PART 2: ASSESSING REGIONAL FOOD ENTERPRISES
Agenda

1. Funding regional food enterprises as a process

2. Assessing regional food enterprises along 9 dimensions. Spotlight on assessing:
   - Business model and strategy
   - Impact potential

3. Try it out yourself with a case study activity!
   - Read a case about a regional food aggregator and distributor
   - Assess its strengths and weaknesses

Gather a group of colleagues and do the training together!
Regional food enterprise funding is a process that starts well before executing a deal.
Before executing a deal, screen and assess regional food enterprises, and engage potential funders

**Screen**
- Get to know organization

**Assess**
- Determine business’s strengths and weaknesses: do they need TA or other help?

**Engage**
- Lay groundwork to secure investment

**Key Questions**
- Is this a social enterprise that fits our criteria for investment and mission impact?
- What is the enterprises’ potential for growth, impact on the food system, and financial viability?
- Which investors would be interested in this opportunity? How might each fit in a capital stack?
Wholesome Wave assesses 9 major dimensions of a regional food enterprises

- Operations
- Business Model & Strategy
- Impact Potential
- Finances
- Technology & Systems
- Market Overview
- Risk Mitigation
- Marketing & Sales
- Organization & Management
For each element, we collect data, analyze it, and compare it to benchmarks/examples.

**BUSINESS JUSTIFICATION**

<table>
<thead>
<tr>
<th>DATA</th>
<th>INTERPRETATION</th>
<th>STRONG</th>
<th>MEDIUM</th>
<th>WEAK</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What issue/need is the business addressing?</td>
<td>• A food hub should be able to explain what value it provides and why its business is necessary. Because most food hubs are launched in order to address unmet needs for producers and/or consumers, the operators should be able to articulate how the business helps these market constituents. This justification is made stronger when the food hub can speak to specific needs in its locale or region, and has supporting research.</td>
<td>• The business can clearly articulate why its services and products will be accepted in the market area it plans to serve. The hub has supporting data and analyses.</td>
<td>• The business only vaguely explains the need for its services and does not have sufficient data to support its claims.</td>
<td>• The business neglects to clearly outline what are its services and why they are needed.</td>
</tr>
</tbody>
</table>

**CONTEXT/EXAMPLES**

• Many of the microbreweries that have popped up across the country value local and do their best to incorporate local products in their beers. However, with barley production spread across the country and the world and only a handful of facilities in the country processing barley into malt, most breweries are not able to get one of their key ingredients from local sources. Valley Malt built its facility in Hadley, MA to address this need.

• With the decline of tobacco production in North Carolina, many farmers were looking for new crops and new markets. Some had begun to grow vegetables, even organic vegetables, but did not have sufficient outlets for their production. Eastern Carolina Organics stepped up to work with farmers transitioning their fields from tobacco production to organic produce production connecting farmers with wholesale markets.
A full assessment might look like this

<table>
<thead>
<tr>
<th>SUMMARY ASSESSMENT</th>
<th>COMMENTS AND NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSINESS MODEL &amp; STRATEGY</td>
<td>For each area of assessment, an explanation of the rating, with a summary of the strengths and weaknesses.</td>
</tr>
<tr>
<td>IMPACT POTENTIAL</td>
<td></td>
</tr>
<tr>
<td>MARKET OVERVIEW</td>
<td></td>
</tr>
<tr>
<td>MARKETING &amp; SALES</td>
<td></td>
</tr>
<tr>
<td>OPERATIONS</td>
<td></td>
</tr>
<tr>
<td>ORGANIZATION &amp; MANAGEMENT</td>
<td></td>
</tr>
<tr>
<td>RISK MITIGATION</td>
<td></td>
</tr>
<tr>
<td>TECHNOLOGY &amp; SYSTEMS</td>
<td></td>
</tr>
<tr>
<td>FINANCES</td>
<td></td>
</tr>
</tbody>
</table>
Now, we’ll practice taking an in-depth look at regional food enterprises!

We’ve prepared a case-based activity about a local food aggregation and distribution business. Here’s how it will work:

1. **You read** the case.
2. **We explain how** to assess business model and strategy.
3. **You assess** the business model and strategy of the case business.
4. **You discuss with your colleagues** using the facilitation guide provided.
5. **We share** our assessments of business model and strategy.
6. **Repeat** steps 2–4 for assessing impact potential.
Good Food Co.  
Wadesboro, NC

<table>
<thead>
<tr>
<th>Business activity</th>
<th>Wholesale produce aggregator and distributor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target market</td>
<td>Wholesale for food service — institutions, restaurants, schools</td>
</tr>
<tr>
<td>Growth stage</td>
<td>Growth</td>
</tr>
<tr>
<td>Revenue (2014)</td>
<td>$1.6M</td>
</tr>
</tbody>
</table>
TOOL: Use a portion of Wholesome Wave’s Business Assessment Toolkit to assess Business Justification

**BUSINESS JUSTIFICATION**

**DATA**

- What issue/need is the business addressing?

  - A food hub should be able to explain what value it provides and why its business is necessary. Because most food hubs are launched in order to address unmet needs for producers and consumers, the operators should be able to articulate how the business helps those market constituents. This justification is made stronger when the food hub can speak to specific needs in its locale or region, and has supporting research.

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**CONTEXT/EXAMPLES**

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**REVENUE GENERATION MECHANISM**

**DATA**

- How does the business generate revenue?

  - A food hub should be able to clearly state how it will generate revenue. Revenue models for food hubs can vary with activity and size and can include taking a percentage of wholesale or retail price, charging packing fees as price per case, charging markups on processed product, or charging rental fees for space/facility usage.

  - The business knows exactly how it generates revenue and the revenue model is appropriate for its chosen activities (e.g., percent of sales for aggregation and distribution).

  - The business demonstrates an understanding of the options to generate revenue, but has not yet determined its revenue model or has selected a confusing revenue path.

  - The business does not know how it will generate revenue and does not demonstrate an understanding of the revenue models appropriate for its chosen business activity.

**CONTEXT/EXAMPLES**

- A food hub’s revenue generation mechanism will depend on the types of activities it undertakes. The Food Hub Activity Classification, available for download with the toolkit’s resources, summarizes these differences.

- Aggregators such as Farm Fresh Rhode Island, Blue Ridge Produce, and Common Market charge a percentage markup. For example, if the aggregator charges 20%, then for each $1 of product sold, the farmer is paid $0.80 and the revenue to the food hub is $0.20.

- Mad River Food Hub, an inspected vegetable and meat processing facility in Vermont, charges food producers by the day to rent the space and also offers distribution, HACCP plan development, and business development services. The food hub also offers fee for service meat processing.

- Farm to Table Co-packers in Kingston, New York offers vegetable and value-added product processing, charges per piece of production. For example, FTC would charge a dollar amount per case of jars of salsa they produced for a salsa company.
TOOL: Use a portion of the Business Assessment Toolkit to assess Revenue Generation Mechanism

**BUSINESS JUSTIFICATION**

- **What need is the business addressing?**
  - A food hub should be able to explain what value it provides and why its business is necessary. Because most food hubs are launched to address unmet needs for producers and/or consumers, the operators should be able to articulate how the business helps those market constituents. This justification is made stronger when the food hub can speak to specific needs in its locale or region, and has supporting research.

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**REVENUE GENERATION MECHANISM**

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  - Revenue models for food hubs can vary with activity and size and can include taking a percentage of wholesale or retail price, charging packing fees as price per case, charging markups on processed product, or charging rental fees for space/facility usage.

- **The business only vaguely explains the need for its services and products will be accepted in the market area it plans to serve. The hub has supporting data and analyses.**

- **The business does not know how it will generate revenue and does not demonstrate an understanding of the revenue models appropriate for its chosen business activity.**

**CONTEXT/EXAMPLES**

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TOOL: Use a portion of the Business Assessment Toolkit to assess Value Proposition

**Value Proposition**

- **Why would customers buy this product or service from this business?**
- **Why would farmers/suppliers work with this business?**

**Data**

- Why will this business succeed against competition or alternatives?

**Interpretation**

- For many food hubs, the local products that they offer are difficult for customers to efficiently access or buy. Given the innovations and rapidly changing food landscape, there are many new venues trying to offer solutions for local food sourcing. To keep customers and suppliers engaged, a food hub should know why it is different and what it offers over other local sourcing options.

**Strong**

- The food hub claims it has no competition or does not know or fails to identify specific reasons why it will succeed over competing options.

**Medium**

- The food hub relies on general factors or market trends to distinguish itself (e.g., relies on the local food trend as its competitive advantage).

**Weak**

- The food hub only partially explains why customers will buy its products/services and why suppliers will sell, and there is insufficient research to support the business's claims.

**Context/Examples**

- Red's Best, a seafood aggregator based in Boston, has proprietary software that allows the company to aggregate from many small boats, maintain source transparency to the boat, and sell fish to buyers much more efficiently.

- Even though many food hubs are taking a novel approach to aggregation and distribution, all food hubs face competition. Customers always have an alternative to food hubs. They can use other food distribution channels, even if those channels carry some combination of food that is not local.

**Competitive Advantage**

**Data**

- Why will this business succeed against competition or alternatives?

**Interpretation**

- For many food hubs, the local products that they offer are difficult for customers to efficiently access or buy. Given the innovations and rapidly changing food landscape, there are many new venues trying to offer solutions for local food sourcing. To keep customers and suppliers engaged, a food hub should know why it is different and what it offers over other local sourcing options.

**Strong**

- The food hub provides evidence of how it is specifically different and distinctive from competing options and why those differences create an advantage in engaging customers and/or suppliers.

**Medium**

- The business relies on general factors or market trends to distinguish itself (e.g., relies on the local food trend as its competitive advantage).

**Weak**

- The business only partially explains why customers will buy its products/services and why suppliers will sell, and there is insufficient research to support the business's claims.

**Context/Examples**

- Red’s Best, a seafood aggregator based in Boston, offers fisherman transparency and quick payments unheard of in the industry. Through Red’s Best’s proprietary software, fisherman can see exactly where their fish were sold and for how much and are paid for their catch within a week. Red’s Best also takes the whole catch from fisherman, allowing fisherman to fish for whatever is in abundance that time of year.

- City Fresh, a healthy meal preparation company based in Boston, has over a dozen competitors in its market. City Fresh has distinguished itself by offering delivery of hot meals, specializing in ethnic cuisine, and serving the budget-constrained institutional market (senior care facilities and schools, among others).
TOOL: Use a portion of the Business Assessment Toolkit to assess Competitive Advantage

**VALUE PROPOSITION**
- **DATA**
  - Why would customers buy this product or service from this business?
  - Why would farmers/suppliers work with this business?
- **INTERPRETATION**

**STRONG**
- The business can articulate specific reasons why customers will buy its products/services and has sufficient research to support its claims.
- The business clearly explains why farmers/producers will sell crops to the hub over other market outlets.

**MEDIUM**
- The business provides evidence of how it is specifically different and distinctive from competing options and why those differences create an advantage in engaging customers and/or suppliers.

**WEAK**
- The business relies on general factors or market trends to distinguish itself (e.g., relies on the local food trend as its competitive advantage).
- The food hub claims it has no competition or does not know or fails to identify specific reasons why it will succeed over competing options.

**CONTEXT/EXAMPLES**
- Customers use Farm Fresh Rhode Island (FFRI) because it is an easy, convenient, and reliable way to source from over 70 local producers in one place. Farmers work with FFRI because they get control over pricing and FFRI pays farmers quickly. FFRI pays farmers within 2 weeks of receiving product, even though FFRI's customers often have longer payment schedules.
- Red's Best, a seafood aggregator based in Boston, offers fishermen transparency and quick payments unheard of in the industry. Through Red's Best's proprietary software, fishermen can see exactly where their fish were sold and for how much and are paid for their catch within a week. Red's Best also takes the whole catch from fishermen, allowing fishermen to fish for whatever is in abundance that time of year.

**COMPETITIVE ADVANTAGE**
- Why will this business succeed against competition or alternatives?
- For many food hubs, the local products that they offer are difficult for customers to efficiently access on their own. Given the innovations and rapidly changing food landscape, there are many new entrants trying to offer solutions for local food sharing. To keep customers and suppliers engaged, a food hub should know why it is different and what it offers over other local sharing options.

**DATA**
- For many food hubs, the local products that they offer are difficult for customers to efficiently access on their own. Given the innovations and rapidly changing food landscape, there are many new entrants trying to offer solutions for local food sharing. To keep customers and suppliers engaged, a food hub should know why it is different and what it offers over other local sharing options.

**INTERPRETATION**

**STRONG**
- The business provides evidence of how it is specifically different and distinctive from competing options and why those differences create an advantage in engaging customers and/or suppliers.

**MEDIUM**
- The business relies on general factors or market trends to distinguish itself (e.g., relies on the local food trend as its competitive advantage).

**WEAK**
- The food hub claims it has no competition or does not know or fails to identify specific reasons why it will succeed over competing options.

**CONTEXT/EXAMPLES**
- It's Fish, a seafood aggregator based in Boston, has proprietary software that allows the company to aggregate from many small boats, making fresh food more accessible and more efficiently.
- Even though many food hubs are taking a similar approach to aggregation and distribution, all food hubs face competition. Customers always have an alternative to food hubs. They can use other food distribution channels, even if those channels carry conventional food and fish to buyers much more efficiently.
Now you get to assess Good Food Co’s business model and strategy!

1. Assess business model and strategy.

2. Think about the questions in the activity guide – how does the business hold up in these areas?

3. Use the excerpts from WW’s Toolkit to guide your assessment.

4. Assessing business model and strategy should take about 10 minutes.

5. Discuss your assessment with your colleagues for 10–15 minutes.
**Example assessment:**

<table>
<thead>
<tr>
<th><strong>BUSINESS MODEL &amp; STRATEGY</strong></th>
<th>Good Food Co</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Justification</strong></td>
<td>STRONG</td>
</tr>
<tr>
<td>• Aggregates, sells, and distributes products from local farmers</td>
<td></td>
</tr>
<tr>
<td>• Serves an unmet need for farmers and unmet demand for local product in the market</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue Generation Mechanism</strong></td>
<td>STRONG</td>
</tr>
<tr>
<td>• Percentage of sales: 22%</td>
<td></td>
</tr>
<tr>
<td>• Clear but fixed and lower than industry</td>
<td></td>
</tr>
<tr>
<td><strong>Value proposition</strong></td>
<td>MEDIUM</td>
</tr>
<tr>
<td>• Customer: not much beyond local</td>
<td></td>
</tr>
<tr>
<td>• Farmers: services and access to wholesale markets</td>
<td></td>
</tr>
<tr>
<td><strong>Competitive advantage</strong></td>
<td>WEAK</td>
</tr>
<tr>
<td>• Supply and small farm story but changing competitive landscape means more competitors getting into local</td>
<td></td>
</tr>
</tbody>
</table>
**TOOL: Use a portion of the Business Assessment Toolkit to assess Social Impact**

**SOCIAL IMPACT POTENTIAL**

**DATA**
- Does the food hub have a goal of providing greater access to healthy local foods for low-income consumers?
- What is the dollar and percentage volume of sales to customer segments defined as low income or high need (e.g., participants, or entities that serve participants receiving federal nutrition benefits like SNAP, WIC, and free and reduced lunch)?
- Other ways the food hub is facilitating affordability for low-income consumers.

**INTERPRETATION**
- **STRONG**
  - The food hub has a clearly stated goal of creating access to healthy local foods for low-income consumers and is attempting to operate in “food desert” areas or through channels that reach low-income consumers.
  - The food hub has a clearly stated goal of creating access to healthy local foods for low-income consumers and operates in “food desert” areas or through channels that reach low-income consumers.
  - The food hub has a clear goal of creating access to healthy local food for low-income consumers and it operates in “food desert” areas or serves channels that reach low-income consumers.
- **MEDIUM**
  - The business has a goal of promoting affordable products and generations at least 20% of sales through channels that reach low-income customers (e.g., SNAP sales, public schools, etc.).
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  - The business has a goal of providing affordable products and generations at least 20% of sales through channels that reach low-income customers (e.g., SNAP sales, public schools, etc.).
- **WEAK**
  - The business has no stated goals around offering affordable products and is not making any efforts to provide products targeted to low-income customers. The business does not sell to any institutions reaching low-income customers.

**CONTEXT/EXAMPLES**
- Food hubs are using many creative ways to help improve affordability of healthy local foods for low-income people. For example, some food hubs use sales to more affluent customers to subsidize prices to low-income customers. Others try to lower costs of delivery to lower costs which allows the hub to offer lower priced products to low-income customers.

**AFFORDABILITY**

**DATA**
- Does the food hub have a goal of providing greater affordability of healthy local foods to low-income consumers?

**INTERPRETATION**
- **STRONG**
  - The most tangible way to measure affordability is to measure sales to customers or institutions that serve customers who receive federal nutrition benefits.
  - The business has a goal of providing affordable products and generations at least 20% of sales through channels that reach low-income customers (e.g., SNAP sales, public schools, etc.).
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- **WEAK**
  - The business has no stated goals around offering affordable products and is not making any efforts to provide products targeted to low-income customers. The business does not sell to any institutions reaching low-income customers.

**CONTEXT/EXAMPLES**
- According to the 2013 National Food Hub Survey, of those food hubs surveyed that sell direct to consumers, about half accept SNAP, and 27% accept WIC or Farmers Market Nutrition Program benefits. Of those surveyed that accepted SNAP, fewer than half had a program that matched the dollar amount of SNAP benefits. Fewer than 20% of retail-oriented food hubs operated a mobile market or offered subsidized farm shares.

**AFFORDABILITY**

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TOOL: Use a portion of the Business Assessment Toolkit to assess Environmental Impact

**ENVIRONMENTAL IMPACT**

Refer to this portion of the toolkit

**DATA**

- Total farmland acres of all farms supplying the food hub
- Total acres by type of production practices of all farms supplying the food hub
  - Certified organic
  - Sustainable (non-certified organic)
  - Conventional
- Additional acres put into production or acres converted to more sustainable practices in order to serve the food hub
- The dollar value per acre that the farmer receives from the food hub
- Total farmland acres of all farms in the state or region
- Other environmentally beneficial land use; consider impacts in urban areas as well

**INTERPRETATION**

- The amount of farmland that suppliers under production suggests how much farmland the food hub is helping to preserve or working land. For example, a strong food hub may work with 10 farmers that cultivate hundreds of acres whereas a weak food hub only works with 5 farmers that cultivate a quarter acre each. This is particularly useful for early stage food hubs who may be able to capture data on acreage and acreage growth in farms due to food hub activity.
- Food hubs may support other land use impacts beyond farmland conservation, e.g., motivating organic cultivation, increased crop diversity, or expanding new growing methods like hoop houses.

**STRONG**

- The business sources from farms that make up significant acreage for the area.
- The business actively supports sustainable production and sources from farms that comprise significant organic and sustainable acreage.

**MEDIUM**

- The business sources from farms that make up moderate acreage for the area.
- The business attempts to or has plans to support sustainable production and sources from farms that comprise moderate organic and sustainable acreage.

**WEAK**

- The business sources from farms that make up little acreage for the area.
- The business has no plans to support sustainable production and sources from no farms with organic or sustainable cultivation.

**CONTEXT/EXAMPLES**

- Food hubs can support farmers as they try new production techniques. For example, Grasshoppers, a former aggregator in Kentucky, committed to buying products from a farmer that was first learning to grow in hoop houses, allowing him to try out something new and have a market for his product should he succeed.
- The 2013 Food Hub Survey also found that about 24% of food hub respondents reported that all or most of their suppliers had adopted more sustainable production methods and 29% reported that all or most of their suppliers had increased their acreage since beginning to work with the hub.

- The 2013 Food Hub Survey found that very few food hubs required specific practices from their supplier farmers, but that many stated preferences for sustainable practices.
- Eastern Carolina Organics does not require its farmer-suppliers to be fully certified organic, but works with farmers as they transition, providing support during the process of becoming certified.

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3 2013 Food Hub Survey, 17.
4 2013 Food Hub Survey, 16.
5 Self-Help, in conversation with the author, August 8, 2013.
TOOL: Use a portion of the Business Assessment Toolkit to assess Economic Impact

### ECONOMIC IMPACT POTENTIAL

#### DATA
- Number of full-time, part-time, and seasonal food hub employees.
- Total number of full-time equivalent (FTE) food hub positions.
- Ratio of the highest to lowest wage paid by the food hub (a lower ratio indicates less disparity in pay).
- Difference between the average wages and median wage. (If the median is well below the average the company may have many low paying jobs and a few high paying jobs).
- Average length of employment for staff.
- Job training or development services available in-house or through partnerships.

#### INTERPRETATION
- The availability of job training or development services that allow workers to advance is another critical component of job quality.

#### STRONG
- The business employs many full-time employees with fringe wages and benefits. The average length of employment for staff is many years.
- The food hub provides a circular and transparent process for setting prices, with job training and development services available to help move workers from lower to higher pay positions.

#### MEDIUM
- The business operates for full-time staff and pays over 65% of retail price to producers. 
The percentage of wholesale or retail revenue paid to suppliers is over 80%.
- The path for career advancement is somewhat fuzzy, but the organization encourages professional development that can lead to advancement.

#### WEAK
- The business operates for full-time staff and pays less than 50% of wholesale or retail price to producers.
- The percentage of wholesale or retail revenue paid to suppliers is below 50%.
- The business lacks a clear strategy for setting prices.

#### JOBS

#### CONTEXT/EXAMPLES
- The 2013 Food Hub Survey found that the median number of full-time, year-round employees for food hubs of all sizes is 3, part-time year-round employees is 2, and seasonal employees is 1. Food hub respondents had an average of 11 full-time employees.

- Eastern Carolina Organics has shared ownership among the founders, suppliers, and farm employees. Having worker-owners not only increases the farmers' individual wealth, but also helps to build the workers' individual wealth.

#### DATA
- Food hub's cost of goods sold is the amount paid to farmers, or through partnerships. Does the business have farm-favorable pricing.
- The dollar amount of sales paid to farmers shows the extent to which a food hub is adding value to the food chain or contributing to farmer's income.

#### INTERPRETATION
- The dollar amount of sales paid to farmers shows concisely how much the food hub is contributing to farmers' income.

#### STRONG
- The business has over $1 million in revenue and pays over 65% of that to suppliers.
- The business has over $1 million in revenue and pays over 65% of that to suppliers.

#### MEDIUM
- The business has over $1 million in revenue and pays over 65% of that to suppliers.

#### WEAK
- The business has less than $1 million in revenue and pays over 65% of that to suppliers.

#### MARKETING & SALES

#### OPERATIONS

#### ORGANIZATION

#### MANAGEMENT

#### RISK MITIGATION

#### TECHNOLOGY & SYSTEMS

#### FINANCES

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*2013 National Food Hub Survey, p. 22*

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Refer to this portion of the toolkit.
Now you get to assess Good Food Co’s social, environmental, and economic impact

1. Assess the impact of Good Food Co.
2. Think about the questions in the activity guide – how does the business hold up in these areas?
3. Use the excerpts from WW’s Toolkit to guide your assessment.
4. Assessing impact should take about 10 minutes.
5. Discuss your assessment with your colleagues for 10–15 minutes.
# Example assessment: Good Food Co.

<table>
<thead>
<tr>
<th>Category</th>
<th>Impact Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• No mention</td>
</tr>
<tr>
<td>Environmental</td>
<td>MEDIUM</td>
</tr>
<tr>
<td></td>
<td>• 50 farmers sustaining acreage in agricultural use</td>
</tr>
<tr>
<td></td>
<td>• Supporting diversity of farms? Supporting sustainable farms?</td>
</tr>
<tr>
<td>Economic</td>
<td>STRONG</td>
</tr>
<tr>
<td></td>
<td>• Significant farm purchases = farm income</td>
</tr>
</tbody>
</table>

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**IMPACT POTENTIAL**
An example completed summary scorecard might look like this:

<table>
<thead>
<tr>
<th>SUMMARY ASSESSMENT</th>
<th>COMMENTS AND NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSINESS MODEL &amp; STRATEGY</td>
<td>MEDIUM</td>
</tr>
<tr>
<td>IMPACT POTENTIAL</td>
<td>STRONG</td>
</tr>
<tr>
<td>MARKET OVERVIEW</td>
<td>STRONG</td>
</tr>
<tr>
<td>MARKETING &amp; SALES</td>
<td>MEDIUM</td>
</tr>
<tr>
<td>OPERATIONS</td>
<td>MEDIUM</td>
</tr>
<tr>
<td>ORGANIZATION &amp; MANAGEMENT</td>
<td>STRONG</td>
</tr>
<tr>
<td>RISK MITIGATION</td>
<td>WEAK</td>
</tr>
<tr>
<td>TECHNOLOGY &amp; SYSTEMS</td>
<td>STRONG</td>
</tr>
<tr>
<td>FINANCES</td>
<td>STRONG</td>
</tr>
</tbody>
</table>

For each area of assessment, an explanation of the rating, with a summary of the strengths and weaknesses.
Thank you!

For more information about Wholesome Wave and to download resources, such as the Food Hub Business Assessment Toolkit, please visit www.wholesomewave.org

Please visit the Know Your Farmer, Know Your Food portal for a plethora of resources on local and regional food systems at www.usda.gov/knowyourfarmer