



THE GAME

Local Food for Local Markets



Introduction to the game

This game aims to help public actors and local food producers to develop business deals that are ecologically, socially and economically sustainable and to co-create a resilient infrastructure for local food.

The game was developed as part of a Vinnova-funded project where real actors, from farm to fork, made a transaction of locally produced organic potatoes and identified challenges and potential added values associated with local food in public meals.

Challenges associated with public procurement and the purchase of locally produced food are:

- Restrictions in the Public Procurement Act.
- Lack of local infrastructure (storage, logistics, processing).
- Extra administration for both producer and buyer.
- Higher price for the municipality to buy locally, lower price for producers to sell to the municipality.
- Added value of local food is not reflected in the price.

To solve the challenges and build a functioning local food system, we need to work with different time horizons and involve several actors in both industry and the municipality.

We have therefore developed a game where the actors meet in real life around different tasks that will lead to real business deals and long-term solutions. The game supports the building of relationships and communication channels between key actors, provides insight into each other's conditions, identifies points of flexibility and innovation as well as alternative financing models, and identifies external actors with important functions.

Preparation of the game round

Step 1 is to decide on the **product(s)** to be included in the real deal and to identify the **actors** that need to be involved for the deal to be feasible.

In step 2, representatives of these actors meet to describe the **product's journey** together, from farm to fork. To support this process, the game includes AI generated images that illustrate the journey of the potato (see end of this introduction). These can be modified to suit other product categories. Looking at the pictures together creates an understanding of each other's needs, conditions and challenges. It also provides an opportunity to identify bottlenecks or missing links in making the business deal possible. The series of images is intended to work dynamically and the actors are invited to add steps to it to get as complete a picture as possible of the product's journey and of each actor.



Step 3 is to identify what **added value** the deal can generate. This is also best done together with actors from farm to fork so that as many perspectives as possible are included. The game contains cards with added values that have been developed in relation to the potato's journey (see Added value cards, marked with a star). These can be used as a basis and supplemented with the added values relevant to the local conditions where the game is played. Once the relevant added values have been identified, it is decided which parts of the municipality, apart from the food service, should participate in the game to integrate them into the business deal. Here, it may also be relevant to invite other important actors, for example from civil society.





Invite different actors to a game round

Once this is done, all stakeholders are invited to a joint workshop of at least three hours. Participants are divided into groups based on three time horizons, 1 year, 4 years and 7 years.

- The **Real Deals Group** has a 1-year perspective and brings together growers, wholesalers/distributors, kitchen managers and chefs to look together at the deal for the next season based on the needs of the kitchens and the growers' capacities.
- The **Long-term Agreements Group** has a 4-year perspective and brings together wholesalers/distributors and buyers/food managers/meal planners at the municipality's food service organisation or equivalent to see how the framework agreement can create the conditions for the actors in the Real Deals group to achieve sustainable business deals that can be scaled up.
- The **Added Values Group** has a 7-year perspective and brings together actors from other parts of the municipality to investigate what added values locally procured organic food can give the municipality and its inhabitants in a longer perspective (e.g. environmental benefits, improved preparedness, training opportunities, jobs). The aim is to identify how to integrate these added values in the procurement of local food to create a win-win with food as the starting point.



When the players arrive at the venue

Welcome the participants with coffee to set a relaxed atmosphere where everyone can chat before the program starts. Once everyone has gathered, the game leaders give an introduction to the aim of the game, the program for

the day and how the game will be played. This is followed by the division into groups and a short presentation of the participants in the different groups. Make sure that each group appoints someone to facilitate the group and take notes.

The game starts

Each group receives a **Focus card** describing the framework of their work and a **Mission card** describing what they will accomplish during the game. They are also given cards to fill in with suggestions to the other groups. For inspiration, they are given cards with potential added values to securing a local deal. The pictures of the **product's journey** are also displayed in the room so that participants can draw inspiration from them. (See the game material for details).

Round 1 of the game

Now the groups have 45 minutes to discuss and come up with suggestions based on their respective missions. They write down their suggestions on the cards they have been given, one suggestion per card.

Then all groups meet and present their suggestions to each other. The game leaders document each suggestion, for example on a whiteboard. For each suggestion, the group gets a honey jar on the board, where the honey jars represent points. Scoring creates a fun and playful atmosphere. The cards with suggestions for the other groups are brought with the group they were directed to for round 2 of the game. The groups also receive new cards on which they can write down their concrete solution proposals, one proposal per card.

Round 2 of the game

The groups now have another 45 minutes to develop concrete proposals based on the suggestions they received from the other groups. These can be anything from contract proposals, project ideas, new forms of cooperation, logistics solutions, etc. They write down their proposals, one per card. Finally, all groups meet again and present their new proposals. The game leaders document these on the whiteboard alongside the first round. Again, the groups receive a honey jar on the board for each concrete proposal. The cards with the proposals are collected so that all ideas can be documented.



End of the game

The game ends with the honey jars being counted and the winner announced! Finally, the game leaders summarize the different proposals that have emerged during the day. They then describe how the process will continue (for example, if you plan to follow up with more workshops, which actor(s) have taken it upon themselves to continue the work, who will compile all the ideas). It is suggested that you end with a joint lunch where the discussions can continue freely.

How do you succeed with the game?

A prerequisite for a successful game that generates real business deals and innovative solutions is:

- That the right actors are gathered around the table.
- Someone to facilitate the game, preferably one in each group.
- Documenting all proposals, both concrete business and long-term ideas.
- That the results are followed up on, preferably with several workshops over a year, so that even more difficult challenges and creative ideas can be further developed.

If you want to engage us to identify actors, facilitate the game or lead a longer process, you are welcome to contact us!

Materials/Game cards

- Cards for round 1: Focus cards, Mission cards and Suggestion cards for each group
- Cards for game round 2: Cards for Concrete proposals for each group
- Added value cards as inspiration for innovative solutions
- Honey jars to be awarded by the game leaders as points for suggestions and concrete proposals
- Illustrations of the product's journey from farm to fork as example material to create an understanding of each other's needs, conditions and challenges and a common understanding of local business needs.



The actors behind the game

The game was developed with funding from Vinnova within the framework "A new recipe for the food system". Partners in the prototype project were:

- MatLust Utvecklingsnod (project management) and Kostenheten (procurement, purchasing, cooking, serving) in Södertälje municipality,
- Nibblestiftelsen (primary producer, facilitation and game development)
- Stiftelsen Biodynamiska Produkter (wholesaler and business development)
- BERAS International Foundation (advisor, representative local dairy),
- Inspirationskraft AB (process management and analysis).

In the final test play of the game, a broader group of actors representing a diverse range of stakeholders participated and gave valuable input to the game. The development of the prototype project was followed by the research project CO-SFSC (Co-Creation of Sustainable Food Supply Chains).

Contact

Questions about the project, the game and requests for process facilitation can be directed to MatLust Development Node: matlust@sodertalje.se.

Game development: Mathias Gullbrandson & Sofi Gerber

Illustrations: Mathias Gullbrandson & ChatGPT 4

Editing: Maria Micha

Graphic design: Sebastian Ekberg, Roxx

Game material

The game cards, value-added cards and illustrations for the potato's journey are customized and printed by the game leaders after input from the participants.

Game cards

For game round 1 you need:

- Focus cards for each group, at least 1.
- Mission cards for each group, at least 1.
- Suggestion cards for each group: at least 3.
- Added value cards, both already formulated added values and some blank cards that can be written by the participants. One set per group.

For game round 2 you need:

- Concrete proposal cards for each group: at least 3.

For the game leaders:

- Honey jars to hand out as points.

Game cards for the Real Deals Group



Mission and goals Real Deals

Mission

You will establish the volumes of different crops and products to be produced and purchased in the coming season. You will decide who will produce, set the price and the conditions under which it will be done; how storage and distribution will be solved, what qualities are desired, degree of processing, additional services such as visits/training, etc.

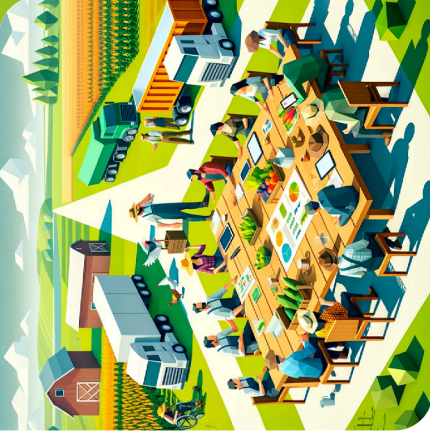
- Formulate desired changes in framework agreements that facilitate these transactions to the Long-term Contracts Group.
- Formulate proposals on how different added values can be managed and integrated to the Added Values Group.

Goals

Maximize the share of local food for the municipality. You get a honey jar for each product/crop you have a deal on, and for each proposal you make to the other groups.

Game round 1:
 Suggestions to the
Long-term Contracts Group
 from the *Real Deals* Group

Focus *Real Deals*



Scenario

Stakeholders in the local market meet to discuss and specify requirements and agreements for the next season.

Participants in *Real Deals* Group

This group includes growers, farmers, chefs, i.e. people working close to the food and the soil. They are also processors, distributors and people involved in storage and distribution. They can also be educators and informants who work practically with food. Anyone who ever handles the food.

Keep in mind

Many limits are already set by previous framework agreements, such as how much can be directly procured by each producer or in total in the municipality.

Game round 1:
Suggestions to the *Added Value*
Group from the *Real Deals* Group

Game round 2:
Concrete proposals to develop
further from the *Real Deals* Group are

Game cards for the Long-term Agreements Group

Mission and Goals Long-term Contracts



Mission

Develop criteria for a framework agreement procurement that will help a local market for local organic food to be strengthened step by step. Formulate the desired changes in framework agreements to the Real Deals Group.

Review if there are other agreements that can strengthen the local/regional infrastructure for organic food production. Such agreements could be within: the spatial planning office, the education administration or the labor market unit. Based on this, formulate proposals on how different added values can be managed to the Added Values Group.

Goals

Create conditions for maximizing the share of local organic food in the municipality's purchases, e.g. 10-20% of the total volume for the coming contract period. You get a honey jar for each proposal you make to the other groups.

Focus Long-term Contracts



Scenario

You are to develop criteria for a framework agreement that results in building up the local/regional infrastructure for food production so that it strengthens functioning ecosystems for added values such as preparedness, biodiversity, climate adaptation, health, justice, etc. The idea is that the municipality will use its procurement as a lever to build a local/regional infrastructure for organic food production. The aim is that, for example, local wholesalers dare to invest in warehousing, local processors dare to employ more staff and local growers dare to invest in machinery, etc.

Participants in Long-term Contracts Group

This group includes people who create the necessary conditions for daily purchases. These include representatives of the municipality's food service unit, the municipality's purchasing department, wholesalers and other actors who can respond to tenders.

Keep in mind

Public procurement rules

Game round 1:
Suggestions to the **Real Deals** Group
from the **Long-Term Contracts** Group

Game round 1:
Suggestions to the **Added Values**
Group from the **Long-Term Contracts**
Group

Game round 2:
Concrete proposals to develop
further from the **Long-term Contracts**
Group are

Game cards for the Added Value Group

Mission and goals Added values



Mission

Develop a proposal for a project or prototype (including financing plan) to be tested in the current food system in order to further strengthen the local organic food system and add value. The proposal should be sent to the Real Deals Group at the end of the round.

Develop a proposal for a change in existing contract procurement, or a new contract to be put in place, to strengthen the local organic food system and include added value. The proposal should be sent to the Long-term Contracts Group.

Goals

You should have identified the added values you want to contribute to and created concrete proposals connected with these in each round. You will receive a honey jar for each proposal you create.

Focus Added Values



Scenario

A well-functioning local food system with well-developed infrastructure for local organic food production can create added value and strengthen the municipality and its stakeholders far beyond what is normally seen as the regular operations of a municipality: e.g. crisis preparedness, biodiversity, climate, health, social sustainability, business development, leisure, education and labor market. Realizing these added values may require infrastructure, decisions, budget and political will and collaboration with other stakeholders.

Participants in Added Value

This group includes people who represent the most relevant added values, such as environmental strategists, preparedness coordinators, business developers, politicians from relevant committees, etc., together with civil society organizations in each area.

Keep in mind

The mandate and responsibilities of the municipality

Game round 1:
Suggestions to the *Real Deals* Group
from the *Added Values* Group

Game round 1:
Suggestions to the *Long-term*
Contracts Group from the *Added*
Values Group

Game round 2:
Concrete proposals to develop further
from the *Added Values* Group are

Honey jars

Honey jars for the game leader to distribute as points for the groups' proposals. Each proposal in rounds 1 and 2 of the game gives the group a honey jar.



Added value cards

These cards with examples of added value were developed in relation to the potato journey. They can be used as a basis and complemented with the added values relevant to the local conditions where the game is played.



Sustainable eating habits and a positive food identity contribute to public health and welfare.



Green sector, processing and logistics can provide jobs for people far from the labor market.



Organic production contributes to biodiversity, as well as reduced eutrophication and climate impact.



A strengthened local food system paves the way for more farmers and economically sustainable local production.





Opportunities for education and training in sustainable food production in cooperation between schools and local producers.



Preparedness for crisis or war through production based on local resources and functioning local infrastructure.



Ensures long-term land availability by protecting agricultural land and offering leases.



Wholesaler coordinates small growers and simplifies storage, logistics and sales.





Collaborative platform for sharing machinery and storage facilities boosts investment capacity.



Education and information between producers, chefs and customers create good relations.



Advance payment strengthens farmers' livelihoods and investment opportunities.



Journey of the potato - an inspirational example

Example material in the form of illustrations of the potato's journey from field to table. These aim to facilitate an understanding among the actors of each other's needs, conditions and challenges and serve as a starting point for local business talks.



Field planning



**Choosing variety,
volume and size**



**Seed purchase
and storage**



**Soil preparation
and amendment**



Sprouting



Sowing



Watering



Weeding



Mounding/hilling



Pruning



Harvesting



Washing



Sorting



Farm storage



Receiving orders



**Farmer paid
by wholesaler**



Packing



Distribution



**Wholesale
storage**



**Procurement of
wholesaler**



Establishing routines for orders and deliveries



Menu planning



Ordering



Delivery to kitchens



Kitchen storage



Paying the wholesaler



Preparing and cooking



Serving the meal



**Children enjoy
the meal**



**Composting
food waste**