

Hello everybody,

Hereby we invite you to attend our Intervention session on Tuesday to discuss our messy problem.

Attached you will find a brief description of the case and some recent researches on the topic.  
At the bottom you will find the different stakeholders, where you will be assigned to one of them. Please prepare yourself for the session and get in touch with your role and the combined goals and deliverables.

Thank you and see you soon,

Your Consultancy

Balanced Bite

CLIENT:

The client is the Minister of Health of the Dutch government, since they are responsible for the overall health of the Dutch population.

PROBLEM DESCRIPTION:

The problem faced by the Client is that an increasing number of Dutch people are getting sick for potentially multiple reasons, resulting in high costs for hospitals and social security. Therefore, the question for us, the consultancy, is how to reduce hospital costs by improving the population’s health.

To better understand the problem at hand a Situational analysis will be applied. As stated in the problem statement, the issue of decreasing health levels among the Dutch population may have a variety of reasons. This includes, for instance, a change in dietary behaviour due to an increased awareness of sustainability, which is thought to come with a decrease in the intake of essential nutrients like protein, iron or calcium. Additionally, possible reasons for the health issues could be attributed to changes in activity patterns with the average population being less physically active, or they could be attributed to the rise of mental health issues as a consequence of changes in social behaviour in the aftermath of Covid 19.

Regarding the dietary changes and potential malnutrition, it can be said that the average consumption of meat and dairy products has significantly decreased, which could indicate deficiencies of important nutrients like iron and calcium or even protein. This is stressed by the fact that the average consumption of vegetables and fruit per day may not offset this since it only increased marginally. Looking at the nutrient intake, the average Dutch adult reduced their daily animal protein intake by 2.9 grams, which is only partially offset by an increased vegetable protein intake of 0.4 grams. Overall, the average daily energy intake was reduced by 0.2 MJ. While this could be beneficial for overall health, this information must be analysed bearing in mind rising levels of physical inactivity and higher portions of the population being obese. Put into numbers, according to Dinnissen et al. (2021) the level of people who classify as physically active has decreased from 25.4% to 23.4% between 2010 and 2016. Also, the level of people with normal and underweight characteristics is decreasing from 45.5% to 42.8% between the years 2010 and 2016. Another major reason could be found in mental health issues that negatively impact physical well-being as well. In fact, 16% of Dutch citizens have already struggled with mental health (ten Doesschatte, 2007). Considering that according to ten Have et al. (2011), there is a positive correlation between doing physical exercises and having good mental health, this is another reason for a sicker population. Especially after the lockdown and changing social behavioural patterns in the aftermath of the COVID-19 pandemic, the effect of mental well-being on health should increasingly be taken into account. The impact of the pandemic crisis, such as isolation and uncertainty had a significant impact on mental health. People experienced increased levels of anxiety, depression, and loneliness, leading to seeking mental health support (Usher et al., 2020).

**Overview of the 6 stakeholders**:

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| --- | --- | --- | --- |
| **Who** | **Objectives** | **Deliverables** | **Role assigned to:** |
| **Minister of Health** | * Main goal is to decrease hospital costs by increasing citizens’ general health | * Their deliverables are a healthier and less fragile society, and decreased hospital cost | Luka Vlek  Jet van Alst |
| **Nutritional Experts** | * Their goal is to inform stakeholders regarding the nutritional values of food, and inform people regarding the preparation and combination of nutritious food | * Their deliverables are a clear overview of essential nutrients that should be incorporated in the creation of a sustainable meat advantage | Milicin Radu  Daan Berendsen |
| **Hospitals** | * Their goal is to decrease their costs as a result of increased attention regarding nutritious meat alternatives | * Their deliverable also includes a clear communication with the minister of health regarding citizens’ health | Nikola Beerkens  Filip Pavlović |
| **R&D Department focussed on nutritious food and/or sustainability** | * Their goal is to develop sustainable food that replace meat while still providing the right nutrients | * The deliverables are new sustainable replacements for meat. Containing the right nutrients to sustain a healthy human diet | Dries Cremers  Lisa Aalbrecht |
| **Consumers** | * Their goal is to increase their nutritional values and increase their health, while still being sustainable | * They must approve of a new sustainable alternative of meat, in order for it to be successful once it is on the market | Dylan Elens  Max Streuff |
| **Food sellers** | * Their goal is to sell a profitable alternative for meat to supermarket or directly to consumers | * Their main concern is for the new product to be profitable and sellable to customers | Jake den Bieman  Anna Lorenz |