

Master's Thesis Internship – master Sustainable Business and Innovation

What leads to success or failure in food surplus redistribution initiatives?

A case study exploring the factors leading to success or failure in food surplus redistribution initiatives in Bogotá, Colombia

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Summary

With the growing world population and increasing consumption of natural resources, there is also a significant amount of food wasted. At the same time, people suffer from hunger. This shows that the current food system does not only fail to feed those who are hungry, but it also wastes food that could have been eaten. Food surplus redistribution could be a solution, as it moves along food to food insecure people that would have been otherwise wasted. Yet, food redistribution initiatives may be prone to failure as grassroots initiative or as a business. Thus, in order for these initiatives to exist and positively impact food waste and hunger issues, a better understanding is needed on what factors influence success or failure. Accordingly, this research asks: *What factors influence the success and failure of food redistribution initiatives in Bogotá?* Through quantitative inductive research, the factors that can lead to success or failure have been identified, as well as the objective and subjective degree of success of the initiatives. A policy analysis has been carried out as well, to understand the policy impact on the initiatives. Success has been operationalized in both subjective and objective measures, to give deeper insights on what is successful in hard facts and what an initiate's founder perceives as successful. All initiatives were considered objectively successful, and they perceive their subjective success differently. Factors to success that were present in the quite successful initiatives are collaborations, long-term funding, resources, capital investments, supply and demand, and competition. The current Colombian policies intend to attack food waste, yet fail to reach all sorts of food redistribution initiatives and do not enforce the policies properly.

Table of content

Summary	2
Introduction	5
Problem Context	5
Research gap	6
Relevance	7
Theoretical framework	9
Main theoretical concepts	9
Literature review and theoretical framework	11
Internal factors	11
External factors	12
Method	17
Research design	17
Methods of data collection	17
Sampling strategy	18
Operationalization	19
Methods of data analysis	20
Research quality indicators	21
Case study background	22
Results	23
Policy Analysis	23
Intersectoral Commission for Food and Nutrition (CISAN)	23
Zero Waste Programme	24
Law 301 of 2018	24
Circular Economy Strategy	26
Summary	28
Case studies	29
Control Ambiental	29
Founder characteristics	29
Infrastructure and Collaborations	29
Economic viability	31
Government	32
Success	34
Eat 'N Save	36
Founder Characteristics	36

Infrastructure	36
Economic viability	37
Government	39
Education & Awareness Consumers	40
Success	40
Banco de Alimentos Bogotá	42
Founder Characteristics	42
Infrastructure	42
Economic viability	43
Government	45
Consumer Education & Awareness	45
Success	45
Case study comparison	47
Case studies and policy analysis	47
Comparison	48
Discussion	52
Theoretical implications	53
Limitations	56
Conclusion	58
Acknowledgements	59
Bibliography	60
Appendix 1: Small interviews with plazas, stores and restaurants	67
Appendix 2: Interview Co-Founder X, Control Ambiental	69
Appendix 3: Interview Founder Y, Eat 'N Save	77
Appendix 4: Interview Founder Z, Banco de Alimentos	85
Appendix 5: Interview guide	104

Introduction

Problem Context

The world population is expected to continue growing, as the United Nations (2014) estimates that the current population of 7,2 billion people will increase to 9,4 billion people on this planet by 2050. According to the United Nations (2018), It is expected that in 2050 68 % of the world population is expected to live in urban areas. Especially in the Global South the urbanization increases rapidly, as these countries' growth rate is 3.6 % per year from 1950 until 2005 compared with industrialized countries which only had a growth rate of 1.4 % (Aubry et al. 2012). Cohen (2004) predicts that in Latin-America, the growth rate of urban regions between 2000 and 2030 will be 1.5 % compared to a growth rate of 0.04 % from European urban regions.

Additionally to being sites where population growth is most crucially occurring, cities are sites of significant natural resource consumption: urban dwellers consume more than three-quarters of all global resources (UNEP, 2013). Cities produce billions of tonnes of solid waste annually, from which is estimated that 47 to 61 % is food waste (Hoornweg & Bhada-Tata, 2012). Between one- third and half of produced food becomes waste, and the FAO expects that the annual food waste is about to double over the next 15 years (FAO, 2013).

At the same time, approximately one billion people are chronically malnourished worldwide (Foley, et al., 2011). Especially in urban areas in the Global South there is a constant trend of food insecurity, resulting in continuous hunger (Crush, 2016; FAO, 2019). This shows that the current food system does not only fail to feed those who are hungry, but it also wastes food that could have been eaten. And this problem is even more challenged in the future as the urban population is growing.

Food surplus redistribution is an example of a practice that can help tackle both food waste and hunger in cities. Food surplus redistribution is defined as:

“the practice of various types of organisations and initiatives that distribute food that is about to be wasted, directly or indirectly to food insecure people” Vittuari et al. (2017).

Food surplus redistribution can be seen as a sustainable practice as it is beneficial for the economy (as it saves money by reusing 'waste' instead of buying new food), the environment (preventing waste of resources by distributing the 'waste' food) and it can feed the people who are in hunger (Weymes & Davies, 2019). As food surplus redistribution closes or slows loops by reusing the food that would have gone to waste, this is considered a circular practice. Food surplus redistribution can thus be seen as an example of the Circular Economy. The circular economy is defined as:

“a regenerative system in which resource input and waste, emission, and energy leakage are minimized by slowing, closing, and narrowing material and energy loops. This can be achieved through long-lasting design, maintenance, repair, reuse, remanufacturing, refurbishing, and recycling.” (Geissdoerfer et al., 2017, p.7)

Food redistribution is performed by for-profit businesses initiatives, but also by non-profit initiatives (Davies & Evans, 2019). There is a growing number of entrepreneurial initiatives seeking to improve environmental resource efficiency to concerns with food security, the right to food, and the reduction of hunger through food redistribution (Davies & Evans, 2019). These types of food redistribution initiatives can be companies or can stem from civil society and become grassroots initiatives. Grassroots initiatives are “networks of activists and organisations generating novel bottom-up solutions for sustainable development” (Seyfang and Smith, 2007, p. 585). Food redistribution can be a grassroots innovation, as it has a bottom-up character, it contributes to sustainable development, and the organisation is network-based (Feola & Nunes, 2014). Food redistribution can also be organised by companies, as for example Too Good to Go serves as a platform for stores and restaurants to sell leftover food for a lower price to consumers (Davies & Evans, 2019). Also, companies can turn food leftovers into compost or animal food, improving the food production and thereby potentially improve food distributing to food insecure people.

However, literature suggests scepticism on grassroots innovations’ impact to trigger a change in response to environmental change. “Because grassroots innovations often involve less powerful non-business actors, they are not always visible to and supported by policymakers, and therefore their potential remains largely underdeveloped” (Feola & Nunes, 2014, p. 233; Bergman et al., 2010). Grassroots innovations do not always operate smoothly (Mulugetta et al., 2010; Walker, 2011), find it difficult to secure participation over time (Seyfang and Smith, 2007; Hoffman & High-Pippert, 2010; Middlemiss & Parrish, 2010; Smith, 2011; Wells, 2011) and often rely on low levels of financial resources (Middlemiss & Parrish, 2010). Additionally, 44% of start-up business initiatives are expected to fail within four years after founding (U.S. Bureau of Labour Statistics, 2019). Altogether, these arguments show the need for better understanding of the internal and external factors that influence success or failure in grassroots and business initiatives in order for these initiatives to exist and positively impact food waste and hunger issues.

Research gap

There has been research conducted on food redistribution initiatives. Riches (2002), Alexander and Smaje (2008) and Caraher et al. (2014) have investigated food redistributions in food banks or charities, focusing on non-profit food redistribution initiatives. However, in existing literature there has been less research done on for-profit food redistribution initiatives, while this is also a type of food redistribution that could positively benefit sustainable development. Weymes and Davies (2019) have investigated food redistribution in San Francisco. In their research, they focus on the initiatives that use ICT mediation, but this excludes the local food redistribution initiatives that do not use ICT mediation while these initiatives may have a significant role in the local food redistribution structure of a city.

There is also literature on factors leading to success and failure in initiatives. Although research has been done on factors leading to success or failure in grassroots initiatives (Feola & Nunes, 2014), this has not been specified in the case of food surplus redistribution. Furthermore, literature tends to focus on the success in terms of for-profit business and performance measures such as firm earnings (van Praag, 2003), while this is not applicable to non-profit initiatives as their success does not depend on their earnings. More research needs to be done on the success and failure of the combination of nonprofit and for-profit.

Food redistribution in Latin America has been overlooked in international scholarship. There are case studies from food redistribution done in European, North American, and Asian cities in existing literature (Davies & Evans, 2019). As there are big cultural, economic and political differences between Latin American countries and the previously investigated destinations, the results from previous research may not be generalized to these countries.

This study focuses on food surplus redistribution in the city of Bogotá, Colombia. The study investigates food surplus redistribution initiatives and what contributes to their success or failure. The study is guided by the following overarching research question:

What factors influence the success and failure of food redistribution initiatives in Bogotá?

In addition to the direct factors that influence success and failure from food surplus redistribution initiatives, there are contextual factors that may play a role. Policies can boost entrepreneurship (Autio & Rannikko, 2016; Henrekson & Stenkula, 2010) and there are many examples where policies positively influence sustainability (Böhringer & Löschel, 2006; Verma, Rahul & Dixit, 2015). At the same time, policies can also discourage entrepreneurship (Henrekson & Stenkula, 2010) and negatively impact sustainability (Chen & Chambers, 1999). Considering the power that policies can have on food redistribution initiatives, this cannot be overlooked. From this derives the following subquestion:

How do policies facilitate drivers or set barriers for food redistribution initiatives in Bogotá?

Relevance

The outcome of this research is valuable for business owners and policymakers. This study will elucidate what it takes to make an initiative successful and how to prevent failure. More generally this study will provide useful insights into food redistribution initiatives which can help these initiatives to become more successful, and reduce food waste while also feeding more people, therefore addressing both the issues of waste and food security in urban contexts. The Colombian Government is expressing interest in the Circular Economy by participating in Circular Economy Missions programmes from the European Union (European Commission, 2019) and by promoting Circular Economy to businesses (Schröder et al., 2019). As food redistribution is a circular practice, the results from this research can be valuable for the Colombian government. The Dutch Embassy in Colombia has been working on and promoting the Circular Economy in collaboration with the Colombian

Government (Embassy of the Netherlands, 2017). The topics of the Circular Economy and sustainable supply chains in agriculture are also on the national research agenda in Colombia, as evidenced, for example by recent research project calls from the national research funding authority COLCIENCIAS (Colciencias, n.d.) and the existence of various research groups addressing these topics, including one at the Faculty of Management at the Universidad de Los Andes, where this master thesis project will be hosted.

Additionally, this research introduces a new conceptual framework with success factors that can be used for both profit and non-profit initiatives, which future science can build upon. Also, food redistribution is still an emerging field that needs more understanding, especially in Latin America as this region has been understudied in food redistribution (Davies & Evans, 2019).

Theoretical framework

Main theoretical concepts

Food redistribution can be shortly summarized by the practice that “involves moving food along that has been deemed waste by its previous owners (Davies & Evans, 2019, p. 40; Weymes & Davies, 2019)”. However, a more comprehensive definition from food redistribution is considered as a practice where “various types of organisations and initiatives that distribute edible food that is about to be wasted, directly or indirectly to food insecure people” (Vittuari et al., 2017). According to Facchini et al. (2018) “edible food waste, of both avoidable and possibly avoidable nature, indicates all food that is disposed of and may not be edible at the time of disposal (due to deterioration of quality, e.g., gone mouldy) but which was edible at some point prior to disposal (WRAP, 2013). Nonedible waste is by definition “*waste that is not fit for consumption*” (e.g., bones, pits, and stones), hence unavoidable waste (WRAP, 2013)”. As inedible waste can still have indirect feeding purposes, such as compost, this will be excluded in the definition of food redistribution in this research. Therefore the definition of food redistribution is adjusted to “the practice where various types of organisations and initiatives that distribute food that is about to be wasted, directly or indirectly to food insecure people” (Vittuari et al., 2017).

Food redistribution can be understood as an example of the Circular Economy. As food surplus redistribution closes or slows loops by reusing the food that would have gone to waste, this is considered a circular practice (Geissdoerfer et al., 2017). It fits one of the circular business models proposed by Bocken et al. (2016); namely extending resource value. In this business model the aim is to “exploit the residual value of resources: collection and sourcing of otherwise ‘wasted’ materials or resources to turn these into new forms of value” (Bocken et al., 2016, p. 313). In this research, this type of business model is applicable to a variety of institutional forms as businesses, as it is found in the global food sharing SHARECITY database from Davies and Evans (2019) that there are several initiatives working on food redistribution with different institutional forms: for-profit, non-profit, social enterprise, co-operative and association. There are as well different types of food surplus circularity, which can be distinguished in four categories: directly sharing, donating to food banks, animal feeding, and composting (Carpio-Aguilar et al., 2019; Gram-Hanssen et al., 2016). These cases can also be distinguished in that the former two are food for human consumption, while the latter two are not meant for human consumption.

There is also criticism regarding food redistribution. Caraher and Furey (2017) have been sceptical on the motivations of food donors and the overall impacts of food surplus redistribution on food waste reduction at the source. Accusations have also been made that donations are used as a means to avoid increasing landfill costs or as a marketing strategy (Vlaholias et al., 2015). Additionally, food surplus redistribution could ultimately encourage unsustainable and inefficient systems within the food chain, by allowing the overproduction and wasteful practices to continue and distracting from the influences of a capitalistic food system (Poppendieck, 1999).

Grassroots innovations are known for “challenging the status quo and promoting new forms of organisation of social and economic life (e.g. local currencies), and alternative systems of provisions (such as local food systems and community energy)” (Feola & Nunes, p.233, 2014). As food redistribution has a bottom-up character, contributes to solutions for sustainable development, and has a network-based organisation (Feola & Nunes, 2014), it is considered a grassroots innovation. According to Ferguson and Lovell (2015), grassroots innovations are an increasingly meaningful source for the transition to sustainability.

Aside from grassroots innovation, this study also focuses on businesses. Food surplus redistribution can be interesting for businesses since it is possible to make profit from this practice (Davies & Evans, 2019). Food redistribution can be considered as a sustainable business model, as sustainable business models (SBM) incorporate a triple bottom line approach and consider a wide range of stakeholder interests, including environment and society (Bocken et al., 2014). Corbo and Fraticelli (2015) found that there are online ICT platforms offering full functionalities for users to donate surplus food to peers, but also sales-oriented platforms allowing surplus and short-dated produce to be advertised at a discount. There are various examples of these sales-oriented platforms, such as Imperfect Produce, Too Good to Go, and Real Junk Food Project (Weymes & Davies, 2018). Aside from ICT mediated businesses, there are also compost companies and animal feeding companies pursuing food redistribution, contributing to less food waste whilst earning profits (Carpio-Aguilar et al., 2019; Gram-Hanssen et al., 2016).

According to the Cambridge Dictionary, ‘success’ is the achievement of the results wanted or hoped for (2019). At the same time, failure is the fact that someone or something is not successful (Cambridge Dictionary, 2019). As success and failure are very dependent on the achievement of wanted results, there is no unique scientific definition for these terms as they differ among cases. However, previous research has been done on success and failure. Feola and Nunes (2014) have investigated the success and failure of grassroots transition movements. Here success is defined through objective and subjective measures. Subjective measures focus on ‘soft’ aspects and relate to the respondent’s awareness and evaluation of the initiative, while the objective measures considered ‘hard’ facts that did not depend on the respondent’s awareness or their evaluation (Veenhoven, 2002; Feola & Nunes, 2014). In business literature success is often defined in performance measures, such as observed self-employed earnings, firm size, firm earnings, and the duration in business (van Praag, 2003). The definition of success and failure of this study will be further explained in the methods section, as this depends on the measures for success.

Public policy can be described as “the use of tools by policymakers to influence society in a politically desired manner” (Henrekson & Stenkula, 2010, p.5). Public policy uses policy instruments, which are interventions “in markets or, in broader perspective, society in order to accomplish goals or to solve

problems” (Nispen, 2011, p.1). The behavioural assumption from policy instruments is to get people doing something they otherwise would not do (Nispen, 2011).

Literature review and theoretical framework

In order to understand the factors that lead to a degree of success or failure, a framework has been built with factors leading to a degree of success derived from academic literature. This framework is listed in Table 1. A distinction can be made between internal and external factors to the initiatives, and within these divisions categories and sub-categories have been made. In this research, internal factors are those that affect the initiative by factors within the initiative itself, and external factors are those that affect the initiative by factors outside of the initiative itself.

Internal factors

Davies and Evans (2019) created a framework with food sharing categories, such as the type of sharing, what was shared and the type of organisation. However, this research narrows down to food redistribution instead of food sharing as a whole, which narrows the scope and excludes the categorization of the type of sharing and what is shared. Also, Davies and Evans’ (2019) framework focuses on geographical characteristics, while this research focuses on factors that influence the success or failure from food redistribution initiatives. Therefore Davies and Evans’ (2019) framework is extended with explanatory factors for success or failure in food redistribution initiatives.

An important result from Davies and Evans’ (2019) research, is that ICT-mediation has a positive effect on food sharing initiatives, although its impacts are underdetermined. ICT consists in this regard of websites, social media (Facebook, Twitter and Instagram) and mobile applications (Davies & Evans, 2019). As internet penetration and the use of personal computers and smartphones have increased dramatically in many urban areas around the globe (Graham, 2011), ICT technologies have been integrated in urban resident’s daily lives (Davies & Evans, 2019). ICT helps to connect retailers with surplus food to community groups who are looking to provide a food service within their activities (Davies & Evans, 2019; Weymes & Davies, 2019). Ciaghi and Villafiorta (2016) argue that while current food recovery practices are unable to reach the majority of food that is wasted, ICT could play a role in scaling up operations and generating real impact. As these authors research suggests that ICT-mediation can be advantageous, it is expected that more ICT-mediation will lead to more success in the food redistribution initiatives. Yet, this has not been found as a factor impacting success in similar studies.

Grassroots innovations often rely on low levels of financial resources (Middlemiss & Parrish, 2010). Mount et al. (2013) have done research on barriers in local food initiatives in Ontario, and one main barrier for these initiatives was the lack of long term funding for initiatives. Feola and Nunes (2014) have also included funding as an explanatory factor to success in their study. Therefore it is expected that a stable long term funding can lead to more success in the food redistribution initiatives. Another economic barrier is that grassroots innovations often find it difficult to ensure participation

over time (Seyfang and Smith, 2007; Hoffman and High-Pippert, 2010; Middlemiss and Parrish, 2010; Smith, 2011; Wells, 2011). Mount et al. (2013) found in their research that one of the barriers was the lack of resources in terms of engagement and volunteer support. Therefore it is hypothesised that resources in terms of engagement and volunteer support can lead to more success, yet this has not been presented as a factor to success in similar studies. High capital investments in a business or initiative can also lead to high financial returns (Roberts & Berry, 1984), thus is hypothesized that high capital investments could lead to more success. However, this factor has not been named as a factor to success in this article.

Mount et al. (2013) argue that lack of a constant supply was a barrier for initiatives. However, Davies and Evans (2019) points out that food surplus supply is difficult to predict as it is 'food leftovers', and therefore it could be difficult to supply constantly. For this reason this is hypothesized as that a consistent supply of leftover food could lead to more success. This factor has not been used previously as a factor of success in similar studies, as this is specific related to food redistribution and this has not been investigated before in relation to success. Mount et al. (2013) identified that infrastructure in processing and distributing was also seen as a barrier, and operations in grassroots innovations do not always run smoothly (Mulugetta et al., 2010; Walker, 2011). Considering the logistics of food redistribution, this is an important factor as food can deteriorate and go to waste if the infrastructure is not well (Alexander & Smaje, 2008). Feola and Nunes (2014) also used the utilization of infrastructure as a factor to success. Thus, it was hypothesized that good infrastructure in processing and distributing could lead to more success.

In the business literature, a recurring factor that can influence the success or failure from a startup business is the founder's characteristics. According to Watson et al. (1998), the experience and education from a business founder can affect the success or failure from a start-up business. When a founder has more self-employment experience and high education it is expected that this leads to more success.

External factors

On the governmental level, there are some aspects that might influence the success or failure of food redistribution initiatives. Laws and regulations can be strict in regard to food hygiene, which could form barriers for food redistribution as there can be laws restricting this practice (Davies & Evans, 2019). Therefore it is expected that fewer laws and regulations on food hygiene could lead to more success in food redistribution initiatives. On the other hand, as food surplus redistribution is considered beneficial for society, some governments do not enforce their laws on these cases (Davies & Evans, 2019). Thus, less law enforcement could create a lower barrier for food redistribution initiatives when legislation is considered a barrier to these types of initiatives. However, both of these factors to success have not been used as a factor to success in previous studies.

Governments could also support initiatives with policies and financial aid (Bjornali & Ellingsen, 2014; Bergman et al., 2010), which could lead to more success. According to Nispen (2011),

there are three families of policy instruments: Regulatory, Economic, and Communicative. Regulatory policy instruments refer to rules, orders and prohibitions (licenses, permits, regulations). Economic policy instruments embrace financial means by providing incentives. These incentives can be positive (grants, subsidies) or negative (taxes, user charges) for consumers. Communicative policy instruments are directed to increase or decrease the degree of information of the other party. According to Seyfang and Smith (2007), government policies have affected grassroots innovation positively by providing funding, although this funding is often short-term which makes it difficult for grassroots innovation initiatives to survive over time. Yet, the authors suggest the need for more policy analysis to understand the impact of policies on grassroots initiatives. Watson et al. (1998) used governmental influence as a factor to success in start-up businesses in their framework. Therefore it is hypothesized that governmental policies could support initiatives and lead to more success.

Consumer education and awareness play a role in the food redistribution initiatives, as they need to be aware of the problem in order to bring attention to food issues or local food initiatives. It has been a barrier for other local food initiatives to “draw consumers away from their typical food retailing locations and to an alternative” (Mount et al., 2013, p. 599). The more educated and aware the consumers are of the issue, the more success this can add to the initiative. Watson et al. (1998) also name consumer lifestyles as a factor to success, which is similar but not the same since it is not comparable to awareness. Thus, this factor has not been used in similar studies.

Collaborations can also have an effect on the success of initiatives (Brangwyn & Hopkins, 2008; Hopkins, 2011; Ornetzelder & Rohracher, 2013), as this has been found to be a factor to success from grassroots transition initiatives in research from Feola & Nunes (2014). Therefore partnerships and/or collaborations with other organisations could lead to more success. Alexander and Smaje (2008) found in their research that food redistribution franchises’ success was dependent on their relationship with the food supplier. For this reason, it is hypothesized that a good relationship with suppliers could lead to more success.

Dealing with competition can also have an effect on an initiative’s success. A business is less likely to survive in a market where there is a lot of competition (Mengistae, 2006; Watson et al., 1998), and Watson et al. (1998) used less competition as a factor to success, it is hypothesized that less competition can lead to more success.

Table 1. Explanatory factors for success or failure

	Category	Sub-category	Hypothesis	Source
Internal	ICT Mediation		More ICT mediation could lead to more success	Davies and Evans (2019)
	Economic viability	Funding	A stable long term funding can lead to more success	Mount et al. (2013); Middlemiss

				& Parrish, (2010)
		Engagement	Resources in terms of engagement and volunteer support can lead to more success	Mount et al. (2013); Seyfang & Smith (2007); Hoffman & High-Pippert (2010); Middlemiss & Parrish (2010); Smith (2011); Wells (2011)
		Capital investments	Higher capital investments could lead to more success	(Roberts & Cherry, 1984)
	Supply and demand		A consistent supply of leftover food could lead to more success	Davies and Evans (2019); Mount et al. (2013)
	Infrastructure		Good organised infrastructure in processing and distribution leads to more success	Mount et al. (2013); Mulugetta et al. (2010); Walker (2011)
	Institutional form		For-profit initiatives perceive profit as an important characteristic for success and non-profit initiatives perceive its impact on society as an important characteristic of success.	Davies and Evans(2019)

	Founder characteristics	Experience	When the founders have experience in self-deployment this can lead to more success	Watson et al. (1998)
		Education	When the founders have higher education this can lead to more success	Watson et al. (1998)
External	Government	Laws and regulations	Laws could form barriers for food redistribution initiatives as there can be laws for hygiene which does not allow food to be redistributed	Davies and Evans (2019); Mount et al. (2013); Bergman et al., 2010
		Law enforcement	Less law enforcement could create a lower barrier for food redistribution initiatives as legislation is considered a barrier to these type of initiatives	Davies and Evans (2019)
		Policies	Policies could support initiatives and lead to more success	Bjornali & Ellingsen (2014)
	Education & Awareness Consumers		The more educated and aware the consumers are of the issue, the more success this can add to the initiative	Mount et al. (2013)
	Collaboration	Partnerships	Partnerships and/or collaborations with other organisations lead to more success	Feola & Nunes (2014); Brangwyn & Hopkins (2008); Hopkins (2011); Ornetzelder & Rohracher (2013)
		Relationships retailer	A good relationship with suppliers will lead to more success	Alexander & Smaje (2008)

	Competitors	Less competition can lead to more success	Watson et al. (1998)
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Method

Research design

In order to investigate the factors that lead to degrees of success or failure for food surplus redistribution initiatives, a qualitative inductive research strategy is selected to draw inferences out of data collected through interviews and desk research. The unit of analysis is the initiative, and interviews were conducted with case studies of food surplus redistribution initiatives in Bogotá, Colombia.

Verschuren et al. (2010) define a case study as a “research strategy in which the researcher tries to gain a profound and full insight into one or several objects or processes that are confined in time and space” (p.177). A multiple case study research is conducted as there are several food surplus initiatives, and assessing them helps to gain more understanding of the factors that lead to degrees of success or failure. This method is suitable for the research objective as it generates more in-depth knowledge than quantitative data (Verschuren et al., 2010). This research is explanatory as the goal is to understand the factors that lead to degrees of success or failure for food surplus redistribution initiatives (Yin, 2018).

Methods of data collection

In this research, data were collected through three methods, namely documents, secondary data, and interviews.

The documents and secondary data research was done before the case study, as this data outlines the most recent relevant theories and developments around food surplus redistribution and factors leading to its success or failure. The literature review served material for the conceptualization of food surplus redistribution, grassroots innovation, success and failure, and circular economy. Additionally, the desk research provided the basis for the theoretical framework that will be applied in this research. Data sources are general literature (e.g. online journal articles, newspaper articles, and books) and secondary data (e.g. results from previous case studies, websites from the case studies if available and reports). Furthermore, this data was also used as basic information to conduct interviews.

Additionally, a document analysis was performed on governmental documents. This was done on Colombian governmental documents including policies or laws that may affect food redistribution initiatives. This document analysis was done to get a deeper understanding of the policy context that can influence food redistribution initiatives.

Another method to collect data were semi-structured interviews, as these can provide more in-depth information. Explained in the sample section will be what the cases are and how these cases were being approached.

The data collection was firstly steered by the theoretical framework, but will continue into an iterative process with the data analysis, as the data analysis can give new pathways for further data collection.

Sampling strategy

This research required fieldwork in Bogotá, and thus the researcher went to Bogotá for two months to search for food redistribution initiatives and interview them. To investigate the factors that lead to degrees of success or failure in food redistribution initiatives, various food redistribution initiatives in Bogotá have been searched for and approached upon arrival in Bogotá. Different big marketplaces such as Paloquemao and Perseverancia were visited, as well as small food stores and restaurants in different neighbourhoods to ask them where their leftover food went to see if the leftover food went to food redistribution initiatives. With this strategy there were no food redistribution initiatives found, but it did help in understanding the food system and where leftover food went.

Through the researcher's supervisor at Los Andes, contacts in food redistribution initiatives that were collaborating with the university were received. Contact was made with one of the founders from Control Ambiental, which is a compost company operating in the vicinity of Bogotá. After the interview he was asked if he knew more food redistribution initiatives in Bogotá, and the co-founder from Control Ambiental had a contact at Banco de Alimentos, which is the only food bank in Bogotá. With his help it was possible to set up an interview with the founder from Banco de Alimentos. Another initiative was found on the internet, after searching for "food waste Bogotá", called Eat 'N Save. Eat 'N Save is a mobile application that serves as a platform for restaurants and stores to sell leftover food for a lower price to consumers instead of throwing it away. The initiative responded to a private message on its Facebook page and an interview was arranged. In Table 2 the case studies are introduced with small descriptions.

In all three cases, the founders have been interviewed as they are considered most relevant as they have the knowledge on the strategy and the history from the initiative. As the native language in Colombia is Spanish, the interviews were conducted in Spanish.

Table 2. The case studies

Case study 1	Case study 2	Case study 3
Control Ambiental	Banco de Alimentos	Eat 'N Save
Composting company in Facatativá, 50 kilometres away from Bogotá	The only food bank in Bogotá, located in the neighbourhood of Cundinamarca, which lies in the city centre	A mobile web application in Bogotá that serves as a platform between restaurants or stores with leftover food and consumers who want food for a lower price

For the policy analysis, governmental documents have been analysed. The websites from the government itself have been analysed to understand which ministries and committees are involved with

the topic of food redistribution. The following policy documents have been analysed: National Food and Nutritional Safety Plan (PNAN), Zero Waste Strategy, Law 301 of 2018, and the Circular Economy Strategy. These policies have been selected as they aim to improve the food waste issue in Colombia. News websites have also been analysed in order to investigate further developments in the policies and for additional practical insights.

Operationalization

In existing literature, success is measured with different methods. Watson et al. (1998) measure success through the outcome that can be either failure, survival, or growth. In this study, the degree of success from an initiative is measured through two measures, a subjective and objective measure. The subjective measure is related to the respondent's awareness of success and evaluation of the initiative, while the objective measure is related to 'hard' facts that do not depend on the respondent's awareness or evaluation (Veenhoven, 2002). The subjective measure consists of the degree of success/failure, which is measured through a Likert scale question ("Do you consider your initiative very successful, fairly successful, not very successful or not successful at all") and an open question to understand the subjective idea of success ("Could you name three things that make an initiative successful?") (Feola & Nunes, 2014). The objective measure of success consists of the initiative's size in terms of the amount of people that are involved (Mulugetta et al., 2010; van Praag, 2003; Mount et al., 2013) and the duration of the initiative (Feola & Nunes, 2014; van Praag, 2003; van Gelderen et al., 2005). Business literature tends to focus on monetary measures (van Praag, 2003; Walker & Brown, 2004) next to the previously selected measures. However, as this research also includes non-profit initiatives that do not strive for profit, these monetary measures have not been taken into account for these initiatives and will only apply to the for-profit initiatives. The measures of objective and subjective success are shown in Table 3.

Failed initiatives are discontinued initiatives, however the subjective measure can provide insights into what degree the transition failed.

This research only includes cases of relatively successful initiatives as they are currently operating. Failed initiatives were not identified during the fieldwork. However, these initiatives are successful in different ways and degrees and perceive their success differently as well.

Table 3. Objective and subjective measures of success

Objective measure of success	Source	Subjective measure of success	Source
Initiative's size (amount of people involved)	Mulugetta et al. (2010), van Praag (2003)	"Do you consider your initiative successful?"	Feola & Nunes (2014)
Duration of the initiative	Feola & Nunes (2014), van Praag (2003), van Gelderen et al. (2005)	"Name three things that make an initiative successful"	Feola & Nunes (2014)
Growth in sales per year (%)	van Praag (2003)		
Firm earnings	van Praag (2003)		

Davies and Evans (2019) and Mount et al. (2013) distinguish between organisational forms in their research. As success is often measured in business literature by firm size, firm earnings, and the duration in business (van Praag, 2003), it is hypothesized that for-profit initiatives perceive monetary profit as an important characteristic for success. As success for grassroots initiatives has been previously defined "along the lines of social connectivity and empowerment, and external environmental impact"(Feola & Nunes, 2014, p. 232), it is hypothesized that non-profit initiatives perceive societal impact as an important characteristic of success.

Methods of data analysis

The data was coded and then the data was structured to facilitate its analysis and interpretation. Firstly, a coding agenda was constructed in Excel that is in line with the categories from the theoretical framework (Gläser & Laudel, 1999). Secondly, the data was structured according to the steps from Kohlbacher (2006). In the first step, the article or interview was read. Secondly, the relevant data was highlighted and extracted from the source. In the third step, this data was put in the corresponding category in the coding agenda.

The data was structured to facilitate its analysis and interpretation. The factors that lead to degrees of success or failure that were built in the theoretic framework, were analysed in order to see if they corresponded to the codes. And the policies that facilitate drivers or form barriers to food redistribution initiatives were analysed likewise to see if they corresponded to the theoretical framework. It was examined if the data supports the hypotheses. This could give indications for future quantitative research, but as this research is qualitative there is more focus on gaining in-depth information and descriptive data than to verify hypotheses.

Research quality indicators

The replicability in this research is secured by providing an interview guide for the interviews (Appendix 5) that can be used at the same or different case studies and locations. The interview guide is semi-structured and the questions cover all factors to success and measures of success.

Ethical procedures that were taken into account are anonymity, confidentiality and informed consent. Before conducting the interview, interviewees were informed on what data will be collected and how it will be used. They were informed about the nature of the study and the research objective (Sanjari et al., 2014). All three interviewees were anonymized and were given pseudonyms. Prior to the interview, interviewees were asked for permission to record the interview. All of the collected data was stored in a private phone and computer, and was not shared with others and only be used for the purposes of this research.

Case study background

According to data from the National Planning Department (DNP), in Colombia 9.76 million tons of food are wasted annually, which would be enough to feed 8 million people for the entire year, thus feed the entire population of Bogotá for a year (Departamento Nacional de Planeación, 2016). This amount of food losses and waste are 34% of the total food production, from which 22% is lost in the production chain and 12% is wasted in the consumption chain (Departamento Nacional de Planeación, 2016).

In Bogota, residents throw away half the food they buy, the equivalent of 1381 tons. In addition to this, Bogota's residents throw away 7.53% of food prepared in restaurants and stores (Universidad Externado, n.d.).

Meanwhile, 5 million people in Colombia are living below the poverty line (Universidad Externado, n.d.). In the capital city Bogotá there is also food poverty. In 2008, 29,4 % of the households in Bogotá were food insecure with hunger, and 11,2 % of the households were food insecure with severe hunger (Isanaka et al., 2007).

In Bogotá there is one big supply centre, Corabastos. Corabastos is the supply centre in the south of the city and is responsible for the logistics of all the food entering the city from farmers and retailers. Food surplus from big supermarkets, marketplaces, and suppliers often goes to the food bank, Banco de Alimentos. Organic leftover food from these places go to compost companies, are sold as animal food or go to landfill. At the smaller stores and restaurants, the leftover food is sold as animal food, or given away to homeless people, but mostly goes to landfill. The bigger restaurant chains claim to have plans to redistribute their leftover food, but for now this leftover food goes to waste. Thus, it seems that currently most food goes to landfill and some goes to alternatives such as Banco de Alimentos, compost companies, is sold as animal food or goes to the homeless people (Annex X).

Results

In this chapter the results will be outlined. Firstly, the policy analysis will be conducted to understand how the Colombian policies could affect food redistribution initiatives. Secondly, the case studies will be examined in line with the theoretical framework. Lastly, a comparison will be made between the case studies and how the policies could affect each case study.

Policy Analysis

In this chapter the Colombian policies will be examined and how they could affect food redistribution initiatives. Firstly the Intersectoral Commission for Food and Nutrition (CISAN) will be introduced, and then the National Food and Safety Plan, Zero Waste Strategy, Law 301 from 2018, and the Circular Economy Strategy will be investigated. Finally, the findings will be summarised at the end of this section

Intersectoral Commission for Food and Nutrition (CISAN)

An advance that the Colombian government has made in Colombia regarding food waste, is the creation of the Intersectoral Commission for Food and Nutrition (CISAN) by the Ministry of Agriculture and Rural Development, the Ministry of Social Protection, the Ministry of Commerce, and the Ministry of Environment (FAO, 2019). This commission was founded in 2008, and is the highest governing authority for Food and Nutrition Security in Colombia. Its main purpose is to coordinate, monitor and connect policies and programmes. Also, they monitor the commitments of each actor involved in the Food and Nutrition Security of Colombia, and carry out educational campaigns aimed at communities, public and private educational centres, as well as the general population about eating habits, sports and healthy living (Plataforma de Seguridad Alimentaria y Nutricional, n.d.)

As a part of CISAN, the Food and Nutrition Security Observatory (OSAN), was created in 2008. OSAN is the information instrument to generate knowledge that fosters debate and facilitates decision-making. As an official instrument, it periodically observes the situation of Food and Nutrition Security in the country and the impact of the policies developed by CISAN (Plataforma de Seguridad Alimentaria y Nutricional, n.d.). The Monitoring and Evaluation System (SsyE) constitutes the tool that provides information to CISAN on compliance with the actions established in the plans. It carries out an analysis that will serve as input for CISAN to make decisions regarding the existing strategies, programmes, and projects (Plataforma de Seguridad Alimentaria y Nutricional, n.d.).

CISAN worked on the National Food and Nutritional Safety Plan (PNAN), which ran from 2012 until 2019. The main objective of this plan was to contribute to the improvement of the food and nutritional situation of the entire Colombian population, especially the poorest and most vulnerable (Departamento Nacional de Planeación, n.d.). This policy mainly aims at food production, alignment

among different stakeholders and providing food to the poorest of the nation (Gobierno Nacional, 2013). This policy is mainly focused on having an adequate offer of priority food (which is more specified in the policy) and guarantee access to this priority food. It also focused on designing educational nutrition strategies, preventing and reducing malnutrition and micronutrient deficiencies, improving maternal breastfeeding practices, and encouraging healthy lifestyles (Gobierno Nacional, 2013). As it seems, this policy does not focus on food waste or food redistribution, however it was a start on improving the food provision in the country.

Zero Waste Programme

In 2016, the National Planning Department (DNP) published research on food waste in Colombia. 9.76 million tons of food are lost and wasted annually, the equivalent of 34% of the total production. The losses are in the production stage, with 40.5% (3.95 million tons), followed by 19.8% (1.93 million tons) that is lost in the post-harvest process and storage and 3.5% (342 thousand tons) in industrial processing processes (Departamento Nacional de Planeación, 2016).

This publication informed the creation of the Zero Waste Strategy, with which the Colombian government implements a strategy to reduce the loss that occurs in the different links of the production chain (Agronet, 2016). This strategy was created by the Ministry of Agriculture and Rural Development. Minister of Interior, Irigorri indicated that the Zero Waste Programme will seek to reduce the loss and waste of food that occurs in the country by 50%. An inter-institutional alliance has been formed with the DNP, Corabastos, Banco Agrario, and Finagro (the latter two are banks for financing the agricultural sector, set up by the Ministry of Agriculture) (Agronet, 2016). The first tool is the creation of special credit lines for each of the chain's components, aimed at promoting the reduction of food loss and waste, either in cultivation, in the process of gathering, packaging or marketing. Likewise, a training and implementation plan for good agricultural practices is carried out with producers on the farm and in the logistics of the production chain in the collection centres, packing plants, processors, trading companies in order to reduce food losses that occur (Agronet, 2016).

As most of the losses are in the production phase, these are the sectors where this strategy is aiming at. The manager of Corabastos, Mauricio Parra, praises the initiative and the impact that this could have on the supply centres and called on the productive links to manage losses and waste to become fertilizers or livestock feed (Agronet, 2016). However, this is not part of this strategy, but could still help to raise awareness on this issue. Thus, this policy does focus on less waste in the food sector, yet not on food redistribution directly.

Law 301 of 2018

Another response to the results from the National Planning Department (DNP), was the creation of law 301 of 2018. The results of this publication helped to pass this law on August 2, 2019 “as a result of two years work” (FAO, 2019). In this process, FAO and the Mesoamerica Hunger-Free Programme

supported parliamentarians in the formation of consensus. They arranged workshops with the government, civil society, business sector, academia, and national and international experts to achieve progress in the approval of law 1990 from 2019 (FAO, 2019). The lobby in favour of this law was also carried out by its proponents, as well as, the executive director of the Food Bank Network of Colombia (Abaco), Juan Carlos Buitrago (Sostenibilidad Semana, 2019)

The law aims to create a policy for the prevention of food loss and waste, contributing to sustainable development from social inclusion, environmental sustainability, and economic development, promoting a life worthy for all the inhabitants (República de Colombia, 2019).

Important objectives of this law are as follows:

- to promote measures that prevent food losses and waste
- to carry out studies and issue recommendations to improve the planning of food production, which is adapted to market dynamics
- to promote food production and processing practices and develop strategies and programmes aimed at promoting socially and environmentally sustainable food systems
- to promote strategies aimed at guaranteeing the food supply chain
- guarantee that all the actors involved in the food supply chain, with special emphasis on farmers, women and small producers, are beneficiaries of the public policy of reducing food losses and waste
- to carry out annual educational, communication and publicity campaigns that educate citizens on the importance of adopting measures against the loss and waste of food. This is done through programmes and addresses local, regional, and national by written, visual and radio media.
- formulate proposals for the development of information and create awareness for initiatives that donations can be sent to, as well as, for the promotion and knowledge of the tools related to donations (República de Colombia, 2019)

In order to fulfil these objectives, this law has measures to prevent the loss and waste of food. The people and organisations involved in the food supply chain are, since the passing of this law, obliged not to destroy the food in their inventories or administration that is fit for human consumption. For this, they must take the necessary actions to reduce and prevent waste generated in the production, post-harvest, distribution, handling, storage, marketing, and consumption process (República de Colombia, 2019). When food suitable for human consumption that has not been commercialized or prepared, has been abandoned, then five days before the expiration date they may be delivered free of charge to legally constituted non-profit organisations. The non-profit organisations expressly indicate the function of collecting food to distribute free of charge to cover the needs of the population in general (República de Colombia, 2019). Accordingly, tax benefits are achieved by donating to non-profit organisations (República de Colombia, 2019).

In no case may expired processed or prepared food be donated, also in the case when food is

presented with a wrong expiration date or food with an expired expiration date, in order to protect the health of the beneficiaries (República de Colombia,2019). Food may be used for processes other than human consumption, as long as it does not exceed three per cent (3%) of the total food for human consumption found in the sum of the initial inventory purchases (República de Colombia,2019).

The beneficiaries in this policy are primarily without discrimination: minors, pregnant and lactating women, the elderly, people in situations of disability and poverty. The beneficiaries also include non-governmental organisations, which are aimed at nutrition programmes and feeding of the population, the children, communities, and in general every human being that due to their living conditions suffers from malnutrition and hunger (República de Colombia,2019).

The National Administrative Department of Statistics (DANE) will be the entity in charge of calculating food losses and waste in Colombia, with national, regional, departmental and municipal data. They will also take the economic sectors of agriculture, industry, services and consumption into account. This measurement will be carried out annually, which will be taken in the units of measured weight received by the country (kg) and production price (\$) (República de Colombia,2019). CISAN is responsible for implementing this policy, and they will also publish the results from the measurement and reporting system covered by this law (República de Colombia,2019).

If an actor fails to comply with the measures against loss and waste food, it will be subject to fines and penalties, which are administered by the Directorate of National Taxes and Customs (DIAN) (República de Colombia,2019).

After passing this law in August, 2019, CISAN had one year to create a more concrete policy (República de Colombia,2019). As this term is not completed yet, there is not a more concrete policy and there are also no evaluations on this policy yet. According to FAO (2019), the next step is the regulation of this law, here it is important to promote and generate actions and consensus that allow bridging the gaps in terms of loss prevention.

Circular Economy Strategy

In 2019, the Colombian government announced a National Circular Economy Strategy. This strategy is part of the National Development Plan 2018 - 2022 called "Pact for Colombia, Pact for Equity" (Gobierno de Colombia, 2019). The Ministry of Foreign Affairs, together with the Ministry of Environment and Sustainable Development, have created this strategy. This strategy was developed to strengthen the country's economic, environmental, and social development model. According to the Colombian government, this strategy is in line with the foundations of sustainable development and international trends, as the strategy promotes efficiency in the use of materials, water and energy, taking into account the resilience of ecosystems and the circular use of material flows (Gobierno de Colombia, 2019). This strategy is also one of the central pathways from the Colombian government to meet the following Green Growth goals: increasing the recycling rate, increasing new use of solid waste nationwide to 17.9%, and reducing greenhouse gases by 20% by the year 2030, all of this within the framework of the Paris Agreement (DNP, 2018; Gobierno de Colombia, 2019).

Based upon the agreements with the various regions and the productive sectors, the strategy sets out different public policy mechanisms, from which, the transformation towards the circular economy will be facilitated: (i) innovation in regulatory mechanisms that encourage companies and new ventures to change their production systems and overcome barriers to change, (ii) creating incentives that promote the transformation of industrial and agricultural systems through training and technical assistance, (iii) promoting the generation of research, innovation, and knowledge, (iv) establish international cooperation that facilitates the transfer of technology and experience from other countries, and (v) the development of an information system on circular economy to monitor the implementation of the strategy and measures the country's progress in the matter, based upon scientific-technical data and statistics (Gobierno de Colombia, 2019).

Examples of the types of instruments that constitute the incentives would be: technical assistance and support, credit with favourable conditions, seed capital-type economic support for ventures, tax incentives, and regulations (Gobierno de Colombia, 2019).

In this strategy, six sectors are emphasised, based upon the ecosystem of the Colombian economy: (i) industrial materials and products for mass consumption (ii) packaging materials and packaging; (iii) biomass; (iv) energy sources, (v) water; and (vi) construction materials (Gobierno de Colombia, 2019). For each one of these sectors, there are short and long-term goals and actions that drive actors towards innovation in their production and consumption models and will eventually turn them into circular models (Gobierno de Colombia, 2019). In the biomass sector, the efforts from this policy are aimed at business development of sustainable fertilizer production, bioenergy, articulate this in the productive chains, and create a dynamic between the supply and demand for these products (Gobierno de Colombia, 2019).

To stimulate investments in the circular economy in Colombia, the Ministry of Finance, together with the Ministry of Environment and Sustainable Development, will promote investments by impact funds with operations in Colombia, such as Acumen, Investor, among others (Gobierno de Colombia, 2019). Additionally, the Ministry of Finance and Bancóldex will promote and expand the installation of sustainable credit lines, and will create an initial capital fund for sustainable ventures (Gobierno de Colombia, 2019). In addition, existing certification programmes can be included, or new programmes can be developed that certify “zero waste” to companies, production chains, shopping centres, residential complexes, public institutions and universities (Gobierno de Colombia, 2019).

According to the strategy, the implementation of the Circular Economy Strategy requires a communication and citizen culture mechanism. This mechanism guarantees that society has a common objective in terms of efficiency in consumption and production models, with the participation of the public and private sectors (Gobierno de Colombia, 2019). In this regard, programmes that facilitate the participation of society must be implemented and strengthened. The Ministry of Education will help to bring the student population closer to the circular economy through pedagogical strategies such as environmental projects on both schools and universities. Significant efforts will be made with the support of UNEP, focusing on the styles of consumers' lives

through campaigns, eco-innovation contests, with the support of unions and businessmen, and impact measurements will be developed through opinion polls (Gobierno de Colombia, 2019).

As this Circular Economy Strategy was published a year ago, this strategy is still in development. However, there are some achievements by this strategy a year after initiating this. The National Pact for the Circular Economy in Colombia has been signed by 50 public and private actors, and also 16 regional pacts have been signed by more than 230 unions, academic institutions, city halls, governments, NGOs, waste pickers' organisations, and civil organisations. There were 19 regional pedagogy workshops in Circular Economy, with the attendance of more than 3,000 people and where more than 80 successful initiatives have been presented in the country. The first version of the Training Programme in Circular Economy aimed at public officials of the central and regional government (Bogotá - Cundinamarca) has been implemented, and more than 11,000 people are trained on the circular economy. And lastly, 7 successful initiatives in the line of energy sources and use and 12 successful initiatives in the line of water flows have been documented (Presidencia de la República, 2020).

Summary

The Colombian government has done efforts to minimize food losses and waste and to improve the food provision in the country over the past years. CISAN was introduced as the highest governing authority for Food and Nutrition Security. CISAN developed the National Food and Nutritional Safety Plan, yet this policy was more aimed at improving agricultural practices rather than food redistribution. The Zero Waste Programme was introduced, but this programme was aimed at reducing food losses at the production level rather than redistributing food. As for the current policies, only Law 301 of 2018 and the Circular Economy Strategy could directly affect food redistribution initiatives. Law 301 of 2018 is more focused on preventing food waste by obliging people and organisations in the supply chain to not destroy food that is fit for human consumption, and to donate this to non-profit initiatives that redistribute this food to the vulnerable population. On the other hand, the Circular Economy Strategy is more focused on business development for initiatives that among other sectors, have something to do with biomass.

Case studies

Control Ambiental

Control Ambiental is a compost company in Facatativá, 50 kilometres away from Bogotá, and was found in 1995 by three chemical engineers. It makes compost from organic residues that comes from the agricultural sector, restaurants, marketplaces, and school canteens. This compost is in turn sold to farmers. The slogan from Control Ambiental is: “We preserve the beauty of nature”. Since 2009 Control Ambiental also has a location in Lima, Peru with the same purpose (Control Ambiental, n.d.).

Founder characteristics

Co-founder X is one of the three founders of Control Ambiental. Before founding the company, he worked in production and process control. He also worked in a polyurethane foam factory, and he has done his thesis in a textile factory where he also worked. After that, he dedicated himself to Control Ambiental (Co-founder X Control Ambiental, interview, March 3, 2020). There was no information on the backgrounds of the other co-founders, as one of them may have experience in self-deployment.

Co-founder X studied chemical engineering at Universidad la Nacional. Universidad la Nacional ranks as the second-best university in the country according to the Quacquarelli Symonds (QS Top Universities, n.d.). Especially considering the technology and knowledge behind composting, the educational level seems to be important in this case. The other two co-founders studied chemical engineering as well (Control Ambiental, n.d.).

Infrastructure and Collaborations

Approximately, 1300-1400 tons of solid waste enters Control Ambiental per month, of which 60% is food waste (Co-founder X Control Ambiental, interview, March 3, 2020). The organic residues are sold for a low amount of money to Control Ambiental. This amount of money depends on the treatment, transport and nature of the waste, and the price varies from \$ 150 pesos per kilo to a maximum of \$ 250 pesos per kilo (Co-founder X Control Ambiental, interview, March 3, 2020). The organic waste originates from processes in production activities in the agro-industrial sectors, food and beverage production, food services in schools and companies, waste of marketplaces, and floriculture production. Co-founder X claims that the supply of organic waste is consistent (Co-founder X Control Ambiental, interview, April 8, 2020).

On the operational side, the composting technology is advanced compared to the compost companies in European countries:

Well, we have been visited by Europeans and they have seen the plant and they said that we are at 90% of the levels by which they operate in their countries; in Austria, Germany, the Netherlands, and France. (Co-founder X Control Ambiental, interview, March 3, 2020).

This advanced technology could have been progressed by the knowledge from the founders, as they have backgrounds in chemical engineering. As well, Co-founder X mentioned that they invest money in research in order to improve the process (Co-founder X Control Ambiental, interview, March 3, 2020). Its competition also copies its technology, but according to Co-founder X, they copy them poorly (Co-founder X Control Ambiental, interview, March 3, 2020).

Additionally, as Control Ambiental has partnerships with foreign compost companies, commercial agreements, universities, and associations (Co-founder X Control Ambiental, interview, April 8, 2020), this could have helped in advancing its technology by sharing the knowledge with these partners. The most important partnerships for Control Ambiental are as follows:

- **Compost Systems:** *“It is an Austrian company, with them we have a commercial association and we share knowledge, with them we propose technological options for waste use projects in Colombia, Peru, and Spain.”* (Co-founder X Control Ambiental, interview, April 8, 2020).
- **OP Compoplant:** *“It is a company from Poland, we have agreements in place for the design of organic waste utilization plants in Colombia, Peru and Spain. In addition to other initiatives in Latin America.”* (Co-founder X Control Ambiental, interview, April 8, 2020).
- **Agricultural Products and Bioinsumes - PABI:** *“Commercial agreement for the distribution of organic fertilizer in the centre of the country (Cundinamarca, Boyacá, Santander, Tolima, Huila, and Caquetá).”* (Co-founder X Control Ambiental, interview, April 8, 2020).
- **RO Agrof:** *“Commercial agreement for the distribution of organic fertilizer in the eastern plains (Meta, Casanare, Arauca and Vichada).”* (Co-founder X Control Ambiental, interview, April 8, 2020).
- **ES Redescar:** *“We participate in the partnership programme between companies, UNIANDES and CAR, within the initiative of Industrial Symbiosis.”* (Co-founder X Control Ambiental, interview, April 8, 2020).
- **Compañía de las Obras:** *“Informal association of companies to help us maintain their ideals and common good objectives for stakeholders (collaborators, suppliers, clients, environmental authorities, territorial entities of the state, schools, organisations and the like).”* (Co-founder X Control Ambiental, interview, April 8, 2020).

Control Ambiental also collaborates with its retailer, with whom it tries to improve its working conditions with periodic audits:

“There are shared collaboration relationships, in order to strengthen our retailers with criteria regarding collaborators and the promotion of good working conditions. Periodic audits are carried out by the Head of HSEQ, to verify criteria such as care for the worker, safety and hygiene measures at work and environmental protection considering the associated environmental aspects and the applicable legal requirements.” (Co-founder X Control Ambiental, interview, April 8, 2020).

Control Ambiental tries to do more for its retailers than just doing a transaction, by promoting good working conditions and the environmental aspects and overseeing this with periodic audits. It cannot be stated whether this improves the relationship with the retailer, although this shows that it helps its retailer with these sustainability aspects.

Economic viability

Control Ambiental is a for-profit initiative and therefore its funding relies on the sales of its product. However, Co-founder X mentioned:

“Let’s say that service prices and others are very difficult to sustain, we have to work hard on improvements and research to be able to sustain and help the process.”(Co-founder X Control Ambiental, interview, March 3, 2020)

Therefore it seems that the costs are high, and Control Ambiental has to work hard to be able to sustain its operations. This does not affect the outcome, as its margin increases by 5-6% annually and it exist for 25 years (Co-founder X Control Ambiental, interview, March 3, 2020).

As for resources, Control Ambiental does not have volunteers, but it does have interns from SENA¹ (Co-founder X Control Ambiental, interview, March 3, 2020). Interns often do not involve long-term contracts and the participation is based upon learning experiences rather than contributing to a societal goal. Therefore the volunteering interns do not increase the engagement and volunteering support from Control Ambiental. Control Ambiental does have 36 employees, and according to Co-founder X (interview, May 3, 2020) it tries its best to keep the staff:

“because we generate stable jobs, there are people here who are working for 23, 15, or 8 years with us.” (Co-founder X Control Ambiental, interview, March 3, 2020)

Control Ambiental owns a plant and specialized vehicles for work in the plant and for the transport of the waste (Control Ambiental, n.d.). Also, Co-founder X mentioned that it spends money on knowledge and research in order to improve its product and impact on the environment (Co-founder X Control Ambiental, interview, April 8, 2020). This also reflects its resources in terms of capital investments.

In order to market themselves, Control Ambiental uses several ICT channels, as it has a website, Youtube and Facebook (Control Ambiental, n.d; Control Ambiental de Colombia, 2017a; Control Ambiental de Colombia, 2017b). On its website, it claims to have a Twitter page, but when clicking on the link the user account does not exist and the company cannot be found by its name (Control Ambiental, n.d.). Its last Facebook post was posted 2 years ago (Control Ambiental de

¹ SENA is a public institute with training programs for the Colombian labor force, such as administration, agriculture, architecture, construction, design, electricity, electronics, mechanics, and technology. It is an initiative from the Colombian government to develop education and employment (SENA, n.d.)

Colombia, 2017a), and the last video it put online on Youtube was posted 2 years ago in the same week (Control Ambiental de Colombia, 2017b).

It seems that Control Ambiental does not use ICT as much, even though it does have the channels. This is confirmed by Co-founder X :

“We are starting to improve that, we have neglected it. They know us more by word of mouth. We are improving social networking.” (Co-founder X Control Ambiental, interview, March 3, 2020)

As for competition, Control Ambiental does not seem to worry about the competition in the compost industry:

“We have always been pioneers in technology and processes, even here in Colombia there is an international composting congress and a lot of competition comes to visit us. They copy us, of course. We always say that if they are going to copy us, they have to do it well, but they copy poorly and put anything into the composting process. We have understood that knowledge costs money, if I want to do things well I must pay for knowledge. Then I think there is more to be done, I don't earn as much for a time, but I make an effort. But I am going to provide a solution that does not have such a strong impact on the environment.” (Co-founder X Control Ambiental, interview, March 3, 2020).

There is competition for Control Ambiental, and they copy Control Ambiental, but do it poorly. From this, it seems that Control Ambiental is more advanced than its competitors in terms of technology in the composting process. Control Ambiental also invests in developing its technology in favour of the environment, instead of catching up with the competition. But at the same time, in order to stay ahead of the competition, it will have to continue improving its operations, which it is doing.

Government

According to Co-founder X, there are rules considering composting, but these are very general (Co-founder X Control Ambiental, interview, May 3, 2020). Co-founder X claims that some of its clients decided to hire Control Ambiental to treat their waste because of the law, although more of its clients seem to do it to improve their environmental impact:

“Some hire us because of the law, because they force them; however, the vast majority are by their own initiative, since they want to improve their environmental indicators. They have indicator reporting systems and one of the important indicators is the issue of waste management, such as lowering the carbon footprint, so it is important for them.” (Co-founder X Control Ambiental, interview, March 3, 2020).

According to Co-founder X, there is a lack of regulation to ensure the final level of the composting process. The monitoring is done by CAR (Regional Autonomous Corporation), by giving them a

license for their activities (Co-founder X Control Ambiental, interview, March 3, 2020). But CAR does not visit that often:

“More monitoring and control is necessary, the authority has not visited us since 2018, and the previous time was in 2014 and for them to come we had to insist. So there should be more regular monitoring systems and reporting systems.”(Co-founder X Control Ambiental, interview, May 3, 2020).

Additionally, the times CAR visited it did not investigate all aspects:

“It is important that there is a better follow-up, that there are reports on what processes I am doing, how much enters, what I produce and they do not ask for any of that.” (Co-founder X Control Ambiental, interview, May 3, 2020).

On the policy level, the separation of organic waste on a consumer level is not promoted by the government, which in turn goes to landfill instead of a compost company:

“There are no consistent government policies that promote separating waste in the waste utilization processes, starting with the separation at the consumer level. Therefore, this fraction ends up in landfills. At the state level, it is important to generate the infrastructure to absorb this type of behaviour at the consumer level.” (Co-founder X Control Ambiental, interview, May 3, 2020).

The current policies do not support consumers to separate their organic waste, leading to waste of organic waste which could have been used for compost. Additionally, the Colombian government has policies that promote organic waste going to landfill:

“There are regulatory issues too, there are cases where companies are paid to dispose of the filler. It is paradoxical that currently it is more beneficial to take the landfill than to another alternative.” (Co-founder X Control Ambiental, interview, March 3, 2020).

Therefore, seemingly there are policies encouraging companies to waste their organic waste and no policies to encourage consumers to separate their organic waste.

As Co-founder X points out, consumers are not very educated and aware of the issue of food waste, and presses the government to educate consumers and raise awareness:

The problem is that people say ‘why do I separate?’ If in the end the trash collecting vehicle comes and mixes everything, this is one of the problems. So, one can do things by morality; it is good to separate, not to contaminate. Or by law, because there is a law that obliges me, I get a fine if I mix, as in Europe where the fine is 80 euros then I do not I do, or by culture, where people are educated. At the state level, it is

important to generate the infrastructure to absorb this type of cultural laws or behaviour. (Co-founder X Control Ambiental, interview, March 3, 2020).

Success

Control Ambiental has 36 employees in its business, including the founders. Additionally, it has 5 contractors for the transport service (Co-founder X Control Ambiental, interview, March 3, 2020). Thus, in total there are 41 people working for Control Ambiental. As mentioned before, Control Ambiental does not have volunteers but interns from SENA. These do not count as volunteers, as they do this as a learning experience for themselves and not to support the company or the greater good. Control Ambiental was founded in 1995 (Control Ambiental, n.d.), thus it exists for 25 years. The margin on sales is approximately 5-6% since 2015 (Co-founder X Control Ambiental, interview, March 3, 2020). The company did not want to share its firm earnings in numbers.

Thus, objectively it seems that Control Ambiental is doing well. This corresponds with how Co-founder X thinks of Control Ambiental, as on a scale from 1 to 7, Co-founder X scores Control Ambiental's success a 6,5. This is because its business is standing, and the co-founders have always fought for their business (Co-founder X Control Ambiental, interview, March 3, 2020).

Control Ambiental is a for-profit business, which could mean that profit is an important characteristic for success. Co-founder X explained that to him, success means you have a good salary for your employees so they can have good well-being:

“If you ask a worker why they work here, they understand that they are participating in the construction of a solution that generates good for society, for them and their families. So we try not to pay the minimum wage, but a little more. If there are profits, we want some of the profits to reach them. So it is understood that participating in a job generates benefits for my home; I can access credit because I have a good salary, I can educate my children better, I can access recreation plans. This is what they call a state of well-being and this is what the company generates with the group of 36 families that relate to us. Where the father has a good quality of life, this is a reasonable workday, from 6:30 am to 4 pm, every 3 Saturdays they do not work. Then, they can have time to share with their families.” (Co-founder X Control Ambiental, interview, March 3, 2020)

Secondly, Co-founder X mentioned the positive impact on the environment as a measure of success:

“And the other thing, when we asked ourselves the question of why we were doing this we said to treat waste but the ideal now is to conserve something that we have received. We have received a world with a nature that is full of beauty, and now we are giving back some beauty to that nature. I can give you back a residue that is pollution or I give you something that is going to give you more life, that's why our slogan “we keep the beauty of nature” is oriented towards that.” (Co-founder X Control Ambiental, interview, March 3, 2020)

Good financial well-being for the employees and a positive impact on the environment seem to be measures of success to Control Ambiental. Profit can be seen as an important factor of success to Control Ambiental, but rather in the form of well-being for its employees instead of profits that can be used for the growth of the company.

This can also be seen in its collaborations, in how it exchanges knowledge and how it tries to influence others to set good working conditions for its employees. As well in how it tries to improve its operations not just to be more efficient, but also to benefit the environment.

Eat 'N Save

Eat 'N Save is an application in Bogotá that serves as a platform between restaurants or stores with leftover food and consumers who want food for a lower price. The idea of the application originated in 2017, after Founder Y watched a TV programme about Too Good to Go, a similar application in Europe. However, the app is not launched yet and Founder Y could not tell when it would be launched (Founder Y, interview, March 10, 2020). Whilst the application was founded by three people, Founder Y took a central role in its development:

“I was the one who assembled the team, I brought the idea. And without detracting from my team, it can be said that I am the leader in terms of procedures, legal issues, going to ministries, requesting permits. Although we all work on it, there has been leadership on my part in giving direction and the step by step of how everything should be to get to where we have arrived today.” (Founder Y, interview, March 10, 2020).

Founder Characteristics

Founder Y worked at a power generation company on the Pacific coast. After that, he started a boat maintenance service company with his brother in Cartagena. This was a successful business, but he quit after he had conflicts with his brother. Sequentially, he became a stockbroker and after that, he became an investment tax advisor for high-net-worth clients and wealthy companies. As he found out that working for others was not his strength, he started Eat 'N Save in 2017. Currently, he is working as a manager in a coal mining company which is owned by his father (Founder Y, interview, March 10, 2020).

Founder Y studied finance and international relations at Universidad Externado in Bogotá (Founder Y, interview, March 10, 2020), with the university being placed as the fourth best university in Colombia according to the Quacquarelli Symonds (QS Top Universities, n.d.).

Infrastructure

In the words of Founder Y, the application works as follows:

“For example, restaurant X has a surplus of production that generates expense by wasting it. My proposal is that you don't throw it away, but sell it through us with a discount so that people are motivated to buy it. In this way you do not spend money on waste management, you recover part of the sales margin by selling it for very little. You win if you gave it away since you stop spending on waste management, if you sell it very cheap then you earn additional. Your brand is valued by supporting green projects, you do good to the environment and you demonstrate to your customers that the food you sell is fresh. Additionally, we do not have a contractual relationship with the suppliers, if you sell this it is fine. And if nothing happens, since there is no monthly order or registration, then this is fine too.” (Founder Y, interview, March 10, 2020).

Eat 'N Save is the intermediary between the restaurants with leftover food and consumers who want fresh food for a low price, where the consumers can contact the restaurants and make a transaction. Eat 'N Save charges the restaurant for this service (Founder Y, interview, March 10, 2020).

However, the relationships with the restaurants can be difficult as they are reluctant to share information:

“When we do the market study on how much food they cannot sell, when they produce and so on, they feel attacked thinking that we are going to judge or fine them in some way, so they are very reserved with that information. and they are like “no, here we do not throw anything” but it is impossible that they do not have surpluses.” (Founder Y, interview, March 10, 2020).

At the other hand, Founder Y claims that many restaurants and partnerships are interested in helping the initiative for free:

“Today these topics interest everyone, everyone wants to take advantage of this in one way or another. So we have allied strategies, there are different gastronomy clusters, restaurants and others that have already told us that they would help us for free.” (Founder Y, interview, March 10, 2020).

Additionally, Eat 'N Save has the support of Think Eat Save, which is one of the largest companies in the world of the United Nations Environment Programme Food section environment. Think Eat Save supports Eat 'N Save by giving information, images and articles. Think Eat Save does not provide financial support.

Economic viability

In terms of resources, aside from Founder Y, there are currently two people in government and international relations, one chef and another person works in public affairs, advising the clients and the ministry.

As Eat 'N Save has not launched yet, there are no results yet on its economic performance. Yet, Founder Y was able to make an estimation on its future profit:

“As for profits, I do not have the exact figures and I do not remember it perfectly, however I remember that the IRR is 34%, which shows that it is a pretty good business because everyone wins and I do not lose anything if I do not sell”. (Founder Y, interview, March 10, 2020).

In terms of collaborations, Eat 'N Save hired the wrong people that cost the initiative substantial time and money. According to Founder Y, this is the reason why the application has not launched yet. The first people it hired did not deliver good work, which cost money and time:

“None of us are software developers or anything like that, that's why we had to hire and outsource that, and twice we have found people with ethic shortages that have robbed us of money and time. The first case was a year of lost work, wherein three months they were supposed to turn in the work and it was not functional at all, it did not work. The first instalment was something made in Paint and PowerPoint, absurd. After a year, we decided to stop working with them.” (Founder Y, interview, March 10, 2020).

After this, Eat ‘N Save hired a better person to develop its application. However, this was also difficult as the previous team sabotaged him. This made Eat ‘N Save resort to hiring a more expensive team:

“After this we hired a very good person who was from the founders of EPay, a payment platform like PayU, and it was very good. When he started working on the issue and he replaced the first team we had hired, they began to sabotage the code. This endured for two and a half years with these problems and we understood that the need was to find someone very good. A colleague of mine has a native mobile application to book Soccer pitches via the cell phone, and he recommended his team, which is much more expensive but more reliable.” (Founder Y, interview, March 10, 2020).

Also, a competitor from France launched a similar application in Colombia after asking Founder Y for information on Colombia. This pushed Eat ‘N Save to create a native application instead of a web application, which is more costly:

“Initially we were going to launch with a web app, test it, make a good investment and see that it works. However, a person from France came, whom I do not like him much because he did market research and asked me about Colombia since he supposedly wanted to launch an application to share vehicles. But after six months he launched an initiative equal to ours. Then it did not seem ethical, but it helped me to make decisions and not have a web app but a native application as it should be. This cost us six times more but I think it is the path that had to be taken from the beginning. When working as a team this happens, the decision was made between the 3 of us and was paid in equal parts.” (Founder Y, interview, March 10, 2020).

Aside from the French competitor, there is more competition for Eat ‘N Save. Founder Y mentions that there was not much competition at first, since the competitors were composting companies and the Food Bank. It did not consider them as competition as they only saved 10% of the food waste (Founder Y, interview, March 10, 2020). However, nowadays there are more initiatives similar to Eat ‘N Save:

“Today there is Heroes’ Food which is another initiative like ours with the added value that the consumer can programme his dish. There is the initiative of the French guy, they sell a surprise box and the company puts the surplus in there but you do not know what they will put in it. These are the ones that are in Colombia for now that are similar to ours. Olio, also in Colombia, is not very functional and their

relationship with the user is flawed, so I see that this is not easy to manage.” (Founder Y, interview, March 10, 2020).

Although there is competition, Founder Y does not see this as a threat. He claims that competition is good, as it makes you grow. And time will tell who will stay in the business (Founder Y, interview, March 10, 2020).

As for marketing, Eat 'N Save has contact with television networks, newspapers and radio stations. Examples are articles in *Semana*, *Portfolio*, *Dineron* and airtime on *Blue Radio* and *Caracol Radio*. These appearances gave a lot of attention according to Founder Y (Founder Y, interview, March 10, 2020). Eat 'N Save also won a prize for one of the five best startups of the country in 2018 by *Chivas-Venture Global Final* (Founder Y, interview, March 10, 2020). Eat 'N Save uses social networks as well. Eat 'N Save has Facebook (Eat 'N Save, n.d.-a) and an Instagram account (Eat 'N Save, n.d.-b). The last post on Facebook was August 2019 and the last Instagram post was on September 2019, thus these ICT platforms are still in use by Eat 'N Save. However, the website from Eat 'N Save is not operating (Eat 'N Save, n.d.-c), and the application itself has not launched yet. Founder Y claims that the initiative has communication channels for reviews, comments and complaints since the public opinion is the most important thing to grow (Founder Y, interview, March 10, 2020). However, as the application and website are not functioning, these communication channels are through Facebook and Instagram at this time.

Government

The government does not seem to affect Eat 'N Save:

“My initiative is not affected by the government, in fact, they issued a decree last year where it is prohibited to throw away food, although it does not work clearly. This happens since it is cheaper to throw it away.” (Founder Y, interview, March 10, 2020).

Thus, because of the lack of clarity of this law this does not have any effect on Eat 'N Save.

Founder Y also mentioned how he and his team asked the government to be part of its ICT programmes, but were not accepted because of bureaucracy problems:

“We have approached them to ask for support in communications and the help has not been much. We wanted to be part of one of the programmes of the Ministry of ICT and they have not wanted to accept us due to silly problems of bureaucracy, as in, in our team there is not a developer and for them this is an obstacle.” (Founder Y, interview, March 10, 2020).

All in all, it seems that the Colombian government does not seem to help Eat 'N Save, but also does not form problems for them.

Education & Awareness Consumers

Founder Y does not regard the consumer to be educated on the issue of food waste (Founder Y, interview, March 10, 2020). The biggest challenge Eat 'N Save has is to make the consumer understand that they are not dealing with food waste, expired food, damaged food, or leftover food from another person's plate.(Founder Y, interview, March 10, 2020). It also does not seem to be socially acceptable to take food leftovers home from a restaurant:

“People are sad to take food from a restaurant to their house for the “what will they say”.” (Founder Y, interview, March 10, 2020).

Founder Y compares the Colombian discourse in redistributing food to Europe:

“The main difference is that the discourse with which it is sold in Europe is environmental, here the discourse is economic; So here you are going to save money, while there you are going to help the environment, and from there everything is different, the consumer is different, the form of advertising is different and so on.” (Founder Y, interview, March 10, 2020).

Thus, in Colombia people care more about the economic benefits from food redistribution, while in Europe people tend to care more about the environmental benefits.

Success

Eat 'N Save consists of 5 people, and the initiative has existed for 3 years. However, as the application itself has not launched yet, the company is not operating and does not make any profits yet. Thus, this initiative can not be considered objectively successful at present as it has yet to start.

On a scale from 1 to 7, where 1 is not successful at all and 7 is very successful, Founder Y rates Eat 'N Save a 7. This is because he perceives this success on a personal level:

“We were selected as 1 of the 5 best ventures in the country in 2018. We were in the most important media, including magazines and radio stations with the most audience in the country. Too Good to Go contacted us, from Mexico and Peru to take Eat and Save there. We have the support of the world's largest campaign “Think Eat Save” of the United Nations Unit for the Environment which is no small thing. So, on a personal level, it is clearly a success.” (Founder Y, interview, March 10, 2020).

So it seems that the prizes, visibility in the media and collaborations are important to Founder Y in terms of personal success. At the same time, Founder Y claims that he cannot define success in terms of business as Eat 'N Save has not launched yet and there are no profits yet:

“At a business level, I still cannot define it because we have not gone to the market, and the success of a company consists of its profits and we still do not have sales, so it is not possible to measure it.” (Founder Y, interview, March 10, 2020).

Thus, profits are an important measure of success to Founder Y. It is interesting that Founder Y rates Eat ‘N Save as very successful, as the initiative has had a lot of attention with the idea but has not really accomplished anything yet regarding saving food waste or profits. This is in contrast with the objective measures of success, as the size and duration are very small and there are no profits yet, so this would not be seen as something very successful. Founder Y does think Eat ‘N Save has a lot of potential (Founder Y, interview, March 10, 2020), and perhaps his vision of personal success is related to the business’ potential rather than to its achievements.

This view of Founder Y in believing in the business’ potential can be seen in how he perceives competition, as there is quite some competition with similar initiatives but he sees it as a way to help the business improve instead of a threat.

The visibility in the media was also recalled multiple times in the interview, as how it helped Eat ‘N Save to attract collaborations and consumers. However, this could be more seen as a factor to success rather than a characteristic of success in this light.

Banco de Alimentos Bogotá

Banco de Alimentos is the only food bank located in Bogotá, in the neighbourhood Cundinamarca, which lies in the centre of the city. It was founded in 2000 by Founder Z, who is a priest. Banco de Alimentos was founded “to respond to the urgent call that Pope John Paul II made to humanity in the Apostolic Letter “Novo Millenio Ineunte”” (Banco de Alimentos, n.d.-a). It was inspired by food banks in Mexico, and decided to create something alike in order to help those in need (Founder Z, interview, March 11, 2020). Its mission is as follows:

“Unite the Academics, the Private and Public Sector, with Non-Profit organisations to serve vulnerable populations by collecting, selecting and distributing food, goods and services, donated or purchased. Generate synergies to deliver them with responsibility and charity, improving the quality of life of the beneficiaries.” (Banco de Alimentos, n.d.-a)

Founder Characteristics

Founder Z went to secondary and high school, and after that he went to a parish to become a priest. He has been in several parishes, including Monserrate and the Guadalupe hill. He is currently in San Ricardo Pampuri and he will be there for eight years. In Suba Tibabuyes he spent 11 years working as a priest (Founder Z, interview, March 11, 2020).

The background of Founder Z partly explains his involvement in this initiative, as he considers helping the poor and vulnerable people part of his job as a priest.

Infrastructure

The food bank operates as follows: food or non-food goods and charitable donations are received by donors at the foodbank. Then this will be selected for its appropriate use, especially as the donated food can be expired or damaged in transport. After selection, the products will be stored in the warehouse. And eventually the products will be donated to beneficiary organisations in Bogotá and nearby municipalities. Examples of beneficiaries are kindergartens, elderly homes, boarding schools, addiction centres and disabled centres. In order to apply to become a beneficiary, an organisation needs to be legally constituted, be a non-profit entity and serve the vulnerable population in Bogotá (Banco de Alimentos, n.d.-a)

Currently, Banco de Alimentos has 1059 beneficiary organisations and has fed 307.427 people. Banco de Alimentos has 120 employees and 5510 volunteers. Banco de Alimentos has 1100 donors and a total 4.619.464 kilos of products has entered its warehouse so far (Banco de Alimentos, n.d.-a). About 5% of the products that enter are lost due to the expiration or damaging of the products (Founder Z, interview, March 11, 2020).

The food that is eventually given to the vulnerable populations, and is also partly bought by Banco de Alimentos as the donated food often consists of snacks:

“We also buy food. Last year 42% of all the products we delivered to the beneficiaries were bought ourselves and 58% of all the products we delivered were donated. When I say that we receive 58%, we are talking about kilos, but many of the kilos we receive as a donation we do not despise, we appreciate them with love, but many times they are biscuits, they are sweet, they are snacks. But they don't give me rice, peas, lentils, or beans. They donate to me, but I don't have enough from what they donate, I have to go out and buy milk. I buy salt, sugar, panela, cheese and other products.” (Founder Z, interview, March 11, 2020)

Banco de Alimentos uses a website, Facebook, Twitter, Youtube and Instagram. These social networks are used often, as the Facebook and Instagram pages had its last post on April 21, 2020, Twitter had its last post on April 6, 2020, and the last video uploaded on Youtube was on April 18, 2020, while the date this was checked was on April 22, 2020 (Banco de Alimentos, n.d.-a; Banco de Alimentos, n.d.-b; Banco de Alimentos, n.d.-c; Banco de Alimentos, n.d.-d; Banco de Alimentos de Bogotá, n.d.).

Founder Z appreciates social media, as it helps to reach donors, but it is also very expensive (Founder Z, interview, March 11, 2020). Founder Z also mentions other drawbacks from social media usage:

“Having a community manager and having more people on those social networks can be very important, but also very risky. Because nowadays any expression or any comment that goes viral can come against you in a very unpleasant way. Building a connection with the people with whom we would like to is very difficult, because sometimes it has to be an experience to come here and see what we are doing so that they can understand.” (Founder Z, interview, March 11, 2020)

Thus, going viral negatively and missing out on the experience of visiting the food bank are some drawbacks from ICT mediation.

Economic viability

For funding, Banco de Alimentos depends on donations as it is a non-profit organisation:

“I depend on many who help us and who are my clients. But I also depend on the organisations, as they are helping us to have the financial muscle to be able to operate with this freedom.” (Founder Z, interview, March 11, 2020)

One of its most important donors is Corabastos, which is the biggest supply corporation in Bogotá:

“What helps us is saving products in the Bogota supply corporation (Corabastos). Corabastos moves around 12,000 to 16,000 tons each day, and much of what is moved sometimes is not saved due to lack of care.” (Founder Z, interview, March 11, 2020)

Also, Banco de Alimentos has many collaborations with various organisations. It collaborates with Colombian banks (Banco de Bogotá, Bancolombia, Davivienda, etc) in order for donors to transfer money through these banks, but these banks also serve as donors (Banco de Alimentos, n.d.-a). As

mentioned before, Banco de Alimentos has collaborations with 1100 donors. Its donors consist of chain restaurants (Tostao, Oma, Crepes & Waffles, Hornitos, Subway, etc), food brands (Alpina, Kellogg's, Postobon, Pepsico, etc), big consumer organisations (Unilever, Nutresa), big supermarkets (Olimpica, Éxito, D1, etc) and many more (Banco de Alimentos, n.d.-a). Banco de Alimentos also collaborates with the government and universities, offering internships and projects to students (Banco de Alimentos, n.d.-a).

Banco de Alimentos buys its products in large volumes, so it can achieve high-volume prices. This helps to lower costs (Founder Z, interview, March 11, 2020). However, according to Founder Z the costs are still very high:

“It is very big, but doing all this well is very expensive. At the end of the day, it is expensive, it is not so simple because we have not tried to generate profits. Although I am from the culture that we have to save to think about continuing to grow. It is non-profit, I do not have shareholders, I do not have to give the archdiocese of Bogotá a part of my profits. Also, I am continually telling the story that the bank exists and that we need support.” (Founder Z, interview, March 11, 2020)

Founder Z claims that the high costs of maintaining a food bank is also the main reason why there are no other food banks in Bogotá (Founder Z, interview, March 11, 2020). Thus, Banco de Alimentos does not have competition from other food banks, but Founder Z considers other businesses as competition:

“There are many who want to sell cheap food. We are not alone in this. What we are doing can be used by other people to have a tax benefit, which can cause them to set up other parallel businesses. Arturo Calle has a phrase that I repeat with some frequency, but I respect the authorship, and it is that he says: I know people who also know how to make clothes, but since I do it, there are no others.” (Founder Z, interview, March 11, 2020)

Thus, there is competition but it does not seem to be high.

As for financial capital, Banco de Alimentos has a large warehouse to store the products which it recently expanded. This is bought with the savings it made from its operations (Founder Z, interview, March 11, 2020):

“As we advanced, we wanted to think about having a new place where it had 411 metres to the base, 670 metres in total and this was 4500 metres in total. We just bought another 600 metres in the back.” (Founder Z, interview, March 11, 2020)

Even though this initiative is non-profit, this does help to store more products which can be delivered to more people in need.

Government

Founder Z claims Banco de Alimentos is doing everything in line with the current regulations that may affect them, which are as follows:

“We do everything according to the regulations. I believe that we comply to regulations with everything that has to do with public health, with occupational health and safety systems where companies take care of their personnel and implement resources for their employees, further strengthen companies.” (Founder Z, interview, March 11, 2020)

Founder Z also mentions a new law, law 201 of 2018 which is a law against food waste. He believes this will help to take steps forward for the involvement of the state (Founder Z, interview, March 11, 2020). However, he also mentions that it is still more profitable to destroy food than donating it (Founder Z, interview, March 11, 2020).

Banco de Alimentos has a special tax benefit with the Colombian legislation, which gives the companies that donate a tax benefit (Founder Z, interview, March 11, 2020). Aside from this, Founder Z mentions several times that the government is not doing much and it does not affect Banco de Alimentos (Founder Z, interview, March 11, 2020). He thinks the government needs to do more, but the bureaucracy prevents them from doing this:

“It would be a great idea if the government participates more and we will go there one day. What happens is that here in public policies, for school meals and care for the elderly there are still very large amounts of money that the State has to put in to help. Many politicians have gigantic bureaucracies that ultimately prevent what they have to deliver from being delivered.” (Founder Z, interview, March 11, 2020)

Consumer Education & Awareness

Founder Z claims that people are not sufficiently informed and that they are not aware of this issue:

“Our people still don't have consciousness. But I believe that we are supporting people and people that like to help.” (Founder Z, interview, March 11, 2020)

He also mentioned that people think that sharing food will damage the economy, while he thinks the economy is not damaged when this food is shared with the vulnerable people (Founder Z, interview, March 11, 2020). Additionally, he mentioned that people tend to throw away leftover food that still can be eaten (Founder Z, interview, March 11, 2020). This shows the lack of awareness of this subject.

Success

Banco de Alimentos has existed for 20 years and has 120 employees and 5510 volunteers (Founder Z, interview, March 11, 2020). Thus, it seems that it has a long duration and a lot of support.

However, on a scale from 1 to 7, where 1 is not successful at all and 7 is very successful,

Founder Z rates Banco de Alimentos a 5. This is because he thinks it could have had more money donated by the banks:

“I mean, yes, we have been successful. I give us a five because with 20 years we could have been able to have committed more when you see that our banks earned all the trillions of pesos last year, and when we knocked on their door they tell us that they have no money.” (Founder Z, interview, March 11, 2020)

Thus, funding seems important to him. What also makes an initiative successful according to Founder Z, is the help of God (Founder Z, interview, March 11, 2020). This makes sense, as he is a priest and he found this initiative as a response to an Apostolic Letter from Pope Juan Pablo II. Also, Christian morals such as doing good for others and taking care of the vulnerable people from society are reflected in this charity. This can also be seen in the other thing Founder Z mentioned as what makes an initiative successful, namely helping the people who cannot help themselves (Founder Z, interview, March 11, 2020).

Lastly, Founder Z mentions the people working for Banco de Alimentos and the donors:

“I think our story has a lot of people behind it who want to help with what they can, transforming our products and give the vulnerable as many as they need. So I think we have made a virtuous chain where many of us come together and we are well represented. I love donors very much and I love who give food to the neediest people, surely those who do this love those who donate to the bank and love the bank.” (Founder Z, interview, March 11, 2020)

This is in line with the importance of the donors, as the funding of Banco de Alimentos completely relies on donors. As well as volunteers and employees, since the bank has 120 employees and 5510 volunteers. So these subjective characteristics of success are similar to the objective measures of success.

This makes it more interesting that Founder Z scores the initiative’s success a 5, which is “a bit successful”, as what he thinks makes an initiative successful is already successful in Banco de Alimentos.

Case study comparison

In this chapter, case studies are compared that were outlined in the previous section. The findings from the analysis of the case studies and from the policy analysis will be analysed in relation to each other. Additionally, the results from the case studies are outlined in Table 4, offering a comparative overview.

Case studies and policy analysis

The current governmental policies seem to affect each of the cases differently. Law 301 of 2018 creates a tax benefit for companies to donate food that is suitable for human consumption to non-profit organisations with the function of collecting food to distribute this freely to cover the needs of the people. This suits Banco de Alimentos, as it is a non-profit food bank that distributes food to marginalized groups. Banco de Alimentos is aware of this, as Founder Z mentioned this tax benefit in the interview. As Eat 'N Save is a for-profit business, this law does not apply to this initiative. Also, processed food cannot be donated according to this law, which means that restaurants cannot donate leftover food. As Eat 'N Save works with restaurants, this is another reason why this law does not apply to this initiative. Control Ambiental is for-profit and it mostly uses food that is not fit for human consumption, and it does not redistribute this for human consumption. For these reasons, it also does not apply to this law. This law aims to prevent food waste by prohibiting throwing away food that is still suitable for human consumption, but all three founders mention that with the current policies, it is cheaper to throw away food to a landfill than finding an alternative. It seems that law 301 of 2018 does not function well, as food is still thrown away while this law prohibits this.

The Circular Economy Strategy aims to create incentives in order to promote circular business models. Examples of incentives are technical assistance and support, credit with favourable conditions, seed capital-type economic support for ventures, tax incentives, and regulations (Gobierno de Colombia, 2019). Existing certification programmes can be included, or new programmes can be developed that certify “zero waste” to companies (Gobierno de Colombia, 2019). One of the sectors on which this strategy focuses is biomass. The efforts in the biomass sector are aimed at business development of sustainable fertilizer production and bioenergy (Gobierno de Colombia, 2019). As Control Ambiental creates fertilizer out of thrown away food, it applies for this policy. Neither Eat 'N Save nor Banco de Alimentos apply for this policy as they redistribute the food for human consumption and do not turn it into biomass. Co-Founder X did not mention anything from this strategy, thus did not seem to be aware of this. This is an interesting notion, as this shows that this strategy does not reach the initiatives that apply for this strategy. A reason could be that the current government incentives are aimed at helping new initiatives to start with economic support and technical assistance, this may not be helpful to Control Ambiental. This is because it already is economically viable, exists for 20 years and does a lot of technological research itself. However, as this strategy was created a year ago and is still developing, this could become more beneficial to Control Ambiental in the future. Yet, currently this strategy seems to aim to develop new circular biomass businesses rather than helping the existing circular biomass businesses.

Comparison

The results are listed in Table 4 comparing the results from the case studies. Banco de Alimentos is objectively considered most successful, followed by Control Ambiental. Eat 'N Save is not as objectively successful compared to Banco de Alimentos and Control Ambiental, but has also not started yet as its mobile application is yet to launch. Collaborations seem to be important in all cases, as they helped Control Ambiental to gain knowledge on composting technology which helped them innovate and to stay ahead of its competition. For Banco de Alimentos the collaborations seem to be important as they ensure donations from the collaborating companies. And for Eat 'N Save, a wrong collaboration cost this initiative time and money and for this reason its mobile application has not yet launched. Low competition also seems to be an important factor to success, as both Banco de Alimentos and Control Ambiental do not have much competition while Eat 'N Save seems to have more competition. Other success factors that were present in both Banco de Alimentos and Control Ambiental were relationships with retailers, long-term funding, resources, capital investments and supply and demand.

It was difficult to compare the infrastructures from the cases, as these were very different among them. Therefore a conclusion can not be drawn from this comparison. And surprisingly, the founder characteristics, ICT mediation, policies, laws and regulations, law enforcement and education and awareness did not seem to impact the initiative's success.

The Circular Economy Strategy could positively impact Control Ambiental, yet Co-Founder X is not aware of this strategy and its impact.

Table 4. Comparison table.

Category	Control Ambiental	Eat 'N Save	Banco de Alimentos
Founder characteristics	Co-Founder X has the highest education and relevant work experience but no self-employment experience	Founder Y has done credible education and has self-employment experience	Founder Z has done no education and does not have relevant work experience as he is a priest
Infrastructure	Processing and distributing seems to be well established	It is not known yet how the infrastructure will function as the application is not launched yet	Processing and distributing seems to be well established
Collaborations	Control Ambiental has partnerships with foreign compost companies, commercial agreements, universities and associations.	Founder Y claims that many restaurants and partnerships are interested in helping Eat 'N Save for free. However, Eat 'N Save has hired the wrong people that cost the initiative a lot of time and money	Banco de Alimentos has over 1100 collaborations with various organisations and donors.
Relationships retailer	Control Ambiental also collaborates with its retailer, with whom it tries to improve its working conditions for its workers with periodic audits	The relationships with the restaurants can be difficult as they are reserved in sharing information on where their leftover food goes. But Eat 'N Save does not really have relationships yet with the retailers as the application is not yet launched	Banco de Alimentos' retailers are its donors, with whom the initiative has many collaborations
Long-term funding	As it is a for-profit initiative, the funding relies on the sales. Co-Founder X mentioned that the prices are difficult to	As it is a for-profit initiative, the funding relies on the sales. But as Eat'N Save does not have any profits yet, it cannot be said if	As it is non-profit, the funding relies on donations, and due to its strong collaborations with its donors the initiative has a stable funding

	sustain, as the costs of the composting process are high. However, as the initiative exists for 25 years and the margin is 5-6 % annually, the long-term funding is still considered stable	its funding is long-term or stable	in terms of food supply and monetary funding. Banco de Alimentos buys food in large volumes to lower the costs, however the costs are still high. Yet, as Banco de Alimentos exists for 20 years shows that this stable funding persists over a long term
Resources	Control Ambiental has 41 employees, and it does its best to keep its staff.	Eat 'N Save consists of 5 people	Banco de Alimentos has 120 employees and 5510 volunteers
Capital investment	Control Ambiental owns a plant and specialized vehicles for work in the plant and for transport of the waste. Control Ambiental also invests in knowledge to improve its technology	Eat 'N Save has the application it built as a platform between restaurants or stores with leftover food and consumers, but aside from that it does not have much capital investments	Banco de Alimentos has a large warehouse to store the products which it recently expanded, this is bought with the savings it made from its operations
Supply and demand	Co-Founder X mentioned that the supply from organic waste residues is consistent to Control Ambiental, as the organic waste that is produced is consistent. However, he does believe that more organic waste could end up in compost treatment plants	For Eat 'N Save, its supply depends on the restaurants and stores that will use the application. As the application has not started yet, the supply is not clear yet	Banco de Alimentos has consistent food supply from its donors, although it needs to buy food as well in order to deliver complete food packages to the beneficiaries as the donated food often consists of snacks
ICT Mediation	Control Ambiental does have several ICT channels: a website, Youtube and Facebook. But it does not use these channels as much. Co-Founder X said that Control Ambiental is more known by	Eat 'N Save uses Facebook and Instagram, which are updated regularly. Also, the initiative is based upon ICT as this platform is an online mobile application	Banco de Alimentos uses a website, Facebook, Twitter, Youtube and Instagram. And these social networks are updated often, Founder Z said that social media helps to reach donors. He also mentioned that social media is expensive,

	word to mouth, but that it is trying to improve its ICT channels as it has neglected it		and it takes away the experience from people to come and see the food bank
Policies	The Circular Economy Strategy aims to create incentives in order to promote circular business models. One of the sectors on which this strategy focuses, is biomass. As Control Ambiental creates fertilizer out of thrown away food, it applies for this policy	Eat 'N Save does not apply for any of the current policies that are made by the Colombian government that could affect its success	Law 301 of 2018 creates a tax benefit for companies to donate food that is suitable for human consumption to non-profit organisations with the function of collecting food to distribute this to cover the needs of the people. This suits Banco de Alimentos, as it is a non-profit food bank that distributes food to marginalized groups
Laws and regulations	All three founders mention that with the current policies and laws, it is cheaper to throw away food to a landfill than finding an alternative. According to Founder Y, this is the reason why law 301 of 2018 does not work		
Law enforcement	Co-Founder X mentions lack of governmental regulation in the composting process, and the lack of policies for consumers to separate their organic waste. However, this does not seem to affect Control Ambiental directly	According to Founder Y, there is lack of regulation of law 301 of 2018.	Founder Z did not mention anything on the lack of law enforcement and still believes in law 301 of 2018, as he believes it will help to take steps forward for the involvement of the state
Education & Awareness Consumers	Co-Founder X believes people are not aware of the issue of food waste, as they do not separate their organic waste. He thinks the government should play a role in this, by creating laws to educate and to change behaviour to improve this	Founder Y does not regard consumers to be aware of the issue of food waste, since consumers are concerned that leftover food is food waste and it is not socially accepted to take food leftovers from a restaurant	Founder Z thinks people are not sufficiently informed on the food waste issue, as they throw away food that can be eaten. Also, people tend to think that food sharing damages the economy, while Founder Z thinks this is not the case when it is shared with the vulnerable

Competition	Control Ambiental does not seem to have much competition because its technology is more advanced and it stays ahead of its competition by developing its technology	Founder Y mentions several initiatives that are similar to Eat 'N Save, but does not see them as a threat.	Banco de Alimentos also has competition in terms of others who want to sell cheap food, but this competition is not high
Objective success	Control Ambiental exists for 25 years and it has 41 people working for Control Ambiental, and the margin on sales is approximately 5-6% since 2015	Eat 'N Save consists of 5 people, and the initiative exists for 3 years. As the application itself has not launched yet, the company is not operating yet and it does not have any profits yet	Banco de Alimentos exists for 20 years and has 120 employees and 5510 volunteers
Subjective success	Co-founder X scores Control Ambiental's success a 6,5 out of 7, where 1 is not successful at all and 7 is very successful, and good financial well-being for the employees and a positive impact on the environment seem to be measures of success to Co-founder X.	Founder Y rates Eat 'N Save a 7 out of 7 because of the prizes, visibility in the media and collaborations are important to Founder Y in terms of personal success. At the same time, Founder Y claims that he cannot define success in terms of business as Eat 'N Save has not launched yet and there are no profits yet, thus business success depends on the firm's profit	On a scale from 1 to 7, Founder Z rates Banco de Alimentos a 5, because he thinks it could have had more money donated by the banks. The funding seems important to him, but also the help of God, helping the people who cannot help themselves and the people working with them and the donors

Discussion

Theoretical implications

For this research, a new theoretical framework with success factors has been built that can be applied to both profit and non-profit initiatives. This can be used for future research, and this can be continually built upon with other factors or objectives of success. This research does reveal limitations and gaps of this theoretical framework, as well as the operationalisation of success. Some suggestions are outlined below to aid future scientists conducting similar research.

According to Watson et al. (1998), a founder's education and self-employment experience could lead to more success. It is interesting to see that even though Founder Z lacks education and experience, in comparison to the other founders, Banco de Alimentos has become the most successful in terms of size and duration. Thus, in this case the education and experience do not seem to matter as much. However, in this case the personal values from Founder Z may play a role. According to Watson et al. (1998), the founder's values may also affect the success of a business. As Founder Z is very passionate about eradicating hunger, he has strong values which can give him more motivational drivers to pursue this initiative. Co-Founder X is also concerned for the environment and Founder Y is concerned about the food waste issue, but not as much as Founder Z is passionate about the hunger issue. This characteristic could also be ambiguous, as values are intrinsic and can be complex. This could make it difficult to investigate the founder's personal values, but could still be a significant impacting factor. Thus this could be worth studying in future similar studies. Networking skills could also be a founder characteristic for greater success, as Banco de Alimentos has many collaborations, Founder Z could have good networking skills to start collaborations that lead to more success. This founder characteristic could also be worth exploring in future research.

In terms of resources, Banco de Alimentos has the most employees and volunteers. Control Ambiental and Eat 'N Save do not have volunteers and are not the type of initiatives to make use of volunteers as they are for-profit instead of a charity, and they can pay for the labour. This could also be explained by the difference between business and grassroots innovation initiatives, as grassroots are bottom-up and led by civil society (Feola & Nunes, 2014) and, because of that, could have more engagement in terms of volunteers than businesses. As Banco de Alimentos is a grassroots innovation initiative, while Control Ambiental and Eat 'N Save are businesses, this could explain the difference. This deserves more attention in future studies featuring comparisons between grassroots innovation and business, as this could be an important factor that could make grassroots innovation more successful than business initiatives.

While Control Ambiental is considered objectively successful in this research, its ICT mediation is low. Moreover, its communication is offline, as Co-Founder X mentioned that they are more known through word of mouth. Banco de Alimentos is also considered objectively successful, but does use ICT quite often to attract donors. This difference could be explained by the fact that Control Ambiental does not need to reach as many potential consumers or suppliers as Banco de

Alimentos needs for donations. So, it seems in these cases that ICT mediation can be important for an initiative, depending why the initiative uses ICT mediation. As Davies and Evans (2019) and Weymes and Davies (2019) suggest, ICT helps to connect retailers with surplus food to community groups who are looking to provide a food service within their activities. This does seem to be the situation for Banco de Alimentos, as they need to have the online visibility for retailers with surplus food to contact them in order to obtain donations. However, this does not seem to work for Control Ambiental. As Control Ambiental knows its retailers through word of mouth, trust may be an important factor for it and its retailers to work together. And trust could be earned more easily through word of mouth than via ICT, as ICT is more anonymous. Especially in Latin-American countries, building trust is deemed important for businesses (Cai, 2016), and this could mean that this face-to-face communication works well for Control Ambiental and it does not need to use ICT to find retailers with food surplus. As Davies and Evans (2019) acknowledges, the impacts of ICT are under researched, and especially in Latin-America, this could be further explored in future studies in relationship to trust bonds.

Looking at law 301 of 2018 and the Circular Economy Strategy that are presented by the Colombian government, without taking into regard the interviewees' experiences, it seems that they could affect the cases in regards to financial policy instruments and regulatory instruments (Nispen, 2011). Yet, the way these policies are presented are not in line with the interviewees' experiences. These policies are aimed at preventing food waste, yet the interviewees said the government does not affect them. Law 301 from 2018 prohibits the waste of food that is still fit for human consumption, yet food is still thrown away as landfill is cheaper than the alternatives. Thus, the efforts that the government presents do not work out the way they intend to in reality. Perhaps the government does not communicate its policies well to all the involved actors, but it also seems that there is an alignment missing between the policies and the status quo that makes landfill a better option despite the tax benefit, prohibition of law 301 of 2018 and the incentives from the Circular Economy Strategy. As these policies are still in development, the alignment and communication could still be improved. Yet, these policies need deeper understanding in how they really impact food waste and food redistribution in order to improve these policies by policymakers.

Davies (2019) suggested that less law enforcement of strict food hygiene laws could reduce barriers to redistribute food and lead to more success, this is not applicable to these cases. The lack of law enforcement of law 301 of 2018 could lead to less success in these cases, as food surplus still goes to landfill instead of to these initiatives. As none of the interviewees mentioned anything on strict food laws, this does not seem to form any barriers either. A deeper research into the food laws and their enforcement could shed more light into understanding why this does not form any barriers to these initiatives.

All three founders think that the consumers are not sufficiently educated nor aware of the food waste issue. As mentioned before, it has been a barrier for local food initiatives to “draw consumers away from their typical food retailing locations and to an alternative” (Mount et al., 2013, p. 599) However, as each of these cases are different, the way consumer awareness could affect them is also different. For Control Ambiental, its direct consumers are farmers who buy its fertiliser and the

places that sell their organic waste to it. In this case, the lack of awareness at the household level does not influence its business as much because consumers do not have to change their food retailing location for their activities. For Banco de Alimentos, its direct consumers are the vulnerable population and the donors. Since the donors do not need to change their typical food retailing locations and the vulnerable population is not able to buy sufficient food at typical food retailing locations and receive the food as a gift, this does not seem to affect Banco de Alimentos as much. Additionally, as the donors are mainly big restaurants, supermarkets and food suppliers, the lack of education and awareness at the household level may not affect Banco de Alimentos since it does not focus on collecting leftover food from households. Donations from the household level could be helpful, but it does not seem to negatively affect Banco de Alimentos either. For Eat 'N Save, its direct consumers are restaurants, stores and people buying leftover food from these places. Here it is more troublesome that people think leftover food is food waste and that it is socially not acceptable to take food leftovers from restaurants, as the mobile application is meant for general households to buy leftover food from these stores and restaurants. Furthermore, as people would have to change their food retailing location to the application, this could be troublesome. Although it cannot be said yet if this affects Eat 'N Save's success as the business is not operating yet, this could negatively affect its success. Thus, the lack of consumer's awareness on the food waste and hunger issues can impact Eat 'N Save negatively while not impacting Control Ambiental and Banco de Alimentos as much. The relationship between consumer awareness and education and the different types of initiatives deserves deeper understanding as it seems to affect them differently.

The government has policies that benefit Banco de Alimentos and could possibly benefit Control Ambiental. There is no such policy that can benefit Eat 'N Save, which could give them a competitive disadvantage to these other types of food redistribution initiatives. This type of competitive advantage could be included in competition as a factor to success, as it extends the competition, which makes it more difficult for an initiative to survive (Mengistae, 2006). Founder Y mentioned in the interview that the food bank and compost companies were not considered as competition, but with these advantages these types of initiatives may have advantages over Eat 'N Save. But at the same time, the stronger competitors for Eat 'N Save will have this same disadvantage and will not pose a bigger threat because of this. Yet, as these initiatives also improve the issue of food waste and eradicating hunger, they also fit the government's objectives in law 301 of 2018 to "prevent food loss and waste, contribute to sustainable development from social inclusion, environmental sustainability and economic development, promoting a life worthy for all the inhabitants (República de Colombia, 2019)". This makes it surprising that these initiatives do not have a tax benefit, because they are for-profit, but can still contribute to the law's objectives. It deserves more attention to research different initiatives that apply to this law, in order to let these benefit from this policy and let them have this positive impact on sustainable development.

Banco de Alimentos is objectively considered the most successful of these three cases. However, Eat 'N Save won a prize as one of the best five ventures in 2018, which could also be considered as a 'hard' fact that can be an indicator of success. As prizes and awards are a recognition

selected for the best competitors (Moldovanu & Sela, 2001), this could be a measure of success as it shows that the initiative seems to do better than others. Yet, this factor has not been used in similar studies investigating the degree of success of initiatives or businesses. This is worth exploring, as this could give initiatives that have not existed for a long time and that are small in size, but have won many prizes, more degree in their success compared to larger initiatives that have existed for a long time.

All cases consider themselves successful, which is similar to a similar study from Feola and Nunes (2014), where the majority of the transition initiatives considered themselves at least fairly successful. Yet, it is interesting to see that the initiative that is the most objectively successful, Banco de Alimentos, is the most humble in rating its own success compared to the other initiatives who are objectively considered less successful. Also, Eat 'N Save rates its personal success 7 out of 7, while the initiative has not yet started and is objectively not successful yet. This shows that there is a gap between objective and subjective success, which is surprising as it seems that the respondents' awareness and evaluation of their success does not fit the hard facts of their initiative. This subjective rating seems to depend on how the initiatives define success, as Eat 'N Save considers prizes, collaborations and visibility in the media as measures of personal success, while Banco de Alimentos considers helping people who cannot help themselves as a measure of success. Thus, for future research it is crucial to understand how initiatives define success in order to understand their perception of it.

Limitations

As this research was done by one person, the analysis depended on single-coder reliability. There was no intercoder reliability check as there were no other persons working on this research, limiting the reliability of the qualitative content analysis. Yet, it is preferred that at least two researchers code one source to ensure agreement and reliability (Kurasaki, 2000).

The interviews, policy research and content analysis were conducted in Spanish, but this is not the researcher's native language. This could have affected the language interpretation during the content analysis and policy research, as well as the interpretation of questions and answers during the interviews. A native Spanish speaker helped by joining the interviews to ensure that all the questions were adequately answered by the interviewees, however it is preferable that the researcher itself can fully understand the conversation as a native speaker. Transcribing was outsourced to native Spanish speakers and translation programmes were used in cases where text was not understood, to ensure full understanding of the texts.

As all these case studies have very different businesses, some factors were not comparable because the differences were too big. For example, the companies' infrastructures are very different and difficult to compare. This makes the comparison fragile and, therefore, there cannot be a conclusion drawn from this.

This research may be biased, since it was investigated whether the data supports the hypotheses. This bias was tried to avoid by asking neutral questions during the interviews and by challenging the researcher's underlying assumptions and hypotheses.

Due to the COVID pandemic, the researcher had shorter fieldwork in Bogotá than was expected. It was preferred to interview more compost companies and failed initiatives, yet this was impossible to do from distance. Because of this, the policy research has been more thorough to have deeper understanding on policy level, yet it is still preferred to have more composting cases and failed initiatives.

Conclusion

Now we return to the research question, which is as follows: *What factors influence the success and failure of food redistribution initiatives in Bogotá?* To answer this question, a theoretical framework has been developed with factors derived from literature that can lead to success or failure in grassroots innovation initiatives and business initiatives. Success has been operationalised in both subjective and objective measures, to give a deeper insight on what success is in hard facts and what an initiative's founder perceives as successful. Interviews were conducted with food redistribution initiatives in Bogotá, accompanied by policy research to understand the factors that can lead to success or failure in Bogotá. From this, a comparison could be drawn between the initiatives and the factors that led to a degree of success in each of them.

According to the results of this research, Banco de Alimentos and Control Ambiental can be considered successful according to the objective indicators, and Eat 'N Save cannot yet be considered successful as its application has not launched yet. However, Eat 'N Save and Control Ambiental consider themselves subjectively very successful, while Banco de Alimentos is more humble in rating its own success. Factors of success that are present in the more successful initiatives are collaborations, long-term funding, resources, capital investments, supply and demand, and competition. The current Colombian policies intend to tackle food waste, yet fail to reach all sorts of food redistribution initiatives and do not enforce the policies properly. Thus, policies do not seem to improve the success from the initiatives, nor negatively affect them.

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Appendix 1: Small interviews with plazas, stores and restaurants

Perseverencia

Their waste goes to a compost company or to trash. However one of the shop owners said her excess food went to the trash bin.

Paloquemao

The biggest private plaza in Colombia.

Since it's the most popular plaza and attracts lots of tourist they claim to not have enough food waste, obviously a lie.

After talking to some owners of stands, they say that when there is some leftover food they donate it or send it to lumbriculture or compost companies. This depends on the condition of the food.

Carabastos

The biggest fruits, vegetables, herbs and related foods suppliers in Colombia.

They deal with 12000 tons of food daily.

They generate 127 ton per day of solid waste, and 60% of this is organic waste.

According to Abasto's administration all the organic waste goes to Unión Temporal de Residuos Verdes, a company that treats organic waste and makes compost.

The food that is in good condition goes to Bogota's Food Bank.

However, according to some investigations and reports, not all the organic waste goes to that company, some it's just being thrown to the landfill.

There are also investigations regarding Union Temporal since according to other compost companies they do not make a proper treatment of the organic waste.

Organic shops la Macarena

Organic shop 1

Not much fresh food, so waste goes to trash

Organic shop 2

Waste is picked up to become fertilizer

Organic shop 3

Eat the waste themselves or give it away to friends and neighbours before it perishes. Not much waste since they give 50% discount on Saturday

Tienditas Norte

Huevos, pan, queso

They did not have waste, the waste they had was taken back by the supplier

Frutería 1

Their waste goes to a guy who buys this to feed animals. In December they had a lot of waste that was too much to sell

Frutería 1

They give it to the homeless people

Local supermarket

The supplier takes the waste food back

Panería

There is a guy who buys the waste to feed it to animals. The rest goes to homeless people

Chicken restaurant

Almost no food waste, if there's some they throw it away, if there's some good chicken left they eat it

Butcher

They sell the meat waste for animal food

Chain restaurant 1

1. How much food waste do you have? This is waste in the kitchen, but also food that has not been sold or fully eaten by customers

2. Where does this waste go?

Landfills

3. How do you get rid of this waste? (donations, selling it, paying a company for it)

They pay for it to go to landfills

4. In case it goes to a food bank or compost place: Can you give us the name of this company?

Chain restaurant 2

1. How much food waste do you have? This is waste in the kitchen, but also food that has not been sold or fully eaten by customers

Don't know

2. Where does this waste go?

Organic residues go to a compost company

3. How do you get rid of this waste? (donations, selling it, paying a company for it)

4. In case it goes to a food bank or compost place: Can you give us the name of this company?

Chain restaurant 3

1. How much food waste do you have? This is waste in the kitchen, but also food that has not been sold or fully eaten by customers

2. Where does this waste go?

3. How do you get rid of this waste? (donations, selling it, paying a company for it)

4. In case it goes to a food bank or compost place: Can you give us the name of this company?

Appendix 2: Interview Co-Founder X, Control Ambiental

Time: 11:00

Attendees: Co-Founder X, Nina Van Tilburg and Manuela Parra

Location: Control Ambiental, Km 50 Bogota - Madrid – Facatativa Road

Date: 3/03/2020

00:00

[M]: Entonces, ¿nos podrías hablar con un poco más de ti y tu rol en Control Ambiental?

[D]: Pues yo inicié la empresa, soy fundador en el año de 1995. Actualmente soy el gerente de la empresa. Del año 1995 al 2004 éramos una empresa de consultoría, hacíamos monitoreos ambientales, muestreos de ríos, caracterizaciones de aguas, estudios de impacto ambiental, planes de manejo ambiental, y en el 2002 surgió un proyecto de compostaje a través de un cliente que se llama Castrol. A ellos les hacíamos mantenimientos de las trampas de grasas y les entregábamos informes. Una vez entregando un informe el cliente nos dijo *'oigan ustedes hacen un buen trabajo, nos dejan dos recipientes de 55 galones y nosotros por indicaciones de la BP los tenemos que mandar a incinerar, preséntenme una propuesta que sea mejor que incinerar'* entonces con el socio que se llama David Díaz acordamos que sí, entonces nos pusimos a pensar que podíamos proponer. David se acordó que con su padre había realizado compost en una finca cafetera, con la cereza del café, y en la universidad él estudió ingeniería forestal y había realizado unas prácticas de compostaje entonces decidimos presentar esa propuesta. Alquilamos un pequeño terreno cerca de una caballeriza, luego la actividad fue creciendo y nos mudamos a un lugar cerca al parque la florida, luego nos mudamos cerca de Siberia y pasamos de tener 400 m² a tener 1000m² y fuimos creciendo hasta que en el 2003 nos pasamos a Bojacá, ahí alquilamos una fanegada y en el 2005 nos mudamos acá, compramos el predio e implementamos los procesos. La tecnología de Austria se empezó a implementar en el 2013.

02:30

[M]: En cuanto a ti, ¿Qué estudiaste?

[D]: Yo estudié ingeniería química en la Universidad Nacional.

02:43

[M]: ¿Antes de esto habías tenido alguna otra experiencia de empleo independiente?

[D]: Si, pues primero tuve otros trabajos, trabajé en control de producción y procesos; trabajé también en una fábrica de espumas de poliuretano, luego hice mi tesis en una fábrica de textiles donde también trabajé y de ahí en adelante me dediqué a esta empresa.

03:20

[M]: Ahora hablando más el compostaje, ¿Cuál es tu opinión acerca de aprovechar los residuos orgánicos?

[D]: Esta solución debería estar en el país multiplicada por 1000 o 2000 veces, Colombia necesita esto. Lo que nosotros hacemos en un año, como 16000 a 18000 toneladas de residuos que procesamos, eso equivale solamente a lo que Bogotá genera en sus hogares en 5 días. Bogotá genera 7000 toneladas al día, 3500 de orgánicos, aproximadamente; entonces al multiplicar esto da que en 5 días lo que produce Bogotá es lo que nosotros recogemos y procesamos en todo un año de los sectores que tratamos. Respecto a Colombia es como 18 horas, Colombia genera cerca de 36000 toneladas día, en los hogares sin contar industrias, de esto maso menos 18000 toneladas son orgánicos, o sea casi que un día para Colombia es lo que nosotros tratamos acá en un año. Entonces, esta solución es buena porque, primero, ayudar fijar carbono a través del abono orgánico que tiene el compost, segundo, ayuda a evitar los gases de efecto invernadero, un residuo orgánico cuando va a un relleno genera lo que ya vimos, pero en cantidades altísimas, metano, ácido sulfhídrico, amoniaco, CO2 y esto afecta a la atmósfera. Este aspecto no se mira mucho pero es un factor bastante importante si le sumamos lo que se genera en el agro, el mal manejo de poda y los subproductos agrícolas que tienen alto impacto. Esta iniciativa se ha replicado en 4 plantas en los Llanos Orientales (dos en San Carlos de Guarroa, una en Cusiana y una en Cimarrón, frontera con Venezuela en el Vichada).

05:37

[M]: Cuando dices que se ha replicado, ¿a qué te refieres específicamente?

[D]: Vinieron unos palmeros, ya que tenían problemas ambientales con la autoridad, porque botaban todos sus residuos a los ríos y se presentó esta opción, la conocieron y decidieron replicarla.

06:00

[M]: En cuanto a la empresa, ¿Cuánta gente trabaja acá?

[D]: Acá somos 36 personas, se paga lo de ley, y tenemos 5 contratistas que prestan servicios de transporte sobre todo.

06:20

[M]: ¿Ustedes cuentan con algún sistema de voluntariado o algo similar?

[D]: No, trabajamos con pasantes del SENA.

06:32

[M]: En cuanto a las empresas que te traen los desechos orgánicos, ¿ellos te pagan? y si se puede saber, ¿cuánto?

[D]: Bueno, el compost tiene una dificultad y es que por cada 100 partes que entran solo se obtienen 25. Inicialmente por cada 100 partes que entran se obtienen 33 de abono pero normalmente se pierde el 8% en el tamizaje. De acuerdo con esto, el precio de venta del abono en el mercado colombiano es muy incipiente, se paga muy poco, por 50kg el agricultor paga \$10.000. Entonces si fuera solo por el abono no se alcanza al cubrir el 10% de los gastos operativos de la empresa entonces se cobra tarifa por el transporte, y tarifa por parte del tratamiento.

08:02

[M]: ¿No sé si puedas compartirnos las ganancias anuales?

[D]: Maso menos el margen puede estar del 5-6% respecto a las ventas, esto se mantiene. y Por ahí en el 2015 la empresa logro alcanzar el margen.

08:33

[M]: ¿De qué empresas principales provienen los desechos orgánicos?

[D]: Vienen de empresas de alimentos, subproductos de producción de alimentos, alimentos vencidos, vitaminas, suplementos alimenticios, también viene del sector de floricultura, algunas podas de áreas comunes de conjuntos residenciales privados o empresas, y sector institucional, comedores, empresariales, colegios y universidades.

09:19

[M]: ¿Estas personas deciden contratar a Control Ambiental más por la ley o por convicción ambiental?

[D]: Algunos por ley, porque los obligan; sin embargo, la gran mayoría es por iniciativa, ya que quieren mejorar sus indicadores ambientales, tienen sistemas de reporte de indicadores y uno de los indicadores importantes es el tema de manejo de residuos como lo es bajar la huella de carbono, por eso es importante para ellos.

09:54

[M]: Nos podrías dar ejemplo de alguna empresa, ¿cuánto les toca pagar?

[D]: Pues varía según el tipo de residuos, puede variar por tratamiento y transporte puede variar desde \$150 pesos por kilo hasta máximo \$250 pesos por kilo, dependiendo la naturaleza del residuo.

10:22

[M]: ¿Tienes la cantidad de residuos que entran?

[D]: Maso menos, 1300-1400 toneladas de sólidos al mes. Del cual, 60% son alimentos. Con pérdida del 75%, por lo que la eficiencia del proceso es de 25%, pero más que todo pues es un proceso natural donde hay evaporación entonces la pérdida del material es la digestión de los microorganismos.

11:21

[M]: En todo el proceso se implementan microorganismos y demás materia extra, ¿consideras que estos costos son elevados o están de acuerdo al mercado?

[D]: Están de acuerdo.

11:31

[M]: ¿Ustedes implementan las TIC? Como redes sociales, sitio web y demás.

[D]: Estamos empezando a mejorar eso, lo hemos descuidado. Nos conocen más por voz a voz. Estamos mejorando el tema de redes.

12:02

[M]: ¿Consideras que este negocio es viable económicamente?

[D]: Si, llevamos 25 años de trayectoria y en la actividad propia del compostaje desde 2005, estamos hablando de 15 años y pues generamos puestos de trabajo estables, acá hay personas que tienen 23 años, 15 años y 8 años con nosotros; procuramos que el personal permanezca. En cuanto a Colombia, hacerlo bien, sin tecnología, tiene un impacto ambiental grande, se afecta el medio ambiente casi que igual que al mandar quemar los residuos. Digamos que los precios de servicio y demás es muy difícil para sostener, toca trabajar mucho en mejoras e investigación para poder sostener y ayudar al proceso.

13:36

[M]: En cuanto a la investigación que realizan, ¿consideras que esta alternativas ayudan a mejorar la demanda y oferta de la empresa?

[D]: Si, lo que hemos buscado es que esto sea un modelo replicable, si hay más plantas que hagan las cosas bien con procesos controlados digamos que ayudaría bastante. Falta el tema de normas, a nivel de estado se establezcan criterios de trabajo, si voy a compostar existan criterios serios, donde aseguro que el material que entra no sale sin ser procesado. Sin embargo, lo hacemos por eso, para asegurarle al cliente que hay un manejo serio y responsable del residuo.

15:00

[M]: ¿Cómo consideras la infraestructura de la compañía?

[D]: Pues nos han visitado europeos, austriacos, alemanes, polacos, y han visto la planta y dicen que estamos al 90% de los niveles que manejan en sus países, en Austria, Alemania, Holanda y Francia.

15:31

[M]: En cuanto a jerarquía, ¿cómo se maneja acá?

[D]: La jerarquía es muy sencilla, hay un gerente, que tiene un equipo de trabajo, un jefe de operaciones que maneja toda la parte de logística, una jefe de personal y HSEQ (*Health, Security & Environmental Quality*) y hay un gerente comercial quien se dedica a todo el tema de búsqueda de negocios y la gerente administrativa y financiera quien se encarga del manejo de recursos y búsqueda de financiamiento cuando es necesario. El resto son coordinadores, administrativos, de planta y de logística. Luego están los operarios, en la planta, hay calificados y de labores básicas. Finalmente en logística están los conductores y los ayudantes.

17:37

[M]: Nos comentaste que en cuanto al gobierno consideras que faltan normas, ¿cómo consideras que se podría mejorar esto? ¿hay normas del compostaje en Colombia?

[D]: Hay, pero son muy generales, falta reglamentar en asegurar el nivel final de degradación. En Europa, por ejemplo, manejan pruebas donde cojo un material y aseguro que tengo una degradación a cierto porcentaje y que no debo mandar al campo o al ambiente una materia que me va a generar gases de efecto invernadero. Y un tema de simetría en los procesos, si una empresa hace trabajo hasta la mitad del camino y otra hasta el final pues va a costar más llevar la materia orgánica hasta el final que hacerle la mitad y botar, entonces es competencia no equitativa ya que no hay estándar de calidad de proceso. En cuanto a políticas de calidad es necesario más seguimiento y control, a nosotros la autoridad no nos visita desde el 2018, y la anterior vez fue en el 2014 y para que vinieran fue un trabajo de insistir. Por esto debería haber sistemas de control más periódicos y sistemas de reporte.

19:17

[M]: Por autoridad ambiental, ¿a quién se refieren?

[D]: Acá es la CAR (*Corporación Autónoma Regional*), y pues es importante que haya un mejor seguimiento, que haya reportes sobre que procesos estoy haciendo, cuánto ingresa, qué produzco y no piden nada de eso.

19:55

[M]: ¿Qué consideras que como consumidores deberíamos mejorar para un mejor proceso de compostaje?

[D]: Pues el tema es que por ejemplo a nivel domiciliario no existe tampoco una política que regule descargar los rellenos de la fracción orgánica, el problema es así de sencillo: normalmente el 50% de los residuos que se generan en el mundo son orgánicos, si le descargo el 50% de los rellenos estoy aumentando la vida útil de un relleno un 50% de tiempo extra, si lo calcule para 20 años, lo puedo usar 40 años; o en lugar de usar 20 hectáreas, puedo usar 10 hectáreas, esos son ahorros para el estado. Sin embargo, el problema es que la gente dice '¿para qué separo?' si al final viene el vehículo y mezcla todo, esta es uno de los problemas. Entonces, uno puede hacer las cosas o por moral, es bueno separar, no contaminar... o por ley, porque hay una ley que me obliga, me multa si mezclo, como en Europa donde si la multa es 80 euros pues no lo hago, o por cultura, donde se educa a las personas. A nivel de estado es importante generar la infraestructura que absorba ese tipo de leyes o comportamientos culturales. Digamos a las casas no podemos ir a recoger porque está reglamentado por la Superintendencia de Salud Pública que debe ir a un relleno. Entonces si yo género en una ciudad 3500 toneladas y recojo 1000 toneladas puedo generar al día 300 toneladas de abono con lo que puedo abonar 300 hectáreas. Entonces debe haber una coordinación entre las leyes, educación, estructura del estado para favorecer esto.

23:40

[M]: Hablando de la comida que sobra que llega acá, ¿cuál es tu opinión al respecto?

[D]: De cada 100 partes que se produce de alimento se pierde entre 35 a 37 partes, de eso la mitad puede ser aprovechable por manejo, uso inteligente de la cadena de suministro... entonces hay un trabajo que hacer, ojalá que se pudiera aprovechar y pudiera llegar esto a los bancos de alimentos a tiempo, igualmente que existiera la logística necesaria para atender esto, igualmente la red de suministro de los centros sociales que requieren estos alimentos, hay todo un trabajo que coordinar tanto por la sociedad civil como el estado. Hay temas normativos también, hay casos donde les pagan a las empresas por disponer en el relleno, si lo hacen deducen IVA, parte de renta, no sé en Colombia esto como sea exactamente ya que por ejemplo si tengo un producto manufacturado y lo envío a compostar debo tener un beneficio por esto, ya que ese gasto debería ser deducible de la matriz contable, bajar la renta, la retención en la fuente, el IVA no perderlo...Es paradójico que actualmente se beneficie más llevar al relleno que a otra alternativa.

26:20

[M]: En cuanto a otros negocios de compostaje, ¿cómo consideras esa competencia?

[D]: Nosotros siempre hemos sido pioneros en tema de tecnología y procesos, incluso acá se hace un congreso internacional de compostaje y vienen mucha competencia a visitarnos, nos copian claro, nosotros siempre decimos que si van a copiarnos, que lo hagan bien pero copian mal y meten cualquier

cosa al proceso. Nosotros hemos entendido que el conocimiento cuesta, si yo quiero hacer bien las cosas debo pagar por un conocimiento, entonces creo que ahí falta más, como un tema de conciencia, entonces *'lo hago bien, no gano tanto por una época, hago un esfuerzo pero voy a dar una solución que no genera un impacto tan fuerte en el ambiente'*.

27:35

[M]: Desde tu perspectiva, ¿qué tan exitosa consideras que tu iniciativa, Control Ambiental, de 1 a 7?

[D]: Actualmente estamos de pie, se lucha siempre. Yo le pongo 6.5.

27:59

[M]: ¿Podrías nombrarnos 3 cosas que hacen que esto sea exitoso?

[D]: Hay un aspecto que es el tema de educar a quien trabaja acá, la forma de educar es ser conscientes que el trabajo tiene un valor por pequeño que sea, pero tiene un valor como iniciativa grande, entonces cada uno de ellos lo entiende. Si tú le preguntas a un trabajador que porque trabaja acá ellos entienden que están participando de la construcción de una solución que genera un bien para la sociedad, para ellos y sus familias. Entonces nosotros buscamos no pagar el mínimo, sino un poco más, pagar lo de ley, si hay utilidades se busca que llegue a ellos parte de las utilidades. Entonces se entiende que participar de un trabajo en una obra me genera beneficios para mi hogar, puedo acceder a un crédito porque tengo un buen sueldo, puedo educar a mis hijos mejor, puedo acceder a planes de recreación, esto es lo que llaman un estado de bienestar y es lo que a empresa genera con el grupo de 36 familias que se relacionan con nosotros, donde el padre tenga una buena calidad de vida, esto es una jornada laboral razonable, de 6:30am a 4pm, cada 3 sábados no trabajan, entonces se busca que tengan tiempo para compartir con sus familias. Y lo otro, cuando nos hicimos la pregunta de por qué hacíamos esto decíamos 'tratar residuos' pero el ideal ahora es conservar algo que hemos recibido, hemos recibido un mundo con una naturaleza que es bonita que está llena de belleza, pues devolverle algo de belleza a esa naturaleza, entonces puedo devolverle un residuo que es contaminación o le devuelvo algo que le va a dar más vida, por eso el eslogan nuestro "conservamos la belleza de la naturaleza" va orientado a eso.

31:14

[M]: Para finalizar, ¿quieres hacer algún comentario al respecto sobre lo que se ha hablado?

[D]: Nosotros tenemos una disponibilidad a que nos visiten, es algo que nos gusta, yo dedico tiempo a ustedes para que nos conozcan. Acá vienen colegios y universidades (nombra varias universidades) y nosotros les dedicamos tiempo en hacerles el recorrido porque uno no sabe en esos grupos a alguno se le ocurra alguna innovación. Para nosotros es imposible llegar a todos los lugares donde se necesitan iniciativas de este tipo, por eso si alguien lo ve y ve la posibilidad de hacerlo pues que lo haga o lo mande a hacer pero que lo haga bien, con un buen punto de referencia. A nosotros nos ayudó mucho en el 2007

cuando al socio lo invitaron a una feria en Milán, había un contacto con esta empresa austriaca entonces aprovechó para ir de Milán a Viena y solicito una planta de estas y así llevo la idea de tener esta tecnología hasta 2013 que se nos facilitó la posibilidad de hacer el primer módulo, luego en 2014 se hizo el segundo modulo y pues la idea es tener todo con tecnología eventualmente. Igual hay proyectos que tenemos para investigar y desarrollar, todo hace parte de generar los recursos para poder reinvertir, ya nuestra formula de crecimiento ha sido reinversión de utilidades, endeudamiento con bancos y reinversión de utilidades.

34:34

[M]: ¿Conoces alguna otra iniciativa para el aprovechamiento de los residuos orgánicos?

[D]: La otra vía es la anaerobia, que es generar gas. Conozco iniciativas pero en Perú por lo que también trabajamos allá, donde en rellenos sanitarios aprovechan estos residuos para generar gas y energía.

35:16 Fin

Appendix 3: Interview Founder Y, Eat 'N Save

Time: 17:00

Attendees: Founder Y, Nina Van Tilburg and Manuela Parra

Location: Palatino (Shopping Mall), Bogotá

Date: 10/03/2020

00:00

[M]: ¿Nos puedes contar un poco más de ti y tu rol en la empresa?

[E]: Mi nombre es Eduardo Manzanera, soy de Cartagena, soy financiero y también relacionista internacional del Externado, me gradué en el año 2014. Trabajé en Pacific Power Generation, que es la empresa de generación de energía de Pacific Rubiales, para campos. De ahí tuve una empresa de mantenimiento de embarcaciones, yates y demás en Cartagena donde hay unas falencias muy grandes, el trabajo es muy informal y pésimo; los dueños de estas embarcaciones son gente de dinero pero no están bien asesorados entonces los que les trabajan son personas sin educación, entonces hay mucho robo. Entonces mi hermano y yo llegamos ahí a fortalecer todo con procesos y tiempos y se lograron ventas muy grandes y utilidades netas gigantes.

(reinicia audio)

[E]: Luego de esto la empresa se acabo porque la relación con mi hermano se puso conflictiva y entendí que el dinero no es todo, solo una consecuencia de hacer las cosas bien. De ahí pase a ser corredor de bolsa, entonces trabajé en mi carrera; después fui asesor tributario de inversiones para clientes de alto patrimonio y empresas de bastante dinero. Luego entendí que trabajar para los demás no era mi fuerte ni mi intención de esta vida entonces llegó esta iniciativa y empecé a trabajar en ella hace 3 años, en Marzo de 2017;

aún no la hemos podido lanzar claro. Actualmente soy gerente de una empresa de mi papá, que tiene 10 años y es de minería de carbón.

00:58

[M]: Entonces, ¿cuál se puede decir que es tu rol en la empresa?

[E]: Mi rol en Eat & Save, pues fui el que convocó al equipo, yo traje la idea, y sin quitar mérito a mi equipo se puede decir que soy el líder en cuanto a gestiones, temas legales, ir a Ministerios, pedir permisos, trabajo de mercados, aunque lo hicimos todos ha habido un

liderazgo de parte mía en cuanto a darle un norte y el paso a paso de como debe ser todo para llegar hasta donde hemos llegado el día de hoy.

01:33

[M]: Al ser esta una iniciativa sobre redistribución de comida, ¿qué opinas al respecto sobre este concepto?

[E]: No pues en general el concepto de economía circular me parece que es como deberíamos trabajar todas las empresas. Todos tenemos excedentes. En la minería de carbón que te cuento hay excedentes, por ejemplo la quema de estos minerales emiten una alta cantidad de gases que se podrían volver a quemar para generar energía y en Colombia esto no pasa porque no hay incentivos para hacerlo y sin incentivos pocas personas hacen esto por voluntad propia. Entonces, en cuanto al tema de redistribución de la comida o de cualquier tipo de subproducto, pues evidentemente económicamente es bueno, dejas de gastar en procesos para el desechos y además para tienes una parte de tu margen para ti y eso es bueno; adicionalmente esta todo el beneficio ambiental que ya conocemos, que es una cadena gigantesca. No es tan pequeño como uno cree tipo "hay que triste botar esta papa mientras la gente pasa hambre", en realidad es lo de menos, hay mucho de fondo.

02:55

[M]: Ahora hablemos más de Eat & Save, ya nos contaste que Eat & Save inició porque convocaste a tu equipo... ¿qué más?

[E]: La verdad inició porque cuando renuncié al trabajo que tenía como asesor tributario de inversiones, en ese momento había un proyecto de publicidad sobre unas luces que hacen en Japón donde se las ponen a las bicicletas y cuando andan generan una imagen, entonces pensamos como hacer publicidad con esto y habían ideas para Claro, para telefonías y otros de hacer caravanas en las noches y demás, esto no se logro porque en Colombia la publicidad lumínica LED no está permitida. Mientras sucedía esto una vez baje a saludar a mi mamá en su cuarto, y estaba viendo un canal que nadie ve, DW, y estaban pasando una iniciativa que se llama To Good To Go, muy popular en Europa, están actualmente en 13 países y en el 2017 que empecé a investigarlos estaban apenas en 7 países, y es justamente sobre esto, no es una copia textual ya que es muy diferente vender algo en Alemania, Holanda, Dinamarca y otros, a vender algo en Colombia. La principal diferencia es que el discurso con el que se vende en Europa es ambiental, acá el discurso es económico; entonces acá vas a ahorrar plata mientras que allá es vas a ayudar al medio ambiente, y desde ahí todo parte diferente, el consumidor es diferente, la forma de publicidad es diferente y demás pero claro fue una inspiración. Una vez se me ocurrió esta idea, leí

mucho sobre esto, busqué este tipo de emprendimientos en Colombia e hicimos el estudio de mercado empezando con Crepes & Waffles. Este fue el primer sitio donde preguntamos que hacían con la comida que no vendían y ahí fue cuando entendimos que había una necesidad muy grande y nos metimos en el tema macro, político, gobierno, salud, todo.

05:26

[M]: En cuanto a la iniciativa, ¿cuántas personas están involucradas?

[E]: Empezamos tres personas y luego invitamos a una amiga, porque dijimos que el componente femenino es importante y es una persona muy inteligente; luego invitamos a otro compañero quien mostró mucho interés por ser parte del proyecto, hoy en día este compañero ya no está y mi amiga salió por voluntad propia ya que no tenía tiempo.

06:06

[M]: ¿Nos podrías contar sobre ellos? ¿Sus perfiles?

[E]: Son dos profesionales en gobierno y relaciones internacionales, uno es chef y el otro trabaja en asuntos públicos, tipo asesoría al pueblo y ministerio de interior. El apoyo de ello más que todo es en tiempo, aunque temas de empresa soy yo.

06:40

[M]: Tu iniciativa es es con ánimo de lucro claramente, y aún no la han lanzado, sin embargo, ¿tienen estadísticas sobre su posibilidad de expandirse, éxito, ganancias y demás?

[E]: Si, tenemos un modelo de negocios. Lo hice hace como dos años, el tema se congelo y nos hemos demorado tanto en salir al mercado porque como ven ninguno somos desarrolladores de software ni nada parecido, por eso hemos tenido que contratar, tercerizar, y dos veces hemos dado con personas con falta de ética que nos han robado dinero y tiempo. El primero caso fue un año de trabajo perdido donde en tres meses debían de haber entregado el trabajo y no fue nada funcional, no sirvió; la primera entrega fue algo hecho en Paint y Power Point, absurdo. Después de un año, decidimos dejar de trabajar con ellos y contratamos a una persona muy buena que fue de los fundadores de EPay, una plataforma de pagos como PayU, y fue muy bueno. Cuando empezó a trabajar en el tema y a resolver todo los primeros que habíamos contratado empezaron a sabotear el código, esto fueron dos años y medio con esto problemas y entendimos que la necesidad era dar con alguien muy bueno. Un compañero mio tiene una aplicación móvil nativa para reservar canchas de Fútbol5 a través del celular y me recomendó a su equipo, es mucho más costoso pero más confiable. Inicialmente íbamos a lanzarnos con una webapp, para hacer el MVP, probarlo, hacer una buena inversión y ver que funciona más rápido. Sin embargo llegó una

persona de Francia, a quien no quiero mucho, porque llego a hacer una inteligencia de mercado y a preguntarme sobre Colombia, ya que supuestamente quería poner una aplicación para compartir vehículos, pero a los seis meses lanzó una iniciativa igual a la nuestra, entonces no me pareció ético pero me sirvió para tomar decisiones y no tener una webapp y MVP sino una aplicación nativa como debe ser. Esto nos costó seis veces más

pero creo que es el camino que había que tomar desde un comienzo. Cuando se trabaja en equipo esto pasa, la decisión se tomó entre los 3 y se pagó en partes iguales.

(...)

[E]: En cuanto a ganancias no tengo las cifras exactas y no me acuerdo la verdad, sin embargo recuerdo que la TIR es del 34%, lo que muestra que es un negocio bastante bueno porque todos ganan y yo no pierdo nada si no vendo.

09:49

[M]: ¿Cómo funciona la aplicación?

[E]: El restaurante Nina tiene un excedente de producción que te genera gastos, mi propuesta es que no lo botes, véndelo a través de nosotros con un porcentaje de descuentos para que la gente se motive a comprarlo; de esta forma tu no gastas en manejo de desperdicios, recuperas parte del margen de venta así lo vendas por muy poco, mejor dicho, ganas si lo regalabas ya que dejas de gastar en manejo de desperdicio, si lo venden muy económico entonces ganas adicional, tu marca se valoriza al apoyar proyectos verdes, le haces un bien al medio ambiente y le demuestras a tus comensales que la comida que vendes es fresca, no es recalentada. Adicional, no tenemos una relación contractual, si tu vendes esta bien, si no no pasa nada, ya que no hay un fin mensual ni una inscripción, entonces es abierto a tu manera.

11:33

[M]: ¿Ustedes no pagarían por la comida?

[E]: No. Nosotros hacemos la intermediación, el cliente hace el contrato 'verbal' con el restaurante, con la compraventa al restaurante. Nosotros hacemos un cobro al restaurante.

12:04

[M]: En un prospecto de lanzamiento, ¿cómo implementarían las TIC?

[E]: Esto es un tema social y ambiental, social porque realmente es 'bonito' decir que voy a

salvar la comida y que no se va a botar, y así como hay 9,76 millones de toneladas de alimentos al año que se botan, hay también 5,5 millones de colombianos en condiciones de hambre. Entonces realmente no queremos quedarnos ahí sino a donde queremos llegar es poder darle parte de esa comida a quien realmente lo necesita, ya sea con donaciones de los ciudadanos, ya que platos de \$2.000-\$5.000 pesos son adquiribles para donar, o porque no meternos con recursos públicos de las alcaldías para llegar a los comedores comunitarios con estos productos. En cuanto a la parte ambiental, la comida cuando se bota genera metano que tiene efecto mucho más fuerte que el CO₂, gas de efecto invernadero, y esto causa aceleración del cambio climático. Sin embargo el problema real con esto es que para producir tanta comida se usan recursos naturales, a tercera parte de los alimentos que se producen se va para la basura, entonces la cantidad de agua, capital humano, plástico y otros recursos que se utilizan, una cadena de billones de dólares, se pierde. Entonces por esto es importante cortar, o cerrar esta cadena de desperdicio de alimentos, ya que al yo dejar de producir una comida que se va a botar, dejo de utilizar recursos extra. Por esto Eat & Save es una solución al desperdicio de alimentos, el compostaje, la biomasa y otros, están bien pero no son soluciones, porque siguen demandando producto que tendrán el mismo destino. Cuando atacas al cliente final es que se rompe la cadena, como ejemplo digamos yo que iba a comprar un tomate nuevo al supermercado, pero puedo buscarlo en Eat & Save y así reduzco la posibilidad de que desde el productor primario se produzcan excesos. Entonces, en el tema de comunicaciones, hoy en día estos dos temas interesan a todo el mundo, todos quieren sacar provecho de esto de una u otra forma. Entonces tenemos estrategias aliadas, hay diferentes clusters de gastronomía, restaurantes y demás que ya nos dijeron que nos iban a ayudar de manera gratuita. También hemos tenido artículos en Semana, Portafolio, Dinero, notas en Blue Radio y Caracol Radio, en fin tenemos mucho alcance. Pueda que suene snob y tendencia pero nos beneficia.

17:29

[M]: Pero ¿Qué medios específicos?

[E]: Todo, tenemos contacto con televisión, radio que ya hicimos y planeamos volver a hacer, medios de prensa digitales y físicos seguiremos usando. Obviamente todas las redes sociales y aprovecharemos de los contactos con los restaurantes para generar partnerships con todo el sistema respectivo, para que entre toda la comunidad podamos generar conciencia sobre un consumo responsable.

18:11

[M]: ¿Cómo consideras que el gobierno afecta o puede afectar esta iniciativa?

[E]: El gobierno afecta el problema como tal, no tanto la iniciativa en el sentido de que el

67% del problema esta en una mala infraestructura del país, no hay como sacar los alimentos de esta cadena. El 73% de los alimentos se pierden en el cultivo, la producción y transporte, lo cual es ridículo. La proporción menor es del consumidor, pero nosotros vamos de acá a allá, de hecho ya tenemos fase dos y tres planeadas con relación a esto. A mi iniciativa el gobierno no la afecta, de hecho sacaron un decreto el año pasado donde se prohíbe botar alimentos, aunque no funciona claro. Esto pasa ya que es más barato botarla que ir a botarla a otros países. Ya que esto es público mencionaré marcas, Unilever lleva a destruir el 67% de sus excedentes a Panamá, obvio estos son costos altos, entonces que es preferible ¿gastar la plata en esto? o ¿mejor decirle a alguien que lleve esto para alimento de cerdos? ambas opciones son poco sostenibles, un ciclo vicioso. En palabras de César Rey, director de bosques del Ministerio de Ambiente y Desarrollo Sostenible en 2018 “es un círculo vicioso, se bota la comida para alimentar cerdos que generan gases de efecto invernadero para luego llevarlos a mataderos para nuestro consumo pero que vamos a desperdiciar de nuevo”. Entonces, el gobierno no es un problema pero tampoco la solución. Nos hemos acercado para pedirles apoyo en comunicaciones y la ayuda no ha sido gran cosa, de hecho, hemos querido ser parte de los programas del Ministerio de las TIC y no han querido aceptarnos por problemas tontos de burocracia, como que en nuestro equipo no hay un desarrollador sino que contratamos y para ellos esto es un obstáculo.

21:13

[M]: ¿Cómo les ha afectado las normas de higiene?

[E]: Es nuestro reto más grande, hacerle entender al consumidor que no estamos tratando con desperdicio de alimentos, que no es comida vencida, dañada ni que alguien ha dejado en su plato. Consideramos igualmente que es fácil de solucionar, todo se da por la comunicación, entender que no es basura sino excedente, ejemplo: ese plato que tu pides a las 8:30pm que cierran la cocina, es el mismo plato de Eat & Save que consumirás entre 8.30pm y 9:30pm. Ninguna marca se va a arriesgar a vender un plato en mal estado solo por ganarse 2.000-5.000 pesos. La responsabilidad sigue siendo entre el cliente y la marca, nosotros no tenemos responsabilidad pero por supuesto tenemos canales de comunicaciones para que se hagan valoraciones, comentarios y quejas, ya que esta opinión es lo más importante para crecer; yo puedo tener una idea pero si en el mercado no importa entonces no va a surgir, es lo que se llama hacer un salto de fe o pivotear la idea a lo que el mercado pide.

22:56

[M]: ¿Considera entonces que no hay buena educación al respecto del tema de redistribución de comida de parte del consumidor?

[E]: Por supuesto que no la hay. A la gente le da pena llevarse la comida a la casa de un restaurante por el "qué dirán". La comida es el valor más importante del ser humano como fuente de energía y a tratamos mal. Entonces si, no hay buena conciencia y es un reto nuestro. Un pequeño impedimento por parte de los restaurantes es que cuando hacemos el estudio de mercado sobre cuanta comida no alcanzan a vender, cuando producen y demás, se sienten atacados pensando que vamos a juzgarlos o multarlos de alguna manera, entonces son muy reservados con esa información y son tipo "no, acá no botamos nada" pero es imposible que no tengan excedentes.

24:22

[M]: Eso me lleva a lo siguiente, su modelo se basa no en la comida que los clientes dejan sino en lo que queda en cocina, ¿si?

[E]: Exacto. Domicilios devueltos que no han sido consumidos y no han tenido contacto con los comensales, productos próximos a vencerse, por ejemplo Crepes & Waffles tienen una olla gigante de Stroganoff que hacen para un estimado y no lo venden todo, ya que es imposible que un establecimiento diga "no tengo" entonces primero tienen que botar antes

de decir que no tienen, entonces exceden y esa olla de Stroganoff luego de cerrar cocina alcanza para hacer 4 crepes, lo publico y se sabe que no salió de la olla. Hay polleras conocidas que dicen que si un pollo pasa mas de 4 horas en la brasa y no se vende, pierde calidad y debe botarse, entonces ahí es mejor venderlo, no a el cliente top, pero si a un nuevo mercado al que le es útil. Ejemplos como este suceden en cafeterías, panaderías hoteles y demás.

25:53

[M]: En cuanto a la competencia, ¿qué tanta hay para ustedes?

[E]: Inicialmente no había competencia, la competencia era compost, el Banco de Alimentos y pues a este último no lo consideramos competencia en sí, es más un complemento ya que solo logran salvar el 10% de todo. Hoy en día está Heroe's Food que es otra iniciativa como la nuestra con el valor agregado de que el consumidor puede programar su plato. Está la iniciativa del Francés que nos hizo la inteligencia de mercado, ellos venden una caja sorpresa y el establecimiento pone ahí los excedentes pero tu no sabes lo que te ponen. Estas son las que por ahora hay en Colombia similares a la nuestra. Olio, también colombiana, no está muy funcional y su relación con el usuario presenta fallas por lo que veo que no es fácil manejar esto. La competencia siempre es buena, te hace mejor, te hace crecer. El tiempo dirá quien se queda con el negocio.

28:58

[M]: Desde tu perspectiva, ¿qué futuro le ves a este negocio?

[E]: Eat & Save desde que la hice crecer fuimos de los 5 mejores emprendimientos del país en 2018, tenemos el apoyo de Think Eat Save, que es una de las compañías más grandes del mundo del Programa de las Naciones Unidas para el Medio Ambiente sección alimentación, tenemos apoyo en comunicaciones y demás, menos dinero claro que es lo que

más necesitamos para salir. Muchas de estas personas nos dicen "salgan, validen la idea y tienen nuestro apoyo". Hemos hablado con la cadena Marriott, Chevron para llevar esto a la Guajira y demás. El crecimiento es enorme, empezamos en el consumidor, llegaremos al agro, por que no tener nuestro propio centro de acopio físico, en fin, hay mucho potencial.

30:20

Fin

20 April 2020

1. De 1 a 7 ¿Considera que su iniciativa es exitosa? Donde 1 es “No tuvo éxito en absoluto” y 7 es “muy exitoso”
2. Nombre tres cosas que hacen que una iniciativa sea exitosa desde su experiencia.

1. 7, exitosa a nivel personal, fuimos seleccionados como 1 de los 5 mejores emprendimientos del país en el 2018, estuvimos en los medios de comunicación más importantes, entre vistas para revistas y en emisoras de radio con las audiencias más altas del país, nos contactó too good to go, desde México, Perú para que llevemos Eat and Save allá, contamos con el apoyo de la campaña más grande del mundo Think Eat Save del Programa de Naciones Unidas para el Medio Ambiente lo cual no es poca cosa... así que nivel personal claro que es un éxito, a nivel empresarial aún no puedo definirlo debido a que no hemos salido al mercado, y el éxito de una empresa consiste en sus utilidades y aún no tenemos ventas así que no es posible medirlo.

2. Creo que lo respondí en la pregunta anterior.

Appendix 4: Interview Founder Z, Banco de Alimentos

Time: 10:00

Attendees: Founder Z, Nina Van Tilburg and Manuela Parra

Location: Banco de Alimentos

Date: 17/03/2020

00:01

[H]: Entonces, lo que hablábamos hace un ratito...nuestra gente todavía no tiene consciencia. Lo que les dije yo de que en ritos tan prácticos de no botar comida, a los que necesitamos volver, ¿no?. Yo creo que nosotros somos gente solidaria y gente que nos gusta ayudar. Pero dicen que San Felipe Neri tenía una frase muy bonita y es: “haz el bien, pero hazlo bien”. Hagamos el bien, pero hagámoslo bien. Cuando yo estoy pidiendo limosna y pasa usted y me dice: no, yo cuando veo a alguien pidiendo limosna no le tengo que dar algo. Pero de pronto, usted dice: no, yo no le doy dinero, yo prefiero buscar un jugo y un pan y le llevo algo de comer. Entonces ella de pronto se me va a parar al frente y me va a decir que si estoy bien por qué no trabajo en lugar de pedir. Ella no sabe que el que pide limosna es un profesional, una persona que pide limosna puede ganarse tres veces lo que se ganaría alguien que está trabajando. En Europa se ha reducido mucho lo de las personas que piden limosna, sencillamente porque hay unos servicios de albergues y de alimentación. Entonces la gente pasa por encima de ellos sabiendo que son vagos y que quieren estar sentados en un andén sin querer hacer nada, pues no les dan. Cuando vemos muchachos que están en una estación del tren a las 6:30 de la tarde (en la hora donde hay mucha gente) con un violín tocando y animando, hace que mucha gente saque una moneda y les dé. La gente sabe que esos muchachos a partir de esas monedas subsisten. Algunos son extranjeros y algunos son personas que saben hacer música, pero nadie los contrata para hacer música, pero lo que quieren es hacer música. Ahí las monedas son un patrocinio. Pero necesitamos poderles ayudar bien. Cuando vemos a estos niños en Cali (quedé muy impresionado la semana pasada) con 8, 9 ó 10 años intentando limpiar vidrios, ni siquiera alcanzan al parabrisas. Qué peligro porque hay veces que una persona va con el celular mientras maneja; sí en la visual no alcanza a ver puede golpear un niño de estos, puedo aporrearlo, puede accidentarlo. Y si lo aporrea, se mete la persona que aporrea al niño en el problema más grave, porque el mundo se le viene encima, por bruto, porque cómo le hizo eso al niño. Sin embargo, no hay una autoridad que quite a los niños. En Nueva York, cuando el accidente de las torres gemelas en el 2001, el alcalde Giuliani detectó tres cosas para volver a recuperar la seguridad de Nueva York, y era que los policías pensionados se fueran a disfrutar su pensión, y les dieran la oportunidad de policías a los jóvenes, que las armas y los

vehículos viejos ya no podían ser las armas y los vehículos en los que la policía trabajara. Además, que hubiese policías infiltrados que iban de civiles por entre la gente, y cada rato cogían a alguien porque estaba intentado robar y lo pilló fue un policía. ¿Usted me va a contradecir a mí que soy policía?. Así la gente comenzó a cambiar. Entonces ya no había gente por ahí limpiando vidrios; lo prohibieron. Y comenzaron con algunas.. y esto lo hacen con iglesias, la iglesia episcopalica, que estaba en la 18 con 8, durante el día ponían mesas, allá no tenían bancas sino que eran sillas, y las gente comía allí en la iglesia. También había un servicio con el pastor para ayudar a encontrarles la comida. Entonces pueden pasar cosas distintas si hacemos cosas que puedan permitirle a esta gente necesitada mejores ayudas. Nos han dicho... en Estados Unidos, en Nueva York, hay una entidad que se llama City Harvest, que salva comidas preparadas. En los grandes edificios hay unos sitios para comer, entonces se ponen de

acuerdo y con 9.99 dólares, porque a los gringos les encanta los 9.99, usted puede ir a almorzar, y hay comida vegetariana y comida vegana, hay carnes magras, hay no sé qué cosas... Pero realmente es muy económico y no tengo que salir, sino que llevo y eso ya está preparado, hago la fila, me dan mi comida y paso. Pero queda al final mucha comida porque si vienen 100 personas a comer, preparan para 200, porque saben que va a gustar mucho algunas de las carnes u otra cosa. Además, City Harvest viene con neveras que ruedan, las cuales mantienen el calor y el frío, en unos recipientes de aluminio que ayudan a que no toque recalentar la comida. Ahí llegan a albergues y a gente necesitada.

Por ejemplo, nuestros restaurantes son muy chiquitos. Cuando uno habla con Harry Sasson y le pregunta qué le queda de la comida que prepara, y él dice: nada. -¿Cómo que nada?. No Nada. Yo tengo cortes de carne. Si yo le hice la oferta a usted de un corte de carne de 280 gramos, yo le doy 280 gramos. Pero si de la carnicería me vienen de 310, yo le corto el excedente y lo uso para hacer empanadas de las entradas de los banquetes. O también les hago la comida a mis empleados antes de atender los eventos, porque no puedo dejarlos trabajar con hambre; no van a tener todo el cariño y toda la disposición para trabajar sino tienen el estómago lleno. Y eso lo dice Harry. Entonces, a diferencia, en los comedores es muy difícil salvar comida.

07:24

[M]: Esto es más de Business, ¿consideras que el banco tiene una competencia?

[H]: Sí claro. Hay muchos que quieren vender comida barata y muchos otros que quieren ponerse en el camino de toda la gente que está necesitando alimentos. No somos los únicos en esto. Lo que estamos haciendo puede prestarse para que algunos se escuden para hacer filantropía o para tener un beneficio tributario, lo que puede provocar que monten otros negocios paralelos. Arturo Calle tiene una frase que yo repito con alguna frecuencia, pero respeto la autoría, y es que él dice: yo conozco gente

que también sabe hacer ropa, pero como la hago yo, no hay otros.

[N]: sí, pero ¿no hay otro banco de alimentos?

[H]: En Bogotá estaban haciendo un banco de alimento, y solicitaban ayuda, con Banco de Alimentos de Ciudad Bolívar. Sin embargo, cuando revisaron los documentos, la Cámara de Comercio de ellos y la existencia, se dieron cuenta que era de una persona jurídica que establecieron como engaño, entonces no hay otro banco que yo sepa.

09:04

[N]: ¿Pero en los 20 años no ha habido otro banco?

[H]: No, no había otro banco. No ha habido.

09:11

[N]: ¿Y sabes por qué? porque Bogotá es muy grande.

[H]: Es muy grande, pero hacer todo esto bien hecho es muy costoso. Al final del ejercicio, es costoso, no es tan sencillo porque no hemos pretendido generar ganancias. Aunque yo soy de la cultura de que tenemos que ahorrar para pensar en seguir creciendo. Es sin ánimo de lucro, yo no tengo accionistas, yo no le tengo que entregar a la arquidiócesis de Bogotá una parte de mis ganancias, entonces así voy haciendo ahorros y por eso me compré el año pasado tres bodegas en la parte de atrás. Además, continuamente estoy contando el cuento de que existe el banco y que necesitamos apoyo.

10:00

[M]: Obviamente. Y esto ya es sobre el éxito, es lo último. ¿consideras que el banco de alimentos es exitoso?, donde 1 es "No tuvo éxito" y 7 es "Muy exitoso".

[H]: Yo creo que sí.

[M]: ¿Qué número le pondrías?

[H]: A ver... es como las preguntas de las mamás: ¿Cuál de las niñas te parece que es la más linda?. Yo tenía unas amigas, una de ellas es arquitecta y la otra es una cantante. La cantante es muy linda físicamente, y se mantiene todavía muy bonita, y la otra decía que ella era la feíta de la casa, pero la mamá la vestía muy bonita. Entonces todos le decían a la mamá: ¡tan bonita que es esta niña!, ¡qué vestido tan lindo el que le pusiste a esta..! Yo creo que puede ser un cinco, siendo humilde. O sea, sí, hemos sido exitosos. Cinco porque de pronto con 20 años podríamos haber sido capaces de haber comprometido más cuando usted ve que nuestros bancos se ganaron todos los billones de pesos el año pasado, y cuando les hemos tocado la puerta nos dicen que no tienen plata.

[M]: Pero son cosas que no dependen de ustedes.

[H]: Sí, no depende de nosotros, pero cuando usted ve las páginas de los que piden para adoptar mascotas, para castrar mascotas, para darle comida en la calle a mascotas, usted ve una iniciativa y una cantidad de gente haciendo una cantidad de cosas por las mascotas. Cuando yo busco para los adultos mayores, para los niños, para los niños con

discapacidades y para los muchachos que eran farmacodependientes y estaban en la calle no logro tanto.

11:58

[M]: ¿Puedes nombrar tres cosas que hacen que para ti una iniciativa como esta sea exitosa?

[H]: Pues la primera, para mí, es que, si esto viene de la mano de Dios, Dios no nos deja solos. Lo segundo, es que cuando podemos hacer algo por tantos que necesitan, y que

nuestro deseo es ser la extensión de la mano, ser la extensión de los ojos, ser la extensión de los pies del que quiere ayudar, pero no lo puede hacer, entonces podemos ver cómo muchos nos colaboran. Y lo tercero, es que creo que nuestro cuento tiene a mucha gente detrás que quiere ayudar y quieren ayudar con lo que pueden ayudar, transformando nuestros productos y dándoselos tantos que lo necesitan. Entonces creo que hemos hecho una cadena virtuosa donde muchos nos unimos y nos vemos bien representados. Yo quiero mucho a los donantes y quiero muchos a los que le dan de comer a la gente más necesitada, seguramente los que hacen esto quieren a los que donan al banco y quieren al banco.

13:29

[M]: Esto ya es lo último, ¿te gustaría agregar algo?, como una reflexión final.

[H]: Una reflexión final... bueno, me gustaría que Manuelita se llevara en el corazón un compromiso como está estableciéndolo Nina en su corazón con su especialización, porque una especialización que le otorga a un apersona un título puede ser apenas un capricho, pero un especialización que hace que su corazón no quiera moverse por donde el mundo quiere que se mueva, sino que quiere tener unas aspiraciones superiores pues es una persona que no va a seguir siendo la misma. Necesitamos que Nina se capaz de decirle a empresarios, o sea capaz de decirle a fondos de inversiones, o sea capaz de decirle a los holders de esa compañía con la que trabaja que podemos hacer cosas distintas. Albert Einstein decía: "seremos locos pensando en que pasen cosas diferentes y seguimos haciendo lo mismo". Entonces... usted es muy chiquita todavía... ¿ya se graduó?

[M]: Sí. Pues es en un mes.

[H]: Se va a graduar en un mes. De pronto la graduación va a ser virtual por las cosas que están haciendo. Entonces qué rico que empiece a meterse dentro del mundo que le va a dar oportunidades, queriendo ver que su mirada puede ser una mirada que aprecien y que estimen otros porque usted está aprendiendo a mirar distinto. Seguramente va a seguir cultivando la amistad con Nina y Nina va a seguir teniendo en cuenta a Margarita, porque el mundo nos hace encontrarnos con personas que nunca nos las habíamos propuesto, entonces se vuelve esto muy especial.

[M]: Muchas gracias. Básicamente eso fue todo. ¿algo más?

15:40

[N]: Sí. ¿Conoces algunas iniciativas que hacen más o menos lo mismo?

[M]: No necesariamente bancos, sino por ejemplo alguna compostera que trata como esto...

[H]: He conocido un poquito, pero muy poco, porque es que esto me absorbe mucho. Pero en Corabastos, por ejemplo, ya hay una iniciativa que está intentando recoger todo lo verde, y en lugar de que se vaya a botaderos de basura, lo meten en unos procesos de compostaje y de transformación en algo de alimentos para animales. Al final buscan que sean productos que terminen sirviéndole a la agricultura. He conocido de pronto algunos muchachos que están queriéndole ayudar al banco de alimentos, haciendo empresas con sentido social, que hacen que lleguen los productos a las casas. El poder tener más tiempo para estar en las redes sociales y el tener más tiempo para otras experiencias, hace que ir al mercado se vuelva un tema en donde la gente ya no quiere ir. Hoy, entre los planes que había, cuando alguien iba a cumplir años, era: ¡ay, rico ir a comprarle algo bonito!, y entonces usted, por ejemplo, para comprarle a su mamá tenía que saber que le gustaba algún almacén. Según su presupuesto le compraba una pañoleta, o un collar, y se encontraban cosas en una feria artesanal, si a ella le gustaba artesanal. Pero si a ella le gustaba con kilates y la piedra tallada de algún almacén que tuviera marca especial, pues no iba a ese sitio. Pero hoy en día las mujeres quieren muchos aretes, entonces ay unos paquetes de colecciones de aretes que vienen 30 aretes por 25 dólares y se los traen de la china, entonces con 75000 pesos usted queda con un juego completo, los cuales seguramente no va a usar toda la vida, algunos los va usando y los va regalando porque después se antoja de otros y es muy fácil comprar así. Le música, hace un tiempo, tener el último CD de algún artista especial era una ilusión. Hoy en día, en el primer día, bajan la canción 7 u 8 millones de personas en un solo día, bajándola con 1.99 ¿qué sé yo?. ¿Usted si baja música?

18:46

[M]: Sí, por Spotify.

Fin

00:18

[M]: Bueno, entonces yo haré las preguntas... Bueno, entonces como Nina te comentó, la tesis de ella gira entorno a iniciativas que trabajan con la redistribución de alimentos, específicamente factores de éxito o fracaso. Entonces, llegamos al banco de alimentos porque es el caso de éxito perfecto. Primero queremos hablar de tu perfil. ¿Podrías contarnos más de ti y tu papel dentro del banco de alimentos?.

[H]: Sí. Soy el director hace... la navidad del año 2000, el cardenal Pedro Rubiano hizo

que en Colombia, también en Bogotá, estuviera el banco de alimentos. Ya estaba en Medellín, ya estaba en Cali y en otras ciudades. La iniciativa que empezó la primera vez en Medellín, no era original de Medellín. Ellos aprendieron del modelo de México. México tenía una asociación de Bancos que se llamaba AMBA, hoy BAMX (Bancos de alimentos Mexico). Y a través de las antenas parabólicas (con las que se movía la televisión de antes) llegaba información de México, porque TV Azteca apoyaba el banco de alimentos de México, dejando que la gente se enterara para ver quién podía ayudar. Ellos lo encontraron y fueron a conocer la iniciativa en México. En México son cerca de 500...

01:53

(El entrevistado recibe una llamada)

[H]: Permítanme un segundo. ¿Aló? ¿Sí?

[T]: ... el 22 de febrero le hicimos un traslado de 100 millones, y el 5 de marzo de 9.50.

[H]: Ah, bueno, listo. Entonces quedamos así. Gracias.

[T]: Sí señor.

[H]: Es que este fue un mensaje del 28 de febrero suyo.

[T]: Sí, señor.

[H]: Sí, pero me dijo que había 148. Pero tranquilo, listo. Pero me dijo que había 148...

[T]: Sí, por eso padre, ya ahortica quedo con lo de 984000 pesos.

[H]: Listo, listo. Ya se nos acabó el... Dios lo bendiga.

[T]: Sí, señor. Chao.

02:34

[H]: Es que estoy construyendo mi parroquia, un centro pastoral parroquial.

[M]: ¿En dónde?

[H]: En Prado Veraniego. ¿Por dónde viven?

[M]: Por Mazurán.

[H]: Ah, más al norte. Esto queda cerquita del Home Sentry, tres cuadritas abajo, y son casi 3000 metro cuadrados. Queremos tener unos espacios para el adulto mayor, el trabajo con niños y jóvenes, para capacitación de persona jóvenes que no se prepararon para ningún oficio, han sido operarios, pero sin formación, y para los adultos mayores que viven mi parroquia que están muy solos. Entonces quiero que tengan la experiencia de sentirse acogidos y acompañados por nosotros.

03:32

(Entrevistadora retoma el tema de la entrevista)

[M]: Nos estabas contando sobre... TV Azteca

[H]: Entonces ellos... la iniciativa arrancó en México, y en México arrancó muy cerca de la iglesia. Las diócesis y las arquidiócesis los adoptaron dentro de los proyectos de la pastoral social. Pero el encargado de Guadalajara -de la pastoral social-, cuando Ricardo Bon Echavarría fue a estudiar producción agrícola en Canadá, se enteró de que existían los bancos de alimentos y quiso implementarlos (sin conocer mucho de los bancos de alimentos) para que los productos que no calificaban para ser comercializados, o no aplicaban de pronto para las industrias, le llegaran a la gente que no tenía posibilidad de comer o no tenía seguro el alimento. En ese ejercicio, el encargado de Caritas le dijo: si le vamos a ayudar a los pobres no les podemos regalar, y no les podemos regalar porque a los pobres en México les regalaban lo que ya no servía, lo que estaba dañado o lo que había tenido algún problema. Y entonces decidió que debían dar un pequeño aporte, y ese pequeño aporte lo llamaron Cuota de Recuperación, que tenía tres propósitos. Lo primero es que al pobre que le ayudaban le iban a pedir a cambio una contribución para que se sintiera dignificado, porque no le regalaban sino porque le dejaban más fácil el acceso a esos alimentos vía una cuota de recuperación. Lo segundo es que esa cuota de recuperación tenía por propósito un tejido social: identificar qué estaba pasando en las historias de estos niños, en las historias de estas familias más pobres y poder ver cómo de una manera más ordenada se les podía seguir ayudando. Y lo tercero que se propuso el encargado de la Caritas es que si esto lo hacíamos bien había que escalarlo, porque México tenía mucha gente con hambre en aquella época; estamos hablando de 1985, siglo pasado -ustedes no sabían que existía el siglo pasado porque nacieron en este siglo; empezaron a vivir, a estudiar y tienen todo del 2000 para acá, pero en el 85 ya estaba. Y entonces, nosotros replicamos ese ejercicio porque nos parece que es una posibilidad buena, luchar contra la cultura de la mendicidad. En América Latina, nuestros políticos han sido muy hábiles en promover la cultura de unos bonos, de unas ayudas y mantienen a la gente pobre de por vida. Entonces ellos nunca salen de ahí porque ellos creen que, según algunos, les deben dar esos subsidios, que ellos merecen esas ayudas, es que ellos no tienen nada. Sin embargo, solamente cuando las economías engranan y dinamizan a la gente, ayudándola a desapoyarse y a que sean capaces de sustentarse ella misma, es cuando, de verdad, las personas pueden salir a adelante, pueden tener oportunidad de mejoras.

De esa iniciativa, que, en el 2000, empieza en Bogotá en la navidad del 2000, yo he acompañado estos 19 años. Yo, cuando me enteré de que en México estaban los bancos que habían inspirado los nuestros, quise conocer los de México. Conocí un poco de Monterrey; conocí también Guadalajara; conocí por ahí en el D.F., hoy México capital y algunos otros por ahí. Pero después nos enteramos que los bancos habían nacido realmente en los Estados Unidos. Arrancaron en Phoenix, Arizona, porque un hombre irlandés que había perdido todo (parece que el licor lo afectó mucho), perdiendo su

familia y su empresa: John Van Hengel. Él fue acogido por un sacerdote franciscano en Phoenix, en la parroquia de Santa María -y por si ustedes colocan Food Bank Santa María ahí está el primer banco de alimento de los Estados Unidos, ahí está su historia. Él fue a ayudarle a ese sacerdote que tenía un comedor para los niños pobres, pero los niños participaban en rangos como dentro de los 8 y los 12 años. El alcohol no acaba con las neuronas de los empresarios y de los emprendedores. Comenzó a hablar con niños que tenían más hermanos, después comenzó a hablar con las mamás de esos niños (para algunas de esas mamás, sus esposos habían muerto o se habían ido a encontrar un trabajo muy lejos, abandonando el hogar), y entonces, comenzó a darse cuenta que estas mamás, como las mujeres a lo largo de toda la historia, no se quedan quietas. Una mamá si engendra un hijo y lo deja nacer lo saca a adelante en el 99.99% de las veces. Estas mujeres fueron muy guapas, muchas de ascendencia mexicana y muchas de otras culturas porque los Estados Unidos, después de la segunda guerra mundial, va a tener mucha gente de muchos lugares, naciendo mucha gente emprendedora (teniendo en cuenta que Estados Unidos no es tan rico en el año de 1967 hasta un poco más de 50 años). Y comienza a hablar con ellas, y ellas le dicen que hay unas pequeñas industrias de alimentos que donan productos que no calificaron o ya no se pueden comercializar, que les donan en algunos sitios productos ya maduros que son muy difíciles de comercializar, que les donan productos que se afectan en sus preservaciones: se dañan las etiquetas. ¿Qué sé yo?. Entonces, comienza a hablar también con los que les dan a estas señoras. Algunos de ellos están contentos porque les parece que mejor que botar es compartir. Entonces, ahí hay dos verbos con los que tiene que luchar el mundo, porque el mundo bota hoy una tercera parte de la comida y qué podemos hacer: ¿botar o compartir?. A compartir muchos le tienen miedo porque dañan la economía; la economía no se daña cuando se comparte con los que no tienen seguridad. Y aparece un fenómeno muy bonito y es que estas personas los motivan para que generen el primer banco, entonces él va a recoger y va a repartir. Algunas señoras venían, pero lo que querían encontrar era solo frutas, o lo que querían encontrar eran solo verduras porque preparaban una comida caliente, y lo que encontraban era lo contrario. Entonces cuando él reparte, trata de repartir en proporción de lo que realmente la gente necesita. Cuando a usted las cosas no le cuestan, usted lleva mucho. Cuando usted tiene que comprar y pagar, usted lleva lo necesario. Cuando a usted no le duele botar, usted es muy responsable con lo que compra. Los norteamericanos en esto son unos maestros, en comprar y después botar. Se bota mucha comida. Entre nosotros también hay mucho desperdicio de comida. Hay tres canales que hacen que haya mucha comida que se bota, es una tercera parte de lo que se produce. Uno de esos desperdicios es el campo porque cuando el producto ya no tiene precio nadie lo quiere comprar, nadie lo quiere cosechar y se queda en la tierra, entonces se caen las frutas de los árboles. Lo segundo es en

nuestros hogares, muchas veces no tomamos la decisión a tiempo y hay comida que se bota. Hoy la empleada de su casa le pregunta: Manuelita, ¿usted va a venir a comer hoy?, y usted le dice: sí, yo como hoy. Entonces le deja todo preparadito y bonito y no es sino ponerlo en el microondas y calentarlo. Pero si con Nina se ponen de acuerdo por la tarde y trabajaron muy duro, y Nina dice: vengan y comemos algo y pasan por un sitio de unas ensaladas ricas o se comen una pizza, entonces usted llega por la noche y ya no va a comer, ni siquiera pasa por la cocina, si pasa, pasa a buscar agua. Su empleada, al otro día, de pronto va a encontrar ese plato ahí, pero las políticas de su mamá son que si se encuentra comida al otro día, por favor botar eso “yo no quiero ver comida aquí acumulada”. Pero si usted entra en una mentalidad distinta y dejó que se preparara la comida, le puede decir al señor de la portería: tengo mi comidita, pero por mi trabajo me invitaron a comer, ¿quiere que le baje ese plato?. El celador entra a las seis de la tarde y sale a las seis de la mañana y le va a decir: ay, doña Manuelita, mi Dios le pague. Él la va a coger, la va a traspasar a un plato que él tiene y usted se sube su plato y lo lava. Esto es muy difícil que lo podamos hacer porque vamos con tanto afán que no pensamos en eso. Nos pasa a veces que de pronto compramos una pizza porque Nina va ir a su casa y usted invitó a otras dos personas para que dialoguen. Entonces dicen: hagamos una vaca, cada uno pone una plata y piden dos pizzas para los 5 que están ahí y se comen de las 10 porciones solo 7 porciones. Las tres que quedan, a veces no tomamos la decisión, y de pronto a la señora que trabaja en su casa hasta las 5:30 p.m. se va y ustedes terminaron de comer a las 4. Pero si usted hubiera sido más pila, le dice a la empleada: ¿quiere llevarse estos tres pedacitos para sus niños?; seguramente esos niños de ella casi nunca comen pizza. Así podemos vivir una alegría de estar pensando en compartir. A veces hay en los supermercados promociones, y uno ve un lleve tres... ¿usted vive en qué parte de Estados Unidos?

13:57

[N]: En Holanda...

[H]: ah, usted está en Holanda. Si usted pasa por Holanda, hay unos mercados en los que colocan tres frascos y dice: pague dos y lleve tres. Entonces, tenemos que tomar la decisión que si yo solo consumo un frasco, me puedo llevar uno para mi trabajo y decir: tengo estos dulces, el que quiera comer, están ahí. O una persona que usted conoce, que trabajó con sus papás, hoy en día es mayor y vive en una casa para adultos mayores, puede pasar, saludarlo y decirle: pensé en usted y le traje esto. Son dulces de Alemania, deben ser sin azúcar. Así puedo compartir unos dulces con esa persona y voy a hacer algo que a veces no hago: ir a hacer una visita a alguien que sé que está muy solo. Entre ustedes allá en Holanda toca con cita previa, ¿cuándo nos podemos ver?, llamarse y cuadra una cita para el 20 de marzo. Ustedes se ponen las citas largas. En Colombia nos ponemos de acuerdo a las dos de la tarde, para vernos a las tres, sin ningún problema. Los europeos no tienen toda esa facilidad allá, son muy organizados. Esto es un

poquitico del cuento.

15:42

[M]: Ok. Es un muy buen background.

[H]: De la iniciativa de los Estados Unidos, comenzaron a darse cuenta otros y comenzaron a surgir nuevos bancos al rededor, donde más o menos en los años... al final de los 70's y comienzos de los 80's, surgen una red de bancos de alimentos en los Estados Unidos que se llama Second Harvest (Segunda cosecha). Entre los judíos, y en el antiguo testamento, había como norma que decía que cuando fueras a cosechar no había que recoger todo lo que produce la tierra, sino que lo que va quedando que se quede en la tierra, para que cuando los que no tiene qué comer salgan y encuentren. Y a eso le llamaban la segunda cosecha. Como en los Estados Unidos hay tantos judíos, y detrás de los negocios grandes de los gringos siempre hay judíos, entonces se fue implementando. Esto es parte de una propuesta de economía que viene desde el antiguo testamento, es decir que tiene más de 2000 años. El mundo tiene que volverlo a ver. Europa recibe por Francia y por España por primeros Bancos de alimentos. Después se difundieron por toda la Unión Europea. Hoy en día, la Unión Europea tiene la FEBA, que es la Federación Europea de Bancos de Alimentos. Creo que la sede está en su país.

17:18

[N]: ¿En Holanda?

[H]: En Holanda.

[N]: No sabía.

[H]: ¿La capital de Holanda es..?

[N]: Amsterdam

[H]: En Amsterdam. ¿Bélgica también es de ustedes?

[N]: No, es otro país.

[H]: ¿Brujas sí es de ustedes?

[N]: No, es en Bélgica.

[H]: ¿Pero están muy cerca cierto?

[N]: Sí, sí, puedo ir a Bélgica en una hora.

[H]: Ah, es como ir entre Bogotá y Soacha. Entonces están ahí esos bancos.

17:48

[M]: Bueno, ahora un poco más sobre usted padre. ¿cuál fue su educación previa a todo esto?

[H]: Yo... tengo tres cosas en mi educación. Lo primero, participé de una familia estable, mis papás eran gente humilde. Mi papá de niño la pasó mucho en el campo, con una situación económica donde no sobraba, pero tampoco faltaba, tenían lo mínimo. Mi papá nació hace noventa años, noventa y un años. Falleció hace cinco, seis. Mi abuelo

tuvo dos matrimonios, fueron 10 hijos en total. Mi papá fue el último de sus hijos, de los dos matrimonios. Se casó a los 35 años cuando ya murieron sus papás muy mayores. Tenía una consciencia de ayudar y de los social muy grande. Logró hacia los 18 años empezar a trabajar en una industria de textiles, que era Coltejer, y fue obrero toda la vida. Mi mamá...estaba muy bien en la cultura que para los años 50's, 60's, la mujer se casaba, tenía hijos y está al frente del hogar. Entonces mi mamá fue siempre mujer del hogar. Hoy tiene 82 años. Ellos se llevaban 9 años, pero la tenemos todavía por fortuna. Mis hermanos: somos 4 hermanos, el que me sigue, es un tecnólogo agropecuario que se especializó en temas de pedagogía y trabaja con la caja de compensación familiar Confama en todas estas bibliotecas lúdicas. El que sigue es un doctor en ingeniería sanitaria y es docente en la Universidad de Antioquia. Y el que sigue es un ingeniero civil, trabaja medio independiente, pero es el que está más pendiente del cuidado y de la atención de mi mamá, que ya requiere compañía, cuatro días de la semana con una enfermera y dos con una señora que ayuda en la casa.

Hice escuela pública mis cinco primeros años de escolaridad y luego la secundaria del departamento, en colegio público también; y vine a hacer los dos últimos años de la secundaria a Bogotá en el Seminario menor. Luego hice mis 7 años de formación en el Seminario Mayor, para la parte de filosofía y teología. Después, tuve la oportunidad de ser sacerdote al estar como párroco en varias parroquias, entre ellas Monserrate y el cerro de Guadalupe. Estoy hoy en día en San Ricardo Pampuri y voy a cumplir 8 años allá. En Suba Tibabuyes estuve 11 años.

21:06

[N]: ¿Y es como una escuela?

[H]: No, no. En la parroquia. Párroco. Pero en esa parroquia tenía escuela de capacitación. Había cursos de modistería, lencería, corsetería, tejido, puntura en tela, porcelanición, decoración de cerámica, belleza, panadería, floristería industrial, modistería infantil, pijamas, sudaderas, camisería, mecanografía, contabilidad, secretariado...

21:29

[N]: ¿Pero hay clases allá también?

[H]: Esas clases las hacíamos porque teníamos muchas madres solteras que no sabían hacer nada y quería que se capacitaran, porque nosotros en la vida no tenemos lo que tenemos porque nos lo merecimos, sino porque alguien nos dio la oportunidad y la

aprovechamos. En la vida, yo creo, tenemos que generar oportunidades y mirar cómo le ayudamos a otros. El mundo se ha vuelto demasiado egoísta y en medio de todo ese egoísmo tenemos una riqueza que, según el último foro de Davos, advierten que más del 90% de toda la riqueza del mundo pertenece a cerca del 10% de la población del mundo. Y dentro de toda esa riqueza hay un número relativamente pequeño de familias

que son dueños de un porcentaje muy grande de toda la riqueza, entonces no sé si estemos en la línea correcta. Pero sí sé que cuando podemos ser solidarios y podemos ayudar a otros, podemos marcar una diferencia muy grande.

22:54

[M]: Esta es una pregunta ya más sobre la redistribución de alimentos. ¿Cuáles son los valores más puntuales que se tiene sobre esta redistribución?

[H]: Creo que cuando nosotros hicimos nuestro trabajo de estrategia en el 2012, descubrimos que nuestros clientes principales son los donantes. Nosotros existimos en la medida en que los donantes puedan confiar y contar con nosotros. Y nuestros proveedores son las organizaciones que atienden a esta población en estado de vulnerabilidad, donde queremos que no haya proselitismo político, ni religioso, ni ideológico, y donde queremos que la gente necesitada no la tengamos ahí para que permanezca en ese estado, sino que pueda subir a un nuevo nivel. Queremos que los niños que ayudamos estén escolarizados; hay ambientes lúdicos, hay higiene y hay un trabajo con sus familias en lo que tiene que ver con buen trato. Nosotros no podemos creer que hay buen trato con los niños siempre, cuando la realidad es que los padres de estos niños y los padres de sus padres fueron siempre gente violenta, y este es un problema global de todas las culturas y en todas las realidades. Conocí hace poco una tribu en África, donde si una persona comete un error, es sentada en la mitad de la comunidad y todos comienzan a decirle todas las virtudes que tiene, nadie recalca el error, sino que lo incitan a ser consciente de todas las virtudes que tiene. Pero nosotros tenemos una sociedad que se goza juzgando, condenando, nuestros políticos son pícaros, donde los unos a los otros se tratan de pícaros, y en el argot popular todos oímos hablar de lo pícaros que son nuestros políticos. En la cultura azteca y tolteca, para aspirar a los cargos de lo público tenían que no haber sido ricos, así como tampoco podían terminar siendo ricos, fueron culturas muy desarrolladas. Pero el capitalismo salvaje que es menos dañino que el socialismo radical nos ha mostrado que no está en el camino correcto, no está en la línea correcta. El papa Francisco en alguna ocasión decía que no le parecía del todo bien el capitalismo, pero que al menos en el capitalismo se veía el desarrollo. El socialismo, en cambio, hacía que nada de desarrollo pudiera tener fuerza y pudiera dar lugar a mejores oportunidades realmente para todos. Pero el mundo está necesitando personas que sigan estudiando y que logren un Nobel - se acordará de mí el día que le vuelvan a recordar su Nobel, porque no podemos encontrar un planeta B para seguir llenando este de basura, de tanta injusticia y de tanta inequidad.

26:21

[M]: Aquí ya vamos a empezar a hablar más sobre el banco de alimentos. ¿Con cuántas personas están implicadas ustedes?

[H]: Implicadas en cuando uno hizo algo malo...

26:32

[M]: O sea, ¿cuántas personas se relacionan en todo el banco?

[H]: Como con cuántas personas hacemos el ejercicio del banco... Tenemos que hoy somos cerca de 120 empleado. Que el año pasado tuvimos cerca de 5510 voluntarios. Que el año pasado participaron 46 universidades, 80 programas académicos, 1715 estudiantes y alrededor de 250 docentes. Que el año pasado estuvieron 1052 organizaciones y cerca de 300.000 personas que se beneficiaban. Que el año pasado movimos cerca de 14000 toneladas de producto y tuvimos 3 ejercicios muy especiales que nos ayudaron. Uno, salvando productos en la corporación de abastos de Bogotá (Corabastos). Corabastos mueve alrededor de 12000 a 16000 toneladas cada día, mueven muchísimo, y mucho de lo que se mueve a veces no se salva por falta de cuidado. Cuando usted ve los precios de nuestras frutas y de nuestras verduras, que es todo fresco, a usted le parece fascinante ver que con 5 euros, que para ustedes no es ni una hora de los trabajos más simples allá, usted puede comprar, que son unos 21000 pesos, puede comprar varias frutas y varias cosas. Allá con 5 euros usted no puede comprar casi nada. Aquí es muy económica la comida.

28:12

[N]: Sí, especialmente las frutas y las verduras.

[H]: ¿Conoce la plaza de paloquemao?

[N]: Sí, fuimos allá también.

[H]: Es fascinante de verla. Ustedes tienen unas plazas, unos centros de comercialización de frutas y verduras que son muy lindos, algunos muy antiguos que tienen todo un sentido artístico, donde se consiguen los quesos, los pescados y las carnes... Europa tiene unos lugares de comercialización de productos. Pero cuando cosechan tienen unos embalajes sumamente adecuados y tienen la posibilidad de que los productos no se estropeen unos con otros, porque van muy bien empacados; todos esos empaques generan muchísima basura. Ahora, cada vez más la basura es más ecológica, porque todas esas maderitas o cartones pasan a procesos de volverse a utilizar. Cada vez están quitando más los plásticos. Antes, cada melón venía envuelto en unos materiales que parecían icopor o plástico para que nada los tocara y nada los dañara, llegando a tener mucha más vida. Sin embargo, entre nosotros el ejercicio de la Corporación de abastos nos ha permitido encontrar una cantidad importante de comida. Nuestras industrias y nuestros almacenes grandes nos entregan productos, pero hoy con todos los modelos globales de bajarle a la merma y de mirar cómo podemos vender lo más

posible, terminamos teniendo aliada la legislación y es más rentable destruir que donar. La legislación chilena y la legislación peruano van a empezar ordenar a la gente que aunque destruya no puede evitarse los impuestos que tienen que pagar por las materias primas que trajeron y por no haber tenido la responsabilidad de tomar una decisión con

el producto antes de que tuvieran que destruirlo. Hoy entre nosotros todavía se destruye mucho producto. Aunque mucho tiene razón de ser de que se destruya porque, por ejemplo, una leche ultra pasteurizada si se daña y comienza a afectarse un lote, pues toca destruirla, la leche cuando se daña ya no tiene otra oportunidad. En ciertas frutas y verduras, cuando ya están en un nivel de maduración muy alto... poder tomar la decisión de entregarlo no es tan fácil. Pero si va a haber muchos productos porque hoy el mundo produce en algunas partes y distribuye para todos. Yo no sé Nestlé cuántas factorías tenga en el mundo, pero Nestlé creo que le distribuye productos a más de 200 países del mundo. Llegan a los países donde están en comunismo y a donde está la guerrilla y a los lugares más inhóspitos. A todo lugar llegan. Empresas como Kellogg's, son empresas bondadosas, porque, por ejemplo, un porcentaje muy importante es de una fundación que invierte recursos muy importantes en formación continuada y en especializaciones: el Instituto Kellogg's, tratando de ser muy solidarios con las regiones y con la gente. En el banco de alimentos de Chicago, por ejemplo, Kellogg's hizo un sitio muy bonito en acero inoxidable para que los niños Down puedan hacer sus voluntariados. Ellos reempacan Corn Flakes, que si Kellogg's lo hiciera con todas las líneas de la industria lo harían en minutos, pero allá van todos los días niños a participar.

32:50

[M]: Bueno, esto ya es más sobre que ustedes son más autosostenibles. O sea que así se basa. Podría darnos una explicación del modelo

[H]: Sí. Desde que empezamos el banco de alimentos con el cardenal Pedro Rubiano, y hoy en día con el cardenal Rubén, hemos querido que el banco no dependa de nadie, y que podamos hacer un ejercicio con toda la libertad del caso, pudiendo opinar como me siento en opinar, porque yo no dependo ni de la alcaldía, ni del gobierno, ni dependo de sectores bancarios, ni de sectores industriales. Yo dependo de muchos que nos ayudan y son mis clientes, como les dije hace un ratico. Pero dependo también de las organizaciones, y ellas nos están ayudando a tener el músculo financiero para poder operar con esta libertad. Tenemos dos propósitos muy grandes con las organizaciones con las que trabajamos y es que queremos que ellos nos garanticen modificación de hábitos alimentarios y la generación de una cultura de la alimentación sana y saludable. Nuestra gente ha aprendido a comer mal, y es un problema global. El papa Francisco ante el Programa Mundial de Alimentos y la FAO el año pasado en octubre, el día de los alimentos, advertían que hay dos problemas mundiales: uno es que 825.2 millones de personas no tienen seguro el alimento y el otro es que ya estamos llegando a 700 millones de personas obesas, y las personas obesas se están volviendo un problema global. No que porque muchos han pagado impuestos y hacen parte de familias productivas no le cuestan al sistema de salud, algo que es imperdonable. Entonces, muchos de estos obesos van a tener problemas para sí y para las generaciones venideras.

En Norteamérica especialmente, y algunos países de Europa, hay niños que nacen y a los diez años ya están pesando 80 kilos, es decir que son personas con una situación mórbida y una situación no sana. Si bien posiblemente los pueden ayudar, muchos de esos niños a los 18 años ya van a estar teniendo medicinas para su corazón, para los riñones, un seguimiento nutricional y tratamiento especial para que los muevan. Entonces todo eso hace que de verdad se prenda una alarma, pues mientras unos no tienen qué comer, otros comen muy mal, y la obesidad es fruto de comer muy mal. El otro fenómeno con el que venimos trabajando es que nos hemos querido acercar al campo. Y en el campo, estamos encontrando campesinos que tienen minifúndios (extensiones de tierra muy pequeñas) donde siembran lo que la tierrita da, ateniéndose a ver Dios qué provee. Ahí están esperando a ver el milagro... Entonces les queremos comprar algunos de estos excedentes para que, como no tienen precio y nadie se los va a comprar, nosotros les recibimos, les damos un aporte solidario también a ellos y les entregamos paquetes alimentarios para que ellos coman lo que no compran, y no lo compran porque no saben que existe o porque no tiene con qué comprarlo. Entonces nos estamos ayudando con esos campesinos. Hay, algunas veces, charlas para ellos con personas de nutrición o con personas de trabajo social. Se les está enseñando sobre buenas prácticas en la higiene, sobre el buen trato y sobre la manera de producir de una manera limpia y sostenibles. Esto nos ayuda mucho. Hemos intentado que haya más gente que se entere de que existimos, pero es muy difícil. Entre nosotros, cuando uno es motivo de escándalo, los medios de comunicación son muy generosos para contar lo que uno está haciendo. Miren lo que está pasando con el coronavirus en estos días. Pero resulta que en el mundo mueren todos los días 8500 niños y ya está la vacuna, que se llama comida, pero por hambre, mueren 8500 niños cada día. Nadie dice nada. Dicen, algunos estudiosos que con la mitad de lo que consumen los animales que tienen como mascotas los norteamericanos, se podrían solucionar los problemas de hambre en el África, pero no hay toda la voluntad. Si yo he trabajado muy duro y quiero tener dos perros que se comen 1000 dólares en comida y atenciones todos los meses... pues es que yo he trabajado para cuidar a mis perros. Aquí hay gente que todos los días los reciben para llevarlos a la escuela, y hay veces cuando se van de viaje y no pueden llevar al perro lo mandan a hotel el fin de semana con actividades. Pero no quieren contar que existimos los bancos de alimentos y que estamos buscando las ayudas: ¡chévere!, ¡bonito!. Es simpático.

38:19

[M]: En cuanto a los lotes que entran hay donaciones, ¿pero hay cosas que ustedes pagan o los pagan?

[H]: También les compramos. Nosotros compramos el año pasado el 42% de todos los productos que entregamos y recibimos en donación el 58% de todos los productos que entregamos. Cuando yo hablo de que recibimos el 58%, estamos hablando de kilos, pero

muchos de los kilos que recibimos en donación no los despreciamos, los apreciamos con todo cariño, pero muchas veces son galleterías, son dulces, son snacks, son

productos muy básicos como la leche. Pero no me donan arroz, ni arveja, ni lenteja, ni fríjol, no me donan casi aceite. Me donan leche, pero no tengo la suficiente con la que me donan, me toca salir a comprar leche. Compro sal, azúcar, panela, queso y otros productos para endulzar.

39:24

[M]: Y cuando ustedes compran, que es una cantidad muy grande, ¿esa plata la obtienen con fondos que no son del gobierno?

[H]: Con fondos que no son del gobierno y que un porcentaje muy grande viene de la misma gente que recibe las ayudas porque hemos aprendido a comprar en gran volumen, y logramos unos precios de gran volumen. No le ganamos nada a lo que compramos. Entonces, tenemos unos tableros para evaluar cómo van los precios y yo estoy por debajo de D1, de Justo y Bueno, de Ara, de Mercado Líder, de cooperativas que están en algunos sectores de la ciudad, y por supuesto por debajo del Éxito, del Carulla, del Carrefour, de Jumbo...

40:15

[M]: Aquí entra mucha comida, pero supongo que también hay comida que sale. Es decir, no todo lo que entra realmente lo usan, ¿sí?

[H]: El año pasado, calculamos que no pudimos aprovechar cerca de un 5% de todo el producto que recibimos, pero un volumen importante de esas 700 toneladas fue cartón. Yo no entrego los cartones para evitar la comercialización de productos y para ayudar a un fondo que tengo de educación. Los empleados que trabajan aquí y quieren estudiar, podemos apoyarlos con un porcentaje de la matrícula y les damos préstamos con cero intereses para que puedan hacer sus estudios. Los sistemas financieros, hablando del tema de la educación, son muy costosos; es muy caro pagar esos créditos, entonces les ayudamos. A los que quieran comprar su casa también los apoyamos con préstamos sin intereses. Y tenemos unos paquetes alimentarios, que los empleados pueden llevar dos meses al mes, con productos de los que nos llegan al valor del aporte solidarios. Entonces llevan su leche, su arroz, sus galletas, sus dulces. El valor de los productos es el 10% del valor del resto en el resto del mercado.

Por lo tanto, son las donaciones las que nos dan el músculo para mantener los 120 empleados. Tenemos 120 empleados porque desde que empezamos en el modelo que vimos de México, y que implementaron Cali y Medellín, había muchos voluntarios pobres, pero la legislación de Colombia ha hecho que un voluntario que obedezca, que cumpla horario y que tenga funciones y cumpla con esas funciones, tenga derecho a su remuneración. Ya hay un contrato verbal y el contrato verbal tiene fuerza jurídica. Entonces, nosotros quisimos empezar con empleados. Un buen número, con cerca del

42, 43%, son mujeres y el resto varones. Las mujeres son... de los profesionales que hay en el banco la mayoría son mujeres. Esto en Europa hoy en día se está valorando y apreciando desde las oportunidades a la mujer. Y desde la cultura nuestra, las mujeres

son mucho más disciplinadas y son mucho más precisas en muchas de estas minucias, como es el tema de la gestión social, la nutrición, lo contable, las comunicaciones y las redes sociales, así como en algunos procesos de la planta. Así que tenemos un equipo de mujeres virtuoso.

43:24

[M]: Hablando de comunicaciones, nosotros supimos por la página de internet y por otros medios, incluso verbal, ¿qué tan importante usted considera todas las tecnologías de la comunicación?, ¿Cómo funcionan para ustedes?

[H]: Lo aprecio mucho. Hemos tenido personas que nos donan. Ese es un tema que se ha vuelto muy costoso, muy necesario, pero muy costoso. Yo trato en lo posible de que lo que gastemos, nos lo gastemos en comida, intentando ahorrar, en lo posible, en todo lo que tiene que ver con esto. Tener un community manager, tener más personas en esas redes sociales puede ser muy importante, pero muy riesgoso también, porque hoy en día cualquier expresión o cualquier comentario que se viralice puede venirse en contra de uno de una manera muy ingrata. Poder generar la recordación en la gente con la que nosotros quisiéramos es muy difícil porque a veces tiene que ser una experiencia de venir y ver lo que estamos haciendo para que se entienda. Hoy en día si a usted le dicen que hay tres muchachos detrás de un proyecto de comida vegana con la ilusión de llegar con comida preparada a unos sitios, esos tres muchachos seguramente no tienen una ambición económica muy grande porque tienen detrás a alguien que los apoya. Siempre hay alguien que quiere apoyar ese tipo de iniciativas porque hacen falta ese tipo de iniciativas. Entonces pasa como Rappi, quienes desde California les confiaron unos recursos gigantescos, donde este tipo Simón, un exalumno de la Universidad de los Andes, ha sido un tipo brillantísimo. Ya parece que está teniendo inversiones de otros sectores y otros países. Sin embargo, cuando uno ve a estos chinos de Rappi, que además muchos son venezolanos, en una bicicleta y tirados todo el día en un separador, dependiendo de las propinas, ¡Ay!, yo no sé si eso sea tan bueno del todo. O si uno puede aprender a hacer cosas que algún día se van a volver malucas. O sea, rico que usted pueda comerse una comida que prepara un restaurante chévere y usted está un sector en donde llegar a Usaquén le implica tráfico de 45 minutos de ida y otro tanto de venida, pues usted usa el servicio de mensajería pagando los 2000 pesos al muchacho que hace el servicio. Sin embargo, el hombre en una bicicleta, ¿qué tanto riesgo hay?. Qué terrible que le digan a uno: su pedido no va a llegar porque el muchacho se accidentó y va camino al Hospital Simón Bolívar, que además no tenía nada de documentos ni de seguridad social, que los obliga a no llevarlo a un hospital cercano, sino a donde el

Estado protege un poco a los insolventes. Entonces, esas son cosas...

[M]: En cuestión del banco, en infraestructura tú eres el director.

[H]: En cuanto a infraestructura... cuando yo empecé fui a conocer Medellín y Cali, y le dije al cardenal Rubiano que necesitábamos una bodega, y le dice: necesito una bodega pero prestada. Yo no puedo pagar arriendo, porque al arrancar una iniciativa de estas y

tener unos gastos fijos altos es muy difícil. En nuestro país un porcentaje muy grande de las iniciativas mueren en el primer año, y antes de los 5 años han muerto otro porcentaje muy grande. Entonces poder llevar esto 20 años, ahorita en diciembre que cumplimos 20 años de haber nacido como iniciativa, no es tan común. Mientras fuimos avanzando, quisimos pensar en tener un nuevo lugar en donde tenía 411 metros a la base, 670 metros en total y esto eran 4500 metros en total. Acabamos de comprar otros 600 metros en la parte de atrás, para poder hacer un cambio de todas las cubiertas. Todo esto lo hemos hecho porque, de verdad, la mano de Dios está aquí. Ha aparecido gente bondadosa, Arturo Calle ha sido clave para nosotros, Gonzalo Restrepo, el que era el presidente del Éxito, Carlos Enrique Cavelier, otro. Sin embargo, tenemos un reto muy grande con la dinámica de lo que el banco tiene que seguir haciendo con lo que vamos viendo en el día a día. Por ejemplo, queremos hacer unos muelles internos para entrega de la mercancía, hoy la hacemos muy en la calle. Queremos hacer un par de muelles de recibo de mercancía en las dos bodegas que compramos. Esto es un poquito distinto a la mayoría de las iniciativas y de emprendimientos que hay hoy en día, donde personas muy inteligentes pueden sentarse y planear cómo vamos y cómo vamos a costear, en cambio, yo trato de aprovechar lo que ya nos dio la oportunidad y trato de ayudarle a los que tienen muchas necesidades. Hoy en día, las empresas aprendieron a tener ejecutivos de muy altos niveles, pero todo eso cuesta mucho. Cuando usted va por un municipio, va por un pueblo y para a comerse un pan acabado de hacer. Ese pan sale más barato que los panes de las industrias. Lo mismo con los dulces, todos podríamos comer dulces nacionales por la décima parte de un dólar, pero todos queremos comer dulces suizos. Esto quiere decir que todos al final tenemos sueños aspiracionales.

52:25

[M]: Estos ya son factores externos, y es muy importante para nosotros y es: ¿cómo afecta el gobierno al banco de alimentos?, desde leyes, cumplimiento de leyes, políticas y leyes de sanidad.

[H]: No nos afecta y no nos afecta desde tres líneas. Estamos con todo según la normativa. Yo creo que las normativas con todo lo que tiene que ver con salud pública, con los sistemas de seguridad y salud en el trabajo en donde las empresas cuidan su personal e implementan recursos para sus empleados, fortalecen aún más a las empresas y nos hemos dado cuenta de eso. Por ejemplo, nosotros tenemos un beneficio tributario, en donde las empresas que le donan al banco tienen un beneficio tributario. Hoy ya

tenemos una ley contra el desperdicio, la ley 1990 y esto está sirviendo para que demos pasos hacia adelante de cómo deberíamos continuar nuestras dinámicas en lo que tiene que ver con el Estado. En Norteamérica y en Europa, los Estados se dieron cuenta que en las base de la pirámide, donde están los más necesitados, hay unas pequeñas organizaciones que son capaces de hacer con un dólar lo que el Estado no es capaz de hacer con 3 dólares. Entonces un porcentaje muy grande de lo que mueven los bancos de alimentos en Europa y Norteamérica lo aportan los Estados. En Madrid el año pasado vimos cómo el Estado tiene unos recursos para que los excedentes agrícolas de productos que no tienen oportunidad económica de ser cosechados, en lugar de que se

queden en el campo, lo recogen y le llegan a las personas que no tienen la oportunidad de comprarlo. Entonces los productos que tienen en los bancos de alimentos son tan bonitos como los productos que llegan a las tiendas y a los almacenes. En Carulla no se ven productos tan bonitos como los que llegan al banco de alimentos, incluso algunos productos tienen que hacer unos recorridos largos.

55:44

[N]: ¿Y cómo está aquí?

[H]: Aquí el Estado participa muy poco todavía.

55:48

[M]: ¿Pero te parece que sería una buena idea que participaran?

[H]: Sería una magnífica idea y de pronto vamos para allá algún día. Lo que pasa es que aquí en la políticas públicas, la alimentación escolar y la atención a la tercera edad todavía son unas canastas de dinero muy grande que el Estado tiene que socorrer. Muchos políticos les arman una burocracias gigantescas que al final impiden que lo se que tiene que entregar no sea entregado.

56:18

[M]: Esta siguiente es mas de nosotros: ¿consideras que todos los consumidores están informados y conscientes de todo lo que pasa con el desperdicio de alimentos?

[H]: No, no. No estamos suficientemente informados.

56:34

(Entrevistado recibe llamada)

[H]: Ay, mi general, muy buenos días. Bien afortunadamente. ¿Está en dónde? ¿Dónde se..? Ah, pero está aquí en Bogotá. Ah, qué bueno. Oiga se acuerda que nos estaban ayudando aquí con estos policías aquí en el parqueadero, y para estar haciendo un poquitico de control, porque es que estos habitantes de la calle...

57:02

Fin

Appendix 5: Interview guide

Clarification & ethical questions

This interview is completely voluntary, and your participation could be made anonymous if preferred. Do you want us to anonymize the interview? All information is confidential and will only be used for the thesis. Do I have permission to record this interview?

Do I have permission to interrupt you if, for example, the discussion is going off-topic or I would like to ask for an elaborated response? Do know that you may interrupt me as well, for example if you need clarification or would like to add something.

As mentioned before, I am investigating the factors that lead to success and/or failure in food surplus redistribution initiatives in Bogotá.

Definition of food surplus redistribution: “the practise where various types of organizations and initiatives that distribute food that is about to be wasted, directly or indirectly to food insecure people” (Vittauri et al., 2017).

Background information questions

1. Could you tell more about yourself and your role within XX?
2. *(Only if the person is founder of the initiative)*
Could you tell more about your background?
 - a. What is your education?
 - b. Have you had experience with self-deployment?
 - c. What are your values towards food redistribution?

The initiative

3. How did the initiative/business start?
4. Can you tell me more about your initiative/business?
 - a. How many people are involved?
 - b. How many volunteers are involved?
 - c. When was your initiative founded?
 - d. *In case the initiative is for-profit:* Can you share the firm earnings?
 - e. *In case the initiative is for-profit:* Can you share the growth in sales per year?
5. How do you get your food supply?
 - a. Do you get it for free, pay for ot or get paid for it?
6. Where do you mainly get your supply from?
 - a. Do you have a number of food surplus you get in a week?

- b. Do you have a number of how much is actually processed?

Internal

7. Do you use ICT? (Social media, a website, an application)
 - a. How does this work for you?
8. How is your economic viability?
9. How is the supply and demand from the food surplus?
10. How is the company's infrastructure?
11. What is your institutional form? (profit, non-profit)

External

12. How does the government affect you?
 - a. Laws
 - b. Enforcing these laws
 - c. Policies
13. Are your consumers educated on the issue of food waste?
14. Do you have any collaborations?
 - a. Partnerships
 - b. Retailer/ supplier
15. Do you have competitors?

Success

16. Do you consider your initiative to be successful? 1 Not successful at all - 7 very successful
17. Name three things that make an initiative successful

Ending

18. Is there anything you would like to add to what we have discussed?
19. Do you know anyone who is involved in a food redistribution initiative that I could interview?
Would you like to share this contact?