



Using the Power of Data for Making Food Sustainably

Food Loss + Waste Panel

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February 27, 2019

VCM International Background

- Who we are
 - International team of practitioners
 - Expertise in numerous sectors – specialize in food
 - Deliver pragmatic measurable \$\$ results
- What we do
 - Industry analysis
 - Value chain diagnostics
 - 2000+ continual improvement projects
- View FLW as an outcome
 - Determined by how businesses operate
 - Never occurs in isolation
 - Has multiple root causes



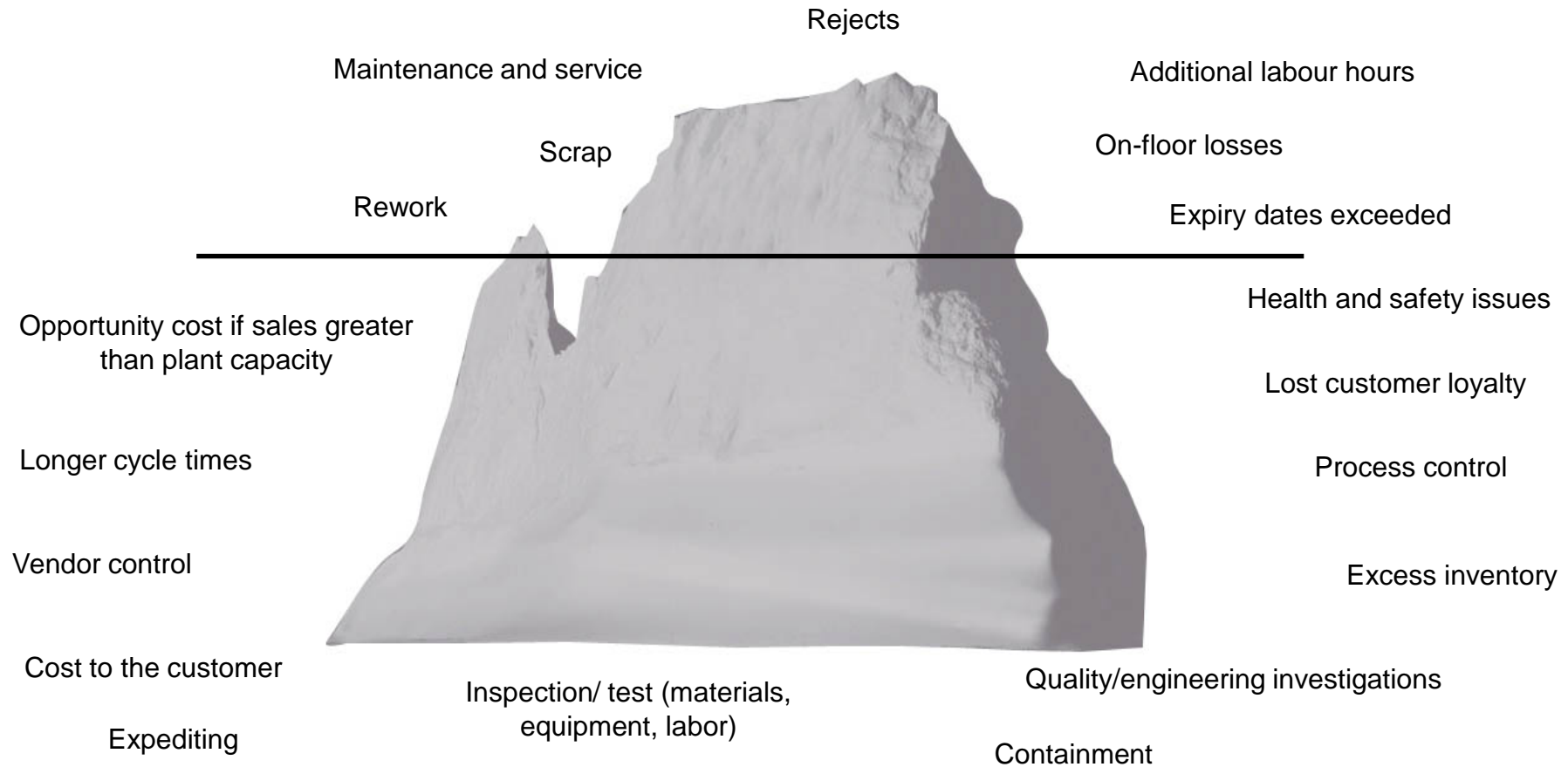


Why Reduce Food Loss and Waste?

- Immense financial opportunities
 - » ~20 – 40% of revenue absorbed by the “hidden factory”
 - » True cost of FLW many times its face value
- Canada’s commitment to UN Sustainability Goals 12.3
 - » Reduce food waste in retail and among consumers by 50% by 2030
 - » Manufacturers’ unilateral commitment to reduce FLW 50% by 2025
- Sustainability relies on adoption of new business models
 - » Historically, FLW has been coupled to development
 - » Per capita FLW has increased ~40% in three decades
- Social impacts
 - » Canada: 1 in 8 households food insecure = 4 million people
 - » Worldwide: 1.2 billion overweight; 860 million malnourished
 - » Consumer FLW partly a manifestation of how the food system operates

Elements of the “Hidden Factory”

The “tip of the iceberg” is easily identified.
The greatest opportunities often go unseen

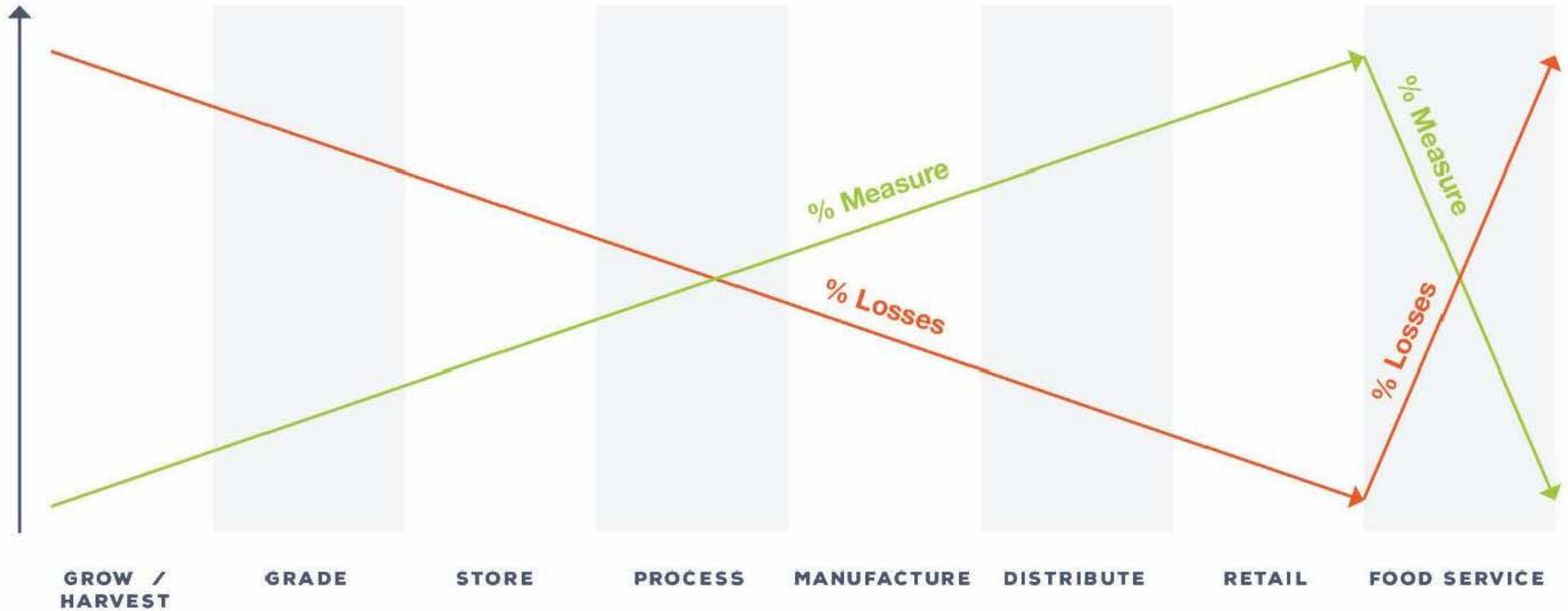


Sustainability and Profitability Intertwined

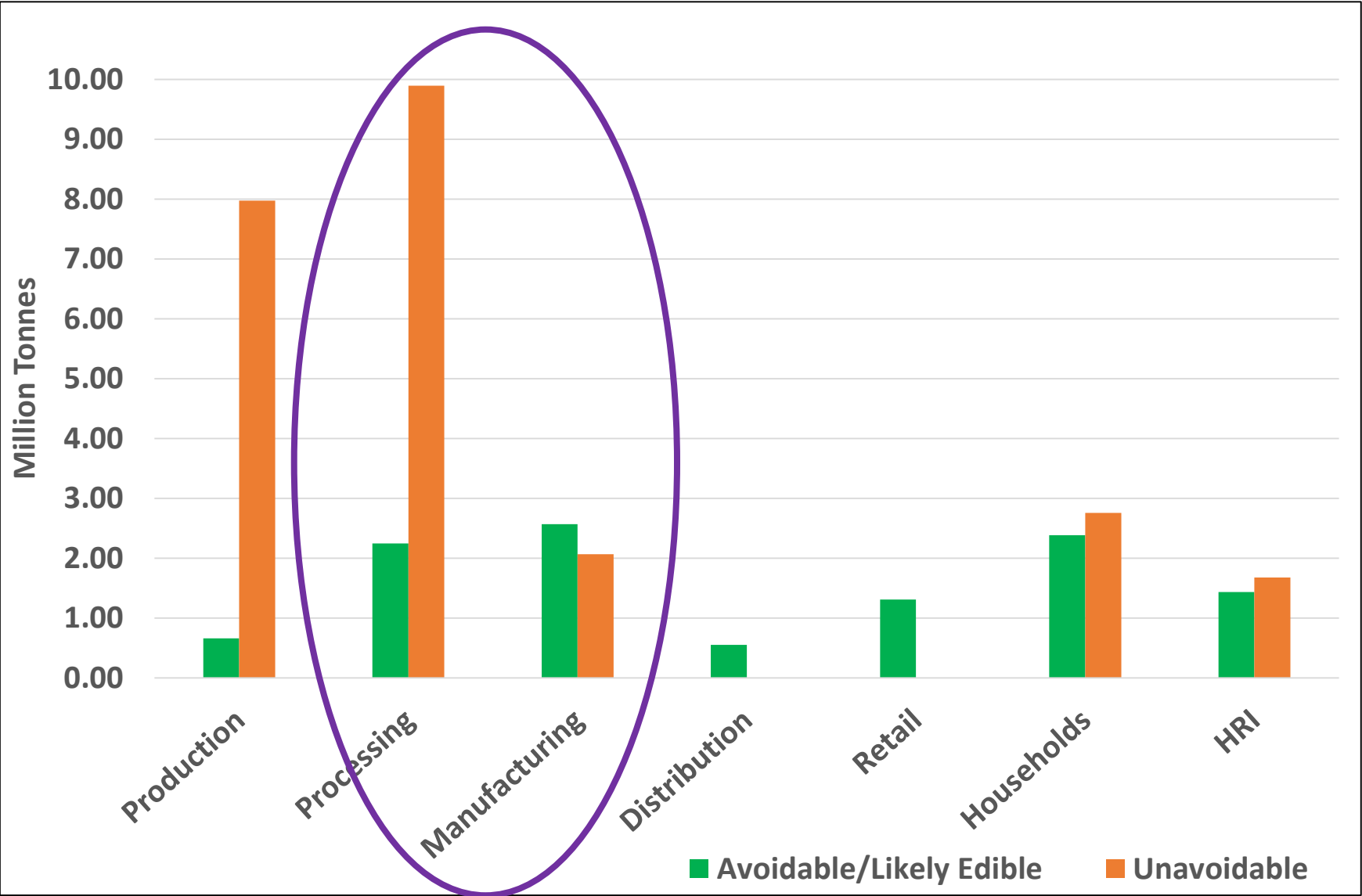
- Competitiveness once came from managing the process of transforming one product into another
- Now comes from analyzing the data that comes from that transformation process.....
-to produce information that drives business decisions, resulting in continual improvement

Porter and Millar, 1985

Measure Productivity to Identify Losses/Waste? *Aggregated*



Food Loss and Waste through the Chain



Profiting from Reducing Food Loss and Waste

- Challenges

- » Work in value and case quantities, not volume
- » Waste typically aggregated in tonnes by third party
- » Value typically viewed as cost of disposal
- » Staff managing data more than root causes
- » Multiple forecasts

- Data driven solutions

- » Establish measurement systems
- » Factor cost of goods and operations into valuation process
- » Encompass accountabilities into incentive systems
- » Establish common continually improving forecasts

Solutions and Actions

- Overarching approach
 - » Measure
 - » Lead
 - » Enable
- Timelines
 - » Do now (2019)
 - » Do soon (2020 – 2021)
 - » Build a plan (2022 onwards)



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Panel

- **Janice Noronha, PwC**
Partner, Sustainability and Climate Change
- **Cameron Walsh, City of Guelph**
Circular Food Economy Smart Cities Challenge