



Hungarian
Food Bank
Association



HOW ARE SOCIAL NORMS INFLUENCING THE DECISIONS ON CORPORATE FOOD SURPLUS DONATIONS

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Main research questions

- How are the different perceptions in relation to food safety and other risks effect food surplus donation?
- What is the relationship between economic interest and social return and their relationship on the decision making process?
- What is the relationship between individual preferences and company strategy?



Outcome 1 – Fear of risks

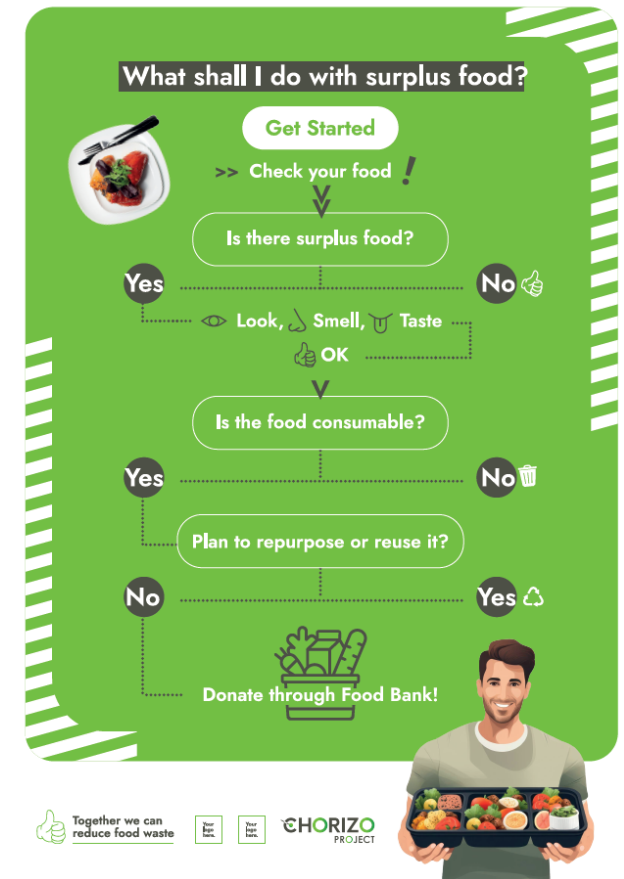
- Perceptions:
 - Non-profits are non-professional
 - Food donation is a high risk activity (food safety, fraud)
- Redistribution organisations have to reassure donors – „make them feel safe”!
 - Showing professionalism
 - Providing public guidance

Being professional – and showing it

- Understanding well food safety regulations and specialities/flexibilities (see e.g. EU Food Donation guidelines)
- Quality Assurance – limitation of the risk of fraud - showing processes, rules, and systems
- Seeing helps believing - inviting donors to the food bank and showing them:
 - Food safety measures
 - Control processes and systems
 - Volumes

Guidances – creating a public reference

- Creating and using donation guidances
 - Highlighting processes (cold chain, traceability, etc)
 - Including the whole redistribution chain
 - Issued or accepted by the Food Safety Authority
 - Communicating about it
- Referring in contracts
 - Including the take-over of responsibilities for donors
 - Including relevant parts for charities
- Providing on-site guidances for staff (at all stages)



Outcome 2 - Economic vs social impact

- Financial cost and benefits of donation are balanced, „0+” is often not enough for raising top management interest...
- Indirect financial benefits are difficult to measure
- Our competition (discounting, animal feed) offer higher direct financial ROI
- HR benefits are often stronger than PR benefits
 - Injunctive norm – employees might be more demanding than customers
- Emotional reaction is higher at social vs environmental impact



We have to make donors „feel good”

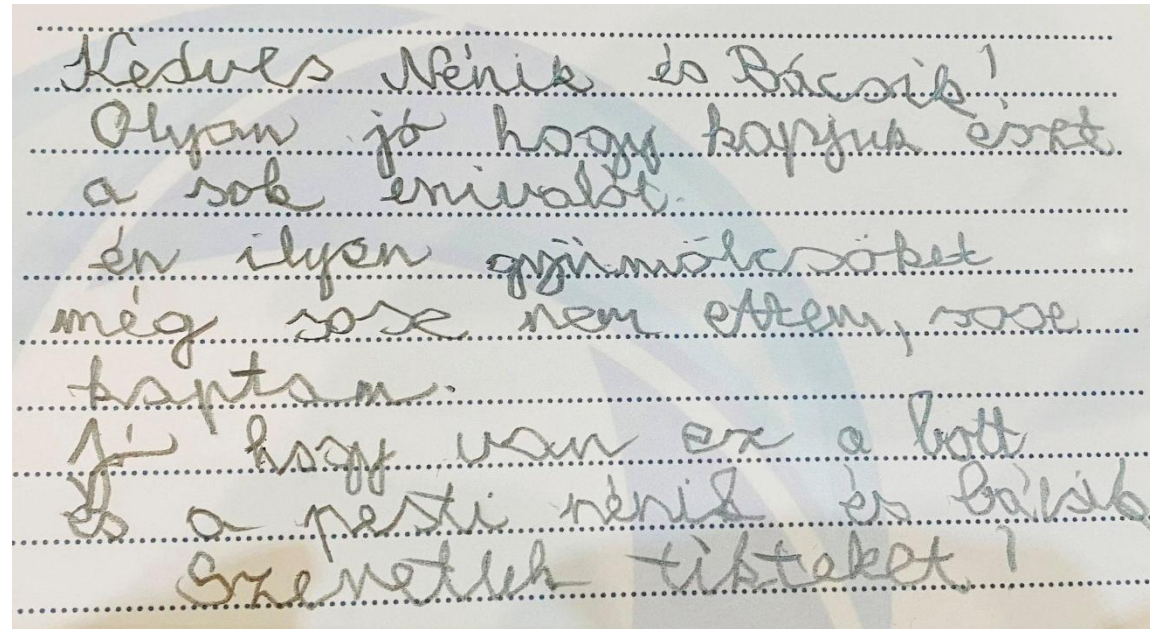
Making social impact more visible

- Branding support towards customers and employees
- Helps strengthening the positive norm



Making social impact more understandable

- ESG / impact reporting – the „quantified way” - necessary but not sufficient...
- Sending the „good feeling” – photos, stories, kids drawings, etc.



Dear Aunties and Uncles! It's so nice we get all this food. I never eaten fruits like these before, never got them. It's so good there's this shop here and the aunties and uncles in Budapest. I love you all! (Sandra, 9 years old)

Making social impact more enjoyable

- Corporate engagement programs – our „flagship program” is the charity cooking - a combination of volunteering and awareness raising via warehouse visits / storytelling



Outcome 3 – Impact of personal social norms

- Strongly connected to Outcome 2 (profit vs impact)
- The different „translation” of the „0+ balance”
 - „Why should we do it?” (if it does not bring us enough profit...)
 - „Why not?” (if it does not cost us anything and we can help...)
- We don't try to change people... → we adapt:
 - Looking for the „good guys” and forgetting about the „bad guys” ...
 - Good things come to those who wait...



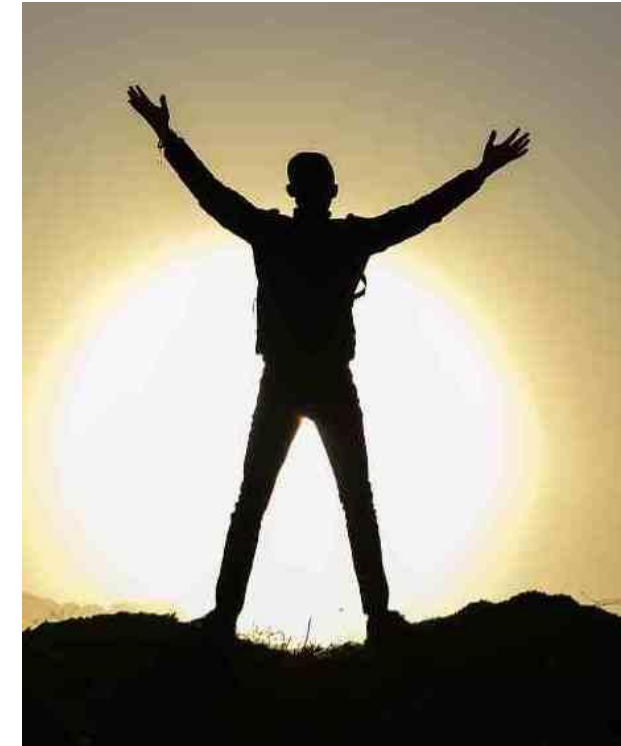
Finding the right people and making them „feel proud”

„Champions” and „Agents”

Champion	Agent
Decision maker	Works in a corporate environment, but not a decision maker
Frustrated by the „food waste paradoxon”	Committed to our cause, knows us well
Brave, willing to take (limited) risks (see Outcome 1)	Communicative, active
Decision making, referencing	Lead generation

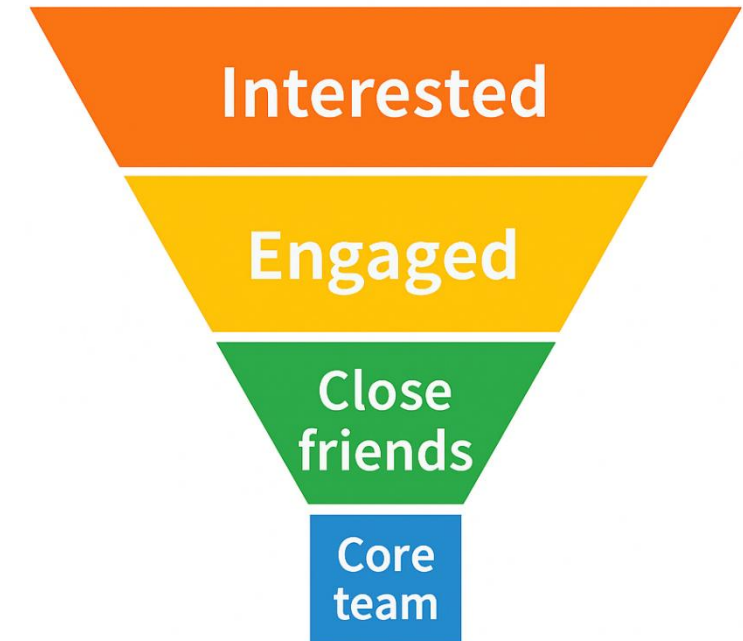
Making them feel proud

1. Sense of belonging - „Them” → „Us”
 - Building and maintaining personal relationships
 - Providing insider info
2. Reassuring their personal contribution
 - Providing feedback on impact
 - Giving titles, prizes



Agent „engagement funnel”

- Recruitment
 - Social media, events, peer-to-peer
- Onboarding
 - Volunteering
 - „Packaged” programs (Up for grabs, Corporate collections, Event surplus saving, etc)
 - Food bank / charity visits
- Community building
 - Special newsletter
 - Events (Open days, volunteering, etc),



Summary

Outome	Target	Actions
Limitation of risk is a strong social norm	Change: Making them „feel safe”	Reassuring donors – being professional, creating/using guidances.
Economic interest is often stronger than the social interest	Change: Making them „feel good” - raising expectations, especially from employees	Making social impact more visible, understandable, and enjoyable
Personal social norms can have a significant impact on corporate decision-making	Adapt : Finding the right people and making them „feel proud”	Looking for “agents” and “champions” who can support us.

CHORIZO
PROJECT



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THANK YOU FOR YOUR ATTENTION

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