



D3.1 - GUIDELINES FOR SUPERMARKET CUSTOMER AWARENESS-RAISING STRATEGIES IN ENERGY, ENVIRONMENTAL AND SOCIAL TOPICS

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Date: 31/05/2021

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 894404

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Project details			
Project acronym	SUPER-HEERO	Start / Duration	01-06-2020 / 30 months
Topic	Innovative financing for energy efficiency investments	Call identifier	H2020-LC-SC3-EE-2019
Type of Action	CSA	Coordinator	R2M Solutions
Website	super-heero.eu		

Deliverable details			
Number	D3.1		
Title	Guidelines for supermarket customer awareness-raising strategies in energy, environmental and social topics		
Work Package	WP3 - Strategies to connect with costumers		
Dissemination level	Public	Nature	Report
Due date (M)	12	Submission date (M)	12
Deliverable responsible	Comune di Padova	Contact person	Mr. Giovanni Vicentini

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Document History			
Date	Version	Name	Changes
15/04/2021	1.0	First draft	
21/05/2021	2.0	Second draft	Feedback's inclusion
31/05/2021	2.1	Final version	Minor changes and fine-tuning

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Terms, definitions and abbreviated terms

TABLE OF ACRONYMS			
Acronym	Definition	Acronym	Definition
UN	United Nations	GRI	Global Reporting Initiative
CDP	Carbon Disclosure Project	WRI	World Resources Institute
WWF	Worldwide Fund for Nature	UNGC	United Nations Global Compact
SMART	Specific, Measurable, Achievable, Realistic, Time-bound	FSC	Forest Stewardship Council
PV	Photovoltaic	RES	Renewable Energy Sources
HVAC	Heating, Ventilation and Air Conditioning	EV	Electric Vehicles
CHP	Combined Heat and Power	PEFC	Program for Endorsement of Forest Certification
ASC	Aquaculture Stewardship Council	GOTS	Global Organic Textile Standard
MSC	Marine Stewardship Council	GMO	Genetically Modified Organisms
NGO	Non-Governmental Organization	SAN	Sustainable Agriculture Network

1 Executive summary

The involvement of supermarkets in projects related to process and product sustainability is a decisive step towards the achievement of the UN 2030 Agenda objectives and the European Green Deal.

Supermarkets account for an important share of energy consumption in the tertiary sector, especially for what concern electricity. Therefore, it is important to introduce significant measures to promote energy efficiency and renewable energy sources that focus on commercial buildings and large-scale distribution operators. Supermarkets include a widespread network of actors, from the farmers to the road and rail freight supply chain, from the real estate to the waste management companies. Many actors have direct or indirect relationships with supermarkets operators. Consequently, the introduction of sustainability measures in this sector could be potentially a key factor to accelerate the energy transition.

The sustainability actions introduced by supermarkets in recent years have been strongly promoted by citizens, with a bottom-up approach. People are requiring higher environmental standards: in the products, in commercial spaces, in the services provided. The numerous certifications on the market are a significant driving force to push the sector towards a greater attention to social and environmental issues.

This methodological document aims to support the project partners and, with a view to replication, additional public and private actors, in the design and implementation of an awareness raising campaign dedicated to supermarkets and their customers. The document is structured in two parts: in the first, some key elements of a communication strategy and active involvement of local actors are provided; the second outlines concrete tools to be tested in the two pilot cities of Padova (Italy) and Madrid (Spain). The document identifies the main steps to traduce a strategy into local-based action plans for the awareness raising. The ultimate objective of this document is to strengthen the links between the actors in the organized large-scale distribution chain (producers, distributors, sellers, and consumers) with a view to mutually strengthening the sustainability policies put in place.

2 Purpose of the project

The SUPER-HEERO project aims at providing a replicable financial scheme for energy efficiency investment in small and medium supermarkets, based on stakeholder and community engagement.

The approach relies on three main instruments: engineered Energy Performance Contracts (EPC), product-service models for technology providers engagement and community-based crowdfunding/cooperative initiatives.

SUPER-HEERO will enable upfront cost reduction and engagement of additional investment sources, while bringing direct economic and environmental savings for the supermarket, as well as cascade to the final customer, the engaged ESCOs and utilities, and technology providers.

The main **objectives** of the project are:

- Develop and engineer an innovative scheme for energy efficiency investment in small and medium supermarkets based on stakeholder and community engagement
- Compile a portfolio of ad-hoc energy measures for supermarkets and elicitation of requirements and high-level design based on case studies for segmentation
- Implement the innovative financial instruments for energy efficiency investments in two relevant pilot case studies
- Define a structured strategy and methodology for the replicability of the financial scheme at regional and national level
- Identify barriers and needs to support the development of regulatory and policy frameworks that allow the uptake of innovative financial schemes for energy efficiency investment

The expected **impacts** are instead the following:

- 88 Stores engaged to implement mechanisms with a total floor of 29,560 m²
- Primary energy saving of 7094 GWh/year
- Reduction of the greenhouse gases emission of 6807 tCO₂/year
- 4.7M of investment in energy efficiency measures will be leveraged
- Delivery of innovative financing schemes that are operational and ready to be implemented

The Super-HEERO work plan is structured in 6 work packages (WP) and each of them is divided into tasks. This report represents the delivery of WP3 first task (Task 3.1 – Customer awareness-raising strategies and interaction schemes definition).

3 Introduction: why creating a customer's awareness raising strategy?

The overall climate change and sustainability awareness and interest have an impact on product preferences and customer behaviours, e.g., indirectly on energy consumption: the interest in organic products, loose food and zero waste shops, etc. as well as e-commerce and grocery delivery are growing rapidly. There is an urgent need for both large and small supermarkets to adapt to these demands. When accounting for energy savings in SUPER-HEERO, direct and embodied (or, alternatively, life cycle) energy use should be considered, both for the energy retrofit strategy (main focus) as well as for the implications that new lifestyles are introducing in products and services, as these are eventually impacting on the energy carriers (second focus).

Some of the main objectives of the SUPER-HEERO project are to:

- awaken and/or foster the public awareness about energy savings and the environmental benefits of it;
- define the type of information to be exchanged between clients and supermarket to this aim;
- boost loyalty with the local community and neighbourhoods and ultimately;
- to create strategies which maintain and well as attract always new customers to the scheme.

This document provides, to the project partners, the tools, and instruments for creating a **citizens' engagement strategy** at city and neighbourhood level. The strategy is detailed with the **action plans**, where a more precise definition of the resources needed for the execution of the engagement process and the time scheduling have been defined. The underpinning idea of this document is to prepare the ground for understanding the needs of supermarkets and their clients, highlighting the multiple benefits of energy renovation, being not only energy savings but also improved comfort, improved health conditions and property value.

Reaching citizens effectively and efficiently requires specific communication approaches. The communication with citizens may be intended to persuade, inform, influence, share knowledge, empower, build trust, impress, or gratify. It is up to the project partners to choose an effective means of communication. Communication campaigns designed for citizens are not the same as communications designed for specialists, politicians, or city officials. The main goal of communicating is to strengthen the relevance of the activities realized by the project partner and by the pilot supermarkets, to individual citizens. To succeed, the approach must be well planned and must include specific, achievable objectives.

A common mistake is to think that changing behaviour is a simple, one-step process. It is unrealistic to believe that people who have never previously adopted sustainable behaviours will start to do it

simply because they have read some information. Research in other sectors indicate that changes must first take place in people's awareness and attitudes before their behaviour changes.

3.1 Strengthening the relationship between supermarkets and local communities

Supermarkets, as companies widespread throughout large territories, are usually aware of their role in society, wanting to be an active part of it, with great attention to the local communities. A lot of them act through concrete initiatives rooted in the territory: collaborating with charities and non-profit organizations, jointly carrying out projects both at national and local level, to be even closer to the people they meet daily. Following this approach, supermarkets support projects and initiatives through sponsorship or donation activities.

Supermarkets are usually trying to feed the positive forces of local communities, in search of a link in solidarity with the territories around them, believing that only the social context to which they belong can make sense of their work and efforts. Being together with others, listening and communicating are fundamental gestures for the supermarkets and allow them to discover common identities and thus go towards each other. In many cases, the network of stores is run directly by people who often live in the neighbourhoods where they work, know customers, are part of the communities. Supermarkets are making proximity a distinctive element.

Living and working among people helps to interpret and respond to the needs and aspirations of communities. Many supermarkets sponsor city events, support neighbourhood associations and cultural events, are protagonists of activities of great social importance, such as the *Last-minute market*¹. To this "widespread" solidarity are added the more structured interventions put in place by the supermarkets at local and regional level, promoting many initiatives or small local causes (sponsorships, donations, and charity activities) in favour of culture, sport, young people, schools, volunteering, and people in fragile conditions.

The commitment of supermarkets is also oriented to the improvement of the awareness of clients towards environmental issues and a greater sustainability of their choices. Supermarkets have therefore put in place several actions to reduce their impacts and emissions, empowering all the actors involved (from those operating in logistics to the store managers). On average, each citizen has shopped at a chain's point of sale 44 times a year (CONAD supermarket, Italy²). Almost all of them have a loyalty card. This is a powerful instrument and a great responsibility to guide the choices of consumers. Being close to people in everyday life, offering a service even to those who are in isolated and less populous areas, is one of the elements that distinguishes supermarkets.

¹ <https://www.lastminutemarket.it/>

² <https://chisiamo.CONAD.it/impresa-per-la-comunita/La-relazione-con-il-cliente.html>

3.2 Giving the supermarkets a central role in the sustainable transition towards a low carbon economy

Aware that the fight against climate change affects everyone, and that companies are called upon to review their production and distribution logics, supermarkets are adopting more sustainable management models and directing customers towards eco-friendly consumption behaviours. The growing attention to the environment translates into a concrete commitment to limit the impact of activities in all areas, from logistics to packaging and receipts, from the energy consumption of warehouses and points of sale to the waste production.

On the other hand, the role that supermarkets have in local communities requires the setting of new objectives that go beyond the growth of turnover and competitiveness and see the protection of the environment and people as a priority. It is on this basis that many supermarkets drew up their Sustainability Report, starting a process of measurement and assessment of the impact of their activities. This is usually the beginning of a much more complex project, which sees the reporting perimeter widened from year to year to cover all points of sale, to develop solutions and define strategies that allow over time an increasingly sustainable management from an environmental, social, and economic point of view.

Before embarking on the process of the Sustainability Report, supermarkets usually have launched some measures that mainly concern the logistics aspect, among the activities with the greatest environmental impact in the distribution sector. Supermarkets have put in place a strategy aimed at reducing emissions related to the transport of the distributor's branded products through a series of interventions, such as the renewal of the car fleet, the energy efficiency of warehouses and the adoption of measures to optimize distribution processes. Many supermarkets include in the Sustainability Report the annual measurement of the environmental footprint of the supply chain by mapping the emissions deriving from the transport and logistics activities of the main hubs and distribution centres, measuring energy consumption and waste produced.

At the same time, supermarkets are developing an energy and environmental sustainability plan that cover warehouses and points of sale. Many of them joined the initiative "Renewable sources and energy efficiency", focused on the refurbishment of stores through the implementation of efficiency interventions, with the aim of achieving the transition from fossil to renewable sources. Particular attention was paid to packaging, paper and shoppers used in points of sale, using certified products or biodegradable and compostable materials.

3.2.1 The Sustainability Report as an instrument to present the pledge of supermarkets

Many supermarkets are adopting a responsible approach that needs to be communicated to a wide range of stakeholders and to the local communities. Sustainability is starting to be an essential part of

the supermarkets' business model; through the adoption of good practices, they intend to minimize any negative impacts related to their activities throughout the supply chain. To give evidence to these measures and to be more transparent, constantly improving the dialogue with all stakeholders, supermarkets are getting familiar with Sustainability Reports. In drawing up their first Sustainability Report, supermarkets usually ask themselves few questions: Do we know our ecosystem? Is the correct management of our complex system of relationships and knowledge that makes the group sustainable?

The Sustainability Report is usually prepared following the guidelines of the Global Reporting Initiative – GRI Standards³. In the first edition, supermarkets focus the document on the state of the art, presenting, where already available, the results of quantitative and qualitative indicators, from the internal monitoring system. The Sustainability Report is usually based on the analysis of the entire value chain:

- 1 Raw materials and agriculture: guaranteeing an increasingly sustainable management of raw materials, to facilitate the gradual transition to a more sustainable economy and agriculture.
- 2 Supply chain: fruitful collaboration with suppliers, to contribute to an evolution of production standards, to improve working conditions and reduce negative impacts along the supply chain.
- 3 Internal business management: limiting the environmental impact of business processes and focusing more and more on the working conditions of employees.
- 4 Clients and local communities: providing a wide range of sustainable products to encourage conscious consumption and implementing concrete initiatives that give added value to the territory.



Figure 1 – The value chain - Sustainability Report (Lidl Italia)



Figure 2 - presenting sustainability data - Sustainability Report (Lidl Italia)

³ <https://www.globalreporting.org/standards/>

Many supermarkets have been committed to improve climate protection, implementing several concrete measures. Some of them identified the Science-Based Targets, which are scientifically defined targets for reducing its own greenhouse gas emissions. The initiative was born in 2015 from CDP (Carbon Disclosure Project), WRI (World Resources Institute), WWF (Worldwide Fund for Nature) and UNGC (United Nations Global Compact). Supermarkets willing to participate to this initiative must set specific ambitious targets, with the aim of avoiding, reducing or compensating CO₂ emissions in their processes and supply chain, in line with the 2015 Paris climate agreement.

4 How to create a customer's awareness-raising strategy

Rather than using a random set of communication tools and techniques, it is far more effective to create a comprehensive communication strategy, finalized to the engagement of citizens/customers. The strategy should define the range of communication tools that will be used. The main objective should be to provide core information about the measures carried out by the project partner, to persuade citizens to adopt virtual and sustainable behaviours when approaching their purchases.

4.1 Preparing an engagement strategy

Preparing an engagement strategy will define a framework for the tools and techniques that will be used in effectively communicating and collaborating with citizens. To define this framework, the following steps are recommended.

- Review your needs.
 - What is your challenge?
 - What are the causes?
- Define your SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives.
 - Why should you communicate?
 - Why is it important to promote your measures?
- Determine your audience (identify your audience's level of familiarity with the issue)
 - What are they interested in?
 - What media do they read, listen to and watch?
 - Can they be influenced?
 - Will your news interest them?
 - What are their cultural differences, levels of knowledge, demographics?
 - Is your announcement newsworthy?
 - Will members of the media be interested?
- Create key messages.
 - What impact do you want your messages to have?
 - What "benefit messages" can you provide?
 - Can you answer the question "What's in it for me?"
 - What actions can citizens take?
 - What do citizens/customers need to know?
 - Where can they get additional information?

- Are your messages clear, concise, consistent, convincing, and compelling?
- Select your tools and channels.
 - Decide which are the most effective tools.
 - Consider two-way communication and interaction.
 - Make clear to your audience what you hope to achieve.
 - Assess your overall objectives and your budget to prioritize the most effective tools.
- Define expected results.
 - Create a means of measuring success.
 - Make sure you can demonstrate that your communication has succeeded.
 - Record a baseline measurement whenever possible.
- Plan and activate your program.
 - Follow your plan.
 - Rely on partners for added value and support.
 - Do not hesitate to ask peers for advice and input.
- Evaluate and measure success.
 - Build into your plan an element (and budget item) for evaluating success and for making changes to future communication efforts.
 - Ensure that your evaluation connects back to your SMART communication objectives.
 - This final step should include measures for sharing your successes — and lessons learned.

More tips for implementing an engagement strategy.

- Creating effective messages. Be sure that the core messages for your communications campaign are created with the specific target audience in mind. Messages should be based and should answer the citizens' question "What's in it for me?"
 - ✓ Effective messages are straightforward and to the point.
 - ✓ Effective messages focus on outcomes, not on processes.
 - ✓ Effective messages include supporting arguments with proof points.
 - ✓ Avoid the temptation to develop too many messages. As a rule, you should create a maximum of three key messages.
- Brand your measures. The strategy should have a visual identity and brand personality. Think about how your measure is presented and develop brand specifications to ensure the consistent communication of your measure's personality.
- Utilize (eventually) promotional products. Using giveaways or promotional products is a way to brand your measure and build your image.

- Plan events. Think critically when planning an event to reach citizens. Develop a compelling theme, plan the event well in advance, and follow a detailed budget. When conceptualizing an event, ask yourself:
 - ✓ who you want to reach,
 - ✓ what you want to achieve,
 - ✓ what the most effective communications channel would be: is it, in fact, an event?
- Harness the media. To gain visibility for your measure through the media, you will need to create a newsworthy angle that appeals to the audience of the news outlet you are approaching. A common approach would be to write a press release or issue a press pack. Your press material should be customized for the audience you are trying to reach. Make your angle timely (hook it to an upcoming or recent news event) and topical but remember to use plain language and avoid jargon and acronyms.
- Know your toolkit. There are a variety of useful tools for communicating with citizens. Tap into social media and web 2.0. Make social media part of your overall communication strategy and integrate social media efforts within your plan. Take time to consider your objectives before launching activities such as a Facebook page, and make sure that everyone in your organization is prepared to deal with this new form of two-way communication before launch.

4.2 The engagement strategy as a local process

As suggested by previous experiences, the strategy should not be at regional level or at city level, but it should be done at neighbourhood level, because, with some limited exceptions, neighbourhoods are the places where the relationships between the supermarkets and their clients occur. The engagement strategy must be focused to three main target groups:

- Supermarket operators
- Supermarket clients
- General public – citizens.

The main scope of the engagement strategy should be the creation of a loyalty scheme between local communities (citizens and supermarket clients) and supermarkets operators. There are plenty of examples to reach this goal: supermarkets usually support projects and initiatives through sponsorship or donation activities. Here below a list of them, developed by the pilot supermarkets in the Municipality of Padova.

4.2.1 Projects for increasing urban sustainability

Since 2010, through the *We Love Nature* campaign, Ali is donating trees to the territories in which the supermarket is located, thanks to the collaboration of his customers (over 28,000 planted trees). The project encompasses several initiatives:

- the donation of trees by the customers using their loyalty points (initiative called "Donate a tree to the environment"),
- various initiatives totally for charitable purposes supported by Alì such as planting in schools and around the shops.



Figure 3 - Number of trees donated by Ali supermarket (Padova)

**DONA UN ALBERO
ALL'AMBIENTE**

Ali & Aliper

Figure 4 - "Donate a tree to the environment" initiative (Ali, Padova)

Through the initiative "Donate a tree to the environment" Alì supermarket is planting new trees, helping the improvement of air quality, and refurbishing numerous green areas of the territory. Thanks to the collaboration with local and provincial authorities, the supermarket has planned many plantings in the spring and autumn season, realizing 4 urban woods, FSC certified. To be part of the initiative, the customer should buy the sponsor products marked on the shelf, reaching 500 "Nature Credits" to donate a tree. The donation can be done in the store (directly at checkouts), online in the personal area⁴ or from the Ali App.



Figure 5 - Plantings realized with the "Donate a tree to the environment" initiative (Ali, Padova)

⁴ <https://www.alisupermercati.it/profilo/crediti-natura>

4.2.2 Organizing events on the territory

The supermarket can also organize events on the territory to create a stronger connection with local communities, conveying messages of sustainability. This is the case for Ali supermarkets in Padova. In 2017 the "Trees party" was launched. The first edition "Discovering the Trees" was based on a game dedicated to children and their families to discover the main parks of the city.



Figure 6 - "Discovering the trees" - an event for the territory (Ali, Padova)

respect for the environment, in a key of active participation, full of curiosity and knowledge.

Drawing papers were available in the stores. The participants' drawings were exhibited inside the Ali & Aliper stores, and some of them were selected to be published in the publication "My friend tree", as a gift to the children who participated in the initiative.

Another initiative was organized in the city centre creating a temporary green park. The idea behind the event was to raise people's awareness of the psycho-physical benefits of contact with nature, with a



Figure 7 - "Draw your friend tree" initiative (Ali, Padova)



Figure 8 - The temporary green park (Ali, Padova)

calendar of events for all ages to experience the city park through educational workshops, Nordic walking lessons, improvisational theatre, etc. Events, shows and animations have accompanied the entire duration of this temporary park.

4.2.3 Local projects for social purposes

Deeply linked to the territory in which it operates, Ali supermarket is engaged in numerous charitable, social, sports and cultural initiatives. Among the most important, the supermarket is supporting medical care and research centres and associations operating in the humanitarian and social field. On an annual basis, the supermarket is activating the *Premiali* competition. Ali customers can accumulate points in the loyalty card and support various associations and non-profit organizations of the territory. The supermarket usually doubles the amounts coming from the customers to convert their “points” into donations to charities and research institutions.



Figure 9 - The main results of Premiali competition (Ali, Padova)

Since December 2011 Ali supermarket has activated, in 23 "pilot" stores, a project for social purpose called “We Love People” that allows customers to determine how to allocate the contribution of € 1,000, made available monthly by Ali, among the local associations that turn on a continuous cycle, to realize projects of social utility in the municipal territory where the stores are located. The initiative is aimed at associations and other non-profit entities, that propose their projects by making them known to people living in the reference area. The customers can choose the project that they consider most interesting among the three proposed, determining the amount of the contribution that will be allocated to each one. The customers, at the checkout, will receive a token that they can deposit in

the container with three compartments, giving their preference. At the end of the period, the tokens are weighed, and the planned contribution is allocated based on the preferences.



4.2.4 Projects for schools

Supermarkets are activating numerous projects for schools. NaturaSì, in Padova, is strongly committed to spreading new values in agriculture respecting the land and offering healthy food. NaturaSì believes in the value of knowledge and that the protection of biodiversity and sustainable farming are principles to be transmitted to the new generations.

NaturaSì dedicated a project⁵ to primary and secondary schools that deals with issues such as sustainability, organic and biodynamic agriculture, the importance of feeding adequately with a simple, accessible, and fun language. Thanks to videos, tutorials and educational cards, children and young people can acquire new notions and experience the importance of taking care of Earth.

How does it work? The schoolteacher can sign up to participate in the project. The registration will always be valid, even in the following years, to allow the classes to participate with continuity. The second step consists in the training session. All material is made available to the schoolteacher (teaching kit), for organizing the teaching activity to be carried out with your children. After training, the students can test themselves and find out what they have learned, with a simple test and a collective work. Finally, they can move from theory to practice: every year the classes will be involved in the creation of handworks to be published in an online gallery. Thanks to quiz scores and project voting, the classes can win many school prizes.

Ali was promoting the initiative "Ali gives you a green place" intended for schools and aimed at realizing real outdoor classrooms. Thanks to the design of educational gardens for an amount of 272 square meters, medicinal plants and vegetables have been planted, as well as 45 meters of hedges, 90 adult trees and restored grassy surfaces for about 5,000 square meters. With the collaboration of experts, the supermarket supported lessons on environmental issues for students at secondary schools.



Figure 11 - "Ali gives you a green place" initiative for schools (Ali, Padova)

⁵ <https://scuola.ecornaturasi.it/>

Supermarkets can work closely to schools. Ali supermarket gives the opportunity to donate materials and other awards such as paint sets, printer paper, etc.

How does it work? By donating 100 points from the loyalty card, the client can pick up a "school sticker" at any store. The supermarket doubles the value of the donation to help schools: the sticker, in fact, is worth 200 points. The sticker should be delivered to the school of your choice or should be attached to the board in the supermarket store. As soon as the desired gift score is



Figure 12 - The "school sticker" initiative (Ali, Padova)

reached, a school representative can book the chosen prize by delivering the board with all the collected stickers, at any point of sale. All schools, kindergartens and non-profit organizations can participate in the initiative.

4.2.5 Projects for preventing food waste at local level

Environmental protection also involves the prevention of waste. Every year the waste of food amount to 1.3 billion tons; on the other hand, one and a half billion people is overweight or obese. Although the situation is improving, the numbers of food waste in Italy continue to be critical: every year, in our country, food is wasted for more than 15.5 billion euros. The supermarkets have been active with projects to recover unsold goods and products close to expiration. Thanks to the collaboration with Banco Alimentare and Last-Minute Market, several big-distribution players are combined with charity institutions that redistribute food to many people in difficulty. This is a good way to create a strong relationship with the territory and to build trust in consumers.

The project aims at the donation of food products at risk of waste to non-profit organizations (as required by Law 166 that came into force on 14/09/2016). Lidl decided to contribute, through a nationally structured plan, creating a cross-functional working group for setting up a process to donate food surpluses. After a successful test phase, in 2018 the project was officially launched. A similar approach has been followed by Ali group. From bread to fruit and vegetables to packaged items: the surpluses of supermarkets are recovered through an almost daily withdrawal plan and intended for a network of local charitable facilities. All items with damaged packaging, or that for aesthetic defects do not meet the commercial standards, but that are still good and safe for the consumer, are included in the recovering process. Banco Alimentare, an association that has been operating on the regional territory since 1993 fighting waste and collecting food surpluses from the agricultural, industrial, and large-scale distribution world, collaborates with charity institutions. The volunteers recover surplus products from the stores and logistics centres and distribute them free of charge to people in need

through the delivery of meals and food products. A tangible commitment that further strengthens the link with the territory. In 2017 Aspiag Service recovered food for a total value of 5,991,000 euros, allowing over 200 bodies, associations, and non-profit organizations to produce more than two million meals.



Figure 13 - Preventing food waste - the results of Lidl Italia (Lidl, Padova)

The supermarket is promoting the prevention of food waste with the app Myfoody, free to download for iOS and Android, which allows to save food in supermarkets and at home. Myfoody is the first waste-free shopping app, developed together with supermarkets. It transforms products close to expiration into offers, preventing them from being wasted; at home suggests a zero-waste world through anti-waste recipes, self-production secrets, and sustainable living practices. By downloading the Myfoody app for free the client can find the closest Lidl store starting a process to prevent food waste.



Figure 14 - Myfoody app to prevent food waste (Lidl, Italy)



Figure 15 - The different scopes of Myfoody app (Lidl, Italy)

A similar initiative is proposed by Ali group. The products which are close to expiration, in the fresh counters, are identified - daily - with a specific label, offering a 30% discount to the customers.



Figure 16 - Discount on products close to expiration (Ali, Padova)



Figure 17 - Food education program "Le Buone Abitudini" realized by DESPAR (Aspiag Service)

Aspiag Service srl is implementing a food education program named "Good Habits" and dedicated to primary schools. The program is focused on healthy nutrition, respect for the environment and has involved in four years over 1,500 teachers and 40,000 students with their families. The program is organized on an annual base, focusing each time on a specific topic. The aim of the project is to help children acquire the correct behaviours to take care of their food safety. The participating classes and teachers are supported by a staff of experts in carrying out the program (pedagogue, nutritionist, psychologist, theatre operators). The project usually consists of several phases:

- training meeting for teachers,
- educational path in the classroom,
- "tutor" service in collaboration with the organizational secretariat of the project and expert advice (pedagogue, nutritionist, psychologist) for the duration of the course,
- classroom activities, chosen between a workshop or a theatrical performance, in both cases carried out by the project operators.

NaturaSì is quite active on this topic: from the management of surpluses to the analysis of inefficiencies, up to the collaboration with associations and charity institutions. Food is life: having an impact as close to zero in terms of food waste is a fundamental task for them. For this reason, NaturaSì strives to minimize waste and inefficiencies within its ecosystem, adopting distribution optimization techniques and improving processes. But also, by organizing internal resale for employees or redistributing all foods that cannot be sold on the shelf.



Figure 18 - The cooperation between NaturaSì and TooGood To Go

In order not to waste products close to the deadline, or those that cannot be marketed in stores for packaging reasons, NaturaSì drafted some guidelines and have started:

- an internal resale for employees, who can buy the products at advantageous prices,
- a direct sale with special discounts,
- using those products at the company canteens within their offices,

- collaborating with associations and accredited bodies, which receive as a donation part of these products, in support of the social activities they pursue.

Since May 2019 NaturaSi has been collaborating with the “To Good To Go” project, much more than just an App, an authentic movement against food waste: in participating stores, in fact, it is possible to buy, at an advantageous price, Magic Boxes that contain products close to expiration, but still too good to be thrown away. To date, over 141 stores have activated the collaboration, with about 50,000 boxes sold so far, saving about 126,000 kg of CO₂, also allowing to avoid the waste of 50,000 kg of food on average (February 2021).

4.3 The engagement strategy: creating key messages

The definition of an awareness raising strategy must necessarily involve all the actors having a role in the value chain of large-scale organized distribution:

- supermarkets,
- the logistics operators and suppliers of products,
- the customers.

The strategy must necessarily start from the place where the purchases take place, namely the supermarket, which must put the theme of the environmental and energy sustainability of processes and products at the centre of its communication. The supermarket customer must be sensitized both within the structure (through targeted campaigns), and outside (contributing to the organization of activities in the territory, supporting the environmental and social projects of other local actors, etc.). The awareness raising process is complex and involves a very wide plurality of subjects; among these, the role of local authorities is central, both in accompanying the awareness path of their citizens, making them more responsible and attentive to environmental issues, and supporting the most active supermarkets in implementing their corporate sustainability strategies.

4.3.1 Communicating the sustainability of supermarkets, as a physical place where purchases take place

The attention of supermarkets to the environment is also reflected in the design and refurbishment of their stores. Over time, supermarkets have put in place several initiatives, giving a particular attention to the production of energy from renewable sources, the energy efficiency of processes and technologies installed. Supermarkets are, more and more frequently, refurbishing their facilities according to green building protocols that provide for the adoption of advanced solutions for energy






saving and plant efficiency. How much energy is consumed and how it is supplied are decision criteria in determining the result of each infrastructure and procedural development action.

Energy refurbishment of supermarkets

The supermarkets are committed to seeking alternative renewable energy sources, pursuing energy saving and using environmentally friendly materials in their locations and stores. In most cases, it can be overly complex to significantly improve the structural parts of buildings or even slightly change their structures. Environmental sustainability is one of the main elements of the value chain that has always traced the daily work of big-distribution operators. Here below a list of measures that supermarkets are implementing and that can be communicated to customers to increase the awareness on the sustainability of stores, as physical places where purchases take place.



Figure 19 - Sustainability measures in supermarkets

	Dairy refrigerators and frozen tanks equipped with insulating doors to reduce CO ₂ emissions (32,000 kg per store per year) and allowing energy savings of about 30%.
	100% of stores collecting packaging residues (paper, cardboard, nylon, wood) differently. The headquarters centralizes these wastes in stock, where a specialized company provides for their recovery for subsequent recycling.
	100% of stores having adopted electronic valves on desks and cells for optimal use of refrigeration plants, allowing 20% electricity savings.
	Programming inventory management so that fully loaded suppliers' vehicles travel, avoiding empty travels. In some cases, the goods are delivered inside discardable boxes that allow a space optimization and a rationalization of deliveries.
	Heat recovery: installation of devices to recover heat waste from refrigeration systems, to be used for onsite hot water production. In the distribution centres, during the ordinary cold air production activity for the storage of the refrigerated-preserved product, refrigeration plants produce a large amount of condensation heat theoretically dispersed. Condensation heat is recovered and used to heat the warehouse and the e-commerce room. The software

	application of remote management control processes the data collected by the probes to always guarantee maximum energy efficiency, balancing the temperature of the heating water and the efficiency of the refrigeration plants. The mechanism brought a benefit in both seasons (warm air in winter and refreshed in summer).
	Electricity locally produced with renewable sources (e.g., with the installation of PV system over the rooftops). When local production from RES is not possible, subscribing energy contracts that guarantee the supply of 100% energy from renewable sources.
	Use of LED sources. Energy saving technologies adopted with the use of LED sources for internal lighting: from a consumption of 5,000 W with the fluorescent tube it has been increased to 450 W with LED technology.
	Using active photo ceramic covers, to keep the air clean. This material contains a compound (titanium dioxide) that, activated by sunlight and moisture, reacts, and eliminates harmful substances, improving the quality near the building.
	The buildings are often in energy class A or higher having been designed and manufactured with sustainable raw materials and energy-saving systems and equipped with large windows to facilitate the entry of natural light. Some of them can obtain specific certifications such as CasaClima Work&Life. Highly insulating materials are used to reduce energy losses. Drywalls can be replaced with similar but more environmentally friendly materials. Mineral fibres are not used, which involve polluting production processes, which are replaced with wood and hemp fibres and using ecological silicate paints.
	Promotion of sustainable mobility through the installation of different charging points for electric cars in the parking lots of the points of sale, a service made available free of charge to customers.
	As a strategic choice in the construction of the stores, preferring land to be redeveloped and reclaimed to new soil consumption, reducing the impervious areas in the city. Designing new stores equipped with an urban garden on the roof.

Table 1 - List of energy refurbishment measures to be implemented in supermarkets

Energy saving measures	Attractiveness for supermarket customers	Cost
Retrofitting of internal lighting	***	€
Renovation of internal electric handling vehicles fleet	*	€€
Installation of sensors for presence monitoring and optimal management of local loads (lights, HVAC etc.)	**	€
Retrofitting of internal white goods and electric equipment (elevators, operating machines etc.)	*	€€
Renovation of HVAC System (with more efficient one or RES based ones)	**	€
Retrofitting of internal white goods and electric equipment (elevators, operating machines etc.)	*	€€
Renovation of HVAC System (with more efficient one or RES based ones)	**	€
Renovation of process heat units	*	€€
Renovation of Refrigeration Units and/or integration of thermal storages	***	€€
Installation of co/trigeneration units	**	€€€
Installation of energy harvesters	**	€€€
Rooftop PV	***	€
Use of refrigerator + storage and/or HVAC + storage as deferrable loads to offer grid flexibility services	*	€€

PV Rooftop coupled with Refrigerator/HVAC system for Power-to heat solutions	*	€€€
Smart charging/scheduling of charging of the electric handling vehicle fleet	*	€
Battery integration for a smart management of local production	**	€€
Smart Management of existing CHP/Trigeneration units	*	€
Promotion of EV charging stations in Supermarket parking	***	€€

Table 2 – Main costs of the different solutions for supermarkets and the attractiveness for costumers

All these measures express the desire of supermarkets to meet the needs of the territory and to be part of a project of social inclusion that sees the families of the neighbourhoods as protagonists. An important aspect concerns the monitoring of the energy savings. CONAD is quite active in this field. 37 audits were carried out in 2019 in all cooperatives, in accordance with Italian law 102/2014. For this purpose, 490 energy meters have been installed, sending the consumption data to a central gateway in real time. The audits at the 37 sites allowed the modelling of the energy consumption of CONAD structures through the definition of specific indicators.

Environmental certifications



Figure 20 - ISO 14001 standard logo

Some supermarkets are investing on the environmental certification of their processes, following the ISO 14001 and ISO 50001 international standards.

In 2013 Aspiag Service srl was the first Italian company of large-scale organized distribution to have obtained environmental certification. Over the years they have progressively extended the scope of certification, reaching 42 certified sites in 2018 and planning for a further enlargement of the certification perimeter. In recent years, the company have gathered experience and widespread skills in the field of reducing energy consumption and developing virtuous behaviours. The next step will be to impact the supply chain of branded products,

to provide their customers with references that guarantee their provenance from sustainable supply chains. To certify the environmental management system, Aspiag Service involved TÜV Italia, which is active in the certifications of quality, environment, safety, and energy system, as well as products. Investments were directed towards pollution prevention solutions in energy and waste management, with a particular focus on climate change prevention. At the peripheral level (the stores involved in the process) the company has noted a strong responsibility and involvement by staff towards compliance with environmental procedures and good practices.



Figure 21 - ISO 50001 standard logo

From 2016 Lidl Italia is certified ISO 50001, giving a central role to energy management systems and contributing effectively to the energy efficiency and eco-sustainability of their facilities. The aim of this certification is the continuous improvement of the energy performance, as well as the reduction of energy consumptions. Certification is a goal achieved thanks to the realization of some fundamental projects, such as:

- the conversion of lighting systems with LED lamps,
- the installation of timers on lighting systems, including detectors and twilight control sensors able to adjust the light in operation to the external light,
- the installation of additional photovoltaic systems,
- the deactivation of the heating of the cooking ovens during stand-by.

With a view to continuous improvement, Lidl intends to maintain this certification and extend it to all new properties. The ISO 50001 certification path is also supported by an intense training activity aimed at collaborators with the aim of transmitting to them notions about the rational use of energy and encouraging the use of good daily practices in the energy field.

Performing and communicating a climate footprint assessment

One of the main scopes of supermarkets in implementing energy efficiency measures and in promoting RES production is the reduction of CO₂ emissions. Supermarkets must be able to quantify the amounts of gas emissions that have been cut and should communicate, to local communities, these results. Here below an example from Lidl Italy. Thanks to the use of renewable energy, they avoided CO₂ emissions of 90,158 tons in 2017 and 97,201 tons in 2018. To make the extent of these savings more tangible, the emissions avoided in 2018 are equivalent to the emissions that would produce a EURO 6 truck doing 300 times the earth-moon (round trip) route.

Emissioni di CO₂ evitate



Figure 22 - Climate footprint assessment (Lidl Italy)

The supermarkets can perform the climate footprint assessment. The aim is to map the CO₂ emissions deriving from their activities on the national territory and where possible compare the results of the year ended with those of previous years. The activities that are analysed are usually those related to transports and to warehouses. Here below an example on how to communicate the results of the climate footprint assessment, performed by CONAD.

- **Transports:** the transport system in 2017 emitted 95,106 ton of CO₂ equivalent, which compared to the 2016 value produced a 2% reduction. The decrease in emissions is due to the actions implemented during 2017:
 1. increase in the transit volumes of the goods between the 4 hubs the supermarket owns, with consequent decrease in the distances travelled between the hubs themselves,
 2. increased flows from suppliers to hubs, resulting in a decrease in flows from vendors to distribution centres,
 3. launch of an intermodal transport project which has seen more than 500 rail shipments to distribution centre,
 4. also, the continuous rejuvenation of the car fleet helped in reducing the environmental impact by cutting particulate emissions (PM_x).
- **Warehouses:** 29 logistics sites were analysed out of the 46 totals in use. During 2017, 32,163 ton of CO₂ equivalent were issued. Electricity consumption and emissions in relation to the surface vary according to the purpose of the warehouse, the characteristics of the buildings and the type of plants used. On average, 110.2 kWh/sqm for electricity consumption and 52.1 kg CO₂/sqm of emissions have been estimated. The total water consumption in 2017, for the 29 sites analysed, is 251,501 m³. It is significant to note that the share of consumption attributed to the distribution centres, 233,833 m³, exploits recovery water for more than 15%. The waste produced by the logistics sites is mostly composed of paper and cardboard, plastic,

wood, and mixed packaging. This subdivision allows to start recovery and recycling programs with shares of 99% of the waste produced in the hubs and 77% of those produced in the distribution centres.

Preparing an overall strategy to communicate the sustainability of supermarkets

CONAD is also aware that the objectives of growth and competitiveness are not separated from people's well-being thanks to a model of sustainable development, which includes participatory innovation. The fight against the climate crisis is a priority that concerns everyone, first and foremost companies called upon to review their production and distribution logics. For these reasons, the group is adopting more sustainable management models and is directing customers towards eco-friendly consumption behaviours.

The growing attention to the environment translates into a concrete commitment to limit the impact of activities in all areas, from logistics to packaging and receipts, from the energy consumption of warehouses and points of sale to the production of waste.

For two years the group has been publishing the sustainability report, having started a process of measurement and evaluation of the impact of its work. In addition, CONAD has started to involve cooperatives in reporting, by putting in place a strategy aimed at reducing emissions related to the transport of the distributor's branded products, through a series of interventions, such as the renewal of the car fleet, the energy efficiency of warehouses and the adoption of measures to optimize distribution processes.

In 2017 the supermarket joined the initiative "Renewable sources and energy efficiency", which aims at the refurbishment of stores through the implementation of efficiency interventions, with the aim of achieving the progressive transition from fossil to renewable sources. Among the measures put in place to minimize the environmental impact of its activities there is a large chapter concerning electricity consumption and a long tradition of customer involvement aimed at promoting responsible behaviour.

4.3.2 Communicating the sustainability of processes around supermarkets

Supermarkets are aware of the importance of reducing the impacts of logistics within their business processes. They should be able to communicate their efforts to customers.

Sustainability of processes around supermarkets: warehouses

In the warehouses, precisely because of the distribution activity carried out, there is a substantial production of waste. Most are generated in passive cycle management, at the entry of goods from suppliers. To govern this process in a sustainable logic, reuse, recycling, and regeneration strategies are activated.

- Reuse, especially internal, takes shape when suppliers' packaging is refurbished and used in internal processes (cardboards, pallets, secondary packaging boxes, etc.). The operational principle is to allocate as much material as possible to other stores undergoing renovation or new opening. A technical and quantitative analysis of existing materials and equipment is carried out to assess their conditions and possibilities for reuse. What is not recoverable is donated to institutions for social purposes. Only technically or structurally not usable material is disposed of. Continuous training, information and awareness-raising for all operators is necessary.
- Recycling is guaranteed first internally, after careful differentiation with specific compactors and then by an external partner with specific skills in this field.
- Regeneration occurs when some food batches, not being saleable because they do not comply with food safety requirements, become raw material that can be reintroduced into the natural processes of organic and biodynamic agriculture for farms (for example for composting or reuse as livestock feed).

Sustainability of processes around supermarkets: transport of goods

In the transport sector, the goal of supermarkets is to minimise the environmental impact in terms of emissions and resource consumption. To reach it, they usually optimize the routes travelled and the loads of goods as well as use the latest generation means of transport. By working in this direction, they are asking their partners for the minimum EURO standard, raising awareness among logistics suppliers to buy more and more trucks powered by alternative fuels with reduced emissions.

The environmental initiatives implemented for instance by Lidl in recent years, also in the logistics field, has led to positive overall results in terms of lower CO₂ emissions. Despite the steady growth of their business and the opening of an average of about 40 new stores per year, they were able to reduce CO₂ emissions by 5.2%. This result has been translated, according to a recent study, into 620,000 tons of avoided emissions over the five-year period 2014-2019. Lidl's commitment to increase green logistics is reflected in the long-term goal of gradually moving from transport mainly based on fossil fuels, to alternative fuels with reduced CO₂ emissions, such as biomethane and liquid natural gas (LNG). The use of biomethane allows the reduction of CO₂ emissions by 95%, in addition to the circular use of resources. In 2018, Lidl added the first zero emission and zero noise nitrogen semi-trailer, thanks to the partnership with the LC3 carrier.



Figure 23 - Lidl commitment to increase the truck fleet based on alternative fuels (Lidl, Italy)


CONAD is also aware of its leading role in the sustainability of logistics. With 518 million cartons generated every year, its attention is focused in the first instance on the reduction of pollutants deriving from storage and transport activities. Many of the environmental projects focus on supply chain management. CONAD is quite active in the reduction of wood consumption for logistics and in zero waste production. With these objectives, CONAD has been using pallet sharing systems (the pallets used for the transport of goods) in its distribution centres for several years. The adoption of the pallet pooling model allows to share the packaging made with PEFC and FSC certified wood, between several companies. The advantages are double: the emissions reduction for the transport of voids and the reduction of waste, because broken or damaged pallets do not end up in landfills but are repaired with certified wood. In 2018 the use of this system allowed to reuse 3,032 cubic meters of wood, saving more than 283 thousand tons of waste and 2,973 thousand tons of CO₂.





4.3.3 Communicating the sustainability of purchases





To promote healthy eating and protect the environment in which they operate, supermarkets aim to create an increasingly sustainable assortment of products from an ethical, social, and environmental point of view. This approach translates into concrete commitments, made public in the form of position documents, which provide, for example, for the sale of certified products against specific social and environmental requirements. These purchasing policies guide the choices of supply of raw materials in a transversal way, involving all product categories of the assortment.




The certification of products

To achieve this goal, the supermarkets use well-known certifications, which guarantee the environmental and social sustainability of the products. They are also committed to providing clear and transparent information, with the aim of fostering informed purchasing choices. Here below a list of certifications for products.

	<p>ASC (AQUACULTURE STEWARDSHIP COUNCIL). The ASC is a global and independent non-profit organization, founded in 2010, that sets a main environmental and social standard for certifying responsible and responsibly managed fish farms. Producers who meet ASC requirements minimise their impact on the marine environment, preserve the quality of water resources, do not abuse drugs and antibiotics, protect the local environment and wildlife by caring for their own people and the local community. When buying fish products with the ASC logo, you can be sure that they can be traced back to an ASC certified farm. At the same time,</p>
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	environmental practices and socially responsible for livestock farming are rewarded.
	Bio. The production of organic food respects the environment and the resources of the planet, abandoning the use of pesticides and artificial additives or genetically modified organisms in agriculture and ensuring the welfare of animals in livestock farming. Through this form of agriculture, biodiversity is preserved to safeguard the resources of tomorrow. Customers with organic products can enjoy a natural flavour with the awareness of contributing to the protection of the environment. The EU's organic logo ensures compliance with European Union regulations on organic farming, thus reducing the impact on the environment and ensuring greater respect for nature and its species.
	FAIRTRADE. Fairtrade is an international ethical certification brand. Its aim is to support the most disadvantaged producers in developing countries, making them able to enter the trading system in conditions of transparency and equity and thus improving their living standards. Fairtrade standards are strict rules, established at international level, to which all players in the supply chain (producers, traders, processors) must adhere. The standards concern about 300 raw materials according to a process that involves first-hand manufacturers.
	FRIEND OF THE SEA. Friend of the Sea is a non-profit non-governmental organization (NGO) that aims to conserve and protect the marine environment. In this regard, it has developed an international certification of sustainable fishery and aquaculture products. The Friend of the Sea brand is a label that applies to all certified products to ensure that they are fished and bred products respecting the marine habitats, workers, and crews of fishing vessels.
	FSC® (FOREST STEWARDSHIP COUNCIL®). FSC is an independent international organization, founded in 1994 following the Rio Earth Summit to promote sustainable management of forests and plantations from an environmental, economic, and social point of view. To ensure this type of forest resource management, FSC has created two types of certification: the first is the FSC Forest Management certification that attests to sustainable forest management by forest owners and managers. The second concerns the Chain of Custody and is aimed at companies

	<p>processing and/or trading in forest products, for example in paper or wood. The latter controls the entire production chain, ensuring that the finished product derives from a responsibly and sustainably managed forest. The requirements for certification and the FSC mark include, among other aspects, the protection of the natural habitat of forests, the ban on the use of genetically modified plants and the avoidance of the use of pesticides.</p>
 <p>GLOBAL ORGANIC TEXTILE STANDARD GOTS 'organic' Certified by Control Union CU 851646</p>	<p>GOTS (GLOBAL ORGANIC TEXTILE STANDARD). GOTS is an independent certification for fibres and textile products that, through strict ecological and social criteria, guarantees organic production throughout the supply chain (from cultivation to processing), prohibiting the use of any harmful substances and ensuring maximum respect for natural resources. This ensures that all-natural fibres used in finished products come from controlled organic crops and are free of substances harmful to the environment and to humans.</p>
 <p>PESCA SOSTENIBILE E CERTIFICATA MSC www.msc.org/it</p>	<p>MSC (MARINE STEWARDSHIP COUNCIL). The MSC is an independent global public utility institution, founded in 1992 to respond to the problem of over-use of fish stocks. Intensive fishing in many oceans is causing a reduction in the world's fish stocks. This is to the detriment of the fishing industry and marine ecosystems around the world. The MSC has developed an ecological standard that allows the evaluation of fishing activity worldwide independently. Fish products bear the blue MSC mark only if they meet the parameters of the standard. MSC branded products are an eco-sustainable fishing guarantee.</p>
 <p>No mangimi derivanti da OGM No OGM</p>	<p>NO FEED FROM GMO. The label was established by the German Ministry of Agriculture and Food. Foods with this symbol comply with high standards and must not contain or derived from genetically modified components. The use of this symbol was granted by the German Association of Genetically Modified Foods (VLOG). For products with this symbol on the label, this means that the cows have been fed with feed not containing or not derived from GMOs. (Accidental contamination limit max 0.9%-Reg. 1830/2003/EC).</p>
 <p>OEKO-TEX® CONFIDENCE IN TEXTILES STANDARD 100 Testato per sostanze nocive. www.oeko-tex.com/standard100</p>	<p>OEKO-TEX®. OEKO-TEX Standard 100 is an independent control system that carries out rigorous investigations into the possible presence of harmful substances, specifically considering the intended use of the materials. The more intense and prolonged the contact of a product with the skin, the</p>

	<p>more sensitive it is, as in the case of children, the stricter the human-ecological requirements to be met. A rigorous process that assigns the seal "Trust in textiles" to guarantee tested and safe garments.</p>
	<p>PEFC (PROGRAMME FOR THE ENDORSEMENT OF FOREST CERTIFICATION SCHEMES). PEFC is a non-profit international non-governmental organization (NGO) that aims at sustainable forest management and traceability of its products, from the forest to the final consumer. The brand is found on products derived from forests (in materials such as paper, cardboard, or wood). To obtain certification, processing companies undergo a verification procedure by an independent body, which attests that the raw material comes from sustainable forest management, according to a standard defined internationally. This guarantees its ecological and social sustainability, promoting, among other aspects, the conservation of forests and the protection of the biodiversity of their ecosystem.</p>
	<p>RAINFOREST ALLIANCE CERTIFIED™. Products with the Rainforest Alliance Certified seal™ derive, in their main components, from sustainable agriculture that follows the requirements of environmental, social, and economic sustainability according to the "Sustainable Agriculture Network (SAN) Standard". The Rainforest Alliance works to ensure the conservation of biodiversity by changing the approach to land use, business practices and consumer purchasing behaviour. The Rainforest Alliance works with farmers through an awareness and training program with the aim of minimizing the impact of their work on the environment while helping to improve the quality of life of farmers and their families.</p>
	<p>UTZ. UTZ is a worldwide program dedicated to coffee and cocoa; this scheme also certifies other raw materials such as tea, rooibos, and hazelnuts. The UTZ label includes more than 20,000 different products in 135 countries. UTZ works for sustainable agriculture where farmers use good practices and manage their farms profitably, respecting people and the planet. UTZ operates through training programmes and the payment of additional funds, obtained through the sale of certified raw materials, for farmers and their cooperatives so that they can invest them in their activities.</p>

	<p>V-LABEL®. V-LABEL® is an international brand for vegetarian and vegan products, released in Italy by the Italian Vegetarian Association (A.V.I.). There are two labels that certify the items: one dedicated to vegetarian products and one to strictly vegan ones. Awarded on the basis of standardized criteria, the brand is synonymous with reliability, transparency and goodness of food: it allows customers a safe and fast purchase choice, without having to evaluate the list of ingredients. The V-LABEL® also uses controls conducted by independent bodies to ensure that all ingredients are completely vegetarian or vegan.</p>
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Table 3 – List of product certifications available in supermarkets

CONAD is quite active in this field. For advertising flyers, bags, and fresh food packaging, the company uses only FSC or PEFC certified paper. In 2019 CONAD used 34,557 tons of PEFC certified paper, containing 44% recycled paper, for printing 767 million flyers. This resulted in a measurable environmental benefit in saving 17,956 tons of CO₂.

Promotion of bulk products

Contributing to the spread of bulk products in supermarkets is one the of major challenges, involving people both as citizens and consumers. While bulk allows to reduce product packaging, resulting in a reduction in waste into the environment, they guide the client towards a new awareness that influences the way he shops, focusing only on what is needed, avoiding waste. This is for instance the approach of NaturaSi, in Italy, proposing a range of 28 bulk products set to grow.

Advantages of bulk products

- Reduction of packaging and plastic
- Reducing CO₂ emissions
- Most affordable product cost
- Less waste by purchasing the desired amount

The NaturaSi project

- 133 corners installed
- 28 bulk products available
- 39,239 kg of bulk products sold
- 588 kg less plastic
- 1,354 kg less CO₂
- 10,300 litres of water saved for plastic production

Started in 2008 with home cleansing and four proposals of ICEA⁶ certified bulk detergents, beneficial for the environment but also from a cost point of view, 20% lower than packaged references, in 2019 NaturaSi's project dedicated

to bulk was implemented, up to also include a range of foods for daily use: cereals in grains and flakes, soups, legumes, dried fruits, granules and pasta. Through practical dispensers, you can buy from a minimum of 12 products to a maximum of 36 references, with a range that can be customized according to the needs and characteristics of the store.

In NaturaSi stores the customer will find washable and reusable bags for bulk: GOTS certified, made of organic cotton with ecological treatments, these bags are the result of the collaboration with the French company Ecodis. At a technical level, solutions are being studied to give the customer the opportunity to buy the product using their own containers, and to create a bio-plastic packaging for the handling of the product.



Figure 24 – Promotion of bulk products at NaturaSi

Installation of water dispensers in stores

More than 8 billion plastic bottles are sold every year in Italy, corresponding to about 1.2 million tons of CO₂ emissions, considering both production and transport. In addition, the disposable use of bottles requires large quantities of water: to produce a kilo of PET, from which twenty-five bottles of one and a half litre are obtained, 17 litres of water and two of petrol are needed: an unsustainable supply chain.

For this reason, few supermarkets are developing projects that foresee the progressive elimination, from their shelves, of plastic water, through the installation - in stores - of water dispensers that supply, directly from the water network, filtered water. This is a way to promote the use of glass bottles and water bottles, but also the use of devices for home water saving and filtering systems already on sale in many stores. In many cases, the customers ask directly, on social media or at the points of sale, to activate this service.

⁶ <https://icea.bio/en/>



Figure 25 – The installation of water dispenser in stores at NaturaSi

In Italy, NaturaSi is quite active on this field: the initiative is part of the "Plastic Free" project. All their water dispensers are equipped with filters to provide clean and vital water continuously; special refrigeration systems, allow them to dispense cold water both smooth and sparkling, thanks to the special CO₂ cylinders. Water can be collected using bottles brought from home. In addition, reusable glass bottles are also available for sale in NaturaSi stores that have joined the project. The t-Sonik activator drastically reduces the fouling from limestone. The filters are made of composite material: they eliminate chlorine, retain any suspended particles and other unwanted

substances. Periodic water potability analyses coordinated by the Quality Office are planned.

The NaturaSi project

- 100 dispensers installed
- To date 110 NaturaSi stores do not sell water in pet bottles
- 1,300,000 fewer PET bottles
- 40 tons of plastic saved
- 115 ton of CO₂ saved
- 1,000,000 litres of water saved (for PET bottle production)
- Glass water sales increased by 158% in stores with dispensers (125% on average of all stores)
- PET water sales decreased by 75% in stores with dispensers (36% on average for all stores)

Beyond disposable

Reducing, reusing, and recycling. From bulk bags to glass water, disposable challenge also includes small daily gestures to rid the planet of plastic. Organic and biodynamic have always had, in their mission, the care of the Earth: this means not only producing quality food, but also undertaking all those good practices aimed at reducing our impact on the environment. The issue of packaging in this regard becomes crucial. Replacing disposable with reusable products is an important step to limit the amount of waste we put into the environment. Many supermarkets - after the introduction of biodegradable and compostable bags - have chosen to introduce reusable bags for bread, fruit and vegetables and bulk products, made of different materials. Here below the list of measures introduced by NaturaSi supermarkets.

- Reusable bags for fruits and vegetables. The bags are washable and suitable for contact with food. They are made of polyester, a material chosen for hygienic reasons since it does not involve the formation of mold, if stored in the refrigerator. They are made - exclusively by Italian raw materials - by the Social Cooperative Quid Onlus⁷ which provides employment for women who have a fragile background, offering them support and a guide to reintegration into the labour market.



Figure 26 - Going beyond disposable products at NaturaSi

- Reusable bags for bread. GOTS certified, they are made of organic cotton with ecological treatments. They are the result of the collaboration with the French company Ecodis.
- Robust organic cotton shopper. With its long handles it is a perfect reusable alternative to disposable bags, ideal for storing the groceries, in full respect of the environment.
- Water bottles and glass bottles. Three types of reusable bottles are available in stores: steel water bottles, also thermal, arising from the collaboration with 24bottles; bottles in bioplastic, deriving from the processing of sugar; bottles made by glass, ideal for daily use with return service.

CONAD is also promoting reuse and recycle. In their supermarkets they promote the fight against single-use plastic and non-degradable packaging thanks to the diffusion of biodegradable and compostable bags in Mater-Bi, as well as reusable cotton bags. These actions led to a reduction of 7.5 thousand tons of plastic and 22 thousand tons of CO₂ emissions.

Since 2016, bags and packaging cards from the “Sapori & Dintorni” brand have also been made of paper coupled to Mater-Bi, thus helping to reduce the production of non-biodegradable waste with 1.5 million pieces.

Reduction of packaging

Combining food safety with the reduction of packaging, increasingly sustainable and recyclable: it is NaturaSi's recipe for packaging its branded products. Designing the packaging of NaturaSi brand products means combining the aesthetics of the product with the sustainability of the packaging, ensuring maximum food safety and respect for the environment. The development of packaging takes place in tandem with the co-packers, transformers, and suppliers of the branded products, with whom

⁷ Quid For project

the supermarket cooperates in searching for the ideal packaging. With the aim of achieving the same result in terms of quality and storage of the product, the supermarket is striving to reduce the components of the packaging, or its different layers, to get to at a pack consisting of only one recyclable material. In general, the result of the process obviously depends very much on the supplier, in terms of availability and ability to modify their production process, as well as on the ability of supermarket to co-design and support in the transition.



Figure 27 - Reducing the packaging at NaturaSi

For paper packaging suitable for food contact,

NaturaSi uses cards produced with cellulose from responsibly managed and FSC or PEFC certified forests.

For the "Ecor baby" no food line, plastic bottles are made of 50% recycled plastic, and 50% virgin plastic, with a special signalling logo, which asks the consumer for the collaboration for the correct separation of post-consumer materials, through the campaign: "50% we put it, 50% you put it by recycling correctly".

Finally, for about ten years, each branded wrapping has its own recycling table, with the indication of the conferral of the materials of which the pack is composed.

Combating plastics: towards a circular economy

Plastic performs important functions in the food sector: it is robust, light, and versatile. Plastic protects food especially during transport and allows the supermarkets to guarantee its quality and freshness to their customers. However, as the amount of plastic produced is increasing more and more than what is recycled, plastic waste is becoming a growing problem for people, animals, and the environment.

As a supermarket with over 680 stores in Italy, Lidl Italia is aware of its responsibility in the social and environmental field and the importance of treating resources in a conscious way. For this reason, the company, as part of the "REset Plastic strategy", has set itself the concrete goal of reducing the use of plastic in packaging of branded products by 20% by 2025, as well as making 100% of branded product packaging recyclable by the same date.

In addition to the plastic used in the packaging, the company also wants to intervene on household items that it periodically puts up for sale. For this reason, the first line of home products made with 95% recycled plastic will be available in all its supermarkets. The line is realized by The PreZero

company⁸, the environmental division of the Schwarz Group, of which Lidl itself is a part. PreZero deals with recovering plastic waste, transforming it into regenerated PP (polypropylene) granules that, in turn, are used to make buckets, coat hangers, storage containers and many other everyday products. Using recycled plastic instead of virgin plastic makes an important contribution to the protection of the climate and the environment, avoiding the production and dispersion of plastic waste. Thanks to this initiative, 1,465 tons of plastic waste was given a "second life".



The REset Plastic initiative

- **REduce.** Wherever possible, the supermarket permanently gives up plastic. Since 2019 they have implemented, for example, the progressive replacement of all plastic egg wrappers with cellulose wrappers.
- **REdesign.** The supermarket develops products so that they are recyclable and create closed cycles. They have already reduced plastic in many packaging, increased recyclability or used recycled plastic. Through their "responsible packaging" logo they communicate the reduction transparently to their customers.
- **REcycle.** The supermarket collects, recycles, and creates closed cycles for recyclable material. Today almost all recyclable materials in the logistics centres are managed separately. This makes it possible to recycle old packaging plastics into new raw materials.
- **REmove.** The supermarket supports the removal of plastic waste from the environment. Together with the cooperation partners "Project Stop" and "One Earth - One Ocean e.V." the company contributes to the goal of having oceans and rivers without plastic.
- **REsearch.** To find innovative solutions, the supermarket invests in R&D and raise awareness on the issues of recycling and resource protection. They signed the Ellen MacArthur Foundation Global Commitment, which is a tangible sign of their vision for a globally functioning circular economy.

Figure 28 - REset plastic initiative

⁸ www.prezero-international.com

5 How to implement the customer's awareness raising strategy

5.1 Creation of a dedicated Website

The creation of a dedicated website for customers' awareness raising is a particularly important task that must be fulfilled by supermarkets or local authorities. The website should contain all the important information about the awareness raising strategy, including attractive contents, such as videos or pictures.

The website should be accessible from personal computers, but also from smartphones (in this regard it must be optimized for this device). It can be spread around easily, distributing the URL (which should be as simple and identifiable as possible) or with a QR code for direct access from all the engagement documentation (flyers, posters, articles, etc). A link to the website should be included in the project website (<https://super-heero.eu/>) and in social channels.

The website must include minimum information describing in a friendly and eye-catching way the following points:

- The sustainability strategy of the supermarket
 - Sustainability report
 - Sustainable actions
 - For preventing food waste
 - Refurbishment of the stores
 - For guaranteeing the sustainability of purchases
 - For guaranteeing the sustainability of processes (e.g., logistics)
- Local projects realized by the supermarket
 - For increasing the urban sustainability
 - For social purposes
 - For schools
- Local events organized by the supermarket
 - Providing information about upcoming events

Some existing examples come from the Italian supermarkets involved in the project.

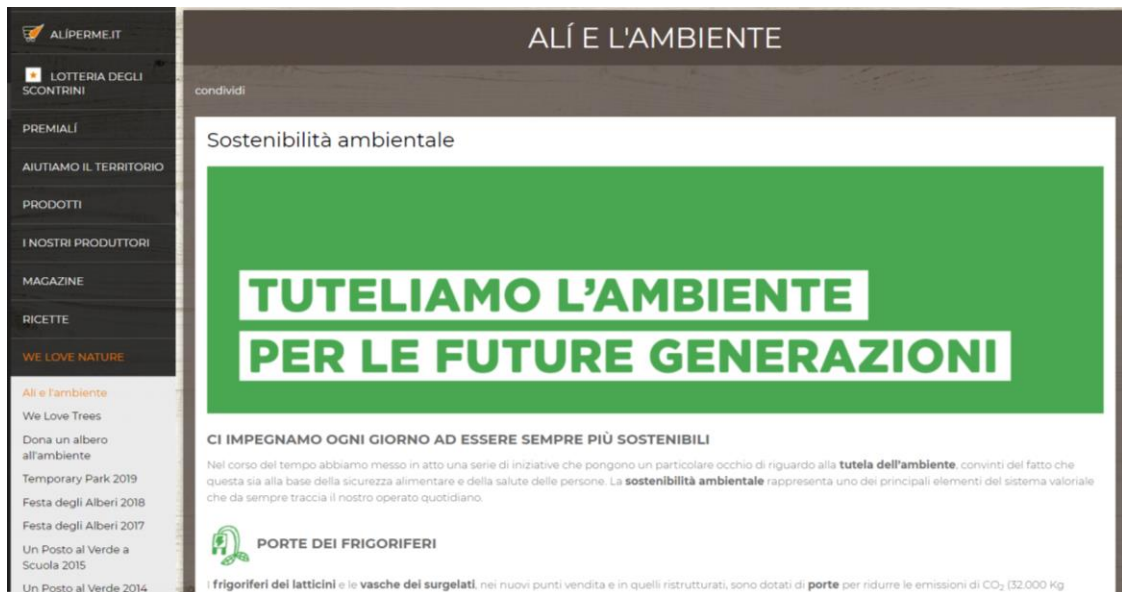


Figure 29 - An example of a dedicated section to sustainability in the website of an Italian supermarket (Alì, Padova)



Figure 30 - The sustainability section in the website of DESPAR supermarket (Aspiag Service srl, Italy)

5.2 Engaging citizens with social media channels

The social media platforms can be powerful instruments to reach a lot of people and to update them with a certain frequency on a specific topic. The most used social platforms, Twitter, Facebook, etcetera, are used nowadays by a large part of the population and are particularly useful not only to provide information, but also to collect feedback and opinions. Regarding this point, deciding to invest effort and time in social media, demonstrates an understanding that the actions will lead to engage with the audience in an authentic dialogue: and dialogue implies hearing potentially negative or harmful feedback too.

1. *Decide what you want to accomplish by engaging with your audience. Possible objectives in developing a social media approach include, for example:*
 - *increasing awareness (information/service),*
 - *launching a new campaign.*
2. *Know your audience. Ask yourself critical questions:*
 - *Is your audience active on social media platforms?*
 - *How do they engage within those platforms?*
 - *Are they creating content or are they commenting on existing content?*
 - *Are they members of a social network?*
3. *Elaborate your strategy. You need to create engaging and valuable digital experiences to make your institution stand out in the eyes of your target audience while achieving your objectives. Your strategy must consider how your relationships with your audience will change. Social media are part of the global engagement strategy. Do not forget to integrate your actions with other existing communication tools.*
 - *How do you want to engage with your audience to achieve your objectives?*
 - *Map out how the relationship is going to change. What steps will you be developing to encourage them to participate?*
 - *Think about what value you want to bring to your selected audience and the message you want to convey.*
 - *Return to the social media mindset. Ask yourself, for example, whether you are willing to let your target audience post reviews on your site and prepare your organization for participation (and criticism).*
 - *Identify barriers to the strategy.*
 - *Define the process and the requirements (budget, timing, etc.)*
 - *Develop guidelines and a framework. Plan: Who? What? and How?*
4. *Choose your tools. Once you have identified which technologies your audience is using, you can choose the tools with which you are going to activate your own community and increase its participation.*



Figure 31 - A social communication from the NaturaSi Facebook channel (NaturaSi, Padova)



Figure 32 - A video on sustainability from the Youtube channel of DESPAR supermarket (Aspiag Service, Italy)

5.3 Engaging citizens with the newsletter and media publications

Press releases are used to deliver new information to journalists, who can then use it as a source for a news report. A press release is a short document (generally one page, double-spaced, in printed and/or electronic form) that outlines an event, issue or measure with a news angle. It should be used for an announcement that can be clearly explained in a single page of text and where further questions can be answered by the organization's press office or media representative. It is distributed widely to a range of media organizations as a primary target audience, and it can be sent to quite different media outlets: from a local newspaper or magazine to radio or even television. Then, the content developed can also be leveraged to share it further with other type of contacts and stakeholders, for example people that joined the municipal newsletter's community. The same press release that is sent to the media can be adjusted to be further disseminated via different channels, such as newsletters, in a website's blog post or social media.

- *When to issue an article on the newsletter/website? Information should be released at each key stage of your project to maintain public interest. For general updates on project progress, an article or post can be distributed regularly, detailing the milestones reached and highlighting forthcoming deadlines or events.*

- *When to issue a press release? Press releases should be newsworthy and contain relevant elements that attracts the media attention. They should always include some novelty within the story. Media attention can be increased if the release coincides with major events or issues in the decision-making process or with other related news stories.*
- *Creating an article for a newsletter or blog post. It should always reply the 5 W: Who, What, When, Where, Why. The language should be simple, avoiding high level or very technical elements. The tone can be more relaxed and colloquial than in a press release.*
- *Creating a press release.*
 - *Date: Always include the date on which the news is to be released.*
 - *Heading: Use official letterhead featuring organization's logo and project's logo.*
 - *Quotes: Include quotes from senior officials and prominent local/regional figures.*
 - *Title: If possible, develop a catchy headline. If not, keep it simple and direct. Do not use a biased headline and avoid excessive use of adjectives.*
 - *Text: Put the most important information first. Keep sentences and paragraphs short. Avoid jargon, acronyms, and technical details. For local news, highlight the local angle in the first paragraph. The "lead", or first paragraph, should answer the questions Who? What? Why? Where? How? and When?*
 - *Technical information: Financial details, operating budgets, timelines, and the names of partners can be given in a separate section at the end.*
 - *Contact information: Include a name, mobile phone number and e-mail address for contacts. Make sure that the contact person will be available and that they will have constant access to their e-mail. The contact details must stand out: Do not bury them within the text.*
- *Tips for distribution. The newsletter is usually distributed by E-mail. Do not send attachments unless you have good reason to do so or have warned the recipient in advance. In order to avoid this, you can upload the newsletter to your website and share the link within the email. Another solution is to include the press release at the bottom of the email. Many people do not open unsolicited attachments in case they contain a computer virus. Put all names in blind copy ("bcc") so that recipients will not see who else is on the list. Better still, use proprietary bulk e-mail software or an electronic press release distribution service.*



Figure 33 - The NaturaSi Magazine (bimonthly). It can be found for free in all NaturaSi stores.

5.4 Flyer & leaflet distribution/Putting up a poster

The production of a flyer/leaflet is a powerful instrument to provide information to citizens/clients both at the city level and the neighbourhood level.

- *How to create an eye-catching flyer.*
 - ✓ **Clear Focal Point.** It could be an image or graphic, a headline or promotion, or other text/lettering — but the focal point of a design is usually the thing people notice first. It's a good idea to make sure the focal point directs viewers to the most important information you must communicate.
 - ✓ **Relevant Imagery.** Most flyers will benefit from imagery, whether simple graphics like shapes or icons, a photograph in the background, or something fancier like a custom illustration or hand-drawn typography. A visual component that is relevant to the purpose or theme of the flyer will help viewers immediately get a grasp on what the flyer is all about.
 - ✓ **Appropriate Fonts.** Fonts can give a design a distinct look or mood; the typeface should match up with the overall style and intent of the design. Readability is also an important factor for flyers.

- ✓ *Consider Colour. Colour engages our feelings and emotions, which is why it is important to take advantage of that ability to give the flyer design even more impact.*
- ✓ *Find Balance. A balanced, well-spaced layout makes the whole flyer easy to see briefly and makes pertinent information easy to find. One of the biggest factors in achieving a balanced layout is making good use of white space, or blank areas without any words or graphics.*
- *How to define the flyer content.*
 - ✓ *Develop a Content Strategy. What information is essential? What is nice to have if you end up with extra room? The flyer objective is to first attract the audience, then tell them what they need to know in a straightforward way that is easy to see and understand.*
 - ✓ *Organize & Prioritize. This idea is often referred to as typographic hierarchy, which, in this context, is simply arranging the textual elements of your flyer in such a way that viewers know, briefly, what information is most important and where to find additional information.*
 - ✓ *Make the Purpose Clear. Whatever it is, make the purpose highly visible — do not force viewers to scour some fine print to find the main message of your flyer. The more clearly you communicate through your copywriting, the more likely you will be to get a good response.*
 - ✓ *Include a Call to Action. You want your audience to do something? Simply invite them to do it. Address your audience directly, make it friendly and conversational (you do not want your audience to feel pressured), and you might be pleasantly surprised by the results.*
- *How can it be designed? Here below an example of a 4 pages folded leaflet.*
 - *Page 1: logos, title of the initiative, representative picture, link to the project/initiative website, link to the social channels*
 - *Page 2: general description of the project and main scopes. Indication of the problems the citizens are facing in the refurbishment of their buildings and the added value of joining the initiative.*
 - *Page 3: technical and organizational aspects of the initiative (who can join the initiative, for which kind of interventions, how to join the initiative, how much does it cost, etcetera)*
 - *Page 4: information about what the OSS offers to the person joining the initiative. Contacts for people interested in joining the initiative.*

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Il 1 marzo il nostro impegno per "M'illumino di meno" compie 14 anni e anche quest'anno Coop parteciperà all'iniziativa riducendo durante la giornata l'illuminazione nei propri punti vendita. Coop continua inoltre a promuovere l'utilizzo di luci a led con il conseguente abbandono dei sistemi di illuminazione tradizionali.

Se consideriamo solo le luci a LED, riducendo il consumo elettrico di oltre 45 milioni di kWh annui, risparmiando di energia l'equivalente di oltre 19.000 tonnellate di CO2, (la quantità equivalente all'energia necessaria per produrre 211, con una potenza complessiva di 35.000 kW, capaci da soli di produrre in un giorno d'inverno, il quantitativo di energia elettrica necessario per illuminare tutta la rete elettrica Coop per un'ora a 50 euro).

ipercoop

Figure 26 - Flyer produced by Coop Italia and CONAD to promote energy savings and waste reduction (CONAD/Coop, Italy)

Another interesting option for stimulating the citizens' awareness on sustainability topics is by hanging posters. The poster can contain the key information of the initiative, can include pictures, drawings, etc. and should be as much as possible highly attractive. The key messages should be highlighted, to catch the attention of the citizens. Municipalities are facilitated in using such an instrument, because the spaces for hanging the posters are usually owned and managed by the Local Authority. Here below an example from the Municipality of Padova, promoting the "Air quality information desk". Similar initiatives can be organized to promote sustainability measures in supermarkets.



Figure 34 – Communication to citizens putting up a poster, on the activation of the "air quality information desk" by the Municipality of Padova

5.5 Advertisement on local media

Attracting media coverage is an effective way of reaching large audiences. For the project scope, the local media must be mobilized. Local media include radio and television stations as well as the full range of print media: neighbourhood and city-wide newspapers and more. As newspapers and local news broadcasts consider coverage of local public affairs and government almost as a responsibility, they will be quite receptive to messages about the project. Local specialty publications are also looking for local stories, although each will require a different approach or "angle".

Each medium has its own audience with a defining professional profile, age range, interests, and other demographic characteristics. Even among "general-interest media", subscribers will tend to fit a limited profile. For example, readers of daily newspapers tend to be older than the general population's median age, while users of web-based news sites will be younger. Journalists are always aware of the special needs and interests of their audience.

- *How to communicate with the local media?*
 - *The "press pack". A press pack is a useful tool for communicating important information to the public via the media. Press pack might include a collection of information about the project or issue, which is presented to journalists for inclusion in a newspaper article, journal, or website. The press pack should contain up-to-date information about the project in the form of fact sheets, case studies on specific*

measures, photographs (or links to online images), etc. Press packs can be hard copy and/or electronic.

▪ *How to prepare a press pack.*

- *Carefully consider the messages you would like to communicate to the public and decide whether your materials need to be tailored to suit different media audiences.*
- *Summarize the key information. Bullet points can be useful.*
- *Graphic materials, such as images and screenshots, can make the information more attractive.*
- *Think about the types of questions the media might ask and provide clear responses in your materials.*
- *The pack might include general background information; a description of the project; details of key milestones and opportunities for involvement; and contact details for obtaining further information.*
- *Avoid acronyms and technical jargon.*
- *Keep it short and to the point.*

In sending the “press pack” you will have to explain to the journalist what makes your project innovative and special and how it will affect the journalist’s audience (in most cases, the citizens of your community). Rather than send it to the editor’s desk at the local paper, try to nail down the reporter most likely to report on your issue — a reporter who covers the environment news.

- *The feature articles. A feature article provides an extended description of a project or an aspect of a project. It is longer than a conventional news story and might include photographs or drawings illustrating the project. A feature article may contain quotes from key individuals and organizations involved in the project and those affected by it. It may be written by a member of the project team, rather than by a journalist. It can improve the general level of understanding of the project’s objectives and implications by clarifying details, particularly where issues have been oversimplified.*

▪ *How to use a feature article to encourage engagement. A feature article is primarily an information tool, but it can be used to encourage stakeholder engagement. It is likely to prompt readers to consider the ways in which the project might affect them, which may encourage some of them to get involved.*

▪ *When should you write a feature article? If the idea for a feature article is generated by the project team, it is important to discuss with the newspaper the possibility for publication before committing resources to writing the article. Editors may wish to ensure that the feature article has some topical relevance. The feature article can be timed to coincide with a project event,*

such as the launch of engagement activities, the opening of an exhibition or the start of construction work. Where the event forms part of the engagement process, the feature article might help to encourage stakeholder engagement.

- **Other instruments to involve local media.**
 - *Press trips. Group events, where more than one journalist is invited on a visit, are an efficient way to showcase measures and facilities. Press trips can be a valuable option when you have something newsworthy to show, but they must have immediate news value if you want journalists to invest the time to attend.*
 - *Media events. Organize events that will be interesting for the media to attend. Send out an invitation and ask journalists to confirm their attendance so that you can estimate the number of attendees.*
 - *Case studies. Write a case study about the work carried out under your project and promote it to your target media. Standard case studies identify the problem addressed by the project, describe what was done to fix the problem, and highlight the results that have been achieved.*

la Repubblica

Le buone pratiche della grande distribuzione

Nel 2020 con il progetto 'Buon Fine', ovvero la merce donata in solidarietà, le cooperative di consumatori (Coop) hanno recuperato 5mila tonnellate di cibo nel 2020, destinate a 960 associazioni di volontariato in tutta Italia, in grado di generare 5,7 milioni di pasti, per un valore di 26 milioni di euro.

Sono stati 1,1 milioni nel corso del 2020 i chilogrammi di merce recuperata e serviti poi a preparare 2,3 milioni di pasti destinati ai più bisognosi da parte di Aspiag Service, concessionaria del marchio **Despar** per il Triveneto e l'Emilia Romagna. Sono state così sostenute oltre 200 associazioni del territorio che hanno ricevuto e recuperato la merce in scadenza di tutti i punti vendita. Il valore complessivo delle merci recuperate vicine a scadenza è stato di 5,7 milioni di euro.

NaturaSi, la catena di negozi bio, osserva invece che più di un quinto della frutta e verdura destinati alle nostre tavole rimane sui campi e che la perdita di cibo nella fase di produzione è un problema che rimane nascosto. Per questo NaturaSi si impegna a ridurre gli sprechi già nei campi, riducendoli di 5 volte.

Figure 35 - News publication on the sustainability of supermarkets on national newspapers (La Repubblica, Italy)

5.6 Creating some information points

Many communication activities can be carried out in public spaces where citizens would receive directly detailed information regarding the project and the sustainability actions carried out by

supermarkets. Spaces gathering lots of potential subscribers can be preferably chosen, such as local markets, shopping centres, other meeting places or public events. The infopoints can be organized in some target areas, such as specific neighbourhoods, or around the city. This technique of citizens' engagement can attract a lot of people. With the infopoints, people can be interested in a totally new topic but can also face some troubles to understand the different aspects of the initiative. Thus, it is important to give simple and understandable information, distributing flyers/leaflets.



Figure 36 - An information desk organized by the Municipality of Padova within the PadovaFIT! EU project

It is easier, in this regard, to approach people via info points held in the context of thematic fairs where participants are in fact already motivated in collecting information on the topic.

Another option can be the creation of a neighbourhood or community information point, a venue where people can obtain information on an informal, ongoing basis. This can be done at the supermarket premises.

An information point offers an opportunity for informal contact with members of the community. It should therefore be:

- *visible to the community and situated in an accessible and convenient location,*
- *mobile, to maximize contacts,*
- *open for regular hours,*
- *staffed by planning, project and/or liaison personnel knowledgeable about the area, the measure, and the related issues.*

5.7 Distribution of gadgets

Promotional products are common items at most events, whether trade fairs or events open to the public. Virtually everyone has some kind of “freebie”, “gadget” or “giveaway”. Typical examples include backpacks, pens, mouse pads, T-shirts, Post-it® blocks, paperweights and key rings, USB keys. It is difficult to say whether promotional products are effective. It is therefore hard to identify the best type of giveaways. There is no simple rule such as “pens are always better than pencils”. You need to ask yourself exactly what you want to achieve with your promotional product, and how (or whether) it fits into your overall communications strategy.

- *The purpose of giveaways.*
 - *Branding and image building. The giveaway reinforces the core benefits of the measure proposed and features the name of the city/supermarket/project. It should also include a message about the benefit of the measure.*
 - *Creating a positive feeling. In most situations, it is human nature to think well of someone who gives you a gift. The traditional reason for producing and distributing giveaways on an ongoing basis is to remind people of the existence of the initiative.*
 - *Building a list. Gifts that are handed out in exchange for the names and e-mail addresses of citizens or peers are great value for money: they are a low-cost way of building a list of contacts for future use.*
- *Selection of the best giveaway.*
 - *Consumable items (food) will generally have little value as giveaways.*
 - *Giveaways that do not feature your name are useless.*
 - *Giveaways that do not have a branding message are less valuable than those that do.*
 - *Giveaways that offer an immediate benefit are useful.*
 - *Giveaways should always include your contact information — your website address at a minimum.*
 - *Giveaways that encourage involvement are the most valuable since involvement creates personal relationships and helps reinforce your message.*
 - *Consider the environmental impact of your promotional item.*



Figure 37 - Few examples of gadgets to be distributed during the events / information point

The selection of giveaways should be in line with the key message that the project wants to convey to the citizens/supermarket customers. There are several options which include efficient lighting LED bulbs, chargers for PC and smartphones based on renewables, devices for reducing the energy waste.

6 How to translate the strategy into an action plan

The strategy highlights a certain number of tools and instruments that can be used by the Local Authorities and supermarkets to engage citizens and increase their awareness in sustainability issues. The Action Plan defines which tools/actions are going to be put in place by each pilot territory. The Action Plan should be tailored to local needs; therefore, it should be defined together with supermarkets joining in with the project. In each Action Plan, the following information should be included:

- *Resources needed for execution: this is an estimation of the costs of the action and the human resources needed by the project partner/supermarket to implement the action*
- *Time schedule: this information indicates when the action is going to be implemented; each action could be linked to others (for example, the production of flyers and the organization of an InfoPoint in a local market). The time scheduling must be coherent with the SUPER-HEERO project deadlines and expected activities.*
- *Responsibility: this information indicates who is responsible for the implementation of the action; it can be directly the project partner, but also, in some cases, other partners or external organizations, such as the supermarket involved in the project.*

Consortium beneficiaries Sinloc, CDP, SIE, CREARA and R2M have started a collaboration with a few supermarkets located in Italy (Padova) and Spain (Madrid). The approach with these economic operators will continue along the entire project lifespan. The project objective is to involve at least 88 stores with over 30,000 m² of covered area. These points of sale will be supported by SUPER-HEERO to implement the financial and innovative business model schemes to secure the necessary investment to undertake a range of low cost and medium cost energy efficiency measures. Moreover, the supermarkets involved in the project will be supported in presenting the main results achieved within the SUPER-HEERO project, giving visibility to the sustainability actions implemented in the stores.

To reach this goal, each pilot area will identify and implement several communication tools, which will be included in an action plan. This document has a strategic value: it is a planning instrument developed by the pilot territories to better implement the engagement phase.

6.1 The Action Plan of the City of Padova, Italy

Supermarkets involved in the awareness raising action plan:

- Ali SpA
- Aspiag Service srl
- CONAD (Coop. Commercianti Indipendenti Associati)
- Ecornaturasi SpA
- Lidl Italia srl

Communication tools to be put in place	Short description of the action
Dedicated Website	<p>All supermarkets have already set-up a section dedicated to all sustainability issues:</p> <p>https://www.alisupermercati.it/we-love-nature</p> <p>https://www.despar.it/it/sostenibilita/</p> <p>https://chiamo.CONAD.it/impresa-per-la-comunita/ambiente.html</p> <p>https://www.naturasi.it/bilancio-della-sostenibilita</p> <p>https://corporate.lidl.it/responsabilita-sociale/subitems/report-di-sostenibilita</p> <p>These sections will include the activities carried out within the SUPER-HEERO project. Moreover, the Municipality of Padova will create a webpage on the municipal website to present the main outcomes of local initiatives.</p>
Engaging citizens: Social media channels and municipal newsletter	<p>To increase the number of people informed about the project and the supermarkets involved in it, a social media campaign will be designed and launched, exploiting the existing municipal social media channels and the municipal newsletter (http://newsletter.padovanet.it/archivio/31/). The campaign should start from the involvement of these people. The Municipality will be responsible for the publication of the news and the interaction with the citizens. The communication campaign will start at least 6 months before the opening of the OSS in the Municipality of Padova and will last until the end of the project. The</p>

Communication tools to be put in place	Short description of the action
	social media channels will be used also to publicize the events information points organized by the Municipality together with the supermarkets (calendar of events).
Flyer/leaflet distribution / Putting up a poster	<p>To increase the awareness of people, some dissemination material will be designed by an external communication expert (graphic designer), printed, and distributed in several moments. This material will help citizens in understanding the project and the activities carried out by the involved supermarkets as well as in increasing their awareness in sustainability issues; therefore, flyers/leaflets and posters will be drafted with a special attention to communicate in clear, easy to understand and attractive way. The dissemination material will be distributed through the information points and in other public events organized by the Municipality at a neighbourhood level.</p> <p><u>Summary of the material which is going to be distributed:</u> 500 posters 4,000 2-folded brochures 4,000 1-page leaflets</p>
Creating some information points	<p>The awareness raising events will be organized:</p> <ul style="list-style-type: none"> • directly in the pilot case supermarkets, • in local events (fairs, municipal events, etc.) local open-air markets. <p>Information panels and stickers will be installed outside and inside the pilot case stores, to provide information to customers on the energy efficiency and sustainability measures implemented by the supermarket and to give useful tips to consumers to save energy and being eco-friendly.</p> <p><u>Summary of the material which is going to be distributed:</u> 35 external information panels 150 internal information panels 2,000 stickers</p>

Communication tools to be put in place	Short description of the action
Distribution of promotional products	During the information events that will be organized by the Municipality, some gadgets/promotional products will be distributed to reinforce the core benefits of the measures proposed and features the name of the SUPER-HEERO initiative. The selection of the promotional product will be performed by the municipal staff, paying attention to the link of the product with what proposed by the project and with the intervention concretely performed in the stores.

Table 4 – Short description of the communication tools to be put in place in the Municipality of Padova

Communication tools to be put in place	Resources available €
Dedicated Website	Personnel costs.
Engaging citizens: Social media channels	Personnel costs.
Engaging citizens: Municipal Newsletter	Personnel costs.
Flyer/leaflet distribution / Putting up a poster	3,500€ for graphic design providing the draft versions for all dissemination material 1,500€ for printing all material 3,000€ for printing and installing information panels and stickers inside and outside supermarkets.
Creating some information points	Personnel costs.
Distribution of promotional products	10,000€ for gadgets for customers to be distributed in pilot case supermarkets as awareness raising instrument and to create a replication effect.

Table 5 – Resources available for the implementation of the communication tools in the Municipality of Padova

Communication tools to be put in place	Responsible for implementation	Indicators to measure achievement
Dedicated Website	Pilot supermarkets Municipality of Padova	N. of website visits
Engaging citizens: Social media channels	Pilot supermarkets Municipality of Padova	N. of views
Engaging citizens: Municipal Newsletter	Municipality of Padova	N. of views
Flyer/leaflet distribution / Putting up a poster	Municipality of Padova Pilot supermarkets	N. of flyers/leaflets distributed N. of posters affixed
Creating some information points	Municipality of Padova	N. of contacts
Distribution of promotional products	Municipality of Padova Pilot supermarkets	N. of gadgets distributed

Table 6 - Indicators to measure the effectiveness of the communication tools to be put in place in the Municipality of Padova

6.2 The Action Plan of the City of Madrid, Spain

Supermarkets potentially involved in the awareness raising action plan:

- Dia

This supermarket chain joined the SUPER-HEERO project at a later stage and the extent of their involvement is still being discussed. The specific action plan to engage customers through communications will be decided at a later stage, and it could involve some of the following actions.

Communication tools to be put in place	Short description of the action
Dedicated Website	<p>DIA Group have already set-up a section dedicated to all sustainability issues:</p> <p>https://diacorporate.com/vision-sostenible/ https://memoriaanual2017.diacorporate.com/es/ https://diacorporate.com/wp-content/uploads/2021/04/Memoria_2020_A4_V1_MedioAmbiente.pdf</p> <p>These sections could include the activities carried out within the SUPER-HEERO project.</p>
Engaging citizens: Social media channels and municipal newsletter	<p>To increase the number of people informed about the project and the supermarkets involved in it, hand in hand with DIA Group and SIE we can engage a campaign in social media channels and newsletters.</p> <p>Regarding Madrid City Council we can try to involve them in the project so they can help us with the diffusion of the project in their social media channels and newsletters</p>
Flyer/leaflet distribution/ Putting up a poster	<p>To increase the awareness of people, some dissemination material will be designed, printed, and distributed from M1 to M30. This material will help citizens in understanding the project and the activities carried out by the involved supermarkets as well as in increasing their awareness in sustainability issues; therefore, informative flyers/leaflets, roll-ups and posters will be drafted with a special attention to communicate in clear, easy to</p>

Communication tools to be put in place	Short description of the action
	<p>understand and attractive way. The dissemination material will be distributed through the pilot units.</p> <p><u>Summary of the material which is going to be distributed:</u> Informative leaflets at M1,6,12,18, 24, 30: 5700 copies each</p>
Creating some information points	<p>The awareness raising events will be organized:</p> <ul style="list-style-type: none"> • directly in the pilot case supermarkets <p>Engagement Campaign Stands (3 units) will be installed outside or inside the pilot units. As well as Roll-ups and advertising posters. This will provide enough information to customers on the energy efficiency and sustainability measures implemented by the supermarket and to give useful tips to consumers to save energy and being eco-friendly.</p> <p><u>Summary of the material which is going to be distributed:</u> 3 Engagement Campaign Stands 57 Roll-ups 114 Advertising posters</p>
Distribution of promotional products	<p>During the information events carried out by TANDEM at the pilot units, some gadgets/promotional products will be distributed to reinforce the core benefits of the measures proposed and feature the name of the SUPER-HEERO initiative. Hand in Hand with DIA Group and SIE will perform the selection of the promotional products, paying attention to the link of the product with what proposed by the project and with the intervention concretely performed in the stores.</p> <p>This will suppose a direct interaction with citizens and find out what they think of SUPER HEERO project first-hand.</p>

Table 7 - Short description of the communication tools to be put in place in the Municipality of Madrid

Communication tools to be put in place	Resources available €
Dedicated Website	Personnel costs.
Engaging citizens: Social media channels	Personnel costs.
Engaging citizens: Municipal Newsletter	Personnel costs.
Flyer/leaflet distribution / Putting up a poster	5,000€ for material dissemination
Creating some information points	Personnel costs. 2,247 € for engagement campaign Stands 5,415€ for Roll-ups 997.5€ for advertising posters
Distribution of promotional products	2,263€ for engagement campaign

Table 8 - Resources available for the implementation of the communication tools in the Municipality of Madrid

Communication tools that could be put in place	Responsible for implementation	Indicators to measure achievement
Dedicated landing on the project's website	Pilot supermarkets SIE	N. of website visits
Engaging citizens: Social media channels	Pilot supermarkets SIE + All partners	N. of views
Engaging citizens: Newsletter	SIE + All partners	N. of views
Flyer/leaflet distribution / Putting up a poster	TANDEM Pilot supermarkets	N. of flyers/leaflets distributed N. of posters affixed

Communication tools that could be put in place	Responsible for implementation	Indicators to measure achievement
Creating some information points	TANDEM Pilot supermarkets	N. of contacts
Distribution of promotional products	TANDEM Pilot supermarkets	N. of gadgets distributed

Table 9 - Indicators to measure the effectiveness of the communication tools to be put in place in the Municipality of Madrid

7 Conclusions

The communication strategy and the action plans for the implementation of the awareness raising campaigns in Padova (Italy) and Madrid (Spain) will support the pilot cities in their activities with supermarkets, to give visibility and boost the energy refurbishment and increased sustainability of the points of sale.

The action plans detail the instruments and tools to be put in place by the project partners, with a clear definition of the resources available, the implementation timeframe, the actors responsible for the action and the indicators for assessing the effectiveness of the communication plans adopted by the pilot cities.

The communication campaigns that will be carried out in the next project phase in Padova and Madrid will be closely connected with the technical activities (drafting of energy audits, installation of intelligent measuring devices, etc.) and the design of innovative financing schemes which are currently ongoing. The contents of the communication campaigns will be identified based on the results obtained in the other Working Packages.

The awareness raising strategies will support supermarkets in implementing sustainability solutions to be adopted on the neighborhood scale, experimenting with crowdfunding or the constitution of energy communities. These solutions need an active involvement of citizens with a bottom-up approach (the innovative financing options involving customers with the activation of reward and loyalty programs, will be furtherly explored in deliverable D3.2 "Customer reward and loyalty program definition").

Communication campaigns will also be used to communicate to citizens the sustainability measures implemented or planned by supermarkets in their stores. The implementation of energy efficiency interventions and the production of energy from renewable sources give direct benefits in terms of reducing energy bills and costs, but also improves the image of the supermarket by strengthening its link with customers or even expanding its reference basin. To this end, a solid communication campaign is necessary, giving visibility not only to corporate sustainability strategies but also, more punctually, to the measures implemented in stores.