

# National Good Food Network in Support of Market-Based Solutions

Successes, Challenges and  
Capacity Needs

**Detailed Survey Results**  
2008



# Abstract

In August 2007 an online survey was sent to participants of the WK Kellogg Foundation's Food and Society (FAS) initiative and their colleagues. Recipients were asked to self-select based on their interest in Market-Based Solutions (MBS), which we define as engaging market (consumer) demand to drive change. Specifically we are focused on increasing the flow of "good food" (healthy, fair, affordable, and green) through scaled retail groceries, food service, and wholesale. Of the 654 people receiving the survey, 28% or 183 responded.

The survey collected demographics information such as role in the food system and geographic scale, scope, status, and description of MBS work. Respondents also described the successes and challenges they face in this work and how a national network might accelerate and broaden their MBS efforts.

Several themes emerged from the responses such as:

- **Cooperative Economies of Scale Needed:** "good food" supply aggregators/distributors are eager to find one another to increase efficiency and ability to match demand and supply.
- **Information Needed:** because of the inherently local nature of the food movement, innovations and solutions are occurring in pockets of the country. If we can facilitate a national flow of information we can more rapidly spread change nationwide.
- **Local Infrastructure Needed:** there is a distinct lack of the dedicated processing, packaging and distribution capacity/infrastructure needed to build local food systems.
- **Start-up Funding Needed:** innovative solutions are emerging but entrepreneurs need funds to prove concepts, develop business models, and build to scale.

The Survey Results package contains statistical data on FAS' (and beyond) Market-Based Solutions efforts to date as well as an enormous volume of personal accounts, thoughts, and stories. The package can be viewed on the Wallace Center's website at [www.wallacecenter.org](http://www.wallacecenter.org).





## Market-Based Solutions Definition

We define Market-Based Solutions (MBS) as engaging market (consumer) demand to drive change. Specifically we are focused on increasing the flow of "good food" (healthy, fair, affordable, and green) through scaled retail groceries, food service, and wholesale. This may include other channels that have the opportunity to scale.

## Survey Methodology

- Survey distributed August 2007
- Sent to 565 people
- FAS audience asked to self-select based on interest in MBS work
- Also sent to those recommended by FAS members = 89 people
- Total 183 respondents = 28% response rate

# Quantitatively Assessed Questions

## Demographics

- What role do you have in the food system?
- What is your organizational structure?

## MBS work

- Where is your MBS work focused?
- Geographic scale goals of MBS work?
- How far along are you in your MBS work?

## The Network

- How can the network best serve you?

## Facilitating Information Flow and TA Through Network

- What information would be most useful?
- What TA would be most useful?
- What can you contribute?
- How would you prefer TA be delivered?
- Is it important to have a local TA provider?



# Open-Ended Discussion Questions

## Demographics

- Please describe your social enterprise

## MBS Work

- Please comment on any top-of-mind challenges and successes in your MBS work
- Please comment on any additional MBS needs not yet discussed

## The Network

- Please add any comments on how the network might be of value to your work
- What could the network be called?

## Facilitating Information Flow and TA Through Network

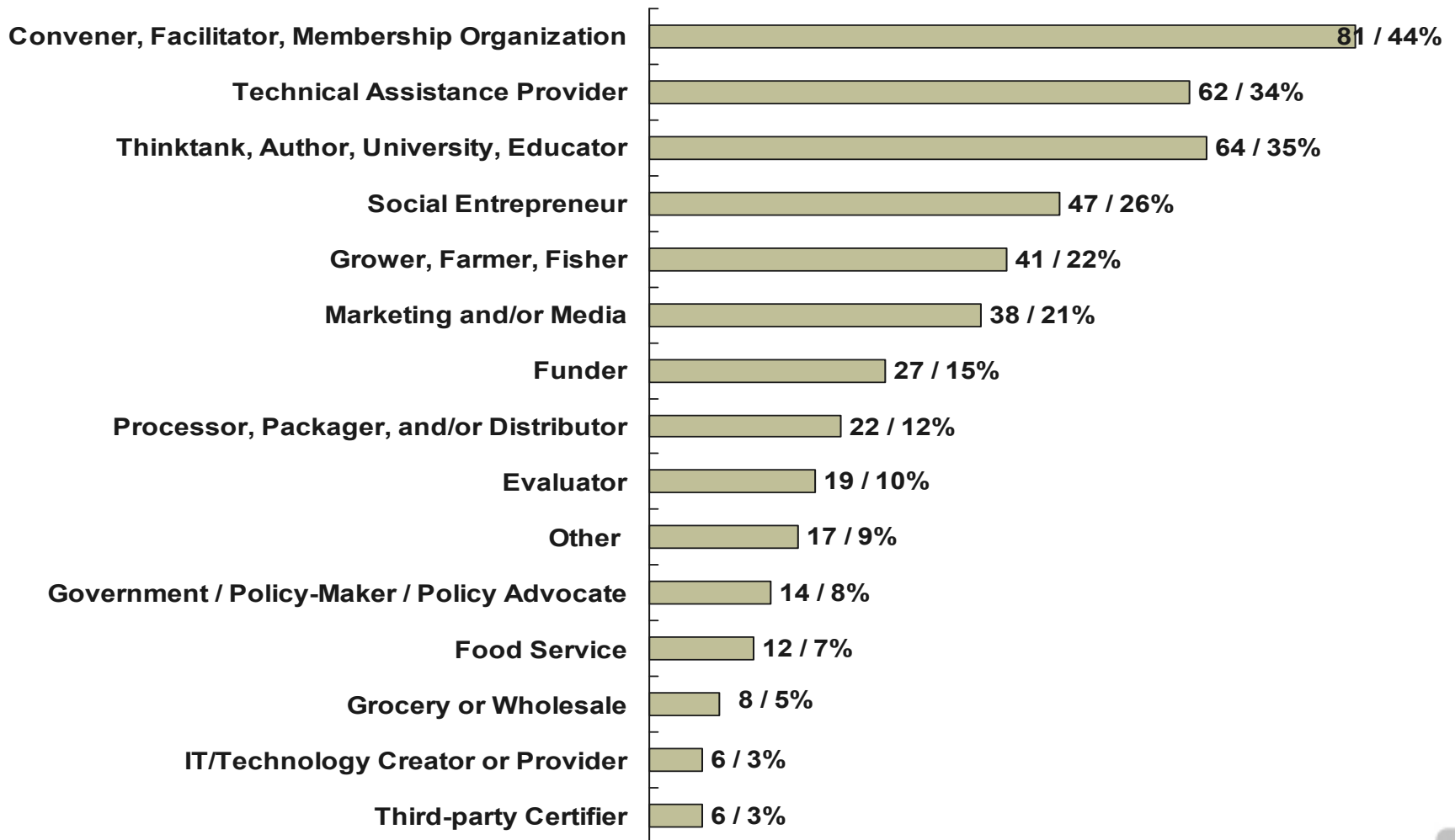
- What kind of case studies or information can you contribute?
- What kind of TA can you provide?



**Part One:**  
*Quantitatively Assessed Questions*



# What Role in the Food System?

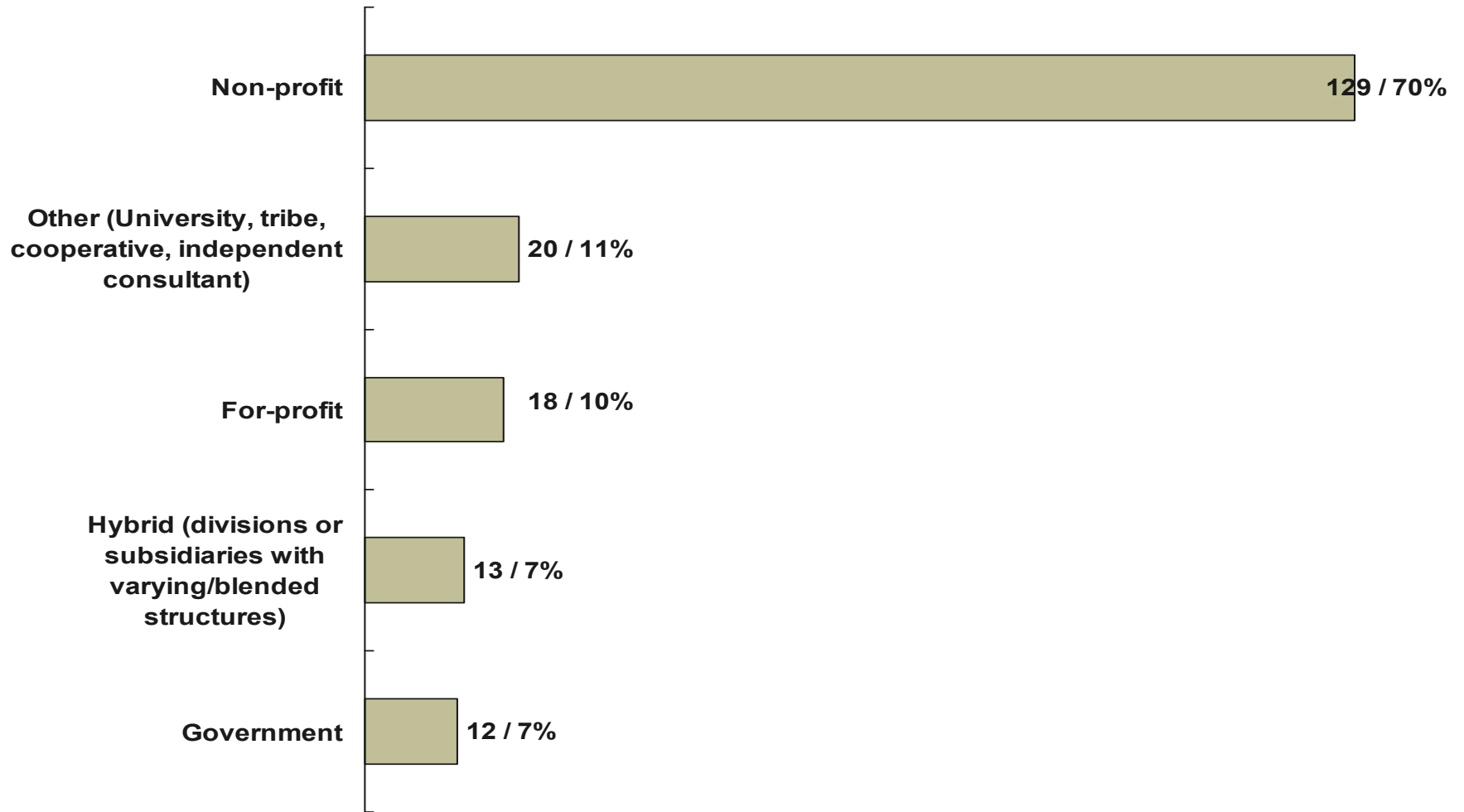


*Individual respondents may have more than one role; Other = student, Board Member, community organizer, other*





# What Organizational Structure?

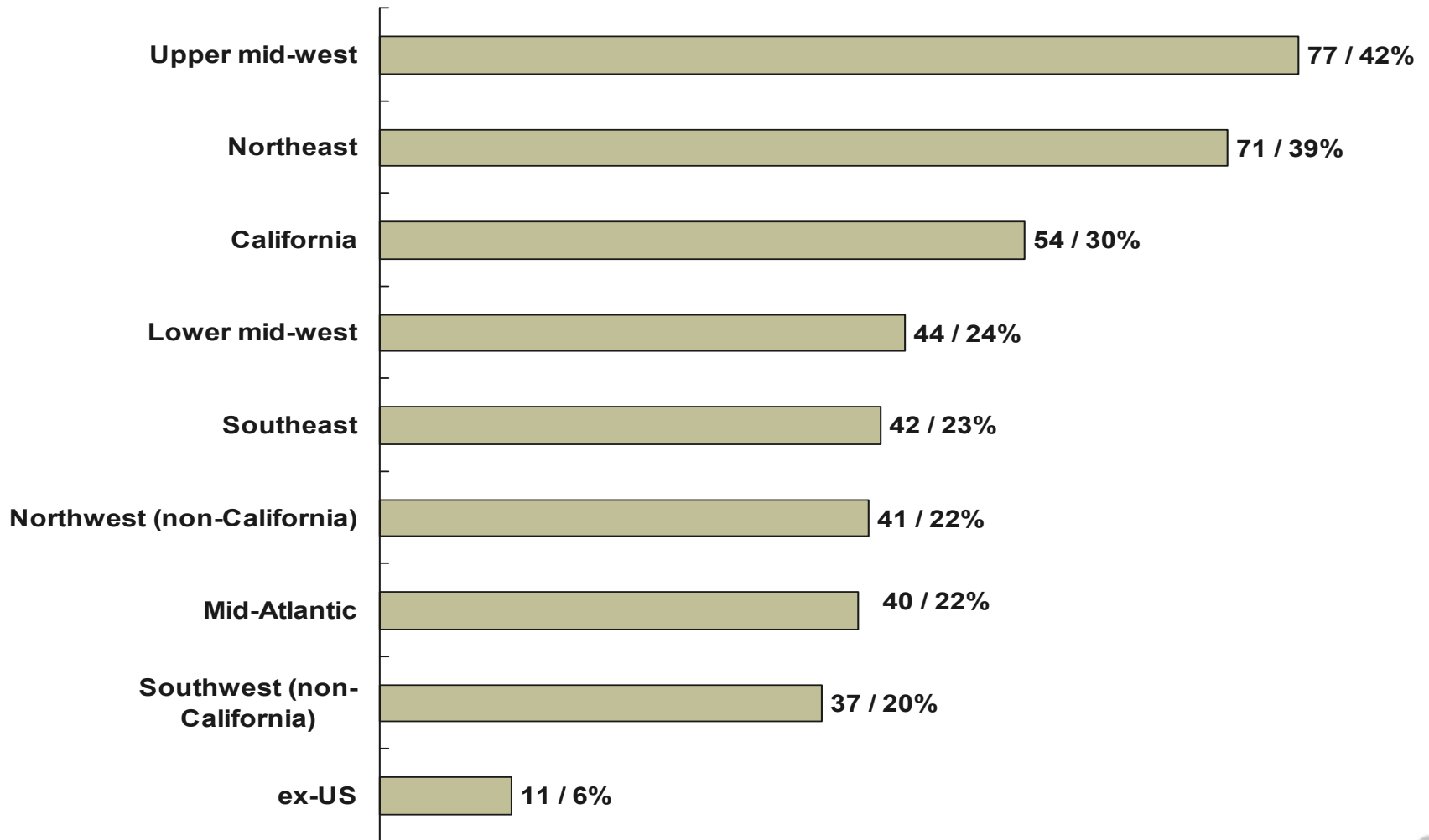


*Individual organizations may have more than one structure; Other = university, tribe, cooperative, independent consultant*





# Where Is MBS Work Focused?

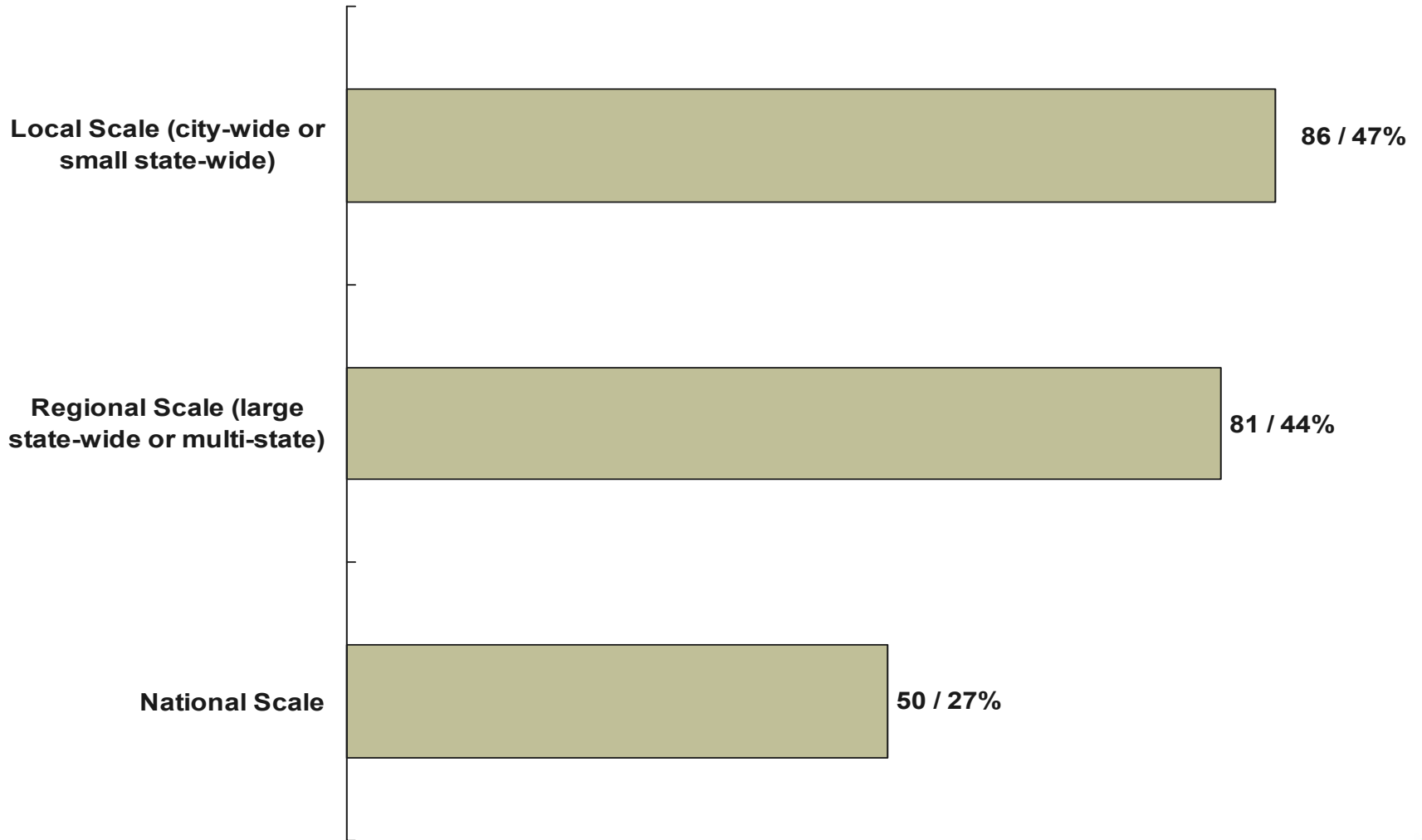


*Individual organizations may have more than one geographic focus*





# What Geographic Scale Goals?

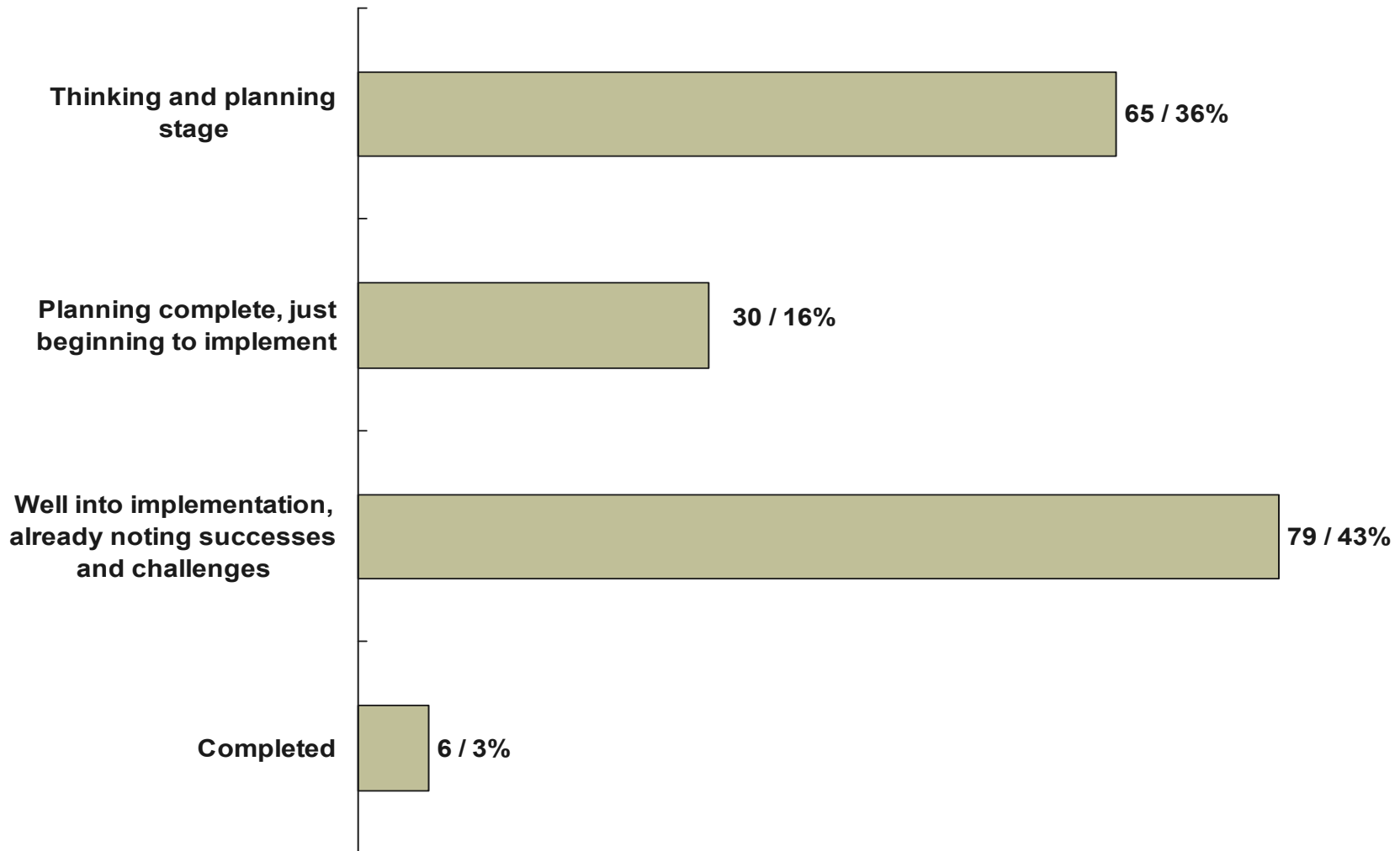


*Individual organizations may have more than one geographic scale goal*





# How Far Along in MBS Work?

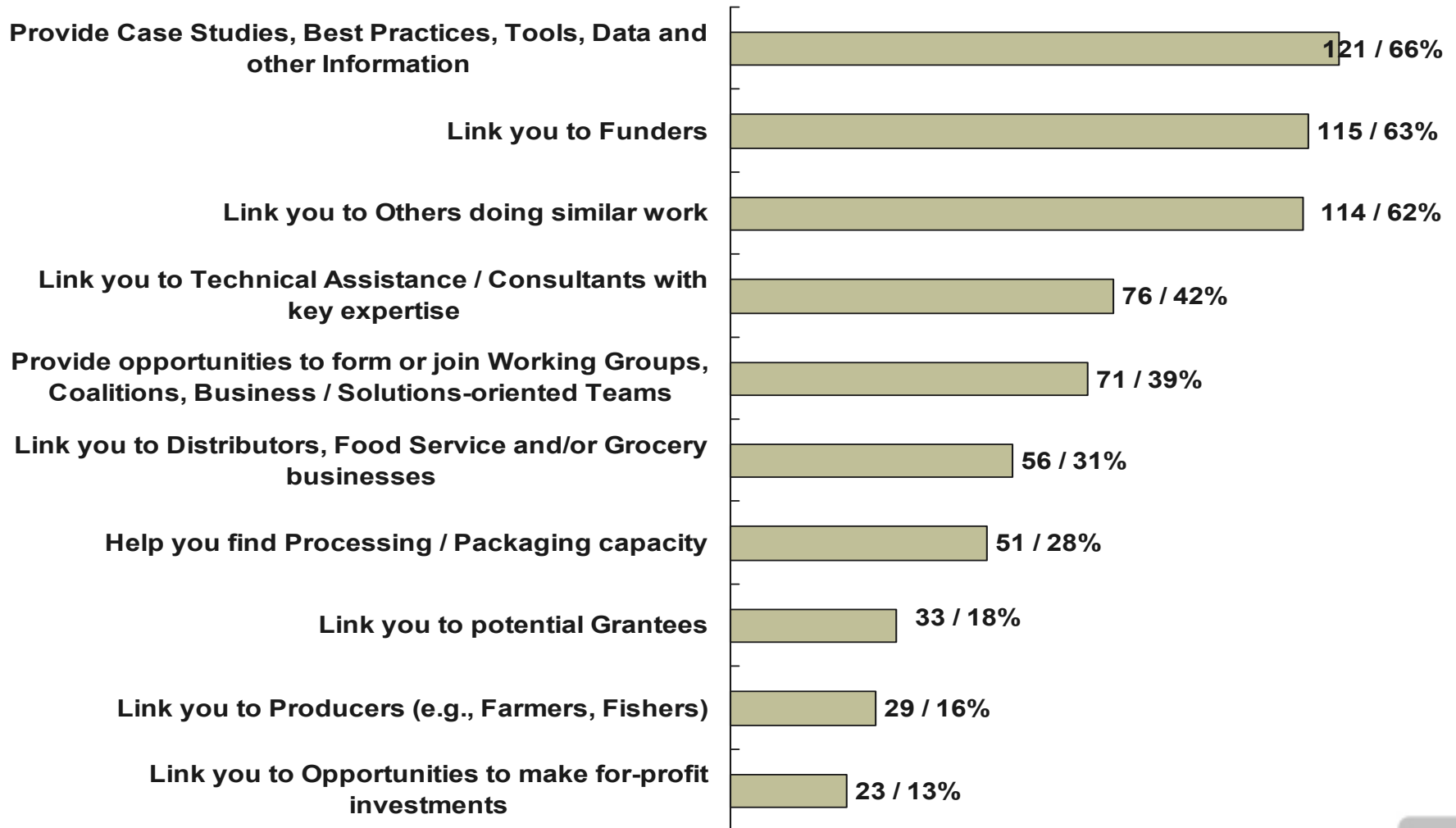


*Individual organizations may be in different stages for different initiatives*





# How Can Network Best Serve You?

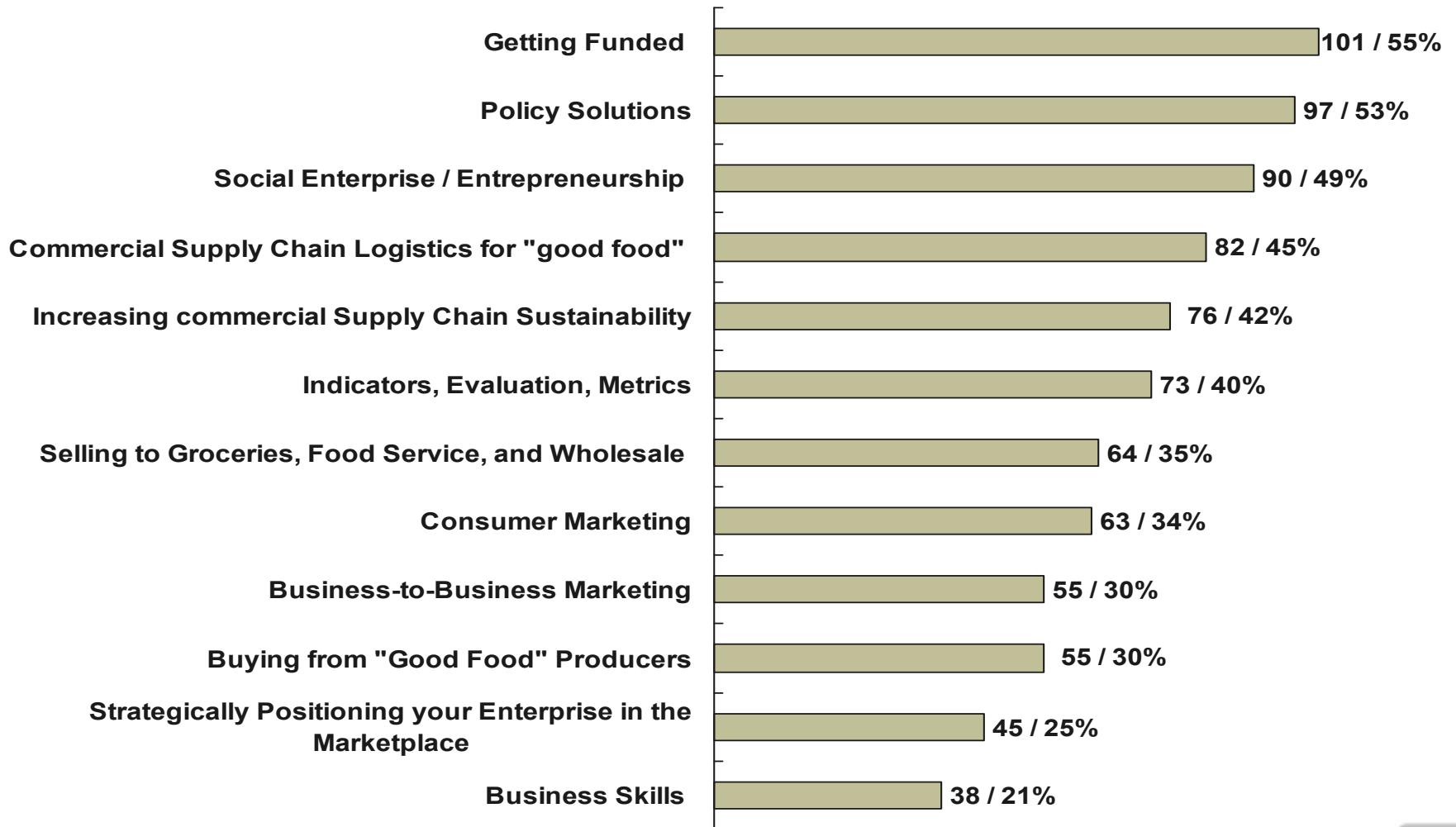


*Individual respondents may have selected more than one response*





# Information Clearinghouse Priorities



*Individual respondents may have selected more than one response*





# Technical Assistance Priorities



*Individual respondents may have selected more than one response*





# I Can Contribute (Info or TA)



*Individual respondents may have selected more than one response*

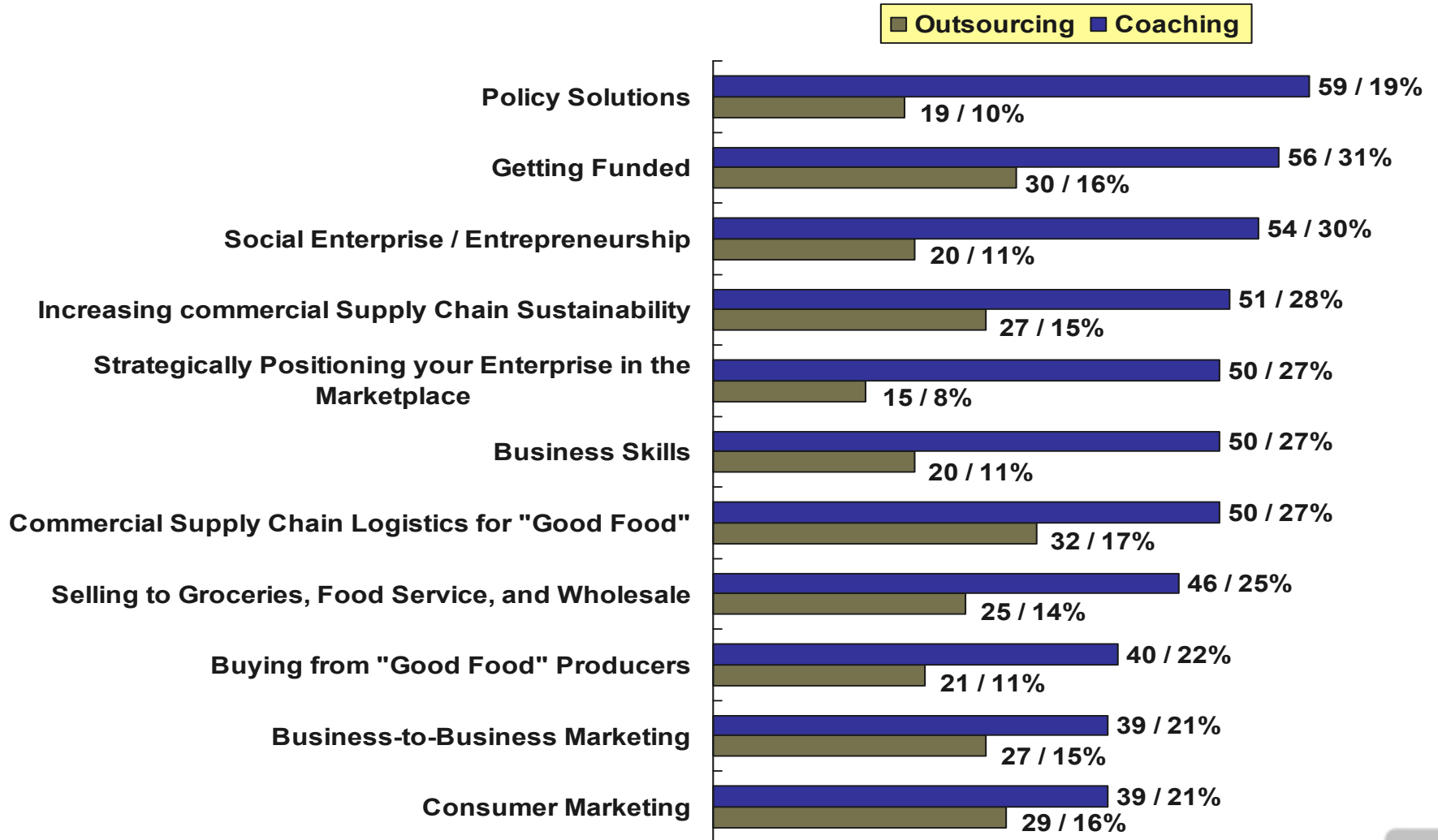


## Definitions: Generally Two Models for Delivery of TA

- **"Coaching"** [actively guiding] advises the organization through an effort and boosts internal abilities. The Coach does not do the organization's work for it nor tell it the answer; rather, he or she provides tools, information, guidance, and feedback to move the organization successfully through an initiative and build its abilities to do this work itself in the future. Much of the Coach's work is in building trust, adapting communication styles to the organization, listening well, providing structure for the initiative at hand, putting together tools, lesson plans and teaching materials, and offering guidance and feedback.
- **"Outsourcing"** [providing answers and solutions] is useful when an organization lacks the resources to do the work itself and/or has no desire to build the internal capabilities. Examples may include one-time efforts (e.g., research, strategic positioning, planning) and ongoing efforts (e.g., advertising or PR). Typically the organization is only somewhat involved in the effort and relies on the provider for answers and deliverables.



# TA Delivery Preference

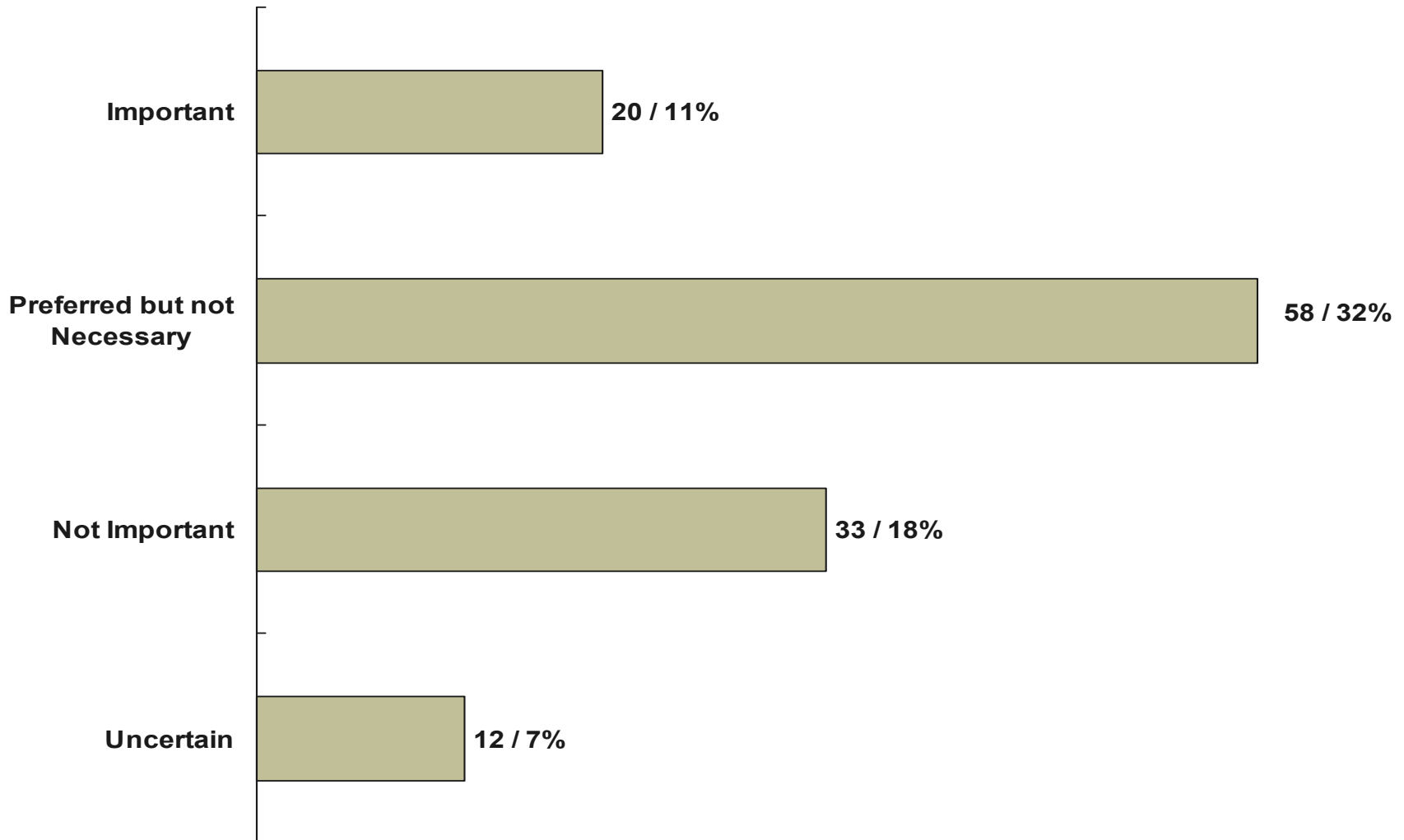


*Individual respondents may have selected more than one response*





# Importance of Local TA Provider



*Individual respondents may have selected more than one response*





**Part Two:**  
*Open-Ended Discussion*  
*Questions*  
*Summary Pages*



## Social Enterprise Descriptions

- Local stores promoting sustainable products
- Sustainable producers
- Third party certifier
- Aggregators, distributors, logistics managers
- Linking and social networking organizations:
  - Linking producers with commercial channels / buyers
  - Linking volunteers and youth with farms and stores
  - Linking consumers with producers
  - Linking travelers with destinations and enterprises
  - Linking enterprises with information
- Incubators and new enterprise developers



## MBS Successes

- Demand higher than ever
- More producers entering marketplace; coordinated assistance efforts are working
- Significant increase in flow of “good food”
- High level engagement from commercial businesses in select regions
- Enormous media attention
- MBS solutions attractive to policy-makers
- New models for local grocery stores
- More youth getting involved and driving demand trends



## MBS Challenges

- Sourcing/producing/selling sustainably often costs more
- Producers earn more via Farmers Market than MBS channels
- Distribution controlled by few large corporations; need local infrastructure
- Need processing and storage capacity, especially local
- Start-up and growth funding hard to find
- Unsupportive federal, state, local policies
- Producers need new skills and reassurances; need equipment to extend growing seasons
- Insufficient and uncoordinated supply; need more producers
- Insufficient consumer knowledge and demand
- Need mediation & links between producers and commercial buyers
- Threat of “greenwashing” interfering with progress
- Fragmented non-profit efforts toward shared goals; are we thinking strategically?

## Additional Thoughts on MBS Needs (1 of 2)

- Definitions: What is sustainable? What is good to support?
- Research
  - Market analysis: how are consumers defining/thinking about sustainable food?
  - Costs and benefits of local sourcing, across the value chain
  - Relevance and issues of economic scale to local sourcing
  - Impact of policy & food safety regulations; how can “good food” = food safety?
  - Impact of rising fuel costs on prices, consumer demand, business planning
  - What is our theory of change? Our attitude toward the big commercial buyers?



## Additional Thoughts on MBS Needs (2 of 2)

- Tools
  - How to form strategic alliances, e.g., as a co-op and/or with corporations
  - Liability insurance and legal requirements to sell to MBS channels
  - Effective software for producers and co-ops to manage processes and CRM
  - Food safety principles and training
- Marketing and Media
  - To large-scale commercial buyers/channels like Kroger, Safeway
  - To consumers
- Attitude: “git ‘er done”!



## Network Value

- Cooperative economies of scale: many people working on similar issues across the country; would like to reach out to one another, coordinate efforts, strengthen each another, collaborate, buy and sell from each other
- Bring commercial buyers into the group to increase solutions
- Create new policy advocacy group for MBS
- Venue for information sharing; learning about innovations and what's working
- General strategic coordination, including national assistance to achieve local solutions



## Network Name

- Too many to summarize here; please see detail in next section.



## Information and TA That Network Members Can Provide

- Too many to summarize here; please see detail in next section.



**Part Two:**  
*Open-Ended Discussion*  
*Questions*  
*Detailed Responses*



## Social Enterprise Descriptions

- My store, Schoolhouse Market, specializes in local and organic produce and meats as well as locally produced value-added products. It provides an outlet for farmers and food artisans to sell their products for a fair price, as well as a place where residents and visitors can buy nutritious food that is grown in an environmentally conscious and socially responsible manner. The store provides a venue for farmers and customers to meet and learn about our relationship with food, the land, and the people involved.
- White Boot Brigade: We stage traveling road shows of Louisiana commercial fishing families to new markets by staging dinners and special events that stir up excitement for niche seafood production and delivery. Working with FedEx and other partners, we help fishers retool as high touch customer service shippers to these new markets.



## Social Enterprise Descriptions

- Tuscarora Organic Growers Cooperative is the nations largest and oldest organic growers cooperative. We currently distribute our member's produce to over 130 retail and restaurant accounts in the DC region. We have a a fairly mature and sophisticated business, in-house software, and organizational structure. Having started when organics and sustainable was very small we have always had to be activist in changing people's minds, founding organizations such as PASA, and participating in sustainable farming networks.
- Food Alliance offers certification, custom audits and other consulting services to businesses on a fee for service basis...We're a certifier, but we tend to focus on coops and other producer-owned enterprises, helping them bolster their brands thru verified claims of their social and environmental practices.



## Social Enterprise Descriptions

- We are working toward the launch of a "Food Hub" that can aggregate product from smaller farms and reach into institutional markets. This project also includes a workplace and/or home delivery drop box scheme.
- Mission-driven nonprofit with a distribution function, serving as marketing agent and supply chain manager for network of 30 farms; also provide consulting/TA to other nonprofits, businesses, and farms.
- Three acre vegan organic farm that operates twelve months using solar energy. We hire one full time employ and myself and hire seasonal as needed and host interns.



## Social Enterprise Descriptions

- OrganicVolunteers, [www.GrowFood.org](http://www.GrowFood.org), connects over 16,000 members with a network of 1,200 organic and sustainable farms in the USA and Latin America. We are organized as a nonprofit but most of our funding is from earned income through a fee-for-service. We are currently raising capital for an online blog, social networking, Web 2.0 website redevelopment that will further increase our earned revenue. We plan to add socially responsible advertising and merchandise to our revenue sources.
- We oversee two programs: "Front Door Farms" and "The Good Neighbor Program" in southeast San Francisco. They encourage low-income minority youth to learn about "good" food and participate in the local economy by converting corner liquor stores to healthy food stores and also by direct sales to homes/schools/businesses.



## Social Enterprise Descriptions

- We are working to link small scale subsistence farmers in South America with multi-national buyers who are beginning to source sustainable produce and cut flowers. Aggregating and training these producers will enable them to provide supply on the scale needed to compete in the global marketplace.
- Developing Consumer Division to link (on a regional basis) consumers, farmers and market partners through information, special offers and events.
- As part of our non-profit, we started a green travel initiative that connects green minded travelers to enterprises and destinations and provides education and resources for people wanting to green their enterprise. We may spin this off as a for-profit subsidiary of our non-profit.



## Social Enterprise Descriptions

- We are developing a business model for networks of local producers supplying inner city neighborhood corner stores that sell local, good food.
- Working a whole-direct regional food trading platform, with logistics scheduling services. We are working on a wholesale-direct regional food trading platform with with logistics scheduling services that will operate on a fee-for-service basis as a non-profit.
- Regional Kitchen Incubator: Provide a State-licensed, shared-use commercial kitchen AND entrepreneurial education, to "incubate" new food based entrepreneurs.



## MBS Challenges and Successes

- Public food service operations such as public hospitals, public schools, etc. are very fiscally constrained, in general. Allocating additional budget for food costs and labor is often not feasible.
- I am with an international university that also produces and processes fresh fruit and dairy products for the national market (Costa Rica) and the international market (Whole Food Market). Challenges are many, especially the fact that transportation chains are controlled by a small number of multinationals that are not interested in assisting their competition.
- Limited capacity among family production enterprises to become boutique shippers. The risk is high, scary for limited resource harvesters. We provide one piece of the technical help. More are needed: financial, post-harvest investments, etc.

*Additional descriptions will be provided in separate document*



## MBS Challenges and Successes

- Challenges: Consumers' lack of knowledge regarding seasonality/ limited supply of products, cash flow, farmers need to be more aware of their costs and think creatively about potential market opportunities (e.g., techniques for season extensions). Successes: Creating a unique, financially-viable model for redefining the local grocery store, helping more farmers/ entrepreneurs enter the market place, providing quality, healthy, good food for friends, neighbors, and visitors, while improving the local rural economy.
- Local/regional distributors and farmers cannot seem to find each other with out third party assistance. Getting each party to understand and value each others needs and standards is also a challenge. We have successfully identified one regional distributor and facilitated a link to an institutional market. Much needs to be done to grow this MBS and institutionalize the process.



## MBS Challenges and Successes

- Distribution and retailers will adapt systems to accommodate local if they have the incentive of demand. This needs pressure, promotional and technical assistance, and third-party assurances to succeed. Good timing on this effort - as this gets more popular it is getting co-opted by the retailers and others in the chain and we are in danger of losing all that we have built.
- The challenge is getting food service purchasing...and major food distributors to move. They speak a great line in upper management, but their front line staff do not understand these issues at all. Successes include real engagement from some of our major healthcare system partners in rewriting food contract language and in aggregating this purchasing demand.
- Lots of non-profits working on pieces, but struggling to work well together.

## MBS Challenges and Successes

- The infrastructure required for local regions to trade efficiently and maintain some power over local transactions needs to be built essentially from scratch. There is an undue belief that size will increase efficiency.
- Everything comes back to start-up funding and enough working capital to get off the ground.
- We are experiencing 30% growth in sales this year and should reach 2M for the year. We are handling the growth well having been at this a long time. Our biggest challenge is increasing our supply ie new organic grower coop members and increasing the production of our current members.
- Challenge: Finding investment money for the concept of selling local fresh food in small corner grocery stores. Successes: People respond very enthusiastically to the concept.



## MBS Challenges and Successes

- High level of engagement from businesses in selected regions. Many success stories - some of which have received national attention.
- Grower input and having dedicated time to spend diving in to obtain research, to investigate options, to develop champions and get a plan formulated.
- Getting production and supply up to the levels they need to be in order to supply the demand for local food will be a challenge. Also the state lacks infrastructure for processing and storage that would extend seasons and make for more profitable and reliable local supplies.
- Capable and willing labor for processing has been a large challenge, as well as basic business skills of entrepreneurs



## MBS Challenges and Successes

- Cold storage and refrigeration is usually a problem. Difficult to get farmers to cooperate in terms of planning their crop production. Farmers are reluctant to plant to meet institutional market needs until they have firm contract. (Much easier to sell to a Farmers Market). For institutional markets, restaurants, hotels, etc. there must be a guaranteed and consistent supply and quality product. Some farmers do not understand this. Therefore, there must be a coordinator or broker.
- Challenges include: production planning with many farmers to assure consistent supply, funding for infrastructure needs of our cooler & warehouse Successes include: rapid growth (in five years we have gone from zero to 1/2 million in sales), huge demand, good media attention.

## MBS Challenges and Successes

- We are creating the demand before we can meet the need. We see the following challenges: 1) Policies aren't in place to provide incentive for farmers to grow food; 2) Policies haven't been removed that could inhibit farmers from growing food (converting land from base programs); 3) much of our processing and distribution system for local foods has been lost and must be re-established in a new way that meets today's needs and technology; 4) farmers need education assistance on how to market good food, set fair prices, etc; 5) consumers need education on how to prepare whole foods vs. pre-packaged processed foods and why good food is important for our future generations (nutritionally and economically for our communities).
- The weakest link in the chain is processing on any scale other than very large.... even when processing is just storage as in apples.



## MBS Challenges and Successes

- The biggest challenge faced by our prospective value-chain participants is achieving leverage with other potential participants, so that one partner (e.g., a supermarket chain or processor) can't dictate terms to a producer or aggregator.
- #1 buyer demand in most wholesale markets must be extremely cost-conscious #2 supply of "good food" thru wholesale channels needs intensive facilitation - and the cost of that brokering cannot be paid for by the buyer because of #1
- Lack of infrastructure for meat processing and dairy.
- Scarcity of appropriate business development technical assistance that is attuned to the needs of small/emerging producer-owned companies.

## MBS Challenges and Successes

- Policy change at federal level is complicated but can greatly assist MBS by influencing demand structures (e.g. federal procurement policies) and providing assistance to producers and other enterprises along the supply chain. On the success side of the ledger, policy makers are extremely receptive to policy proposals focused on MBS, both because they are more sustainable from a funding perspective (i.e., finite, since they are usually conceived of as limited infusions of funds via grants or loans) than on-going subsidy or social welfare programs and because they yield multiple benefits, i.e., healthy outcomes and food security but coupled w/ economic development.
- We look to legislation to decrease procurement roadblocks ie: Farm Bill.

## MBS Challenges and Successes

- I work with the blueberry industry in Mississippi. I began working with 2 or 3 growers 20 years ago and today there are around 200 growers and 2,500 acres producing and selling nationwide. This season (2007) 8 million lbs of blueberries were produced in Mississippi with a value, to the growers, of \$13,500,000. This was done by working with the industry developing Grower Associations, co-ops and marketing groups. Showing growers good growing practices and demonstrating them at field days, meetings, workshops and farm visits. I am now trying to incorporate these same principles with farms growing diversified crops on a year-round basis. There is a lot of interest among growers in Mississippi.
- We keep wondering if the NGOs we happen to be funding are the ones to create the new food system we all want. In other words, are we being strategic?



## MBS Challenges and Successes

- We are contributing to MBS in two ways: 1. using online organizing to create a mass movement of mostly youth who support good food. The ones who actually work on farms at the early adopters, those who set the trend for others to follow. This represents a "pull through" form of marketing, the increased consumer demand pulls good food through the supply chain. 2. We're training a new generation of organic farmers to handle the increased supply needed to match the increased demand. If good food is to account for 10% of US food sales, then we need to increase the quantity of farmers.
- Grappling with finding the appropriate scale of food processing and distribution enterprises, in a very large but sparsely populated state. Lack of adequate supply and distribution of "good food" in the form and volume the markets desire is biggest barrier.



## MBS Challenges and Successes

- Need more producers. Most groceries require large scale quantities that are impossible for small farms to supply. Need equipment for season extension.
- Keeping prices competitive is the no.1 challenge.
- Lack of supply of good food, particularly meat; lack of effective & empowered grower organizations to market pooled volume of meat & proteins; lack of local, small-scale infrastructure to process meat and provide quality retail-ready packaging; lack of local distribution networks; difficulty changing retail business/procurement culture to source locally given lack of infrastructure; successes= amazing power of initiating conversations between various players in the value-chain ignites creative solutions and builds confidence.



## MBS Challenges and Successes

- Building farmer capacity to meet demands. Aggregation of supply.
- Getting others, namely City agencies, to understand the importance of local food....we need more framing to make the economic case.
- Very tough to make money in the institutional markets without a commitment from the institutions to give a bit of a price break to the locals.
- We're finding marketing, packaging, and managing sales and logistics to be our strengths; currently we find supply and producer capacity to be a constraint, along with our own capacity to develop and expand relationships with new growers and new customers. Demand in the retail and consumer market for local, ecological produce is higher than ever.

*Additional descriptions will be provided in separate document*



## MBS Challenges and Successes

- Successes: increasing institutional support, high levels of citizen involvement and interest. Challenges: finding capital for enterprise development, dealing with poor leadership of executives and boards of small businesses.
- Serving "good food" while keeping prices down.
- Demand for MBS exceeds supply but conversely producer interest exceeds programmatic resources. The "narrow" point is still processing and distribution scaled regionally.
- In the southeast we are finding that the direct-marketing opportunities for producers are still wide open, and smaller growers are willing to invest the extra time for the higher price. Until those niches are better filled, the motivation to sell wholesale is going to be low.



## MBS Challenges and Successes

- As we try & help our region's livestock producers access dynamic regional markets for sustainable, local meats, we continually run up against how far away the USDA processors are, esp. slaughter. Many of our folks have to drive 3-5 hours; our only USDA beef plant is slated to close within 2 years (making way for a housing development...).
- Retailers want to use local food! But being able to reliably source it from local farmers isn't happening without a network. After farmers are able to team up and group their product, they're better able to get into the retail stream, but that takes a LOT of work, facilitation and persuasion.
- More manuals and workshops needed to guide people through milk processing plant design, business planning and license regulations.

## MBS Challenges and Successes

- It is challenging to get farmers to have the capacity to get up to scale in non-traditional crops like vegetables -- those that have skills are happy with the retail dollars of direct marketing, while those who may be willing to invest in capital and equipment have limited knowledge of growing vegetables or other non-traditional crops....Capital is very critical and capitalizing the infrastructure is expensive...Farmers with vision and understanding of production need to find the same people with vision and understanding in the retail, wholesale, distribution, processing world. Some might capitalize on it as a marketing technique without becoming full partners with farmers or others in the value-chain...the cultural revolution is further ahead and driving the need for retailers and others to look for locally based food, especially as a point of differentiation. The problem is, they look for this in a way that will fit their business model... we will need to make sure that they maintain their power vis-a-vis the folks who have the relationship with the end consumer...Without total buy-in from all partners in the value-chain into a totally NEW way of doing business, farmers will be right back into problems in a decade or so.



## Additional Thoughts on MBS Needs

- Distribution centers where small producers can pool product on pallets held in warehouses where the overseers know how to handle the product well.
- Develop strategies and resources for locally directed infrastructure.
- Medium scale production facilities are near impossible to find. How does a single entrepreneur that wants to put together 1000-5000 units of a particular product find the space and facilities to do so?
- Key topics: post-harvest handling, packaging, collecting at a central point and transporting

## Additional Thoughts on MBS Needs

- Right now finding funders for start-up is extremely difficult.
- Sources of capital for small start-up cooperative enterprises to cover the gap before critical mass of participants and volume of production and sales. We need to connect to others dealing with inadequate supply of good food who are also working to rebuild the necessary infrastructure to correct this lack of supply. The processing and distribution infrastructure is gone in so many places.
- We already have many of the links in place and are really paving the way in our area in terms of this work, but as a non-profit, funding is the big issue.
- Capital availability (and different types of capital) for rebuilding local and regional food production and distribution capacity.



## Additional Thoughts on MBS Needs

- More research and statistics on the benefits of local food in our area. Lots of questions arising as to the overall sustainability of eating locally. What should be imported, what shouldn't be.
- Expert examination of issues of economic scale. Information and tools for cooperative development and other strategic alliances. Information and assistance tackling issues of "affordability" and good food access by low-income communities. Info and research on policy needs, especially in the food safety arena in the context of scale--regulations are not scale-neutral. Market-Based Solutions must engage people beyond their role as consumers, providing people with opportunities for civic action in addition to their individual purchasing decisions--ways to act collectively.

## Additional Thoughts on MBS Needs

- We need some projections about how the rising cost of gasoline will begin to affect food distribution in a positive manner and have this information worked in as a consideration in long term business planning for small and mid scale food markets, cooperatives and institutional food service providers
- Analysis of fuel use or energy efficiency to capture consumer decision making of purchases. Information on benefits of regional food production for food security.
- Need to work on how the market-based value of this continues to the farm gate. We need to measure the change at both ends - the retail 10% and also at the farm. As noted earlier we need definitions - local, sustainable, what is an acceptable kind of farm to be supporting.



## Additional Thoughts on MBS Needs

- Provide market analysis [e.g., on how consumers and businesses define “sustainable” as applies to food and food supply chains].
- Help determine economically viable scale of decentralized, community-based food processing. Issues of viable scale of enterprises have not been adequately analyzed as we try to return to a community-based food system. This is a critical question that will take feasibility study expertise that uses non-conventional assumptions.
- Much more attention needs to be paid to the issue of how "good food" and food security mesh, or not. What can be done to make these two goals compatible?



## Additional Thoughts on MBS Needs

- Research and a shared theory of change---there is a tremendous diversity of approaches now (which is good) but there needs to be more research to test key assumptions of the various theories of change underlying the diversity of approaches.
- Info on liability insurance re transport of foods to large groups; legal requirements to accomplish goal on a large scale.
- For actual businesses (especially farmer collaborative marketing efforts) effective software for IT mgmt/process mgmt/CRM is vital.
- Food safety principles and training.
- Advance legislation & remove regulatory barriers.



## Additional Thoughts on MBS Needs

- Marketing to large scale/large chain stores (Safeway, Lucky, Piggly Wiggly, etc) will be the strongest and best way to get Good Food into the targeted channels. Prior, or in conjunction with these sales and opening these markets, a HUGE push to educate/sell to/advertise to the American Public needs to begin. Doctor recommendations have not done the trick, nor have public service announcements been terribly successful in "selling the 'brand' of Good Food". More needs to be done, to (for lack of a better word) make Good Food sexy. More markets need to be reached; affluent and liberal consumers, those that eat out at mid to high priced bistros, Caucasian middle income and higher markets have been saturated. Low income, minority markets; immigrant markets; low income urban markets and mid income rural markets need to be 'sold' on the concept of Good Food, for the 10-12% market increase that we are looking for to be possible.

*Additional descriptions will be provided in separate document*



## Additional Thoughts on MBS Needs

- What's most lacking is a clear answer to the question of what this movement's strategy and attitude is towards the giants of this sector. In other words are we seeking to change how Pepsico, Wal-Mart, Safeway, ADM and etc. do what they do, or replace them altogether with a different model? Are they the enemy to be destroyed or a system to be co-opted and changed? Since thought and activism leaders in this arena are conflicted/unclear on that question so is the general public and the media. And since those are the obvious visible symbols of the food system, mainstream voters and media need to see clarity about them in order to buy in to any specific broad program or effort in this subject area.
- We need a 'git 'er done' approach to the problem--more doing, less talking. We haven't got much time!



## Network Value

- There are many people interested in learning more about and increasing the capacity of decentralized meat processing. Our group has a lot of experience, and we would like to reach out to others that are working on this issue in order to create a more coordinated national effort.
- Be diligent in including commercial partners in the network, some that "Get it" with respect to Good Food, and even some that don't yet see the value but can contribute retail and food service insights on the reality of the commercial marketplace...this will help bring about solutions.
- I would suggest "Training of the Trainers" type workshops/ gatherings to be held in various regions. ALBA Organics could host one of these, as our model is working and is positioned for significant growth.



## Network Value

- This is about cooperative economies of scale being built to compete against huge corporate economies of scale. This network is one of the best shots we have at information sharing on a regional and national level, trading names, secrets, successes, failures, contacts, etc.
- The network should be policy literate, able provide input into policy design to ensure it fits the network, has the ability to respond to policy needs/advocacy quickly or at least with a legitimacy, should be able to partner with other organizations to do the policy work, should advance a holistic approach to policy which cross traditional farmer, businesses, rural businesses, low-income food access constituencies and their related single and un-integrated policies.
- Collaborate, collaborate, collaborate.

## Network Value

- The best way to learn this stuff is to do it in the marketplace, not learn about it from a PPT or a book.
- Need for a national network of "constituents" who can "get behind" policies which will support the development of value-chain entities. Existing networks are farmer-focused, or focused solely on low-income food access - no business/market oriented constituency which can advocate legitimately on their social benefits.
- There are a lot of pieces coming together on this work. As an example we are drafting business model case studies on local food distribution companies, we'd like to have a venue to share the case studies and expand the number of cases. Winrock could help be the convener, much like what Kellogg has done but more specific. As an example Kellogg wants to increase local food procurement, but at their conference, only one "buyer" from Kaiser was there.



## Network Value

- Being involved with a national network of people working on value changes would be very helpful in getting a better sense of what's out there in terms of innovative value chains, as well as documentation and evaluation of these value chains.
- Support regional and inter-regional collaboration in marketing and supply. It would be valuable to connect distribution and marketing efforts regionally and across regions to strengthen and inform each others efforts, and to foster collaborative efforts without centralizing or losing local/regional base, ie, we might collaborate to serve national retail accounts with regional products, or to provide back-up supply in case of localized crop failures; share successful market strategies, provide training.
- General Strategic coordination - it's going to take a lot.



## Network Value

- Link us (logistically and socially) with other organic coops in other parts of the country so that we can buy and sell excess organic produce from local farmers.
- Access to best practices is great...processing is always an issue.
- The most important is to see success stories working on a scale applicable where I am working. (Iowa)
- We are interested in examples of "shared distribution" on the local and regional level, as well as innovative E-commerce practices.
- Create a place for a real discussion of the new business model and provide a place for like-minded businesses to really commit to this kind of partnership.



## Network Value

- National assistance to achieve local solutions - no one size fits all. We also need data and documentation to demonstrate the market value of this change. Some standards, definitions, and guidelines on defining such things as "local" and "sustainable" and how these characteristics could be certified. Right now "local" is hot and is mostly undefined and not verified where it is marketed. If efforts are made to secure the meaning of this marketing term the movement will lose it. It is in the interest of the retailers and distributors to define "local" as broadly and expansively as possible and they are doing just that with no watchdog to call them on it. If we do not do something we will lose the value of "local" which is the foundation of the market-based incentive for change.
- Communication is key, so many people with passion and so much knowledge that need to interact as often as possible.

*Additional descriptions will be provided in separate document*



## Network Name Suggestions

- NNVCP: National Network for Value Chain Promotion
- NNVCD: National Network for Value Chain Development
- Value Chains 2016
- Good Food, Good Grief!
- Real Food for All
- What's on Your Plate?
- Right Food, Right Livelihood
- Good food; good meat; good God; let's eat!
- National Local-Food Network - a national cluster of regional food and society systems working for good food!
- Care Globally... Eat Locally



## Network Name Suggestions

- Local Foods for Local People
- Good Food for All
- Fresh Taste Network
- Foodfresh ("fresh" gets the best visceral response from folks not already in the choir, better than "local" or "healthy" or "sustainable")
- Partnership for Eco-Food and Farms
- Good Food for Sale Network
- Good Eating Marketgroup (GEM)
- Good Food Exchange
- Green, fair, healthy, and affordable marketgroup



## Network Name Suggestions

- Good Food for More People Network
- More Good from Good Food
- Here are some words I like: plum, whole, fair, peaceful, connective, adequate, the good goodies. Good Food may be as good as it gets.
- Good Food Guild
- New Harvest Coalition
- Food and Agriculture Social Enterprise Development Network
- Unchained Food Marketing
- From seed to fork: partnerships in Good Food
- The National Coalition for Good Food
- The Value Chain Network



## Network Name Suggestions

- Coalition for Consumer Health
- Food and Society Network
- Good Food, Good Friends
- I am not good at naming things but "National Good Food Network" is not a good name, in my opinion!
- Foody
- GoodFood
- EatFood
- Good Food in America
- Taste of Health
- Family Food



## Network Name Suggestions

- Good Food For All
- From Farm to Supermarket to Table: The Good Food Network
- Local Food Revolution
- Good Food Revolution
- Good Food Network (3 votes)
- The National Good Food Network
- Real Food Network
- National Food Cartel
- Moving Food
- Food Right Network

## Information That Can Be Provided

- We are currently drafting 10 case business studies of non profits and ventures that are operating food distribution companies who are all seeking to increase the flow of good food in their regions.
- Researching current new distribution models and how they are working.
- We will be producing policy materials, but not until 2008.
- City wide Sustainable Food Initiative.
- Farm to school, State Food Purchasing, other Food Policy.
- We can offer case studies of churches involved in farm markets, buying coops, educational activities etc. in relatively short time spans. We could provide a lot more if funded to do so.



## Information That Can Be Provided

- I would be pleased to contribute work [on] Ag sustainability Indicators. Some of what I publish is for/through Cooperative Extension (regional brand identity, food tourism, and agritourism).
- Ethnic urban marketing, specialty crops & value added, community building & leadership.
- We can certainly share the struggles of a much-maligned (if not hated) and isolated industry -- wild harvest shrimpers -- and how their greatest assets have been ignored in an effort to conform to an industrial grid. Our efforts are small but are beginning to change the way an industry positions itself.
- Can provide general information on projects in Fresno and Minnesota that focus on institutional markets.

## Information That Can Be Provided

- Produce, local, to regional distributors.
- Will publish a research paper on our look at the potential for scaling up our local food system in western NC in a couple of weeks. We also have a certification for local family farms and have partnered with the regions largest local grocery store chain (200 stores), largest local grower/packers, distributors, and the regions only dairy processor to integrate and feature local farm products. We also provide technical assistance to producers in business planning, marketing, food safety, and other market requirements for entering larger markets. We also drive demand through a local food campaign.
- We developed a planning guide for neighborhood-based value chains.



## Information That Can Be Provided

- I can share effective practice in the area of savings tools for emerging growers; and youth entrepreneurship in urban food deserts.
- We are developing resources relating to increasing the sustainability of food systems in higher education. We plan to have some available by the end of the year.
- Business plan, food safety guidelines, operations manual are all available.
- My feasibility studies on expanding use of local foods in Minnesota schools and Minnesota hospitality markets are already available.
- Small scale meat processing.

## Information That Can Be Provided

- Food Alliance has a number of case studies of "good food" producers, processors and distributors, a "best practice" guide for social and environmental marketing claims, a guide for development of sustainable food purchasing policies by institutions, and a large archive of materials related to business and consumer interest in sustainable foods.
- Any thing in relation to farm to school implementation. Some case studies about direct marketing to schools and buying through farmers markets. In future, early 2008, CFJ should have a regional picture and "how to guide" of local food distribution in Southern California.
- People working successfully to vitalize small meat processors at the local or state level - so that they might join our new nation effort.

## Information That Can Be Provided

- Our other successful enterprises, the launching of a farmer-owned equipment LLC, ways to provide technical assistance to farmers as well as technical assistance and business planning support to farmers. Some case studies are already written. We are working on securing funding to develop more thoughtful case study and outreach materials.
- A handful of primary interview research of small/mid-sized processors, distributors, marketers handling local/regional foods.
- In my for profit company, Someone's in the Kitchen with Donna, I consult on planning, seasonal, local and organic, deli menus for natural product retail stores. I also am a chef/spokesperson for Natural Products companies and thus have a great deal of experience with consumer perception messaging.



## Information That Can Be Provided

- 1. Case studies on producer owned enterprises using certification to bolster their sustainability claims and bolster their brands. 2. Links to our handler certification program, which both verifies and benchmarks sustainability practices of food processors, manufacturers and distributors.
- We have some good food systems research/evaluation related papers, presentations, and instrument (survey) documentation already online; we are also in the process of developing new evaluation plans and indicators and metrics associated with new food system project evaluations.
- Currently working on comparative, in-depth case studies of four value chains: Country Natural Beef, Shepherd's Grain, Organic Valley, and Red Tomato.



## Information That Can Be Provided

- Combining social enterprise (socially responsible behavior) with entrepreneurial goals.
- Happy to share experience developing and implementing our programming. See [www.LocalDifference.org](http://www.LocalDifference.org) for more. Includes web functionality, print materials, database design etc [for packaging].
- How proposed or existing federal policy tools can assist w/ MBS around good food.
- Our business plan can be made available to a wider audience.
- We can talk about our experiences working with institutional food buyers and retailers.



## Information That Can Be Provided

- We have production through marketing experience, but at a very small scale, very local grassroots.
- Case study of a functioning good food value chain. Study of intricacies of public institutional markets, what it will take to serve those markets, where opportunities lie. Successful state policy initiatives. Strategies for shifting political debate and coalescing political power.
- Pride of the Harvest in NC, lessons learned.
- Community Food Assessments. Working with Native American communities. Organic production.
- Finance, marketing, technology, supply, distribution, logistics.



## Information That Can Be Provided

- Best Practices to convert corner liquor stores to healthy good food stores.
- The Leopold Center has many case studies and reports on issues such as transaction costs, selling to large volume buyers, marketing. We also have tools to help producers assess profitability, market potential of new enterprises.
- I can provide the international rural community development perspective, ie, the challenges with aggregation, and delicate balance between organic production for the global market and production for food security.
- Examples are posted on [www.worldhungeryear.org](http://www.worldhungeryear.org) 's food security learning center.



## Information That Can Be Provided

- We have developed, with the Heartland Food Network, an online tool for matching farmers and distributors to institutional buyers.
- I would ask our local growers cooperative to write a brief case study.
- I can provide case studies of people involved in creating place based food using the European PDO model. I can provide research results.
- Buy Fresh Buy Local success stories - building community support.
- Examples of farmer cooperatives and value-added enterprises.
- Grass-based livestock products.
- Examples of policy tools that support value-chains.



## Information That Can Be Provided

- We have lots of experience and expertise in distribution, marketing, working with farmers and retailers, consumer education, and supply chains.
- Financing consumer cooperative through Tax Credits. Business and financing plan, plus building plans, for a 10,000 ft slaughterhouse.
- Whole farm – cheese-making operations.
- Resources promoting local food systems.
- We have several papers already posted on our website: Investing in Organic Knowledge. National Organic Research Agenda.
- A matrix for evaluating participation in the value chain.

## Information That Can Be Provided

- [Case studies on] several of our existing kitchen clients, as we have worked with them to start and develop their food-based ventures.
- We have farmers market design experience, sustaining farmers markets materials, producer databases available for consumers, research results on extending the growing season in northern climes using high tunnel houses, and more.
- Triple bottom line accounting methods in development. Sustainability indices being developed through our research - more general than strictly food systems but perhaps useful.
- Dovetailing, detailed case studies on the value chain established by Good Natured Family Farms and Balls Foods.



## MBS TA That Can Be Provided

- I could advise larger scale institutional buyers on the health rationale for buying "good" food, and not solely on nutritional grounds, but on the grounds of community, economic and environmental health as well.
- Information about working with public food service operations, city policy.
- We will have a group of successful food system entrepreneurs that will be willing to hold seminars with new enterprises founders and managers to work through challenges.
- I could provide some TA on agriculture/food system sustainability indicators, and project evaluation.

## MBS TA That Can Be Provided

- We can work with refugee service providers who are interested in engaging the urban/commercial farm sector and help them think through program design, outcome measurement, and link them to specific funding and key partnerships, and provide third party program evaluation. We also consult directly on micro-enterprise lending and are expert in individual development accounts (IDA). We have a consulting roster of seven who can provide these services.
- We could help others relate to faith-based organizations, i.e. messaging, organizational guidance, communications systems, etc.
- Facilitation. Evaluation design & planning. Willing to coach via telephone, e-mail. Could travel 1-2 weeks/year to assist others via coaching or outsourcing.



## MBS TA That Can Be Provided

- Environmental/Sustainable Agriculture/Environmental Management System/Community Facilitator/By-Product Synergies (e.g. composting to market).
- Business plan development, financial planning and analysis, establishing markets, store layout, working with farmers, working with distributors, marketing products, working with local funding sources, mail order sales, and creating value added products (cheese-making).
- Ethnic urban marketing, specialty crops & value added, community building & leadership.
- Social marketing strategies.

## MBS TA That Can Be Provided

- Supply chain linkages - with focus on produce and CPGs.
- I have presented "School Foodservice 101" at many events to explain how and what procedures work in purchasing, as well as the importance of health in the decision making for the school setting. I am Co-Chair of the NYS FTS Advisory board, and that has given me many great contacts.
- Demonstration initiative (what works, what doesn't) feedback in emerging grower development.
- Strategic planning, evaluation, systemic evaluation, business planning, business clusters, local & national policy approaches.
- We can help stakeholders at institutions of higher ed in California to increase the amount of sustainable food on their campuses.



## MBS TA That Can Be Provided

- We provide business development and evaluation services as a part of our fee-based consulting work.
- Marketing, Logistics, Distribution, Pricing, Organizational Development, Personnel Management, Cooperative Development.
- Neighborhood level market research.
- Issues surrounding of local food distribution and possible solution to those issues in Southern California.
- We provide technical assistance to farmers, and we also help incubator farms programs develop feasibility studies and business plans.
- Experience with these issues and 25+ years as a university chef.



## MBS TA That Can Be Provided

- I have 30 years of experience in food distribution and retailing. I am working full time as an advisor to businesses seeking to leverage health and wellness in their current business models. I have practical, hands-on experience in how to move "food that is good for you" through the US food system.
- I have been working quite successfully with technical assistance for smaller-scale, decentralized meat processors in Iowa. I'm beginning discussions with national group about moving this project nation-wide.
- I can contribute by...being part of a working group focused on trade and deal-making and supply logistics management.
- ...Staff technical expertise in supply/value chain to contribute.

## MBS TA That Can Be Provided

- Communicating to policy makers, and where there are limits/ opportunities to approach issues via policy. Also, because of the policy focus, and need to be able to explain value-chain benefits in market and social-benefit terms, my work requires that I have a very good conceptual ability to distill and organize information to communicate on value-chains - a clarity which I think is useful to share with others.
- AFF can provide paid assistance in developing and facilitating values chains, and in creating consumer demand for products from values-based value chains.
- We could provide some counsel on creating a business plan, based on our own experience with it.
- Marketing, strategic planning.



## MBS TA That Can Be Provided

- Public interest broker role.
- CDS specializes in working with producer-owned businesses, especially co-ops; key services include a) providing overview of the business development process, b) conduct of market research and feasibility studies, c) development of business plans, d) development of governance process for producer-owned companies, e) accessing federal and state resources (grants), f) timely review and assistance in implementation of the business plan.
- Paid production of web site.
- We have a lot of experience with consumer awareness marketing. We already answer a lot of questions on the phone and email about buy local efforts.



## MBS TA That Can Be Provided

- I am an accredited chef with 20 years of food service experience, I understand what the service side of the food business needs and what they will be looking for from providers. Furthermore, our program specializes in business plan preparation.
- TA around existing (and future) federal programs assisting MBS/good food.
- Running a CSA, linking local foods to larger retailers, working with ethnic farmers.
- I'm an MBA candidate at the Bainbridge Graduate Institute in sustainable business. I could provide some information and TA on social entrepreneurship and getting funded.



## MBS TA That Can Be Provided

- Developing a collaborative good food policy agenda, framing that agenda, using that agenda for organizing political influence and shifting terms of political debate.
- General corporate and financial planning services.
- Finance, marketing, technology, governance, supply, distribution, logistics, funding.
- Building communities of practices around specific foods, or geographic communities of practice building community capacity.
- Grant-writing. Strategic Planning. Networking with international partners, producer cooperatives, etc. Corporate Sponsorships. Research.



## MBS TA That Can Be Provided

- Our strongest TA is in marketing and brokering connections. We are very good at branding, telling stories, reaching a broad public with messages. We have coordinated the Healthy Local Foods Experience at the Minnesota State Fair which takes the message of healthy, local, fair foods to a broad audience in a fun, clever way. Over 300,000 people attended last year. While this reaches the "eater" it also has an impact at a broader level.
- Research and planning for new and growing MBS enterprises/organizations.
- I can help articulate the basic concepts behind this new tier in the food system and why it is critical to our future food security. I can also share information from our experience developing these concepts over the past three years and the attractiveness of the concept in the marketplace.



## Thank you!

Thank you for being a part of the survey and the construction of this national Market-Based Solutions network.

We will communicate regularly as we continue to build the network and its functionality, based on your input.

We look forward to your thoughts, and ultimately hope that this will be of great value to your MBS work.

More to come!