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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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Hospitality Services
by *sodexo**



Health Sciences North
Horizon Santé-Nord



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4/ Design
Intervention

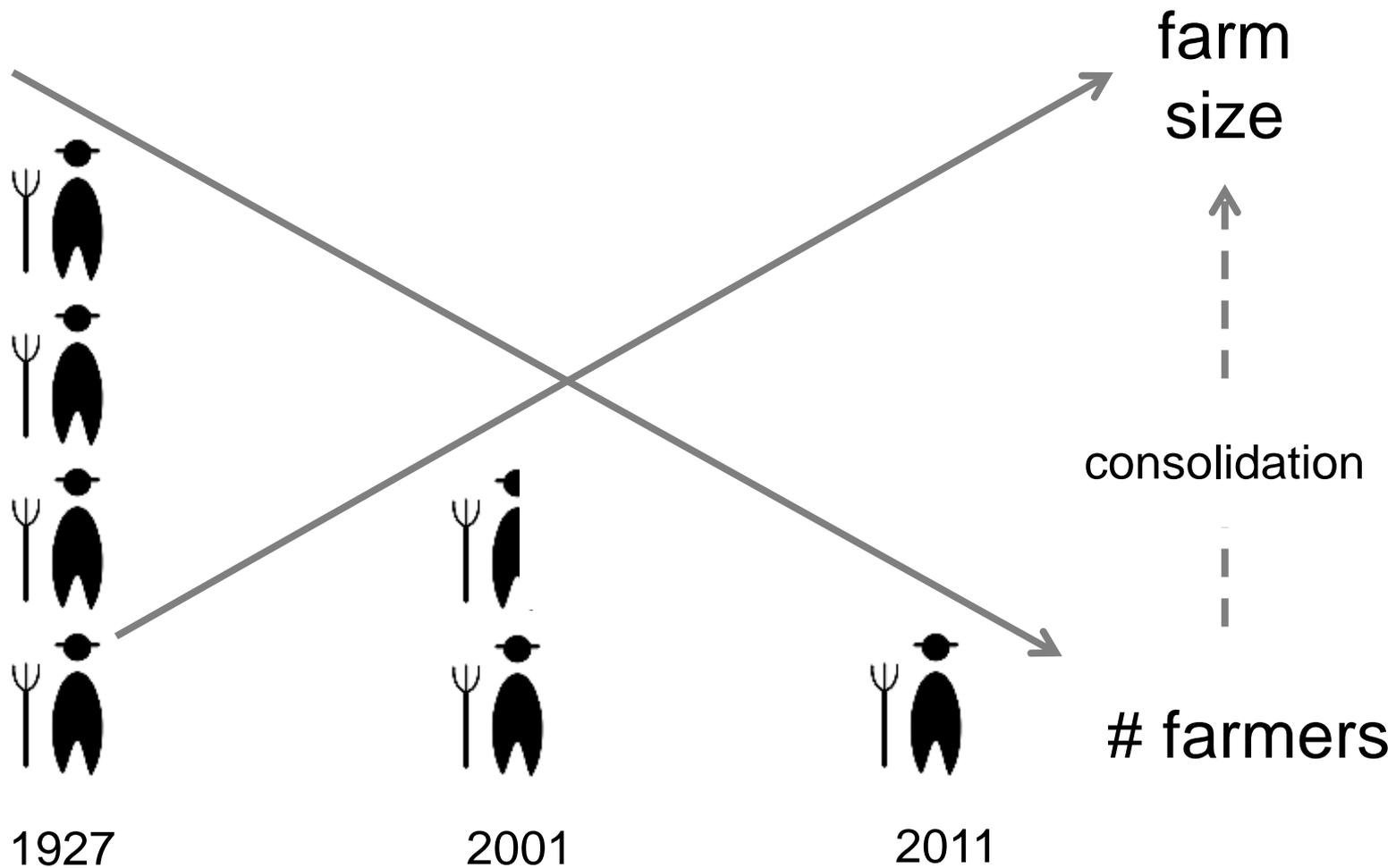
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“The trends of **fewer operators**,
fewer young operators
and **fewer farms** showed no signs
of reversing and may indicate
more consolidation and significant
turnover in farm assets in the future.”

- Statistics Canada, February 2015

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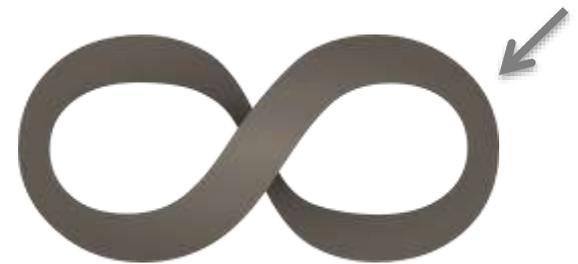
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Rigidity in the System

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

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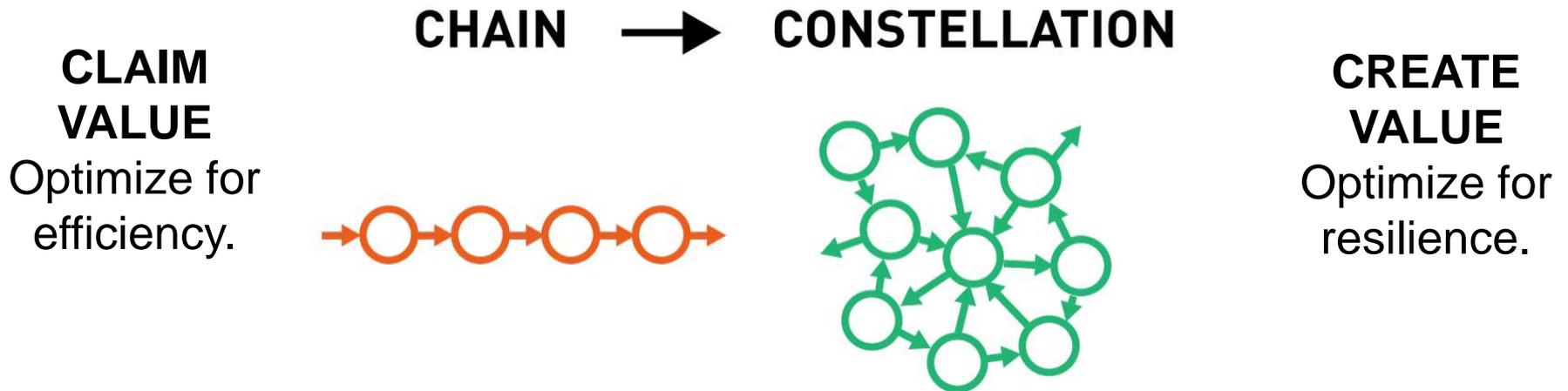
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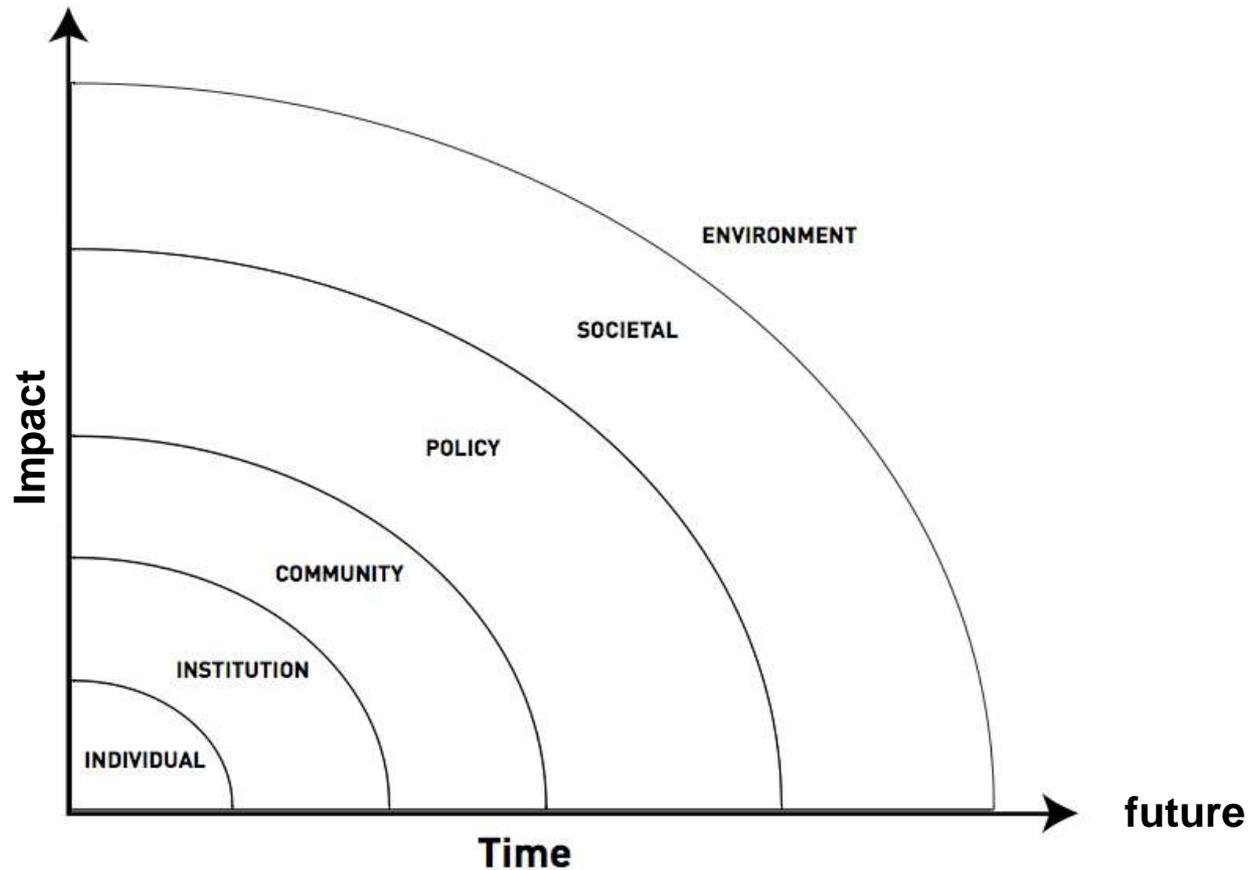
Institutions: Claiming or Creating Value?

“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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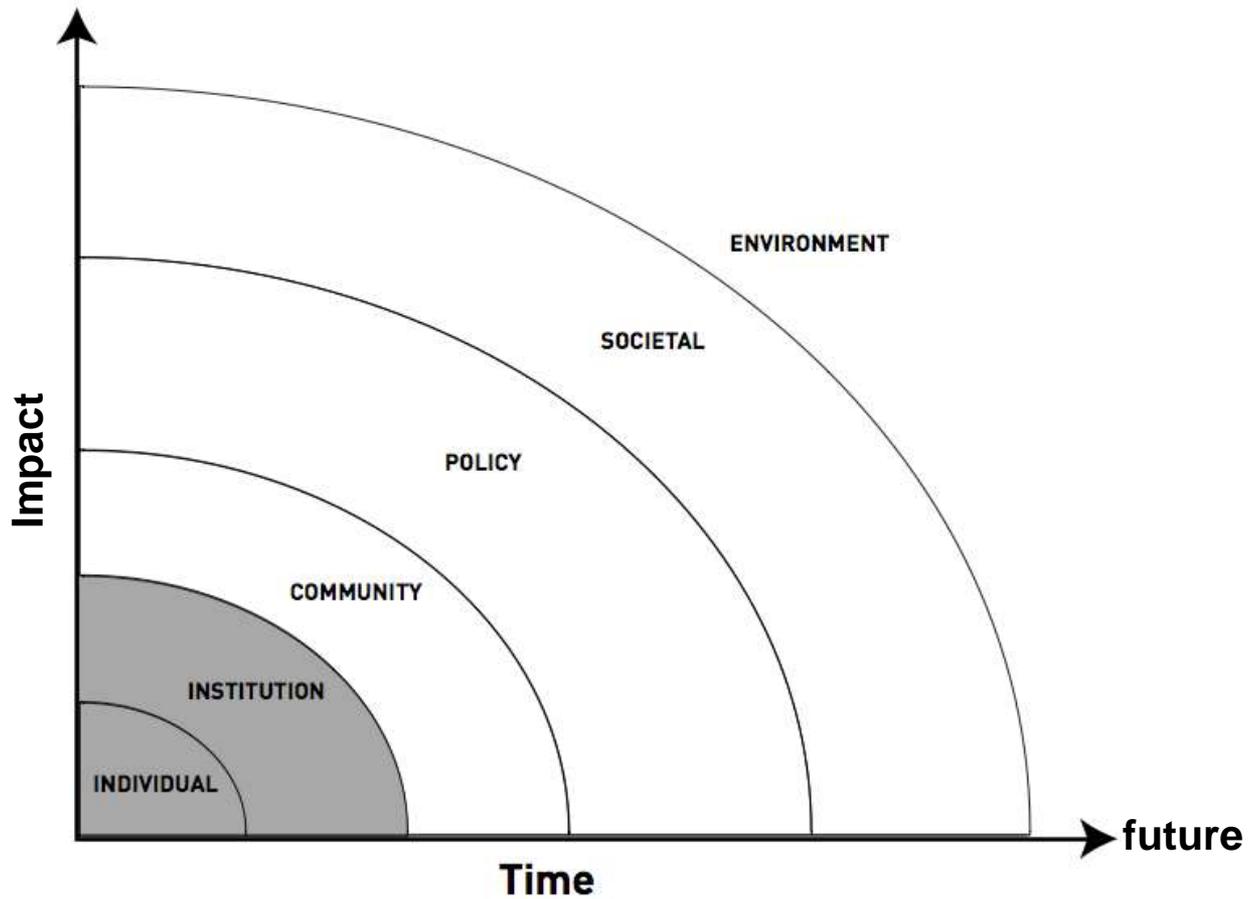
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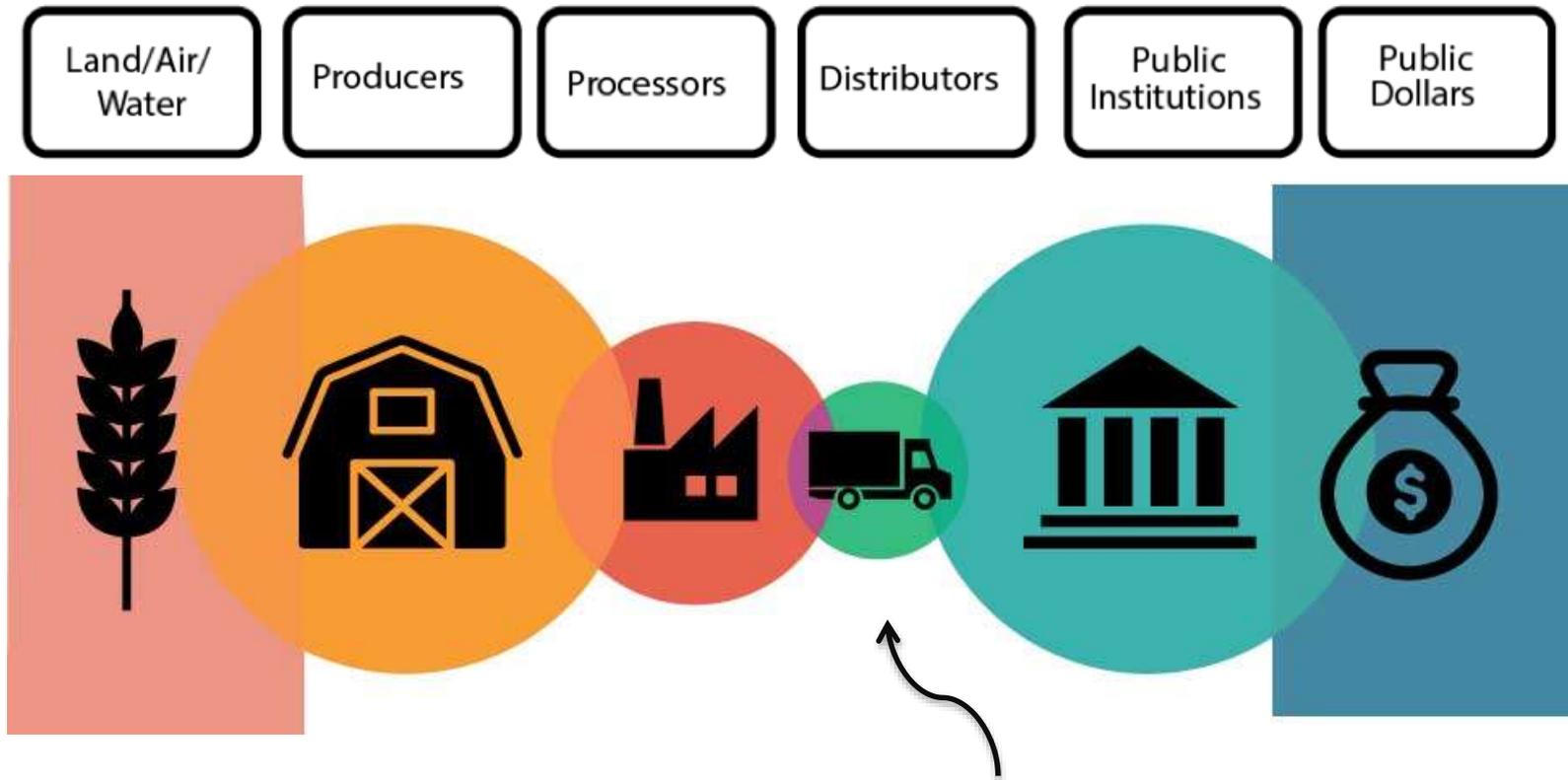
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Food System Stakeholders



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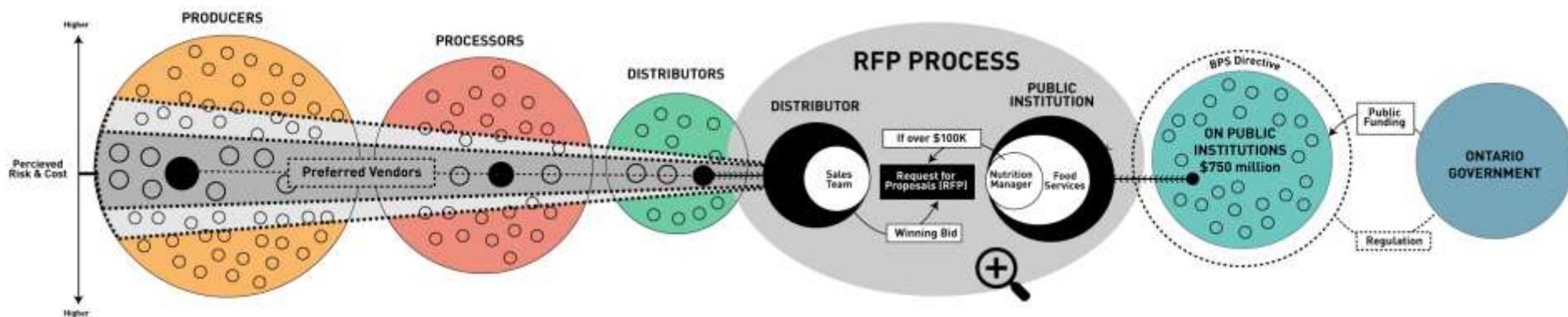
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Public Procurement of Food in Ontario



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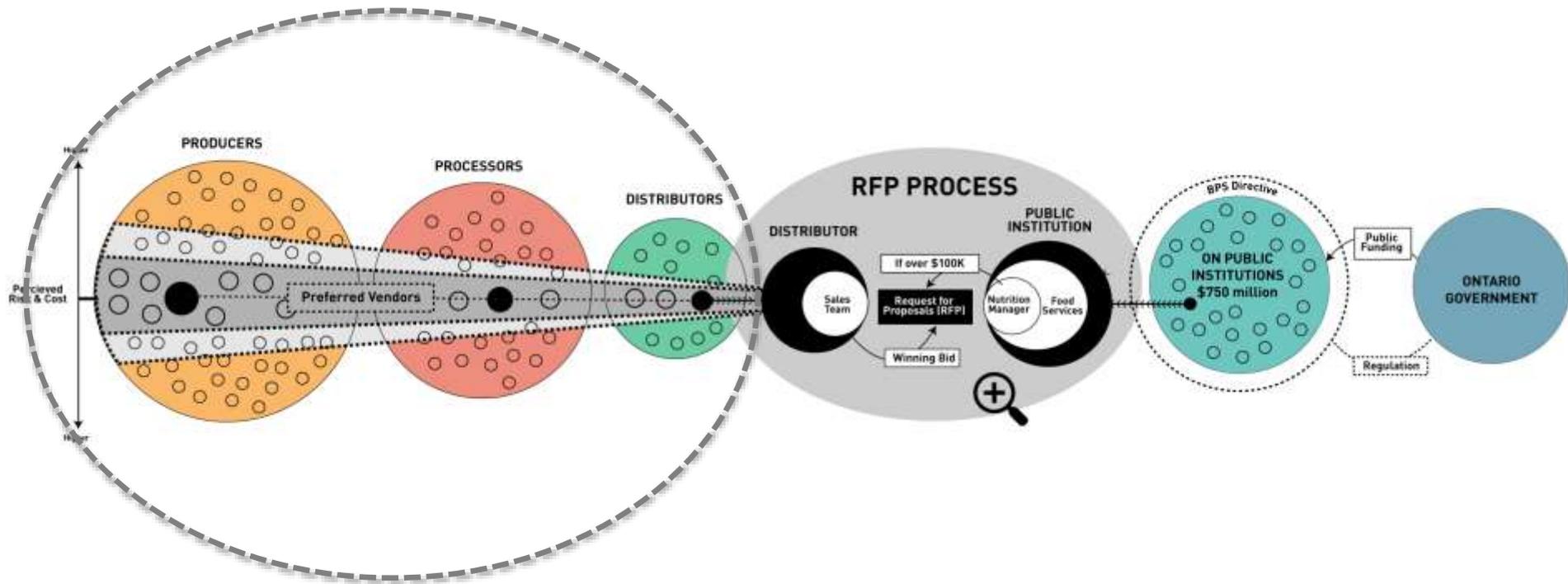
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Public Procurement of Food in Ontario



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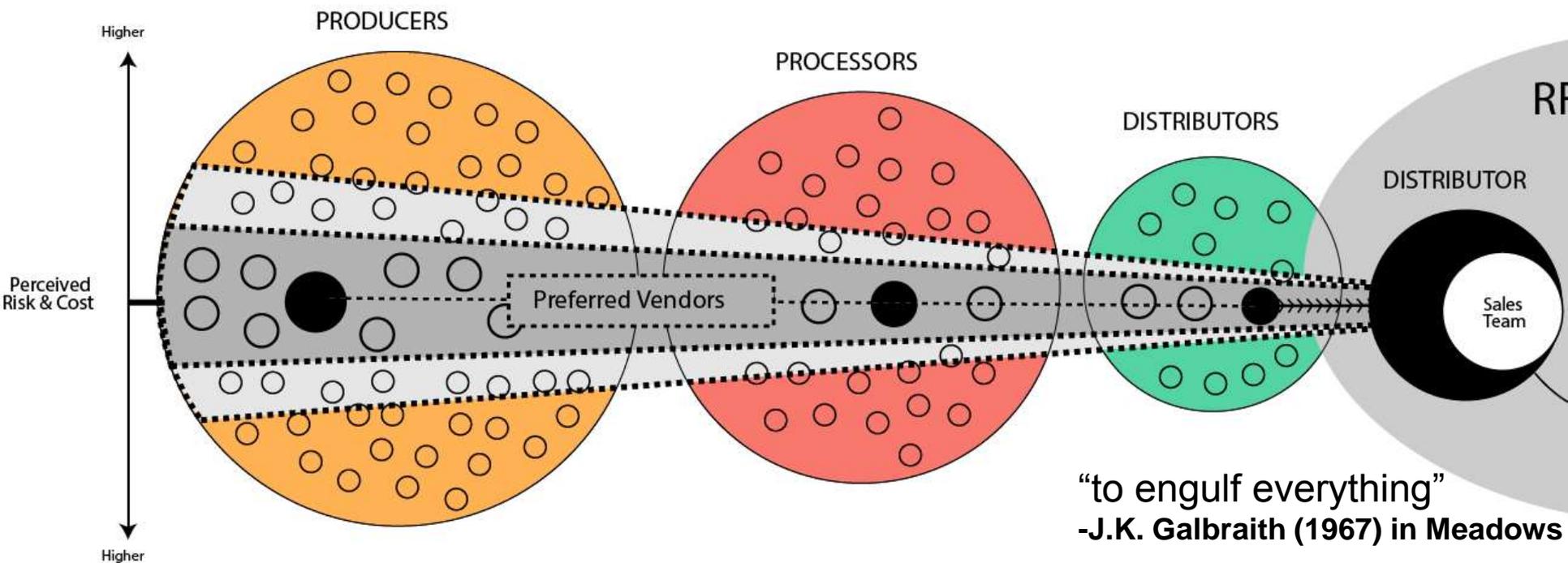
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Supply Subsystem



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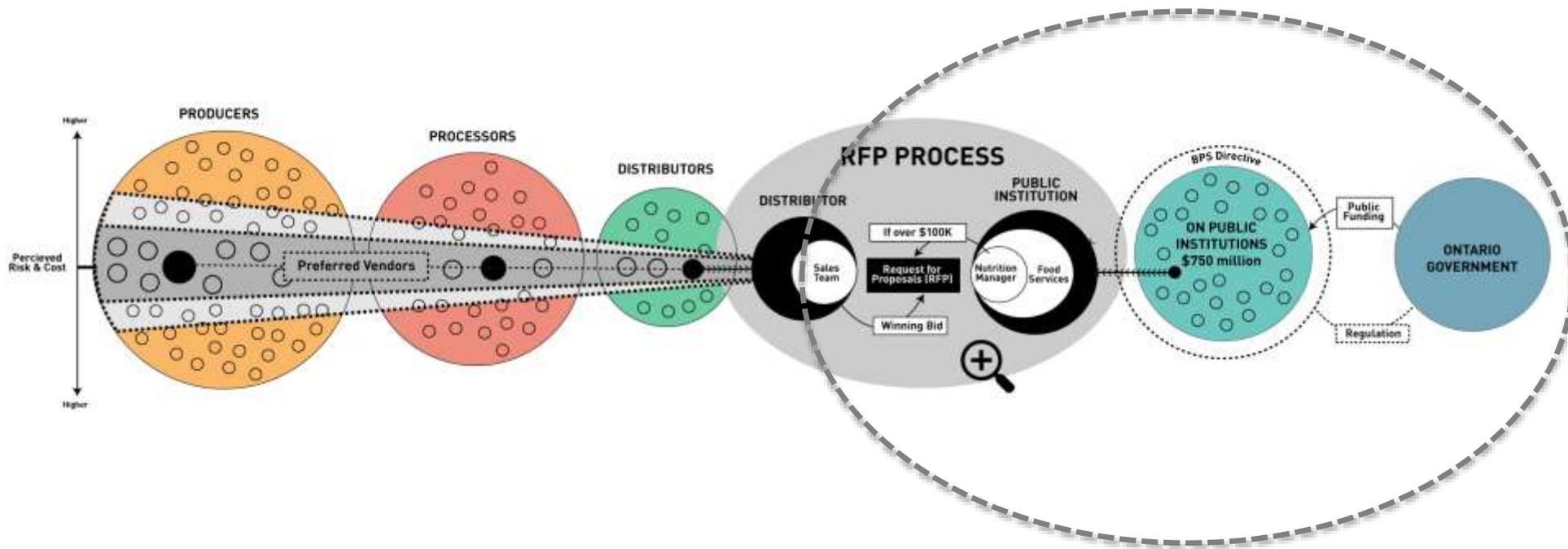
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Public Procurement of Food in Ontario



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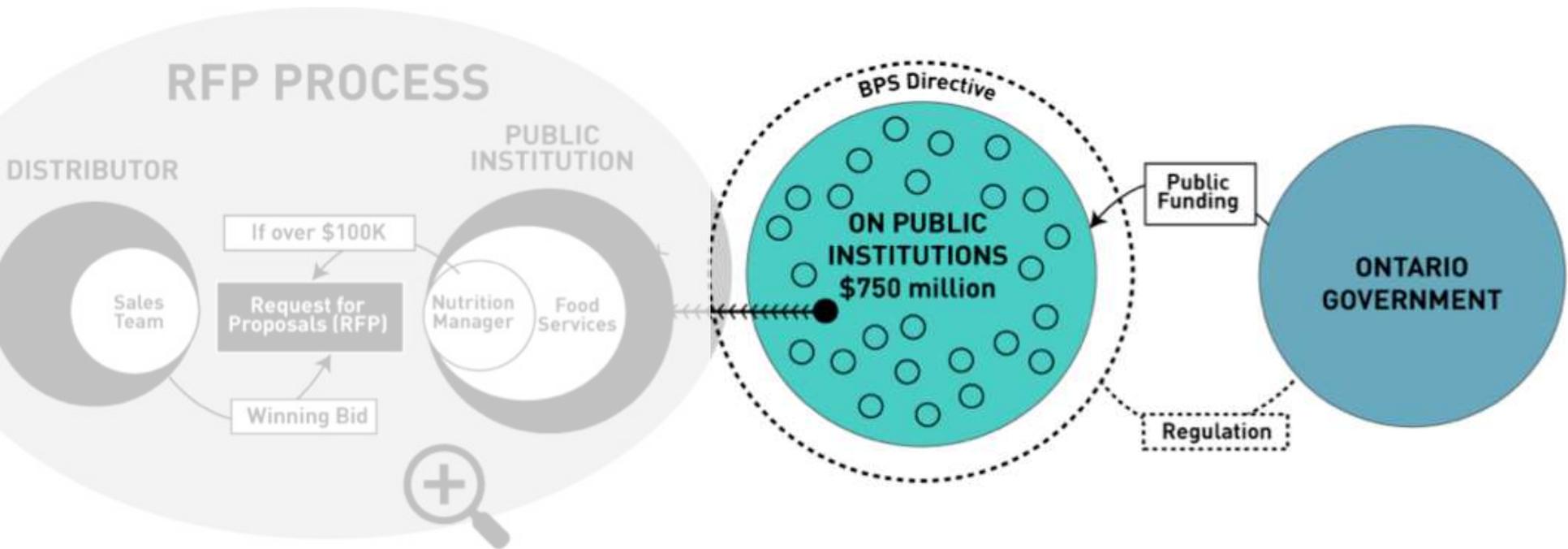
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Demand Subsystem



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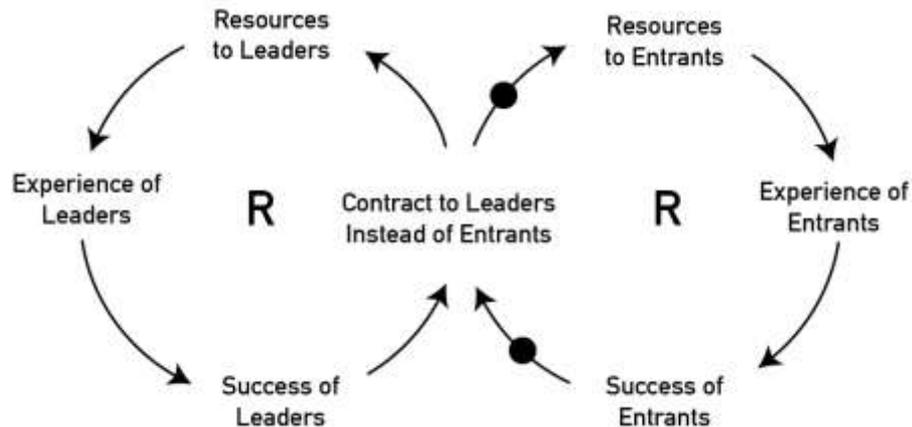
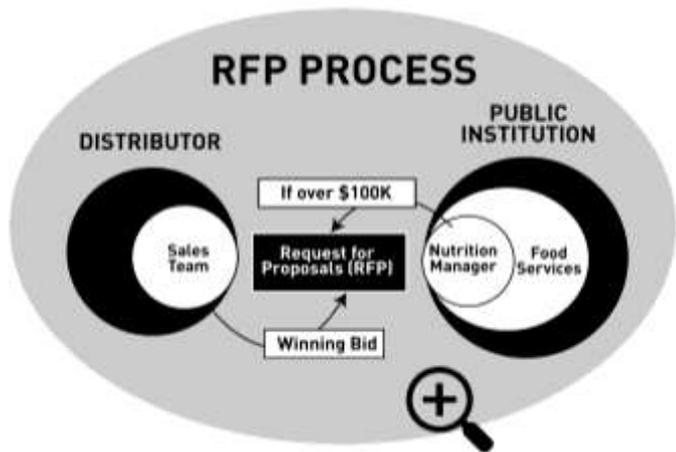
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can exclude based on volume + accessibility

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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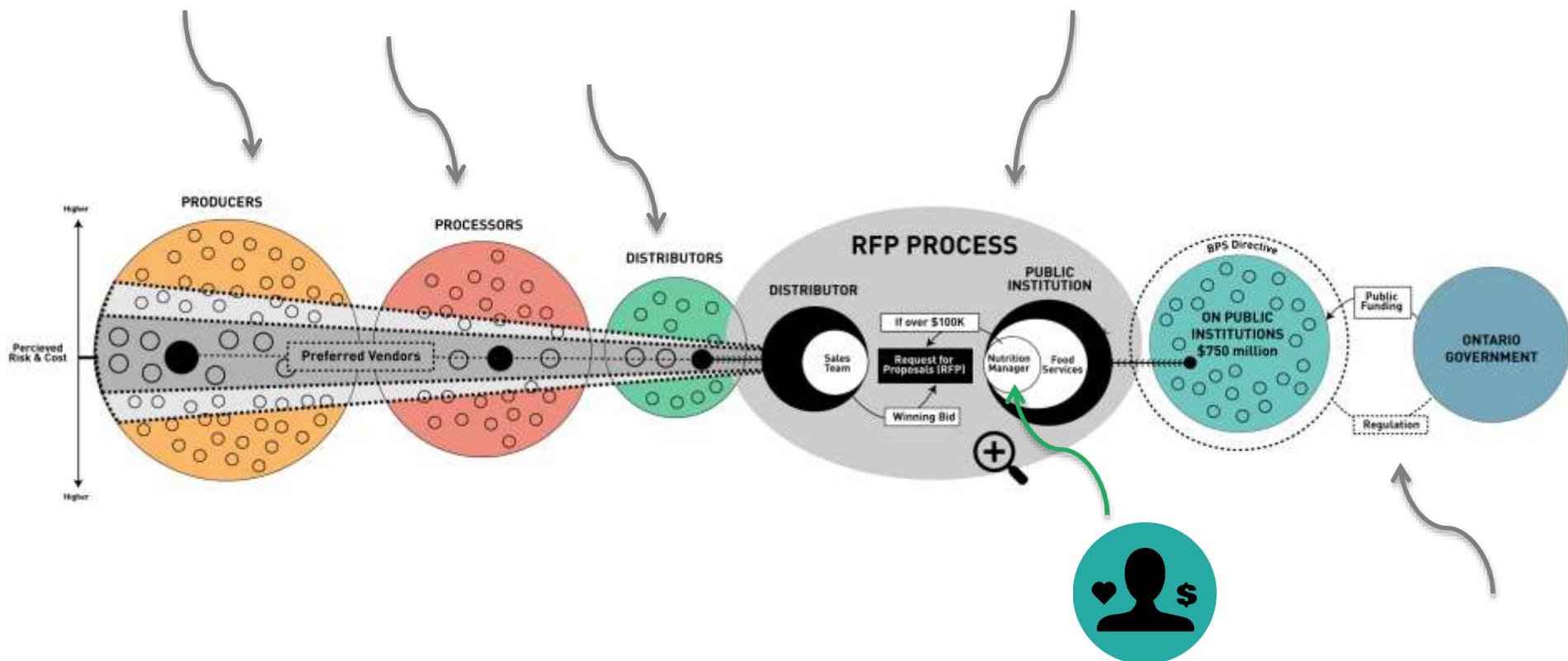
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Leverage Points



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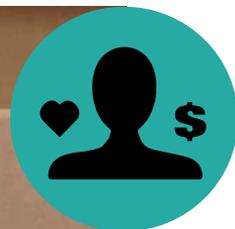
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Key Influencer: The Nutrition Manager



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

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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.”



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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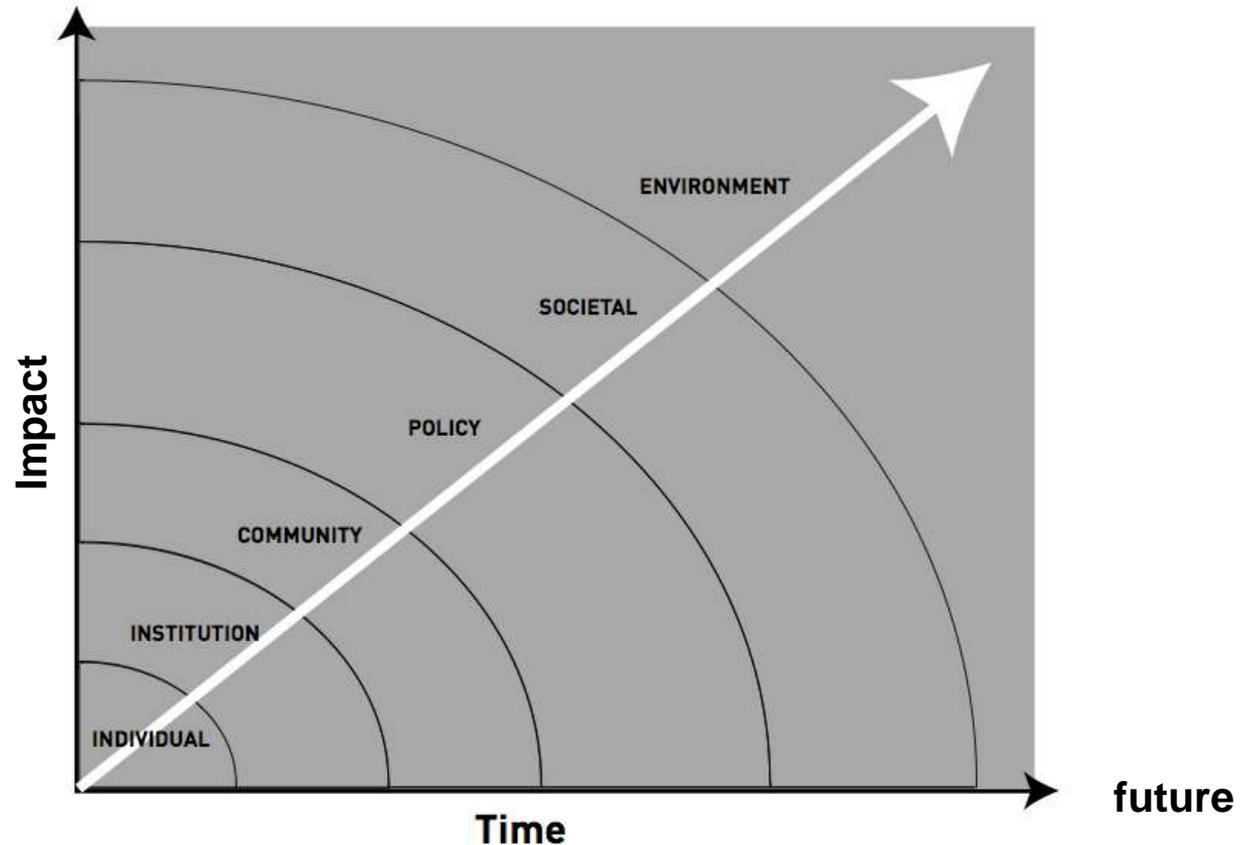
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Some foresight is needed to get here:



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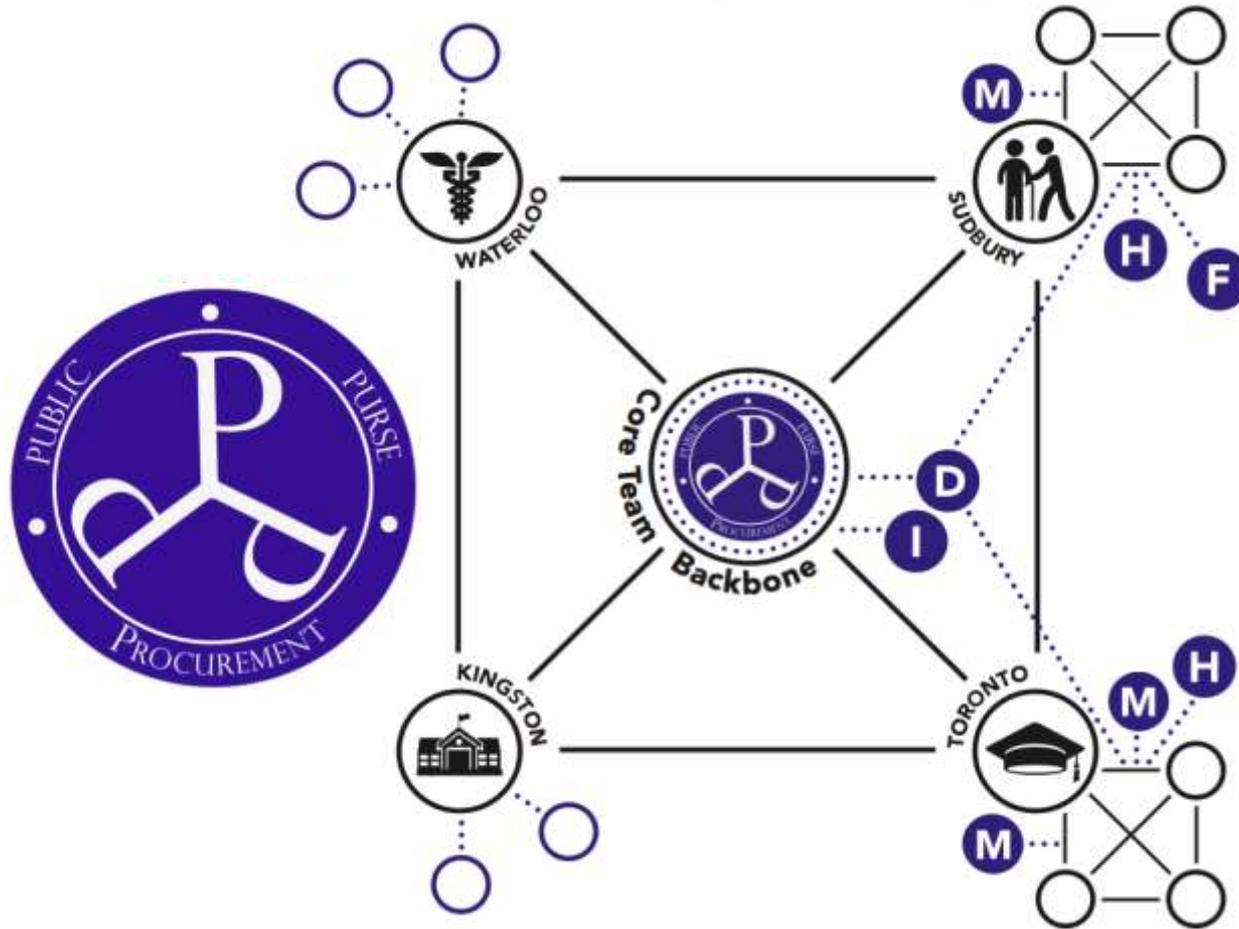
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3P Mentorship Program



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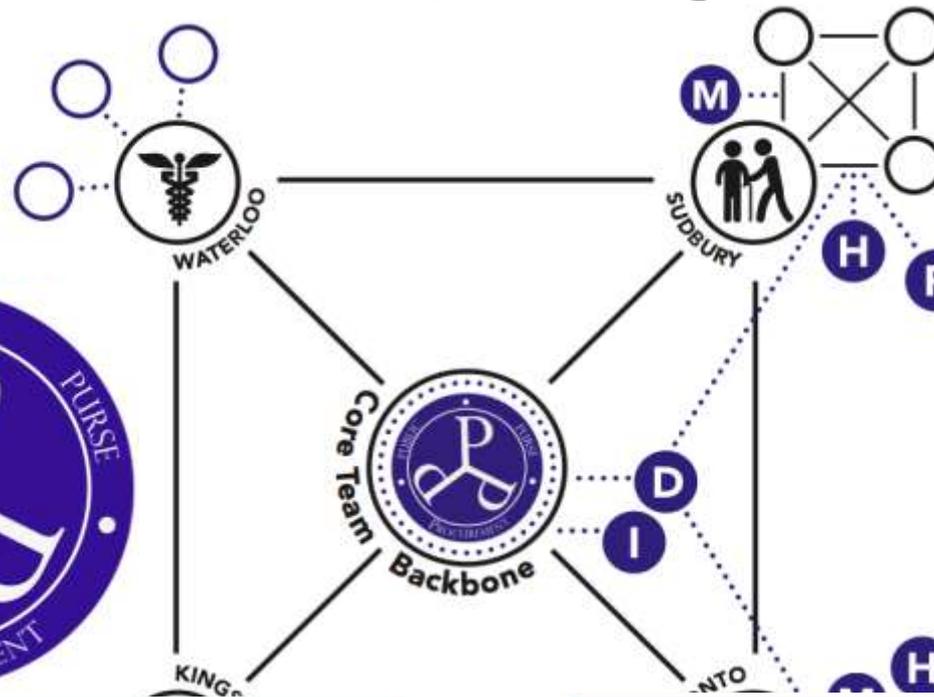
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3P Mentorship Program

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



Impact Measures of the 3P Program

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

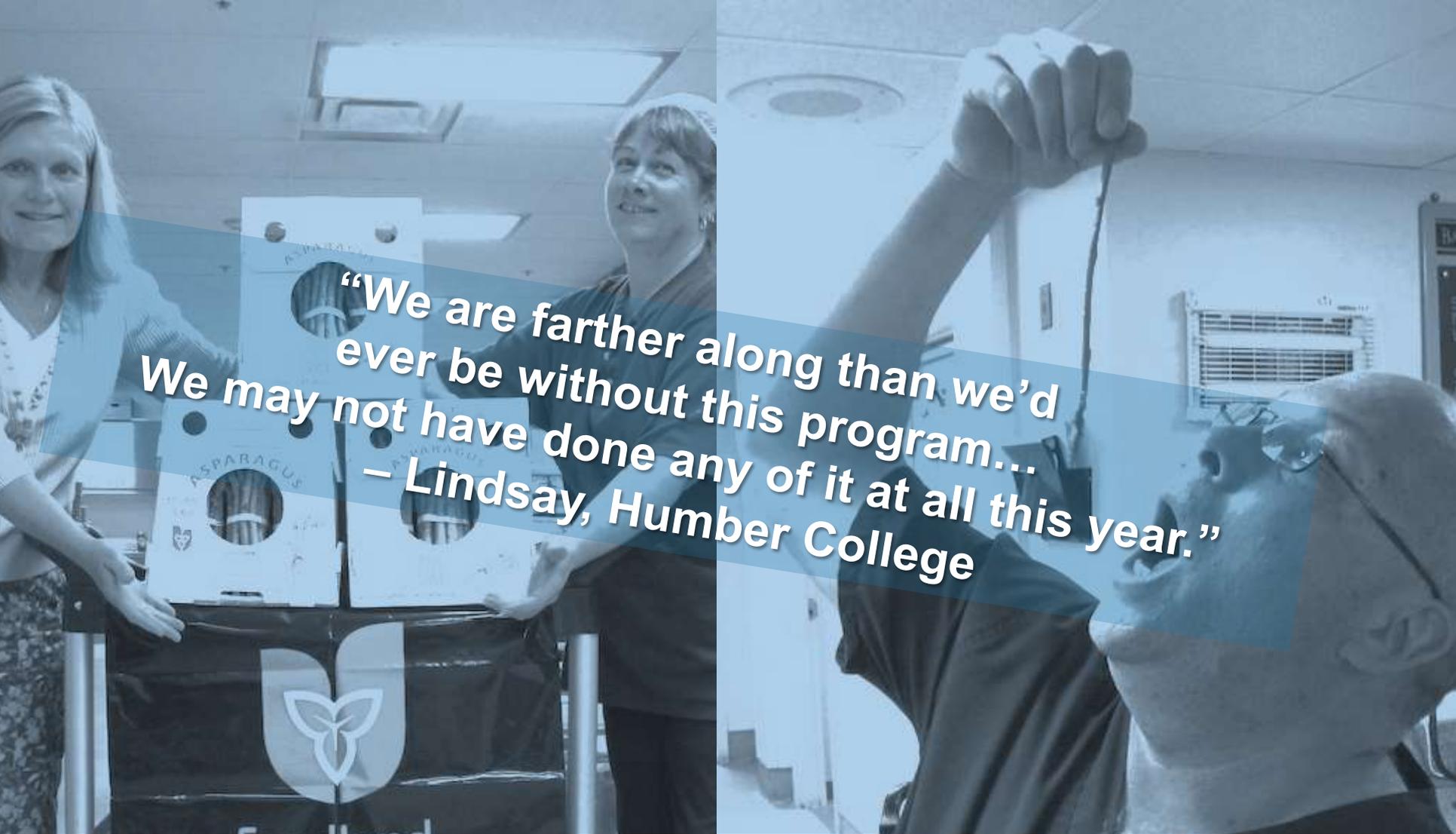
43% of the cohort's **\$10 million** buying power is now spent on local food

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





“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.

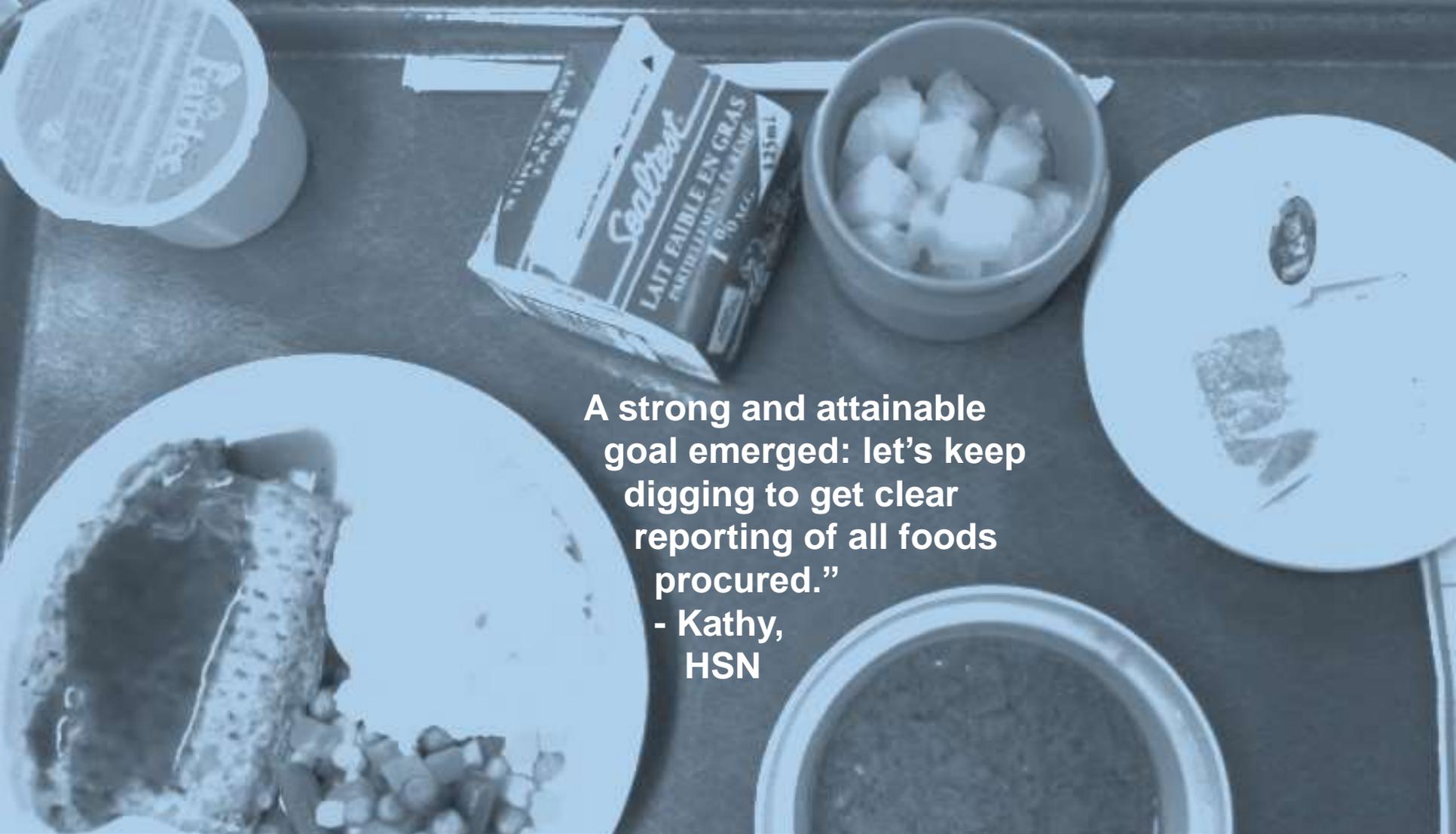
[I learned] that other institutions are really looking and changing the way their supply chain is structured -

...and that we are not alone. - Joli



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

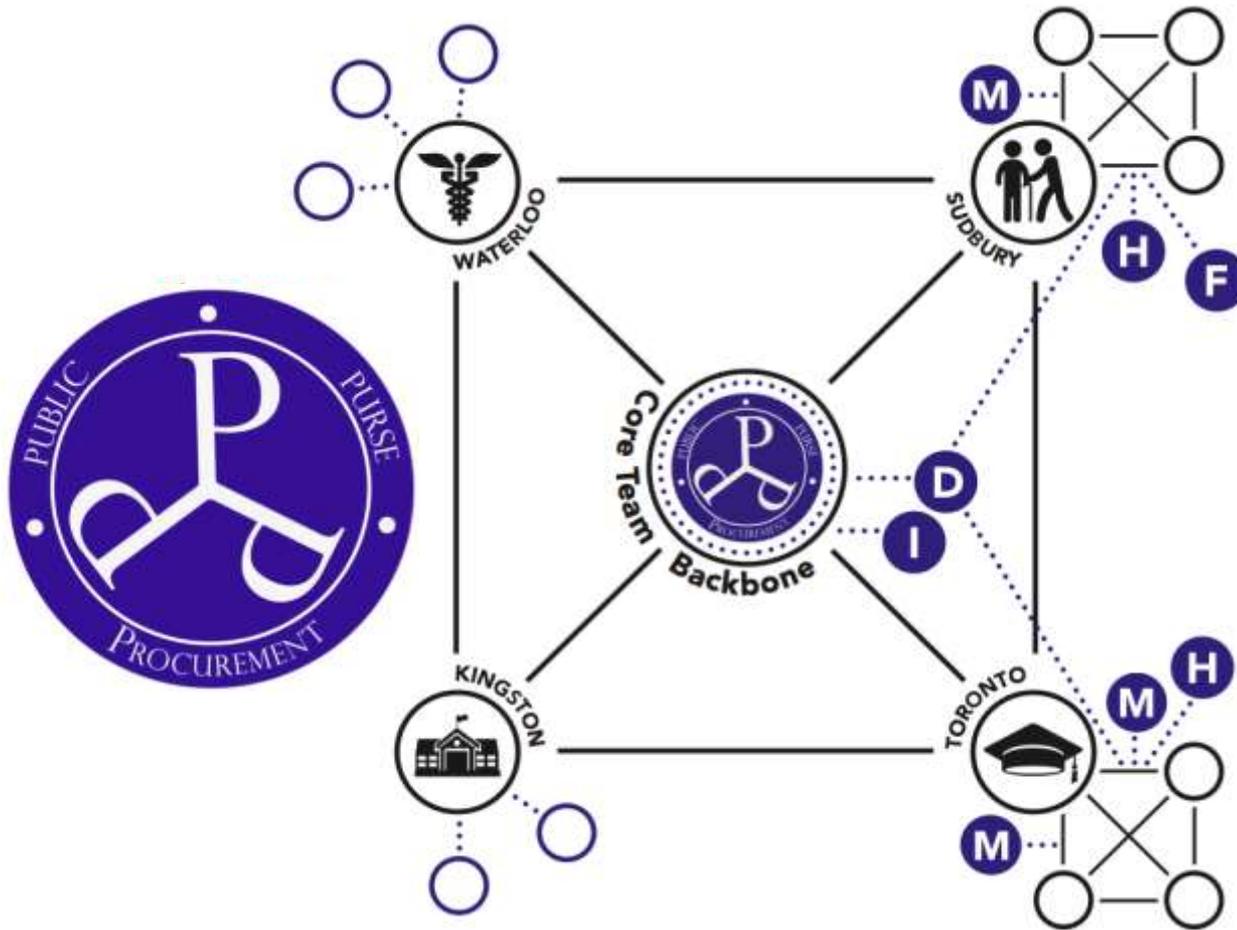
Reimagine roles and question paradigms to reimagine the system.



“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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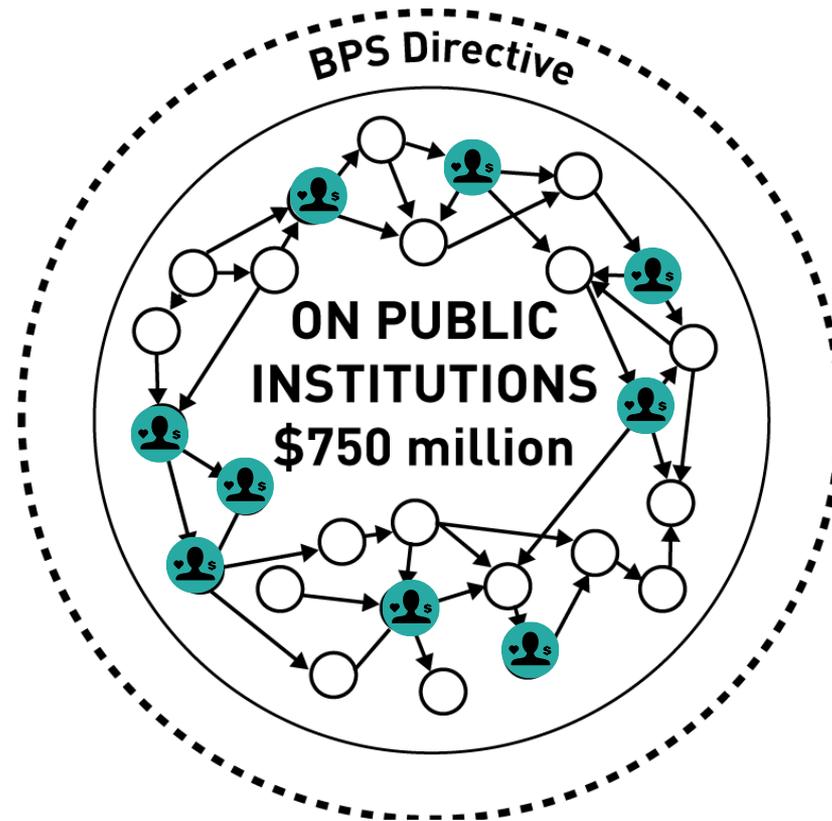
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A Resilient Community of Practice



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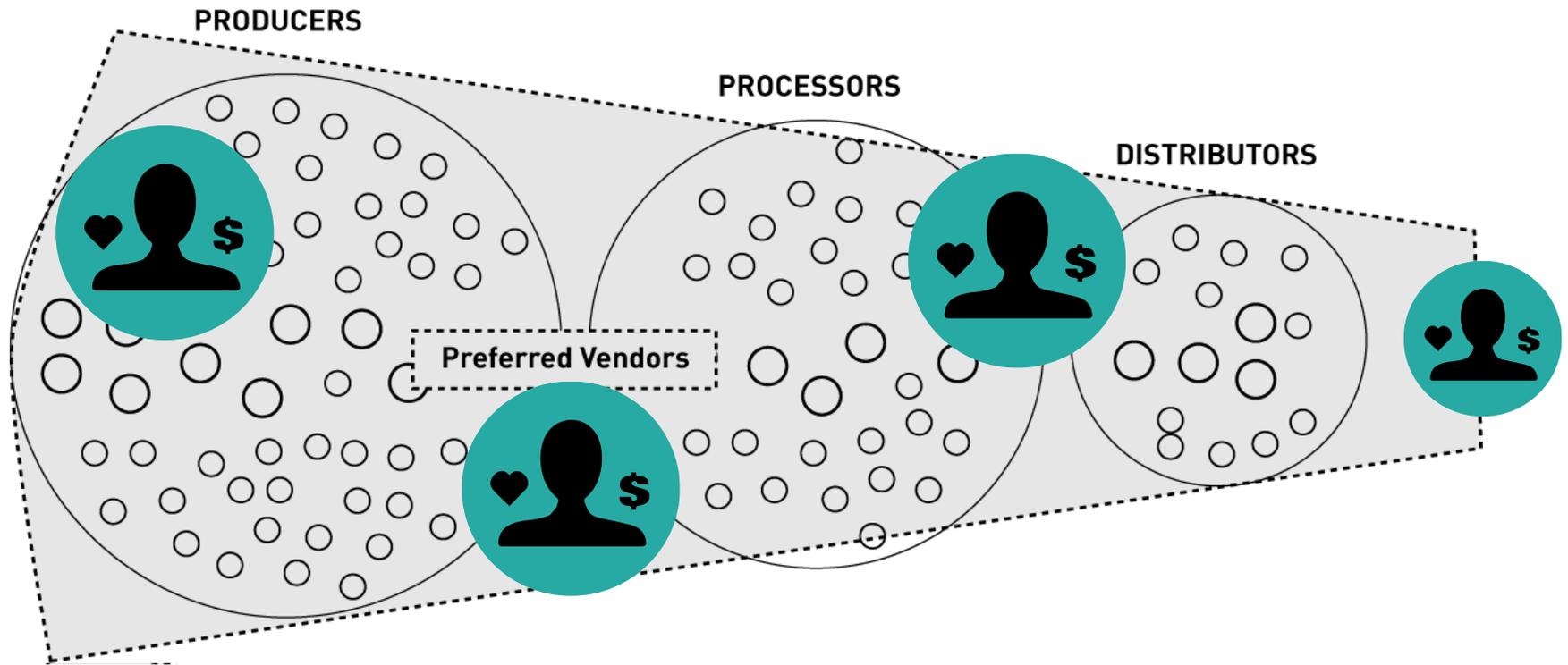
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Expansive Notion of Value & a Diverse Pool of Suppliers



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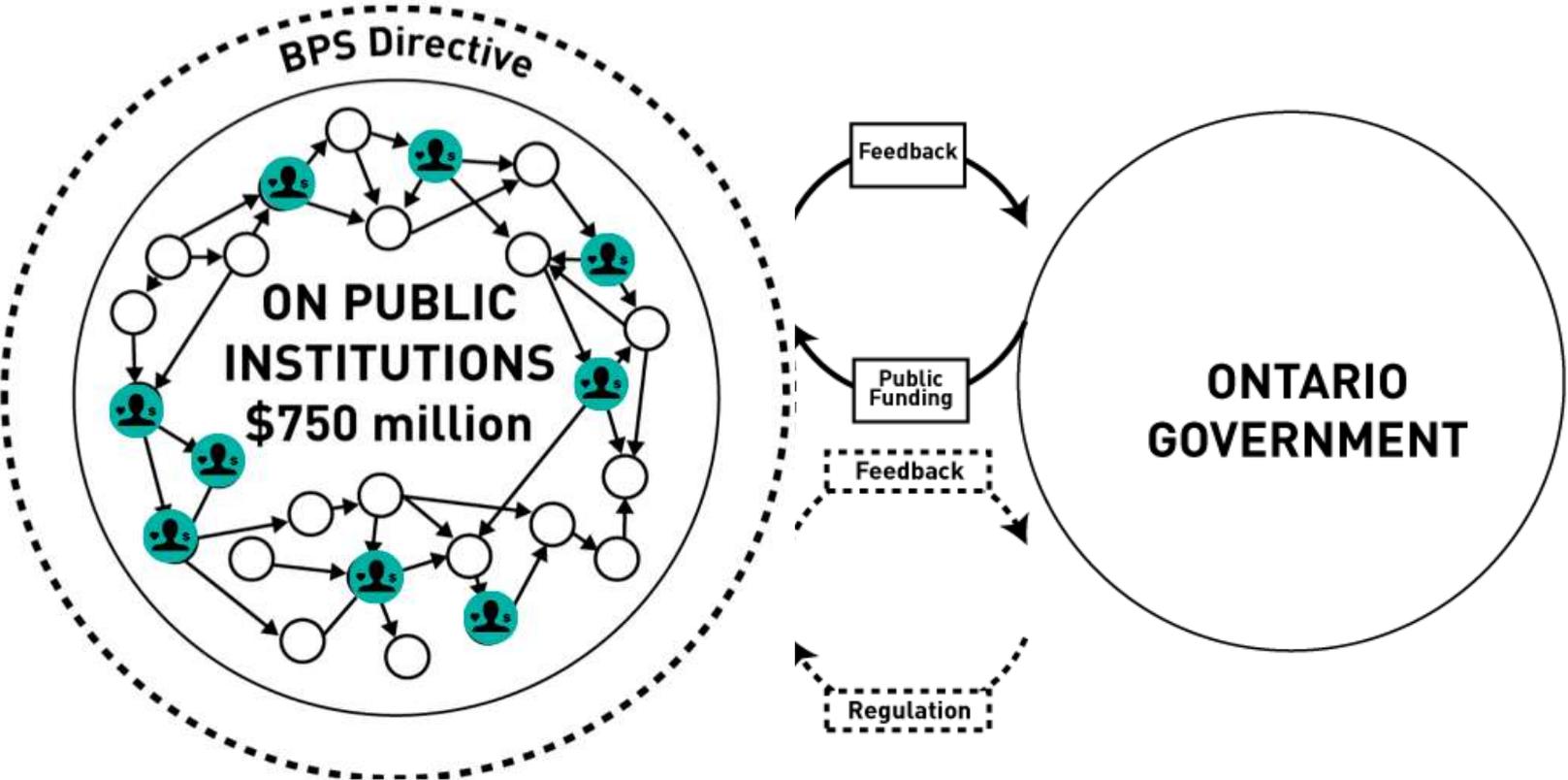
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Empowering Feedback for Policy Change



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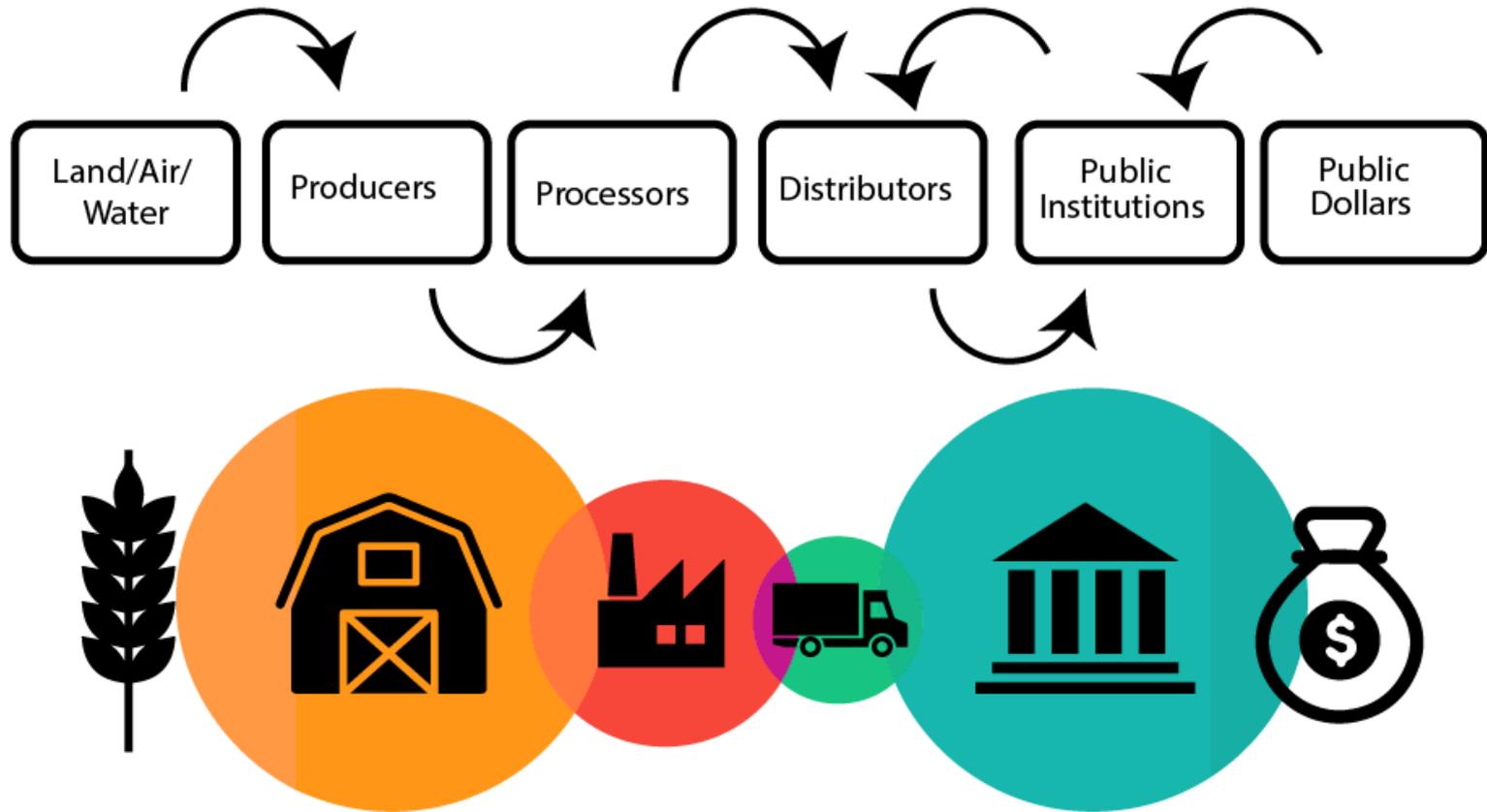
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From Claiming Value from the Chain...



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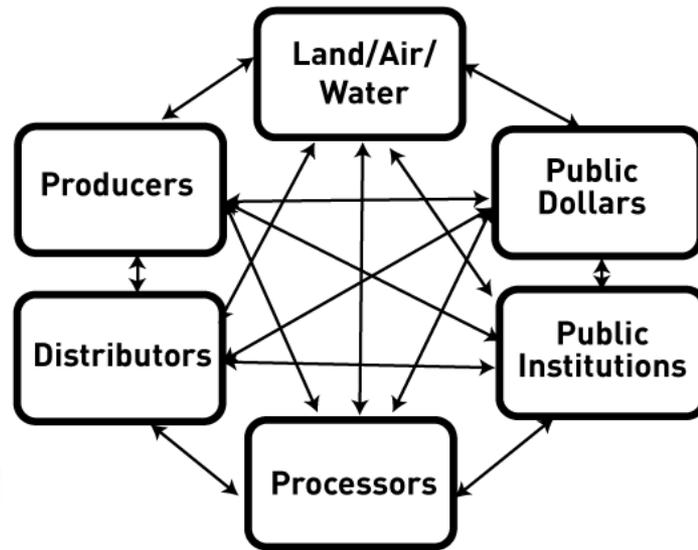
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To Creating Value in a Constellation



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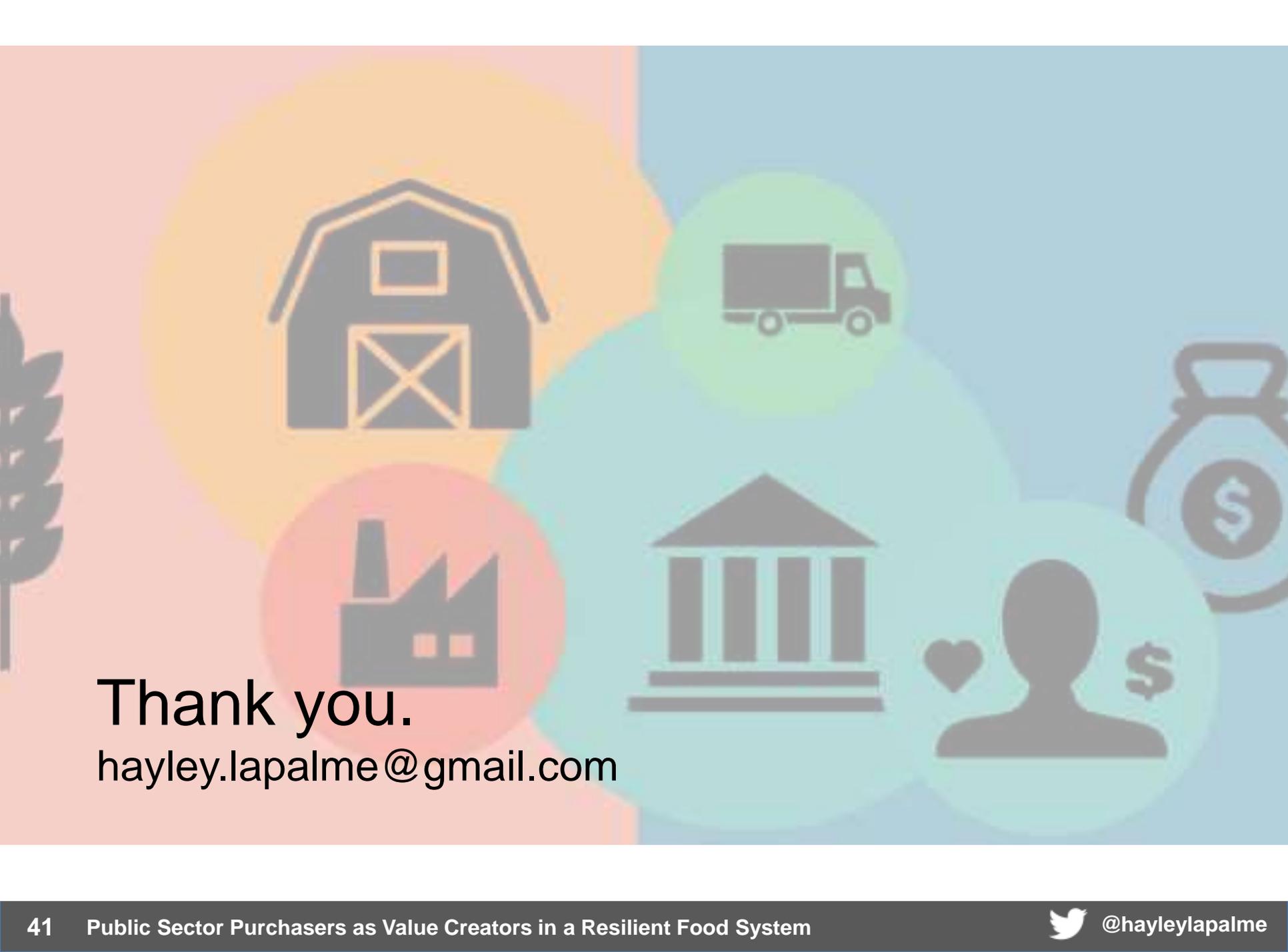
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Thank you.
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