



# Good Bowls

*Do good while eating well*



## *Good Bowls: A social venture to improve healthy food access*

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# Presenter Disclosure Information



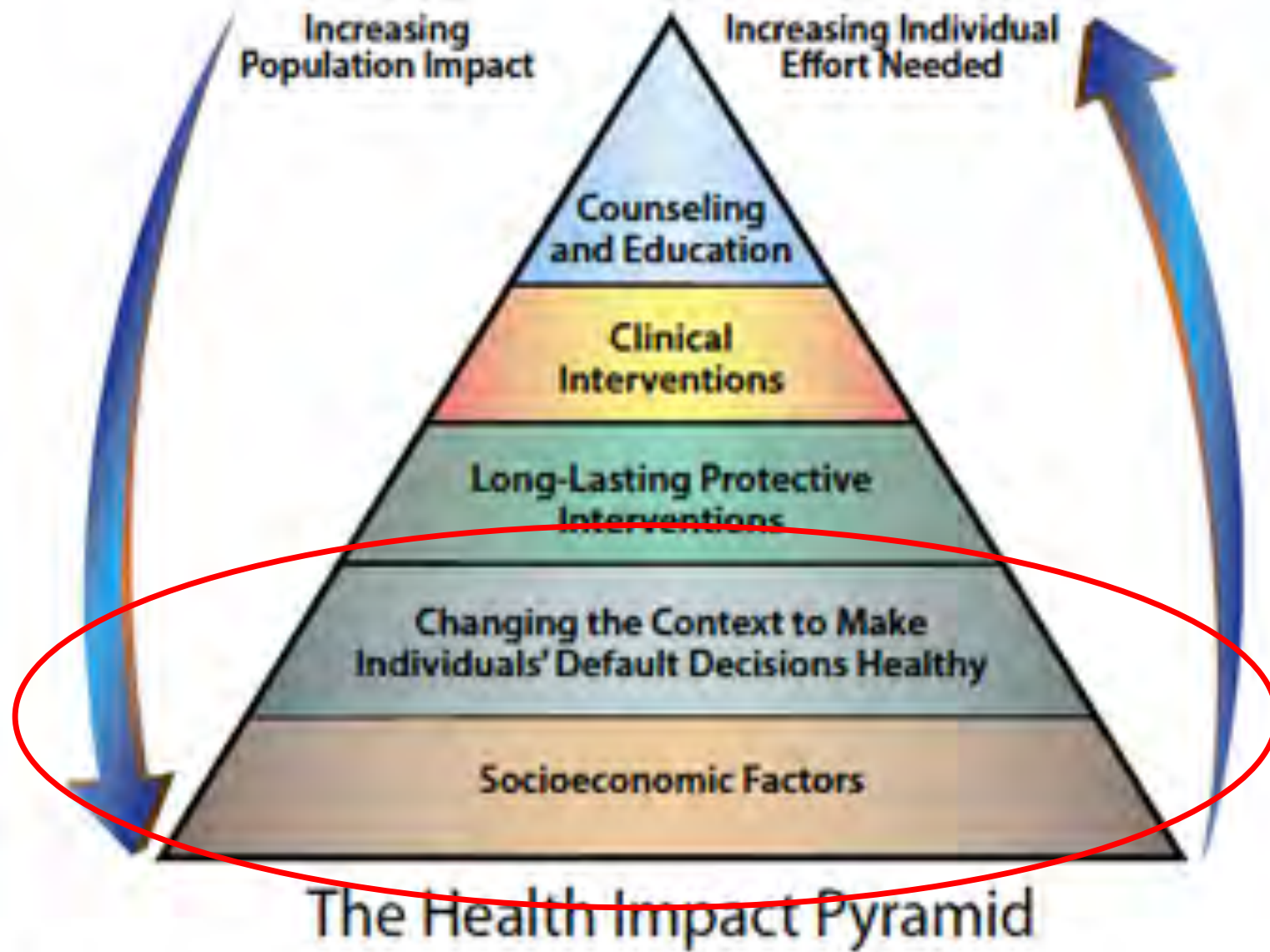
Good Bowls LLC

Healthy affordable  
frozen meals



# The Problem(s)

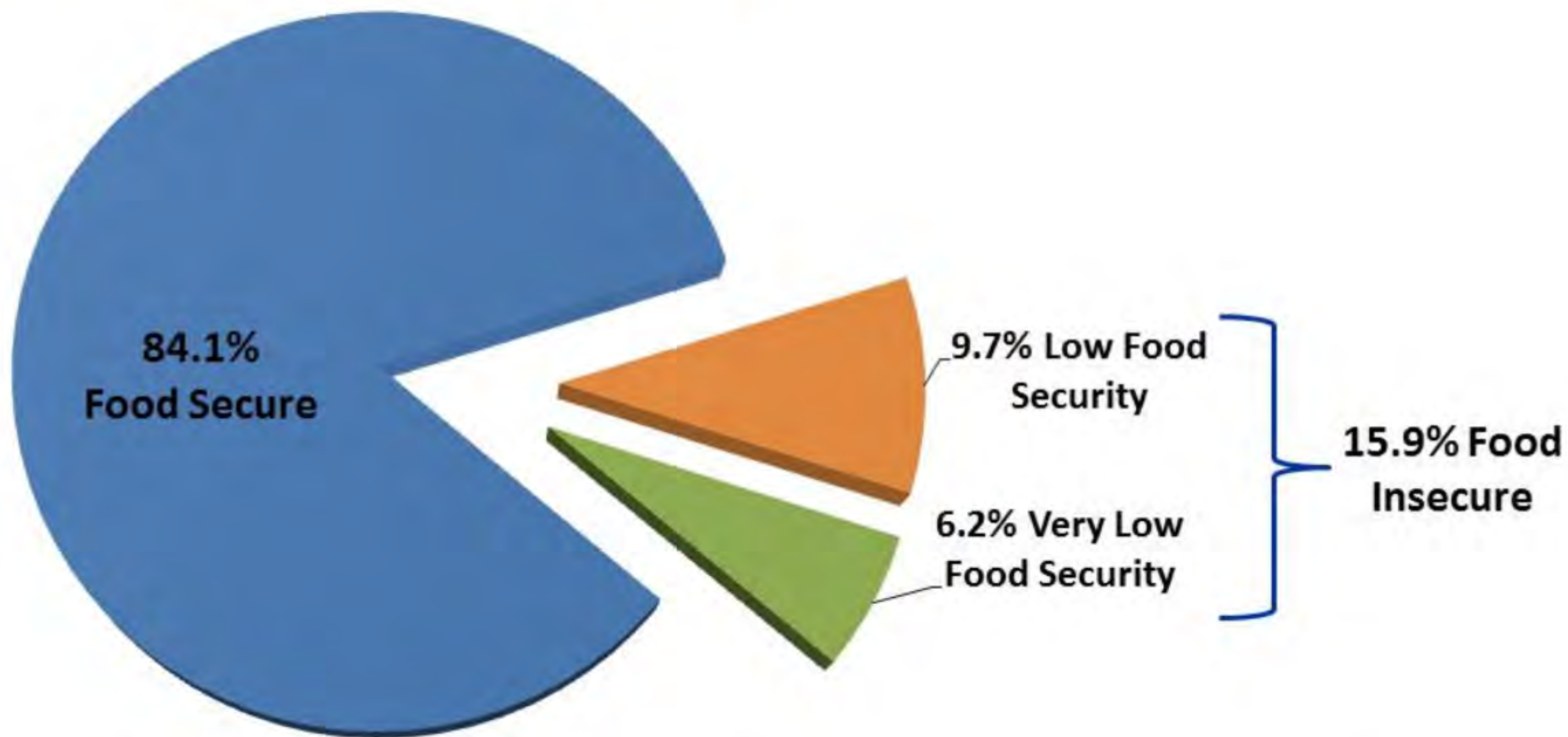




Thomas Frieden, Former Director of CDC

# North Carolina is the 8<sup>th</sup> Hungriest Place in the US

## Households by levels of food security



# The Rural South



Tobacco Transition

**FARMS  
UNDER  
THREAT**



**HURRICANE  
FLORENCE**



# FOOD WASTE IN THE U.S. IS...

EXCESSIVE

# 40%

OF ALL FOOD PRODUCED IN THE U.S. IS WASTED



# 133

BILLION POUNDS

Food wasted per year. That represents 1,249 calories per person, per day.



- Grade B
- Uglies
- Misfits
- Imperfect produce
- Cosmetically Challenged



# Social Entrepreneurship

- Addresses a social problem, consumer need
- Can be sustained without external funding
- Program doesn't end with the grant funding does





# Food Insecurity (Hunger)

>15% of North Carolinians food insecure; 1 in 5 children

Food deserts/swamps - limited access to healthy food options

Convenience/corner stores offer potential, but few options

Farmers Need more Market Opportunities (rural poverty)



Healthier SNAP eligible options are needed



# "Foodies" & Millennials:

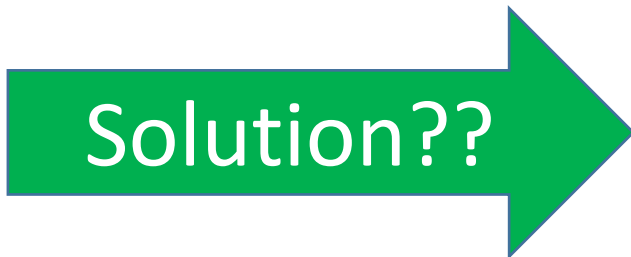
Want to know where their food comes from- prefer local

Want good tasting local food

Are looking for convenience

Are eating more frozen food than ever before – 89% of millennials

Support products with social mission: "Aspirational" 75% willing to pay more for Sustainable products



# Solution – Good Bowls

- A healthy meal product based on the Mediterranean diet
  - Adapted for southern taste preferences
- Frozen
  - > eligible for SNAP (Food Stamp) purchase
  - > longer shelf life
- Made from locally grown food
  - > recipes adapted to the seasons
  - > uses “cosmetically challenged” food often wasted
- Sold in corner/convenience stores (C-stores) where healthy options limited
  - > subsidized price in C-Stores
  - > higher price in higher end stores
- ALL consumers get same high quality product





## But is it Affordable?



Tom's Shoes model for food (Buy One Give One)

- Higher end consumers (Food Co-ops, Whole Foods, Local Health Foods Stores etc.) pay more
- C-Store customers pay less

**good bowls** are created with community in mind. Everyone has the right to tasty, healthy, affordable food. Pay a little more, or pay a little less. If everyone pays what they can, **we all eat.**

# A better model?

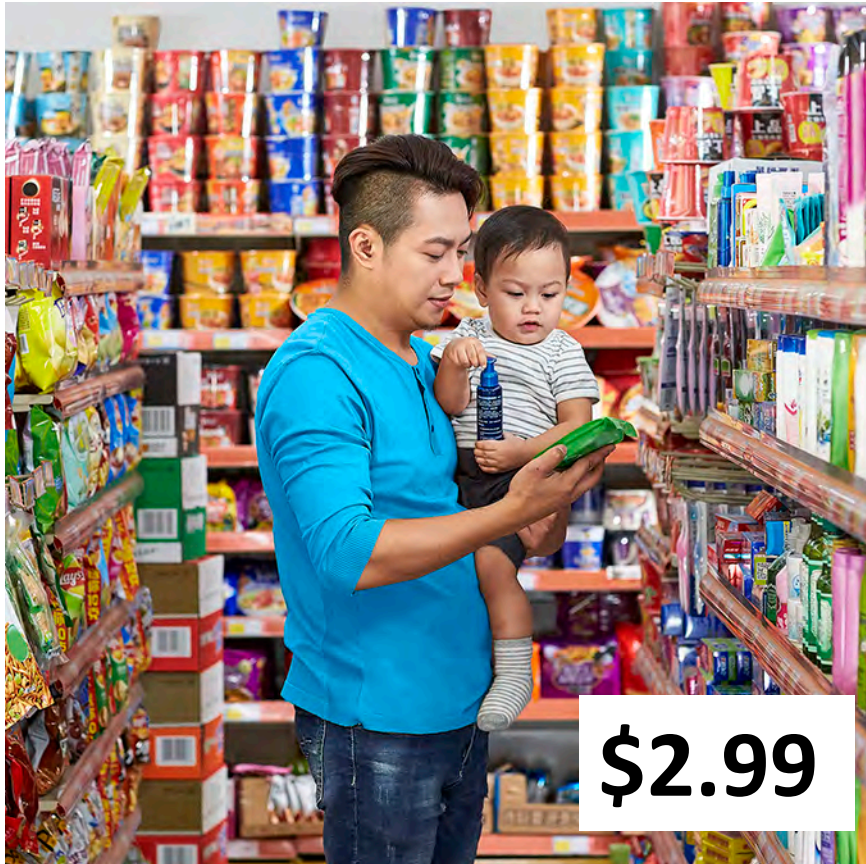


	Tom's Shoes	Good Bowls
Provides a needed product to disadvantaged populations	★	★
Builds on Altruistic Spirit	★	★
Transfers wealth	★	★
Supports local businesses	X	★
Builds capacity	X	★
Encourages local entrepreneurship	X	★



# Good Bowls LLC Customers

## Social Mission



## “Beachhead” Market





# Key Metrics – Multiple Value Chain Models

		Internal Margin	Distributor Margin	Retail Margin	Consumer Purchase Price
Retail	Corner store	Lose \$0.16	 Delivered: \$1.74 Margin: 10%	 Delivered: \$1.94 Margin: 35%	 <b>\$2.99</b>
	Higher End	Make \$1.88	 Delivered \$3.78 10% Margin	 Delivered: \$4.20 30% Margin	 <b>\$5.99</b>
	Worksite Wellness	Make \$2.09	 Delivery Cost \$1.00		 <b>\$4.99</b>

## Cost of Goods

Veggies: \$0.31  
 Meat: \$0.50  
 Carbs: \$0.24  
 Labor: \$0.40  
 Freezing: \$0.25  
 Packaging: \$0.20

**Total Inputs: \$1.90**



**Good Bowls LLC**

Recipe Development  
Food Safety, Labeling  
Marketing  
Provide packaging  
Coordinate Distribution  
Management  
**Evaluation**



**CENTER FOR HEALTH PROMOTION  
AND DISEASE PREVENTION**

**Warren County  
Food Hub - Rural**

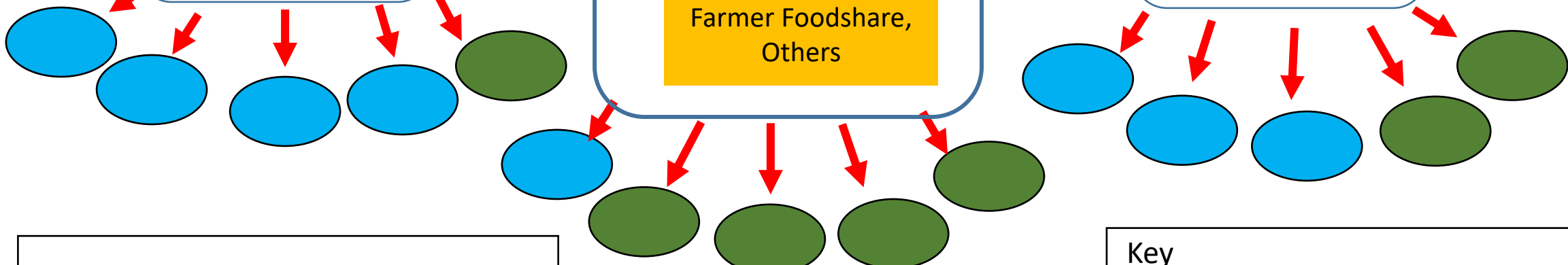
Working Landscapes

**Piedmont Food and  
Agriculture Processing  
Center (PFAP)**

Farmer Foodshare,  
Others

**Burgaw Incubator  
Kitchen - Rural**

Feast Down East  
Burgaw Food Hub



**Key**



Sells Good Bowls to Retailers



Technical Assistance



Evaluation

**Key**



Corner store, small grocery store



Higher end retailer – Food Coop,  
Wholefoods, universities,  
worksites etc.



Farm supply organization





PUTTING YOUR BEST  
FOOD FORWARD



# Successful Good Bowls Pilot

## 2400 bowls sold or donated



4 Higher End Stores



12 Rural and Urban Corner Stores

# Warren County – Tier 1 most economically distressed



## Main Street Kitchen

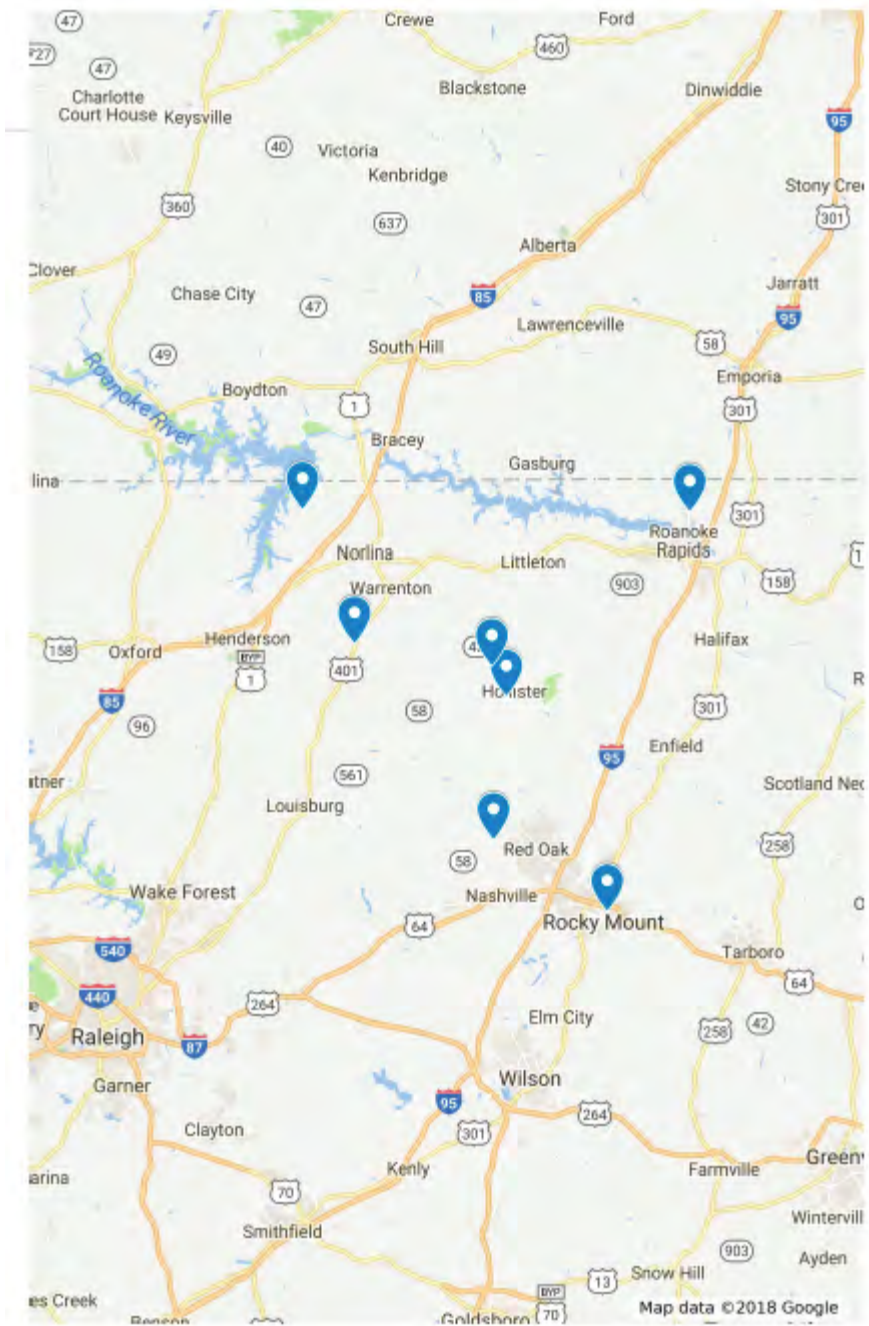
Part of the Working Landscapes Food Hub, Main Street Kitchen is a shared-used commercial kitchen and event space located in a renovated historic building in the heart of downtown Warrenton.

The fully-equipped kitchen is available for rent on an hourly basis food entrepreneurs who are looking to launch or grow their businesses. In our facility, you can pass the food safety inspections you will need to sell your products.





# Corner Stores selling Good Bowls near Warrenton





# TOWN OF BURGAW, NC



[DEPARTMENTS](#)

[GOVERNMENT](#)

[RESIDENTS](#)

[VISITORS](#)

[FAQ](#)

[TOWN CALENDAR](#)

SEARCH



[HOME](#) > [RESIDENTS](#) > [FACILITY RENTAL](#) > [BURGAW INCUBATOR KITCHEN](#)

## BURGAW INCUBATOR KITCHEN

Burgaw Incubator Kitchen (BIK) is a shared-use commercial kitchen facility located in the historic Burgaw Depot. BIK provides Pender County Health Department and NC Department of Agriculture approved kitchen space and equipment to specialty-food makers. This helps offset many of the start-up costs for culinary businesses.

The mission of the Burgaw Incubator Kitchen is to encourage and support the development of a thriving food industry in Pender County by providing commercial kitchen space,



### Facility Rental

- ▶ [Community House Rental](#)
- ▶ [Depot](#)
- ▶ [Burgaw Incubator Kitchen](#)
- ▶ [Hankins Park Pavilion](#)



# Mobile Market Traveling to 8 Housing Authority Locations in Wilmington





# Customer Response

- Great taste (“doesn’t even taste healthy!”)
- Appreciate *healthy* and *convenient* in the same product
- Same healthy product for higher and lower income consumers
- Strong support for the mission of providing food for the hungry, reducing food waste, and supporting local farmers
- Want vegetarian options
- Want a family size bowl
- Want to see Good Bowls back on the shelves ASAP!



# Customer Validation:

- > **95%** Consider the **healthiness** of a meal to be important or very important
  - > **98%** Consider the **local sourcing** of a meal to be important or very important
  - > **93%** Consider the **social mission** of a meal to be important or very important
- 
- “One of the coolest, most innovative, most hope-inspiring ideas I've come across in ages” - WSM Customer
  - “I co-own Johnny’s Gone Fishing. Please reach out if you’d like another place to sell bowls!”
  - “These were the best-tasting and most satisfying frozen meals I have ever eaten” - WSM Customer

\* Source: Jan 2019 customer survey, n=100+



# Customer Validation – Corner Stores



<https://www.unc.edu/discover/bringing-healthy-food-to-all-consumers/>

# Who Benefits?

- Lower income families at high risk for chronic disease and food insecurity.
- C-store/small food retailers in need of SNAP-eligible healthy/tasty/affordable/shelf stable/convenient food options
- Small to mid-sized farmers seeking market opportunities, including for Grade B products
- “Foodies” (*socially conscience consumers with means*) seeking locally sourced, convenient and good tasting meals while “giving back” to their community.
- Employers wanting to offer health-promoting benefits
- The environment – reducing food waste



# Many Supporting Partners

HUNGRY  
HARVEST



Recovered Produce  
Delivered.

Starting at just \$35 per harvest

FEAST  
DOWNEAST  
*Growing Our Local Food System*

NOKID  
HUNGRY  
SHARE OUR STRENGTH  
NORTH CAROLINA

FARMER  
FOODSHARE  
Fresh · Local · Food for All



meals  
on  
wheels

REDEVELOPMENT  
ORGANIZATION  
GREEN RURAL  
GRRO

SNAP

Supplemental  
Nutrition  
Assistance  
Program

Putting Healthy Food  
Within Reach

WORKING  
LANDSCAPES

SUSTAINING OUR RURAL ECONOMY

# Progress to date

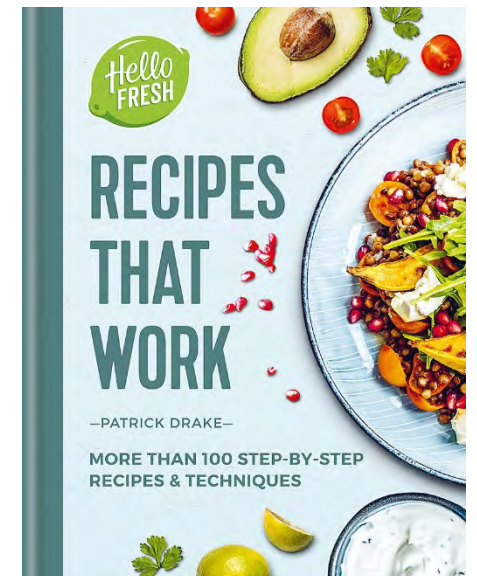


- Based on years of research
  - Food insecurity
  - Rural economic development
  - Food waste
- One year pilot funding - \$75K (Felix Harvey Foundation)
  - Recipe development and testing
  - Food safety, labeling, packaging, marketing
  - Weaver Street Market produced 2,400 bowls for test marketing
    - Sold at 4 higher end stores and 12 C-stores
- New STTR Grant – NIH – National Institute of Minority Health and Health Disparities

# Expanding the Nutrition/Health Benefit



- Provide recipes for Good Bowls on our website
  - Encourage customers to “Try this at home” after they find they like the taste
- Additional nutrition information on website
- Encourage customers to submit their recipe ideas for future Good Bowls



# Excited Partners

Sarah Daniels,  
Feast Down East



“It’s hard to imagine a product that is a better fit with our work than Good Bowls. It would allow us to create jobs by making use of both the food hub and the incubator kitchen, will help support limited resource farmers, and will help us get healthy food to lower income consumers – it’s win-win-win!”

# New Market Opportunities Emerging...



- Employers want to offer healthier alternatives to vending machines for staff and patients
- Meals on Wheels wants to provide weekend/”disaster” meals
- Healthier options in UNC sports venues, high school concessions
- Feature traditional cultural recipes in different regions eg) Native American (Lumbee) in Robeson County
- College Campuses
- Military bases – healthier food alternative and potential job opportunities (through community franchise model) for spouses.





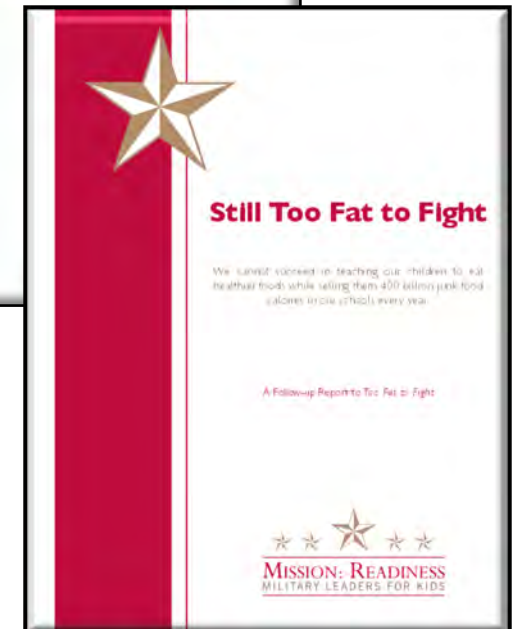
# Military Option??

## Problem (“the itch”)

### *Trouble for the Pentagon: The Troops Keep Packing On the Pounds*



- Military bases are like many small towns – overpopulated with Fast Food and C-stores. Limited time to grab food. The Base gets some revenue from these sales
- Military spouses face employment challenges



# Possible “Scratch”

Healthier, Convenient,  
Good Tasting Food  
Options on the Base



Jobs (primarily for  
women) requiring limited  
training and skills.

Possible added benefit:  
Spouses learn to cook healthier  
meals for their families,  
become advocates

# Involving Students

- Initial pilot study with 2 former doctoral students who have formed their own LLC
- Business School Course



- 5 Undergrads
- 1 Doctoral Student
- 1 Former Nestle Exec
- 1 Professor (me)
- Multiple interested others whose schedules conflicted

- Computer Science Class – 4 undergrads
- Carolina Sustainability Consulting
- Marketing class
- > 100 signed up at First Year orientation event
  - Potential assistance with Good Bowls Production as a social/volunteer project
- Summer internship projects

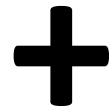


# Very New Developments and Partnerships

## “Gamechangers Laboratory”

Winrock’s Wallace Center

Established for “Cutting-Edge Food Leaders to Accelerate New Solutions”



Exploring Central Kitchen in former Middle School Building and Health Opportunity Pilots

# Green Rural Redevelopment Organization (GRRO)



Green Rural Redevelopment Organization (GRRO)

1.  
Revitalize rural communities through micro-market farming and food economics



2.  
Provide affordable, healthy food to the community

3.  
Educate the community about good nutrition and healthy eating



# Challenges ahead...



- Gearing up production in a new facility
- Getting grants/finding funding to launch internal production
- Finding the right “price point” to facilitate cost offset model yet still have a sustainable business model
- Distribution to rural C-stores – transport and logistics
- Keeping true to our mission and communicating that to customers



Thank you!