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Public sector purchasers as curators and value creators in the food system.

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Public Sector Purchasers as Value Creators in a Resilient Food System

A Case Study of the Public Purse Procurement (3P) Mentorship Program

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RSD4 | September 3, 2015 | The Banff Centre



Hospitality Services

by *sodexo*



Health Sciences North
Horizon Santé-Nord



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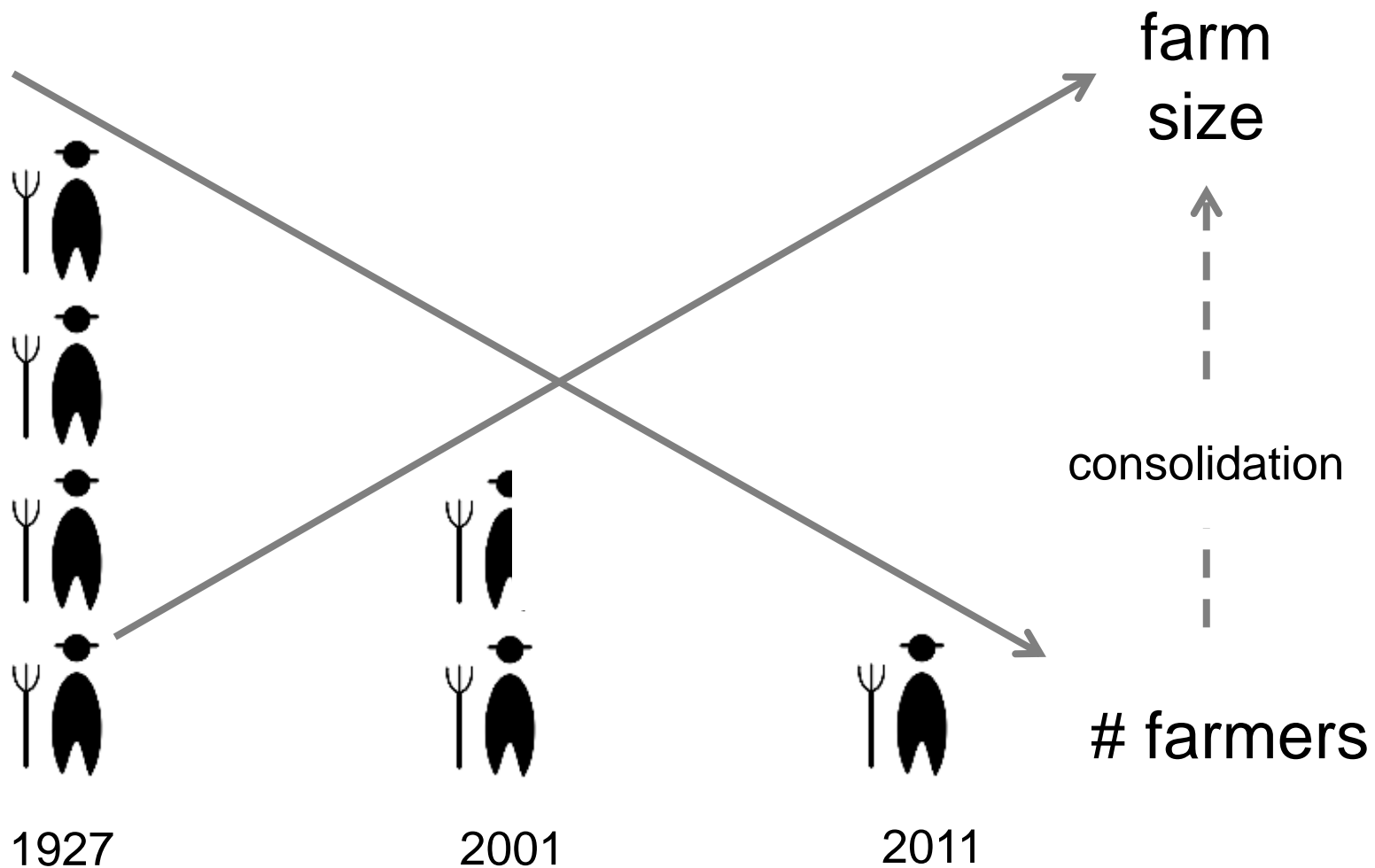
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Karen Blaha



**“The trends of fewer operators,
fewer young operators
and fewer farms showed no signs
of reversing and may indicate
more consolidation and significant
turnover in farm assets in the future.”**

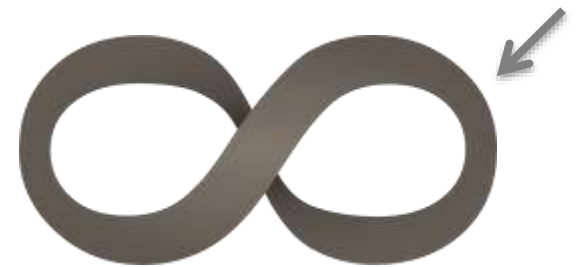
- Statistics Canada, February 2015

Rigidity in the System

Efficiency > Resilience Tradeoff

Consolidation of ownership and decision making leads to a loss of redundancy and diversity in:

- Farms and farmers
- Variety of agricultural practices
- Seed varieties cultivated
- Infrastructure



Who cares?

Altruism in business?

Consumers buy our way to better?

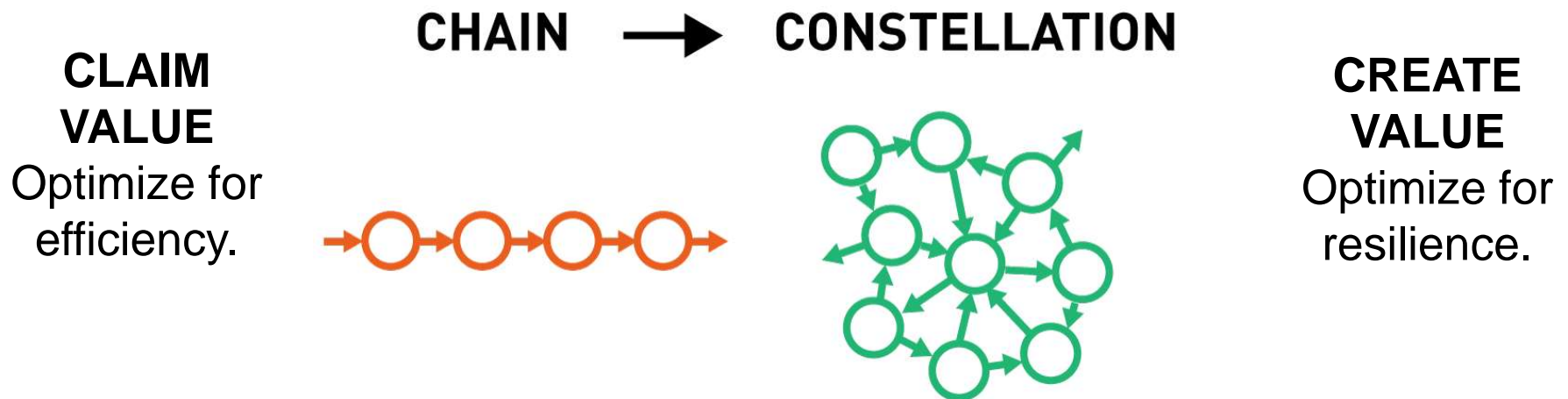
Government?

Public Institutions

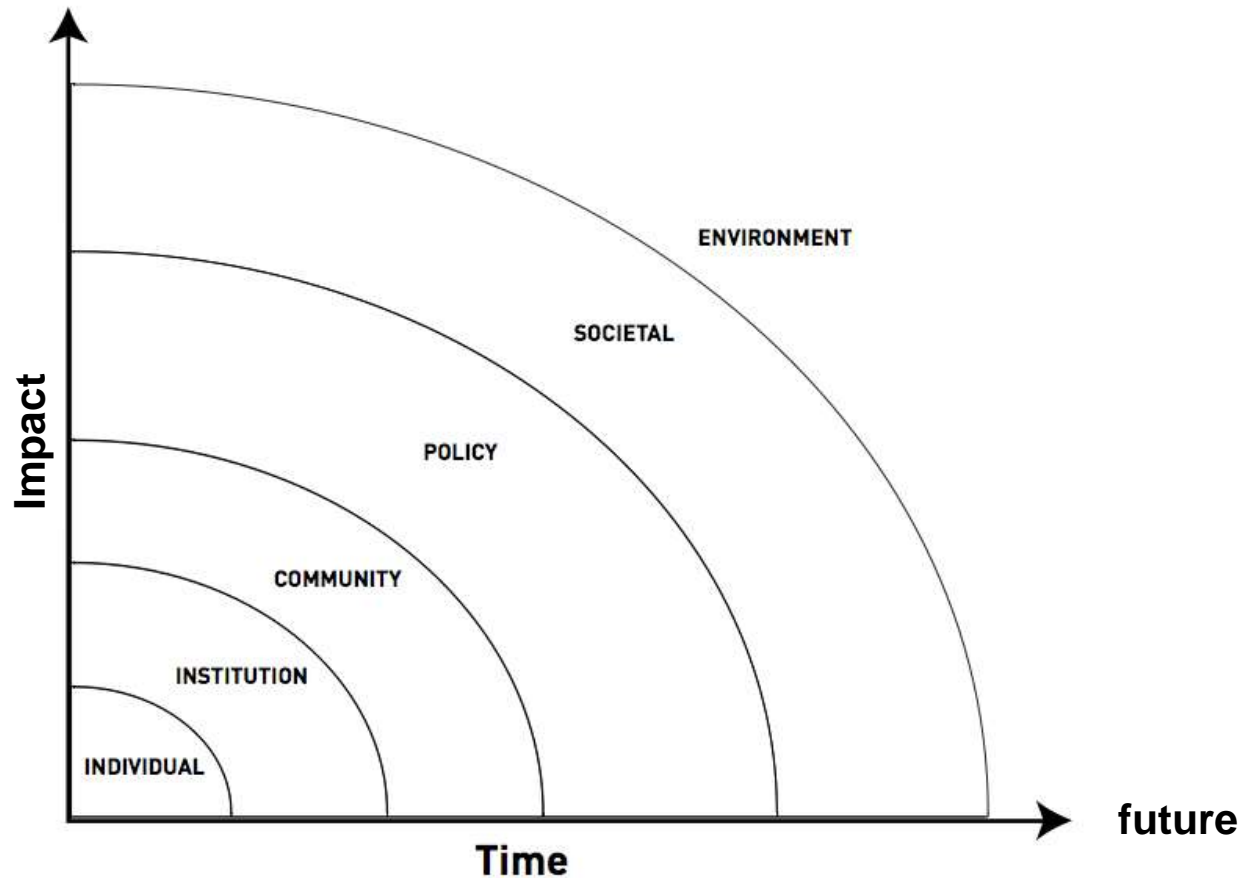
Institutions: Claiming or Creating Value?

“The secret behind value creation is building a better and better fit between relationships and knowledge.”

- Normann & Ramirez, Harvard Business Review, 1993



The Ecological System of Value



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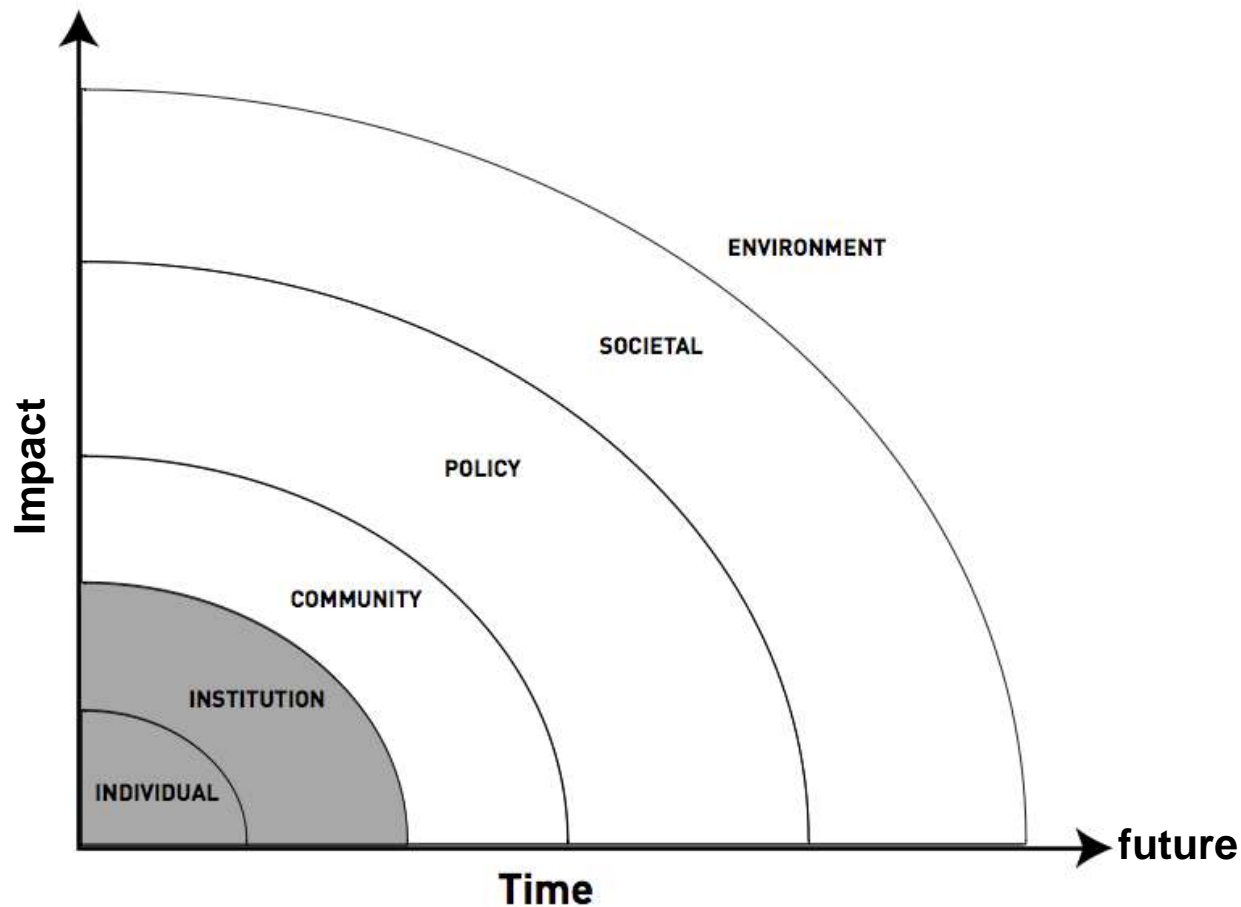
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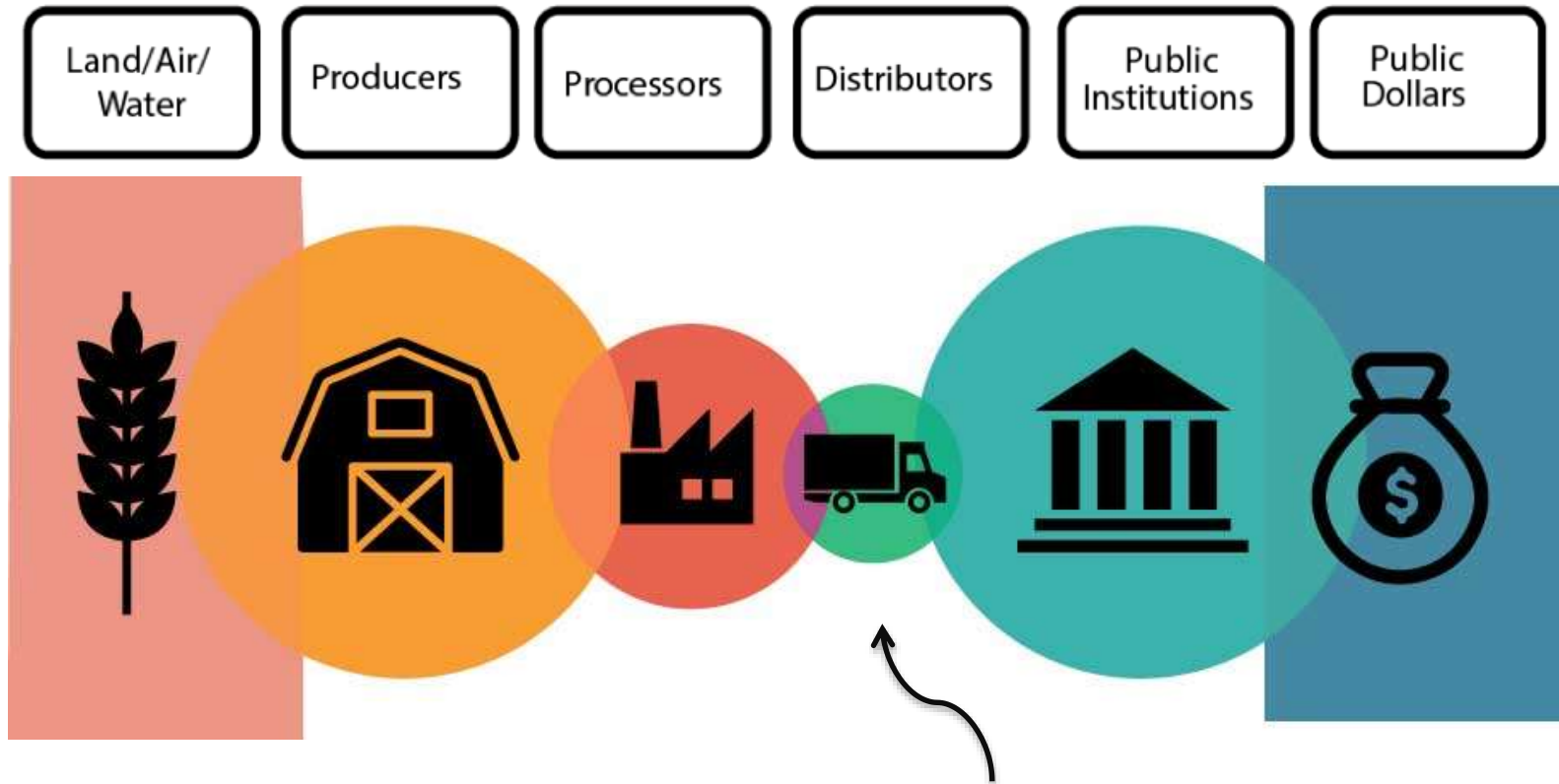
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Food System Stakeholders



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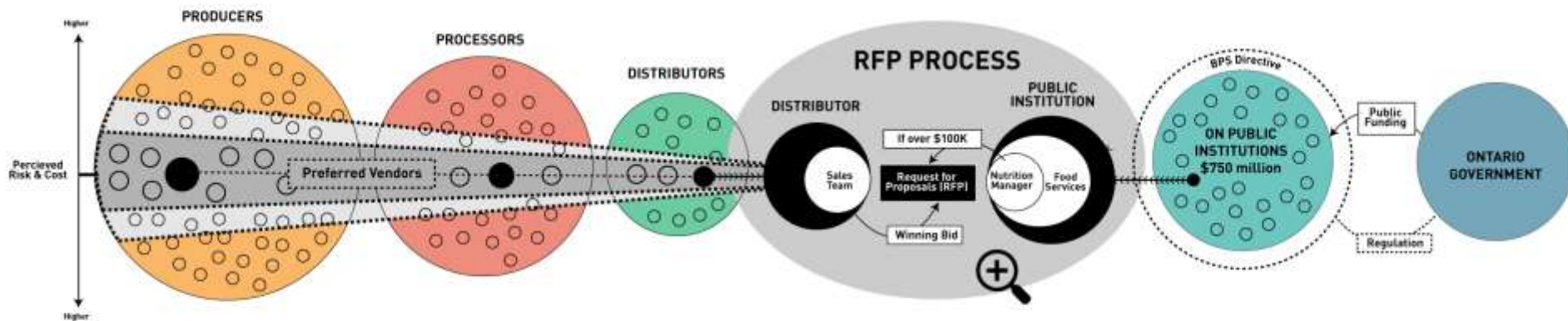
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Public Procurement of Food in Ontario



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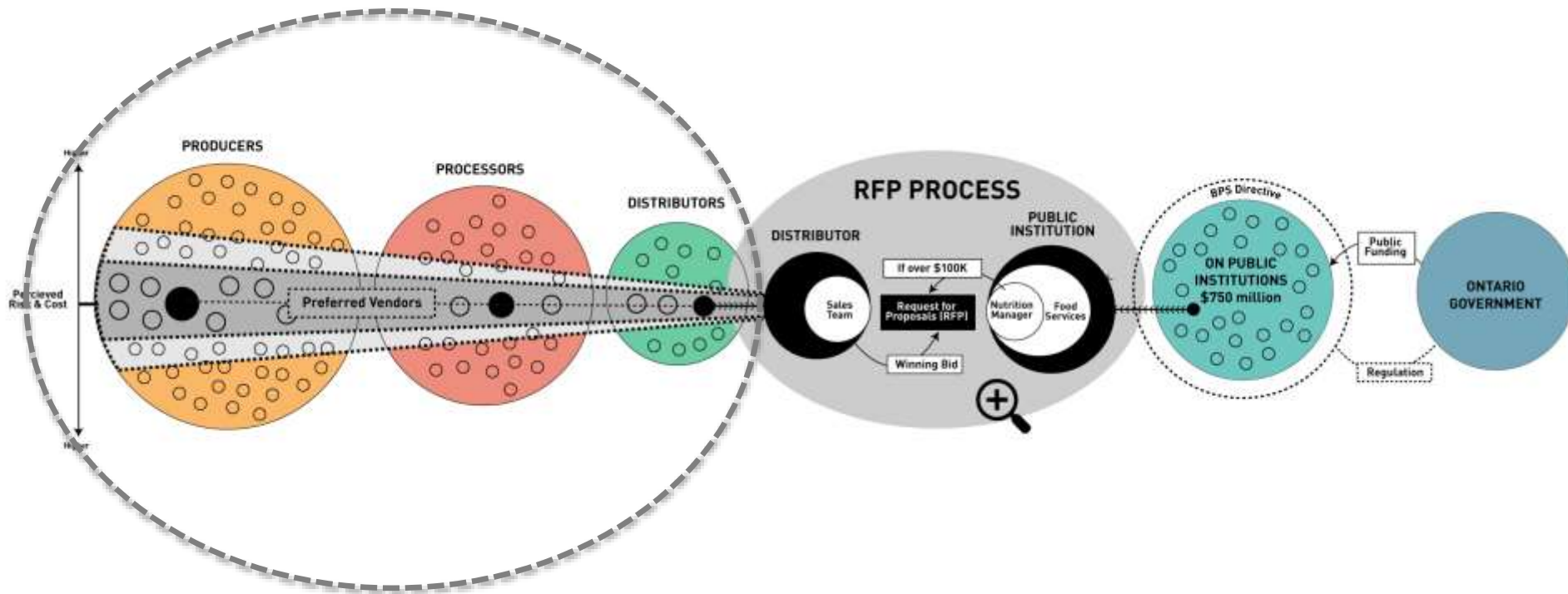
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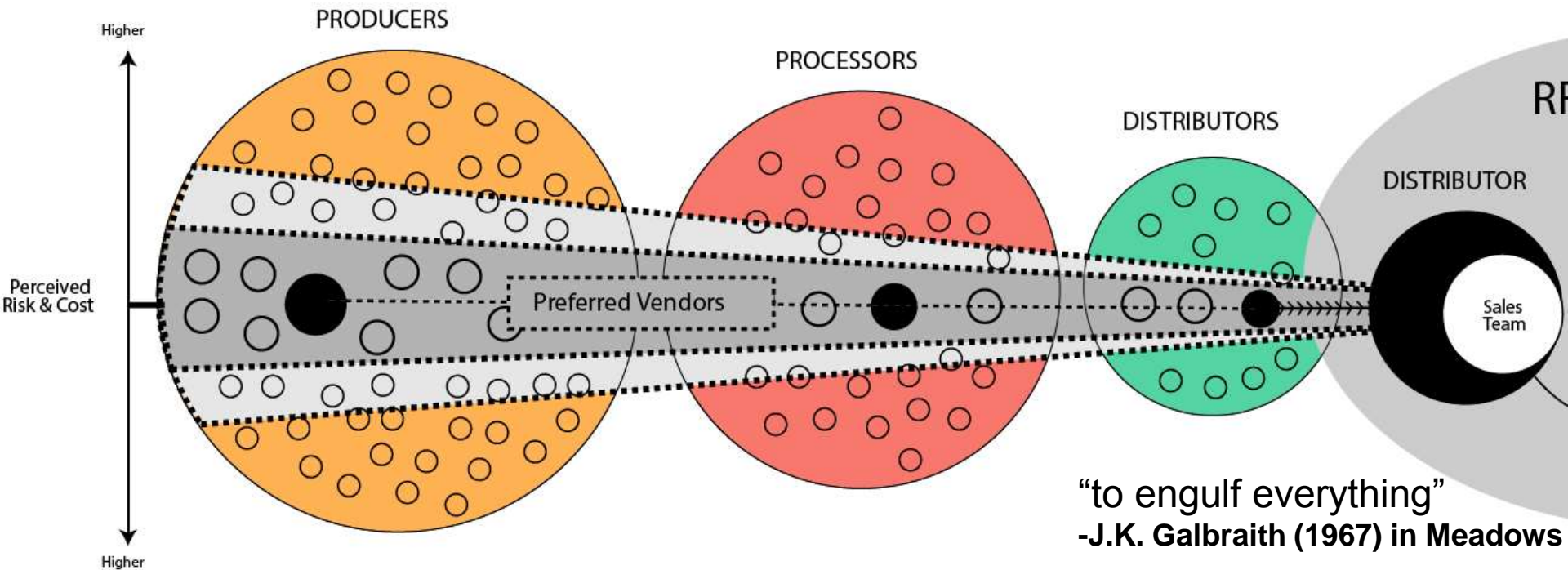
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Supply Subsystem



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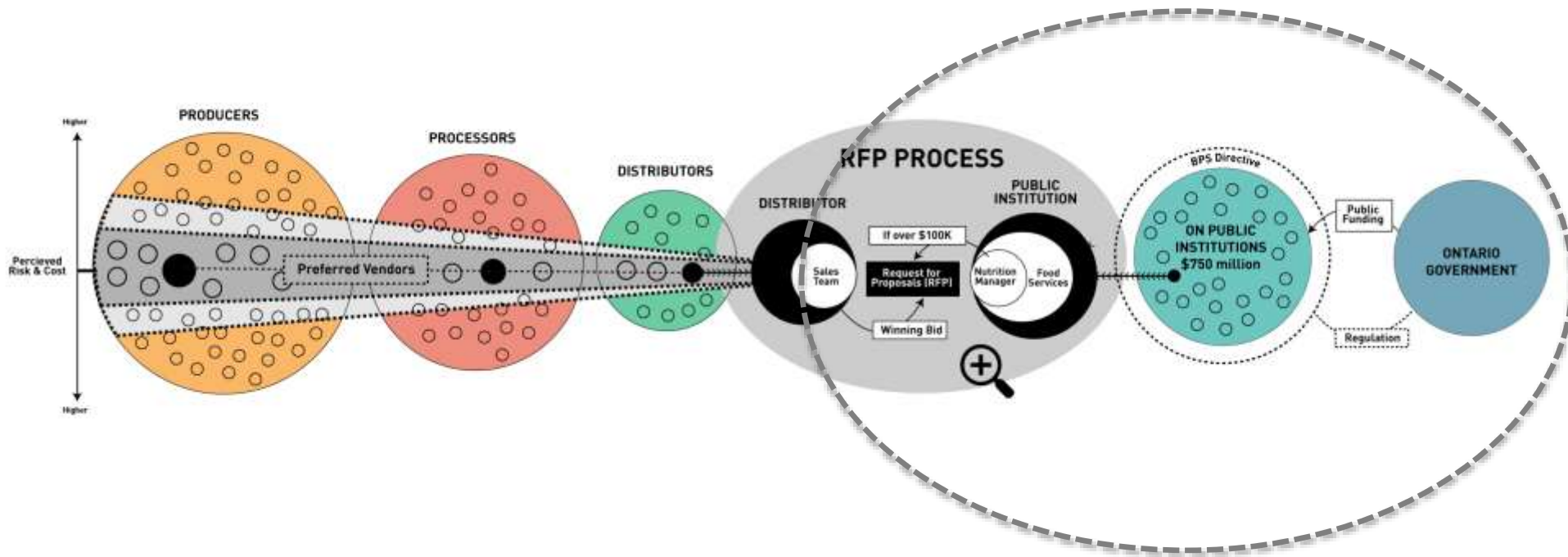
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Public Procurement of Food in Ontario



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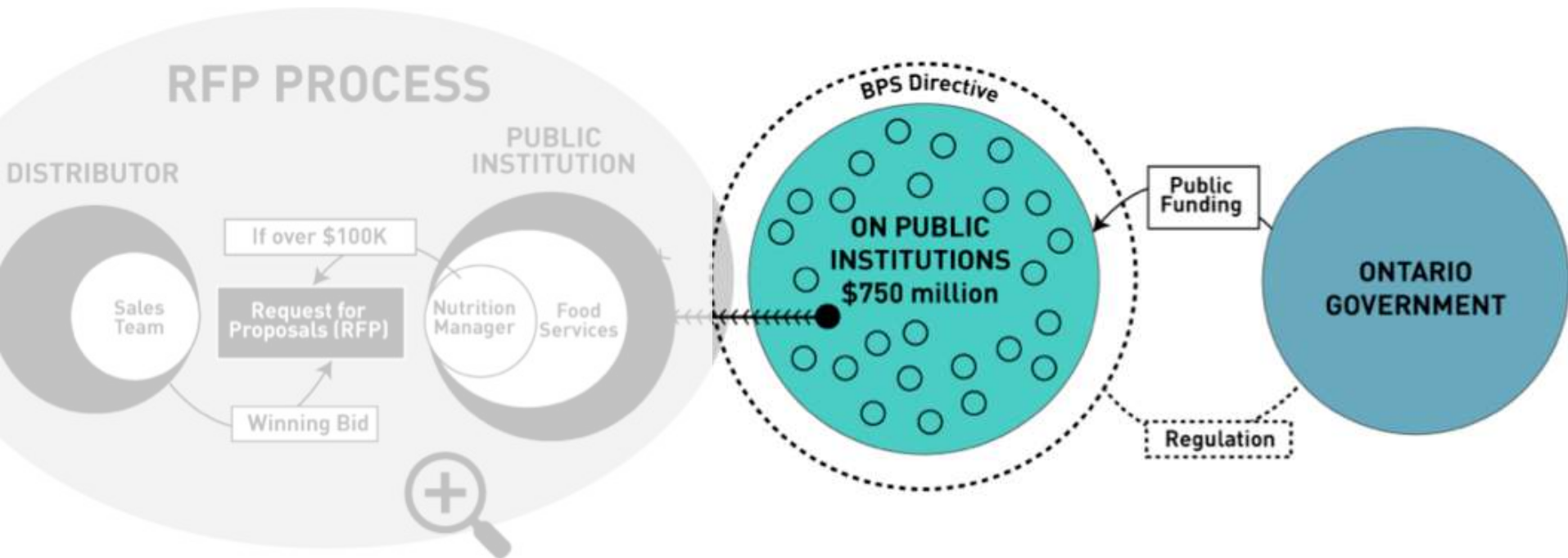
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Demand Subsystem



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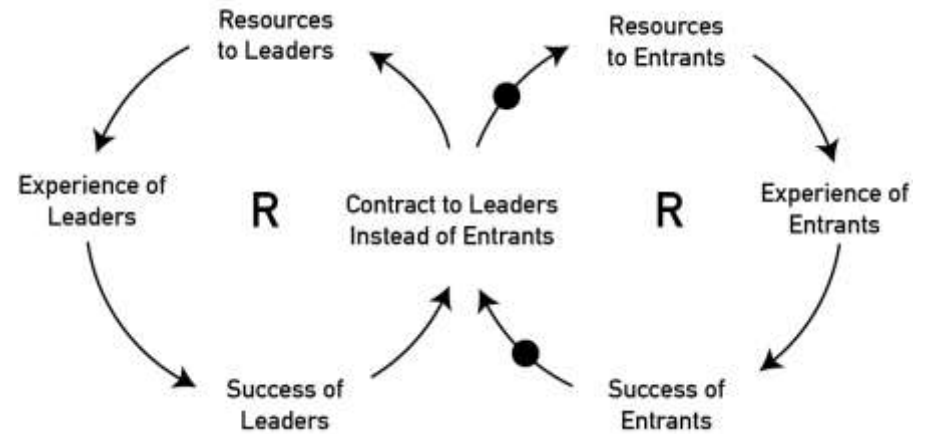
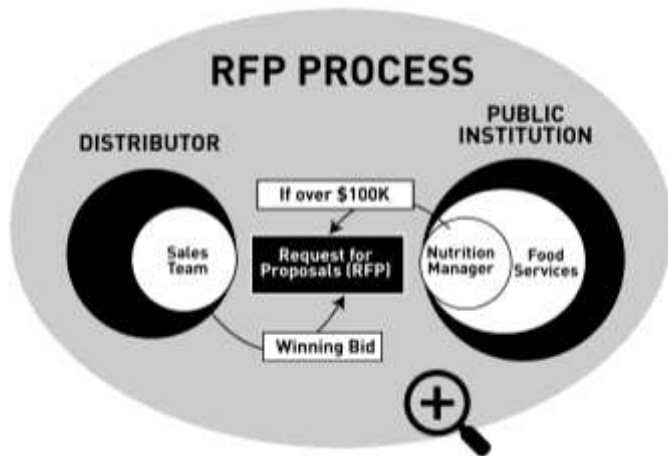
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can exclude based on volume + accessibility

can exclude based on visibility

can exclude based on criteria



More simply, as one Food Service Procurement Manager said:

**“It’s easier to work
with the incumbent.”**

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How might we design a minimally disruptive intervention within the space of public procurement to increase resilience in the food system?

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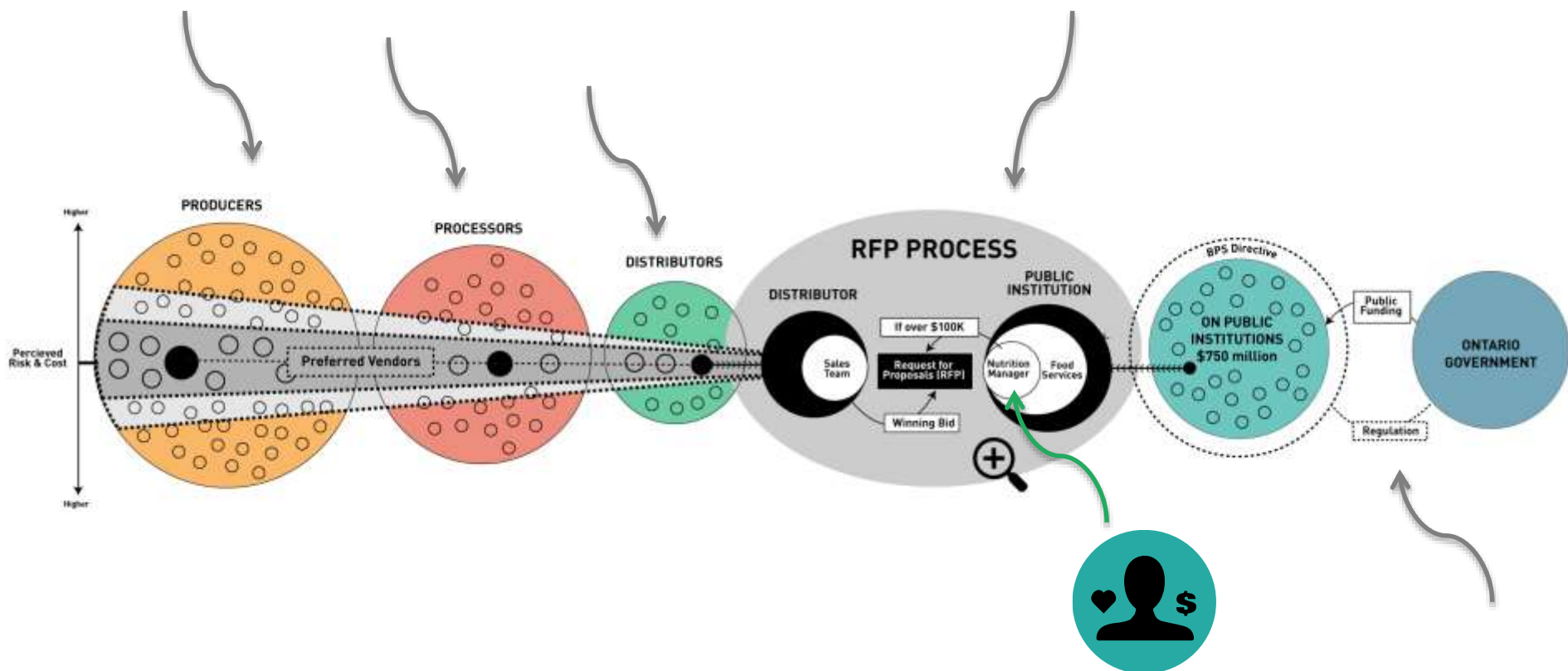
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Leverage Points



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Key Influencer: The Nutrition Manager



- ✓ Set menus.
- ✓ Purchasing.
- ✓ Stay on budget.
- ✓ Do more with less
- ✓ Takes pride in her work.
- ✓ Bound by BPS Directive.

Mental Models



“We make
public dollars
work for the
public good.”

ESPOUSED THEORY

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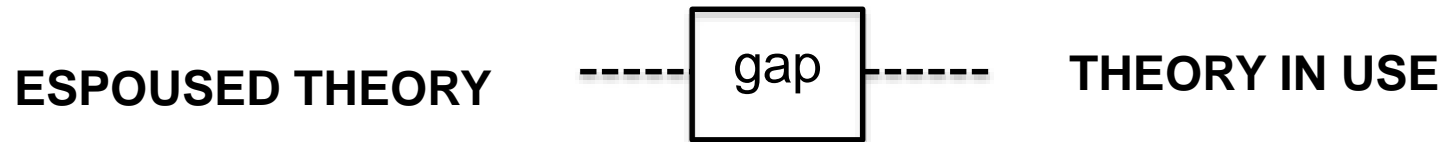


Mental Models



“We make public dollars work for the public good.”

“We take the best value we can get with the dollars we have.”



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Why the gap?

Limited time.
Limited resources.
Limited buy-in.
Aversion to risk.

“I’m not sure where to start.”
“I’m on contract – I can’t.”

DELAYS!

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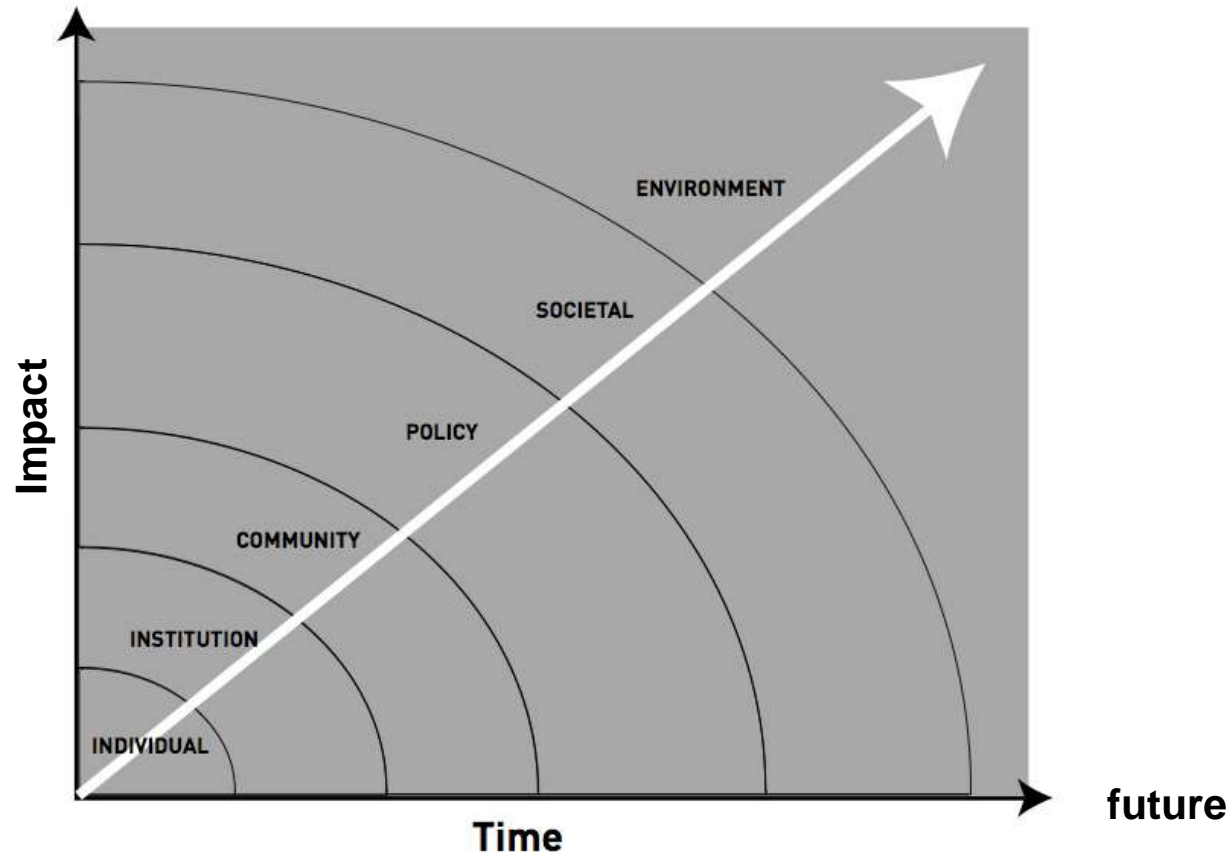
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Some foresight is needed to get here:



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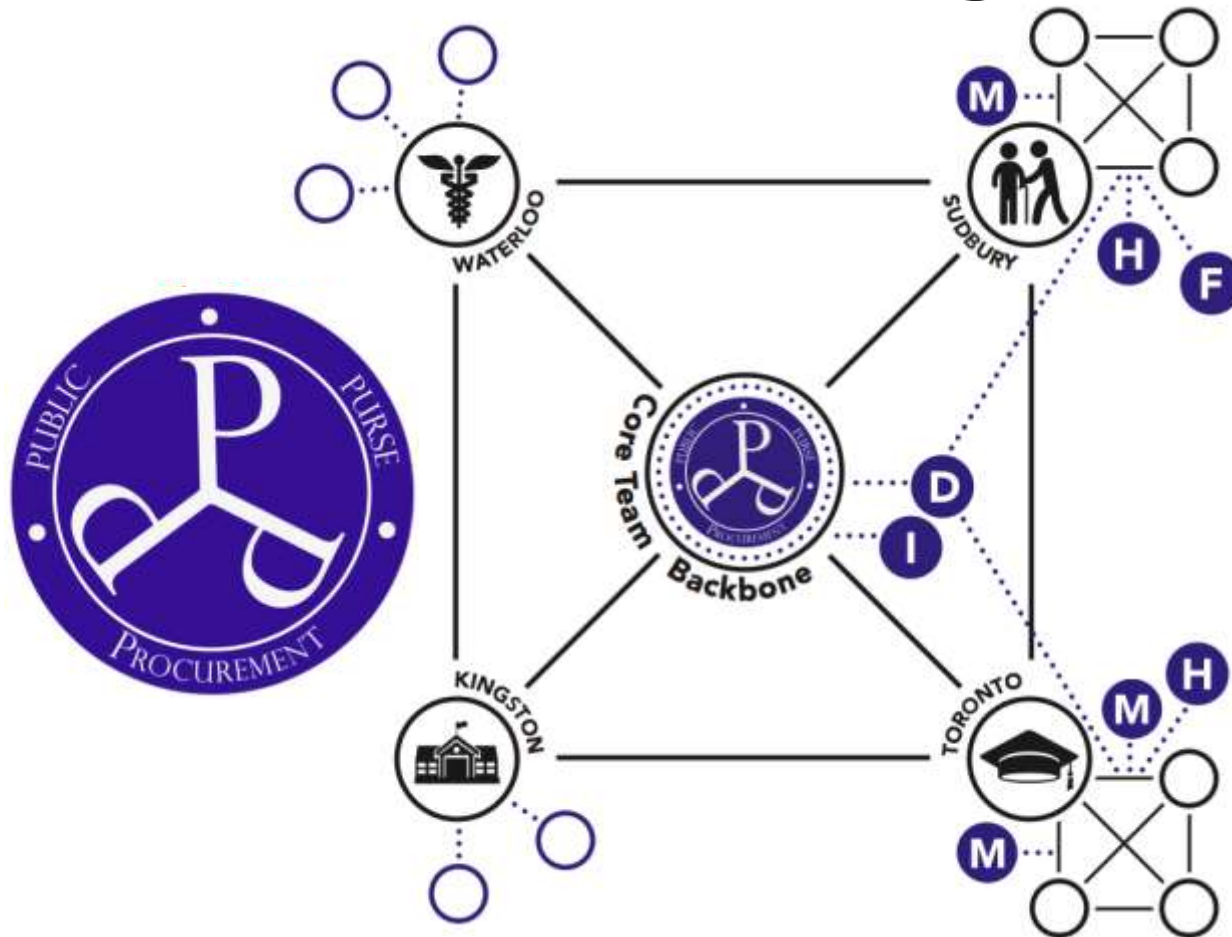
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3P Mentorship Program



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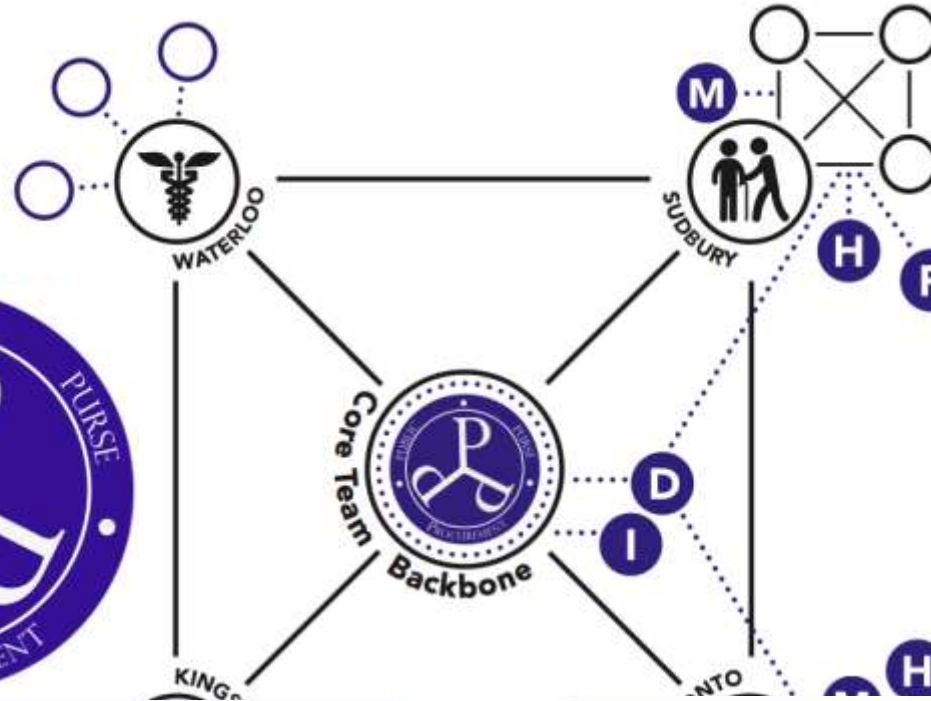
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3P Mentorship Program

14%
cost neutral
increase in local
purchases
from
baseline



All cohort members engaged their distributors in tracking and reporting foods that originated from Ontario

Every **\$1** of grant money in the program generated **\$8** on local food spending

Mentees engaged
255 staff and **183 community members**
and value chain members in conversations

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Impact Measures of the 3P Program

Within 1 year, the cohort collectively spent an additional
\$346K
on local food

43% of the cohort's
\$10 million
buying power is now
spent on local food

1 institution
challenges
corporate policy
that restricts
purchasing of
provincially
inspected meat

1 cohort member went to RFP
during the program; they embed a
commitment of 2.5%
annual increase of
local food purchases in
their RFP

Distributors for 2 of
the institutions started
to report local on the
invoices

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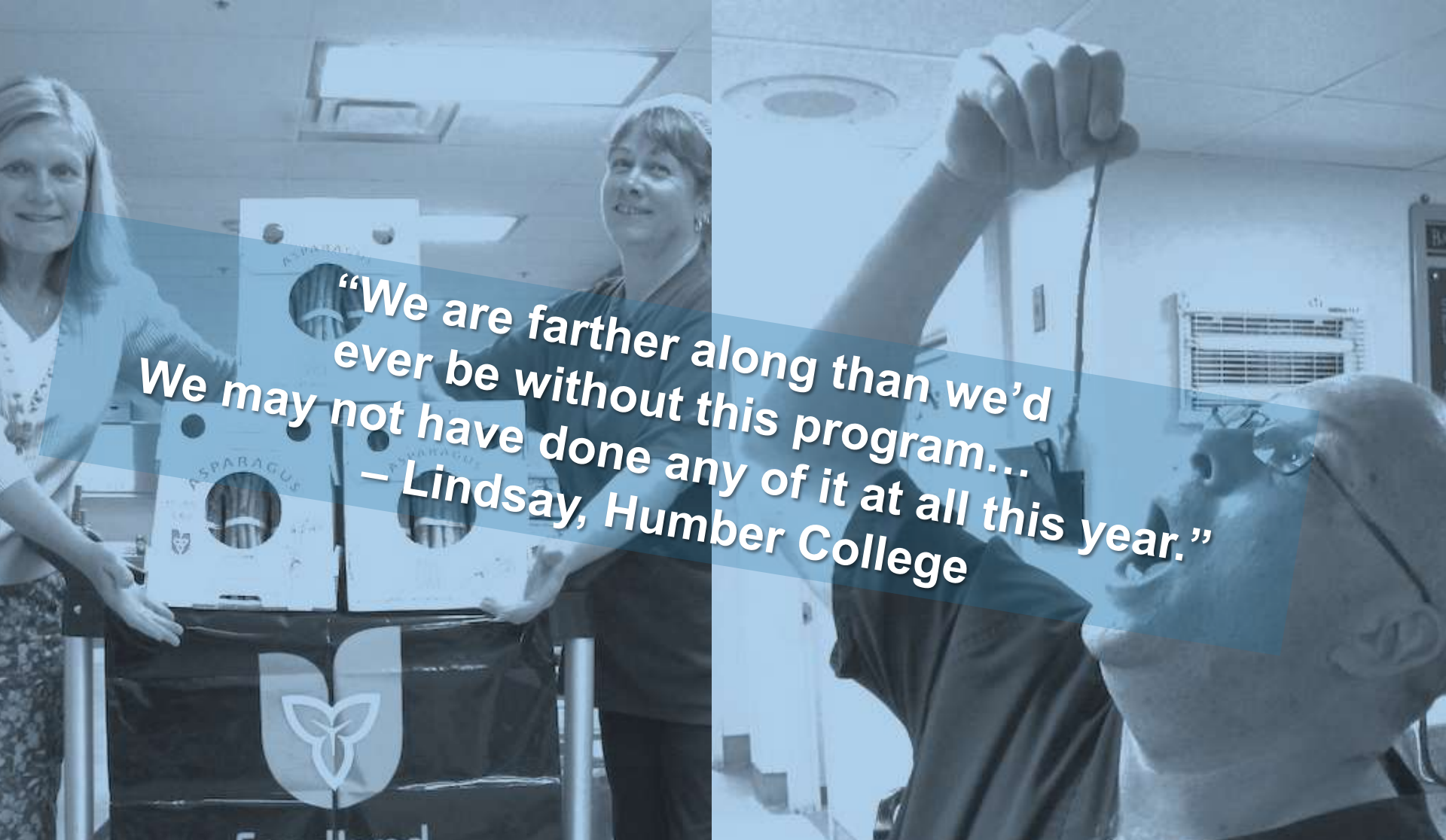
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**“We are farther along than we’d
ever be without this program...
We may not have done any of it at all this year.”
– Lindsay, Humber College**

PRINCIPLE 1: DISRUPT DISCRETELY

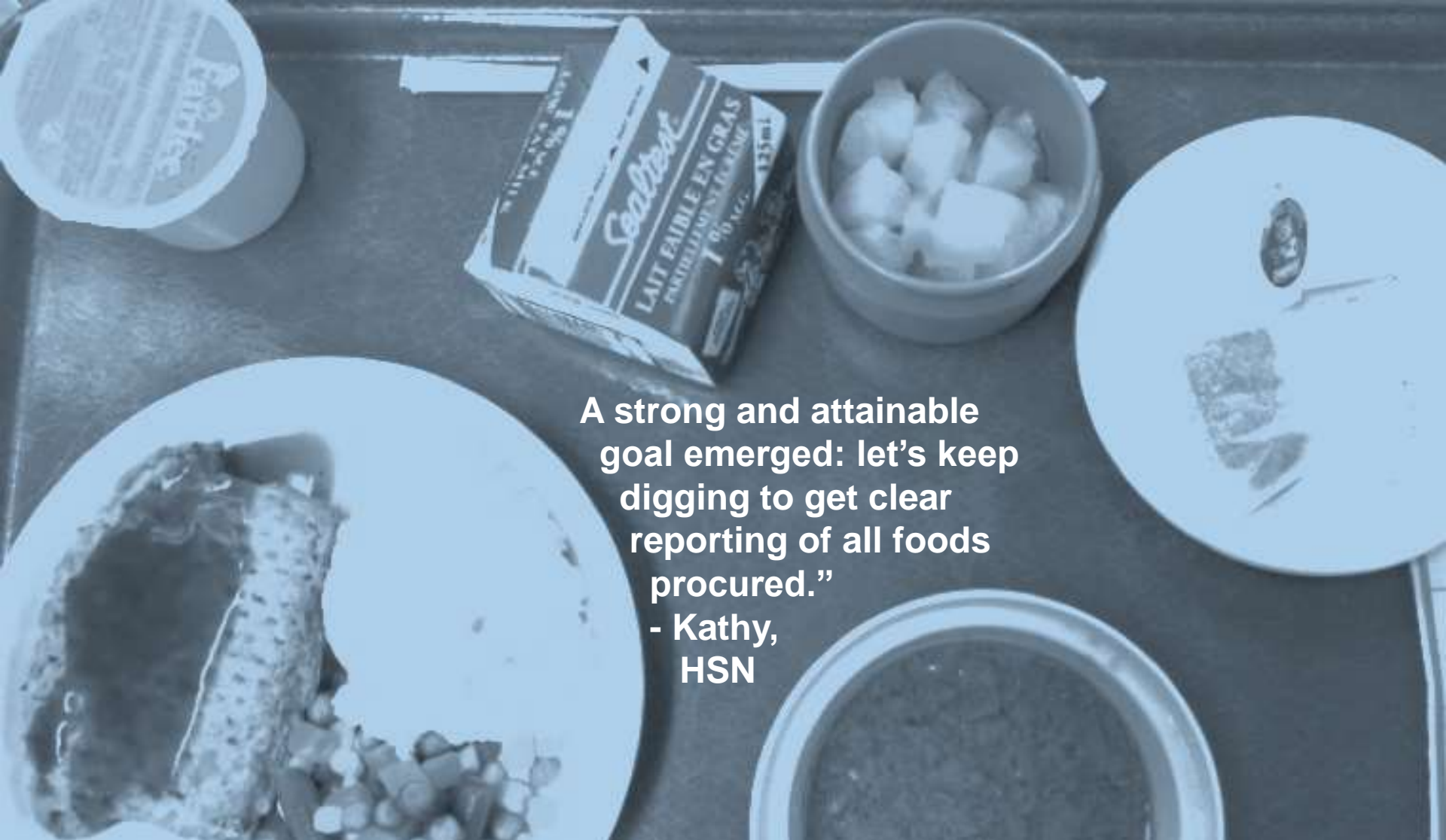
Work with a high leverage, minimally disruptive point of intervention.

[I learned] that
other institutions
are really looking and
changing the way their
supply chain is
structured -



PRINCIPLE 2: COLLABORATE ACROSS DIFFERENCE

Leverage buyers who purchase with similar missions and processes.



A strong and attainable
goal emerged: let's keep
digging to get clear
reporting of all foods
procured."

- Kathy,
HSN

PRINCIPLE 3: JUST ASK!

Encourage the flow of information to cultivate an appreciation of complexity.



- “Your distributor does that for you?”

“Yes, I’m the client!”

PRINCIPLE 4: CHALLENGE ASSUMPTIONS

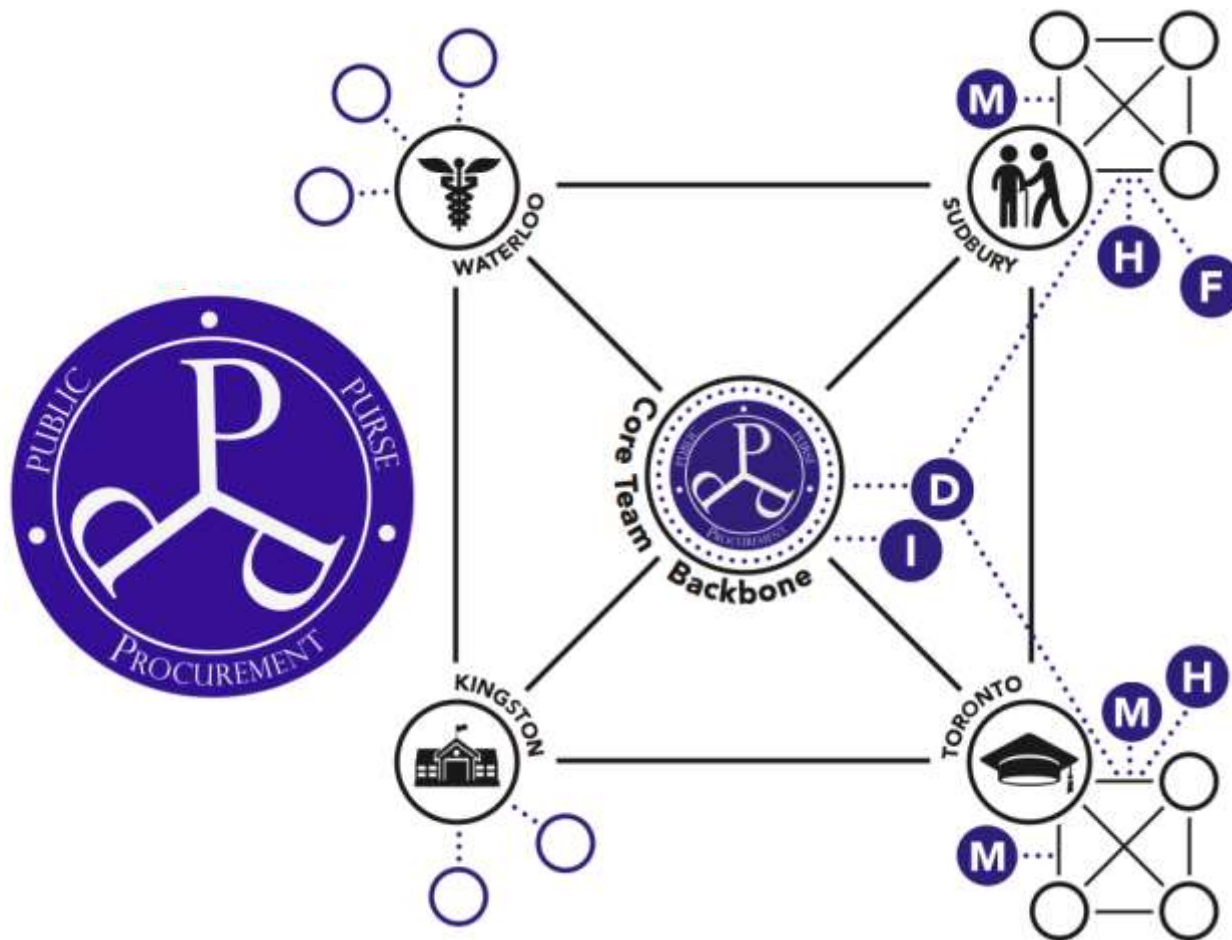
Reimagine roles and question paradigms to reimagine the system.



“We are this year’s mentees,
but next year we can be the mentors.”

PRINCIPLE 5: NURTURE THE DESIRE TO LEARN

Encourage self-organizing within the cohort.



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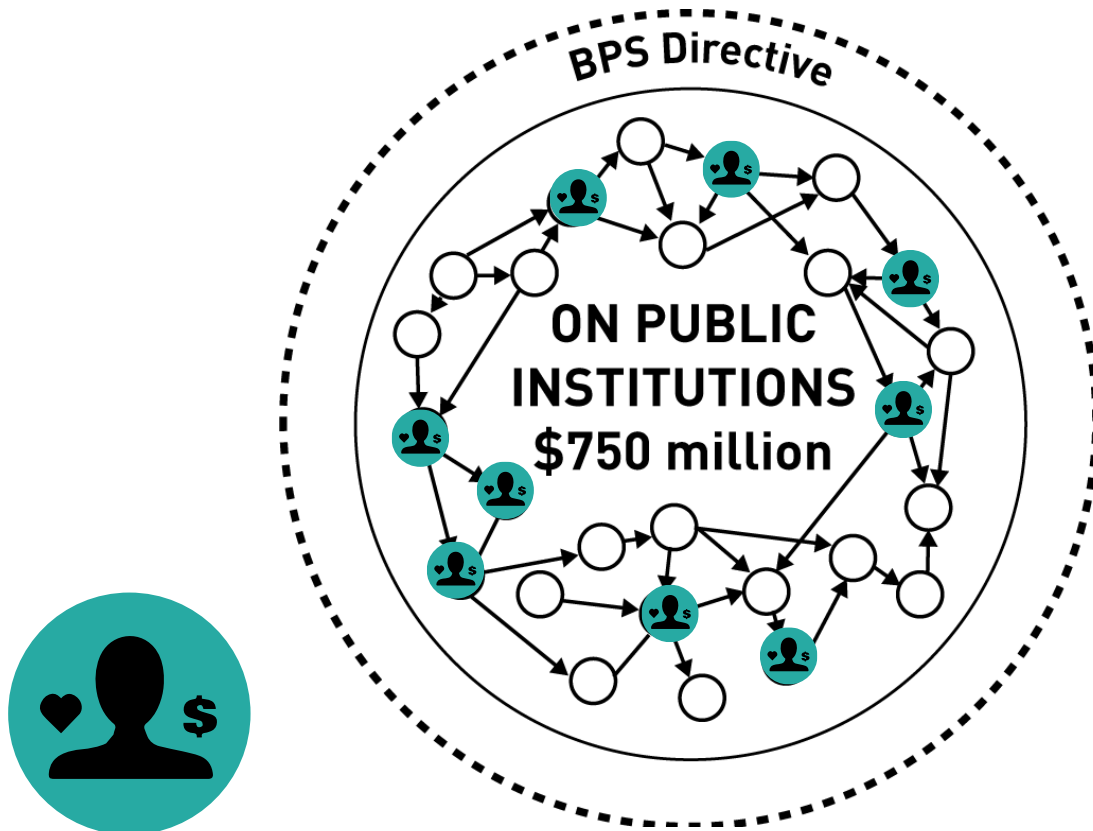
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A Resilient Community of Practice



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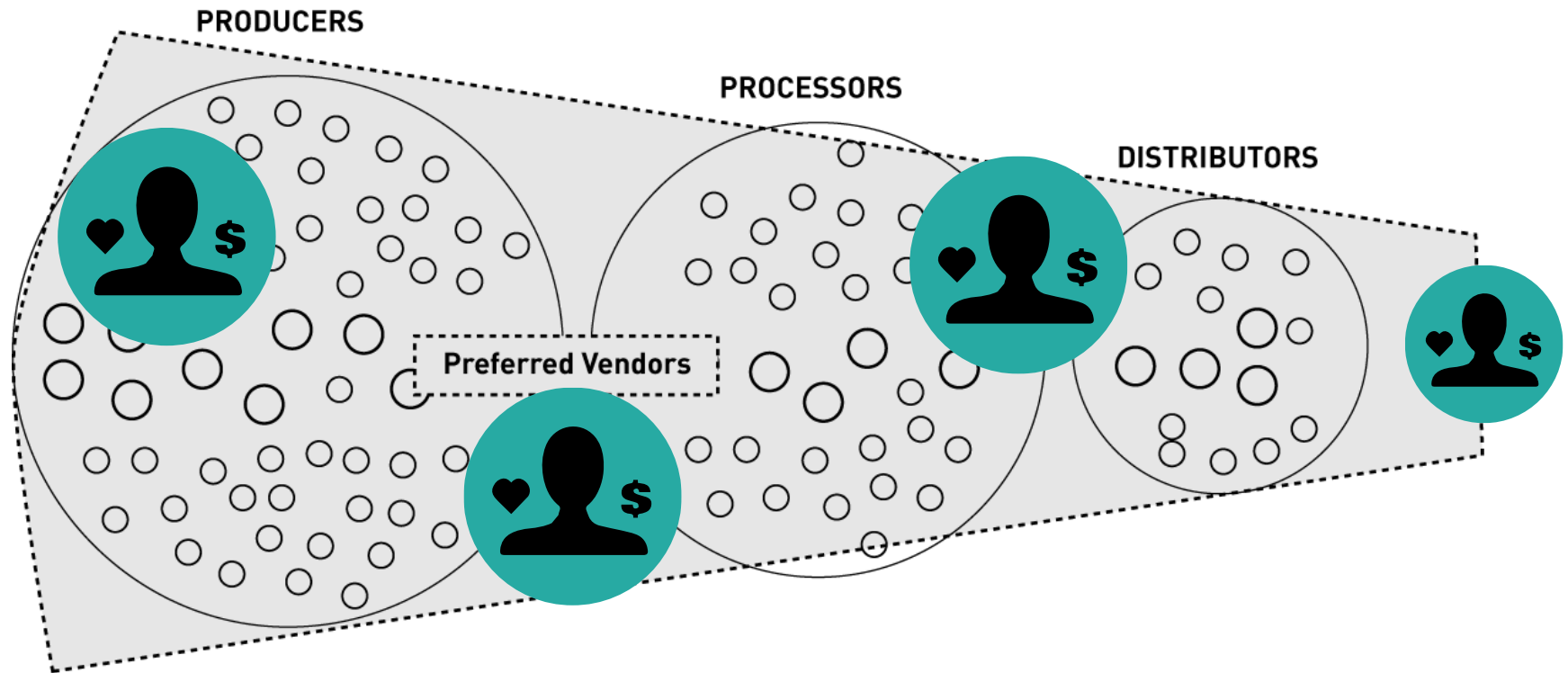
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Expansive Notion of Value & a Diverse Pool of Suppliers



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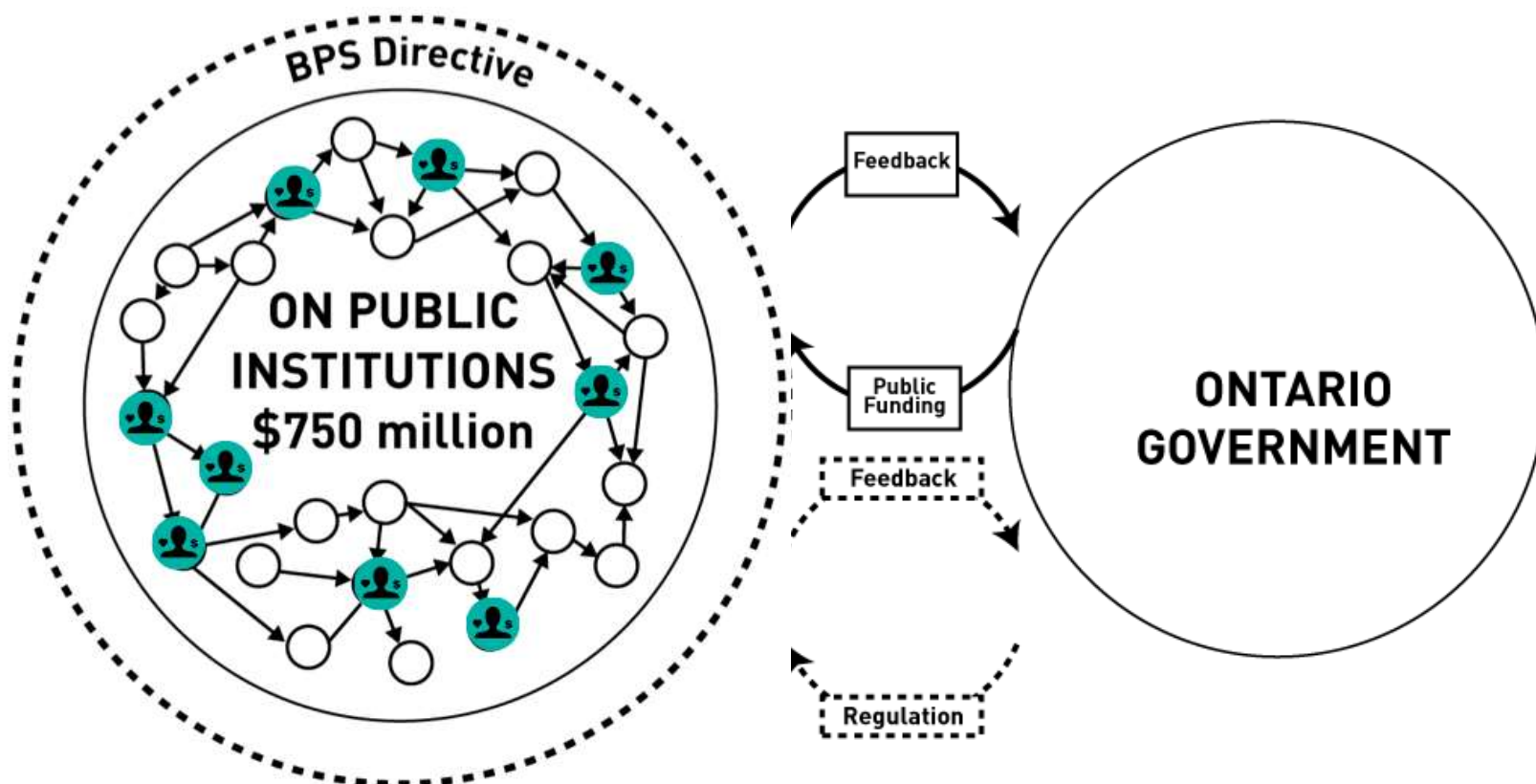
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Empowering Feedback for Policy Change



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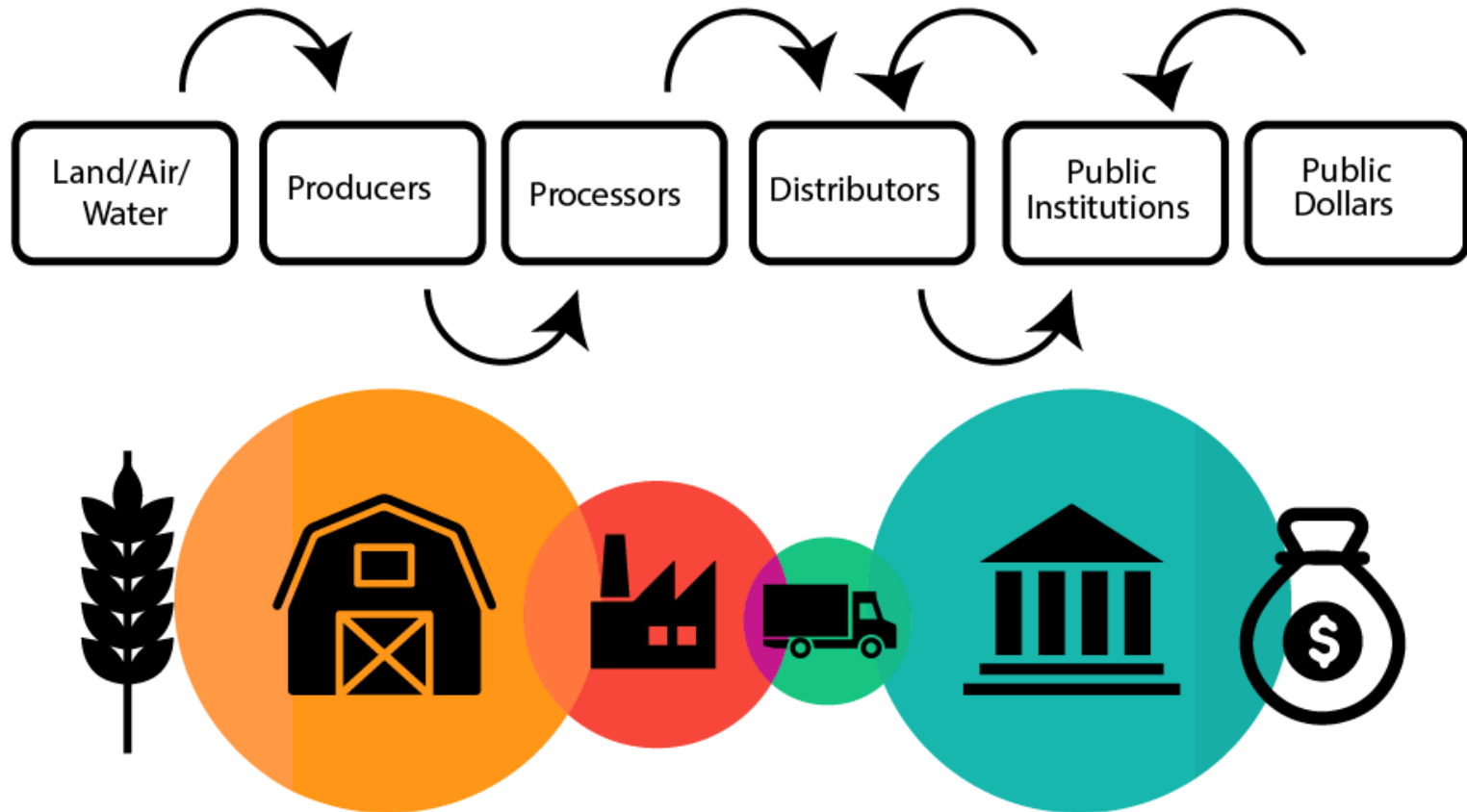
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From Claiming Value from the Chain...



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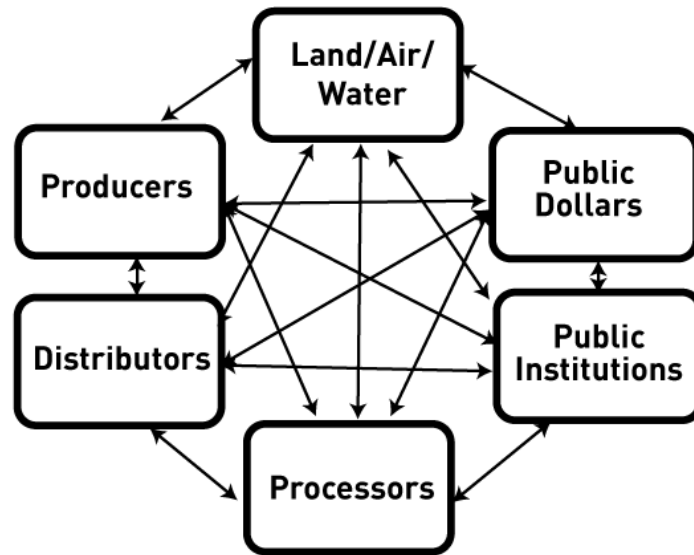
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To Creating Value in a Constellation



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Thank you.
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