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Making the Case for Your Market

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Theory of Change

Markets can act as fulcrums of entire food systems.

Markets can be nimble mechanisms for behavior change.

Markets can balance needs among all of the actors in food systems.

Markets can reclaim and re-imagine public space.

Many types of markets can thrive in one community.

Context

- 0 How agile is the market's organizing statement (and yes both for-profit and non-profit should have one.)
- 0 Has it ever been re-examined?
- 0 Who wrote it?
- 0 How often is it used as a barometer?
- 0 Who knows it exists?

Context also includes a market's location history, regional food system history, bylaws, staff size and structure.

Capacity Issues

Strategic planning, mission development, planning projects

Viewable history and current organizing statement, a timeline and system for planning projects,

Market structure

Bylaws and agreements for vendors and site

Market day

Risk checklist, job descriptions, tasks assignments

Internal and external communication

A database of vendors and shoppers and a plan to communicate regularly

Vendor sales, market partners

A way to receive feedback and measure the benefits of the market on those community members

Okay, let's say it's time to...

- 0 Look at the number of vendors
- 0 Seek more volunteers
- 0 Revise the bylaws
- 0 Add a more structured manager position

The next slides will offer a system for getting input and ideas for your idea or question, and allow you to drill down to doable ideas as well.

Write an expansive question or hypothesis

- 0 Project: Working on a long-term answer for the market site
- 0 Should we add new vendors next year and why and what kind?
- 0 Is it time for the market to hire a market manager to handle more responsibilities?

Guard against slanting the question to your preference!

Use a large sheet of paper for this exercise.

Use post it notes to fill out each section (more information in next slides about each.)

Stakeholder
Mapping/Interviewing

Ideas

Solutions



The earlier that this process is started, the better since it allows for as many iterations as necessary for the decision-makers to gather as much information as needed.

The entire system loop can be repeated as often as it takes to get to a solution. If you go through the phases and do not get a solution, then the system should start over. However, in the next round you might want to include less stakeholders or maybe more, or create less ideas...

Tips for stakeholder mapping

- Identify a subject area to focus on.
 - Convene a diverse team of collaborators.
 - Generate a very broad list of stakeholders.
 - Draw a symbol of a person for each different type.
 - Write a speech-bubble to summarize their mindset.
 - Write a label describing their role or title.
 - Draw lines with arrows connecting the stakeholders.
 - Write a label on the line to describe relationships.
 - Circle and label related groupings.
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- Try to include a very broad range of stakeholders.
 - Strike a balance between breadth and relevance.
 - Don't represent groups of people in one symbol.

Tips for interviewing stakeholders

QUICK GUIDE

- Identify a topic for investigation.
- Prepare your questions and recording equipment.
- Determine your criteria for selecting interviewees.
- Identify the people you will interview.
- Set a time and place to meet them.
- Introduce yourself and the purpose. Obtain consent.
- Start with easy questions, then draw out specifics.
- Listen carefully and take good notes.
- Thank each participant.

HELPFUL HINTS

- Try to choose a location with minimal distractions.
- Don't put words into the interviewee's mouth.
- Resist the urge to conduct an analysis at this stage.

Tips for organizing their responses into ideas

- Identify a set of problems or opportunities.
 - State each issue in the form of a short phrase.
 - Add a “starter” to the beginning of each phrase.
 - Example 1: How might we_____?
 - Example 2: In what ways might we_____?
 - Example 3: How to_____?
 - Pick the best statement starter for each problem.
 - Use the new phrasing as a basis for ideation.
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- Consider adding a “starter” to a research insight.
 - Don’t imbed solutions into problem statements.
 - Use voting to pick the best problem statement.

Solutions

- 0 It's extremely important that the BoD begin to prioritize the ideas before discussing possible solutions.
- 0 Have the BoD (working as a group) plot the selected ideas from least likely to most likely using factors such as resources needed and support from community.

Bring only the most likely ideas forward. If no ideas seem likely, then return to the mapping process. Share either decision with the stakeholders as soon as possible.

Dear market stakeholders,

Earlier this year, we asked many of you for your opinion on the question “_____”. Many of you offered ideas which we then developed into possible solutions. Based on that input and internal discussion, the Board has decided

_____.

Please feel free to talk to us directly if you have any questions; we will be happy to share as much information as possible in reaching this decision.

Thank you,

Board of Directors

Dear market stakeholders,

Earlier this year, we asked many of you for your opinion on the question “
“. Many of you offered ideas which we then developed into possible solutions. Based on that input and internal discussion, the Board does not feel it has a mandate to move forward. In a few months, we will schedule another round of stakeholder meetings in order to get more detailed information and will use some of the data from the first round in the next. Please feel free to talk to us directly if you have any questions; we will be happy to share as much information as possible in reaching this decision.

Thank you,

Board of Directors