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Assignment Number: Summative Assessment

Due Date: 1 August 2022

Date Submitted: 27 July 2022

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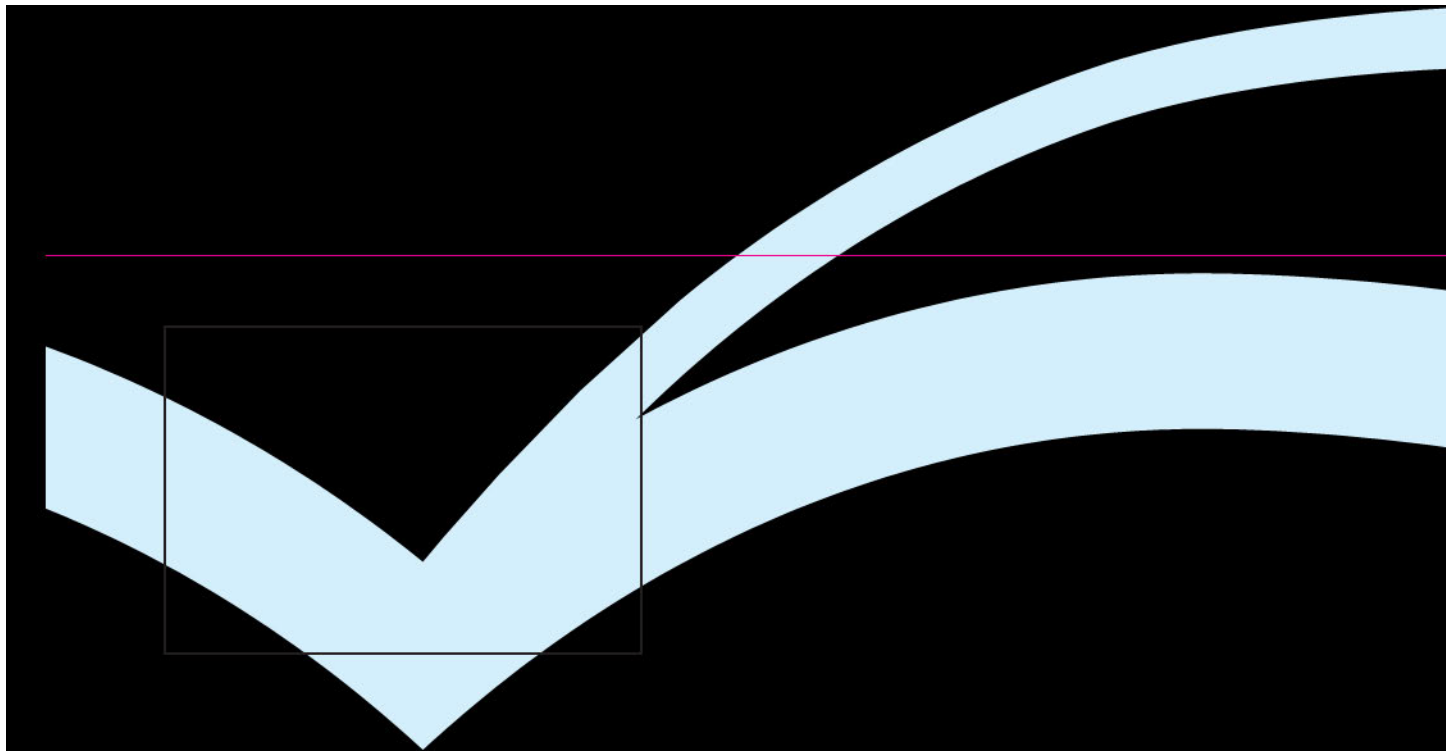
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RESEARCH REPORT SUMMATIVE ASSESSMENT

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Section 1

1.1 Title

Enjoy more, waste less. Exploring the food waste management practices of buffet restaurants in South Africa (SA): A case of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town.

1.2 Abstract

This research adopted an explanatory approach to investigate how The Quarterdeck Restaurant conducts its food waste management program to minimise the effect of food waste on the environment. The researcher used the Food Waste Hierarchy and Keller's Brand Equity Model as the basis for this study. The 140-seater buffet restaurant situated at GrandWest Casino and Entertainment World, serves lunch and dinner only. The research was focused over a seven-day trading period, during dinner service only. A qualitative approach was used to conduct interviews with operational management, including health and safety management. A focus group was also conducted with customers that frequent The Quarterdeck Restaurant. Results showed that The Quarterdeck restaurant enacted reasonable steps to mitigate food waste. It found that existing improvements in staff education, communication, portion and stock control, smaller plate size and more efficient demand forecasting would have a positive impact. Customers showed a general apathy towards the destination of leftover food on the buffet after service. There are opportunities for increased awareness and customer education programmes. The research revealed that an efficient waste service provider with updated technology, well trained staff and a service level agreement would be beneficial. In the case, of The Quarterdeck Restaurant, this was a major stumbling block, resulting in missing their zero waste to landfill targets. The pursuit of innovative solutions like worm farm technology must be embraced. Buffet restaurants, by their very nature, are highly waste generative, but innovative opportunities exist for food to be repurposed for human consumption to avoid food wastage and provide food donations to the local community.

Keywords: food waste management practices, food waste patterns and environmental impact

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1.4 Introduction

The study defines the factors required to obtain an understanding of the research problem and its importance to evaluate The Quarterdeck buffet restaurant against 'meaningful brand' criteria and 'how the brand can improve its food waste management and communication to reduce food waste'. Furthermore, the study will justify the reasons for attempting this research (The IIE, 2021).

In the hospitality industry, the prevention of avoidable food being wasted is gaining prominence as this has a significant environmental impact drawing attention to the fact that perfectly edible food is being discarded (Charlebois, Creedy & von Massow, 2015).

The Quarterdeck is a 140-seater buffet restaurant comprising of over 30 different dishes, serving lunch and dinner, and located at GrandWest in Cape Town. The definition of a buffet restaurant can be described as an eatery that provides an extensive range of dishes with help yourself stations at a set price (Wang & Lin, 2017). According to Bloom (2010) customers tend to overindulge and this leads to waste.

Furthermore, The Quarterdeck offers an ideal opportunity to conduct research as buffet restaurants are highly waste generative and poor at recycling. Therefore, each facet of the food service cycle ranging from procurement, receiving, storage, requisitioning, packaging, storage, food preparation, menu design, buffet content and buffet layout will be investigated. Additionally, the research will explore demand forecasting, communication and awareness linkages within the GrandWest corporate social strategy (Sun International, 2020).

The customers reside in the metropole and their demographic profile is made up of 55% coloured males and females, aged between 25 and 65. The Quarterdeck is a dining venue offering an all-you-can-eat value for money option (GrandWest Casino and Entertainment World, 2021).

According to McAdams, von Massow, Gallant and Hayhoe (2019) there is a rising demand to prevent food waste especially in the hospitality industry based on the sum of notable serviceable waste that impacts the environment. Furthermore, Marx-Pienaar, Du Rand, Viljoen and Fisher (2019) stated that food security in SA is a major concern. It is estimated that one in eight, go

without a meal creating starvation and social issues. Therefore, the total impact of food waste management can be achieved through shared value and social upliftment (Porter and Kramer, 2011).

In this study, buffet eateries are generally waste generative. To this extent, this compels The Quarterdeck to implement stringent measures that reduces food waste in concordance with their CSR strategy to address the research problem (Sun International, 2021). Presently the main channel of food waste disposal in developing countries is focused on removal of waste to landfill sites. Therefore, SA companies are held liable in terms of complying with the waste classification and management regulations in discarding of waste to landfill sites (Cape Business News, 2019).

Van der Berg (2019) confirmed that 'The extent of the impact from the new prohibitions becomes apparent when one considers even restaurants might need to reconsider how they manage waste from their operations. The prohibitions aim to reduce the amount of waste diverted to landfills without first being treated or repurposed. Discarded foodstuffs and ingredients from restaurants fall into this category that can no longer simply be dumped in a bin.'

Additionally, the study will adopt an explanatory approach and focus on a qualitative data process using the interpretivism paradigm. This will be guided by the consciousness of human behaviour by understanding the symbolism of the participants interactions (du Plooy-Cilliers, 2014).

The methodology will review in-depth processes both back and front of house to understand the participants perceptions. This will aid the researcher to analyse the varying methods and develop a composite depiction to improve the brands food waste management processes (du Plooy-Cilliers, 2014). The primary data collection method includes semi-structured interviews and a focus group to conduct the research. A seven-day cross-sectional study was conducted to understand the knowledge gap. Furthermore, the benefit of this holistic approach considers preventative measures across all stages of the food service cycle (Lefadola, Viljoen & du Rand, 2018).

Sun International (2020) believes that doing business sustainably is no longer an option, but a competitive business imperative. This allows for integration of their strategic business decisions in a method that encourages long-term business accomplishments. Therefore, this explanatory

study supports the understanding of the role which The Quarterdeck conducts their waste management program to minimise its impact on the environment (du Plooy-Cilliers, 2014).

The benefit of the explanatory research method is based on the limited information available to generate an understanding of the topic (Indeed, 2021).

According to Sun International (2020), the annual report highlights that it missed its zero waste to landfill targets in 2020 and they have refocused their efforts to achieve this target by 2025. Unlike many of the other past studies, this study focused on the uncharted back of house elements to understand why preventable food waste occurred to provide invaluable insights to the hospitality sector (Charlebois et al., 2015).

In summary, the research will investigate the knowledge gap regarding food waste and suggest possible recommendations that could be implemented (du Plooy-Cilliers, 2014). Additionally, the purpose of the study will explore how the brand conducts their food waste management program in The Quarterdeck to minimise its impact on the environment. According to Comins (2021), SA is a middle-income country and is one of Africa's rapidly growing economies. Approximately 14 million of the SA population go to bed hungry daily and has the biggest extent of food wastage in Africa.

Therefore, to gain a competitive edge on food waste management in the hospitality sector, The Quarterdeck is selected for this research (Porter & Kramer, 2011). Although the subject of waste prevention is gaining prominence globally, most efforts are focused on waste management after the waste has been generated. The preferable option is waste prevention, as it negates the need for waste to be discarded to landfill and saves costs required for production. Therefore, Dolnicar (2021) also concluded that this will reduce the harmful impact on the environment.

1.5 Research goal

This study aims to explore how GrandWest Casino and Entertainment World conducts their food waste management program in The Quarterdeck restaurant to minimise the effect of food waste on the environment (GrandWest Casino and Entertainment World, 2021).

The purpose of the research is to understand the effect that The Quarterdeck restaurant is having on food waste management in the hospitality industry in SA. In the growing hospitality industry, the prevention of avoidable food being wasted especially in buffet eateries is gaining prominence, as edible food is being castoff and is having a substantial impact on the planet (Irani & Sharif, 2016).

Comins (2021) claims that roughly 14 million of the SA population go without a meal daily, and the nation still has the greatest amount of food wastage in Africa. In a few of the poverty-stricken regions in Cape Town generally 80% of the populace confront starvation everyday.

Furthermore, landfill sites are displaying challenges related to economic and environmental impacts due to large quantities of toxic gas emissions (Thyberg & Tonjes, 2016).

Irani and Sharif (2016) suggest that by lessening food waste will specifically improve efficiency levels and contribute towards improved levels of viability associated with the securing of food waste management supply chains. The study will provide an understanding through the discovery of food waste supporting the need to find appropriate solutions and methods to manage these resources and to improve the impact on society.

Oelofse and Nahman (2012) suggests that preliminary research on food wastage in developed countries takes place in homes, restaurants and other establishments whilst in developing countries a larger portion is squandered on farms due to capacity and transportation challenges. Subsequently, the entire effect of nourishment wastage from different sources imperils food wastage frailty within the nation.

Cozzio, Tokarchuk and Maurer (2021) suggests that in most instances hospitality, by its very nature, promotes all-you-can-eat buffets” that are contributing towards food waste, largely driven by the impression that there are vast quantities of food available and customers who waste food tend to remain anonymous. Therefore, food waste is a critical problem that seems to be underrated by the hospitality industry, as they are doubtful towards implementing processes to measure the amount of food wastage. Principato, Pratesi and Secondi (2018) posits that these processes are concerning as it will link staff to the quest to reduce food wastage through customer awareness to lessen the surplus wastage caused by food dished up from the buffet and that which is really eaten.

Despite the importance of food waste in the hospitality sector, research on this subject is occasionally actioned. Many of the previous studies have not focused too intensely into the back of house processes, which will be key in understanding the food waste management patterns of The Quarterdeck buffet style restaurant, as well as bringing a new insight to reduce food waste (Dolnicar, 2021). Whilst previous studies emphasised limitations, meaningful recommendations were not evident. To this extent, it compels The Quarterdeck to undertake an investigation to gain more insights and a better understanding of the new information presented on this topic (Amicarelli, Aluculesei, Lagioia,G, Pamfilie & Bux, 2021).

This study also aims to educate and provide consumers with insightful information pertaining to their contribution and provides a shared value that has a broader impact on society. There are mutually beneficial benefits, as the patrons will feel immersed in the solution enhancing the brand value of The Quarterdeck (McAdams et al., 2019).

1.5.1 Primary research question

The main research goal identified through the primary and secondary research questions for this study are highlighted below. These will support the researcher in identifying what is needed to understand the topic (du Plooy-Cilliers, 2014).

The primary question refines the overall understanding of why the research will be conducted, namely, Does The Quarterdeck Restaurant waste management processes have a positive impact

on the environment? Additionally, the purpose of the research question will clarify the aim of the study (du Plooy-Cilliers, 2014). The primary research question for this study is highlighted below.

1.5.2 Secondary research questions

The below secondary research questions are formulated under the three main research objectives which are related to the central tenets for this research study of The Quarterdeck buffet restaurant namely; (1) food waste management practices, (2) food waste patterns and (3) the environmental impact.

1.5.3 Objective 1

Objective 1:

To explore how the processes impact food waste management in The Quarterdeck buffet restaurant.

1.5.3.1 Research questions

The questionnaire for Operational Management included the below questions.

- How are products sourced and procured?
- How many suppliers are used?
- Do you utilise multiple suppliers for the same product?
- How often are food deliveries done?
- Is there a link between menu design and procurement?
- Who receives the food deliveries?
- What do you check when receiving the food?
- Do you return spoilt food that is received from suppliers?
- How is the food received, stored at each outlet?
- What controls do you have in place to classify food as waste?
- What recommendations do you suggest that will improve the process?

1.5.3.2 Objective 2

To examine the food waste patterns of The Quarterdeck buffet restaurant's patrons

1.5.3.3 Research questions

The below questions were posed to the focus group.

- Why do you frequent The Quarterdeck buffet restaurant versus an à la carte restaurant?
- What does your food selection comprise of?
- Do you consume all the food that you have dished up from the buffet?
- If not, clarify what you would consume?
- Do you dish up all your courses at once or do you make multiple trips to the buffet dishing up smaller quantities?
- Have you thought of what happens to the unconsumed food that is left on the buffet after service?
- Should customers be charged for no shows to align the production to the number of covers booked?
- Would you have any further recommendations on how The Quarterdeck buffet restaurant can improve its food waste management practices going forward?
- Will signage and communication awareness assist in changing customer behaviour to reduce food wastage?

1.5.3.4 Objective 3

To establish the impact of food waste management in The Quarterdeck buffet restaurant on the environment.

1.5.4 Research questions

The questionnaire for the Health and Safety Management included the below questions.

- What is the commitment of all role players to minimise waste?
- Is there awareness and alignment of the environmental policies?
- Does food get reused and to what extent?
- What is The Quarterdeck buffet restaurant's level of performance management against the service level agreement with the waste service provider?
- How is The Quarterdeck buffet restaurant performing against the GrandWest environmental policy?
- Is food waste management within The Quarterdeck buffet restaurant one of the key focus areas in the environmental policy?
- Does The Quarterdeck buffet restaurant make a meaningful impact based on previous and current initiatives implemented?
- What recommendations can be used to improve the process?

Section 2

2.1 Introduction

This study will adopt a qualitative and interpretivist methodology with a refined framework that forms the central themes to unpack the research problem aligned to the primary research question. This will be probed in an in-depth manner to ensure a subjective and meaningful contribution is achieved regarding the research topic (Bezuidenhout, 2014).

A qualitative approach is relevant to accentuate and focus on the social environment which consists of multiple subjective realities that are created by customers who influence the outcome, and therefore qualitative trumps the quantitative approach for this study (du Plooy-Cilliers, 2014). Furthermore, Leedy and Ormrod (2013) posits that interpretivism is suitable, as the prime area of focus based on common sense and places value on the knowledge source generation. However,

the subjective viewpoints of participants are advantageous, as their insights and understanding from their experiences and perceptions reinforce the stance of interpretivism.

The gaps in the knowledge identified from previous studies are not conclusive, therefore it will be necessary to focus on the back of house processes in buffet restaurants to gain new perspectives (Dolnicar, 2021).

The foundation of this review will cover (1) definitions of food waste management, (2) comparisons of food waste practices globally and in a SA context, (3) the impact on the environment and natural resources, (4) prevention strategies versus disposal, (5) legislation: local and international, (6) United Nations sustainable development goals, (7) lack of food waste management awareness and concepts, and (8) how meaningful brands play an important role in society. This will form the building blocks to underpin this study (Snyder, 2019).

Brenner (2020) suggests that meaningful brands must exist far beyond company profit margins. Keller (2013) states that there are six important criteria for choosing brand elements. These include 'memorable', 'meaningful', 'likable', 'transferable', 'adaptable' and 'protectable'. According to Keller (2013) the 'Brand Equity Model' further enhances these brand elements, as it opines and creates massive brand equity by reaching the apex of the brand pyramid. Therefore, it is important to understand the impact of the food waste cycle in conjunction with the brand's CSR initiatives, to influence the humanisation of the brand image and cultivate support and loyalty from their customers and stakeholders alike (Brenner, 2020).

2.2 Literature on related works

The following three central tenets namely; (1) food waste management practices, (2) food waste patterns and (3) the environmental impact. These terms will be central throughout this study and relate to the main purpose thereof. The importance of these themes is distinctly expanded upon and defined in the literature review section (du Plooy-Cilliers, 2014).

Food waste management is gaining prominence globally and is contributing to starvation, hence compelling The Quarterdeck to implement initiatives to curb food waste (McAdams et al., 2019). Chawla, Lugosi and Hawkins (2021) confirm that the theory of waste prevention should focus on the entire food service cycle as it is interrelated.

Comins (2021) confirms that 14 million of the SA population face starvation daily, and the nation contributes the largest proportion of food wastage in Africa. In a few of the poverty-stricken regions in Cape Town generally 80% of the populace confront starvation everyday. Therefore, the impact is severe and requires meaningful action.

Many of the previous studies have not focused on back of house processes, which will be key in understanding the food waste management patterns of The Quarterdeck buffet style restaurant, as well as bringing a new insight to reduce food waste (Charlebois et al., 2015).

Cozzio et al. (2021) suggests that hospitality promotes all-you-can-eat buffets that contribute towards food waste and customers who waste food tend to remain anonymous. Therefore, this seems to be underrated by the hospitality industry and management are reactive.

This study also aims to illicit information which could contribute to gaining better insights to improve consumption patterns. There will be mutually beneficial benefits as the patrons will feel immersed in the solution which will also enhance the brand value of The Quarterdeck through its SED initiatives (Chen & Jai, 2018).

2.2.1 Definitions of food waste management

Marx-Pienaar et al. (2019) posits that the Waste Resources and Action Programme (WRAP) subdivides waste into two categories namely, avoidable and unavoidable. The definition of avoidable waste is discarding of food products, whereas unavoidable waste refers to discarding of food products that are not suitable for human consumption under normal circumstances. Thus, Silvennoinen, Lotta, Juha-Matti and Anu (2015) agree that there is a relationship between these two definitions which work symbiotically in promoting sustainable practices.

According to Food and Agricultural Organisation (FAO) the term “food waste” is categorised, as any material intended for human consumption that is squandered, lost, deteriorated, or consumed by pests at any point in the food supply chain (Marx-Pienaar et al., 2019). Therefore, the definition will form the central theme upon which this study will be examined to remove complexity and misconception of the definition of food waste.

Legrand, Sloan and Chen (2016) posit that food waste management in the hospitality industry is difficult to define, not only in size and activities, but also its impact on society. This has a commensurate impact on the environment and is raising concern with stakeholders both locally and abroad. To this extent, the topic of food waste causes in the hospitality industry is a field of study that is complex and diverse which warrants further investigation (McAdams et al., 2019).

2.2.2 Comparisons between food waste practices of Europe (EU), United States of America (USA) and South Africa (SA)

According to Chawla et al. (2021) the hospitality sector in Europe is the third largest contributor to food waste. A study conducted from the USA yielded results similarly to that of Europe with 17% of food waste. Furthermore, observations indicate that 75% could be avoided and this represents massive opportunities to make a positive contribution to waste prevention. Oelofse (2019) claims that SA household food waste behaviour follows similar trends to that of developed countries.

2.2.3 Food Waste Management in a South African (SA) Context

Ramukhwatho and du Plessis (2014) argued that the challenge exists that there are no reliable source data available on household waste generation in SA. Furthermore, limited work in this space has been concluded which impacts the process of delivery and achieving the development goals. This global problem contributes to an estimated 1,3 billion tons of food wasted annually worldwide.

However, according to Marx-Pienaar et al. (2019) food waste in SA is estimated at 10.2 million tons annually. Oelofse and Nahman (2012) suggests that it is dire because disposing of perfectly edible food whilst there is global starvation is socially unjust and immoral. Consequently, as buffet restaurants produce large quantities of waste it coerces The Quarterdeck to enact rigorous actions to effect a reduction in food waste (Sun International, 2020).

2.2.4 Corporate social responsibility in relation to food waste management

Corporate social responsibility (CSR) can be described as the initiatives a business commits to reduce the harmful effects and optimise the long-term benefits of society's wellbeing (Chen & Jai, 2018). Research has found that CSR is one of the main drivers of consumer perceptions during the consumer purchase decision and loyalty towards a brand (Chernev & Blair, 2015).

Therefore, CSR focuses on including regular checks on the entire food waste cycle to reduce waste to landfill, organic products, sustainable farming practices and recycling (Lefadola et al., 2018). Furthermore, there is also no evidence that customers are sustainably conscious and neither do they view these restaurants more favourably with regards to their visitation and willingness to pay a premium. Consequently, the linking of food waste prevention with CSR will motivate role players to decrease food waste (Chalwa et al., 2021).

Kotler, Kartajaya and Setiawan (2010) posits that for a sustainable environment it is necessary to create social awareness regarding the companies CSR strategies. Therefore, it is imperative that

the organisation embeds both the strategic and sustainable objectives in daily operations to ensure employees are aligned (Zhao, Chen & Zhou, 2022).

2.2.5 Effect of food waste on increasing population

The world population is projected to reach nine billion by 2050 and conservatively the global population is projected to reach 10 billion by 2100, therefore food waste management is a concern regarding the environmental and social impact. Therefore, this phenomenon portrays an opportunity to shape customer perceptions (McAdams et al., 2019).

2.2.6 Impact of food waste on the environment and natural resources

Buzby and Hyman (2012) confirms that the input costs to produce the food is also eroded through the food's entire lifecycle especially those that are not relevant to producing food. Thus, the financial rationale for focusing on food waste reduction is important to restaurants, as it will lead to better efficiencies, profit maximisation and shared value with the community stakeholders (Kaur, Talwar, Madanaguli, Srivastava & Dhir, 2022).

Secondly, another major concern in the USA is the large volume of greenhouse gas emissions which generate carbon dioxide and methane which significantly contribute to global warming from the decomposition of food waste at landfill sites (Kallbekken & Saelen, 2013). Similarly, Marx-Pienaar et al. (2019) estimate that the disposal of organic waste contributes approximately 4,3% of greenhouse gas emissions in SA. Oelofse (2019) confirmed that up to 4.14 tCO² emissions per ton negatively impacted the environmental footprint of food waste in SA.

According to Marx-Pienaar et al. (2019), the third contributing factor is food security in SA which is related to edible food being disposed of. It is estimated that one in eight goes without a meal creating starvation and further social problems.

The CSIR study investigated and confirmed that food waste in SA has a negative impact of 2.1% of the National Gross Domestic Product (GDP), which has a direct link to serve as an incentive for prevention of food waste across the food supply chain (Oelofse, 2019). Further research is deemed necessary to mitigate the risks to protect the planet.

2.2.7 Prevention strategy for waste management versus disposal

According to Lefadola et al. (2018) prevention is the most favourable choice to pursue, and disposal should be minimised. However, there is still a large portion of food waste that is dumped in landfills, and this has a significant negative impact on the environment and landfill should be the last resort in the food cycle (Environmental Protection Agency, 2022).

2.2.8 Legislation: local and international

Lefadola et al. (2018) states that legislation, as well as contracts with external service providers, internal service level agreements and standard operating procedures that are an integral part in alleviating food waste.

Furthermore, Lefadola et al. (2018) suggests that the food service operators must be forced to implement measures to prevent or reduce food waste. This will contribute positively to the achievement of the targets set by the Sustainable Development Goal 12 which advocates a reduction in half per capita of global waste. This also focuses on minimising food losses in both production and in the food supply cycle in 2030. These regulations are imperative to ensure compliance to avoid consequences for transgressions.

2.2.9 United Nations Sustainable Development Goal (SDG)

Consequently, the Department of Forestry, Fisheries and the Environment launched the 'South African food loss and waste voluntary agreement' to reduce waste. Thus, major supermarket and suppliers have pledged support as they believe this initiative will make a meaningful change. The Consumer Goods Council of South Africa (CGCSA) is proposing enforced legislation so that surplus food fit for human consumption can be donated to alleviate starvation and food insecurity

issues. Research gaps will reveal outputs to achieve these goals (Department of Forestry, Fisheries and the Environment, 2020).

2.2.10 Lack of food waste management ideas and awareness in this field of study

The lack of food waste management concepts creates negative perception towards effective food waste management practices. Only 21% of the respondents considered recycling and repurposing of leftover meals. Food wastage recognised by 43% of respondents is bothersome. This is a noteworthy statistic for further investigation in the study (Cronje, van der Merwe & Müller, 2018).

Furthermore, Rashid et al. (2014) posit that by adopting environmentally friendly strategies will shine a spotlight on CSR to drive a positive behavioral change in food consumption and hence a reduction in food waste to drive innovation.

2.2.11 Research on the attitudes of SA consumers towards food waste management and the shortage of academic literature in this field of study

Cronje et al. (2018) conducted a household study in Kimberley focusing on avoidable waste over a period of two months. Their findings can be summarised as follows, more than 70% of the respondents did not plan their weekly meals, of which 30% did. However, of the 30%, only 54% followed meal planning. Research suggests that adherence to shopping lists reduced excessive purchasing which was exacerbated by sales promotions. 61% of the respondents indicated excess food was discarded. In another study, Radzymińska, Towaroznawstwa, and Żywności,B (2016), confirms the same relationship reflecting cynical attitudes of families, even though they have the basic understanding on how to reduce food waste. The necessity for educational initiatives is evident to energise consumer awareness.

Chawla et al. (2021) confirms that there is a shortage of academic literature on food waste in the hospitality sector. Oelofse (2019) reiterates the lack of information on this subject throughout the food supply chain in SA.

2.2.12. The importance meaningful brands play in the role of society

Chen and Jai (2018) claims that Socio Economic Development (SED) is touted as one of the most important levers that organisations can activate to impact their stakeholders positively in the future. Understanding the importance of how meaningful brands will impact society is an important slant and will further enable investigation and its influence on this research study.

Consequently, The Quarterdeck displays indicators of shared value showing compassion through the good work to serve the local underprivileged communities using the current 'Chefs that Care' soup kitchen initiative. Secondly, by empowering small businesses to expand and grow through loans, grants and providing financial business assistance is also part of their enterprise development initiatives. The 'Chefs that Care' soup kitchens operate in the local surrounding communities and delivers wholesome meals to the underprivileged (GrandWest Casino and Entertainment World, 2017).

Section 3

3.1 Research approach and methodology

This study adopted an explanatory approach on food waste management in the hospitality sector following an interpretivist paradigm theory. Du Plooy-Cilliers (2014) describes the term 'paradigm' as 'a cluster of beliefs that dictates which particular discipline influences the study, how research should be done and how the results are interpreted'.

Du Plooy-Cilliers (2014) defined the research process reviewing three research traditions as positivism, interpretivism and critical realism expressing the reasons for research under the following positions namely, Ontology, Epistemology, Metatheory, Methodology and Axiology.

A research methodology refers to the way in which the researcher selects, gathers, analyses and interprets data (du Plooy-Cilliers, 2014). Additionally, the paradigm selected for this study dictated the specific data collection analysis techniques that were used (du Plooy-Cilliers, 2014). A qualitative approach is appropriate, as the research depends on expressive methods rather than statistical data and this used a more meaning-based data analysis technique than numerical (Nieuwenhuis, 2016).

Goldkuhl (2017) suggests that the interpretivist paradigm is a suitable approach as it recognises subjective meanings of participants in the sample. This method provides true meanings and knowledge of the sample ranked above empirical and scientific knowledge. Furthermore, positivism was not selected for this research method, as positivism creates a hypothesis and asserts people to challenge the status quo and focuses on observable and objective facts that can be substantiated (du Plooy-Cilliers, 2014).

Additionally, interpretivism seeks to obtain an understanding of human behaviour on a deeper level and focuses on interpreting the data from the participants point of view (Leedy & Ormrod, 2013). Therefore, it steers away from empirical quantification namely, positivism or liberating participants known as critical realism from their own thoughts and beliefs. The prime objective was to simplify the meaning and obtain a sense of understanding (Chilisa & Kawulich, 2015).

According to Leedy and Ormrod (2013) interpretivism was suitable as it is the prime area of focus based on common sense and places value on this knowledge source generation. However, the subjective viewpoints of participants are advantageous as the insights and understanding from the participants' own experience and perceptions, thus reinforcing the epistemology stance of interpretivism. Consequently, the primary data collected using interpretivism is linked to advanced legitimacy levels with deemed trustworthy and honest outcomes (Denzin & Lincoln, 2011).

Consequently, the participants personal views are constantly changing and influenced through their own experiences with the product. The truth rests on perceptions, thereby enforcing the ontology of interpretivism (du Plooy-Cilliers, 2014).

Edirisingha (2012) posits that the epistemology interpretivist paradigm gathers information based on social interactions through meaning rather than being solely objectively derived which is at the heart of the qualitative data collection approach. The data set must be substantial in quality, detail and subjectivity. Therefore, it was critical that the participants were given sufficient time to expand their views as this will generate insights to the subjective views of the sample set. Additionally, Bhattacharjee (2015) confirms that the value of the interpretivist approach lies in its ability to handle the detailed and individual meaning of the different situations.

According to Bryman (2012) the hermeneutics tradition is associated with the understanding of discovery of human behaviour on a deeper level. Phenomenology relates to how individuals interpret and give meaning to the world around them. The individuals' actions are deliberate and expressive, thereby applying human consciousness as an understanding of the human interactions (du Plooy-Cilliers, 2014).

Nieuwenhuis (2016) states that symbolic interactions are human interactions that share a common language that permits the researcher to apportion meaning to the analysis. This further supported the understanding of how society is built through the repetition of interactions between individuals.

This methodology was focused on unearthing the deeply held underlying beliefs of the individuals pertaining to this study, by applying an interpretivism research tradition focusing on hermeneutics,

phenomenology and symbolic interactionists to build the foundation and reach meaningful conclusions and recommendations (du Plooy-Cilliers, 2014).

A qualitative approach was relevant because the research accentuated the independent social meaning of axiology and ontology that customers value. This is associated with axiology, as well as the social environment which is made up of multiple subjective realities through ontology that is socially created through the outcomes as everyone will perceive it differently and therefore qualitative trumps the quantitative approach for this study (du Plooy-Cilliers, 2014).

According to Denzin and Lincoln (2011) the advantage of adopting the qualitative approach was to focus on the participants thoughts, perceptions and feelings to recognise their experiences. This was further amplified by their differing viewpoints. Their deep personal experiences are crucial, as this is the basis of assigning meaning and understanding. The data was further enriched as the researcher is personally interacting using interviews and focus groups, ensuring that the data collected is detailed and based on the participants own experiences. Furthermore, the advantage of this approach ensured flexibility and enabled the participants to put their own personal views forward.

However, this method could be restrictive in that the participants could omit important nuances whilst reflecting on their own experiences. Furthermore, the smaller data sets can compromise the outcomes in terms of generalisations. The data analysis could also be difficult to decipher through analysis and coding (du Plooy-Cilliers, 2014).

The above approach aligned with the research from an explanatory and interpretivist paradigm point of view, as it pursues to explore the question why, and focuses on the participants deeply held beliefs and personal experiences (Denzin & Lincoln, 2011).

The researcher ensured ethics were kept top of mind during the research process to ensure the moral and professional behaviour was guided by an ethics code of conduct. This was used to prevent any bias or misrepresentation of the organisation, participants and the research results by remaining professional, transparent and consistent at all times. This ensured all parties involved were not misrepresented during the research (Louw, 2014).

Moreover, participants involved in the research signed consent forms that included the research guidelines that governed the process and protected the individual's anonymity. Finally, the researcher assured the trustworthiness of the findings by considering that all participants in the sample were considered equally (du Plooy-Cilliers, 2014).

3.2 Data collection methods

3.2.1 Population

According to Wiid and Diggins (2013:186) population refers to 'the total group of people or entities from whom information is required'. Shukla (2020) refers to the definition of population, as all the units of which the discovery can be connected. Furthermore, the populace may have variable hidden characteristics that should be investigated, as the discoveries could be generalised.

Therefore, the population identified is Cape Town metropole based and regular users of the product that interact with the brand's communication platforms (GrandWest Casino and Entertainment World, 2022). The target market included Most Valued Guest (MVG) members who frequent the restaurant at least twice per month. The members comprised of professionals, business owners, students and blue-collar workers. The sample focused on dinner trade only. (GrandWest Casino and Entertainment World, 2022).

Furthermore, customers are attracted to buffet restaurants that offer a large variety of food at a set price. The buffet encourages an all-you-can-eat policy which is attractive to this sample set. Food is attractively displayed; the layout is conducive to free flow and easy access to the stations to select their favourite dishes (McAdams et al., 2019). Chen and Jai (2018) observed that customers with busy lifestyles prefer buffet eateries that provide healthy and convenient offerings, hence the unique characteristics of the participant profile that makes the target population suitable.

3.2.2 Sampling

A purposive sampling method is a deliberate choice of known users of the product that share similar characteristics. Firstly, the research question should align with the features of the population for it to be meaningful. The sample selection was selected from the population of participants who share the same characteristics. These frequent users with similar traits ensured a narrow and focused dataset (du Plooy-Cilliers et al., 2014). Purposive sampling required the identification and selection of individuals who were experienced, knowledgeable and frequently exposed to the subject matter (Etikan, Musa & Alkassim, 2016)

Therefore, non-probability sampling was most suited as it avoids randomisation by focusing on subjective methods to determine who should be included in the sample set. Simple random sampling was not deemed suitable, as the sample set is narrow because they are locally situated in Cape Town and are known users of the product. Furthermore, this was a snapshot, highlighting a seven-day period, hence time is of essence and a limiting factor (du Plooy-Cilliers et al., 2014).

3.2.3 Research instruments overview

The research instruments followed a qualitative method which included semi-structured interviews and a focus group to collect the primary data. According to Chawla et al. (2021) the theory of waste prevention must focus on the entire food service cycle, as these are all interrelated and will impact on each other.

Furthermore, obligatory permissions were necessary from GrandWest management to commence the semi-structured interviews and focus group with the participants. These interventions were executed during different days of the week to cover the fluctuating trading levels. Lastly, the study will provide possible recommendations that could be implemented.

The researcher needed to ensure that 'trustworthiness' was paramount, as the qualitative facets need to endorse understanding and not generalise. Therefore, 'reliability' and 'validity' were not suitable to reinforce the study. For this scope of study, namely qualitative - trustworthiness can

be described as the preferred measure, as it is made up of four dimensions which can be defined as, 'credibility', 'transferability', 'confirmability' and 'dependability' (du Plooy-Cilliers, 2014). Furthermore, proven trustworthiness was determined by the success of the final detailed transcript narrative in conjunction with organised coding ensuring plausible findings from the participants are met (Gunawan, 2015).

Furthermore, 'credibility' was the term used to describe the accuracy of which the researcher interpreted the data. This was justified as the researcher focused on the authenticity of the findings from the participants viewpoint, hence the importance of checking the data consistently and making appropriate associations throughout (Zhang & Wildemuth, 2017).

Transferability refers to the ease at which findings can be adapted to similar situations, delivering similar results. The researcher exercised great caution to provide in-depth descriptions providing a platform to enable other researchers to make informed decisions about the outcomes and calibre of transferability. The researcher used thematic analysis to sequence, code and analyse the resultant themes. This process made it more transparent and simpler for other researchers to assess the judgement (Koonin, 2014).

During the data analysis phase, dependability focused on the integration of the data gathering linkage methods and theory of the data analysis. These are critical factors that determines the quality of the entire research process. The researcher ensured that there was a logical flow and sequence to unpack the phenomena and capturing of the in-depth arguments (Koonin, 2014).

Furthermore, conformability refers to the synergy between the data collection, findings and interpretations. This relates to the extent of which the data can be validated or reviewed by the reader. This was cautiously set out in a detailed and logical method, for ease of reading and data analysis by the researcher to aid others to reach a similar conclusion (Zhang & Wildemuth, 2017).

According to Gunawan (2015) trustworthiness measures must be enacted to ensure reliable and valid outcomes are provided with a critical expansion of insights inside this field.

3.2.4 Focus groups

The focus group was scheduled with six regular customers that frequent the outlet to ascertain their personal experiences with the brand and its waste management practices. Participants were sent an email invite to attend the focus group ahead of the scheduled date and time. The Quarterdeck was utilised to conduct the research given its familiar surroundings. This placed the participants at ease, encouraging free flowing conversation and sharing of their personal experiences in a familiar territory (du Plooy-Cilliers et al., 2014).

The focus group was scheduled for approximately 45 minutes and compromised of nine questions. The researcher hosted the focus group and opened the session by concluding the required participant consent forms, followed with a welcome and provided a general overview of the ground rules and proceedings. The discussions revolved around the patron's food waste patterns and personal viewpoints, thoughts, feelings, attitudes and suggestions. The aim was to ensure they were relaxed and the conversation informal. Furthermore, the researcher's role was to guide and facilitate the discussion and not press the participants' own viewpoint nor ask any leading questions (du Plooy-Cilliers et al., 2014).

Furthermore, du Plooy-Cilliers et al. (2014) posits that face-to-face interactions with the participants will enhance nonverbal body language and facial expressions that will further add weight to the study. The focus group was audio recorded and transcribed. At the end of the focus group, the researcher conveyed sincere appreciation for the participants time and input.

The focus group method was beneficial, as the researcher was interested in the participants deeply held beliefs, perceptions and attitudes. Notwithstanding, the quality of their interactions with each other (Kitzinger, 2015). Furthermore, the interpretivist paradigm focused on the subjective feelings of the customers in the data set (Goldkuhl, 2017).

3.2.5 Semi-structured interviews

Three semi structured interviews using predetermined themes were conducted with GrandWest operational management. A fourth interview was conducted with the Health and Safety Manager, who is a subject matter expert in the field of sustainability, including food waste management (du Plooy-Cilliers, 2014). Individual semi-structured interviews were selected to understand the individual views and the focus group was used to provide a shared perspective (Stewart & Shamdasani, 2014).

The employees selected were those who played a critical and strategic role in the prevention of food waste namely, the executive chef, operations manager, health and safety manager and warehouse manager. Etikan et al. (2016) suggests purposive sampling for a narrow sample set. This was necessary to provide cues intended for extracting more relevant information. The members of the management team are consistently involved in the complete food waste cycle. This cross-sectional perspective assisted in unearthing more underlying issues and remove any bias from the research findings (du Plooy-Cilliers, 2014).

Participants were sent an email invitation to attend the interviews ahead of the scheduled date and time, together with the proposed interview guide that provided context to the study. The interviews were conducted during business hours in the executive boardroom between 6 and 12 June 2022. The interview guide consisted of eleven open ended questions and the four interviews took approximately 30 minutes to conclude. This question technique evoked conversation to garner more information from the participants. Prior to the interviews commencing, the participants completed a consent form for voluntary consensus. The researcher welcomed the participant and provided an overview of the proceedings, including the ground rules and context of the study. Following this, the interview guide was structured with some standard demographic questions that were asked prior to the open-ended questions (du Plooy-Cilliers, 2014).

Key considerations of the questions posed were paramount, as this ensured transparency, honesty and open expression of their feelings and opinions. The participants could withdraw from the interview process at any time if they did not wish to continue. The interview was audio

recorded and transcribed, and this was based on the participants approval of consent (Nieuwenhuis, 2016).

3.2.6 Data collection process

The primary data examined used a thematic analysis method most suited to analyse qualitative data. Clarke and Braun (2013) confirm that thematic analysis is an important method as it identifies themes and patterns within the dataset, and it can provide results that are both trusted and insightful. The advantage is that it is a method rather than a methodology, which makes it flexible and easy to use.

Clarke and Braun (2013) explain the six-step approach to conducting thematic analysis. The first step is to understand the data and ensure the transcripts are thoroughly read. In the next phase, the data is arranged in a meaningful and structured manner. Thereafter, codes are developed using succinct paragraphs to reduce the data into logical meaning. During the third step, a flexible approach was used to determine multiple themes emerging from the data set to accommodate the allocation of different codes. Following this, themes and patterns portrayed significant discoveries. Subsequently, appropriate themes were developed and codes allocated.

Furthermore, focus groups are inclined to produce overlapping themes and if deemed necessary, should be merged with others, or if deemed unsuitable, removed for refinement. It was apparent that the themes are not independent of each other and some of the themes will not fit coherently into existing themes. Thus, new themes emanated from this. A continual analysis to contextualise their fit across the entire data set is required. The final assessment focused on the essence of each theme. A thematic map portrays the relationship amongst the different themes identified in the findings (Clarke & Braun, 2013).

To ensure trustworthiness of the findings, the researcher ensured that all participants in the sample are considered equally (du Plooy-Cilliers, 2014). Data from different sources, documents and interviews also ensured that a composite view is created to add depth to the analysis. The focus group was invaluable, as the data collection method provided clarity and a different perspective in comparison to the interviews (McAdams et al., 2019). Appendix K confirms that

the researcher upheld their own personal code of ethics and incorporated these throughout this study.

The six step approach depicted in Table 1 was used to analyse the data. Clarke and Braun (2013) confirms that this aids in the identification, examination, analysis and the reporting of the dominant themes.

Sequence	Data-analysis method	Description of process
Step 1	Arranging and sorting the collected data	Online semi-structured interviews and a focus group using Microsoft Teams to audio record and transcribe
Step 2	Scanning through the collected data	Thorough reading of the data to gain deep understanding and emergence of possible themes
Step 3	Searching and coding the transcribed material	Data was analysed and arranged into smaller more manageable sections and into potential themes
Step 4	Identify and review themes	Relevant codes were arranged into primary themes and later adapted into principle themes
Step 5	Defining and naming themes	Themes were finalised, reviewed and reinforced by literal quotes from the partakers
Step 6	Interpretation of the findings	Related the analysis back to the theory and conclusions were based on the alignment of the primary and secondary research questions

Table 1: Sequence of data analysis steps (Modified from Clark & Braun, 2013)

Section 4

4.1 Analysis of data findings and interpretation

The qualitative coding method was used to prepare and categorise the selected themes and patterns represented in Table 2 to 4. The semi-structured information used from the transcripts of the interviews of the Operational and Health and Safety management and focus group for the GrandWest patrons, structures the central themes into topics aligned to the questions and objectives for each design examination (Kiger & Varpio, 2020).

Theme	Question	Objective
Theme1: Financial considerations	1 and 3	1
Theme 2: Synergy between front of house and back of house	4,6, 7 and 9	1
Theme 3: Reengineering of processes and role of suppliers	2,8 and 10	1
Theme 4: Link between menu design and procurement	5	1
Theme 5: Innovative solutions	11	1

Table 2: Theme summary for for semi-structured operational management interviews

Theme	Question	Objective
Theme1: Commitment to minimising food waste	1 and 2	3
Theme 2: Level of recycling	3	3
Theme 3: Alignment to environmental policy	5 and 6	3
Theme 4: Performance against service level agreement	4	3
Theme 5: Alignment to meaningful brand	7	3
Theme 6: Recommendations	8	3

Table 3: Theme summary for semi-structured health and safety management interview

Theme	Focus Group Question	Objective
Theme1: Value for money	1	2
Theme 2: Food selection and consumption	2, 3 and 4	2
Theme 3: Buffet trips	5	2
Theme 4: Attitude towards buffet waste	6 and 7	2
Theme 5: Communcation and awareness	9	2
Theme 6: Recommendations	8	2

Table 4: Theme summary for focus group

4.2 Interpretation of themes

The below five themes originated from the semi structured interviews conducted with operational management.

Theme 1: Financial considerations

The first theme viewed The Quarterdeck restaurant's compelling offering of over 30 buffet dishes for a single price (Bloom, 2010). The major themes arising included variety, single price, value for money and a family experience.

The operational management also cited financial considerations as being important, as this ensured a focused approach on procuring produce that followed strict procurement guidelines in terms of seasonality, freshness, quality and price. Furthermore, mention of stringent guidelines was followed to procure responsible suppliers that aligned to The Quarterdeck waste management policy.

Participant 2 stated that *"Best pricing and quality is priority"* and Respondent 3 similarly confirmed that *"Seasonal stock, best prices, variety, price deals and quality matters."*

There is a meticulous focus by the operational management to ensure that procurement is conducted so that the best quality produce is sourced seasonally, at the right price and stored properly. This is endorsed by Chawla et al. (2021) in their findings to measure the food cycle as it is interrelated.

Interpretation of theme 1

This theme highlighted the participants view that entrenched the strict procurement policies in place. The Quarterdeck placed a rigorous focus on seasonality, quality, price, stock control storage and repurposing of food. Furthermore, it was noted that stakeholders in the food service cycle were mindful of the need to reduce food waste. These factors reinforce the focus that tackling the food waste challenge is an all-encompassing strategy aligned to the consistent effort by all stakeholders to curtail wastage and hence boost profitability. The above interpretation aligns with Papargyropoulou, Lozano, Steinberger, Wright and Bin Ujang (2014) who suggests that financial implications apply to everyone within the food supply chain, from the farmer to the creator and the consumer. It is evident in Figure 1 that the steps to deliver an efficient approach to food waste management must be centered around prevention exploring opportunities to repurpose food rather than disposal. The origination and attainment costs are unproductive from a financial consideration and the disposal of food waste to landfill should be avoided as far as possible.

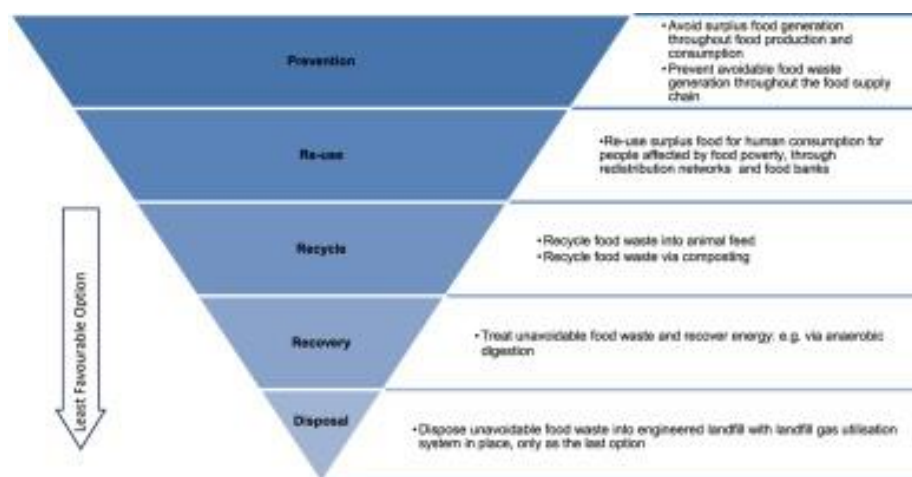


Figure 1: The food waste hierarchy (Papargyropoulou et al.,2014: 16)

The respondents confirmed that The Quarterdeck is not only viewed as an adult only restaurant but provides a broader family offering that further establishes the emotional bond between the target market and the brand. The value for money offering from a pricing perspective is further engrained by the smart procurement processes which delivers overall value to its customers. It is apparent that the functional and emotional attributes of the brand is regarded as a reputable brand offering quality, credibility, superiority and affordable pricing. The brand is reputable based on the respondents' positive reactions towards its value as a brand (Keller, 2013).

Theme 2: Synergy between front of house and back of house processes

This theme focuses on the importance of a synergistic link between front of house and back of house processes. The importance of the goods received, delivery and storage played an integral role. This is congruent with Lefadola et al. (2018) that correlates the importance of the holistic approach to food waste across all stages of the food cycle.

Participant 1 stated that *"frequent deliveries was important to ensure freshness, measure stockholding to reduce wastage and look at the forecasted bookings and order accordingly."*

Participant 2 added that *"deliveries are done daily and the stock is rotational."*

Participant 3 mentioned that *"their stock holding is based on the numbers we get from reservations."*

The participants felt strongly that there is a correlation between the volumes of business being forecasted and the procurement process. They further stated that the frequent deliveries negated the need to hold massive amounts of stock, hence reducing the potential for wastage. There is a strong communication link between restaurant reservations and the daily ordering process for this holistic approach to function effectively. Marais, Smit, Koen and Lötze (2017) posits that simplified production preparation processes and synergies should exist between front and back of house in order to minimise food waste.

Interpretation of theme 2

The participants have displayed a deep understanding of how the front of house and back of house processes correlate. This is of paramount importance, as this understanding will drive their behavioural change going forward. They adopt positive practices and check for leakages in each step of the process, thereby minimising the potential for future wastage (Lefadola et al.,2018).

Theme 3: Reengineering of processes and the role of suppliers

Participant 1: *“We use about nine suppliers, and we check for quality, seasonality of produce and pricing.”*

Participant 2: *“The Quarterdeck looks at minimising waste by having our suppliers prepare the produce cut to size and pre cleaned.”*

Lastly, participant 3 stated that *“There are approximately nine suppliers that are used, as each specialises in different products. Quality and the ability to supply correct quantities matters.”*

This theme captures the participant’s views that encapsulated their willingness to use multiple suppliers, continually searching to unlock value from a quality, seasonality, produce cleaned and cut to size thereby reducing the potential for waste during the procurement, storage and food preparation phase (Chawla et al., 2021).

Interpretation of theme 3

It was evident that a proactive approach of reengineering and critically evaluating suppliers of The Quarterdeck by effectively analysing each step of the food cycle and avoiding waste being removed to landfill was critical. This accentuated their focused approach on waste prevention rather than being reactive. The interpretation corresponds with the theoretical perspective of ‘interdependent and interrelated parts that work together to achieve a common goal’ (Goonan, Miroso & Spence, 2015).

Theme 4: Link between menu design and procurement

This theme captures the participants willingness to link volume of purchases and menu design for The Quarterdeck. It was identified that this process is embedded in the operations management's day to day ethos and that there is a deep understanding of the symbiotic relationship between the two processes. This was strongly reflected in the below participants responses.

Participant 1: "Absolutely, food is weighed in and out daily. We look at fast moving items and seasonality."

Participant 2: "this process is vital as it affects pricing and the availability of suitability sourced items that go onto the buffet."

Furthermore, participant 3 stated that "Buffet content is generated based on our clients wants and needs."

Interpretation of theme 4

The above finding reflects the participants continual evaluation of the customer eating patterns and trends that shape the buffet content accordingly. This influences the type of produce that needs to be procured and therefore this flexible approach embeds the link between menu design to minimise wastage. McAdams et al. (2019) confirms similar findings reinforcing the importance of the linkage between these two elements.

Theme 5: Innovative solutions

The final theme provided recommendations and solutions by the participants to assist in reducing and preventing food waste. The participants actively engaged on this topic and were extremely vocal. The participants agreed that there were some quick wins that could easily be implemented, and this was demonstrated in their below suggestions.

Participant 1: *“Look at a ‘weigh to pay’ concept, as people will certainly be dishing up less, also consider a worm farm, plus recycling of cardboard and waste separation at source and lastly composting.”*

Participant 2: *“Implement portion control, look at reusing food items in a safe manner, thereby minimising waste.”*

Participant 3: *“Introduce weigh in and weigh out, look at repurposing of food to other on-site outlets.”*

Interpretation of theme 5

The innovative solutions revealed by the participants were expansive and these practical solutions could easily be replicated. This implied the emotional commitment of the participants to the process. Their contributions ranged from the simplistic quick wins to the more innovative examples of the introduction of a worm farm which demonstrated an understanding that they understood the depth of the food waste challenge and the level of interventions required to address this worldwide problem. This is congruent with Lefadola et al. (2018) who acknowledges the importance of an integrative systems approach to food waste prevention.

The below six themes originated from the Semi Structured Interviews conducted with the health and safety management.

Theme 1: Commitment to minimising food waste

There was a coherence and alignment in pursuance of The Quarterdeck's waste management strategy as it involves a synergistic approach.

The participant stated that *"We are all committed to reducing the waste that we send off to landfill ensuring sustainable packaging that is recyclable and biodegradable, thereby lessening the negative impact on the environment. Policies are displayed front and back of house for our staff and guests alike to familiarise themselves and ensure that we are committed, as well as training is done in our kitchens."*

Interpretation of theme 1

There is an overall alignment of the waste management strategy of The Quarterdeck with their operational plans. There is commitment from all role players which is displayed through a symbiotic relationship between front of house and back of house elements of the food cycle that reinforces the effective implementation. These findings are in accordance with Lefadola et al. (2018) to ensure food losses in both production and the food supply cycle are minimised by using a holistic approach.

Theme 2: Level of recycling

It was apparent that there is an ongoing process embedded into the day-to-day operation of The Quarterdeck. This involves the analysing and make up of waste generated. Additionally, there are mechanisms in place to determine how left-over food is handled. Key to the success is the effective separation at source (Charlebois et al., 2015).

The participant stated *"We only reuse certain types of food, unfortunately not all gets reused. We also implement measures to compost leftovers, that is why separation is critical."*

Interpretation of theme 2

There is a strong understanding and focus on prevention of food waste. There are embedded processes in The Quarterdeck operation that is geared to minimise the disposal to landfill with an effort to lessen the environmental impact. Similarly, Oelofse (2019) confirmed the need to reduce the environmental impact of food waste in SA caused by the decomposition of food waste at landfill sites.

Theme 3: Alignment to environmental policy

The participant stated that *“Quarterdeck is 95% there and aligns very well to the environmental policy and it’s a key focus area.”*

Furthermore, the participant was adamant that The Quarterdeck’s daily operations was aligned to GrandWest’s Environmental policy.

Interpretation of theme 3

The Quarterdeck’s waste management focus is part of their strategic plan; hence the health and safety management team are held accountable for its performance. The participant is tasked with monitoring and actioning deviations monthly. This finding is supported by Lefadola et al. (2018) stating that internal service level agreements and standard operating procedures are paramount to lessening food waste.

Theme 4: Performance against the service level agreement

The participant also confirmed that *“Waste separation training was conducted with stewarding and kitchen staff which has improved their overall performance against the SLA.”*

It was evident that the key to success was the ongoing training with an emphasis on separation at source being vital.

Interpretation of theme 4

There was a commitment towards ongoing training to ensure consistency in the operations. Furthermore, there were linkages with both back of house and front of house elements of the food cycle. Lastly, a scientific approach was adopted through monitoring, measuring and actioning deviations against the Service Level Agreement. Furthermore, Lefadola et al. (2018) posits the necessity of enforcing service level agreements as a management tool to proactively alleviate food waste. This is an integral business practice having found a relationship between effective monitoring and waste generation.

Theme 5: Alignment to meaningful brand

The participant stated that *“The Quarterdeck is one of the top contenders when it comes to managing waste and its impact on the environment. They always partake in initiatives whereby edible food is repurposed for soup kitchens for old age homes and other community initiatives.”*

Furthermore, the participant mentioned that *“The Quarterdeck’ is consistent in its approach as it deploys a holistic approach that involves minimising waste to reduce its impact on the environment.”*

Interpretation of theme 5

The Quarterdeck has displayed its commitment that goes way beyond just serving meals and making a profit. It understands the impact of waste generated and its harmful effects on the environment. Admirably The Quarterdeck has diverted excess food to community soup kitchens and old age facilities which caters for the urgent need of solving starvation. The finding aligns with Keller (2013) ‘Brand Resonance Model’ in terms of The Quarterdeck being viewed as a ‘memorable’, ‘meaningful’, ‘likable’ brand thus enhancing its credibility. This is further supported by authors Wang and Yang (2010) confirming that brand credibility has a positive influence on the purchase intent of consumers that provides a meaningful purpose.

Theme 6: Recommendations

The participant postulated *“Look at where suppliers are sourcing their products. Also check all packaging, as 90% is not reusable. This cannot go to landfill as it will cause further pollution of the environment. Review sourcing from sustainably friendly suppliers, improve training, awareness and ensure waste separation at source.”*

Moreover, the participant volunteered recommendations regarding packaging that is not recyclable and has a direct bearing on disposal to landfill. Thus, the role of suppliers cannot be underestimated, and greater scrutiny is required in this area (Kilibarda, Djokovic & Suzic, 2019)

Lastly, the participant mentioned the ongoing refocus on education, awareness and waste separation is critical to prevent waste generation.

Interpretation of theme 6

The recommendations suggested were based on the ongoing operational observations made by the participant. They are practical, logical and implementable. These recommendations depict a holistic approach focusing on both back of house and front of house elements of the food service cycle. This finding is supported by Chawla et al. (2021) that advocates the theory of waste prevention should focus on the entire food service cycle that is interrelated. Furthermore, with food waste contributing to global starvation, The Quarterdeck is compelled to implement initiatives to curb food waste (McAdams et al., 2019).

The below six themes originated from the Focus Group held with The Quarterdeck patrons.

Theme 1: Value for money

The participants all displayed a sense that dining together as a family and the fact that there was a wide selection allowing multiple trips to the buffet at one set price was the unique selling proposition for The Quarterdeck Restaurant.

Participant 1: *“Big variety, single price, try a little bit of everything.”*

Participant 2: *“You can choose whatever you want and overall, the family experience, pricing and stuff like that.”*

Participant 4: *“Quarterdeck is one of the better ones for my family and bigger.”*

Participant 6: *“I don’t have to wait and can take multiple trips”*

This theme encompasses the participants perceptions around value for money and the participants were vocal about the price verses the value experience. They also commented on The Quarterdeck being a family restaurant and enjoying a meal with the family was important to them.

Interpretation of theme 1

The above findings reflect a social connection with the brand that extends beyond pricing and value for money hence driving more word-of-mouth referrals and repeat visitation. It is apparent that customers connect with the brand on a deeper level which further enhances brand loyalty. They felt comfortable that The Quarterdeck has a relaxed and comfortable environment for families. The Quarterdeck product positioning is viewed as one of the best buffet restaurants offering a wide variety of dishes that are deemed value for money. The above interpretation infers a congruent meaning with Keller (2013) ‘Brand Resonance Model’ in terms of The Quarterdeck being viewed as a ‘memorable’ and ‘likable’ brand thus enhancing its trustworthiness.

Theme 2: Food selection and consumption

This theme highlights The Quarterdeck's patrons' behaviour with regards to their eating preferences, patterns and number of trips to the buffet. Generally, they focus on selecting a variety of starters, main courses with a big focus on roast meats, curries and desserts are left for last. They stated categorically that if the food selected was not prepared well, they would most likely leave it unconsumed.

Participant 1: *"Take smaller quantities and leave behind stuff on my plate that is poorly prepared and go for more dessert."*

Participant 2: *"Take smaller portions and generally finish everything on my plate. I eat curry at home, so will opt for alternative dishes like roast meats instead."*

Participant 3: *"Mainly eat roasts and curry, if not tasting good will leave it behind on my plate."*

Participant 6: *"Usually take small portions and don't waste generally."*

Interpretation of Theme 2

The Quarterdeck customers behaviour is typical of buffet restaurant customers, seeing that there is a large selection on offer, they make multiple trips to the buffet and taste as many dishes as possible. The challenge for The Quarterdeck is to ensure that the product offering is of the highest quality and that food is prepared to the highest standards as its patrons are quite discerning and will leave food on the plate uneaten, thereby contributing directly to food plate wastage. It was deduced that the analysis of customer feedback mechanisms provides insights for corrective action. Charlebois et al. (2015) posits that disliked menu items should be avoided as this leads to uneaten plate waste and this therefore reinforces the findings.

Theme 3: Buffet trips

This theme highlights the behaviour of The Quarterdeck's patrons which is evident in the participants feedback that they will make multiple trips to the buffet, as they like to try the wide selection on offer.

Participant 1: *"Prefer smaller trips, as I don't like having my plate full of food doesn't look really appetizing."*

Participant 2: *"The first trip is for my starter and keep it really small. Then I will do main course and then dessert and another thing."*

Participant 5: *"Do multiple trips for tasting a little bit of everything."*

Interpretation of theme 3

The Quarterdeck's patrons displayed typical behaviour of buffet restaurant customers in that they are inquisitive and will make multiple trips to the buffet. This could lead to quantities of food being tasted and not consumed, as customers are driven by the all-you-can-eat mindset. This has a direct bearing on the potential of food plate waste generation. This corresponds with Bloom (2010) theory of customers tendency to overindulge when confronted with a large selection of buffet offerings and this consequently leads to waste.

Theme 4: Attitude towards buffet waste

This theme focuses on The Quarterdeck's patrons' attitude towards buffet waste and highlights a general lack of awareness and concern as to what happens to the unconsumed food on the buffet at the end of trading day.

Participant 1: *"So you know I haven't put much thought into it, but I would assume its wasted."*

Participant 2: *"Most probably disposed of at the end of the day."*

Participant 3: *"Hoping it gets distributed to other inhouse restaurants."*

Participant 4: *"I was hoping that they were sending out food to shelters or feeding schemes."*

Interpretation of theme 4

The Quarterdeck's patrons viewed the left-over food as not their concern and that it is something that the restaurant must deal with. They did not see the correlation of their behaviour and its negative impact on food waste generation. Their sole aim was to obtain value for money and eat as much as possible from the all-you-can-eat buffet. These findings are in accordance with Dolnicar (2021) acknowledging that the effect of human consumption is in the eye of the beholder and no further obligation towards food wastage as their concern. This indicates congruency with Mabaso and Hewson (2018) highlighting the employees perceptions of food waste management towards buffet restaurants.

Theme 5: Communication awareness

This theme explored the thoughts around communication awareness. The Quarterdeck's patrons suggested a fun and lighthearted campaign that will appeal to all ages.

Participant 1: *"Yes, education is necessary but must be done in a lighthearted fun way."*

Participant 2: *"Definitely implement a creative education which appeals to the younger market using animation."*

Participant 4: *"Messaging must be fun and lighthearted to resonate with the customers."*

Interpretation of theme 5

The above finding reflects an acknowledgement on the part of The Quarterdeck's patrons' that communication and awareness are key factors providing insights that will drive a positive change in behaviour. They strongly suggest that this must be done in a creative manner using omni-channel platforms, so that it resonates with a broad section of the brands target audience. This indicates congruency with Dolnicar (2019) findings regarding the necessity to implement initiatives to up the level of food waste awareness. The messaging must also be supplemented with information from credible sources, as this will increase the patrons likelihood to change their attitudes towards food waste management.

Theme 6: Recommendations

This theme explored The Quarterdeck's ideas on how to improve their drive to reduce food wastage. The participants further contributed various innovative ideas and were quite vociferous in their discussions and debate.

Participant 1: *"More live cooking stations, look at prepacked salads."*

Participant 3: *"Avoid over buying, must be stored correctly and used before expiry days, look at portion control and consider weigh per plate."*

Participant 4 *"Maybe they can reduce the size of the plates, that will force patrons to go up to the buffet more often and waste less."*

Interpretation of theme 6

Contrary to theme 4, the patrons were more amicable to provide recommendations to this topic when they were made aware of the food wastage challenge. The discussions revealed a deep sense of connection with the brand and the patrons wanted to provide meaningful suggestions to improve its food waste practices. They felt that by contributing to the discussion they played a critical role towards the bigger challenge of addressing the food waste issue not just for The Quarterdeck but global starvation. This finding is supported by Kaur et al. (2022) who found that constructive food waste management practices require an in-depth analysis of volume and source of food waste. This includes the focus on food preparation, service and consumption. Furthermore, the overproduction, as well as plate size is a contributing factor to food wastage. Thus, portion sizes, procurement and stock control are of paramount importance. Lastly, Comins (2021) implores the nation to confront this issue and take meaningful action by implementing meaningful solutions to address the global food starvation dilemma.

4.3 Summary of findings

The aim of this research was to explore how GrandWest Casino and Entertainment World conducted their food waste management programme in The Quarterdeck Restaurant to minimise the effect of food waste on the environment (GrandWest Casino and Entertainment World, 2021).

Furthermore, the purpose of the research was to understand the effect that The Quarterdeck Restaurant was having on food waste management in the hospitality industry in SA (Irani & Sharif, 2016).

The previous section highlighted the thematic analysis, the deduction of the central themes from the data set which existed and then clearly defined, discussed and interpreted in the context of the previous literature and theory (Clarke & Braun, 2013).

The summary of the findings concluded formed the basis upon which the recommendations were based, to guide The Quarterdeck restaurant in achieving its goal. The research highlighted the role of suppliers and accentuated the strict procurement policy guided purchasing in terms of product specifications, quality, seasonality. Additionally, these cannot be underestimated, as they are a critical starting point in the food service cycle (Lefadola et al., 2018).

It was evident that the importance of linking the buffet food production to volumes of guests accurately is critical, as thus vital to manage overproduction which could potentially lead to unnecessary food wastage. The Quarterdeck's current approach to this vital function is partially manual and partially automated, and therefore this could lead to unnecessary wastage (Watanabe, Nascimento, Freitas & Viana, 2021).

Additionally, it was also highlighted that the patrons took multiple trips to the buffet, practicing sporadic portion control and used large dinner plates, thus the potential for food waste is much greater (Wang & Lin, 2017).

Moreover, the initiatives to repurpose food is a fundamental foundation which will drastically reduce the amount of food waste being generated. The Quarterdeck adopts a strong focus in this regard reusing food across its various outlets (Juvan, Grün & Dolnicar, 2018).

The Quarterdeck's ability to convert sections of its buffet content into more live action stations will assist in drastically reducing the quantity of food waste being generated. This will negate the buffet from being populated by solely fully prepared dishes (Cozzio et al., 2021).

It was evident that there was no formal communication and awareness strategy to highlight food waste to their patrons, including the negative impact of global starvation and the environmental considerations of this dilemma. It was apparent that the respondents were not aware and hence took no responsible action from a management and customer perspective (Dolnicar, 2021).

Furthermore, the role of the waste service provider cannot be underestimated as this third party is responsible for the effective and efficient management of The Quarterdeck's waste from site to disposal to landfill. In the case of The Quarterdeck, the service level agreement could have been more stringently enforced (Lefadola et al., 2018).

Additionally, the approach to waste management must be a holistic approach incorporating both back of house and front house disciplines, as they are all intertwined and linked, with a direct bearing on each other. This new evidence supported the allocation of resources to the food management cycle across both disciplines (Dolnicar, 2021).

Lastly, the worm form suggested was the preferred innovative solution provided. If implemented properly, this could drastically reduce the waste to landfill and the negative impact on the environment. Other suggestions included biodegradable options and composting to address the current food waste management concerns within The Quarterdeck. However, additional innovative solutions should be further pursued to encourage new initiatives (Furlong, 2014).

Section 5

5.1 Conclusion and recommendations

The concept of food waste management is seemingly straightforward however, The Quarterdeck management will need to implement regular reviews and evaluation of its current supplier database to ensure they meet the specifications. This plays a vital role in the food wastage process and inefficiencies will have a direct bearing on the management thereof (Goonan et al., 2015).

Secondly, The Quarterdeck should investigate sourcing a fully computerised demand forecasting software program that links food production to its covers. Additionally, this could assist with trend analysis to drive efficient forecasting. Furthermore, there needs to be an effective two-way communication between The Quarterdeck management and kitchen production team (Cozzio et al., 2021).

Thirdly, the all-you-can-eat buffet style restaurant setting of The Quarterdeck suggests food wastage, therefore it is recommended to consider smaller plates. In some instances, it was apparent that patrons take multiple trips to the buffet, but the small plate perception will raise self-awareness. It was also evident that this theory will underpin the patrons' behaviours associated with personal health goals and, consequently dish up less (Dhir, Talwar, Kaur & Malibari, 2020).

Fourthly, the process of repurposing and reusing food must be formalised and tracked daily. This is currently practiced but is unstructured and lacks consistent management oversight. A formal process for waste disposal is critical to impose a focused discipline amongst all stakeholders to ensure more innovative solutions are considered before resorting to disposal (Chawla et al., 2021).

Fifthly, The Quarterdeck can consider prepacked salads and live cooking stations, as this will reduce the quantity of preprepared food being put out and consequently reduce the potential wastage (Juvan et al., 2018).

Sixthly, this study indicated that communication and awareness is paramount to the food waste challenge. This holds true for all stakeholders and messaging should be tailored to the different target markets of the brand. There should also be a feedback mechanism that tracks comments on how well The Quarterdeck is progressing against its targets aligned to its strategic environmental and sustainability goals (Cozzio et al., 2021).

Seventhly, the strict compliance by the waste service provider is of utmost importance to achieve the brands zero waste to landfill target by 2025. The Quarterdeck management have critical roles to ensure compliance (Sun International, 2020).

Eighthly, the solutions achieved from the zero waste to landfill targets provide an opportunity to consider the implementation of a worm farm. This will utilise some of The Quarterdeck's wet waste by converting it to compost which will be useful to fertilise the gardens, thereby bringing about a savings in both landfill and landscaping costs (Furlong, 2014).

Ninthly, it is incumbent on all role's players in the food service cycle to treat the food waste challenge problem with a holistic and synergistic approach. The role of all key stakeholders must be continually reinforced (Bilog ,2017).

Finally, the study will reaffirm the importance of humanising the brand, by successfully communicating the food waste management practices of The Quarterdeck buffet restaurant's customers, by conveying something of esteem importance that will influence them emphatically by building confidence, loyalty and brand trust. This will ensure a sustainable competitive edge to evaluate the brand against the 'meaningful brand' criteria (Brenner, 2020).

5.2 Research question, problem and goal reviewed

The primary and secondary questions were the foundation upon which The Quarterdeck's waste management processes were critically reviewed related to the central tenets for this research study of The Quarterdeck buffet restaurant namely, (1) food waste management practices, (2) food waste patterns and (3) the environmental impact.

It was evidenced during the research whereby both management and patrons revealed in-depth insights into the food waste challenge confirming that The Quarterdeck's food waste management processes have a positive impact on the environment. The Quarterdeck already has rigorous processes in place around the food service cycle, however more synergy is required to make their food waste management practices more effective.

It is evident that whilst an all-you-can-eat-buffet generates more food waste, The Quarterdeck, on the other hand focuses on repurposing to minimise wastage through their corporate social initiatives. Furthermore, whilst most of the participants indicated that they were not aware of what happens to the food after dinner service, effective communication and awareness will ensure that they are informed and will thus change their behaviour. Lastly, the gaps with the service provider have been identified and will have a positive impact on the environment.

The research problem in this study was addressed, as it determined that The Quarterdeck's food waste management practices have a positive impact on the environment, but there is a scope for improvement which will elevate their level of compliance.

5.3 Implications of the findings

Based on the central tenets, these are easily replicated across other industries other than the hospitality industry that view food waste management as a holistic approach of the full food service cycle (Lefadola et al.,2018). Marx-Pienaar et al. (2019) assert that there must be synergy and effective communication amongst all the role players for these strategies to be successful. Furthermore, it must be embedded into the strategic objectives of the organisation. Charlebois et al. (2015) posits that effective use of persuasive omni-channel communication is vital to drive awareness and positive change. Moreover, the study, explored meaningful and creative options to solve the food waste challenge.

According to Cape Business News (2019) the role of the waste service provider should not be underestimated, as this could potentially lead to critical failure, non compliance and unmet waste management targets .

Future research could benefit by delving more deeply into the current qualitative research by increasing the sample size and focusing on more than one buffet restaurant, or alternatively comparing an à la carte restaurant to a buffet restaurant using quantitative research, as this will deliver more empirical results (Dolnicar, 2021).

5.4 Ethical considerations

According to National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (1978) confirms that The Belmont Report guides the fundamental ethical principles that aid in rectifying ethical challenges prevalent in dealing with human subjects.

Furthermore, the researcher ensured 'Respect for persons' by confirming that participation is voluntary, with informed consent and conducted this in a non-threatening manner. Additionally, participants were allowed fair contribution to avoid a few dominant voices impressing their view on the group. Also, 'beneficence' ensured that the participants input was treated in a respectful manner. Thereafter, cognisance was taken of the researcher's non verbal body language and verbal responses to not belittle anyone in anyway. Finally, 'Justice' prevails with benefits arising from the research and it will be shared equally amongst the participants (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research,1978).

The research was conducted applying ethical principles to ensure solid representation in gathering data to not harm or offend anyone during the process (Resnik, 2015). Additionally, the company provided clearance prior to the research taking place inline with the IIE regulations (The IIE, 2021). The Quarterdeck brand was protected and positively portrayed (Grigoropoulosi, 2019).

The researcher safeguarded all ethical considerations at the forefront and throughout the research process to ensure compliance. Additionally, the research was carried out as per the IIE Ethical Guidelines and Clearance requirements and all participants were informed of the study aims, the manner in which the research was conducted, and finally the importance of the ethical considerations. The participants agreed and signed the consent form prior to participating in the study. This protected their identity to ensure anonymity and privacy of personal information (The IIE, 2021).

Moreover, the researcher utilised an individual moral code of conduct to serve as a personal ethical guide to ensure the ethical considerations are upheld (Louw, 2016).

5.5 Evaluation of the research

The researcher was satisfied that the research is an overall success. The data suggests that The Quarterdeck is serious about minimising the impact of its food waste management practices on the environment. The three central tenets namely, food waste management practices, food waste patterns and the environmental impact have all been addressed as areas of improvement. This also highlighted that regulated compliance is necessary. The Quarterdeck's patrons and employess hold the brand in high esteem and are willing to form part of its waste management effort which will further enhance its brand equity and loyalty. Besides the recommendations being easy to implement, The Quarterdeck must take these seriously in order to drive implementation, progress and outcomes. This will ultimately determine if The Quarterdeck succeeds in its quest to increase its effort to minimise waste and thereby reduce its impact on the environment.

5.6 Anticipated contributions and future actions

McAdams et al. (2019) confirms sound financial reasoning for wanting to reduce food waste as a major interest to restaurants, as there is a capital outlay for produce procurement and waste removal. Thus, this will serve as a motivating factor for buffet restaurants. Amicarelli et al. (2021) posits increasing pressure from competitors regarding increased food prices and consumer awareness of how restaurants handle the resulting impact on the environment which has raised a massive compulsion to successfully manage food wastage.

Minimal investigations have been undertaken to ascertain which section or station creates the most food wastage with a previous study indicating numerous variables, including portion size and quantity of food items, as having a bearing on restaurant food wastage. Therefore, restaurants must implement measures incorporating both back and front of house controls (Dolnicar, 2019).

Effective demand forecasting models, smaller plate sizes, food repurposing will play a significant role (Juvan et al., 2018). Consequently, Kilibarda et al. (2019) agree that the role of suppliers cannot be underestimated in the distribution stage and this must not be overlooked.

Furthermore, Filimonau, Zhang and Wang (2020) agree that concise communication and coordination regarding prevention strategies will ensure greater success.

Lastly, the inclusion of a worm farm initiative will benefit harvesting nutritious produce through its cycle and can diminish destructive chemicals that are harmful to the environment (Furlong, 2014).

5.7 Limitations of the study

Dube (2010) confirms that limitations are categorised as restrictions beyond the control of the researcher, whereas delimitations are dependent on the researcher's decision-making process.

The views of participants are personalised and this was influenced by their own experiences with the product. The truth of results rests on customers perceptions, thereby enforces the ontology of interpretivism (Chilisa & Kawulich, 2015).

The study of a single buffet restaurant could lead to stereotyping and must be avoided. Conducting research across multiple buffet restaurants would increase the context of the research and lead to more informed results (McAdams et al., 2019).

The time frame was limited as the research was conducted over a seven-day period. This will have a direct bearing on the quantity of evidence gathered. Moreover, the impact of the quality of evidence gathered could be remedied by expanding the time frame, including multiple buffet sittings (du Plooy-Cilliers, 2014).

Based on the qualitative and interpretivist view, the findings will suffer some bias, as the sample interviewed could change their attitudes, perceptions and behaviours when different triggers are presented and compared. Furthermore, a control group will also aid post research evaluation and comparison (Field & Hole, 2003).

The focus group method is a sampling technique utilised and resistance from reversed participants could result in them not divulging pertinent information. Furthermore, the participants could get impatient and omit information that could influence the outcome. To negate this, the research environment and setting was important to make them feel comfortable (du Plooy-Cilliers, 2014).

The size of the sample was a delimitation, as it is not large therefore not fully representative of the entire customer base. This was addressed to some extent by making certain that the sample population included adequate participants to intensify the findings to avoid generalisation (Larson, 2010).

Future studies can utilise this as a base to launch more in-depth studies to measure food plate wastage and to determine the impact of educational awareness. Additionally, it could be expanded across different cities and cultures in SA and globally, as it could highlight nuances in the data and amplify the food waste challenges in buffet restaurants and illicit more meaningful debates (Taipei Times, 2014).

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Appendices

Appendix A

Focus group discussion guide

My name is Nicola Botha and I am a student at Vega School IIE currently conducting research under the supervision of Dr Cerneels Coetzee to explore the food waste management practices of buffet restaurants in South Africa (SA): A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. The aim of this research undertaking is to enhance my understanding of the insights and contribution of how GrandWest can minimise the effect of food waste on the environment.

I would like to invite you to participate in this focus group discussion. In order to continue your participation, please read and sign the consent form. If you have any additional questions that you feel have not been addressed or explained, please do not hesitate to ask for more information. Once you have read and acknowledged the content of the consent form the focus group will proceed.

Some of the ground rules to guide our discussion will include the following:

- If at any stage, you feel uncomfortable with the focus group topics you may decline to answer
- There are no wrong or right answers, and all responses are sound
- Please be mindful of the sentiments of others, even if your view differs
- Keep the discussion open and transparent
- Stay focused on the topic so that the content is thoroughly discussed

The focus group discussion will take approximately 45 minutes to complete. Once the prescribed timing has been reached the discussion will cease and you will be released. Transparency, honesty and unreservedly expressing your feelings and opinions to the questions posed in a

respectful manner are paramount. The focus group session will be audio recorded and transcribed, and this will be based on your consent.

I will ensure that your identity is not disclosed. Additionally, I will not use your personal information in any research summaries and will endeavor to disguise the outcome to remove any form of identification. Nobody else, including anybody at Vega School IIE, will have access to your responses.

Furthermore, I would like to include some of the extracts from the outcomes of the research discussions but will ensure this information is not associated directly with you.

A summary of the outcomes will be included in my research report, which is mandatory to finalise my postgraduate qualification. Should you require a synopsis of the research, I would be open to share this with you.

Before we commence with the focus group, please provide a short introduction of yourself. This will aid in setting the tone and making everyone feel comfortable.

Let us begin.

The first step includes the consent forms to be signed and the focus group participants to introduce themselves.

Following this, the discussion will proceed.

The discussion will examine the food waste patterns of The Quarterdeck buffet restaurant's patrons

1. Why do you frequent The Quarterdeck buffet restaurant versus an à la carte restaurant?
2. What does your food selection comprise of?
3. Do you consume all the food that you have dished up from the buffet?

4. If not, clarify what you would consume?
5. Do you dish up all your courses at once or do you make multiple trips to the buffet dishing up smaller quantities?
6. Have you thought of what happens to the unconsumed food that is left on the buffet after service?
7. Should customers be charged for no shows to align the production to the number of covers booked?
8. Would you have any further recommendations on how The Quarterdeck buffet restaurant can improve its food waste management practices going forward?
9. Will signage and communication awareness assist in changing customer behaviour to reduce food wastage?

We have reached the end of the focus group discussion and I would like to take this opportunity to thank you for your participation and valued time committed to this discussion.

Appendix B

Semi-structured interview guide: Operational management

My name is Nicola Botha, and I am a student at Vega School IIE currently conducting research under the supervision of Dr Cerneels Coetzee to explore the food waste management practices of buffet restaurants in South Africa (SA): A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. The aim of this research undertaking is to enhance my understanding of the insights and contribution of how GrandWest can minimise the effect of food waste on the environment.

I would like to invite you to participate in this study. In order to continue your participation, please read and sign the consent form. If you have any additional questions that you feel are not addressed or explained, please do not hesitate to ask for more information. Once you have read and acknowledged the content of the consent form the interview can proceed.

The interview that will take approximately 30 minutes to complete. Once the prescribed timing has been reached the interview will cease and you will be released. Transparency, honesty and unreservedly expressing your feelings and opinions to the questions posed are paramount. If at any stage, you feel uneasy with the interview process you may cease participation. The interview will be audio recorded and transcribed, and this will be based on your consent.

Please could you provide your name and contact details which will be kept anonymous and private. This information will only be used if I need to engage with you to recheck my understanding of a question or to gain further insights pertaining to this research study. It is not compulsory to answer the questions below but nonetheless it will aid me to refine this undertaking. Even if you decide to partake in this study, you may withdraw at any time without having to provide clarification of your decision.

1. Please provide your name and surname bearing in mind that your inclusion in this study is completely voluntary
2. What is your contact number and email address?

I will ensure that your identity is not disclosed. Additionally, I will not use your name in any research summaries and will endeavor to mask the outcome to remove any form of identification. Nobody else, including anybody at Vega School IIE, will have access to your responses.

Furthermore, I would like to include some of the extracts from the outcomes of the research but will ensure this information is not associated with you.

A summary of the outcomes will be included in my research report, which is mandatory to finalise my postgraduate qualification. Should you require a synopsis of the research, I would be open to share this with you.

To establish the impact of food waste management in The Quarterdeck buffet restaurant on the environment

1. How are products sourced and procured?
2. How many suppliers are used?
3. Do you utilise multiple suppliers for the same product?
4. How often are food deliveries done?
5. Is there a link between menu design and procurement?
6. Who receives the food deliveries?
7. What do you check when receiving the food?
8. Do you return spoilt food that is received from suppliers?
9. How is the food received stored at each outlet?
10. What controls do you have in place to classify food as waste?
11. What recommendations do you suggest that will improve the process?

We have reached the end of the interview and I would like to take this opportunity to thank you for your participation and valued time committed to this discussion.

Appendix C

Semi-structured interview guide: Health and safety management

My name is Nicola Botha, and I am a student at Vega School IIE currently conducting research under the supervision of Dr Cerneels Coetzee to explore the food waste management practices of buffet restaurants in South Africa (SA): A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. The aim of this research undertaking is to enhance my understanding of the insights and contribution of how GrandWest can minimise the effect of food waste on the environment.

I would like to invite you to participate in this study. In order to continue your participation, please read and sign the consent form. If you have any additional questions that you feel are not addressed or explained, please do not hesitate to ask for more information. Once you have read and acknowledged the content of the consent form the interview can proceed.

The interview that will take approximately 30 minutes to complete. Once the prescribed timing has been reached the interview will cease and you will be released. Transparency, honesty and unreservedly expressing your feelings and opinions to the questions posed are paramount. If at any stage, you feel uneasy with the interview process you may cease participation. The interview will be audio recorded and transcribed, and this will be based on your consent.

Please could you provide your name and contact details which will be kept anonymous and private. This information will only be used if I need to engage with you to recheck my understanding of a question or to gain further insights pertaining to this research study. It is not compulsory to answer the questions below but nonetheless it will aid me to refine this undertaking. Even if you decide to partake in this study, you may withdraw at any time without having to provide clarification of your decision.

3. Please provide your name and surname bearing in mind that your inclusion in this study is completely voluntary
4. What is your contact number and email address?

I will ensure that your identity is not disclosed. Additionally, I will not use your name in any research summaries and will endeavor to mask the outcome to remove any form of identification. Nobody else, including anybody at Vega School IIE, will have access to your responses.

Furthermore, I would like to include some of the extracts from the outcomes of the research but will ensure this information is not associated with you. A summary of the outcomes will be included in my research report, which is mandatory to finalise my postgraduate qualification. Should you require a synopsis of the research, I would be open to share this with you.

To establish the impact of food waste management in The Quarterdeck buffet restaurant on the environment

1. What is the commitment of all role players to minimise waste?
2. Is there awareness and alignment of the environmental policies?
3. Does food get reused and to what extent?
4. What is The Quarterdeck buffet restaurant's level of performance management against the service level agreement with the waste service provider?
5. How is The Quarterdeck buffet restaurant performing against the GrandWest environmental policy?
6. Is food waste management within The Quarterdeck buffet restaurant one of the key focus areas in the environmental policy?
7. Does The Quarterdeck buffet restaurant make a meaningful impact based on previous and current initiatives implemented?
8. What recommendations can we use to improve the process?

We have reached the end of the interview and I would like to take this opportunity to thank you for your participation and valued time committed to this discussion.

Appendix D Participant consent forms | Semi structured interviews

Annexure J

2021



CONSENT FORM | INTERVIEW

Explanatory information sheet and consent form for participants
To whom it may concern,
My name is Nicola Botha and I am a student at Vega. I am currently conducting research under the supervision of Cerneels Coetzee to ascertain how GrandWest Casino and Entertainment World conducts their food waste management program in The Quarterdeck buffet restaurant to minimise the effect of food waste on the environment. I hope that this research will enhance our understanding of The Quarterdeck buffet restaurant's waste management processes and have a positive impact on the environment. I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.
What will I be doing if I participate in your study?
I would like to invite you to participate in this research because it is incumbent of GrandWest Casino and Entertainment World to evaluate the food waste cycle in The Quarterdeck Restaurant to reduce the environmental impacts associated with wasted food. If you decide to participate in this research, I would like to inform you that the process will consist of a face-to-face semi-structure interview which will take approximately 30 minutes to complete. Should you accept the invitation, confirmation of the meeting will be set at a convenient date and time at a venue onsite at GrandWest. Confirmation of the meeting will be sent via Outlook as a calendar appointment at least one week ahead of the scheduled date. The interview guide will be shared with you in advance of the formal meeting so that you can familiarise yourself with the questions. The standard COVID-19 protocols in terms of mask wearing, suitable ventilation and social distancing will need to be adhered to during the course of the meeting. You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.
Are there any risks/ or discomforts involved in participating in this study?
Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your (insert what you are examining). If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.
Do I have to participate in the study?

- Your inclusion in this study is completely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at Vega, will have access to your interview information. I would like to use quotes when I discuss the findings of the research, but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

The interview will be audio recorded and transcribed, and this will be based on your consent. Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Postgraduate Diploma in Brand Building. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Nicola Botha

Cell: [REDACTED]
 Email: [REDACTED]

The contact details of my supervisor are as follows:

Cerneels Coetzee

Cell: [REDACTED]
 Email: [REDACTED]

I, [REDACTED], agree to participate in the research conducted by Nicola Botha to understand the impact that the Quarterdeck buffet restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives

This research has been explained to me and I understand what participation in this research will involve. I understand that:

- I agree to be interviewed for this research.
- My confidentiality will be ensured. My name and personal details will be kept private.
- My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
- I may choose not to answer any of the questions that are asked during the research interview.
- I may be quoted directly when the research is published, but my identity will be protected.

Type text here	
Signature [REDACTED]	Date 4th July 2022



AUDIO RECORDING CONSENT FORM

Consent form for participants	
I, [REDACTED], agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town.	
This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that:	
• My confidentiality will be ensured. My name and personal details will be kept private. • The recordings will be stored in a password-protected file on the researcher's computer. • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
Signature [REDACTED]	Date 4th July 2022

Participant or respondent consent	
I, [REDACTED], agree to participate in the research conducted by Nicola Botha to understand the impact that the Quarterdeck buffet restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives This research has been explained to me and I understand what participation in this research will involve. I understand that: • I agree to be interviewed for this research. • My confidentiality will be ensured. My name and personal details will be kept private. • My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research. • I may choose not to answer any of the questions that are asked during the research interview • [REDACTED] directly when the research is published, but my identity will be protected.	
Signature [REDACTED]	Date 4/7/24



AUDIO RECORDING CONSENT FORM

Consent form for participants	
I, [REDACTED], agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that: • My confidentiality will be ensured. My name and personal details will be kept private. • The recordings will be stored in a password-protected file on the researcher's computer. • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
Signature [REDACTED]	Date 4/7/24

Participant or respondent consent	
I, [REDACTED], agree to participate in the research conducted by Nicola Botha to understand the impact that the Quarterdeck buffet restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives This research has been explained to me and I understand what participation in this research will involve. I understand that: • I agree to be interviewed for this research. • My confidentiality will be ensured. My name and personal details will be kept private. • My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research. • I may choose not to answer any of the questions that are asked during the research interview. • I may be quoted directly when the research is published, but my identity will be protected.	
Signature	[REDACTED] 4/7/22
Date	[REDACTED]



AUDIO RECORDING CONSENT FORM

Consent form for participants	
I, [REDACTED], agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that: • My confidentiality will be ensured. My name and personal details will be kept private. • The recordings will be stored in a password-protected file on the researcher's computer. • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
Signature	[REDACTED] 4/7/22
Date	[REDACTED]

Participant or respondent consent

I, [REDACTED], agree to participate in the research conducted by Nicola Botha to understand the impact that the Quarterdeck buffet restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives

This research has been explained to me and I understand what participation in this research will involve. I understand that:

- I agree to be interviewed for this research.
- My confidentiality will be ensured. My name and personal details will be kept private.
- My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
- I may choose not to answer any of the questions that are asked during the research interview.
- I may be quoted directly when the research is published, but my identity will be protected.

Signature

06.07.2022

Date



AUDIO RECORDING CONSENT FORM

Consent form for participants

I, [REDACTED], agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town.

This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that:

- My confidentiality will be ensured. My name and personal details will be kept private.
- The recordings will be stored in a password-protected file on the researcher's computer.
- Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

06.07.2022

Date

Appendix E Participant consent forms | Focus group



CONSENT FORM | FOCUS GROUP

Explanatory information sheet and consent form for participants
To whom it may concern,
My name is Nicola Botha and I am a student at Vega. I am currently conducting research under the supervision of Cerneels Coetzee to ascertain how GrandWest Casino and Entertainment World conducts their food waste management program in The Quarterdeck buffet restaurant to minimise the effect of food waste on the environment. I hope that this research will enhance our understanding of The Quarterdeck buffet restaurant's waste management processes and have a positive impact on the environment.
I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.
What will I be doing if I participate in your study?
I would like to invite you to participate in this research because it is incumbent of GrandWest Casino and Entertainment World to evaluate the food waste cycle in The Quarterdeck Restaurant to reduce the environmental impacts associated with wasted food. If you decide to participate in this research, I would like to inform you that the process will consist of a focus group with five other selected participants to engage on this topic. The time allocated to the focus group is approximately 45 minutes. Should you accept the invitation, confirmation of the appointment will be set at a convenient date and time at a venue onsite at GrandWest. Confirmation of the meeting will be sent via Outlook as a calendar appointment at least one week ahead of the scheduled date. The focus group discussion guide will be shared with you in advance of the focus group session so that you can familiarise yourself with the questions. The standard COVID-19 protocols in terms of mask wearing, suitable ventilation and social distancing will need to be adhered to during the course of the meeting. You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer any particular question/s.
Are there any risks/ or discomforts involved in participating in this study?
Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your (insert what you are examining). If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.
Do I have to participate in the study?
• Your inclusion in this study is completely voluntary; • If you do not wish to participate in this study, you have every right not to do so;

• Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.
Will my identity be protected?
I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the focus group, but only my supervisor, myself and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at Vega, will have access to your personal information. I would like to use quotes when I discuss the findings of the research, but I will not use any recognisable information in these quotes that can be linked to you.
What will happen to the information that participants provide?
The focus group discussion interview will be audio recorded and transcribed, and this will be based on your consent. On completion of the focus group session, I will write summaries to be included in my research report, which is a requirement to complete my Postgraduate Diploma in Brand Building. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.
What happens if I have more questions about the study?
Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether to participate. You should not agree to participate unless you are completely comfortable with the procedures followed. My contact details are as follows: Nicola Botha  The contact details of my supervisor are as follows: Cerneels Coetzee 

Participant or respondent consent

I, [REDACTED], agree to participate in the research conducted by Nicola Botha to understand the impact that The Quarterdeck Buffet Restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives

This research has been explained to me and I understand what participation in this research will involve. I understand that:

- I agree to be interviewed for this focus group research discussion.
- My confidentiality will be ensured. My name and personal details will be kept private.
- My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
- I may choose not to answer any of the questions that are asked during the research focus group discussion.
- I may be quoted directly when the research is published, but my identity will be protected.

Signature

4/07/22

Date



AUDIO RECORDING CONSENT FORM

Consent form for participants

I, [REDACTED], agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town.

This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that:

- My confidentiality will be ensured. My name and personal details will be kept private.
- The recordings will be stored in a password-protected file on the researcher's computer.
- Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

4/07/2022

Date

Participant or respondent consent

I, [REDACTED], agree to participate in the research conducted by Nicola Botha to understand the impact that The Quarterdeck Buffet Restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives

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- I agree to be interviewed for this focus group research discussion.
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- I may choose not to answer any of the questions that are asked during the research focus group discussion.
- I may be quoted directly when the research is published, but my identity will be protected.

04/07/2022

Date



AUDIO RECORDING CONSENT FORM

I, [REDACTED], agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town.

This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that:

- My confidentiality will be ensured. My name and personal details will be kept private.
- The recordings will be stored in a password-protected file on the researcher's computer.
- Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

04/07/2022

Date

Participant or respondent consent	
I [REDACTED], agree to participate in the research conducted by Nicola Botha to understand the impact that The Quarterdeck Buffet Restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives This research has been explained to me and I understand what participation in this research will involve. I understand that: • I agree to be interviewed for this focus group research discussion. • My confidentiality will be ensured. My name and personal details will be kept private. • My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research. • I may choose not to answer any of the questions that are asked during the research focus group discussion. • I may be quoted directly when the research is published, but my identity will be protected.	
[REDACTED] Signature	4/1/22 Date



AUDIO RECORDING CONSENT FORM

Consent form for participants	
I, [REDACTED] agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that: • My confidentiality will be ensured. My name and personal details will be kept private. • The recordings will be stored in a password-protected file on the researcher's computer. • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
[REDACTED] Signature	4/1/2022 Date

Participant or respondent consent	
I, _____, agree to participate in the research conducted by Nicola Botha to understand the impact that The Quarterdeck Buffet Restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives This research has been explained to me and I understand what participation in this research will involve. I understand that: • I agree to be interviewed for this focus group research discussion. • My confidentiality will be ensured. My name and personal details will be kept private. • My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research. • I may choose not to answer any of the questions that are asked during the research focus group discussion. • I may be quoted directly when the research is published, but my identity will be protected.	
Signature	Date 09/01/2022



AUDIO RECORDING CONSENT FORM

Consent form for audio recording	
I, _____, agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that: • My confidentiality will be ensured. My name and personal details will be kept private. • The recordings will be stored in a password-protected file on the researcher's computer. • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
Signature	Date 4/09/2022

Participant or respondent consent	
I, _____, agree to participate in the research conducted by Nicola Botha to understand the impact that The Quarterdeck Buffet Restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives This research has been explained to me and I understand what participation in this research will involve. I understand that: • I agree to be interviewed for this focus group research discussion. • My confidentiality will be ensured. My name and personal details will be kept private. • My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research. • I may choose not to answer any of the questions that are asked during the research focus group discussion. • I may be quoted directly when the research is published, but my identity will be protected.	
Signature _____	Date 04/07/2022



AUDIO RECORDING CONSENT FORM

Consent form for participants	
I, _____, agree to allow Nicola Botha to audio record the interview or focus group discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that: • My confidentiality will be ensured. My name and personal details will be kept private. • The recordings will be stored in a password-protected file on the researcher's computer. • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
Signature _____	Date 4/07/2022

Participant or respondent consent	
I, [REDACTED], agree to participate in the research conducted by Nicola Botha to understand the impact that The Quarterdeck Buffet Restaurant is having on food waste management in the hospitality industry in South Africa. Buffet restaurants by their very nature are highly waste generative. To this extent, it compels GrandWest Casino and Entertainment World to implement stringent measures that reduces food waste, as this aligns to their corporate social responsible and environmental objectives This research has been explained to me and I understand what participation in this research will involve. I understand that: • I agree to be interviewed for this focus group research discussion. • My confidentiality will be ensured. My name and personal details will be kept private. • My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research. • I may choose not to answer any of the questions that are asked during the research focus group discussion. • I may be quoted directly when the research is published, but my identity will be protected.	
Sign [REDACTED]	4 July 2022 Date



AUDIO RECORDING CONSENT FORM

Consent form for participants	
I, [REDACTED], agree to allow Nicola Botha to audio record the interview or focus discussion pertaining to the research project titled: Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town. This research has been explained to me and I understand what participation is required in this research study and what it will involve. I understand that: • My confidentiality will be ensured. My name and personal details will be kept private. • The recordings will be stored in a password-protected file on the researcher's computer. • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
Sign [REDACTED]	4 July 2022 Date

Appendix F Gatekeeper's consent form



Gatekeeper's letter/ Request to conduct research

Dear Ms Sonnekus

I am writing to ask your permission to conduct research at GrandWest Casino and Entertainment World.

My name is Nicola Botha, a postgraduate student at Vega, a brand of the Independent Institute of Education (IIE). The research I wish to conduct for my Postgraduate Diploma in Brand Building is titled: *Exploring the food waste management practices of buffet restaurants in South Africa: A case study of The Quarterdeck Restaurant, GrandWest Casino and Entertainment World, Cape Town.*

The aim of this study is to investigate how GrandWest Casino and Entertainment World conducts their food waste management program in The Quarterdeck Restaurant. The project consists of four interviews and one focus group with key stakeholders within your organisation.

The nature of your firm's participation will include a seven-day snapshot of trading between 6 and 12 June 2022, during dinner service to understand the knowledge gap regarding your current food waste practices and potential areas of improvement. This will involve the participation of key members in your organisation from the various areas including procurement, food and beverage, operations management and sustainability. The interviews and focus group will be scheduled onsite at times convenient to all stakeholders without impacting the operation. The average time will range between 20 and 30 minutes per interview and 45 to 60 minutes for the focus group.

There is no obligation and participation in this research is voluntary. The anonymity and confidentiality of the participants, research data and company will be protected. There will be no repercussions if the participants decide to withdraw from the research at any time. The researcher also respects the opinions of the participants, and they are not obliged to respond to any question that they are not at ease with.

The research results will be kept strictly confidential, and the study will be reported in a research paper available to all participants on completion.

Yours sincerely

Student: Nicola Botha

A black rectangular box redacting the signature of Nicola Botha.

Supervisor: Germeels Coetzee

A black rectangular box redacting the signature of Germeels Coetzee.

My contact details are as follows:

Nicola Botha

Contact telephone number: [REDACTED]

Email address: [REDACTED]

The contact details of my supervisor/navigator/lecturer are as follows:

Cerneels Coetzee

[REDACTED]

Gatekeeper's Approval

Consent form to conduct research at my company	
I, [REDACTED]	
Representative of GrandWest Casino and Entertainment World	
My capacity: Financial Manager	
Give my permission that Nicola Botha may conduct research at my company. This research has been explained to me and I understand what participation in this research will involve. I reserve the right to withdraw this permission at any time. I also understand that research reports will be available in the library and IIE Repository.	
Select below:	
• I request that my company's identity be kept confidential. • My company may be identified in the study.	
Signature	[REDACTED] 26.05.2021 Date

Appendix G Ethics clearance letter



Date: 17 June 2022

Student name: Nicola Britha

Student number: [REDACTED]

Campus: IIE Vega Online

Re: Approval of RMET8429 Proposal and Ethics Clearance

PGDip ETHICAL CLEARANCE LETTER

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

Your research proposal posed no significant ethical concerns and your supporting documents and instruments are in order to proceed. We hereby provide you with permission to proceed with your research.

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.
3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
4. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Navigator name: Dr Cerneels Coetzee

A black rectangular box representing the signature of Dr Cerneels Coetzee.

Signature:

Campus Postgraduate Coordinator (CPC) name: Dr Tish Taylor

A black rectangular box representing the signature of Dr Tish Taylor.

Signature:

Appendix H Interview transcripts | Focus Group

Interviewer	Why do you frequent The Quarterdeck buffet restaurant versus an à la carte restaurant?
Participant 1	There is a big variety to choose from at a single price you can taste a little bit of everything.
Participant 2	I shared the same reason. I think more or less because it's a family restaurant and, in my family, like everyone has their different desires and with regards to fish and the different meat and salads, desserts and things. And one good thing about it, it's like when you normally go to A-la-carte restaurant, you forced to take stuff sometimes on your plate that you don't necessarily eat. I tried to put many side options and stuff but the good thing about quarterdeck is when you go through, you can choose whether you know it's appetizing or not. And like we do at home we don't like wasting. So, if for example my kids if I know that they're not going to eat something, I will discourage them from taking it as well. But overall, the family experience, pricing and stuff like that, it really.
Participant 3	It's basically echoing what everyone has said before. It's the variety of food that you can choose from, and you can eat as much as you like for one single price. So, you can go up as many times as you like as well, especially for people who like to eat a lot like myself. You know, you can take lots of small portions if you like. But you pay 1 price.
Participant 4	So, I too have to say the value for money in terms of what you're getting versus the other card menu. And then also there aren't many buffet restaurants within Cape Town. The Quarterdeck's, one of the better one and one of the bigger.
Participant 5	My main contributing factor would be time. I don't have to wait order and wait, I can just walk up to the buffet, take what I want. Same with the family and then also a value for money.
Interviewer	What does your food selection comprise of?

Participant 1	I like to try a little bit of everything. my portions are generally smaller, but it has a bigger variety on the plate. With the exception of dessert. I tend to have a sweet tooth, so I generally go for more of the dessert.
Participant 2	I think for me as well, I also tend to because we have a lot of Curry at home. I tend to lean more on the English side of the of preparation foods and definitely the desserts, yeah.
Participant 3	I would mostly do the roast and the Curry selections, you know, take things that I don't normally eat at home on a daily basis. So, I don't really make curry but that's why I would do the curries and also like the roast.
Participant 4	So, I just need to add in there that when I go to a buffet restaurant, I like to take a little bit of everything. I like to take a bit of the roast, a bit of the salad, a bit of the fish, a bit of.
Participant 5	We eat what we wouldn't be eating at home in the week. And also, the variety tasting something new. Definitely the desserts
Interviewer	Do you consume all the food that you have dished up from the buffet?
Participant 1	I also dish up smaller quantities. The times that I would leave stuff behind is that if it was poorly prepared and you know wasn't tasting very nice, so wasn't what I expected it to be.
Participant 2	I also take very small portions and I generally do finish everything provided its cooked well. And if it wasn't, it didn't taste too how I thought it would.
Participant 3	I must agree with everybody else on this one. It's I'm going to dish small portions because I want to taste everything. However, if it's not going to taste good, I'm going to leave it behind.

Participant 4	Well, I do agree with all the sentiments that were raised in terms of. Putting smaller or having smaller portions of food of everything. I might actually not finish it all because halfway through what I have taken or put on my plate; I feel that I am maybe just needing to leave a bit more space for maybe dessert. So, I do tend to maybe leave stuff on the plate.
Participant 5	I tend to normally dish out what I will eat, and obviously in a very small portion. Because obviously I don't like to waste and most of the 90% of the time, I will finish up what I dish out onto a plate.
Interviewer	Do you dish up all your courses at once or do you make multiple trips to the buffet dishing up smaller quantities?
Participant 1	I would also do a smaller trip for one, I don't like having my plate full of food just doesn't look really appetizing for me. I would walk up and down. I don't have a problem with that.
Participant 2	The first trip is for your starter, and you made a keep it really small. And I I don't take my dessert at the same time, but once I've done with the main course and I'll do my dessert and another thing I think I forgot to mention is because a I'm severely allergic to hazelnuts. That takes me more time. So, I need a bit more time to actually check with the chefs to what dessert. I'm going to take just to ensure I don't take anything that's going to make me sick.
Participant 3	Yeah, I do the multiple trips, then I would, you know, give myself a bit of a break and then go back up again.
Participant 4	So, I tend to do one plate and then a dessert plate. So, what I would probably do is I would probably do starters. What I do usually is do starters and main on one plate and

	then see how far I can get with that one plate with a little bit of selection of everything and then I will do another plate of just dessert.
Participant 5	Also, multiple trips for that tasting a little of everything and obviously I digest first before loading up a full plate.
Interviewer	Have you thought of what happens to the unconsumed food that is left on the buffet after service?
Participant 1	So, you know I haven't put much thought into it, but I would assume it's wasted. Large enough quantities were to be reused over and over, and you also want to have fresh produce.
Participant 2	I think on my side It does play on my conscience, but I think I just thought that it's disposed of at the end of the day. If it's the unconsumed food.
Participant 3	Well, I didn't really think really much in detail on it, but because I know that GrandWest has more than one in house restaurant. I actually thought that it gets distributed to our other in-house restaurants or for example, the stuff can not the best for example where the staff can use it, or they resell it provided that it is still edible and fresh.
Participant 4	I too have not given it too much thought, but I would think that they would look at the covers that they had for the nights and maybe then gauge sort of how much food of how much of something that they need to make, or you know, only put out a certain selection and then if that is.
Participant 5	I was hoping that they were sending it out to food shelters or feeding schemes. If there was that kind of quantity to give out and not really wasting it if it was still consumable.

Interviewer	Should customers be charged for no shows to align the production to the number of covers booked?
Participant 1	Some kind of charge If it's a big enough group that cancelled the booking, but you know where you have like a couple that want to cancel, I don't think two people is going to make a difference to your food cost. But certainly, when you have to cater for the likes of 20/30 people and they give you a commitment that they're going to be there on the day, but they don't show, surely, we should be taking a deposit from them before confirming those bookings.
Participant 2	It should be based on a timing; a timing table and the penalty should be applicable to the timing.
Participant 3	I think for example, they should, you know, like hotels when you get a certain grace period within which to cancel, whether it's one or two people. The restaurant buys the stock based on the covers and how they prepare their meals and so forth. So, any cancellation is a waste for them. So, I think it's you know to make it fair, you work it out on for example if you cancel within seven days you know you have to pay a certain percentage of your deposit that you don't get back etc. And if it's on the night of your booking, your full deposit, gets taken away.
Participant 4	I think the bigger covers should pay some sort of cancellation fee and then a smaller cover maybe not, but also that being said, maybe. On your first offense, no charge is done and no, no charge is charged. Just to add to what I said previously is that The Quarterdeck can also benefit from walk-ins on the night of the No shows cause they're quite popular in terms of.
Participant 5	I'm also in agreement. Can give them a grace period and if you don't follow that we will charge you.
Participant 6	If it's a group, you would have to be charged and pay a cancellation fee.

Interviewer	Would you have any further recommendations on how The Quarterdeck buffet restaurant can improve its food waste management practices going forward?
Participant 1	To have more live cooking stations where you are preparing the meals at the station so that you're not producing bulk amount of food that's subject to be wasted. You know, a quick cook scenario we can bring in the product still in, in, in fridges. So yes, you can purchase more of it, but you don't need, you need to display it out. And you also keeping it bacteria free in your fridge for when it's ready, then your foods much fresher when you serve it to your customers. Prepacked salads where you go to buffets, you see a whole variety of different salads and maybe you can prepare salads to cater for your customers if you know most of your customers coming in are like two- and three-seater, then you put a salad bowl on the on the table which is which is already done because most people will take sounded anyway.
Participant 2	I think I share same sentiments as many of the guys. I think first just identifying what's the average wastage from historic days and stuff like that. I mean different days of the week we know football and stuff is different. So, in terms of preparation and cancellations percentage wise it would be nice to use those wastage percentages and also maybe an opportunity as more mentioned previously to. Sort of have reduced like for walk-ins reduced pricing at a certain time. You know when it gets less busier coming at this time and just have a discount, but You know that this there's quite a few uh, I think ways to curb wastage but it just depends on what's existing and what can be done and creative element as well is also something fun as you know just to show people because lots of people are just ignorant as well to be honest it's not like the intention it's what we do at home sometimes it comes through so I think educational in environmental creative.
Participant 3	Avoid over buying of stock, for example check what your most popular dish is and then rather buy more of this as opposed to, E.g., stews, maybe people don't really eat stews much when they go to buffet restaurants because it's something that they eat at home.

	So, you know, maybe buy those types of ingredients and then also make sure that the food that they're buying is stored correctly and used before they expiry dates and they should also keep an eye on portion control. Maybe they could look at weigh per plate? Like Lady Bee for example, when you buy your food there, they weigh the dish for you and it's up to you to decide whether you want more or less.
Participant 4	So, this might sound a little bit controversial, but maybe they can reduce the size of the plate. So, this forces patrons to go up to the buffet more often. But they've already eaten some things, and maybe they have an idea of how much they can take or how many portions they can take throughout the evening going forward.
Participant 5	With regards to guest booking in and quantity of food being prepared for the night and also weighing options on the high consumption your demand food versus your non demand foods like your salads, people like salads but they don't want a lot of it because you come into quarterdeck buffet you want eat majority of the meats, your seafood and your desserts so I would weigh those options out. And probably a list on the low demand items.
Participant 6	I've been in the Quarterdeck not so long ago and people do not generally eat what you can get at home, so I would look at what's on offer. And the walk-ins could be an option, as Moses said it's something that they could look at if it is something that could work.
Interviewer	Will signage and communication awareness assist in changing customer behaviour to reduce food wastage?
Participant 1	It must definitely be done in a lighthearted fun way. I mean we have these reminders everywhere about consuming water, saving the planet, all of those things. So, in this day and age, people are accustomed to seeing this kind of material out there informing us about environmental issues and all these things. So, it's not something totally new to them. So, it's something that definitely can work.

Participant 2	I share the same sentiments as participant 1. Nikki, I believe creative, if it's adopted to a certain audience, maybe to our younger generation because you know, kids, we tend to actually learn a lot from our kids and animation is a very powerful tool when it comes to passing a message to a kid and they learn very quickly and sometimes you know what, they teach the parent a thing or two and it actually makes us think and wonder, you know, if we have that opportunity sometime back. And as Ryan mentioned as well, there's lots of other spaces in terms of water and even if you look at straws and what's happening to the earth, you know we at one stage we didn't think too much about it. Only when these things happen to us, we all definitely take a lesson from it, and we continue to learn, and we pull up our socks somehow.
Participant 4	So yeah, so as I mentioned before, I really do think that it would just to educate the patrons. But I also think it should be done in a lighthearted sort of fun way that would resonate with the patrons. Added with the signage, we could also maybe just script the waitrons with it just a little bit of info, but in that again in a lighthearted fun way.
Participant 5	I feel the same things on it, and it's a learning curve and something as a light reminder to the guys. So, it will work.

Appendix I Interview transcripts | Operational Management

Interviewer	How are products sourced and procured?
Participant 1	We have quite a strict procurement policy, so the way we actually do the procurement, the suppliers are picked between the warehouse manager, the chef and myself, as well as taking into our policy, we would be looking for suppliers that are going to ensure that we get seasonal and fresh products as well being a responsible supplier, specifically around waste, because we are talking about food, we would make sure that the supplier is also looking as ways to reduce food waste. Seasonal, I am referring to specifically on the fruit and veg that the vegetables are seasonal so the summer vegetables, fruits, their winter vegetables, and fruits. So, we would be moving our fruit and veg depending on the season to ensure that we use the seasonal rather than because you can get fruit all year around. But that's been stored and perhaps the quality is not that good et cetera. So, we'll be making sure that we buy and seasonal in season vegetables. And fruit specifically.
Participant 2	So, what we do is we create supplier baskets. We then send it off to suppliers - dry goods suppliers, frozen suppliers and we ask them to quote on our top 100 lines from there, we do a comparison to see which supplier comes in at the best pricing. And then we put the best pricing into the system and then the system will automatically choose for that period in time the best supplier of the product.
Participant 3	At GrandWest, we have our own procurement department, which is our warehouse, and they procure our stock. So, between myself and my Warehouse manager, we sit on a monthly basis looking at the prices of stock as well as seasonal stock. Depending on what the price of stock is and deals we can get on our stock on certain products as well as the seasonal stock is where we decide what we will be doing for the month ahead. So, for example, in Quarterdeck with vegetables it is done on a seasonal basis, which also ensures that we are not overpaying for vegetables, because if we are using veg that is out of season, we will be paying double or triple the price as opposed to if we are using seasonal veg. It's a lot cheaper to use the veg that is in season but also creates

	a lot more variety going from season to season on our buffet. Not only is that done with our vegetables, but it's done with a lot of our other products as well. Things that we don't think of, like chicken breast and maybe boerewors for example, obviously depending on what our suppliers have in stock and what they are able to supply us with, if they can produce the volumes that we are looking for. We normally do price deals on those kinds of things. Because Quarterdeck is a fast-paced restaurant, we're able to turn the stock over a lot quicker than in other venues. I'm also looking at the aspect of our turnover in quarterdeck. It's a very high-volume restaurant. We trying to between 200 and 250 people per night on our operating days. When it comes to wastage and spillage, we try and keep it to the bare minimum. So, what we do is, if we procured something that we've got a lot of stock left over, we'll add it onto our buffet as an extra, if there is any wastage that comes from that, we move it over to our staff canteen. If there is anything left after that, we obviously distributed to charities that we work with, so homes and things like that. If it comes to a point where the food is no longer safe for us to be using, it does get spillage and it gets written off as spillages in our venue.
Interviewer	How many suppliers are used?
Participant 1	So, we got in total in the food beverage space for specifically in the Quarterdeck restaurant roughly about 9 supplies. On the fruit and veg side Specifically, we've got three supplies which we choose between. Then on the dry frozen goods, there's two main suppliers and these are national suppliers, so when we move into the suppliers, we would be checking for quality, availability of seasonal foods, i.e. you know one supplier might not be able to get a specific item and then we would move to another supplier, but it would certainly be on the quality and pricing of it. That's why we move between the two or three veg supplies and on the meat, we have one which is a halaal butcher, and we have a backup one should they be out of stock or should the quality not be acceptable.
Participant 2	More or less, I use about 8 suppliers.
Participant 3	

	So, we've got numerous suppliers - we've got approximately 9 or 10 suppliers. Each supplier obviously specializes in different things, so we get our meat from one supplier our which we've got two suppliers depending on what supplier can suppliers with specific veg or herbs and things like that. And then we've got 2 main suppliers that supplies us with our main produce which is our dry goods and our chicken goods, all these suppliers have been vetted, they all BBBEE level 1 compliant, we sit with them on a monthly basis to ensure that they know what our understanding is or we have an understanding of the quality of food that we look for and obviously that they can supply us with the quantities and the quality that we expect from them.
Interviewer	Do you utilise multiple suppliers for the same product?
Participant 1	Absolutely yes for sure, we'll be checking quality and if the product is still fresh. And you know, quite an important thing that we do look at is, are they responsible too? So, are they procuring good quality? Are they making sure that they are not buying so much if they've got wastage or they're making sure that they are being responsible with food and with the wastage of food. There are so many opportunities with food to be wasted that it doesn't just start with us it starts with the supplier too. So certainly, we would be working with suppliers and moving our procurement to the suppliers that are providing us with good quality, fresh food and being responsible themselves.
Participant 2	That is correct, yes.
Participant 3	If a supplier is unable to supply a specific product, we do normally have a secondary supplier that is also able to supply the exact same product that the first supply is unable to supply as well.

Interviewer	Is there a link between menu design and procurement?
Participant 1	Absolutely. We work on that consistently all the time. Our menu is a buffet menu however on the buffet, it says subject to change and the reason we do that, is that we consistently weigh in and weigh out and start and end of every day, so we know what food was consumed, which items are moving quicker, and which items aren't moving quicker. As I stated at the start of the conversation, I said we work on seasonal so in the summertime, you would have more summer vegetables in the wintertime, you'd have more winter vegetables or soups or salads. So, it's the sales mix we can see what customers are using and keep that mix right. So, there's absolutely a link between the menu design then into the chefs and vice versa in the kitchen, the procurement can come back and say, hey guys, we found some really good quality X product. We incorporate it with the menu, and we can always move it into the menu and then test it with our weigh-in and weigh-out method.
Participant 2	The link between procurement and the menu design is quite vital. It's because most products are quite seasonal. It's difficult to put a menu together of a product is not in season or the quality of that product is not up to standard in that season, and you would not present a proper menu if you do not have all the ingredients to put that menu together. It's also vital that when you have procurement in play you have the most accurate pricing, the most accurate availability of the items to put your final menu in play.
Participant 3	There are two different aspects of our menu, so one is our target market. We've previously tried different menu items to change it up a bit especially those that have been coming to Quarterdeck for many years. So yes, we do take the menu and we try and modernize it and change it up a bit. But it's based on our clientele and what our clients want. And then secondly, depending on what menu we generate based on what our clients want and needs, is what myself and the procurement manager will see and meet with our suppliers, and we work out deals with the suppliers according to the menus, we have up drawn for the venue.

Interviewer	Who receives the food deliveries?
Participant 1	So, we have a very strict policy in food deliveries. It does initially start at coming onto complex, going to our warehouse. Then the first thing we would be checking is the temperature of the truck or the goods coming off the truck would be measured to make sure the cold chain hasn't been broken, because that's the first place you would get wastage if the cold chain has been broken. So, the Warehouse Managers would be doing that, I as Operations Manager would atleast once a day, go down and do spot checks on the delivery and check is the quality of the product coming in be it dry good or fresh product, is it correct, is it fresh, is it within its expiry date or Best Buy date, has the packaging been damaged, has the box been damaged because it all ends up down the line. If the box has been damaged that could potentially lead to food wastage and also, we wouldn't be able to necessarily recycle the good down the line. So, the Warehouse Manager is responsible and the Executive Chef and myself would do the spot checks on deliveries.
Participant 2	So, it's either the Warehouse Manager or the Purchasing Officer, that will be doing the actual purchasing of the items, then it'll be the supervisor that receives the goods from the supplies.
Participant 3	So, the Warehouse the procurement supervisors and managers receive it at the warehouse docking Bay. It then goes straight into refrigeration or into dry stores. And once they get purchase orders from us, it then gets delivered to us of which myself or any of my Sous Chefs receive those orders. On receiving those orders, we obviously check the quality, the temperatures, the quantities that are being delivered and from there it goes straight into the refrigeration units or into our dry stores.

Interviewer	What do you check when receiving the food?
Participant 1	So, the very first thing is, temperature check of the fridge or the truck coming in to make sure that that's at the correct temperature. Depending on the specific item, there are different temperatures recommended. Then we checking packaging, then checking expiry dates and quality, so you pick up a fruit or pick up a vegetable have a look at it, is it bruised? Does it look fresh? Does it look like it's aged? Has the packaging been damaged? And if there is food that is damaged or spoiled or not good enough quality, it would then be sent back to the supplier. We would then get a credit note for it. The Warehouse Manager would then engage with the supplier, finding out why, what happened. Did they buy it like that, did they receive it like that? Did they over order? Why have we got this product coming to us and if it was not fixed, potentially supplier would be changed. That's what leads to becoming a responsible supplier and we will be part of that responsibility backwards to the supplier and to question why the quality isn't good enough. Did they order or buy badly? Did they not check the procurement change or what's happened, so that we can write back to source from the farm and make sure the quality is good?
Participant 2	The most important thing is that you check the quality of the products, the expiry dates of the products to ensure that if it's a cold chain item, you have to keep the cold chain. You check against the quantity that you ordered, the pricing. You also check the cleanliness of the delivery vehicles that your products came in with as well. So, all of those aspects are what you need to look out for when you're receiving goods from a supplier.
Participant 3	So on receiving we check the quality, meaning if it's fresh produce that the things are coming in fresh, our veggies not wilted, our meat for example it's not being delivered frozen when it should be fresh, that the packaging is clean and neat and there was no room for contamination in any way between any of the products that is being delivered, as well as the temperatures of our cold items that get delivered to us to ensure that the cold chain hasn't been broken in any way.

Interviewer	Do you return spoilt food that is received from suppliers? Does that occur frequently?
Participant 1	Yes, we do and that's where we would get a credit note and going back to the supplier and engaging with them as to why the goods are being sent back. Is it a once off or is it that they need to fix their procurement chain? Not often, if you engage with the supplier from the beginning and say look, our policy is to aim for zero waste to landfill and decrease the waste to decrease food waste. So, we want to engage with you. We want to make sure that this goes the whole way back to the farmer side. It would however happen occasionally, but we are very, very strict on it. We do not accept anything that's not perfect. So, it does happen occasionally that we do send stuff back and there have been suppliers in the past that we had to disengage with and stop doing business with, because we weren't happy that they weren't improving, the quality is less or the waste factors. So, then we would rather disengage with it.
Participant 2	We do it immediately when we receive stock from a supplier, that is when we do our quality checks. If I can use the example, when meat comes in, we have a policy at GrandWest Casino where we only receive fresh meat, so that we can easily see the quality of the meat. We don't receive frozen meat. Then what we do is we take a thermometer, and we check the temperature of the meat. We check the color ratio of the meat, the texture of the meat, the expiry date. If we find that any of those things are off and we are not happy with it, we immediately return it with the credit note to the supplier with an e-mail stating the dissatisfaction of the product that we ordered which was delivered to our establishment. So therefore, that's one of the reasons why we have multiple suppliers. So that we have an option to not inconvenience our internal clients. We would still ensure that we do get the product that is required for a menu or for a restaurant or buffet. With regards to that supplier, we won't red list immediately, we will give them a chance to recoup their standards again. Should it occur again then that is when we would flag that supplier.
Participant 3	We do. If there's any packaging that is damaged, we will return that. The supplier will be notified immediately, and it gets returned. And they'll either do a credit note on that

	item or they will replace the item. What we've also done in the past is if we've had an issue with the quality of a product once it's actually been cooked, we let the supplier know that we're not happy with the quality because that's obviously not the quality that was agreed upon with him. And in that case also we returned it to the supplier.
Interviewer	How is the food received stored at each outlet?
Participant 1	So, we have a main warehouse and from there each Sous Chef in the kitchen, so specifically the quarterdeck, the sous chef would be working ahead, looking at the reservations and knowing the capacity. I would then be able to work out how much food he needs to service that day's bookings and he would order on a Procurement system which we called IFS. The orders are then printed off for the Executive Chef to co-sign and then to the Warehouse Manager to co-sign. Then deliveries are done from the warehouse to their venue.
Participant 2	So, Quarterdeck is also stored in a similar fashion as the warehouse, so dry goods will be kept in the dry goods at room temperature. All frozen items will be kept in the freezer, such as your chicken, your red meat, fish and all dairy will be kept separate, so dairy will be kept in a normal fridge at between degrees of 0 to 4 degrees. All of those food items are all specifically kept in its categories so the cold chain is kept as well, should it be a cold chain item.
Participant 3	Each outlet has its own refrigeration units which is walking fridges and freezers as well as the dry store. On receiving once it's been checked, the quality and quantity has been checked and the chefs are happy with it goes straight into the cold units or into their dry store immediately, so that we can ensure that no break has happened in the cold chain in anyway, which obviously saves us by not having food that needs to be spillage.
Interviewer	What controls do you have in place to classify food as waste?
Participant 1	The very first thing we do every day is we weigh in and weigh out our food. So that's where we take each and every dish, each and every item. There's an opening stock, for lack of a better word, with a weight at the beginning of the evening and at the end of the

Participant 2	evening, the process is repeated so we can see what food was consumed. So, the very first we will be doing is trying to make sure that we eliminate items that aren't being consumed. So, if there was an item and it just wasn't being eaten by customers, we would obviously take that off the menu. We then also repurpose a lot of the food that comes with the buffet, so roast chicken could be stripped down into chicken and mayonnaise sandwiches and the roast beef would be done same thing, stripped down to a roast beef sandwich. So, we repurpose the food specifically to what we call the Bistro, which is where we feed the staff. We do about 900 staff meals a day. Or even to another venue, there's nothing wrong with the chicken being shredded down, which happens. So, we repurpose a lot of the food where we can. If there's something that can't be repurposed, at GrandWest, we have an organization that's called chefs that care, which is where my chefs go periodically, and they do soup kitchens at different spots. So very worst case, the food would potentially be repurposed into that facility.
Participant 3	So, from point 1, from receiving food we check the dates, the lifespan of the product. When we keep, when we pack away the food, if it's a cold chain item, use the recall system called 'FIFO', first in first out. So, when we pack away stock, the fresh stock is packed at the back and the latest stock packed in front. So, we do stock rotation to ensure that the newest stock or the closest date stock is picked first. We also have a weekly checklist where we check expiry items and that report would get sent to the chefs to state that these are the items that are close to expiry dates, before it actually expires, and these are the items that needs to be used first. There's a SOP drawn up with regards to food tickets wasted before anything is spillage. It needs to be approved by myself or my food and beverage manager. The food will be kept separately if the chef feels that it needs to go to spillage, myself or the F&B manager will check and either approve or decline it If it's something that needs to be thrown away. But obviously it gets disposed of in the correct way. Firstly, it gets weighed, then disposed of and it gets recorded in a spillage book which is captured by finance to justify the loss of a Rand value at the end of your money.

Interviewer	What recommendations do you suggest that will improve the process?
Participant 1	One of the things I would like to bring into place would be weighed to pay or pay by weight so that guests could have whatever they want to, and they pay for the weight of that food on the plate and then they eat that. I would be taking a bold assumption; I suppose that people would certainly be dishing up less seeing as they're paying for it. Whereas at the moment at the buffet is some people tend to over plate and there's a bit of waste is coming off that. One thing I'm very passionate about and busy trying to get into play at the moment specifically from the kitchen, where you got preparation food like the vegetable skins, etc. is a worm farm and thirdly, food waste can also go towards making composting. We check in with suppliers to make sure the packaging isn't damaged, our kitchens do have separated bins for plastic, tin, cardboard for recycling and at the moment the food waste, we do separate at the source to make sure that the items can be recycled to try and fit the Sun International policy of zero waste to landfill fill, so my recommendations is basically a worm farm and composting from food waste.
Participant 2	It's always keeping your hands on it, always updating your par levels, looking at new initiatives to minimize wastages, looking at portion control. Those are the aspects to always ensure that you get the best cost of sales, with minimal wastage and at the same time you are offering a variety to our guests, our clientele and you should not be cutting corners by taking off items and all you have to do is literally just play with figures and look at your par levels and look at your purchases and those things will assist you quite a bit and the way you design your menu. There should be a way that you can reuse many of those food items over and over again in a safe manner and therefore at the same time you also minimizing waste and you capitalizing on list purchases and at the same time making profits.
Participant 3	So, in quarterdeck what we've started doing is we've implemented a weigh in and weigh out on every operating day and every session. So, what happens is the food that gets put out gets weighed, every replenishment gets weight as well. And then obviously on a closing stock, they do a final weigh out of the closing stock. It gives us a number to

	work with on our footfall, so if we've done 2000 covers for example, or two and a half thousand covers over the last month by looking at the weigh ins and weigh outs, it gives me a % of what our ordering should be for the next 4 posts. In doing this we are auditing more specific. Our ordering becomes a lot more efficient as well. With, for example, we spoke about the menus earlier on, the menus are taken to various specific consideration, so that items that are on there are not items that are wasteful items. There are items that can be repurposed. And if there are any issues where we've got a bulk of stuff that we need to move, like I said before as well, we use our staff canteens and we put the fresh produce into the staff canteen. If we've had for example, lots of cancellations this week or are numbers have dropped drastically from the focus that way I put up.
Interviewer	And do you believe that they are mindful of food waste management and when frequenting quarterdeck?
Participant 3	I speak to them about it all the time, actually and they come, and they dish these huge plates of food. And I always say to them have a little bit of everything. And if you want seconds or thirds or fourths, come back and dish from the buffet again, actually finishing it. I'm in the back of our kitchens and there's so much wastage that comes back from our guests place and that's where most of our wastage comes from. It is not from the actual buffet, but what is being brought back on our guest plates after they've eaten.
Interviewer	So, from observation, you know what tends to come back the most of?
Participant 3	Mostly your veg, and your pastas and salads get left on the side
Interviewer	That's a very interesting recommendation. I'm particularly interested in the first recommendation, which is paper weights that you mentioned from your observation. What kinds of foods are left over on Customer's plates?
Participant 1	Sadly, that would vary day to day. Food looks so good on a buffet so people coming up would want to try everything. So, it's kind of I would like to say a few of all items. There's not one item I could specifically point out that always wasted, because if we've picked it

	up, we would have reduced it off the menu anyway. So, we do look at the food waste coming off to try and see is there something specific? Is it roast potatoes? If roast potatoes are coming back all the time? There were two things wrong. Is it cooked incorrectly or is it some of the customers don't want and we reap it? We take it off the menu, replace it. So, it's just generally across the board all items.
Interviewer	OK. And then further to that, and on observation, would you say it's predominantly more male or more female that are leaving food on their plate?
Participant 1	Unable to answer this question as I haven't really taken note of it before.
Participant 3	It's our males. A lot of our females, they are very dainty eaters. They do eat but like they would come back with their second and their third helping. The males would come and dish the big plates and then half of the food would go to the bin and then they'll be coming up for another serving and dishing another big plate of food.
Interviewer	In terms of repurposing edible food, how do you do that at GrandWest?
Participant 2	So, all of food that are in production are all dated so that we can ensure that the food is for safekeeping and for how long the food can be kept for and if it's still safe for human, consumption. With that, we always have nice initiatives when, as such as chefs that care, we can put that into aspects where we can actually give back to our community in a safe manner. We have our staff feeding as well. The menu is quite flexible, so if there is something that we might even be able to incorporate into our staff feeding so the food doesn't go to waste. We can always change the menu, for example, if it's too many chickens, you can make a chicken casserole for the staff feeding and that can be in place of pies and we can shift pies to another day and then therefore you've now saved the company on waste and you've now created a new menu for a different side of the business.

Appendix J Interview transcripts | Health and Safety Management

Interviewer	What is the commitment of all role players to minimise waste?
Participant 1	So basically, commitment of all role players with regarding to waste at GrandWest, which is that we all have the same goal in mind. And that means that is obviously to reduce the. The volume of food waste and waste in general, that we that we send off to our landfills. So, therefore we are all committed to looking at Ways and Means to reduce the waste. And with that we're looking at different service providers and the types of food and the packaging that they supply the food in. Also, we look at the materials that we use for example, we say food packaging is it recyclable, is it biodegradable? What is the impact of that food packaging with if it shouldn't end up in the recycling center or if it should end up in the environment? What is the impact of that on the environment? So, we all committed to that goal of reducing the waste and with the end goal of zero waste to landfill at some point in time. You just that can give that is part of our policy. We see we set the goal of ourselves of zero waste to landfill previously for the year 2020, but we unfortunately had to move that girl out up until 2025 due to the impact of COVID which it has hard in 2019.
Interviewer	Thank you. So, you say that is your goal, your zero waste to landfill. Is that part of your environmental and sustainability policy?
Participant 1	Yes, that is part of our policy. We set the goal for ourselves of zero waste to landfill previously for the year 2020, but we unfortunately had to move that out up until 2025 due to the impact of COVID which has hard in 2019.
Interviewer	Is there awareness and alignment of the environmental policies?

Participant 1	So, in terms of awareness of the policies being displayed in various locations throughout our property, specifically in our kitchens and the back of house areas where there are huge amounts of food waste being generated, so that staff can be aware of the policy, also in terms of awareness, we also have to do training with staff, specifically in our kitchens, on the environmental policy and in terms of waste management. The policy is also available on our websites. This is not just for staff purposes but also that our guests can go in at any time and familiarize themselves with the policy and to ensure our guests that we are committed to the environment and creating awareness among our staff for this purpose.
Interviewer	OK. So, you mentioned awareness in terms of staff. So, from a public and consumer perspective, is there awareness regarding this in, in the quarterdeck per se?
Participant 1	In The Quarterdeck, they definitely have the environmental policies up at the entrances for our guests to view it and to see that our commitment to the environment. So, when they walk in, that is the first thing that they would see in our Quarterdeck restaurant in terms of awareness in Quarterdeck for specifically the Quarterdeck staff, we do training with the staff on waste management, waste separation, making sure that food waste don't get mixed with general waste and so that we reduce the amount of contaminated waste ending up in landfills so that we can be more sustainable at the end of the day. We also have the online platform called Sun Talk where waste management videos are shared and can start and go in anytime at any point in time and take part in the videos, do a quiz and see how well they understand waste management and environmental policy because all the videos are linked to those policies.
Interviewer	Does food get reused and to what extent?

Participant 1	Food unfortunately does not get reused, so in terms of food waste that is where separation comes in and why it's so critical. So, food waste gets taken away. And actually, you're right in saying it can get reused because we can reuse it by doing composting that is what we can do. We do use reused food only certain foods in compost things like your vegetable leftovers the things like that. We can then go back and use them to put in our compost in process.
Interviewer	What is The Quarterdeck buffet restaurant's level of performance management against the service level agreement with the waste service provider?
Participant 1	So, what we did with The Quarterdeck in terms of getting them in line with the requirements in terms of the SLA's we've done the training with the staff on waste separation the service provider itself came in and they've put up a poster on the walls into four-way separation. They issued the kitchen specifically with four different types of bins and all those bins are marked for a certain types of waste streams. So QD kitchen produces not just food waste, but also general waste, like your recyclables, tins, carton boxes, plastics. Those are all recyclables that can be sent back to our service provider, and they can give us an update on that in terms of food waste, because it can either be used for animal feeding or goes to the composting farm and then obviously once that is in place the general waste going from there from there is reduced. So, I would say in terms of Quarterdeck they are almost 95% in line with what is required in terms of the SLA with the service provider.
Interviewer	How is The Quarterdeck buffet restaurant performing against the GrandWest environmental policy?
Participant 1	The Quarterdeck is performing very, very well in terms of our GrandWest environmental policy because they comply to all our needs in terms of waste

Interviewer	management, which is very critical for the environment, and I would say that they are 95% there. So, are you saying that that is your signature restaurant with a key focus at GrandWest?
Participant 1	Definitely a key focus for GrandWest and Quarterdeck has done extremely well over the years, specifically the stewarding staff working in the back of the kitchen, because they definitely take it to heart the waste separation in the kitchen because they know how critical it is when it comes to waste separation and obviously sending off the bins to the waste facility where they further get separated, so they understand how crucial it is that if a bin that goes through the waist now she plays Availability is a bug that hasn't been sorted correctly. Those bins get returned to the kitchen and it becomes the responsibility to make sure that the waste is separated properly, and I applaud them because this is something that they are very good at.
Interviewer	Is food waste management within The Quarterdeck buffet restaurant one of the key focus areas in the environmental policy?
Participant 1	Yes, I think that we've also answered Questions 6 in terms of the key focus area in the environmental policy for The Quarterdeck. And so, we can move on to Question 7.
Interviewer	Does The Quarterdeck buffet restaurant make a meaningful impact based on previous and current initiatives implemented?
Participant 1	I can put it to you this way, in terms of the impact of initiatives that we run in terms of environmental or specifically around environmental issues on the property, The Quarterdeck has been one of the top contenders when it comes to managing waste, they surely have an impact because they always show up, they all show

Interviewer	interest and therefore they always been doing good in terms of taking part in initiatives. And if I can say from a meaningful as a meaningful brand in terms of repurposing food for the quarterdeck. And does the quarterdeck buffet restaurant repurpose some of the good food? And what kind of initiatives have they done with repurposing of food, whether it be on site or offsite?
Participant 1	Oh, that's wonderful question. So, a simple example would be, and I really take this one to heart is when we went into lockdown in 2020, there was a group of us that worked from the Quarterdeck, specifically around the Quarterdeck kitchen and stock that was meant to go to Quarterdeck kitchen from our warehouse and we didn't know what to do with it because it was perishable, and we didn't want it to ever go to waste. That is when our Head Chef in the kitchen Mieshkah Solomons-Titus suggested that, why don't we donate it to one of our partners on the outside? That is when we all started putting our heads together and then we ended up taking a whole lot of food that is still good, usable food to one of our offsite Old Age homes and they really appreciated the fact because we went into lockdown and a lot of people had shortfalls and specifically around the old age homes and we were able to donate tons of food to them, that they could use throughout that period. So yeah, there was definitely an impact from them.
Interviewer	What recommendations can we use to improve the process?
Participant 1	Again, we can go back to our suppliers and look at suppliers' sources produce sustainably and also that provides a product that there is a lesser footprint in terms of food waste. So, if I had to draw you an example it's like when you buy food from suppliers, you'll get suppliers that supply you with food that's packed in varieties

Interviewer Participant 1 Interviewer Participant 1	of packaging, but 90% of the time those packaging is not reusable, so there's two things that can happen it can either go to landfill as general waste or it can end up in the environment and then further causes pollution. So, if we source from sustainability friendly suppliers it would mean that we would create or generate less waste on our side and obviously it would improve our recyclable rate and get us closer to our goal of zero waste to landfill in terms of food waste. That would be 1. And then obviously the second one is just for us to continue with our waste management process and improve training and waste separation inside QD Are you referring to A customer awareness side of it? Yes, so if our customers are more aware that would obviously make a big difference in terms of the food waste that we generate. And then looking at your previous sustainability reports and you had a worm farm. Is that something that Sun International or GrandWest is considering? It's something that we that we are researching again and looking at possible solutions for our worm farm because the benefits of the worm form is that we can grow our own products on site. And then also supply quarterdeck with this produce and besides the fact that they we can grow our own produce ss that it gives us the opportunity to create compost in a more sufficient manner like we are currently doing with the wind tunnel and if you do it with composting with the worm farm, it's a much easier and cleaner process and from there these different products that you can use and reuse in the environment.
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Appendix K Personal Ethical Statement

Personal Ethical Statement

The values that have shaped me as a business professional include honesty, respect and empathy.

Honesty

Origin: This stems from my upbringing and a life skill instilled by my parents.

The application in my daily interactions and the ability to have courageous conversations that are not 'sugar coated' which builds trust over time. This also allows me to be transparent with the end goal in mind.

Respect

Origin: An observation as a child which resonated with me in the way my parents interacted with each other in a dignified and considerate manner showing their love and appreciation for each other.

My application is to be attentive and interested, by showing respect and dignity at all times. Furthermore, to consider their feelings of others and empower their own thinking.

Empathy

Origin: Being raised as an only child I was very shy and was not used to being teased by a sibling. This resulted in me losing self-confidence as I grew up. Therefore, one must always be aware and sensitive of one's impact on others.

My application and motto is to always look at both sides of the situation and not assume something without actually understanding both sides. Furthermore, I consider the following factors.

- To be sensitive and open to all points of view without prejudging and jumping to conclusions making the client feel part of the solution.
- To put myself in my client's shoes.
- To show compassion towards others.

I adopted the 'COMENSA Code of Ethics' (COMENSA, 2015) as this is a recognised body for coaches in South Africa. This resonates with me for the following reasons:

- Integrity - is important ensuring that I lead by example, with sound values, trustworthiness and honesty.
- Inclusivity – ensure that everyone feels comfortable in my presence to open up during the interview process to ensure that it is mutually beneficial.

My ethical statement

- I will always act honestly
- I will provide honest and truthful feedback
- I will always ensure confidentiality
- I pledge that our discussions will be confidential
- I will ensure that all notes, recordings and evidence is kept in a safe place
- I will be empathetic
- I will not be judgmental and value others opinion/s and input
- I will be flexible
- I will adapt my style to the needs of my client
- I will always respect you
- I will respect your culture, beliefs and background
- I will actively always listen and be present
- I will embrace feedback

Annexures

Annexure 1 Research Summary Document

Purpose/ Objectives	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendation
Purpose: The study aims to explore how GrandWest Casino and Entertainment World conducts their food waste management programme in The Quarterdeck restaurant to minimise the effect of food waste on the environment. Objectives: Q1: To explore how the processes impact food waste management in The Quarterdeck Restaurant Q2: To examine the food waste patterns of the Quarterdeck buffet restaurant patrons Q3: To establish the impact of food waste management in The Quarterdeck Restaurant on the environment	Does the Quarterdeck waste management processes have a positive impact on the environment	The prevention of avoidable food waste is gaining prominence including its impact on the environment The Quarterdeck offers the ideal opportunity to conduct this study as buffet restaurants by their very nature are highly waste generative	Over 90 sources utilised. Refer to reference list	Theme 1: Definitions of food waste management Theme 2: Comparisons of Food Waste management practices of Europe, USA and South Africa Theme 3: Food waste management in a SA context Theme 4: Corporate Social responsibility in relation to food waste management Theme 5: Effect of food waste on increasing population Theme 6: Impact of food waste on the environment and natural resources Theme 7: Prevention strategy for food waste management versus disposal Theme 8: Legislation local and international Theme 9: UN Sustainable Development Goal Theme 10: Lack of food waste management ideas and awareness Theme 11: Research on the attitudes of SA consumers towards food waste management Theme 12: The importance that meaningful brands play in society	Paradigm: This study will adopt an explanatory approach using the interpretivist paradigm The themes of Epistemology Ontology and Axiology will be incorporated into the paradigm	Quantitative This approach will be used to focus on the data sets deeply held beliefs and perceptions Population: The population will be operational management and frequent users of the Quarterdeck buffet restaurant	Data Collection Method: Data will be conducted via semi structured interviews with Operational management and the Health and Safety Manager A Focus Group will be set up with regular users of The Quarterdeck Restaurant	Informed consent will be obtained upfront Information will be kept confidential Research will be carried out according to IIE rules Ethical clearance was received before the commencement of the research	The Quarterdeck Restaurant has made meaningful strides in its management of food waste but could elevate this by adopting the proposed recommendations and further reduce its impact on the environment	Future studies can use this as a foundation. 1. Conduct regular reviews of its supplier database 2. Investigate sourcing a fully computerised demand forecasting programme. 3. Consider the introduction of smaller plates onto the buffet 4. Explore the introduction of prepacked salads, live pasta and dessert stations 5. Implement omni channel communication and awareness initiatives to drive the adoption of waste management practices by both staff and guests 6. Implement strict monitoring and corrective action of the service level agreement with the Waste Management Service provider 7. Pursue innovative solutions like worm farms 8. Adopt a holistic and synergistic approach to food waste management involving all stakeholders

Annexure 1 Research Summary Document (cont.)

Research Problem	Secondary Questions	Key Concepts	Key Theories	Sampling	Data Analysis Methods	Limitations	Key Contribution
Buffet eateries are generally waste generative. To this extent this compels The Quarterdeck Restaurant to implement stringent measures that reduce food waste in accordance with their CSR strategy. Many of the previous studies have not focused too intensely on the back of house processes and meaningful recommendations were not evident.	Q1 What are The Quarterdeck's food waste management practices Q2 What are The Quarterdeck's food waste patterns Q3 What is The Quarterdeck's impact on the environment	Prevention vs disposal A holistic approach to food waste management incorporating all stakeholders	Keller's Brand Resonance Model The Food Waste Hierarchy	Sampling: Nonprobability sampling will be used as these share the same characteristics and are frequent users of The Quarterdeck Restaurant Sampling Method: Purposive Sampling will be used Size: Focus Group (6) Operational and Health and Safety Management (4)	Thematic coding was utilised	1.Views of the participants are personalised based on their personal experiences and could suffer some bias 2.The study focused on a single restaurant and could lead to stereotyping 3.The time frame was a 7-day snapshot and could impact on the quantity of evidence gathered 4.Based on the qualitative approach and interpretivist view the findings could suffer some bias 5.The sample size is a delimitation and not fully representative of the entire customer database	C1 Based on the central tenets these could easily be replicated to other industries other than the hospitality industry C2 The role of the waste service provider should not be underestimated as this could lead to critical failure C3 Future research could delve more deeply into the qualitative research by increasing sample size and focusing on comparing an a la carte restaurant to a buffet restaurant, using the quantitative approach as this will deliver more empirical results