PFJ: Jamen det var fordi at de var ligesom til overs. Altså når vi har været blevet spurgt, jamen hvad er jeres holdning til, så har vi. Så må vi jo konstatere at i perioder er der rigtig mange Jerseykalve der bliver aflivet og vi ved også at det er noget, hvis man opdrætter dem kan man få rigtig fint produkt. Men det er også. Hvis vi skal stå og sige jamen det er for dårligt at man gør det, så er vi også nødt til at pege på en løsning, der skal jo ligesom være et alternativ som landmanden kan

vælge. Og det var egentlig baggrunden for at gå ind i det. Og så dengang med Thorkild Nissen, det var også noget der blev startet op sammen (red. Jersey Græskalv) i økologisk landsforening hvor vi var fælles om det her projekt og så deles, altså det fortsatte ikke i sammen spor fordi der var diskussioner om hvor gamle og hvor meget de måtte veje, slagtning og sådan noget. Og så var der også det her med at fravænne dem, eller koble dem sammen med en ammetante og så havde man pludselig muligheden for at sætte dem på græs og så har man mulighed for at skabe noget ultimativt godt dyrevelfærd og en produktion der virkelig adskiller sig fra den konventionelle. Udsætterkøerne er der jo, eller det var det i hvert fald den gang, jeg vil så sige at det i stigende grad er blevet sværere at finde dem især nu her hvor mælkekvoten er sat fri, så er der mange der har haft interesse i at beholde alle deres køer for at kunne producere noget mere mælk.

I: Så det har været svært at finde ammetanter?

PFJ: Det er det. Det er det vi hører fra dem fra velfærdsdelikatesse producenterne, det er at de kan godt få fat i kalvene, men de har svært ved at få fat i udsætterkøerne. Så det er egentlig det der begrænser det nu. Jeg håber at Thorkild han har bedre held med det. Jeg ved faktisk ikke, jeg er ikke klar over hvor mange producenter de er. Om det kun er ham eller om de flere.

(snakke pause om Thorkild og hans produktion det ophører)

Det er lidt ærgerligt, der blev jo lavet alt muligt, foldere, pjecer og informationsmaterialer om det, og det var sådan et projekt som vi og økologisk landsforening profilerede sig på. Og det kan jo fungere rigtigt godt, når man gør det her for. Men det kræver selvfølgelig at man har kontakten. Altså hvis det er nogle andre producenter end dem der har køerne og får kalvene, så skal man jo sørge for at den kontakt ligesom er der og få dem koblet sammen og så det her med at sætte dem ud på nogle naturarealer, det fungerer altså rigtigt godt. Men man skal bare altid huske når man laver denne her type produktion at man skal have afsætningen med. Fordi hvis man ikke har en fælles afsætning, så er det virkelig svært at få noget volumen og udbredelse af det.

I: Hvilke mål ønsker I at opnå med projektet?

PFJ: Det var at prøve at anwise et alternativ til at aflive dem. Man kan sige selve vores mærkeordning 'anbefalet af...' dengang det startede, det var faktisk også det her med at der dengang blev sendt rigtig mange kalve ud af landet til produktion, typisk i Holland. Og så startede markedet op med en kalveproduktion, det var ligesom for, jamen så lad os prøve at være med til at vise og støtte et alternativ, så landmændene ikke behøver at aflive eller sende dem til Holland. Så det har været det der har været den primære årsag. Og så er der også noget med, det her med at kalvene så kan gå sammen med, når de ikke kan gå sammen med deres mor, så kan de gå sammen med en ammetante og det er bare rigtigt godt. Det er jo naturlig adfærd for dem, det vil vi også gerne vise, at det også kan lade sig gøre, fordi der har vi en udfordring i mælkeproduktionen. Og der kommer jo alle de her kalve og de skal jo bruges på en ordentlig måde og det bedste ville være hvis de gik sammen med deres mor, det er der ikke nogen der gør i Danmark, det er man meget længere med i Holland, men så nr. 2 så kommer ammetanterne jo ind. Så det har egentlig være sådan, vi vil gerne være med til at støtte nogle af de praktiske løsningen og vise at det godt kan lade sig gøre, sådan at vi heller ikke bare står og altså skælder ud og ikke er med til at anwise nogle alternativer.

I: Vurdere du at I har nået nogle af disse mål endnu?

PFJ: Ja det synes jeg. Altså jeg havde gerne set at produktionen var blevet større og jeg tror, jeg tror det er noget omkring det markedsføringsmæssige der ikke er kommet helt op og køre for når man ser på altså en supermarkedskæde som Irma, så kan de jo godt lide det der lidt unikke, så har de

skovgrise, så har de geder i en kort periode og der synes jeg at græskalven faktisk ville passe rigtig godt ind. Vi ved det kan lykkedes, på den måde har vi opnået det vi gerne ville, men det der med, vi kan også godt være med til at løbe ting i gang og støtte det økonomisk, men vi kan jo ikke blive ved med ligesom at, det er jo ikke vores opgave overhovedet ligesom at blive ved med at støtte. Det skal gerne kunne stå selv. Nu ved vi i hvert fald at det kan lykkedes, så håber jeg bare at der er nogle der fortsætter med det.

I: Hvordan er landmændene blevet udvalgt?

PFJ: De har meldt ind, og så har vi været ud og snakke med dem og se på deres forhold og så kører vi jo også på alle de besætninger og landmænd der er med under velfærdsdelikatesser kører vi en kontrol. Fordi vi har en selvstændig afdeling der hedder DB Kontrol som er dem der står for kontrollen i 'anbefalet af...' og de, dem har vi ligesom knyttet velfærdsdelikatesser til der også. Så der er det der årlige kontrolbesøg, hvor vi sikre os at tingene foregår. Men i starten har det været en dialog med dem, og så er de kommet med og så er dialogen jo også i de første år, jamen hvad er det egentligt for nogle ting de skal leve op til, og så er der pludselig nogle ting hvor man ikke er enige alligevel, f.eks. det der med hvor gamle de skal være når de slagtes. Og det er derfor at græskalvene fra projektet med ØL pludselig ligesom ikke kunne komme med i velfærdsdelikatesser, sådan går det bare nogle gange.

I: Hvad landmændenes baggrund været for at være med i projektet?

PFJ: Øh typisk på Jerseygræskalvene så har de haft nogle kalve eller noget i forvejen, så de har haft noget kendskab til det. Og så har de jo gerne ville lave en produktion hvor kan man sige, altså som passede til deres arealer f.eks. altså de har haft behov for de her arealer skulle afgræsses, de har haft kalvene og så har det været lidt af et puslespil at få dem kombineret med de ammetanter. At finde en mælkeproducent som havde nogle.

I: Hvor mange Jerseykalve kan der blive opfedet på årsbasis indenfor Velfærdsdelikatesser?

PFJ: Altså i princippet mange jo, i princippet. Men ikke sådan, jeg skal lige prøve at se hvor mange det er der står det egentlig kan være (red. Kigger i sin mappe) indenfor den enkelte. Det kan jeg dårligt huske, jeg kan huske det på grisene men det er jo ikke. Køerne må maks. have to kalve, der er faktisk ikke noget maks. på, men øh de har ikke mere end fem seks stykker maks., måske også mindre, så det er ikke ret meget. Det er alt for lidt i forhold til altså alle de kalve der er, for der er jo rigtig mange kalve. Og især Jerseykalve, mange af dem kommer fra økologiske besætninger, så der burde være noget mere volumen i det end der er i dag.

I: Hvorfor tror du at der ikke er flere der er gået med i projektet endnu?

PFJ: Altså jeg tror det er fordi der har ikke været ret mange sådan, rigtigt eller store landmænd som er gået med i det, så har de typisk haft, det er sådan lidt ekstensivt det her, så har de jo haft kødkvæg eller noget i den stil og så skal man jo gøre noget mere benarbejde for at lave den der kobling imellem koen og kalven, så jeg forestiller mig at det er det. Og så, hvis de ikke har haft den der samlede afsætning og typisk er det jo dem, vores landmænd, det er jo typisk nogle som har det som en fritidsbeskæftigelse ved siden af og så kan man sige, så begrænser det ligesom hvor meget de kan overkomme. Så jeg tror det er derfor. Og det er ærgerligt, men jeg ved ikke. Der er sådan en tendens til at når alternativ produktion som vi egentlig kan vise at det fungerer meget godt, men altså det kræver bare noget mere at få landmændene med, de er ikke så villige til at kaste sig ud i det og det er rigtig ærgerligt.

I: Hvad får landmændene ud af, at være med i projektet?

PFJ: De får en produktion hvor de tjener nogle penge, og der er jo det, fordi der ikke er det der detail-led midt i, så kan de få en højere kilopris end man normalt kan for de her kalve. Og så tror jeg også de har tilfredsstillelsen af at lave noget de er enormt stolte af. Da de fik Børsens Fødevarerpris var de jo enormt glade og stolte og de ved at det er et godt produkt. Og så er det også i forhold til, så kan man sige, så får de også muligheden for, på de her små, de bor jo på sådan mindre bedrifter, at de egentlig kan få noget produktion som er rentabelt for ellers er alternativet at de slet ikke har noget. Og så, jeg tror også det her med at de er stolte over det de laver, det tror jeg er ret væsentligt.

I: Så det kan godt betale sig for landmændene at fede Jerseytyrekalvene op?

PFJ: Ja, det kan det godt. Ellers ville de heller ikke gøre det. Og det kræver jo ikke ret meget, man behøves faktisk ikke nogle staldbygninger eller sådan noget fordi man ude hos mælkeproducenterne får koblet kalvene med udsætterkoen og så kan de jo ret hurtigt komme ud på græs. Så det er egentlig en produktion som er forholdsvis, ikke kræver det store ift. stalde og sådan noget.

I: Sælges kødet kun til private?

PFJ: Ja i velfærdsdelikatesser gør det.

I: Har I hørt noget feedback fra køberne/landmændene om f.eks. kødet kvalitet, kundernes tilfredshed mm.? Hvilken pris sælges kødet for?

PFJ: Ikke andet end, de vender jo tilbage, så jeg går ud fra at de er tilfredse. Så det er rigtig positivt.

I: Hvad ser du som de største (store) udfordringer for projektet?

PFJ: Altså jeg synes, der er et eller andet, jeg tror der er nogen der skal gå ind og tage sig af markedsføringen og få det udbredt. Det er det ene. Så man skal ligesom have kundegrundlaget ligesom, det kan jo faktisk ikke lade sig gøre at op skalere det til detail-led, men hvis nu vi ser på nogle af de andre som ikke er begrænset af det skal være direkte til kunden, men der kan man sige, der kunne man godt have lavet et eller andet på hjemmesiden eller noget, hvor man lettere kom i kontakt med forbrugeren. Og så synes jeg, eller det jeg hører der er udfordringen, det er at finde de her udsætterkøer, som man skal bruge. For så nytter det jo ikke noget hvis man ikke får fat i dem, at men så falder korthuset, så kan man ikke. Så det er udfordringen. Man kunne også lave en eller anden central hvor man altså, formaliserede det, og fik givet hjælp til at skabe kontakterne imellem, hvis det ikke er de samme der har kalvene.

I: Hvad er det ultimative succeskriterie for Jersey Græskalv & Ko?

PFJ: Altså jeg synes jo at det ville være at der ikke var nogle Jerseykalve der blev aflivet. Fordi det er en rigtig fin kalv og det er noget rigtig godt kød og den kan få et rigtig fint liv ved det her koncept, som er meget bedre og meget mere naturligt for den end alle andre kalvekoncepter, så jeg synes at det ultimative må være at Jerseykalvene går i højere grad end i dag til sådan nogle græskalveprojekter. Det ville være helt fantastisk og så kan man sige at hele tankesættet omkring dem bliver til at man ser dem som en ressource som man kunne udnytte til noget positivt fremfor i dag hvor det er sådan et spildprodukt der så bare bliver smidt ud.

I: Vurderer du, at der er et marked for Jerseytyrekalvekød? (f.eks. i detailkæderne?)

PFJ: Ja bestemt. Fordi når vi har kontakter med supermarkederne i det hele tager, så efterspørger de sådan nogle unikke ting og der er, som jeg nævnte tidligere, så behøver det ikke at være noget som ligesom er tilgængeligt hele året, men som ligesom kunne køre med sæson, og noget som der er en

god historie bag og det er der jo en knaldgod historie med det her, så rigtigt gode billeder og man kunne godt gøre noget mere ud af den. Så det tror jeg der er.

I: Hvorfor tror du, at det ikke er slået igennem endnu?

PFJ: Altså man kan sige, begrænsningen ligger jo i selve konceptet hos velfærdsdelikatessen, for det er slet ikke meningen fordi man gerne vil sikre den der merpris til landmanden i stedet for ud til detaillendet. Og så skal man måske, hvis det skal være indenfor velfærdsdelikatesser konceptet så skal man være mere til stede flere af de steder hvor der ligesom er på markedet, hvor der er direkte kontakt med kunderne. Men de andre som de f.eks. laver ovre ved, som nu Thorkild Nissen, der så stopper, de ville jo godt kunne sælge til supermarkeder og sådan noget og det kræver bare at man har kontakten og jeg tænker, det burde virkelig kunne lade sig gøre, for når man ser på Coop's strategi omkring lokalt producerede fødevarer, så ville det lige være spot on. Men det er jo det der med at der skal jo være nogle der ligesom tager hånd om det og følger det til dørs for ellers så glider det ud.

I: De seneste par år er antallet af aflivninger af Jerseytyrekalve steget. Har du et bud på, hvordan man i fremtiden kan forhindre at antallet af aflivninger øges?

PFJ: Altså jeg tror. Dels skal man ligesom have overbevist landmændene om at her er der et forretningskoncept som virker. Og det kan godt være de ikke selv kan bruge kalvene, men så er der faktisk nogle andre der står og kan opdrætte dem som Jersey græskalve. Det tror jeg er nr. 1. så kan man sige, så kunne man også kvægbranchen hvis de ligesom gik foran og sagde nå men nu laver vi en frivillig aftale om at der er ingen af vores landmænd som afliver vores kalve, men at vi bruger den ressource, den vej kunne man også gå. Og så tror jeg, at så skulle man jo gå, altså, afsætningsvejen, forstået på den måde, at så skulle man altså hvis supermarkederne ville efterspørge noget mere, altså, og det er jo det der egentlig er unikt nu med Thise & Ko fordi de har jo indtil videre jo selvfølgelig koncentreret sig om mælken, det er klart de er et mejeri, og nu har de så tager køddelen med og så kommer tingene jo til at hænge sammen, så hvis man kunne lave noget, hvis andre mejerier kunne lave den kobling med at sige, okay vi tager også ansvar for og udvikler den del der handler om kalvene og vi vil ikke have at der er kalve der bliver aflivet som sådan en, ja det her spildprodukt, så tror jeg at det kunne udvikle sig, og det tror jeg at Thise er i stand til, for de har ligesom, de er også villige til at løbe, altså at gå ind i den type projekter. Men jeg tror i og for sig også at andre mejerier ville gøre det samme, altså og Arla tror jeg, for de er jo også, selvom det måske ikke passer ind i den store butik, så laver de jo også noget som er mere niche præget, så det kunne man godt forestille sig. Og Naturmælk har jo meldt ud, at der er ikke nogle aflivninger af deres tyrekalve længere, så man kan sige, nå men hvad skal man så bruge de her kalve til, der vil det bare være rigtigt godt, synes jeg, hvis man kunne få flere af kalvene end i dag til at gå over til Jersey græskalv. Det er nok utopi at tro at alle kan, for der er noget med hvornår de bliver født på året og ude på græs og sådan noget. Men man kunne godt udvikle det noget mere, men det kræver at der er nogle større spillere end i dag der går i gang med det. Og der tror jeg bare at Thise, de vil komme til at stå som sådan en rollemodel.

I: Hvorfor var det fra starten af at I valgte at besætningerne skal være små?

PFJ: Det kan jeg godt forstå du spørger om. Det er fordi, indenfor velfærdsdelikatesser konceptet er der et krav om at det er økologiske besætninger og der var holdningen, hvis vi skal holde det på små besætninger hvor der skal være en mangfoldig produktion, altså mange forskellige ting og for ligesom at skabe ens eller lige markedsvilkår for alle, så er det vigtigt at alle kun har mindre produktioner. Det var det der var baggrunden for det. Og sådan at der ikke lige pludselig, f.eks. indenfor grisene, hvis der pludselig er en stor producent der går ind og bliver dem der prisfastsætter

hvad tingene koster, så er det bedre hvis det er fordelt på nogle mindre besætninger, men i og for sig, så har det jo ikke noget direkte med dyrevelfærd at gøre og vi kan jo ikke, vi har ikke noget dokumentation der siger at fordi det er små besætninger, så har de bedre dyrevelfærd fordi nogle gange tværtimod, fordi der er nogle at de mennesker som har de små besætninger har måske heller ikke forudsætningerne for at starte sådan en produktion op, og så er det at det virkelig kan gå galt. Så det handler om nogle andre ting, det er jo det, det gør det bare. Sådan er det blevet.

I: Og det er ikke noget man kunne tænke sig, der ville blive ændret på, for at få flere med?

PFJ: Altså personligt kunne jeg godt tænke mig det. Personligt synes jeg det virker som en spændetrøje og jeg synes også det virker, det her med at man ikke må have detaillerede inden over, det synes jeg også nogle gange virker som en stopklods for det. Og jeg synes når man ser på produktioner rundt omkring, f.eks. Knuthenlund, på Lolland der har sortbrogede grise, altså de ville egentlig passe meget godt og også dem de græskalve der bliver lavet i Økologiske Landsforening regi synes jeg også. Men det står for egen regning. Og der har det bare været, fordi det skal være niche præget og styret af de enkelte landmænd, så er det dem der har fastsat de rammer. Så det er sådan lidt. Det gør bare at det er svært at, de er ikke modne til at give slip på det endnu. Det kan godt være at det på et tidspunkt bliver åbnet op for det, men jeg tror først det er i det øjeblik at man kan få en markant større udbredelse af konceptet end man har i dag.

I: Er der flere kriterier for at være med i Velfærdsdelikatesser end Anbefalet Af...?

PFJ: Ja, på nogle. Der er i hvert fald skærpede krav, hvis man går ind og ser på pladskrav og hvad man må og hvad man ikke må, altså man må ikke kastrere og det er nok den største forskel der er, altså så er det. Så går man videre og stiller skærpede krav indenfor velfærdsdelikatesser. Og det er jo sådan et dilemma når man har sådan nogle mærkeordninger, for vi ville jo gerne have at det har en vis volumen og en vis udbredelse for at gøre det attraktivt og for at det ligesom, ja for at gøre det interessant for supermarkeder, men også for landmændene for at gå med. Og det er jo hele tiden sådan en balance som vi er inde i og vurdere, nå men vi vil egentlig gerne stille nogle skærpede krav f.eks. indenfor Anbefalet Af... når vi går ind og ser f.eks. skal de indføre at slagtesvin skal have adgang til grovfoder f.eks., så skal vi bare sørge for at have vores producenter med, fordi de slår sig altid i tøjet, fordi så kommer uh det er besværligt og det koster penge og hvorfor er det lige vi skal gøre det her. Så der er det lettere ovre i Velfærdsdelikatesser fordi man ligesom er meget mere målrettede på at gå efter det ypperste. Men det gør også at det nogle gange er svært at agere indenfor det, altså hvis man ikke kan få fat i de her ammetanter f.eks., så jamen så kan det godt være vi har et rigtigt godt koncept på papiret men hvis det ikke ligesom kan foldes ud i praksis, jamen så har vi jo ikke rykket noget ift. dyrevelfærd og det er jo det vi gerne vil. Så det er hele tiden sådan et kompromis omkring vores mærkeordninger.

I: Hvordan er det så med krydsningskalve indenfor Velfærdsdelikatesser – skal det være rent Jersey?

PFJ: Ja det skal det. Og det er der mange, jeg vil sige med rette, stiller vores producenter også spørgsmålstejn ved det. Altså nu er der noget omkring det her med Jerseykødet for kalvene, men og så ligger der også det her oveni at man får nogle af de andre produktioner der vil man gerne beholde de gamle husdyrracer, det gælder jo bare ikke, altså nordiske racer, men det gælder jo ikke for Jersey, så der kan man sige, der er baggrunden for at tage dem med i velfærdsdelikatesser været noget andet fordi man havde alle der her kalve der bare gik til spilde. Og jeg vil sige, der er mange af producenterne der, når de har været i gang i et stykke tid, så udfordrer de også konceptet, altså hvorfor er det vi skal slagte dem der eller kan vi, som du selv siger, tage nogle krydsningskalve ind

og der bliver det et spørgsmål om at finde konsensus og ikke at udvande det, for det er også selvfølgelig noget der skal være unikt og skille sig ud ift. andre koncepter.

I mælkeproduktionen begynder de jo, også i det økologiske, at bruge kønssorteret sæd, og så får de jo nogle, ja det er jo for at få kviekalvene selvfølgelig, og så de andre kalve her der er krydset ind med noget kødkvæg.

I: Så I prøver at holde fast i de oprindelige?

PFJ: Ja det gør vi, altså vi har jo en målsætning om i vores strategi og vores holdning om at vi stræber efter naturlighed og naturlig adfærd, og hvis man først går ind og sådan noget med kønssortering, altså så er vi bare ude på et skråplan, ift. det der egentlig er vores, altså det vi gerne vil. Men nogle gange er det det der med at få holdningerne til at stemme, til at passe ind ift. den udvikling der sker i landbruget i øvrigt. For vi kan jo ikke, vi er ko nødt til at, selvfølgelig kan vi vise at man kan gøre noget andet, så dem der gerne vil undlade at bruge kønssorteret, nå men så er det her måske en løsning for dem. Fordi der er jo, målsætningen er den samme, det er også at undgå alle de her aflivningen og bibringe noget værdi i produktionen så, man har bare meget forskellige måder at gøre det på.

## Appendix 6: Introductory Telephone Conversation w. Mogens Poulsen

**Date: 13-11-2015**

**Mogens Poulsen (MP) & interviewer (I)**

I: Hvor mange landmænd er tilknyttet Thise?

MP: 67 landmænd tilknyttet Thise Mejeri

I: Og kun én af disse stemte imod projektet?

MP: 1 stemte imod – personen er ikke med, men har tilbuddet.

I: Hvor mange landmænd skal være med til at opfostre tyrekalvene?

MP: Ikke helt afklaret. Jersey tyrekalve er ikke det eneste. Tyngdepunktet i begyndelsen handler om de økologiske malkekøer som bliver slagtet, og så det ungvæg, kvier og tyre som vi har det i dag. Det næste er at få lavet et nogle produkter, et koncept, så det kan blive lønsomt for landmændene at opfede tyrekalvene. Det er Jerseytyrekalvene som hos mange bliver aflivet efter fødslen. Jerseykøen er den mindste malkeko og slank, tynd ville nogle sige. Jerseytyrene vokser langsomt og når de er færdigfedet på slagteri er prisen for dem utrolig dårlig. Slagtekreaturer bliver klassificeret når de bliver slagtet efter bl.a. Form og fedme, og Jerseytyre scorer dårligt på de hovedgrupper. Derfor får landmændene en dårlig kg. pris på Jersey generelt og især tyrekalve. Kan vi produktudvikle på det her, kan man vurdere kødet ud fra nogle andre parametre end det der har været gældende altid? Kan vi lave specielle udskæringer, har kødet nogle særlige kvaliteter som kan retfærdiggøre en højere pris for Jerseytyrene, så det er lønsomt for landmændene at holde dem. Så det er trin 3 på denne stige vi er på. At blive rigtigt gode på det. Lige nu prøveslagtninger – hvor gamle skal de være? 7 eller 10 mdr.?

I: Er kødet kun fra Jerseytyrekalve eller også fra almindelige køer?

MP: Jersey og sortbroget – alle de malkekøer som løbende bliver slagtet. Vores landmænd er andelshavere i Friland Food, de har haft monopol på øko kød og nu vil Thises landmænd handle på samme måde som i 1988, da de ikke ville være med de store mejerier (NG Food + Kløver) – de ville have deres eget mejeri. Selv have indflydelse på hvad der skal ske med deres råvarer (dengang mælk, nu 27 år efter, kød).

I: Tilskud/midler til landmændene til at opdrætte tyrekalvene?

MP: Det er der samarbejde med Coop, samme måde som med mælken, Thise handler kun med Coop på det danske marked. Og det er også dem vi kommer til at handle med når vi taler kød. Coop er meget interesseret i det. Coop har altid være foran med økologi. De kan ikke få lov til at lave den markedsføring og indsats for øko kød som de gerne vil, da de ikke kan være sikre på at få det kød de kan sælge fra Friland. Nu siger vi: i får vores kød, omvendt skal i tage alt det kød vi har. Dermed laver vi en bedre handel for landmændene. Vi er godt i gang med at fede tyrekalvene op, der er mange veje at gå. Det ene er en tyr der ikke bliver kastreret, men fedet op og slagtet. Det næst er krydsninger, de dårligste af køer hos landmænd, som han ikke vil avle videre på, bliver insemineret med sæd fra kødkvæg (Angus, Limousine), så får de en krydsningskalv der vokser hurtigere end en alm. tyrekalv. En anden måde er at tyrene bliver kastreret (en stud) og ligesom mænd der bliver kastreret får lyse stemmer, der er ikke så meget testestoron. På samme måde med tyre, de udvikler kvindelige former, mere fedtaflejringer, hvilket har indflydelse på kødets kvalitet.



I: Hvor mange kalve skal slagtes? 3500 til start? Kun Jersey?

MP: 3500 kreaturer, 70 % af dem er sortbroget (SDM) og 30 % Jersey. Vi har arbejdet rigtig meget med at udvikle Jersey mælkeprodukter.

I: Hvilke slagterier vil I anvende til slagting? Tamaco – er det det eneste?

MP: Tamaco er mere et handelsfirma end et slagteri. Køerne skal slagtes på Hadsund kreaturslagteri. Og så kommer den videre proces, slagting udbening. Når kød skal lave til hakkekød, laves udskæring, emballering → Hilton i Aarhus, de har ansvaret for alt Coop's detail. Kalvene skal være ældre end 7 mdr.

I: Er det kun meningen at kødet skal sælges via Irma Axeltorv som start?

MP: Vi kommer til at gå bredt ud, Irma har profileret sig rigtig meget med Jersey mælk produkter. Så jeg kan godt forestille mig det bliver Irmas 80 butikker der kommer til at gå forrest med salg og markedsføring af Jersey kødet.

Jeg har selv spist Jersey kød i nogle og 40 år og det er en velbevaret hemmelighed, de bliver dømt ude når man sender Jersey køer på slagteri. Man har taget kødet hjem og solgt til venner og bekendte. Det er fantastisk kød. Det er bare ikke fantastisk ift. de stive normer der er på slagterierne. Vi skal udvikle og markedsføre Jersey kødet.

I: Hvad er Coop's rolle?

MP: Coop står for markedsføring og design. Kontakt: Ole Slot – ring til hovednummeret og bed om at snakke med ham. Vi har meget indflydelse på hvad de laver, vi sidder med til bords. Du kan også ringe til Tamaco – Carsten Dejbjerg

## Appendix 7: Introductory Telephone Conversation w. Thorkild Nissen

**Date: 4/12 2015**

**Thorkild Nissen (TN) & interviewer (I)**

I: Jeg er glad for at du har tid til at snakke med mig.

Jeg skal skrive speciale om hvordan man kan tilgå problemstillingen omkring Jerseytyrekalve og her vil jeg undersøge fire forskellige cases der arbejder med Jerseytyrekalve og udtrække erfaringer/resultater og forhåbentligt overføre dette til en løsning som kan implementeres hos flere økologiske landmænd – og måske også de konventionelle.

Derudover vil jeg undersøge om der er et marked for Jerseytyrekalvekød på det danske marked.

TN: Claus Udengaard som er slagter og kok hos Svineriet lavede nye udskæringer, bovstykket udskåret anderledes så det er ligesom filet og ikke en mormor udskæring som man kender det i dag. Jerseykød vinder altid blindtest – også over de rigtigt gode kødkvæg (f.eks. belgisk blåhvidt kvæg)

I: Hvornår startede projekt Jersey Græskalv op?

TN: Projektet startede op for 4-5 år siden i samarbejde med Friland, Dyrenes Beskyttelse, Thise, Århus kommune (arealer). Der blev givet 100.000 kr. fra Dyrenes Beskyttelse til projektet og tre landmænd hoppede straks på (en på Sjælland, en i Nord Djurs og ord mangler). De ringede alle tre, uafhængigt af hinanden, til Thorkild (ØLF konsulent) og spurgte hvordan de skulle gøre. Thorkild sagde at de ikke bare skulle sætte de små kvæg på græs, men have en ammetante ligesom han selv gjorde det. De fik 25.000 kr. hver til at starte projektet op, og Thorkild fik 20.000 for at være konsulent på projektet.

I: Hvorfor ønskede landmændene at tage del i projektet?

TN: Ethiske overvejelser for landmændene. Det med at slå Jerseytyrekalvene ihjel vil ingen.

I: Jeg har også hørt at kønssorteret sæd efterhånden er en meget udbredt teknik?

TN: Kønssorteret sæd og krydsningskvæg er udbredt – også i den økologiske sektor, men det er dyrt, så de konventionelle bruger det ikke så meget, da de ikke har de samme etiske skrupler som de økologiske. Jeg har faktisk svært ved at få en 100 % Jerseykalv nu, og dem de har er allerede blandet med kødkvæg.

Da kun 10 % af mælkeproducenterne i Danmark er økologiske kan dette antal Jerseytyrekalve løbe hurtigt op (derfor så mange konventionelle Jerseytyrekalve der aflives).

Naturmælk siger at de ikke slår Jerseytyrekalve ihjel, men de har heller ikke særlig mange Jerseykalve. Derfor er det nemt for dem at sige dette og gøre Thise til ”det sorte får”, da de slår ca. 900 ihjel hvert år pga. deres mange Jerseykvæg. Hvis dette kommer ud i medierne fremstår Thise hurtigt som skurkene. Arla kommer måske også snart ind i kampen, da de også slår mange Jerseytyrekalve ihjel.

Friland har i mange år haft monopol på økologisk oksekød og de har siddet godt og grundigt på tronen. Nu kommer Thise & Ko og skaber lidt konkurrence til Friland hvilket er rigtigt godt. Der er

stigende efterspørgsel efter økologiske oksekød, så dét at der kan komme konkurrence (og måske også på prisen) er kun positivt.

TN: Claus Udengaard har arbejdet på Svineriet (lukket nu) og han var både kok og slagter. Han fik kødet og lavede nye udskæringer af Jerseykødet.

Gourmandiet (KBH) erkender at Jerseytyrekalkødet er en klasse for sig selv og er uovertruffen.

Mange i branchen har svært ved at erkende dette, da det er en lille kvægrace og en mager én. Derudover lever den heller ikke op til klassificeringerne. Hvor kødkvæg (det fineste) scorer 13 på klassificeringsskalaen, scorer Jersey 3-4 grundet dens krop.

## Appendix 8: Coding example

**Blue:** Branding and distribution

**Green:** Practices

**Yellow:** Ethical aspects

**Orange:** Market opportunities

**Pink:** Power structures

en detail sagde at de vil markedsføre det her produkt og så lavede man en aftale med en landmand der så havde en større produktion. Hvor han så var garanteret en væsentligt højere pris.

I: Hvordan tror du at jerseytyrekalkvekød skal markedsføres på?

TN: **Altså etikken er en ting, at man ikke slår dem ihjel længere.** Så er der spisekvaliteten, det er det bedste kød du kan få, det er det mest møre og det mest smagfulde når det er jersey. Så er der dyrevelfærden, at det er en fantastisk opvækst når de går sammen med en ko og jeg ved det er noget som Dyrenes Beskyttelse også vil kunne anbefale. De kan ikke anbefale økologiske kalv i dag når det ikke har gået sammen med en ko. Så kunne du snævre det ind og sige, jamen de må kun æde græs og så kunne du lave meget høj profilering på græs, som man ser i USA f.eks. og det er så det man kan slå på er dels det med smag, men i høj grad også sundheden. Så kan du markedsføre det på klimavenlighed, hvis det er græskøer. Så der er mange ting at spille på. Du kunne også markedsføre det på at det er små udkæringer, så du skal måske ikke spise så store bøffer, men man skal have dem, det er meget mere mundrette udkæringer man får her i stedet for de der kæmpe kødkvægsbøffer.

I: Hvad har været den største udfordring for projektet?

TN: **At man skal have mælkeproducenten involveret i at lave den der treenighed af to kalve og en ko der er godt tømret sammen og det skal, det er et håndværk de skal kunne.** For det nyttet ikke noget at en ko kommer ud med kalve og der så ikke er det der bånd imellem dem, for så er der for meget bøvl, det har jeg oplevet. Så måske er det den største udfordring. Ja og så afsætningen. Og så har du også en ko du skal have afsat.

I: Blev der fulgt op på projektet med f.eks. guidelines?

TN: Nej der er jo forskellige pjecer til hvordan man køre sådan et landbrug, men ellers er der ikke nogen materialer. Det er ude at drifte og folk de lader sig inspirere af det. Jeg tror der er en del der gør det i mindre målestok. Det er jo også noget som, det der kræver kvalifikationer, det er at lave den der treenighed, og så dem ordentligt koblet. Når de så er ordentligt koblet så kan du jo godt sende dem ud til kogræsslaug eller, ja en folkeskolelærer kan passe sådan nogle dyr der, man skal i virkeligheden bare holde øje med dem og sørge for at de har nogle mineraler ved siden af. Der er ikke nogen kælvninger, der er ikke noget der skal løbes. Så i det hele, der er det jo faktisk ret enkelt at have. Og staldkravene er minimale, du kan jo egentlig slagte dem inden de skal i stald. Hvis du kan få mælkeproducenterne til at have dem indtil de skal på græs, det er jo genialt.

I: Så det virker egentligt ret simpelt ligeså snart man har koblingen mellem ko og kalv?

TN: Ja. Så passer koen kalven. Selvfølgelig skal man tilse den og sørge for at det kører.

I: Er koblingsprocessen alment kendt blandt landmænd eller er det noget de skal uddannes i?

TN: Næ. Altså den mælkeproducent der skal lave den, ham vil jeg gerne snakke med og give nogle fif til hvordan han skal gøre det, for det kan godt være svært at få en ko til at acceptere to fremmede kalve som om det var hendes egne, men jeg vil mene at det er ved 90 % af køerne det kan lade sig gøre. Så når, hvis den så får lov til at gå sammen med dem i lang tid og det kører, den har ikke spændt yver og kalvene er mætte. Når det har kørt i 14 dages tid, så er det ret simpelt. Så skal man lige der, når de så transporteres, holde øje med dem, for der kan godt ske noget stress der gør at de bliver forvirret. Men i år f.eks. der har vi ikke haft problemer med ko og kalve, det er jo ikke altid at lige den ko kun bliver pattet af de to kalve, der sker sådan en, nogle gange er det fire kalve der patter en ko og nogle køer vil slet ikke acceptere andre

### Appendix 9: Quarterly destruction of Jersey bull calves

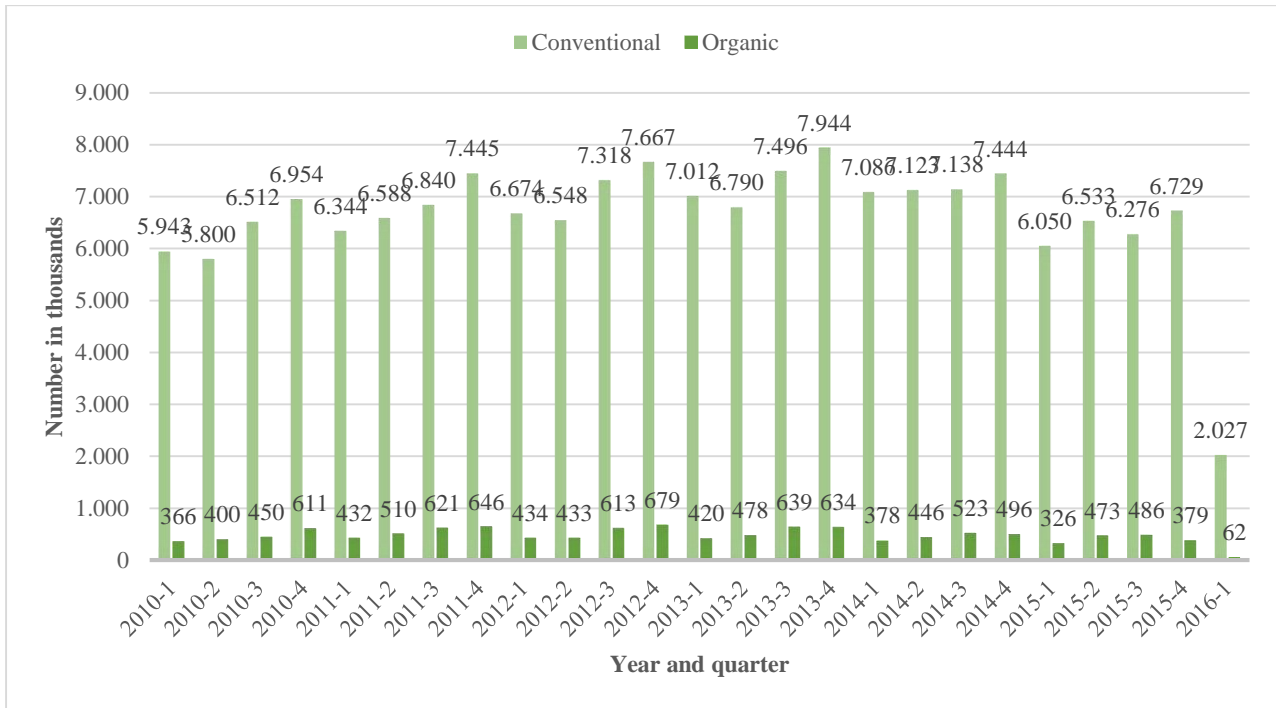


Figure 3: Quarterly destruction of Jersey bull calves divided into conventional and organic livestock measured in thousands. Data from Nielsen, 2016.