



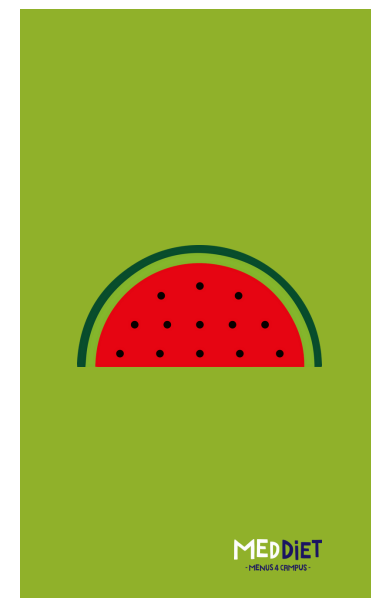
Stakeholder engagement



Objectives

Identify and prioritise key stakeholders in each country

Develop a model of stakeholder engagement to support the conception on social marketing strategy to promote healthier and sustainable food habits in high education institutions canteens



Stakeholder engagement



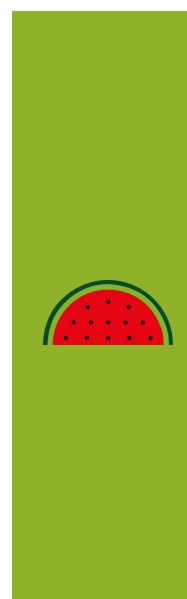
Why?

University students' adherence to the Mediterranean Diet is low:

- University is a **critical period for establishing lifelong eating habits**
- Students often **gain weight** in their first year and develop **unhealthy eating behaviours**
- Meals offered in HEI canteens are frequently **unbalanced, high in calories, saturated fats, and low in vegetables, and whole grains**

But **changing food habits is complex**. Food decisions are influenced by **multiple stakeholders** such as:

- **Food providers and menu planners**
- **University administrations**
- **National policies and cultural norms**



Stakeholder engagement

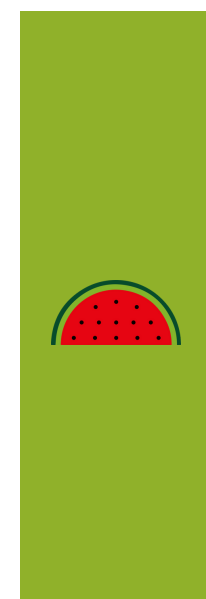


Why?

Engaging stakeholders:

- Ensures interventions are **aligned with their needs**
- Increases **acceptance, relevance, and participation**

Students are both targets and agents of change in promoting healthier, more sustainable diets within HEIs



WP2 Stakeholder engagement

Research design

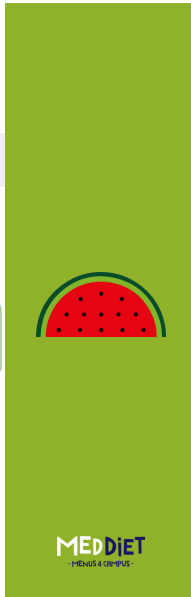


WP2 Stakeholder engagement

Research Design



- The interviews were made with:
- Student associations and groups
 - HEI decision makers
 - Food service providers and canteen managers
 - Nutritionists and dietitians



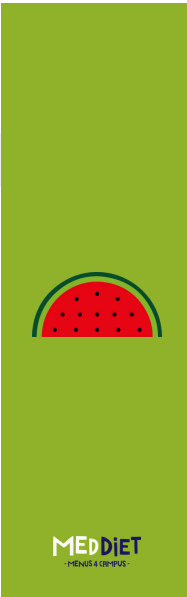
WP2 Stakeholder engagement

Conceptual Basis

The model was based on **Freeman's Stakeholder Theory (1984)**, which highlights the importance of identifying and managing all actors who affect or are affected by organisational decisions.

Stakeholders were classified by:

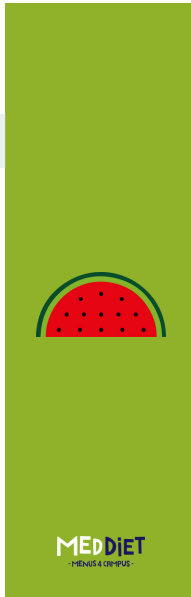
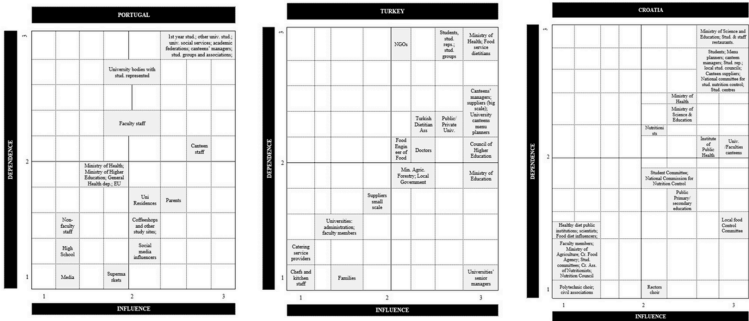
- Dependence** The degree to which the project relies on their support and engagement
- Influence** Their ability to impact project decisions, implementation, and sustainability



WP2 Stakeholder engagement

Key outputs

Priority Stakeholder Matrices



WP2 Stakeholder engagement

Key outputs

Example: Stakeholder Engagement Model

	Organisations / Individual	Function / Job Description	Why are stakeholders?	Type of engagement	Engagement tool	When (Phase of Social Marketing Plan)	Reason to engage
UPPER LEVEL	European Union	to be defined	Decision makers for global policies regarding food	Inform	e-mail, website, final conference	6	Produce information and guidelines. Final conference moderation. Dissemination of project results
	WHO	Head WHO European Office for the Prevention and Control of NCDs	Global orientations	Inform	e-mail, website, final conference	6	Produce information and guidelines. Final conference moderation. Dissemination of project results
	PNPAS/DGS	Diretor of "Programa Nacional de Promoção da Alimentação Saudável" (PNPAS)	Responsible for the Portuguese Food Program in the General Directorate of Health	Consultant	interview; e-mail, website, final conference	1 and 6	knowledge about field and responsible for "Selo de Excelência "Alimentação Saudável no Ensino Superior"; produce information and guidelines. Final conference moderation. Dissemination of project results
	DGE	Nutritionist / Direção Geral de Educação	Responsible for national guides about food offer in education	Inform, Consultant	e-mail, website, final conference	1 and 6	Consultation on eating habits in secondary school canteens, receptivity, difficulties felt.



MEDDIET
- MEDICAL DIET -

WP2 Stakeholder engagement

Key outputs

Engagement Strategies

Engagement was categorised into four levels:

- 1. Inform/Communicate:** Sharing information, updates, and results
- 2. Consult:** Gathering input and feedback
- 3. Dialogue:** Two-way discussions to align goals and strategies
- 4. Partnership:** Close collaboration in planning and implementation

Higher priority stakeholders require deeper and more sustained engagement to ensure commitment and facilitate effective behavioural change



MEDDIET
- MEDICAL DIET -

WP2 Stakeholder engagement

Key outputs

Cross-country analysis revealed:

- **Stakeholder priorities vary** significantly across Portugal, Turkey, and Croatia
- A single **universal model is insufficient** because of differences in food policy and HEI structures
- **Successful interventions require glocal strategies:** standardisation where possible and local adaptation for relevance, acceptance, and sustainability



MEDDIET
- MEDICAL DIET -

Social Marketing Strategies

WP4 Objectives

Develop **social/emotional marketing strategies** directed to **stakeholders and consumers** to achieve **food behaviour change**



MEDDIET
- MEDICAL DIET -

WP4 Social Marketing Strategies



WP4 Social Marketing Strategies

Benchmarking research

The benchmark criteria used to define the index was the 'French and Blair-Stevens Benchmark Criteria', which include the following standards:

- 1. Customer Orientation
- 2. Behaviour
- 3. Theory
- 4. Insight
- 5. Exchange
- 6. Competition
- 7. Segmentation
- 8. Methods mix



WP4 Social Marketing Strategies

Benchmarking research

1. Customer Orientation	Develops a robust understanding of the audience, based on good market and consumer research
2. Behaviour	Based on strong behavioural analysis, with specific behaviour goals.
3. Theory	Is behavioural theory-based and informed, drawing from an integrated theoretical framework.
4. Insight	Deeper "insight" approach focusing on what "moves and motivates"
5. Exchange	Incorporates an "exchange" analysis. Understanding what the person has to give to get the benefits proposed.
6. Competition	Incorporates a "competition" analysis to understand what competes for the time and attention of the audience.
7. Segmentation	Segmentation approach (not just targeting) to avoid blanket approaches.
8. Methods Mix	Identifies an appropriate "mix of methods".

WP4 Social Marketing Strategies

Index proposition

- 1. Framework
- 2. Methodology
- 3. Diagnosis - Internal analysis Project MedDiet4Campus
- 4. Diagnosis - External analysis:
 - 4.1. Macro-environmental analysis;
 - 4.2. Analysis of the marketing environment;
 - 4.3. Understanding of barriers, benefits, competitors and other influences;
- 5. SWOT
- 6. Segmentation and targeting strategies and positioning
- 7. Formulation of behavioural objectives (Strategic and operational objectives)
- 8. Marketing mix
- 9. Implementation
- 10. Monitoring and evaluation strategies
- 11. Long-term project sustainability



WP4 Social Marketing Strategies

Diagnosis

External analysis

Macro-environmental analysis

- Focusing on demographic, economic, sociocultural, technological, environmental, and political factors across Portugal, Turkey, and Croatia.
- It includes data such as population size, economic indicators, cultural trends, technological development, environmental conditions, and political structures
- It is a comparative overview of each country in each of these key areas.



WP4 Social Marketing Strategies

Diagnosis

External analysis

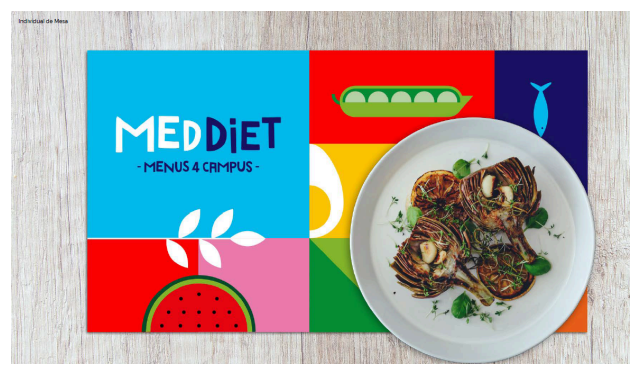
Understanding of barriers, benefits, competitors and other influences

- Focuses on barriers, benefits, competitors, and other influencing factors related to food consumption environments in higher education institutions in Turkey, Croatia, and Portugal.
- It examines governmental policies, student support mechanisms, as well as the presence of competing food services near university campuses.
- The analysis seeks to provide insights into the current canteen landscapes.



WP4 Social Marketing Strategies

SOME EXAMPLES



WP4 Social Marketing Strategies





Thank you for your attention

For further details and information:



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