SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

AZTI
MEMBER OF BASQUE RESEARCH & TECHNOLOGY ALLIANCE

WP7 – Preporuke za biznis i polisi okvir

➢ CILJEVI:

Generisati **niz alata** i **poslovnih i polisi preporuka** za **primenu inovativnih rešenja** u kratkim lanacima snabdevanja hranom:

(1) Poboljšanje konkurentnosti i održivosti

(2) Stvaranje novih poslovnih mogućnosti

(3) Stimulisati saradnju među stejkholderima

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- **REZULTATI:**

1. **Karakteristike evropskih kratkih lanaca snabdevanja hranom**
2. **Lista uspečnih slučajeva (N=12; D7.1)**
3. **Referentni model eksploatacije (preliminarni)**

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1. Karakteristike evropskih kratkih lanaca snabdevanja hranom

A. Ključni partneri

Udruženja – **27%,** Kupci – **24%** i Dobavljači – **18%**

Jaka veza: drugi farmeri & društvene inicijative & javna vlast

Problemi u komunikaciji

- Odnosi zasnovani na poverenju– 27%
- Slaba pregovaračka moć i niska cena – 24%
- Birokratija administracije– 24%

28% studija slučaja nije identifikovala problem

B. Tržište

70% Urbano, 30% Ruralno

71% koristi **3 ili više** alata za marketing/ komunikaciju.

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1. Karakteristike evropskih kratkih lanaca snabdevanja hranom

C. Vrednost proizvoda

- **54%** organski proizvodi
- **32%** **ekskluzivno** prodaju organske proizvode
- **45%** nije sposobno da identifikuje broj organskih proizvoda koje prodaje.

Tipovi proizvoda:

1. Sirovo povrće– **24,4%**
2. Sirovo voće– **20,0%**
3. Prerađeni animalni pr.– **15,6%**
4. Prerađeno voće– **13,3%**
5. Sirovi animalni pr.– **11,1%**

D. Finansije

Obrt između 100k and 500k
Benefiti oko 10k and 50k (1/2 LFSC)

73% finansijska podrška (52% je nacionalna podrška)
77% nema smanjenja poreza
7 zaposlenih

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WP7 – Preporuke za biznis i polisi okvir

1. Karakteristike evropskih kratkih lanaca snabdevanja hranom

E. Struktura troškova

% godišnjih troškova

1. Materijali – **36,9%**
2. Radnici – **17,1%**
3. Zgrada, oprema, mašine – **9,5%**
4. Operativni troškovi – **4,9%**
5. Porezi – **4,8%**
6. Marketing – **3,2%** (**50% studija slučaja**)
7. Osiguranje – **1,3%**
8. R&D+i – **0,95%** (**9% studija slučaja**)
9. Oznaka kvaliteta– **0,14%** (**27% studija slučaja**)
10. IP – **0%**

Efikasnost troškova **u proizvodnji**:
1. izbor kod **8 studija slučaja**
2. izbor kod **2 studije slučaja**

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2. Lista uspešnih studija slučaja

A. Kompilacija inovacija iz 18 studija slučaja (Hab menadžeri)

Broj inovacija: 21
Klasifikacija: tehnološka, socijalna i ekološka
Zemlje: Španija 5, Nemačka 4, Grčka 4 i Holandija 8

Case study	Country	Primary innovation	Sub kind	Description of the innovation
Fundacion Lantegi Batuak (FLB)	Spain	Social	Employment	Employment of handicapped people of the region in the production line. This population has problems to find jobs, so the company contribute to the society.

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2. Lista uspešnih studija slučaja

B. Analiza inovacija

- ✓ Izbor 12 inovacija (4 Socijalne, 4 Ekološke and 4 Tehnološke)
- ✓ Razoj i validacija matrice za procenu (27 kategorija, grupisanih u 4 sekcije: opšti podaci, karakterizacija i objašnjenje inovacije, faktori uspeha i potencijal za druge korisnike

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GENERAL DESCRIPTION																					
ID Numbe	Short name	Case study	Country	Brief description	What problem/s did it solve?	Kind of innovation			What does it improve?											Wh	
						Primary innovation	Secondary innovation	Terciary innovation	Safety	Shelf life	Sensory quality	Nutritional quality	Environment	Trust, transparency	Authenticity	Labor risks	Reduce cost	Consumer relationship	Social aspects	Farming	Processing & packaging
1	Employment for handicapped people	Fundacion Lantegi Batuak (FLB)	Spain	Employment of handicapped people of the region in the production line.	People with disabilities have problems to find jobs, so the company contribute to resolve this society issue. For the company, in their sector there is a strong competence. They need unique marketing claims to be different, find their niche and increase the value of the products.	Social	Non-technological	Business	NO	NO	NO	NO	NO	YES	NO	NO	YES	NO	YES	NO	YES

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2. Lista uspešnih studija slučaja

B. Analiza inovacija

- ✓ Individualna analiza (12) da bi se utvrdili ključni faktori njihove uspešne primene i njihovo tekstualno prikazivanje
- ✓ 4 algoritma; 4 indeksa; piktogrami (od 1 do 6)

Index	Explanation	Categories related	Scale	Icon
Innovation degree	How novel is it, from a general perspective.	Geographical degree of innovation Technological degree of innovation	1-6	
Profitability	How profitable is it, the cost-gain relation	Estimated cost Increased product economic value	1-6	

Index	Explanation	Categories related	Scale	Icon
Use	Utility for the case study.	What does it improve? Where is applied? In which type of products is applied? Does it give a competitive advantage over competitors? Is it a marketing claim? Is applied in organic production?	1-6	
Potential	Potential utility for practitioners and stakeholders of the SFSCs	What does it improve? Where can be applied? In which type of products can be applied? Can be a competitive advantage over competitors? Can be a marketing claim? Can be applied in organic production?	1-6	

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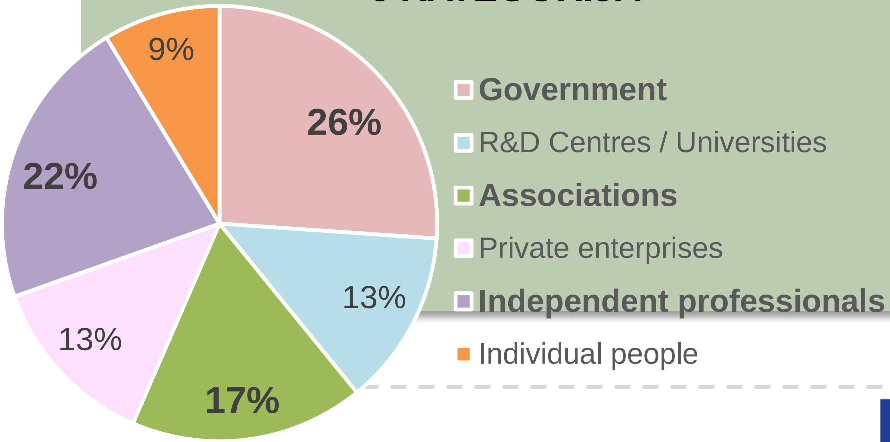
2. **Lista uspešnih studija slučaja** (D7.1, sabmitovana)

B. Analiza inovacija

✓ Uloga stejkholdera (n=23)

6 KATEGORIJA



4 TIPA ULOGA

	Finasiranje	Strukturna	Tehnička podrška	Diseminacija
Vlada	83%	17%	-	-
R&D centri / Univerziteti	-	-	100%	-
Udruženja	-	60%	20%	20%
Privatna preduzeća	34%	33%	-	33%
Nezavisni profesionalci	-	80%	20%	-
Pojedinci	-	100%	-	-

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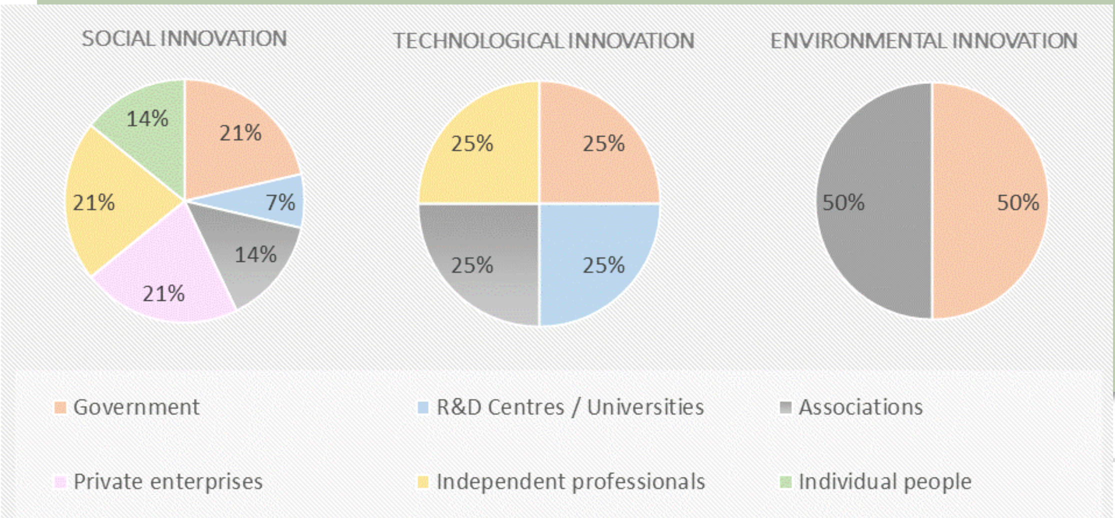
2. Lista uspešnih studija slučaja (D7.1)

B. Analiza inovacija

- ✓ Doprinos stejkholdera inovacionim kategorijama

Tip inovacije		Soc.	Teh.	Ekol.
Br. stejkholdera	0	-	-	50%
	1	-	-	50%
	2	25%	100%	-
	3	25%	-	-
	4	25%	-	-
	5	-	-	-
	6	25%	-	-



- ✓ 42% (2 stejkholderi)
- ✓ 25% (> 2)
- ✓ 17% (1)
- ✓ 17% (0)

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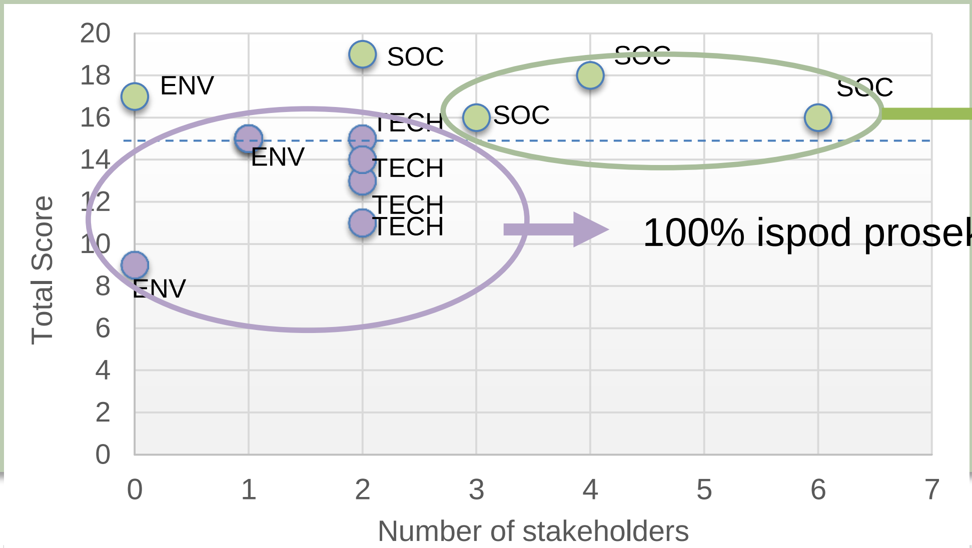
WP7 – Preporuke za biznis i polisi okvir

2. **Lista uspešnih studija slučaja** (D7.1)

B. Analiza inovacija

✓ Br. stejkholdera uključenih u uspešne studije slučaja vs. ukupan br.



60% iznad proseka > 2 stakeholder.

100% ispod proseka ≤ 2 stakeholder.

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2. Lista uspešnih studija slučaja – Zaključci

- Učešće **stejkholdera** je od suštinskog značaja (**saradnja** je ključ).
- **Konkurentska prednost** je velika u odnosi na konkurente (92% tvrdi na račičite načine).
- Osam od dvanaest inovacija (67%) imaju **marketinške izjave.**
- Deset od dvanaest inovacija (84%) imaju da implementiraju niske ili srednje (<10,000 €) **utvrđene troškove**.
- Što se tiče **stepena tehnologije**, 33% **inovacija** su radikalne (novi proizvodi/procesi/usluge) i 67% su minimalne (poboljšanje postojećeg proizvoda/procesa/usluge).
- Dok se 100% inovacija može primenti na **organsku proizvodnju**, od kojih se 75% sada koristi u te svrhe.

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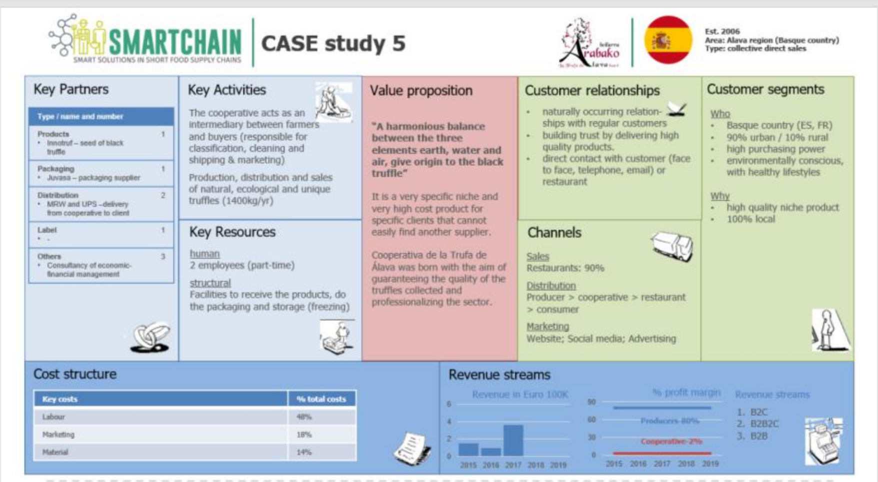
3. Referentni eksploatacioni modeli

A. Kreiranje biznis modela za 18 studija slučaja (Canvas Model)

- ✓ Kreiranje PWP obrazca za biznis model (zasnovan na CANVAS)
- ✓ Popunjavanje obrasca koristeći podatke iz upitnika



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3. Referentni eksploatacioni modeli

B. Definicija maksimalno 10 referentnih eksploatacionih modela

SFSC - Business model archetypes	Generic characteristics	Case studies examples
1. Cooperative of producers	■ **Cooperation of producers** ■ Shared production, distribution and sales ■ Shared branding and values	■ Couleurs Paysannes (FR) ■ BioFruits (CH) ■ La Trufa de Alava S. Coop (ES) ■ Alce Nero (IT) ■ AGPFGA (FR) ■ Ass. of companies for processing of fruit & vegetables (RS)
2. Individual producers	■ **Individual producers** ■ Individual production/processing, distribution and sales ■ Individual branding and values	■ Polo doo Čačak (RS) ■ Vleesch & Co (NL) ■ Chèvrement bon (CH) ■ Lantegi Batuak (ES)
3. Community supported agriculture	■ **Community supported/owned production** ■ Shared production, harvest and consumption ■ Profit for the community objectives	■ Solidarische Landwirtschaft (DE) ■ Gaia (GR) ■ Arvaia (IT)
4. Online and offline marketplace	■ **Online and offline marketplace for agricultural food products** ■ Marketing/promotion, distribution and sales via marketplace ■ Support function to drive sales for local farmers	■ Local2Local (NL) ■ FoodHub (HU) ■ Allotropon (GR)
5. Promotion of on farm selling	■ **Promotion of on farm selling with online/offline referencing to local agricultural food producers** ■ Marketing/promotion of local agricultural food producers ■ Support function to drive sales for local farmers	■ Einkaufen auf dem Bauernhof (DE) ■ Zala Valley Open Farms (HU)

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Annex

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CASE study 1

Biofruits

Est. 2004
Area: Switzerland
Type: collective direct sales

Biofruits

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CASE study 1

Biofruits

Est. 2004
Area: Switzerland
Type: collective direct sales

Key Partners

Type / name and number	
Products • local farmers / fruit and vegetable producers	7
Packaging • IFCO - packaging film • Univerre Pro Uva – glass bottles	2
Distribution • Trandis truck transport	1
Label • BioSuisse	1
Others • COOP - retailer • ESR - energy supplier • Administrative/public partners • Vétroz – communal council • Agroscope - research centre	-

Key Activities

- organic fruit & vegetable cultivation (2000 tonnes per year)
- processing of 2nd class materials
- packaging w. sustainable material; glass and heat resistant PET bottles
- alliance with other farmers to increase production

Key Resources

<u>human</u>
35 employees (mainly part-time)

<u>structural</u>
- facilities for processing & packaging
- distribution to final location (outsourced)

Value proposition

"100% Bio"

At Biofruits, it is important to **work the fruit and the soil with respect**. It is therefore natural that the entire production that transits through our premises must be **organic**.

We take care of the fruits from the tree to the plate in order to offer our customers **unique quality fruits, with a real taste of nature**.

Customer relationships

- consumer interest is present as followers on social media are active
- message communicated to a specific target group (consom'acteurs)

Channels

<u>Sales</u>
specialty retailers (77%)

<u>Distribution</u>
Producer > cooperative > *(wholesaler)* > *(retailer)* > consumer

<u>Marketing</u>
social media, website, partnerships, events

Customer segments

<u>Who</u>
local community of Valais
60% urban / 40% rural
mothers with young children
mid-age (25-45 yr.)

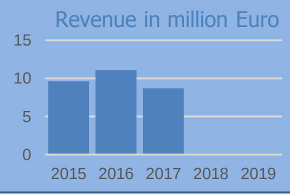
<u>Why</u>
Proximity (local products)*
Organic label
Quality
Accessibility

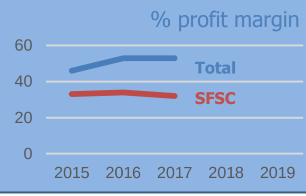
* Local more important than organic

Cost structure

Key costs	% total costs
1. Material	75%
2. Labour	21%
3. Operational	2%

Revenue streams





Revenue streams

1. B2B
2. B2B2C
3. B2C

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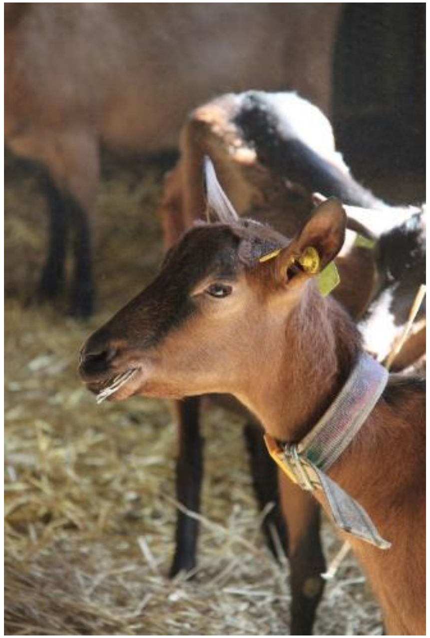
CASE study 2

Est. 1981
Area: Grimisuat (25 km radius)
Type: individual direct sales

Chèvrement bon



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CASE study 2

Est. 1981
Area: Grimisuat (25 km radius)
Type: individual direct sales

Key Partners

Type / name and number	
Products • Agro (I,e, cereals); Winkler (products for cheese production); Aligro (spices)	3
Packaging • Aligro (paper for vacuum packaging)	1
Distribution • Manor (delivery)	1
Label • -	x
Others • Washing equipment for cheese company • National, regional and local administration bodies	-

Key Activities

- valorisation of goat milk cheese
- improving the traditional way of production
- less packaging to be more sustainable
- alliances with other farmers and distribution

Key Resources

human
5 employees

structural
- Tank, molds, trays for flaking, scale, cellar: manufacturing standards of a traditional cheese factory
- farmer shop

Value proposition

"local and artisanal"

Family business with local production and with low number of intermediaries, **maintaining the economic values in the producers and locally**.

Responding to customers demand by offering quality products and bringing innovation for a complete range of cheese.

Customer relationships

- consumer engagement is measured indirectly, via social media
- face to face and indirect contact with retailers /buyers
- Building consumer trust by offering quality of products, good taste and price

Channels

Sales
big retailers (30%)
restaurants (30%)

Distribution
Producer > *(restaurant/retailer)* > consumer

Marketing
Social media, flyers

Customer segments

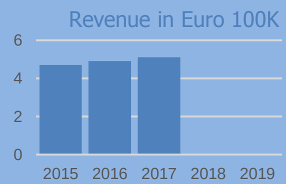
Who
- local community
- 100% rural (on farm) / 100% urban (city of Sion)
- married with young children
- mid-age (30-40 yr.)
- significant purchasing power

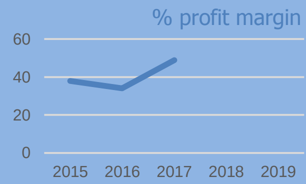
Why
- local and quality, taste
- value fair prices/working conditions
- wellbeing of the family
- taste, traditions and quality (seniors)

Cost structure

Key costs	% total costs
1. Labour	36%
2. Material	29%
3. Building, equipment and machinery	27%

Revenue streams





Revenue streams

1. B2C
2. B2B

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CASE study 3

Solidarische Landwirtschaft
sich die Ernte teilen

Est. -
Area: Germany
Type: partnership

Solidarische Landwirtschaft (SoLaWi)

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SMARTCHAIN — CASE study 3

SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

Solidarische Landwirtschaft — sich die Ernte teilen

Est. -
Area: Germany
Type: partnership

Key Partners

Type / name and number	
Products • Sapling growers; seed supplier; fresh produce suppliers; Kattendorfer Hof	4
Packaging • -	-
Distribution • Logistic centres for agricultural products	1
Label • -	-
Others • national and regional authorities	4

* around 266 network members, 32 Solawi- initiatives, 86 Solawi-farms

Key Activities

- non profit consultancy to producers and consumers
- assistance in the formation of community agricultural groups
- alliance with (mainly certified organic) farmers to improve their competitiveness

Key Resources

human
15 employees (100% part-time)

structural
-

Value proposition

"Share the harvest"

Community supported agriculture - private households bear the costs of an agricultural enterprise, for which they receive their harvest yield in return.

'The food loses its price and gets its value back.'

- Self empowered consumers
- Consumers turns into 'prosumer' (consumer + producer)
- Community-based decision on agricultural production
- SFSC (less waste, no transport or
- storage costs)

Customer relationships

- direct feedback from SOLAWI members
- to build trust famers advertise locally

Channels

Sales
Community: 90-100%

Distribution
-

Marketing
1. word of mouth
2. networking
3. Toolbox (flyers, posters etc.)

Customer segments

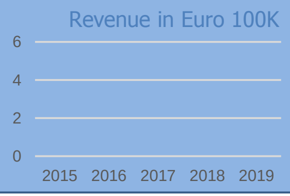
Who
- All over Germany
- 70% urban / 30% rural
- Families with small children / elderly people

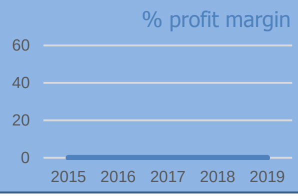
Why
- full product quality transparency
- trust in the producer
- community based (local recreation, leisure time and working together with different people)

Cost structure

Key costs	% total costs
-	
-	
-	

Revenue streams





Revenue streams

B2C

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CASE study 4

Einkaufen auf dem Bauernhof
weil's vom Land kommt

Est. -
Area: Germany
Type: individual & collective direct sales

Chamber of Agriculture Lower Saxony

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CASE study 4

Einkaufen auf dem Bauernhof
weil's vom Land kommt

Est. -
Area: Germany
Type: individual & collective direct sales

Key Partners

Type / name and number	
Products • Machinery/equipment, public utilities, packaging materials	2
Packaging • -	-
Distribution • Logistic centres for agricultural products	1
Label • -	-
Others • Regional authorities Lower-Saxony (ministries); Lower-Saxony municipality; Food safety monitoring; national tourism organisations	5

* 15 members of the Federation; 67 famers in Lower-Saxony; nearly 1000 farmers in DE

Key Activities

- alliances with farmers to improve their competitiveness
- consulting, professional education, lab analyses, representation of farmer interests, support, implementation of directives/regulations

Key Resources

human
9 employees (44% part-time)

structural
-

Value proposition

'Shopping at the farm' is a support community for **directly marketed agricultural products**. The community is organized via several famer associations and the agricultural chambers of the federal states.

Shopping at the farm means that **uniformly looking and tasting standard products should not exist**.

Customer relationships

- PR, network with other consultancy/agriculture associations, advertising via FB, fairs, expo etc.
- direct feedback from consumer
- shop with farmer products, showing sustainability and building a long term relationship based on trust

Channels

Sales
-

Distribution
-

Marketing
- website
- newsletter
- print media

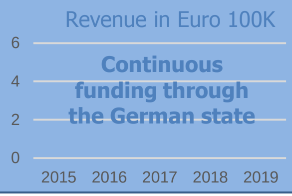
Who
- Rural area in Lower-Saxony
- 10% urban / 90% rural
- Seniors (50%)
- Tendency towards more female

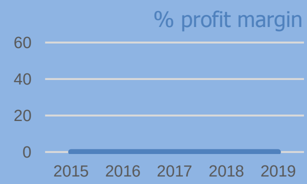
- Why
  More transparency when purchasing food

Cost structure

Key costs	% total costs
-	
-	

Revenue streams





Revenue streams

B2C

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CASE study 5

Est. 2006
Area: Alava region (Basque country)
Type: collective direct sales

La Trufa de Alava S. Coop

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 5

Boilurra Arabako La Trufa de Álava Koop.E

Est. 2006
Area: Alava region (Basque country)
Type: collective direct sales

Key Partners

Type / name and number	
Products • Innotruf – seed of black truffle	1
Packaging • Juvasa – packaging supplier	1
Distribution • MRW and UPS –delivery from cooperative to client	2
Label • -	1
Others • Consultancy of economic-financial management	3

Key Activities

The cooperative acts as an intermediary between farmers and buyers (responsible for classification, cleaning and shipping & marketing)

Production, distribution and sales of natural, ecological and unique truffles (1400kg/yr)

Key Resources

human
2 employees (part-time)

structural
Facilities to receive the products, do the packaging and storage (freezing)

Value proposition

"A harmonious balance between the three elements earth, water and air, give origin to the black truffle"

It is a very specific niche and very high cost product for specific clients that cannot easily find another supplier.

Cooperativa de la Trufa de Álava was born with the aim of guaranteeing the quality of the truffles collected and professionalizing the sector.

Customer relationships

- naturally occurring relation-ships with regular customers
- building trust by delivering high quality products.
- direct contact with customer (face to face, telephone, email) or restaurant

Channels

Sales
Restaurants: 90%

Distribution
Producer > cooperative > restaurant > consumer

Marketing
Website; Social media; Advertising

Customer segments

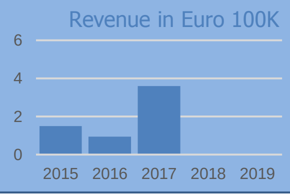
Who
- Basque country (ES, FR)
- 90% urban / 10% rural
- high purchasing power
- environmentally conscious, with healthy lifestyles

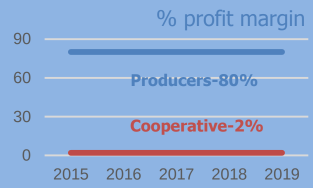
Why
- high quality niche product
- 100% local

Cost structure

Key costs	% total costs
Labour	48%
Marketing	18%
Material	14%

Revenue streams





Revenue streams

1. B2C
2. B2B2C
3. B2B

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CASE study 6

Est. 2018
Area: Bizkaia; sales: Madrid-Bordeaux
Type: individual & collective direct sales

Lantegi Batuak

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 6

lantegiBatuak

Est. 2018
Area: Bizkaia; sales: Madrid-Bordeaux
Type: individual & collective direct sales

Key Partners

Type / name and number	
Products • OLAKO-nursery of plants	1
Packaging • KILSE - Supplier for packaging film	1
Distribution • CARGUTRANS and TRANSVASA transport companies	2
Label • ENEEK (Basque country ecological agriculture council) and Basque government.	2
Others • BBK foundation (bank for social activities) • Diputacion de Bizkaia (grants and land management) • Lezama City Council (search for suitable land)	3

Key Activities

- Organic vegetable cultivation (5 tons/year)
- Production of ready-to-consume vegetables + packaging in compostable material
- Alliance with +/- 25 local farmers that produce the same products and sell all production to Naia

Key Resources

human
+/- 3000 people
11 employees (10% part-time)

structural
Facilities to process vegetables

Value proposition

100% ECOLOGICAL, 100% SOCIAL, 100% OUR

High quality, 100% organic vegetables in ready to consume format; supporting the local rural sector.

Lantegi Batuak is a non-profit organization that generates job opportunities adapted to people with disabilities, in order to achieve their maximum development and quality of life.

Customer relationships

- High activity and contests on social media to engage with consumers
- Good marketing campaigns to create awareness

Channels

Sales
Specialty retailers: 60%

Distribution
Producer > retailer > consumer

Marketing
Fairs, social media, website

Customer segments

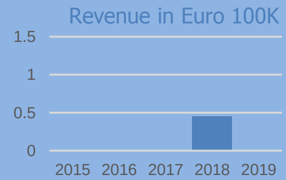
Who
- Bizkaia, Gipuzkoa, Cantabria
- 90% urban / 10% rural

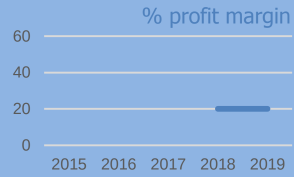
Why
- Environmentally conscious
- Healthy lifestyles

Cost structure

Key costs	% total costs
Labour	50
Building, equipment, machinery	31
Operational	8

Revenue streams





Revenue streams
1. B2B (retailer
2. B2B (HORECA)
3. B2C

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CASE study 7

Association Gersoise pour la Promotion du Foie Gras

Est. 1986
Area: Gers (SW France)
Type: partnership

Association Gersoise pour la Promotion du Foie Gras (AGPFGA)

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 7

Association Gersoise pour la Promotion du Foie Gras

Est. 1986
Area: Gers (SW France)
Type: partnership

Key Partners

Type / name and number	
Products • Duck feed and foodstuff (6); cereals and corn; vegetables, eggs, pig food products; spices	18
Packaging • Glass jar; packaging, vacuum bags	9
Distribution • -	-
Label • -	-
Others • Municipality, national and foie gras association • Cleaning and hygienic products; equipment	10 2

Key Activities

- Duck, foie gras and other duck products production (107 tons/yr)
- Packaging with labelling of local and traditional production
- Association of producers*

* Most of them also breed, force-feed, and slaughter animals **on-farm.** All of them offer an on-farm sale service.

Key Resources

<u>human</u>
38 employees (in 6 associates)

* 900 producers including 350 small slaughterhouses, 600 producers selling on marketplaces, 250 farmers and canners

Value proposition

Foie gras is one of the main riches of the Gers department.

For lovers of farm products, the Producers at Ferme du Gers offer whole foie gras, confit, cassoulets, duck breasts, pâtés, rillettes while guaranteeing **local produce**, **tradition** and **Gascon know-how**.

Customer relationships

- Direct feedback from consumers (through direct sales)
- Connection with consumers via sales at local markets and fairs.
- Touristic initiatives to attract buyers form outside the region

Channels

<u>Sales</u>
own shop, specialty retailers, fairs

<u>Distribution</u>
Producer > *(retailer)* > consumer

<u>Marketing</u>
Website, social media, flyers

Customer segments

<u>Who</u>
- Different zones in FR (up to 1000 km)
- Mainly urban
- Mid age and seniors married F/M with purchasing power and knowledge on different food products

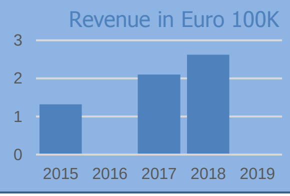
<u>Why</u>
- differentiate and gourmet products
- Authencity/tradition, origin* and taste**
- Contact with farmer

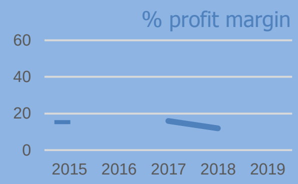
* Protected geographic indication (3/6 producers), loca production label Excellence - seal of quality form French farmers association

Cost structure

Key costs	% total costs
Material	47
Labour	23
Building, equipment and machinery	17

Revenue streams





Revenue streams

B2C

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CASE study 8

Couleurs Paysannes
Nos terroirs, entre vos mains

Est. 2012
Area: France (SE)
Type: individual & collective direct sales

Couleurs Paysannes

Horizon 2020
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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 8

Couleurs Paysannes
Nos terroirs, entre vos mains

Est. 2012
Area: France (SE)
Type: individual & collective direct sales

Key Partners

Type / name and number	
Products • Seeds and phytosanitary products; seedlings	2
Packaging • Packaging; Mihe et Avons; Papier service, ACR	4
Distribution • Trandis truck transport	-
Label • Printer	1
Others • Municipality; regional park of Luberon; regional council; Syndicate administrator of collective trades; Chamber of agriculture	5

Key Activities

The cooperative acts as an intermediary between farmers and buyers.

Production, process, retail, transport of fruits, vegetables, meat, fish raw and processed (800 tons/yr)

Key Resources

human
Producer: 8-52
Shop: 14

* 3 shops and +/- 60 producers

Value proposition

"Our land in your hands"

Online market place for directly marketed regional produce in Manosque, France - offering a full range of fresh and local produce, all sustainable or organic and directly from the farm.

Cooperative of +/- 60 farmers that work to upgrade their profession, in response to consumers' expectations: quality, the search for meaning and connection.

Customer relationships

- Direct feedback from consumers in stores and during events
- Indirect contact via social media, website and newsletter
- Increasing trust with a shop of farmers products

Channels

Sales
Own/cooperative shop: 98%

Distribution
Producer > *(cooperative)* > consumer

Marketing
Website, social networks, TV/radio, flyers

Customer segments

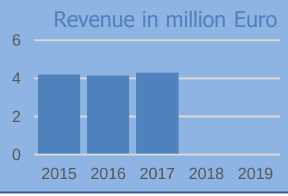
Who
- Local but also across EUR
- Mostly rural
- Mostly mid age (35-50%) seniors (50%) that more than quality, search for environmentally friendly products, that are sustainable and have a social part

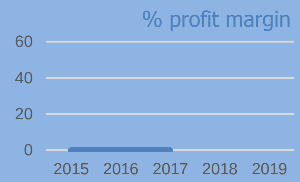
Why
- local, fresh, quality products
- attractive prices
- healthy

Cost structure

Key costs	% total costs
-	
-	

Revenue streams





Revenue streams
1. B2C
2. B2B

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CASE study 9

Αλλότροπον
Παντοπωλείο/Καφενές

Est. 2014
Area: Corinth (Peloponnese)
Type: partnership

Allotropon

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SMARTCHAIN — CASE study 9

SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

Αλλότροπον — Παντοπωλείο/Καφενές

Est. 2014
Area: Corinth (Peloponnese)
Type: partnership

Key Partners

Type / name and number	
Products • Syn&Allois and Syn&dimiourgia - coffee producers	1
Packaging • -	-
Distribution • -	-
Label • -	-
Others • Municipality and Woman's association	2

Key Activities

- In cooperation with the +/- 50 famers, eco friendly and organic products (fruit, vegetables, pasta, superfoods, fair trade products) are sold online & directly in the local shop.
- Cafe which serves as a meeting point and as a venue for events
- Participation in festivals

Key Resources

human
12 employees (100% part-time)

structural
Coffee- shop / grocery store

Value proposition

"Network with a social mission"

A non profit cooperative without intermediaries, consisting of small producers or domestic growers; supporting the concepts and practices of **solidarity economy and fair trade** aiming at:

- access to quality products at affordable prices
- fair reward for producers
- harmonious co-existence with the natural environment

Products form producers directly to consumers

Customer relationships

- Build trust by organising events in the Allotropon café/ shop, with invitation of speakers;
- participation in local events and festivals

Channels

Sales
Grocery shop

Distribution
-

Marketing
- Events for local food

Customer segments

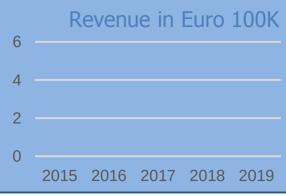
Who
- Local, Greece
- 50% urban / 50% rural
- Members of Allotropon and people aware of the food system

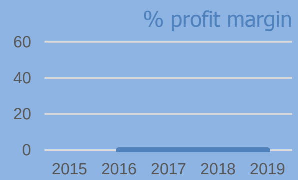
Why
- looking for fair prices (for consumers and producers)
- Local and seasonal agricultural products
- Ethical food production

Cost structure

Key costs	% total costs
-	-
-	-

Revenue streams





Revenue streams

-

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CASE study 10

Est. 1996
Area Chania (Crete)
Type: collective direct sales

Gaia

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 10

Est. 1996
Area Chania (Crete)
Type: collective direct sales

Key Partners

Type / name and number	
Products • Terra Verde and Farmers	2
Packaging • -	-
Distribution • -	-
Label • -	-
Others • MAIX (Mediterranean Agronomic Institute of Chania, CIHEM); Agrotourism initiatives • DIO certification institute of organic products	2 1

Key Activities

- Sales of organic products of members and other organic suppliers at the 2 shops and daily delivery to consumers.
- Production, storage and export of products
- Organizing local educational events on organic farming

Key Resources

human
1 director, 8 employees

structural
Warehouse for fresh and frozen products

* network farmers (+/- 150 members) and customers

Value proposition

Organic producers and consumers cooperative.

A pioneering organization for the promotion and marketing of **organic products** in Chania.

Values:
- Fair trade
- Clean foods
- Respects humans as well as the environment
- Promotion of cooperative and synergistic values

100% organic

Customer relationships

- Building trust by organising educational events and via Facebook

Channels

Sales
- Direct sales to consumers
- Agrotourism (restaurant; fresh)

Distribution
-

Marketing
1. Workshops
2. Fairs
3. Social media

Customer segments

Who
- Crete
- 70% urban / 30% rural
- Female, married with small children
- Well-educated and environmentally concerned

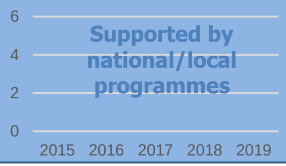
Why
- looking for quality, healthy, fair trade, ethical, environmentally sustainable and clean from pesticides and insecticides

Cost structure

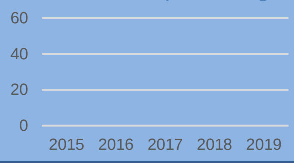
Key costs	% total costs
-	-
-	-
-	-

Revenue streams

Revenue in Euro 100K



% profit margin



Revenue streams
-

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 11

foodhub
local food network

Est. 2016
Area: Budapest
Type: individual direct sales

FoodHub

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SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 11

foodhub
local food network

Est. 2016
Area: Budapest
Type: individual direct sales

Key Partners

Type / name and number	
Products • -	-
Packaging • -	-
Distribution • -	-
Label • -	-
Others • Food Safety office and chamber of agriculture; local government	3

* 31 farmers, 22 restaurants, approx. 450 families (urban farmer markets, online) and retailers

Key Activities

Collecting, processing, packaging, labelling, marketing and sales of food from local farmers.

- Online marketplace
- Weekly physical marketplace
- Consultancy, discussions, organizing forums and community events

Key Resources

human
1-3 employees

structural
Shop to sell products

Value proposition

"Local products for every table"

FoodHub provides a platform of fresh, organic, farm-sourced products and make them available for anyone living in the city of Budapest.

In order to expand the scale FoodHub forms a strategic alliance with Supp.li – a digital B2B HoReCA marketplace for reliable suppliers and buyers: "The farmers' marketplace of restaurants"

Customer relationships

- Direct contact with consumers
- Building trust by delivering good taste and high quality products

Channels

Sales
Restaurants: 60%

Distribution
-

Marketing
1. Social media
2. Newsletter
3. Events

Customer segments

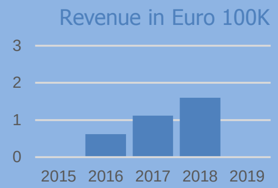
- Who
- Budapest and suburb
- 100% urban
- Mainly female
- 28-48 year old
- Families with children that want good taste and high quality foods for the health of their family

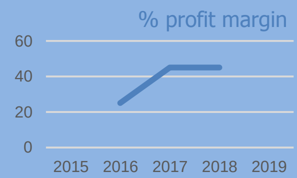
Why
- good taste
- special varieties

Cost structure

Key costs	% total costs
Material	83%
Labour	8%
Operational	5%

Revenue streams





Revenue streams

B2C

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CASE study 12

NYITOTT PORTA
ZALA VÖLGYE

Est. 2018
Area: Zala county (SW Hungary)
Type: collective direct sales

Zala valley Open Farms

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for Research & Innovation

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CASE study 12

NYITOTT PORTA ZALA VÖLGYE

Est. 2018
Area: Zala county (SW Hungary)
Type: collective direct sales

Key Partners

Type / name and number	
Products • -	-
Packaging • -	-
Distribution • -	-
Label • -	-
Others • Chamber of agriculture	1

Key Activities

Organizing, marketing, community, development, advising to and with producers. I.e.

- Common marketing image
- Internet & social media platform, smart phone app
- Events
- Quality assurance system

Key Resources

human
4 employees

structural
-

* 22 founders of the Open Farm Network
15 farmers, 3 agritourism service provide
2 local product producer, 2 craftsmen

Value proposition

Zala Valley Open Farms is a network of producers of **high value added food products** opening their farm and food processing plant for customers to visit on a regular, transparent basis.

Thus, customers can actually **see how and where the local products are produced**.

The Zala Valley Open Farms is coordinated by LAG (local action group of EU LEADER project) which turned it into the backbone for **rural development**.

Customer relationships

- Direct contact with consumers
- Regular newsletters, push messages via mobile app, and Facebook
- Build trust by enhancing experience provided tot the consumer

Channels

Sales
-

Distribution
Producer > consumer

Marketing
1. Facebook
2. Website
3. Android mobile app

Customer segments

Who
- NE part of Zala county
- 80% urban / 20% rural

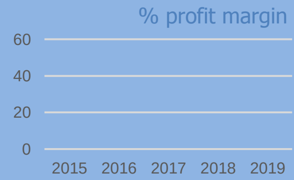
Why
- high quality, good value, reliable products
- personal contact with farmer
- Preference for local products (regional label)

Cost structure

Key costs	% total costs
-	-
-	-
-	-

Revenue streams

Supported by AgriShort, Interreg V and EU LEADER program



Revenue streams

B2C

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Est. 1978
Area: Indice Valley (20 km radius)
Type: collective direct sales

Alce Nero

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 13

alce nero
IL BUONO DEL BIOLOGICO DAL 1978

Est. 1978
Area: Indice Valley (20 km radius)
Type: collective direct sales

Key Partners

Type / name and number	
Products • -	-
Packaging • -	-
Distribution • -	-
Label • -	-
Others • -	-

Key Activities

Production, process, retail of organic fresh fruits and vegetables (6000 ha, 4.4 tons/yr)

Key Resources

human
78 employees

structural
-

Value proposition

Organic farmers since 1978

A story of change, responsibility and innovation.

"We work for what is good, clean and fair"

Cooperative enterprise of farmers, beekeepers and processors who have, since the 1970s, striven both within Italy and farther afield to produce delicious, healthy, and nourishing food that comes from agriculture that respects the land.

Customer relationships

- Measure consumer engagement via company specific tools
- Building trust by always heading in the direction of healthy nutrition and ongoing interactions with consumers

Channels

Sales
Shops and schools, hospitals

Distribution
Producer > Alce Nero > *(retailer)* > consumer

Marketing
-

Customer segments

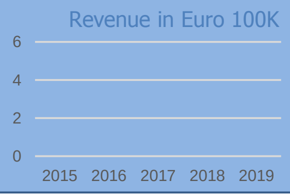
Who
- Hospitalised people
- Conscious parents interested in baby food

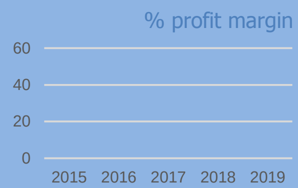
Why
- Frailty of hospitalised people
- Special attention to baby nutrition for conscious parents

Cost structure

Key costs	% total costs
-	
-	
-	

Revenue streams





Revenue streams
-

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CASE study 14

arvaia
CITTADINI · COLTIVATORI · BIOLOGICI

Est. 2013
Area: Bologna
Type: partnership

Arvaia

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CASE study 14

arvaia
CITTADINI • COLTIVATORI • BIOLOGICI

Est. 2013
Area: Bologna
Type: partnership

Key Partners

Type / name and number	
Products • Arcoirs, Codeluppi Pietro Consorzio Agrario	3
Packaging • Consorzio Agrario	1
Distribution • -	-
Label • -	-
Others • Administration (municipality and national entities)	3

Key Activities

- Production and transport of local, 100% organic raw fruits and vegetables (72 ton/yr SFSC, 34 ton/yr non-SFSC) to members every week
- Packaging without labelling
- Association of citizens, producers and farmers

Key Resources

human
10 employees (40% part-time)

structural
Packaging of fruits and vegetables

+/- 350 total citizen members

Value proposition

"citizens, farmers, organic"

Arvaia is social cooperative for community-assisted agriculture, promoting fresh, regional and transparent products

"good agriculture at km 0"

Members produce and distribute the products; with annual payment of the production costs

Customer relationships

More in field participation increases awareness of production

Channels

Sales
90% community supported agriculture

Distribution
-

Marketing
Newsletter
Website
Social media

Customer segments

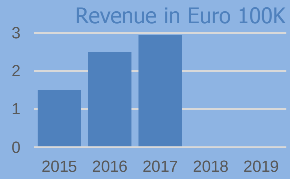
Who
Members of Arvaia
100% urban
56% female
Mid-age (65%)

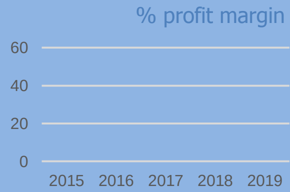
Why
-

Cost structure

Key costs	% total costs
Labour	60%
Building, equipment, machinery	20%
Material	10%

Revenue streams





Revenue streams

B2C

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 15

local2local

Est. 2014
Area: Utrecht (75 km radius)
Type: individual & collective direct sales

Local2local

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 15

local2local

Est. 2014
Area: Utrecht (75 km radius)
Type: individual & collective direct sales

Key Partners

Type / name and number	
Products • Farmers and producers, as well as cooperatives	-
Packaging • -	-
Distribution • -	-
Label • -	-
Others • National and regional administration support	4

Key Activities

- process
- logistic
- connecting different stakeholders*

* connection between business and consumers, civil society, education and government

Key Resources

human
+/- 10 employees

structural
local hubs for distribution

Value proposition

"Connect the city with local produce"

Initiative aiming to connect the city to locally produces food, via physical pick-up points and an online retail platform

- **100% local**
- **100% natural**
- **environmental and social sustainable**

Customer relationships

- engagement via game model (demand driven chain)
- feedback via customer service, response on social media and survey for the student community
- explain importance of SFSC via social awareness.

Channels

Sales
Own online shop: 50%

Distribution
Producer > Local2Local > *(wholesaler) > (retailer / processing industry)* > consumer

Marketing
direct B2B; website; social media; local food markets event promotion; local food markets

Customer segments

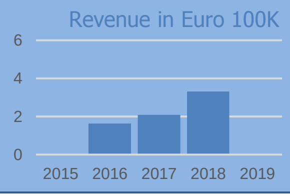
Who
Utrecht province
95% urban / 5% rural
60% female
70% young people (<30 yr)

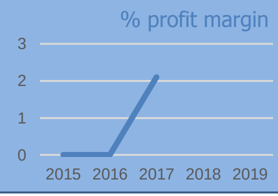
Why
very aware of food supply chain and are early adopters and early majority

Cost structure

Key costs	% total costs
Taxes	65%
Labour	20%
Marketing	12%

Revenue streams





Revenue streams

1. B2B
2. B2B2C

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CASE study 16

Est. 2016
Area: Netherlands
Type: individual direct sales

Vleesch & Co

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SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 16

VLEESCH &CO

Est. 2016
Area: Netherlands
Type: individual direct sales

Key Partners

Type / name and number	
Products • VOF Zorg & Natuur (beef and lamb meat); KVHOD (wild goose); De Lankerenhof Barneveld	3
Packaging • Antalis packaging Almere	1
Distribution • PostNL	1
Label • -	-
Others • Administration (Province of Flevoland; Flevocampus; Almere Town Council; Growing Green cities; Floriade 2022; Wageningen University; Dutch cuisine	7

Key Activities

Production and processing of meat products (15 tons/yr)

Key Resources

human
1 employee

structural
- Shared warehouse, local shop
- Distribution and logistic structure
- EU organic food label
- Social media manager

Value proposition

'100% natural'

'Honest meat directly from nature'

Natural grass fed meat, from cows, bulls and sheep that roam in nature parks in NL.

Customer relationships

- Automated, personalized emails to customers via an automated software and follow up on every order
- Satisfaction questionnaire after purchase
- Mailing with recipes
- Loyalty system

Channels

Sales
Restaurants: 73%

Distribution
Producer > external processing unit> shared warehouse > restaurant > consumer

Marketing
1. website, 2. e-mail, 3. Google adverts

Customer segments

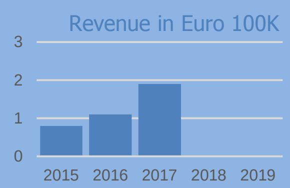
Who
-
90% urban / 10% rural
55% female
47% mid-age, 32% seniors

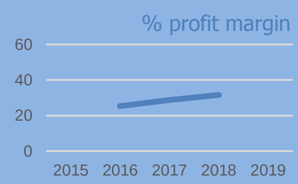
Why
- Social responsibility
- Environment: circular process, less CO2, connected to SDG
- Health: grass fed meat is proven healthier

Cost structure

Key costs	% total costs
Labour	25%
Operational	23%
Taxes	22%

Revenue streams





Revenue streams

1. B2C
2. B2B

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 17

Est. 2011
Area: Kraljevo city (head office)
Type: Collective direct sales

Association of companies for processing of fruit and vegetables

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 17

Est. 2011
Area: Kraljevo city (head office)
Type: Collective direct sales

Key Partners

Type / name and number	
Products • Food producers incl. Polo Doo Cacak	18
Packaging • -	-
Distribution • -	-
Label • -	-
Others • National and local authorities; research institutes; expertise institutions	7

Key Activities

- (purchasing), processing & production of fruit and vegetable products, forest mushrooms and forest fruit products (4500 ton/yr)
- packaging in glass and tin with unique trade mark
- organization of trainings, workshops, food fairs, association meetings, visits etc.

Key Resources

human
No direct employees

structural
- -

* The association has around 30 members - companies (SMEs) from central and western Serbia

Value proposition

"we pack nature"

Non-governmental, non-profit network of entrepreneurs and companies from the sector of fruit, vegetable and forest mushrooms, associated to:

- represent the members' mutual interests
- strengthen competitiveness and positioning on domestic and foreign markets,
- strengthen members' capacity
- provide joint advertising and sales

Founded in the framework of the EU funded RESDP2 project

Customer relationships

- Close and trustful relationship between producer and consumer

Channels

Sales
Local markets: 35%, fairs: 20%

Distribution
Producer > consumer

Marketing
1. Social media
2. Radio and TV
3. Website

Customer segments

Who
80-100% urban
70% female
40% seniors, 30% young and mid-age
Families with children

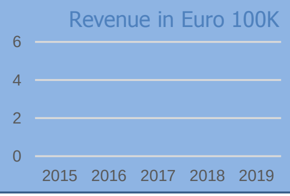
Why
Proximity (local products)*
Organic label
Quality
Accessibility

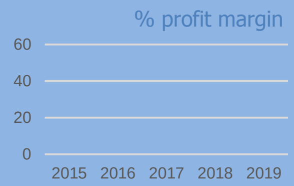
* Local more important than organic

Cost structure

Key costs	% total costs
-	-
-	-
-	-

Revenue streams





Revenue streams
1. B2C
2. B2B

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 18

Est. 1991
Area: Čačak (150 km radius)
Type: Individual direct sales

POLO doo ČAČAK

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SMARTCHAIN
SMART SOLUTIONS IN SHORT FOOD SUPPLY CHAINS

CASE study 18

Est. 1991
Area: Čačak (150 km radius)
Type: Individual direct sales

Key Partners

Type / name and number	
Products • Global system (raw material); MGD distribucija (sugar) Serbia; Top-star (acetic acid)	3
Packaging • SFA Paracin, Serbia; CAT, Serbia; Interstart (Serbia (PET)	3
-	-
Label • -	-
Others • National authority	1

Key Activities

- Production and distribution of vinegar and acetic acid
- Processing and preserving fruits and vegetables using traditional processing technology.

450 tons/year (SFSC). 50 tons/year (non SFSC)

Key Resources

human
10 employees

structural
- Processing facilities

* 30 seasonal workers; 200 co-farmers for common agricultural production / raw materials

Value proposition

"products of nature"

In 1991, the company started with the production and distribution of vinegar and acetic acid (essences). POLO vinegar has become a recognizable product in stores.

Over the years, POLO has expanded its business to **processing and preserving fruits and vegetables**. Today, POLO boasts a wide range of **high quality products**.

POLO doo holds HACCP and FSSC 22000: 2011 certificates and can offer services of transportation of goods in domestic and foreign traffic.

Customer relationships

- Engagement via numerous marketing activities, promotions, discount for regular consumers.
- Organising the yearly 'Fruits of the Western Pomoravlje' event
- Info on consumer satisfaction via feedback from permanent consumers, info from local retailers

Channels

Sales
Collectivities (hospitals, schools): 30%; consumer groups: 30%

Distribution
Producer > consumers group > consumer

Marketing
1. Local food fairs; 2. Promoting events; 3. TV advertisement

Customer segments

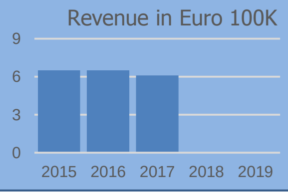
Who
- National and international
- 70-100% urban
- 70% female
- 40% mid-age, 40% seniors
- Families with children

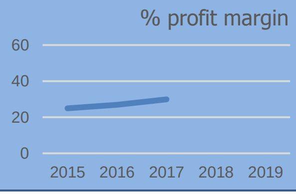
Why
- younger population: quality, taste, variety of products
- older population: price, sustainability, tradition and habits

Cost structure

Key costs	% total costs
Material	77
Operational	9
Labour	7

Revenue streams





Revenue streams
1. B2B
2. B2C

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