

FINAL REPORT

MARCHÉ CHOCÉ

European Project Semester **2018**

Design of a showstopper and market for
sustainable agriculture and commerce

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ABSTRACT

In this report, there is described how we organised a market about sustainable development on 17 May 2018. The theme of the market was chocolate and its unfair trade chain. This theme was implemented in the name of our market, Marché Chocé.

The publicity was done in different ways. Our main marketing tool was Facebook, we made an event and boosted it to invite students for the market. We also designed our offline marketing, such as posters and two large rip-off calendars on the campuses. The marketing did well, but our Facebook event was less popular as we hoped.

The market's first goal was to raise awareness. We did this by making showstoppers: constructions to stop the attendees and let them reflect on their chocolate consumption. The showstoppers did a good job raising awareness and starting conversations the day of market.

The market was on an overall base successful, and had €387,97 of profit. At the end of the project, the profit went to Les femmes de Virunga, a cooperative of women who produce chocolate in the unstable national forest of Congo.

Keywords: *Sustainable development, Chocolate, Fairtrade, Market*

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Taste
CHOCOLATE,
be the CHANGE.

INTRODUCTION

The aim of this project is to organise and promote a market on sustainable food, mainly focused on cocoa and the problems with cocoa farming. During this market, we try to raise awareness about cocoa trade, fair trade and non-fair trade and its impact on the environment and small farmers in the global South. This should be accomplished by inviting relevant companies and building a *showstopper*: an object that gains attention of the visitors and let them reflect about the topic.

The showstopper will be used during the market but will also be used for future activities (e.g. fair-trade breakfast, sustainable market, sustainable master classes). The market that we organise will take place on Thursday 17 May (2018) at the heart of the city campus of the University of Antwerp, *Hof van Liere*. This report will summarise our research and work for this European Project Semester project.

The students and staff of the university will be our target audience. On a sunny day in May, *Hof van Liere* can already attract several hundreds of students to enjoy their break. It is a popular place to enjoy lunch and it is one of the main accesses to the university library. After the market, we will think of a way to continue the awareness raising for students around sustainable, healthy and fair choices for food consumption.

The key focus lies on awareness raising. Our idea to realise that is by designing and developing a showstopper that uncovers the problems that cocoa causes in DR Congo and the remaining part of West-Africa. Additionally, we would like to raise money to support a company that tries to harvest cocoa as honest as possible.

Our client is USOS, a cooperation of the university that researches global development. In a broader social context, USOS intends to inform students and staff members of the University of Antwerp on the development in the Southern part of the world. As a large number of people in the global South are deployed in agriculture, our globalised food industry raises a wide range of questions and concerns. By promoting sustainable food, USOS tries to have an impact on the student's attitudes towards food consumption. The market in total provides USOS with visibility and the possibility to reach out to new segments of students.



1. BACKGROUND

1.1 USOS

The University Foundation for Development Cooperation is a non-profit organisation which was founded in 1985. USOS promotes and organises curricular and extracurricular training, for students and staff at the University of Antwerp, to stimulate personal and professional commitment.

USOS supports four long-term partnerships with institutes of higher education in India, the Democratic Republic of Congo, Morocco and Nicaragua. The partnerships aim at training of local staff and exchange of both students and researchers.

1.1.1 Activities

USOS organises the market on sustainable food every year in collaboration with a group of EPS students. Visitors can taste and buy organic food, fair trade products and visit market stalls from companies and organisations that try to make a difference.

Every year the market has a theme where it focusses on; this year's theme is cocoa. Cocoa is very popular in the north but can only grow in a tropical southern climate where a considerable number of farmers is not able to receive a fair price for their work.

Their other main activity, less related to the market, is their immersion program with one of USOS' partner universities. After an intensive training of one year in Antwerp, students leave to one of their four partners in the Global South to experience the country in the summer. Students live with host families and follow a program designed by the partners.

1.2 European Project Semester

EPS, or European Project Semester, is an international study-programme offered by 19 European universities in 12 countries. The initiative is mainly focused on engineering students to tackle engineering problems. However, other disciplines that can participate in the project are also welcome, for example marketing and science students. There are differences between the EPS-universities, however all the universities follow “The 10 golden Rules of EPS”: (EPS n.d.)

1. English is the working language of EPS.
2. EPS is multinational with a group size of min. 3 and max. 6 students being 4-5 the ideal number; min. 3 nationalities must be represented in an EPS-group.
3. Ideally, but not necessarily, an EPS-project is multidisciplinary.
4. An EPS-semester is 30 ECTS, the duration of which is not less than 15 weeks.
5. An EPS-project is min. 20 ECTS and the subjects between 5 and 10 ECTS.
6. The main focus on EPS is on teamwork.
7. The subjects included in EPS must be project supportive; English and a basic crash course in the local language must be an option.
8. The subjects must include Teambuilding in the very beginning and Project Management in the beginning of an EPS-semester.
9. Project supervision/coaching must focus on the process as well as the product.
10. EPS must have continuous assessment including an Interim Report and a Final Report.

The project described in this report is part of an EPS, hosted by the Faculty of Design Sciences from the University of Antwerp.



2. COCOA AND ITS PROBLEMS

2.1 Cocoa Industry

	Cocoa production in 1000 tonnes 2013/14	Cocoa production in 1000 tonnes 2013/14
AFRICA	3 185	
Côte d'Ivoire		1 741
Ghana		897
SOUTH AMERICA	696	
Brazil		228
Ecuador		210
ASIA / OCEANIA	484	
Indonesia		405
WORLD TOTAL	4 365	

Table 1: World production in 2013/2014 (Cocoabarometer 2015)

The cocoa industry is mainly located in Africa. The Ivory coast and Ghana are the largest players; with almost 60% the world's cocoa production. This density causes problems that will be discussed later in this report.

According to Beg, Ahmad, Jan, & Bashir, (2017), 'Worldwide Cocoa (approximately 80%-90%) comes from small, family-run farms, through five to six million cocoa farmers. The total area of a typical farm in Africa and Asia, is approximately, two to four hectares (five to ten acres), around 300-400 kg of cocoa beans in Africa and about 500 kg in Asia can be produced from each hectare'

The typical cocoa farmer is therefor rather small and poor. In most cocoa-producing countries, the farmers are not organised. Nevertheless, chocolate is not produced in the farms alone.

2.2 Production process (Beg et al. 2017) (Ramsey 2016)

The processing of cocoa is nearly the same as 150 years ago. The process is divided into various steps:

1. Harvesting

The harvesting of the cocoa plant happens usually twice a year. The climate conditions effect the number of harvesting periods, productivity and yield of the crop. Farmers must harvest the pods manually, because machines could harm the plant. One pod contains 20 to 50 beans; there are approximately 800 beans necessary to make 1 kg.

2. Fermentation and drying

After the harvesting, farmers cut the pods in half and separate the beans from the pods. The beans are then placed in a box or heaped into piles and covered with banana leaves. At this moment, the fermentation can start. The total process takes about three to seven days. Farmers must stir the pile of beans at a regular base so the fermentation happens evenly. This process is important for the quality and flavour of the eventual cocoa or chocolate. After the fermentation, the beans dry in the sun. The drying keeps them preserved, so the beans can be shipped.

3. Packaging and transportation

The dried beans are stored into breathable burlap sacks to export them to a warehouse or directly to the chocolate maker.

4. Processing of the beans

In most of the cases, the transport companies ship the roasted beans to large processing companies where the beans are cleaned and inspected. After that, the beans are roasted in an oven and cracked open afterwards to remove the inner nibs. This process is also known as kibbling (cracking) and winnowing (separating from the shell).

5. Making Chocolate

The following steps are usually done by the processing factory, nevertheless also sometimes by the chocolate producer:

The nibs are grinded and refined after the separation from the shell. By adding temperature and friction during this process, the nibs transform in a thick paste named



cocoa liquor. At this moment, ingredients can be added. Depending of the chocolate that is being made, the producer adds sugar, milk solids, cocoa butter or other powdered flavours. Cocoa butter can be extracted from the nibs with a hydraulic press. The butter is the main ingredient of white chocolate, but also serves as an ingredient to change the texture of classic chocolates. The remaining pressed nibs form cocoa powder.

In some cases, the molten chocolate is stirred for several days in a process called conching. Conching lets the chocolate aerate and allows some of the natural volatile flavouring components to escape. Sometimes, the chocolate will be aged; where it is moulded into large containers so the taste can develop for several weeks.

The chocolate looks ready at this point but does not have the right texture yet. By heating and reheating it at precise temperatures, the ideal crystal structure becomes obtained. This process called tempering makes the chocolate brittle. After the tempering, the chocolate is ready to be poured into moulds to make chocolate bars.

2.3 Problems

Since the start of this decade, various sources started to report about undesirable practices on cocoa farms. The stunning truth about cocoa farmers often came in waves of articles and documentaries.

One of the first waves started in the year 2000, with the BBC documentary: 'Slavery: a global investigation'. Supported by various articles, the BBC uncovered the slavery on the cocoa farms. The documentary was mainly focused on the Ivory Coast and claimed that 90% of farmers working on the farms were slaves. The Ivory Coast, and other countries such as Mali, denied those numbers but admitted that there was a slavery- and child labour problem. (BBC 2000)

Afterwards, a wide range of waves followed, often started by a documentary and followed up by articles. Numerous scandals got revealed, and the consumer got aware of the problems. Large labels, such as *Fairtrade* and *Rainforest Alliance* got popular, and new labels such as *UTZ* got founded. (Fairtrade Belgium n.d.)

Twenty years after the first reports, there are still undesirable practices on a significant number of cocoa farms. The demand for fair chocolate is increasing, nevertheless farmers are still suffering from poor labour conditions, low incomes, etc. Child slavery still exists and the wage gap in the cocoa value chain increased.

2.3.1 The farmers

Cocoa farmers often live in poverty. *Fountain & Hütz-Adams* declared in the cocoa barometer of 2015 that there are various factors that cause this, including: low and fluctuating cocoa prices, lack of farmer organisation and market power, the small size of the farms, uncertainty of land tenure, sharecropping, low productivity, lack of infrastructure and access to market and market information.

This poverty is also shown in the alarming average wages of the cocoa farmers. In Ghana the average wage of a cocoa farmer is \$0.84 per day, in the Ivory Coast it is even less (\$0.50 per day). For comparison, the world's poverty line is located at \$1.25 per day. (Oxfam-wereldwinkels 2017)



All of these problems make the farmer's profession increasingly unpopular for the new generation, which raises the average age of the cocoa farmer to circa 50 years old. (Fairtrade Foundation n.d.) Various young people still aim to work in the business, but not as a farmer, as they see that it cannot provide a decent living income.

To supply the rising demand for cocoa products, farmers search for other solutions, such as child labour and trafficking, to maintain a profitable business. In the past ten years, Ghana and the Ivory Coast made major steps to combat Child labour by stepping up against the violators. As described in the Cocoa Barometer 2015 (Fountain & Hütz-Adams 2015), 'The scope of the challenge, however, is still larger than the current efforts, but at the very least the issue seems to be more open for discussion at the level of policy makers.'

Today, Child labour is forbidden in Ghana and the Ivory coast, nevertheless Child work is still present. This last one is allowed and is described as, 'Occasionally helping on the farm, if this work does not get in the way of the child's education and development.'

2.3.2 The trade chain & price (Fountain & Hütz-Adams 2015)

The unequal trade chain of cocoa is probably the largest problem of the present cocoa business. This trade chain is often pictured as an hourglass with the five to six million farmers on top, and billions of consumers at the bottom. In between those two sides are a few large processing companies.

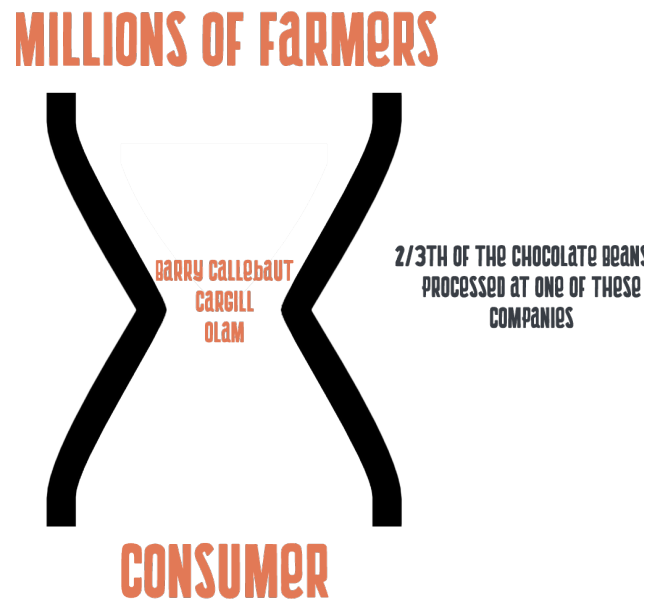


Figure 1: Hourglass representation of the cocoa trade chain.

70% of all the chocolate is processed in Barry Callebaut, Cargill or Olam. Numerous companies merged during the past 10 years, so the market continues concentrating. This concentration provides large companies with more power and reduces the power of the farmers. Because of their size, the processing companies are mainly in control of the price per ton. They can influence the market and maintain the paid price as low as possible.

Nevertheless, the added value of this processing is a rather small part of the final bill. A significant amount of the added value, which constitutes the price for the consumer, comes from the manufacturing and retail of the chocolate bar.

2.3.3 Value distribution

If a consumer buys a chocolate bar, an estimated 6.6% goes to the farmer. Because of the lack of high costs, farmers have the largest relative income of the value chain, however, this does not mean that they are not poor. The small scale of their farm and low productivity makes their total annual income very small and well below the poverty line. The farmers are mostly self-employed, so the relative income is not their direct profit, but must be considered as income from labour, land and return on investment.

The next part in the value chain is the shipping: an estimated 6.3% goes to this phase. This includes inland transportation (farmer to cooperatives), taxes and marketing boards, international transport, arrival costs at the port, etc.

Afterwards, the beans are processed and an estimated 7.6% of value is added. This does not seem much, however, because of the large scale of the executive companies the overall profit is high. In the picture below, the added values are displayed per ton of cocoa. As comparison, Barry Callebaut processed 1,914,311 ton between 2016 and 2017. (Barry Callebaut 2017)

Value Distribution	Sells	Buys	Value Added	Profit	final sale
Farmers income weighted	\$ 1.874	\$ 664	\$ 1.210	\$ 1.210	6,6%
Inland Transport	\$ 1.971	\$ 1.874	\$ 97	?	0,5%
Taxes/MarketingBoard	\$ 2.745	\$ 1.971	\$ 774	?	4,2%
International Transport	\$ 2.793	\$ 2.745	\$ 48	?	0,3%
Costs port of arrival	\$ 2.993	\$ 2.793	\$ 201	?	1,1%
International Traders	\$ 3.038	\$ 2.993	\$ 45	\$ 15	0,2%
Processors & Grinders	\$ 4.434	\$ 3.038	\$ 1.395	\$ 211	7,6%
Manufacturer*	\$ 10.858	\$ 4.434	\$ 6.425	\$ 870	35,2%
Retail& Taxes	\$ 18.917	\$10.858	\$ 8.058	\$ 473	44,2%

Per tonne of sold cocoa

Figure 2: Added value per step (Fountain & Hütz-Adams 2015)

After the processing of the beans, chocolate is manufactured out of the cocoa mass as described in 1.2.1.1 *Production process*. This manufacturing is responsible for 35.2% of the added value. This high amount is a result of the high wages in the North.

After that, the chocolate is ready for retail. This is the part with the largest profit, 44.2% of value, is added (including taxes). The retailers are the final price setters, and thus important in the sustainable cocoa discussion. However, they are majorly absent in the whole discussion.

To summarise, the farmers obtain 6.6% of the added value, which does not provide a fair price for their amount of time and work. They do not have any market power because of the lack of organisation, however, the entire value chain depends on them. Organisation and productivity could make them powerful and increase their added value, which could implement a shift of added value. For example, if we would pay a farmer double, a €1 chocolate bar would cost the consumer €1.06; a barely noticeable change in the consumer's wallet.



2.3.4 Price

The price for a ton of cocoa is vulnerable for fluctuations caused by external factors. Numerous people tend to forget that their chocolate comes from a tree, and the price of cocoa beans depends of the amount that is being harvested. Several factors can influence the amount of harvested cocoa. Common cocoa tree diseases, such as *Witches Broom* and *Black Pod*, can infect the tree and make them unusable. Even the health of the farmers can influence the price, as noticeable during the Ebola outbreak of 2014.

Additionally, a cocoa tree takes five years to grow beans. Farmers must predict their number of trees five years in advance. A decade ago, the growth of the market was overrated due to the lack of organisation of the farmers. This led to an oversupply that dramatically decreased the prices with 40% in 2017. Last but not least is the climate; without an adequate amount of rain and humidity, the harvest will be significantly smaller. (Beg et al. 2017)

Also notable is that, although the price of cocoa dropped with 40% in 2017, chocolate did not become cheaper, it often became more expensive. In 2018, the cocoa prices were finally going up again, although caused by an outbreak of an infection harming the cocoa trees. (Trading Economics 2018)

2.3.5 Environmental issues (Higonnet et al. 2017)

The growing demand for cocoa causes environmental issues as well. Deforestation is the most important one with the largest impact. The problem of deforestation is mainly located in West-Africa, because the size of the cocoa market there. Ghana and the Ivory Coast suffered the most from illegal deforestation; a significant part of the national parks is almost entirely cleared and replaced with cocoa monoculture. The impact on the local wildlife is therefore noticeable; the Ivory Coast got its name from the numerous of elephants living there, but due to deforestation and poaching only 200 to 400 of the original millions of elephants remain. Various other species are threatened as well by the deforestation, for example chimpanzees who are slowly disappearing in the Ivory Coast. (Marchesi et al. 1995)

Ghana, for example, lost 7.000 square kilometres of their protected forest or about 10% of their entire tree cover between 2001 and 2014; approximately 25% due to cocoa monoculture. All of this is illogical because cocoa needs shade to grow. Although believed by the farmers, deforestation is not the solution for the growing demand for cocoa. (Higonnet et al. 2017)

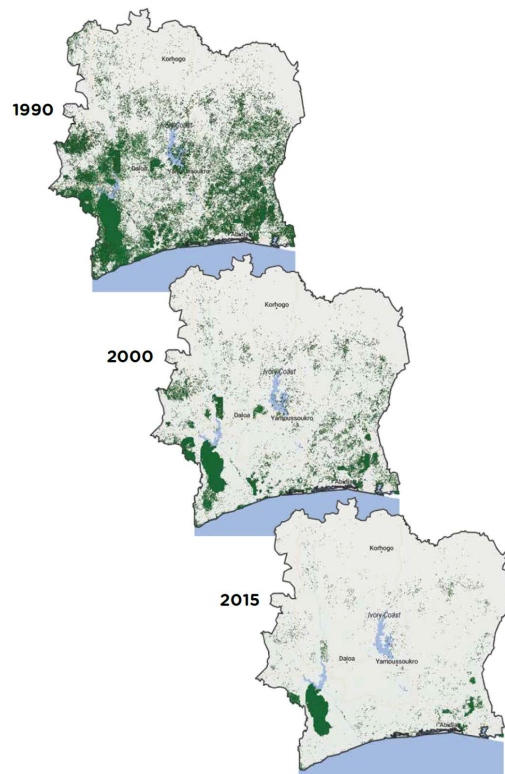


Figure 3: Deforestation Ivory Coast 1990-2015 (Higonnet et al. 2017)

2.4 Fair labels (Foundation & Nations 2016)

By certifying chocolate, independent companies try to create minimum requirements for sustainable chocolate. Those requirements often demand a minimum price, a maximum use of fertilisers, good labour conditions etc.

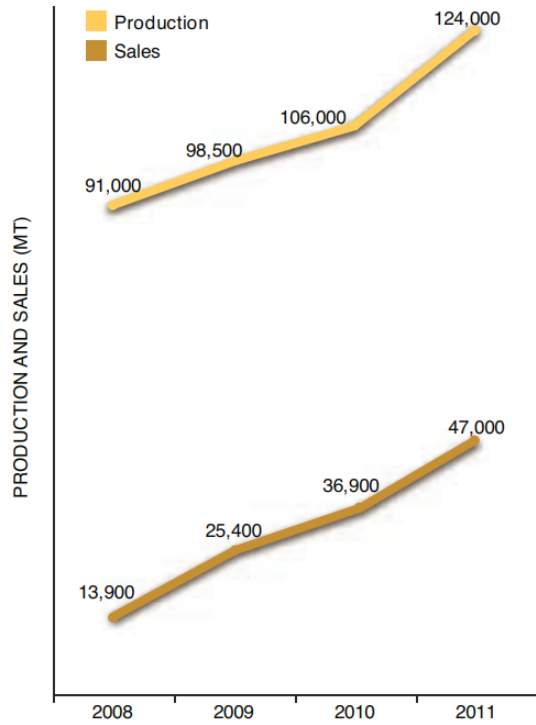
The most important labels are Fairtrade, Rainforest Alliance and UTZ. The last two are planning to merge soon. Fairtrade is the most known label and tries to protect their farmers by offering them a minimum price of \$2000 per ton, and a bonus of \$200-300 for community development per ton.

These actions are not sufficient to raise the farmers out of poverty, so the labels are often criticised for the minor change they make. When the cocoa-prices are higher than \$2000, the farmers only receive the bonus as a surplus. Nevertheless, the \$200 makes almost no change. To raise the farmers out of poverty, the minimum price should be multiplied by two or three. This could decrease the producers who chose Fairtrade and make Fairtrade's market share smaller.

Fairtrade chocolate is often not made from Fairtrade beans. Because of their small market share, all the beans are mixed during transportation to maintain the chocolate affordable. The only difference with a normal chocolate bar is the price distribution.

Another well discussed problem is the oversupply of Fairtrade beans. Numerous farmers become certified, however the demand for Fairtrade beans is not sufficient. Numerous cocoa beans that could be sold certified, must be sold as normal chocolate. This applies for all off the well-known labels, also for UTZ as illustrated below.

FIGURE 7.8 FAIRTRADE COCOA PRODUCTION AND SALES, 2008–2011.



Sources : FLO, 2011b, 2012.

Figure 4: Utz Certified production vs. Sales (Foundation & Nations 2016)

Labels are trying to make a difference, but their impact is often restricted. Everyone can buy Fairtrade cocoa beans, but this does not make them sustainable since the farmers are still poor. Extra efforts are necessary to make chocolate sustainable on the long run.

2.5 Direct trade

Direct trade is a way of making chocolate where the large processors are not included in the trade chain. Small chocolate makers often choose direct trade, so they are assured that their beans have a good origin and quality, and their farmer receive a fair payment. Direct trade beans can have a more complicated taste, because they are not mixed with other types of beans. An 80% pure chocolate bar can have a fruity, non-bitter taste when made with the right beans.

There are two main ways to make direct trade chocolate. The first one is called *Bean to Bar* chocolate, where the producer makes the chocolate out of the (roasted) beans or nibs bought directly out of the country of origin. The second way is called *Tree to Bar Chocolate*, where the chocolate is made on the farms itself. This way of making chocolate is rare and can mostly be found in the wealthier chocolate producing countries in Asia and South-America.

Most *Bean to Bar* makers pay their farmers two to six times the market price in return for sustainable beans. This can make a major difference for the farmers, nevertheless the market is rather small. (Ramsey 2016)

3. DEMOCRATIC REPUBLIC OF CONGO (DRC)

The intent of this chapter is to provide information about the history of the Democratic Republic of Congo (DRC), as we try to understand the difficulties of cocoa trade in Congo as the second theme of the market.

The country DRC is located in Central Africa with a population 81,339.988 in 2017. (United Nations 2017) The history of DRC is violent and bloody, mostly because of the destabilisation after the precolonial past and slave trade.

With the colonial ambitions of King Leopold II of Belgium to colonise Congo, the country was called *The Congo free state* from 1885-1908. The local army from King Leopold II, the *Force Publique*, forced the local population to build railroads. To ensure the work rate of their labourers, the *Force Publique* kidnapped the families of their workers, burned down villages to the ground and cut off hands of people who revolted, children included. (Britannica, n. y.)

Belgian historian Hochschild claims that there may have been 10 million people who died under Leopold II, in the act of ruling the country. 'It is 60 times the size of Belgium [and] [...] the largest private estate ever acquired by a single man - and one he never saw. (The Guardian 1999)

In 1960, a conference in Brussels was organised to discuss the decolonisation and conditions to transfer the power. When Congo finally received their independence, the country fell into chaos. Over the following decades, Congo experienced changes in Leadership and bloody fights and wars. (Britannica n.d.)

In recent years, there were two significant wars in DRC. After a genocide in Rwanda, where 800.000 people died in approximately 100 days, two million people fled Rwanda to seek for help and stability in Congo. The refugee camps functioned as army bases for the exiled Interhamwe and Army for the Liberation of Rwanda. From these camps, the local population was robbed and terrorised. After the eastern Congolese *Banyamulenge* tried to force the Rwandans out of the country, the first Congolese war started, which lasted from 1996 until 1997. (Zapata 2011)

The eastern part of the country was a destabilised war zone, where it did not take longer than two years for *The Great war of Africa* to erupt. This conflict lasted from

1998-2003 and involved, 'Congolese government forces, supported by Angola, Namibia, and Zimbabwe, against rebels and soldiers backed by Uganda and Rwanda.' (Zapata 2011) In 1999 the UN intervened with 5000 peacekeepers to monitor the situation after seven countries signed the *Lusaka Peace Accord*. In 2001, President Kabila was assassinated and his son, Joseph Kabila, took over the office. He achieved a successful peace deal, which initiated a withdraw of Rwanda's and Uganda's forces out of the country. In December 2002, Kabila negotiated a peace deal with internal rebel groups, promising them a power-sharing interim government. This deal became official when Kabila signed a transitional constitution in April 2003. (Zapata 2011)

4. SALON DU CHOCOLAT - CHOCOLATE FESTIVAL IN BRUSSELS

To gather more information, to promote the sustainable market and to establish contacts, our team took the opportunity to visit *Salon du chocolat* in Brussels.

We used this occasion to collect ideas for Congolese food in the Matongé quarter in Brussels. A small African snack stand offered us some good ideas for dishes to serve. Another customer at this shop, Honorey from Ghana, provided us the contact information of a band that plays African music.

At *Salon du Chocolat* we focused on establishing contacts, to learn as many as possible and to collect more ideas for offers during the market. The presence of all the Chocolate companies was overwhelming. We established contacts with some *Bean to Bar* companies, the smallest companies of the festival. We experienced a range of different products, including chocolate infused Champagne, chocolate liquor and a combination of dark beer and chocolate.

Furthermore, we learned to eat chocolate correctly. The procedure requires first to smell the chocolate three times and bite of a piece to let it melt on your tongue. After the chocolate melted, a wide range of tastes could be discovered.

5. MEETING WITH OXFAM

As part of the organisation of the market, we had weekly meetings with our supervisors. During the first weeks, the meetings were mostly focused on showing and explaining the research that our team had completed.

In the third week, our team had the opportunity to meet with Bart Van Besien, the policy officer and project manager at Oxfam-Wereldwinkels, whose work mainly focusses on sustainability in the supply chain of cocoa. His approach of the issue of cocoa trade provided us with a proper perspective, since his expertise comes from his work with farmers in the Ivory Coast and from his research. Bart gave us a wide explanation of the problems in the cocoa value chain, as discussed in 2.3.

To sum up, the meeting with Bart showed us the problems and the emerging solutions that the cocoa sector is experiencing. With all this information we could understand the situation better, to implement this information at our market.

6. COMPANY VISIT

Since the market for fair chocolate continues growing significantly, multiple Belgian companies started a new fair chocolate brand. Some try to work with certified beans or chocolate drops, others try to go even further and start a bean to bar brand. Through our journey to find some of these Belgian companies, we came across the Antwerp-based company called *Coup de chocolat*.

Coup de chocolat is an innovator in the world of chocolate by creating fine flavour Belgian chocolate bars. They search for exceptional beans themselves that are expertly fermented and roasted. These beans are processed in Antwerp, in what is probably the smallest chocolate factory in the world. All their beans are grown by honest agriculture. *Coup de chocolat* uses direct trade, to make sure their farmers earn enough for their hard work. Only basic ingredients are used in their chocolate: top quality cacao beans and organic cane sugar.'

We contacted the couple that runs this business and they invited us over to visit their business. They melt, temper and pour the chocolate into the moulds, sometimes they add some additional ingredients such as salt and cocoa nibs. Afterwards they pack the bars into their packaging.

The company visit to *Coup de Chocolat* taught us more about bean to bar chocolate and their extraordinary taste. At this moment, bean to bar is a niche-market because of the high prices, small market share and its relative unfamiliarity. However, we consider it as the fairest way to make chocolate and will certainly promote it during our market.

7. MASTERCLASS

The weekend of Friday 23 till 25 March, our team had the chance of participating in a masterclass for Sustainable Development in the city of Antwerp. The activity took place in *Het Scoutshuis*, where 60 people of different backgrounds, ages and nationalities spent three days discussing sustainability. The aim of the masterclass was raising awareness among its attendees about sustainability; by expanding their knowledge and sharing experiences. The event was mainly organised by USOS, with support from institutions such as The Institute of Development Policy (IOB), Arbeid & Milieu, FoodWIN and Wow Food Belgium.

The masterclass was divided into four main tracks: circular economy, supply chain of cocoa, food waste challenge and vegan food catering. Even though each track was scheduled at the same hours, attendees gathered for eating, so we had the chance of sharing experiences and meeting new people.

7.1 “Supply chain of cocoa” track.

Since our objective was to collect as much information about cocoa trade as possible, our team participated in the *Supply Chain of Cocoa-track*. The track aimed to uncover every step of the value chain of cocoa, from production to consumption, with the purpose of informing the participants on the status quo of the sector. The course consisted of two main activities: speeches from a set of experts in the field and a visit to the small enterprise from Antwerp, *Coup de Chocolat*, with a chocolate-tasting workshop.

7.1.1 Speeches

On Saturday morning, we attended the meeting with cocoa experts from different organisations: Stijn Decoene (Fair Trade Belgium), Jelle Goossens (Rikolto), Bart Van Besien (Oxfam-Wereldwinkels) and Gaël Lescornec (World Cocoa Foundation). In the afternoon, the conferences continued with the presence of Nestlé and Lidl, cocoa retailers and manufacturers, that intended to clarify their role and the sustainability efforts they are carrying out. After all the speeches, we had the chance of participating in an open debate where we could interact with the participants and lectures of the masterclass.





Figure 5: Speeches

7.1.2 Visit to *Coup de Chocolat* and chocolate tasting workshop.

On Sunday morning the members of the *Supply Chain of Cocoa* track visited a small chocolate factory in Antwerp, *Coup de Chocolat*. The company, based in the house of Isabelle and Tom, follows the initiative of bean to bar chocolate. What makes their business so special is that they personally take care of travelling to the cocoa-producing countries and buying the beans before processing them in their home in Antwerp.

After the visit, we moved to a nearby coffee bar where we had the opportunity to participate in a chocolate tasting by Isabelle. All the chocolates were from different origins and mixtures.

The group had an enriching experience during the masterclass at work- and personal level. We collected new information that expanded our knowledge, and we received feedback from the participants that allowed us to implement new ideas for the market.



Figure 6: Chocolate tasting *Coup de Chocolat*

8. PHASES OF THE PROJECT

8.1 Matrix

By creating a matrix, we could organise everything in one chart and remain the overview. This chart contains all steps and schedules until the deadline. The matrix can be found in appendix 2, together with our previous project plan in appendix 1.

The first and main chart created the general overview of the project. This overview is divided into three categories, *the main tasks*, *sub activities* and *sub sub activities*. The main tasks define our four principle steps: research, organisation, market day and documentation. Every task receives a deadline and a certain time to accomplish.

Our first task, research is divided in desk research and talking to people. The desk research was planned during the first weeks, where we gathered all the information we could find from articles, websites and books. Next, we tried to meet as many relevant people as possible.

Once all the initial research was finished, we moved towards the organisation task where we started planning the market. This part consists of finding food- and market stalls, making an estimated budget, designing the showstopper, creating the marketing etc.

Furthermore, we searched for possible fun activities to retain the event interesting and managed the space distribution. With the need for material, we made a material list, so we could start renting everything from the city and renting companies. The list of materials rented from the city, is displayed in Appendix 4. Trying to avoid setbacks, we arranged a rain and safety plan, to be sure that everything goes as planned. After that we created the programme for the event with some workshops and live music included.

The task of the market day summarises most of the things we should consider on the day of the market. The matrix was made in an early phase, so this part is not as complete as in reality. Once the market is over we pass on to the documentation, where we plan the making of the report and evaluation of the market.



8.2 Marketing

In the following part, there will be an overview of our marketing, starting with our target groups, followed by the Corporate colours and ending with the online and offline marketing. Every product or project that is implemented at the market should have a certain corporate identity. That identity is representative and authentic for the project, so users or customers can associate colours, shapes, typographies or words with the product itself. Our corporate design will have to represent the meaning of the market, and in addition attract people to our market.

8.2.1 Target groups

Our main target group consist out of all the students from the University of Antwerp, male and female, with an age of 18 to 25 years old, and with their campus based in the centre of Antwerp. Students with a sustainable lifestyle will be most appealed by the market, but we aim to attract any kind of student. The offers of food and drink will help to lure more students to our market, with an unaware background.

Our other target group is the sustainable and aware public. Any person of any age with interest in sustainability or fair cocoa is targeted. Teachers and staff can be seen as a third, but smaller target group.

8.2.2 Corporate Colours

To select the colours of our corporate identity, different factors were considered: The first factor was the approach to the African culture. For this, we investigated the most frequent colours that are used in clothing, and in general, the colours of the African nature. These colours are often used complementary (the ones that are in an opposite position within the chromatic circle) or used in contrast with each other. The variety and combinations of these colours transmitted energy, vitality, strength and happiness to us. They communicate the African culture and that is why we aimed to maintain that idea in our corporate identity.

Secondly, the next factor we considered is the chocolate factor. As it is difficult to transmit this concept without using the colour that defines it (brown), we used it in addition to the bright colours of cocoa pods.

Finally, we examined the meaning of each colour, which conveys and connotes the public. The four main colours that we are using are:

- Light orange: joy, creativity, success, inspiration
- Light green: purity, ecology, health, naturalness
- Light blue: constancy, trust, cleanliness

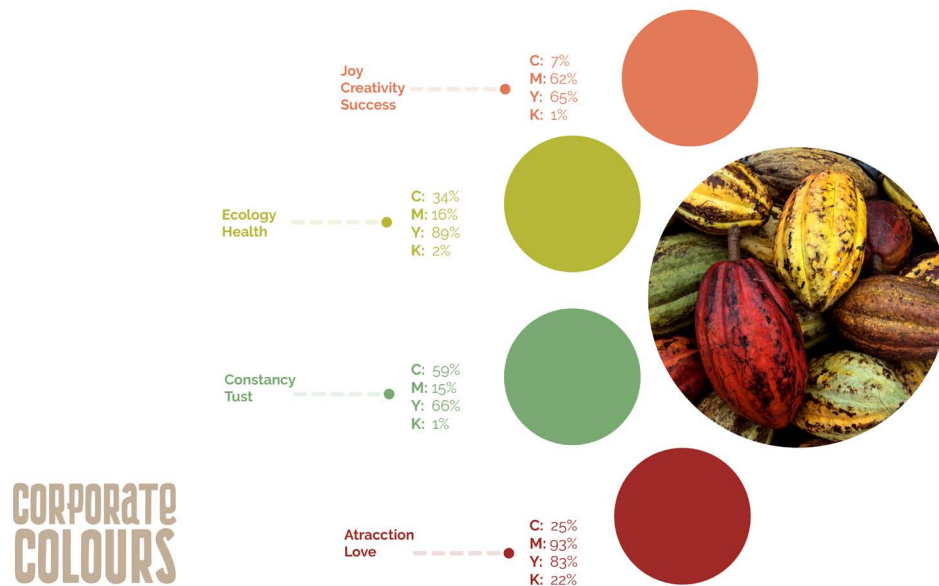


Figure 7: Corporate colours

8.2.3 Logo & Motto - Marché Chocé: taste chocolate, be the change

To decide our name, we had to be very careful and tactful. The name of the event should be attractive, convey happiness and joy. However, the message that we intend to transmit does not have a positive meaning. Therefore, we made the decision to establish a name that could attract people but did not mask the true objective of the project.

The chosen name is Marché Chocé, which looks like the French *Marché Choqué* or 'Shocked Market'. This title arouses curiosity in the audience while it communicates its bond with chocolate and the shocking truth of chocolate.

To complement the strength of the name of the project, we combined it with a motto that specifies the content of the market, 'Taste Chocolate, be the Change'.

The creation of the logo was the last step of the corporate design. The logo we created is composed out of three elements: the word *Marché*, the word *Chocé* and a circle that surrounds them. The first two mentioned elements, the name of the market, are written in *Cookit*, a playful font. This typography transmits strength and security due to its thick structure, nevertheless the fact of having an organic shape makes it look casual and close thus the words result attractive and readable. The colours chosen for the words are brown (*Chocé*) and light orange (*Marché*).

Finally, the last element that intensifies the words is the circle. This surrounding circle is drawn in a way that simulates a handmade stroke and resembles a chocolate stain. In addition, the figure of the circle transmits unity, a concept that we intend to transmit with our project.



Figure 8: Logo

8.2.4 Online-marketing

8.2.4.1 Social media campaign

We limited our social media campaign to Facebook, other social media were not used. In this chapter we will describe the Facebook event and content we produced for the campaign.

Creating an event with the USOS page gave us the advantage of inviting the broad fanbase of people who already liked the USOS page. The key to be successful with describing the event is to be as specific as possible. All details about the event itself should be described in short and expressive manner.

It is important to attract people and retain interested people involved. The easiest way to achieve this, is by posting on a regular base. We first tried this by giving fact videos to our audience to raise questions or make them aware of the present problems of cocoa trade. These facts were about cocoa, chocolate and Congo.

Furthermore, we posted some of the activities that we organise during the market, each time with a picture, because pictures often receive more likes and are spread easier by the Facebook-algorithm. Underneath is an example of a picture we posted:



Figure 9: Example Facebook content

A helpful tool on Facebook, called *Insight*, helps to monitor traffic and recalls of the event and posted content. The outcome of this traffic will help us to direct our strategy to post two times per week. Other content for the event will be the aftermovie of last year and videos or pictures to update the details of the event.

Boosting the event on Facebook is another great tool to promote your event. We spent €30 on five days to reach students who are more difficult for use to reach. We made a target group in de advertising tool of people who study at the university between 18 and 25 years old.

8.2.4.2 Website-marketing:

We did not make our own website but promoted the event on a large number of free websites, including Eventbrite.

8.2.5 Offline-marketing

8.2.5.1 Poster

For the communication at the physical level of the event, we designed a poster. Its purpose was to complement and support the remaining advertising strategies that we carried out.

The style of the poster determined the corporate style of our project, since all the activities that we developed later tried to follow the same design rules. The poster was combined with the Facebook campaign, the rip-off calendar and the ads in the online university platform: *BlackBoard*.

The composition of the poster contains the basic information about the event and some of its activities, accompanied by our logo and motto. Two different typographies were adequate to expose the information. For the background of the poster, we used an illustration of cocoa pods made by Elena. We considered printing an amount of 50 posters that were hung at different strategic points of the university, such as the entrance to the library and other corridors.



Figure 10: Poster

8.2.5.2 Guerrilla marketing: Rip-off calendar

This chapter will focus on how we produced two large scale rip-off calendars of a cocoa tree with fruits. First the idea will be explained, afterwards the way we produced it.

Two weeks before the market, we used the glass boxes, located next to the main entrance of *Prinsstraat* and in the library entrance, to advertise the market in an unusual way. Inside the box is a cocoa tree with pods displayed with a Rip-off calendar to count down the days till the market. A poster is referring to the day of the event.



Figure 11: First glass box calendar

Idea

The idea was to use all the given space and attract any bypassing student. We had two places available to advertise the event. One of the places is in the entrance of Hof van Liere with a 3 x 1m glass box, the second place is next to the entrance of building 'PM'. In the middle of this large-scale photo is a rip-off calendar to count the days till the market.

Process

We used a program called *Rastorbator* that can produce massive images out of every picture because it rasterises the picture and expands it on multiple A4-pages. 64 pages were used in total to display the cocoa trees. All the other visible elements, such as the logo of USOS, the *Marché Chocé*-logo and the rip-off calendar itself, were adjusted with Adobe Photoshop and afterwards printed. Every part of this calendar was fixed with small needles inside the glass box.



Figure 12: Close-up to explain the rasterising

8.3 Stakeholders

Our main stakeholder is USOS, our main sponsor and the initiator of the project, as discussed in *1.1 USOS*. Our other stakeholders are the Congolese community, cocoa farmers, the University of Antwerp and its students.

8.4 Showstoppers

To achieve one of the main objectives of the project, raise awareness, our team has developed multiple showstoppers. According to the definition of Oxford Dictionaries, a showstopper is something that is striking or has great popular appeal. (Oxford Dictionaries n.d.) Before designing the showstopper, we organised multiple brainstorms where we divided the ideas into individual and overall approaches. We also gave a workshop at the masterclass weekend, where we got more feedback and ideas. With these ideas, we did a final brainstorm.

8.4.1 Design of showstoppers

8.4.1.1 Interactive hourglass: Pay the Farmer

This showstopper tries to explain the complicated value chain, often displayed as an hourglass. To carry out this concept, we designed a rotating two-dimensional hourglass that represent the three major parties of the cocoa value chain: the upper part of the hourglass represents the farmers, the narrowest zone represents the large chocolate processors, and the base represents the consumers.

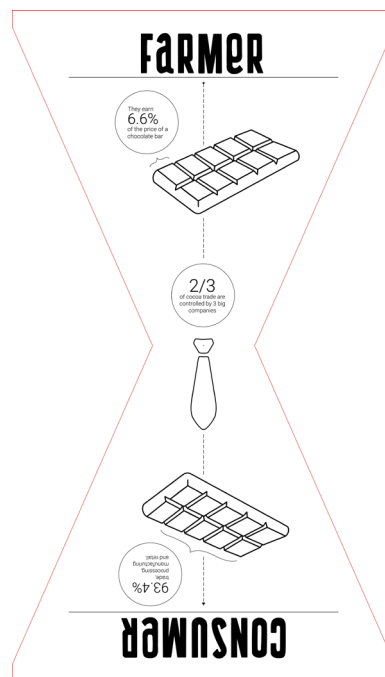


Figure 13: Hourglass background

To convey this message, we added simple illustrations and a small text to the hourglass. For the interactive part we put inside the structure of our showstopper a few cent coins and a 5€ bill that, figuratively, represent the money in the value chain that tries to go from the consumer to the farmer. By turning the hourglass 180 degrees to visualise the information, the user would see how the coins move from one side to the other, however, the bill would be trapped in the neck of the hourglass, where the processing companies are figurative located.



Figure 14: Hourglass result

We used wood as the main material and Acrylic glass as the cover for the design. The hourglass and its engravings were made with the laser machine from the university's workshop.

Finally, we built a structure to place the hourglass on a table so that it could be turned by users. For the construction, we counted on the advice of the technicians of the workshop.

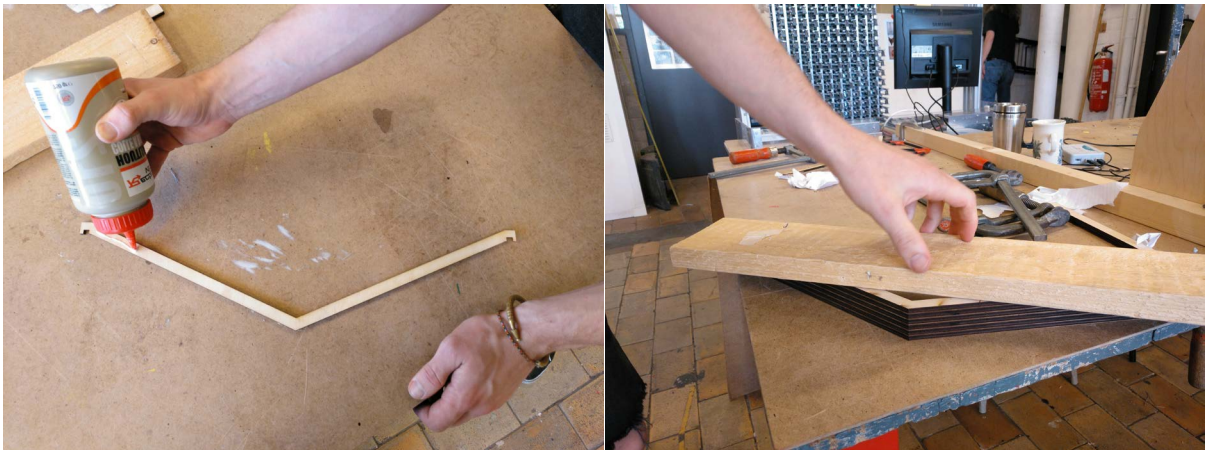


Figure 15: Gluing the hourglass

We were happy with the result. The system was stable and easily manageable for both the user and other EPS teams that intend to use it in the future.



Figure 16: The result of the hourglass

8.4.1.2 Photowall

While looking to create some sort of interactive showstopper we had the idea to create a photowall, allowing people to feel indirectly part of the market. The main idea was for the attendees to have their pictures taken with the photowall, so they would be able to share them with their friends. We built the wall on an existing whiteboard, using green origami leaves, colourful handmade cocoa pods, a green cloth for the background and a wood laser engraved circle with our logo.



Figure 17: Photowall

8.4.1.3 Zig-Zag-Wall

In this chapter, the idea of the *Zig-Zag-Wall* will be explained. First, we will explain the idea, after that we will discuss the building process.

Idea

To force the bypassing students to take a moment to read the messages, they had to stop and find the ideal angle to understand what is written on the wall. If the spectators are not in the right place, they will not receive the message. We intended to send four different messages to the spectator, to make him think about their chocolate consumption.

On the picture below the first idea and sketch of the showstopper is displayed. The Numbers stand for the four different pictures and the arrow shows the way to walk around the showstopper.



Figure 18: First sketch of the idea



Figure 19: The result, viewed from the wrong angle

Building process

This part will explain the construction of the Zig-Zag-Wall in two different parts. The first part describes the making of the background, the second part describes the building process.

The most important part of this photo wall is the pictures itself and the four messages we intend to send to the visitor. All used pictures needed to be in ideal quality and decent size, as it was printed in DIN-A0 (118,9 cm long and 84,1 cm wide). We decided that the minimum size for a picture which will be printed on this size needs to be 4 Megapixel, which is 2272 x 1704 pixels. On one side of the wall there is a picture which shows deforestation with the written message: 'More chocolate, less trees'. On the same side from a different angle the recipient could see a picture of an African rainforest with the message: 'Less chocolate, more trees'.

On the other side of the wall, we display a picture of a supermarket alley with different chocolates and the question: 'Your choice?'. From a different angle the addressed

person can see an African child who looks to the vastness with the written message 'Any choice?'

After all, both messages should make the readers think about their chocolate consumption and the impact on the remaining world.

In this part, the production of the wall itself is explained. The wall needed a base where the different panels can stick in. The base and footings are made of six layers of 6mm plywood. The eventual form was drawn in Illustrator and afterwards lasercut. All the necessary pieces, were glued on top of each other, as seen in the pictures below. Our idea was to connect the footings to the base with a puzzle mechanism, as shown in the picture below.



Figure 20: Gluing the Zig-Zag-wall

A print shop in Antwerp printed the two A0 pictures and cut them in eight same sized stripes. These stripes were glued with double sided tape on each side of a piece of plywood. Now, the plywood just had to be stuck in the right order into the base. Every piece was held together with a metal clamp to ensure the distance between each panel.



Figure 21: Zig-Zag-wall during the market

8.4.1.4 Feedback panel

In addition to the previous showstoppers, we had the idea of generating curiosity by asking the attendees how much they know. For this, we designed a new showstopper that asked them a question and started a small debate.

For the formulation of the question we considered two factors. The first one is that the question should call the visitors' attention for them to ask a question or start a discussion. Secondly, the question should convey the desired information. Our idea was to explain the different fair-trade labels and what they promote by asking the attendees, which chocolate is better. To carry out this idea in a dynamic and entertaining way, the question was asked with an ironic touch: *Which chocolate is the best for the Congolese elephant?* The selected question had a deeper meaning that related to the deforestation due to the consumption of chocolate.

To make this showstopper, we bought a wooden panel on which we wrote the question by hand; first in pencil and then with a brush. We stuck six different types of chocolate bars below the text, each one with (or without) a different label. Just below each tablet, there was a small circle made of cork on which the market attendees could stick their chosen option. Our idea was to use the same sticks that were used for the Cake Pops in the cork, so we could reuse them.

The participation of the visitors was more active than expected. The market attendees could learn about the different labels and initiatives that make a chocolate bar better. For us it was a dynamic way of knowing what the opinions of consumers are and how we can inform them.



Figure 22: Feedback panel



Figure 23: Open debate

9. THE MARKET

9.1 Market stalls

Our market consisted out of 14 tents with workshops, companies, organisations, food- and drink stalls. The contacts of these market stalls and other useful contacts will be displayed in appendix 3, for future editions. In this part, we will briefly explain all our market stalls:

1. *Ecohuis Antwerpen*

Ecohuis Antwerpen is an actual house in Antwerp where citizens can ask for building and ecological advice. A team of architects and ecologists help the citizens for free to make their houses more ecological. Besides that, *Het Ecohuis* is a place where schools can learn about sustainable living. During the market, they provided ecological advice for the students, such as advice on plants that retains the oxygen levels in your room high for studying.



Figure 24: Logo Ecohuis

2. *Biteback*

Biteback is an initiative that shows people the benefits of vegan living. They provided the students with vegan hamburgers and pastries to show that vegan living should not be hard. Their marketstall was crowded the whole day, primarily during the midday break.

3. *Vale-Viver*

Vale-Viver is an initiative from an associate of the University of Antwerp that tries to raise money to support slums in Brazil. During the market, they gave the students information about the distressing circumstances in the slums of *Águas Formosas*. Nadia, and the rest of her team, also sold small homemade teddy bears and key-chains, which the students liked a lot.

4. *Chocolate and beer pairing*

This market stall sold three different beers to try to pair them with Fairtrade chocolate. Gert van Langendonck, beer fancier and associate of the university, made sure that the students could try some of the best Antwerp-brewed beers.

5. *Organic Soda's*

This market stall was one of our own, where we tried to make some profit to support our good cause. In this marketstall we served organic drinks, and promoted them to the students. We worked together with Agora, a restaurant and bar in the university, to sell their gamma of organic drinks.

6. *DIY Chocolate*

This was also one of our own marketstalls. In the DIY-chocolate stall, students could create their own edible contract. We made moulds with the text: 'By eating this, I promise to only buy Fair Chocolate'. After we poured molten chocolate in the mould, interested people could decorate their own bar with nuts, sea salt, etc.

7. *Own foodstall*

In this marketstall, the attendees could buy our own made Chocolate cake pops and waffles with cocoa nibs. There was also the opportunity to buy our homemade lip balm from cocoa butter. People who bought a cakepop could win a bean-to-bar chocolate bar, and could answer a question about fair chocolate by piercing their stick in a cork board.

8. *Evaluation & Showstopper*

Here, the attendees could answer some questions about our market. In return, the participants could conduct in a small chocolate tasting, where we gave them some different chocolates to try. Our showstopper was placed outside the tent, where the attendees could ask for an explanation about the meaning behind it.

9. *USOS*

As our sponsor and client, USOS was also represent during the market, where they explained their operation and actions to passer-by. USOS also made some publicity for their journeys to development countries.

10. *STUOS*

STUOS is a student association that promotes international contacts and studies the development of the South. STUOS promoted their organisation with games, where at-

tendees could win chocolate. They also gave information about the unfair trade chain of cocoa.

11. *Vegetable bags and other sustainable actions of the university*

Carla Uwents, from the environmental office of the university, organised a marketstall that promotes the sustainable steps that the university makes. One of those is the initiative of vegetable bags, where students can subscribe to receive fresh and local organic vegetables and fruits to their dorm every week. They also sold reusable waterbottles in cooperation with Komida.

12. *Verrekijkers magazine*

Verrekijkers magazine is a magazine made by students, that revolves around sustainable topics. During the market, they made publicity for their free magazine and sustainable living.

13. *Oxfam*

Oxfam Belgium and *Oxfam Wereldwinkels Antwerpen* cooperated at the market to inform the students about their efforts for sustainable cocoa. They also showed that cocoa has more features than we think; it can even be inhaled through the nose. Additionally, attendees could buy Oxfam Fairtrade chocolate in their stall.

14. *Music*

On top of the marketstalls, we provided the market with a musical act of *Junior Akwety*. *Junior Akwety* is a Congolese singer living in Belgium. He gave a small concert during the midday break.

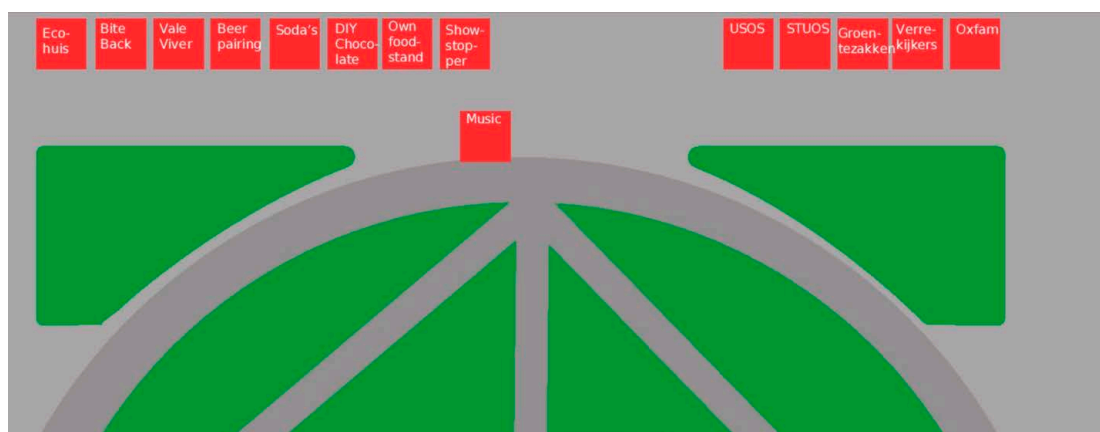


Figure 25: Map of marketstalls

9.2 Showstoppers

Our showstoppers are described in 10.4.

9.3 Other activities

9.3.1 Post cards

During the market, we sold postcards made by Nuno. The work represented in our postcards contributes in raising awareness towards multiple areas affected by deforestation and related cocoa issues. To enhance the interest regarding the market, we advocated to create postcards, with the intention to share information, concerning species that are only found in Africa.

We included different threatened animals in our postcards, such as the Okapi, Bono-bo, Western Red Colobus monkey and African Elephant. This is, for example, the post card with the Red Colobus monkey.



Figure 26: Postcard Red Colobus

9.3.2 Group poster

To explain the attendees who we are and what we are trying to accomplish, we designed a poster with some explanation and the story of the organisation we will support with our profits, Femmes de Virunga. As an identification we used, instead of pictures of the members of the group, a drawing of our faces capturing only the basic and essential.



Figure 27: Group poster

9.4 Finance

Our Finances can be found back in our organisation matrix (Appendix 1). The finances are not displayed here because we are still waiting on some invoices. The most up to date version is in our matrix.

9.5 Les Femmes de Virunga

‘Empower strong women with strong cacao.’ The profit from the market was donated to the organisation *Les Femmes De Virunga*, who empower women in eastern Congo.

It is the first women-led cocoa cooperative. Their goal is to support woman in eastern Congo, to take leadership over cocoa crops, plant this precious tree, to become a master in growing and processing cocoa, and to achieve direct trade.

‘Centuries of exploitation and decades of armed conflicts have made Eastern Congo one of the world’s poorest places and perhaps the harshest to live as a woman. Saddled with agricultural work, firewood gathering, water hauling, and childcare, women have seen an increase in their burdens as the economy has deteriorated. Girls are always the first ones to drop out of school. Violence against women has become a normal aspect of day-to-day reality even at the household level. Amidst the turmoil, hundreds of women have taken local leadership to create an opportunity for women from the new cacao crop introduced by the Original Beans partnership since 2008. These are the Femmes de Virunga. They have planted more than a quarter of a million cacao trees and approximately 40 thousand shade trees. In November 2016, they have founded the world’s first women cacao cooperative.’ (Original Beans n.d.)

10. EVALUATION OF THE MARKET

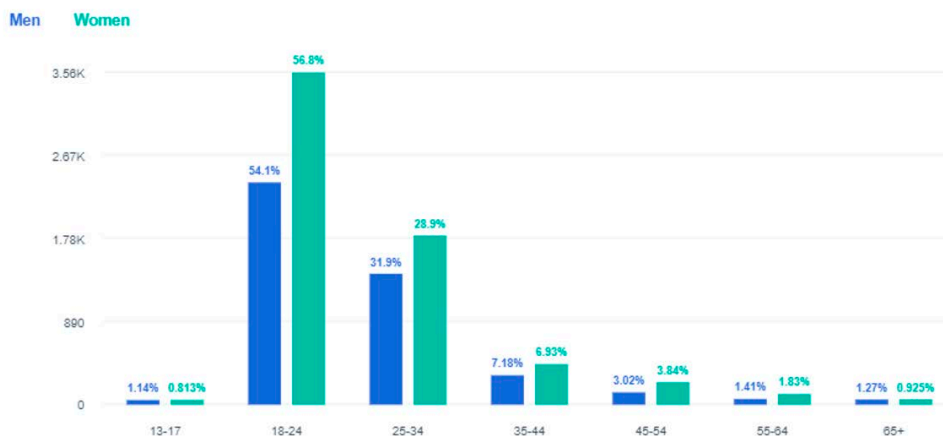
10.1 Own evaluation

10.1.1 Social media & publicity

Our Facebook event scored less than expected. Our original goal was to match last year’s success, where the Facebook event attracted 290 attendees and 820 interested parties. We did not reach this goal at all, with 91 attendees and 209 interested parties, however, we still got a reach of 10,000 people. There are different factors that can explain this:

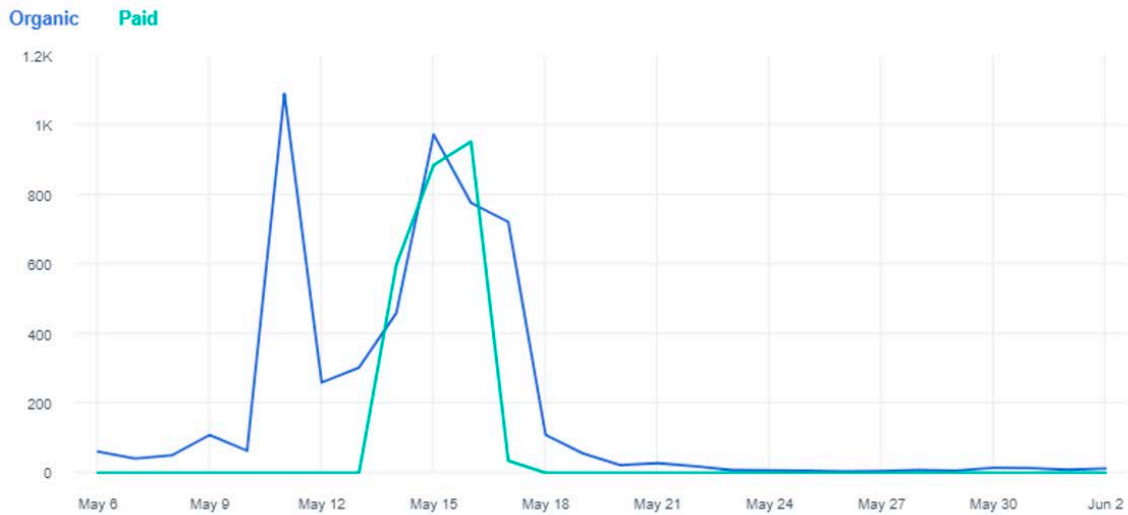
First, the market was organised by two teams last years, who could share the event more. Numbers of the Facebook event prove that a lot more people were invited last year (1400 +) than this year (508). The design of the banner, and overall corporate design could be another factor to explain this shortage. Last year’s Facebook banner was clearer, because it contained the words ‘Sustainable Market’. It is also possible that the attendees preferred last year’s corporate design over this year’s design or that the name was not attractive.

Another explanation can be the decreasing power and users of Facebook. An article of Recode shows that a wide range of people between 18 and 24 are leaving Facebook. The research itself was conducted in 2017, before the Facebook scandals of 2018. (Wagner & Molla 2018) It could be smart to focus the marketing more on other social media.



Graph 1: Facebook demographics

If we study the demographics of the people we reached, it is very clear that the market attracts more women than men. The demographics also show that the age group between 18 and 24 years old is the most popular, followed up by the group between 25 and 34 years old.



Graph 2: People reached (payed and organic)

If we study the graph with people we have reached, we see that the payed advertisement gave a boost to the event. Organically growing your event is still the best way, nevertheless, this advertisement gave us the chance to reach people we were not able to reach otherwise.

10.1.2 Food & drink stands

10.1.2.1 Cakepops

During the market, we sold cakepops, topped with chocolate. This small sized ‘cake-balls’ have a variety of toppings what makes them a tasty and appetising snack.

During the market, the cakepops were placed next to the waffles. We made around 200 pieces that were placed in blocks of white polystyrene foam to ensure its stability. To communicate that there were four cakepops with a surprise inside, we made a sign placed next to them.

The attendees were interested in the product, nevertheless it did not have as much success in sales compared to the other offered product: the waffles. The initial price was perhaps too high, considering the small size of the cakepops. However, after lunchtime we reduced the price and they were more successful.

The presentation of the base of the cakepops was too simple. It would have been better to decorate it to provide it with, not only a better appearance, but also an association with the topic of the market.

10.1.2.2 Waffles

Since waffles are part of the Belgian gastronomy and are a product that a wide range of people appreciate, we decided to include them in our market. Our aim was to surprise the market attendees and make them aware of the possibilities of cocoa in all its forms, therefore we made our waffles with cocoa nibs.

The cocoa nibs provided the waffles with a crunchy and bitter touch, which combined well with the sweetness of the dough. This mixture of flavours and textures caught the attention of the market attendees. The waffles became eventually one of the most successful products and they were all sold at the end of the event. We calculated dough for over 200 waffles.

To sum up, it was a success to carry out this activity since it was attractive for the consumer and cheap to make. As a team reflection, it would have been interesting for the attendees to combine the waffles with informative brochures about some of the different uses and possible recipes of cocoa nibs.

10.1.2.3 Drinks

In combination with the food we offered during the market, we also thought of providing refreshing drinks. We worked together with Agora to provide the attendees with organic drinks. The different flavours and types of drinks was successful among visitors who did not want to drink beer and were interested in tasting something new. The price of a drink was 2,5€, a price that was in some occasions considered as high.

After the event we drew the conclusion that it is important to highlight the cause where

the money will go to. When people know they support a good cause, they are more willing to pay a little bit more.

We hired a fridge to make sure the drinks were cold, nevertheless some of the drinks were not cool when the market started. We also did not sell as much as we hoped. We ordered a large amount of soda, but we only sold a small part of it. We are still waiting for the actual numbers.

10.1.2.4 DIY-Chocolate

Another user-interactive activity we organised was the DIY-chocolate stall. The intention of this activity was to create an edible contract that users could sign by eating, where they promise to only eat and buy Fairtrade chocolate. The process was simple and consisted of pouring the melted chocolate into the mould and waiting for it to solidify.

A wide range of people were amazed by the idea and some of them bought a chocolate bar. Nevertheless, we did not take into consideration the problem of the waiting time. After pouring the chocolate, despite having a fridge, it took around 20 minutes to become solid. Many visitors rejected the idea of buying the chocolate tablet knowing that it would take a long time to become solid.

After the market, we can conclude that it would have been a better idea to propose this activity as a workshop. In this way, the interested people, willing to wait the required time, could have taken their chocolate home.

10.1.3 Showstoppers

10.1.3.1 Hourglass

The hourglass was often considered the favourite showstopper, because it offered an easy explanation and visual example. A group member was always ready to explain the showstopper and to provide the attendees with a brief introduction of the market. According to commentaries heard during the market, this was the easiest showstopper to understand because of its simplicity.



10.1.3.2 Zig-zag-wall

This showstopper was, after the hourglass, the most popular showstopper. Together with the hourglass they told the *chocolate story* very well. The attendees would normally first see the picture of the supermarket with the message, 'Your choice?', and after a few steps forward they would see the picture of a little African boy looking at his village with the message, 'Any choice?'. Our overall idea is that using these images was strong and made the attendees reflect on how different the market can be.

On the other side of the wall was a picture of a forest without trees with the message, 'More chocolate, less trees' and on the opposite side a picture saying, 'Less chocolate, more trees' with an image of a dense forest. People found this one a little bit confusing giving that the market was promoting fair chocolate, although it looked like the market was meant to stop chocolate consumption. The message could be better, as stopping the chocolate consumption will not end the problems, however educating the farmers would. Chocolate alone does not cause deforestation, cutting forests for monoculture does.

10.1.3.3 Photowall

Our first idea for the photowall would probably have been the most spectacular one, however, also a very un-ecological option with too much plastic. After this, the idea of the photowall changed more into an eye-catching wall with our logo visible which was going to be decorated with a touch of chocolate and Congo.

After making it in paper, it lost some beauty and it looked very messy. This is probably the reason why many people never really looked at it for a long. During the day, there were almost no pictures taken with the photowall. The wall became more decoration than an actual showstopper.

10.1.3.4 Feedback panel

The feedback panel caught much attention throughout the market. Many people were enlightened about the difference of chocolate and most of the guests chose the wrong chocolate bar *as the best for the Congolese elephant*. Just a few visitors

choose the fairest chocolate from the evaluation panel, *Marcel* from *Coup de chocolat*, the third chocolate from the right. After explaining why this chocolate is the fairest one, it was often criticised that no label on the chocolate bar was giving additional information to the customer.

The heading of the evaluation board was a little bit misleading. Most of the guests did not know about it, but none of the displayed chocolates are good for the Congolese elephant. Because there is no major cocoa production in Congo, the animal extinction there is triggered by other reasons. The question was more hypothetical.

The idea to use the cake pop sticks, to involve guests to choose the best of the chocolate bars, did not work out as it was planned. The cake pops did not always sell as good as we hoped, so most people just asked about the best choice for the Congolese elephant.



Figure 28: Feedback panel

10.1.4 Other activities

10.1.4.1 Post cards

We received a wide range of compliments about the postcards, a significant amount of people liked the drawings and their display. With them being in the same place as the showstoppers, many people noticed the cards, however, we might have overestimated the willing for people to spend money on the cards. We sold around twenty postcards during the market. The wide variety of postcards made it expensive, so we did not made profit on the postcards.

10.1.4.2 Danceclass

Against our expectations, there were more participants of the danceclass than expected; ten people in total. The danceclass was organised by Elli, and we asked Eline to help him. According to Eline, the danceclasses could have been prepared better by Elli, because he often only showed the passes once and this was hard for the students to imitate. Since there was no structure in it, people found it hard to follow. However, it was nice to have a real Congolese that could provide some background information about the different dances in Congo.

10.1.4.3 Cocoa lip balm

As an activity apart from the food we offered, we decided to organise a workshop that could explain some alternative uses of cocoa. The initial idea we had was to create a beauty workshop in which we could involve the market attendees.

However, we could not develop this activity as we planned due to some organisational problems. On the one hand, we did not have all the necessary ingredients to make the products. On the other hand, we would need more volunteers to organise the activity. Finally, we decided to prepare 20 lip balm units to sell directly at the event. The ingredients were almond oil, beeswax and cocoa butter.

During the market we sold some units and at the same time explained how they were made. Nevertheless, the product lost visibility due to its location that was next to the waffles and the cakepops. A better communication and advertising would have been necessary to draw more attention.

10.2 Survey

We decided to pair a free chocolate tasting with a small survey in a tent on the day of the market to receive feedback about the market. 40 people completed the survey, unfortunately not all completely. Since this tent was rather popular and sometimes crowded, we did not check on the spot if everything was filled in correctly. We discuss the obtained data and talk about some notable comments.

TELL US YOUR OPINION:

1. What did you learn today?
.....
2. How would you change your behaviour in reference to your chocolate consumption?
.....
3. Which showstopper was most informative and why?
.....
4. Do the interactive visualizations assist you to understand the problems of chocolate?

not at all a lot
5. How did you find out about this market?

Facebook
 Posters/ Rip Off calander

Other
 Friends
6. Which stall is your favourite?
.....
7. Do you have recommendations/ ideas for the market next year? And will you come back ?
.....
8. From which department are you? (Student, Staff,.....)
.....

Figure 29: Evaluation of the market

What did you learn today?

Some people said they already knew some things about the cocoa value out of own personal interest. However, they often wrote down that they learned more about the impact it has worldwide.

Some people were surprised that there are more options than Fairtrade. Others simply said that they learned that farmers do not receive a fair wage for their cocoa. Furthermore, they learned how a cocoa bean looks like and what fair chocolate is.

The *evaluation board* was mentioned a few times, people stated that they learned which chocolate provides a fair amount of money for the cocoa farmers and that they learned about the symbols and the logos. Others learned about the benefits of cocoa and the wide range of things to do with it, such as cosmetics, sniffing cocoa, etc.

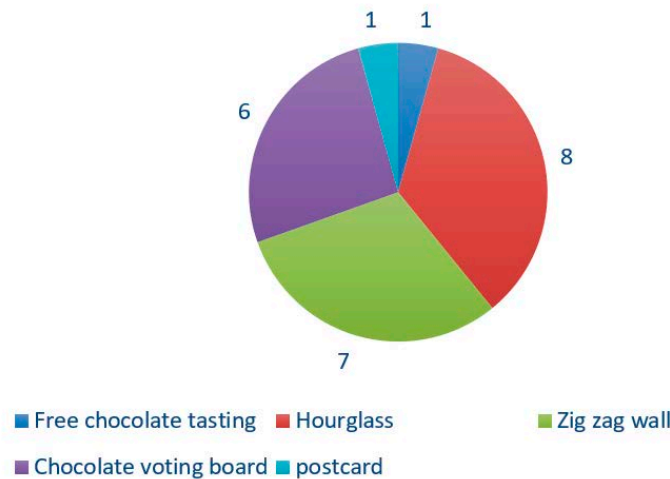
Overall, people who filled in the evaluation realised that the cocoa-market is not fair at all and that change is necessary. We have a feeling that a wide range of people did not know about the cocoa situation but are more informed now.

How would you change your behaviour in reference to your chocolate consumption?

We received a wide range of pleasant answers here, such as trying to buy only bean-to-bar chocolate instead of cheap unfair ones. Someone else stated to take a more careful look at the information on the package and Fairtrade logos. People often stated that they will also compare brands and that they will try to check the origin. Others stated that they already have good habits, which was great to hear as well.

Which showstopper is the most informative and why?

Most informative showstopper

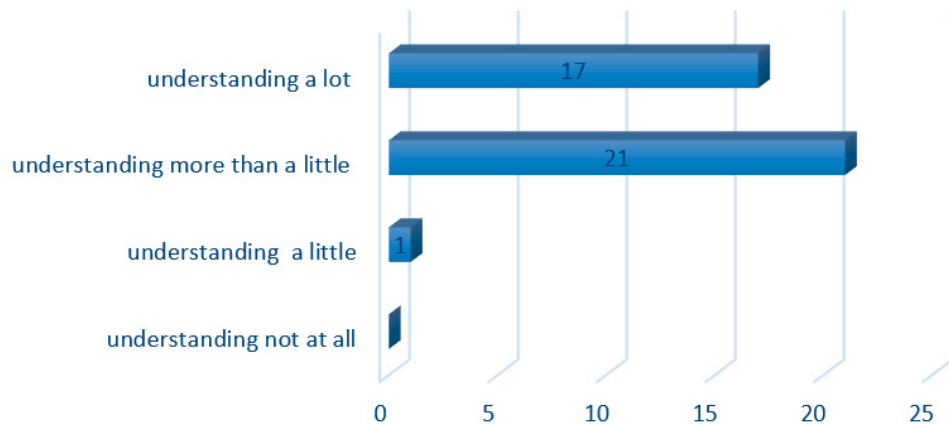


Graph 3: Most informative showstopper

The graph shows that the hourglass was the most successful, followed up by the Zig-Zag-wall. One of the reactions also stated: ‘the hourglass is a really creative way of showing how many farmers earn and how their reality looks like’.

Do the interactive visualisations assist you to understand the problems of chocolate?

Do the interactive visualisations assist you to understand the problems of chocolate?

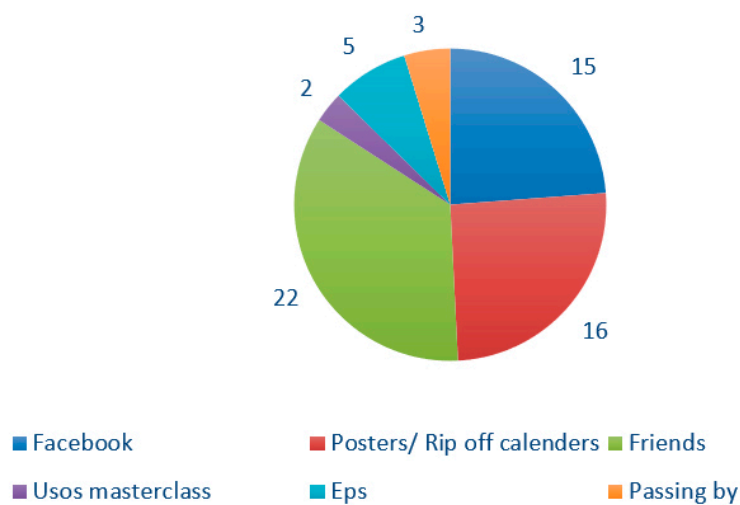


Graph 4: Interactive visualisations and understanding

Keeping in mind that this survey represents only 40 people, we think we can still say that our visualisations (and showstoppers) clearly highlighted the problems in the chocolate sector.

How did you find out about the market?

How did you find out about this market?

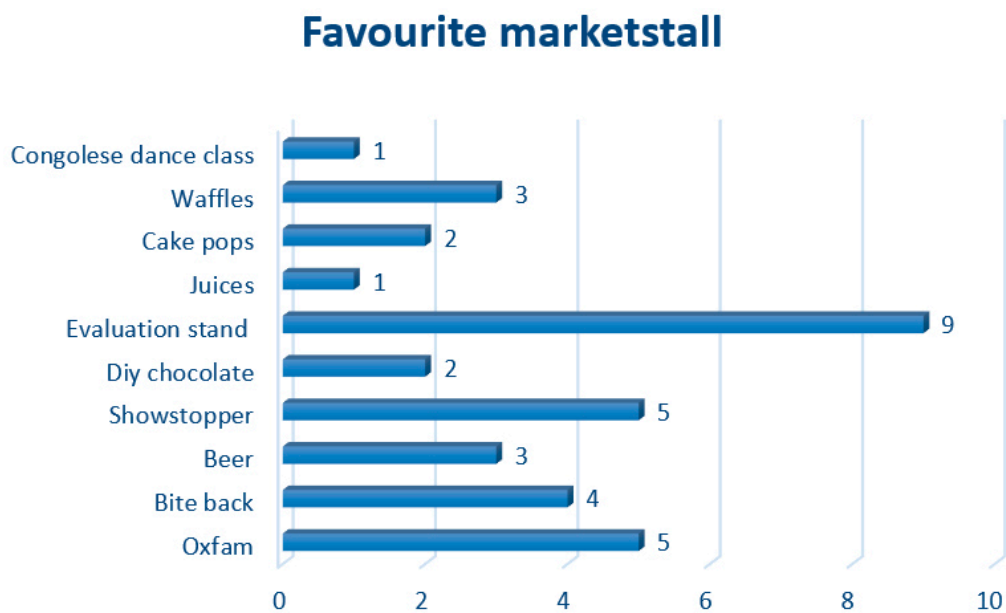


Graph 5: How did you found out about the market?



Less people than expected ended up on our market by randomly passing by and not knowing there was a market. This could mean that our marketing plan worked well and that we could already reach and inform a wide range of people in advance. However, we should bear in mind that the evaluation attracted more of our friends and acquaintances, that were already well informed and easy to reach. This evaluation probably fails to determine the success of our marketing campaign.

Which stall is your favourite?



Graph 6: Favourite marketstall

As shown in the graph, the evaluation tent was the most popular, followed by our showstopper and Oxfam. This success of the evaluation should not be taken too seriously, because we only got responses from people willing to fill in the evaluation for the chocolate tasting. The people who voted for the evaluation were already attracted to the stall. And some people may tend to vote for the evaluation just because they are there at that moment.

Do you have recommendations/ ideas for the market next year? And will you come back?

Come back	11
Pineapple	1
More food (variation)	5
More things to taste	1
More action	1
More publicity	3
An interactive competition	1
Chocolate fountain	1
Free stuff	1
Coffee	1
Speech by a professional	1
Naming the stalls	1
More info about actions & planning	1
More audiovisual info	1
More visuals/interaction	1
More online info	1
Explain the role of the tents	1

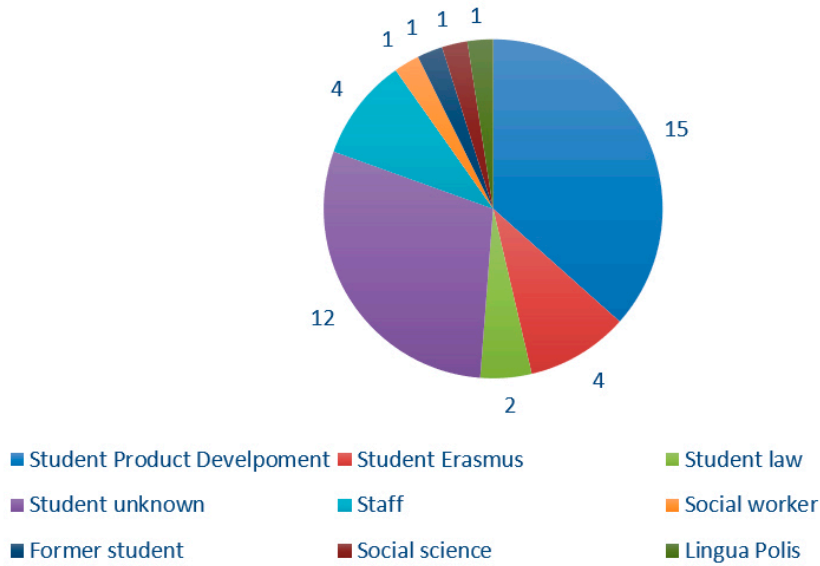
Table 2: Ideas for next year

Eleven people are already willing to come back, they are probably very interested in social issues, world problems and trying to build a better future. Some people would love to have some more food variations. Someone else suggested that our tents should be less in the passage, but this was our intention as this was one of the few places that we could use with permission of the safety department. Furthermore, a wide range of people liked the music.



From which department are you?

From which department are you?



Graph 7: From which department are you?

Most people are from Product Development, this is probably because a wide range of Pauline’s and Wout’s friends completed the survey. 29 percent did not tell us the specific department, they only said they are students.

Tips

- Some people did not answer every question; maybe next time try to make sure they do.
- Question six (favourite tent) and three (most informative showstopper) were often confused or answered similarly. If we would have put the options next to the question, there would have been less confusion. The word showstopper was not always understood correctly.
- The options for question five (How did you find out about the market?) should have been all underneath each other and not next to each other because it was too confusing.
- Our visitors liked the music very well and we got a wide range of nice comments about it. Maybe something for next year.

CONCLUSION

The aim of this report was to document how we raised awareness for sustainable chocolate. We did this with our market on 17 May 2018 and our social media campaign. The market was an overall success, but our social media did not gain the attention we hoped for, although, the market proved that a successful Facebook campaign was not necessary for a successful market. We learned from the survey that many people would like to see a wider variety of food. Although we tried contacting several companies to serve food, there was only one organisation that wanted to do it. Focussing the market more on the food itself could draw more attention. The same is true for music, because the music was an easy way to draw the attention of the people who were less interested in the market itself.

During the past months, we learned a lot about sustainable agriculture and trade. We documented a significant amount in this paper. For example, we learned that today's trade chain does not provide a fair wage for the majority of cocoa farmers, but also the problems that Belgium caused in Congo. We passed a large number of this information on the attendees of the market, and made a small impact, by trying to change the chocolate buying behaviour of the attending students. Our showtoppers did a good job spreading this information. They caught the attention of people passing by and started a discussion. Our evaluation showed that we can adjust the showtoppers to make them better, which was educational for us.

There is still work, because a wide range of students did not know the problems beforehand. The power of labels is not sufficient and new alternatives, such as bean-to-bar are not well-known. Sustainable cocoa is not something that can be organised in Belgium, farmers should work together and communicate to receive fair wages. By supporting an organisation that provides farmers the right information and export their beans to customers that are willing to pay a fair price, we made a small step in the way to sustainable cocoa.

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APPENDIX

Appendix 1: Project plan

<https://goo.gl/HKAcND>

Appendix 2: Matrix

<https://goo.gl/oLHJJK>

Appendix 3: Contact information

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- Tom Olivier
Contact person renting City of Antwerp
Tom.Ollivier@GATE15.be

Appendix 4: Renting City of Antwerp



DOSSIER B801953

ORDERBEVESTIGING

Klantgegevens
 GATE15 - klantnr: 1701
 Antwerpen Studentenstad
 wout Mampaey
 Kleine Kauwenberg 15
 2000 ANTWERPEN 1
 Tel. : 03 292 31 70
 E-mail :
 Ondernemingsnr: BE

Leveringsplaats
 Datum evenement: van DO 17/05/2018 tot DO 17/05/2018
 Leveradres: UA Antwerpen, Hof Van Liere
 Prinsstraat 13
 2000 ANTWERPEN
 Ophaaladres: Prinsstraat 13
 2000 ANTWERPEN
 Contactpersoon: mampaey wout 0492 82 40 11

Leverdatum / beschikbaar op: WO 16/05/2018 Dossier B801953 - B806729
 Afhaaldatum / terugbrengen op: VR 18/05/2018 **BULK** MarchÃ©e ChoquÃ©

Aantal	Omschrijving	Stukprijs	Totaal
1	Toog 1.5 m		
1	Picknick box (Box + 6 tafels 2m + 12 banken)		
1	Box tafels 2m (Box + 15 tafels 2m)		
1	Kleine kar klapstoelen (Kar + 20 stoelen)		
15	Feesstent 3m x 3m		

Totaal 0,00

Leverdatum / beschikbaar op: WO 16/05/2018 Dossier B801953 - B806730
 Afhaaldatum / terugbrengen op: VR 18/05/2018 **BULK** MarchÃ©e ChoquÃ©

Totaal 0,00

Leverdatum / beschikbaar op: WO 16/05/2018 Dossier B801953 - B806730
 Afhaaldatum / terugbrengen op: VR 18/05/2018 **BULK** MarchÃ©e ChoquÃ©

Aantal	Omschrijving	Stukprijs	Totaal
1	Spoeltoog met waterdam 25m + afvoerdam 5m		
1	Waterdam 3/4 duim 50 meter op kar		
1	Collector 4 kranen 3/4 garden aansluiting		

Totaal 0,00

Leverdatum / beschikbaar op: WO 16/05/2018 Dossier B801953 - B806731
 Afhaaldatum / terugbrengen op: VR 18/05/2018 **BULK** MarchÃ©e ChoquÃ©

Aantal	Omschrijving	Stukprijs	Totaal
2	Verlengkabel 10 meter - E040		
3	Verlengkabel 20 meter - E041		
3	Driewegstopcontact (voor buiten gebruik)		

Totaal 0,00

DOSSIER B801953	0,00
Totaal	0,00

The *Collector 4 kranen* was a mistake and was not necessary at the market. All the other materials were used. We rented and brought more electricity cables than the one displayed here.

Appendix 5: Personal reflections

Leonard

This personal reflection will express my view on the project, and sum up what I have learned throughout the semester. Furthermore, I will evaluate how I managed the project work, my contribution to the team, and the achievements of the project.

At the start of this semester, I had neither the knowledge on how to organize a sustainable market nor what would be expected of the showstopper. Since we did not receive any information about last year's market, most of the time in February and March was necessary to collect basic information and knowledge on organizing a market. In addition, I gained a broad understanding of different techniques on how to solve problems, and to either arrange or divide tasks equally. Furthermore, I benefitted, due to my own research and the *Sustainable Masterclass*, from an immense knowledge about the cocoa value chain and fair produced chocolate in general; which helped us to build the showstopper.

My contribution to the project work was mostly focussed on the internal team communication. A combination of my life experience, which is up to eight years ahead of other team members, and my background of the study, Public Relations, helped me to keep order in meetings, to focus on the most important tasks, to make decisions and to give constructional feedback to the group. For example, I implemented democratic polls for all important decisions; because we are with five team members, a decision needs just three of the five votes. Additionally, I participated in the marketing campaign and helped to design and build the showstopper. Though, neither marketing nor designing and building products is part of my study, the outcome of the hourglass and the zig-zag wall has positively surprised me and exceeded all my expectations.

Most of our team members had a heterogeneous background of the study, such as Product Development, Industrial Design, and Public Relations, therefore we could complement each other's work. During the project, our group's responsibilities changed more than expected; a designer evolved to be a Social Media expert and a Public Relation student managed to design the showstoppers, which was interesting. Throughout the semester, Elena educated me about design, layout, the theory of colors, and tips on how to use certain programs like Adobe Illustrator, - Photoshop and - InDesign.

While we liked each other from the beginning, team building events strengthened our bond. Besides the masterclass, we met to eat dinner and have a glass of wine. I also tried to contribute to this with small jokes to loosen the tension and words of motivation to maintain this spirit. Inside the team, I developed much, and worked closely with Elena; our creative nature supported each other to discuss ideas and concepts for the marketing campaign and on designing the showstopper.

Marché Chocé was a success. Next, to all the present companies (for example Oxfam and Ecohuis), the showstoppers, a live-band and the dance class, we made a profit of 390 euros with food, drinks, DIY Chocolate and selling postcards. Furthermore, does the after movie made by Wout, capture the best moments of the day, which be added to my portfolio, next to the pictures of the *Rip-Off-Calendar* and the different Showstopper.

After the midterm report, the rules, which were defined in the beginning, were still not complied by all team members. At the end of the project this rules like 'coming on time' were sometimes completely ignored. After several of these occasions, we decided to start meetings without all team member present. In contrast, all team members were gradually more committed to working on the project, as the market day came closer.

Taking everything into consideration, the project helped me to learn a lot about myself and strengthened my professional skills. My skills inside the team developed well, and I gained a lot of specified knowledge about cocoa, organizing events, campaigns, designing, and delegation of tasks. As well as taking decisions and planning in general. Additionally, the time pressure and the accountability for the budget helped me to work effective and qualitative at the same time. Moreover, did this project help me to get a better understanding of which area of responsibilities are attractive for my near future, and which fields of activity I should avoid.

Elena

As a student of industrial design engineering, the participation in the European Project Semester (EPS) study programme was a daily challenge. Since the project was a new topic and way of working for me, I had to abandon my comfort zone and undertake a path of constant learning at different levels, academic and personal, which will mark my approach to face new challenges in the future.

1. Contribution to the project

From the moment I knew that we were going to develop the project of *Design of a Showstopper and Sustainable Market*, I recognized that it required a considerable communication work, for the reason that it is an event. This communication should cover different parameters. On the one hand, it is essential that the project was attractive to the attendees, students and teachers, as a necessary action to be able to carry out the market. At the same time, the communication had to be effective with the participating companies in the market and the conducted activities, so that both parties could adjust to the main objective of our project. Finally, as a fundamental requirement, the communication between the team members and the coordinators should be efficient as well.

Within the communication of the project, I tried to contribute through my work and by showing a positive attitude. Regarding work, I was responsible for developing some of the graphic design part of the project, as well as the participation in the generation of ideas and the development of the showstoppers together with my partner Leo. For me, it was a great opportunity to combine both activities, trying to convey a message through the physical and virtual part of the project. Furthermore, due to the different disciplines of my colleagues, designers and public relations, I was able to enrich myself with new knowledge and new perspectives of design. All my colleagues taught me something new and different.

After midterm evaluations, I noticed that we joined more as a team. We overcome our differences and we took the control of the project, considering the feedback received after the midterm presentation. From that moment until now, I am satisfied with the conducted work and the good intention we have put in our tasks.

1. Contribution to the team

Due to the development of the teamwork and to my colleagues, I learned that when people are feeling motivated they can contribute great ideas to the project. This fact is not only noticed in content conception but also in the creation of a good work environment. From my point of view, the key is to maintain the motivation and the mutual support between each other when working in a group.

During the project time sessions that we had, I tried to motivate the team, as well as I have felt supported by my colleagues at critical moments. This fact made me know better how I face the problems and the situations of tension thus I could begin to change some bad habits and reinforce my strengths. Some remarkable examples that I analysed throughout the work is that sometimes I can feel overwhelmed and stressed before I should. However, every day I tried to remind myself that a job well performed is not necessarily tied to being stressed.

Both personally and as a team, I believe it is important to improve the organization of the activities. Following an agenda was key for me to concentrate on work and prioritize the most urgent tasks to obtain the best possible results. Nevertheless, I believe I should also remember to always have a second plan in each decision in order not to be surprised by the unexpected events.

As a conclusion to this brief reflection, I would like to mention that the EPS programme is more than a mere Erasmus academic course. This experience has taught me that working as a team and undertaking something different than what you are used to, can be a great opportunity to develop those skills that you would never have thought before. All the knowledge and visions that I have learned, will influence my way of seeing things from now on.

Finally, I would like to emphasize that, although I will always remember this project, the most valuable contribution that I gather from this experience is having met my EPS colleagues.

Nuno

In this personal reflection I will give my opinion about the semester I spent working on the EPS, explaining the general overview of what I and the rest of my group did and what I personally learnt in the end, focusing on our main project, the sustainable market. In addition, I will give an opinion on the group's work dynamics talking, about what went well and what could have gone better. Finally, I will draw some conclusions making a comparison between the beginning and the end of this semester.

The EPS assisted me in what comes to understand on how team-work and the good relationships within can improve or prejudice the work environment and its results. It also improved my professional background through different courses that improved my work vision, supplying professors from different nationalities according to their areas of expertise.

As a product designer student, I was surprised when the project that was assigned to me was announced, because I did not know how my area could be useful on the development of a sustainable market. After talking and getting to know my team-mates I realized I was not the only one in this position and I understood that my main purpose was to use my designer skills on the creation of informative and publicity posters as well as on creating attractive and interactive showstoppers to gain people focused and concerned about our event.

Since the beginning, I was satisfied with the way the group organized and prioritized the information to obtain the best possible result, although the different cultures and work methods created some slight setbacks that were solved with proper discussions and understandings. In addition, after the different work methods being established and understood, I exploited the different but almost similar skills of some of my team-mates to improve my designer part. This allowed us to share and learn different views inside the same topic, comprehending the best probable way to approach a solution.

Throughout the all project there where a few setbacks, some ideas were not used or heard, or even some members did not come up with ideas that frequently. This caused some disagreements between certain group members and ended up creating an unpleasant atmosphere and discomfort within the team. Certain ones started feeling left apart which led to feel demotivated.

In my case when this project was announced I got demotivated because it was a new area with which I wasn't familiarized with, which got me surprised and not knowing what to expect. However, in the end, this project helped me improve my graphic designer skills by creating the postcards and posters.

The result was generally satisfactory even though abundant matters could be better planned, which is normal given that none of us had organized a market so solutions to mistakes come from experience.

In summary, to improve work relations I should enhance my work dynamics and grow personally and professionally. I should as well build on my professional communication skills and activism, communicate better the ideas and show myself as proactive since the beginning and motivated.



Pauline

This report discusses the reflection of Pauline De Vooght's personal experience during the European Project Semester. It contains a brief overview of her highlights and contribution to the sustainable market project.

Working together on a project for a whole semester gave me a good idea of how work/ life will be later on in life. It is not easy coming to a decision when everyone has a different culture perspective, background and personal preference. Working with a budget gave a healthy pressure on the team and made us work out everything in more detail.

The international communication opened up my eyes in a way only Christine could; I truly enjoyed this teacher and her courses. Working with the different nationalities was surprisingly different from working with Belgian people. My knowledge about the Cocoa topic itself has gained the most this semester. For me personally some courses were not really relevant. However, I do like the fact that there were lots of teambuilding activities in the beginning.

The largest part of our journey consisted of preparations and research related to the subject of the market. Contacting companies, arranging materials, searching for sponsors, going to masterclasses, reading assignments, delve into the story behind chocolate. In the beginning everybody rather worked on the same things such as gaining new information, doing research,... In terms of contacting the companies, Wout and me did the most since we speak Dutch and French. Wout took leadership on this when the market came closer.

I find my contribution the strongest in making sure the group stays together, making sure everybody is still motivated after a negative email or disappointing meeting. Furthermore, in making sure, the tasks are being made and no one forgets to do their part. In the beginning, I was responsible for the showstopper. However, when the market approached, me and Leo exchanged roles and I conducted the marketing part while he sanded the showstopper. In addition, Nuno and I made the picture wall on the weekend with some help of Elena.

The days before the market were very stressful for me. I do not know that well how this felt for the others but the communication was off and the team atmosphere was absent. I often had to cycle to different places in the city to pick up stuff everywhere,

to make last minute purchases and to arrange small things. Elena and I were the only ones in the kitchen the night before until 1h30 making the cake pops and lip-gloss. I learned that I am sensitive to personal matters and that having a good time throughout the process is very important to me. Thanks to the good contacts of Wout, everything went smoothly the next day and the market was built up reasonably fast. We were ready on time and could welcome the people fluently, leading to a good start of the market.

My biggest weakness is the sun; I find it very hard to work when the sun is out in Belgium. This was quite a challenge the last weeks. The best solution for this is to lock myself up in a room and sometimes even closing the curtains, this way I forget about how beautiful life outside is. Furthermore, mornings are a little difficult for me. I can wake up but I do not feel productive and awake the first hours of the day. Brainstorming at nine is harder for me than after lunch. I also discovered a difference between the way of brainstorming among the design students and the PR student. The approach is completely different, which sometimes caused frustration but everybody has their concentration high and lows. The last weeks are waiting for us and I hope to still make improvements in our friendships; that we can progress one last time as a team. Enabling us to look back at our journey with a good feeling and a big smile.

Wout

With the end of this EPS nearby, I would like to reflect on my contribution to our EPS project and the overall approach of the EPS. I enjoyed the past months and cultural mix, despite the difficulties that came with that mix of new people. In this personal reflection, I will first talk about the guest lectures, then I will talk about the English classes, my choice for EPS and my role in the team. To finish, I will discuss what I learned the past months about myself.

First, I would like to discuss the guest lectures. The international teachers often had an interesting background and seemed very passionate about their jobs. However, this passion did not always provided us with the impact that we hoped for due to the limited planned time for every course. A large number of the given tasks were quite similar, and as a result we discussed our stakeholders multiple times in different formats.

The content of the lessons was often a summary of what I learned the past years, which is normal as a product development student. However, when considered that the majority of participant studies a similar education, it seems like a missed opportunity to touch new subjects.

I gained the most from the English Classes; the book is structured and helpful and the courses are interesting. The gained benefits from these courses influenced me the most and are helpful for future courses, assignments and even international experiences.

I originally applied for the other projects, because they seemed more interesting and similar to my field of study. Due to my history with organising events, I learned less than I hoped for. I learned a lot about cocoa and sustainable farming, but less social- and teamwork skills. The subject still made a large impact on me, and I am determined to share that impact.

I was motivated to start with the project and knew exactly what I wanted to do with it. That made me contact numerous people and companies, and by being aware of the whole project, I organically grew as the team leader after a few weeks. I always tried to give my honest opinion about our work and express myself when I was not satisfied with one of our outcomes.

Looking back on our first weeks, I think our team was not always organised enough. The project was not always clear and we did not always know what was expected from us. This lack of organisation was especially a problem with the communication to our supervisors. Later in the project, we managed to correct that partly.

I learned that my field of study is very *wide* compared to others. This applies to the international variations as well. Many product designers are good with Adobe programmes, graphic design, sociology, economy courses and social media, which was useful for the project. However, the depth of these skills is often determined by the interest of the person and how they like to spend their free time.

I was not always satisfied with what we achieved. My vision at the start of this project was too ambitious for the time and difficulties we had. This made me sometimes demotivated; especially at the end of the project. Nevertheless, I was pleased with the result and enjoyed the day of the market.

If I had to organise the market again, I would focus more on our target audience. I first saw the market as a great opportunity to attract the average student who is not focusing on sustainable living every day, and show them how easy it is to make a difference. By inviting more organic food- and drink stalls and less information stalls, I think we would have attracted more average students. Furthermore, I would also try to start earlier with the showstopper and marketing.

During the past months, I tried to contribute to the team by being positive and dividing and summarising the tasks. For me personally, it was important to keep the good mood in the group, although that was not always easy.

I learned that I should hand out more tasks; I am always afraid to hand out tasks to other team members if I think that the person will not do it properly. This results in a large amount of work for me which I cannot complete perfectly. I am also not good at being honest when I am not satisfied, although I try to change that.

At an individual level I should be more open to the group at everything that I do, this makes it easier to give away tasks later in the project. I should also try to accept negative comments on my work and be more perfectionistic in what I do.

To summarise, I think that the past months were very useful and interesting. However, I think the other projects would be more interesting for me to learn new skills. I believe that larger courses could be more educational than smaller ones and that there should be more variety in the curriculum. Our team operated well despite some small communication issues. The past months were very demanding, but I think the result was worth it.