



***Political ambition to developing a robust approach to engaging the food market (SME) in Copenhagen***

# Copenhagen 2006

From 45% to 90% in 9 years  
– no extra costs (!)



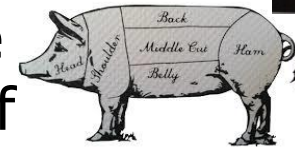




# Organic principles integrated in public kitchens

- More fruit and vegetables in season, and more on the plate
- Less meat – different meat
  - More potatoes
- Baking bread and cake
- More or different use of bread and grains
- Critical use of full- and semi-manufactures, more ingredients

Old housekeeping virtues  
- Rational kitchen operation (less waste)





# Brining the policy into life

## The procurement specialist

Rules and regulations  
Municipality knowledge – politics of food  
+

## Conversion consultant

Organic conversion  
High quality in public meals  
Diversity in tenders

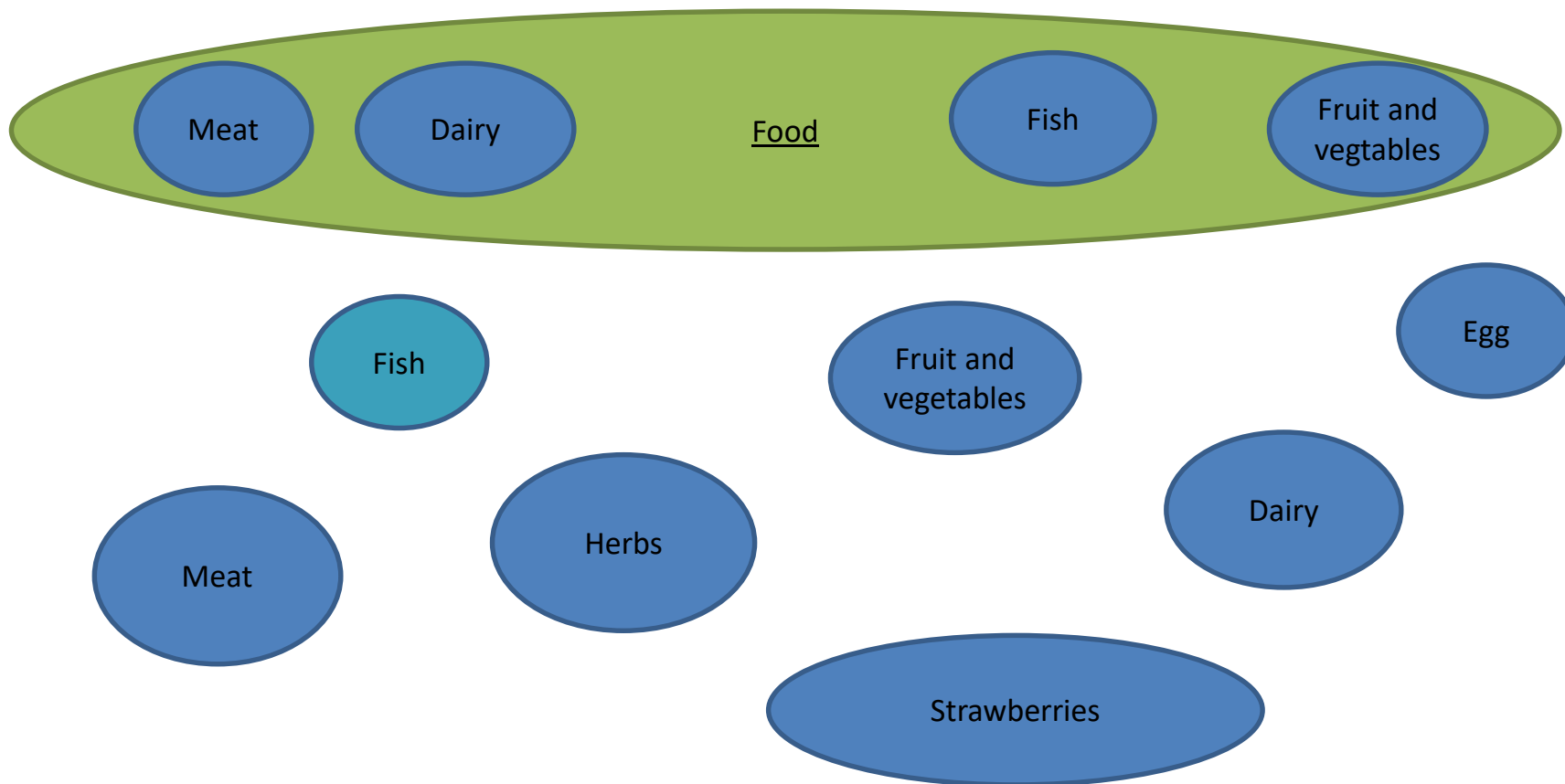
---

**Opportunity to do it differently – seeing new potentials.**





# Wholesaler or producer/supplier of ...



# Innovation in the meat market in Denmark



- To reach the political goal of 90% organic food served in public meals we need organic Halal meat.
- To force the hand of the market, Copenhagen committed to awarding extra points to providers who could offer Organic Halal meat. The market was notified of this development.





# Diversity and seasonality in fruit and vegetables

Using seasonal diversity as a criteria in the tender, by giving more points to the bidder who offered the greatest variety.

Supplying with an "all round" version for all year were it is necessary (i.e. apples, potatoes...)







# Fish in season from SME

Asking for a box of unspecified fresh fish in season delivered every week to the kindergartens.





# Dialogue with the kitchen and the market – prior to tender

- Prior to writing the tender, it is important to ask the kitchen about their needs.
- That is followed by having a market dialogue – what can the market deliver, and how?
- Keeping in close contact with the kitchens during the process of writing the tender.
- Inviting the market to another market dialogue. After this meeting the market can ask written questions, which are published (anonymous) with an answer to all participants.



# Dialogue with the kitchen and the market – after the tender is published

- 10 days after the tender is published, another market dialogue takes place. Here the procurement officer tells about the tender, why did it turn out this way, what are the thoughts behind it, and why some of the comments from the last market dialogue has been implemented, and some have not. This is an informational meeting only, questions can be asked, but everything is recorded and published (for now in writing) afterwards.





# Small producers (SME)

- Dividing the contract into smaller more specialized lots, as the new directive suggests, in order to lower the threshold for smaller producers / entrepreneurs.
- External advice to SME on how to fill in the tenders.
- The expanded admin burden is out-weighed by getting better products, there by better contracts. The admin burden can also be markably reduced by working from a common template with all the suppliers.



# Best value



- You often get what you pay for.
- Testing the quality
  - an expert team
  - measurable
- Diversity in specification



# Sensory evaluation

- Technical specifications can lead to standardization – suitable for buying food?
- Developing technical specifications and quality demands is a specialized task, and a timeconsuming one – most municipalities have neither
- How do we specify diversity and seasonality?
- Food quality is hard to specify – sensory evaluation is necessary. Lowest price – for the product of the right quality!





# Sensory evaluation

- A representative selection of products
- Unspecified before the tender for the bidders, but known to the procurement officers in a "secret" document.
- Blind tasting
- Judged according to criteria
- Skilled professionals/kitchen staff
- 40 – 50 % award criteria, minimum





# The future?







# Does it matter? YES

- INNOCAT project
- Horizon 2020 projects
- The EU-commission
  - bottom up
- Grene Public Procurement (GPP)
- Eating City Summer Campus

