



Co-funded by
the European Union



SSPICE IT!

Sustainability Skills Program for International Catering operators and Entrepreneurs through Integrated Training

SSPICE IT! project is co-funded by the European Commission within the Erasmus+ programme.

The content of this publication reflects only SSPICE IT Consortium's view and the Commission is not responsible for any use that may be made of the information it contains.

Teacher's manual

Module 6

MODULE TITLE	Module 6: How to set up a sustainable business model
HOURS	12-13

SUMMARY OF THE MODULE

This module introduces learners to creating a sustainable business model in the catering sector. Through targeted learning aims, participants will set up priorities, navigate uncertain situations, collaborate effectively and implement sustainable practices. Emphasising a learning mindset, the module covers waste management, menu development, sustainable production and strategic communication. By achieving these aims, learners will enhance their business competence and contribute to environmental and social responsibility in their professional endeavours.

MAIN TOPICS COVERED

- Introduction to sustainable business models
- Making business decisions for sustainability
- Practical application of sustainable business models
- Implementation of sustainable operations
- Developing sustainable menus and offerings
- Engaging employees through gamification in sustainability communication
- Technology-driven continuous improvement

- Case study - Max Burgers: A Pioneering Example in Sustainable Catering

ADDRESSED SKILLS

- Define priorities and action plans.
- Make decisions when the result of that decision is uncertain, partial or ambiguous, with a risk of unintended outcomes.
- Handle fast-moving situations promptly and flexibly to solve conflicts and face up to competition.
- Co-operate with others to develop ideas and turn them into action.
- Learn with others, peers and mentors, about both success and failure.
- Find and implement practices coherent with sustainable waste management.
- Develop a menu focused on seasonal ingredients, produced locally, using smaller amounts of animal products in dishes and expanding plant-based dishes.
- Select sustainable production systems for all food and consumables.
- Communicate sustainable ambitions to staff and consumers

SKILLS MEASUREMENT

N°	Skill	Descriptor	Level 1	Level 2	Level 3	Level 4	Level 5
6	Find and Implement Sustainable Waste Management Practices	Struggles to recognise the importance of sustainable waste management practices.	Limited understanding of sustainable waste management	Can find practices but may struggle with	Demonstrates understanding and effectively implements	Consistently implements and perfects sustainable waste	Excellent finds, implements, and innovates sustainable waste



SSPICEIT!

Sustainability Skills Program for International Catering operators and Entrepreneurs through Integrated Training

			ent practices.	implementation.	sustainable waste management practices.	management practices.	management practices.
7	Develop a Sustainable Menu and Offerings	Creates menus without consideration for sustainability.	Struggles to incorporate sustainability principles into menu development.	Can create menus with some sustainable elements but lacks comprehensiveness.	Develop menus focused on sustainability with well-thought-out choices.	Consistently creates highly sustainable menus with a wide range of environmentally conscious choices.	Exceptional ability to craft innovative, sustainable menus that set industry standards.
8	Select Sustainable Production Systems	Chooses production systems without considering sustainability.	Struggles to evaluate and select sustainable production systems.	Can find sustainable options but may struggle in justifying choices.	Effectively selects and justifies sustainable production systems for the business.	Consistently chooses highly sustainable production systems with clear justifications.	Exceptional ability to assess, select, and implement cutting-edge sustainable production systems.
9	Communicate Sustainable Ambitions	Struggles to convey sustainable ambitions and lacks a clear communication plan.	Finds it challenging to communicate sustainable ambitions	Can convey sustainable ambitions but may lack strategies	Effectively communicates sustainable ambitions with strategies	Communicates sustainable ambitions clearly, fostering engagement	Exceptional ability to articulate and convey sustainable ambitions



SSPICEIT!

Sustainability Skills Program for International Catering operators and Entrepreneurs through Integrated Training

			effectively	for engagement.	for engagement and awareness.	nt and awareness among stakeholders.	with maximum engagement and awareness.
17	Define Priorities and Action Plans	Limited ability to find priorities and develop actionable plans.	Struggles to prioritise and lacks clear action plans.	Can find priorities but struggles with developing actionable plans.	Demonstrates the ability to find priorities and create basic action plans.	Effectively finds priorities and develops comprehensive action plans.	Exceptional ability to set clear priorities and create highly effective action plans.
18	Make Decisions in Uncertain Situations	Often makes poor decisions in uncertain situations without considering potential outcomes.	Struggles to make informed decisions in uncertain situations.	Can make decisions but may not consider all potential outcomes.	Demonstrates the ability to make informed decisions in uncertain situations.	Consistently makes well-informed decisions considering all potential outcomes.	Excels in making strategic decisions in complex and uncertain situations, minimizing risks.
19	Handle Fast-Moving Situations and Conflicts	Often reacts impulsively in fast-moving situations, escalating conflicts.	Struggles to handle fast-moving situations and conflicts effectively.	Can manage fast-paced situations but may struggle in resolving conflicts.	Demonstrates agility in handling fast-moving situations and conflicts.	Effectively manages fast-paced situations and resolves conflicts with flexibility.	Excellently navigates fast-moving situations and resolves conflicts, keeping composure.



SSPICEIT!

Sustainability Skills Program for International Catering operators and Entrepreneurs through Integrated Training

22	Cooperate with Others for Action	Often works independently and struggles to collaborate with peers on actionable projects.	Finds it challenging to cooperate with others for common goals.	Can cooperate but may face difficulties in turning ideas into action.	Demonstrates collaboration on skills and effectively turns ideas into actionable plans.	Works seamlessly with others, turning collaborative ideas into well-executed plans.	Exceptional ability to lead and collaborate, turning diverse ideas into highly effective action plans.
23	Learn from Success and Failure	Does not reflect on both success and failure, repeating mistakes without improvement.	Struggles to learn from both success and failure experiences.	Recognises the importance of learning from success and failure but may not apply consistently.	Demonstrates consistent learning from both success and failure experiences.	Effectively uses both success and failure as learning opportunities.	Exceptional ability to extract valuable lessons from both success and failure, driving continuous improvement.

EXERCISES

Exercise #1 - Define Priorities and Action Plans

- Pre-requisites**
- Completion of all module content, including lectures, readings, and assignments.
 - Basic knowledge of business principles and catering Skills operations.

Time	This exercise is expected to be completed within 30-45 minutes.
Tools	<ul style="list-style-type: none"> • Access to course materials on the Internet for research. • Word processing application for completing the assessment.
Addressed skills	Define priorities and action plans.
Addressed level of the skills	Intermediate level.
Objectives	<ol style="list-style-type: none"> 1. Assess comprehension of sustainable business practices. 2. Evaluate the ability to create actionable plans for sustainability.

Instructions to the students:

- Read each question/task carefully and supply detailed responses.
- Ensure that your responses are well-structured and clear.
- Use the knowledge and skills bought throughout the module to answer the questions.

Criteria:

CRITERIA	NOTATION					
	0	1	2	3	4	5
Relevance to the learning aims						
Clarity and depth of response						
Evidence of critical thinking in the decision-making process						
Creativity and innovation in proposing sustainable solutions						
NOTATION	/20					

Comments:

- Supply constructive feedback on strengths and suggest areas for improvement.

- Emphasize the importance of real-world applicability and alignment with sustainability principles.

The exercise:

1. Defining Priorities and Action Plans

- Define three sustainability goals for your business model.
- Develop actionable plans for each goal, outlining specific steps and timelines.

2. Sustainable Waste Management Practices

- Find and briefly explain two sustainable waste management practices you have implemented or plan to implement in your business model.

3. Sustainable Menu and Offerings

- Describe how you have created a menu with a focus on seasonal ingredients, local sourcing, reduced animal products, and expanded plant-based options in your business model.

4. Selecting Sustainable Production Systems

- Explain your process for choosing sustainable production systems for food and consumables in your business model, considering ecological footprint reduction.

5. Measuring and Reporting Sustainability Impact

- Explain the key performance indicators (KPIs) or metrics you use to measure the sustainability impact of your business model. Describe how you collect and report data on these KPIs to track and communicate your sustainability achievements.

Exercise #2 - Make Decisions in Uncertain Situations

Pre-requisites	<ul style="list-style-type: none"> • Completion of all module content, including lectures, readings, and assignments. • Basic knowledge of business principles and catering operations.
Time	This exercise is expected to be completed within 30-45 minutes.
Tools	<ul style="list-style-type: none"> • Access to course materials on the Internet for research. • Word processing application for completing the assessment.

Addressed skills	Make decisions in uncertain situations.
Addressed level of the skills	Intermediate level.
Objectives	<ol style="list-style-type: none"> 1. Evaluate the ability to make informed decisions in uncertain circumstances. 2. Measure the skills in handling ambiguity and potential unintended outcomes.

Instructions to the students:

- Read each question/task carefully and supply detailed responses.
- Ensure that your responses are well-structured and clear.
- Use the knowledge and skills bought throughout the module to answer the questions.

Criteria:

CRITERIA	NOTATION				
	0	1	2	3	4
Relevance to the learning aims					
Clarity and depth of response					
Evidence of critical thinking in the decision-making process					
Consideration of potential unintended outcomes					
Proper citations and references, where applicable					
NOTATION	/20				

Comments:

- Supply constructive feedback on strengths and suggest areas for improvement.
- Emphasize the importance of real-world applicability and alignment with sustainability principles.

The exercise:

1. Making Decisions in Uncertain Situations

- Describe a scenario in which you had to make a critical business decision in an uncertain and ambiguous situation. Explain your decision-making process, including how you considered potential unintended outcomes.

2. Handling Fast-Moving Situations and Conflicts

- Supply an example of a fast-moving situation or conflict you faced in your business model setup. Explain how you proved agility and flexibility to address it effectively.

3. Handling Fast-Moving Situations and Conflicts

- Supply an example of a fast-moving situation or conflict you faced in your business model setup. Explain how you proved agility and flexibility to address it effectively.

Exercise #3 - Co-operate with Others for Action	
Pre-requisites	<ul style="list-style-type: none"> • Completion of all module content, including lectures, readings, and assignments. • Basic knowledge of business principles and catering operations.
Time	This exercise is expected to be completed within 30-45 minutes.
Tools	<ul style="list-style-type: none"> • Access to course materials on the Internet for research. • Word processing application for completing the assessment.
Addressed skills	Cooperate with others for action.
Addressed level of the skills	Intermediate level.
Objectives	<ol style="list-style-type: none"> 1. Evaluate the capability to work collaboratively on sustainable ideas. 2. Assess the ability to turn collaborative ideas into actionable plans.

Instructions to the students:

1. Read each question/task carefully and supply detailed responses.
2. Ensure that your responses are well-structured and clear.
3. Use the knowledge and skills bought throughout the module to answer the questions.

Criteria:

- Relevance to the learning aims.
- Clarity and depth of response.
- Evidence of critical thinking in turning ideas into actionable plans.
- Consideration of collaboration dynamics and individual roles.

Comments:

- Supply constructive feedback on strengths and suggest areas for improvement.
- Emphasize the importance of real-world applicability and alignment with sustainability principles.

The exercise:

1. Co-operating with Others for Action

- Describe a collaborative project in which you worked with peers or team members to develop innovative sustainability ideas. Explain how these ideas were turned into actionable plans aligned with sustainability principles.

2. Communicating Sustainable Ambitions

- Outline your strategy for effectively communicating your sustainable ambitions and initiatives to your staff and consumers, promoting engagement and awareness.

FINAL TASK OF THE MODULE

FINAL TASK MODULE 6: *Sustainable Business Model Design*

Pre-requisites	<ul style="list-style-type: none"> • Completion of all module content, including lectures, readings, and assignments. • Basic knowledge of business principles and catering operations.
Time	3 hours
Tools	Access to a shared digital platform for collaborative work (e.g., Accade) and presentation software (Canva/PowerPoint).
Addressed skills	<ul style="list-style-type: none"> • Define priorities and action plans. • Make decisions in uncertain situations. • Cooperate with others for action. • Find and implement sustainable waste management practices. • Develop a sustainable menu and offerings.

	<ul style="list-style-type: none"> • Select sustainable production systems. • Communicate sustainable ambitions
Addressed level of the skills	Intermediate level, assuming a foundational understanding of module concepts and principles.
Topic area	Designing a Sustainable Business Model in the Catering Sector
Objective(s)	<ol style="list-style-type: none"> 1. Apply theoretical knowledge gained throughout the module to create a comprehensive and sustainable business model. 2. Encourage creativity and innovation in developing ideas for a sustainable business in the food sector.

Instructions to the students:

1. Group Formation (30 minutes):
 - Form groups of [number] students, considering diverse skill sets within the group.
 - Choose a team leader to ease collaboration.
2. Brainstorming Session (1 hour):
 - Utilize a shared digital platform for collaborative brainstorming (e.g., Accade).
 - Explore ideas for a sustainable business model in the food sector.
 - Discuss potential themes, unique selling points, and sustainability goals.
3. Conceptualization and Planning (1.5 hours):
 - Refine and narrow down the chosen idea for the sustainable business.
 - Define the core concept, target audience, and key offerings.
 - Outline sustainability goals, operational plans, and financial projections.
4. Preparation for Presentation (30 minutes):
 - Use Canva/PowerPoint to create a visually appealing presentation.
 - Each group should prepare a 15-minute presentation.

Criteria:

- **Concept and Innovation (20%):** Uniqueness and creativity of the sustainable business concept.
- **Sustainability Integration (25%):** Depth of sustainability considerations in the business model.
- **Feasibility and Practicality (20%):** Practicality of operational plans and financial projections.
- **Communication and Presentation (15%):** Clarity, structure, and effectiveness of the presentation.
- **Collaboration and Teamwork (10%):** Degree of collaboration and contribution from each team member.
- **Q&A Responses (10%):** Ability to articulate and defend aspects of the business model during the Q&A.

CRITERIA	NOTATION	
	RATING	%
Concept and Innovation		
Uniqueness and creativity of the sustainable business concept		20%
Sustainability Integration		
Depth of sustainability considerations in the business model		25%
Feasibility and Practicality		
Practicality of operational plans and financial projections		20%
Communication and Presentation		
Clarity, structure, and effectiveness of the presentation		15%
Collaboration and Teamwork		
Degree of collaboration and contribution from each team member		10%
Q&A Responses		
Ability to articulate and defend aspects of the business model during the Q&A		10%
NOTATION	/100	

Added material: Supply a sample breakdown of operating expenses to aid in the financial planning section.

Comments: This final project is designed to be a practical application of the module content, encouraging students to synthesise their learning into a practical and innovative sustainable business model in the food sector. Teamwork, creativity and effective communication will be key elements of this exercise.

SUGGESTED SCHEDULE

HOURS	ACTIVITIES
1	Chapter 1
1	Chapter 2
1	Chapter 3
1	Chapter 4
1	Chapter 5
1	Chapter 6
1	Chapter 7
1	Chapter 8
30-45 min	Exercise 1
30-45 min	Exercise 2
30-45 min	Exercise 3
1,5-2	Final task

PEDAGOGICAL SUGGESTIONS AND GENERAL REMARKS

Pedagogical Suggestions

- Active Engagement
- Peer Review and Collaboration
- Reflection and Application

Additional Materials

- Case Studies and Guest Speakers
- Interactive Simulations and Gamification
- Guidelines and Professional Development Resources (Capstone)

General Remarks to Teachers

- Encourage Flexibility and Adaptability
- Promote Critical Thinking
- Supply Networking Opportunities (Capstone)