

ANNUAL IGCAT EXPERTS MEETING

NEW INTERDISCIPLINARY
TRAINING MODELS

INNOVATION AND ENTREPRENEURSHIP



Catalonia
31 May - 1 June
PROGRAMME
READER

ANNUAL IGCAT EXPERTS MEETING READER
Sant Pol de Mar | 31 May 2016 and Tossa de Mar | 1 June 2016

Index

Introduction	3
Programme of IGCAT Meeting	5
Section 1. IGCAT's current position on the TTIP	8
Section 2. The Colombia trade promotion agreement	9
Section 3. Arguments for why we should reach an agreement on TTIP	12
Section 4. Service Learning	13
Section 5. Training opportunities and courses delivered by IGCAT experts	15
Section 6. Proposal for IGCAT's Sustainable Food Product Award	22
Section 7. International Entrepreneurship in the Arts	27
Section 8. A general outline of the role of gastronomy in Colombian development	29
Section 9. The food revolution of Jamie Oliver	32
Section 10. Bibliography	35

INTRODUCTION

I am delighted to invite you to the third IGCAT Annual Experts' Meeting, taking place in the context of Catalonia, European Region of Gastronomy 2016, a successful IGCAT initiative that aims to support cultural and food diversity while supporting sustainable regional development.

The settings for our meetings are two villages in Catalonia that have embraced gastronomy and culture as a means to improve standards in the quality of life for their citizens, and in doing so have made themselves attractive, sustainable and high-quality destinations. Sant Pol de Mar is home to IGCAT's offices, a 3 Michelin star restaurant headed by Carme Ruscalleda and EUHTStPol, the oldest University School of Hospitality in Spain. Tossa de Mar is hosting the Euro-Mediterranean Food Tourism Congress and recently opened the Museum of Catalan Cuisine. Two exemplary settings for IGCAT's discussions to take place in!

At last year's expert meeting we established IGCAT's position as an institute with a mission to raise the importance of holistic approaches for reducing the negative effects of globalization and finding inspiring models to support local culture and food diversity. We also discussed and agreed IGCAT's position on the Transatlantic Trade and Investment Partnership (TTIP) and its impact on culture and food diversity and this was sent to European Parliamentarians (see section 1). We need to revisit this in light of conversations IGCAT has had with key experts from OXFAM who have witnessed the damage in Latin America when a similar deal was brokered (see section 2) and, conversations held with representatives of the European Commission that argue in favor of a trade agreement on the basis that it would protect SMEs (see section 3). Given developments in the past year related to the trade negotiations, we feel it is important to revisit this conversation and be sure we all still agree with IGCAT's position within this politically contentious issue. For this reason, we will use our meeting to present both sides of the argument and have an open discussion about implications of TTIP with a key expert from the office for the European Commission in Barcelona.

Another theme explored last year was gastrodiploacy as a concept for enhancing destination image and a tool to support the importance of culture and food diversity - not just in order to maintain a unique selling feature in an increasingly competitive world but, to save the biodiversity of our planet and support healthy eating. This meeting hopes to build on these concepts and look at how we can use our network to share knowledge, and separate fact from fiction in a world filled with confusing and often contradictory arguments about how we should regulate culture and food traditions.

As many IGCAT experts lecture on a wide range of subjects, we decided to look at what we are teaching, how we are engaging students and how we could introduce more fully interdisciplinary

training models by learning from each other. We have started to compile profiles on our experts training areas (see section 5) to gain an insight into where convergence of disciplines would lend interesting new teaching material.

The rise in strategic events management for destinations and the need for new economic and employment possibilities have opened a new era for training institutions able to embrace new methodologies. The need for cities and regions to be, and to be seen to be cultural and creative is spreading across the world and this has given rise towards another shift – that of needing to be identifiable on the world map (if you're not seen you don't exist). Having been involved closely with cities seeking the title European Capital of Culture and more recently with regions hoping to claim the title European Region of Gastronomy it is clear that in running for these titles, whole mindsets need to change to meet the demands of a new and more technologically engaged audience. As we aim to re-arm policy-makers with new tools and engage young dynamic minds we need a new approach also to teaching. The discussions we hope will therefore focus on how we engage our young students, work with mature students and how we could use 'service-learning' approaches to teach much more effectively (see section 4).

All the above, we hope will move us into a discussion on innovation and entrepreneurship. In Tossa de Mar, we will discuss how arts and food organisations are giving a new twist to traditional products and services. Part of our time will be dedicated to discussing the possibility of IGCAT launching the Sustainable Food Products Awards as a method to raise awareness of the needs to protect traditional recipes, innovate and develop culinary souvenirs to support local food producers, support healthier eating habits and encourage a reduction in food waste (see section 6). We will have the opportunity to hear from Lidia Varbanova, author of Arts and Entrepreneurship who will provide her observations on the growing state and need for creativity and innovation. We will also be treated to a talk by Evarist March, a botanist whose foraging excursions make an entertaining and sustainable tourism adventure a real example of learning through creativity.

The IGCAT Annual Experts' Meeting is restricted to IGCAT member-experts and invited guests. The sessions are a moderated conversation so that collectively we can delve deeper and learn from each other. This reader is available online and fact sheets will soon be available on IGCAT's website.

I look forward to listening and learning from you, our valued network members.

Dr. Diane Dodd, IGCAT Executive Director

Programme of IGCAT Meeting 31 May – 1 June 2016

Monday 30 May 2016 (evening)

Arrival

Venue: Hotel Gran Sol – Sant Pol de Mar

19:00 **Informal Welcome Reception in the bar and dinner for those staying at Gran Sol Hotel.**

Tuesday 31 May 2016 (morning)

Venue: Hotel Gran Sol – Sant Pol de Mar

09:00 **Introduction and Report on IGCAT's activities.**
Dr. Diane Dodd, Executive Director IGCAT.

10:30 **Coffee break**

11:00 **Transatlantic trade and investment partnership: making the case for and against**
Round table discussion introduced by
Estefanía Coral, Researcher at IGCAT learning from Colombia - lessons from Oxfam
And **Mark Jeffery**, Representative of the European Commission in Barcelona - Head of
Communication - Making the case for TTIP

12:45 **Guided Tour of modernist buildings Sant Pol de Mar**

13:30 **Welcome reception to Sant Pol de Mar**
Montserrat Garrido, Mayoress of Sant Pol de Mar

14:00 **Lunch Break**



- 16:00** **Sharing experiences in teaching/convergences across sectors**
Round table Discussion
- 18:30** **IGCAT General Assembly**
- 20:00** **Dinner Class**
- 21:00** **Official Dinner**

Wednesday 1 June 2016

Euro-Mediterranean Food Tourism Congress

Venue: Tossa de Mar

- 09:00** **Meet in Hotel Gran Sol for bus transfer to Tossa de Mar**
- 10:00** **Guided visit of Sant Benet, a unique Costa Brava Traditional Farm**
by agri-food Grup Arbat
- 11:00** **Welcome** by
Dr. Diane Dodd, Director of IGCAT
M Angels Pujals, - First Deputy Mayor and Councillor for Tourism, Tossa de Mar City Hall
Dr Jordi Tresserras, Director of LABPATC - Lab of Heritage and Cultural Tourism at Universitat de Barcelona and Director of the Catalan Cuisine Museum
- Break to taste "Sweet Tossa" local products: food souvenirs with identity**
- 11:30** **Entrepreneurship in the Arts and Food Industries**
Round table discussion introduced by
Dr. Lidia Varbanova, author of Entrepreneurship in the Arts (forthcoming publication) - John Molson School of Business, Concordia University - Canada
and
Evarist March Director of Natural Walks and Gastrobotanist of the Celler de Can Roca

- 12:30** **Conversation on Entrepreneurship and Innovation for culture and food SMEs**
- 14:00** **Lunch** at local restaurant serving traditional Cim-i-tomba dish from Tossa de Mar. Followed by tasting of Mar-i-muntany (fish and meat products served with chocolate sauce) at a restaurant included in the European Route of Chocolate.
- 16:00** **Visit to the Catalan Cuisine Museum Project**
by **Dr. Jordi Tresserras** (LABPATC Universitat de Barcelona)
- 17:00** **Gastronomy: Innovation on tradition**
Round Table Discussion
- 18:30** Transfer back to Hotel Gran Sol



Thursday 2 June 2016 (optional)

European Region of Gastronomy Seminar

Venue: IGCAT's Office - Sant Pol de Mar

- 10:00** **Group Conversation**
- 13:00** **Lunch Break**
- 15:00** **Presentation of C'REG, Catalonia
European Region of Gastronomy
2016**



SECTION 1 : IGCAT's CURRENT POSITION ON THE TTIP

Dear Member of the European Parliament,

In view of the upcoming vote on a landmark resolution on Transatlantic Trade and Investment Partnership (TTIP), IGCAT (International Institute of Gastronomy, Culture, Arts and Tourism) with the support of more than 40 international experts, are very concerned about the possible effects of this agreement on cultural and food diversity in Europe and we would therefore like to ask you, as a representative of the European Parliament, to pressure the negotiators of TTIP to:

- Ensure that the aims and obligations of the 2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (the UNESCO Convention) are fully respected. The Convention reaffirms the sovereign right of the signatory States to formulate and implement their cultural and food policies and to adopt measures to protect and promote the diversity of cultural expressions and food diversity.
- Guarantee that there will be no commitments that might be damaging to cultural and food diversity by respecting the aims and obligations of the UNESCO Convention and to especially take into account Article 20 of the Convention, which provides that signatory States recognize that they shall perform in good faith their obligations under the Convention and all other treaties to which they are parties. Accordingly, without subordinating the Convention to any other treaty, when interpreting and applying the other treaties to which they are parties or when entering into other international obligations, States shall take into account the relevant provisions of the Convention.
- Adequately reflect a 'local food and culture diversity' exemption by securing a broad and future-proof exclusion; and a clear exemption of local foods and cultural services is needed in the agreement, and we hereby recommend the negotiators respect the rights and governance of established controls such as Appellation d'Origine Contrôlée (AOC), denominations of origin (DOP) and protected geographical indications (IGP).
- Acknowledge the fundamental role of civil society in protecting and promoting the diversity of cultural and food expressions by encouraging an active consultation with civil society before signing this (or any other international trade agreement).

If adequate safeguards are not enshrined in the free trade agreement, this will logically affect national and regional cultural subsidies and schemes, harm local and regional employment in the cultural and local food sector, harm food quality and safety and affect agricultural diversity and biodiversity. All these possible detrimental effects of the trade agreements are counter productive to the strengthening of the conditions of SME's, artists, local food sectors, agricultural cooperatives, governments, small farms, sustainable tourism and the creative sector in Europe.

An open and democratic negotiation process is crucial to make the free trade agreement a success for everyone.

We thank you for the attention you may give to our concerns,
Executive Director, Dr. Diane Dodd

SECTION 2 : THE COLOMBIA TRADE PROMOTION AGREEMENT

THE REALITY OF FREE TRADE AGREEMENTS

by Estefanía Coral Andrade

The **Colombia Trade Promotion Agreement (TPA)** between Colombia and United States of America went into effect on May 15, 2012. Before this date, the national government, led by the ex-president Álvaro Uribe Vélez, explained the advantages that colombian people would have after the signing of this agreement. The government did not speak about the disadvantages of signing the TPA, there were no interventions to explain to the 44 million Colombians the consequences of this new economic relationship. For the ex-president, the TPA was an opportunity that would help the economic development of the country, this agreement was a hope for the small and large businesses, quoting his own words " The TPA is a challenge that will help Colombia to build a new infrastructure. This agreement require our discipline, our work, our transparency, but with love for Colombia we will make of the TPA a win-win agreement"

¿A win-win agreement?

Six year ago the TPA went into effect, since then, the situation has not improved as the previous government had promised. Until now, the only winner is the United States of America, there is no doubt about it and the facts confirmed this affirmation. Before the signing, people said that the winners of the TPA would be the consumers, the producers and the businessmen. And yes, it is truth that there are many people who have won, but are more those who have lost. According to Fernando Barberi, one of the analyst who worked in Colombia Congress and who studied the TPA, said " After the signing, the purchases of Colombia to the US increased from 23, to 26 and 28%. Conversely, the purchases of US to Colombia decreased from 38, 35 and 19%"

In conclusion, by 2015 the agricultural sector was the big loser. Without sense, there were tonnes of food that came from the US. Why would we have to buy milk if we are a milk producing country? The agroindustry have lived a horrible crises, because it is impossible to compete against the products prices, such as wheat, chicken meat, corn, beans and rice. This and other factors caused one of the biggest strikes Colombia ever had - El Paro Agrario in 2013, where farmers and people related with the sector complained of economic injustices there were living, because work as farmer was unsustainable.

According with the report "The Collapse of Agriculture in Colombia before the TPA: the predictions are confirmed" published on April 29, 2015 by Oxfam - on 2014 the deficit in agricultural trade balance grew more than 300%, increasing from US\$-323 million in 2012 to US\$-1.022 millions. Coffee, flowers and bananas were the only products that were not affected; however, those products had a strong presence in US market before the signing. On 2009 three major analysts, Garay, Barberi and Cardona, exposed that the incomes of 70% farmers would be affected. Now it is a reality.

Nevertheless, those are not the unique problems. I'm not an economist, I have studied gastronomy for four years, I have a certification in Corporate Social Responsibility in the agricultural sector and in this moment I'm finishing a MBA in Cultural Management. My field are the social studies and the relationship between human being and food is my passion. That is why, I want to share with you today the testimonials of those farmers, people who have the mission of growing the food that we will eat later.

Colombia is a country rich in biodiversity, the land is fertile and abundant; besides, we have all types of thermal floors that give us, throughout the year, a huge variety of fruits and vegetables. We are a population that have had a lot of sad moments, facts that torn and have marked our history, even so, we had never faced a situation of such great magnitude, an unfavorable situation that is affected our heritage, our culture and our food independence.

On April 2015, Aurelio Suárez Montoya, Oxfam and Planeta Paz created a document called "Effects on agriculture after the TPA between Colombia and United States of America: The faces". The document aims to expose and explain the consequences before the signing of the TPA, through the testimonials of farmers, producers and businessmen.

Many of the farmers and producers complain about the dependency they have with the monopolies of the agroindustrial sector. Since the signing, the farmers can only use the seeds that have been certified by intermediary companies. However, the biggest problem about it is that those farmers can only use one specific brand of pesticides and fertilizers.

¿Monopoly? ¿Loss of freedom? Before, the farmers had the right to use their own seeds, native seeds.

Nonetheless, this is a minor problem for them. The big problem is the unequal competition. The United States subsidizes many of the crops, including corn. Instead, in Colombia, the government provide virtually no financial help. In conclusion, the corn that arrives from the US is cheaper than the one produced in Colombia. Now, if you are a person whose salary is 300 euros per month, what kind of corn would you buy? The native product that is more expensive or the imported one that is cheaper?

Corn is the cereal that gave life American Civilization. Mexico, is the birthplace of this cereal and it is an essential product for Mexico's food culture. What would be Mexican food without the corn tortillas? Corn was considered as the real gold when Spanish settlers arrived, this cereal has a great meaning for the cultures in central and in South America. Knowing this, it is not incoherent that after the signing of the TAP between Mexico and the US, Mexico became dependent to the corn that comes from this country? To summarize, the unequal competition resulted in the loss of native seeds and food independency in Mexico.

At this point in time, the European Union is negotiating the signing of the Transatlantic Trade and Investment Partnership (TTIP) with United States. My intention with these words have been to show the results and the consequences after the signing of a similar agreement in Colombia. As I have mentioned, the information given by the government to Colombian population was minimum and useless. However, the countries of European Union are on time to rethink this agreement.

I can only say that the decisions taken today would have consequences that may affect the wellness of future generations.

Bibliography:

- Suárez Montoya, Aurelio; Barberi Gómez, Fernando, 2015. Efectos del TLC Colombia-EE.UU. sobre el agro: Los rostros y las cifras. Oxfam. Planeta Paz
- OXFAM, 2015. La quiebra del agro en Colombia por el TLC: Las predicciones se confirman. ONLINE <https://www.oxfam.org/es/sala-de-prensa/notas-de-prensa/2015-04-29/la-quiebra-del-agro-en-colombia-por-el-tlc-las>

BIOGRAPHY



Estafanía Coral Andrade is one of the Researchs Officers at IGCAT. After finishing her bachelor in Gastronomy at Universidad de La Sábana in Bogotá, she became part of the Leo Espinosa's Foundation Team where she has developed her passion for Sustainable Development, Food Culture and Fair Trade.

Now she is finishing a Master Course in Cultural Management at Universitat Internacional de Catalunya in Barcelona.

SECTION 3: ARGUMENTS FOR WHY WE SHOULD REACH AN AGREEMENT ON TTIP

The current American and European international trade legislation doesn't support enough SMEs when it comes to exporting products. TTIP aims to provide opportunities for European SMEs, which include food local producers to export to the US.

TTIP encourages sustainable development and it will be a good opportunity to ensure that Protected Designation of Origin (PDO), Protected Geographical Indication (PGI) and Traditional Specialties Guaranteed (TSG) are respected. Until now, regions with specific food and cultural characteristics don't enjoy protection outside US and European borders. Reaching an agreement will ensure that geographical and traditional recognition and will give a fair use of DOP between US and EU. TTIP would be a framework in future to protect them.

TTIP also aims to guarantee investments against political decisions that might affect SMEs. For example the Investor State Dispute Settlement Mechanism (ISDSM) will be used within the frame of TTIP as an international court to protect SMEs interest that will consider cases objectively in the case that a company needs to be compensated for damages. For instance, we had the case where SMEs and other small investors put their savings in the Solar Energy Industry in Spain to buy solar panels to make a living. They were encouraged by the government to invest money. But after the elections, the new government removed support and projects failed. In order to avoid this situation, the ISDSM will watch over projects and investments that SMEs could have in US and EU and work to help compensate small companies. Moreover, the "Russian Crisis" has shown that the US and Europe cannot trust an authoritarian system on exportation. There were several Agricultural SMEs that had serious issues with Moscow on this matter.

TTIP will consolidate and raise commercial opportunities that are especially important given SMEs and most countries in Europe are still suffering the consequences of the economic crisis. Hopefully it will help combat high debts and unemployment. It is important to create a presence in international markets to ensure a return to sustainable economic growth.

A well negotiated TTIP could be the key for the consolidation of a productive economy for Europe.

SECTION 4 : SERVICE-LEARNING

Service-learning is a teaching and learning strategy that integrates meaningful community services with instruction and reflection to enrich the learning experience, teach civic responsibility and strengthen communities. This is accomplished by combining service tasks with structured opportunities that link the task to self-reflection, self-discovery and the acquisition and comprehension of values, skills and knowledge content.

Because of its connection to content acquisition and student development, service-learning is often linked to university and college courses and inspires educational institutions to build strong partnerships with community-based organisations.

Service-learning can also be offered by community organisations with learning objectives or structured reflection activities for their participants. Whatever the setting, the core element of service-learning is always the intent that both providers and recipients find the experience beneficial, even transforming.

The first part of the process in service-learning is to form a group, develop contacts and analyse the group needs, detect the advantage of working together to find solutions and understand the key motivations of each partner.

By identifying a common motivation, service-learning already will establish a linkage that until now is often absent between local authorities, cultural operators, food providers, hospitality providers and other community operators. The project will undoubtedly provide areas where common values are identified and by focussing upon these, the project could create an acknowledgement of trust between the different partners taking part in the training.

Defining the projects objectives is very important. Multiple motivations from multiple partners makes this process complex and it needs time dedication. The key is to keep in mind when evaluating the needs, is the opportunity that exists within the group to provide solutions or positive responses to the challenge.

By defining the project together the service-learning model provides opportunities for public, private, third sector and academic partners to break down traditional barriers. Having creative people in the group is a plus as it stimulates a different way of approaching the challenge and it is often the creative people that feel marginalised from

public and private initiatives (thus bringing them on as partners rather than critical outsiders). This scenario allows for the creative operators to be viewed as an asset.

Working a team is essential in most cultural projects and more so in one that hopes to have transformative character in a city or a region. Who is leading? Who is recording? Who is guiding/facilitating? Who is administering? Who does what and in what capacity are essential processes to unfold. Because service-learning essentially requires the group to work with the local administration - key knowledge about how the city/region is managed and coordinated will become a component of the training. With departments of the local administration informed, involved and consulted at all times to avoid possible conflict both inside and outside the group. Learning to deal with conflicts and disagreements within the group is also part of the learning process.

Applying academic knowledge to the project is essential and this is where traditional learning methods and knowledge can be integrated in the process to be sure they are able to reflect, theorise and apply theory in practise as well as evaluate the process.

Other areas of learning include discovering how networking works both at a local level and in international projects - building contacts across borders and learning from others' experience is a very inspiring learning opportunity.

Management skills such as co-ordinating meetings, schedules, budgets, task divisions, etc... are just some of the skills that will be acquired along the service-learning journey.

It is essential to create and develop trust in an environment in which all operators around the table can begin to explore and apply what they have learnt in a real context.

Service-learning education provides the pre-conditions for decision-makers and many different creative operators at all levels to think, plan and act with imagination and in an integrated way; establish relationships across sectors and develop a common language across professional disciplines. It encourages people to think differently, to take on board other perspectives, and it provides a safe-environment for risk-taking that will hopefully lead to vibrant, sustainable, creative and cultural solutions.

Diane Dodd

SECTION 5: TRAINING OPPORTUNITIES AND COURSES DELIVERED BY IGCAT EXPERTS



Dr. Lidia Varbanova has participated in key capacity building programs of the European Cultural Foundation and has been a regular visiting professor in distinguished universities and training centers around the world, among them: City University, London; Sibelius Academy, Helsinki; International Center of Culture and Management, Salzburg; University of Arts, Belgrade.

Her current research interests are in the areas of strategy and entrepreneurship, with special emphasis on international business, policy and strategy, and the cross-cultural aspects of these issues. Her latest book, *International Entrepreneurship in the Arts*, is currently under print while she teaches at McGill University, Montreal and conducts online workshops and courses with Centennial College, Toronto and the University of British Columbia's Centre for Cultural Planning and Development, namely:

- **Online Workshop on Cultural Planning - An International Perspective** (University of British Columbia, Nov 22-Dec 6, 2016) examining models and case studies of cultural policy and planning at international, national and local levels from Europe, the Americas, and Asia.

The course will identify key policy issues, discuss strategic alternatives and consider innovative perspectives on cultural policy that address key global issues such as sustainability, cultural development, cultural access and participation, democratic practices, social cohesion, intercultural dialogue, cultural diversity, and internationalization.

- **Online Workshop on Cultural Entrepreneurship** (University of British Columbia, Sept 1, 8 & 15 2016) that will focus on entrepreneurship in the cultural sector and how to manage internal innovations in a systematic way, suggesting strategic solutions for the development of start-up organizations, as well as from the perspective of cultural policy-making.

- **Online Workshop on Cultural Practices and Strategies in the Digital Realm** (University of British Columbia, Jun 8-Jun 22, 2016) focuses on the integration of new technologies and online tools in the arts and culture sector by presenting diverse theoretical discourses, case studies and trend analyses. Special attention will be paid on the digital collaborative strategies in culture (hubs, networks, alliances, portals, clusters) and how they influence the mutual benefits and challenges of artists and arts organizations. The workshop includes also topics related to digital arts entrepreneurship, expanding a creative idea internationally via Internet, online marketing techniques, copyright challenges and changes as a result of digitalization
- **Strategic Management** (Desautels Faculty of Management, McGill University, Montreal), concerned with managerial decisions and actions at the top management level that affect the success and survival of business enterprises. The course helps in analyzing strategic visions and missions, resources, and capabilities, core competencies, corporate governance, structure and control systems, leadership and corporate entrepreneurship.
- **Issues in the Arts** (Centennial College, Toronto), provides a framework for the learner to engage with some of the current key issues and trends confronting the arts sector practitioner. Whether addressing artists, arts organizations, audiences and access, artistic disciplines and sectors, intellectual property and copyright, aboriginal reports or other challenges facing the sector, the students will have a chance to explore relevant issues online with fellow students who are on field placement.



Dr. Edith Szivas has extensive experience in tourism planning and development, tourism policy, sustainable tourism, human resources development and education in the Middle East and North Africa, Europe, the Caribbean and Asia.

Her expertise in the area of sustainable tourism strategy and planning and tourism human resource development bridges academia and industry. She wrote a number of scientific

papers ('Entrance into tourism entrepreneurship: A UK case study', 'HDR in tourism: A role for government?', 'Complexity in tourism policies: A Cognitive Mapping Approach' and many others), co-authored Tourism

Employment: Analysis and Planning (Channel View Publication, 2002) and from November 2015 she is part of the Editorial Board of Journal of Tourism and Services. On the other hand, Dr. Szivas has worked on advisory projects for public and private sector clients and with international organizations (the UNWTO, EU, USAID and AFED). In particular, she has been collaborating with UNWTO and its Themis Foundation as a Speaker and Consultant on a wide range of projects and initiatives since 1998, among which:

- She has been coordinator for the UNWTO Executive Training Course on '**Tourism Destination Management and Marketing**', delivered in Abha and Taif, Kingdom of Saudi Arabia in 2015.

This training course aimed at providing the participants with knowledge, skills, tools and a forum for discussion and reflection on Tourism Destination Management and Marketing applied to the Accommodation sector, the Tour Operators and Travel Agencies sector, and the Museums and Cultural Sector. With this objective, the international facilitators delivered presentations on key concepts and elements and processes on Tourism Destination Management and Marketing, and the participants put into practice these contents with a final project on the Shubra Palace.

- She was instructor of Sustainable Tourism Policy and Strategy at UNWTO National Capacity Building Course '**Tourism Destination Policy and Management**' held in Palanga, Lithuania in 2012.

This course, addressed to 35 participants from the national and local tourism administrations, the private and third sectors and the academia, blended on-site and on-line phases as well as fieldwork.

It aimed at providing the participants with knowledge, skills, tools and a forum for discussion and reflection on tourism planning, development and management as well as the key policy dimensions and examine tourism policies, the creation of tourism development plans and regulatory mechanisms and the application of these.

- She was instructor at the UNWTO Regional Capacity Building Workshop on '**Tourism Policy and Strategy**' held in Doha, Qatar in March 2012. This workshop was

attended by 60 officials and experts from public and private sectors from Qatar, Bahrain, Egypt, Kuwait, Libya, Oman, Palestine, Tunisia, Saudi Arabia, United Arab Emirates and Yemen. It examined tourism policies, the creation of tourism development plans and the regulatory mechanisms and the application of these. It focused on issues raised by the need to ensure the triple bottom-line sustainable development of tourism (viz. economic, social and environmental) including evaluation of the impacts and the ways in which these find expression in policy, development and planning decisions. In doing this, it also provided an understanding of the relationships and interactions between the public and private sectors in the development process and provided real solutions to the gaps and problems tourism officials may face.



Dr. Kris Rampersad is Trinidad and Tobago representative on UNESCO Executive Board and a former independent member of the consultative body of UNESCO Inter-Governmental Committee on Intangible Cultural Heritage. She has worked as a consultant in media, literature and culture, facilitating seminars and workshops and conducting education and lecture sessions to advance understanding and improve media literacy throughout the Commonwealth, UN and OAS regions. These include evaluations and

assessments of north-south relations and particularly the small island developing states of the Caribbean in international policy arena, particularly in relation to gender, governance, culture and education at such forums as Commonwealth and OAS Summits; World Summit of Information Society; World Summit on Arts and Culture, Commonwealth Diversity Conferences, International Conferences on Cultural Policy Research, Brussels Briefings on Agriculture of the ACP-EU, among others

Over the last years her focus has been on promoting **multi-sectoral approaches to development**, and linking academia and the technical/scientific community with politicians, policy makers, media, private sector and NGOs. She has devised and conducted creative interactive courses, seminars and education programmes that encourage critical interrogation of development agendas to stimulate people-centred, gender and culture-sensitive paths to progress.

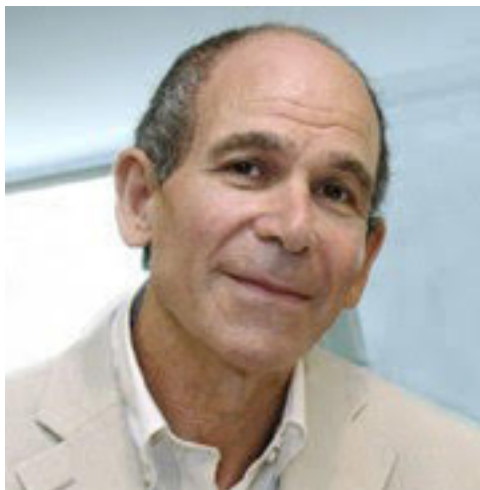
Her creative and interactive seminar outreach strategies use modes culturally sensitive to communities in which they are executed to bridge **relations between scientific/academic**

and technical audiences with other stakeholders – politicians, media and civil society.

Her successful pilot strategy for such round-table engagements to explore solutions towards food security was adopted as the model for the ACP-EU International Seminar on Media and Agriculture in Brussels.

Kris Rampersad is Facilitator of the online course **Centralising Cultural Heritage in Sustainable Development**, addressed to public and private sector officials, practitioners from heritage, tourism, creative/culinary/cultural industries, NGOs etc. This course aims to

impart competencies and skills in heritage risk resource management and development as well as the safeguarding, protecting and conserving cultural heritage in tangible and intangible forms and for conceptualization of sustainable projects designed around a wide spectrum of cultural activities in the fields of sustainable tourism, natural and cultural heritage, creative industries, museums, research and documentation. The course is organized in seven modules, which are the following: Policy Development/ Governing Culture; Inventorying: Cultural Heritage Safeguarding, Protection, Conservation; Institutional Strengthening. Identifying/Troubleshooting deficiencies in line institutions; Cross Boundary and Cross Cultural Heritage management & engagement; Risk Management, Foresighting; Preparing Proposals, Nominations; Financing, Funding and Developing Sustainability.



Robert Palmer is an independent expert consultant with more than 30 years experience in the cultural sector. Until July 2012 he has been Director of Democratic Governance, Culture and Diversity at the Council of Europe; in this role, he managed programmes and projects concerned with cultural policy and action, cultural heritage, diversity, intercultural dialogue, democratic governance and conflict resolution across 47 countries. His previous roles have included being Director of two European Capitals of Culture (Glasgow in 1990 and Brussels

in 2000), a Director of the Scottish Arts Council, Director of Cultural Affairs for the City of Glasgow, and theatre director and policy adviser to various national governments and arts bodies. Robert Palmer is also a Board member of various

arts institutions and international festivals, the Chair of European arts juries, is asked regularly to speak at **international cultural conferences and workshops** and he has been given various awards in recognition of his work in the UK, Belgium, Ukraine and France.

Currently he is working on projects in the Netherlands, Spain, UK, France, Norway, Estonia, Poland and Canada, and he will deliver a **professional development course in “Festival, Events and Eventful Communities”** at the University of British Columbia (UBC) Centre for Cultural Planning and Development, starting 28 September 2016.

By the end of this course, participants will explore different models and approaches to events, understand the fundamental processes and building blocks for creating, managing and evaluating events and get to know the different perspectives of policy makers and event managers.

Finally, they will be able to apply the lessons learned to specific events in their local community, region or country and to develop policies that support eventfulness.



Dr. Diane Dodd is Executive Director of IGCAT and the European Region of Gastronomy Platform and Award. She is also European coordinator for the global network IFACCA (International Federation of Arts Councils and Cultural Agencies). She leads an MA course in Cultural Institutions and Policies for the International University of Catalonia in Barcelona, and an MA course on Events and Destination management for EUHTSTPol. She is an independent evaluator for the Cultural Routes programme of the Council of Europe and editor of a number of Cultural Policy and Cultural Management publications for the European Cultural Foundation (ECF). She is co-author of European

Capitals of Culture Reports and a consultant to a number of cities. Diane has worked in the cultural policy and management field for over 20 years and maintains relations with a number of important Global and European Institutions.

International University of Catalonia, Diane leads two modules: cultural policies and institutions and cultural projects. The **Cultural Policies and Institutions** module looks at what policies are for and for what purpose are they used. It includes a background to the evolution of cultural policies in the past 60 years and an overview of cultural policies at inter-governmental, national, regional and local level. It introduces the concept of sustainable futures for all, the role of culture in conflict zones, culture and social cohesion, food and culture as intangible heritage and freedom of expression. It looks at the role of cultural administrators and managers in developing eventful cities and regions and the growing importance of events. In doing so, the course looks at the role of foundations, associations, cultural institutions, private philanthropy and governmental bodies. Finally, the course raises awareness of the advantages of convergence of sectors for development. **The Cultural Projects** module aims to prepare the students for the development and presentation of a cultural project plan. The students will work on the project plan in groups but, will be evaluated individually for their input and role in developing the plan.

EUHT ST POL University Hotel School have recently introduced a Degree course and Master course led by Diane Dodd from IGCAT on Cultural and Food Event Strategy and Management. The course aims to raise awareness about the importance of food and cultural diversity in order to ensure a unique selling point for the region/city, provide social cohesion and citizen pride and ultimately provide economic benefits for the destination. The course will aim to open minds and provide a wide range of ideas to spark strategic thinking, imagination and creativity. This is followed by practical sessions that aim to teach students how to develop a project plan. In order to guarantee the successful production of a creative/food event, one has to know how to manage all aspects of the project: financial, legal, technical, logistical, human resources, health and safety, marketing, communication etc. By developing an event plan, the students gain practical insight into structuring and developing a project.

SECTION 6 : PROPOSAL FOR IGCAT'S SUSTAINABLE FOOD PRODUCTS AWARD



Main objective of the Awards

To promote a local and more sustainable food chain system and consumption by identifying the best and most innovative food product conceived and produced at a regional level and that protect cultural and food diversity.

Target of the Awards

The competition will be addressed to new or existing SMEs of different nature, including restaurateurs, food manufacturers and agritourism, local entrepreneurs and independent producers that can be categorized as creating hand-made or artisanal products.

By hand-made or artisanal products we mean uniquely differentiated food products having authentic, natural qualities that mix fine ingredients with the skills, passion and care on the part of their manufacturer/s; they are products that are not industrially or mass-produced but developed and delivered on a small scale, involving the lowest carbon impact as possible and a responsible use of energy and natural resources.

Four categories:

- **Nutrition Award:** Rewarding a product that is economically accessible for all, being healthy and nutritional at the same time.
Concept: healthy nutrition should not be a privilege but a right for everyone, independently from their income or purchasing power;
Specific judging criteria: healthiness and nutritional value of the product; exiguous cost or possibility for disadvantaged people to get it for free.
- **Souvenir Innovation Award:** Rewarding a product that aims at representing its region while also trying to be conserved, packed and distributed it in the most sustainable way.
Concept: local food and typical products should be transportable without the risk of perishing, losing their nutritional properties or polluting the environment;

Specific judging criteria: degree of ecology and innovation demonstrated by the conservation, packaging and/or distribution processes of the product.

- **Rescue-a-product Award:** Rewarding a product whose manufacturing involves ingredients/manual skills/traditional procedures in threat of extinction.
Concept: cultural and food diversity should be preserved, encouraging the revivification of traditional ingredients or know-how that is at risk of disappearing;
Specific judging criteria: how much the product manufacturing involves the safeguard of particular local species or artisanal abilities rooted in regional tradition.
- **Fighting Food Waste Award:** Rewarding a product that re-uses ingredients that would have been otherwise thrown away even if still edible.
Concept: today's society produces an enormous amount of wasted food, which should be saved and creatively re-used;
Specific judging criteria: amount or percentage of ingredients "saved" from waste.

General rules of the competition

- Up to four products (one for each category) can be submitted from each region each year.
- Regional authorities must select and submit the products from their region in agreement with the local producer and preferably following a local competition.
- To submit the proposal for evaluation the regional authority should pay a small fee (100€ per entry) and cover the expenses of the food producer (travel and accommodation expenses) to attend the jury competition to present his/her product to a panel of experts.

Prerequisites of the products:

- Be fit for human consumption.
- Comply with the regulations on food safety and the food standards of the Country where it is produced.
- Be reproducible for manufacturing and suitable for the market.
- At least 80% of the ingredients used to create the product should be local, i.e. come from the region that presents it.

- At least 50% of the ingredients should be natural, i.e. unprocessed fruits and vegetables, meats, seafood, dairy products, herbs and flowers...

Additional **criteria** for evaluating the products will include:

- Degree of innovation and creativity
- Quality and freshness of the ingredients
- Good taste and smell
- Originality of the flavor
- Balance of acidity, sweetness, bitterness, saltiness
- Pleasing texture and consistency
- Aesthetically appealing (nice colour, shape)
- Originality of the presentation and/or packaging

Assessment and judging process

The jury panel will be composed by five IGCAT experts, selected each year.

The competition will be hosted in a European Region of Gastronomy to raise awareness of the importance of cultural and food diversity.

Benefits to be expected by the winner

- Runners up in each category will be given the right to use the logo of the award (plus year) on the product.
- The winner of each category will be given a special logo.
- The competition will increase visibility of all products at a local and European level
 - with press releases being sent out across the globe and the products will be showcased on IGCAT's website and social media pages.
- The award will ensure that the products are associated with values like sustainability, high quality and strongly connected with the territory and its community.

Venue of the 2016 competition

The 2016 competition could take place either:

- Sant Pol de Mar
- Forum Gastronomic (Barcelona)
- European Week of Regions and Cities (formerly Open Days) in Brussels

Question to be addresses by IGCAT experts:

1. Should the award could start at European level as a pilot project and eventually become an unrestricted international competition (open to all countries world-wide) OR should IGCAT create other editions outside Europe independent from each other (one for each continent), governed by an IGCAT office in each continent?
2. Would 100€ be an appropriate and accessible entry fee?
3. Is use of a logo enough as an award or should the winner get something more?
4. Could the awards be launched this year or should we plan for a launch in 2017?

Context analysis

According to a 2011 research, the European Food and Drink industry is the number one manufacturing industry in terms of turnover, value added and employment, but also the less innovative one, at European level; but EU food and drink companies innovate more than anywhere else in the world. The main objectives of innovation overall are the improvement of range of goods and services and an increase in the quality of the products.

Another European research revealed that out of a total of 274,000 companies in this sector, more than 99% are SMEs and generate almost half of the industry turnover; this represent a strong driving force for growth and diversity of food and drink products.

As regards innovation, it resulted that its rate grows with the size of the company and that process innovation is surpassed by product innovation.

By any means, this sector also gives rise to crucial challenges since, as shown by the 'Environmental Impact of Products Report', coordinated by the European Commission:

- Food and drink cause 20 to 30% of the various environmental impacts of private consumption, and this increases to more than 50% for eutrophication. This includes the full food production and distribution chain.
- 'Food production' is the highest contributor for primary energy consumption, and the second highest for resources consumption.

Source: Trends and Innovation needs in the European Food and Drink Industry, available at: http://www.innofoodsee.eu/downloads/trends_and_innovation_european_food.pdf

Source: Overview of Food and Drink, available at: http://ec.europa.eu/environment/eco-innovation/files/docs/infod/2012/nov/21_fassio_overview.pdf

Source: EIPRO Report, available at: http://ec.europa.eu/environment/ipp/pdf/eipro_report.pdf





This data demonstrate:

- the need, but also a great potential, for innovation among European SMEs in the food and drink sectors;
- the alarming sustainability issues involved in food and drink production, consumption and distribution.

IGCAT Awards are intended to stimulate among SMEs innovative solutions that will address crucial issues related to the food system, namely:

- healthiness and equality in nutrition;
- efficiency in energy / resources use and reduction of negative environmental impacts;-
- safeguard of local produce and culinary tradition & diversity "at risk";
- reduction of food waste.

Marketing research on similar awards in Europe:

Award	<u>Organiser</u>	Objective of the prize	Type of applicants (=target)	Year of start/ Frequency	Categories	Logo
SIAL d'Or (SIAL Innovation Awards)	SIAL SA, a public limited company	to identify and reward innovations that have become major retail successes in their national food markets	European food and drink businesses	1986 / bi-annual	15	
<u>Ecotrophelia</u> Europe	EEIG ECOTROPHELIA EUROPE, European Economic Interest Grouping	to support the development of skilled contributors in the food industry sector, promoting innovation	European students or young researchers in the <u>agri</u> -food sector	2011 / annual	1	
<u>IUFoST</u> Global Food Industry Awards	International Union of Food Science and Technology	to encourage, highlight and <u>recognise</u> innovation/leadership in food science and technology in both industry and academia	Food innovators (either businesses or researchers)	2008 / bi-annual	3	
IFE World Food Innovation Awards	<u>FoodBev</u> Media, International food and beverage publisher	to spot and reward the products that best respond to new trends and niche markets	Food businesses worldwide	2015 / annual	16	

SECTION 7: International Entrepreneurship in the Arts,

by Lidia Varbanova,

International Entrepreneurship in the Arts focuses on teaching students, artists, and arts managers specific strategies for expanding creative ventures that are already successful domestically to an international audience. Varbanova's accessible writing outlines a systematic, theoretical framework that guides the reader from generating an innovative idea and starting up an international arts enterprise to its sustainable, international growth.

Applying concepts, models, and tools from international entrepreneurship theory and practice, Varbanova analyzes how these function within the unique setting of the arts and culture sector. The book covers:

- Domestic inception of an arts enterprise, followed by international expansion
- Starting up an international arts venture in the early stages of its inception
- Presenting an arts activity or project in a foreign country or region
- Financing a startup venture with international resources
- Implementing diverse models of international partnership
- Starting up an arts venture that is run by a multinational team
- Creating an art product with international dimension

The book's 23 case studies and 54 short examples feature disciplines from fine arts and photography to music, theatre, and contemporary dance, and cover ventures in over 20 countries to provide students with practical insight into the issues and challenges facing real arts organizations. Aimed at students interested in the business aspects of arts and cultural ventures, it will also be of use to practitioners looking at ways to internationalize their own enterprises.

Release date by Routledge is July 2016 - New York/London

Website: <http://www.amazon.com/International-Entrepreneurship-Arts-Lidia-Varbanova/dp/1138844357>

BIOGRAPHY

Dr. Lidia Varbanova has over 20 years of professional experience as a consultant, lecturer and researcher in more than 50 countries. She has provided consultancy and research services for government authorities, foundations, organizations, businesses, associations and networks in Canada and abroad. Her current research interests are in the areas of strategy and entrepreneurship, with special emphasis on international business, policy and strategy, and the cross-cultural aspects of these issues. Her latest book is on Strategic Planning for Learning Organisations in the Cultural Sector (under print).



SECTION 8: A GENERAL OUT LINE OF THE ROLE OF GASTRONOMY IN COLOMBIAN DEVELOPMENT

by Laura Hernández Espinosa

Colombia is by its geographical location, an area of fertile soils that provide a variety of foods. Their fields are inhabited by rural populations who live mostly in the agricultural trade and who preserve cultural traditions vividly, maintaining the roots of the identity of the Colombian nation. The variety of regions within Colombia differ from each other, by their cultural traits that make them unique in their dances, their music and of course their food.

Diversity stems from the mix between indigenous, Spanish and African cultures, as well as other minor migrations, which have allowed Colombian culture manifestations to represent an immensely rich cultural heritage that must be preserved with pride and identity: Colombian territory is inhabited by 84 ethnic groups, a variety of natural ecosystems including tropical forests, coniferous forests, grasslands and savannas, deserts, swamps, estuaries, among others. In this range of ecosystems emerges a variety of species suitable for culinary, among these, more than 300 fruits. Colombians can practically eat a fruit every day of the year without repeating. It is precisely this diversity of biological species, ecosystems and subcultures, which allows for countless culinary preparations, spread over beautiful landscapes, that have the ability to attract visitors willing to delight their senses.

However, political disputes and social inequalities, along the Colombian history, have been in charge of feeding scenes of violence that have mainly threatened rural areas, generating displacement and abandonment of crops and their way of eating. This situation has contributed to the disappearance of cultural and culinary practices, producing an unconscious break with the rural and ancestral identity. Thus generating admiration for foreign eating patterns, which on many occasions have led to the loss of traditions, and with them of biodiversity due to decreased local biological species crops.

Within this context, the Leo Espinosa Foundation, FUNLEO, emerged as an organization that seeks to vindicate and potentiate the Colombian culinary traditions, understanding gastronomy as an axis of social cohesion and economic development engine that allows rural communities to face certain current issues, such as food shortages, food security and food sovereignty.

Hence FUNLEO, leads processes that contribute to strengthening the cultural identity of communities through awareness and motivation of creativity in culinary matters. FUNLEO promotes the timely and permanent consumption of local, available and safe food under conditions that allow adequate use. This in order to improve and satisfy the essential basic needs and quality of life of the beneficiary populations. In recent years we have been supporting social processes of community empowerment through gastronomy, by leading initiatives involving participants on projects related to the field of gastronomy. These processes can range from agro-ecological crops, to initiatives that allow local people to recur and consolidate within the productive and commercial chains.

There are several ways to take advantage of many indigenous and nutritious ingredients that can diversify in their culinary use for local consumption and for sale. Inspiration bound in tradition allows rural inhabitants to think themselves as producers of new alternatives, through culinary innovation, adding value to traditional products. For example, afro-descendant rural communities in the Pacific coast, with the support of our team, are implementing new uses of traditional ingredients such as packed spices or sauces made from aromatic herbs traditionally planted by women for medicine and beverages. Tubers and rhizomes like achín (*colocasia sculenta*) or chontaduro (*bactris gasipaes*) are being used now for the production of flours, instead of eating them boiled, as is usually done. On the other side, they are improving ways of presenting and serving local preparations so that visitors have the opportunity to get to know their region from its traditional cuisine and local ingredients.

These strategies are deployed with the objective that rural people can get involved in development plans based on productive inclusion, competitiveness, environmental sustainability, institutional and even security; aiming to mitigate inequality, while worthily involving the rural sector within an environment that yearns for, and pursues, a scenario of peace. We recognize that gastronomy is a strategic sector, as an important employment and regional development engine.

In Colombia, the revaluation of national identities movement begins to take shape. This has led toward a tendency to emphasize the traditional cuisines and to use them as an inspiring element. Recognition is still needed, but it is essential for the Colombian nation to claim their roots and strengthen the progress with that claim. We find ourselves in a moment of transformation to achieve peace, allowing many sectors to work towards the creation of a more just and equitable society, which values the local and includes everyone with equal opportunity. In this sense, the way we eat and the way in which the gastronomic sector develops, will play a crucial role.

BIOGRAPHY



Laura Hernández Espinosa is currently director of FUNLEO www.funleo.org, a non-profit organization that works to improve the welfare of Colombians understanding gastronomy as an engine for development. Laura has shown great interest in food studies, for which she has lead, various projects aimed at strengthening food security and nutrition among communities, especially with afro-descendant, indigenous, peasant and women groups.

Along with a degree in International Relations, a Postgraduate in Corporate Social Responsibility and a Masters in Development Studies, she is always in search of answers and actions to walk toward the development of a food culture that values the potential of Colombia's natural and cultural heritage.

Section 9: THE FOOD REVOLUTION OF JAMIE OLIVER

The new initiative of the British Chef Jamie Oliver is a Food Revolution where everyone can participate. This new project aims to shout about important food issues, encourage everyone to take part in impactful change and push government to improve their food and nutrition policies. The Food Revolution is a global space for individuals, parents, policymakers, communities and businesses, where people come together, make some noise, share stories and debate the issues that can provide children and future generations with access to good, fresh, nutritious food.

The main objective of this program is to raise awareness of children's food rights. According to the Food Revolution's official website, today 41 million children under the age of five are overweight or obese, while another 159 million kids are too short for their age. The big worry is that none of these children are growing healthily. In this way, Jamie Oliver is calling on us all to join this initiative in order to provoke debate and inspire real, meaningful, positive change in the way children access, consume and understand food.

The Food Revolution is divided into six categories, taking care of the greatest concerns of many people today.

1. Food Education: Good food education enables people everywhere to develop a better more understanding and balanced relationship with food, in turn empowering them to make responsible, healthy, sustainable food choices, for life. With better food education, people can make better choices with what is available to them, wherever they are in the world.
2. Nutrition: Ensuring children have access to good, nutritious food is vital to helping them grow up to be healthy and happy. Without proper nutrition, children are at risk of becoming either overweight or obese, or suffering from undernutrition, which impacts their health, growth and development and puts them at increased risk of disease. Understanding food and nutrition and the dual role they play as part of healthy lifestyle is essential.
3. Food waste: Globally, people waste enough food to feed the world's hungry four times over. Not only is food waste immoral, it's unnecessary. Through better food education, teaching the value of food and managing waste better, as well as the promotion of better production practises from farm to fork, food waste can largely be avoided.

4. Our planet: To sustain nutritious food for now and for the future, people need to care for the planet that produces it, linking up individuals, food and the environment to create a sustainable, healthy food system on both a commercial and a domestic level.
5. Cooking: Knowing how to cook from scratch empowers people to appreciate the value of food, to understand what they are putting in their bodies and, therefore, to nourish themselves and their families with fresh, nutritious food.
6. Ethical Buying: Supporting food that has been responsibly produced, with the environment, animals and people in mind, supports a healthier, more sustainable food system for now and the future. In doing so, our food choices are a vote for the system that produced it. Everyone should understand what they are buying, and have the knowledge to make conscious, well-informed decisions.

At this moment, Jamie Oliver Food Foundation is taking care of very important food society issues. But, how are they doing it? On May 24, 2016 there were 699.200 revolutionaries, people that had already join the programme to show their support to this food revolution. Besides, the Jamie Oliver Food Foundation is Working in the UK, US and through the Good Foundation in Australia, leading a full-scale and ongoing Food Revolution. From food education programmes delivered at a local level, to national and international campaigns that influence policy on key issues.

Some of those strategies and programmes are:

1. Ministry of Food: Jamie's Ministry of Food is a practical and hands-on community-based cooking programme that teaches people of all ages how to cook. All classes use Jamie Oliver recipes and resources, specifically developed with nutrition and balance in mind, and aim to build an individual's confidence to cook good, affordable, nutritious meals for themselves and their families. Trained Ministry of Food teachers inspire thousands of people through Outreach Programmes across the UK.
2. Kitchen Garden Project: Jamie Oliver's Kitchen Garden Project empowers primary school teachers to integrate growing and cooking into the school day. By teaching children about food, where it comes from, how to cook it and how it affects their bodies, our resources and recipes equip children with the knowledge and confidence to cook from scratch.
3. Fifteen Apprentice Programme: Since 2002, Fifteen London has trained more than 164 young adults to become chefs. Today, 80% of graduates are still in the

hospitality industry. Building on this success – and continuing Jamie's mission to get more new chefs into the industry – our apprentice programme will now be in action across all of Jamie's 46 UK restaurants, including Fifteen London.

4. Jamie's Childhood Obesity Strategy: In lobbying the UK Government to introduce a strong and robust multi-sectoral Childhood Obesity Strategy, with medical experts and professionals, Jamie launched a six-point plan to tackle childhood obesity in the UK in November 2015. This plan details a range of proposed policies, initiatives, incentives and community-based interventions, which together create a powerful tool to change the way children access and consume food and drink.
5. Sugar Smart UK: Sugar Smart UK is the new grassroots campaign to increase awareness of and reduce sugar consumption across all age groups and communities in the UK.

- For further information please visit <http://www.jamiesfoodrevolution.org/>

SECTION 9: Bibliography

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The knowledge economy requires an adept workforce and cadre of leaders to help address the many challenges and needs facing companies, governments and societies worldwide. Many of the challenges we face today are new and there will undoubtedly be others arise in the future that will require innovative approaches and solutions to overcome them. No longer are higher education institutions able to train graduates to address all of the current and emerging challenges from a singular disciplinary source. Interdisciplinary (ID) approaches to research and training are essential underpinnings to best meet the dynamic needs of today's higher education students. As the first in a series of forthcoming articles on ID research, this article examines ID trends in higher education research, instruction and degree offerings. It highlights how central ID solutions are in helping to address some of the most complex needs and challenges in higher education today, including how best to prepare higher education graduates for future employment and leadership positions.

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Dos Santos-Duisenberg (2015), Shaping Strategies and Building Creative Capacities. The Perspective of the United Nations. Eburon Academic Publishers

The creative economy has been playing a catalytic role by dealing with the interface among arts, culture, technology, social innovation and business. At the global level the United Nations have played an active role in driving the creative economy discourse. The United Nations Conference on Trade and Development . UNCTAD had a proactive role in sensitizing governments and promoting international policy to assist countries to enhance their creative economy. Promoting development through creativity has been the motto of some bold and far-reaching initiatives put forward by UNCTAD.

Education is a fundamental right. Knowledge and access to information and communication are at the core of human progress and well-being. The United Nations Institute for Training and Research UNITAR through its Creative Economy Initiative is taking on the quest for capacity building for the UN Member States. In the present knowledge-

based era, UNITAR is offering learning and training to develop skills and creative capacities in support to the post-2015 development agenda.

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Wiek A, Walter A (2009) A transdisciplinary approach for formalized integrated planning and decision-making in complex systems. European Journal of Operational Research

Multi-sectoral systems, such as cities or regional economies, face strategic challenges of optimal development due to the complexity of interacting perspectives, interests, and preferences of decision-makers and stakeholders. In coping with these challenges, integrated approaches in strategic planning and decision support promise to generate more efficient and effective results than sectoral approaches. In this article, we follow the concept of operational research (OR) by applying a formalized approach to cross-sectoral integrated planning and decision-making in complex, i.e., multi-sectoral systems. The presented Transdisciplinary Integrated Planning and Synthesis (TIPS) approach relies on (soft) OR methods combined in a multi-methodological framework that is adapted to the cognitive skills and habits of the stakeholders and experts involved in mutual and joint learning processes (transdisciplinarity). This methodological contribution structures, formalizes, and empirically illustrates cross-sectoral integrated strategic planning step by step, and evaluates the TIPS methodology against requirements for integrated approaches derived from literature.

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Kardos M (2012) The Relationship between Entrepreneurship, Innovation and Sustainable Development. Procedia Economics and Finance

The nexus of entrepreneurship, innovation and sustainable development is a subject of great interest nowadays, as society is looking for solutions leading to sustainable development. Given this context, the paper aims to put in connection sustainable entrepreneurship and sustainable development from both the perspectives of conceptual reflection in literature and a research on the European Union countries. The methodology is based on methods of analysis and synthesis, of interpretation and relevant comparisons. The research results point out that sustainable entrepreneurship, seen through the perspective of innovative SMEs, as considered in the research, is part of the support system for sustainable development, as entrepreneurial enterprises are increasingly recognized as a driving force for innovation and competitiveness, as one of the keys to achieving sustainable development. The research may be particularly important for both researchers and policy makers and offers opportunities for future studies on the subject.

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Pechlaner H, Fischer E, Hammann E (2006) Leadership and Innovation Processes—Development of Products and Services Based on Core Competencies. *Journal of Quality Assurance in Hospitality & Tourism*

The new challenge for destinations is to professionalize the continuous development process of innovative products and services. In this context, innovation is regarded as a bipolar process between market and resources. From the resource-oriented perspective, the concentration on regional core competencies will therefore become a source of innovation for destinations while the customer is the source of innovation from the market-oriented perspective. Resulting from the nature of the destination product, the innovation process is interpreted as an inter-organizational network process. The aim has to be the implementation of continuous innovation processes in the form of networks within a system of a learning destination. Given the fact that, especially for innovative activities, networks play a minor role in tourism at present, the question is raised of how to overcome the obstacles of cooperation and to initiate network activities to foster innovation networks within a destination. A study was conducted that focused on the identification of forms of cooperation that strengthen and reinforce innovative behavior in a destination. The article aims at discussing the enhancement of the attractiveness and

the quality of innovative network activities by increasing the value of cooperation for the providers of the destination.

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Denicolai S, Cioccarelli G, Zucchella A (2010), Resource-based local development and networked core-competencies for tourism excellence. *Tourism Management*

The purpose of this article is to propose a complementary approach to the analysis of tourism systems which is grounded on theoretical frameworks deriving from the fields of dynamic capabilities and destination management. In particular, the paper explores the relationship between the networking approach of tourism firms and the development of tourism core-competencies. This perspective aims at providing a development path for policy maker actions based on the appraisal of local resources and tourism competencies. The empirical section studies an Italian area characterized by a high potential in terms of tourism resources but also, especially in the past, a medium-low relevance regarding the tourism economy. However, recently this area has shown a very interesting entrepreneurial dynamicity in tourism and cultural sectors. It is an appropriate field of research for the analysis regarding the determinants of tourism core-competence development.

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Lam A, Lundvall B (2007), The Learning organisation and national systems of competence building and innovation. Oxford University Press

The analysis presented in this paper illustrates the logic of institutionalised variation in patterns of learning and innovation. It also discusses how such variation may enable, or constrain regions or countries to create organisational forms needed for generating the types of innovation associated with different technologies or industrial sectors. The paper argues that tacit knowledge, which is difficult to create and transfer in the absence of

social interaction and labour mobility, constitutes a most important source of learning and sustainable competitive advantage in an increasingly globalised knowledge-based economy. Learning builds on trust and social capital. Institutions that are able to imbue these elements into firms and markets encourage interactive learning and are more likely to produce strong innovative capabilities.

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This paper reports on an initiative to examine the future of tourism education into the years 2010-2030. A group of 45 senior tourism educators and industry experts came together for a summit at Modul University, Vienna, Austria to discuss how tourism education needs to adapt to significant societal and industry changes. The theme of the summit was how to build the capacity for tourism students to lead the industry into the future as it faces increasing pressures for responsibility and stewardship. This paper discusses the pre-summit and summit processes and their outcomes, and explains future plans for this Tourism Education Futures Initiative (TEFI). Among other outcomes was a listing of values that could create the foundation for future tourism education programs, and also five categories of skills that participants felt would be important for students of the future to master. These are destination stewardship skills, political skills, ethical skills, enhanced human resource skills, and dynamic business skills.

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In an increasingly pressured academic environment, too little time is given to understanding the factors that shape tourism, hospitality, and event management

education curricula. In responding to this rapidly changing environment there is a risk that one can become reactive rather than strategic and forward thinking. This article identifies major political, philosophical, and managerial influences on the Australian curriculum space. The implications of these influences are discussed with reference to developments in other parts of the world. The conclusion highlights a number of changes and challenges that will need to be contemplated by tourism, hospitality, and event management education management educators but also identifies a clear role for cross-institutional planning and leadership.

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