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Alice Lyonnet[1*], Chloé Le Bail[2], Gwenola Yannou-Le Bris[1], Marianne Cerf[3]

[1]*Université Paris-Saclay, INRAE, AgroParisTech, UMR Sayfood, 22 place de l'Agronomie, Bâtiment F, CS 20040, 91123 Palaiseau Cedex, France*
[2]*Université Paris-Saclay, CNRS, LISN, Bat. 508, Rue John Von Neumann, 91400 Orsay*
[3]*Université Paris-Saclay, INRAE, AgroParisTech, UMR SADAPT, 22 place de l'Agronomie, Bâtiment F, CS 20040, 91123 Palaiseau Cedex, France*

*alice.lyonnet@inrae.fr

Abstract: In France, collective catering is a sector under pressure due to, inter alia, controlled meal prices, strict health regulations, and new needs and consumption patterns (such as the development of teleworking and food preferences). In addition to these constraints, there are new regulations and directives for the development of a sustainable food supply, notably under the Egalim law. This encourages, and sometimes even compels, changes within these collective catering organizations. Our aim is to study how managers are steering these changes. In this article we propose a multidisciplinary approach that combines management science and ergonomics to identify the work transformations introduced by middle managers, and their framework for managing change in private catering organizations seeking to offer more sustainable meals. In order to identify key situations in middle managers' work that require further investigation, we adopt a longitudinal and systemic approach to organizational change and highlight some markers of the managerial activity (organizational processes and management tools). This method is structured around four forms of representation: (1) a timeline of change; (2) a narrative focusing on a given lever of change in relation to sustainability issues; (3) a process flow chart; and (4) an identity card for management tools. We illustrate its use with the case of the introduction of a daily vegetarian dish in a collective catering organization. The multiplication and articulation of these representations allow us to identify and to characterize the nature and extent of the changes while providing a more systemic understanding. This serves as a support to discuss with the middle managers their activity related to the development of a sustainable food supply.

Keywords: collective catering, sustainable food, change management, managerial work.

Introduction and context

Collective catering has been impacted by the Egalim Law, which came into effect in 2018 in France. This law is intended to promote access to healthy, safe and sustainable food for all through 5 objectives: (1) diversifying protein sources; (2) strengthening the quality and sustainability of the products served (supply of 50% of products under quality signs including 20% organic farming); (3) limiting food waste; (4) improving information for users; and (5) restoring a balance in commercial relationships to favor a better distribution of economic value. These objectives will have to be achieved by 2025 by private collective catering. The AGEC (anti-waste and circular economy) law completes them by introducing a ban on the use of certain plastic containers and utensils from 2025. Through collective catering, the French government aims to create an economic dynamic that favors producers and enables consumers to access new food practices. This choice is to be seen in the historical, social and regulatory context of mass catering which is viewed as a social service that delivers meals at a moderate price to beneficiaries. This sector, therefore subject to the requirements of moderate meal prices, also has to comply

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with strict hygiene and safety rules (HACCP[1]) and suffers from a lack of positive image regarding both the professions involved and the service provided (Mathé & Salmon Legagneur, 2014; Perrenoud, 2021; Laneyrie et al., 2022). Added to this are the disruptive effects of the Covid-19 epidemic (e.g. meals taken directly at the workstation, teleworking) and inflation. This tense context suggests the difficulties that may be encountered in implementing approaches aimed at increasing the sustainability of food procurement (Besson-Moreau & Moreau, 2022). Various approaches are emerging to support the actors of the collective catering industry in their efforts to comply with the regulations (e.g. Mon Restau Responsable, NONA, EcoCert). The fact that these regulations do not seem to be widely applied in catering organizations raises questions about the ways in which organizational change is effectively carried out. The dynamics of organizational change can be addressed from two angles: the result obtained and the process used to achieve it (Pesqueux, 2020). Desreumaux (1998) argues that organizational change is a dynamic process articulated around successive stages: change proposals, implementation, and evaluation. This organizational change is also conditioned by the motivations of those who initiate it. Rondeau (2008) identifies four types of motivation: "reorganization" of the company aims at a more efficient management of its resources and a better dissemination of strategic information; "renewal" aims at a transformation of practices involving an evolution of the organizational culture that is essential if the actors in the organization are to accept the changes; "realignment" aims to ensure that the use of resources is aligned with management's objectives and is associated with an evolution of the control system of the organization; and "redeployment of the offer" aims to meet the expectations of the demand. Several of these motivations may nevertheless appear during the same organizational change process, possibly at different times.

Tracking organizational changes related to sustainability to understand the transformations of managerial work
The management science literature offers little work on the role and activity of middle managers in working towards sustainability within organizations. Yet, as Tebourbi and Said (2010) show, middle managers are essential for the creation of new knowledge required by these changes, and for the organization's adaptation to changes in its environment. How can this gap be filled? This article presents the first step of our multidisciplinary –management science and ergonomics – methodological approach to identify the transformations of work introduced by middle managers and their way of leading change in private catering organizations that seek to offer more sustainable meals. Our work is based on the premise that change is first and foremost a process, and that change for sustainability requires the work system to be redesigned (Chizallet et al., 2021). Moreover, we consider change as a process continuously underway in organizations, which means that it is not easy to capture evolutions specifically linked to sustainability issues. To this end, we seek to identify: (i) both the duration of transformations over time and the "here and now" of their implementation, and (ii) the organizational processes and the management tools and their transformation that are seen as markers of the managerial activity (Aggeri & Labatut, 2010). We posit that the combination of these various dimensions will be indicative of the organizational work carried out by middle managers to integrate the challenges of sustainability into the more long-term evolution of the organization. A second step is then to deepen our analysis of the key situations identified during this first longitudinal and systemic approach to organizational change, in order to understand the transformations of managers' work.

The case of a company restaurant run by an association
Our case study is a French association in a peri-urban area that caters for the employees of a university and for the management team of a leisure and cultural activities center. This association

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[1] Hazard Analysis Critical Control Point

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is composed of an elected executive board (voluntary staff) and about fifty employees (the majority being involved in the catering itself). The directly-managed catering part is divided into two restaurants with on-site kitchens. Each restaurant produces between 400 and 700 meals per day. The restaurants are subject to declining attendance (due largely to Covid-19 and relocation of employees to other sites) and to daily fluctuations that are less and less predictable (due to teleworking and new eating habits at work). The catering part is self-financed for the purchase of foodstuffs and small equipment, and receives a subsidy from the university for salaries, other equipment, and infrastructure maintenance. For the past ten years, the manager of this organization has been committed to integrating sustainable concerns to improve its food supply. However, the organization has not yet reached the objectives set by the Egalim law.

We conducted 11 semi-structured interviews with all of the association's employees and elected officials. The interviews were built around three themes: the interviewee's background; their current work and the transformations of the organization; and their work that they related to sustainability issues. We also collected internal documents (e.g. quality manual: procedures to follow for purchases, recipes, reporting sheets on the quality signs of foodstuffs, etc.) and we carried out observations in the kitchens, in the offices, and during internal or external meetings.

Representing organizational changes and markers of transformations in managerial work in relation to sustainability issues

Our methodological proposal is based on the four representations set out below, designed to account for the transformations resulting from the activation of levers by the organization, in response to the sustainability issues raised by management. We illustrate this through an example: the introduction of a daily vegetarian dish and its effects or not on the joint process of elaborating menus and ordering foodstuffs, as well as on the management tools associated with this process.

1. A timeline of change of the work system

A first tool (to be presented orally) consists in producing a timeline of change to capture the overall framework in which the transformations are carried out and how they are conducted. It is organized around five elements: (1) the internal and external contexts of the organization; (2) the food supply choices; (3) the sustainability levers introduced; (4) the management tools; and (5) the director's commitment to sustainability issues. In our case study, it allowed us to identify three phases of change in the period since the current director took office in 2007. The first phase, between 2007 and 2013, was dedicated to the structuring of the catering offer and to compliance (i.e. human resources management, investment plan, writing of manuals and practice guides). During the second phase, between 2013 and 2021, sustainability objectives were progressively integrated (e.g. new suppliers including local producers; products under quality signs; adhesion to a monitoring/evaluation program of the restaurant's sustainability; waste management; vegetarian menu; and in parallel the director's involvement in external bodies related to sustainable food procurement, such as a working group in the framework of Egalim, and a labelling association). A third phase is now beginning, with restructuring under the pressure of factors such as the reduction of restaurant frequentation and the increase in the cost of raw materials and energy.

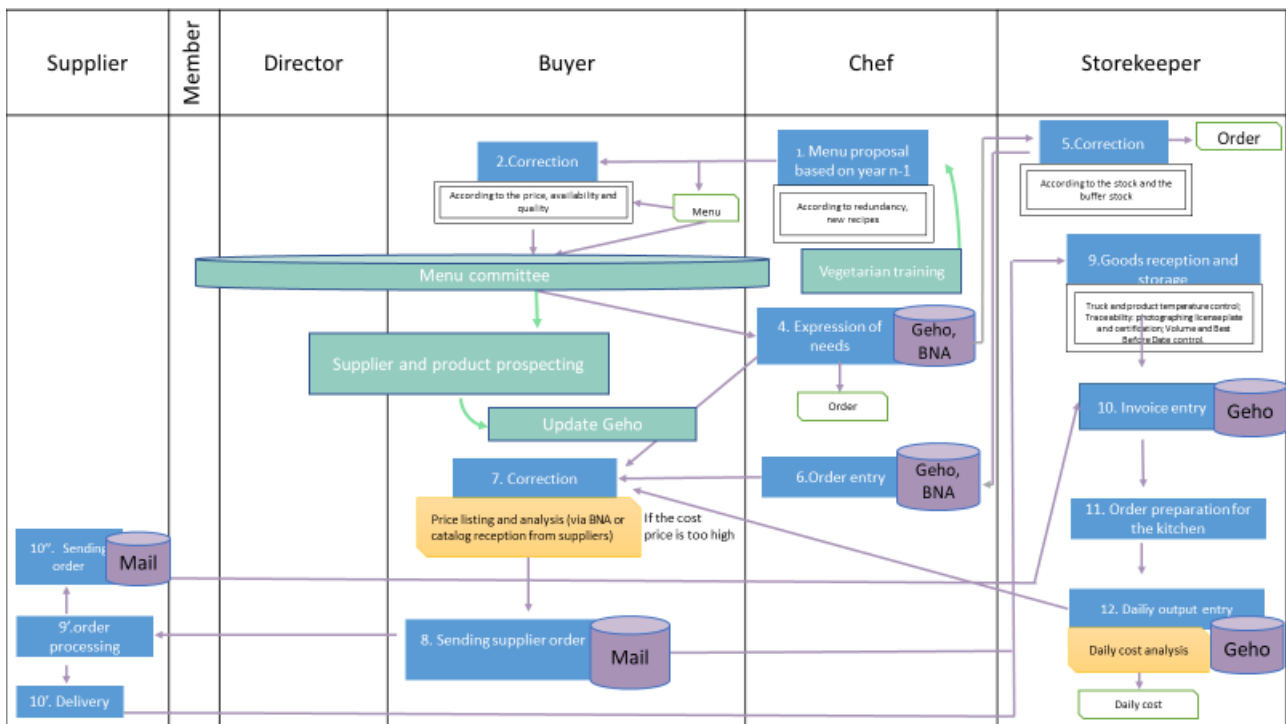**2. A Storytelling grid to grasp a change process related to a given sustainable lever**

A narrative is built that aims at capturing organizational work associated with the introduction of sustainability in the food offer. In this paragraph we name the main topics (in brackets) used to build the narrative related to the introduction of a vegetarian dish daily, which is one of the levers of the Egalim law to reduce the environmental impact of diet (vegetal protein intake). It started with the request made by customers who, during a "menu" committee meeting, wanted to change

the offer from two vegetarian dishes per week to one vegetarian dish daily (starting point). In order to meet this demand, the chefs followed a training course in vegetarian cooking focusing on the preparation of legumes. They also looked for new recipes on internet to include them in the menus. At the same time, the procurement manager and the director of the association attended professional fairs to explore the vegetarian offer of industrial actors (actors and actions taken to identify solutions). An experimental period was then set up for five weeks during which, every day, a vegetarian dish (often ultra-processed and not "home-made") was offered in addition to the two meat or fish dishes. This period is still underway (testing of the solutions). An assessment is planned to measure the evolution of the daily cost price, the customer satisfaction, and the organization of work in the kitchen, to adjust and/or to validate the new operational process which integrates this new offer (assessment of the solution and closure of the change process, outputs).

3. A process flow chart to represent organizational processes

The flowchart aims to capture the evolution of processes associated with the introduction of sustainability features in the food supply. Figure 1 shows the menu development and procurement processes and the changes due to the introduction of a daily vegetarian dish. This introduction concerns three different actors: the director, the buyer, and the chef. It leads to the emergence of new tasks of short to medium duration: e.g. training of the staff, prospecting for suppliers, consultation, etc. However, these additional tasks are not permanent and therefore do not transform the process in the long run.

Figure 1: Flow chart of the menu development and procurement processes with the introduction of a daily vegetarian dish (in green).

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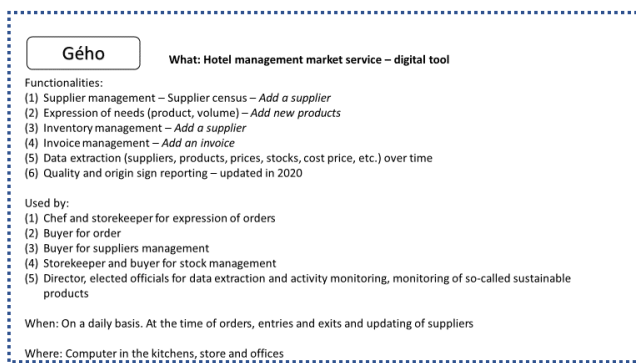## 4. An identity card to specify each management tool

Figure 2: Geho's "identity card" regarding the introduction of a vegetarian (in italic).

The identity card of the management tools sheds light on the changes in their structure, functionalities and uses linked to any other change. Figure 2 presents the Geho tool, a management tool developed by the company Geho for hotel and restaurant professionals. Beyond its characteristics, its usefulness and its use, its identity card allows us to point out that the introduction of a daily vegetarian dish led to an enrichment of the suppliers' database. On the other hand, this change did not imply any modification of the user interface nor of the algorithm associated with the tool. The articulation and analysis of the four representations shows that few lasting changes are at work in the daily and operational organization of work in relation to the introduction of daily vegetarian dishes. The proposal of vegetarian dishes seems, at first sight, to respond to the customers' demand but it is based on ultra-processed foods. Does it really meet the beneficiaries' expectations, which might be more complex (i.e. what level of processing, what origin, what nutritional score is expected?). This points out the need to better understand the way in which the demands, injunctions and/or sustainability issues are finally understood and translated by the middle management.

Discussion and perspectives

The combination of these four representations gives us access to the way in which the different temporalities of organizational change are articulated with specific, repetitive, and/or joint events. It also allows us to articulate the analysis of different organizational levels in order to grasp the extent to which sustainability issues modify the work organization. The timeline of change is a representation that provides an overall view of the studied structure and makes it possible to differentiate, among the observed changes, those which are linked to sustainability levers. It provides this functionality without predicting the levers used, and affords an understanding of the process of introducing these levers into the structure, along with the changes that this induces or not in the whole work organization. Finally, it highlights the events that temporarily disrupt the organization, while revealing the phenomena that lead to a long-term transformation. The story-telling grid enables us to build a narrative anchored in the "here and now" (shorter time frame) of the implementation of one of the levers. It points to the context and the motivations for mobilizing this lever, the way the problem is investigated and resources mobilized, the experimentation carried out, and the evaluation criteria. It also provides information on the work of middle managers and how they translate an expressed need according to their own organizational constraints and resources. The flowchart allows to focus on a precise routine and informs about the roles and tasks of the persons concerned, the decisions to be taken and the underlying decision criteria, the information flows, the management tools, and the internal and external coordination between actors. In addition to this informative purpose, it serves as a framework for identifying and understanding the possible impacts of a lever on these processes. Finally, the management tool identity card provides information on its usefulness, use and maintenance. It also provides information on the way in which management reconfigures the work group and the work of each individual through these tools. Identifying the associated temporalities (e.g. updating, creation or deletion) is interesting as it informs their link with

changes and the possibly joint evolution of the various tools. Finally, it affords insights on the way in which sustainability issues are formalized within each tool.

The articulation of these representations thus makes it possible not only to identify changes related to sustainability issues but also to qualify the nature and extent of those changes. It informs our understanding of the evolution of the work of managers who structure and operationalize the changes; it points to the multiple temporalities at work in the conduct of organizational change; and it allows a systemic understanding of the structure in which the manager is involved, and helps to identify the markers of their activity. A second step in our methodology is to use these representations as reflective and comprehensive mediating tools during workshops targeting middle managers' work, to enable them to explain their work of steering organizational change.

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