

“Close, yet so far away.  
Examining the local food  
supply chain, between local  
food production and private  
cafeterias, on Sjælland”



AN EXTENDED MASTER THESIS

*By: Monica Lund-Bedsted*



**AALBORG UNIVERSITY**  
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## **Extended Master Thesis 45 ECTS**

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Author: Monica Lund-Bedsted (20167525)

Supervisor: Thorkild Nielsen

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## Abstract

**Background:** Local foods is a popular subject. However, there is no consensus of the definition. It is a subject that can help address many issues connected with an increasingly exploited food supply system. The environment is often mentioned, as local food, as opposed to imported food, naturally travels shorter distances. Another aspect to consider in food supply is the social aspects. With more local foods on the menu, local farmers can more easily persevere. Although subjective, the intrinsic qualities of local foods, which amongst other things entail appearance and taste, may be easier to evaluate than transportation, and social aspects. The economy side of local foods is inescapable; it is an aspect important for the livelihood of producers, distributors, as well as consumers. This thesis set out to explore how six facilitators can work with local foods addressing the four overall themes of local food: the environment, social aspects, the economic side, and intrinsic qualities of local food.

**Methods:** An extensive review of the different perspectives of local foods found in the state of the art literature lay the foundation of defining the current concept of local foods. Semi-structured interviews with various facilitators who are promoting local foods in their everyday work, will help examine what practices and tools can be used to overcome the barriers of working with local foods, and pursuing the opportunities that exist in the situation of bringing local foods to private cafeterias on Sjælland. Apart from using mapping to gain access to a situational based analysis, the four Ps communication theory provides the framework to discuss which of the tools and practices are most effective in communicating the concept of local foods.

**Results:** The three themes of local foods intrinsic quality, social aspects, and economy—are found relative easy for the actors involved to handle. The environmental theme on the other hand is hard for most of the actors to incorporate into their work practices, and needs a framework encompassing proximity to be effective. A communication strategy that include proximity, can help make the concept of local food more tangible. This strategy could be communicated through a local food label for private cafeterias.

**Conclusion:** The study is a snapshot of the local food supply chain on Sjælland. This situation could easily change with time. If a local label is issued the communication of local foods could become more effective and help overcome the barrier of the environmental theme found in the research, simultaneously reaching a clarification of the term local foods.

**Keywords:** Local food, The food supply chain Sjælland, Food Labels, proximity.

## **Acknowledgements**

Not everyone has the time or opportunity to write a master thesis. Five years ago, I would not even have considered studying this long. I was already content, having the opportunity to study at Metropol University, taking a bachelor's degree in "Nutrition and Health", at a well-advanced age. Before I started at Aalborg University I had not given a master thesis much thought, and surely didn't know what theme to examine closer.

But very quickly it dawned on me that the theme "local food" is a multifaceted food "smorgasbord", that really deserves more attention. Not only was it possible to examine and research local food and public procurement, in the first semester project, it also spurred on my interest and wonder, eventually resulting in the main topic of this theme.

To write this thesis on such a diffuse and multifaceted subject I needed the best help possible and was lucky enough to obtain this from my incredibly supportive supervisor. Thorkild Nielsen has an in-depth knowledge of this theme, that I can't image anyone else could have matched, so thank you so much for all your help throughout the last six months.

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## Concept clarifications and abbreviations

**Local foods** – Defined here including four overall themes: Environment, social aspects, economy, and intrinsic qualities.

**Food miles** - The distance of the journey that a particular food travels and subsequently the overall greenhouse gas emissions cost (Michalský, M et al. 2014).

**Traceability** – “Traceability is the ability to track a product from farm to plate”, according to Christian Coff, one of the founders of Råhandel.

**Proximity** – A term used to define the distance a food produce has travelled from the farmer to the consumer end (Frash, R et al 2015).

**Private cafeterias** – in this thesis, private cafeterias represent an eatery that exist in conjunction with a private company. Exemplified with the cafeteria at Comwell, Roskilde.

**Facilitat(e)ors** – A person who can help or makes something easier for another person, as well as a company <https://dictionary.cambridge.org/dictionary/english/facilitator>

**Storytelling** – According to some experts, it is what gives a product identity, and offers the customer a unique experience (Zeilhund, j 2018).

**Intrinsic quality** – In this thesis the intrinsic quality involves a local foods appearance, taste, freshness, free of pesticides and nutritional value.

**The Organic label for catering** - Certified label endorsed by the Ministry of Environment and Food of Denmark, since 2009. Works with the organic food labelled produce. All Danish eating places can obtain the labels: bronze signals 30-60%, silver 60-90%, and gold 90-100% organic produce purchased in kg, or Danish kr. (Det økologiske spisemærke).

**New Nordic Food** – “New Nordic Food cultivates the common Nordic food cultural identity and builds on the qualities found in our region: purity, simplicity, security and ethics” (The Nordic Council of Ministers).

**Economy of scale** - The advantage a big purchaser has, compared to a smaller one. Pressuring the suppliers to sell for less, when big orders are made. (Scharber, H and Danes, A 2015)

**Social construction** – Has a focus on language, in the interactions of individuals, and how this creates knowledge and reality.

**Cafeteria** – An eatery offering food to many. In this context the word private was added, to emphasize that it is not the public institutional cafeterias being analyzed, but the cafeterias that are connected to a company; an example from the thesis is Comwell’s cafeterias.

NCLF – Nordsjællands Center for Locale Fødevarer. Translates to the North of Sealand local foods.

**Abduction** – Is where new knowledge or insights take place created from intuition, or a qualified guess (Kolko, J 2010).

### Reference style:

Harvard : <http://libweb.anglia.ac.uk/referencing/harvard.htm>

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2. Råhandel – Solveig Felbo	20 pages
3. Årstiderne – Troels Mølgaard	14 pages
4. Comwell – Rasmus Rasmussen	18 pages
5. NCLF – Jesper Zeilhund	35 pages
6. Bite – Christian Vejlund	19 pages
7. Interview guide	1 pages

## Introduction

The beginning of this thesis starts by thematically defining the current concept of local food abroad, as well as in Denmark. For this purpose, a selection of articles found in the state of the art literature search, involving the last two years, will be applied. Additionally, the results of a prior semester project that examined local foods and public procurement “Actor involvement – getting more local foods in public institutions in Region Nordjylland” (Pascu and Lund, 2016) is considered. Furthermore, literature collected through the research process is included. The latter publications extend the practical perspective of the scope of investigation. The themes found in the gathered literature have been the point of departure of the final problem statement.

Local food is a popular subject, politically and publicly. However, still there is no consensus regarding what framework should be applied to measure local foods geographically. Nor is there agreement on the definition of local foods in terms of the sensory properties, as some actors believe that local food can be determined by the manual production phase, and not limited by transport. Others trust in labels issued by the government. The EU has endorsed three different labels that can assist in marketing different local foods, when these products abide by the documented standards. PDO-protected designation of origin can be obtained by products that are grown in a certain area. The second label PGI—protected geographical indication—takes technical methods, as well as product specialty, into consideration. Finally, TSG—traditional specialty guaranteed—specifies a particular cultural product, with a history bound to a certain area (Kjeldsen, 2014).

The local food concept also involves environmental considerations. This aspect can be addressed by comparing the distances different products travel, or the CO<sub>2</sub> footprints they leave behind (Michalský et al. 2014). Even though several attempts have been made to



calculate the travels of an average food, that still does not supply an adequate answer to the question of which are the most environmentally friendly foods, since considerations of soil, water and pesticides usage are commonly neglected. Some researchers think that a focus on geography can overshadow other meanings and values that the definition of local food contains. They argue that the most important factor of local foods is the integration of food consumption and production in relation to the place, which subsequently supports farmers. In other words, local foods can be said to be the key to experience a sensory input of a specific place (Schnell, 2003). The concept of local foods can help address several themes simultaneously. In Denmark the number of farms, as well as the people working with food production, has greatly decreased over the last ten years (Danmarks Statistic). Farmers face a varied set of obstacles in order to secure their livelihood and to satisfy the expectations that consumers have in regard to local food quality, and the practices involved.

In order to make money farmers often consider scaling up, either by switching to monoculture or industrialization of their products. However, the environmental and social cost are not equivalent to the natural prices, and therefore it can be difficult to make local foods profitable without exploiting either nature or cheap labor (Scharber and Danes, 2015). In the everyday work with local food production it is therefore necessary for farmers to find solutions if they wish to scale up their production. Some install hoop houses to prolong the season. Other farmers decrease labour costs by engaging the customers to participate in the practices in the production. As a consequence of not industrializing, farmers alternatively have to inform their customers about the possible quality variations that occur, which can help any discrepancy in their expectations (Nost, 2014). A common understanding of the concept of local foods associates this with an alternative food supply chain, such as organic foods, and distribution through farmer markets. However, local foods do not necessarily have to be the opposite of global foods, hereby meaning supermarket outlets. If local foods are scaled-up, this also means that the local foods can be more easily distributed to supermarkets, to meet a growing demand. More jobs can be created locally as the accessibility increase, and this could subsequently lead to lower prices (Taille et al. 2015).

## **The local food situation in Denmark**

Other actors of the food supply chain also face obstacles in their practices connected with local foods. However, the new Danish law of public procurement states that companies must try to encompass small and medium producers given the chance (Konkurrence og Forbrugerstyrelsen 2016), subsequently making more part contracts. This is found difficult, since it is still not routine to think of other goals than mainly the price. A demonstration of this was found in a 1. semester project “Actor involvement – getting more local foods in public institutions in Region Nordjylland”. Through this project it became apparent that the two biggest barriers to working with local foods in the public food scene are price and the volume of paperwork connected with the tender process. The reality is that public kitchens have restricted room for manoeuvre due to strict budgets (Pascu and Lund, 2016). Even though particular goals can be included in the public tenders concerning environment and social aspects (Konkurrence og Forbrugerstyrelsen 2016), the administrative habits take time to change. In order to help procurement purchasers, amongst other things to buy local foods, an initiative between Københavns Madhus and Madkulturen was carried out. The goal was to make a set of tools that could assist in the complicated purchasing processes. “Klogefødevareindkøb” (Klogefødevareindkøb) was introduced in 2017, but there was no budget set aside to establish whether or not the tools were being used—and if so, by whom, where and why—or for giving feedback. The tools are readily available and can be used free of charge by any one in charge of food purchase for a kitchen, public as well as private.

The definition of local food is clearly multifaceted and if local food is put on the agenda it greatly effects the daily work practices. These practices vary depending on what part of the food supply chain the actors exist in, and what role they play. It is obvious that no matter what the reason for engaging in the local food supply, the initiative still has to be sustainable and profitable. Since the success rate of local foods largely relies on consumers, behavioral studies are regularly carried out examining the consumers’ antecedents; the attitudes connected with the intention to purchase something. In one example the results showed that consumers buy local primarily to support the local farming community, and hereby to help sustain the local economy, which they feel otherwise would be damaged. Secondly, consumers also choose local food because of the intrinsic qualities, such as flavor, freshness, and foods free from pesticides etc. (Memery et al. 2014). This is in line with an annual

statistical survey carried out by Madkulturen. A total of 60% of the Danish people associate shorter transportation times of produce with greater freshness and taste (Madkulturen). On another note, some actors occupy themselves with the export possibilities of locally produced foods that outweigh the proximity aspect. Instead the focus is on traditions and quality that a particular locally produced item can possess. These products can be marketed expensively to the growing high-end market, whereby the consumers receive a special economy experience. (Zeilhund, 2018).

It is clear that local food is a popular topic due to the vast research material available. However, even though different actors of the food supply chain have different views on local food, as well as varied tools to work with, little has been written on the operationalization of local food. One study argues that food miles is an insufficient environmental marker, and that more efforts should be made to find additional ways to verify this theme. For example a local food's water, and pesticide usage, along with how a particular product affects the biodiversity and soil. Furthermore, evaluation goals with fixed indicators could help the local food system develop, claim the authors. The authors state that this could be obtained by carefully verifying the amounts of fruits and vegetables that were bought, or to entail social welfare aspects of the local food workers. This goal could be evaluated carrying out interviews regularly at the farms (Cleveland et al. 2014). On a national level, in Denmark a study of strategies encompassing local food has been carried out, and mapped in a collaboration between Real Dania, IDA and Aalborg University. One of the recommendations mentions that if you want to create a change in the local economy as well as production, you should not wait for a national initiative, but instead start one on your own. (Kristensen et al. 2017). Knowing what is being done on a national strategic level leaves an opportunity to investigate. What is happening on a practical level, in the private sector?

As exemplified here the concept of local food is multifaceted, involving the environment, economy, social aspects, as well as intrinsic qualities. Therefore, being a progressive part of the local food supply chain naturally requires various tools and practices. This is the scope of investigation for this master thesis.

## **Problem statement**

In public procurement the budget and administrative barriers often limit the progress of working with local foods (Pascu and Lund, 2016). This is the reason why private cafeterias were chosen to examine, since logically the actors involved have more room to maneuver, than the public institutions. They can manipulate the selling prices of their products to compensate for higher purchasing prices. In addition, in connection with tenders, they have the possibility to make part contracts which can be difficult for public kitchens, where purchases are habitually gathered to obtain economy of scale (Pascu and Lund, 2016). Therefore, this project aims to uncover the barriers and opportunities which exist in the interactions of the facilitators, producers and kitchen managers, that are all part of the work with the local food supply chain on Sjælland. It subsequently aims to develop an understanding of what tools and common practices are necessary to overcome the barriers and pursue the opportunities of working with local foods at private cafeterias. First the named themes found in the state of the art literature search and the attitudes towards local food found in the interviews will be compared and contrasted, in order to understand what the concept of local foods currently entails, and to examine how to work with it. Afterwards the focus of the thesis is not why, but how, to work with this concept practically. The facilitators of local foods are in this thesis a potpourri of actors with the intention to promote local foods on Sjælland, and in this case the possible link between producers and the private kitchens. The situation is exemplified by studying the local food supply chain on Sjælland, and the cafeteria at “Comwell Hotel” in Roskilde. Interviewing several facilitators who can give insights will help answer the following questions:

## **Research questions**

**“How can the concept of “local foods” be defined, and by whom?”**

**“Which barriers and opportunities exist in the pursuit of bringing local foods to private cafeterias on Sjælland?”**

**“And what practices and tools can facilitators and kitchen managers make use of in the local food supply chain, to overcome the barriers, and pursue the opportunities on Sjælland?”**

**Furthermore, to discuss the results of the analysis, a fourth research question emerged:**

**“How can the found tools and practices be applied in a communication strategy, promoting local foods to private cafeterias?”**

## Assignment configuration

As Fig.1 illustrates, the first research question is examined through the state of the art literature search and later

compared and matched with the perspectives of the interviewed.

The second and third question are answered through the situational analysis. Including the citations in the findings section keeps the

voices of the participants, where the second part of the analysis is

categorizing the found tools and practices for further mapping, and reflection purposes. The

fourth question only emerged after the analytical process was momentarily finished, ending

with saturated maps. A deeper focus area of the situation local

foods for private cafeterias illustrated a wonder of how to

communicate the concept of local food. A short reflection of ideas and recommendations will follow the conclusion.

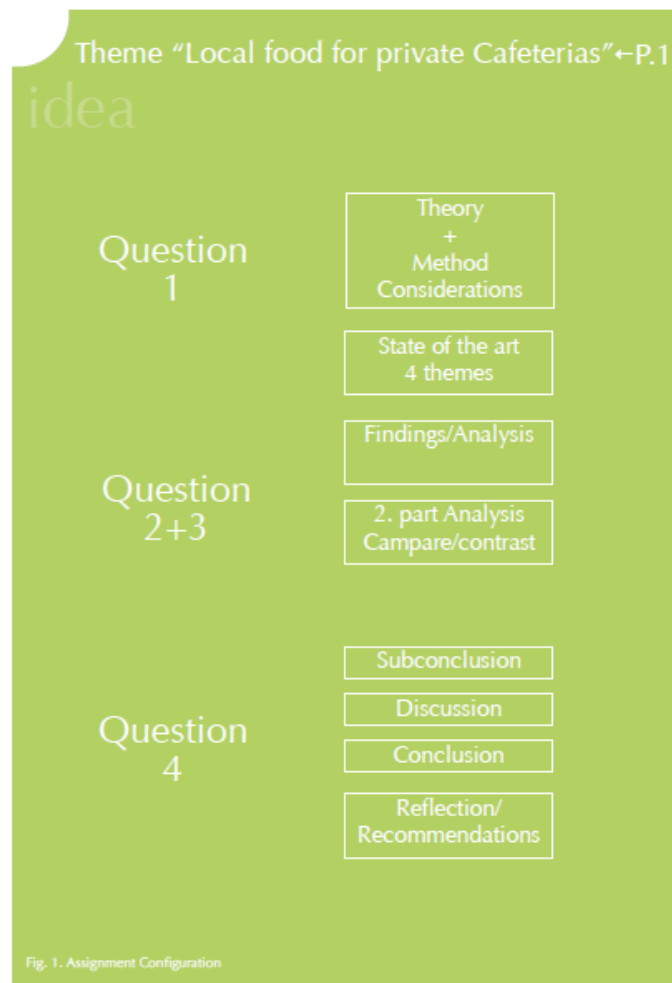


Figure 1

## Delimitations

In this thesis the focus is on the local food supply chain—more precisely, the practicalities occurring in between the local producers and the private cafeterias on Sjælland. This master thesis will not be focused upon the hurdles of public procurement, but merely have this knowledge as a point of departure/preconception. Local producers are, however, mentioned and represented in the state of the art literature, as well as in the interviews with the actors who are in contact with them. The local farmers will not be interviewed themselves, since this was carried out in the semester 1 project and is encompassed in the already known

obstacles and opportunity knowledge bank. The same goes for the end-users who are also mentioned in the state of the art research studies and the annual report “Madindeks”, carried out by (Madkulturen). Instead, the focus will be on the private sector, including the facilitators connecting the local food supply system to the private cafeterias (Fig.2) These facilitators work as distributors, educators, or practitioners (kitchen managers) and one is the event-manager at the “Bite” annual food event. All share one goal to promote local foods.

This Master thesis will not produce any comparable, quantifiable results, due to the nature of methodology (semi-structured interviews) but seeks to compile a list and maps of useful practices and tools in regard to local foods. Furthermore, the results will be discussed afterwards, exemplifying how these tools and practices can be encompassed in three various

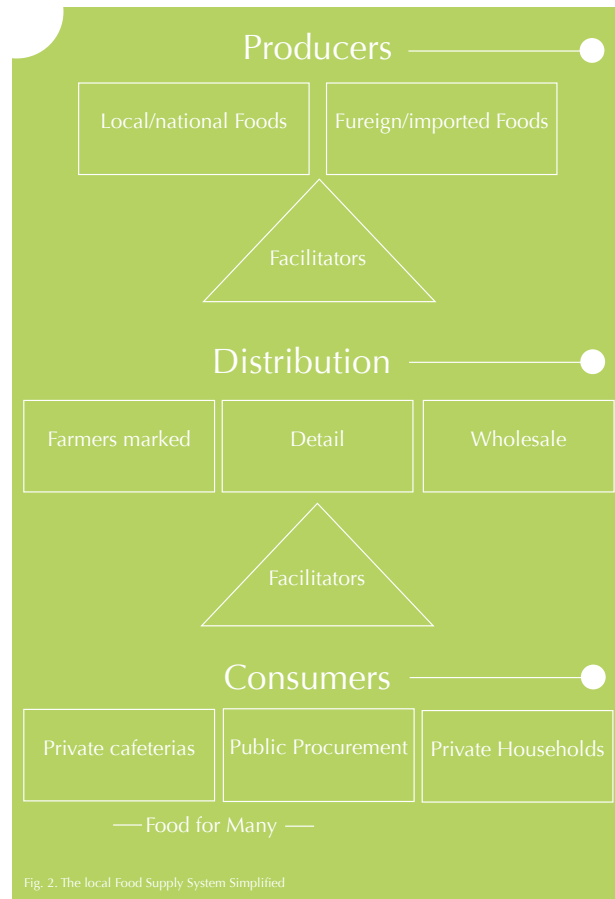


Figure 2

communication strategies. The last top-down strategy is exemplified with the organic labelling for catering, only for comparison reasons. It is not chosen, to assume that a local label would have the same outcome.

This thesis will not dwell on discourses about food trends, but only mention food trends sporadically, since the goal of the theses is to examine the current situation of local foods on Sjælland, and not to develop a retrospective analysis. The themes and subthemes that local foods are composed of are found in the current state of the art literature search. These themes are used as a framework to understand the current practices taking place in the situations connected to local foods, and subsequently uncover the tools used in these situations where the actors are practicing their course of action.

The themes were chosen from a number of possibilities. They were the most frequently mentioned as keywords in the state of the art articles, and furthermore, even though they coexist in defining local foods, they are all themes which demand their own set of tools to evaluate and work with.

## **Methodology**

### **Introduction to methodology**

The point of departure of this thesis is an interest in local foods. What defines local food for the actors involved in supplying it? And what do these actors do, and say, in their daily work with the local food? And even more concretely what tools do they use, and what practices do they have that help overcome the obstacles that stand in their way? In researching a former project “Actor involvement – getting more local foods in public institutions in Region Nordjylland” (Pascu and Lund, 2016), my co-student and I met a consultant named Bo Damgaard, who was at that time collaborating with Københavns Madhus and Madkulturen, to come up with a set of tools called “Klogefødevareindkøb” (Klogefødevareindkøb). Since then, he has gone on to start his own company “MULD”, that provides unique services to cafeterias wanting more local foods on the menu. It is through this initial meeting that the idea for this thesis commenced, and on the basis of Bo Damgaard’s work, and my prior experience with the former P1 project, that the research design evolved.

This following section will first explain the research design. Afterwards it will unfold each element of the research processes: state of the art, semi-structured interviews, selection of interviewees, the researcher’s role, the interview guide (appendix 7), transcription/coding, the analysis based on Adele Clarke’s situational analysis, and the supplemented communication theory “the four Ps”.

### **Research design**

The prior results from the above mentioned P1-project have been the foundation of the research that has taken place for this thesis, and has served as an idea bank, connecting old actors to new scenarios. The research commenced with an extensive literature search trying



to pinpoint the many facets of local food found in the state of the art literature. Narrowing down the search to include only the last two years proved enough to compile a vast and diverse set of definitions. The local food definition according to current international research was then condensed into four major themes: Environment, Social aspects, Intrinsic qualities, and Economy; see Fig.3.

These four themes were carried over into the interview guides and became the basis of the semi-structured interviews. In addition to this, the participants were also allowed to stray from the already chosen themes/questions, so that new perspectives could be uncovered, instead of only finding the answers for pre-determined questioned. The further delimitations, as well as the last research question, which

examines communication strategies, emerged only at the end of the analysis, and at the time where a saturation of the maps was momentarily fulfilled.

After all transcriptions were carried out, the imperial data was divided into themes that could be categorized according to the predetermined themes, and the new subthemes which were found in the interviews were added as well. The different actors' perspectives on local food were matched with the findings in the literature and analyzed on the basis of situational analysis, applying maps. Before the analysis section, an introduction of each actor was made. A social arena map (Fig.5) illustrates how these actors' social worlds are connected. The analysis is based on the themes from the state of the art literature search, as mentioned in the



Figure 3

delimitation section. The different maps will be presented after each section of the findings, and analysis, with further explanation and memos of the reflection process. The Ordered map is placed after the Findings section and gives some detail of reflections that concern which tools to use for addressing each theme; this is further elaborated upon on page 86. The ordered map, Fig.6, is not portrayed in a classical situational analysis fashion, where discourses, human, and non-human categories are common (Clarke, 2005). Instead, the subthemes found in the interviews are categorized with regard to how they most strongly relate to the four major themes, and the abbreviated tools as listed when possible next to each subtheme. The relational map is placed at the end of the second part of the analysis and explained on page 99, since one of the results found in the analysis was an emphasis on relationships, it made sense to include the final version of the relational map including these considerations. Each map is an end result, after scrutinizing and reworking them throughout the writing process.

## **State of the art**

Local food is a popular topic; it is also a complex topic. Depending on who you ask, many different aspects can be mentioned or disregarded. For this thesis, a definition of local food was needed that could encompass all important elements, and in order to match these perspectives with the actors being researched. Two searches were carried out. A look at the different databases available—Proquest, Ebsco, and the university library database—showed that the existing articles on the subject were plentiful. The latter was chosen considering that it would represent a varied set of perspectives. The first search was an attempt to narrow down the number of articles available. The words local food AND private cafeterias. The number of articles was vast, amounting to 9271. In order to narrow down the search, only peer-reviewed and recent articles from 2015-2017 were considered. Afterwards the title of each article (94) was read, and only one chosen. Articles not including the words local food in the abstract were omitted in the first read through. The second search was also carried out at the university library and the search criteria was local food definition, broadening the scope of investigation. This search had 765 095 hits. Like the first search only peer-reviewed articles were chosen representing the last two years. A read through of the remaining 408 titles resulted in a selection of fifteen for further reading. These articles were chosen for their diverse content, exemplifying the complexity of local food, and also

for representing varied research methods. As explained in the research design section, an effort was made to find research carried out not only qualitatively, but also quantitatively when necessary. The goal was also to get insights into the existing perspectives on local food, since these logically correspond to the practices the actors make use of, and subsequently also the tools that the actors use. The contents of the various articles have been sorted into the four themes illustrated in (Fig.3). This is an attempt to condense the most common findings. A messy map (Fig.4) has also been developed where all the semantics in connection with local foods, found in this literature search, as well as the one carried out for the p.1 project, mentioned earlier, lays the groundwork of thought, as a point of departure, and throughout the research.

## **Selected Academic Literature**

In the following section an overview of the found articles will be showcased. In addition, particular articles on terroir which were recommended by the supervisor are also included, as well as important research recommended by the actors interviewed. The articles found were read through and summarised. A reflection on the overall definition of local food will follow at the end, in the section “sum-up of literature”.

## **Scaling-up local foods**

In connection with the local foods supply chain, it is interesting to look at how small farms deal with scaling-up. In 2014 a qualitative study was carried out investigating how three CSA (community supported agriculture) farms were scaling-up in different ways, and still keeping customers satisfied in regard to local quality. The author wanted to create awareness that hybridity exists in institutions dealing with local foods, and to highlight the differences with an extensive qualitative study of farms and customer relationships. The study was carried out through the years 2008-2012, in five growing seasons. In order to get a day-to-day perspective, the researcher made observations of the three farms. In addition, he carried out interviews with farmers and consumers at the markets where the local foods were distributed. Beforehand facts were collected concerning the distance the goods had to travel from production area to distribution site. The number of shares and possible markets were also compared between the farms. The differences were noted and reflected upon. One farmer collected products from other vendors and ended up travelling 225 miles to satisfy

his 500 shares, where another farm produced most of his own products, and only travelled 10 miles to bring out the produce to 60 shares.

The practices varied between the farms, contesting the localness of the products. In the discussion three themes are examined: labour, seasonality, and customer expectations. The three different farms each had struggles scaling up their production and had to consider what labour to employ. Interns and volunteers were free, but also had a different view on customers, who they thought should be grateful for the produce no matter how it looked. In addition, limited time made scaling-up difficult. Employing waged labour can increase production but will not necessarily give added confidence from a customer/shareholder perspective. Seasonality was seen as a limiting factor of local production. The three farms each had problems filling the orders at some point, solving this sometimes by sending members elsewhere or buying produce at auctions, or other farms. Greenhouses and hoop houses were seen as an opportunity to secure the produce and expand the season. Managing expectations from the shareholders were met by educating them about local quality—the taste and diversity in appearance of the produce—either by mail or dialogue. In general, each farm had to rethink labour, or prolong the season in order to meet expectations of the shareholders. The conclusion according to the author is that even though the solutions were different among the farmers they still advocate the local food objective (Nost, 2014).

### **The economic perspective on local food**

Two, respectively, assistant and associate professors of economy in England have written a paper on the economic aspects in connection with local foods. They have made a discourse review of the arguments that undermine the local food benefits, and assess what the proponents of the local food movement can deduct from these critiques. Locavores are often not economists and can have a hard time taking part in debates with an economic agenda. One of the economic arguments for not advocating local foods is that the main goal is to feed many people better and more sustainable food, which, according to critics, cannot be obtained by producing small amounts of crops locally.

Underpinning the criticism are four economic concepts (CASTE); 1) **Comparative advantage** is the ability to make a product which offers a lower opportunity cost (to obtain

an item something must be given up), compared to another competing producer. The result of this assumption is that producers are better off specializing and trading, rather than trying to produce everything themselves. 2) **Scale** is another economic theory defined where an increase in output is more than proportional to the increase in input. 3) **Efficiency** in an economic perspective has to do with maximizing the production of either a service or a product. 4) Finally come **trade** issues that involve land, capital and labour.

One of the pro arguments for local foods is the obvious circulation of resources; when money is spent on a local farm it is reused by the farmer, and thereby reinvested locally. The critics on the other hand state that this business will lead to poverty. There is, according to the critics, a geographical limit of buying local, where the comparative advantage of some produce lies in other countries further away. Some products may not be produced locally as easily because their growth circumstances (water, soil, fertilizer etc.) are easier met in other places; in addition labour costs can be lower, thereby also lowering the purchase price.

It is a common perception that local and seasonal produce tastes better, as well as having an optimal nutritional profile. However, in order to obtain high food safety as well as year-round nutritional and diverse food quality, critics argue that during the winter months it is necessary to import (trade) long-distance produce. This strategy can help obtain lower prices by economy of scale, and varied produce.

Furthermore, the critics are advocating the big monoculture farms, stating that scaling up can also bring down prices. Contradicting this notion is the fact that many productions are subsidized, or some geographical regions have access to cheap labour, which makes it difficult to compare advantages of the two different farming models.

The two authors go on to explain that the biggest problem with the four economic concepts (CASTE), is that economists tend to ignore the power relations that are present in every food system where all actors play a part and influence the market. It is important to find out who is benefitting and who bears the cost to assess the actual power relationship. The review notes that another problem with the CASTE principles, is that environmental and social costs do not have natural prices. (Scharber and Danes, 2015)

## **Localism vs. Super Centrism**

Local foods are often perceived as being the complete opposite of global, and thereby also supercenters/markets such as Walmart. The Department of Nutrition, at the University of Carolina has written a commentary on this topic. The goal of the paper is not to carry out a review of literature, but merely to caution against the existing perceptions in connection with the local foods, where a glorification of local foods at farmers' markets is often favoured and, in contrast, supermarkets are demonized. The authors think that there is a need to examine this complex topic by looking at four themes: human health and nutrition, economic viability, social justice, and environmental sustainability.

### **Human health and nutrition**

A common myth exists, that local farmers' markets can increase the intake of fruits and vegetables, but in the evidence found only 4 out of 10 studies have found an increase in fruit or vegetable intake. Another study showed that if retailers are introduced in food desserts, this does not always lead to healthier purchases. Availability of food diversity hereby also fruit and vegetables which are considered nutritious, is not a foolproof solution for consumers to choose healthy foods. On the other hand, one of the positive aspects of farmers' markets is freshness of the produce. Some evidence suggests that the content of nutrients differs more in accordance to seasonality, than it does comparing conventional and organic produce. In continuation of the seasonality topic, a report showed that this is the strongest motivation of consumers to buy in season foods, because the taste is better. Some studies show that it is healthier to live near a farmer's market, since the risk of obesity and diabetes are lower in these customers, but it could also be because overall healthier consumer choose to live these places. Supporting this theory are the results of one study that showed that consumers that shopped at supercenters were buying more processed food and less fresh produce.

### **Economic Viability**

The second theme mentioned in the paper talks about how supercenterism has a negative downstream effect. Mentioned are the loss of jobs, store closures, and the limitation of entrepreneurs. However, the evidence is not unanimous; some studies show that consumers profit from economy of scale—lowering purchase prices at supermarkets. This factor is

crucial to include since a report of consumer behaviour states that price is the most important factor in connection with where to shop. Other studies indicate that the introduction of supermarkets can increase the amount of local jobs, and subsequently has little effect on wages.

### **Social justice**

Another key theme often associated with local foods is social justice. However, the farmers involved in producing local foods are often meant to fit a description of small-scale or non-industrial, which is a parameter that can be difficult to frame. Even though farmers are exposed to health threatening pesticides etc., workers at supercenters are also exposed to health concerns, such as minimal retirement and health benefits. In recent years a shift has turned from justice for the people working in the food system, to consumers and their social justice.

### **Environmental sustainability**

The last theme important to include is the different impact on nature that food products add in every piece of the food supply system. It is a commonly known fact that most of the emissions are created in the production phase. The food miles discussion often overlooks other aspects such as water consumption. Overall research can agree that animal products have a higher footprint, both in emissions and water usage.

The paper states that it is necessary to dissolve the false dichotomy of localism vs. super centrism, and instead find new ways to work on the four mentioned themes in a multi sectorial solution. (Taille et al. 2015)

### **Comparing local food consumption behavior in two different countries**

Two surveys were carried out in, respectively, Chile ( $n=283$ ) and Australia ( $n=300$ )—both known as important food producers. In order to establish the difference in antecedents; attitudes of the intention to buy local foods, two countries were chosen with different cultural, as well as economical background.

Five hypotheses were examined:

*“Attitude towards local food consumption is positively related to intentions to purchase local food”*

*“Attitude towards local agri-businesses is positively related to attitude towards local food consumption”*

*“Attitude towards local agri-businesses is positively related to intentions to purchase local food”*

*“Consumer ethnocentrism is positively related to attitude towards local food consumption”*

*“Subjective norms are positively related to intentions to purchase local foods”*

The findings showed that both countries share similar positive attitudes in regard to consumer ethnocentrism, believing that buying exterior products can harm the domestic economy and the support of local agri-businesses. These attitude drivers subsequently impact the attitude towards consuming local foods. Similarly, these attitude drivers effect Australian consumers’ intent to buy local, but the same result was not found in Chile. In the survey, it was also discovered that consumers in both countries did not rely on subjective norms (meaning the social pressure perceived to not perform or perform a certain behaviour), to influence their intension to consume food from local producers.

The definition of local foods was in this study defined as a product which is consumed, produced or retailed in a particular geographical area, but there were no distance limitations (Bianchi and Mortimer, 2015).

### **Purchase behavior associated with local foods**

Four researchers from various business schools in the UK have investigated what factors have a motivating effect on purchasing behavior in relations to local foods. They examined eight hypotheses, based on a data collected from shoppers (1233), from an online panel. The hypotheses were based on two factors that can influence the consumers’ behavior: intrinsic quality, including appearance of the product, being free from chemicals etc. and local support. The hypotheses are:

*“There is a positive relationship between intrinsic product quality and past use of local food”*



*“There is a positive relationship between local support and past use of local food”*

*“The positive effect of intrinsic product quality on past use of local food will become stronger as health consciousness increases”*

*“The positive effect of local support on past use of local food will become stronger as local identity increases”*

*“The positive effect of local support on past use of local food is stronger for women”*

*“The positive effect of intrinsic product quality on past use of local food is stronger for older consumers”*

*“The positive effect of local support on past use of local food is stronger for older consumers”*

*“The positive effect of local support on past use of local food is stronger for rural consumers”*

Since there is not a common recognized definition of local, and to ensure that the response would be consistent, the participants were, prior to filling out the questionnaire, informed that local food in this case would be based on the criteria that it could be either produced or grown within 30 miles.

The findings showed that shoppers are motivated to buy local as a local support rather than for the product's intrinsic qualities, such as the product being wholesome, free from pesticides, its appearance etc. There was an even stronger motivation present when the shopper was either female, or older (55years+). On the other hand, the intrinsic product qualities were found to be equally important to all participant regardless of age, location (rural/urban), and gender. The researchers recommend that when marketing local foods the support of local community is an important factor on the same level as promoting local foods for their freshness or wholesomeness etc., due to the fact that the motivations for choosing local foods are heterogeneous. (Memery et al. 2014).

### **Locavores and different food channels**

Another behavior study examines consumer motivation to purchase local foods at farmers' markets and at supermarkets. In this study local is defined as being produced within a maximum of 100 km radius from the point of sales. The consumers' motivations for buying

local foods are described as ecological, economical, and because of health benefits. The study took place in France, and consisted of face to face interviews, including a questionnaire. Two food channels were chosen, a farmers' market where 73 respondents were recruited, and a hypermarket where 88 participants were found. The goal of the study was to uncover the antecedents of local food consumption, and the consequences for locavores, as well as traditional food consumers, at both settings.

Eight different hypotheses were examined:

*“Traceability is positively related to consumer involvement with local food products”.*

*“Social links is positively related to consumer involvement with local food products”.*

*“Involvement with local food products reduces the importance of price”.*

*“Involvement with local food products increases the importance of quality”.*

*“Involvement with local food products augments hedonic shopping value”.*

*“Involvement with local food products reduces utilitarian shopping value”.*

*“Food retail channel (traditional vs non-traditional) will moderate the relationships of (a)traceability and (b)social links with involvement with local food products”.*

*“Food retail channel (traditional vs non-traditional) will moderate the relationships of involvement with local food products to (a) price perceptions, (b) quality perceptions, (c) hedonic shopping value, and (d) utilitarian shopping value”.*

The results showed that locavores' involvement in local foods, notably where traceability and social links were seen as being positively linked to this practice, could in turn lower price perception and be a way to influence the utilitarian shopping value. In contrast to this the traditional food consumer was not found to be interested in the involvement of the local food production. It is also mentioned in the article that the labels of origin endorsed by the EU can permit consumers to sort products easily, distinguishing between non-local and local food products (Spielman and Bernelin, 2015). This topic will be further elaborated upon in the article review “Defining local food in practice”.

### **Are consumers at chain restaurants willing to pay extra for local food?**

In America, sales of local foods have increased substantially over the last 15 years. The marketplaces distributing local foods have grown from 2500 to 7000 in this period. Some

upscale restaurants have also adopted a local scheme to attract customers. However, for the chain restaurants the often more expensive local products have not yet been applied. In a recent study three researchers try to determine the willingness to pay more for local ingredients in their menus at chain restaurants. The survey was conducted by picking random customers  $n=479$  that had eaten in a chain restaurant in the last two weeks. It was carried out across the United States, asking the customers what would motivate them to pay more. Three research questions were explored:

*“How much more are consumers willing to pay for local foods in U.S chain restaurants?”*

*“What local-food attributes are most important to U.S restaurant patrons?”*

*“To what extent do these local-food attributes predict U.S chain restaurant patrons’ (willingness to pay)”*

Results of the survey in regard to the first question were diverse, even though an analysis comparing the mean with the median suggests that customers will pay 4%-5% more if a menu includes local foods. The results also showed that there was no significant difference in how much the customers are willing to pay if they dine at a chain restaurant.

In this paper, the researchers state that although industrial food is defined as the distance from consumer from the source of production, and this is estimated to 1500 miles, there is currently no consensus on the defined proximity of local foods. In order to have a workable framework, 100-mile is accepted in this study context, counted in a radius from a given restaurant’s location. (Frash et al. 2015)

### **Defining local food in practice**

There is a widespread consensus that local food has to do with proximity—more precisely, the distance produce has travelled from the point at which it has been produced to the other entities in the food system. Another aspect of local foods is the relationship between the farmer and the consumer or retailer. In a recent study, the researcher examined how interconnected the actors of the local food supply system are to each other, including details such as the difference and number of actors that make up the web of connection. He also

looked at the structural factors such as size, proximity, and type of operation, which he evaluates as being important parts of the complex dynamic local food system. The study is carried out in New England, and the participants are farmers and retailers of food.

The methods used are not solely qualitative, but also included quantitative evaluations. The distances were measured between the purchase and reaching back to the point where the produce has its origin. The information was found on the Farmfresh website, representing 685 farms and 704 retailers. For retailers, the numbers of incoming ties (farms they buy) from was noted. For the farmer side the number of outgoing ties were considered. Afterwards the researcher considered the elements that could have an influence on the farmer's selling range. A sociogram was developed illustrating the entities of the local foods system, depicted by dots. The connection between these entities was represented by lines. The result of the statistical analysis was that there is a distinct regional clustering. Furthermore, the statistical method was supplemented with interviews on both sides of the food supply chain, asking these actors what defined local foods for them. The answers gathered in the interviews were in line with the statistical results, where the most common response defining local was geographically based.

The author explains that even though this analysis gives a peek at the boundaries of local foods and the way the participants engage in the local food scene (number of relationships), the research does not cast a light on the cultural aspects in these relationships. (Trivette, 2014)

## **Terroir**

A DCA (Nationalt Center for Fødevarer og Jordbrug) report has been developed to describe local foods and the definition of Terroir in Denmark. It is the Ministry of Environment and Food in Denmark that wishes to obtain a scientific, as well as cultural/sociological, perspective on local foods. In connection with the term terroir exist three individual labels that the Ministry is in charge of. The three labels endorsed by the EU are named: PDO (Protected Designation of Origin), PGI (Protected Geographical Indication) and TSG (Traditional Speciality Guaranteed).

### Definition of the terms

**PDO** - is a label that signifies that a particular product is produced, processed and handled in a certain area. For example, Camembert de Normandie.

**PGI** - These labelled products are also from a particular area, where at least one of the processes in connection with the production is carried out in the area it is from. An example would be Lammefjordsgulerødder, or Havarti cheese.

**TSG** – has a focus on the traditions in relation to the product, either the production method or the recipe, but does not set rules for geographical parameters. An example is the Belgian beer Gueuze, which is bound to a certain food culture/tradition but can be produced in many places independently.

**Terroir** – is a term which includes all of the above themes. It is a dynamic term, which, according to Vandour (Vandour; Fig.1 p.6 Kjeldsen, 2014), consists of five dimensions of interest that varies according to the actors involved. The first dimension “plant growing” is the “nutriment terroir”, which includes the quality (variety) of plants, their taste and nutritional contents, which are derived from the quality of soil, and the climate they grow in. Furthermore, water and fertilizer usage and the farmer’s skills are counted as participating factors for sensory results of the product. Secondly the “territory” dimension defining the “space” terroir, has to do with historical geography, and landscape. This dimension signals a mix between politics and marketing, since the development of agricultural districts are affected by these actors through time. “Identity” is the third dimension and includes the “conscience” terroir, where a country’s particular ancestry plays a role in the authenticity and tradition of the product, and closely linked with the “slogan” dimension. The fourth dimension deals with “advertising”, called “slogan” terroir which can portray a country’s image. In particular this dimension deals with the food economy. It is also mentioned as “the quality turn”: how a product’s value is increased by marketing strategy. The last dimension, which is located in the middle of the model encompasses the four other dimensions by defining terroir as: Origin, Persistence, Specificity or Personality oriented (Ibid).

### Mapping of the food districts in Denmark

Another part of the DCA report deals with the cultural differences of local plates/menus. Denmark is a relatively flat country, but despite the obvious uniform landscape, there is uniqueness to be found in the soil and climatic circumstances that can be beneficial to

agriculture. This can result in optimal quality of a number of products that the DCA report maps out meticulously. The report is based on the members of SAD (Smagen af Denmark/the taste of Denmark), which consists of 15 food networks: Østjysk Madkultur, Kulinariske Fristelser fra Kattegat til Gudenåen, Regional Madkultur Vestjylland, Regional Madkultur Thy-Mors, Smagen af Nordjylland, Nordjydsk Fødevarenetværk, Gourmet Vest, Molbordet, Sønderjyske Fristelser, Smagen af Fyn, Småøernes Fødevarenetværk, Regional Madkultur Sjælland, Smag på Nordsjælland, Kulinarisk netværk, Regional Madkultur Bornholm.

The different food districts have worked out an extensive list of products ranging from particular red Danish cow, to rapeseed oil, and actual meals such as kale with sausage and bacon.

According to the report, there has recently been a strong focus on small local producers and the potential of new workplaces developing. The different aspects of terroir and EU labels can help the small producers market their products, and obtain a higher price for their goods, making them more resilient, by separating them from mass industrialized products. (Kjeldsen, 2014).

### **Greenhouse gas emissions**

Another aspect that helps define local foods is the journey the produce travels from the production site to the area of distribution. Subsequently the distance of this journey, as well as how the food travels is added to the overall greenhouse gas emission rate. In the UK a recent quantitative study has been carried out to compare the emissions of five indigenous foods: apples, cherries, strawberries, garlic, and peas. The goal of the study was to evaluate the difference in emissions of airfreighted goods to meet the demand in the UK. The study looked at the emissions of locally produced, European, or non-European produced food. The food system was analysed by examining the production and transportation stages.

In the article, the authors mention “that there is no definition which would define local food or a distance that should be applied to draw the boundaries of local food system” (Garnett, 2003; Michalský, 2014). However, calculating and comparing the distance that the food travels can help put an emphasis on how local foods differ from foods grown further away, in regard to greenhouse emissions.

Instead of using food miles to calculate the emissions, a more elaborate method was used in the study. First the tonne kilometres were calculated simply by multiplying the distance the food travelled by the quantity.  $TKM=Q \times D$ . The results were afterwards multiplied by the emission factors depending on the transport mode (land)  $CO2_{est}=TKM \times EF_{st}$ . For air freight the calculation becomes more complex, considering indirect routes etc.  $CO2_{air}=TKM \times GCD \times EF_{air} \times RFI$  (the latter is considering amongst other things the cirrus clouds that can contribute to change in climate by retaining heat). The final step expresses the kg CO<sub>2</sub>e/kg of SFV (selected fruit and vegetables). This enables a comparison of the emissions between transport and production, of each commodity.  $Kg \ CO_2e/kg \ commodity = total \ CO_2e/Q$ .

A scenario-based approach was hereafter used to examine how emissions could be reduced by simultaneously decreasing the number of imported products outside the EU. These products were found to have the highest embedded emissions overall, and instead increase the amount of the locally produced goods. Three scenarios were examined: scenario 1, entailed 25% of the produce, scenario 2, 50%, and scenario 3, 75%.

## Results

Each kg of imported products that were flown into the UK had 9,48 kg CO<sub>2</sub>e embedded. Instead the authors conclude many of the imported indigenous goods can be produced locally, saving energy and emissions in each stage (production and transportation). Eating seasonally offered local produce could save emissions not only in the UK, but globally. (Michalský et al. 2014)

## Plant selection for local food systems

One of the components in a resilient local food system is choosing the right plants to produce. Working with heirloom varieties can help link the local food system to former times, building on an already existing food culture. To achieve this a collaboration between farmers, breeders and chefs can be a great facilitating factor. In a review published in June 2015 at Cambridge University, four models are examined that each present an approach to selection of plants.

The first model talks about centralized end-use selection. The goal of this approach is to achieve a high yield, often at the cost of diversity. An example mentioned in the text is that heirloom tomatoes cannot survive the mechanical harvesting machines, which is why more robust types are bred, at the same time sacrificing the cultural and culinary aspects of diverse breeds. The second model examines the heirloom dilemma. Although the fetishization of heirloom breeds can help keep old food culture alive, they often cannot measure up to other breeds in production terms. This results in higher prices, and the question is if end users are prepared to pay for this local heirloom quality if the price is doubled. At other times farmers simply are not aware that heirloom breeds can perform just as well as high-yield modern breeds. Old varieties can have high yields depending on what soil they are grown on, but often these tests are not carried out by traditional farmers.

Another quality aspect that is often missed out in whole value considerations of different plant breeds is the desirable nutritional contents that many heirloom varieties often possess. Low yield varieties can be said to be detrimental to the local food system if people cannot or will not pay a higher price. Quality can be improved by selection method, but this has evoked fear that the nutritional quality can be reduced in the process. Model three focuses on farmer-based selection. Traditionally this was a process carried out by the farmers without the assistance of plant breeders. Over time, farmers were able to gently shift genetic composition by consistently sorting and planting the best seeds. However, in order to achieve genetic gain fast, a novel genetic material must be introduced in a seed exchange. This sometimes happens involuntarily from research stations, and this new genetic source can prove to be valuable. The exchange could also take place deliberately, in a collaboration between farmers and plant breeders. The last model explains how on-farm selection is assisted by researcher from universities, and that these collaborations can improve agronomic qualities. However, to add an extra perspective, chefs can develop the skills and culinary perspective to further the adaptation of the foods to cater to the end-user. Combining the knowledge of the farmers, who have a focus of plant health and weed suppression etc., breeders who focus on yield, and the chefs who select mainly for cooking qualities, can together support progress in local food systems. Furthermore, public events can help create awareness of the local food movement and facilitate education. (Brouwer, 2015)



### **Operationalizing the local food system**

One of the themes often mentioned in connection with local foods is the spatial localization. The way actors define spatial localization is by measuring (food miles) the distance from the farm where the produce is grown, to the retailer or where it is eaten. The three authors of this article argue that first of all this is not an adequate way to evaluate how local certain produce is. Many other aspects are left out of the debate concerning a local food system, such as the emissions created in other parts of the supply chain. In addition, this study examines how different actors perceive “local”, and whether or not they think food miles are the highest and only priority. Secondly the article talks about the “local-wash” going on. Apparently the loose and not well-defined term local food can be misused according to the authors. The authors state that certain actors in the food supply business take advantage of the storytelling quality of naming their goods local. The authors argue that in order to operationalize the local food supply chain, it is important to set goals and make indicators to evaluate the work in achieving these goals.

Apart from extensive literature study on the theme of local and food miles, the authors examined statements figuring in the Huffington Post which concerned local foods. The results of the analysis were four identified themes: “1) eating local food is *not* primarily about reducing GHGE (Greenhouse gas emissions). 2) eating local food is about social benefits: supporting local farmers, communities and economies. 3) eating local food is about personal benefits: better taste, foods safety, and food self-reliance; 4) people should not stop eating local food just because GHGE mitigation potential (via food mile reduction) is small.

The goals, indicators and actions of local food systems can, according to the authors, be surveyed in the relationships between actors taking part in these systems. The relationships have been examined on the web, looking closer at fifteen advocacy groups in the US. Mainly the actors involved were interested in local foods as a marketing gimmick, and not a way to promote alternative food system goals.

The findings underlie the authors’ recommendations to make new goals, and indicators to evaluate the progress of these. First of all, the food miles are seen as an inadequate marker of GHGE. More goals in connection with water, and pesticide reduction, as well as measuring soil degradation and erosion, and biodiversity could lead to a more complete

picture of the alternative food system that local foods are a part of. Indicators to evaluate on the progress of these goals could, for example, be measured by the amounts of fresh vegetables and fruits that were bought in sample communities. Furthermore, the nutritional status and wellbeing of individual inhabitants could be included. In a socioeconomic perspective to make sure that the life of workers in the local food system is improved, healthcare, legal rights and minimum wages could be verified in interviews.

The concluding remark is that it is paramount to look beyond food miles. In order to operationalize the processes in the local food supply system, it is necessary to establish goals, and use fixed indicators to verify the progress. (Cleveland et al. 2014).

### **Reservations in regard to the state of the art literature search**

Even though an effort has been made to include a varied set of perspectives in the academic literature search, some concern remains that not all relevant articles were made available in the search. One of the pitfalls when large amounts of material exist is that the most recent articles may not be the most reliable, in terms of methods used. Neither can you be sure that they are the most representable, due to the fact that other, later studies may hold results from a larger population, or be carried out in other countries. Older articles could quite easily be more reliable, using different more valid methods, and having another set of experts and participants. The vast amount of material available in this scope of investigation regrettably does not allow for a further comparison.

## **Supplemented sources**

### **Food strategies in Denmark**

In addition to the collection of articles mentioned above, a closer look at the local food situation in Denmark seemed crucial. It was possible to obtain a copy of a new report funded by “Reel Dania, “Lokale fødevarenetværk og – strategier I Danmark 2017” (Kristensen et al. 2017). This report examined first of all the recent strategies, on national, regional as well as municipal levels, mapping what projects and initiatives are taking place in the country. Secondly the researchers examined the case examples at Bornholm, Odsherred, and Ringkøbing-Skjern. They looked at how these municipalities were using the food production in local development. The study was first initiated in May-June 2017, by sending out questionnaires to all 98 municipalities, 5 regions, and 23 LAG (Local action-groups). The

results were, amongst others, that overall there is an added focus on food and meals, since the Municipality reform. It was also found that the areas that had most initiatives were also the ones who made use of most interdisciplinary cooperation's. In addition, a paradox was discovered; even though there is a high level of production and processing of food in most municipalities, in many, resources are not set aside to develop these areas. One of the recommendations claims that in order for change to happen there is a need for initiatives from the top, in the shape of politicians, as well as from the productions side, being more bottom-up oriented. The results from the survey stated that place of origin can have a potential effect for local food, but that this term is not clear enough (Ibid). As a note, the report does not mention "De kloge fødevare indkøb".

### **Consumer perspective**

Furthermore, to include a consumer perspective, a copy of "Madkulturens" annual report "Madindeks 2016 – Hvor kommer danskernes mad fra?" (Madkulturen), has been a source evaluated and used for statistical purposes, supplying a picture of the average Danish citizens' food preferences. Madkulturens rapport reflects current food trends and represent Danish food culture. This year local food was added as a major theme to the report. On the front page of the report is written "Local foods, the new black or the king's new clothes" (Ibid) hereby making the point, is local food a new passe-partout, needed to address many food issues, or is it just another misunderstood trend, that will fade away in time? Two of the seven chapters circle around the theme of local foods. The fourth chapter "The Danish people's perception of local foods" speaks amongst other things, of the increasing interest in local foods that is linked to the gastronomical success of the new Nordic kitchen. At the same time, it casts a light on the confusion which exists in understanding the diffuse term local food. The survey showed that 38% are often in doubt which foods are local, and an additional 28% answer that they partially agree that they are often in doubt. Chapter five "The Danish peoples usage of local foods", gives an insight into the frequency of local food on Danish plates. The results showed that Vest Jylland (27%), had the highest percentage of meals including local foods, and that the closer to the capital people got, the fewer local foods they had on their menu. It is important to note, which is also stated in the report, that the analysis does not give an estimate of local food volume used; it only includes the

statements from the participants. The most often used local products were vegetables, eggs, fruit and berries (Madkulturen)

On top of these valid sources a few extra have been introduced by the actors interviewed. These sources are termed grey literature since accepted academic methods have not been used.

## **Grey literature**

### **Export perspective**

Jesper Zeilhund is the senior consultant working at NCLF—translated into English as “the Nordic centre of local foods”—located at Odsherred. He has published a short booklet “Det kulinariske spor for bønder, kokke & købmænd”, compiling his many years of experience with local foods, both as a chef, and a consultant working for NCLF. This booklet gives another perspective on local foods, and discusses how producing and processing high quality food can help the economy, not only internationally, but also as a valuable source of income, when the goods are exported. He has a great interest in the story of food production, which in his view gives the consumer a more vivid experience. In his words there is a great potential in food with identity, but he is not focused on the size of production. In his view local foods with identity do not necessarily have to be supplied by small farmers. One of his main points of interest is the added quality of local foods. He argues that he is often meet with remarks like “quality is subjective”, but he says that is wrong. Quality according to him can be objectively measured by its physical traits, and this evaluation takes place in the constellation between chef and farmer, who act as experts in this field (Zeilhund, 2018).

### **A professional perspective: Comwell**

In line with Jeaper Zeilhund’s observations, Rasmus Rasmussen also believes in the quality of local foods. Comwell has printed a leaflet containing the company’s food and drinks policy, which illuminates how the nationwide hotel and restaurant chain choose to work towards their goal of becoming more sustainable, where organic food, as well as local, is on the agenda. “In-season/Danish”, one of the themes in the leaflet, connects to local foods. It

states that Comwell prefer to use Danish produce in season, because they get the best quality, including taste and variation in the kitchens. They state that at the same time they address environmental issues, by taking care of nature, by eliminating unnecessary transportation. In continuation of this theme they have another “More green less meat”. They explain in the policy that when they plan their menus, they work creatively and innovatively with the produce found in season and choose less but better meat from free range beef. In connection with food produce selection, Comwell increasingly choose fish and seafood from Danish waters (Comwell).

### **Sum up of literature**

Overall the researchers and participants of the above mentioned studies disagree about what local food is. Most can agree that it is a food grown or processed close by, but either the proximity is not specified in the studies, or it ranges from 30 miles (48km), to 100 miles (160km). Another aspect which is not specified is on what percentage of a processed food can be called local. As it is the case in Madkulturens study, that involves statistical outcome of used local foods on the menu, they do not verify the volume (Madkulturen). The research found was in general occupied in comparing the environmental as well as social aspects of the local food supply system, with that of the conventional food supply system.

The intrinsic value of locally produced foods, especially taste and freshness, was also an ongoing theme considered in the texts. Various studies examined how willing the customers are to pay extra for this added quality feature of being “local”, as well as finding the antecedents of choosing foods from the local environment. One study addressed the fact that more goals are necessary to evaluate the local food concept, which not only partake the proximity, but also includes social aspects. Social aspects, in particular the closer connection with the farmer, and supporting the local economy, were regularly used in the articles as an argument for choosing local foods.

The economy aspect was unavoidable; the studies showed that considerations are made from the production side. Trying to compete with foreign producers, choosing the right produce, and scaling-up are paramount to farmers. On the distribution side export possibilities open economic possibilities, but can jeopardize the environmental aspects, unless the local

production in question has the comparative advantage, compared to the foreign. In trading local foods, labels come in handy, showcasing a country's food culture, but at the same time, naturally in the distribution process do not show a fixed proximity from where the food is produced to where it is consumed. The four condensed themes of local food subsequently become: Environment, Economy, Social aspects, and Intrinsic qualities (Fig.3).

The main goal of the thesis as a point of departure is to find out what tools and practices the chosen actors use in their daily work with local foods. In order to examine these tools, the main themes found in the literature search have been carried over and serve as the basis of the questionnaire. The themes, as well as subthemes, of the literature are chosen after a second and third read through and comparison.

### Consideration of method

As a step of the methodology process a messy map (Fig.4) was made. This model aids, as an analytical frame, the comparing and contrasting of the elements which are involved with the scope of investigation: local food and private cafeterias. The practices and tools found in the empirical data are categorised with that of the sub



Figure 4

themes belonging to each major theme (Fig.3). The messy map (Fig.4) includes not only all the subthemes from the research articles, but also the former p.1 project. This compilation of subthemes was sorted, and the selected themes figure on the ordered map (Fig.6). The ordered map illustrates an abbreviated list of tools, and practices that arrived from the empirical data, and how they are part of the practices addressing each sub-theme.

For this thesis, semi-structured interviews were chosen as a method to uncover the views of the participants. If the focus was solely to find proof of an already existing theory, such as the environmental concerns of the food supply system, it would have been preferable to obtain comparable objective measures. On the other hand, the main goal of this project is to analyze the actor's perspectives, involved with the local food supply system, and later construct a theory based on the grounded theory principles (Bryman, 2012), which will be explained in the section "situational analysis". Semi-structured interviews serve this purpose, keeping an open mind to what is found.

As a point of departure, constructing a questionnaire and sending this to a wide range of actors was considered with the hope of obtaining a larger comparable pool of evidence. This idea was disregarded because it would not allow the participants to speak freely, and include new aspects that were not mentioned in the four themes of the state of the art. One of the thoughts behind the project is that the chosen facilitators and the kitchen manager are actors possessing innovative ideas that should not be muted by presenting a rigid list of questions, without the possibility to influence the interview themselves.

### **Semi-structured interviews**

Semi-structured interviews were chosen to encourage conversation with the chosen actors, tapping into their pool of knowledge. This kind of qualitative data collection is based on a pre-fabricated guide but leaves the participants with the freedom to go in a different direction (Bryman, 2012). As mentioned before, the questions were written based on the themes found in the state of the art literature (appendix 7). However, for each interview the questions were slightly modified, or sub questions were added to help understand the actors, and in some cases even altered to fit the purpose, adding a touch of unstructured interview to the template (Ibid). For example, when interviewing Christian Vejlund, the exhibition manager, at Bite, Bella Center, it did not make sense to ask how local food changes the food on the plate. In his case the interview revealed how his role can be a benefit to the local food scene by connecting producers and interested buyers. The point is that each actor inhabits a different role and also has a different background and perspective, which was also considered in the ongoing research.

All the interviews were carried out at the respective participants' addresses except for first interview with Bo Damgaard, which was held at the Aalborg University Campus, and the meeting with Jesper Zeilhund, which took place at Comwell Hotel in Roskilde, after the meeting with Rasmus Rasmussen. The two actors both work as consultants, often out-of-office, meaning that the context of the interview was a natural work environment for them. The context of the other interviews was chosen to be favorable to the participants, taking place in their respective work environments, in order to make them feel comfortable. Simultaneously, it was possible to see where the participants actively live out their roles. Making the actors feel comfortable was the key to establish a good connection, and subsequently an interesting interview, that can be difficult to establish on a phone. On the other hand, phone interviews are much faster, and the responses received are not tainted by personal transferal from the interviewer (Bryman, 2012).

## **Selection of interviewees**

As earlier mentioned, Bo Damgaard's canteen example was initially chosen as a case study because he was one of the co-creators of "klogefødevareindkøb" (Klogefødevareindkøb). Talking with him about how local food can be supplied to private canteens, it seemed logical to search out some other facilitators, to ask them about their views and compare and contrast these with the tools Bo had come up with. One of the initiatives that kept surfacing in the sessions with the supervisor, as well as in dialogs with other students, was the now active local foods web platform Råhandel (Råhandel). In a snowballing fashion the other participants were found, when mentioned, and recommended by the actors who had already been interviewed (Bryman, 2012). Comwell hotels (Comwell) was suggested by the supervisor and proved to be an interesting case with many innovative solutions and ideas. The cafeteria, at Comwell hotel in Roskilde, managed by Rasmus Rasmussen, had received an award for ecology, at the conference "Bite" the year before. Bite is also a participant in evidence gathering and exemplifies how the actors were picked for their connectedness, or future possibility to interact. Slowly different actors were discovered and chosen for their potential to partake in the local food supply, of Roskilde. They are also all currently part of the food supply system on Sjælland. All participants that were confronted said yes to participate. Even more actors were on the list but were omitted along the way. Amongst



others, Chris Kjeldsen was omitted, but his rapport, entailing local food labelling is included in the literature list. Bettina Bergman would have been interesting to talk to, for her experience on large demands of food, but she changed jobs, and now works for the EU, thereby making her less accessible.

### **The researcher's role**

My role when interviewing the different actors was as a master student. My incentive was to start the interviews, based on the themes in the questionnaire. However, at the same time, it was also explorative, observing the social arenas where the actors take part. The interviews were all but two at the actor's own place of work, giving them the benefit of a more informal atmosphere. The result was that the conversations became more controlled by them, and I had the opportunity to listen, and note new discoveries.

On the phone, and prior to the meetings, I explained the goal (a master at the University of Aalborg in integrated food studies) of the interviews, and my interest in local foods.

During the interview, a few terms and words were introduced, such as terroir. It was obvious that the knowledge of these words varied amongst the participants. As a researcher, it was a challenge not to probe the interviewees to get the answers that I expected, and this stands as a bias. On the other hand, prompting helped clarify the actor's immediate views on the issues when they were explained. (Bryman, 2012)

### **Interview guide**

The questions of the semi-structured interview guide were made in Danish. This was due to the fact that I did not know the English skills of each participant, and because I believed this would make them feel more at ease. Afterwards, the chosen citations were translated into English. A definition of local foods was sought from the participants, in order to compare and contrast their perspectives with those of the state of the art literature. Therefore, the order of questions was constructed to be open-ended, the themes mixed to engage in dialogue, and, giving the participants as much freedom of expression as possible. If closed ended questions had been applied, this would not have given the participants their own voice, but merely created replies to what I wanted. (Bryman, 2012).

## **Transcription/coding**

All the interviews were recorded by phone and transcribed (approx. 9. Hours of dialogue). The transcriptions omit sensitive issues and small talk, but otherwise include all statements relevant to the problem statement. After the transcription was carried out, a second read through broke the texts down into the subthemes, which served as the coding. Newly found themes from the interviews were also added. From these results an ordered map was created, categorizing the found tools with the themes they were addressing. To elaborate on the reflective process taken place, and to analyze the pool of evidence based on Adele Clarke's situational analysis method (Clarke, 2005), memos before and after the interviews were created to aid the reflective analytical process and are included in the introduction of each of map/section, in the analysis, as well as the discussion section. In the first part of the analysis, also named findings, transcribed citations are used, in order to include the participants' own voices.

## **Situational analyses**

It was paramount to find a method which is durable in a social science context, where momentary subjectivism, in the shape of the actors taking part of this research, is the main focus. A practice theory-based method is applicable. Adele Clarke's interpretation of the grounded theory that values the researcher's role as an instrument is preferable when entering the scope of investigation, well aware that preconceptions can serve as she puts it as "intellectual wallpaper" (Clarke, 2005).

"We never write on a blank page, but always one that has been written on" (Clarke, 2005:26)

This thesis is an extension of a former project carried out in the first semester, this time examining new actors that presumably have more room to manoeuvre. Therefore, the knowledge already collected and embedded in the former scope of investigation is used and reflected upon throughout the process of writing this thesis. The grounded theory and situational analysis strongly adheres to the idea that a given situation is never static, and in order to examine the scope of investigation, the researcher can code the different elements taking part, and subsequently map these elements. Human as well as non-human elements

are included, and the researcher's goal is to see the data in a new light, learning what matters and what relationship these elements have with each other. The goal of the method is to obtain saturation, which occurs when a certain situation is thoroughly examined, and the researcher no longer finds new relationships, or practices, in the given timeframe. (Clarke, 2005). Maps are the tools used to analyse the situation of local foods for private cafeterias. Each map helps defragment the studied situation, looking for possible common meanings and symbolism, or a contradictions (Ibid). In the social arena map, each participant's social worlds are illustrated, and show who they are connected to, or potentially how all actors can be connected. In the ordered map the different theme of local food is listed and the tools that were found categorised. This enabled a different view, shedding a light on the complexities that exist in working with a diffuse concept like local food, and the many different tools necessary to encompass all themes of the concept.

In addition to the situational analysis and considering the fact that the local food concept is obviously socially constructed, a social theory was added in order to discuss the outcome of the analysis. Subsequently the second method can examine the communicative aspects which are not easily measured. To examine how the tools and practices found can be applied most effectively in a communication strategy, the four Ps model is used to discuss the difference between the bottom-up strategies of the local food concept, and a top-down strategy, represented with a local label.

## **Theory of science**

The Constructivist Grounded theory is chosen as the framework of this thesis. It adheres to the relativist paradigm that seeks to unravel the individual realities, unlike the positivist who believes in the existence of one truth that can be understood by measurements and comparisons (Mills et al. 2006). The prior research found in the state of the art literature search, carried out by international researchers, bear witness to the complexity of the theme "local food". It is fully acknowledgeable that both objective and subjective methods are preferable as a whole to examine the scope of evidence. The existence of objective elements is clear and present in the found articles, which discuss food miles, and the impact of considering local foods in a circular economy. To extend the quantitative perspective of local foods, which entail the distance that local food travels, as well as the difference in labour

cost that effects the end price of local raw products considerably, it can be useful also to add a qualitative perspective on the actors involved. Examining the interrelationship of the facilitators of local foods and kitchen managers at private canteens will help cast a light on the tools being used, as well as the communication taking place, or the absence of these.

Constructivist theories put an emphasis on the social constructions between the actors taking part in the study. Prior interpretations of the Traditional Grounded Theory, founded by Strauss and Corbin made a point out of explaining that the researcher should remain sensitive to the field of inquiry by carrying as few preconceived ideas as possible into the field of enquiry (Ibid). However, in this thesis the results of a prior P1 project are considered, and is the point of departure for the research, as depicted on the messy map (Fig 4). Therefore, the position of the researcher is clearly a bias, but can be seen as a tool to evaluate and discuss the themes, as Strauss and Corbin later agreed The Tabula Rasa is never possible to achieve for any researcher (ibid)

The practices performed by the facilitators, and the kitchen managers of private kitchens, are perceived to hold a high degree of manoeuvre in relation to implement local foods, compared with public cafeterias. This exemplifies the preconception of the researcher, transferring knowledge from a prior project onto the area of interest.

This research considers what has been found in prior studies. In the gathered literature, the relationship between the named facilitators of this research, and kitchen managers were not elaborated. Therefore, it seems like a logical step, after looking into the public procurement business, to examine how the situation is for local foods in private cafeterias. After carrying out interviews with farmers, local food hubs and public kitchen managers in the mentioned P1 project (Pascu and Lund, 2016), it was discovered that some actors of the local food supply system seemingly have more room to manoeuvre. If national budgets and time-consuming administration tasks can be omitted from the daily work load, which presumably is the case in private cafeterias, local food has easier access. The facilitators chosen for this research potentially hold the key and knowledge to understand what the obstacles and potentials are for local food to be distributed more efficiently, to private canteens. The voices

of the interviewed will be included in the thesis, citing the participants to make their thoughts visible, and keeping further interpretation apart.

## **Supplemented theory and methods**

After the analysis was carried out and the maps momentarily saturated, it became apparent that the results uncovered many interesting tools and practices, which consequently led to another question:

**“How can the found tools and practices be applied in a communication strategy, promoting local foods to private cafeterias?”**

In other words, to provide local foods to private cafeterias, what is needed? This question or continuation of the scope of investigation needed another framework. Therefore, the constructivist grounded theory will be supplemented in the discussion section, with parts of a social communication theory.

The Social Communication Theories, seeks to advance a certain behaviour or idea. (McCarthy 1975, in Windahl et al. 2009) Choosing a communication model enables a discussion which has a future perspective. Putting the newly found evidence into a marketing/communication perspective, can help understand how the tools and practices communicate the concept of local foods to the other actors of the local foods supply chain.

In this thesis the 4 Ps model created by McCarthy (McCarthy 1975, in Windahl et al. 2009) is applied. The model's goal is to reduce variables in the marketing mix in order to satisfy the customer's needs in the best possible way. These variables are the product, place, promotion, and price. In this thesis, what is known about the customers is derived from the annual report from Madkulturen (Madkulturen). And even though the four Ps is a communicative planning tool, in this case, it will be used to discuss the difference between the concepts of local foods, here the named strategies found in the analysis, and matched with a third top-down strategy. The two first concepts of local foods are namely the bottom-up concept of local food, found at Comwell, and the second strategy is the MULDD model, created by Bo Damgaard, who has set up a framework to work with local foods

(see section on actor description, p.49). The third strategy is a product of abductive thinking (Kolko, 2010). A government issued local label, could follow similar rules, as the organic label. In other words, a framework of fixed measurable parameters. The four Ps communication model (McCarthy 1975, in Windahl et al. 2009) serves as a grid that opens up a discussion of the strategies or lack of the same, found in connection with the concept of local food.

## **Ethical considerations**

Before engaging with the people interviewed, ethical considerations were made. The goal was to get answers focusing on the practices each actor has in connection with local foods, and the particular tools they may use. It is evident that most practices in connection with food do not take place independently but happen in connection with other people. Therefore, great care was taken to inform the participants that if they disclosed sensitive material, this would be erased, and not transcribed, or the data would be anonymized with their permission. The treatment of respect towards the participants and their professional reputation was seen as more important than getting usable answers for the thesis (Bryman, 2012).

A few of the participants asked to read the questionnaire beforehand, and even though the regularity of the interview process was compromised, this was accepted. One participant (anonymized) was not comfortable with the original title categorizing him or her an “Expert”. This is one of the reasons why the category facilitator was chosen instead. If the term facilitator made the participant more comfortable, then that is one good argument to choose to change it. Another reason to change the category name is the idea that one category of participants had to do with the planning and strategies between the producers and consumers in this case exemplified by MULU. The second category, Comwell, are in the practical field, making the local food into eatable dishes.

To start the interviews, the participants were also invited to ask questions about me and my intentions with the thesis, and my future. The participants were of course also informed about the recording, and that it was necessary to transcribe the footage for the analysis. No one objected to this, but one of the participants did ask to read through the transcription before

committing to the statements fully. All the participants were informed that they could be anonymized, but they all declined.

## **Criticism of Theory and Method**

As mentioned in the former sections, the chosen scope of investigation, requires both quantitative and qualitative methods. Quantitative for measuring distance, verifying weight, and calculating prices etc. Qualitative methods can be useful, as is the case here to get insights to uncover the perspectives of the actors taking part of the facilitation of local foods, the link in-between the producers and the private cafeteria kitchen of Comwell. The problem with no method triangulation (Bryman, 2012), is that there will not be any comparable answers, and it will not be possible to answer which of the strategies, or tools are best. Instead these answers are obtainable if a questionnaire is administered to a number of kitchens, with details of how much local food they are putting on the menu. This method could be compared with future amounts, along with the strategies employed for reaching their individual goals. On the other hand, the thesis can serve as a point of departure mapping the existing tools, and practices, and how they are a part of, or not, of the three named strategies. It is likewise possible to map the barriers, and opportunities as stated by the actors, in the current situation.

In continuation of this, the first method considered for this thesis was stakeholder analysis, applying a stakeholder matrix, where the power of each actor was assessed and compared (Brugha and Varvasovzky, 2000). In connection with public procurement, which was the scope of investigation for the p1 (Pascu and Lund, 2016), this had made good sense. The stakeholder analysis can examine the actor's diverse positions and stakes in the situation of local food and public procurement. This case is different as the scope of investigation is narrower. The actors are all sharing the same goal of how to facilitate local food: the practical dealings, involving distribution, communication and, in Comwell's case, food preparation, entailing planning and execution. Acknowledging these aspects were the reason why the second theory and subsequently method was used for the discussion section. This is, namely, the social communication theory, embedded in McCarthy's communication model "The four Ps" (McCarthy 1975, in Windahl et al. 2009).

## **Validity**

The scope of investigation, and the results found can be said to hold ecological validity (Bryman, 2012). It is a snapshot of the chosen facilitators' practices and tools in the dealings with local foods, on Sjælland. Although it would be possible to carry out the same study again, making it replicable (Ibid), the local food concept has been socially constructed, and the situation will most definitely change with time. However, the investigation can on the other hand not be said to be generalizable (Ibid), because Denmark is a food culture diverse country, where naturally the people working with local foods have different tools and practices to cope with the produce grown in the different regions, as the report by Chris Kjeldsen illustrates (Kjeldsen et al. 2014). Madkulturens "Madindex" survey furthermore showed that the further you move from the capital, the more local foods are on the menu (Madkulturen).

## **Empirical data**

As an introduction to the empirical data gathered for this thesis, a description of each actor and actant involved will be unfolded. The first section describes the actant "de kloge fødevareindkøb" (Klogefødevareindkøb), since this is the set of tools that served as the first inspiration point. Afterwards each individual will be described, detailing their education, field of interest and work function/situation, which are all pieces of their social worlds (Fig.5). In order to look closer at the local food supply system on Sjælland, a number of actors are handpicked for their capacity to influence, in different ways, and with different tools. An explanation of the social world map will end the section. Afterwards will follow the coded section, where the empirical findings will be sorted and compared, according to the four major themes (Fig.3). The featured actors of the local food supply system either have a relationship already or have the possibility to develop one in the future, taking part of the same local food supply system. The practices and tools they use in their work with local foods are further elaborated upon in the sections that follow: findings, analysis, and discussion.



## **Introduction of the actant and actors**

### **De Kloge fødevarer indkøb/The wise food purchases**

The set of tools created by Bo Damgaard and his former colleagues at Madkulturen, and Københavns Madhus, translates to “the wise food purchases”. The tools are available at an online platform that is specifically made for the consultants and people in charge of the food purchases for public institutions. On the main menu of “kloge fødevarer indkøb” website (Klogefødevarerindkøb), two topics are examined: ecological and local foods. As found in the state of the art research, this source also agrees that there is no consensus on the definition of local foods. The first issue to address according to this tool is why an institution should want to buy local. Is it because the produce is fresher, creates more local jobs, enhances food tourism, or makes use of seasonal produce?

According to the source, the public tenders connected to changing the food from conventional to more ecological and local have implications for all the actors of the food supply chain. Each of the six named actors are important in different ways. The politicians have the responsibility of setting the legal framework and national goals. The producers are interested in high demand of their products to secure selling them and obtaining a fair price. The purchaser makes sure that the juridical and economic aspects are acceptable. The suppliers take care of the logistics in connection with deliveries. The kitchens handle all the practical circumstances surrounding the produce. For the citizens/consumers, ecological and local produce are able to create more value and connectedness to the producers (De kloge fødevarer indkøb). On the site is also a process guide meant to help and evaluate the progress of the agreed food goals, at a particular institution. It offers a step by step management system, starting by defining what goal and aspect of local foods are important for the particular kitchen/institution. A spider diagram gives a visual representation of the project strengths and weaknesses, by illustrating the involvement of the six actors, where cooperation is key to success. (Ibid). The tools were introduced to a limited group of invited guests featuring amongst other representatives of Roskilde, Frederiksberg, and Køge Municipalities, The secretary of green purchases, the hotel and restaurant school, and the initiators Københavns Madhus, and Madkulturen. Bo Damgaard Asmussen was one of the actors presenting the tools on this occasion.

## Introduction of Actors

**Bo Damgaard Asmussen** On 6<sup>th</sup> December 2016, I meet Bo at the launch of “Kloge fødevare indkøb” (Klogefødevareindkøb), hosted by “The confederation of Danish Industry” (Dansk Industri). Bo has a background as a chef, and later became a consultant. Prior to becoming a consultant he worked many years as a chief of operations, maintaining the daily management of several industrial kitchens simultaneously. He also holds a graduate diploma from CBS (Copenhagen Business School) in Business Administration, Innovation and changes Management. He was hired as a consultant by Københavns Madhus (Københavns Madhus), when they had won the tender submitted in connection with the project (see section De kloge fødevare indkøb for more details). The initiators of this project was at the beginning a cooperation between The Ministry of Environment and food of Denmark (Ministry of Environment and Food of Denmark), and Madkulturen (Madkulturen). However, later they had to take on extra consultancy due to the size of the project (est. 16 mill, and three years long), and that was where Bo came on board from Københavns Madhus (Københavns Madhus).

After the launch of “Kloge fødevare indkøb”, Bo passed me before leaving and he told the above-mentioned facts about himself. I explained my situation to him, and that I would like to extend the scope of investigation into local foods for my master thesis. I elaborated on my interest of the practices in connection with the local food supply chain, and he volunteered to help in the future.

Before the transcribed interview a long phone-call took place, where we discussed the further development of the project, as well as Bo’s own career plans. After the launch of “De kloge føde vareindkøb” (Klogefødevareindkøb), Bo had reflected that becoming an active key player would make it easier to put local food on plates than to use the tools that he had helped create in public kitchens. Therefore, he went ahead and started up his own company named “Muld” (Muld).

On his company website, he tries to establish a fixed geographical framework defining local foods. He states that local food can originate from Denmark, Skåne, and the North of Germany. The framework that defines his menus is fully traceable, in kg as well as on the

bill. More specifically, the goal of the menu is to obtain 55-60% of the produce directly from 2-3 vegetable producers, and the last 20-30 % comes from meat, dairy and sea producers. The goal is to have no middlemen, but in the winter, he acknowledges that produce from places further away is a necessity. In addition to these goals, he also states how important it is in his perspective to have a close relationship with the producers. He also puts an emphasis on the intrinsic qualities of local foods being superior compared to import, since the closer they are the fresher they must be (Ibid). Even though he has spent a lot of time and effort on the start-up of his company, the first interview uncovered that he did not yet have an active business, and was still busy setting up, and connecting with his network. In the interview with Bo Damgaard, it became evident that the way he supplies local food is by having a direct relationship to the producers.

This led to an investigation trying to uncover how a big wholesaler supplies local foods to restaurants. The biggest wholesale food companies in Denmark are, Dagrofa (Dagrofa), AB/BC catering (AB catering), and Hørkram (Hørkram). The latter do offer a map of the local producers they purchase from, but they also state that there is no consensus of what local food is, and they do not have an overall goal of buying local foods. (Hørkram). Årstiderne, on the other hand, has a primary goal of being as local as possible and even produce some of their products themselves (Årstiderne), which would obviously be an indicator of closeness to the production. This is why Årstiderne was chosen as the second actor to interview. The products they grow themselves originate from two farms. One of them is at Barritslev Jylland and the other is located at Humlebæk on Sjælland (Ibid).

**Troels Ulrich Mølgaard-Kornum** Representing Årstiderne is an actor who was recommended during the initial phone call made to the front desk. He is currently developing the canteen and restaurant market for Årstiderne. Troels immediately agreed to do an interview on the day when he was contacted. His expertise with local foods, besides his current function, comes from his time as a chef at the famous restaurant Noma that is widely known for its use and co-creation of the New Nordic Cuisine (Lee, 2018). The raw produce for this kind of menu is locally found in the north, which Denmark is part of (Ibid). Troels is also the co-owner of a catering business called Substans, which prides itself on delivering, amongst other services, ecological and socially responsible meals (Substans).

This Danish company Årstiderne was started by farmer Thomas Hartung in 1996. He was joined by chef Søren Ejlersen in 1999, and the idea of a company working with small Danish producers took shape. Exemplifying their overall goal of being local-minded, they included a no-fly policy in 2003. In 2009, they expanded their services to include cafeteria solutions to institutions, and wholesale for restaurants. As an attempt to be ahead of the market they start up “taste fields” at their two farms in 2015. These fields grow new raw produce that can be a part of a growing number of meal boxes sold, hereby developing new tastes. Some of these new crops are also grown at small farms in Spain that Årstiderne has built a relationship with, through their overseas-stationed employee. Their vision involves the optimisation of closeness—better relationships with the producers and as a result a better meal (Årstiderne).

Staying with the focus on small producers, another actor who deals with this segment is Råhandel (Råhandel). This actor had been mentioned by other co-students at Ålborg University, as well as being recommended by the supervisor as a new and interesting start-up to contact.

**Solveig Felbo** Is one of the front figures of the newly started “Råhandel”. She is a Bachelor of Science, majoring in mathematics. Her economic background is a driver to reach her goal of helping start-ups of small food production. It was through her studies that she became aware that it was difficult for the small food producers to sell their products when they did not produce sufficient amounts to meet the requirements of large tenders (appendix 2). The other initiator of Råhandel is Christian Coff. He is currently a docent at Metropol, teaching the students of nutrition and health (phmetropol), as well as being a producer of Brinkholm beer, one of the products offered on the web portal (Råhandel).

Råhandel deliver a solution for small producers to supply restaurants. They wish to make the story of the foods visible to the customers, and help new relationships develop between small producers and restaurants. They offer to be the middlemen economically, as well as taking care of the logistics. The producers that want to take part can offer their goods on Råhandel’s web-based marketplace. When the goods are sold they are all collected, at a main collecting point, minimizing transport, and delivered together at the selling point(s), hereby working towards a goal of making the good story of the product visible to the purchaser, by

minimizing the number of actors involved. Råhandel is funded by Food Start-Up Greater Copenhagen and the University of Copenhagen, amongst others (Råhandel).

**Jesper Zeilhund** Another actor who also believes in storytelling and customer experience is senior consultant at NCLF – Nordisk Center for Locale Fødevarer, Jesper Zeilhund. This initiative was started in 2015 as a cooperation between the private industries and Municipality of Odsherred (Odsherred Kommune). The initiative makes use of a triple Helix method that tries to link three entities: the science from all levels of teaching institutions, the private businesses, and the public institutions. This model is believed to bring more growth and encourage innovation. The main goal according to their homepage is to promote the local food quality, sustainability, and foods that are traceable with a reliable identity. (NCLF). Like Bo, he is also a trained chef, bringing the practical and qualitative perspective of food into play. His title on LinkedIn is “expert in future culinary food business”, and his activities are not strictly limited to the Odsherred region and NCLF. He has taught at Ålborg, as well as Roskilde University campus. His extensive network also gives him jobs as counsellor of niche products to private businesses (LinkedIn). At the date of the interview Jesper was generous to offer a first copy of his new book, prior to its release date. The book ”Det kulinariske spor for bønder, kokke & Købmænd – Perspektiv på fremtidens kulinariske fødevareerhverv med Unik Identitet, Forbruger oplevelse og PATO (Zeilhund, 2018). The book is available online at NCLF homepage and is written due to the fact that many of the students he had visited requested him to write a summary of all his experiences with local foods, and in his view what export potential local niche products have (appendix 5).

Jesper has a huge network that also includes former integrated food studies student Christian Vejlund. An interview with the latter has broadened the perspective to include an actor that has a different background, and who works at promoting not only products made on Sjælland, but the whole of Denmark, at the newly started yearly food event Bite (Bite).

**Christian Vejlund** was mentioned by the supervisor, as well as other students of “Integrated food studies” (Ålborg University), since Christian had graduated just one year earlier, and still had acquaintances at the university. Jesper Zeilhund had also mentioned in his interview, that he had worked with Christian Vejlund on a project trying to supply local foods to Comwell at “Bella Center”(appendix 5). Thereby Jesper was enforcing the idea that

Christian was interesting to meet to get another wider perspective on how to work with and promote local foods. Christian graduated from Aalborg University last year, as a “Master of Integrated Food Studies” (Ålborg University). His perspective will therefore reflect the most recent research and knowledge of food harvested throughout his education. His perspective differs from that of the other actors, since his knowledge is not only practical, as the chefs but also hold theoretical implications. His own thesis, “Public Involvement and Sustainable Food Initiatives in Copenhagen” (Andersen and Vejlund, 2017), maps the different sustainable public food initiatives found in Copenhagen. In his research, he interviewed various actors that are affiliated with local foods. Some are active in the civil society movement, others have functions in the environmental unit of the Copenhagen Municipality, and yet others are representatives of local food production (Ibid). This gave Christian a good background knowledge of the different actors of the local foods scene in Copenhagen. He got his job two months after finishing his master thesis; as exhibition manager for the newly started food exhibition “Bite”, held at Bella Center (Bella Center). Through his work at Bite he has the opportunity to meet large-scale, as well as small-scale, producers, which differs from Råhandel’s focus area of solely concentrating on small and medium enterprises (Råhandel). Christian also connects with foreign purchasers (Bite), giving the scope of investigation another dimension in terms of understanding the value of local foods as an export commodity.

The food exhibition Bite commenced in 2017 and was completely sold out. The fair boasted it was “the food fair of the future”. With a focus of B2B relationships, last year 32 countries visited, making it a global scene, where 132 entrepreneurs, as well as gastronomic frontrunners, inspire each other and start new business relationships (Ibid). The Ministry of Foreign Affairs allocate export advisors on this occasion to promote trade among the participant countries (Ibid).

Bite is obviously a showcase of food culture. It is mostly Danish producers and actors involved with promoting foods that are present. Last year, on this occasion the award “Årets Økopris”, offered by Økologisk Landsforening, was presented to Rasmus Rasmussen, on behalf of Comwell hotel (Økologisk Landsforening). In order to get a nuanced look at the different facilitators of local foods, and the practical end of the local food supply chain; producing the meals at private cafeterias, it seemed like a good idea to find a chain of cafeterias with a sustainable goal, including local foods. Rasmus Rasmussen seemed like a

perfect candidate to include, as a food practitioner with ecological and local foods on the menu (Comwell).

### **Comwell**

In the early stages of planning the interviews, a focus on private cafeterias and local foods was predominant. The supervisor mentioned the Comwell hotels chain as a country-wide front figure in the adaptation of local foods on the menu. The chain consists of 15 hotels with restaurants, and some with spas. The company philosophy is to be sustainable in all areas, and in connection with the foods they serve they follow a specific food policy. They call this “Mad med omtanke”, which translates to considerate food. Overall their menus reflect a “more greens, less meat” policy. However, when they do use meat they include considerations of animal welfare, choosing only free-range cattle, and ecological pig meat. According to their marketing efforts their menus are fresh, tasty, and each meal is made more sustainable by including lots of greens, some good meat, and home baked bread (Ibid). They prioritise seasonal, ecological Danish produce, which has won them the ecological prize last year, now with a 30-60% ecology content, earning them a bronze certification. The Roskilde branch serves approximately 200 persons a day, and a 100 a night, even though the capacity is 1000 (Pedersen, 2013). When Comwell was contacted no one doubted who should be credited with a greener profile. When I initially contacted Comwell I was lucky to reach Helle Ørbæk Andersen. She is the PA to the VP, and she immediately pointed to the kitchen manager at the Roskilde branch, Rasmus Rasmussen, as the person to speak with. Her words were “He is the main figure responsible for our great progress, obtaining a more sustainable profile for our company, in relations to food”.

### **Rasmus Rasmussen**

Rasmus has had an interesting career as a chef. His job has brought him to France, America, and England amongst other places. He has worked with Jamie Oliver, and a restaurant with a Michelin star. All these different places and people have given Rasmus a lot of experience of how to use the foods available locally, in the best way possible. In 2008, he was hired as the kitchen manager at Comwell’s Restaurant in Roskilde (Pedersen, 2013). After the interview with Rasmus, he presented me with a small booklet that holds the current policy at Comwell in regard to raw produce and drinks. The booklet serves as a tool to achieve an

overall goal of taking care of resources and nature. This is practiced by the hotel chain by choosing seasonal ecological Danish produce and by using more greens and less meat on the plates. The fish and shellfish on the menus are caught in Danish territory. To meet the goal of sustainability the kitchens also minimize food waste, by assessing each link of the production. Food coordinators are educated in a collaboration with the schools of hospitality and restaurants (Comwell).

### **The social arena of actors taking part in facilitating local foods, on Sjælland**

Examining the social arena where the local foods are present on Sjælland, can help unveil some potentials and barriers in the local food supply chain. Some actors' practices tap into many social worlds, and some are more enclosed. The social worlds of the actors and the actant are visibly connected and share important area of interest. Bo, Troels, Rasmus, and Jesper are all educated as chefs. This enables them to come up with practical ideas, handling local foods in the production phase. However, their functions differ widely. Bo has influence on the local food arena that transcends into the political frameworks (represented by the law, in the model Fig.5), after his collaboration making "De kloge fødevareindkøb". He has also made an effort connecting with small producers and imbedding these



Figure 5

relationships into his own local food solution "MULD", which is not the everyday practice of chefs. As it is illustrated in the model, most producers (and subsequently their social worlds) are placed far away from chefs and other staff at cafeterias. Troels from Årstiderne



has a similar agenda, but he does not work with kg, or faktura calculation, like Bo. Årstiderne have a no-fly policy instead, that gives them flexibility to work with “local” suppliers further away, most often Spanish. Råhandel represented by Solveig locks into another social world, the small producers. She wants to help the smallest producers get started and does this by offering easy delivery and economic assistance. Her social world is actively linking production with cafeterias, but without setting proximity boundaries; instead she sets a limit to size as earlier mentioned.

Christian takes part in all the social worlds as the manager of Bite. Here he meets with the producers, both small and big. He gets insights from the governmental level of food supply, by the political actors present. He also knows about export opportunities and boundaries. He is implicitly introduced to consumer demand by the news and results he hears from buyers and producers at the exhibition.

Ramus on the other hand is the only actor who can get in touch with consumers on a daily basis. Being close to the end of the local food supply gives him an opportunity for dialogue and feedback that the other actors might not have time or access to.

Jesper is in touch with both small and big producers. However, his agenda is multifaceted. He not only sees local food as more experience economy for consumers at cafeterias, but also sees the added value as an opportunity to export local goods on a larger scale. In his work function he gets in touch with many different actors and social worlds and, apart from Solveig at Råhandel, he is the only other actor that teaches at schools and universities.

## **Analysis**

This thesis is occupied with the actors taking part in the local food supply system on Sjælland—more precisely, the link between the local producers and the private restaurants—examining the practices taking place where the interviewed actors are involved, and the tools they use. Even though their overall functions differ, they all have a shared goal of promoting local food. However, their relations and social worlds accessibility differ, as the last section explained. As a point of departure Bo Damgaard was interviewed about his project (De kloge

fødevarer indkøb). Therefore, a short introduction focused on this inspirational interview is included. His responses exemplify the problems of working with local foods on a strategic level.

Afterwards, in the first part of the analysis called the “findings”, the results of the gathered interviews are coded and categorized in the four major themes and subthemes that are found and carried over from the state of the art literature search. In the second part of the analysis the results will be a compilation of tools and practices that the actors use to help overcome the barriers of the work with local foods and the practices involved with the goal of supplying local food. Furthermore, new additions to the already existing subthemes are listed in each section.

## **Findings**

In the following part of the analysis, the interviewee responses are represented with their own voices (citations). The citations are categorized according to the most prevalent subthemes found in the prior research. The result will help shed a light on the actors’ perceptions, discovering if they differ, or if they share the same views as those found in the state of the art literature, and to answer the first research question.

### **“How can the concept of “local foods” be defined, and by whom?”**

The responses will be further analyzed, by comparing and contrasting in the second part the analysis and answers the next two research questions:

### **“Which barriers and opportunities exist in the pursuit of bringing local foods to private cafeterias, on Sjælland?”**

### **And “what practices and tools can facilitators and kitchen managers make use of in the local food supply chain, to overcome the barriers, and pursue the opportunities? on Sjælland?”**

## **De kloge fødevareindkøb**

A box of tools that supposedly can aide in the work with local food supply. To this day the tools have not been evaluated yet, so it is hard to say if they work, but one of the co-creators had some thoughts that he shared in the first interview held.

Bo Damgaard's response was clear and honest when asked if he thought that the tools he helped co-create were being used. His short answer was no. He said that all in all he was happy with the lay out of the webpage. The problem, according to him, is that you need consultancy in order to use the tools, and that no resources are put aside to maintain the progress of the tools.

“It can give you an impression of what it is you have to do, it can maybe take some peoples courage away. You really need some assistance.”.... ” I would say that it needed some kind of project maintenance “(Appendix 1 p.9+11)

According to Bo another big problem was the launch of the tools, which although it took place in all the communes, where everyone connected to public procurement was invited, at a kick-off. (Appendix 1 p10), there was no follow-up afterwards, to establish how they were received.

One of Bo's colleagues who also worked on the project said that it was the worst waste of money ever (anonymized). They spent 16 million kr. on the project. (Appendix 1 p.10) The tools are accessible to private as well as public kitchens. However, as a note none of the interviewed actors for the thesis had any knowledge of the tools. The content of the tool box, as well as the results of the state of the art, is the basis of inspiration for the questions, asked in the empirical data.

## **Environment**

As found in the state of the art research, there is a common understanding that local foods are better for the environment than imported foods. In line with this thought is a notion that local foods belong to the alternative green paradigm of food supply that also includes ecology. It was furthermore discovered in the state of the art that local food is widely discussed but lacks a general definition. Therefore, the first theme in the findings sections

examines the participants view on environment. Their practices and the tools they use on an everyday basis that aide in dealing with the barriers and opportunities regarding the five subthemes found in the research: Proximity, Food miles, Traceability, and Labelling.

## **Proximity**

For the actors interviewed, proximity was an issue that was important, but hard to agree on. Many definitions were mentioned; some were similar to those found in the state of the art. The distance food travels is one way of defining what is local, as well as considering what part of the food supply system the food is delivered from. Bo Damgaard explained this with a negation.

”it seizes to be local, if it becomes part of the international food supply system, that’s what I think” (Appendix 1 p.2)

He goes on to explain that local to him implies not only a geographical but emotional aspect.

“A local produce has a geographical as well as an emotional tie...if it is successful there actually shouldn’t be a wholesaler, it should be delivered directly” (Appendix 1 p.3).

In continuation of this, Solveig named the psychological closeness as an important aspect.

” It is really about the psychological closeness instead of the physical, like how far does the producer seem...in the food supply chain, and do you know who it is?” (Appendix 2 p.10).

On the other hand, she thinks regional food becomes a bit narrow descriptively.

“I have thought a lot about the local as a physical closeness, in line with the classical description, the way local is described, but then you have local in connection with regionality.....I think that is ridiculous, if I may speak frankly..... Now Samsø is considered local, and if it is from Skåne, now that we live closer to them, but that is not local” (Appendix 2 p.10).

For Årstiderne, proximity takes on a different dimension that encompasses the problem of delivering goods according to seasons. Troels knows that it is difficult supplying customers with goods if they are restricted to certain proximity goals.

“No, I wouldn’t do that because I think it is dangerous...and the way the produce is handled becomes a bit dogmatist. We also have a dogmabox, and believe me January, February and March there really is not a lot of variation.....as I mentioned sometimes local is one km from our distribution and other times it is actually the southern part of Spain, because it makes most sense....for fruits for example” (Appendix 3 p.6).

Rasmus Rasmussen shares the considerations of local food selection, and also has the same view as Troels, of not wanting to work under a fixed dogma.

“local to me can easily be some ecological cheeses from Jylland, instead of using some from France...if I was to purchase only from the Roskilde municipality area, then I wouldn’t have a lot of choice, and it wouldn’t be so exiting...so that is not the way I see local....in reality Denmark is so small, it is actually no bigger than a state or actually smaller, so seen in that light, I actually see a lot of things from Denmark as local” (Appendix 4 p.1).

He supplies his view on proximity to include details of products originating from Skåne, as Solveig also remarked.

“Yes, so Denmark, when you are in Roskilde Skåne is closer than Jylland, so produce from the south of Sweden. Skåne is like almost representing their whole foodstuff chamber, and they have a lot in Sweden” (Appendix 4 p.8)

### **Food miles**

In connection with proximity, Bo and Troels mentioned that food miles is not the main issue to question in connection with local food.

“...when you have actually chosen to say that, well I believe in having very few producers, who deliver themselves, then food miles stops being a big problem” (Appendix 1 p.8)

And at Årstiderne:

“The transport, if you measure it and examine it you will find out that the transport is the least of it. We have a no-fly policy at Årstiderne, if we flew in our goods then it would be a different story, but when we get the goods sailed, and driven in trains and in cargo, then it is maybe the equivalent to two grams of meat in a main dish, well then you have already eliminated the difference in emissions” (Appendix 3 p.11)

### **Traceability**

Troels from Årstiderne is aware of how proximity is becoming more important in regard to local food, and proposed a solution.

“It is becoming more and more important....it is when people go down to shop, so I think the people who design an app, a traceability app, they will become very rich...where you could find your way around the jungle. Because ecology is comprehensible, it has been made clear, it is a language easily understood, but to find out if what you buy is sustainable is so much harder...there are a million labels (Appendix 3 p.10).

### **Labels**

In the interviews, the actors were also asked specifically what they thought about food labels, in particular the EU endorsed labels, mentioned in the state of the art (Kjeldsen, 2014). The views differed, as some actors saw the potential and others thought it was a barrier, which does not promote transparency. Råhandel, Årstiderne, and Comwell were not adherents.

“I think it is ridiculous....because local is about transparency, but it just does not get more transparent that way. Actually, I do see the point, but people are experiencing label contempt” (Appendix 2 p.15)

“I think it is very bureaucratic, and I am thinking do we really need so many labels? It’s a jungle to find out, you have to be an expert in this field to figure it out” (Appendix 3 p.12)

“I think it is more for the retail industry, when we glamourize something, it is done on the menu card or somewhere else where we tell about what it is, where the meat comes from...or honey from our own bees” (Appendix 4 p.14)

On a more optimistic note, Jesper Zeilhund sees the potential of using the labels in exporting local foods.

“I have been at the food and agricultural minister’s office concerning this, because I simply think that it holds gigantic potential.” (Appendix 5 p.11)  
He goes on to explain

“In my world, it is called food with identity, and that identity, consists of two different perspectives. There are two circles of identity, either it is the products itself which is the identity or else it is the process or also the culture really...so where you can say that the one identity is an objective version, it is based on fact, for example how Lammefjordsgulerødder are supposed to be, and this can be documented and measured and everything is noted, when you sow the seed, how many cm between the rows all the smallest details” (Appendix 5 p.11).

## **Intrinsic qualities**

Food identity, as Jesper calls it, includes some of the sensory aspects which are in line with the term intrinsic qualities found in the state of the art, and is the second theme researched. When reading through the transcriptions, several subthemes worth exploring emerged. Seasonality was often mentioned as being the driver of local food, as well as two new themes that were added—less meat more green—and new product development. All the subthemes share the fact that they influence the sensory part of a local food based menu, especially the taste, and appearance of the menus they are part of.

## Seasonality

The actors (chefs) who had experience working with local foods in the kitchens found it necessary to import produce in the winter, to enable variation in the menus, making the proximity problem in connection with local foods apparent. When asked, the actors agreed that considerations about seasonality were key to succeeding in preparing meals with high local produce content. Troels from Årstiderne argued that it is impossible to find local produce year-round that can fulfil the demand of variation within the Danish borders.

“You have to look the truth in the eyes, that in Denmark in January, February, and March you don’t find a lot, there just isn’t a lot left on the fields. It is storage goods you can get. So, if you get into your head that you can harvest all year round in Denmark, then you do not really know what a season really is “(Appendix 3 p.2)

Another perspective on this subject comes from Bo Damgaard, who is also used to working with local foods.

“the driver of local food, is season, and you can actually push this a little. For example, the woman I talked with (anonymous), she said ...but I can deliver greens from February, and that is when it occurred to me that...I thought well then, we don’t have any deprivation, then from somewhere in the middle of the month of December and maximum one and a half month forward...there we do not have so many small greens, but we can always get some sprouts and some cress (Appendix 1 p.5).

Troels completely agrees with this and mentioned one of his prior experiences making seasonal menus.

“Yes, 100%, if you take a look at Noma, they are also...they have made some specific seasons, which serve as a template, making their food more green....that’s the direction everything is going right now, and I am happy that we have some pioneers”. (Appendix 3 p.6)



The season also has a strong impact on the food practices taking place at Comwell, where preplanning the menus according to what produce is available, pickling and freezing, as well as harvesting their own herbs, keeps the local food supply going in the winter and spring.

“In the fall season, I think we have about half of our pickled produce left. But in the season after wards the beets and all our vegetables are really cheap, so that is when we make the food for the spring season and fill up our refrigerators...they are overflowing with pickled goods. It is the produce we subsequently can use in January, where there isn't a lot of variation, and then we have some interesting things like pickled pumpkin or celery, or....so it is a lot of the things we then use in January and February which can be pickled chanterelle, or all kinds of different things that we prepare in the fall period”. (Appendix 4 p.2)

A way of showcasing their appreciation of local and seasonal produce to their customers at Comwell, is to use what they grow themselves at the hotel in Roskilde.

” we produce a lot of our own herbs, we actually have a sensory garden in the other end that also holds herbs....I think we have some areas where we think extremely local”. (Appendix 4 p.6)

Another example from their everyday morning buffet is their choice of juice. Oranges are, from their perspective, never in season, therefore orange juice is not chosen.

“We don't serve orange juice, so it is apple juice, ecological elderberry, or ecological blackcurrant juice, that we have at the breakfast here”. (Appendix 4 p.4)

Bo Damgaard also has some specific examples that he has used incorporating more seasonal produce on the menus, when working as a chef.

“So, it is all about cutting down the number of melons and bananas, and then giving people an apple, right...and then when we get to the end of the season, they have been in

storage, there can be a little bruising and such, but there is nothing wrong with them”.  
(Appendix 5 p.4)

### **More greens less meat**

In line with seasonality and specific produce found in these periods, the subject of using more greens versus meat came up.

Bo simply put it like this:

“This calls for something else, because we can’t use so much animal produces it is too expensive” (Appendix 1.p 4)

Comwell states that they use more greens and less meat as part of one of the goals to become a sustainable company. To reach these goals they have written down specific parameters they follow when they purchase raw produce.

“We have a raw produce policy, where we describe what it is we do....it is a real good tool for us when we are talking with the suppliers or if we are telling our new employers or guests what it is we are doing...because it is quite stable.” (Appendix 4 p.1)

Another argument for choosing less meat when local food is the goal is that a lot of the available beef on the market is produced in foreign countries, as well as the CO2 print being highest on meat compared to other produce, according to Troels from Årstiderne.

“Denmark is simply not suitable for beef cattle. But in Spain and the mountains of Andalusia there it makes sense to do it, because you can’t grow anything else there...do you understand what I mean?...we did the calculation for all our boxes, and we could tell that the heaviest CO2 print was the meat .....So if you minimize it, we are luckily many who believe in greens being the way forward, then you can actually make food that makes sense, which is green”(Appendix 3 p.3).

## **New product development**

In all the interviews, a strong focus on developing new products and services was found. Some actors strongly believe in supporting new start-ups. Årstiderne, being a producer themselves, take matters into their own hands, with taste fields. Comwell influence the variation of products offered by wholesalers. Jesper Zeilhund has his own ideas about new adjacent products being sold in connection with company cafeterias. Lastly, at Bite, new local raw, as well as processed, foods are introduced and appreciated. For Råhandel, local food is all about creating better possibilities for the small niche producers.

“We want communication, because it can be a tool to develop new products, and that is also my goal with this project, to support the small producers. But why should you support the small producers?.....for me it is all about the crises that we face, in regards to the climate and in relation to feed the world, and of course in general the environment. And the small producers are more flexible in connection with that goal. You can see that the meat production has decreased considerably...you can take a look at the statistics for 2017 its crazy...and yes..the big producers can't accustom themselves.” (Appendix 2 p.11)

Being a producer, as well as a distributor and wholesaler, Årstiderne has the advantage of influencing the local food production first hand.

“We have taste fields out here, all our fields now at both Krogerup and Barritskov are entirely for testing. That means we grow between 350 and 450 different varieties each year, and of these varieties we choose 25, and then maybe 5 are started up as a production the following year”.....”Next year we will collaborate a lot with Rosio Sanchez, and Hija de Sanchez, they are Noma's sister restaurant. Rosio has her taste fields out here and has harvested every day. That way it enables a fun and interesting development.” (Appendix 3 p.8+9)

New product development was not regarded solely as local food products. At Comwell they want their own local specialties on the menu, including processed foods. They achieve this by co-creating, as Rasmus puts it, with their suppliers.

“we have made some completely new things with our suppliers. In other words, we have not just said to our suppliers that we need ecological produce, we have created the products, so it has been more like a co-creation I would say. It is a really good word, because it is something we created together with them. And the same goes for our dairy products. We have made some cheeses and our brunch sausages for the whole hotel chain. We have made a brunch sausage in cooperation with a butcher, that we all use, so we have an ecological brunch sausage, made of pig/lam/cow from Hedehusene. That producer, produces brunch sausages for the whole Comwell chain. It is not like we were looking for an ecological brunch sausage, we have co-created one”. (Appendix 4 p. 17)

Jesper Zeilhund sees company cafeterias as an opportunity to sell/deliver even more produce for the company employees, in the shape of dinner meals.

“First you go to a cafeteria or the people in charge of the cafeteria and get them to use your products. At the same time you have all the employees at the place....here I am thinking about the big cafeterias especially, and then at the same time as you...for example at Rambøll (company offering management, engineering and design solutions). You have 1800 people, who dine every day, and the 1800 have households that include 2 ½ - 3 people, and they need dinner...right, so it is all about getting some meals to these consumers, so that the volume will rise.....no matter how you put it..it does something to the price.” (Appendix 5 p.7)

The Bite exposition is connecting people, whether it is new food producers or kitchen managers, at private cafeterias like Rasmus, who received the ecological award on behalf of Comwell, last year. The actors present are diverse and plentiful. Christian seeks to find the most interesting and innovative partners in the food business and exhibits them professionally.

“For the visitors, if I was to come and visit I myself would like to experience new products, but I would also like to see where they come from.....There are many of the established companies, that have reinvented themselves, and made new products. Bite Copenhagen is a place where you launch your latest world news.” (Appendix 6 p.5+8)

## **Economy**

Logically the economy perspective cannot be avoided when the focus is on local foods in a private cafeteria. It is a business situation, where an exchange is happening and a product is being sold, and local foods are often more expensive than imported, mass-produced goods. In the interviews, price was a recurring theme, and in connection with the price, demand also plays a role. Price and demand have an effect on what is produced and is mentioned and exemplified in the section monoculture. New producer start-ups, and how they counteract monoculture, is included from the interviews. In connection with economy, certain actors were especially interested in the marketing and storytelling opportunities of local foods. The last subtheme, “logistics”, exemplifies some of the solutions the actors used to overcome distribution barriers that can have negative economic impact if they are not resolved.

## **Price**

The price of local foods may be higher and the risk of delivery failure greater: these barriers are met by Råhandel, who take on some of the economic risks in order to tempt new clients.

“When I speak with the chefs, they all say the same, it’s about making the business run smoothly, and making some money. It is all about selling” .....So it is a sales platform, and we are juridical speaking a wholesaler. So, we take the loss if some of the restaurants do not pay, and that is necessary for the producers, otherwise they do not want to participate.” (Appendix 2 p.4+6)

Årstiderne know from experience that if they want close relationships with their producers, they have to treat them fairly. This entails making orders, and sticking to them, as well as paying a reasonable price for the goods.

“We don’t underpay them....it is all about showing them...because it is the long-term relationships that are valuable. When the embargo hit in Italy. We get goods from both Italy and Spain, we were one of the few that got our goods through. We have explained our clients, that there are many when the prices go up...that we have to help each other. And that is why Årstiderne do not want to get into the retail business, because what often happens, is that they also buy at a producer, but when they see it is not selling, they claim that the

agreement was not binding, and refuse to accept the order, and then the producer has a big problem, and a lot of produce that they haven't sold. Then they have to put on the role as businessmen and try to sell...that is one of the reason why there is so much loss at the primary production, which amounts to 50%". (Appendix3 p.1)

In his work as a cafeteria supplier for Årstiderne, Troels is often frustrated by the fact that the purchaser does not compare the quality of the goods, but only looks at the price.

"I feel that I sometimes get frustrated when I am in a situation where I am not being taken into consideration. For example, in big tenders. When I take a look at what is on offer, also with a perspective as a self-employed person, I can really see that what they got was a lesser quality at a higher price". (Appendix 3 p.5)

Local food is often perceived as being more expensive, and one of the kitchen practices to solve this problem is to limit the food purchases, subsequently by avoiding food waste and using less raw produce in preparing the meals.

"We uphold the same economy, in salary, and the profit margins for wine and food, so nothing has changed. There are some things that we do differently. And some of the things we use. For example, our ecological eggs and bacon, at our breakfast is approximately twice as expensive. And the way we deal with that is to make individual portions. You get some scrambled eggs and a brunch sausage and two pieces of bacon. So, it is a portion, instead of like before where it was self-served in big trays." (Appendix 4 p.9)

Bo Damgaard is also aware that food waste is an important factor in decreasing costs. He also said that all the parties involved in the food choice and intake had to agree beforehand, when putting local food on the agenda.

"If there is consensus between the client, the guest is really the one who has the money, the client, the chef, the suppliers and me as the manager, or the company supplying. If there is harmony in the expectations, then you can always make money, and you can make

money without it being expensive, because there isn't a lot of waste."..."if you can save 5% produce, then that means that you can earn 2% more on your product."(Appendix 1 p.16)

## **Demand**

Bo Damgaard and Solveig from Råhandel had some input in regard to the increasing demand of local foods. Solveig explained:

"there is an increase of demand from the general public and a willingness to pay for these goods, so that's why they want them. There are a lot of barriers, but the demand has existed for many years, especially amongst gourmet restaurants." "But it is not like you have to go and create a new market. There is big existing demand, but people are busy." (Appendix 2 p.4+7)

She added that local food is found to be more popular than ecological food, which is often co-referred as being part of the alternative food supply-system.

"So there is a lot of people who want local foods, but who doesn't care about ecology...and there is a lot of people..according to "Madkulturen" there is a higher demand for local food than the ecological." (Appendix 2 p.12)

Bo Damgaard shared his insights of how demand can affect price, or the relationship with the farmer. He mused that it is a matter of trust and respects that it can help both parties profit.

"Yes, well if the purchasers buy everything I have, then I will just choose to set the price as I want (speaking on behalf of a farmer). And that's not how the market works. What I am really trying to offer is to buy everything you produce, I want to secure your income, we will have a close relationship, and you are important to us." (Appendix 1 p.3)

## **Monoculture**

In reaction to increasing demand, the producers often turn to monoculture as a means of optimising on their expertise in one particular produce, minimizing risks, and making more

profit. Bo Damgaard reflected that monoculture makes his work harder, and less personal. A larger number of suppliers are needed to deliver sufficient variation of raw produce if they are specializing in just one type of produce.

“So, they quickly become specialized, and there are many reasons why that is smart. The problem is that they in reality make fewer calories on the land they have, because they don’t have a lot of diversity, but they save a lot of labour. But you are actually not taking advantage of the full potential of the resources in the eco-system. But since they can only supply tomatoes or red peppers, I then have to get the 350 other produce from someone else, and then all of a sudden I have 155 suppliers.” (Appendix 1. P.2)

Troels from Årstiderne also remarked on the problems with scaling-up production, instead of focusing on biodiversity.

“We have to think differently, we are not volume-based, or we shouldn’t be. When you think about it, we are just about 5 million people in this country, just a tiny drop in the sea. And when we think we can base our export on pig meat in mediocre quality to China. First it was Russia who stopped, and now China, who has claimed that they want to be self-sustained in a few years....we have to refine and cultivate our products, and then we have to sell it at much higher prices, because we tell a story that we have a specific product, that you don’t find anywhere else....and with monoculture that doesn’t work. You have to think multidisciplinary collaboration between big and small companies. There has to be much more biodiversity, and we have to look into the parts dealing with terroir.” (Appendix 3 p.4)

### **Start-ups**

In order to support small producers and create the spoken for diversity, it is important to support new start-ups, which is Råhandel’s goal in life.

” This is where we are unique, because we have no minimum threshold. This is one of the principals, and this is where we are different, it emerges from our set of values, about aiding more small food producers, and especially in the beginning where it is so hard...where you have to focus on your product..the production...the law, and so on. The biggest barriers are to make them profitable.” (Appendix 2 p.5)



Christian at the Bite exposition has another opportunity for start-ups, if the producers have enough funding to invest in exposure.

“It is a relative big amount you deal with at business to business exhibitions, which differ from regular consumer exhibitions. At this business exhibition you can meet maybe one or two relevant purchasers, and your sale will be covered the next half or whole year.”

(Appendix 6 p.2)

## **Marketing**

There are different practices that the actors make use of when marketing local foods. For Råhandel, the main goal is not that the produce should be local, but rather to help small producers. Therefore, when she uses the term local, it is merely a selling point.

“You can say that here in Roskilde, where I deliver...I have just been going around saying local, as an extra selling point...because it is really so subjective...there is no consensus, as to what people think is local.” (Appendix 2 p.8)

On the other hand, Comwell’s mission is to be an increasingly sustainable company, and they are part of The Green Key (GreenKey). A voluntary eco-label, which can be used for marketing a sustainable strategy. However, they are aware that the criteria for using this label is not very strict.

“Our main goal is actually to be sustainable, but it is very difficult to measure sustainability. There is so many things to consider...but we have joined the Green Key, which is kind of fluffy, and there are some requirements, but it’s not...I don’t think it’s very strict...it’s not very strict requirements they pose. They could have been a lot more ambitious, but they are owned by Horesta, which represents the hotel business, so maybe it isn’t as ambitious, as it would have been if it had been a grassroots initiative.” (Appendix 4 p.12)

## **Storytelling**

In continuation of the marketing theme, storytelling is a tool often used by producers as well as the people trying to sell the local produce, putting an emphasis on the places and people the products are interlinked with. Rasmus is very aware of the storytelling value of the raw produce he chooses for the restaurant at Comwell.

“Danish Crown is in truth owned by the farmers, but it’s all stamped Danish Crown, so I don’t know if the beef is coming from one farmer or the other, because it is a share holding company...because they are joined...and sometimes it can get harder to tell a good story, when you buy that.” (Appendix 4 p.11)

Christian Vejlund has made it his business to help food producers tell the good story of where the products come from, and who is involved in producing it.

“Between the lines, you always expect a higher quality as a consumer, when you are dealing with a local production. Then the animals have names ...and then the nutritional value is far higher and so forth. And actually, I don’t think it is always true, but it is fun to work with this side of the story. And here at Bite it is all about bringing all these interesting ideas and new perspectives on food into play.” (Appendix 6 p.2)

## **Logistic**

Jesper’s background as a chef has made him consider how hard it is to bring local food from a great number of producers to the restaurants. He is also advocating a logistic solution that is comparable with Råhandel’s.

“so, this problem that you face to drive around...and we have to go pick up some eggs there, and shoot a cow there, that just gets too difficult, and some people can do that, but they do it for a very short time, then you break your neck, because you simply don’t have time for that, do you? And that’s where you got to go in and pair up the value chain. First you have to find someone who can deliver, map out what you use, and a volume, and then it is really clever because I can go out to a farmer or another producer and say this is what we use in a year, and you don’t even need a huge network. Maybe if you have about 4-5

cafeterias, then you have a big enough production.....on a national level if they made some templates, how to do it, where to order, there should be a platform showcasing all the produce the farmers have.” (Appendix 5 p.9)

For Råhandel’s web platform, the logistic solution is a crucial factor, enabling small local producers to supply kitchens at a reasonable proximity.

“The reason why I wanted to start with Lejre, is that there is quite a lot of small food producers there, a lot is taking place in that area right now, and because it is close to Copenhagen, in regard to logistics.” (Appendix 2 p.2)

The criteria to participate for the small producers is that they are approved by the Danish veterinary and food administration and are able to take care of the packaging themselves. If these aspects are in order, Råhandel offer to be the middle man economically, as well as taking care of the distribution.

“You have to be able to do your own packaging, and that doesn’t make sense to one of the big producers...and they have to be approved by the Danish veterinary and food administration.” “It is necessary that we offer to secure the payments, so what we offer the producers is that they without paying anything can make themselves more visible to potential clients, and they can hopefully get new sales. So, they get collected payment, secure payment, so they spend less time on the administrative tasks, there are fewer risks and then they have to deliver to one pick-up point, instead of many, which is one of the critical points, a real time thief.” (Appendix 2 p.5+6)

Bo Damgaard knows that in order for the local food supply chain to run smoothly you need good management. Putting more local food on the menu can, in his view, be obtained by developing a model.

“commencing this company that supplies a cafeteria solution, saying that there is just one model, and that’s the model which integrates the supply chain. In reality it is all about

working close with a small number of farmers or not even...maybe two, that delivers everything to our kitchen, and then that's what we are going to work with" (Appendix 1. p.1)

Following Bo Damgaard's model, it is also possible to map the produce available and used in the menus from prior years. This produces a retrospective reference for facilitating orders and future inspiration.

"Yes, you can run a purchasing statistic, and divide the purchase into groups and so forth" (Appendix 1 p.2)

Along the same lines, Jesper spoke of a kitchen solution that could subtract the wholesaler as a link in the local food supply chain.

"Such a place as Rasmus kitchen, you can make a print out, or he can get someone in the administration to make a print-out, and with that you can quickly get an overview of the yearly purchase. And then if you have the courage and join a few other people you can take over the wholesale function. That's what we need to do, to commercialize it, so that it becomes an alternative solution." (Appendix 5 p.8)

In his experience, Bo has come across purchasing agents that do not evaluate the local foods sufficiently. He thinks that local food is a quality that can cost more but have a higher value, represented by the emotions and social aspects that are involved.

"then you have some purchasing agents saying I made a really good deal, oh ok, but is it an emotionally good deal, or a logistically good deal or an economically good deal? And then you can resolve that it really depends on what you are focused on." (Appendix 1 p.3)

Another logistical aspect discussed at the interview regarded the measurement of local food content. The participants were asked what they thought of Bo Damgaard's model, which entails local food content proof, both in kg, and on the faktura. Solveig was not a supporter of this method.

“I just think there is so many administrative tasks already. I feel all this talk of local, I see the point, but it is so subjective, and I think it should be rephrased, as short distance, or explain what it is. There is a lot of people who links small food production with local, but it doesn’t have to be. I just think the term local is too diffuse, because it is so subjective. In that way I think it too troublesome. I wouldn’t do it that way. I think local also is about transparency.” ”I do understand the point about making it more concrete, but it just seems like a lot of administration.” (Appendix 2 p.17)

Rasmus has a similar attitude towards this model.

“Really it has a lot to do with the bureaucracy, the ecological accounting is already tiring. Local foods and ecological are most often connected. The majority of ecological produce is from Denmark, because we are market leaders, the result is that very few of the ecological goods come from other places than the north of Europe.” (Appendix 4 p.7)

Troels from Årstiderne had a more positive perspective on the added labor of calculating the local foods at restaurants.

“I think that you could do that if that is what you are interested in what I think it is all about is your point of view. I don’t see Denmark as a country with borders anymore, I also consider the people in the southern part of Spain, as a part of us, yes actually also globally.” (Appendix 3 p.11)

Christian is not a chef, but he does have a view on what parameters local food should act within.

“I actually think the brain can be relatively easily tricked, in connection with what looks like it is a local production, and what is actually a local production. To me it is also about what volume it is getting produced in. I imagine that only a few people have been involved...maybe it is the romanticizing aspect of local production, that you think there is really someone who has put love and hard labor into it. I actually think a lot of people have a wrong perception, that does not correspond to reality. So, to me it is something which

hasn't been mass produced, and preferable only been through a few hands of 1,2,3 people.” (Appendix 6 p.10)

## **Social Aspects**

Going forward with considerations of added value, it was clear extracting the interviewed perspectives on local foods that the social aspect in connection with local foods was paramount. This section is divided up into three parts: first, a subtheme focusing on education will be examined, followed by another theme that was prevalent throughout all the interviews, namely the different relationships taking place that are all part of the local food practices. Lastly the participants' thoughts of local food as a part of a CSR strategy will end this section.

### **Education**

As a practical tool, education was named as being important when working with local foods. Local foods are also often mentioned as being seasonal, as mentioned in the intrinsic quality section, but can be obtained from various sources, raw or processed. The staff in kitchens, as well as the consumers, need to be aware of the many different quality assessments necessary to work with and consume local foods. Bo Damgaard has some experience with local foods, tied to his prior work with the shifts from conventional to ecological goals in public kitchens.

“Yes, you need to learn to cook, and I am from the better end of...what should I call it the restaurant business, so it's something you just do. Some groceries arrive, and then you make a menu out of it. And some people almost start to cry, when they don't receive cherry tomatoes, but big tomatoes instead. It's like why you don't just alter the recipe or explain it to your guests or something. This is what they were also up against, in the shift to more ecology. It is all about teaching people to get better at making food, a lift of the competences.” (Appendix 1. P.1)

Bo goes on to explain that the consumer expectations are met by educating them about how they are taking part in something bigger when they are eating local produce.

“Listen, all they have to do is go down and eat lunch, then they are receiving some healthy foods, they get some sustainability, and they are supporting the local economy...and have influenced the seasonality and environment and all positive aspects, so you are being sustainable. You get at least three things offered in the slip stream of just eating lunch. And if you can make people see this, you have come a long way, right?”. (Appendix 1 p.16)

Troels from Årstiderne also believes that education is the way forward to let people tap into the newest information about sustainability.

“My biggest dream, my personal dream is to develop an education, a graduate program which could equip people, not just from the food industry...but what I mean is...that equip people with the newest information on sustainability and ecology, but who can act...as a kind of chaos pilot to analyse businesses and turn them inside out and shape some alliances that would help them optimise their products. I think there is a need for that.” (Appendix 3 p.13)

At Comwell, Rasmus gives his educated personnel much of the credit for being able to obtain a high standard of quality in regard to local foods.

“In total we have educated 300 of our employees in the Comwell chain, so that is over 1/3 who have been at sustainability courses, of approximately 10-12 days.” “And I don’t believe that we could have made this sustainable transition, if the personal hadn’t been on board. Then it would have been too expensive, because now it makes sense to them.” (Appendix 4 p.8+9)

Jesper Zeilund talked about education more explicitly as a communication tool that can help the dialogue taking place between the academic and practical worlds, which in his view need to be attuned in order to reach agreements.

“it is all about getting the practitioner in, to educate the practitioner so that they can talk to the academics and the professors...but I come from a field of work where this way of thinking academic, and strategical just don’t exist.” (Appendix 5 p.3)

He said that the way to go about learning to communicate is to start with education. He is the co-initiator of a 10 grade which focuses on food.

“We have started up a 10-grade focusing on foodstuff up there (meaning Odsherred), which actually means that in 1 ½ years the participation has risen 10% for young people getting an education.” (Appendix 5 p.12)

Jesper has also been involved in another educational project at the agricultural college at Dalum. The collaboration with the students led to them demanding more teaching materials on the subject of niche production. This resulted in Jesper writing the booklet

”Det kulinariske spor for bønder, kokke & Købmænd – Perspektiv på fremtidens kulinariske fødevareerhverv med Unik Identitet, Forbruger oplevelse og PATO”.

”And then we started talking about how there is a need for some all-round teaching materials, that would enable the first step in the considerations of niche production and the culinary trace overall. There is a need of some literature, some inspiration. Where do we start? Just simply to get reminded what is the perspectives in this? “(Appendix5 p.16)

## **Relationships**

In all the practices concerning local foods, most often mentioned was the importance of cultivating good relationships—whether it be the relationship between farmers or kitchens directly, or the relationship between the producers and the distributors, in this case Råhandel and Årstiderne. Each interviewed actor is trying to narrow the gap between the production and preparation link of the local food supply chain.

At the Bite exhibition, an effort is made to invite new producers in, with the intention of forming new innovative business relationships.

“The exhibition, will showcase new local producers. What makes it so exciting? It also comes from an intent.... because we can see that a lot the new trends comes from there. From the local regions, it’s like you say these bottom-up movements, and we know that from



an economically point of view, they don't have the means. So therefor we make room for them, because we know the interest is there.” (Appendix 6 p.1)

For Bo Damgaard being close with the producers is crucial, and he has some thoughts of how the relationships can be optimized.

“Yes, so you should really be able to visit them, or get them on the phone.” “probably it would be possible to make a project, how to construct a webpage, which in reality ensures the communication between a few producers and a few kitchens. More concretely that it would facilitate the produce on offer, what they have and when they have it approximately etc. and when the chefs can purchase it or order it. It could most certainly be an electronic relation, it just has to have emotional content.” “If I make what I call a vertical integration, then I simply link the farmers and the kitchens closer together, that makes the relationship more binding.” (Appendix 1 p.4)

Furthermore, he adds that the communication is easier when fewer parties are involved.

“The moment you decrease the number of actors, the communication flows more easily.” “But, that means that in reality you are making an integration of your supply chain, linking them closer together. I bet that if you do it correctly, then your raw produce cost will not increase.” (Appendix 1 p.5+7)

Årstiderne believe that purchasing raw products at a limited number of producers facilitates traceability. They call their relationships with the farmers for collaborations making an emphasis on the importance of closeness, and mutual confidence in trade conditions.

“we really believe in traceability. We purchase directly at the producers, and send it home, packaging is done in our own stockroom at Barritskov, to both the private and the industrial consumers. And by doing this all of a sudden you have a line directly to your customers, where you can get the feed-back necessary to get better, and to get sharper, and to evolve the collaborations. Because we call it collaborations, it is not just about distribution of goods, but also connection with the farmers. There we know exactly what they are good

at...we give them some money, we purchase a certain amount each year, and when we make an order, we fulfill our obligation.....that means the farmers don't have to worry about being businessmen.” (Appendix 3 p.1)

Råhandel can see the benefits of cultivating the relationships of producers and the kitchen managers, in the sense that close communication can lead to new product development.

“One of the things we think is interesting is the communication between the producers and the chefs, which can serve as the breeding ground of new products, and what that needs is flexibility, and that is exactly what you get when you have your “hands” in the production.” “We want to create as much dialog about the new products, and we want to decrease the amount of administration.” (Appendix 2 p.5+11)

Jesper Zeihlund thinks that the relationships in the local food supply chain can become more transparent if a supply-platform is established.

“The elements necessary to connect the consumers and the producer...it is just a question of time, before someone does it. The individual platforms exist, there is just a need to adjoin them.” (Appendix 5 p.1)

For Christian Vejlund, the Bite food exhibition is not only an opportunity to showcase new trends. He sees great potential in creating new relationships.

” In connection with the many people I meet, I naturally try to find out how they could be joined and benefit each other.” (Appendix 6 p.13)

At Comwell the interdisciplinary relationships between the workers on all levels get the credit for their sustainable goal being reached. Rasmus strongly believes that since it is a bottom-up initiative to put local food on the menu, it has succeeded.

“I think Comwell's strength in this whole ecological and local food implementation is that it was not proposed from our CEO, or our steering group...saying now you have to do

this and that. It is a bottom-up initiative, the chefs have been involved making our menu and food policy....that makes it more durable.” (Appendix 4 p.16)

## **CSR**

It was clear from the interviews that interrelationships between producers, kitchen managers and the facilitators interviewed were of the utmost importance to reach the goal of supplying local food. The participants were also asked if local food could be included in a company’s CSR strategy. Bo was not in doubt that his cafeteria model acknowledged the aspects of local foods and CSR.

“It is CSR...now we are actually looking for some producers who can make some fantastic products and treat the soil better.” (Appendix 1 p.17)

For Årstiderne, being sustainable and nurturing the relationships with their farmers is all part of their very strict CSR strategy.

“that is a vital part of Årstiderne, and we have an extremely high level of development culture, and if there is someone we can see that hold potential, then we try to help them, for maybe we could benefit, and that is permissible. I don’t think there is anything wrong in making a good business...so it is important to us, that the ecological framework is sustainable, this goes hand in hand. We don’t do anything, that doesn’t make sense. We are probably the company with the most severe CSR, otherwise we wouldn’t survive.” (Appendix 3 p.9)

Rasmus Rasmussen believes that putting local food on the agenda gives more value to his staff, and thinks that it will even attract people who enjoy working for a company with a good CSR-strategy.

“It’s done to support the Danish farmers, but actually I don’t think it’s just that, because we have not communicated that very well externally, we have been better at communicating that inside the company to our staff...I think it gives our staff a lot of added value, they feel they are involved and make a difference, and I think that adds value to the

personnel, for the HR department it means a lot. That you have a good CSR strategy. That you have a good sustainability policy. I think everyone would like to work for a responsible company, so in that way it adds as much externally and in fact we haven't done this as a publicity gimmick, we actually want to be a better version of ourselves.”

(Appendix 4 p.8)

Solveig remarked that local foods in cafeterias can even help illustrate the goodwill of the company towards its employees.

“I think that is one of the reason they do it, why they are so interested in getting it at cafeterias, to get some nice produce. But I think it is largely because there is a need to compete in other ways than salaries. So that's why a cafeteria with special produce gives an experience, a subject to talk about. ....that means a lot (Appendix 2 p.1)

### **The ordered map**

To sum up the findings section, a brief explanation of the ordered map will be outlined. The map has served as a reflective “board” categorizing the themes and tools, which has led to the second part of the analysis. As illustrated in the beginning of this section, the ordered map gives an indication of how the subthemes found in the interviews correspond with the four major themes. On the map an effort has been made to categorize which kinds of tools are being demanded to overcome existing barriers with local foods, as well as aiding with the new opportunities found in connection with each theme. The environmental theme is part of the local food concept. It is the only theme that solely requires quantitative measures, such as measuring the proximity, or co2 emissions. It is also the theme that causes most confusion, both in the state of the art, as well as the findings from the interviews. Even though the actors all have great experience with local foods, only Bo mentioned the necessity to have a set framework for verifying where local comes from. The tools to measure or verify whether or not a food is actually local therefore remains unapplied, unwanted because of the extra work implied. This is not only a barrier for the future work of supplying local food to private cafeteria. It is also fuel for the local wash, when the local food term is used in marketing, but without verification of origin or content in the menus.

The second theme, intrinsic qualities of local foods, is moldable according to the actors. The chefs, Bo, Troels, and Jesper, all had many tools to overcome the barriers of working with local foods, such as buying seasonal produce, considering food-waste, re-thinking raw product selection in the shape of less meat more greens. In addition, all the actors found that local foods, and the relationships with local farmers, hold great potential for developing new products. In addition, Comwell remarked that most of the practices and tools that he already uses for obtaining the bronze organic label for eateries are the same as the ones he uses in the work with local foods. Unlike the environmental theme, the intrinsic quality of local foods requires subjective abilities to establish what local produce is fresh, tasty etc. However, one indicator of freshness could also be distance the



Figure 6

food has traveled, which could be paired with the environmental theme. Shorter distances and fewer middlemen should logically result in fresher foods. The number of people handling the food in a local food supply chain would naturally also decrease, subsequently decreasing the hygiene risks.

The economy theme is unsurpassable. As all the actors agree that without a sound economy nothing is possible. Selling local foods is a market on the rise, and more and more people are interested in getting a bite of local foods, whether it is at the retailers or in a cafeteria, the natural price of local food is hard to establish, and market (Madkulturen). The demand of local food has a large impact on the cafeterias wanting to market themselves. If they don't

have a fixed framework to benchmark their progress and show their clients, they risk that the same customers demanding the local food now, will mistrust it in the future.

The practices used to address the last theme “social aspects”, are, amongst other things, the education that can help explain the quality of local foods to the people producing it, as well as to the consumers. The relationships are also mentioned as being paramount in the work with local foods. Providing emotional closeness with the farmers can also more easily be obtained by setting up a proximity, circling back to one of the more quantifiable environmental subthemes.

## **Analysis part.2**

From the first part of the analysis that focused on the participants’ own words, the second part elaborates by comparing and contrasting the different perspectives with each other, as well as the details arriving from the state of the art literature search. At the end of each major theme section, a compiled list of the applied tools and practices will be listed. In addition, the tools to pursue new opportunities are added at the end. This section seeks to answer the second and third research questions.

**“Which barriers and opportunities exist in the pursuit of bringing local foods to private cafeterias, on Sjælland?”**

**“And what practices and tools can facilitators and kitchen managers make use of in the local food supply chain, to overcome the barriers, and pursue the opportunities on Sjælland?”**

### **The Environment**

With a few exceptions, all the authors included in the state of the art literature search agreed that the local food definition includes environmental considerations. Chris Kjeldsen writes about terroir and, in detail, tries to describe the quality that a local product can obtain from a specific location, or how it is handled and processed traditionally. These qualities are connected not only to the geography where they are found, but have to do with the soil, the

landscape and the climate (Kjeldsen, 2014). One article criticizes local food as a less efficient way of feeding the world, stating that it is more environmentally friendly to mass produce what a certain country is good at, and then trade amongst each other (Scharber and Dancs, 2015). Even though a majority of the scientists and professors mention the importance of the environment in connection with local foods, they, on the other hand, have great difficulty establishing a framework that can serve as a ruler for measuring where local is. None of the actors had the same perception of proximity; it varied from 25-500 km, or in one study, the loosely defined “as food produced, retailed and consumed in a specific geographical area” (Bianchi and Mortimer, 2015). One of the themes in this thesis addressing environment is proximity, and two of the actors interviewed incorporate considerations of proximity in their everyday practices of handling the distribution of local foods. Solveig at Råhandel is helping her suppliers cut emissions by making one pick-up point for delivering goods. Bo Damgaard’s strategy is similar; his idea is to work with a small number of suppliers, hereby, proximity is already included in the scheme, because he knows exactly where the produce is from when the wholesalers are cut out.

The confusion of the local food definition found in the current research is completely in line with the responses from the interviews. Some mentioned that since Denmark is so small, all produce is local, and others included the north of Germany, and Skåne, as a joint local parameter. Årstiderne has a no-fly policy and, in their opinion, this addresses the environmental issue in regard to transport, but according to Troels, it is much more important for the environment to minimize the amount of meat on the plate. This is in accordance with one of the included articles, stating that most of the emissions are made in the production phase, and not during transportation, as some people believe (Taille et al. 2015). The same attitude towards meat was found with the other actors. Comwell has the slogan “Less meat more greens” as part of their sustainable goals.

In continuation of the proximity concerns of local foods, Troels was eager to pose a solution; even though it does not exist yet, he thinks that an app with all traceable information on a given food will be an instant success. He says it is simply too hard for consumers to find out how sustainable a food is, because there are so many parameters to consider.

The EU endorsed food labels are one way of defining what parameters are important to consider in a locally produced food. However, all the participants agreed that there were enough labels already, and that these were better suited for the retail business. Jesper Zeilhund was the only participant who saw great potential in the EU labels, but mainly for exporting these products abroad. He mentioned that he was using the term “food with identity”, instead of local food. This term also pinpoints his field of interest in the historical and traditional concepts of local foods, which can add value and promote export possibilities.

#### **List of tools and practices:**

- 1.Minimizing transportation, by making a collected pick-up
- 2.No-fly policy
- 3.Less meat more greens
- 4.EU endorsed Labels
- 5.New definition of local foods: “Food with identity”

All of these tools have a common pointer of being quantitative in nature. Transportation relates to km, which involves the first two named tools. Less meat can be verified by weighed the produce, or is verified on the bills, as included in Bo Damgaard’s model. The EU labelling has strict criteria that needs to be meet, which involves geographical origin and/or traditional food processes. Food identity is, according to Jesper, a similar interpretation, and is verified through a certain product’s story that relates to history, geography and tradition.

#### **Missing/lacks**

- 1.Confirmed consensus of proximity
- 2.Traceability app (Troels)

Even though it seems obvious to make use of a system like Bo’s, where a framework is set up, marking where local foods are actually from, with a stable, and confirmed proximity, none of the other actors seemed interested in the idea. They all thought it would be too time consuming, adding extra administrative tasks to their everyday practices, which would happen if they had to verify where all their produce came from. Troels from Årstiderne did



mention that if a traceability app was on offer that would be a useful tool to easily communicate how sustainable a product is without having to do all the administrative task.

### **Intrinsic quality**

The intrinsic quality theme represents the local raw, or processed products appearance, taste freshness, free of pesticides and nutritional value. This parameter of local food is naturally subjected to food trends that change with time. Madkulturen produces an annual study, which maps the Danish people's food preferences. This year a part of the study was dedicated to "Local foods". The study showed that there is an increasing interest in local foods in Denmark. It also showed that 38% of the participants are confused in regard to where local foods are actually from. In connection with the economic aspects, the survey stated that the population is willing to pay an additional 15% for a local food because they, among other things, associate this quality of food with freshness and more taste (Madkulturen).

As mentioned in the prior section, "less meat more green" addresses the environment, but this sub-theme embedded in the local food practices also has a lot to do with what kind of produce and subsequently what taste the end menu has. Troels illustrated this by carrying out a task for Årstiderne calculating the CO<sub>2</sub> content of the separate ingredients in the meal, and he found out that meat was the produce with the highest emissions. However, meat is also mentioned in connection with intrinsic quality. Troels, who used to work for Noma, pointed out that at this world-famous restaurant, they had a seasonal template they used for obtaining the famed New Nordic taste. Here they would apply the Nordic seasonal local produce; instead of the prior fixation on pigmeat, fish, wild game and berries among other things were put on the menu instead (Heppestall). He went on to explain that the food changed, from meat playing the main role, to now the new Nordic way where it was more of a taste giver. Bo Damgaard, as well as Rasmus Rasmussen, also reflected that the food on the plate becomes different when it is local, mainly because there is less meat and more greens. They both agreed that when you follow the season, and meat is expensive, the food becomes greener. Bo added that he also avoided the purchase of exotic produce, which is the same as Rasmus, who now offers his customers elderberry juice on the morning buffet instead of orange juice.

Choosing more local greens leads to some problems during the winter where the selection is sparse. The actors listed many different solutions. Although they have a no-fly policy, as an environmental effort, Årstiderne considers their suppliers from Spain to be local, which means they can prolong the harvest season. Comwell takes advantage of the producers in Denmark, and subsequently has a busy fall, preparing and processing for the winter months. At the other end of the food supply chain, the local producers can agree to the problems in the colder seasons, when crops are sparse. In a recent study of how to scale up local farming, the seasonality was also named as the limiting factor. When the season was over the farmers had a hard time delivering, which jeopardized relationships when purchasers were forced to seek other suppliers. (Nost, 2014).

New product development of local foods was a favourite subject for all the participants. It was not a subtheme found in the state of the art but was eagerly explained by each actor. The communication and interrelationships happening between the actors was the catalyst causing the development of new products, from Comwell co-creating a brunch sausage to serve in all their chain hotels, to Årstiderne putting the finger on the pulse in regard to new taste fields. In this manner the facilitators interviewed for this thesis can influence the new local taste, with crops not yet accessible to the local Danish market. Råhandel is using dialog between producers and restaurants so that the produced food is actually pre ordered from the cafeterias before production. Jesper Zeilhund had another idea, that in order to get some more volume for the local producers, the current customers at company cafeterias could be offered extra take-home meals, or local produce. Finally, to introduce the new local foods, Bite is a place where, according to Christian, it pays to show innovative and re-invented products to a diverse crowd. Christian hand-picks the most interesting new food products that he can find for admittance.

### **List of tools and practices:**

- 1.New Nordic seasonal template
- 2.Extreme local; growing herbs, berries and fruit
- 3.Avoiding exotic produce
- 4.Storing and processing in-season foods for later

- 5.Supporting new product development by dialogue
- 6.Co-creation
- 7.Taste fields
- 8.Pre-ordering
- 9.Add-on products
- 10.Bite exposition

The first three themes are all focused on selection of the produce which is closest, and thereby in season, and avoiding those which are imported from far away. In this context the area of interest is building on the existing tastes that are a part of the nearby community, and the traditions surrounding the food preparation, selection, and processes. For cafeterias, this can become part of their storytelling, when herbs, berries and fruit are grown on the premises.

To supply as much of the local quality as possible, it is necessary to store, dry, or pickle the produce, to prolong the expiry date, for the winter season. It is also possible to find suppliers who are willing to co-create, in dialogue, new products, to avoid having to import goods if alternative versions can be obtained locally. Another way of expanding the local food production, and subsequently the food at cafeterias, is to offer more add-on products, to increase volume, as mentioned by Jesper.

Taste fields are the farmers' practical R&D; without them, new food trends are hard for them to follow, and supply. Positioning them on the map as new food developers, instead of followers, also gives the advantage of testing out firsthand selecting and growing, establishing a reputation as innovators, which can be advantageous from a marketing perspective. In order to help the farmers, and establish a trustworthy relationship pre-ordering, sticking with the order is paramount, according to several of the interviewees. Depending on the kind of produce, pre-ordering can also result in fresher goods, since the amount of grown produce is easier meet when the demand is known in advance. As an added benefit, large amounts of produce do not end up in storage, or the bin. Exposure, and marketing in general, is obviously useful for local as well as international producers. A food exposition like Bite, that has a main focus of innovative and trendy foods can help establish

new connections. This kind of food event, can be said to be a catalysator of product development in the food sector, where both food producers are pressured to make new products, and the demand from the consumer side for more local foods likewise adds to the existing hype of local foods.

### **Missing/lacks**

#### **1.A comparable % of local food content in most of the statements**

As the previous section explained, the majority of actors were against standardizing the concept of local foods by weighing them. Bo Damgaard was the only actor who spoke in favour of the idea. In his cafeteria model, he promises his clients that they can have a print out of the percentage of local foods in the menus, in kg, as well as kr, on the bill. One of the reasons why this is interesting is that it will invariably create more work in the kitchens. The concept of local foods is not only missing a consensus of proximity, **where** it comes from, but also of **when** it can be titled a local food. If a local food has to be 100% local, then it would subsequently have to be a raw product, from the beginning, before processing for calculation purposes. That would mean that the preparation of the food would increasingly take place in the kitchens, instead of buying products that are pre-processed, and maybe containing different origin produce. At Comwell, Rasmus has experience running a kitchen with the bronze certificate of ecology. At the same time, the practices he makes use of give him knowledge he can also use to work towards more local food, since the practices involved are similar—avoiding expensive pre-processed goods, and making as much from scratch as possible, in season.

### **Economy**

According to one of the scientific articles, locavores are often not interested in the economy. The reason is that social costs, as well as environmental cannot be naturally compared, or shown, in natural currency (Scharbe and Danes, 2015). In prolongment of this thought a recent study carried out in Chile and Australia compared the two countries, showing a widespread consumer ethnocentrism in both. The result showed that participants buy local to support the agri-business, and because they think it can hurt the domestic economy if they buy foreign products (Bianchi and Mortimer, 2015).

In line with the outcome of the last study, and during the interviews, it became apparent that, overall, the reason why the actors are supporters of local foods is not so much the environmental focus as it is the social aspects, which in turn also connects with the local economy. As Rasmus said, “It’s done to support the Danish farmers” (Appendix 4 p.8). However, at the same time all the actors are aware that without profit, none of the good intentions will function. In other words, they want to help, but if the adaptation of local foods is not profitable to serve in the cafeterias, then it cannot logically function in a professional sense.

### **List of tools and practices**

1. Acting as middlemen
2. Pre-ordering /binding contracts
3. Fewer suppliers
4. Higher price for better quality goods
5. Supporting start-ups
6. Wasting less, buying less
7. Plate serving, opposed to brunch
8. Statistical prints from prior purchases
9. Storytelling
10. Web platform
11. One Model template

The four first practices and tools are all connected with the relationship between existing producers and the distribution of local foods. The role of the wholesaler can be substituted with that of another “middleman”, with a different agenda; such is the case with Råhandel. Where the average wholesaler relies on economy of scale, driving the producer’s prices down, the vision of Råhandel is different. They make sure the producers are paid fairly, getting the new producers introduced on the market, and taking on the administrative tasks, so that the producers can concentrate on developing their products. In the slipstream they help create new jobs, and the support of small local producers can help create a variety of new food products, which makes the Danish food culture more diverse. As mentioned above

in the findings section, having only a few suppliers can create closeness, and make the relationship more binding. This can happen by paying higher prices for the goods because the middleman is left out, as well as having easier access to dialogue, when only a few suppliers are used.

For the chefs that know about the practical circumstances in connection with local foods, it is an important tool to cut the added extra cost of the local produce. Rasmus, for example, analyzed how much food waste they produced at the cafeteria, before and after changing to more local foods. He then resolved the problem of higher prices of local foods by buying less, serving less, and using some of the food waste.

The last three tools on the list are useful in marketing the local food quality. Storytelling can facilitate the communication to potential consumers, illustrating where the product is from; this can be done in a brochure like Comwell, or by using a web platform like Råhandel. However, like any other story it is up to the receiver whether or not they will believe it. On the other hand, if Bo Damgaard's one model template was used and flagged, people would have the confirmed framework of his model as a proof of origin and authenticity.

### **Missing/lacks**

1. Evaluation plan
2. Time horizon/schedule

All the actors agreed that a cafeteria serving local foods has to be profitable, as well as idealistic. Getting a business started needs good sound economy, which is based on planning, as mentioned in the logistic section. In the section “klogefødevareindkøb”, it is mentioned that Bo was quite skeptical about not evaluating the progress of the tools that he had helped develop. Not knowing if they actually work seemed like an irreparable error. In continuation of this it was a bit curious that none of the other actors mentioned having an evaluation plan of their current actions and daily practices. Råhandel did mention that small producers are more flexible than big ones. However, she did not mention what they would do if a majority of their participant suppliers could not deliver their products, or if they had the wrong type of products, etc. Likewise, no one had any certain plan of time (horizon). The fact that local foods is a loose term makes it quite easy for people to say, “yes, we are putting more and

more local food on the menu”, but how do they verify that without a standard concept? The risks of local wash (Cleveland et al. 2004), where the term local is being used solely for marketing purposes, is present as mentioned earlier when there is no benchmarking of local food content, or calculations verifying the progress. Råhandel has just launched their project, so for obvious reason they do not have a fixed plan yet.

### **Social aspects**

As has been explained in the intrinsic quality section, local foods, and the menus they are a part of, can differ in appearance and taste. The actors involved in the local food supply chain, as well as the consumers, need to understand and appreciate this. This theme is mentioned in a study examining customers’ expectations. The authors state that it was found wise to manage expectations by educating the people involved (Nost, 2014). In the interviews, education was not just named important for managing expectations in the kitchens, but also as a motivational tool, for the employees at Comwell.

In another article the authors believe that it is not sufficient to count food miles as an indicator for local food. Instead, socioeconomic aspect should be included, and goals should be set to verify the progress. These goals could be met by carrying out interviews examining the wellbeing of the actors involved in the local food supply chain or surveying the relations between actors (Cleveland et al. 2014). This is in line with the findings from the interviews, where most of the actors stated that the close interrelationship is the key to bringing more local foods on to the plates at private cafeterias.

### **List of tools and practices**

- 1.learn to cook with local food produce
- 2.Expectation management
- 3.Communication between academics and practitioners
4. Local food as a motivational tool: Being part of something bigger
- 5.Booklet about niche products
- 6.Decreasing numbers of actors involved
- 7.Cultivating relationships
8. Facilitator “Bite”

## 9.Part of CSR

### 10.Goodwil to employees

### 11.Attracting new talents

The first two practices concern the everyday work with the local produce—how to handle it, getting acquainted with the particular seasonal produce, and the new tastes, appearance etc., which can be reached by information and education. The three next items deal with the importance of speaking the same language, in order to understand the diffuse subject of local food. As a motivational tool, local food as a symbolic goal can travel within the structures of the company, which is the case according to Rasmus at Comwell. In other words, it can give the staff in the kitchen, as well as the customers, a joined interest. In conjunction, the booklet that Jesper wrote, explaining about niche products, and the experience economy can help generate a new generation of young food enthusiasts, who are educated about local foods and will continue their careers with this topic in mind.

As was mentioned in the economy section, having only a few suppliers can have its advantages. In connection with social aspects, decreasing the number of actors involved in the local food supply chain naturally makes it possible, time-wise, to cultivate the remaining relationships. As an actor who can reach out to many, Christian is a facilitator who can educate and inform. He can give local food start-ups the privilege of joining a group of people, from many different social arenas (Fig.5). The three last items on the list all connect with CSR. According to the interviewees, local foods can be a part of a written CSR strategy. Local food can also, according to Solveig, be a way for a company to flag some goodwill in the cafeteria, communicating that the company is nurturing its employee's, with ideal food. Furthermore, it is thought that putting local food on the menu can even attract new talent to the company, where not just salary is a commodity, but the food becomes a fringe benefit when competing to get the best talent.

## **Missing/lacks**

1. Relationships with actors further away from the immediate local food supply chain, ex., the municipality



A major interest point found in the state of the art articles, as well as the interviews, was on minimizing the number of actors involved in the local food supply, in particular the wholesalers. Only two of the actors regularly has contact with the whole part of the food supply chain, from producers to consumers—namely Christian, being the chief manager of Bite, and Jesper Zeilhund, who acts as a consultant, teacher and all-round food expert. In the light of the relationships getting so much attention in the interviews, it was interesting to discover that other actors, further away from the local food supply chain were not considered important relations, at least not outright. As stated in the prior section, time schedule and planning were not mentioned as assessment tools to verify progress. However, since product development was a popular topic, it would seem evident to try and reach new producers and new restaurants as soon as they come into existence. Having a close relationship with the municipality, for example, and in particular the office where CVR applicants arrive, would seem like a feasible idea. As soon as the new restaurants or local producers got started they could be contacted and offered assistance. The interrelationship could offer the producers information about what produce is in high demand, or, in the other way around, the restaurants could be informed of what producers they have on hand nearby, and what new products other restaurants had succeeded in co-creating earlier. So far it seems the actors are mostly trying to minimize the number of actors they interconnect with, not evaluating potential relationships further away from the immediate local food supply chain.

## **The relational map**

In conjunction with the analysis of the different actors' practices, relational maps were made to illustrate connections, as well as achieving a reflexivity on potential relationships to come. The final version displays the existing relationship depicted by lines. The zigzag lines are a product of reflection—who could benefit from forming a relationship in the future. Bo Damgaard is well connected, but since he has his own concept he probably would not need to connect with another supplier such as Årstiderne or Raahandel. He could, on the other hand, deliver to Comwell, even though this thought is strictly fictional. However, should Comwell want a template to facilitate the progress of working with local foods, this could

be delivered by MUL.D. Bo does not have any connection to NCLF, nor are there any obvious opportunities in this liaison; should they meet by chance, at, for example, the Bite exposition, they would hold much of the same pool of knowledge. Comwell already knows the Bite exhibition, and Christian, well since he was the one who presented him with the ecological award last year; this year he could benefit from visiting the exposition once again to catch up on new local products available. All the other actors represent potential beneficial relationships to Comwell. For obvious reasons, Årstiderne and Raahandel can deliver the newest local produce, keeping the menus interesting at Comwell, and NCLF has many contacts from Odsherred, knowing the farmers and producers that he can share with Comwell.

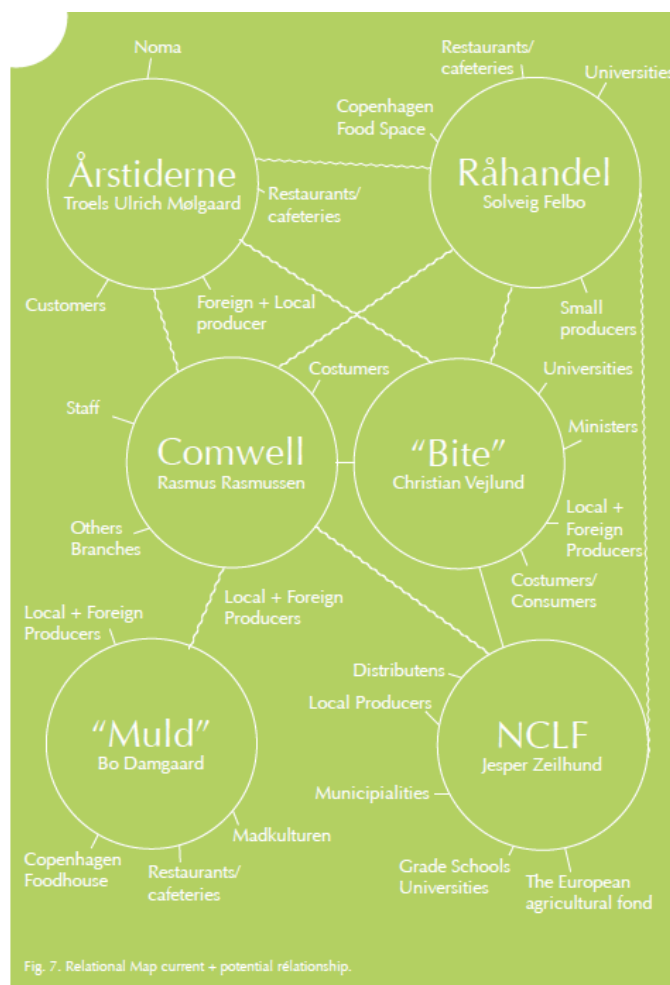


Figure 7

Bite is the facilitator that could potentially draw in everyone else given that the time and possibility is vacant for them. In his arena he connects the different actors visiting, intertwining the different pieces of the local food supply chain in new ways. Some small local producers may be interesting for other countries, and other countries' local products may be interesting for local farmers to know about, and potentially start producing themselves. Jesper Zeilhund at NCLF has formerly worked teaching about niche production and could be of help to Råhandel, informing them of local producers in the Odsherred region, should the opportunity arise. Troels from Årstiderne could potentially benefit from knowing Råhandel, since his dream is to educate students about foods, and Solveig is involved in the accelerator program at Aalborg University and could share some of her insights with him.

Comwell would be a good cafeteria chain to outlet Årstiderne's concept, where strict rules of origin do not apply. They have similar ideas of what is local, importing produce in the winter if necessary to bring variation. For Årstiderne, Bite could serve as an inspirational point, as much as a way to market themselves in other countries. Råhandel is just starting up, and the more relationships they develop, exponentially they will get more publicity as well. If they had the possibility of delivering some produce to Årstiderne and/or to Comwell naturally this would feed a storyline about Råhandel connecting them to some big players in the food industry, and this would help them reach even more potential clients. This last reflection is a contradiction to the idea that one of the practices that works in connection with supplying local foods to cafeterias is about decreasing the number of actors involved. However, on the other hand, if Årstiderne or Comwell, for example, choose to help Råhandel, purchasing some of their produce, this would also give them goodwill, helping a smaller and newer supplier of local foods. The reflection of the maps was done at the end of the writing process, with the acknowledgment that nothing is finished and the situation of local foods in private cafeterias can be reshaped many times in the future.

## **Sub-conclusion**

In the state of the art, as well as the interviews, a long list of practices and tools were found that were helping in the ongoing work of bringing local foods from the producers to the private cafeterias. Due to the qualitative origin of the chosen methodology, it is not possible to answer which of the items on the list are the most efficient. The goal was to find the tools and see how they were applicable in overcoming the barriers connected to the four main themes. The three barriers that most frequently occurred were, first of all, a confusion of the concept of local foods—where does local food come from, and what is it? Secondly, the assumed higher price of the local produce, compared to conventional mass-produced food, was an issue. Thirdly, seasonality was mentioned as a limiting factor by some of the actors. The actors had a huge variety of tools and practices to overcome the different barriers, but one thing did not get resolved: the confusion of the local foods concept.

Two opportunities are present from analyzing the data. The actors were all very interested in product development, including new raw products, as well as processed goods. According

to the actors who have experience working at the practical end of the local food chain, namely Bo, Troels, Jesper, and Rasmus, the taste derived from the local products could result in a more seasonal, greener and fresher menu. The results of the interview also showcased that the knowledge/education of local foods could be spread by educating employees and customers, as well as students studying food.

Furthermore, an interest in local food-storytelling for marketing purposes was clearly present. It was unanimous that to “write” a good story, close relationships with the production side were of paramount importance.

In this analysis and through the different mappings, it has also been possible to pinpoint a few practices and tools that were not widely used. Besides Bo Damgaard, none of the other actors had any measurable data tools defining local foods. No one introduced evaluation or time horizon for their local goals, probably due to the fact that in their daily practices of supplying local foods, whether on the menu or as a facilitating actor, did not have any fixed goals. Along the same lines, no one mentioned an evaluation of their local food efforts. Results wise, the concept of local food becomes a convenient term, used in many contexts. However, a reluctance to define “local”, or benchmark the ongoing development creates the risk of stalling the progress towards putting more local food on the plates at private cafeterias.

The concept of local food is logically a social construction, evolved in the communication between actors. Nevertheless, in the light of the confusion found in the state of the art, as well as the interviews, not finding any consensus on this concept, a wonder emerged. How can the tools and practices found be used to communicate the concept of local foods, and what communication strategy best supports the effective found tools and everyday practices to overcome the barriers and pursue the opportunities of local food? Due to the fact that all the actors mentioned how important relationships are, it would seem logical to examine the communication strategy possibilities. A good, effective communication strategy, encompassing some of the tools and practices found, could help clarify the concept of local foods, instead of supporting the current existing confusion. As the empiric data signaled, dialogue, closeness and a common language are key to a good relationship.

That is how a fourth research question emerged, which is focused on which communication strategy could be beneficial to the concept clarification of local foods. In the next section of the thesis, three scenarios will be discussed. The first is the found concept of local foods at Comwell, that reflects a bottom-up version, without fixed goals. The second is the Model that Bo Damgaard is using, where a set framework is made. The MUL-D model includes calculating the local foods content of the menus, as well as a fixed proximity, including Skåne, the north of Germany and the whole of Denmark. And thirdly a top-down local food concept, where a label for restaurants issued by the government is partaken. All three scenarios will be discussed in order to answer the last research question:

**“How can the found tools and practices be applied in a communication strategy, promoting local foods to private cafeterias?”**

## **Discussion**

In the following section three different concepts of local foods will be discussed. The two first concepts involve the tools and practices found in the empirical data. The first example is the existing diffuse local food concept that includes three of the found themes, namely the social aspects, the economical, and the intrinsic values. However, without measurable boundaries and a definition that address the third theme: environment. This concept is widely found in the state of the art articles, as well as all the interviews carried out, besides Bo Damgaard's. The second is the “Muld” concept of local foods, created by Bo. The set goals are further elaborated in the section “p-product”. The third strategy will, for comparable reasons, be a top-down, governmental issued label, comparable to the standard ecological label for eateries. It will serve as a model for a similar agenda—namely local food. The result of the discussion will answer the last research question.

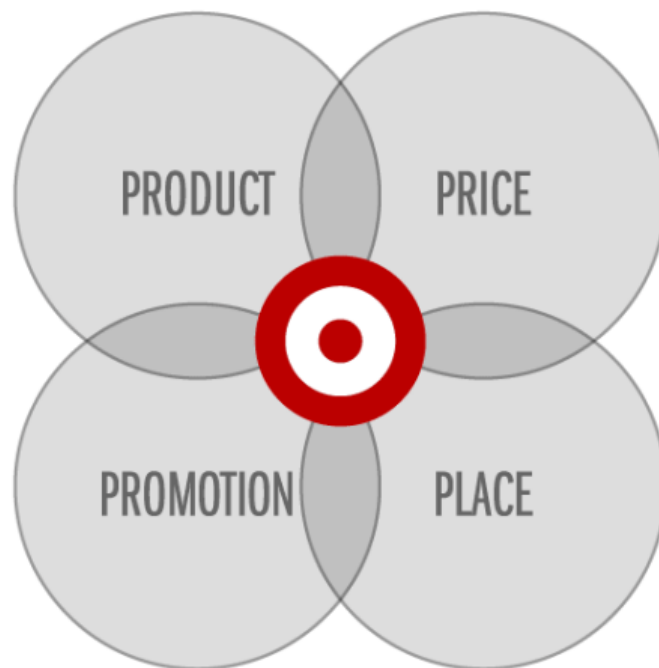
### **The three concepts:**

- 1) **Current bottom-up local food concept, practiced at, ex., Comwell**
- 2) **“Muld” local food model**
- 3) **A top-down “Local food label” for eateries.** The third concept is influenced by the abductive thinking process—in other words, what the likeliest outcome or effect would be based on something already known. In this case the framework of the

organic label is already known, entailing the calculation of the organic label for eateries, so this becomes the point of departure for guessing logically how a local label strategy could measure up to the other two concepts, or strategies.

To discuss these three concepts/strategies, they are defined and categorized according to the 4 Ps in McCarthy's marketing model. (McCarthy 1975, in Windahl et al. 2009).

As described more thoroughly in the theory section, the five Ps is normally a tool used to plan communication strategies in marketing. In this case the four categories will serve to discuss how the existing two strategies found in the research match that of a top-down strategy. Under each section a selection of tools from the analysis will be discussed and compared. It is stated by the author McCarthy that in order to be effective, there must be an interplay between the five Ps (Ibid).



*Figure 8*

### **1) Product**

The product can be represented as a service, an idea, or a physical product. It is necessary to the communication planner that the product is tangible. In other words, it has to be clear what the product is. The author goes on to explain that sometimes it is necessary to attach a physical attribute, to a service or an idea, in order to communicate what is on offer (Ibid).

In the strategy found in the first local food concept, it was almost impossible to come to a clear understanding what the practitioners thought local foods is. Most agreed that the concept of local foods, includes aspects of the environment, economy, intrinsic qualities, as well as social aspects. However, no framework is set up to compare or benchmark any further

developments. For Bo, and the MULD model, local foods have a more specific meaning, it is a raw produce, produced in Denmark, Skåne, or the north of Germany, and his services include calculating the percentage of local foods on the menu, either in kg or on the bill. The third strategy “The local label”, differs from the two other strategies, since it is no longer a private person, but the government issuing the label, and carrying out the controls. Applying this strategy, it would be necessary to add a fixed proximity and percentage, just as is the case of the MULD label. One of the advantages of this strategy is that the “government” supplies trust. An example of this is the fact that for the moment, 85% of the Danes say they have confidence in the organic label (The Ministry of Environment and Food of Denmark). Organic, as well as a local, label certification does come with an added set of tasks, which the interviewees stated they were afraid of. Every three months the kitchen managers have to do their organic accounting, and the same would be necessary if the top-down concept of local foods was adopted. (Ibid).

## **2) Price**

The price is what is paid when exchanging a trade. It is possible to reduce the price (money) literally, or to consider what other resources the client could give up, in order to obtain the product. This could, for example, be time, or an effort to find and purchase the product (McCarthy 1975, in Windahl et al. 2009).

At Comwell the current local food concept is practiced. Rasmus Rasmussen is making a great effort to purchase as many local foods as he can, which is a part of Comwell’s sustainable goal. However, in connection with that goal, he also made a point out of saying that if the local foods get too expensive, and are no longer profitable to the cafeteria, they cease being of interest to him. He is very proud that his profit margins have not been altered since the change in food purchases. He stated that this was due to the fact that he carried out a meticulous analysis of the practices going on in the kitchen. This was fulfilled by pinpointed areas where foods could be saved before ending up in the bin, as well as rethinking the serving in the restaurant. Now everything is plate served instead of placing it on the buffet. In other words, he is paying for the local foods concept with time, sweat, and money. Muld can offer to do the same practices following his scheme. However, in connection with suppliers it might take Bo longer to deal with high prices from local farmers.

He has to find his suppliers and spend time getting to know them. In addition, he is just a one-man company so he will not be able to get economy of scale as the Comwell chain probably can. With a local label strategy, the circumstances are more or less the same as Bo's. The difference is that in exchange of spending time on the accounting, the cafeterias get a label to market their efforts. On the official homepage of the organic label, it states that 62% of the Danes are familiar with the organic label (Det Økologiske spisemærke). A local label for cafeterias could help inform customers that the local foods are available and signal that a higher price should therefore be expected, as is the case with most ecological goods.

### **3) Place**

The third parameter to discuss, is the place where the product is offered. In this case it can be just a cafeteria or can also include distribution. A local label would not be possible for retail (supermarkets), since distribution naturally moves the products and therefore proximity cannot be set up. For that purpose, the EU endorsed labels can be used for individual products if criteria are met, which as mentioned before puts a main focus on traditions, geographical conditions that affect the quality of soil, and not the distance or percentage of local content, as is the focus here. Therefore, in this case the third strategy, entailing a similar set of rules as the ecological label, in regard to measurement, will be the goal of discussion. In detail a local label could be used and practiced, in connection with local foods for private cafeterias. More concretely the local produce can be gathered, from a pre-chosen proximity, and be accounted for in the kitchen by weight, in the same manner as organic foods are calculated.

The current local food concept practiced at Comwell has a communicative advantage compared to many other cafeterias in relation to the place-parameter. They are a chain, and can strengthen their profile nationally, logically because they are more visible than a single cafeteria. The current bottom-up local food concept is also sold in a place where, at the same time, organic food is offered, giving the local food an added buffer: two green themes are better than one. Bo's "MULD" concept could be carried out in any cafeteria or eatery, but so far, he has not found anyone who dares to try it out. Since he is the initiator, he could also decide to prepare the local meals in one industrial kitchen, and afterwards deliver to different locations. For the top-down strategy, it would be easier for private cafeterias, as opposed to



public institutions, to have a high percentage of local foods, since they can regulate the selling price, and in this way accommodate for higher purchasing prices.

#### **4) Promotion**

The last issue to discuss is promotion, which, according to McCarthy, is the persuasive and communicative activities that can be used to create awareness about the product. This does not only involve the kind of marketing, but also having the “right” segment circled out.

Furthermore, the promotion must be delivered at the right time to have the desired effect.

Starting with Comwell, the current local foods concept is advertised on the company’s homepage and in their brochure. They are also receiving quite a lot of publicity because Rasmus Rasmussen won the organic award last year, which also gives him an opportunity to talk about local foods. At the same time the concept they practice cannot prove to the customers that they actually put more local foods on the menu now compared with last year. On the other hand, they cater to a segment who can and will pay for consumer experiences; the question is if they will continue to pay if they discover that local food is “The emperor’s new clothes” (Madkulturen). Bo Damgaard is promoting his concept on his homepage, but does not have any clients yet, demonstrating that he might in fact be too early with his new concept of local food. A local food label for cafeterias could be launched, in the same way that the organic label has been marketed. As well as addressing the environment, the government would be addressing the social aspects of the farmers, promoting Danish goods and promoting Danish food culture to the segments interested in Denmark, as well as clarifying the concept of food tourism.

#### **Sum-up of strategies**

This communication theory is chosen in the light that local food is a product and at the same time it is acknowledged to be a service to customers willing to purchase this quality food—a service which offers an opportunity to take part in something bigger. The social aspects connected with the concept of local foods, where buying more local foods from farmers close by, can help address agricultural problems taking place in the country now. As mentioned in the report “Lokale fødevarenetværk og strategier i Danmark 2017” (Kristensen et al. 2017), a great decrease of almost 20% in the number of farms has occurred in the last

nine years (Danmarks statistik). Therefore, making customers at private cafeterias aware that they can take part in reversing this development can be said to be an added value to the product.

As stated at the beginning of the discussion, in order for a communication strategy to be effective there has to be an interplay between the four Ps in the model. The interplay of Ps found in the first strategy is that local foods fit well product wise with the overall theme of Comwell's apparent goal of becoming more sustainable. However, it is hard to promote, because the environmental part of local is not addressed, which is a loss of service/product that a local labelled food would be able to supply. The higher price consideration is not a big problem, since Rasmus, as well as Bo, has already found solutions in his everyday practices used in connection with the organic goal that can be applied when dealing with local foods as well. On the other hand, part of the social aspect considerations is to not underpay farmers, which is made difficult because Comwell purchases at a wholesaler and therefore can make use of economy of scale. In line with the organic label, local foods at Comwell get promoted more easily because of the hotel's many branches across the country. On the other hand, Bo Damgaard's concept MULD offers a verification of the local food content in the menus, as well as local food supplied by only a few farmers. This gives the strategy a strong product value. However, result wise the choice of suppliers could lead to higher prices, since economy of scale would not be possible, at least not until he has many clients. He also does not have the government to back him up issuing a label, so the customers would not be able to see the difference between the first bottom-up concept, compared to the MULD, since the proof and calculation would "stay" in the administration. He also does not have a cafeteria himself, unlike the chain Comwell harvesting the promotional assets that many addresses can give.

If a local label was issued from the government, distributed and evaluated in the same manner as the organic label for eateries, this would create a new possibility for communicating between farmers, private cafeterias, and consumers. The effectiveness of the strategy could be benchmarked from year to year, since all the progress could be registered, which is currently one of the fall-pits of any local food concept. The social aspects part of the service side of the concept could be achieved by setting a proximity limit of 100 or fewer

km. As a note, the shorter proximity, the more difficult it would be to obtain the label for the cafeterias, since they would not have as wide a choice of suppliers. However, on the other hand, in general it would provoke more dialogues with existing farmers in the proximity, to produce a larger variety of raw produce to meet the demand of local food.

The different concepts of local foods, and subsequently the strategies chosen by the actors, would most certainly have different communication effects. Since one of the outcomes of the analysis was that the actors believe strongly in building close relationships, it is interesting to discuss which strategy elements are necessary to communicate the local foods concept. One of the key differences is the way the environmental theme is addressed. For the moment, without any fixed practices to verify where and what a local food is, it is up to the individual actors to define and play out their own terms. For the consumers it becomes a declaration of trust to leave each kitchen with this responsibility. With a government issued label the trust, it is, in the same way as the organic label, put in the hands of another party who do not have profit as first priority.

## Conclusion

**The following four sections of the conclusion outlines the answers found for the four research questions.**

The confusion and non-consensus of the term local food was consistent in the current state of the art literature, as well as the gathered empirical data. Therefore, a model which encompasses the most prevalent themes from the state of the art research was developed and later matched with the opinions of the interviewees. The result showed that the **environment** was often mentioned as a goal of using more local produce, but not easily addressed or verified, since this would entail quantitative measurement. The second theme **economy** was unsurpassable, since local food in practical circumstances often entails higher prices. The **social aspects** of local food production is also a major theme mentioned in both the state of the art and interviews. Lastly, the particular **intrinsic qualities** offered by using local produce, exemplified by using seasonal goods, was named a main driver for obtaining and supplying local foods.

Most of the barriers found are also met by competence. Problems working with local foods in the cold season, as well as dealing with higher prices, are overcome by the kitchen side by planning ahead and applying solutions that are already used in the goal to obtain the organic label for eateries. The most protruding barrier is derived from the environmental theme, which is difficult to include without quantitative parameters, for example, measuring food miles. This issue could be addressed by applying MULF's concept, where the local food contents is verified on the faktura in kg, as well as km.

The actors working with local foods were all talking about product development. They mentioned the opportunities of developing new local foods and processed products, as well as the New Nordic food culture that local food is a part of. They also thought that education on all levels was the key to accommodating more local food. Storytelling was brought up as a useful tool to inform of the many facets of local foods.

It is hard to find the perfect tools and practices for the job of communicating the concept of local foods when the **product** and **service** is intangible. However, it doesn't have to be. A way to solve this is to set up a fixed proximity for the local food supply and to weigh the produce at the private cafeterias. The **price** of local foods can be justified if the customers are informed where local food is from, or how much of it is in the menus. The private cafeteria is an ideal **place** to **promote** local foods, because the selling prices can be increased, compensating for higher purchasing prices. A local food label can facilitate the communication of the concept of local food through the interrelationship of the actors in the local food supply chain, and at the same time as informing tourists, as well as national consumers of the local foods on offer.

## Reflections/Recommendations

Many other questions arrive after the end of this research about whether a local food label should be issued. Should it be done by the Government, or carried out by a private company, as is the case in Norway with the successful organic label "Debio" that has existed for 30 years (Debio).

One of the obvious benefits of a local label for private cafeterias is the opportunity to promote the New Nordic Food culture that is linked to local foods, as some of the actors have mentioned in the interviews. The administrative work in connection to the local food label can be done in the kitchens, but if the kitchen manager is too busy, the job could also be maintained by another outside party, such as Råhandel or MULD.

Another place where the top-down local label would also work is in the food box scheme, for example, at Årstiderne. The only requirement is a calculation of contents and knowledge of the raw produce's origin, which Årstiderne definitely is capable of supplying; knowing where their produce come from and where it is delivered is the key.

Should more research be made in this field, it would be interesting to establish how much local food it is actually possible to supply in the different regions of Denmark. In other words, the existing farmers, and their produce, must be mapped, as well as how much they approximately produce a year. And secondly set up a parameter of 100, as well as 200 km, to establish what eateries they are capable of supplying. This would give an estimate as to what extent it is possible to deliver to existing eateries, and approximately what would go on the menu.

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