

EATING CITY INTERNATIONAL PLATFORM

La Bergerie 24/07/2019













1 – The EU Food Business

Key Fact & Numbers













The Agro – Food Business in EU – n° of workers & enterprises

Table 1.1 : Main indicators of the actors in the food chain, EU-27, 2008

	Enterprises/ holdings	Persons employed	Value added
	(units)	(units)	(EUR million)
Total ⁽¹⁾	16.752.053	48.082.115	751.008
Agriculture ⁽²⁾	13.700.400	26.669.390	191.962
Food & beverages manufacturing ⁽³⁾	267.919	4.725.000	195.308
Agents involved in the sale of food, beverages & tobacco	67.616	133.400	5.491
Wholesale (own account) of food, beverages & tobacco	207.494	1.868.100	79.730
Non-specialised retailing: food, beverages & tobacco	419.659	5.783.925	121.663
Specialised retailing: food, beverages & tobacco	493.929	1.416.900	27.000
Food, beverages & tobacco retailing from markets & stalls	146.655	168.900	2.474
Food & beverages consumer services	1.448.381	7.316.500	127.380

(1) Sum of the available data (i.e. including information for number of holdings and employment for 2007 for agriculture, excluding the number of enterprises for beverages, and excluding the number of persons employed in non-specialised retailing).

(2) Number of holdings and employment, 2007.

(3) Excluding beverages for the number of enterprises.

Source: Eurostat (Survey on the structure of agricultural holdings, economic accounts for agriculture and structural business statistics, online data codes: ef_ov_kvftesu, ef_so_lfaa, aact_eaa01, sbs_na_ind_r2, sbs_na_dt_r2 and sbs_na_1a_se_r2)











The EU Food Industry (Data: year 2016)

Table 1.2 : Manufacturing of food and beverages, main indicators, EU-27, 2008 (% of EU-27 total)

	Enterprises (units)	Persons employed (1 000)	Turnover (EUR million)	Value added (EUR million)
Tot. Food products & beverages	287.919	5.111	992.782	195.308
Food products	267.919	4.631	846.625	161.410
Meat & meat products	41.220	977	190.182	20.954
Fish & sh products	3.800	120	22.466	3.847
Fruit & vegetables		278		
Vegetable & animal oils & fats	8.800	65	49.074	4.341
Dairy prod.	11.720	359	139.459	18.354
Grain mill & starch products	6.993	113	45.184	7.563
Bakery & farinaceous products	157.148	1.531	111.827	39.162
Other food products	22.975	678		40.000
Prepared animal feeds	5.107	124	70.000	8.000
Beverages		480	146.157	33.898









The EU Food Chain Distribution (the middle man)

(Data: year 2016)

Table 1.3 : Agents and own account wholesale of food, beverages and tobacco, main indicators, EU-27, 2008

	Enterprises (units)	employed (1 000)	Turnover (EUR million)	Value added (EUR million)
Agents and own account wholesale of food, bev. & tobacco	275.110	2.002	979.421	85.221
Agents involved in the sale of food, beverages & tobacco	67.616	133	67.698	5.491
Wholesale (own account) of food, beverages & tobacco	207.494	1.868	911.723	79.730
Fruit & vegetables	44.476	418	143.842	15.485
Meat & meat products	23.617	178	87.089	7.077
Dairy products, eggs & edible oils and fats	14.380	:	86.371	5.981
Beverages	37.110	264	114.491	12.377
Tobacco products	2.193	40	86.347	3.441
Sugar & chocolate & sugar confectionery	10.031	70	33.784	3.342
Coffee, tea, cocoa & spices	5.528	38	15.076	2.242
Other food, incl. sh, crustaceans & molluscs	40.024	270	121.735	11.653
Non-specialised food, beverages & tobacco	30.136	475	222.987	18.132











The EU Food Retail & Food services

(Data: year 2016)

Table 1.4 : Food, beverages and tobacco retailing and services, main indicators, EU-27, 2008

	Enterprises (units)	Persons employed (1 000)	Turnover (EUR million)	Value added (EUR million
Non-specialised retail.: food, beverages & tobacco	419.659	5.784	920.833	121.663
Specialised retailing: food, beverages & tobacco	493.929	1.417	136.000	27.000
Fruit & vegetables	76.945	168	15.088	2.632
Meat & meat products	124.624	358	32.954	6.891
Bread, cakes, our & sugar confectionery	61.781	269	13.342	4.563
Other specialised retailing ⁽¹⁾	230.579	622	74.616	12.915
Food, bev. & tobacco retailing from markets & stalls	146.655	169	11.733	2.474
Food & beverage services	1.448.381	7.317	322.113	127.380
Restaurants & mobile food services	764.880	4.233	186.025	73.954
Event catering	34.752	395	17.133	7.556
Other food services	22.666	565	27.408	12.244
Beverage serving	626.085	2.124	91.547	33.626

(1) NACE Classes 47.23 and 47.25 to 47.29.

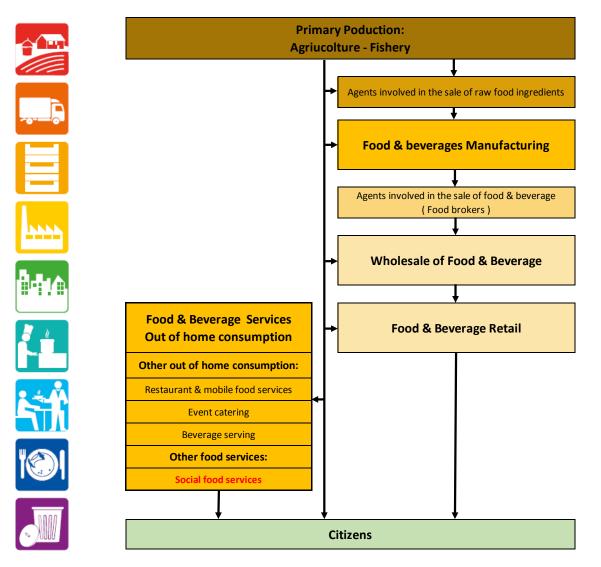
Source: Eurostat (Structural business statistics, online data codes: sbs_na_dt_r2 and sbs_na_1a_se_r2)







The whole food chain in EU





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2 – The EU Food Services Market

KEY Numbers











Food Industry and Food Services in EU

Table 2.1 : Food & beverages - Food service - Key Fact & N°, EU-28 Market - 2016

F&B Sector: in E.U. Year 2016	%	An (00	inual Turnover 0)	%	N° Workers		rnover/ orkers 10)
Food & Beverage Industry (F&B) *1	100,00%	€	1.118.622.400,00	100,00%	4.501.927	€	248,48
Large Company >250 Workers	51,88%	€	580.351.800,00	37,72%	1.698.204	€	341,74
SMEs	48,12%	€	538.270.600,00	62,28%	2.803.723	€	191,98
insight SMEs per size:							
0-19 Workers	10,72%	€	119.885.600,00	23,75%	1.069.089	€	112,14
20-49 Workers	9,64%	€	107.865.300,00	11,74%	528.396	€	204,14
50-249 Workers	27,76%	€	310.519.700,00	26,79%	1.206.238	€	257,43
Total Foodservices (Out of Home Cons.)	100,00%	€	409.019.700,00	100,00%	8.841.473	€	46,26
Total Social Foodservices (SFS - EU28) *2		€	81.119.601,83		2.081.858	€	38,97
SFS Contracted (Source: Gira Foodservice)	6,49%	€	26.562.254,22	7,71%	681.695	€	38,97
SFS Potential Self Operated (No F&B Market)		€	54.557.347,61		1.400.163	€	38,97
Other Food Consumption out of home *3	93,51%	€	382.457.445,78	92,29%	8.159.778	€	46,87

A huge market - with great potential to create jobs if we rethink the whole Public Foodservices market 26,5 Billion euro is the value of food procurement only in social food service









Food Industry and Food Services in Italy

Table 3.1 : Food & beverages - Food service - Key Fact & N°, Italian Market - 2016

F&B Sector: in Italy Year 2016	%	Ann (000)	ual Turnover	%	N° Workers		rnover/ orkers 0)
Food & Beverage Industry (F&B) *1	100,00%	€	131.651.300,00	100,00%	428.768	€	307,05
Large Company >250 Workers	30,37%	€	39.976.900,00	19,15%	82.129	€	486,76
SMEs	69,63%	€	91.674.400,00	80,85%	346.639	€	264,47
insight SMEs per size:							
0-19 Workers	22,21%	€	29.245.100,00	48,73%	208.953	€	139,96
20-49 Workers	16,74%	€	22.035.300,00	13,43%	57.567	€	382,78
50-249 Workers	30,68%	€	40.394.000,00	18,69%	80.119	€	504,18
Total Foodservices (Out of Home Cons.)	100,00%	€	54.380.100,00	100,00%	1.061.067	€	51,25
Total Social Foodservices (SFS - EU28) *2		€	7.333.333,33		156.237	€	46,94
SFS Contracted (Source: Gira Foodservice)	7,28%	€	3.960.000,00	7,95%	84.368	€	46,94
SFS Potential Self Operated (No F&B Market)		€	3.373.333,33		71.869	€	46,94
Other Food Consumption out of home *3	92,72%	€	50.420.100,00	92,05%	976.699	€	51,62

Italy is a country that has developped a food system based on excellence and on small medium farming - today has a record in EU for DOP, IGP, STG..., minor obesity rate and one of the lowest health care expenses per capita in eu

This Thanks also to a less industrialized food system











3 – The Social Food services in EU

Key Numbers













The EU Market (Fonte Risteco)

Table 2.2 : The Social Food Service Market - Key Fact & N°, EU-28 - 2016

	Country		Contra	acted Market			Self Operated	Total Social Foodeservices Market					
EU Country	Population 2017	Meals in Contract year 2016	Estimation Meals per Day	Contracted Market Value	Workers (HDC)	Contracted Market Penetr. %	Tot Meals SFS Self Oper.	Tot Meals SFS	Potential Market Value	Tot Meals per day	Daily Meals /pop.tot	Workers (HDC)	
AT	8.772.865	68.500.000	269.818	€ 244.000.000,00	6.262	27,00%	185.203.704	253.703.704	€ 903.703.703,70	999.325	11,39%	23.193	
BE	11.365.834	149.000.000	586.903	€ 672.000.000,00	17.246	31,40%	325.522.293	474.522.293	€ 2.140.127.388,54	1.869.118	16,45%	54.924	
DK	5.748.769	70.000.000	275.726	€ 389.000.000,00	9.983	18,30%	312.513.661	382.513.661	€ 2.125.683.060,11	1.506.701	26,21%	54.554	
F I	5.503.297	108.000.000	425.406	€ 565.000.000,00	14.500	22,10%	380.687.783	488.687.783	€ 2.556.561.085,97	1.924.915	34,98%	65.612	
FR	67.024.459	1.371.000.000	5.400.295	€ 6.110.000.000,00	95.000	38,00%	2.236.894.737	3.607.894.737	€ 16.078.947.368,42	14.211.304	21,20%	250.000	
DE	82.800.000	612.000.000	2.410.635	€ 3.029.000.000,00	77.736	17,80%	2.826.202.247	3.438.202.247	€ 17.016.853.932,58	13.542.894	16,36%	436.722	
IE	4.774.833	100.000.000	393.895	€ 344.000.000,00	8.828	62,10%	61.030.596	161.030.596	€ 553.945.249,60	634.291	13,28%	14.216	
ІТ	60.589.445	885.000.000	3.485.968	€ 3.960.000.000,00	84.368	54,00%	753.888.889	1.638.888.889	€ 7.333.333.333,33	6.455.495	10,65%	156.237	
NL	17.081.507	321.000.000	1.264.402	€ 1.236.000.000,00	31.721	38,40%	514.937.500	835.937.500	€ 3.218.750.000,00	3.292.713	19,28%	82.606	
PT	10.309.573	165.000.000	649.926	€ 451.000.000,00	11.574	58,70%	116.090.290	281.090.290	€ 768.313.458,26	1.107.200	10,74%	19.718	
ES	46.528.966	426.000.000	1.677.991	€ 1.730.000.000,00	44.399	42,10%	585.876.485	1.011.876.485	€ 4.109.263.657,96	3.985.727	8,57%	105.460	
SE	9.995.153	114.000.000	449.040	€ 519.000.000,00	13.320	14,50%	672.206.897	786.206.897	€ 3.579.310.344,83	3.096.827	30,98%	91.860	
UK	65.808.573	1.244.000.000	4.900.049	€ 4.130.000.000,00	105.993	37,50%	2.073.333.333	3.317.333.333	€ 11.013.333.333,33	13.066.798	19,86%	282.647	
Sub Total	396.303.274	5.633.500.000	22.190.054	€ 23.379.000.000,00	600.000	32,74%	11.044.388.413	16.677.888.413	€ 71.398.125.916,64	65.693.307	16,58%	1.832.366	
Other Eu (28)	115.501.814	1.591.627.108	6.269.334	€ 3.183.254.215,1	7 81.695	32,74%	3.269.110.847	4.860.737.955	€ 9.721.475.909,12	19.146.186	16,58%	249.493	
Total	511.805.088	7.225.127.108	28.459.38	€ 26.562.254.215,17	681.695	37,50%	14.313.499.260	21.538.626.368	€ 81.119.601.825,76	84.839.493	16,58%	2.081.858	



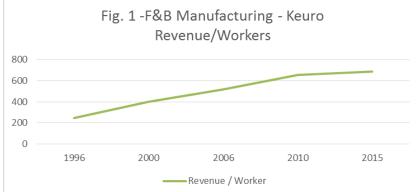


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Evolution of italian social foodservices market 1996 to 2016 segment :Food processor

Table 4.1 : Food & beverages Manufacturing - a small sample of manufacturers working with SFS companies, Italian Market -1996 2016

Analysis of the income statemen	t (P&L)									
F&B Manufacturers										
data in Euros/1000	1996	%	2000	%	2006	%	2010	%	2015	%
Revenue	459.876		1.381.124		1.769.808		2.512.852		2.993.167	
Products costs	284.220	61,80%	969.946	70,23%	1.198.487	67,72%	1.716.202	68,30%	2.129.024	71,13%
Labour Costs	55.332	12,03%	109.328	7,92%	136.990	7,74%	182.698	7,27%	192.966	6,45%
Amm & Depreciation	13.978	3,04%	31.589	2,29%	48.989	2,77%	54.826	2,18%	52.652	1,76%
EBITDA	31.682	6,89%	47.133	3,41%	56.294	3,18%	75.477	3,00%	106.744	3,57%
EBIT (Food Manufacturers)	30.224	6,57%	43.242	3,13%	29.437	1,66%	47.083	1,87%	54.092	1,81%
Net Profit	13.173	2,86%	, 17.957	1,30%	12.274	0,69%	5.841	0,23%	14.837	0,50%
Indicators:										
N° of workers (Hdc)	1.864		3.433		3.430		3.847		4.363	
Average Worker Cost	30		32		40		47		44	
Revenue / Worker	247		402		516		653		686	



Reading this data we can easyli understand the industrialization process. The contribution on sales for each workers ahas shift from 247 Keuro to 686 K euro; despite this industrialization process the profit has shift (EBIT = from 6,57% to 1,81%) The major issue is related to raw materials costs. (from 61,8 % to 71,13%9 not due to increased cost but to reducing sales price to be competitive.







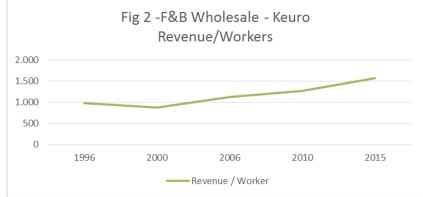


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Evolution of italian social foodservices market 1996 to 2016 segment : Food Distributor (wholesales and logistic platform)

Table 4.2 : F&B Wholesales - a small sample of suppliers working with SFS companies, Italian Market -1996 2016

Analysis of the income statement	t (P&L)										
F&B Wholesale Distributors data in Euros/1000						%	2010	%	2015 %		
Revenue	128.960		691.660		1.221.148		1.424.547		1.766.597		
Products costs	110.961	86,04%	551.031	79,67%	962.635	78,83%	1.120.679	78,67%	1.400.616	79,28%	
Labour Costs	5.394	4,18%	31.191	4,51%	41.328	3,38%	48.202	3,38%	48.001	2,72%	
Amm & Depreciation	1.434	1,11%	10.264	1,48%	10.140	0,83%	19.823	1,39%	21.812	1,23%	
EBITDA	4.645	3,60%	35.260	5,10%	61.692	5,05%	67.601	4,75%	126.721	7,17%	
EBIT (Wholesale)	3.145	2,44%	30.662	4,43%	68.331	5,60%	73.902	5,19%	104.909	5,94%	
Net Profit	897	0,70%	7.293	1,05%	33.662	2,76%	40.892	2,87%	70.350	3,98%	
Indicators:											
N° of workers (Hdc)	131		786		1.089		1.123		1.118		
Average Worker Cost	41		40		38		43		43		
Revenue / Worker	984		880		1.121		1.269		1.581		



That's the so called «Middle man» winner of this «game» of industrialization....

Food cost % has been reduced from 86% to 79% And profit (EBIT from 2,44% to 5,94%)

This Business it is quite recent (laste decade) and it is growing till today since social foodservices (public one mainly) is reducing value of meal cost despite quaility and labor cost











Evolution of italian social foodservices market 1996 to 2016 segment :Foodservices operator

 Table 4.4 : Social Food Service providers
 - a medium sample of companies working at 100% into SFS in the Italian Market -1996
 2016

Analysis of the income statement	Analysis of the income statement (P&L) SAMPLE 2										
social Food Service (SFS) Private Contractors (With 100% of turnover on SFS market) - Sample of 20% of the total italian market											
data in Euros/1000	1996	%	2000	%	2006	%	2010	%	2015	%	
Revenue on FS	230.209		384.328		653.006		749.180		880.259		
Products costs for FS	85.638	37,44%	141.113	36,20%	237.720	35,55%	261.456	34,36%	300.080	33,33%	
Labour Costs	99.282	43,41%	157.166	40,32%	269.363	40,28%	316.608	41,61%	383.716	42,62%	
Amm & Depreciation	8.510	3,72%	18.758	4,81%	24.328	3,64%	29.344	3,86%	27.292	3,03%	
Added Value	140.528	61,44%	192.374	49,35%	319.913	47,84%	366.906	48,22%	431.853	47,97%	
EBITDA	17.445	7,63%	33.931	8,70%	48.588	7,27%	55.734	7,32%	48.137	5,35%	
EBIT Social FS	13.964	6,11%	20.141	5,17%	51.931	7,77%	36.378	4,78%	20.845	2,32%	
Net Profit	4.240	1,85%	8.536	2,19%	29.241	4,37%	14.950	1,96%	13.231	1,47%	
Indicators:											
N° of workers actual	5.489		9.410		14.033		15.846		19.181		
Average Worker Cost	18		17		19		20		20		
Revenue / Worker	42		41		48		48		47		
Workers Equiv -Base 1996	5.489		9.356		16.048		18.261		21.607		
Job Lost (on this sample)	0		-54		2.015		2.415		2.426		

Results: Food cost from 37,44 % to 33,33% - lost of workers -2426 only in this sample and more ther 10.000 social foodservices - EBIT from 6,11 % to 2,32%

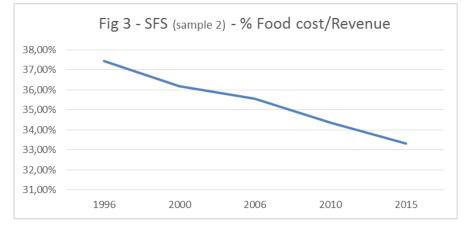


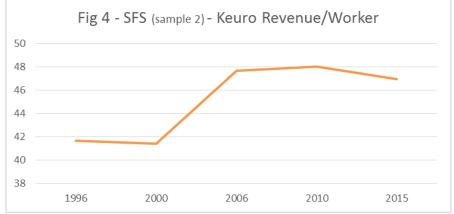




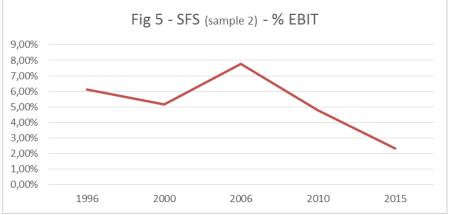
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Evolution of italian social foodservices market 1996 to 2016 segment :Foodservices operator – trend of indicators













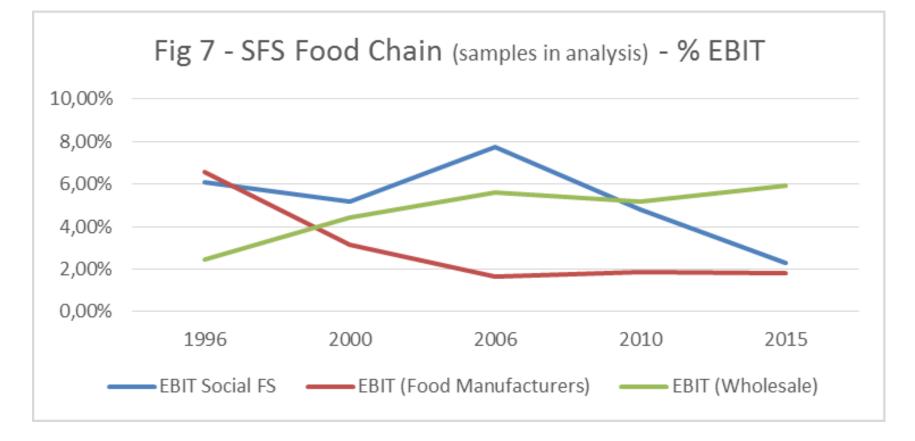








Evolution of italian social foodservices market 1996 to 2016 segment :Foodservices operator – conclusion









4 – health expenditure in same period









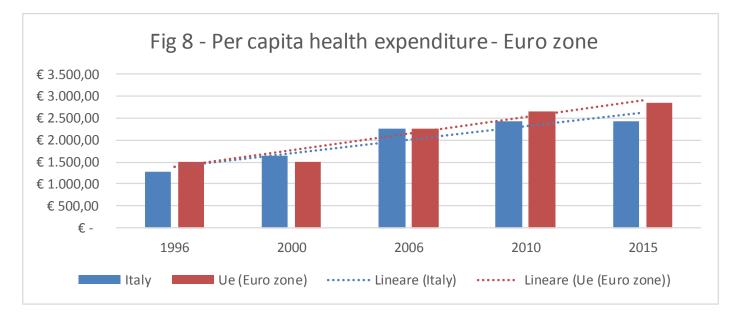




Expenditure on health – per capita 1996 -2015

Table 5.1 : Current "per capita" all expenditure on health - Euro zone -source OECD

Country/Year		1996		2000		2006		2010		2015
Italy	€	1.277,47	€	1.649,76	€	2.252,96	€	2.423,55	€	2.437,47
Ue (Euro zone)	€	1.502,21	€	1.514,52	€	2.251,33	€	2.649,79	€	2.847,59





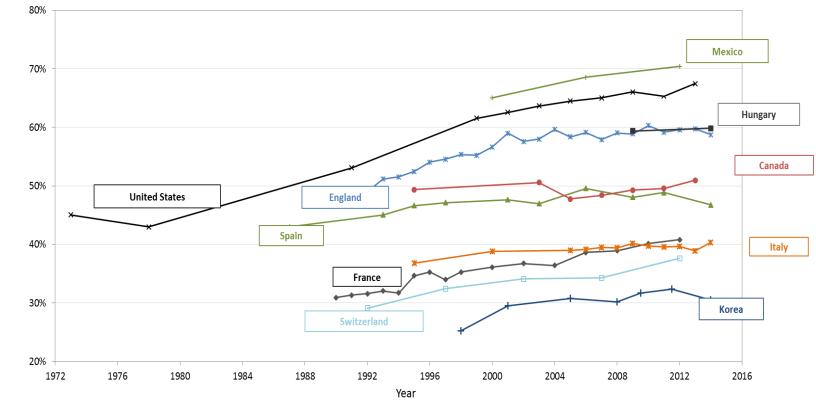








Trend of obesity (including overweight) Dati OECD



In certain country represent 8/9% of gdp







5 – The social foodservice in EU

Food Waste











Food Waste in public food services

Production et consommation du repas	Rest. Hosp	italière
Type de déchets	Gr	%
Organique	350	55,56%
Emballages	164	26,03%
Couverts en plastique	98	15,56%
Indifférencié	18	2,86%
Total par journée d'hôpital/patient	630	100,00%

Production et consommation du repas	Secteur Ho	spitalier
Type de déchets	Gr	%
Organique	212	56,53%
Emballages	116	31,01%
Couverts en plastique	46	12,27%
Indifférencié	1	0,19%
Total par repas servis au personnel	375	100,00%

 \approx

Production et consommation du rep	as Rest.d'En	treprise
Type de déchets	Gr	%
Organique	185	56,54%
Emballages	121	37,09%
Couverts en plastique	0	0,00%
Indifférencié	21	6,37%
Total par repas distribué	327	100,00%

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Food Waste in public food services - 2

Production et consommation du re	epas Rest. Sc	olaire
Type de déchets	Gr	%
Organique	185	71,15%
Emballages	40	15,38%
Couverts en plastique	0	0,00%
Indifférencié	35	13,46%
Total par repas servi	260	100,00%

Production et consommation du r	Production et consommation du repas Rest. Scolaire								
Type de déchets	Gr	%							
Organique	211	74,82%							
Emballages	69	24,42%							
Couverts en plastique	0	0,00%							
Indifférencié	2	0,76%							
Total par repas servi	282	100,00%							

= Each meal consumed out of home 250 gr waste









6 – The social foodservice in EU

Environmental Impact - CO₂ Emission











CO₂ Emission into social foodservices "Scenario A" = 4,63 Kg CO₂ Equiv. "Scenario B"

Products origin only UE

"Scenario B" = $6,91 \text{ kg CO}_2 \text{ Equiv.}$ with 50% of products NO UE origin (Latin America)

Cycle de vie "Repas" K	g C0₂ Eq.	10	20	30	40	50	60	70	80	90	100	%
Prod. matières premières:	4,085											88,07%
Entrée	0.095											2,06%
Plat protidique	3,263											70,34%
Accompagnement	0,000											0,00%
Fruit, Fromage, Dessert	0,279											6,01%
Pain	0,037											0,79%
Emballages	0,411											8,86%
Logistique (primaire)	0,043	D										0,93%
Production de Repas:	0,355											7,65%
Consommation d'énergie	0,323											6,96%
Déchets	0,032											0,69%
Logistique (secondaire)	0,027											0,59%
Consommation:	0,128											2,76%
Déchets	0,128											2,76%

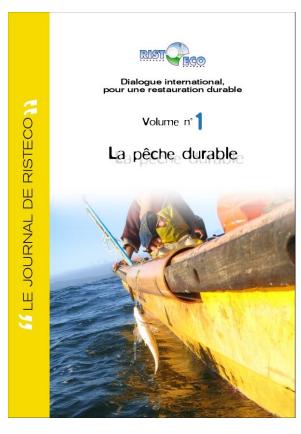
Cycle de vie "Repas"	Kg CO ₂ Eq.	10	20	30	40	50	60	70	80	90	100	%
Prod. matières premières:	4,085											59,07%
Entrée	0,095											1,38%
Plat protidique	3,263											47,18%
Accompagnement	0,000	$\mathbf{\Lambda}$										0,00%
Fruit, Fromage, Dessert	0,279											4,03%
Pain	0,037											0,53%
Emballages	0,411											5,94%
Logistique (primaire)	2,320											33,55%
Production de Repas:	0,355											5,13%
Consommation d'énergie	0,323											4,67%
Déchets	0,032											0,46%
Logistique (secondaire)	0,027											0,39%
Consommation:	0,128											1,85%
Déchets	0,128											1,85%
Total	6,915		5									100%

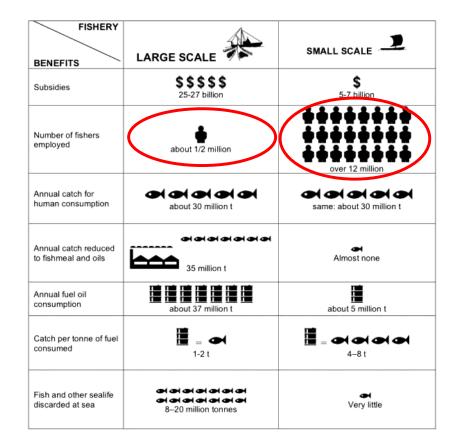






Artisanal > industrial fishing













That's our data coming up after 15 years of research and obseservation.

What others institution wrote about....



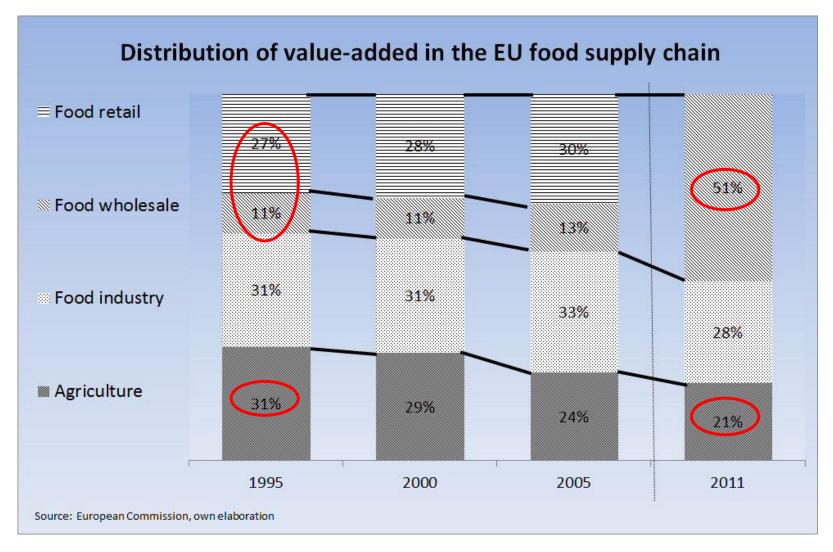








The value chain into Food system



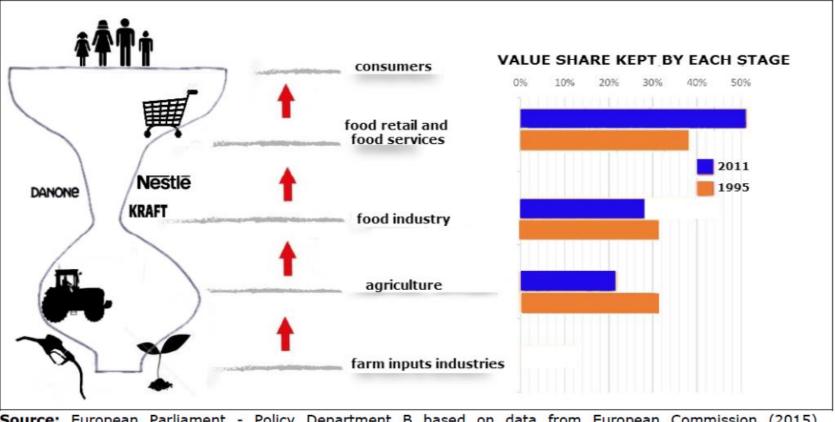






The value chain into Food system

Figure 1: EU supply chain



Source: European Parliament - Policy Department B based on data from European Commission (2015), 'Parliamentary Questions, Question for written answer to the Commission (E-000251/15 of 15.1.2015) on the Food Supply Chain' (and answer of 27.2.2015).













Blockchain













.... Blockchain. What else ?







EATING CITY INTERNATIONAL PLATFORM 2010 - 2020

.... Blockchain. What else ?



Commissioned and funded by the Gordon and Betty Moore Foundation

TRACING THE SUPPLY CHAIN

How blockchain can enable traceability in the food industry



Blockchain per l'agrifood

Scenari Applicazioni Impatti

Food Safety ? Today 23 milion of eu Peoples get sick every year for food igiene problems... after the HACCP methods was imposed to anyone working around food.... With the results to kill small producers..... !!!!! and push food industrialization.....

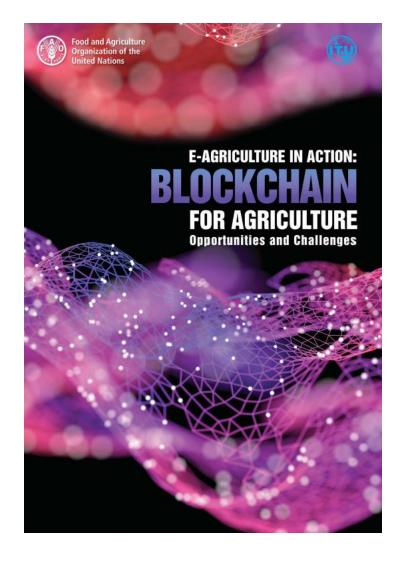








.... Blockchain. What else ?





BLOCKCHAIN IN LOGISTICS

Perspectives on the upcoming impact of blockchain technology and use cases for the logistics industry

2018











What's Blockchain ? (from wikipedia)

"A blockchain, originally block chain, is a growing list of records, called blocks, that are linked using cryptography- Each block contains a cryptographic hash of the previous block, a timestamp, and transaction data. By design, a blockchain is resistant to modification of the data. It is "an open, distributed ledger that **can record transactions** between two parties efficiently and in a verifiable and permanent way"- For use as a distributed ledger, a blockchain is typically managed by a peer-to-peer network collectively adhering to a protocol for inter-node communication and validating new blocks.

Once recorded, the data in any given block cannot be altered retroactively without alteration of all subsequent blocks, which requires consensus of the network majority.

Although blockchain records are not unalterable, blockchains may be considered secure by design and exemplify a distributed computing system with high Byzantine fault tolerance."

Our Vision about blockchain is different:

We should record not only "**transaction**" (financial) but also "**relation**" (social).... to be really "**disruptive**" and shift the actual paradigm into a new deal going back to "real economy" or "Oeconomy" = Oikos – Nomia....

Imaging for a while that we should be able to allocate the right percentage of value to who is creating the value it self... I mind, the real producer instead of the s.c. middle man and using consumer money and tax payer money (in the case of Public foodservice) to create jobs and local richness for many, instead creating richness for few.. and out our territory...

This is not a dream ! It can be real if we shift into a new paradigm.

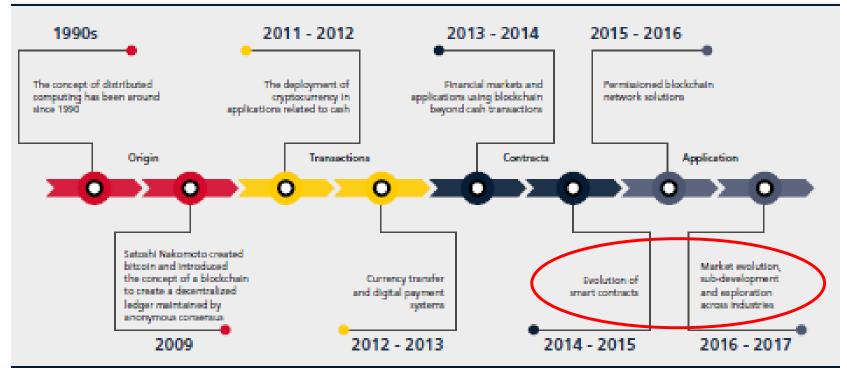






What's Blockchain ?

BLOCKCHAIN HISTORY



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Figure 2: A history of blockchain technology; Source: Accenture

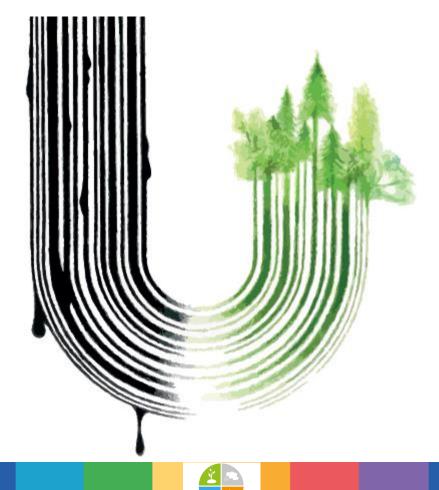






What else ?

We need you ! to shift the current food system into a new one: more inclusive & sustainable via a new «food governance»



Picture made by Ana Puhac



And now a short video from the 2015 summer campus

























Enjoy ECSC19

Maurizio Mariani Ceo Eating City Platform

m.mariani@eatingcity.org









