



JMIC Value of Meetings Case Studies Series

ICC SYDNEY: FEEDING YOUR PERFORMANCE

Carmel Foley

Associate Professor
University of Technology Sydney,
carmel.foley@uts.edu.au

Deborah Edwards

Associate Professor
University of Technology Sydney,
deborah.edwards-1@uts.edu.au

Bronwen Harrison

Senior Lecturer
University of Technology Sydney,
bronwen.Harrison@uts.edu.au

Anja Hergesell

Senior Research Assistant
University of Technology Sydney,
anja.hergesell@uts.edu.au

May 2017

ICC SYDNEY: FEEDING YOUR PERFORMANCE

Abstract

As part of its *Feeding Your Performance* program, ICC Sydney has partnered directly with 65 New South Wales (NSW) suppliers; first to ensure that ICC Sydney clients receive fresh produce, paddock to plate, and second, to contribute to the sustainability of local and regional small food suppliers in NSW. This case study provides information on the benefits of the program, both for the suppliers and for the broader community. The methodology comprised in-depth interviews with six suppliers, seven ICC Sydney executive staff members and a consultant nutritionist.

ICC Sydney, through its Feeding Your Performance program, is supporting sustainability through environmental practices, economic development, and social contributions. The highlights of these contributions are presented in figure 1.

ICC Sydney engages in sustainable behaviours as part of its own organisational practices and supports a range of suppliers who are working to improve ecosystems. ICC Sydney suppliers benefit directly from this support. Their respective industries benefit from the stewardship shown by many of the suppliers. Delegates can benefit from healthy food and higher energy levels for the duration of the conference, and the NSW community benefits from reduced waste, fewer chemicals in their food, and improved ecosystems. ICC Sydney is supporting suppliers to grow their businesses through sales, publicity and opportunities for expansion and this is contributing to job creation and regional development. ICC Sydney supports diversity groups through its recruitment and training policies and the disadvantaged through contributions to Sydney charities. It provides recognition for farmers and increases awareness around healthy eating. ICC Sydney's initiatives are aligned with the NSW

Government’s Economic Development Strategy for Regional NSW (2015a), Healthy Eating and Active Living Strategy (2014a) and sustainability strategies (2014b, 2015b).

Figure 1: Highlights from ICC Sydney’s Feeding Your Performance initiative

Environmentally sustainable practices	
	Supports local producers and aligns with state governments sustainability strategies; Reduces food miles, has a smaller carbon footprint and improves efficiencies; Focus on recycling, reduced use of chemicals, reduced waste and effective waste management.
Knowledge sharing	
	Endorses CSR and stewardship; Innovative in their aim for restaurant-quality nutritionally balanced meals; Creative menus and support for new produce.
Economic development	
	Supports local producers and regional development; Provides demand for seasonal fresh produce that counters market volatility inherent in the food industry; Further economic growth is anticipated via business expansion, regional growth and tourism.
Social contributions	
	Encourages awareness and concerns for farmers and local communities; Supports farmers to grow high quality produce, and new and speciality produce; Supports local and diverse communities; Nourishes delegates’ physical and mental performance via healthy nutritious food.

1 Introduction

Business events have long been recognized as an important segment of the tourism industry for their ability to increase visitation in the destinations in which they are held (Mair and Jago, 2010). However, little has been documented in the research literature about the potential of convention centres to deliver benefits beyond visitation (Mair and Jago, 2010). This case study makes a contribution to this research gap by examining the “beyond visitation” contributions being made by a convention centre, the International Convention Centre Sydney (ICC Sydney), to a broad range of stakeholders as part of its Feeding Your Performance initiative.

ICC Sydney is the largest integrated convention, exhibition and entertainment venue in Australia. It is situated in Sydney, New South Wales, Australia in the active leisure precinct of Darling Harbour,

and is flanked by the Sydney Central Business District and a university precinct. Opened for business in December 2016 it employs 1,300 staff (300 full time and 1,000 casuals).

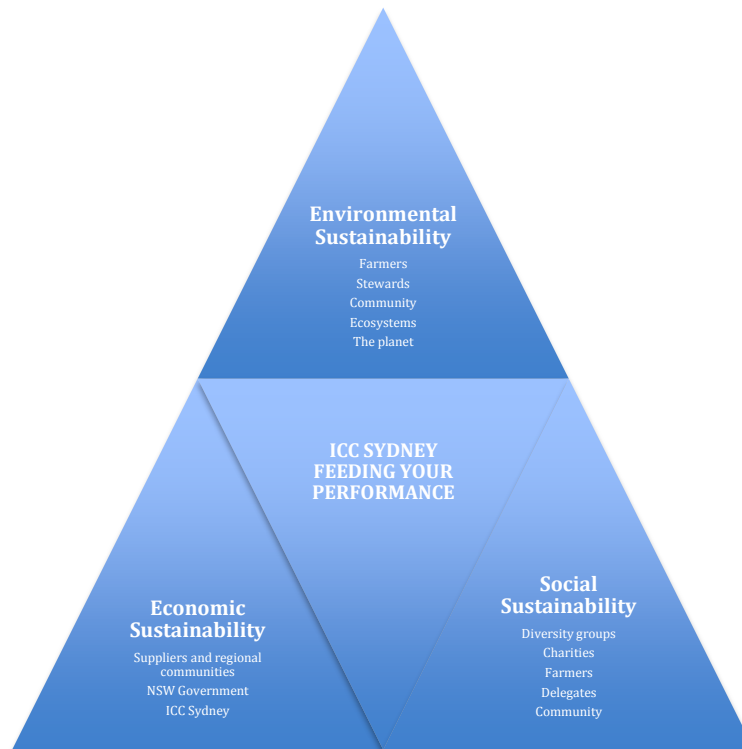
The case study documents the early outcomes of ICC Sydney's Feeding Your Performance (FYP) initiative, a strategy that has enhanced links between the convention centre and the agricultural sector, demonstrating the potential of a convention centre to operate as a catalyst for growth (beyond visitation measures), while delivering multiple benefits to delegates. The outcomes of ICC Sydney's initiatives are positioned in terms of their value for economic, environmental and social sustainability.

The United Nations' 70th General Assembly designated 2017 as the International Year of Sustainable Tourism for Development (UNWTO, 2015). The goals include making tourism a catalyst for positive change by promoting socially inclusive and sustainable economic growth including employment as well as resource efficiency and environmental protection (UNWTO, 2017). ICC Sydney is making a contribution to these goals in three key areas: environmental sustainability, economic sustainability, and social sustainability. The case study will show that these contributions are providing benefits for multiple stakeholders (see figure 2).

Environmental sustainability is concerned with reducing negative human impact and supporting healthy ecosystems necessary for the survival of humans and other organisms (Liburd & Edwards, 2010). ICC Sydney engages in environmentally sustainable behaviour as part of its organisational practices and supports a range of suppliers who are working to improve ecosystems. Key initiatives for environmental sustainability in the agricultural sector in Australia are reducing use of agri-chemicals, managing water scarcity, and maintaining biodiversity (Australian Government, 2009).

Resource efficiency and waste reduction are important goals for the whole community (NSW Government, 2014b).

Figure 2: Key areas of contribution and beneficiaries



Economic sustainability depends on inclusive economic growth, including employment in vulnerable communities (UNWTO, 2017). The agricultural industry is a significant employer in Australia, supporting employment for 1.68 million people, particularly in rural and regional areas (Spencer & Kneebone, 2012). The industry contributed \$130.4 billion in food and beverage retail turnover in 2010-11 (Spencer & Kneebone, 2012). Australian food and beverage is highly regarded in terms of quality and food safety, and gastronomic tourism is becoming increasingly important to the tourism industry. Tourism Australia's *Restaurant Australia* campaign was developed in response to the growing demand globally for food and wine as part of the travel experience (Tourism Australia, 2017). However, many NSW growers and suppliers in rural and regional areas struggle to compete

with low cost imports, and unemployment is significantly higher than the state average in regional and rural NSW (Australian Bureau of Statistics, 2017). Research has shown that local food supply chains can regenerate rural development (King, Hand & Gómez, 2015; Ilbery & Maye, 2005), but this requires the hospitality sector to recognise the importance of sourcing locally, to support small business and community livelihoods. ICC Sydney is supporting 65 NSW growers and suppliers to grow their businesses through sales, publicity and opportunities for expansion, and the program has the potential to influence job growth and regional development.

Social sustainability encompasses areas such as equity, diversity and social inclusion as well as community health, resilience and development (UNWTO, 2017). ICC Sydney is supporting: small food producers to realise their objectives of producing high quality food; diversity groups through its recruitment and training policies; and the disadvantaged through its contributions to Sydney charities. It is providing recognition for farmers and the regional communities in which they operate. The promotion arising from the FYP program aims to increase awareness of healthy eating.

According to Chief Executive Officer, Geoff Donaghy, the success of ICC Sydney depends on the success of the events they service. This was the starting point for the development of the working philosophy adopted by ICC Sydney: Feeding Your Performance (FYP). The FYP philosophy underpins many aspects of ICC Sydney's service delivery model from technological support through to their internal staff management program. However, the FYP philosophy is manifest most notably in the organisation's food and beverage service areas where the aim is for restaurant quality meals to be made from fresh, seasonal and ethically sourced local produce, that are nutritionally balanced to energise the physical and mental performance of conference and trade show participants (Director of Culinary Services).

Over the past twenty years, local food has received renewed attention in the western world for a number of reasons. A growing awareness of the origin of food, food safety and standards, animal welfare issues, and unfair trade could be noted among buyers (Ilbery & Maye, 2005; Renting et al., 2003). Moreover, the environmental impacts associated with industrial mass food production and global supply chains have been increasingly criticized (Dunne, Chambers, Giombolini, & Schlegel, 2011; Ilbery & Maye, 2005; Renting et al., 2003; Engelseth, & Hogset, 2016) with many non-governmental organizations and researchers recommending to reduce “the fraction of animal-sourced foods in our diets” (Springmann, Godfray, Rayner & Scarborough, 2016: 4146).

To source fresh and healthy local produce, ICC Sydney has identified and partnered with New South Wales (NSW) farmers, co-ops and providores. Objectives of the direct partnership model are to ensure that ICC Sydney clients receive fresh produce, paddock to plate, and to contribute to the sustainability of local and regional small food suppliers in NSW. This case study provides an overview of the development of these partnerships, looks at the ways in which the FYP philosophy is permeating the culture of the ICC Sydney operations, and documents some of the outcomes for external stakeholders. Data are drawn from fourteen interviews conducted with NSW suppliers (6), ICC Sydney staff (7) and a consultant nutritionist (1). A detailed methodology is set out below.

2 Methodology

This is a qualitative study, the purpose of which is to provide an overview of the outcomes that arise from the FYP program. Interviews were conducted with six NSW suppliers at their workplaces in January 2017. Suppliers were identified by ICC Sydney:

- Potato farmer from Crookwell,
- Cheese maker from Lidsdale,
- Lime grower from Kempsey,

- Wine maker from Molong,
- Butter maker from Tempe, and
- Seafood supplier from Taren Point.

Interviews were also conducted with seven executive staff from ICC Sydney in December 2016 – February 2017:

- Chief Executive Officer (CEO),
- Director of Human Resources,
- Director of Finance and Administration,
- Director of Communications,
- Director of Culinary Services,
- Procurement Manager, and
- Executive Chef.

Each of these interviews was conducted on the premises of ICC Sydney.

The final interview was conducted by telephone with ICC Sydney's consultant nutritionist, Dr Joanna McMillan in February 2017.

The interviews, ranging in length from 38 minutes to 182 minutes, were recorded with the permission of participants and subsequently transcribed. The participants were provided with information about the research study and their right to remove themselves from the study at any time. For purposes of confidentiality, the names of participants have not been used in this case study. Suppliers are referred to by pseudonyms that represent their area of supply (e.g., potato farmer).

In addition to the interviews, further evidence was collected in the form of relevant media reports, website material and managerial documents. This data and the interview transcripts were analysed using a qualitative data analysis software package (NVIVO). The key themes identified included environmental sustainability, economic development and social impacts.

3 About Feeding Your Performance

This section provides an overview of what the FYP philosophy entails and how it looks in practice.

FYP is a philosophy which aims to encourage the performance of:

- the delegates,
- the regional economy, and
- ICC Sydney.

ICC Sydney is supporting delegates' performance by designing menus which incorporate "seasonal, fresh, nutritious, and healthy food" to provide "the best opportunity for minds to think clearly, engage fully, best ideas, and for bodies to remain light and energised" (Executive Chef, ICC Sydney cited in Sydney Views 2016). To achieve these goals the ICC Sydney engaged a nutritionist who provided advice on menu ingredients that would improve concentration, such as the use of grains that deliver slow-release energy throughout the day.

Feeding Your Performance is all about healthier eating or healthier meal options particularly for our conference guests who might be here for a lunch and then they've got to go back and sit down and still continue to listen and learn ... nutritionally balanced options enable people to still concentrate and take in information. (Executive Chef)

The performance of the regional economy is supported by "buying fresh seasonal food from small regional producers in New South Wales" (Procurement Manager). By dealing directly with the farmers the Executive Chef noticed that he and his team were able to learn more about the produce.

Direct access also means improved efficiencies and the produce arrives “fresher”, and “with over 65 locally sourced suppliers we have a specialist in every area” (Executive Chef).

By providing nutritious, energising food to delegates, through an exciting menu and supporting NSW industries, the ICC Sydney is also supporting its own performance. FYP is a cornerstone of the ICC Sydney marketing strategy and is successfully being used as a point of difference to promote the convention centre and its offerings (ICC Sydney, 2016).

They [clients] were really excited about what we’re doing, and the quality and the standard of the food as well as its presentation is making a powerful impact on their perception of convention centre dining and their guests’ experience. (Director of Culinary Services)

Having worked in the industry for decades, the CEO believes that food and beverage (F&B) is one of the areas of convention centres that attracts the most criticism and complaints. Thus, it was a strategic decision to address F&B from the beginning. To this end the CEO tasked the new teams to apply an innovative approach to everything they did. Indeed “the philosophy came before the slogan” (CEO ICC Sydney), because he feels that “people are now seeking health and vitality and good living”. However ICC Sydney soon realised that the slogan and the philosophy had a much broader application as it would be “feeding delegates professional performance as well” (CEO ICC Sydney).

The CEO did not want FYP to be “just another ... F&B slogan. [It is] an underpinning philosophy for everything that we want to do”. The “new” opening of the convention centre provided ideal conditions for the FYP philosophy to develop and become embedded in ICC Sydney’s operations. According to the Director of Finance and Administration “because our Director of Culinary Services and our Executive Chef were part of developing the philosophy from the outset, every new culinary

recruit has had to adopt this approach". She believes it would be difficult to take such a philosophy to an established convention centre. "I think we've been lucky that we did it from day one, so it's just been embedded in ICC Sydney."

The Director of Human Resources confirmed that the philosophy permeates the whole organisation. Information about FYP is part of both recruitment and induction processes for all staff members, something that was established by the CEO, "one of the mantras we have here is we're only in business to make our clients successful, that's all. There's no such thing as a successful convention centre."

To progress the philosophy, the Executive Chef identified and visited a range of farmers and small food supplier producers to "establish a direct relationship with the people who produced the produce and to share the FYP approach" (Executive Chef). "We wanted to have a greater economic impact than just room nights and coffee cups" (CEO ICC Sydney).

The major stakeholder in the establishment of ICC Sydney is the NSW Government. An unexpected outcome is the FYP program supporting government ministers to deliver on their goals for the state, in terms of regional development (NSW Government, 2015a). The ICC Sydney CEO found that the ministers are appreciative of the support being given to suppliers in regional NSW. In one example, Stuart Ayres, the NSW Minister for Trade, Tourism and Major Events (at the time) assisted the ICC Sydney to launch their wine list. At the launch, Stuart Ayers stated "I know that this facility is going to sell over 200,000 bottles of wine every year. That's a huge boost to the local wine industry... a massive endorsement of NSW wine... and a fantastic way to showcase the high quality and world-class wines that we have available" (News.com.au, 2016).

In summary, FYP whilst initially designed to strategically address F&B considerations, before long became a philosophy aimed at supporting delegates, other venue patrons, as well as local and regional suppliers in NSW.

4 Engendering sustainable practices

This section draws upon the interview data and discusses how the FYP engenders sustainability through environmental practices, economic development, and social impacts: each is discussed in turn.

4.1 Environmental practices

ICC Sydney sources much of its food and wine from local (NSW) suppliers. An important component of the FYP philosophy was that their suppliers hold the same values as the ICC Sydney. According to the Director of Finance and Administration:

the RFP [request for proposal] pack or the procurement plan [is] very much about making sure the suppliers that we adopt or contract have that same thought process. It's almost like interviewing for a job. You either have the chemistry that matches our culture, or you don't. If they're not on-board, they won't reply to our tender.

Although more research would be welcome, there is general agreement in the literature that a local food supply chain is beneficial for the environment in terms of reduced 'food miles' (Shukla & Jharkharia, 2013) and a smaller carbon footprint (King et al, 2015; Kneafsey, Venn, Schmutz, Balázs, Trenchard, Eyden-Wood & Blackett, 2013). Additionally, because of a shorter transportation distance there is generally less need of packaging, processing and refrigeration when compared with long haul industrial food (Kneafsey et al., 2013). The lime grower from Kempsey said that he can "throw the fruit in the back of the truck, leave at two o'clock in the morning ... [be] down there by 6-7 o'clock in the morning at his (ICC Executive Chef's) doorstep – drop them off and turn around and

come back again home by lunch time” and because he is driving at night he doesn’t need a refrigerated truck. By choosing NSW suppliers ahead of interstate and international alternatives, ICC Sydney is reducing its carbon footprint.

ICC Sydney’s consultant nutritionist made the point that there are exceptions to the food miles argument taking rice as an example: “rice is a very water intensive crop, and therefore lots of people have ideas [that] we shouldn’t be growing rice in most parts of Australia, because it takes too much water”. Dissent for the food miles argument was also voiced by the butter supplier who felt that in a country as large as Australia, dictating food miles can stifle business, particularly in a niche area such as cultured butter.

In addition to geographical location, ICC Sydney chose suppliers based on the quality of their produce and their sustainable practices. “The best farming practices protect the ecosystem by recycling to reduce waste and reducing the use of agrochemicals” (Potato Farmer).

Suppliers were vetted for sustainability by ICC Sydney through a comprehensive questionnaire process and, in many cases, through face to face interviews and tours of farms and facilities. Suppliers expressed a range of views when it came to sustainability. The wine maker stated:

I'm the second generation here, we've only owned the property here for 38 years, I've got children who I want to live here. If you are using bad practice, whether it's from in your vineyard, in your winery ... it gives you an inferior product. So we recycle everything we can, we compost, we do everything we can, in a manner that just makes sense. Why spray for pesticides if they're not a problem and you've got balance in your vineyard? Why use other chemicals if they're not necessary? It's just common sense... I wouldn't want to drink it if I was lacing it with chemicals, so why would anybody else?

As well as growing their own grapes their sustainability principles extends to their suppliers. The wine maker noted that they only take fruit from local vineyards who adopt similar approaches to their own.

The potato farmer had both a pragmatic and an ideological stance believing in the importance of balancing farming with the ecosystem. Thirty-two per cent of his farmland has been converted to conservation areas including wetlands that support waterfowl habitats. He promotes his practices within the local community to encourage other farmers to adopt similar approaches and hopes to “create better outcomes for the whole community and the whole area”.

The potato farmer also made the point that potato farms in his area, Crookwell, NSW have less reliance on the addition of water, nutrients and insecticides than commercially produced crops grown elsewhere through hydroponics, in sand using applied nutrients and water. He argued that because their potatoes are grown in the “actual organic matter in the soil” they take on a richer flavour and have a better texture.

Our soils are very sustainable because they're very old soils and they're rich in organic matter. With the high altitude that we're at which is 1,000 metres above sea level, we have cool nights ... and altitude also gives you less insect problems. So we have less reliance on insecticides and fungicides. (Potato Farmer)

The cheese maker noted “we're pretty much sustainable farmers; he [husband] did a diploma in sustainable agriculture after he did his rural degree”.

Many suppliers were chosen by the Executive Chef himself. The Director of Culinary Services gave an overview of her first impression of the lime grower.

He's been in the industry for many years and he's [evolved] his farming practices... when you meet him, his hands are covered in dirt and he's this very passionate grower

of chillies and Tahitian limes. The limes ... he can grow for 12 months of the year ... he stopped growing beans because of the fact that he was having to water them from the top which meant then he was having to use all these sprays to keep the mould off.

The Director of Culinary Services was impressed that the Lime grower focuses on hiring locals and buying Australian. She went on to say that “the glassware he uses for his limes, for his chillies and his chutneys and so forth, it’s all Australian made”. In meeting him she thought “wow you’re really pretty special. He’s in a really tough industry so listening to him talk about what he’s doing with regards to his farming practices and his whole attitude towards Australian produce makes it easy to add him to our supplier list”.

The lime grower has minimised the use of chemicals for the last 7-8 years. His philosophy is “if the grubs want to eat the chillies they can have them ... (laughing) – there is enough to go around”. He no longer uses white oil on his limes “because with the flowers – the ants eat the aphids” or black mould on the leaves can be brushed off with a machine.

Effective waste management systems are integral to sustainability for organisations and communities (Shrivastava, 1995). ICC Sydney’s contributions to sustainable practice in terms of waste management are numerous. The chefs at ICC Sydney are keen to reduce waste wherever possible incorporating a number of strategies. First they have a whole of produce policy:

For us we have always been about using as much of the produce [as possible], so for a whole broccoli we try and use the stem, the stalks and the broccoli florets as well so then our waste is minimal as well. (Executive Chef)

ICC Sydney was innovative in their approach to food waste by donating unused food to OzHarvest and working with Clean Away to make better use of the recycling system. The waste management

company composts the food to make organic fertiliser. Some of this is returned to ICC Sydney for its own rooftop herb gardens.

In summary, ICC Sydney has adopted sustainable practices within its own organisation, around reducing waste and recycling as well as supporting farmers and small businesses who take sustainability seriously by adopting stewardship roles in their areas of expertise.

4.2 Knowledge sharing

4.2.1 Stewardship

Stewardship implies service to a community, the responsibility to care for something, including for the benefit of future generations, and the accountability to exercise responsibility (Liburd & Edwards, 2010). This section looks at the contribution that ICC Sydney is making in its own stewardship role as well as the contribution it makes to other industry areas by supporting suppliers who also take their stewardship roles seriously.

Many of the suppliers understood their role as stewards. The potato farmer explained that his interest in sustainability developed as he became older and realised that his role as a farmer was less about ownership and profit and more about stewardship, being a responsible custodian of the land he farmed, and improving and protecting the natural ecosystems. Farming is a “part of his soul” and money has no interest in his life. He stated that,

We work because we love what we do and we love being able to produce a good crop ... you’ve got to come to an understanding of the value of what you’ve got. Not in a monetary sense because how many people have the real luxury of being able to grow food and being able to feed people and take pride in that? We’re just custodians of [the land] for our period and we have to care for it in a way that enhances it, ready for the next generation.

A similar narrative comes from the lime grower who constantly evolves his practices to be more sustainable and shares his experience and knowledge with others, speaking at events and running seminars on farming techniques.

FYP provides ICC Sydney with opportunities to play a stewardship role. The Director of Finance and Administration spoke of some of the long-term educational aspects of FYP for apprentice chefs:

You don't come here to be a chef. You come here to be sustainable and work on Feeding Your Performance and it's like it's become its own education. You learn [that] we're using the whole carrot. So, the impact to apprentices is huge. They're going to learn those life lessons forever.

The Director of Finance and Administration also noted the motivational aspects of FYP on staff. During monthly team meetings pictures of the Executive Chef's visits to regional suppliers are shared "so, they see him there, and because he's just one of us, it's that connection too, like they feel like they're actually there picking the mussels". These pictures augment an understanding of the food "they know that he's famous for mussels. They know that Canberra has truffles. People don't necessarily know that these regions...that we regularly visit...also have wonderful produce". These practices enable the staff to say "well I work for a company that supports this business".

The Executive Chef spoke of the deep knowledge he had gained by liaising with his suppliers, and his belief that this product knowledge enables them to educate their clients and staff to an extent that knowledge found in books could not:

All these things that you wouldn't know and I wouldn't have known and now I do know and now my staff know. This knowledge that is imparted upon us is shared with our staff and clients, providing an opportunity to educate hundreds of thousands of people.

4.2.2 Innovation, creativity, agility

FYP has outcomes in terms of innovation, creativity and agility. These attributes are considered vital for the long-term sustainability of organisations and industry sectors (Edwards, Foley & Hergesell, 2016). The Director of Finance and Administration believes its approach is extremely innovative. “Not just for sustainability or CSR responsibility. It’s innovative, there is no doubt about it, no one is doing this, particularly from a finance point of view”. She commented that they added a component to their RFP document that asks the suppliers if they have any new ideas.

So, here’s a section that you can fill in that tells us what we don’t know about you that can benefit us...it’s amazing the stuff that they’re putting in there. They’re going, as well as this service, we also offer this service, and that opened up a few ideas...So, it was putting the power back in the supplier’s hands to tell us what they’re good at, which in turn would help us...

Staff at ICC Sydney believes that FYP is an innovative approach in terms of serving restaurant quality food in a convention centre, which is nutritionally balanced and energising:

I don’t know how many conventions I’ve sat in where you get the same stuff for morning tea, lunch, afternoon tea, and by about three-thirty, you just want to have a sleep under the table, because you’ve eaten far too much carb...how that will flip from a client point of view, I think that’s exciting to watch. (Director of Finance and Administration)

A convention centre doing restaurant quality food “which no one’s ever dreamed of before” (Executive Chef) breaks new ground. The close relationship established between the Executive Chef and the suppliers is leading to new products. For example they are working with the potato farmer to develop a new variety that will crisp without the use of oil and turn orange. The Executive Chef sees this as a collaborative journey for delivering wholesome, nutritional food.

By committing to purchasing these potatoes the ICC Sydney is enabling the potato farmer to invest in developing new product lines. FYP is an innovative initiative that is acting as a catalyst for further innovations through its approach to relationships with suppliers, creativity in menus and approaches to corporate social responsibility.

In summary these actions engender sustainability practices that align with the NSW Government's sustainability strategies (2014b, 2015b).

4.3 *Economic development*

4.3.1 Supporting local producers

I love that Tony [Executive Chef] has embraced using local producers. He's really ... helping them improve their businesses, as well as them providing really great produce for him, so I think that's a real plus, and essentially that's what real food's all about...supporting our agricultural producers, as well as those who are [contributing] through making foods like cheeses, and pickles, and relishes, and popular butchers, great fishmongers. That's all part and parcel of healthy eating...not just for us, but also for the country and for the planet. (Consultant Nutritionist)

Local food supply chains exert positive economic influences on the local region, mainly in terms of economic growth and employment (Ilbery & Maye, 2005). Local food supply chains are seen as the new paradigm to regenerate rural development, not only in NSW but globally. An exploratory study of seven European countries, representing 75-85 per cent of the farms in Europe, determined that the additional net value generated by local food supply chains on top of conventional agricultural production was positive in all cases (Renting, Marsden & Banks, 2003). Similar outcomes have been identified by studies conducted in the US and the UK over the past decade (Otto and Varner, 2005; King, Hand & Gómez, 2015; Kneafsey, et al., 2013; Boyde, 2001; Hughes, Brown, Miller & McConnell,

2008). Local food strategies have been found to reverse the decline of rural services and the depletion in food and farming physical infrastructure (Kumar, Agrawal & Sharma, 2013).

The Australian food industry plays an important role in delivering safe, nutritious and reliable food products to the Australian people and international trade partners. The potato farmer notes that Australia has a global reputation where “our food is a given to be clean and good” as a result of farmers’ efforts.

The agricultural industry is a significant employer in Australia, supporting employment for 1.68 million people, particularly in rural and regional areas (Spencer & Kneebone, 2012). The industry contributed \$130.4 billion in food and beverage retail turnover in 2010-11 alone (Spencer & Kneebone, 2012). However, many NSW growers and suppliers in rural and regional areas struggle, and unemployment is significantly higher than the state average in regional and rural NSW (Australian Bureau of Statistics, 2017).

Further, there has been slow growth in the food market since 2008 (Spencer & Kneebone, 2012). Added to this is the issue of ongoing volatility of the operating environment for food producers caused by both climatic and economic conditions. The economic volatility comes from exposure to currency fluctuations that affect export sales, competition from imports, and price fluctuations within or between produce seasons (Spencer & Kneebone, 2012). The cost reduction strategies of the two biggest retailers in the Australian fresh food market, supermarket grocers Coles and Woolworths, have also contributed to the erosion of farmers’ margins and many small growers have been forced to exit (IBISWorld, 2017). These reports are supported by the suppliers interviewed who noted that they have been “squeezed” by the supermarket chains.

The volatility of the operating environment for food producers is not expected to decrease in the near future and, in this context, ICC Sydney's strategy to provide a level of stability for their food suppliers is a significant contribution. In addition to supporting individual suppliers ICC Sydney is contributing to a growing set of farmer and consumer-led initiatives which include: farmers' markets; marketing cooperatives; community supported agriculture; and direct and online sales hubs (Estrada-Flores & Larsen, 2010). The Department of Agriculture, Fisheries and Forestry has determined that such initiatives represent an opportunity for fresh food specialists. "Despite strong retail competition, there is an ongoing opportunity for specialist providers where they can provide high-quality specialty products supported by strong customer service" (Spencer & Kneebone, 2012:

6). The Seafood Supplier has noted the growth of this movement:

It has opened up people's eyes to what food is ... and maybe [future generations] will start demanding Australian produce ... the emergence of the little operators is coming back again. Retail for small operators has boomed because people, as time poor as they are, will go to a butcher... they'll go down to the fish markets ... it's better than where it was 5 years ago.

Patronage by quality-conscious customers such as ICC Sydney provides an opportunity for small food production enterprises to increase stability in a volatile market and to grow their customer base.

While the partnerships between suppliers and ICC Sydney are new, suppliers anticipate several benefits. Expected job growth may be small but suppliers felt the impact on regional towns would be meaningful. Other benefits include business expansion, promotion of their businesses and regions, and increased tourism opportunities. As the potato farmer stated "if it employs one more person in this little town well that's a bonus".

4.3.2 Supporting small business

I know a couple of the bakers that he's [Executive Chef's] working with. [They] were very small. He's helping them to build their business ... he's got to work with more than one, because a small producer can't produce the kinds of quantities that someone like the convention centre is going to go through, but he's allowing them to grow their business, and of course, that's keeping the money in New South Wales, allowing New South Wales producers to profit. (Consultant Nutritionist)

A number of the suppliers are using their relationship with ICC Sydney to plan for their future growth. As noted previously the Potato Farmer is extending his business and that of others in his region by growing a specialty 'ware' potato just for ICC Sydney. The Cheese Maker is using the increase in sales to consolidate and improve their cash flow situation.

Such activities are achievable as the ICC Sydney has allowed suppliers to set their own payment terms with some choosing a quick turnaround of 15 days or the end of the month. However, for the Butter Maker it is not just about the direct income but the indirect benefits:

The video that they did – the exposure ... it's more of a leverage pay off rather than a financial one. So I guess where we are at with our company at the moment is exactly that. We need growth but we need growth in a different way ... the public relations and marketing that ICC Sydney undertakes has the biggest impact on our business today.

Being placed on the ICC tables' means that their butter is on the world stage. It is a similar story for the sustainable Seafood Supplier because he is now able to say that his firm "doesn't just cater for small restaurants ... or two chef hat restaurants, we also supply businesses like the ICC". From his perspective, if ICC Sydney is buying from them, then others can be confident that they can deliver. "I'm proud in telling them that we're doing ICC because now every time I tell someone we do the ICC I tell them these guys aren't your usual volume event space."

Both the Potato Farmer and the Cheese Maker are also concerned with succession planning and providing adequate business platforms for their children. The artisan Butter Maker is using the relationship with ICC Sydney to get to “that next level”, particularly through public relations and world-wide exposure via international visitors to the convention centre. This is supported by ICC Sydney who promotes suppliers through marketing and during events. In this way the suppliers become part of ICC Sydney’s “messaging, and storytelling [which they feel] deeply personalises the whole process” (CEO ICC Sydney).

The artisan Cheese Makers (husband and wife team) have won numerous awards for their goat cheese products and have some high-end clients. However they have been struggling to sell enough volume. They are very pleased to partner with ICC Sydney – it means they can focus on making cheese products, which is their forte, and spend less time looking for new customers.

We’ve got good clients and good customers – we need more, because we need [to make a living], you can’t keep nagging the [customers you have] ... It’s hard work marketing.

Partnering with ICC Sydney allows suppliers to focus on their core competencies of delivering high quality produce. The suppliers welcome the opportunity for not only the promotion of their own business but for their regions and communities. All suppliers highlighted the opportunity for regional development as a key benefit they hoped would eventuate. Indeed, FYP could not have come at a better time for the Kempsey region. The Kempsey Council has plans to promote and develop the region as a food bowl. To this end the Lime Grower believes that the promotion that comes with supplying the ICC Sydney can play a part in this new development.

The Wine Maker made the point that while “paddock to plate” has become popular in terms of sustainable practice and promoting high quality restaurant food, the same cannot be said for beverages.

We’ve seen farmers’ markets pop up everywhere - paddock to plate, hundred mile this - and there are some fantastic restaurants in Sydney that will sit you down and they’ll tell you about the food that, “comes out of the garden here and we’ve got our own farm at Windsor and we pick everything there, and then ... would you like this French shiraz to have with that?”

His concern is that this rhetoric does not translate to their beverages and he hopes that a major convention centre like ICC Sydney will influence change and encourage greater local support. He went on to make the point that ICC Sydney is contributing to a newly emerging movement towards a well-deserved appreciation of NSW wines.

The Director of Culinary Services explained that they “were very aware from the outset the impact the ICC Sydney wine list could have for that winemaker” from a volume and sales perspective as well as for regional brand awareness. To this end the sommelier was tasked with building an 80 per cent NSW wine list, which he is very passionate about. “If you look around Sydney’s dining establishment, you rarely see New South Wales wines.” The Director of Culinary Services feels that there is not enough support and promotion of local regions “there’s 14 regions now in New South Wales going from cooler climates right through to Hunter Valley ... normally in big venues and in hotels your house wine or your house package is done on price... but we want to offer our guests quality wine, [regional] wine labels to be listed”.

The wine list was built through a blind tasting of just over 1,300 NSW wines ensuring that every wine earned its place on the wine list for its quality and not its price. They believe this is an industry first. The strategy is paying off with positive feedback and an ability to promote “New South Wales and

smaller wineries. Since opening, the Australian wine industry has held two events in the ICC Sydney aimed at sommeliers, wine buyers, critics and media, focussing on NSW labels. One event largely used the ICC Sydney wine list of labels for its master class tasting” (Director of Culinary Services).

In summary, ICC Sydney’s strategies are contributing to jobs in urban, rural and regional NSW, regional development and branding, and providing hope for stability and growth for small food producing businesses in a volatile environment.

4.4 Social contributions

Local food supply chains can strengthen relationships between members in food chain communities. This is particularly true for farmers (Mundler & Laughrea, 2016). Local food promotes social and professional recognition for farmers and may even allow for a form of social and professional reintegration for vulnerable or marginalized farmers (Mundler & Laughrea, 2016).

Further, a focus on local food arouses social concern for farmers. Studies have shown that people buy local food, to a large extent, because they feel sympathy for the farmers (Mundler & Laughrea, 2016; Corsten & Felde, 2005; Arsil, Li, Bruwer & Lyons, 2014). Empathy and respect for farmers was evident in all the interviews conducted for this case study. As the Procurement Manager stated “I think it's a good story that we’re supporting local communities like that, and they're doing it tough out there for whatever reason, and if it creates wealth and jobs and things like that for the families it's great”. She was proud of the small difference that the ICC Sydney was making.

4.4.1 Supporting farmers to grow high quality produce

ICC Sydney’s Executive Chef is sourcing produce with high nutritional value and flavour. He explained: “Remember the way tomatoes used to taste before they were modified for long shelf life

and to look good in supermarkets? I've found someone who grows heritage tomatoes. I don't even like to call them heritage, they are just real tomatoes, full of flavour".

The Potato Farmer provided a detailed explanation of a similar issue in the potato industry where intensive farming is now a problem when producing high quality produce:

If you compare the fruit and vegetable today with what we had 30, 40 years ago they don't have the same level of nutrient in them and that's exactly what I was saying about growing in the sand ... sand is inert, the vegetable doesn't take the zinc and all the things that are in soil ... we're going back to looking at more sustainable land and smaller areas that will produce a much higher quality nutritional food.

Partnerships with large organisations like ICC Sydney mean opportunities for new produce to be realised that would otherwise not be feasible. Such partnerships can enable the development of new commercial varieties. The Potato Farmer has suggested that the ICC Sydney consider niche potatoes such as the wild potatoes that come from the Andes as they are better nutritionally and will "ooze flavour". "If you want to buy commodity potatoes you just go to the supermarket and buy whatever's cheap. But if you want to have a meal experience which is what we're talking about now, where you want to know the story of your food, you want to enjoy what you eat and it needs to be an all complete experience that takes a whole different strategy." (Potato Farmer)

4.4.2 Supporting the local community

ICC Sydney supports the local community through recruitment of diverse groups including people with learning disabilities, the LGBTI community, youth technical colleges and hospitality schools, working mothers and mature workers. They have achieved this by "partnering with diversity organisations that might focus on specific demographics to get our message out" (Director of Human Resources).

In addition ICC Sydney's relationship with OzHarvest is important as "[they do] the collection of [left over] food and then redistribution to people in need and the homeless ". OzHarvest also work with young people to give them opportunities to find employment by connecting them with organisations like ICC Sydney (Director of Human Resources).

ICC Sydney has further plans to support charitable organisations through an employee charity work scheme:

ICC Sydney will partner with charity organisations on a number of fronts including where we offer a day of charity work to every employee. Whatever we decide to do we can link in with those organisations to say right do you need help with x, y and z? We can give out this many staff to help you. (Director of Human Resources)

Overall, local food schemes have been shown to contribute to increased knowledge and behavioural change around healthy eating (Mundler & Laughrea, 2016; Kneafsey et al., 2013). ICC Sydney's FYP program is contributing to a new level of nutritional awareness in three ways. Firstly, they are supporting growers who are working towards producing food with exceptional nutritional value. Secondly, they are providing delegates with nutritionally superior food. Finally, they are donating any excess of this high-quality food to an organisation that provides meals for people in Sydney who are experiencing disadvantage.

4.4.3 Nourishing performance

The benefit of nourishing food on delegate performance has been an important motivator. The NSW Government's Healthy Eating and Active Living Strategy (2014a) notes the importance of a healthy diet for reducing health risks and associated costs. Engaging a Consultant Nutritionist has helped ICC Sydney to realise this objective:

We discussed various philosophies that should be on the menu; to control energy levels for people [who are] there all day, for helping brain power throughout the day ... for concentration and to stop people having that struggle to keep your eyes open.

Increasing performance is founded on minimising carbohydrate portions and lowering the glycaemic index (GI). This would enable “energy to trickle into the bloodstream through the afternoon, helping to feed your brain, helping you to keep your brain power and concentration, and not allow you to have quite such a big slump in the afternoon” (Consultant Nutritionist). There is a stronger focus on the use of whole grains and legumes, quinoa, and a variety of newer grains. The role of the nutritionist has been to review every single recipe being used by the culinary team to give them the guidelines to “know that they are on the right track with the sorts of things that they are using in the recipe, so the meals are light, they’re high in protein, and use low GI carbohydrates, wholegrain, minimally processed grains, reducing the amount of sugar” (Consultant Nutritionist). “You know, the Executive Chef and I, are exactly on the same page with regards to using real food and using top quality produce, and ... well it’s not rocket science ... to understand what the nature of your philosophies are, and once you can, generally you get a really nice balance” (Consultant Nutritionist).

Research has found a strong link between diet and sustainability. In particular, dietary changes that involve increased consumption of plant-based foods and reduced consumption of animal foods leads to a reduction in greenhouse gas (GHG) emissions (Scarborough et al. 2014; Stoll-Kleemann & O’Riordan, 2015; Springmann et al., 2016). The Consultant Nutritionist does not believe there is enough information available to consumers to understand this issue and feels that through the FYP the message is “getting out there” to eat more plant foods, and oysters and mussels, seafood that is much more sustainable. Eating more plants she argues “will have a huge influence on the health of our planet”.

Inadvertently the FYP focus on the serving of higher proportions of vegetables and grains is also making a positive contribution to GHG emissions and educating participants on the importance of healthier diets.

5 Conclusions

5.1 Summary

The impact of ICC Sydney's Feeding Your Performance approach to venue management is an important story for our industry, and a good example of the breadth and reach of a convention centre not just for Sydney as the host city but for the regions as well. The economic impact of business events is well documented via hotel room nights, dining and shopping, visiting attractions, local transport and the like. Now the industry is looking deeper at how it measures those beyond tourism and legacy benefits. By measuring the impact of Feeding Your Performance we're tracking delegate experience, CSR objectives and an entirely new area – the economic impact of our venue on its supply chain and the communities they operate in - in terms of healthy business and jobs growth. (Director of Communications)

This case study reports on the benefits and impacts of the sustainable and inclusive practices adopted by a convention centre, ICC Sydney, as part of its FYP program. ICC Sydney is making contributions in three key areas: sustainability, economic development, and social impacts. These contributions are providing benefits for multiple stakeholders.

Environmental sustainability

ICC Sydney engages in environmentally sustainable behaviour as part of its organisational practices and supports a range of suppliers who are working hard to improve ecosystems. ICC Sydney suppliers benefit directly from this support. Their respective industries benefit from the stewardship shown by many of these suppliers. The broader community benefits from reduced waste, less chemicals in their food, and the planet benefits from improved ecosystems.

Economic development

ICC Sydney is supporting 65 NSW suppliers to grow their businesses through sales, publicity and opportunities for expansion and the program has the potential to influence job growth and regional development.

Social contributions

ICC Sydney is supporting: small food producers to realise their objectives of producing high quality food; diversity groups through its recruitment and training policies; and the disadvantaged through its contributions to Sydney charities. It is providing recognition for farmers and the communities in which they operate. The promotion arising from the FYP program aims to increase awareness of healthy eating.

Alignment with government strategy

ICC Sydney's initiatives in the areas of support for regional suppliers, promotion of healthy eating, and sustainability are making contributions to key objectives of the NSW Government. These objectives are incorporated in various NSW Government policy documents including: Economic Development Strategy for Regional NSW (2015a), Healthy Eating and Active Living Strategy (2014a) and sustainability strategies (2014b, 2015b).

5.2 Recommendations

The supplier impacts presented in this study represent preliminary findings. The extent of those contributions needs to be measured. It is recommended that further studies be conducted to document the full extent of the benefits to various stakeholders as a result of ICC Sydney's FYP

program once ICC Sydney has been operating at full capacity for a minimum of 12 months. Areas of research include:

- I. Evaluating the outcomes of ICC Sydney's collaborations with NSW suppliers (expenditure, jobs, training, business development, and regional impacts including pre-and post-touring);
- II. Identifying the impacts of smart menus/nutrition on delegate experience and performance;
- III. Evaluating the effectiveness of ICC Sydney's campaign to raise awareness about resource scarcity and how plant-based protein can respond to global issues; and
- IV. Appraising the impact of the diversity group recruitment program.

References

- Agarwal, S. and Srivastava, M. K. (2016), 'Towards a grounded view of collaboration in Indian agri-food supply chains: A qualitative investigation', *British Food Journal*, **118**(5), 1085-1106.
- Aghazadeh, S. M. (2004), 'Improving logistics operations across the food industry supply chain', *International Journal of Contemporary Hospitality Management*, **16**(4), 263-268.
- Arsil, P., Li, E., Bruwer, J. and Lyons, G. (2014), 'Exploring consumer motivations towards buying local fresh food products', *British Food Journal*, **116**(10), 1533-1549.
- Australian Bureau of Statistics (2017), *New South Wales (S/T)*, viewed 20 March 2017, <http://stat.abs.gov.au/itt/r.jsp?RegionSummary®ion=1&dataset=ABS_REGIONAL_ASGS&geocconcept=REGION&measure=MEASURE&datasetASGS=ABS_REGIONAL_ASGS&datasetLGA=ABS_REGIONAL_LGA®ionLGA=REGION®ionASGS=REGION>.
- Australian Government (2009) Feeding the future: sustainable agriculture, viewed 30 April 2017, <http://www.chiefscientist.gov.au/2009/10/feeding-the-future---sustainable-agriculture/>
- Bechtel, C. and Jayaram, J. (1997), 'Supply chain management: a strategic perspective', *The International Journal of Logistics Management*, **8**(1), 15-34.
- Brown, C. and Miller, S. (2008), 'The impacts of local markets: A review of research on farmers markets and community supported agriculture (CSA)', *American Journal of Agricultural Economics*, **90**(5), 1296-1302.
- Canavari, M., Fritz, M. and Schiefer, G. (Eds.), (2015), *Food Supply Networks: Trust and E-business*, Wallingford: CABI.
- Conner, D. S., Montri, A. D., Montri, D. N. and Hamm, M. W. (2009), 'Consumer demand for local produce at extended season farmers' markets: guiding farmer marketing strategies', *Renewable Agriculture and Food Systems*, **24**(4), 251-259.
- Corsten, D. and Felde, J. (2005), 'Exploring the performance effects of key-supplier collaboration: an empirical investigation into Swiss buyer-supplier relationships', *International Journal of Physical Distribution & Logistics Management*, **35**(6), 445-461.
- Dunne, J. B., Chambers, K. J., Giombolini, K. J. and Schlegel, S. A. (2011), 'What does "local" mean in the grocery store? Multiplicity in food retailers' perspectives on sourcing and marketing local foods', *Renewable Agriculture and Food Systems*, **26**(1), 46-59.
- Eberts, D. (2014), 'Neolocalism and the branding and marketing of place by Canadian microbreweries', in M.W. Patterson and N.H. Pullen (Eds.), *The Geography of Beer*, Dordrecht: Springer Netherlands, pp. 189-199.
- Emberson, C. and Storey, J. (2006), 'Buyer-supplier collaborative relationships: Beyond the normative accounts', *Journal of Purchasing and Supply Management*, **12**(5), 236-245.
- Engelseth, P. (2016), 'Developing Exchange in Short Local Foods Supply Chains', *International Journal on Food System Dynamics*, **7**(3), 229-242.
- Engelseth, P. and Hogset, H. (2016), 'Adapting Supply Chain Management for Local Foods Logistics', *Proceedings in System Dynamics and Innovation in Food Networks*, Innsbruck, Austria: International Center for Food Chain and Network Research, University of Bonn, Germany, pp. 143-160.
- Flack, W. (1997), 'American microbreweries and neolocalism: "Ale-ing" for a sense of place', *Journal of Cultural Geography*, **16**(2), 37-53.

- Forsman, S. and Paananen, J. (2002), 'Local food supply chain: A case of rural food processing firms and catering business in Finland', in J. Magid, A. Granstedt, O. Dyrmondsson, H. Kahiluoto and T. Ruissen (Eds.), *Urban areas-rural areas and recycling-the organic way forward?*, Danish Research Centre for Organic Farming, DARCOF Report, no. 3/2002, 71-80.
- Holtkamp, C., Shelton, T., Daly, G., Hiner, C. C. and Hagelman III, R. R. (2016), 'Assessing Neolocalism in Microbreweries', *Papers in Applied Geography*, **2**(1), 66-78.
- Hughes, D. W., Brown, C., Miller, S. and McConnell, T. (2008), 'Evaluating the economic impact of farmers' markets using an opportunity cost framework', *Journal of Agricultural and Applied Economics*, **40**(1), 253-265.
- IBISWorld (2017), *Dairy Cattle Farming in Australia*, viewed 15 March 2017, <<https://www.ibisworld.com.au/industry-trends/market-research-reports/agriculture-forestry-fishing/agriculture/dairy-cattle-farming.html>>.
- ICC Sydney (n.d.), *ICC Sydney Culinary Philosophy*, viewed 15 March 2017, <http://www.iccsydney.com.au/~media/ICC/Files/PDF/Culinary/ICC%20Sydney_CulinaryPhilosophy.ashx?la=en>.
- ICC Sydney (2016), *ICC Sydney Feeding Your Performance*, video file, viewed 15 March 2017, <<https://www.youtube.com/watch?v=EabNOVg0uiw>>.
- Ilbery, B. and Maye, D. (2005), 'Food supply chains and sustainability: Evidence from specialist food producers in the Scottish/English borders', *Land Use Policy*, **22**(4), 331-344.
- Kemp, K., Insch, A., Holdsworth, D. K. and Knight, J. G. (2010), 'Food miles: Do UK consumers actually care?', *Food Policy*, **35**(6), 504-513.
- King, R. P., Hand, M. S. and Gómez, M. I. (Eds.), (2015), *Growing Local: Case Studies on Local Food Supply Chains*, Lincoln: University of Nebraska Press.
- Kneafsey, M., Venn, L., Schmutz, U., Balázs, B., Trenchard, L., Eyden-Wood, T., Bos, E., Sutton, G. and Blackett, M. (2013), *Short food supply chains and local food systems in the EU. A state of play of their socio-economic characteristics*, JRC Scientific and Policy Reports, Seville: Joint Research Centre, Institute for Prospective Technological Studies, European Commission.
- Kumar, R., Agrawal, R. and Sharma, V. (2013), 'e-Applications in Indian Agri-Food Supply Chain: Relationship among Enablers', *Global Business Review*, **14**(4), 711-727.
- Lehtinen, U. (2012), 'Sustainability and local food procurement: a case study of Finnish public catering', *British Food Journal*, **114**(October), 1053-1071.
- Liburd, J. J. and Edwards, D. (Eds.), (2010), *Understanding the sustainable development of tourism*, Oxford: Goodfellow.
- Manthou, V., Matopoulos, A. and Vlachopoulou, M. (2005), 'Internet-based applications in the agri-food supply chain: A survey on the Greek canning sector', *Journal of Food Engineering*, **70**(3), 447-454.
- Marsden, T., Banks, J. and Bristow, G. (2000), 'Food supply chain approaches: Exploring their role in rural development', *Sociologia Ruralis*, **40**(4), 424-438.
- Martinez, S. (2010), *Local food systems; concepts, impacts, and issues*, Collingdale: Diane Publishing.
- Mundler, P. and Laughrea, S. (2016), 'The contributions of short food supply chains to territorial development: A study of three Quebec territories', *Journal of Rural Studies*, **45**, 218-229.

Narsimhalu, U., Potdar, V. and Kaur, A. (2015), 'A Case Study to Explore Influence of Traceability Factors on Australian Food Supply Chain Performance', *Procedia - Social and Behavioral Sciences*, **189**, 17-32.

NSW Government (2014a) Healthy Eating and Active Living Strategy, viewed 18 April 2017, <http://www.health.nsw.gov.au/health/Pages/nsw-healthy-eating-strategy.aspx>

NSW Government (2014b) NSW Waste Avoidance and Resource Recovery Strategy 2014-2021, viewed 18 April 2017, <<http://www.epa.nsw.gov.au/resources/wastestrategy/140876-WARR-strategy-14-21.pdf>>.

NSW Government (2015a) Economic Development Strategy for Regional NSW, viewed 18 April 2017, <<http://www.industry.nsw.gov.au/invest-in-nsw/news-and-events/news/new-economic-development-strategy-for-regional-nsw>>.

NSW Government (2015b) Sustainability Strategy 2015-2020, viewed 18 April 2017, <<http://www.environment.nsw.gov.au/resources/about/150353-oeh-epa-sustainability.pdf>>.

News.com.au (2016), New ICC sommelier is up to the job choosing the 200,000 wines that will be poured each year, viewed 15 March 2017, <<http://www.news.com.au/national/nsw-act/new-icc-sommelier-is-up-to-the-job-choosing-the-200000-wines-that-will-be-poured-each-year/news-story/091e15c8e2cca84750e35a88214ea364>>.

Nyaga, G. N., Whipple, J. M. and Lynch, D. F. (2010), 'Examining supply chain relationships: Do buyer and supplier perspectives on collaborative relationships differ?', *Journal of Operations Management*, **28**(2), 101-114.

Otto, D. and Varner, T. (2005), 'Consumers, Vendors, and the Economic Importance of Iowa Farmers' Markets: An Economic Impact Survey Analysis', *Leopold Center Pubs and Papers*, Paper 145, viewed 15 April 2017, <http://lib.dr.iastate.edu/cgi/viewcontent.cgi?article=1146&context=leopold_pubspapers&sei-redir=1&referer=https%3A%2F%2Fscholar.google.com.au%2Fscholar%3Fhl%3Den%26q%3DOtto%2Band%2BVarner%26btnG%3D%26as_sdt%3D1%252C5%26as_sdt%3D#search=%22Otto%20Varner%22>.

Renting, H., Marsden, T. K. and Banks, J. (2003), 'Understanding alternative food networks: Exploring the role of short food supply chains in rural development', *Environment and Planning A*, **35**(3), 393-411.

Scarborough, P., Appleby, P. N., Mizdrak, A., Briggs, A. D., Travis, R. C., Bradbury, K. E. and Key, T. J. (2014), 'Dietary greenhouse gas emissions of meat-eaters, fish-eaters, vegetarians and vegans in the UK', *Climatic change*, **125**(2), 179-192.

Schmit, T. M., Jablonski, B. B. and Mansury, Y. (2016), 'Assessing the Economic Impacts of Local Food System Producers by Scale A Case Study From New York', *Economic Development Quarterly*, **30**(4), 316-328.

Shrivastava, P. (1995), 'The role of corporations in achieving ecological sustainability', *Academy of management review*, **20**(4), 936-960.

Shukla, M. and Jharkharia, S. (2013), 'Agri-fresh produce supply chain management: a state-of-the-art literature review', *International Journal of Operations & Production Management*, **33**(2), 114-158.

Spencer, S and Kneebone, M (2012), *FOODmap: An analysis of the Australian food supply chain*, Canberra: Department of Agriculture, Fisheries and Forestry.

Springmann, M., Godfray, H. C. J., Rayner, M. and Scarborough, P. (2016), 'Analysis and valuation of the health and climate change cobenefits of dietary change', *Proceedings of the National Academy of Sciences*, **113**(15), 4146-4151.

Stoll-Kleemann, S. and O'Riordan, T. (2015), 'The sustainability challenges of our meat and dairy diets', *Environment: Science and Policy for Sustainable Development*, **57**(3), 34-48.

Tourism Australia (2017), Food and Wine, viewed 15 April 2017, <<http://www.tourism.australia.com/campaigns/Food-Wine.aspx>>.

UNWTO (2015) *United Nations declares 2017 as the International Year of Sustainable Tourism for Development*, viewed 7 April 2017, <<http://media.unwto.org/press-release/2015-12-07/united-nations-declares-2017-international-year-sustainable-tourism-develop>>

UNWTO (2017), *2017 International Year of Sustainable Tourism for Development*, viewed 30 March 2017, <<http://www2.unwto.org/tourism4development2017>>.

Wägeli, S. and Hamm, U. (2015), 'Consumers' perception and expectations of local organic food supply chains', *Organic Agriculture*, **6**(3), 215-224.

Winter, M. (2003), 'Embeddedness, the new food economy and defensive localism', *Journal of Rural Studies*, **19**(1), 23-32.