

Differences in motivations to source locally in the catering sector from the Twente region

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ABSTRACT,

Local sourcing gained a lot more attention in recent years due to the benefits it is supposed to have for the environment. There is still much uncertainty regarding local sourcing and the incentives needed to motivate food providers to source locally. In this paper, the motivations of different actors from the catering sector to source locally are analysed to find out the main drivers of local procurement. The research is based on previous findings from the existing literature and a qualitative study based on interviews with representatives of restaurants and canteens. The goal of this paper is to analyse the different motivations of actors from the catering sector to source locally. The purpose of this research is to help motivating other food providers to start sourcing locally. Expectancy theory is used to analyse if the canteens and restaurants are satisfied with the local sourcing and if their motivations were attained. The findings of this paper show that the primary motivations for restaurants and canteens to source locally are regarding environmental consciousness and social consciousness due to both types of food providers wanting to show support to their community. The most important difference noticed in the motivations between the food providers is the more egoistic motivations of some restaurants.

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Keywords

Sustainability, local, sourcing, food, benefits, differences, social, environmental

1. INTRODUCTION

This paper has the objectives of gaining insight through literature and interviews with restaurants and canteens on the differences in their motivations to source locally. To successfully attain that, the research aimed to analyse the drivers and barriers in sourcing food locally for the catering sector in the Twente region.

Sustainability is currently increasing in popularity, with companies becoming more aware of its importance and impact on the environment. Sustainable sourcing is defined by Giunipero et al. (2019) as being a newer area that is used for addressing green purchasing, closed-loop supply chain and green manufacturing. Food supply chains are responsible for 31% of the greenhouse gas emission (Krishnan et al., 2020); transporting food on a shorter distance is viewed as a potential solution for improving that; therefore, local sourcing is seen as a more sustainable alternative. In this paper, the aim is to analyse the different motivations restaurants and canteens from the Twente region have when sourcing locally. To analyse this, there is a need for understanding the differences between local and global sourcing. Local sourcing is commonly used when referring to the origin of the produce and the consumers' recognition of the produce coming from a local source (Pearson et al., 2011). Global food sourcing is associated with increasing pollution; local sourcing is considered more environmental friendly by consumers due to the shorter transportation distance (Brunori et al., 2016), therefore in trying to adhere to the expectations set by customers, canteens and restaurants are influenced to source more locally.

For this research, organisations in the catering sector, such as restaurants and canteens, from the Twente region were chosen to compare the types of food providers' different perspectives and motivations. Restaurants are expected to be more influenced by customer needs and to aim to have a high profit. In contrast, canteens are expected to be more affected by government policies and projects. The term motivations is used in this paper to define the reasons canteens and restaurants consider when deciding to source locally.

The main two types of motivations, as described by Birch et al. (2018), are altruistic and egoistic motivations. These motivations can be applied to restaurants and canteens motivation analysis. Altruistic motivation is concerned with factors as sustainability, positive impact on the environment and better food quality. The egoistic motivations for sourcing locally could be related to cheaper costs for local ingredients and customers willing to pay more for locally sourced food. To further analyse the motives of local sourcing for restaurants and canteens, the paper of Roy et al. (2020) can be used to illustrate the benefits and consequences of local sourcing for restaurants. The paper further discusses the motivations of local sourcing, focusing on the motive of a better relationship between local suppliers and restaurants, convenience, consistency in supply, environmental benefits and price. This paper shows that personal relationships between restaurants and suppliers significantly impact the decision of locally sourcing.

According to Pearson et al. (2011), consumers are interested in local sourcing, and their expectations for food being sourced locally are continuously increasing, pressuring the food industry into sourcing more locally. Consumers represent a significant factor for canteens and restaurants; therefore, they should be considered a motivational factor in their decision-making.

The consumer, in this case, will be the person who eats at the canteens and restaurants.

Policies and regulations could also be an influential factor on the incentive to locally source, as seen in the case of U.K. sourcing regulations (Thomson et al., 2007). The Covid pandemic might also motivate restaurants and canteens to source locally due to global sourcing not being that accessible anymore. A

complication that should also be considered is the fact that food can be bought locally in the food industry due to perishability.

The objectives of this paper led to the following research question that will be tackled in the thesis is:

How do motivations to source locally differ in the catering sector?

To answer this question, firstly, in section two, existing literature concerning the motivations of local sourcing, mostly focusing on motivations of organisations from the catering sector, is analysed. In the third part, methodology, part that consists of research design and data collection, qualitative research from conducting six interviews is described. The following part focuses on analysing the results from interviews, followed by discussions and conclusions based on interviews. In the following part, relevant literature will be reviewed.

2. REVIEW

In the food industry, there is an increase in local sourcing due to people becoming more concerned with food being produced in an integral way and lifestyle matters (Ikerd, 2011, p. 52).

2.1. Types of motivations and factors that motivate restaurants and canteens to local source

2.1.1 *Altruistic and Egoistic types of motivation*

The first type of categorising the motivations used is altruistic and egoistic motivation; this type of categorising can be used to understand the underlying reasons caterers chose to source locally.

Birch et al. (2018) described customers motivations as being altruistic and egoistic motivation; this way of categorising motivations can also be used as a framework for classifying motivation types.

Extrinsic qualities are related to the environment, welfare and origin (Tregear & Ness, 2005) and are associated with altruistic motivation; on the other side, intrinsic qualities are regarding quality, appearance, freshness, taste, healthiness, as well as safety and, are associated with egoistic motivations.

According to Birch et al. (2018), altruistic motivations are concerned with working towards the "wired good", and egoistic motivations are focused on personal gain and wellbeing. These motivation types have a role in analysing the motivations behind the decision to source locally.

The most relevant egoistic motivation is related to food tastes, locally sourced food being considered tastier than food sourced globally (Birch et al., 2018, p. 2). Locally sourced food is usually also considered safer and more natural, thus making it intrinsic; therefore, it is an egoistic motivation due to the aim of avoiding safety issues (Peters et al., 2008). The most common altruistic factors seen in the literature are regarding environmental impact; sourcing food locally is supposed to have a positive environmental impact; sourcing locally reduces the distance the food is transported, which results in fewer emissions thus less pollution (Birch et al., 2018, p. 2).

Birch et al. (2018) found that when making the decision to local source, both types of motivations are relevant factors, the egoistic motivation ("what is good for me") and the altruistic motivation ("what is good for we") both being taken into consideration.

2.1.2 *Factors that motivate restaurants and canteens to source locally*

2.1.2.1 *Environment*

Duram (2012) marked that environmental benefits can be a motivation for local sourcing since decreasing the distance between restaurants and suppliers reduces the impact of sourcing on the environment.

Pearson et al. (2011) noted that from an environmental perspective, a smaller distance of transportation results in smaller externalities and could aid in reducing the energy used and carbon footprint of the food chain, the shorter distance also can have the benefit of not needing as much additional packaging for keeping the food fresh during the transportation, therefore, reducing waste and pollution.

2.1.2.2 Consumers influence

Consumers have shown a decrease in interest in distant and impersonal industries, such as food production and distribution systems that are under the ownership of big multinational enterprises (Autio et al., 2013). In the past year, there has been an increase in the customers' interest in locally sourced food due to their increasing lack of trust in the dominant agro-industrial paradigm (Birch et al., 2018, p. 1). Consumers seem to be driven towards locally produced food due to it having a better taste, due to their concern towards supporting local farmers, the products having larger varieties, the food being grown locally, and the food produced locally being considered more environmental friendly (Selfa & Qazi, 2005). Researchers analysing customers willingness to pay came to the conclusion that customers are willing to pay premium prices for local food products. (Gracia et al., 2013)

According to Roy et al. (2018), consumers demand for locally sourced food influenced the provision of locally sourced food in restaurants, restaurants sourcing more food locally.

2.1.2.3 Relationship with suppliers

Most of the literature concerning sourcing is on the relationship restaurants have with the producers; however, in reality, most of the ingredients come from wholesale distributors due to time scarcity (Roy et al., 2019). According to Roy et al. (2020), wholesale distributors are an essential part of the culinary system; restaurants sourcing locally grown food through wholesale distributors more and more for perceived benefits. Examples of this are the cases of Alabama and Australia; in the case of Alabama, Reynolds-Allie and Fields (2012) point out the reasons for using a wholesaler as being the supplier is the uncertainty regarding where to buy and this method having cheaper costs; for the case of Australia Lawley and Howieson (2015), the reasons are regarding the consistency of supply and the quality of the ingredients sourced. Restaurants started increasing the use of locally sourced food, and its popularity seemed to grow in the last period (Roy et al., 2020). Restaurants are an essential factor in promoting locally sourced food by informing and therefore possibly increasing their customers interest in locally sourced food (Roy et al., 2020).

2.1.2.4 Monetary influence

According to Roy et al. (2020), buying locally from wholesale distributors provide the benefits of good, cheaper and consistent income. Locally sourcing was, in some cases, found cheaper due to not having to pay large amounts for transportation.

2.1.2.5 Policies and regulations influence

In the example of the U.K. analysed by Thomson et al. (2007), the governmental commitment towards sustainable development was a key factor due to them providing significant incentives to reduce the environmental impact of suppliers.

In the E.U., there was a decrease in barriers in order to support green procurement, for example, promoting the creation of vibrant local communities, due to them being an essential factor in achieving a decrease in the environmental impact through the increase in local buying (Thomson et al., 2007).

Special interest groups had an essential role in influencing how the legislature is interpreted for the purpose of setting specifications for public bodies. Examples of that are the 'Slow Food' movement in Italy and a local food initiative in France that

have promoted the specification of bodies to specify the regional character of the food, the level of variability of the menu, seasonality of the menu and delivery frequency (Thomson et al., 2007).

The Rio Declaration was a driver for significant improvement due to rules and regulations that support sustainable development through local sourcing. Japan is one of the most sustainable countries when it comes to green public procurement of food, strong policy leadership from the most important public and private organisations resulting in a complete and clear approach (Thomson et al., 2007).

3. METHODOLOGY

The methods for collecting data used in this paper are desk research and interviews. The desk research is based on different papers concerning local sourcing motivations. The desk research is mainly based on gathering and analysing non-numeric data in the form of scientific articles collected from diverse sources. Besides the literature review described above, interviews were held with representatives of the catering industry in the Twente region to gain insights about local sourcing motivations and practices in this region.

3.1 Collecting data from interviewing representatives from restaurants and canteens

From the interviews, the data needed is qualitative data about the motivations for local sourcing of different players from the catering sectors, such as canteens and restaurants, from the Twente area. The interviews focus on the motivations for local sourcing. To analyse the motivations for sourcing is essential first to find out what canteens and restaurants understand by local sourcing, what were the reasons they started to source more locally, what actions did they take to locally source till this point in time, what actions are they planning to take, as well as what is their goal in regards to local sourcing. For this analysis, restaurants and canteens were chosen to analyse and compare the different perspectives and motivations different types of food providers have.

To define the sample of people interviewed, collect data, and analyse it, the book by Saunders et al.(2019) was used as a guideline. Articles on how to interview and analyse interviews (e.g., A. Alsaawi, 2014) and training on interviewing were followed to gain the needed knowledge to interview and analyse the data. The data needed is related to the view restaurants, and canteens representatives have on local sourcing and their motivations to source locally.

The sample that was aimed for this research is actors from the catering sector, such as restaurants and canteens, preferably of different sizes and different degrees of independence (for example: in the case of restaurants, independent restaurants and franchise restaurants were interviewed, in the case of canteens; the persons in charge of catering for canteens from a university and a representative of one of the companies that cater food for universities canteens were interviewed). The actors that are the most relevant to be interviewed for this research are people in charge of purchasing or in higher positions in the chosen restaurants and canteens due to their broad knowledge of the topic, their overall perspective and access to data that is needed.

The empirical research is based on six interviews made with people that had diverse positions. For analysing the restaurants, the subjects were in the following positions: owner, chef, and employees such as waiter/chef who also took part in purchasing activities. For analysing canteens, the subjects had the following positions: person in charge of catering for a university and catering manager of several locations in the university campus

from one of the largest catering companies in the Netherlands that supply the food for the university canteen. The restaurants from where the persons were interviewed have the following profiles; a small family restaurant, two franchise restaurants, a restaurant of a bigger size that also sources condiments and a restaurant that is newly opened. When talking about canteens, the findings were based on the experience of a person in charge of a university canteen to have the perspective of a university on local sourcing and a representative of a catering company to find out why catering companies that source for universities are motivated to source locally.

3.1.1 Design of interviews

The interviews contained questions focused on local sourcing, the motivations to source locally and the outcomes of these sourcing methods.

In the interviews, the personal beliefs, and appreciations of the interviewees were followed. The interview started with general questions about the caterer, the interviewee and the extent of the period since when the restaurant they represent sources locally.

Following the introductory questions, the interview focused on the motivations of the caterers to source locally, generally and in regards to certain topics such as social impact, environmental impact, customers satisfaction, supply chain control, suppliers, economic impact and policies. The impact of the motivations presented previously was analysed during the interview.

Questions regarding the extent of local sourcing, the plans of caterers regarding sourcing locally and the motivations of sourcing at the rate they currently use were asked in the interview to understand the current state of the caterer and their capacity and motivation to source more locally. The practical issues encountered when sourcing locally and the action they generated were analysed to gain a deeper understanding of the implications of sourcing locally.

The following set of questions were regarding the results sourcing locally had for the caterers and the overall satisfaction gained from sourcing locally. Lastly, the questions asked were regarding the advice the caterers' representatives would have for other caterers that don't source locally and the overall positive, negatives, advantages and barriers in order to get a complete picture of the implications and possible motivation of sourcing locally.

3.2 Transcribing

After the interviews, data was transcribed and analysed to be used to further draw conclusions as well as to respond to the research questions.

3.3 Analysing interviews through Expectancy theory

The theory used in this paper to analyse and draw conclusions of interviews answers is the Expectancy confirmation theory. The Expectancy confirmation theory can be used to predict and analyse the effects of local sourcing of food for different actors from the catering sector (Oliver, 1980; Spreng et al., 1996). The Expectancy theory is based on analysing expectations, perceived performance, disconfirmation and satisfaction; this will be used in analysing the motives since restaurants and canteens are motivated to source locally by expecting specific outcomes. The outcomes can be financial, social or environmental. These motives, reasonings and evolutions can be analysed with the Expectancy theory. This research will also further elaborate on the *effort-performance relationship* to analyse the actions and motivations of canteens and restaurants to source locally since this relationship is used to analyse the motivations and expected outcomes (Robbins et al., 2018). Expectancy theory is suitable

for this research because it is used to analyse what motivations restaurants and canteens had to choose local procurement, how they viewed local sourcing when they started to procure the food that way, how they view it now, and what motivates them to continue to locally source, what is their perceived performance, what are they expecting to happen in the future and if by now their expectations were attained or not, as well as if their initial motivations are still valid and satisfied by now. This analysis was further used to compare the differences in motivations of restaurants and canteens to locally sourced food in the Twente region.

4. EMPIRICAL FINDINGS FROM INTERVIEWS

4.1 Understanding of local sourcing

Firstly, the understanding of the term local sourcing was analysed to establish if the interview's perspective is viable. During the interviews, a part of restaurants did not have a clear understanding of local sourcing. Local sourcing is understood by some interviewees as everything from suppliers in the Netherlands, such as buying from a store in the Netherlands without knowing the provenance. This leading to biased answers that were taken into account when analysing the interviewees' perspectives.

4.2 General findings:

In the following parts, the findings from the interview were analysed using the Expectancy theory starting from the motivations they had at the beginning, the motivations they acquire and if they acquire the expected results; in the cases, if they are satisfied with the outcomes regarding their motivations.

4.2.1 Independent restaurant 1

In the case of Independent restaurant 1, the motivations to source locally in restaurants of a bigger size whose owner also sources condiments are discussed. The person interviewed in this case was the founder and CEO of the company. This restaurant operates for two years, and it has been sourcing locally from the beginning. The restaurant sources their food from local suppliers such as big growers of onion from the Netherlands in this area.

The primary motivation for local sourcing was due to the pandemic and the impossibility or difficulty to source from other countries. On a secondary plan, motivation can be considered the social impact because this restaurant uses many agricultural products, and Dutch producers are the second largest exporters of these products, this helping the producers. Sourcing locally also reduces the environmental impact because the producers are located at a short travelling distance, which leads to fewer emissions. Regarding customer satisfaction motivation, customers are getting more aware now of local products. In the opinion of the owner of this restaurant, customers are a significant factor in choosing to source locally. Since they are promoting products sourced locally, the number of customers is increasing, so their motivation has been proved to be efficient.

Regarding supply chain control and supplier relationship, the interviewee thinks they have a well-connected supply chain. In the interviewee opinion, the restaurants have a good relationship with suppliers, so many products are available. In the case of condiments, sourcing vegetable locally is more economical than sourcing them from abroad. Another economic motivation is that local sourcing gives prices advantages and quick availability that ends up saving costs. Sourcing locally answers and reduces logistic pressures of planning how to source. The interviewee also considered valuable the help government can offer to local businesses in terms of subsidies and rentals because several schemes are available for local businesses that benefit startups.

In this case, most of the ingredients for both the restaurant and the condiments are sourced locally. The ingredients that are not sourced locally are due to specific condiments not being found in the Netherlands.

As the restaurant owner expected before starting to local source, local sourcing paid off since most of the customers are locals, and they like local ingredients, therefore, are satisfied. The satisfaction that customers have from local sourcing can also be seen. After all, the company plans to source even more locally because they see that emissions are increasing daily and want to reduce their pollution.

4.2.2 *Independent restaurant 2*

In the case of Independent restaurant 2, the restaurant is owned by a family, and the interviewee was one of the owners. The owner had a good understanding of what local sourcing means. The food in the restaurant was locally sourced from the beginning.

The primary motivation for starting a restaurant where the food is locally source was the fact that one of the owners got very sick, and they started realising the need for healthy organic food and the wish to only do what they like from that point. The social impact was not one of the biggest motivations in the beginning. Nevertheless, through time, it became crucial to them. They also consider local sourcing as a form of supporting local families. In their case, the wish to source locally to show support for the producers in the Twente area can be noticed. In this way, local producers are given fair prices for their products compared to the cases when the producers are supplying for large companies that try to obtain the best prices, which generates lower incomes for the farmers. In this case, the interviewee also pointed out that there is much misleading regarding local sourcing. Some suppliers pretend to provide organic and locally produced food when they do not. The interviewee considers their practices to be of positive social impact since they protect their customers from false advertisements due to them going and buying the product directly from the farmers and knowing their origin, therefore helping customers find food that is actually locally sourced.

Regarding environmental impact, they consider it an essential factor, even though it was not one of the starting motivations, but it became an essential factor along the way. The reason why they considering local sourcing more environmentally friendly is due to fewer pesticides being involved. In addition, they collaborate with farms, and their approaches are usually more environmentally friendly. An example of this will be when suppliers cultivate grass for the cows; they also grow flowers and plants to have many insects to help with birds breeding. Another factor they consider essential is transportation because due to local sourcing, the ingredients travel less, therefore reduce the emissions of CO₂.

Another motivation to source locally is the customer's satisfaction. Then they started, they were already using a lot of local source product, and the response of customers was very positive, that motivated them to move from renting the location a few days a week to fully renting the location for the whole time. Therefore, the satisfaction of customers was a motivation to develop their restaurant. Customer satisfaction also helps them gain more customers because most of their customers find them due to recommendations from other people.

Another motivation was supply chain control. When they started the restaurant, they collaborated with a company that was bringing their food to them from the places where it was produced. This firm stopped existing in time, so now they needed to go and get the products themselves. Now they have to travel to get their product from their supplier and therefore they had

developed more profound connections with the suppliers which is a benefit. They also consider a benefit the fact that they now can see how the products are made and can be sure that they are genuinely sourced locally and organically. A motivation that keeps them sourcing local is the fact that now their supplier relationship is better. They source their ingredients from independent suppliers. Supporting both the farms and helping customers find the local suppliers that provide organic food is a factor generated by having better supply chain control.

The economic impact is also a possible motivation. Local sourcing implies paying more for their product. However, they do not consider this a disadvantage because sourcing locally is a differentiation factor for the restaurant that attracts customers. Another motivation to continue to source local is policies and standards since if a good plan is presented, it is possible to get help from the government because they want to promote sourcing locally. Support can come in different forms, such as financial incentives and guidance.

In this case, the food was mainly locally sourced, but sometimes they get food from the supermarket. They sometimes get food from the supermarket because of the lack of time and the easier access to food from the supermarket instead of going to farms due to it being time-consuming.

They consider that local resourcing paid off for them, and they are happy with their choice. In addition, their goal of owning a restaurant has been attained without compromising the restaurants' values; therefore, they consider sourcing locally a success.

4.2.3 *Independent restaurant 3*

In Independent restaurant 3, the interviewee is the restaurants' chef that is also in charge of sourcing. The restaurant is a newly opened restaurant that started sourcing partial locally from the beginning. Most of the products from the restaurant are regionally sourced products; the suppliers are both independent and wholesalers.

The primary motivation for sourcing locally, in this case, seems to be the environment. One of the reasons pointed out was the reduction in transportation therefore emissions. This is an option for the restaurant because, according to the chef, the products have good quality; therefore, there is no downside in the quality.

One of the motivations of sourcing locally is regarding social impact since it creates jobs for people in the Netherlands and keeps suppliers in the business. Customers satisfaction was not a motivation when thinking about sourcing locally, customers being satisfied as long as the food tastes good, and this factor is constantly checked and ensured.

Regarding supply chain control and supply relationships, they mainly order from the internet, so it is hard to establish a relationship; currently, the relationship can be considered a normal business relationship.

In this case, the economic impact is not considered a motivation since there is no connection between local sourcing and saving costs, not even in transportation since mistakes in planning lead to more transportation costs. In this case, policies and standards made no impact.

Most of the products from the restaurant are regionally sourced products; the suppliers are both independent and wholesalers. The issues the interviewee faced regarding local sourcing in the

restaurants were regarding to changing the products he was used to with the ones available from local suppliers. This problem was fixed by finding products similar to the ones he used before at the local suppliers.

For this case, local sourcing is not considered to have had significant benefits for the company, but it is an excellent environmental practice that should be done; therefore, they are satisfied with it.

4.2.4 *Franchise restaurant 1*

In the case of Franchise restaurant 1, the case of a franchise restaurant is analysed. The interviewee was the owner of the franchise restaurant. In this case, there were signs of confusion about what local sourcing means. The interview stated that he mainly buys from local wholesalers, but it was unclear if they source locally since later referred to local sourcing as sourcing from an independent supplier.

In this case, the interviewing mentioned that quality is the essential criterion in sourcing food. The environment was not a motivation for sourcing locally for the interviewee. The only motivation for sourcing locally is the criteria set by the parent company. Customer satisfaction is an essential factor for the owner of this franchise, but it is not correlated with local sourcing. A benefit of sourcing locally for the interviewee was the excellent relationship with suppliers and their fast response due to being local and having less transportation time.

In this case, it can be noticed that more prominent companies are more socially responsibly trying to force their franchisees to source locally; as mentioned in this interview, the owner sources locally because the main headquarters forces them to do that. In this case, 30% of the food is supposed to be sourced locally. Nevertheless, it is not clear if the sourcing is done locally. The owner of the restaurant does not want to source more locally in the future.

In the end, he considers that local sourcing has benefited the restaurant due to the quality of the product, such as being fresh and the short time of transportation; hence he achieved the expected result.

4.2.5 *Franchise restaurant 2*

In the case of Franchise restaurant 2, the case of another franchise restaurant that is mainly focused on coffees is analysed. The person interviewed for this case is an employee of the company. The franchise restaurant sources part of its products locally since three years ago.

Primarily the local sourcing consists of sourcing bakery products with the motivation of helping local producers. The environmental aspect is not a motivation for sourcing locally, even though the restaurant shows environmental friendly practices such as having cutlery products that are less harmful to the environment. However, customer satisfaction is also a motivation because customers like to hear that the products are from the region. Regarding supply chain control, they source most of their products from Germany, but they prefer sourcing from the Netherlands because it is much faster. Considering the economic impact, it is more expensive to buy from Germany, but they have to do it because they are a franchise restaurant of a

German company even though there is a preference for shipping from the Netherlands because it is cheaper.

In this case, the restaurants sourced mainly from Germany the coffee, but some ingredients are sourced from local bakers. In this case, they sourced locally due to their own choice. Regarding plans to increase local sourcing, they consider it.

Overall, they are satisfied with the outcomes of sourcing locally, especially since they considered that local sourcing also increased customer satisfaction.

4.2.6 *University canteens*

The case of the University canteens is analysing the motivations of canteens to source locally through the person in charge of catering for a university and the catering manager of several locations in the university campus from one of the largest catering companies in the Netherlands that supply the food for the university canteens. The canteen has always sourced locally.

One of the main factors of sourcing locally for the university canteen is the universities choice and requirement. This shows that this type of institution is inclined towards sustainability and social responsibility. Besides the university's requirement, this is also a common practice of the catering provider, the catering company also being motivated to source locally.

The catering providers believe that it is crucial to show the Twente area that they want to buy locally, and it is good to help the small companies. Also, they have a lot of good products in Twente at local suppliers. The food is supplied from both wholesalers and independent sellers. The independent sellers offer locally sourced products as meatballs, bakery products and dairy products. One of the biggest motivations for the universities is regarding social impact; the university wants to support the region by helping the local suppliers. This impact is significant showing the university cares very much about this. Environmental impact is also an important motivation for both the interviewees since local sourcing implies less travelling distance; hence it is better for the environment, the distance being a significant factor for the environment, and sourcing locally decreases the CO₂ emissions. Therefore, environmental factors represent a significant issue that they are trying to fight through local sourcing. Customer satisfaction can be a motivation since the customers are of two kinds, students and employees of the university. The employees are more inclined towards appreciating local sourcing; therefore, they are the target of this motivation. No apparent progress was made regarding supply chain control and supplier relationships; therefore is not a motivation. Economic benefits and policies are not a factor in this case. Instead, the most relevant factor is being sustainable.

The Universities canteen is already sourcing a large percentage of food, and the university wants to increase this amount in the future; the catering providers are not sure about the possibility of increasing sourcing locally and would like to keep it at the current level.

Overall they consider that local sourcing paid off because the goal of showing suppliers support has been attained; hence their expected outcome has been attained.

4.3 Summary

In the table below, the main motivations of caterers to source locally were pointed out.

Table 1. Main Motivations of caterers to source locally

Caterers	Main motivations
Independent restaurant 1	Difficulty to source globally due to the pandemic Environment
Independent restaurant 2	The need for organic food Supporting local producers
Independent restaurant 3	Environment
Franchise restaurant 1	Parent company influence
Franchise restaurant 2	Supporting local producers
University canteen	Supporting local producers Environment

From the table above, it can be noticed that the primary motivation found in the cases is to help local produces, followed by the motivation of being more environmentally friendly.

In the following parts, small summaries of the different types of caterers will be provided.

4.3.1 Restaurant summary

4.3.1.1 Franchise

In franchise restaurants, a pattern of not being environmentally sustainable and a lack of environmental motivation was observed; this can either be due to being chained to the parent companies products or lack of social responsibility. Nevertheless, a pattern in dependency on the parent company can be noticed. The main focus of this type of restaurants has proven to be regarding customer satisfaction. The parent company can be the primary driver in sourcing locally due to their inclement to sustainable practices and increased responsibility and judgment for the future.

4.3.1.2 Independently owned restaurants

In independent restaurants, the owners appear to be more responsible and trying to source more locally to support the community from the Twente region and be more environmentally friendly.

4.3.2 Canteen summary

In the case of canteens the institution, the university appears to be the one setting standards that need to be followed by their caterers to be more environmentally conscious and support the local suppliers of the Twente region. The catering suppliers also seem to have these values, resulting in good collaboration and alignment.

5. CROSS ANALYSIS OF THE CASES

To analyse the actors from the catering sectors' motivations, they can be classified based on the degree of independence. From the interviews, it was noticed that franchise restaurants and canteens have lower degrees of freedom, being strongly influenced by the parent company in restaurants. In the case of canteens, caterers for the canteens were significantly influenced by the university.

Independent restaurants were shown to have complete freedom in their choices. Therefore the decisions to source locally were entirely personal.

In the cases of the university canteens, it was noticed that the company that is sourcing for university canteens also wanted to source locally, the common interest being their goal to show support towards the local food suppliers. One similarity noticed when the companies have a lower degree of freedom is that they have previously fixed percentages of products they need to source locally. The canteen caterer had a fixed percentage of food that they needed to source locally, this pointing out the responsibility of partner companies influence them. In the case of the other franchise restaurant, the parent company only had types of products the franchise needed to buy from them, and the franchise decided the rest; in this case, the franchise is the one that decides how much they want to source locally.

A difference in motivation between catering services with a high degree of freedom and low degrees of freedom is the fact that when the degree of freedom is high, the owners' motivation is the most important, owners having the power to source locally as much or as little as they want.

In the case of independent restaurants, all restaurants in this research wanted to increase the amount of products they source locally. In the case of franchise restaurants and catering providers for canteens, it was noticed that most of them are not so open to source more products locally and want to keep it at the same level, seeming to consider that as much as they do right now is enough. Opposite to that, the university canteens collaborating with the catering company would like to increase local source products.

In Independent restaurants number 1 and 2, the starting motivations seemed to have been based on other factors, such as searching for organic food and adapting to the pandemic, resulting in altruistic motivations such as environmental protection and supporting local communities.

In caterers where there is a low degree of independence, the second most common motivation is customer satisfaction, thinking that local products are fresh and will have better taste; therefore, the customers would be more satisfied, motivation that is also connected to the economic influence, due to wanting to satisfy the customers in order to increase their income.

Customer satisfaction is essential for the caterers with higher degrees of independence, but there is no solid economic motivation in their case.

6. DISCUSSION, LIMITATIONS AND CONCLUSIONS

6.1 Discussion differences in motivations

6.1.1 Altruistic and Egoistic types of motivation

The altruistic and egoistic motivations were used to gain knowledge about the underlying motivations of caterers to source locally.

According to Birch et al.(2018), altruistic motivations are concerned with working towards the "wired good", and egoistic motivations are focused on personal gain and well being.

The main altruistic motivations found from literature and notice in practice are supporting the Twente area community and being more environmentally friendly. The egoistic motivations found from literature and noticed in practice are gaining more customers and financial incentives. In both the canteen and restaurants, the primary motivation seems to be regarding the environment or supporting the community as altruistic motivations. The egoistic motivations are mostly the customer

attractivity benefit due to it being a factor in economic gains. In the case of low degrees of independence, the company that is in charge, such as the parent company for the franchise and the university for the canteens, seem to be focused on altruistic motivations when it comes to sourcing locally due to being focused on helping the local producers from the Twente area.

In our case, the franchise restaurant number 1 seemed to be the only one from this research with mostly egoistic motivations; besides that, all the other interviews seem to have both types of motivations, but the predominant ones are altruistic motivations.

The finding of the interviews align with the literature, with both types of motivations being presented in the cases.

6.1.2 *Differences in factors that motivate restaurants and canteens to source locally*

6.1.2.1 *Environment*

From the literature review, it was noticed that according to Pearson et al. (2011), from an environmental perspective, a smaller distance of transportation results in more minor externalities and could aid in reducing the energy used and carbon footprint of the food chain; this was also one of the most common motivations mentioned by interviewers.

Except for one restaurant, all the participants in this research were very motivated towards being environmentally friendly. Both the canteen and restaurants industries have environmental sustainability as one of the main motivations to source locally.

The cases findings align with the literature and elaborate the knowledge regarding environmental benefits. An example of a way in which the cases elaborate on the literature is the added value from cultivating flowers that attract bugs and help the birds breeding.

6.1.2.2 *Relationship with suppliers*

As seen in the literature review, the relationship caterers have with the producers motivates sourcing locally. (Roy et al., 2019). Most restaurants and canteens appreciate their relationships with local suppliers being better than with other types of suppliers or at least as convenient. In restaurants, the tendency to form closer relationships with the suppliers is seen in comparison with canteens that like the idea of supporting local suppliers but do not have a very close relationship with them.

6.1.2.3 *Monetary influence*

The monetary influence was one of the least noticed motivations towards local sourcing; most restaurants and canteens considering local sourcing more expensive. However, differently from canteens, some restaurants also preferred local sourcing due to monetary incentives in the pandemic situation. The difference in some opinions could be due to the pandemic. Some restaurants still provided food for customers to eat at home, but canteens from the university were not operational; therefore did not deal with the challenges of sourcing food at the peak of the pandemic. The findings from interviews contradict the literature review; in most of the cases, the interviewees not finding local sourcing costs lower than other sourcing methods and monetary influence not being a motivation.

6.1.2.4 *Policies and regulations influence*

As pointed in the literature review, in the E.U., there is a decrease in barriers in order to support green procurement to decrease the environmental impact through local buying (Thomson et al., 2007). In restaurants, some independent restaurants took the time and analysed the option they have to get help from the government and use the incentives they can provide; on the other side, others do not even know this is a possibility.

Unlike the restaurants, contrary to the expectations from literature, the canteen and canteen providers were not influenced by this aspect.

The case studies contradict the findings from the literature review, independent caterers being the most informed and motivated by policies and regulations.

6.1.3 *Expectancy theory*

In order to analyse if the different motivations of the actors from the catering sector could be used to motivate other restaurants and canteens, the expectancy theory will be used to analyse if the interviewees consider their motivations where fulfilled and if they are happy with their current situation as well as want to work on towards sourcing more locally or if their expectations were not fulfilled if they are still going to take actions towards becoming more sustainable. The *effort-performance relationship* from Expectancy theory can be used to analyse the actions and motivations of restaurants to source locally and their outcomes (Robbins et al., 2018).

6.1.3.1 *Caterers with a low degree of independence*

In the franchises restaurant 2, the motivations for local sourcing was regarding social support and customers satisfaction, given the fact that they consider purchasing from local suppliers to increase customer satisfaction, as well as the fact that they can help local producers this way, shows that they had the expected result. Therefore, this could be considered as a viable motivation for others. This canteen is also open to increasing the amounts of products that come from local sources.

On the other side, the first franchise restaurant is unwilling to source more locally, even though they are happy with the quality of products, which is only motivated by economic effects. Therefore he will continue sourcing locally at this level, but the primary motivation seems to be the parent company that forces the franchise to do so; therefore, the primary motivation, in this case, is the responsibility of the parent company since sourcing locally is not as cheap as other suppliers; therefore, the owner is not as happy and motivated to source locally.

The university canteens seem the most motivated ones from the category of low degree of freedom. The university and the catering company agree on the motivations of supporting the local suppliers, environmental sustainability, and customer satisfaction.

The results are mostly the expected ones in this case. The locally sourced products attracted many customers, the producers from the Twente area were supported, and the transportation distance was limited. Overall, in this case, the motivations have been satisfied, the actions having the expected results, therefore could be replicated in other cases.

6.1.3.2 *Caterers with a high degree of independence*

In independent restaurants 1 and 2, the owners are very committed to local sourcing; therefore, they seem happy with the results and got the expected results due to being invested in the subjects taking all the necessary action, thus are looking into increasing the number of products that are sourced locally.

The independent restaurant 3 seems to be doing local sourcing primarily due to trying to be more sustainable without having a negative impact; hence, their actions are lined with their goal and lead to the expected results.

From all the cases, the restaurants and canteens that are the most satisfied with their results are the ones that are the most passionate about local sourcing and have altruistic goals, such as supporting the Twente area, environmental sustainability and aiming for customer satisfaction. Customer satisfaction can be seen as an altruistic goal that can have economic benefits as well. The impact they generate are the ones they expected; thus, they are satisfied.

In all the cases, the interviewees mainly were satisfied with local sourcing. Therefore they would continue doing it at the same level or even increase the number of products they source locally. Therefore, overall, local sourcing paid off for them, and they got the expected results.

6.2 Limitation

While writing this paper, several limitations were experienced. The first difficulty was the limited number of possible interviewees due to not many restaurants and canteens doing local sourcing in the Twente area. Secondly, there was the problem of the unwillingness of the restaurants and canteens that source locally to participate in our research. The pandemic can also be viewed as a limitation because due to it, many restaurants and canteens were not operational; there is also the case of canteens planning on starting to source locally that could not start due to being closed in the pandemic. Finally, canteens were also harder to contact since most universities and municipality building canteens are closed.

Another barrier was the language since some people could not speak English or were unwilling to talk with internationals.

One significant limitation was the lack of knowledge and the misunderstanding of local sourcing. Some persons showed signs of not understanding what locally sourcing means, local sourcing seeming to be perceived as even buying food from the supermarket in the Netherlands; therefore, the persons in cause having invalid experiences with sourcing locally.

Regardless, this research provided insights into the emerging topic of sustainability and local sourcing. Unfortunately, the research of restaurants and canteens' motivations to source locally is still limited, and this paper can help broaden the knowledge about this topic. Another limitation could be that the validity of the results is limited to the Twente region and the food sourcing for the catering sector; therefore, it might not be generalisable.

This paper can help find the right incentives to help make canteens and restaurants source more locally, increasing sustainability.

6.3 Conclusion

In this part, the research question: "*How do motivations to source locally differ in the catering sector?*" will be answered.

Firstly, the primary motivations are outlined. There are many similarities in the motivations of restaurants and canteens, most of them sourcing locally due to their wish to support the businesses from the areas they are from. Therefore the social motivation is the primary motivation. However, the second most noticed motivation was regarding being more sustainable therefore motivated to be more environmentally friendly.

Secondly, the difference in motivations of different actors are pointed out. In some restaurants, differences were seen in motivations compared to canteens, restaurants having more egoistic motivations, and canteens being more focused on social support. The most notable difference is that in canteens, economic advantages were not a factor in deciding to source locally; in some restaurants, financial incentives seemed to be one of the most critical factors. Contrary to expectations, some restaurants were motivated by governmental incentives compared to canteens, where policies did not have influence; this representing a significant difference. In the case of independent restaurants, it was noticed that the majority of them were having at least an altruistic motivation. The actors that had a low degree of independence were more divided. One of them focused on the altruistic motivation of helping the regional producers, another one being interested in egoistic motivations such as financial

benefits and a franchise restaurant that was both interested in altruistic and egoistic motivation.

Lastly, the reasons for the differences are discussed. Different types of canteens motivations to source locally contrast since they have different goals. It was noticed that independent restaurants have more freedom. Therefore, they can act in the way they consider most appropriate and take more risks; therefore, they can implement local sourcing to any extent. In the cases where the caterers have lower degrees of freedom, they need to comply with a contract; therefore, their potential to source locally tends to be fixed previously by the parent company.

Overall, the restaurants and canteens seemed to be happy with their decision to source locally. Therefore, it can be stated that there is a promising start to local sourcing. Whether it comes from restaurant owners, franchise headquarters, universities or catering firms, the initiative is an essential first step toward sustainability through local sourcing.

7. IMPLICATIONS FOR FURTHER RESEARCH

The topic of sustainability is becoming more and more interesting, the number of people understanding its purpose and importance increasing in the outcoming period.

Local sourcing is a factor that helps the overall sustainable goal.

In this research, the focus is on finding the motivations catering providers have when deciding to source locally and their overall satisfaction with the results of this action. This research would help find insights into motivating catering suppliers to source more locally and analyse if the motivations lead to the expected results. The paper can also be used as an example of how actors from the catering industry can become more sustainable by taking some of the actions described in the case studies, such as sourcing from local producers.

A different use of this paper could be regarding policies; policymakers could use this paper to analyse the current motivations and find new incentives they can enforce to make local sourcing more attractive. Policymakers could also use this paper to find out how known are the current policies and benefits that can come from local sourcing in order to learn how to make them more visible for actors from the catering sector to benefit from them.

Overall, the paper could be used to further motivate catering providers to source locally, and therefore help with increasing the implementation of local sourcing in the catering industry. The paper can also be used as an example of how actors from the catering industry can become more sustainable by taking some of the actions described in the case studies, such as sourcing from local producers.

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10. APPENDIX

10.1 Interview questions

Can you introduce yourself and the company (with regard to local sourcing)?

- What is your role in the company?
- How long have you been sourcing locally?

What motivates you to source locally?

Once the interviewee gives us an answer regarding the aforementioned questions regarding his/her motivations, we will present him with a list of motivations we have found through our literature search and if the interviewee missed any of these motivations, we will inquire whether that was an important factor or not and if not, then why.

- Social impact: Was "positive social impact" one of the factors for sourcing locally? If yes, then could you shed some light as to how sourcing locally generated a positive social impact? How significant was the impact of this factor?

- Environmental impact: Was being more environmentally friendly a factor in the decision to source locally? How did you achieve environmental sustainability? How significant was the impact of this factor? Has sourcing locally created a positive environmental impact?
- Customer satisfaction: Did customers play a factor in the decision to source locally? How significant was the impact of this factor? To what extent has customer satisfaction increased due to sourcing locally?
- Supply Chain control: When you started local sourcing. Did you think your supply chain control would improve? Has it improved? If yes, in what ways?
- Suppliers: Does local sourcing help in having a better relationship with the suppliers?
 - Could you please tell us where you are sourcing from? Are you sourcing from wholesalers or independent suppliers?
- Economic impact: Does local sourcing help you in saving costs? If yes, then where exactly in your operations do you save costs?
 - What are other economic advantages in your experience, other than costs, of sourcing locally?
- Policies: Were governmental policies a factor in the decision to source locally? How significant was the impact of this factor? (International Corporate Social Responsibility (ICSR) - government encouraging sustainability)

To what extent does your company source locally? (Fully or partly) (if the answer is partly) Why does the restaurant/canteen not source entirely locally?

What practical issues did you face when implementing local sourcing?

- How did you address these issues?

At the end of the line, has sourcing locally paid off for your company?

- In what ways?
- Why? Why not?
- Is there anything you would have liked to do differently?
- (if they do not fully source locally) Are you planning on increasing the amount of food locally sourced?
- (if the answer is yes) How are you planning on increasing the number of ingredients sourced locally?

What advice would you give to other restaurants that want to start sourcing locally?

- Please elaborate on the positives, negatives, advantages and the barriers