

The development and organization of a Public Private Partnership



Rikke Iben Neess – Campaign Manager

Agenda

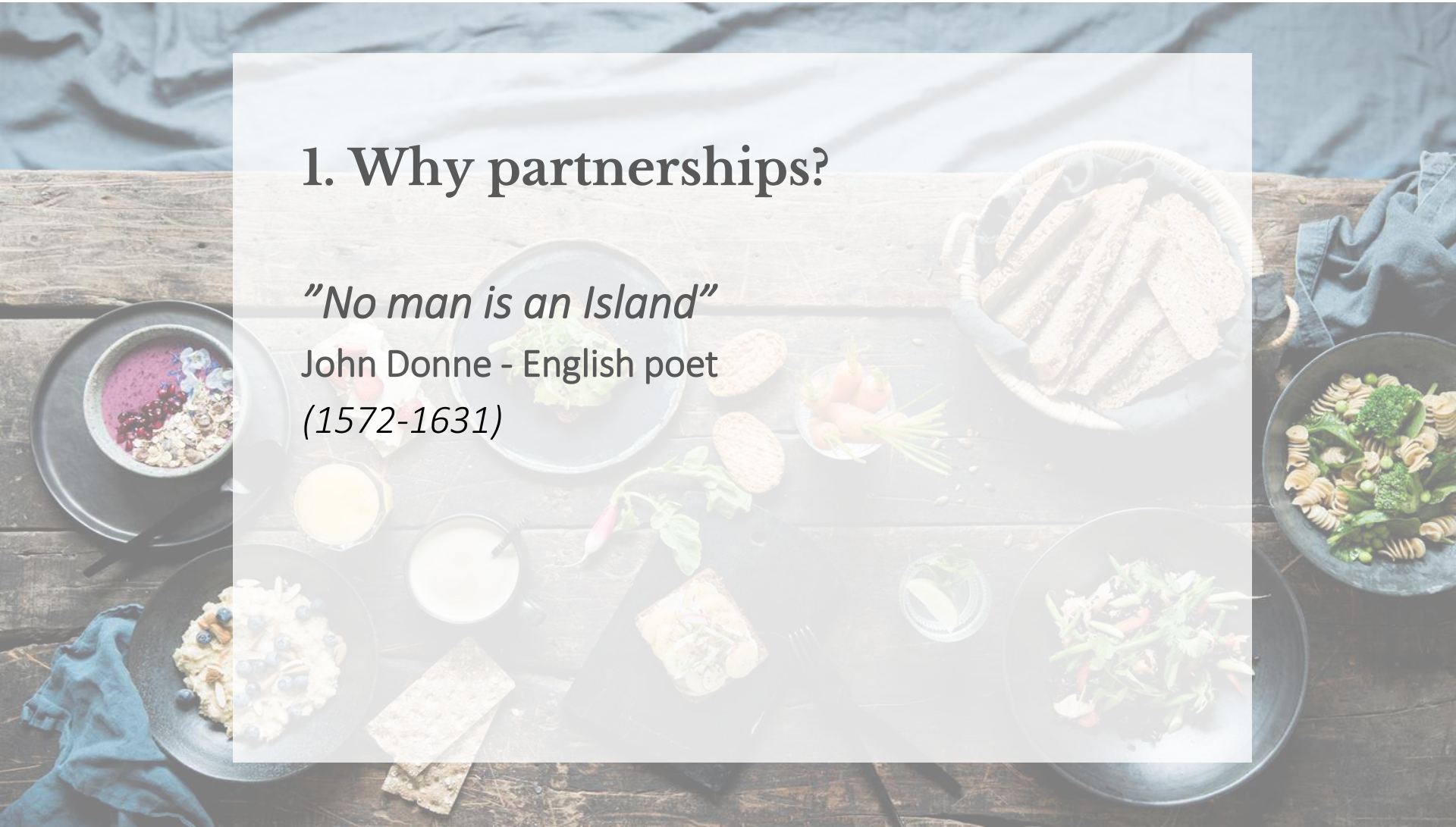
1. Why partnerships, background and logo
2. Objectives and development
3. Partner roles, risk and obstacles
4. Organization, strategy and action plans
5. Budgets and agreements
6. Management, activities and reporting
7. Maintenance and progress
8. Lessons learned



1. Why partnerships?

"No man is an Island"

John Donne - English poet
(1572-1631)



Partnerships



- When we work together across sectors, we can combine knowledge, resources and strengths. Together we can develop new solutions to problems and find synergies.

Background

1990-2000

Carb fright/fear and fashion diets

Decreasing intake of bread (rye) and Nutritional concerns

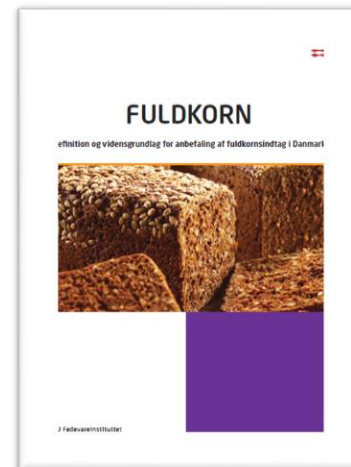
New research results showed correlation between whole grains and cancer

2008

Whole grain definition and dietary guideline

2009

Danish Whole Grain Partnership established



The Whole Grain Logo



Flour, flakes, cracked kernels and rice

- 100% whole grain calculated as product dry matter (%DM)
- At least 6 g dietary fibers/ 100g

Bread and bread mix

- 50% whole grain calculated on dry matter and 30% on QUID
- At least 5 g dietary fibers/100 g. No more than:
 - Sugar 5 g/100 gram
 - Salt 1 g/100 gram
 - Fat 7 g/100 gram



Endorsed by Government and Health NGOs. Whole Grain is one of the National Dietary Guidelines

Criteria also established for: Rye bread, crisp bread and crusts, breakfast cereals and muesli and porridge and instant porridge powders, pasta, noodles and rice.

Adding a little bit of whole grains

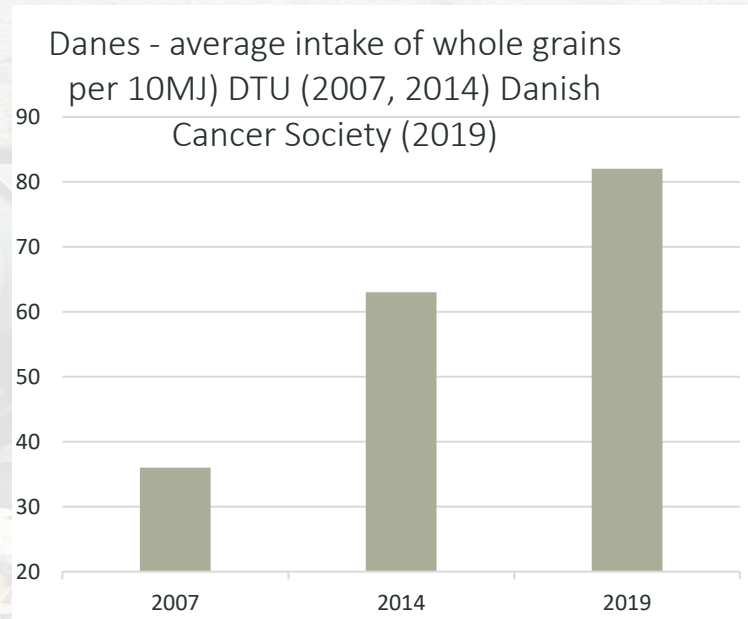
We have set targets for whole grain content in products without the logo for different categories and set targets for the share/number of products within the different categories added with small amount of whole grains.



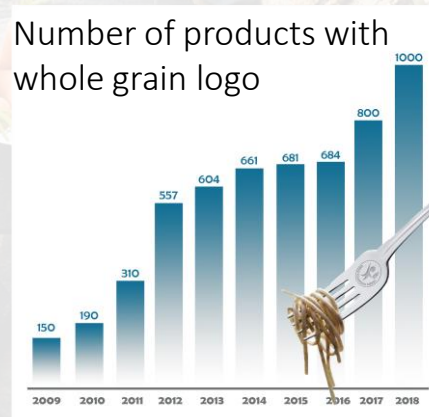
2. Objectives – examples

- Increasing the whole grain content in products. Content of whole grains: 15%-30% on QUID
- The population eats more whole grains. 30% of the population should eat at least 75 grams of whole grain a day.
- If there is a logo - recognition of the logo should be 50% and a percentage of them should agree that they shop according to the logo.
- Number of products with whole grain logo
- Market shares on whole grain products
- Focus on holding on to existing partners and invite new partners to participate

Development



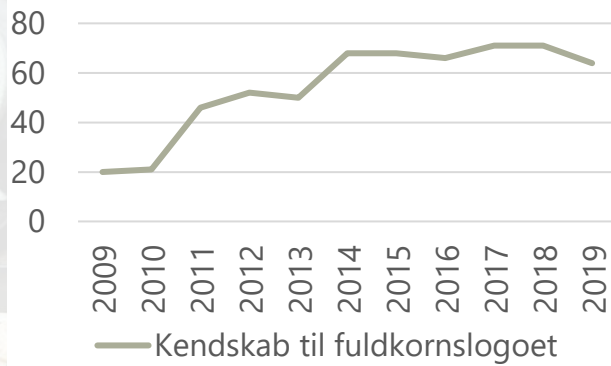
Number of products with whole grain logo



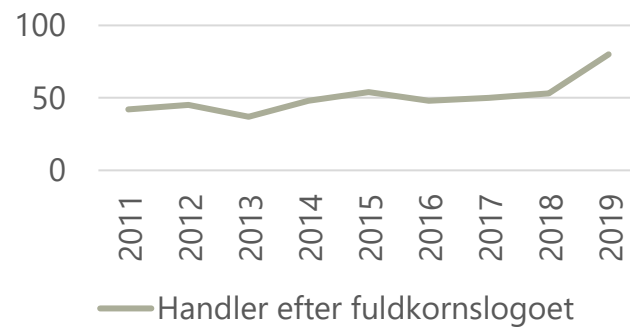
Recommendation: 75 grams of whole grains per 10 MJ.

Development

Awareness of
Whole grain logo



Consumer behavior
Look for the logo when buying
products



3. Partner roles

Commercial Partners

- Millers
- Bread, rice, pasta producers
- Retailers
- Craft bakeries
- Breakfast cereals producers
- Industry organizations

28 partners

Business

Availability



Product development



Communication Packaging



Danish Whole Grain Partnership

Secretariat
2 full time
1 student

Society

Health

Credibility
Dietary guidelines



Research, PR
Knowledge



New norms

Danish Food Administration,
Health NGO's

- Danish Cancer Society
- Danish Diabetes Association
- Danish Heart Association

Total budget: 350.000
Euros pr. year

Risk and obstacles



- Identify the possible risk and obstacles and how to address them
- What if we disagree on a decision?
- We share risk but also gain from the partnership
- Q & A

Risk and obstacles - Our experience



- Non-performing working groups without passion, resources or interest. Lack of commitment
- It takes very dedicated persons within the partnership with true commitment to drive the projects forward
- Persistence and real action from a dedicated secretariat that sticks to the plan is crucial
- As a partner, you have to be willing to both pay a partnership fee and work hard as an individual to achieve the common objectives.

4. Organization, strategy and action



Niels Brinch Nielsen
Adm. Direktør Valsemølle
Bestyrelsesformand



Rikke Iben Neerup
Kampagneleder



Karen V. Borg
Kampagneleder



Malte Glud Karlshøj-Nielsen
Studentermedhjælper

Board

Secretariat



Pernille Bang-Löwgren
Adm. Direktør Lantmännen
Schulstad A/S



Jørgen Boye
Vice President/Category Director at
Salling Group



Lars Klausen
CCO/ Salgs- og marketingdirektør,
Kohberg Bakery Group A/S



Kim Madsen
Adm. Direktør, Lantmännen
Cerealia A/S

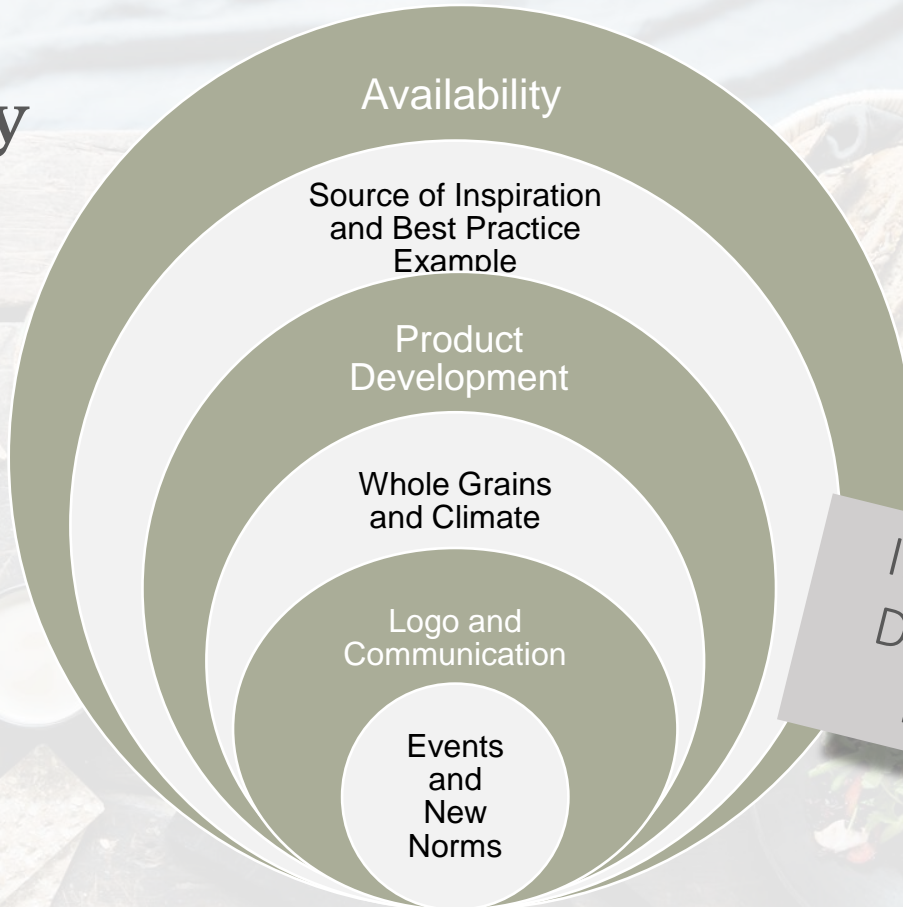


Leif Nielsen
Branchedirektør, DI Fødevarer



The partners

Strategy



Important:
Document
results

Strategy

Availability – make it easy for consumers to choose whole grains

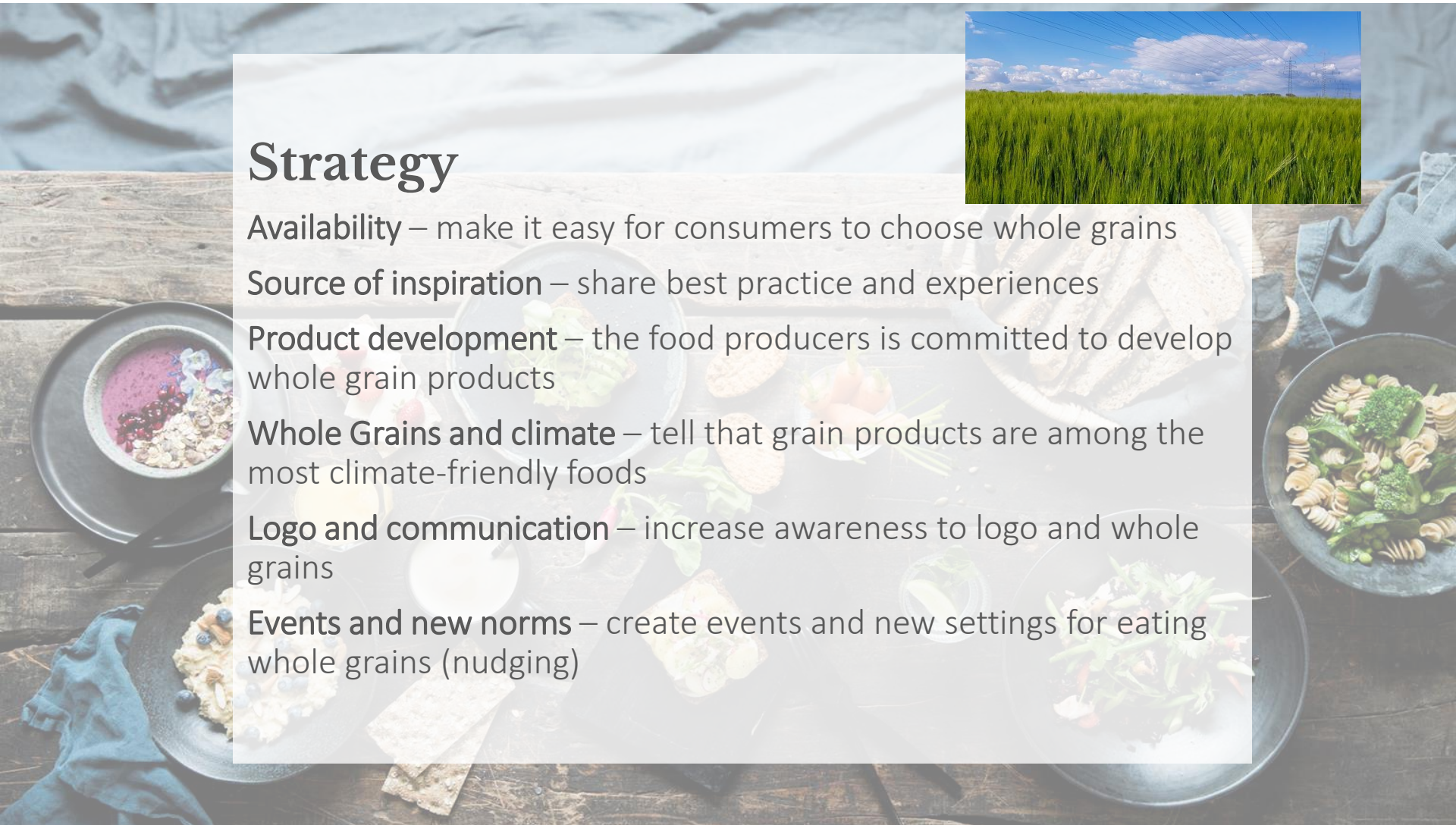
Source of inspiration – share best practice and experiences

Product development – the food producers is committed to develop whole grain products

Whole Grains and climate – tell that grain products are among the most climate-friendly foods

Logo and communication – increase awareness to logo and whole grains

Events and new norms – create events and new settings for eating whole grains (nudging)



Action plans

- Yearly targets
- Activities to reach targets
- Role distribution



5. Budgets and agreements

- Partnership agreement
- Cooperation agreement
- Yearly budgets and financing

4 September 2019



The Danish Whole Grain Partnership
H.C. Andersens Boulevard 18

Cooperation Agreement for the Danish Whole Grain Partnership 1 January 2020-31 March 2022

Introduction

Partners that sign a partnership agreement jointly operate the Danish Whole Grain Partnership for 3 years. The Danish Whole Grain Partnership promotes public health by contributing to a higher intake of whole grain among the Danish population. All partners in the Whole Grain Partnership are covered by this cooperation agreement.

§1 Obligations

The partners sign on for one financial year (1 January-31 December) at a time, together with the passing of the yearly action plan no later than by 15 November of the previous year.

A partner always has the option, following a three month period and a written notice, to cancel its membership so that immediately following the three-month period, the partner will no longer be included as a sender on the partnership's homepage and electronic material. The partner's name on written material is only removed when it is reprinted.

If a partner chooses to leave the partnership before 31 December 2022, the partner is obliged to pay the financial contribution agreed upon in appendix 1 for the current financial year in its entirety.

§2 Financial Contributions of Cooperation Partners

Financial contributions for all partners included in this agreement are listed in the individual partnership agreements.

New partners may be included into the partnership if supported by a majority in board and an agreement is reached regarding the terms. Financial contributions and obligations of new partners when they enter the Whole Grain Partnership are described in the partnership agreement.

§3 Rights

The Danish whole grain logo is legally owned (through trademark registration) by the Danish Veterinary and Food Administration.

All partners are free to use all the material which is jointly developed under the auspices of the Whole Grain Partnership, including, e.g., the logo, according to the guidelines in the logo guide.

Changes to the logo guide must be approved by the board and must in any case be approved by the Danish Veterinary and Food Administration.

6. Management, activities and reporting

- Daily management
- Serving board operations
- Managing stakeholders
- Coordinating and implement campaign activities
- Maneuver between different partner organizations
- An open mind, patience, risk-oriented, flexible and selfless
- Expand boundaries and build relationships

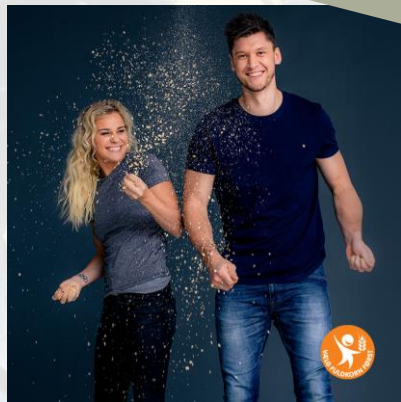


Activities

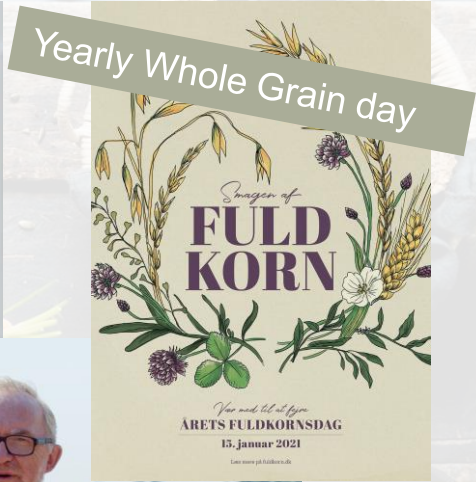


SoMe video. 1,6 mio. reach
600.000 views. Actor: Bodil Jørgensen

OL Gold Medal Winners for
Whole Grains - ambassadors



Grain and Climate video
The Danish Whole Grain
Partnership campaign
film 2020 about grains
and climate - YouTube



Follow up on
results

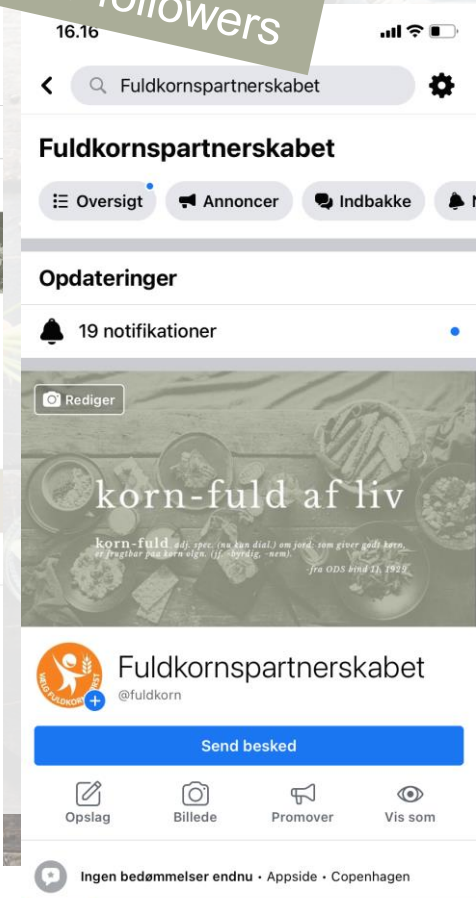
Activities – partner portraits

- Partners contributions
- Attract new partners
- Engage other stakeholders in activities - outside the partnership



Activities – Social Media

Facebook
22.000 followers



Reporting

- Document and follow up on targets and activities
- Make sure participants become aware of the benefits from partnering
- Newsletters, updates, phone/teams/meetings IRL
- Highlight successes - it creates excitement within the partnership



7. Maintenance and progress

- Find new ways to collaborate and set new targets
- Find new partners
- Expand the partnership and the idea of what you can achieve in a partnership – think big!
- Make sure the partnership has support from the partner organizations and that resources are available
- Listen to partners wishes for new events and activities

Lessons learned

- Get the knowledge base right
- Set common and measurable goals, strategy- and action plans
- **Be precise about the role distribution and find synergies between partners**
- Ensure mutual benefits for all
- **Document and follow up on targets**
- Prepare properly - it took 2 years to establish the partnership and another 2 years to get the operation in place
- Create dynamic activities that attract interest and impact consumer behaviour
- **Create excitement and make partners proud of being part of the partnership.**
- As a secretariat, always contribute with a lot of concrete results and have a high level of activities. Always be creative
- Renew the partnership by finding new ways to cooperate both with partners and with organizations outside the partnership to promote whole grain consumption.

The whole grain partners in Denmark



Thank you!



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Partnership

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LinkedIn & Instagram:

”Fuldkornspartnerskabet”