

Blake's *Food Access Hubs*

A Fair, Resilient Food System for New Zealand

Whitepaper

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Blake's Food Access Hubs: Connecting farmers and consumers to reduce food insecurity, support local economies, and challenge the supermarket duopoly.

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1 Blurb

Blake's *Food Access Hubs* aims to build a fair, resilient food system in New Zealand by directly connecting farmers and consumers through modular infrastructure, proprietary logistics, and community-led governance. We seek to lower grocery prices, ensure producers receive fair-value revenue, and channel profits back into the supply chain and local initiatives—whether through targeted subsidisation or optimized supply-chain control. Our pilot sites in Huntly, Ōtara, West Auckland, and Matamata will demonstrate how this integrated model can reduce food insecurity, support farmers, and revitalize regional economies—creating a scalable blueprint for nationwide impact.

2 Executive Summary

Company Name: Blake's *Food Access Hubs*

Mission: Disrupt New Zealand's supermarket duopoly by lowering grocery prices, ensuring producers receive fair-value revenue, and channeling profits back into the supply chain and community initiatives.

Vision: Build a network of modular, tech-driven "Blake's" *Food Hubs*—starting with four pilot sites by 2028 (Huntly, Ōtara, West Auckland, Matamata), expanding to nine by 2032, and growing beyond fifteen locations by 2035—serving the majority of New Zealand's population and making meaningful reductions in food insecurity.

Key Differentiators:

- *Hub-in-a-Box Licensing:* Rapid-deploy portal-frame warehouses plus proprietary tech stack licensed to partners.
- *NZGT Currency:* In-house 1:1 NZD-pegged token with 5% cashback, transparent revenue share ensuring fair-value for farmers.
- *Proprietary Pallet Displays:* Temperature-controlled, RFID-tagged modular pallets that double as farm-to-shelf displays.
- *Community Governance:* Three paid local representatives per hub; founder-led impact fund; annual "Hub Impact Report."

3 Market Opportunity & Impact

| Metric | Current / Target |
|--|----------------------------|
| Duopoly Market Share (Woolworths/Foodstuffs) | 80% |
| NZ Household Food Insecurity | 20% (600,000 households) |
| Rural Child Food Insecurity | 30% |
| Projected Household Savings | Substantial annual savings |
| Farmers Supported (by 2035) | 1,700–3,000 |
| Jobs Created (by 2035) | 2,000–2,500 |
| Waste Diverted (by 2035) | NZ\$9–11M/year |

Target Pilot Sites (Revitalisation Focus):

- *Huntly:* Rural, high need, affordable land.

- *Ōtara*: South Auckland, strong Māori/Pasifika networks.
- *West Auckland (Henderson–Te Atatū)*: Underused industrial zones.
- *Matamata*: Agri-tourism gateway.

Projected Impact by 2035:

- Deliver substantial annual savings for households.
- Support 1,700–3,000 farmers with NZ\$5–9M annually.
- Create 2,000–2,500 jobs.
- Divert NZ\$9–11M in annual food waste.

4 Business Model & Operations

4.1 D2C Supply Chain

Farmer Sourcing: Local producers deliver directly into Blake's proprietary pallets within a 50 km radius.

AI-Optimized Logistics: Real-time route planning reduces transport costs by 20%.

Proprietary Pallets:

- Farmers load RFID-tagged, temperature-controlled modular pallets for transport.
- Pallets double as in-hub display racks, eliminating manual shelving.

4.2 Revenue Streams

- *Perimeter Checkout Fee*: 10% cut on all D2C sales processed via offline-capable POS.
- *NZGT Cashback*: 5% token rebate on each purchase drives loyalty.
- *Licensing Fees*: "Hub-in-a-Box" package licensing for existing markets and co-ops.

4.3 Modular Hub Infrastructure

- Portal-frame steel structures—rapid assembly/disassembly for urban or rural sites.
- Pop-up licensing options enable adoption by farmers' markets or co-ops under Blake's brand.

4.4 Promotional Bundles & Ugly Produce

- Curated meal-kit bundles to move overstock and slow-rolling SKUs, reducing waste.
- Discounted "ugly" produce lines to boost affordability and reduce spoilage.

4.5 Community Spaces

- *Community Kitchens*: Demo spaces for cooking classes, nutrition education, and events.
- *Vendor Bays*: Short-term leases for local cafés, butchers, and bakers under revenue-share agreements.
- *Feedback Mechanisms*: Star ratings and free-form comments in-app; quarterly polls for service and product prioritization.

5 Technology & Governance

5.1 In-House Tech Stack

- *NZGT Wallet & POS Integration*: Offline-capable checkout terminals that sync to the blockchain when online.
- *Transparent Cost Display*: POS and customer-facing app surfaces item-level purchase cost, markup percentage, and sale price for full transparency.
- *Feedback Module*: Lightweight ratings and comments—no gamification, focused on genuine input.
- *IoT Pallet Monitoring*: Embedded sensors track temperature, humidity, GPS, and RFID for each pallet.
- *API-First Design*: Enables seamless integration for licensing partners.

5.2 Governance Model

- *Local Rep Council (×3 per hub)*: Paid stipends for farmer, consumer, and community-investment liaisons.
- *Founder-Led Impact Fund*: Final decision authority on profit reinvestment ensures mission alignment.
- *Expert Advisory Board*: Specialists in logistics, finance, social impact, and Māori liaison.
- *Annual Impact Report*: Publicly released metrics on food security improvements, waste diverted, farmer payouts, and job creation.

6 Management & Organization

Leadership Team:

- *Founder/CEO*: Vision, strategic partnerships, impact oversight.
- *COO*: Supply chain and logistics management.
- *CTO*: Development of NZGT platform, POS, and IoT systems.
- *CFO*: Financial planning, funding strategy, investor relations.
- *Community Director*: Oversees local rep councils and impact reporting.

Staffing Plan (Pilot):

- Hub Manager, 5 operations staff, 3 local reps, 2 tech support.

Scaling Staffing: Incremental hires for hub managers, logistics coordinators, and support roles aligned with roll-out phases.

7 Risk & Sensitivity Analysis

| Risk | Likelihood | Impact | Mitigation |
|--------------------------------|------------|--------|---|
| Duopoly Price War | Medium | High | 1–2% margin buffer; promotional bundles over simple price cuts; strong loyalty via NZGT |
| Lower Rural Uptake | Medium | Medium | CSA-style subscription boxes; mobile pop-up markets; hub licensing for local partners |
| Tech Downtime (POS/Blockchain) | Low | High | Offline-capable terminals; redundant systems; rapid response protocols |
| Supply-Chain Disruption | Low | Medium | Diverse farmer base; AI rerouting; pallet-level traceability |

Sensitivity Scenarios:

- *–20% Sales Volume*: Adjust Opex, increase bundle promotions, utilize profit reserve.
- *+20% Transport Costs*: Secure long-term freight contracts; leverage consolidated pallet loads.

8 Marketing & Customer Acquisition

8.1 Pilot Go-to-Market (Huntly)

- Press releases and community radio segments.
- Partnerships with local marae and service clubs for launch events.
- School newsletter inserts offering a “Free-Week Trial.”

8.2 Roll-Out Campaigns

- Ōtara community festivals and social media features on local vendors.
- Cooking demos in community kitchens to drive trial.
- Geofenced digital ads comparing Blake's prices with incumbents.

8.3 Ongoing Engagement

- Monthly “You Spoke, We Listened” bulletins summarizing key feedback and changes.
- Quarterly polls for new bundle themes and vendor selections.

9 Partnerships & Compliance

- *LINZ*: Site leases prioritized under regional regeneration funds.
- *MBIE & MPI*: Grant funding for SME incubation and farmer support programs.
- *Local Councils*: Zoning approvals and community development grants.

Regulatory Checklist:

- MPI food safety certification.
- RBNZ/FinFAR licensing for NZGT.
- Treaty consultations for cultural alignment in Ōtara and West Auckland.

10 Technology Roadmap

| Quarter | Milestones |
|---------|---|
| Q4 2025 | MVP: NZGT wallet + offline POS + feedback module |
| Q1 2026 | Prototype IoT pallet integration; AI logistics dashboard |
| Q2 2026 | Launch recipe/pricing lookup; expose APIs for licensees |
| Q3 2026 | Security & data privacy audit; develop mobile ordering interface |
| Q4 2026 | Full pilot tech suite live at Huntly; deploy admin analytics & impact dashboard |

11 Financial Model & Assumptions

Customer Unit Economics:

- Average basket size: NZ\$35
- Margin (10% cut): NZ\$3.50 per basket

CapEx (per hub):

- Warehouse build: NZ\$6–8M (urban) / NZ\$2.5–3.5M (rural)
- Pallet R&D & procurement: NZ\$200K initial, NZ\$50K/year maintenance
- Tech development: NZ\$1M initial, NZ\$250–500K/year maintenance

Opex (per hub/year):

- Staffing: NZ\$500K
- Utilities & maintenance: NZ\$200K
- Cashback pool: 5% of sales (NZ\$200K–1M)
- Compliance & misc.: NZ\$50K

12 Implementation Timeline

- *Months 0–3*: Feasibility & Funding (LINZ EoI, MBIE/MPI pitches, site matrix)
- *Months 3–6*: Business Case (financial model, MOUs, tech scoping)
- *Months 6–12*: Pilot Build & Soft Launch (hub construction, pallet test, tech MVP)
- *Months 12–24*: Scale & Licensing (Ōtara & West Auckland roll-out, Hub-in-a-Box licensing)

13 Impact Metrics & Reporting

Top KPIs:

- Customers/month/hub

- Average basket value & frequency
- Total sales volume
- Farmer payouts
- Waste diversion percentage
- Jobs created
- Community engagement events
- Pallet performance & utilization
- Feedback volumes & ratings
- NZGT circulation & stakes

Reporting Cadence:

- *Monthly*: Core sales, farmer payouts, waste metrics
- *Quarterly*: Satisfaction scores, poll results
- *Annually*: Full Impact Report for stakeholders

14 Exit & Growth Strategies

- *Licensing Expansion*: Offer Hub-in-a-Box licenses to co-ops and councils under revenue-share models.
- *Valuation Event*: Target NZX IPO by 2035 with a \$1B–2B valuation.
- *Strategic Sale*: Potential acquisition by ethical retailers or community cooperatives seeking social impact.

15 Conclusion

Blake's Food Access Hubs unites innovative logistics, proprietary hardware, digital currency incentives, and community empowerment to deliver a scalable, socially impactful alternative to New Zealand's supermarket duopoly.