

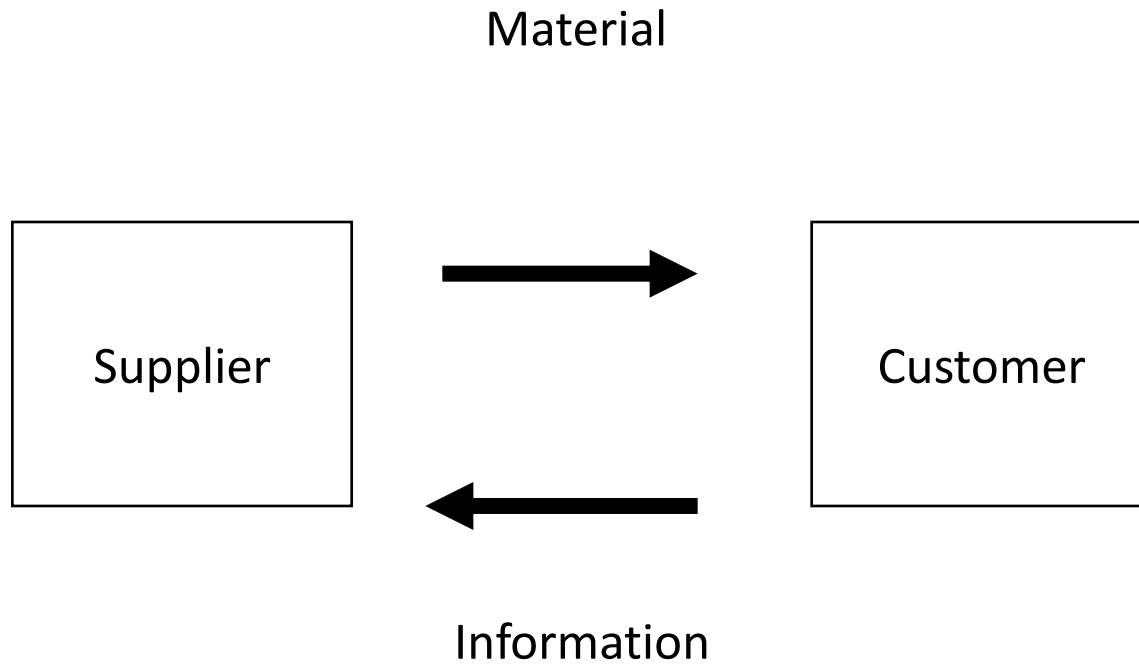
# Organisation of local food sourcing

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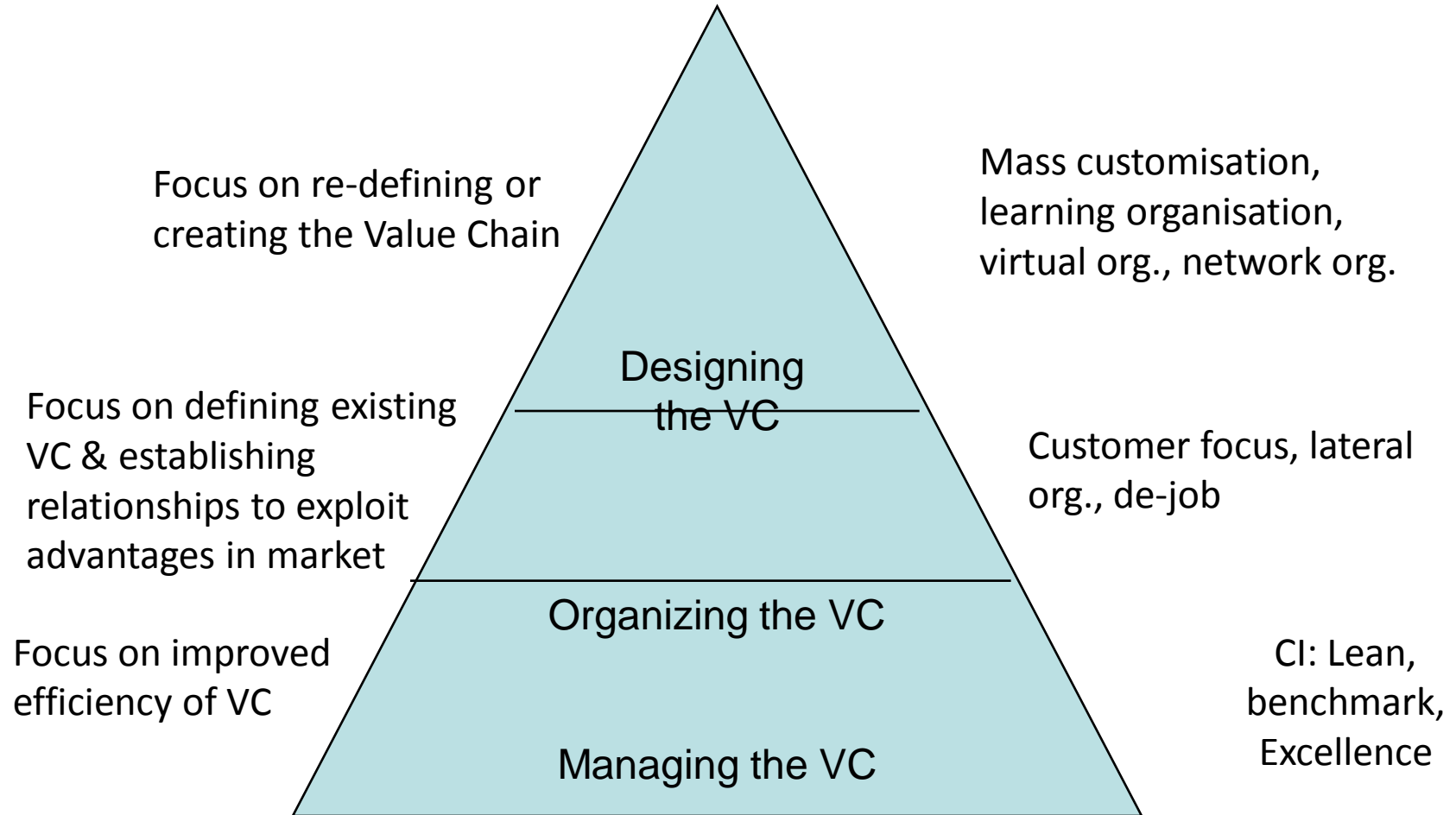
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# Very simple value chain



# Process perspective on the value chain



Denison (1997)

# Appreciative Inquiry

- Focus on positive, what is working
- Used as basis for discussions
- Used widely in change initiatives: British Airways, BAE, Avon, hotel chains
- Many consultancies use this approach
  - (But there is not **one** way)



# Appreciative Inquiry

1. Discovering the best
  - of what is or could be
2. Dreaming what might be
  - what could we do in the value chain
3. Provocative proposition to achieving dream
  - stretch – our preferred future
4. Delivering the dream



# Conversations not questionnaire

Carbon footprint

Packaging

Cost

Health



Food miles

Animal welfare

Safety

Sustainability

Employment

What next:  
Food security

# Conversations



Store	Hub	Producers
Metro, Newcastle	Lanchester Dairy	Drinks & Ambient
Kendal	Geldard's	Geldard & baker
Llanelli	Castell Howell	Drink & cake



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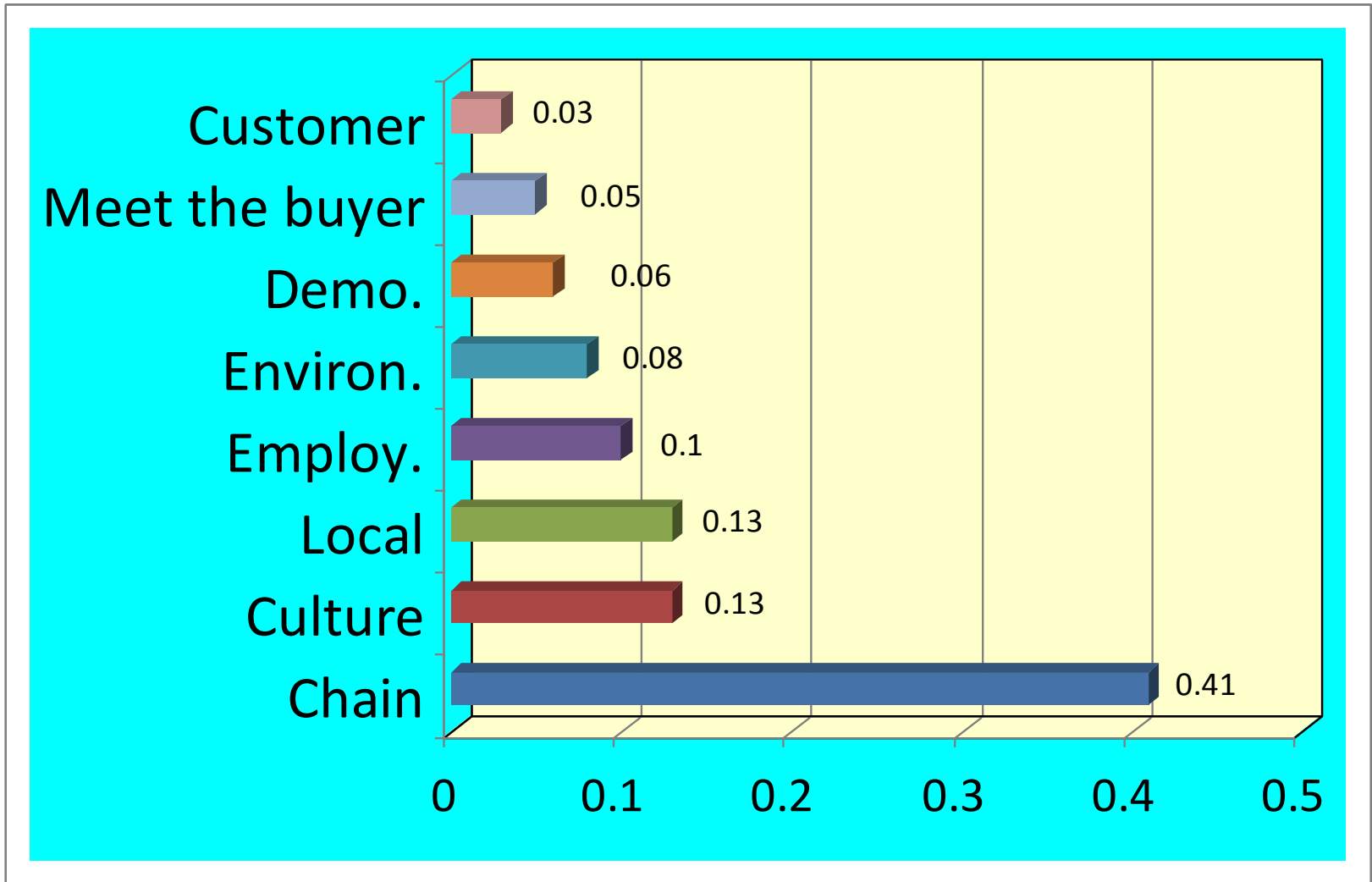
local package in so not only can you buy the product, you can see the person who made it, where they made it, where they live and they are just like the old you.

John Geldard is a Hero - he is a one off. He is unique, his passion and commitment not only to the Hub 2's business and the ASDA relationship, but to the farming community as a whole. It's just enormous. I don't think people undervalue him, but I do think they underestimate the amount of work he does, because he is on the go all the time. As far as we are concerned that's what makes the relationship quite special really. If there truly was a local hero, he is the person.

John will bring other hubs into the business, as well and it is in a very relaxed fashion. Last week he turned up with a hub from Scotland. They brought the guys in and walked them round the shop and then we had 10 or 15 minutes afterwards talking with the guys, putting into perspective what the local Kendal piece is, and they were just "wowed" by it. In order to make it work you have got to have a passion for it. My frustration is that there are not enough local products, not enough local suppliers.

When we had our launch day we had a fantastic day. We had a local day, a marquee in the car park, Sir Don Curry came down, all the MP's etc and it was a real down to earth, down to business day and we had a fantastic day. We opened the marquee up to the public afterwards and the points that were made. There is a local opportunity in everything you see. My piece was we need more suppliers and this is what we have done and we need more. They were saying "what sort of things do you need?" I said a local crisps: all you need is feta and some potatoes, a deep fat fryer and a soft shaker. I know

# Proportion of comments



# Supply chain comments: 41%

- *“You can't roll-up at ASDA at any old time you want - you've got to have some set deliveries”*
- *“Get Farmers to broaden their perspectives”*
- *“Initially we saw this as an agricultural initiative. We see ourselves as a business model now.”*
- *“Some of them their business model does not include doing end use work.”*



# Supply chain comments

- *“We just try to get the message out there to smaller suppliers that we are a route to market.”*
- *“So we are governed a little bit by the efficiency or efficacy of the supplier more than the product.”*
- *“He can get a little bit extra sent in if we need it.”*
- *“Things work very easily the chain is very short.”*
- *“It’s all about relationships really ”*



# Culture & Community: 13%

- *“Its things that you have grown up with and perhaps wouldn’t notice, like Sarsaparilla pop is a local line. Again some of the sweet lines that you had when you were younger and the older generations all relate to them.”*
- *“It’s very important that we do support these types of things, businesses are very close to the community and if we don’t support it who is going to support it”*



# Local: 13%

- *“Local producers, so local to the area ... within shopping distance.”*
- *“And they are supporting their local community as well.”*
- *“Food is faddy and in this case it’s not about a product, it’s about a whole concept.”*



# Employment: 10%

- *“That’s what customers want, that choice of local, because they know they are supporting the local farm, or farmers and the local producer.”*
- *“They will pay a bit more for local. People will put stuff back on the shelves when you explain to them it comes from local farms, you are employing local people.”*



# Environment: 8%

- *“Buying fresh and buying direct, eye ball to eye ball.”*
- *“So in terms of food miles negligible, in terms of carbon footprint reducing all the time, so it’s more than just local food, there’s bigger picture to it.”*



# Some practical thoughts...

- Local, community, employment, people
- C&C, Local, Employment > than Environment
- More than just food...
- Tradition: cuts across rural & urban
- Demonstration of product seen to be important: theatre



# Conclusions

- Designing
  - Learning between hubs, producers & stores
  - Supply chain awareness for all
  - Local & community – in CSR
- Organising
  - Supplier – retailer Involvement
  - Demonstrations, tastings, Regional Food Groups
- Managing
  - Encouraging links between players



# Thanks

- Retailer
- Hubs
- Producers
  
- Thanks for your interest

