



FLAVOURS of EUROPE

Welcome!



Hello everyone! I introduce myself. I'm Jana. I'm going to accompany you throughout this course with some ideas, tips and comments, with the aim of helping you to complete the course successfully.

Remember a few things beforehand:

- Each module is divided into units. At the end of each unit you will be able to complete your self-assessment questionnaire in order to move on to the next phase.
- Along with the material of each module, there are several supplementary materials to improve your knowledge of each topic:
 - **Links of interest.** Websites where you can go to complete your information.
 - **Additional info.** Some boxes that will appear in the text to clarify some ideas, concepts, definitions...
 - **Case studies.** The best experiences to help you have a practical vision of each of the topics.
- We are at your disposal to help you in everything you need during this learning process.



FLAVOURS
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Training Toolkit Module #1

Entrepreneur in My Village

UNITS

1. What is entrepreneurship? Entrepreneurship in the rural environment.
2. How to start-up a new business by establishing a local gastronomic point in their family type unit.
3. Legal frameworks and necessary steps.
4. How to provide local food satisfaction.
5. How to ensure and measure quality, value.
6. How to meet the expectation of the tourist.
7. Food, the basis of gastronomy
8. Costs and risks. How to make a good product costing.
9. Conclusion



Let's Start

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UNIT 1

What is entrepreneurship? Entrepreneurship in the rural environment.

Welcome to this first Handbook! Today you start a path full of challenges to become an entrepreneur in rural areas. We know that the road is not easy, so we want to offer you all kinds of resources to make everything easier.

And we want to start with a **definition** of entrepreneur. There are many ways to define an entrepreneur.

- An entrepreneur is someone who undertakes with resolution innovative actions or ventures.
- An entrepreneur is a person who is able to identify and discover some kind of business opportunity. Based on this, he or she organizes resources in order to start a business project.
- An entrepreneur locates opportunities by analyzing and studying the market and its fluctuations. In this way, he/she identifies the preferences and attitudes of the public.
- An entrepreneur gathers financial, economic and human resources to give shape to his project.
- An entrepreneur sets the idea in motion with determination, facing his position of responsibility.
- An entrepreneur pursues a dream, and does not rest until it is realized.



You yourself are already an entrepreneur because you wanted to start down this path.

Question:



Which of these definitions do you most identify with? Can you provide a definition?





Some entrepreneurs have very specific competencies. Maybe you also have some of these:

1. **Entrepreneurial creativity**, to create new business ideas.
2. **Leadership**, which will help you to work with other people and set a goal.
3. Ability to **adapt and manage change**. This means knowing how to adapt to new circumstances (changes in product demand, changes in legislation, etc.).
4. **Perseverance and goal orientation**, since conditions may be unfavorable at the beginning and you have to know how to persevere. Michelle Obama said that there is no magic formula for success; it all comes down to hard work, making the right decisions and perseverance.
5. **Passion**. An entrepreneur like you will need to be enthusiastic and believe in your idea in order to develop it.
6. **Self-confidence**, to bring security to the project and to your team and to achieve the goals set.
7. The entrepreneur must be a **realistic** person and have a great capacity to analyze the environment.
8. Taking **calculated risks** is very important for the entrepreneur in order not to fall into false opportunities. Be careful! It is important not to risk more than you can.

Entrepreneurship continues to be an area where we in Europe are at a clear disadvantage compared to other countries in the world. For example, a higher proportion of American, Canadian and Australian working-age adults engaged in entrepreneurial activity than their European peers.

**Did you know
that...?**



The European Union is encouraging the creation of businesses and the promotion of entrepreneurial culture, especially in three priorities:

1. *Improving entrepreneurship education and training.*
2. *Removing administrative obstacles.*
3. *Promoting the culture of entrepreneurship.*





The most important quality of rural entrepreneurship lies in the fact that people (like you) generate their own employment alternative so that they do not have to leave their living environment. This lack of professional options and job offers is also linked to the maintenance of family businesses and great sensitivity to the development and growth of the population they inhabit.

The future is not only in the so-called smart cities, but also in rural areas. Currently, there is a great opportunity for development in rural areas: city professionals are looking for places in the rural environment to develop their talent and improve their quality of life.

In addition, the facilities for rural entrepreneurship mean that more and more people are deciding to make the leap from the city to the countryside. Aid programs and an environment with less competition make the rural world a real option for many people who want to change their lives and start their own business.

It seems that in rural areas it is easier to propose a new business that no one in the area has thought of and to have less competition. And not only that, but also, when it comes to setting up a new business, everything, in general, is cheaper: the cost of housing, commercial premises or a warehouse and the standard of living are more affordable than in the cities.

Did you know

that...?



The rural environment has always been unknown to urban entrepreneurs and has not captured their interest, but the COVID-19 crisis is changing the perception we had of the world and will probably mark a before and after in our society, in our way of working, in our values of life, in our consumption habits and, perhaps, these changes can be an opportunity for the rural world and to promote entrepreneurship in this environment.





Unit 1

Self-correction questions

Please, indicate the correct answer

QUESTION 1

- a) An entrepreneur sets the idea in motion with determination, facing his position of responsibility.
- b) An entrepreneur sets the idea in motion with determination, facing his position of power.
- c) An entrepreneur sets the idea in motion with determination, facing his position of financial interests.
- d) An entrepreneur sets the idea in motion with public helps, facing his position of responsibility.

QUESTION 2

- a) The entrepreneur must be a realistic person and have a great capacity to analyze the environment.
- b) The entrepreneur must first and foremost be an imaginative person. Let's leave realism to the accountants.
- c) The entrepreneur must be prudent, but not realistic. Reality is not the best possible for entrepreneurship.
- d) None of the above answers is correct.

QUESTION 3

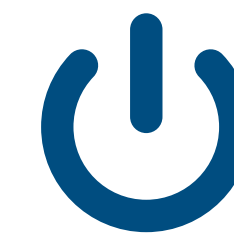
- a) Entrepreneurship in urban or rural areas is indistinct, as long as you have clear ideas.

- b) There is a great opportunity for entrepreneurship in rural areas.
- c) Entrepreneurship in rural areas is a serious mistake, due to the lack of opportunities.
- d) Smart cities create an increase in opportunities for entrepreneurship in rural areas.

QUESTION 4

- a) The cost of setting up a business is a direct function of the personnel you hire. In rural areas, this cost is higher.
- b) The initial investment to start a business does not depend on the area you choose.
- c) The cost of business development is cheaper in cities than in rural areas.
- d) The cost of housing, commercial premises or a warehouse and the standard of living are more affordable in rural areas than in cities.

LINKS OF
INTEREST



[Doing business in the European Union](#)

[What is entrepreneurship](#)



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UNIT 2

How to start-up a new business by establishing a local gastronomic point in their family type unit.



Similar to the famous game Trivial Pursuit, we invite you to reflect on six areas or stages to create a business in a rural environment starting from scratch.

- History (**Yellow**). Your personal history. Know the competences and skills in which you have been successful in the past.
- Geography (**Blue**). Where you want to be. What is your goal in creating a company?
- Art and Literature (**Brown**). Readings, reports and documents to set up your business.
- Science and Nature (**Green**). Your reality, your environment, observing reality.
- Shows (**Pink**). Personal skills. The 'art you have'. What is your secret weapon?
- Sports (**Orange**). Practice.

Did you know that...?



Trivial Pursuit is a board game. Scott Abbott, a sports editor for the Canadian Press newspaper, and Chris Haney, a photographer for the Montreal Gazette magazine, developed the idea in December 1979; their game was released two years later. In the United States, the game became popular in 1984, when some 20 million copies were sold. Parker Brothers (now part of Hasbro) bought the rights to the game in 1988. As of 2004, about 88 million copies have been sold, in 26 countries and 17 languages.





UNIT 2

How to start-up a new business by establishing a local gastronomic point in their family type unit.



HISTORY

Past experiences

Your experiences will form the basis of your business, because who would embark on a project in which they have little chance of success? Analyze which activities you have been successful in the past. Even if you have not yet been an entrepreneur, we are sure that there are experiences that you can incorporate into your new project, especially gastronomic ones:

- Have you cooked for anyone other than your family?
- Have you planted, cared for or harvested produce?
- Are you interested in dealing with people?
- Did you write down your parents' or grandparents' recipes and try to replicate them on occasion?

Remember: *All of these experiences will now see the light of day in a magical new way. Remember what they are and write them down. They will be very valuable to you.*



"There is no better predictor of the future than the past." (Prof. Luis Puchol)





UNIT 2

How to start-up a new business by establishing a local gastronomic point in their family type unit.



GEOGRAPHY

Goals and Strategies

Everything starts with an idea, which has to be transformed into goals. Remember that your objectives must be SMART, i.e.:

- **Specific:** Not being clear about your objective is a good start... for disaster. Take some time to honestly consider this. For example, "increase sales" is far from a specific objective.
- **Measurable:** Remember to use variables that you can later measure. For example: "Grow by 3%" is a measurable objective. The measurability of a SMART objective could be quantitative or qualitative.
- **Achievable:** It has to be achievable. Therefore, you must make your idea land on the target.
- **Relevant:** Don't get halfway there. Try to make the goal a bit ambitious, so that it challenges you.
- **Time-bound:** It is very important that objectives have a target date, or a time frame for when they should be completed - hence time-bound. This not only provides a sense of urgency but also helps when it comes to reviewing whether or not the objective has been successfully achieved.



"There is no good wind for one who does not know where he is going."
(Seneca)

Did you know that...?



The strategy is, quite simply, to think long term. Where would you like to see your small business in five years? By always having the strategy in your mind, it will be easier to achieve it.





UNIT 2

How to start-up a new business by establishing a local gastronomic point in their family type unit.



ART AND LITERATURE

Resources for entrepreneurship

What resources do you need to carry out your project? There are many people who may have already undertaken a similar enterprise and have systematized their experiences in books or manuals. On the other hand, it is also possible that in your region there are aids, offices or support bodies for entrepreneurs and more specifically in rural areas. Make a collection of all this as soon as possible.

- a) Books and manuals on entrepreneurship
- b) Reports on clients
- c) Testimonials and experiences of other entrepreneurs in your town or surroundings, who, even if they are not in the same sector as you, can surely tell you their impressions about customers, market, schedules...
- d) Entrepreneur Support Offices are common in rural areas. Do not hesitate to contact them. Most of them are of a public nature, and they have technicians to help you make the business plan correctly.



"If your aspirations are not greater than your resources, you are not an entrepreneur."
(C.K. Prahalad)





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UNIT 2

How to start-up a new business by establishing a local gastronomic point in their family type unit.



SCIENCE AND NATURE

Environment



Analyzing the market is key to our business plan. In this we will analyze, on the one hand, the market in which the product will be introduced, its size, the success factors that characterize it, what barriers to entry and exit we may encounter, what is its natural evolution and growth, its subsequent pace and current trends. And, on the other hand, we will have to make a thorough investigation of the competition we face to offer the best product and reach the largest number of consumers. But rest assured! Surely in a rural market the competition will always be 'friendly'.



"It doesn't matter if your surroundings are dark.
Light up your part."
(Anonymous)





UNIT 2

How to start-up a new business by establishing a local gastronomic point in their family type unit.



SHOWS AND entertainment

Personal Skills

What are your most outstanding skills? I'm sure you know how to do things that positively impact your business. These skills (called soft skills) are those that will improve your project, your client relationships, and, of course, your personal life.

What would be some of these skills?

- Time management.
- Public speaking.
- Teamwork.
- Leadership.
- Sales skills.
- Negotiation.
- ...and so on up to more than twenty.

We encourage you to strengthen some of these skills, which will be very beneficial in your future as an entrepreneur.

Question:



What skill do you most identify with, and what competency do you think you can bring to others when working in a team?



"When everything changes... new skills are necessary". (Marta Grañó)





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UNIT 2

How to start-up a new business by establishing a local gastronomic point in their family type unit.



SPORTS

Actions you are going to develop

Now we have to get to work. And you have to do it step by step, with patience, knowing that there will be many difficulties that you will have to go through.

At this stage you will have to define the business model and financial plan, which will detail the financial arrangements (how you will finance yourself), the core portfolio of products or services to achieve the strategic goals and objectives, an interim income statement and all those short/medium/long term financing needs.



"When everything changes."The idea that does not try to become a word is a bad idea, and the word that does not try to become an action is a bad word." (Chesterton)



UNIT 2

How to start-up a new business by establishing a local gastronomic point in their family type unit.

Unit 2

Self-correction questions

Please, indicate the correct answer

QUESTION 1

- a) Past experiences are of no use when it comes to setting up a business.
- b) Experience is a clear predictor of the activities in which we will succeed in the future.
- c) There are many successful entrepreneurs without personal experiences.
- d) None of the above statements is correct.

QUESTION 2

A goal in SMART terms means that it is:

- a) Specific, Measurable, Appropriate, Relevant and Temporary.
- b) Suitable, Measurable, Achievable, Realistic and Time-bound.
- c) Specific, Measurable, Achievable, Relevant and Time-bound.
- d) Sustainable, Meaningful, Achievable, Relevant and Time-bound.

QUESTION 3

- a) Testimonials that other entrepreneurs can give you should not be taken into account in your business, if they are from another sector.
- b) A good entrepreneur will never share with you his keys to success.
- c) Testimonials that other entrepreneurs can give you are not important because each person is

different.

- d) Testimonials of other entrepreneurs can be very interesting when starting a business.

QUESTION 4

Cite a skill that is not directly necessary to start a business:

- a) Physical endurance.
- b) Listening skills.
- c) Negotiation
- d) Leadership

QUESTION 5

- a) Strategy is the discipline of setting immediate objectives that are easy to achieve.
- b) Strategy is the art of thinking long term.
- c) Strategy is establishing a positioning in the mind of the potential consumer of our product.
- d) Strategy is the development of a scorecard with all areas of the business.



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UNIT 3

Legal frameworks and necessary steps

In this unit we will look at a fundamental aspect, the legal frameworks when setting up our business.

The first step in setting up a company, however small, is to choose its legal form. It is preferable that you do it with the help of a consultancy with which to manage the beginnings: incorporation of the company, fiscal obligations, payment of taxes...



To keep in mind: Each type of company requires a minimum number of partners and investment (capital), and will determine the liability of the company and the partners for the company's debts

There are other special types of companies, such as the Civil or the Communities of Goods, which have different characteristics from the previous ones, and which are governed at the level of taxes in a different way.

It may even be that you finally choose to establish yourself as **self-employed worker**.





Once you have chosen the legal form that suits you best, it is time to register your business in the Trademark Registry or similar in your country.

There is a register in each country or region that records the number of companies and their activities in the mercantile traffic or, what is the same, of the set of operations of the business activities.

There you must verify by means of the negative certificate that the corporate name of your company is unique, and that it does not coincide with that of any other company.

Once you have the denomination, go to the banks; to your bank of confidence but also to others of financial institutions.

Analyze which bank offers you the most advantageous conditions to open an account in the name of your company. In that account you must deposit the share capital, the minimum or the chosen one.

This certificate, where the data of the partner or partners and the contributions made appear, accredits the social capital in the constitution and that you will have to provide before notary or public official.



Important: Do not forget to request the deposit certificate, if the bank does not issue it as usual.





Remember: The legal framework section varies depending on the country in which you reside. This serves as a guide, but just to make sure you know how to do it.

The best thing to do is to get information and advice from the official institution in your country.



Legal frameworks & necessary steps

- Choose a **legal form**.
- Register your business in the **Trademark Registry**.
- Choose a **bank** with benefits for your business.
- Don't forget to request the **deposit certificate**.





Unit 3

Self-correction questions

Please, indicate the correct answer

QUESTION 1

What will determinate the liability of the partnership?

- a) The investment of the initial capital.
- b) Grants or subsidies.
- c) The number of members.
- d) The number of members together with the initial capital investment.

QUESTION 2

- a) The most important thing is to start as soon as possible, administrative and fiscal work can be done later.
- b) Trademark registration is not completely necessary.
- c) You should first do the trademark registration and set up an administrative plan before you start operating.

QUESTION 3

Which document should you not forget once you have formalized your contract with the bank?

- a) Your ID card.
- b) The deposit certificate.
- c) The document certifying your registration as an entrepreneur.
- d) No specific documents.

QUESTION 4

What should you base your choice of legal framework on?

- a) On the recommendation of a family member's tax advisor.
- b) In my intuition.
- c) I should always seek advice from my immediate family.
- d) I would do a thorough study and if in doubt, contact a professional.



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UNIT 4

How to provide local food satisfaction.

In this unit we are going to develop the concept of customer satisfaction. Without the customer, we cannot start a business and develop it.

The person with whom we want to establish any type of commercial relationship must receive positive inputs from our company at all times, not only just when the purchase or consumption action takes place. Before having the first physical contact, you have to attract their attention so that they get to know your product and show interest in it. Then, once the sale has been made, contact with your customer must be constant (but be careful not to become a bore) and you must be able to respond very quickly, so that they continue to trust you and repeat the act of buying more times.





UNIT 4

How to provide local
food satisfaction.

The actions to get a satisfied customer with your product can be the following:

- **Inform clearly.** You must be transparent and inform through the channels you consider convenient about what you are going to sell, what your product is for, what are the features and what need it is intended to solve. If it is a restaurant, it is very easy. If you are going to sell food, you must specify the properties of each one.
- **Always tell the truth.** Many advertising campaigns tend to exaggerate the virtues and utilities of a product or service. It is an absurd strategy, because it only has short-term credit, since at the first purchase the customer will realize that what he has heard is false. In addition, due to the non-fulfillment of the expectations created, the consumer will feel distrust towards you and your product. This will be a disaster in the future for everything new you launch.
- **Keep your dealings friendly.** The treatment in all cases must be professional and polite, but it is clear that it is not the same to address a younger person than a more adult audience with a large purchasing power. Therefore, the treatment should always be adapted to what the consumer expects, so you should use the appropriate register in each case.





UNIT 4

How to provide local
food satisfaction.

- **Solve any doubts or questions quickly, safely and efficiently.** You already know that after-sales service is one of the most important tools to achieve customer loyalty. Any complaint or problem must be solved quickly so that the person does not feel that they have been neglected. "How can we solve it?" should be your most used phrase.
- **Adapt the product to the suggestions raised.** Consumer preferences may vary over time and the company has to be able to detect these changes. Therefore, it is essential to keep in close contact with the consumer to detect them.



Do not forget:
Customer preferences
may change over time.

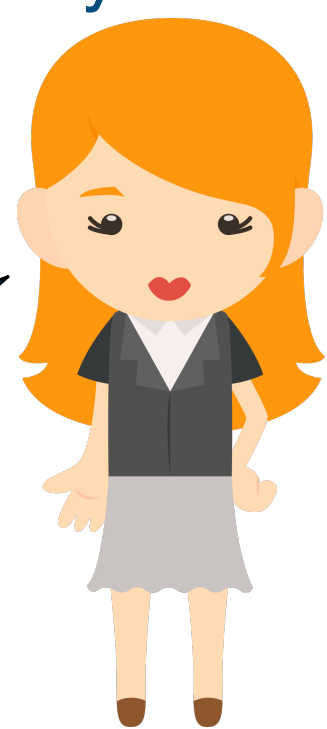




1. What are the consequences of not satisfying the customer?

If the quality of your dish, your final product, or your treatment fails to satisfy the customer, the following situations may occur:

- 1. Customer does not repeat the purchase action.** If the customer does not receive the expected treatment or the product does not satisfy his needs, he will not buy it again and will go to swell the list of customers of the competition. Therefore, it is one less source of revenue that can have an impact on the bottom line.
- 2. Customers do not make improvements or suggestions about the product.** A customer may continue to buy the product because he really meets your expectations or likes it, but if he is not treated well he may refuse to provide information that you later ask for. Consequently, you will not be aware of changes in preferences and will not be able to react to possible changes.
- 3. Customer acts as a negative prescriber.** Many businesses have grown thanks to recommendations from known customers who have generated chains of trust that have helped to consolidate the business. On the contrary, if the customer is not satisfied, he will advise against any relationship with you and you will lose potential customers.



A satisfied customer is the key to ensuring the success of your business.





UNIT 4

How to provide local
food satisfaction.

2. What are the benefits for you if a customer is satisfied?

- **Increased sales:** the more customers, the more sales for the business and the greater the likelihood of securing higher profits.
- **Consolidate a secure income for you in the medium and long term:** if the customer is satisfied, he will repeat the purchase action in the future and, therefore, the company ensures a minimum number of sales in a significant period of time. With a view to making forecasts about the future to undertake new projects, it is a cushion that provides security.
- **That the customer acts as a positive prescriber:** the satisfied customer will advise people in his environment with the same preferences and needs to buy the product. In the same way, this one will do it with another one, and so on.
- **Strengthening a brand image:** the company manages to consolidate a brand image that can be very useful in different terms. First, to achieve a link with certain values. Second, because it will be easier to attract the consumer's attention when launching new products.
- **Greater market predisposition to the incorporation of new products:** customers will be attentive to any novelty affecting the company, especially if it plans to launch a new product on the market.

Do you know that...?



Keeping your customers happy is the key to ensuring their loyalty and the success of your business. When customers are satisfied with your product, they are loyal, great advocates, frequent purchasers of your products and services, and they really want you to succeed in the marketplace.





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UNIT 4

How to provide local
food satisfaction.

To ensure the loyalty and loyalty of your customers, you need to work on the following strategies to improve customer satisfaction.

A. Understand customer expectations.

You can't expect to serve and satisfy your customers if you don't understand and meet their expectations. If you fail, there is a disconnect between customer expectations and your product or service, so take steps to overcome it. Talk to them, send out customer surveys, and ask for feedback.

Act on the feedback you receive. This will increase customer loyalty and encourage them to provide feedback in the future.



B. Experience it yourself.

The next of the strategies for improving customer satisfaction is for you to evaluate every point of the customer journey as if you were one of them. In other words: try the product, play with it.

There are several touch points where your customers interact before, during or after the purchase. Why not go through the experience yourself? Sign up for a demo, see how the process works, register a complaint, send it by email and evaluate the response time. It sounds silly but it's important.

Once you know all this first hand, you will know what areas need improvement. This will make your processes and operations more efficient, boosting customer experience and satisfaction.





C. Connect with your suppliers and, if you have one, your sales team.

Often overlooked, but you need to interact with your sales team on a regular basis and as needed. They are the ones who are in direct contact with customers and know what the problems are. Use that data to fix any shortcomings you have in the customer journey.

It is also important that you trust and train your salespeople. Let them participate in the process and passionately solve customer problems. This will ensure employee engagement and reduce employee attrition.





D. Treat your customers well.

One strategy to support customers and ensure customer satisfaction is to treat them well. You must treat them with respect, with the utmost attention and commitment. This must be reflected in all teams and processes.

You must empathize with their problems. If a customer feels the website is unhelpful or difficult to navigate, have a live chat to get that feedback. All customer-centric organizations strive to make their websites easy to use and visually appealing to keep them happy.





E. Reduce wait times.

Higher wait times significantly lower customer satisfaction ratings. So it's the brand's responsibility to include among the strategies to improve satisfaction the planning and hiring of support staff. And that can be helped with a good website and a good e-sales system, if it's a product. Or a good reservation system, if it's a restaurant.



To keep in
mind:



You can't give excuses to customers for high call volume, lack of staff, vacation season, etc. You need to anticipate these situations and plan for them.



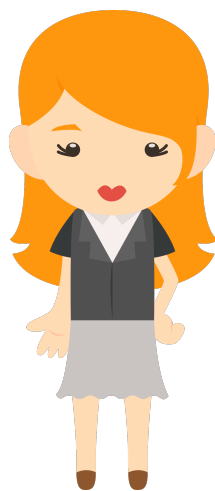


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UNIT 4
How to provide local
food satisfaction.

F. Offer multichannel help.

There may always be some small problems that your customers may have due to lack of information. You can, if you wish, provide brochures, documents and all kinds of support material to solve their small doubts.



Your customers will appreciate multichannel communication as it will help them to get solutions quickly (social networks, brochures, some email message...).





G. Listen to your customers.

Listening to your satisfied and dissatisfied customers is another strategy to improve satisfaction. Find out what works and what gets in the way of an excellent customer experience. You can do a simple survey at the end of every purchase or every consumption. Keep in mind: If you survey customers but don't act on their feedback, you won't make them happy and you won't be efficient.

To keep in mind:

*If you survey customers but
don't act on their feedback, you
won't make them happy and
you won't be efficient.*





H. Build online communities.

Building online communities is a great way to manage customer service, marketing activities and address any customer concerns. For example, if you ask your customers for their email or cell phone, you can create a mailing list by mail or Whatsapp with news and some interesting announcements. You can also provide some information about healthy living, nutrition, and some components of food worth taking into account...

Communities are an excellent way to collect ideas about new foods, components, products..., that is: get the insights you need.





I. Ensure your team satisfaction.

The employee experience and the customer experience are linked. Committed employees are known to help improve customer satisfaction.

Try to reward the efforts of your suppliers, of your team, of those who help you in these first moments in a disinterested way... Value them and offer them a great working environment and enrich their experience; remember that internal customer satisfaction is also important.

Business leaders must develop the ability to motivate their team so that they feel satisfied and committed to the work they carry out and perform it excellently with the greatest effort, this will make the business much more competitive and productive.

One of the most relevant benefits of work motivation is the commitment of the team and their availability to contribute more, perform better and achieve both individual and group goals.





UNIT 4

How to provide local
food satisfaction.

In addition to those mentioned, there are other important benefits for your business when the whole team is motivated, such as the following:

- Greater productivity since you will perform better in your tasks and you will contribute to the achievement of the objectives.
- Lower level of absenteeism since the entire team feels comfortable with their work life.
- Improvement in the level of customer service derived from a good attitude and internal job satisfaction in the team.
- Better reputation as an employer, this will allow you to attract and retain the best talent for your company.
- More efficient company performance thanks to the collaborative environment and proactivity of the work team.

Employee motivation is just as important as self-motivation. You will be the daily example for your employees and you must understand that the image you give; how you treat customers and your attitude in the face of difficulties or daily tasks, will be the example to follow for workers and colleagues.





Unit 4

Self-correction questions

Please, indicate the correct answer

QUESTION 1

How should an advertising campaign be?

- a) It must be as real as possible and fit the qualities of the product.
- b) With the exaggeration in advertising campaigns will lead to greater consumer confidence.
- c) You must exaggerate the virtues of the product or service, this increases sales in the long run.
- d) You must exaggerate the virtues of the product or service, this increases sales in the short term.

QUESTION 2

Indicate the false statement.

- a) Customer repeat the purchase action.
- b) Customer acts as a negative prescriber.
- c) Customers do not make improvements or suggestions about the product.
- d) Customer does not repeat the purchase action.

QUESTION 3

Is it important for the entrepreneur to test the product?

- a) No, the owner is not realistic with his product.
- b) Yes, you will know what areas need improvement. This will make processes and operations more efficient.

- c) No, you only need the customer testimonials.
- d) Must be tested by a user not associated with the product.

QUESTION 4

Work motivation:

- a) Inefficient performance of the company thanks to the collaborative environment.
- b) Higher level of absenteeism as the whole team feels comfortable with their personal lives.
- c) If the team is motivated there is less productivity in the tasks.
- d) It is the commitment of the team and its availability to contribute more, perform better and achieve objectives.

QUESTION 5

Mark the correct statement.

- a) It is not very important to build online communities.
- b) High wait times significantly boost customer ratings.
- c) Does not offer multichannel help.
- d) Listen to your customers.



UNITS

1. What is entrepreneurship? Entrepreneurship in the rural environment.
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7. Food, the basis of gastronomy
8. Costs and risks. How to make a good product costing.
9. Conclusion



UNIT 5

How to ensure and measure quality and value.

In your case, food quality control is the use of technological, physical, chemical, microbiological, nutritional and sensory parameters to ensure that a food is healthy and tasty in order to protect consumers, both from fraud and their health.

If you take the step to start a small business, remember that you will be part of the food industry and as such, you must adhere to basic rules to ensure the safety of your customers. You will be handling and storing fresh food that will be transformed into ready-to-eat dishes, which are expected to satisfy not only your customers' need for food, but also to ensure a memorable experience that will motivate future visits. You have it in your hands that customers will influence other diners who will repeat the repurchase cycle again and again, and who will guarantee the profitability of your business.



Question: *How would you define quality? Could you provide a definition?*





UNIT 5

How to ensure and
measure quality and
value.

1. The concept of Quality

Quality means providing value to the customer, and this is nothing more than offering conditions of use of the product or service superior to those that the customer expects to receive and at an affordable price. Some experts define quality as: "Delivering to the customer not what he wants, but what he never imagined he wanted, and once he gets it, he realizes that it was what he always wanted".

It is clear that to reach that level of satisfaction, more than one attempt is required, and this is where quality management systems fit perfectly, whose premise is based on "putting order" so that the final result is always the same, minimizing losses and increasing profitability without sacrificing our customer's satisfaction.

There are several options for applying "quality" to restaurant businesses and the ideal one is basically the one that fits each model. As each restaurant or food service has a history that precedes it, it is necessary to understand how the value proposition has been built, and then develop a system that enhances it. This, if you will, is the greatest area of opportunity for establishing quality systems, since most establishments do not have standardized processes, and in some cases the processes are practically non-existent. If in the food industry, quality is tied to safety, it is likely that in the restaurant industry this is the criterion to consider when it comes to quality management.

Did you know that...?



A study conducted by Ohio University identified the most important control points for maintaining food safety and reducing the number of cases and outbreaks of foodborne illnesses: Practice personal Hygiene, cook food properly, avoid cross contamination, keep food at the right temperatures, and reject food from unknown sources.





UNIT 5

How to ensure and
measure quality and
value.

2. Food quality

Consumers used to consider food to be of good quality when it was free of defects and unadulterated. However, in recent years, the concept of food quality has changed. Today, we think that food is of good quality when it has certain desirable attributes. These attributes can be both extrinsic and intrinsic. Extrinsic attributes are intangible but remain part of the food product, for example environmental impact, place of origin and traditional know-how applied in its manufacture.

Currently, the notion of food quality is based on a complex concept that is influenced by a wide range of factors. Characteristics that contribute to food quality are shown in figure below.

Did you know
that...?



*Characteristics of food quality
are: safety, ethical,
aesthetically, functional,
convenience, authenticity,
sensory, nutrition and origin.*





UNIT 5

How to ensure and
measure quality and
value.

The 24th Regional Conference for Europe of the Food and Agriculture Organization of the United Nations (FAO) attempted to extend the general definition of quality, which can be found in the standard of the International Organization for Standardization (ISO), to quality of food*:

1. Historically, quality has been understood primarily as the absence of defect, fraud, and adulteration.
2. More recently, quality is based on expected properties, such as nutritional characteristics or resulting benefits. This introduces the need to take into account the legitimate expectations of users and ask operators to do the same.
3. Finally, quality designates the desirable characteristics that are likely to justify the added value; for example, forms of production (organic agriculture, environmental consideration and animal welfare), production areas (denomination of origin) and their associated traditions.

Food quality has an objective dimension, which is the measurable physicochemical characteristic of a food product, and a subjective dimension framed by consumer expectations, perceptions and acceptance (“fitness for consumption”).



*Tell me, what do you know
about food quality?*





UNIT 5

How to ensure and measure quality and value.

Consumer expectations are based on quality cues (information stimuli) that are intrinsic (eg, inferring fruit ripeness from its color) or extrinsic to the product (eg, advertising, product image brand). The better the match between the expectations consumers have before buying (expected quality) and the experience they get from using the products (experienced quality) the higher the level of consumer satisfaction. A positive experience with a brand has been shown to reduce the risk of dissatisfaction and is frequently used to infer product quality. As a result, consumers often trust well-known brands as indicators of quality.

Research has shown that consumers consider taste and other sensory characteristics of food, health, convenience and the production process (e.g. organic, animal welfare, etc.) as the most important determinants of food quality*. In this respect, sensory properties (taste, flavour, etc.) were rated by 96% of the 30,000 respondents in a German survey as the dominant dimension of food quality, followed by 'safety' (93%); 'freshness' and 'attractive appearance' ranked third (92%) and fourth (87%) respectively*. The 2012 'Special Eurobarometer 389' report showed that food quality, price and origin are important to the majority of EU citizens, but attitudes towards brands can vary significantly. Furthermore, the report states that 'opinions on the importance of brands vary much more between Member States than for quality, price and origin*'. The results are summarized in the figure below showing consumers' priorities when buying food (based on data taken from Special Eurobarometer 389).





Food quality was rated as the most important reason for purchase (96%), followed by price (91%). Interestingly, brand information is clearly less important for food shoppers; 50% of EU citizens consider this information to be unimportant.

Dual food quality

Quality is one of the most valued characteristics when choosing which food to buy; however, its objective description is a very challenging task. The quantity and type of ingredients influence the quality of food. Concerns have been expressed in several EU countries about foods that are marketed with the same packaging and branding in their domestic market but differ from products sold in neighboring markets. Such differentiation may constitute an unfair commercial practice when the difference (dual quality) is not adequately communicated to the consumer, even if the provisions of EU food consumer information legislation are respected.

Quality is an important issue for consumers when buying food. It is equally important for producers when negotiating the price of their products. This is why the European Commission protects food products with distinctive quality characteristics through food quality schemes.



Did you know
that...?



9% of the products
presented as the same
throughout the EU had a
different composition





UNIT 5

How to ensure and
measure quality and
value.

EU food quality schemes

European consumers value certain food products for their special qualities, both intrinsic and extrinsic. In order to differentiate these products more easily, the European Commission protects them through food quality schemes. To this end, it lays down certain rules on which foods should be protected, what producers must do to have their products recognised and how to communicate their distinctive quality to consumers. European and non-European producers who wish to have their products protected by a quality scheme can send an application to their national authority, which then forwards it to the European Commission, which verifies that the product qualifies for inclusion in the scheme. For all quality schemes, the competent national authorities in each EU country are responsible for preventing and avoiding misuse of products using that name.

Types of quality schemes

There are currently four food quality schemes in the EU. There are also national and regional quality seals that apply in the different Member States. Products protected by quality schemes, whether national or EU, can be identified by the logos of the respective schemes, which appear on the packaging.

Geographical indications

A geographical indication is a way of marking products that have certain qualities or a good reputation due to their geographical origin and the traditional know-how applied. Within the EU, two food quality schemes deal with geographical indications.



*Would you like to learn
more about quality food?*





a) Protected Designation of Origin (PDO)



For a food product to be considered a PDO product, production, processing and preparation must take place in a specific geographical area. This condition also includes the raw material used in its production, which must also come from that area. The traditional know-how of the people of the region also plays an important role.

An example of a PDO product is the "Brabantse Wal asperges", a variety of white asparagus from the Brabant region in the Netherlands. The salty groundwater, the sandy soil and the know-how of the local farmers make the asparagus special. The geography of the Brabant region also plays an important role in shaping the product's attributes.





UNIT 5

How to ensure and
measure quality and
value.

b) Protected Geographical Indication (PGI)



The PGI designation is less restrictive. At least one of the stages of production, processing or preparation must take place in a specific geographical area. The raw material used in production may come from another region.

An example of such a product is "Düsseldorfer Mostert", a ready-to-use mustard paste from the city of Düsseldorf in Germany. It is prepared by mixing brown and yellow mustard seeds with lime and mineral-rich water from Düsseldorf and unfiltered alcohol vinegar produced in Düsseldorf. The vinegar, water and production technique link the product to Düsseldorf, but the mustard seeds can be sourced elsewhere.





c) Traditional Speciality Guaranteed (TSG)

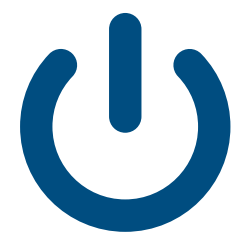


Some traditional food products with special qualities are not linked to a specific region. The traditional speciality guaranteed scheme protects such products from counterfeiting and misuse.

An example of a TSG is Serrano ham. As it is protected by the TSG scheme, European producers must respect the traditional production method if they wish to produce it. There are no restrictions on the region of production or the breed of pig that can be used.

The registration of food and agricultural products, wines, spirit drinks and aromatised wines under the PDO, PGI and TSG schemes is available on the European Commission's e-Ambrosia portal.

LINKS OF INTEREST



[Quality seals of
European Union](#)

[Regulations on quality
schemes.](#)





UNIT 5

How to ensure and
measure quality and
value.

d) Organic food



Organic food is food that has been certified as having been grown using organic farming techniques. Organic farming involves the creation of a sustainable agricultural system. It does not use synthetic pesticides or genetically modified organisms. Organic farmers strive to maintain biodiversity, use natural resources responsibly and ensure that farm animals are well cared for. Various types of food such as fruits, vegetables, grains and meats can be organic. Organic" is a quality attribute related to the production process. Therefore, the organic scheme is a food quality scheme.



Tell me, did you know these seals? Do you remember any product from your country with any of them?





UNIT 5

How to ensure and measure quality and value.

Unit 5

Self-correction questions

Please, indicate the correct answer

QUESTION 1

What is the concept of quality?

- a) Food quality has an objective dimension, which is the measurable physicochemical characteristic of a food product, and a subjective dimension framed by consumer expectations, perceptions and acceptance (“fitness for consumption”).
- b) Food quality has a subjective dimension framed by consumer expectations, perceptions and acceptance (“fitness for consumption”).
- c) Food quality has a subjective dimension framed by consumer expectations.
- d) Food quality has an objective dimension by consumer expectations, perceptions and acceptance.

QUESTION 2

How many types of quality seals are there currently in the EU?

- a) 6
- b) 4
- c) 2
- d) 5

QUESTION 3

What is the acronym for protected designation of origin?

- a) OPD
- b) PDO
- c) DOP
- d) DPO

QUESTION 4

What are the European Union quality seals?

- a) Protected Geographical Indications, Traditional Speciality Guaranteed, Organic Food, and gourmet food.
- b) Protected Designation of Origin, Protected Geographical Indications, Traditional Speciality Guaranteed, and Organic Food.
- c) Protected Geographical Indications, Traditional Speciality Guaranteed, Organic Food, and European food.
- d) Protected Geographical Indications, Traditional Speciality Guaranteed, Organic Food, and vegetarian food.

QUESTION 5

What are the colors of the organic food quality seal?

- a) Yellow and blue.
- b) Blue, yellow and white.
- c) Red and yellow.
- d) Green and white.



UNITS

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9. Conclusion



UNIT 6

How to meet the expectation of the tourist.

As you have seen in previous sections, we call customer expectation what our customers expect from us as a brand. The expectation is intimately related to the experiences they have previously had with our proposal, with respect to the quality of our product and with the customer service we provide.

In every interaction we have with customers, we as a company will have the task (and the opportunity) to meet the expectations of a product and satisfy the customer's needs, but also to exceed them. If we are a small business, our challenge is greater, since 76% of users expect better service from smaller companies.





1. Categories for organizing customer experience and expectations

To help us reflect on the degree of customer expectation, we can name three categories into which it is possible to organize them according to how they feel after their purchase experience:

Dissatisfied customer: the customer is dissatisfied when there is a difference between his expectations and the experience he had buying. In other words, when they feel they did not get what they expected. According to a study by the White House Office of Consumer Affairs, almost all dissatisfied customers do not complain directly to the company. Not only that, but 91% express that they will never buy again from the brand that caused them a bad experience.

Indifferent customer: If we manage to meet customer expectations and we do not offer added value or our service was just enough, our customers may be indifferent to our brand. Although there is a possibility that they will buy from us again, it is likely that they will not recommend us.

Satisfied customer: If we exceed their expectations, then the customer will be happy. Not only because they got the product and service they were looking for, but also because they received something they did not expect and that was valuable to their experience. 72% of users tell more than 6 people about a positive experience with a brand (ThinkJar). This means they are very likely to do business with us again and become a brand ambassador.





UNIT 6

How to meet the
expectation of the
tourist.

2. What factors influence customer expectations?

There are many factors that influence customer expectations, since each one brings with it a unique subjectivity; however, we can list some of the main qualities that we should look at in depth:

- The appearance of our facilities, people with whom they interact, social networks, signage, signage, the presentation of our products, etc., are concrete elements that the customer will use to make a preconception of our business.
- Our accuracy in providing the required service and our reliability are important points. We must seek to comply with the proposed guidelines in the best way, in time and form.
- Our responsiveness: the faster we answer users' concerns, the more comfortable they will feel, the more they will be listened to, and the more they will see that they are important to the company.

For consumers, the experiences they have had with other suppliers and their state of mind are very influential factors when it comes to having expectations. It is not possible to control the emotions and previous experiences that users bring with them, but we can channel them into a good experience. One of the tools that can help us in this case is active listening.

On the other hand, the exercise of empathy is becoming increasingly important. According to New Voice Media, the main reason why customers change product and service providers is because they feel unappreciated by the brand.





3. How to improve our sales

In order to meet and exceed customer expectations, it can help to understand that these also vary according to the moment of the sale in which we find ourselves. The beginning of a sale is not the same as what happens in the post-sale.

Before the sale: When a customer communicates with your business, he must feel welcomed, feel that he is important to it. You can provide quick, concise answers, have an empathetic conversation. Do not offer magical solutions or exaggerate the properties of your product. Tell him how you work and what solution you can offer and in what time frame. Communicate and plan together with him.

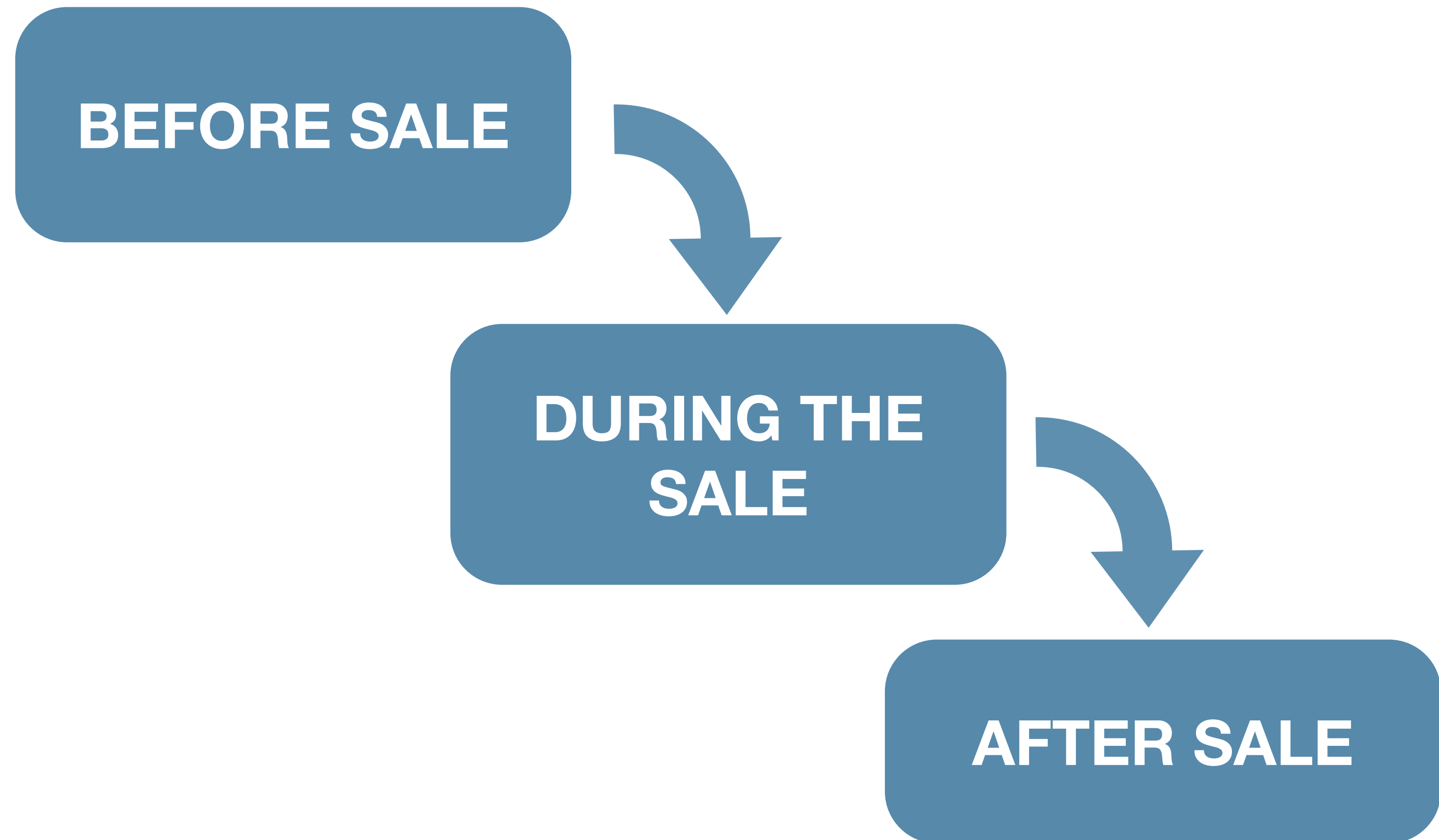
During the sale: Fulfill the promises you made, offer additional information, remember that at this moment the price/quality ratio is very important. An empathetic customer service increases the quality of your products. In addition, users are willing to spend 17% more if they get a good customer service, according to American Express data.

After the sale: Offer additional information to help customers get the most out of their purchase. Communicate after the purchase to find out what their interaction with the product is like, ask about how they feel, etc. Feedback is a way to grow and build customer loyalty at the same time. 84% of the companies that worked to improve the customer experience obtained more revenue, according to a Dimension Data report.





KEY MOMENTS IN A SALE



Source: Own production





UNIT 6

How to meet the
expectation of the
tourist.

Imagine that the customer complains about a product that is ours, but has been packaged by other suppliers. How can we exceed the customer's expectations if there are variables that we do not control? Through active communication and planning.

Establishing work objectives, being specific and detailed about the way we work to avoid any misunderstanding and providing the best attention from the beginning of the relationship, will position us in a better place as far as the customer is concerned.



According to a report by Lithium, when customers contact a brand on Twitter, 53% expect a response within an hour. If they are making a complaint, that percentage rises to 78%.





FLAVOURS
of EUROPE

UNIT 6

How to meet the
expectation of the
tourist.

PRACTICAL TIPS TO IMPROVE OUR SALES

1. Make a plan. Visualize how the sales process will unfold and what you offer.
2. Keep an honest attitude. Face the difficulties that may arise.
3. Set Goals. Remind them at every opportunity so both parties know where they are going.
4. Show him how the company works. That they visualize how this can affect their expectations.
5. Be direct. Offer him how you can help him and how.



UNIT 6

How to meet the
expectation of the
tourist.

There are ten fundamental and universal principles of customer service that you should put into practice, as the degree of satisfaction of your customers will be determined by your performance in these ten areas:

CUSTOMER SERVICE PRINCIPLES

- **Be accessible.** A slow response with long waiting times denotes an attitude of indifference towards customers. On the other hand, a quick response with a short wait time denotes concern for them.

This means always making sure that your representatives are doing what they are supposed to do and when they are supposed to do it.

- **Treat customers with courtesy.** When working with customers, always focus on the situation or problem, not the person. Be courteous, because the problems customers are trying to solve may not seem like a big deal to you, but to the customer they mean a lot.
 - **Courtesy is the most visible way to convey respect.** Excellent customer service cannot take place without a friendly atmosphere. It is imperative that each person who serves a customer understands that courtesy starts with each customer.
 - **Every day we make the decision about how we feel.** This translates into what attitude we bring to work. If your attitude is unfriendly or unhelpful, you will have a negative impact on every customer who comes in contact with you. If your attitude is helpful and friendly, you will make a positive impact.





- **Respond to customer needs and wants.** All customers want is for you to care about them and understand their problems. They want to be the center of your attention at that moment and they want the interaction they have with you to be problem-free.

You must always be sensitive in how you approach customers and solve their problems. Customers expect you to satisfy them. Give them every reason to trust you.

Thank them sincerely for choosing to do business with you. And finally, respect customers' needs and desires and rectify mistakes. Learn to anticipate your customers' needs.

- **Do what the customer asks for, on time.** Make sure you perform the tasks necessary to respond to customer needs quickly and efficiently. Resolving inquiries quickly will impress them.

Customers just need to know that you value them. If you forget to do something you're supposed to do, you won't keep your customers for long.





UNIT 6

How to meet the
expectation of the
tourist.

- **Have well-trained and knowledgeable employees.** Proper employee training is the foundation for success. Any successful training program consists of curriculum-based classes that teach the fundamentals, such as the products and services you offer and basic customer service skills. How these classes are delivered makes all the difference.

To make sure employees are well trained and informed, create a plug-and-play training program. But go beyond the basics by also explaining the company's mission and values.

In addition, make sure customer service competency training includes topics such as building long-term customer relationships and understanding the need for a customer-centric approach. These topics will provide each employee with a better sense of purpose when it comes to customer satisfaction.





UNIT 6

How to meet the
expectation of the
tourist.

- **Tell customers what they can expect from you.** Setting expectations well will determine the success or failure of your relationship with each customer. If customers don't have a clear understanding of what they are getting, you will fail. If you provide something clients don't want or weren't expecting, no matter how fantastic or fast your work is, you will most likely fail.

Setting expectations is not difficult, but it takes time. You can't make any assumptions, and you need to be transparent with clients about what they are going to get.

Setting expectations is a process of constant communication. The resolution may change slightly, or you may find a better way to do something. If the change is significant enough, be sure to inform customers. Keep them informed at all times.

- **Keep your commitments.** For whatever reason, customers expect you to do what you say you are going to do and when you say you are going to do it. Become known for keeping your word.
- **Do things right the first time.** This involves making sure that all activities are performed correctly the first time and each successive time. Completing all services correctly the first time is not easy, but doing so can be an effective way to attract and keep your customers.





UNIT 6

How to meet the
expectation of the
tourist.

- **Follow up.** Contact your customer after a purchase, after delivering a meal, or after the problem has been resolved to ask them what they thought and if they were satisfied. If they were satisfied with the whole process you can take the opportunity to ask them for a rating on your social networks, website, etc. If not, try to make things right. With good customer service, you are laying the foundations of a successful business.
- **Be an ethical person.** Customer expectations depend on many factors, and their process for selecting a product can be very complex. One of the main factors is credibility. They want to know how reliable and honest you are as a service provider. To meet this critical factor, you have to make an effort to get to know customers and their needs; listen to and keep customers informed in a language they understand; possess (or develop) the necessary skills and knowledge to deliver the promised service reliably and accurately; be willing to help customers and provide prompt service; and be polite, respectful and friendly.





UNIT 6

How to meet the
expectation of the
tourist.

Unit 6

Self-correction questions

Please, indicate the correct answer

QUESTION 1

Indicate the false statement.

- a) **Customer complete.**
- b) Dissatisfied customer.
- c) Indifferent customer.
- d) Satisfied customer.

QUESTION 2

Main sales moments.

- a) **Before the sale, During the sale and After the sale.**
- b) During the sale and After the sale.
- c) Before the sale and After the sale.
- d) Before the sale and During the sale.

QUESTION 3

Indicates which is not a practical advice to improve sales.

- a) Make a plan.
- b) **Be accessible.**
- c) Show him how the company works.
- d) Be direct.

QUESTION 4

Customer service principles:

- a) Not be accessible.
- b) Answer questions from former customers.
- c) Do what the customer asks, out of time.
- d) **Tell customers what they can expect from you.**

QUESTION 5

Customer expectations and needs are related to...

- a) Their past experiences.
- b) Previous judgments about your brand.
- c) Your current experiences and own judgments about your brand.
- d) **Their past experiences and previous judgments about your brand**



UNITS

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7. Food, the basis of gastronomy
8. Costs and risks. How to make a good product costing.
9. Conclusion



UNIT 7

Food, the basis of gastronomy

In the food industry, hygiene is one of the fundamental weapons to ensure food quality. The consumer has the right to safe food that is not a vehicle for illness or food poisoning.

Currently, the legal framework of application in relation to food handlers is based on two regulations. On the one hand, Regulation (EC) 853/2004 of the European Parliament and of the Council of 29 April 2004 on the hygiene of foodstuffs (specifically, Chapter VIII of Annex II establishes the personal hygiene conditions for workers, and in Chapter XII of the same Annex II it refers to the training that food handlers must receive) and on the other hand, Regulation (EC) 853/2004 of the European Parliament and of the Council, of 29 April 2004, on official controls performed to ensure the verification of compliance with feed and food law, animal health and animal welfare regulations.

Other official controls include: the inspection of food businesses and food products, being necessary to verify the hygiene conditions and to evaluate the procedures of good manufacturing and handling practices, in order to guarantee the objective of this regulation (to prevent, eliminate or reduce to acceptable levels any risk to food safety).



Remember: Food during its production, transport, processing and handling is an important vehicle for agents capable of causing human illness. Good practices begin with proper training that allows the acquisition of knowledge that changes the vision towards the proper hygienic mentality to produce food without risk.





Some definitions of interest:

- **Prepared food:** culinary preparation resulting from the raw or cooked or precooked preparation of one or more foodstuffs of animal or vegetable origin, with or without the addition of other authorized substances and, where appropriate, seasoned. It may be presented packaged or not and ready for consumption, either directly or after additional heating or culinary treatment.
- **Heat-treated ready-to-eat food:** ready-to-eat food which, during its preparation, has been subjected as a whole to a heat process (increase in temperature) such that it can be consumed directly or with a slight heating.
- **Establishment:** industry, premises or permanent or temporary installation where prepared foods are prepared, handled, packaged, stored, supplied, served or sold, with or without service therein, for consumption.
- **Community:** group of consumers with similar characteristics who demand a prepared food service, such as schools, companies, hospitals, residences and means of transport.





1. Necessary hygiene conditions

Since February 1, 2002, the member countries of the European Union have had a common legal concept for the designation of foodstuffs, with the publication of Regulation EC No. 178/2002 of the European Parliament and of the Council of January 28, 2002. This regulation established the principles and requirements of food legislation and created the European Food Authority.

It is this body, the European Food Authority, which gives a common definition of food for all member states, with the following objectives:

- Ensuring food safety and consumer health.
- Facilitate and ensure the functioning of the internal market.
- Avoid unequal conditions of competitions.
- Eliminate legal uncertainty, both for consumers and for economic operators.

The Regulation therefore extends the concept of food to all substances, ingredients, raw materials, additives and nutrients ingested by humans through the gastrointestinal tract. The new common definition adopted includes beverages, chewing gum and water, as well as any substance voluntarily incorporated into the food during its manufacture, preparation or treatment, e.g. additives, fats and vitamins, and residues derived from food production and processing, such as residues of veterinary drugs and pesticides.

However, the following shall NOT be considered as such: animal feed, pre-harvest plants, medicines, cosmetics, tobacco and tobacco products, narcotic or psychotropic substances and live animals (except those prepared, packaged and/or served for human consumption in that state, as in the case of oysters).

Did you know
that...?



Any substance or product intended or likely to be ingested by humans, whether or not processed in whole or in part, must comply with hygiene measures.





1.1. Types of food

Foods are divided into three main types:

- a) That may or may not cause a detrimental effect on the health of the consumer.
 - **Harmful:** All foods that consumed can acutely or chronically cause harmful effects on the consumer.
 - **Harmless:** Set of conditions that a food or process meets that guarantees the absence of factors capable of producing harmful effects for the consumer.

- b) By their storage conditions:
 - **Perishable foods** (according to Spanish Food Code). Those which, due to their characteristics, require special conservation conditions in their storage and transport periods. They alter rapidly and should be consumed within a short period of time. Among them, as long as they are unprocessed, we should highlight eggs, milk, meat or fish.
 - **Semi-perishable foods** (according to the Spanish Food Code). Those that have been preserved or processed by different procedures that allow them to last longer under appropriate conditions. Freezing, dehydration, salting, smoking, canning or uperisation (in the case of milk) are some examples of the methods or processes used.
 - **Non-perishable food** is that which does not require special storage conditions, for example: legumes, cereals, nuts. Although they do not require cold storage, these foods must be preserved from humidity and dirt.





c) Due to the presence of alterations or contaminations that make it unsuitable for consumption:

Altered food: Food that, due to natural, physical, chemical, biological or inadequate treatment causes, has suffered a deterioration in its organoleptic characteristics and nutritional value, making it unfit for human consumption. They are easily detectable by their color, odor, flavor and/or appearance. The most common alterations that can appear in food are due to different factors such as:

- Cold: it can cause for example solidification of oil or honey.
- Wind: can cause food to dry out.
- Heat: can cause the loss of vitamins.
- Formation of gases: which can cause bulging of cans or containers.
- Time: can cause softening or putrefaction of foodstuffs.
- Acidification of certain foods such as dairy products.

Deteriorated food: It is in which there was aging, color change, dent, breakage, poorly closed containers and external injuries to the packaging of the packaged product. These deteriorations may cause subsequent contamination.

Contaminated food: It is that which contains pathogenic germs, chemical or radioactive substances, toxins, parasites or any foreign body to the composition of the food, which allows the transmission of diseases to man or animals. Also if they contain natural toxic components in concentrations higher than those allowed.

**Did you know
that...?**



Food alteration may be due to physical environmental factors, such as temperature, light or air, which modify the characteristics of the products. Another possibility is that, under certain conditions and due to the food components themselves or their contact with others in their environment, chemical reactions are triggered that contribute to the alteration of the product.



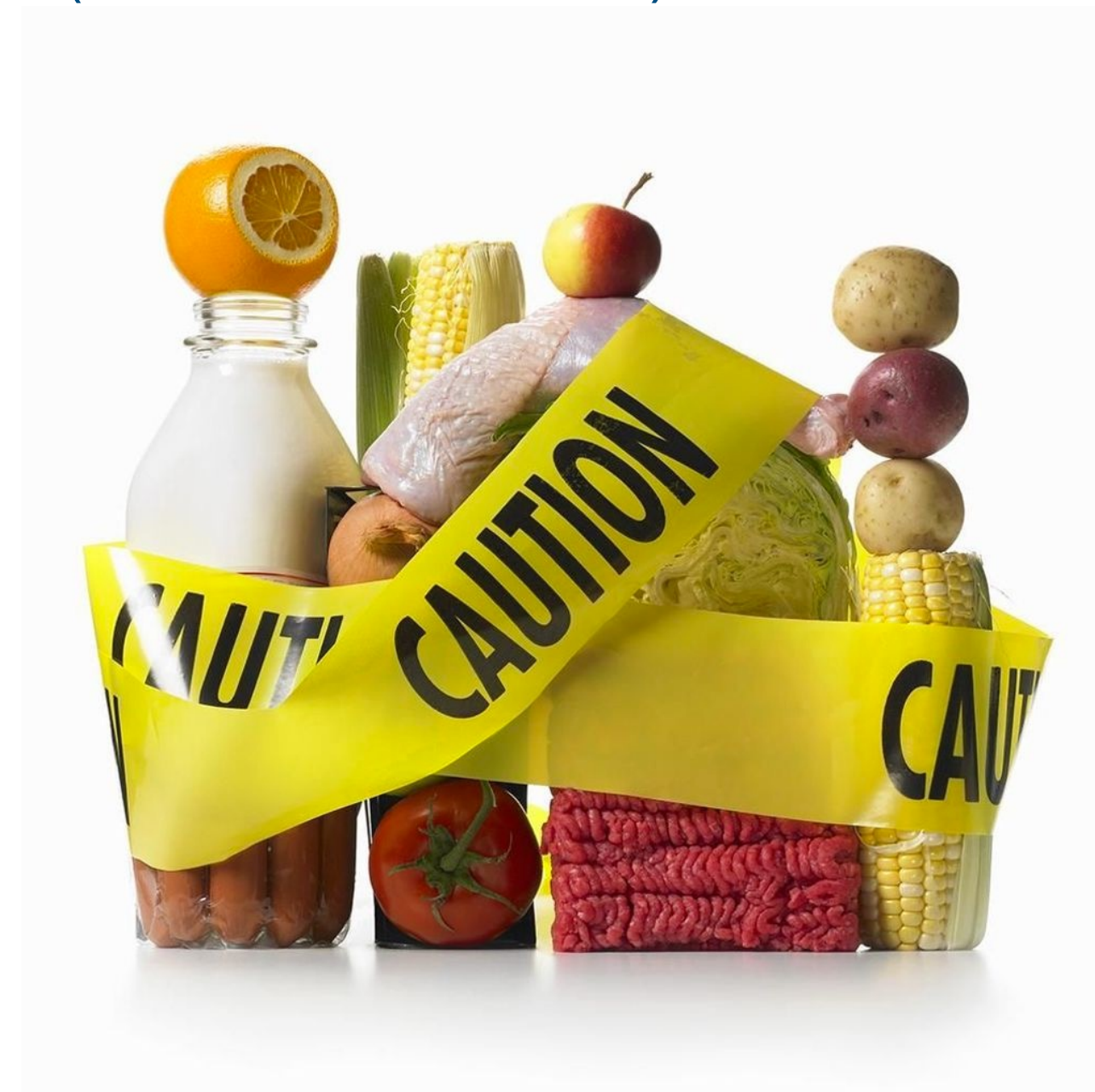


1.2. Food contamination: How can it be prevented?

Food contamination occurs when food comes into contact with certain elements or substances that make it dangerous for consumption.

According to their nature, contaminating agents are classified into physical, chemical and biological agents.

- **Contamination by physical agents:** they are constituted by particles and foreign bodies that reach the food, generally during handling or transport, (particles of glass, wood, plastic, pieces of bone, feathers, intestinal contents, organic remains, (hair, nails, food remains), or articles of personal use (watches, rings...)).
- **Contamination by chemical agents:** some toxicants of chemical origin may be naturally present in food; this is the case of some plant and animal toxins or toxins present in certain fungi. Other chemical agents can be accidentally incorporated into food: food additives, herbicides, pesticides, traces of medicines, products used for cleaning and disinfection, products used during the operation or maintenance of machinery and equipment (oils, lubricants, etc.).





There are four measures that can help prevent the proliferation of microorganisms in food:

MEASURES TO PREVENT FOOD CONTAMINATION

CLEANING	PULL PART
<ul style="list-style-type: none">• Wash hands thoroughly with soap and hot water whenever necessary (before preparing food, after using toilets, after touching raw food, animals, garbage or other contaminated objects).• Thoroughly wash all work surfaces and utensils (knives, pots, pans, blenders,...) with hot water and soap after each use and before moving on to the next step.• Use cutting boards made of non-porous material and wash them in the dishwasher, or with hot water and soap, after each use.• Use single-use cloths to wash and dry kitchen surfaces that will come in contact with food.	<p>It is vitally important to properly separate ready-to-eat foods from those raw materials or work surfaces or utensils that may be contaminated with the presence of microorganisms. For this purpose, it is recommended:</p> <ul style="list-style-type: none">• During all stages of handling and storage of raw foods it is necessary to keep them separate from other prepared products by placing them in the lower part of the refrigerator to prevent the juices they give off from contaminating other foods.• Use different cutting boards, knives and utensils for handling raw food and ready-to-eat products and never place cooked food on a container that has been in contact with raw food without first washing it.• Always wash hands, cutting boards, knives and other utensils with hot soapy water after they have been in contact with raw food.
COOK	CHILL AND PRESERVE
<p>In order to achieve the elimination of bacteria present in food, it is necessary to cook it for an adequate time and at a temperature that achieves this. This requires:</p> <ul style="list-style-type: none">• Reach a cooking temperature of at least 65°C in the center of the product.• If the product is heated in the microwave it must be ensured that no cold areas remain, the heat must be uniform.• If food is reheated it is necessary to reach 65°.	<p>Refrigeration temperatures prevent or slow down the growth of microorganisms so once the food is cooked it must be cooled as quickly as possible so:</p> <ul style="list-style-type: none">• Ready-to-eat foods should be refrigerated within two hours after cooking.• Do not thaw food at room temperature, always refrigerate it.• Place food in the chamber or refrigerator in such a way as to achieve cold air flow between them.• Check refrigeration equipment for proper operation periodically.



2. Food Handling

Food safety is the set of measures that ensure that the food we consume is safe and retains its nutritional properties. To ensure food safety and avoid foodborne diseases, you must know and comply with hygiene regulations throughout the food chain, with special emphasis on those stages or processes that require food handling.

FOOD HANDLING PROCESSES

- Primary productions is the first link in the chain and provides the raw material: agriculture, livestock, fishing and hunting.
- The food industry prepares and processes food using these raw materials.
- Stores, supermarkets and hypermarkets or similar establishments are responsible for distribution and sale.
- The last link in the chain is the consumers who are responsible for good handling.

Therefore, following all the stages of the food chain, it can be stated that "food handlers are all those persons who, because of their work activity, have direct contact with food during its preparation, manufacture, processing, preparation, packaging, storage, transport, distribution, sale, supply and service".

In addition, higher risk handlers are considered to be those whose handling practices can be decisive in relation to food safety; this group includes handlers engaged in the preparation and handling of prepared foods for sale, supply and/or direct service to the consumer or collectivities.





The food handler is a worker who must have stricter hygienic habits than other workers, due to the great responsibility of creating safe food. Therefore, they must adopt a system of hygienic self-control in their work and know the process of preparation and preservation of food respecting the culinary, sanitary and nutritional requirements that allow the food to reach the consumer in the best quality conditions, avoiding that in many cases it is the handler who intervenes as a vehicle of transmission in the contamination of food, by incorrect actions and bad hygienic practices.

2.1. Stages in food handling process

There are several stages in the food handling process from the arrival of the goods at your facility.

1. Reception raw material: A stage of great importance in the food manufacturing and handling process that includes the period of time between the unloading of the ingredients or raw material and its correct storage in the warehouses or chambers of the industry. In the case of raw materials consisting of refrigerated or frozen raw materials, it should be verified that the cold chain has not been broken during transport and they should be stored quickly without resting directly on the floor or on surfaces that may be contaminated. If these materials arrive in poor condition or if the cold chain has been broken, they should be returned to the supplier. A record of incoming products should be filled in, noting at least the day of arrival, supplier, batch, quantity. In the case of cold products, the temperature at which they arrive should also be noted.
2. Conservation: Shelf life is the maximum time in which a food retains all its organoleptic, nutritional and sanitary properties. Preservation together with proper storage aims to increase the shelf life of food.





The application of cold and heat on the food are two of the main methods of preservation, although there are many others that decrease the amount of microorganisms present in the food:

- **Application of cold.**

- Refrigeration: As we have already mentioned, refrigeration consists of subjecting food to temperatures between 0° and 5°C, which will cause microorganisms to multiply more slowly, thus achieving a longer shelf life.
- Freezing: In freezing we subject the food to temperatures below -18°C. Thus the microorganisms die but their activity is totally paralyzed, allowing the product to be preserved for months.

- **Application of heat.**

High temperatures are the only ones that destroy microorganisms. There are different ways to apply heat to products:

- Pasteurization: This consists of subjecting the food to temperatures close to 80°C. This destroys quite a few microorganisms, but not all of them, so it is important that after pasteurization these foods are kept refrigerated so that any microorganisms that have survived do not proliferate. The shelf life of food subjected to this heat treatment is low. Ex: pasteurized milk.
- Cooking: The food is subjected to temperatures of about 100°C. With this method we eliminate most of the microorganisms but not their spores. The food subjected to this treatment modifies its organoleptic properties.
- Sterilization: The food is subjected to temperatures close to 120°C, thus destroying all microorganisms in the food, including their spores.
- UHT (UHT) It is a system where we apply a high temperature very little time, but enough to eliminate all microorganisms and their spores, and make the food suffers as little as possible by this heat treatment. Ex: UHT milk (we can store it outside the refrigerator).





UNIT 7

Food, the basis of
gastronomy.

3. Storage: Raw materials or finished products must be stored correctly to avoid contamination. To this end, a number of essential requirements must be met:
- Do not leave food in direct contact with the floor or walls.
 - Do not store food products together with products that can contaminate them such as cleaning products, etc. or store fresh product with finished product to avoid cross-contamination.
 - Do not exceed the capacity of the warehouse or cold rooms, because the products will not be cooled properly.
 - Make sure that the products that arrive first at the warehouse leave first, so that the rotation of the products is adequate and we avoid that they may expire.
 - Control at least once a day the temperatures of the storage chambers, and make sure that the appropriate temperature limits are complied with (refrigeration 0°- 5°C, freezing -18°C).
 - Leave sufficient space between products to allow air circulation between them.
 - Do not leave suitable food near the garbage or returns area.



Remember: At this point it is very important to define the cold chain and its importance in food. It is necessary to maintain the cold (refrigeration or freezing) at an adequate temperature throughout the food chain, i.e. at all stages through which the food passes until it reaches the consumer. If this temperature is not maintained, the food may undergo changes that will reduce the shelf life and may endanger the consumer.





2.2. Personal hygiene for food handlers

Hygienic behaviors are those clean attitudes that must be remembered and practiced in all situations. They refer to those habits that make possible a lower contamination of raw materials due to correct attitudes of the worker, cleaning and disinfection of facilities and machinery, water control, pests and cleanliness of the industry. Hygiene must be respected in all its facets.

All those processes through which the raw material constituting the food has to pass in order to become a product ready to be used by the consumer.

Normally we speak of handling when it is carried out by the food handler, but, in the same way, those actions in which the meat is treated, whether it is cooked, minced or stuffed, are also manipulations.

Good Handling Practices are all those actions and decisions that occur during food processing that have a positive effect on the maintenance of food in wholesome conditions. These actions should be preserved and promoted. Together, they constitute the manual of Good Food Handling Practices. These include all those practices that, in a preventive manner, reduce the risk to health, such as contamination by germs and harmful substances.

Food hygiene is the set of measures necessary to ensure the safety and wholesomeness of food products. These measures cover all stages of production up to the point of sale to the consumer. This means that hygiene must preside over any activity related to the manufacture and sale of food.





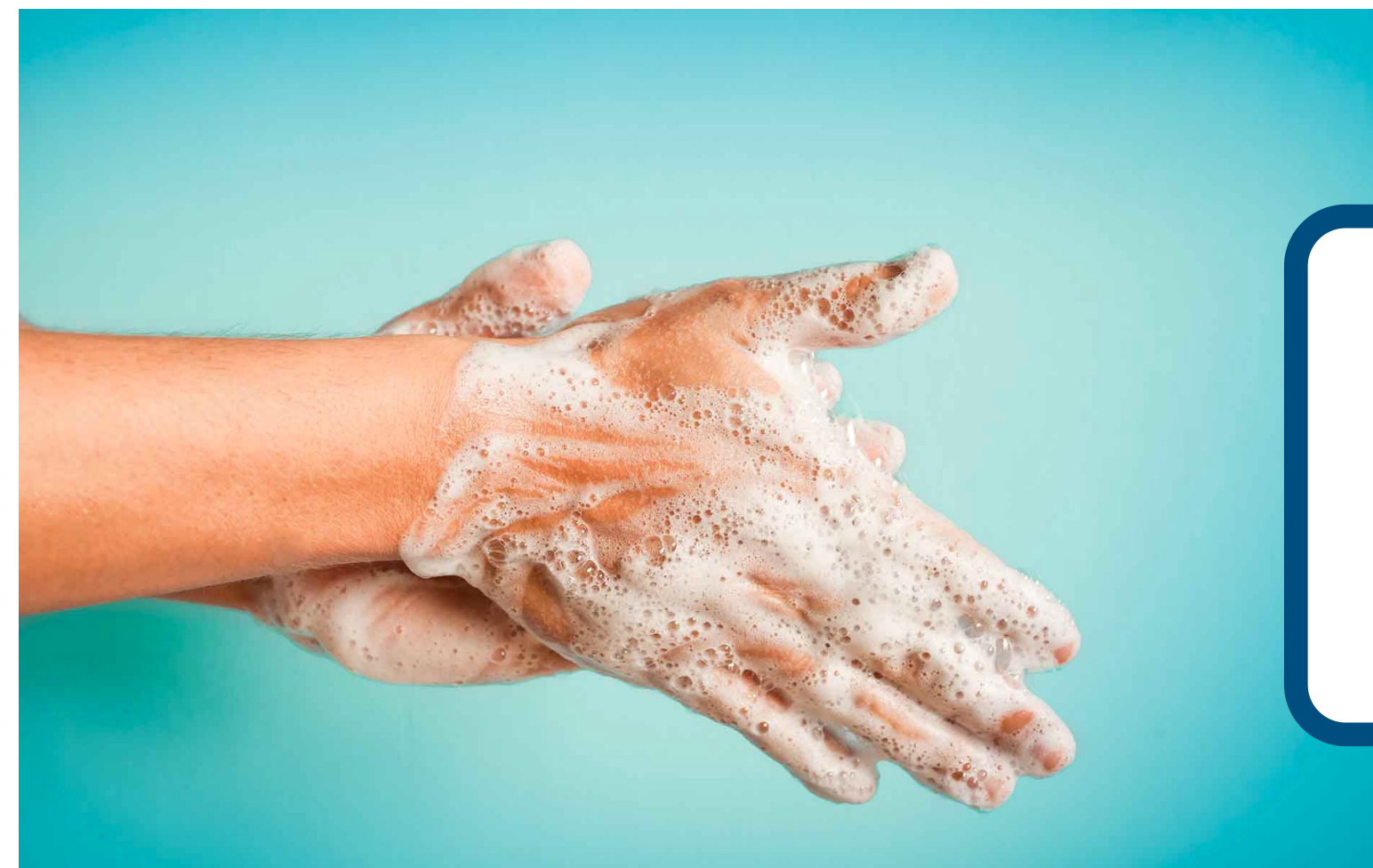
Adequate measures and effective control should be imposed to avoid contamination.

Hands: are the main agent and vehicle for transmitting bacteria, hands should be as hygienic as possible at all times and nails should be kept short, clean and unpainted.

Source of contamination.

The major contamination of our hands by pathogenic microorganisms is basically caused by:

- Fecal contamination produced after using the toilet or handling garbage. In the home, in addition, contamination produced by changing diapers or touching pets or their feces should also be included.
- Handling of raw products, usually with high surface contamination, such as meat, poultry, fruits and vegetables.
- Contamination by contact with objects commonly used by many people, such as telephone, money, door handles, railings....
- Contamination with secretions produced by sneezing or coughing, or by touching various contaminated body areas such as the mouth, nose or hair.



LINKS OF
INTEREST



[*How to handwash?*](#)

[*How to handrub?*](#)





UNIT 7

Food, the basis of
gastronomy.

Hand washing is a simple act but one that is not always carried out properly. The regulations for food handlers simply state that hot water and soap or a suitable disinfectant should be used. The objective is the elimination of transient microbiota. This depends largely on the individual characteristics of each person. However, there is one location on the hands where microenvironmental conditions conducive to microbial maintenance and development are created: around and under the nails. In addition, in the mechanical act of hand washing, several areas are often insufficiently washed, such as the interdigital spaces and the back of the hands.

Washing also depends on the type of contamination or its origin. If the contamination is significant, for example after leaving the bathroom, the reduction procedure should be more aggressive than in other circumstances, and a single or double scrubbing with a nail brush may be performed. The use of a nail brush has an important mechanical effect for the elimination of transient microbiota.

In all circumstances it is essential to use soap, whether it has bactericidal or non-bactericidal activity. If washing is carried out properly, the use of soaps with disinfectants would not be necessary, since as a consequence of the mechanical action, important reductions of pathogenic microorganisms can be achieved.





Adequate measures and effective control should be imposed to avoid contamination.

Hair: A handler should have clean hair in a hairnet or head covering to avoid contamination of food with hair or dandruff, since hair is in continuous renewal and picks up environmental dirt. It is also advisable not to use hairpins to hold hats or hairnets as they can fall into the food and cause physical contamination of it.

Eyes, nose and mouth: The microorganism *Staphylococcus aureus* causes food poisoning and is present in the nose and mouth of approximately 50% of the population. These microorganisms are easily spread by talking, coughing or sneezing, so these behaviors should be avoided when handling food.

Body: Handlers should not have unkempt hair, unkempt beard or lack of personal cleanliness. It is advisable to shower daily and keep their skin as clean as possible to avoid the presence of nails and any type of infection that could be dangerous for the food and for the consumer.

Clothing: Work clothes are for work only. Every day should be clean and light colored. In the case of using specific clothing such as aprons, protective systems such as mesh gloves or forearm protectors, they should be washed as many times as necessary, in places provided for this purpose, such as cabins or showers for this purpose.

- If possible, clothing should not have external pockets and fastenings should avoid the use of buttons.
- Work clothes must be left exclusively in the lockers, which will be divided into two parts so as not to mix them with street clothes.
- Boots used for work shall be washed outside the work areas. A place will be assigned for this purpose, if possible with boot-washing machines.





UNIT 7

Food, the basis of
gastronomy.

The use of rubber gloves for food handling is not advisable, as bacteria can colonize the inside of the gloves. In some circumstances, single-use gloves may be worn, although they should be disposed of immediately after use.

Cuts and wounds: Wounds or cuts in the skin are ideal environments for the development of bacteria, so it will be necessary to keep them covered with suitable bandages (gauze, plasters,...) which in turn are waterproofed by means of gloves or thimbles and always clean.

Jewelry and personal objects: It is advisable not to wear jewelry or personal objects (watches, rings, earrings) when handling food, since in addition to being places where dirt tends to accumulate, they can cause problems of physical contamination if they become detached from the food.

Therefore, the food handler is key in maintaining proper hygiene and contributes with his habits to the placing on the market of safe, innocuous and quality food. The most important habits he should comply with are:

- Keep your work station, tools and equipment clean and tidy.
- If you suffer from any illness (vomiting, diarrhea, colds) you should notify your manager.
- Maintain proper personal hygiene.
- Comply with the rules of hygiene in terms of clothing and personal cleanliness.
- Avoid habits that could lead to contamination of the food. Therefore, they must not cough or sneeze, talk, eat, chew gum, smoke, scratch their hair or nose, or wear jewelry or creams that may transmit odor or taste to the food.





3. Hygienic-sanitary requirements of the facilities

3.1. General requirements for premises used for foodstuffs (other than ambulant or temporary).

According to Regulation No. 852/2004 of the European Parliament and of the Council:

1. Premises intended for foodstuffs must be kept clean and in a good state of maintenance.
2. The layout, design, construction, location and size of food premises shall:
 - a) Permit adequate maintenance, cleaning and/or disinfection, prevent or minimize airborne contamination and provide sufficient working space to permit hygienic performance of all operations.
 - b) Prevent the accumulation of dirt, contact with toxic materials, the deposit of particles on foodstuffs and the formation of condensation or undesirable mould on surfaces.
 - c) permit good food hygiene practices, including protection against contamination, particularly pest control.
 - d) where necessary, provide suitable temperature-controlled handling and storage conditions and sufficient capacity to enable foodstuffs to be maintained at an appropriate temperature that can be checked and, if necessary, recorded.

LINKS OF
INTEREST



[Regulation No. 852/2004 of
the European Parliament](#)





UNIT 7

Food, the basis of
gastronomy.

3. There is to be a sufficient number of flush toilets connected to an effective drainage system. Toilets should not communicate directly with rooms in which foodstuffs are handled.
4. There is to be a sufficient number of washbasins, suitably located and intended for cleaning hands. Handwashing sinks should be provided with hot and cold running water, as well as hygienic hand-cleaning and hand-drying equipment. Where necessary, facilities for washing foodstuffs should be separate from those for washing hands.
5. Suitable and sufficient means of mechanical or natural ventilation should be provided. Mechanical draughts from contaminated areas to clean areas should be avoided. Ventilation systems should be so constructed that filters and other parts to be cleaned or replaced are easily accessible.
6. All toilets should have sufficient natural or mechanical ventilation.
7. Food premises should have adequate natural or artificial light.
8. Sewage disposal systems must be sufficient to meet the intended purpose and so designed and constructed as to avoid any risk of contamination. Where drainage channels are fully or partially open, they should be so designed as to ensure that waste does not flow from a contaminated area to a clean area, in particular, to an area where foodstuffs likely to present a high risk to the final consumer are handled.
9. Where necessary, adequate changing facilities should be provided for personnel.
10. Cleaning and disinfection products should not be stored in areas where foodstuffs are manipulated.





3.2. Specific requirements for rooms where foodstuffs are prepared, treated or processed (excluding canteens and mobile premises).

1. The design and layout of rooms in which foodstuffs are prepared, treated or processed (excluding canteens and mobile premises, but including spaces contained in means of transport) should permit good food hygiene practices, including protection against contamination between and during operations. In particular:
 - a) floor surfaces are to be maintained in a sound condition and be easy to clean and disinfect. This will require the use of impervious, non-absorbent, washable and non-toxic materials, unless food business operators can satisfy the competent authority of the suitability of other materials used. Where appropriate, floors must allow sufficient drainage.
 - b) wall surfaces are to be maintained in a sound condition and be easy to clean and, where necessary, to disinfect. This will require the use of impervious, non-absorbent, washable and non-toxic materials; their surface is to be smooth to a height appropriate to the operations to be carried out.
 - c) ceilings (or, where there are no ceilings, the interior surface of the roof), suspended ceilings and other suspended installations should be so constructed and worked as to prevent the accumulation of dirt and to reduce condensation, the formation of undesirable mold and the shedding of particles.
 - d) Windows and other openable openings should be so constructed as to prevent the accumulation of dirt, and those which can communicate with the outside should, where necessary, be fitted with insect screens which can be easily removed for cleaning. Where contamination could result from the opening of windows, these should remain closed with a lock during production.
 - e) Doors should be easy to clean and, if necessary, to disinfect, requiring smooth, non-absorbent surfaces
 - f) surfaces (including equipment) in areas where food is handled, and in particular those in contact with food, are to be maintained in a sound condition and be easy to clean and, where necessary, to disinfect, requiring smooth, washable, corrosion-resistant and non-toxic materials.





2. Adequate facilities for cleaning, disinfection and storage of equipment and working utensils shall be provided where necessary. Such facilities should be constructed of corrosion-resistant materials, be easy to clean and have an adequate supply of hot and cold water.

3. Adequate provision shall be made, where necessary, for the washing of foodstuffs. All sinks or similar facilities for washing foodstuffs should have an adequate supply of hot and/or cold potable water and should be kept clean and, where necessary, disinfected.

3.3. Equipment and Facility Requirements

All articles, installations and equipment in contact with foodstuffs:

- Must be thoroughly cleaned and, if necessary, disinfected. Cleaning and disinfection must be carried out as frequently as necessary to avoid any risk of contamination.
- Their construction, composition and state of repair and maintenance must minimise the risk of contamination and permit them to be thoroughly cleaned and, where necessary, disinfected.
- Their installation must permit adequate cleaning of the equipment and the surrounding area.

If necessary, equipment should be fitted with all appropriate control devices to ensure compliance with the objectives of this Regulation.

Did you know that...?



If to prevent corrosion of equipment and containers it is necessary to use chemical additives, this should be done in accordance with good practice to avoid transmitting toxic substances, odours and tastes to food.





3.4. Cleaning and disinfection of the facilities

Let's first determine some concepts.

Cleaning: Elimination of dirt and organic remains by means of water and detergents. This reduces some microorganisms but mainly removes grease and visible residues. It is carried out using detergents and when choosing them it is important to take into account the material of the article or surface to be cleaned and the nature of the dirt to be removed. The recommended water temperature is 40° C.

In addition, the products should be kept in original closed and well labeled containers in exclusive places and away from storage and product processing areas.

Disinfection: This consists of eliminating bacteria that we cannot see. It is always performed after cleaning. Only duly authorized disinfectants should be used. After proper disinfection, most of the microorganisms on surfaces are eliminated, but not their resistant forms or spores. Chemical disinfectants that have a lethal action on microbes are used for this purpose. There is a wide range of disinfectants and their choice will depend on:

- Characteristics of the materials to be disinfected.
- Germs to be eliminated.
- Concentration of the disinfectant: adding a concentration higher than that indicated in the product data sheet will not result in greater disinfection and a concentration lower than that recommended will not kill all germs and may lead to the appearance of resistance. To avoid the latter, it is advisable to rotate disinfectants.
- Time of action: it is essential to respect what is indicated in the technical data sheet.
- Water temperature: if chlorinated compounds are used, the recommended temperature is 10° C.
- Solution pH.





UNIT 7

Food, the basis of
gastronomy.

In all establishments where food is handled, there should be a cleaning and disinfection plan that clearly defines the frequency of cleaning and disinfection, the tools or surfaces to be subjected to these processes, the nature of the substances to be eliminated, the dosage of the product to be used, the way to carry out these operations (manual or mechanical) and the person responsible for them.

The reason for cleaning surfaces and utensils that come into contact with food and the environment is to reduce or prevent the risk of microbiological or physical contamination and to allow and facilitate disinfection.

To achieve these objectives, a series of phases must be carried out:

1. Pre-cleaning: elimination of visible dirt, food remains, waste and grease; this will normally be done dry (brushes and shovels) so as not to spread the dirt, if wet cleaning is carried out it is advisable to use cold water.
2. Pre-washing: low pressure water projection to eliminate the remains on the equipment; the water temperature should be higher than 35-40°C to solubilize fats and lower than 60°C to avoid coagulation of proteins.
3. Cleaning: consists of the application of a detergent to remove the remaining dirt. It is convenient to perform an additional mechanical action such as brushing to remove the dirt.
4. Rinsing: this is the removal of the detergent and dissolved substances by means of pressurized water. The shape of the water jet and its inclination with respect to the surface is important in order to achieve a good effect without projecting residues into the environment.
5. Disinfection: apply the disinfectant according to the manufacturer's instructions.
6. Final rinsing: it should be abundant and with hot or cold water according to the disinfectant used (hot if it is a chlorinated compound).
7. Drying: the water is eliminated by draining or using dry air or hygienic cloths. Many risk microorganisms are very sensitive to environmental conditions and are destroyed by drying. This step is important to avoid the presence of conditions that favor recontamination and also to avoid the formation of biofilms.





UNIT 7

Food, the basis of
gastronomy.

Cleaning and disinfection programs should ensure sanitization of all parts of the facility (including cleaning equipment).

The suitability and effectiveness of the products used and the corresponding programs should be constantly and effectively monitored and, where necessary, documented.

The programs should be prepared in writing and their preparation should take into account and, therefore, specify:

- a) Product to be processed.
- b) Surfaces, elements of the equipment, utensils and facilities to be cleaned.
- c) Cleaning method.
- d) Temperature, pressure and potability of water.
- e) Knowledge of critical points.
- f) Available means: personnel, timetable, systems, equipment, etc.
- g) Products to be used: form of application, dosage, time of action, etc.
- h) Frequency.
- i) It is important to have a file of technical data sheets for the products.
- j) Records or control sheets of cleaning and disinfection work.
- k) Monitoring system used: periodic inspections and, if possible, the use of microbiological tests.





UNIT 7

Food, the basis of
gastronomy.

Throughout the stages of the food chain, there are many residues and waste products that originate and must be eliminated. It can cause odors or be an active source of microbial contamination of food.

Food product wastes, inedible by-products and other residues should:

- be removed as quickly as possible from the rooms in which the food is deposited to avoid their accumulation by eliminating them hygienically and without harming the environment (separation of waste in the different containers: used oils, paper and cardboard, plastic and packaging, glass and organic matter).
- be deposited in closable containers. These containers should be of suitable construction to prevent access to the waste by pests, be in good condition and be easy to clean and disinfect.
- Adequate provision should be made for their storage and disposal. Waste tanks should be designed and treated in such a way that they can be kept clean and free from animals and harmful organisms.





Pest control

In food handling we call pests to the presence of animals that live in or on food and that in contact with them produce an alteration or contamination of them. These animals are destructive and cause health, economic and labor problems.

The main pests in the food industry are:

- Rodents: rats and mice.
- Insects: cockroaches, ants, flies, wasps, beetles, weevils, mites.
- Birds.

An effective and continuous pest eradication program for insects, birds, rodents and other pests should be implemented. Facilities and surrounding areas should be inspected periodically to ensure that there is no infestation.





We must establish a disinfecting and rat extermination plan in which the following sections are indicated in writing:

- a) Areas to be treated: (Indicate each and every one of the premises and areas).
- b) Treatments: (Indicate methodology).
 - Method of application.
 - Possible risks of food contamination.
 - Possible risks for people.
 - Safety measures to be adopted during application.
- c) Products used. The following should be stated:
 - Utility (insecticide, disinfectant, rodenticide).
 - Commercial name.
 - Composition (active material of the products).
 - Manufacturer and registration number.
 - Dosage and safety period.
 - Harmful agent to be controlled.
- d) Date of beginning and start of the campaign.
- e) Applicator's data and card code.

If the disinfestation and rat extermination program is carried out by our company, all of the above information must be recorded in writing.

**Did you know
that...?**



If this program is carried out by an authorized company, after each application the company will issue a certificate of guarantee in which all the above data will also be stated.





UNIT 7

Food, the basis of
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In the event that any pest invades the surrounding establishments or areas, eradication measures must be taken. Control measures involving treatment with chemical, physical or biological agents should only be carried out under the direct supervision of personnel who have a thorough knowledge of the health risks associated with the use of such agents, especially the risks that may arise from residues retained in the product.

Pests are controlled by:

- Adoption of preventive physical measures: these are intended to prevent penetration, spread and proliferation.
- Application of methods to destroy existing pests.
- Preventive physical measures:
 - Sealing and airtightness of holes and cavities in structures, special care in elevator and freight elevator shafts, plumbing and drainage insulation.
 - Placing guards on grill covers and drains, screens on windows.
 - Avoiding sources of attraction, avoiding the accumulation of waste materials around the slaughterhouse.
 - Adequate storage, isolate products from the floor. It is advisable to leave an aisle around the walls and not to deposit food next to them.
 - Maintain a clear separation between clean and dirty areas.
- Cleanliness:
 - a) Protecting garbage with containers with lids, and placing garbage away from food.
 - b) Hygiene of facilities.





In terms of rodent control, the means of control can be:

- a) it has limited and random results, so its use is not recommended. These include ultrasound, magnetic fields, etc.
- b) the most commonly used are vegetable glue and traps.
- c) they are the most used in the industry. They have different forms of presentation: powder, grain, paste, block, etc. It should be indicated on a plan where they have been placed and a record should be kept of the characteristics of the products, frequency of replenishment, whether they have been ingested, etc.

The pest control program should indicate who is responsible for placing the products, how they are used, etc. With regard to disinsecting, the means of control can be:

- a) the most common are the "light traps", which consist of an ultraviolet light that attracts insects to an electrified grid.
- b) these are insecticides that can act by ingestion, contact or inhalation.

**Did you know
that...?**



The design and execution of a specific treatment plan and preventive chemical measures, as well as the use of legally permitted products and the control of the results and issuance of a certificate, must be carried out by a specialized and registered company with the pertinent authorization to carry out disinsecting and rat extermination.





UNIT 7

Food, the basis of
gastronomy.

Unit 7

Self-correction questions

Please, indicate the correct answer

QUESTION 1

How many types of food are there?

- a) 3
- b) More than 10
- c) 2
- d) More than 5

QUESTION 2

According to their nature, contaminating agents are classified into:

- a) Natural agents, Physical, and Chemical.
- b) Chemical and Physical.
- c) Natural agents and chemical.
- d) Physical, Chemical and Biological agents.

QUESTION 3

Measures that can help prevent the proliferation of microorganisms in food:

- a) Pull Part, Cook and Chill and preserve.
- b) Cleaning, Pull Part, Cook and Chill and preserve.
- c) Cleaning, Pull Part, Cook and Chill.
- d) Cleaning, Pull Part, Chill and preserve.

QUESTION 4

_____ is elimination of dirt and organic remains by means of water and detergents. This reduces some microorganisms but mainly removes grease and visible residues. The recommended water temperature is 40° C.

- a) Disinfection
- b) Physical disinfection.
- c) Chemical disinfection.
- d) Cleaning

QUESTION 5

The main pests in the food industry are:

- a) Rodents, insects and birds.
- b) Rodents, insects and reptils.
- c) Insects and reptils.
- d) Reptils and rodents.



UNITS

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6. How to meet the expectation of the tourist.
7. Food, the basis of gastronomy
8. **Costs and risks. How to make a good product costing.**
9. Conclusion



UNIT 8

Costs and risks. How to make a good product costing.

In this unit we will deal with the topic of mistakes in entrepreneurship and how to make a good calculation of the cost of our product.

We must be realistic, we cannot believe that just because we set up a business everything is going to be fine overnight. Mistakes do exist, and they are more common than we think, both in large and small companies. Let's get to know the nine most common mistakes when starting up a business!

1. Not knowing how to choose the right corporate form.
2. Thinking more about financing than about income.
3. Forgetting about legal issues.
4. Starting without a corporate agreement.
5. Confusing invoicing with getting paid.
6. Focusing only on the idea.
7. Being too optimistic.
8. Not having a business model.
9. Not getting the price right.



Don't worry, making mistakes is normal, it's not realizing that we make them that's the problem!





UNIT 8

Cost and risks.

How to make a good
product costing

Now that we know what the errors are, let's break them down:

1. The wrong business form/legal organization.

As a general rule, you start as a self-employed person and then set up a limited company. This is not necessarily the best option if you want to protect your assets as an entrepreneur. Evaluate all the company forms and the benefits offered in your country.

2. Think about finance rather than income.

Financing is an important part, but it is even more important to earn income, which means that you have to focus your attention especially on your customers. A common mistake is to spend a lot of time looking for extra funding that may not be needed instead of focusing on the business.

3. Forgetting about legal issues.

Setting up a business involves a lot of legal formalities and paperwork. When starting a business, don't forget about issues such as trademark patents, data protection or the delivery of documents within the requested deadlines.

Question: *Which of all the mistakes is the most serious for you, and which do you think you will not make?*





4. Starting without a partnership agreement.

A shareholders' agreement regulates the relationship between the partners and protects them in case of future sales or capital increases. Few companies draw it up at the time of incorporation and it is one of the biggest sources of conflict in the future.

5. Confusing invoicing with getting paid.

Selling is good, but it does not necessarily mean that the business works. For that you need to be paid with a profit margin.

6. Focusing only on the idea.

Do not forget that execution is as important, or even more important, than having a good idea or relying on the quality of the product. Wanting to come out with everything perfect is a common mistake.

**Did you know
that...?**



When talking about entrepreneurs, it is always common to think of young people. However, this is not the case. A study in the United States, conducted by the Massachusetts Institute of Technology (MIT), revealed that the average age of an entrepreneur is 45 years old.





UNIT 8

Cost and risks.

How to make a good
product costing

7. Being too optimistic.

According to a study by CB Insights, 29% of companies close because they run out of money. One of the reasons for this is that entrepreneurs tend to be too optimistic with their income forecasts and also with the costs they will have to assume. Don't forget to have a buffer for unforeseen events.

8. Lack of a business model

According to CB Insights, 17% of failures are due to launching a product without a good business model or without evolving the initial model. In addition, 14% closed because they did not know how to execute their marketing plan correctly and another 10% because they did not know how to manage the business.

9. Not getting the price right.

This is the reason for 18% of startup closures, either for being too expensive or too cheap and barely covering costs.

Remember: These are some of the most common mistakes. Never forget to take decisions with a forward-looking perspective, and if you make a mistake, you can always reflect and learn.

Every learning process involves making mistakes, and every mistake means gaining experience.





UNIT 8

Cost and risks.

How to make a good
product costing

How to make a good product costing.

The control and good management of raw materials is a fundamental aspect in order to obtain profits. Keeping track of the products that we are going to use for the preparation of a recipe will make it easier to calculate the costs.

To obtain the price, we will use a tool that helps us to determine the total cost of a dish or product through the raw materials involved in its preparation. This is a fundamental and essential aspect in hotel and catering and kitchen management, with which we control what price to put on our dishes to make them profitable, as well as to control and optimize our spending. In simpler words, it is to give a real cost to the dish or product according to the work it costs us and the quality of the raw material

What should be reflected in the cost breakdown?



- **Ingredients:** A complete list of the ingredients used to make the product.
- **Unit purchased:** This is the unit of measurement in which the ingredients were purchased from your suppliers. This can be anything from grams to kilos to milliliters liters, etc.
- **Unit purchase cost:** The price per unit of measurement on the supplier's invoice.
- **Yield:** Yield is expressed as a percentage and is the amount remaining after trimming and cleaning. For example, the usable weight after trimming and cleaning of a 1,000g piece of meat may be 700g (70% yield).
- **Actual unit cost:** The cost after you have calculated your yield.
- **Portion size:** How much of each ingredient goes into each serving.
- **Serving cost:** The cost of the serving size of that ingredient, calculated using the following formula: $\text{Serving size} \times \text{actual unit cost}$





UNIT 8

Cost and risks.

How to make a good
product costing

This is a starting point for calculating the price of a product. Calculating the selling prices of dishes and products is the key to the profitability of a business. And it is not just a matter of knowing all the costs, there are also questions of business strategy, positioning, and market acceptance.

Before proceeding to calculate the prices of your product, it is important to be clear about some basic notions. Among them, and in terms of business strategy, it would be advisable to know your total profit margin, i.e. what you have left over after all business expenses have been paid. The clearest way to calculate this percentage is to divide expenses into three broad categories: raw materials, labor costs, and premises expenses.

**Did you know
that...?**



Although the use of \$9 price endings is widespread amongst US retailers there is little evidence of their effectiveness. In this paper, we present a series of three field-studies in which price endings were experimentally manipulated. The data yield two conclusions. First, use of a \$9 price ending increased demand in all three experiments. Second, the increase in demand was stronger for new items than for items that the retailer had sold in previous years. There is also some evidence that \$9 price endings are less effective when retailers use “Sale” cues. Together, these results suggest that \$9-endings may be more effective when customers have limited information, which may in turn help to explain why retailers do not use \$9 price endings on every item.

Anderson, E.T., Simester, D.I. Effects of \$9 Price Endings on Retail Sales: Evidence from Field Experiments. *Quantitative Marketing and Economics* 1, 93–110 (2003).



The general consensus within the industry tends to divide these expenses as follows:

- Raw materials: around 30% but never more than 35%.
- Labor costs: around 35%.
- Occupancy costs: which include insurance, taxes and permits, plus mortgage or rent, energy supply and cleaning of the premises, which should be around 20%.
- Sticking to these figures will give you a target gross profit margin of around 15%.

From your gross profit analysis, you will have a better basis on which to proceed with budgeting your business, defining your menu, and calculating the prices of your products.





Starting from the cost breakdown, there are many methods for pricing a product. Many of these pricing methods are based only on subjective criteria and are unsuitable and inefficient, as they do not focus on real information about the products and their real costs. In general, they are methods that belong to a time when it tools were conspicuous by their absence and were based more on comparison with competitors or the establishment of what were considered reasonable prices for customers.

A method of calculating the selling price must always be based on objective criteria resulting from an exhaustive analysis of all the expenses we are going to incur with our activity, the gross profit margin we want to achieve, and the market research we have done.





UNIT 8

Cost and risks.

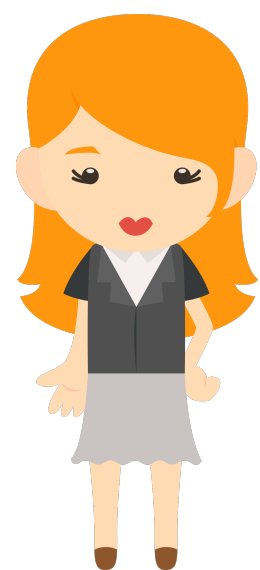
How to make a good
product costing

The prices we set must be aligned with the quality of the experience we are offering the customer, and with the average level of expenditure that our target public considers appropriate for our value proposition, according to our positioning, our location, etc. They must be attractive prices for the consumer and profitable for your business.

There are different objective criteria applicable, and although none of them is a 100% infallible method, we will be able to get as close to the maximum possible profitability.

These are some of the main ones:

1. Price premium methods.
2. Marginal contribution method.
3. Percentage of profit on food cost method.



Sometimes it is very difficult to know what price to put on our product or service, there is no formula that can tell us exactly how much it should be worth. These are some tools that can guide you, but remember that you and only you know the work involved and the price you have to set.



UNIT 8

Cost and risks.
How to make a good
product costing

1. Price premium method.

These are based on adding a price premium to the cost of the product, without taking into account other variables such as labour costs or wastage. It is not a 100% reliable method as it overlooks something important for your valuation, which is what your customers are willing to pay for the dishes you offer.

2. Marginal contribution method.

This method is the difference between the selling price of the product minus the variable costs.

Fixed costs: These are costs that remain constant regardless of whether more or less is produced.

Variable costs: These change according to the volume of production.

Profit: This corresponds to the percentage that you want to earn on the invested cost (fixed cost + variable cost).

Example: if the total cost of a product is €15 and he wants to earn 20% on that cost, he will have to sell the dish for €18. His profit will then be €3.





UNIT 8

Cost and risks.

How to make a good
product costing

3. Percentage of profit on food cost method

This is perhaps one of the most widely used methods and is estimated on the real cost price of our dishes that we have previously made by means of a price breakdown, calculating a profit percentage of between 30-35%. This percentage would include the costs of wastage, as there will always be some waste during preparation that must be taken into account; and the rest of the costs of our business, whether fixed or variable (rent, electricity, water, etc.).

The calculation exercise we will have to carry out would consist of dividing the cost of a product by this percentage, and in this way we will obtain the price of each of the products we will have for sale. If you pay €1 for something, you must charge a minimum of €3.35 at the time of sale. It may seem that you are charging much more than necessary, but remember that you are not only paying for the raw material. You are paying for all of its preparation. You also need enough gross profit to pay for the premises and other costs where you will be selling the product.

Being one of the most commonly used methods, let's apply it to an example of a 250g jar of honey and the results we obtained with its price breakdown:

Real cost of a 250g jar of honey: 3,10€

Percentage increase: 35%

$3,10 / 0,35 = 8,85€$

This price may not seem commercial to us and we prefer to set it at 8,95€. Your gross profit margin on this menu item would still be in the 30-35% range, but the price is more attractive.





UNIT 8

Cost and risks.
How to make a good
product costing

Unit 8

Self-correction questions

Please, indicate the correct answer

QUESTION 1

What should be reflected in the cost breakdown?

- a) Only the ingredients.
- b) **Ingredients, unit purchase, unit purchase cost, yield, actual unit cost, portion size and serving cost.**
- c) Ingredients, unit purchase, yield, actual unit cost, portion size and serving cost.
- d) Ingredients and serving cost.

QUESTION 2

- a) What is really important in our business is to sell, regardless of costs or profits.
- b) Selling is paramount, that's why we must always add a discount to the price.
- c) **You have to set a good selling price and take into account profit margins and costs.**
- d) A good way to sell a lot is to increase prices and give a premium value to your product.

QUESTION 3

Which is more important, the idea or the execution?

- a) The idea.
- b) The execution.
- c) **Both.**
- d) Neither of the two.

QUESTION 4

- a) Making mistakes is a serious thing. You don't learn anything.
- b) Making some mistakes is common. It's OK, the best thing to do is to move forward.
- c) **Making mistakes is common but we should not be careless, we should learn from every mistake.**
- d) If we are well prepared we will not make mistakes.

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of EUROPE

Welcome to this entrepreneurial adventure! In this first manual we have taught you the basics of your next activity and some guidelines to keep in mind. The Chinese proverb says that 'whoever does not know how to smile should not open a store', so we have focused these first steps of your business on customer service, an essential task for you.

On the other hand, on your way as an entrepreneur you will face legal aspects, whose knowledge we have tried to facilitate you. It is very important that you arm yourself with patience and do not be afraid to take the first steps.

The path to start your business, especially in a rural environment, will provide you with many satisfactions; first of all, you will have to assume your own responsibilities without others directing you and you will generate added value in your community. In short, you will be the master of your own destiny.

