



# POWER AND DECISION-MAKING: UNPACKING THE MULTI-LATERAL AND BI- LATERAL LINKAGES IN AN INLAND NORTHWEST, USA ARTISAN GRAINS VALUES-BASED FOOD CHAIN

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# BACKGROUND

- 8 interviews with 19 participants
- Inland Northwest Artisan Grains Podcast
  - Structure
  - Motivations and values
  - Power relations
  - Challenges and successes



## WHAT IS A VALUES-BASED SUPPLY CHAIN?

- ... **enhance small and midscale farmers' financial viability** by capturing price premiums in the marketplace for the **environmental, economic, and social benefits (values)** embedded in the products. They require that all partners in the chain work together to **optimize value for everyone**. Finally, in this system, partners maintain **transparency** throughout the supply chain by sharing information at each stage of the chain. (Feenstra, Allen, Hardesty, Ohmart, & Perez, 2011, p. 71)

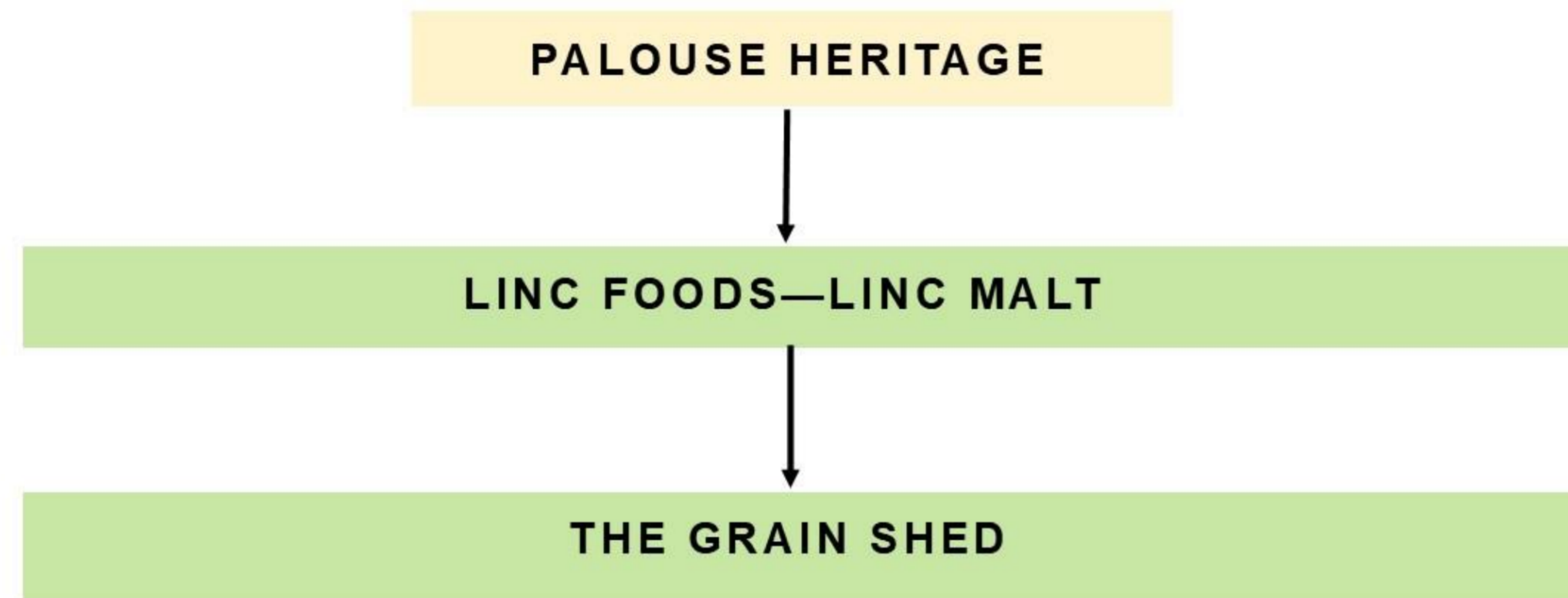


# WHAT ARE ARTISAN GRAINS?



# OUR STUDY



- Research Questions:
  1. **Motivations and values underlying participation in the artisan grains system.**
  2. **Relationships necessary to establish value-chains within artisan grains system.**
  3. **Opportunities and challenges associated with *developing and operating artisan grains value-chains.***

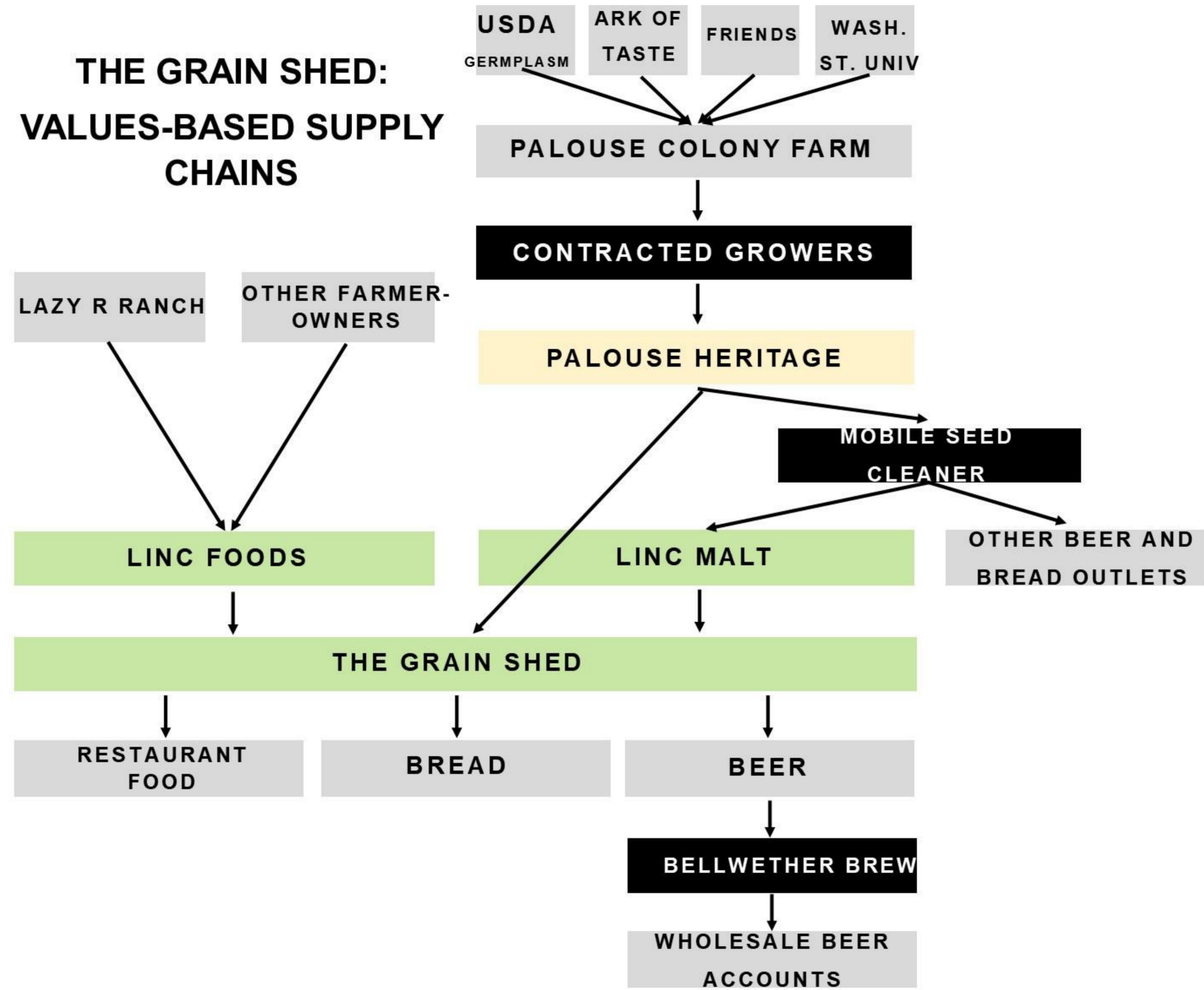


KEY:

-  Bi-lateral linkages  
(family owned farms who contract services)
-  Multi-lateral linkages  
(cooperatives)

# VBSC STRATEGIC PARTNERS

**THE GRAIN SHED:  
VALUES-BASED SUPPLY  
CHAINS**





# SHARED & COMPATIBLE VALUES

- Flavor
- Craft
- Environmental Stewardship
- Return on Investment
- Commitment to Place
- Consumer Education

While values are shared, the priority or weight of each value varies by participant.

# OWNERSHIP MATTERS

## SHARED POWER & DECISION-MAKING

“I really like that structure [worker-farmer owned cooperative] and it just kind of helps make those that are really involved, able to help control the business that they're part of, and benefit from it...”

- Workers eligible for equity investment after one year of employment
- Shared decision making
- Transparency
- Fair wages & return on investment





# EQUITY & ACCESS

A fair return on investment for each participant in the values-based supply chain affects the final price of the product.

*Focusing on reducing the costs of local and regionally produced products as a means of increasing access replicates the approach, efficiencies, and the failures, of conventional food system.*

When the goal is to produce cheap food, it is not possible to have a food supply chain where everyone earns a fair return on investment.

# JUST FOOD

## THE GRAIN SHED VBSC

- Meaningful work and livable wages
- Building community
- Transforming rural spaces
- Creating equitable and adaptable business models
- “Proof of Concept” successful model inspiring new VBSCs

“...we try to impact in terms of just demonstrating that these things can be done.”





# **SPECIAL THANKS TO THE GRAIN SHED CO-FOUNDERS**

**DON SCHEUERMAN, FARMER**

**JOEL WILLIAMSON, MALTER & BREWER**

**SHAUN DUFFY, BAKER**

**TED BENSON, BREWER**

**LEARN MORE! LISTEN TO  
THE “UNPACKING THE GRAIN SHED” PODCAST**

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