Measures that Matter

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Objectives

- Hear about goals, key leverage indicators, and measures food hubs developed using You Get What You Measure®.
- Hear the story of Local Food Hub and their lessons learned through the measurement process.
- Practice drafting your own goals.
You Get What You Measure®

- Systems-based analysis for planning, evaluation, and measurement
- Flexible and responsive facilitated group process
- Self-customizing

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Why Measure?

- Fuel continuous *learning through reflection*
- Create new information and new patterns of information flow
- Capture results of risk & experimentation
- Support constructive self-organizing behavior
- Test our assumptions about the way the world works
- Tell our stories better and tell better stories
Who Were the Study Hubs?
What is a Goal?

- **Goal** is a condition that an individual or organization wishes to achieve. It is not an activity.

- **External goals** refer to the conditions a food hub wants to bring about in the world.

- **Internal goals** refer to the conditions that need to be present within the food hub to achieve external goals.
Examples of External Goals

**Firsthand Foods**: NC has a vibrant and sustainable regional food system.

**ALBA**: Limited resource aspiring farmers are economically independent from small-scale organic farming.

**Cherry Capital**: There is a profitable, resilient and socially just food system in Michigan.
Examples of Internal Goals

**Firsthand Foods:** FHF is achieving scale and impact.

**ALBA:** Small-scale organic farmers have access to markets that are responsive to their needs.

**Cherry Capital:** Cherry Capital is financially solvent while providing livable wages and benefits to employees.
What are Your Goals?

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Getting to Key Leverage Indicators

Goals

Indicators

Key Leverage Indicators
Goal: There are viable agricultural enterprises in Our Town
#1: More ag-related enterprises are present, visible and growing in our community.

#2: The land resources necessary to attract, and keep, agricultural enterprises in Our Town are available and affordable.

#3: Better understanding of agricultural issues by municipal employees, elected officials, and Town committees and commissions.

#4: Producers and residents share the identify of Our Town as an agriculture community.

#5: Our Town is a realistically (viable) attractive as a place to farm.

#6: High-level of commitment from University to Our Town’s vision and agriculture strategy.

#7: The number of functional farms in Our Town remains the same or increases.

#8: Tax equality for all agricultural enterprises

#9: Prioritize existing farmland or farmland preservation

#10: More coordinated supportive services and complementary agricultural services/enterprises
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What does it mean?
Indicators of Progress
Goals

- **Internal**: Local Food Hub is financially stable.
- **External**: Farmers are successful wholesale market participants.
Goal 1 (External):

Farmers are successful wholesale market participants.

- **Key Leverage Indicator:** More creativity in naming and marketing local food.
- **Key Leverage Indicator:** Increase in visibility of the local food hub and its small farm producers through PR in the community
Goal 2 (Internal):

Local Food Hub is financially stable.

- **Key Leverage Indicator:** Define areas of focus, impact and primary goals.
- **Key Leverage Indicator:** More budget clarity and transparency
Working with Findings

- Measurements exercise revealed weaknesses in marketing strategy
- Reinforced through multiple channels
- Data collection and analysis became a priority
- Extremely helpful to define terms - “marketing,” “creativity,” “local food”
- Helped identify costs associated with process
Results

- Undertaking major “refresh” of brand and marketing strategy
- Tools in place to collect and analyze data
- Dedicated staff position
- By end of growing season, will have “measures that matter”
Indicators to Measures

1. Defining terms in key leverage indicators
2. Developing measures
3. Creating a measurement plan
4. Implementing measures
5. Reflecting on lessons learned
6. Improving practice
Indicator: More **consumers** demonstrate **commitment** by putting **food dollars** toward **local food**.

**Consumers:** Buyers; end-consumers; channel customers (including restaurants, institutions, retail)

**Demonstrate Commitment:** Increasing the amount (more dollars, percentage) of food dollars toward local food; purchasing what is in season; spend more money; deal with inconvenience, inconsistency and products that don’t look like what they know; changing menus (restaurants)

**Food Dollars:** Any money spent on food

**Local Food:** Any food grown in NC and the surrounding region; sustainably grown; humanely raised
Measures: Firsthand Foods

Goal (External): NC has a vibrant and sustainable regional food system

Key Leverage Indicator: More consumers demonstrate commitment by putting food dollars toward local food

Measure / Suite of Measures: The proportion of food spending by retail and institutional customers and buyers that is on local food.

Unit(s) of Measure: Dollars (money spent on local food purchases now among consumers and money spent on local food purchases among Firsthand Food buyers)

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## Baseline Data: Firsthand Foods

### Money Spent on Local Food Purchases from 10% Campaign

<table>
<thead>
<tr>
<th></th>
<th>Total for All Campaign Participants (2012 - 2013)</th>
<th>Total for All Campaign Restaurants (2012-2013)</th>
<th>Total for Firsthand Restaurants (2012-2013)</th>
<th>Total these Restaurants Spent on Firsthand Foods (2012-2013)</th>
<th>Percentage of Local Purchases that are Firsthand Foods (2012-2013)</th>
<th>Percentage of Our Restaurants' Spending that is for Firsthand Foods Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>$21,069,934.00</td>
<td>$1,528,309.00</td>
<td>$543,143.00</td>
<td>$386,501.52</td>
<td>25.29%</td>
<td>71.16%</td>
<td></td>
</tr>
</tbody>
</table>

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Firsthand Foods: Reflections

- Restaurants contribute roughly 7% ($1.5 million) of total local food spending within the 10% Campaign.

- Of the $1.5 M spent by restaurants, Firsthand Foods customers’ spending on local foods represent 36%.

- 71% of the spending on local foods by our restaurant customers participating in the 10% Campaign is on Firsthand Foods' product.

- “We are really making it possible for these customers to report significant spending on local food.”
Indicator: More involvement with retail buyers to determine product, amounts, and presentation.

- **INVolvement**: Communication, Engagement, Understanding demand, Working through strategy together, Events, Partnering for promotions

- **RETAIL BUYERS**: Grocery stores, Home delivery, Specialty stores (including butcher shops)

- **PRODUCT**: Range of product mix

- **AMOUNTS**: Size, Quantity

- **PRESENTATION**: Display, Point of sale, Transparency, Where product comes from, Geography
Measures: Firsthand Foods

Goal (Internal): Firsthand Foods is achieving scale and impact

- **Key Leverage Indicator:** More involvement with retail buyers to determine product, amounts, and presentation

- **Measure / Suite of Measures:** Level of sales by buyer by **level of involvement**

Unit(s) of Measure: Levels of involvement with buyers around product, amounts and presentation
## Baseline Data: Firsthand Foods

<table>
<thead>
<tr>
<th>Scale</th>
<th>Variety of Product for May 2013</th>
<th>Amount of Product Purchased for May 2013</th>
<th>Level of Presentation for May 2013</th>
<th>Variety of Product for May 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 = 1 Product 2 = 2 Products 3 = 3 Products 4 = 4 Products 5 = Fresh Cuts of Pork and Beef</td>
<td>1 (unacceptable) to 5 (excellent)</td>
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Firsthand Foods: Reflections

- Need to check in periodically with retailers
- Check-ins let us know what retailers expected of us in terms of providing signage, point of sale materials and social media presence
- The more we help our retailers the more they are excited to help us.
Firsthand Foods: Results

- Developed customized signage and point of sale materials
- Check-ins gave us insight into what retailers expected of us in terms of providing signage, point of sale materials and social media presence
Outcomes of the Measurement Process

- Actions become much more focused.
- Measuring increases accountability.
- Assumptions are challenged and new possibilities open up.
Questions & Answers