

### **NKUHT Campus Sustainability Dialogue**

In the 109th academic year, our library initiated exhibitions themed around SDGs, gradually integrating issue framing, book displays, activities, tabletop games, and content sharing. This journey enhanced our comprehension of SDGs' significance and content, guiding our library team on how to fuse SDGs into pertinent topics like CSR, USR, SROI, ESG, and local



revitalization. Despite gradual recovery from pandemic impacts, recent UN SDGs review reports highlight global challenges: over 10% of food is lost pre-market, with nearly 20% wasted in consumption, alongside threats of climate, marine, and land degradation endangering biodiversity. From an SDG perspective, envisioning a better life and translating it into actionable ESG strategies for businesses is our aspiration. Utilizing case resources from the library, we structured pathways for effective SDG implementation, alongside launching the "Embrace Taiwan" series rooted in Kaohsiung. Additionally, among three SDG-promoting tabletop games created by our librarians, "Little Things Matter – Cute Monsters Lead You to Practice SDGs" emerged as a valuable tool for comprehending the 17 SDGs. The game's nine endearing monsters actively promote SDGs throughout Kaohsiung, serving as pivotal ambassadors for our themed exhibition.

**Corporate Social Responsibility (CSR)** refers to the practice where companies not only aim to maximize profits for shareholders but also consider the interests of all stakeholders involved in their operations. This encompasses various parties related to the business, including employees, customers, suppliers, consumers, communities, governments, and the natural environment.

**Social Return on Investment (SROI)** is a quantitative indicator used to evaluate the effectiveness of CSR initiatives. It measures the social value generated per unit of investment, essentially determining how many dollars of social value are created for every dollar invested. SROI converts qualitative descriptions of social impact and outcomes into quantifiable tracking and management by monetizing them. This allows CSR efforts to be managed using numerical data and serves as a reference when planning CSR strategies.

**ESG stands for Environmental, Social, and Governa**nce. It represents key considerations for businesses beyond profitability, prompting reflection on their societal value. This includes whether the company benefits the community, improves the environment, and engages in ethical practices while creating wealth. Additionally, ESG entails prioritizing care for employees and customers.



#### What do chefs care about?

What do chefs care about? Money, restaurants, ideals, or perhaps family and a sense of belonging? The two main themes prepared this time are both related to home. One theme presents the story of chefs returning home to start their own businesses, while the other focuses on showcasing local flavors and cultural identity.

Why do chefs want to return home? Can opening a restaurant bring about so much change? Perhaps, in the upcoming cases, chefs can tell us what they have done for their hometowns.

Another issue related to Taiwanese flavors and cultural identity is the explanation and presentation of "Taiwanese flavor." From Western cuisine to Taiwanese dishes, from the chefs' research and development perspective to innovative ideas in restaurant management, they all have a desire to present Taiwanese flavor.

### When "they" return home

There's a group of chefs who, armed with their urban experiences and culinary skills, return to their hometowns to open restaurants. They strive to use local ingredients in their cooking, not only showcasing the flavors of their homeland but also blending their own culinary expertise with local tastes to present a new culinary identity.



Through their culinary skills and ingredient choices, these chefs attract crowds and generate income for their communities, making it possible for more young people to see the potential of returning home and thus contributing to local revitalization.

AKAME, the most difficult restaurant to book in southern Taiwan, is a prime example. After leaving Jiang Zhencheng's restaurant kitchen, chef Peng Tianen returned to his ancestral home in Wutai, Pingtung and opened AKAME. With French cuisine infused with indigenous flavors, the chef has subverted everyone's preconceptions of indigenous cuisine through his development in the Fine Dining system. Not content with just that, the chef also sought to collaborate with local guesthouses due to the remote location of the restaurant. By combining dining and accommodation expenses from customers, he brings tourism income to Wutai deep in the mountains thanks to food enthusiasts.

In addition to taking care of restaurant customers seriously, he also fulfills his social responsibility by inviting local elementary school students to Akame free of charge in collaboration with charitable organizations. Here, they get to experience dining in a fine restaurant, receive professional menu explanations, and learn about table manners and culinary knowledge. Chef Peng Tien-En wants to convey to the children from the tribe through cooking:

"Food can change the world. For example, using familiar ingredients from the tribe to create flavors the children have never imagined, letting them know that there are still many things worth exploring. Previously, they might not have dared to dream, but now with motivation, they will pursue and expand their horizons."



There are not only AKAME's head chef, but also another chef named Lin Xiaowei who returned to Taiwan to start a business due to the Chinese epidemic. He opened a private kitchen with only ten seats on the Miaoli Mountain. The name of the restaurant is Wuga Yan, which means the place closest to the sky in Atayal language.

The reason he returned to his hometown to start a business was because he saw a significant loss of population in the tribe and wanted to help. He transformed the grocery store in the camping area into a small restaurant with ten seats. The Atayal tribe specializes in stone plate cuisine, but he opted for a teppanyaki grill for a crispier texture similar to stone plates. He collaborated with his mother to develop dishes, starting a teppanyaki private kitchen with indigenous flavors. Initially, he purchased mountain wild vegetables in bulk from local farmers to cook.

He developed hiking trips through the forest and later partnered with other tribal families operating camping sites to plan two-day-one-night excursions. Travelers could experience making mochi, drinking millet wine, and finally returning to the restaurant for teppanyaki. Through comprehensive itineraries and high-quality cuisine, his restaurant received considerable attention after opening. Lin Xiaowei also wants to do more for the tribe, letting the public know that indigenous people are truly different.

These two tribal chefs brought their experiences and perspectives back to their hometown, giving the tribe a new look and also encouraging more young people to stay and develop in their hometowns.

### Is this Taiwanese flavor?

From the small eatery specializing in Northern Vietnamese cuisine, we started discussing dishes such as, but not limited to, Taiwanese-style stir-fried pork with tomatoes and basil, Taiwanese-style miso soup with meatballs, egg drop, and sometimes cabbage and sugar added by certain southern shops, with less spice, less acidity, less salt, and some even featuring Taiwanese-style pickled cabbage with bonito flakes in the soup, along with Taiwanese-style crispy crepes that don't exist in France... It seems we've become quite accustomed to these Taiwanese-flavored international cuisines.



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In our daily lives, there are many Taiwanese-flavored international elements, and the philosophies of the eateries vary:

Some insist on preserving the original flavor, as original equals hometown flavor, exclusively catering to themselves and fellow nationals; Taiwanese customers coming for the aroma have to adapt themselves. Some adjust the flavor according to customer preferences, reducing saltiness while enhancing fragrance to make it more palatable for Taiwanese customers, yet serving the original version to fellow nationals, ensuring the exact balance of saltiness, sweetness, sourness, and spiciness. Some create a hybrid variant, incorporating elements from both sides along with local specialties, such as Vietnamese pho cooked in a Taiwanese hot pot style.

These "Taiwanese-flavored" international cuisines can also become a new representation of Taiwanese flavor. This idea isn't just limited to casual conversations in libraries and offices; many chefs trained in Fine Dining establishments are adapting local specialties after immersing themselves in diverse culinary cultures, local ingredients, and cooking techniques. They reinterpret these local flavors, becoming both translators of cuisine and advocates of taste. With each bite, diners experience a blend of unfamiliarity and familiarity, forging connections between their brains and taste buds.



許多人評論米其林二星餐廳「態芮」是台魂法菜。

品牌名稱"Taïrroir" = 「台灣Taiwan」+法語「風土 Terroir」。

Taiwanese or not, authentic or not? I'm Taiwanese, so what I cook is Taiwanese cuisine!

"Taiwanese Spirit, Global Perspective" is how many people describe the Michelin 3-star restaurant "Taïrroir". The brand name "Taïrroir" combines "Taiwan" and the French word "Terroir", aiming to reinterpret Taiwan's local culture.

At Taïrroir, Chef Kai Ho transforms his life memories not only through ingredient and flavor combinations but also by drawing inspiration from cultural, historical contexts, and even contrasting references with other places. The dishes served reflect the chef's journey and are presented as a platform showcasing Taiwanese life in a different light. This approach at Taïrroir has led many food enthusiasts to describe it as having a "Taiwanese backbone with a French exterior."





Regarding this, the chef sees Taïrroir as follows:

"I don't oppose or reject these words and descriptions, but I personally wouldn't say that because I aim to showcase more diversity and fun. We have a lot more cultural and historical context to share with our guests. Remembering where I come from, I define my own values."

The chef's attitude reflects the presentation of the cuisine. He not only seeks to present everyday commoner dishes with different techniques but also aims to find common ground between East and West, combining similarities and differences in his cooking. When contemplating cuisine, he discards frameworks, pursues freedom, and doesn't emphasize that specific elements must be presented in a particular way. Instead, he shares his thoughts with guests in the moment. Not every dish is necessarily a transformation of Taiwanese flavor; it might simply be sharing the goodness of seasonal ingredients or a flavor combination he enjoys. Through simpler means, he aims to make guests feel that Taïrroir is a "restaurant worth choosing."

## "Taiwanese flavor" is an evolving model.

"Taiwanese flavor" is a constantly evolving concept. Simply put, are all the common dishes found on Taiwanese streets considered Taiwanese cuisine? In research conducted by teachers, many common flavor profiles were identified, such as three-cup, ginger-scallion, and oily-scallion, among others.

When thinking of renowned chefs, Chef André Chiang is arguably the most famous fine dining chef in Taiwan today. Even before founding RAW, he organized a deeply influential "Taiwanese Flavor" forum. Throughout his restaurant operations, he consistently showcased his interpretation of Taiwanese flavor through the restaurant's culinary approach. As he mentioned in an interview several years ago:



"Taiwanese flavor can be not only an action, a habit, a color, or a form, but also a work in progress. This season, we're contemplating Taiwanese flavor in the present tense. Sometimes, we use Taiwanese ingredients with Western techniques; other times, we use Western ingredients with Eastern techniques. We're attempting to look at things from various directions."

interpret Taiwanese flavor. Years later, Chef André Chiang not only changed perspectives but also attempted to summarize the core of Taiwanese flavor through the context of history rather than individual interpretations. Regarding Taiwanese flavor, in 2022, the chef and his friends established the "Taiwanese Flavor Spectrum Research Institute," collecting common flavor profiles in Taiwan and using AI systems to calculate future flavor combinations. He said: "The future of Taiwanese flavor will inevitably change. Culinary culture accumulates in winding and subtle ways, and statistical results may not necessarily represent the entirety. However, the chef's thoughts on Taiwanese flavor might better express its future:

"Perhaps it's not about using traditional Taiwanese methods or local Taiwanese ingredients, or even having no relation to Taiwanese history. As we become increasingly international, we are global citizens. Therefore, we need to consider what connects us. That is the essence of Taiwanese flavor."

## 傳統老店到新潮台菜的

## 翻轉歷程





## The transformation from traditional eateries to trendy Taiwanese cuisine.

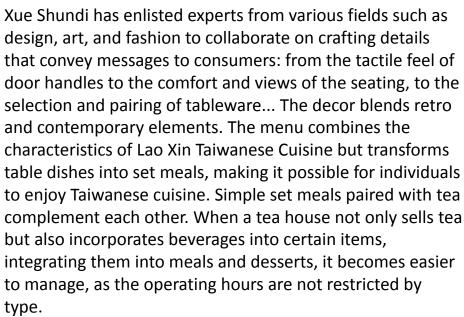
Fine Dining presents one aspect of Taiwanese flavor, while modernizing and refining Taiwanese cuisine represents another approach to showcasing Taiwan's culinary culture. Our school alumni, Xue Shundi, together with his father, runs the renowned old establishment "Lao Xin Taiwanese Cuisine" in Kaohsiung. Even during his studies, he envisioned opening a restaurant and aimed to change the working environment for Taiwanese chefs by establishing a systematic, semi-open kitchen, a departure from traditional apprenticeship-based kitchens. When founding the new brand "Yongxin Fengcha," he recruited young chefs to create innovative responses to contemporary tastes. He said, "New Taiwanese flavor comes from new people, inheriting and imbuing it with fresh perspectives."

Xue Shundi believes that in traditional dining, the most important aspect is delicious food. Additional factors such as tasty drinks, friendly service, and affordable prices are often achieved through cost-cutting, making it difficult to generate more profit through customer experience alone.

"We should embrace our culture and strive to reinterpret and add value to it. We shouldn't let tourists think that Taiwan only has street stalls and night markets, or that Taiwan's tea culture is limited to bubble tea. They can have better experiences." Through design, Yongxin Fengcha showcases the true value of tea. By pairing Taiwanese tea with Taiwanese cuisine and desserts, the restaurant offers customers a unique experience, emphasizing localization through space, service, and concept. Xue Shundi is striving to break the framework of the Taiwanese cuisine market: "Taiwanese tea is truly delicious. How do we restore its value without undervaluing it? This requires leveraging the power of branding to convince consumers."









Running a restaurant nowadays requires more than just delicious food and attractive space; marketing is also crucial. Yongxin Fengcha frequently collaborates with other brands and vendors, such as opening a late-night tea cocktail bar in department stores after closing hours, co-hosting summer parties with **MEOWVELOUS INC**., and organizing mahjong tables for guests to enjoy food and drinks. These activities not only enhance the brand image and provide regular customers with freshness but also allow partners to grow through external collaborations.

He hopes more people will see the business opportunities and potential of Taiwanese cuisine and join the innovative movement of Taiwanese flavors. He says, "Yongxin Fengcha is not about deviating from tradition but rather attempting new interpretations of tea for today. I want to promote Taiwanese culture and create cross-era achievements. Taiwanese flavor shouldn't be limited to our efforts alone but should be diverse and well-executed by many others." Xue Shundi believes that the transformation of Taiwanese flavor is a long journey. If everyone is willing to contribute to local culture, be more aware, and pay attention, creating a dining scene that locals can be proud of and foreigners can admire, our lives will move towards a better, fresher state.

# 這些品牌,你在路上看不到但在網路上點的到:

# 票端時房的生財之道

聽過雲端廚房、幽靈廚房、影子廚房等等名詞嗎?







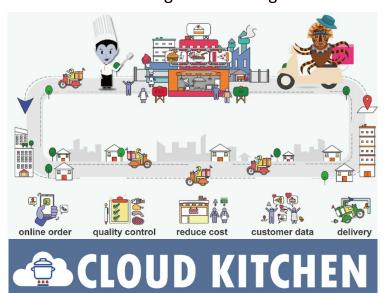


## These brands are not visible on the streets but are accessible online: the profit avenue of cloud kitchens.

Have you heard of terms like cloud kitchen, ghost kitchen, or shadow kitchen? It depends on various factors, including the brand's characteristics, market demand, financial situation, and operational model.

For some startups, transitioning from offline to physical storefronts may pose significant challenges. Opening a physical store entails higher costs, such as rent, renovation, and staff salaries, and requires managing more operational aspects. Moreover, maintaining sufficient customer traffic is crucial for profitability. However, for brands already with physical stores, shifting to online platforms may also present challenges. While online operations can reduce some costs, establishing and maintaining an online presence and handling logistics and delivery issues require additional resources. Additionally, the online market is highly competitive, requiring significant investments in attracting and retaining customers.

Overall, both physical and online operations have their pros and cons, and brands should make appropriate choices based on their circumstances and market needs, or adopt a strategy that combines both online and offline presence to maximize customer satisfaction and maintain a competitive edge.



Traditional restaurants stepping into the online realm: the integration of virtual and

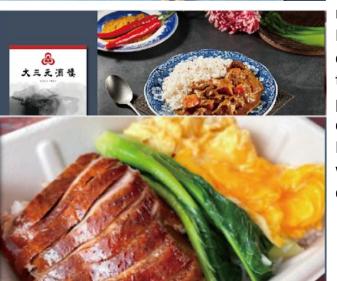
physical dining industries.

Since the onset of the pandemic, many higher-priced restaurants have not only adjusted their menus or temporarily closed but have also collaborated with cloud kitchens and delivery platforms.



Leveraging their brand recognition, services provided by cloud kitchen operators, and the reach of delivery platforms, they aim to tap into a different consumer base. Examples include "Lan Restaurant" and "Grand Formosa Regent Hotel." Lan Restaurant, known for contemporary French cuisine, offers completely unrelated Singaporean and Malaysian snacks on delivery platforms under the brand name "Orchid by Peng." This move is aimed at expanding their customer base. The decision to focus on Southeast Asian cuisine for their sub-brand was influenced by data from delivery platforms, which showed a preference for bold flavors and a high repurchase rate for Chinese and Asian cuisines. Moreover, there's a scarcity of Southeast Asian food options available, making it a strategic choice for development. Additionally, the sous chef, originally from Johor Bahru, Malaysia, excels in South-East Asian home-cooked dishes, making it easier to improve customer repurchase rates with a menu centered around comfort food.





While the sub-brand needs to differentiate itself from Fine Dining, the head chef insists on maintaining the quality that aligns with Lan Restaurant's image. Therefore, the authenticity and packaging of the dishes are of utmost importance to the brand. Consequently, when collaborating with cloud kitchen operators, the restaurant places particular emphasis on the quality of the meals. Despite having its own kitchen, Lan Restaurant believes that collaborating with cloud kitchen operators is advantageous due to various factors such as personnel and procurement costs, as well as negotiating commission fees with delivery platforms. Independently, restaurants cannot compete with cloud kitchen operators in terms of delivery.

"Ordering delivery has become a habit for modern people," which is why Three Coins opened a tea restaurant on the cloud. Despite the fact that the profit sharing from delivery meal boxes is significantly lower than the revenue from physical restaurants, the old restaurant aims not only to generate income but also to reach out to a younger customer base through delivery platforms, which was difficult to tap into previously. These young customers, after trying delivery meal boxes, have the potential to become patrons of the physical restaurant. However, there is a limit to the average spending per order for delivery platform meal boxes, which cannot be compared to the dishes offered in the restaurant. Therefore, they also hope to expand the scale of meal box operations quickly, and reduce current ingredient costs through bulk purchasing.



Virtual brands seeking physical presence: cloud kitchens journey from online to offline with a virtual brand.

The rise of cloud kitchens in the industry is due to the high costs of opening a restaurant. Many operators collaborate with young chefs aspiring to start their own ventures. Cloud kitchens function as shared spaces in the food industry, offering professional kitchen facilities and dining spaces. With high flexibility and low trial-and-error costs, they provide opportunities for entrepreneurs to realize their ideas.

Cloud kitchen operators view their spaces as brand laboratories, incubating these online-born brands and eventually opening physical stores at the right time and in suitable locations, allowing online brands to transition into physical storefronts. Having operated and experimented online, they have a faster learning curve and adjustment process for aspects such as menu selection, customer segmentation, and restaurant positioning in physical operations. This experience makes them more likely to recoup their investment quickly compared to inexperienced newcomers.

# "You order from home, while I make money in a ghost kitchen": SaladStop!'s digital transformation.

Over the past three years, the world has witnessed almost cyclical lockdowns, posing challenges for dine-in-focused restaurants, leading to closures or transformations. Through the struggles of SaladStop! in Singapore, one can understand how restaurants survive during lockdowns. Singapore, being an urbanized country, is comparable in scale to most capital cities or other major metropolises. Therefore, the approach taken by SaladStop!, a fast-casual salad restaurant, can provide insights for similar establishments. During the pandemic, they repositioned the direction of their store operations. They first assessed all conditions of the restaurant and found that, despite having to collaborate with delivery platforms during the pandemic, they could reduce costs through ghost kitchens. Additionally, they utilized excess capacity to create new menu items for their own new brands or virtual brands, ensuring that all resources were utilized, awaiting full reopening post-pandemic.





## Taiwan is a vegetarian paradise!

"Eating vegetarian in Taiwan is such a joy."

This was expressed by a Korean YouTuber living in Taipei in a certain video. At first, it surprised everyone in the office, when we joined our vegetarian friends to explore vegetarian night markets, queue at meat-free markets, and participate in vegetarian group purchases, we realized that there are actually many vegetarians in Taiwan!

According to a 2021 survey, Taiwan ranks third in the world in terms of the proportion of vegetarians, behind only India and Mexico. Surprisingly, in a certain newspaper survey, many people opt for vegetarianism due to health reasons such as allergies, rather than for religious reasons. Some also believe that being vegetarian is more environmentally friendly. Most people have some experience with vegetarianism, such as observing meat-free days on the lunar calendar or choosing to go vegetarian for a day each week. In our daily lives, vegetarian options are indeed increasing and becoming more convenient. For example, convenience stores now have vegetarian sections, and there are more and more vegetarian restaurants, providing more choices for vegetarians. Moreover, the vegetarian trend has even impacted Michelin-starred restaurants.















## The Michelin Green Star: Restaurants' Social Responsibility

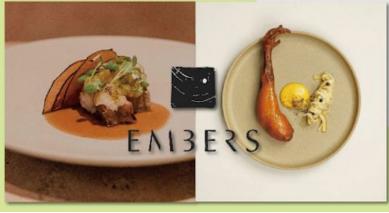
According to the official Michelin website, Introduced in 2020 during the presentation of the MICHELIN Guide France selection, and now deployed in all of the Guide's selections, the Green Star is the newest MICHELIN award. While this honor is not exclusively awarded to vegetarian restaurants, many of the issues that vegetarian restaurants care about align with the criteria for the Green Star.

The Michelin Green Star is awarded to restaurants that prioritize sustainability, collaborate with sustainable suppliers and producers, minimize waste, and refrain from using non-recyclable materials. Any restaurant featured in the Michelin Guide has the opportunity to receive the Michelin Green Star, regardless of whether it has received Michelin plates, Bib Gourmand recommendations, or Michelin stars.









Each awarded restaurant, while sustainability is at its core, has different development directions. Many restaurants directly collaborate with growers, farmers, and fishermen; forage in forests and wild areas; engage in animal husbandry and cultivation; and adopt regenerative practices such as no-till gardening and crop rotation to improve the environment. Additionally, they also contribute to local, national, or global charitable and educational initiatives.

Michelin believes that the culinary experience offered by Green Star restaurants combines outstanding culinary skills with a commitment to environmental stewardship, inspiring both food enthusiasts and the entire industry.





## "Plant-based, but you can be very flexible to

When we collecting information on plant-based diets, terms like veganism, lacto-ovo vegetarianism, pescatarianism, flexitarianism, and others can be overwhelming. Are there really so many classifications within vegetarian diets?

However, this is a blind spot for those whose diets primarily include meat. If we reflect on meat-centric dietary lifestyles, don't we also have restrictions like avoiding beef, pork, lamb, chicken, duck, and goose? Why should there be uniform standards for vegetarian diets?

Vegetarianism and meat-eating are just broad categories. For those who predominantly consume plant-based foods, apart from religious reasons, the "Plant-based Diet Guidebook" published by the Ministry of Health and Welfare is a useful reference. From both environmental and health perspectives, we often find our daily diets unbalanced, especially when eating out, where we may consume insufficient fruits and vegetables while overindulging in starches and animal proteins.

How can we start eating more vegetarian food? If you're not averse to meat entirely, the simplest way is to increase the proportion of fruits and vegetables in your diet. If you're already not a heavy meat eater, you can increase the proportion of seafood and vegetables instead. If you really crave meat, you can explore alternatives like plant-based meat, seafood, or eggs, which satisfy cravings without harming animals, thus promoting environmental protection.

Many vegetarian restaurant operators aim not only to serve vegetarians but also to use locally sourced produce to create delicious dishes that don't feel vegetarian. They hope to attract more people to flexible vegetarianism by promoting the benefits of vegetarianism and encouraging people to follow their mood and health needs rather than adhering to specific dietary restrictions. Understanding the benefits of a vegetarian diet is the first step toward embracing a vegetarian lifestyle.





Image Source 衛福部 (Ministry of Health and Welfare)