



Chapter 3: CSR, trends and events

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In this chapter CSR, trends and events are being discussed. What can CSR mean for an organization? To find out if there already are existing CSR events it is necessary to do research on CSR events. For this chapter competitor caterers and organization agencies were contacted to find out what they think about CSR. Additionally is important to figure out how they incorporate CSR in their daily business. At the end of this chapter it has to become clear if green events already exist.

3.1 Trends in CSR

There are many reasons for organizations to start taking responsibility. Just because they believe it is necessary or because of external pressure. Or because they notice that CSR pays off. CSR has several advantages such as creating a better company image, motivation of employees, cost reduction and an overall better result (Doets, 2010, p. 1-15).

CSR Netherlands is the national knowledge institute and the national network for CSR. It is the starting point for all entrepreneurs who want to preserve their businesses. According to CSR Netherlands the recession means for many organizations that they have to economize. Organizations that already invested in CSR for a longer period of time notice that in a turbulent market they are more stable. Reasons therefore are:

- Consumers are in need of transparency and communication of company's
- CSR contributes to motivated staff, higher productivity level, lower absence number because of illness, positive publicity, lower overheads and more revenue
- CSR contributes to loyalty and strong ties to stakeholders of the company
- The New Working Methods (Het Nieuwe Werken - HNW) – is a name for a new way of working, organizing and managing work in a way that place and time are independent (MVO Nederland, 2010).

On the website of NL Agency (part of the Ministry of Economical Affairs, Agriculture and Innovation) is published that the Dutch Government has sustainable procurement ambitions. These include that in 2010 all (semi)government authorities have to start with sustainable procurement (Agentschap NL, 2010). The Dutch Government has the obligation to set a good example. The Sustainable Public Procurement Program is designed to encourage government authorities to pay attention to environmental and social aspects when procuring products and services. Company's that want to deliver products or services to the authorities will have to get familiar with the demands and wishes in the area of sustainability.



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Defined criteria by NL Agency:

- From January 2010 the demand is that 40% of the assortment of products (measured in the purchase volume) has a base in organic agriculture. This is about all to be consumed products for the assignment. A statement must be presented to show that this demand is met and a calculation of the percentage.
- Products that are served per person can only be presented as following: With cutlery that can be used more than once. In mono wrappings with a low environmental impact. These wrappings have to exist of more than 50% of paper, cardboard, synthetic materials, organic materials or wood (SenterNovem, 2007).

If one wants to keep doing business with the Dutch Government, sustainable procurement will be a non negotiable prerequisite. Nowadays more and more privately run organizations will ask for and expect CSR from their partners/suppliers.

In 2005 the International Organization for Standardization (ISO) started to draw up an international statute for CSR. Over 90 countries cooperated and gave input for this statute. ISO 26000 is based on arguments and consensus; it has a basis among different stakeholder groups. ISO 26000, Guidance on Social Responsibility: This guidance is meant to use as a resource for company's and organizations for implementing CSR. In their believe it can be quite a challenge to do this systematically. ISO26000 does not provide a certificate (NEN, 2010).

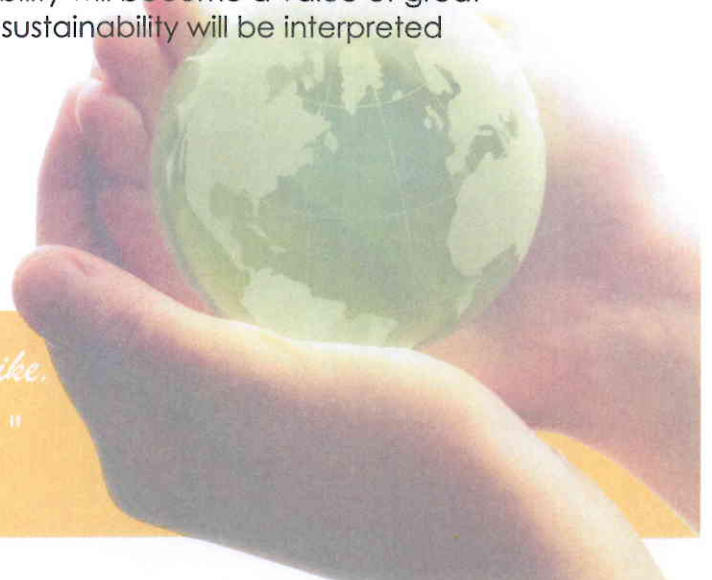
Organizations can receive a certificate from MVO Prestatieladder, based on ISO26000 and the Global Reporting Initiatives (GRI). For this certificate guidelines for a sustainability report have to be followed. Organizations tend to have the need to show that they are a sustainable (Molenaar, 2010).

3.2 Existing CSR marketing trends

In addition to the overall trends this I have broadened my view and did research on marketing trends combined with CSR. In the end it will become clear if these trends are applicable in some form for CSR events.

Appreciation of sustainability

Intangibles will get more value because of the (relative) scarcity of some physical materials and the possibilities of the internet. Possessions will get less important and access to useful products and services will be essential. Social networks are becoming more and more important. Sustainability will become a value of great importance. Within the diverse social networks sustainability will be interpreted differently (Spruyt, 2009).



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Sustainability as a condition to survive

For a long period of time the most important driver behind the request for sustainable produces, goods and services was the consumer. In recent years a significant change occurred. Governments stimulate CSR with regulations, funding and their procurement policy. Sustainability is forced by society as a whole. Integrating sustainability principles into the company's business models will be a prerequisite for long term success (Spruyt, 2009).

An example is the organic products of Albert Heijn. The products are in store, but not all consumers are willing to pay the extra amount of money. Investigation shows that only 4 out of 10 consumers are willing to pay an extra amount (ING weekoverzicht, 2010).

Green Fatigue

Due to the fact that in many sectors a lot of company's are involved in CSR, the distinguished character rapidly disappears. Consumers are getting an overload on CSR messages and experience a so-called 'green fatigue'. Brands should incorporate sustainability in the overall positioning of the brand. Attention will be a scarce good (Spruyt, 2009).

3.3 CSR and events

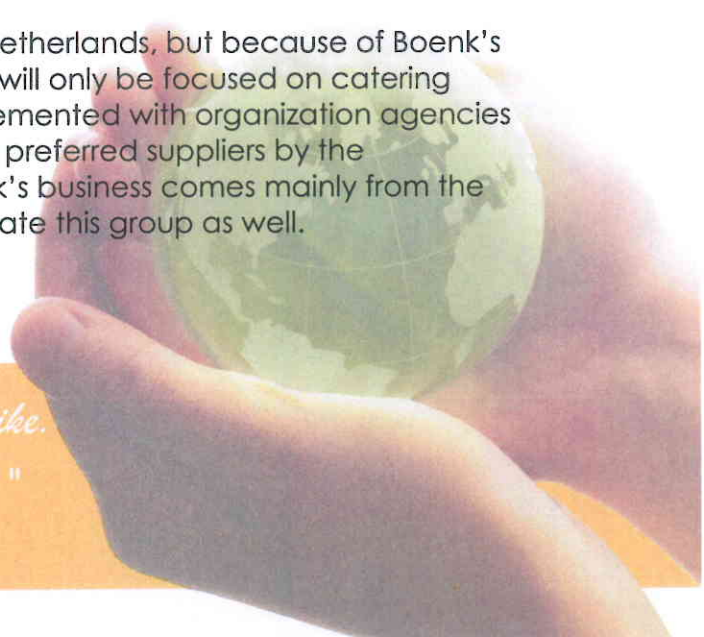
What is a CSR event and does it exist? Researching literature and browsing the internet, looking for an answer, it is hard to find one. There are many events with CSR as subject, but only in the meaning of how CSR can be integrated in the way organizations do their every day business. There is nothing about CSR as a base for a green event.

Therefore I started to look for special events. Special events can be defined from two perspectives according to Professor Donald Getz (1997). From both the event manager's and the customer's point of view.

- A special event is a one-time or infrequently occurring event outside normal programs or activities of the sponsoring or organizing body.
- To the customer or guests, a special event is an opportunity for leisure, social or cultural experience outside the normal range of choices or beyond everyday experience (Van der Wagen, 2001, p. 1-4).

For this research on special CSR events a more specific event is intended. A green event can be defined as a gathering in which people, planet and profit come together.

There are many catering organizations in the Netherlands, but because of Boenk's target group (Haaglanden area) the research will only be focused on catering organizations in the Haaglanden area. Complemented with organization agencies that are selected because these agencies are preferred suppliers by the government to execute events for them. Boenk's business comes mainly from the government therefore it is important to investigate this group as well.



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Competitors:

In the Haaglanden area Boenk found out that when they are in competition they sometimes have lost assignments to other catering organizations. Who are these competitors and what is their opinion about CSR?

Table 3.1: Competitor caterers and CSR

	Taat & de Regt	Hof Catering	Maison van de Boer
Focus	Haaglanden Area	Haaglanden Area	Nationally
People	Motivate and stimulate employees through training and inspirational days	Low absence because of illness, cooperating with the Government for attracting less talented employees	Project group for CSR. By using healthy food guest will feel better
Planet	Work with seasonal and local products	Work with local and organic products	Work with organic and seasonal products. Waste management
Profit	Support several charities	Invest in working with people with special needs	Invest in the project group and actions that should be taken
Green event	No	Events for ASN Bank and events in Museon are tested on CSR	The Green Key formula can be applied to events in World Forum

Organization agencies

Organization agencies have most of the time more expanded tasks than catering organizations. Most of the time they create a complete event for their clients. In order to get the assignment they often have to win a pitch. They seek locations, caterers and facilitate for example event/conference registration. The selected organization agencies for this research are agencies that Boenk have worked together with over the past couple of years and do have a good relationship with; therefore it is interesting to see what their perspective on CSR is.



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Table 3.2: Organization agencies and CSR

	Carlson Wagonlit Travel (CWT)	The Advanced Travel Partner (ATP)
Focus	Worldwide	Netherlands
People	Steady group of personnel	Strive for balance between work and personal life. Support sport activities
Planet	Lease cars that are energy efficient. Waste management	Every office has an environmental care plan. Cooperation with Climate Neutral Group
Profit	Support of good causes	Partner of 'Right to Play'
Green event	Program: Connect Worlds Together	No standard
Extra's	Operates fully climate neutral	CSR manual

In appendix 4 all information about the competitors and the above mentioned organization agencies are described in detail.

To see if Boenk is ahead in CSR practises compared to the competitor caterers and organization agencies another table has to be made.

Table 3.3: Boenk and CSR

	Boenk
Focus	Haaglanden area
People	Steady group of personnel, uses bikes or public transportation to come to work. They work with healthy products so people can feel good. Low absence because of illness.
Planet	Waste management, energy efficient kitchen appliances. They work with organic, seasonal and local products. Low CO2 production because suppliers are all from Zuid Holland (hence small commute, transport impact).
Profit	Support of good causes: Ronald McDonald House, 1000 kaarsjes voor Juultje.
Green event	No, but they can fulfil the sustainable procurement demand of the government
Extra's	From July 2011 they can start promoting the Green event concept, based on one of their exclusive locations



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3.4 Conclusion

Corporate Social Responsibility is built on three pillars: people, planet and profit. If there is a good balance between these three, an organization can do sustainable business. Trends show that CSR is a company's own responsibility. There are several advantages for organizations that implement CSR in their daily business. Investments made in CSR are paying off because of loyalty of customers and staff. Guidelines are being drawn up to set the right example. The Dutch Government seems to take responsibility by starting the Sustainable Public Procurement Program.

In general it can be said that society believes that sustainability is important. It is difficult to measure the influence of CSR because people value it differently. By integrating CSR in the business model long term success can be made possible. Organizations have to be careful for overkill (green fatigue).

Boenk's competitors in the catering market are all occupied with CSR. One on more subjects than another. The most important conclusion is that none of them sells standardized green events. The organization agencies seem to be ahead of the caterers. A green event concept is also for this group something that not yet exists. Boenk's main clientele group is obliged to procure events in a sustainable matter, this mean that there are still chances for Boenk.



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Chapter 4: Boenk's communication strategy

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In this chapter it has to become clear for the reader which specific communication objectives need focus. The main target groups will be discussed and the messages for these target groups will be set. There is more information about the positioning of Boenk. For more background information the marketing mix is a subject that will be reviewed in this chapter as well.

4.1. Target groups

The involved parties are mentioned in the field of forces in Chapter 2.4. For this part of the research the focus is on the main target groups. The first target group is Ministries and city council in their role as clients. The second target group is Boenk's employees. The other involved parties from the field of forces are important, but not in this stage and for the communication activities.

Ministries and city council (as clients)

Boenk is an organization that aims at the top-level of the market. Boenk's main target group is the Ministries and the city council of The Hague. They provide 80% of the revenue. The guidelines set on sustainable procurement make it important for Boenk to adapt these rules; otherwise they can lose the assignments given to them by their main clientele group. From January, 2010 the guidelines should already be followed. Boenk's network makes it able to get easily in touch with this target group.

Employees

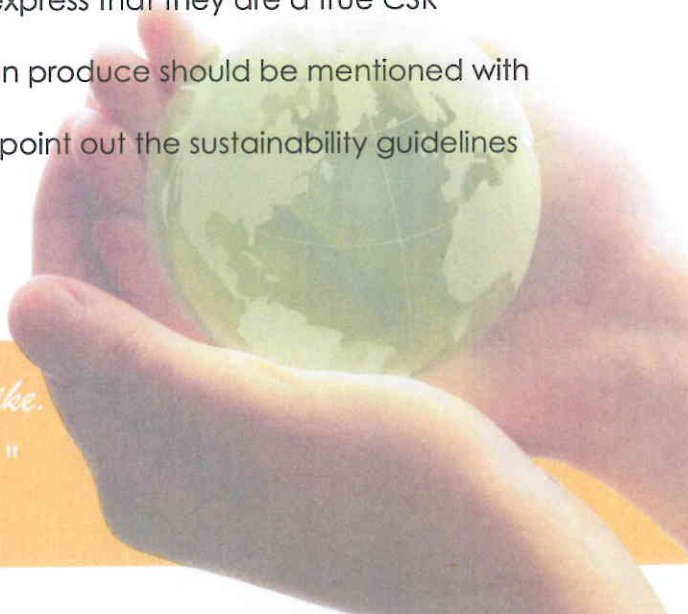
Boenk's staff members need to know all about CSR and how well Boenk is on its way in the sustainability process. The employees are the connection to the clients. If they do not communicate about CSR, clients do not know that Boenk is a true CSR caterer. This target group is easy accessible because it is an internal group, they work often together and can be brought together for training.

4.2 Communication objectives

After defining the main target groups, the communication objectives have to be determined. Communication is to change something in people or to retain something (Vos & Otte & Linders, 2003, p. 104). All of this has to be done by keeping CSR in mind.

Objectives for Ministries and city council

- With every application Boenk needs to express that they are a true CSR caterer
- The green event concept that Boenk can produce should be mentioned with every inquiry
- For every event request Boenk needs to point out the sustainability guidelines that their clients have to follow.



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Objectives for employees

- By the end of the year the employees need to have knowledge of Boenk being a CSR caterer
- Employees should develop interest in CSR before fall.

4.3 Marketing Mix

The marketing mix is a combination of instruments (controllable and tactical marketing tools) that an organization can use to complete their marketing strategy (Kotler & Armstrong, 2008, p 50-51). For this marketing mix the emphasis lies on sustainability.

Product

Boenk is a caterer that not only provides catering but also sells complete events. Boenk creates events, keeping in mind the needs of the client. For their main clientele group this means that they can provide for instance a green event. Boenk's standard is that for catering 40% of all served products need to be organic.

Price

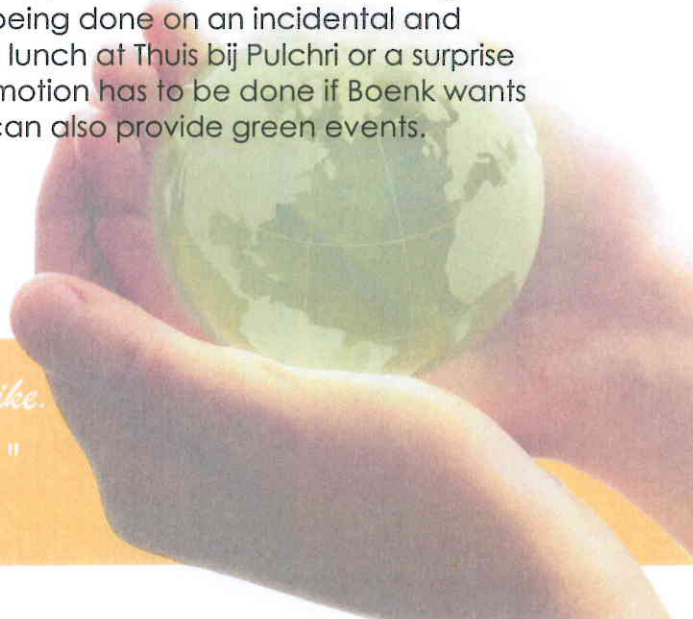
Price is for supplier and consumer an important factor. Price setting is formed by taking into consideration the targeted quality. All of Boenk's proposals are made based upon the wishes of the client. Cost are based on cost based pricing. The costs of production and distribution are taken into account, and then Boenk decides on a mark up which they would like for profit to come to their final pricing decision. Beforehand budgets are asked so estimation can be made to see if it is realistic to bring out a proposal in the first place.

Place

Place contains the location where the consumer receives the product, but also the distribution channel. There is a suitable location for every event. Boenk caters mainly in locations in their direct area. They aim at the event market in the Haaglanden area. This event market is very suitable for Boenk and its competitors because of the presence of the Ministries and city council.

Promotion

The target group needs to be made aware of the existence and availability of Boenk's products through promotion. Boenk has a website and word of mouth advertising. Boenk promotes itself in the media by publishing articles in the magazine 'Business Haaglanden'. Bonding with clients is being done on an incidental and personal bases. For instance, an invitation for a lunch at Thuis bij Pulchri or a surprise visit to clients with a 'Sinterklaas' gift. More promotion has to be done if Boenk wants to become known as a true CSR caterer who can also provide green events.



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4.4 Positioning

Boenk is a qualitative good caterer with unique venues, but not with unique events. To distinguish Boenk from their competitors they have to come up with something new. They want to be known for their CSR practices. In this present time where sustainability is often a request from their main clientele group, it could be useful to present a green event. The introduction of a green event concept can be used as central theme.

4.5 Message and communication instruments

There is a message for each target group. There is a link to the central theme and the objectives mentioned in chapter 4.2. In table 4.1 an overview of the target groups, the messages and the communication instruments can be found.

Table 4.1: Overview of target groups, messages and instruments

Introduction of a green event concept		
Target Group	Message	Instrument
Ministries and city council	This green event concept fulfils the sustainability procurement guidelines and is thus applicable for all events organized by the Ministries and city council	Direct mail Invitation for a reception during which the green event concept can be revealed Personal communication Social Media
Employees	They need to spread the word that Boenk is a true CSR caterer and that green events can be organized by Boenk	Training Newsletter Social Media

4.6 Conclusion

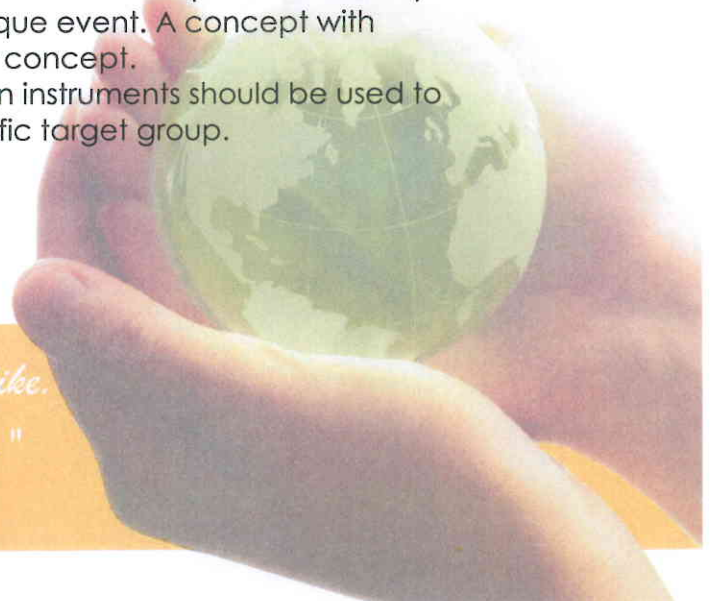
In this chapter two main target groups emerge: Ministries & city council and Boenk's employees. For each group specific communication objectives are set. By applying the marketing mix on Boenk's marketing strategy it becomes clear how they can position the company best.

To distinguish themselves from competitors and meet the requirements set by their main clientele group they can introduce a unique event. A concept with sustainability as a starting point. A green event concept.

For each target group different communication instruments should be used to communicate the message linked to the specific target group.

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Chapter 5: The green event concept

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In this chapter the planning and the budget of the introduction of the green event concept will be discussed. Subsequently it is necessary to explain how this concept can be communicated internally and externally. For the internal part the different divisions of Boenk will be included. A general communication plan is made for the external parties.

5.1 Planning

Planning is needed to see when and which communication instruments should be used. This plan can be seen as a short-term project, because the estimation is that it will only take four to six months. The activities that need to take place are described in table 5.1.

Table: 5.1 Overview of the communication mix with time plan

The introduction of a green event concept			
Target Group	Instrument	Time	Frequency
Ministries and city council	Direct mail	July - December	1x per month
	Reception	December	1x
	Personal communication	July - December	Continuous
	Social Media	July - December	2x per month
Employees	Training	August	1x
		November	1x
	Newsletter	July - December	1x per month
	Social Media	July - December	2x per month

Budget

A budgeting proposal has to be made, keeping the planning in mind. Most communication instruments can be done free of charge. For direct mail, personal communication, Social Media and the newsletter tools, the only investment that has to be done is investment in time. Boenk's own staff can take care of this. For a 2 hours reception for the launch of the green event concept one of their own locations can be used. Investments can be estimated at € 25,00 euro per guest. Training for staff needs to be outsourced. Indications for these costs are € 120,00 - € 150,00 per staff member for two training days.

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5.2 Internal communication

For the internal communication of the event concept one has to look at Boenk's departments; management, sales, kitchen and service. They all have their own tasks and responsibilities. To implement CSR throughout the whole organization all departments need attention.

Management

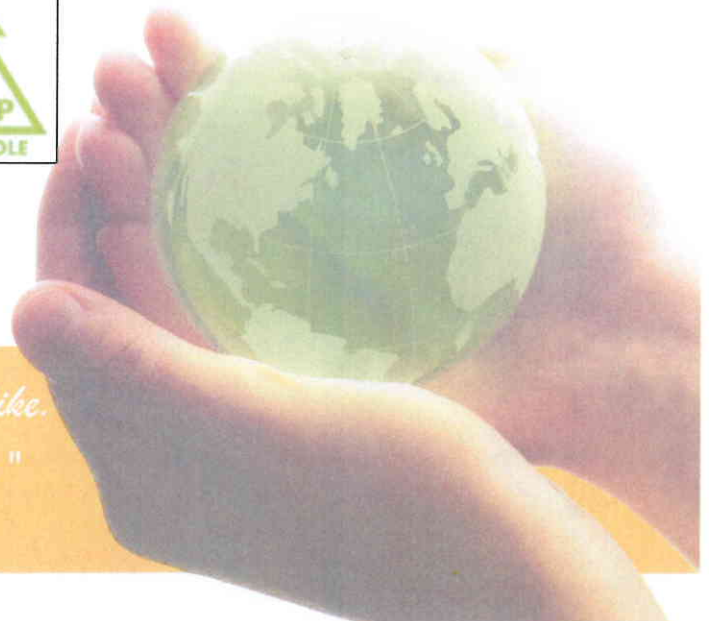
Management should keep an eye on quality and continuity, because of Boenk's objectives quality should get a lot of attention and it has to be controlled. When Boenk does sustainable purchasing or produces organic culinary items they can meet the guidelines of the Ministries and city council. Communication about environmental care is necessary. Ministries can ask for an environmental plan in a pitch. A CSR training provided by the company for all staff members can lead to anchor CSR among the staff. Communication with the sales department is important to know how far Boenk is in their sustainability process. In that way they can communicate it to their clients and sell Boenk as a true CSR caterer.

Sales

CSR training for the sales department needs to be planned. They can also think of sustainability in the office; double sided printing, separate waste etc. A clear communication plan is needed to communicate how far Boenk is in terms of sustainability. With a standard communication plan the need for this plan by e.g. Government is taken care of. This communication plan can be specified for each specific event. Communication about CSR to guests of the clients needs attention. The sales department can play an important role in this part by presenting business cards with a CSR logo, displaying brochures about Boenk and CSR. In case of safety it is important that sales follows the policy and demands that a location manager has to be present at the venue during events. There is need for communication about the maximum amount of guests in a location.

Kitchen staff

CSR training for the kitchen department has to be organized. They need to know about sustainable/organic products and communicate this to their colleagues. They have to develop their own criteria for sustainable suppliers. There are many Dutch suppliers that already have a quality mark. For instance: Graskeurmerk, Vrije-uitloop/CPE kenmerk etc.



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Kitchen staff also needs to think of sustainable presentation of the products. Cutlery needs to be used repeatedly, plastic is not an option. It has to become clear how there can be a reduction of the burden on the environment by energy and water usage, wrappings, waste, cleaning materials and transport. This can be explained in an environmental plan.

Service staff

There needs to be CSR training for the service staff. It is important that the service staff knows how Boenk incorporates CSR because they are the ones present during the events. They also have to pass this information on to the hired staff. In the training of the hired staff Boenk should be presented as a CSR caterer.

All service employees should get an emergency training (BHV), because they are responsible for the safety of the guests during an event.



5.3 External communication

Boenk should be able to present a communication plan to their main external target group. In the sustainable procurement policy from the Ministries and city council it is mentioned that a communication plan can be asked for. Therefore Boenk needs a basic communication plan that can be adjusted to each event.

Communication plan

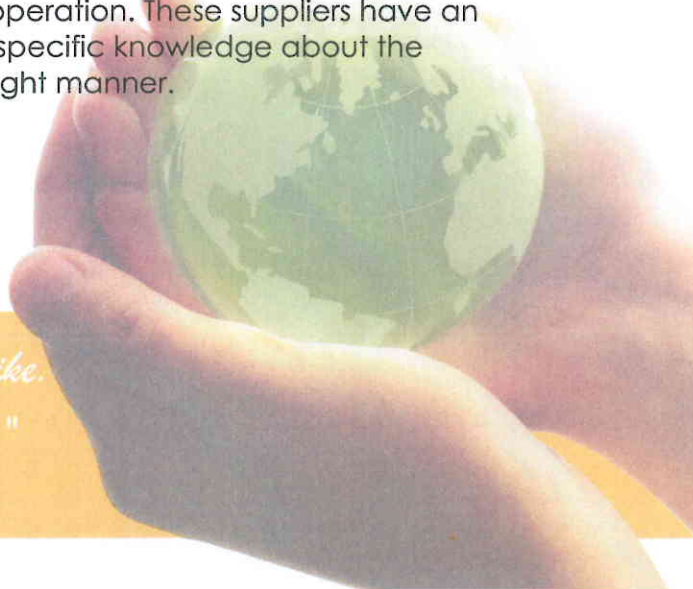
With this communication plan Boenk is able to show their main clientele group (Ministries and city council) that they can meet the demands for Sustainable Procurement. Not only for catering, but also for external meeting venues.

In this plan Boenk's vision about CSR is published and the steps they take for doing business in a social corporate responsible way.

Boenk's vision about CSR

For Boenk CSR is a way of life, a way of doing business. 80% of the revenue is generated within 1.5 kilometers of the headquarters, Pulchri Studio. The other two exclusive locations, Theater Diligentia and Sociëteit de Vereeniging are also in the city centre of The Hague. The production kitchen is situated in Rijswijk.

All main suppliers are situated in Zuid-Holland. Boenk believes in the idea of 'Local for Local'. There is a relation of trust and good cooperation. These suppliers have an active attitude about CSR. They also have the specific knowledge about the products and are able to advise Boenk in the right manner.



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The main part of Boenk's clientele group is situated in the Haaglanden area. Many employees live around the headquarters and come to work by public transportation or bike. These are contributing factors to Boenk being able to minimize transport kilometers which leads to a reduction of CO2 gasses.

Culinary product

Boenk produces food solemnly with seasonal and organic products. The aim is that at least 40% of the purchased goods will be organic. One can think of:

- Organic meat from 'Nice to Meat' and 'Burg en Bol'
- Organic fish from Q-fish; they will not supply fish that is on the endangered fish list (VISwijzer)
- Organic vegetables from Rungis; organic and fresh products.

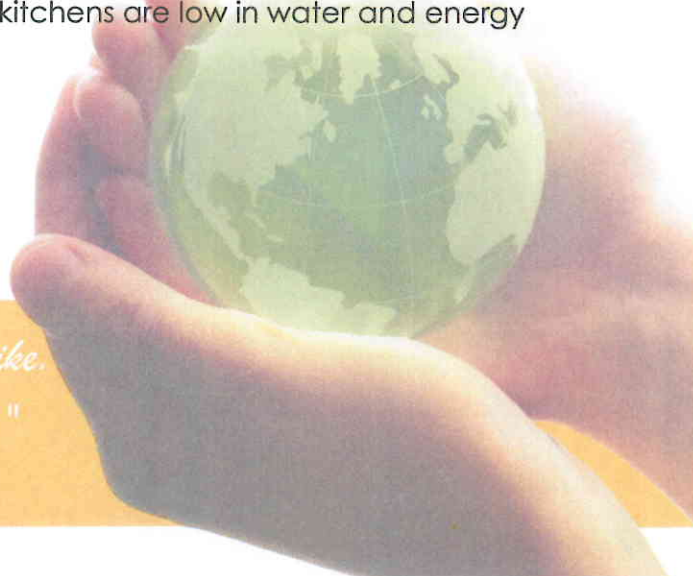
Drinks

On all events Boenk serves the same drinks, they are either organic or come from sustainable company's.

- Coffee; Douwe Egberts; strives to be completely sustainable but is not there yet. They buy UTZ certified coffee. This is coffee that is monitored from bean till the end product and in the complete production process as well. Nespresso (part of Nestlé Group); want to deliver the best quality but is still sustainable. They founded the Nespresso AAA Sustainable Quality Program and help farmers with the acquisition of better production materials and equipment.
- Tea; Pickwick (part of Douwe Egberts) is connected to Ethical Tea Partnership. They set up criteria for work environment, safety, health, housing, child labor etc.
- Juices; all juices come from Rungis (Boenk's greengrocer produce supplier)
- Mineral water; Chaudfontaine mineral water comes from a 1600 year old well. It is not allowed to add anything to the water
- Sodas; the sodas produced by Coca Cola are not organic, but Coca Cola is a sustainable organization.
- Wine; the house wines are organic and specially selected for Boenk by an organic French wine supplier. They carry the quality mark AB (agriculture biologique). This means that the wine is made of organic grapes and no chemicals were used.

Energy

Boenk pays attention to energy (ab)use. Lights and heating are manually switched on and off, so there is no waste when nobody is around. The illumination equipment has TL or LED lights. The rinsing-machines in the kitchens are low in water and energy usage.



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Cleaning

All cleaning products come from Johnson Diversey. Their products are safe to use for consumers and for the environment. During and after the production process they try to keep the environmental burden as low as possible. They are connected to and certified by the 'Charter for Sustainable Cleaning' of A.I.S.E. (International Organization for Soap, Detergents and Maintenance Products).

Safety and staff

To secure the safety of Boenk's guests many employees are 'Bedrijfshulpverleners'. For every event staff is informed about emergency exits and evacuation plans. Boenk settles for the conditions of employment and follows the rules of the 'Horeca CAO'. Each year job evaluations, incorporating safety strategies, are held with all employees, and there is an allocated staff member who deals with the risk inventory and evaluation plan.

Printing

All stationary used by Boenk is FSC certified. FSC means Forest Stewardship Council. This international organization stimulates sustainable forest control.

5.4 Conclusion

For introducing a green event concept an estimated four to six months will be required. Boenk needs to anchor CSR among staff and clients need to get familiar with the idea of this new concept. Different communication tools can and should be used. Many of the actions can be done by Boenk's own staff, but an investment of time has to be made. For training there is need for an external partner. For the external communication a communication plan was made keeping in mind the sustainable procurement policy of the Ministries and city council. This plan can be adjusted to each event.



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Conclusion and recommendations

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In this chapter an answer will be given to the central question:

How can Boenk develop an event concept that fulfills the Corporate Social Responsible needs of its main clientele group?

Conclusion

Boenk organizes events with catering, mainly in the Haaglanden area. The events are held in unique locations. Their main clientele group is Ministries and city council. With the 80% of revenue they bring in, this is their main clientele group. Boenk's wants to keep quality and continuity at a high level and keep clients satisfied.

There are changing requirements for events for there main clientele group: CSR and sustainability. Corporate Social Responsibility is built on three pillars: people, planet and profit. If there is a good balance between these three, an organization can do sustainable business.

Boenk wants to be a true CSR caterer; therefore they need to focus on distinguishing themselves from competitor caterers. Boenk's objectives are important; therefore they have to keep quality and continuity as a focus point. It is important to find out if a unique CSR event can be developed and how this and the fact that Boenk is a true CSR caterer can be promoted.

Trends show that CSR is a company's own responsibility. There are several advantages for organizations to implement CSR in their daily business. The fact that the Dutch Government started the Sustainable Public Procurement Program only confirms this trend.

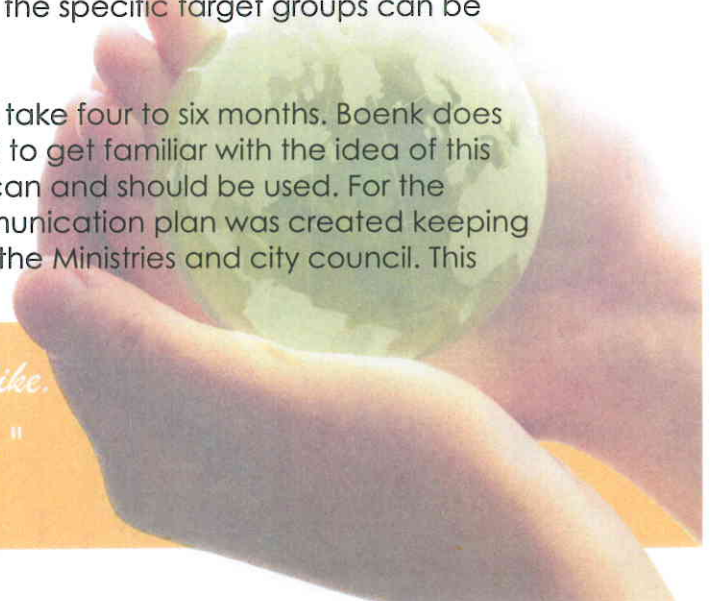
Like Boenk, its competitors and most other organizations have moved CSR up on the list of company strategies and believes. An important discovery is that neither competitors nor organization agencies sell or promote standardized green events. There are great opportunities for Boenk, because their main clientele group has the ambition to execute events in a sustainable matter.

For the communication strategy two main target groups emerged: Ministries & city council and Boenk's employees. Specific communication objectives for each group are set. To distinguish Boenk from competitors they can introduce a unique event concept. With this concept they have to requirements in mind as set by their main clientele group. The central theme is the introduction of a green event concept. By using communication instruments messages to the specific target groups can be send.

The introduction of a green event concept will take four to six months. Boenk does need to anchor CSR among staff. Clients need to get familiar with the idea of this new concept. Different communication tools can and should be used. For the external communication a standardized communication plan was created keeping in mind the sustainable procurement policy of the Ministries and city council. This plan can be tailored to each event.

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Recommendations

CSR should be incorporated in an overall strategy. Boenk has grown fast the past few years and it has to make sure that their CSR ambitions are integrated in their strategy and objectives. This (CSR) strategy should be communicated. Boenk should be profiled and promoted as the most sustainable partner in catering and events, especially in the Haaglanden area.

An internal project team could be formed. In this team all departments should be represented. In this way all employees will be actively involved and therefore it will be easier to anchor CSR throughout the whole organization.

In Appendix 5 an elaborated green event concept is presented based on one of Boenk's three exclusive locations, Theater Diligentia. Besides being home to regular theatre, Boenk hosts around 150 commercial events annually at Diligentia. From meetings for 10 persons to congresses with 450 guests. The concept is based on a one day congress for 300 people with a closing buffet dinner.

In addition a standardized environmental plan should be developed. This makes it easier for Boenk to pitch to clients. When Ministries or city council ask for the plan they can present it to them. This environmental plan can also be adjusted for each event.



*The future is literally in our hands to mold as we like.
But we cannot wait until tomorrow. Tomorrow is now."*

Eleanor Roosevelt



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