



D3.7:
**Short food supply chain's
stakeholder requirement
reports**

Work Package No.3



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Executive Summary

The present report presents the methodological approach followed to achieve Task 3.4 of WP3. The task concerns a co-creation action in order to identify a toolkit to assist stakeholders in SFSC to accelerate breakthrough ideas and create more social innovations along the chain.

The challenge for this task is the identification of the true vision, objectives and desires of various stakeholders in each short food supply chain. Successively, tools and measures potentially devoted to improving the social innovation level of each organization in coherence with their mission and objectives will be identified.

The objective of the task is therefore:

- To point out the vision, mission and objectives of each short food chain involved in the project (case studies)
- To identify a toolkit to assist stakeholders in SFSC to accelerate breakthrough ideas and create more social innovations along the chain through a co-creation-action.
- To ensure coherence between tools identified and the true vision, objectives and desires of each SFSC organization.

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1. Acknowledgements

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2. Methodology

The starting point of the activity focuses on the idea of supporting case studies' leaders by identifying social innovation items and dimensions, through their vision, objectives and desires. The social innovation dimensions are formulated in coherence with the Social Innovation Assessment Template (SIAT), a procedure already developed in WP3. SIAT is a self-assessment tool that helps identifying social innovativeness of the chain.

The outcome of the SIAT analysis which included individual case study reports, pinpointed a number of issues that increase social innovativeness. These issues are related to:

- The ability to create **new relationships** among the actors that are part or involved in the chain.
- The ability to enhance **collaboration** among the chain' stakeholders at different levels. For instance: (A) initiatives for enabling collective access to spaces/venues; (B) initiatives for enabling collective access to credit; (C) initiatives for enabling collective access to technology like digital platforms for align supply and demand; (D) initiatives for enabling collective energy production and consumption models.
- The ability to provide **new services for the community** and stakeholders of the chain. For instance, welfare services to address the social needs of the community or other initiatives that enhance social inclusion.
- The ability to **enlarge the governance** structure of the chain including in the strategies and decision-making processes also costumers.
- The ability to **influence** other sectors of stakeholders that are not directly involved in the chain. For instance, creating local networks or interacting with local authorities or creating synergies with other sectors stakeholders.

To develop this task, a three-step analysis has been proposed to the case-studies:

- Step 1: the organization of online workshops, one for each case-study by the National Hubs following detailed guidelines suggested by the Task and Workpackage leaders
- Step 2: National Hubs provision of a report synthetizing the findings of the individual workshops, following the structure proposed.



- Step 3: Process results are synthesised and structured in a final report by the Task and Work package leaders.

2.1 Guidelines for workshop organization

Each Hub manager organized an online workshop (one for each case-study) with the case study participants. The case study leaders invited the members of the board of their organization, or any other person they think their opinions could be important for the organization. They have been free to decide to open the workshop to other chain stakeholders or keep it within the organization.

The purpose of the workshops was twofold: to allow participants to individually and collectively **identify the vision, mission and goals for their organization**, and second to **discuss ways** to accelerate breakthrough ideas within the organization and **create more social innovations** along the SFSCs.

The first part of the workshop aimed to identify Vision, Mission and Goals for the organization, following the method of the *Tree of life* exercise. In the introductory round each person talked for 1-2' explaining who they are and what they do for the organization. Then they expressed their current feeling with a single word. The word may be the actual description of a feeling (happy, sad, angry, etc.) or any other word or phrase that describes their current situation.

Then participants had to draw a tree. The tree should include the roots, the ground, the trunk, the branches, the leaves and the fruits, without writing their name on the sheet. They had to write: on the place of the **roots** their individual background, (the town they come from, personal and professional influences—could be a parent or a teacher, or anything they think is important for shaping who they are); on the place of the **ground** their daily practices within the organization (it could be daily routines or people they meet or anything else); to the **trunk** their skills and principles they bring to work; to the **branches** their hopes and dreams for their organization, colleagues, the team and the people they work with; to the **leaves** who supports their organization (in every way they can think) and to the **fruits** the contributions of their organization to others (individual, groups, community, society). A group discussion followed, where participants shared their stories if they wanted and were invited to consider the similarities and differences among them and what their trees meant for their organizations vision, mission and goals. Then, each participant had to describe in one word their feelings, thoughts, and overall experience of the exercise.

In the second part of the workshop, the aim was to identify social innovation drivers, the enabling factors and possible tools to enhance the level of social innovation within the organization.

Participants tried to recognize the drivers developed during the Smartchain project (*Commitment of the participating actors; Organizational structure (to ensure coordinating process and*



communication); *Climate of acceptance/cooperation*; *Actor engagement*; *Co-developing solutions*) as the ones operating in their organizations.

Then they had to describe how they think they can enable (or enhance):

- The creation of **new relationships** inside the actors of the chain.
- The **collaboration** among the chain' stakeholders at different levels.
- The creation or enhancement of **new services for the community** and stakeholders of the chain.
- The **enlargement of the governance** structure of the chain including in the strategies and decision-making processes also costumers.
- The ability of **influence** other sectors of stakeholders not directly involved in the chain.

They were allowed to identify other items considered fundamental to enhance social innovation and to conclude they had to identify the tools that might enable social innovation in the organization.

The National Hub Managers after the workshop prepared a report in which they present for each case study:

1. Profile of the participants of the workshop (number and typology)
2. Description of the vision of the organization (for each case study)
3. Description of the objectives of the organization (for each case study)
4. Description of the drivers identified by the case study and how they match with the ones identified by the project
5. Description for each case study of how they think they can enable social innovation.
6. Description of the tools that the organization want to implement for enhancing social innovation (matching or mismatching with the ones proposed by the project)

All the case study reports are presented in Annex of this document.

3. Results

Each national hub developed very interesting reports that describe the results for each online workshop of the 17 case studies from the 9 national hubs. The results follow the structure of the methodology applied (please see above).

Attached to this document it is possible to find the full reports.

The aim of this section is to describe the main findings shared among the different countries or pinpoint crucial differences.



3.1 Vision, mission and goals of Smartchain case studies

The findings related to the first part of the workshop (Vision, Mission and Goals of the organizations following the method of the *Tree of life* exercise) are summarized in the table below. As each case study expressed context-driven visions and missions in very different contexts, it has been challenging the drawing of a comparison¹. Even if the workshops were conducted using the same methodology of the tree of life, the results are quite different and full of personal characteristics and details.

The table below tries to summarise the main concepts related to the three variables investigated. For a complete overview of the *Tree of life* exercise, please refer to the Annex.

Table 1: Vision, mission and goals of Smartchain case studies

Country	Case Study	Vision	Mission	Goals
FR	Couleurs Paysannes	to develop a new way of production and sale and to contribute to the development of the region	to ensure a quiet and successful turnover in responsibility positions	to enlarge services apart production; diversification of services offered to customers
	Association Gersoise pour la Promotion du Foie Gras (AGPFGA)	the defence and promotion of farm production of foie gras	to aggregate skills, techniques and know-how and maintain production	to maintain the production of foie gras in the current social context; renewal of the clientele of buyers of foie gras

¹ For Tree of life methodology, please refer to Yin, R. K. (2012). *Case study methods*. In H. Cooper, P. M. Camic, D. L. Long, A. T. Panter, D. Rindskopf, & K. J. Sher (Eds.), *APA handbooks in psychology®. APA handbook of research methods in psychology, Vol. 2. Research designs: Quantitative, qualitative, neuropsychological, and biological* (p. 141–155). American Psychological Association. <https://doi.org/10.1037/13620-009>; Yin, R (2013) *Case Study Research: Design and Methods*, SAGE Publications, Potter, Leigh Ellen & Hellens, Liisa & Nielsen, Sue. (2010). *The Practical Challenges of Case Study Research: Lessons from the field*; A., Barnett, A. J., Perez-Ibarra, I., Rollins, N., Janssen, M. A. (2016). Challenges and opportunities in coding the commons: problems, procedures, and potential solutions in large-N comparative case studies. *International Journal of the Commons*, 10(2), 440–466. DOI: <http://doi.org/10.18352/ijc.652>

GR	Allotropon	every person is entitled to freely articulate his/her opinion without being judged or criticized. To offer the local community the chance to experience a different way of life.	to provide local healthy food and cultural services to the community	build strong relations with the community; build and maintain a reputation for honest and ethical behaviour, offering besides healthy and organic food, access to cultural events, seminars, trainings, and other activities aiming to connect people and enhance the sense of community
	Gaia	introducing quality living to the local community and support ecology and healthy eating through the promotion and marketing of organic products	providing health products to the local people and enhancing communication and interaction among the local communities	services offered by the organization: health, quality products, support to local community through employment, education and training.
ES	La Trufa	promotion, dissemination and defence of truffles	good quality products	to guarantee the quality of truffles, to professionalize the sector; to assure the economic, social and environmental sustainability of the truffle production.
	Lantegui Batuak	consolidation and sustainability of social businesses, assuring the social inclusion and cohesion of the territory	generate job opportunities adapted to people with disabilities	to transform the needs of the clients into opportunities for people with disabilities
SB	Polo Čačak	secure supplier of qualitative traditional food products that are tailored by consumer's requirements.	Production of traditional, healthy food products that support local community	to increase food production development of new food products according to consumers requirements; reduce carbon footprint; to diversify channels for communication
	Association of companies for processing of fruits and vegetables	to empower the association of companies for processing fruits and vegetables with strong influence on market, consumers' behaviour and policy makers	to strengthen the competitiveness of companies that are members of the Association and produce quality food products from local raw materials using	to increase the number of Association members, horizontal and vertical networking; production volumes and sale; search of new markets and more competitiveness Increase influence on

			traditional production processes	local community
DE	CALS	promoting the idea of direct marketing as an alternative or addition to conventional marketing, thus supporting all direct marketing farming businesses on a national level allowing them to compete on the market and secure sufficient income.	Support farmers with direct marketing activities	to provide expertise and specialized knowledge to farmers enabling them to on the one hand produce safe and healthy food products and on the other hand supporting farmers in creating additional sales channels. To create marketing material cost-efficiently for members for promoting sales, raising awareness about direct marketing.
	SOLAWI	transforming the current food system in a truly social and solidary way; provide high quality food for everyone	strong connection to the environment and social values; promoting social cohesion and being open to everyone and listening to everyone's opinions	training on sustainability and alternative methods; struggle against wasteland
IT	Arvaia	to produce quality food respecting the environment and favouring the social inclusion	bring good quality food to its members by respecting the environment and the social inclusion	define the production method manage the hybrid model of the organization split between economic and social impact
HU	FOODHUB	Promotion of organic production	creation of community sale of organic products	to encourage consumption of organic products within the community
	Zala thermal Valley	to improve their membership, become more famous and organise a regional or national wide network based on their best practice	to hold members together, train them and maintain a permanent high quality of services	support members with services as training. Reach consumers through innovation and marketing

NL	Local2Local	to create a fair and equitable food system, without victims and only winners	connecting and thus providing insight into the true value of food in order to reach agreements where everyone has access to nutritious and affordable food.	to grow to provide good food to more people and really help farmers with the content, not just selling local produce, but also creating evidence by encouraging research and innovation and demonstrating the benefits of a regional food system.
	Vleesch&Co	what you stand for, a more sustainable world	make good local food affordable	more sustainable packaging; create more turnover; good food available; change the food system; connecting people with the same values
CH	Chèvrement bon	to maintain and develop the company's sustainability, biodiversity, product quality and social relations over the long term	to contribute to a more positive general image of agriculture	to keep workers on the farm; to hire auxiliaries to process products; to improve direct sales and enlarge sale channels
	Biofruits	to be financially successful with long-term sustainable growth by implementing innovations and anchoring the company in the long term	to maintain employee satisfaction and balance, cohesion and a good team atmosphere through the development of a more participative governance.; to be a trend-setting player (idea setter) with a low environmental impact.	to bring and share values with employees and stakeholders by maintaining and developing contributions in terms of image, shared meaning, novelty and discovery, collaborations, product quality, low environmental impact, agricultural sustainability (organic), fair farm income, job creation and training, meeting place

3.2 Social innovation drivers, enabling factors and possible tools to enhance social innovation

Concerning the description of the drivers of social innovation, most of the case studies agreed with the ones proposed by the project finding them coherent with their activities.



In terms of how to enhance social innovation, different strategies emerged. Concerning the enabling factors, the first consideration is that most of the case studies recognized those factors and discussed how to implement them. Some of them suggested other factors or identify as most important some of them. Hereafter the most shared consideration regarding each of the 5 enabling factors:

- 1) The creation of **new relationships** inside the actors of the chain.
The main strategies identified to enhance this factor are related to communication campaigns, joint projects within chain actors, exchanges of visits and mutual support for administrative practices/productions techniques. The main barrier is to develop trust.
- 2) The **collaboration** among the chain' stakeholders at different levels.
The strategies concerning this point partially overlaps with the previous one. Some case studies consider crucial to develop an information system for all stakeholders. Alliances and networks are mentioned as pivotal as well.
- 3) The creation or enhancement of **new services for the community** and stakeholders of the chain.
The key issue for this point is to ensure a lively and open communication with all the stakeholders of the chain to better catch the needs of the community and therefore to design new services. Among stakeholders there is a specific attention toward employees and members of the organizations involved. It is important to build organizational routines that intercept those ideas.
- 4) The **enlargement of the governance** structure of the chain including customers in the strategies and even in the decision-making processes.
The idea around governance is quite different in the case studies: some of them consider customers as crucial to be involved in the governance; others consider volunteers as the relevant stakeholder to involve, and some others consider agricultural practitioners as the most relevant stakeholder to include in the governance process. Apart from the typology of stakeholders involved, all case studies agree that this factor is crucial to trigger social innovation processes.
- 5) The ability to **influence other sectors** of stakeholders that are not directly involved in the specific food chain.
Concerning this point different strategies are identified according to the context. Many of the case studies expressed the influence they have with the health sector, concerning nutrition and food issues.

Aside from the already mentioned factors, additional enabling factors have been identified. In particular a recurring one is related to the role of leadership and human capital:

- the creativity and ideas of the founders/leaders/people in charge of the organization



- the effort and energy of the members of the organizations in a medium, long-time perspective

Almost all case studies identified as potential to reach and enhance social innovation **tools related to communication**. Effective internal and external communication is considered as the base that needs to be developed or strengthened in all contexts. Some case studies have already started investment in this direction, others are aware of the crucial importance of this point.

Networks' construction and facilitation tools, collective actions mechanisms and active learning facilitation tools are also mentioned, together with training and data management.

For a complete overview of case studies' idea on which are the possible tools to enhance the level of social innovation, please refer to the case studies reports in Annex.



Conclusions

The results coming from the whole process conducted during the present task allowed to have a complete picture of the organizations included in the project as case studies. Together with results coming from other project's activities, the single requirements' reports complete the analysis of the organizations in terms of vision, mission, goals and their social innovation attitude and perspective.

In terms of methods used for achieving the task, most of case studies adopted a large participation of members/stakeholders to the workshop (from 2 up to 7 participants each). In 5 case studies interviews with just one representative for each organization were carried out, rather than organizing a workshop. All of them followed guidelines proposed, even if in the phase of analysis, they focused on different aspects and they went in depth on different items.

Analysing the single words used for describing their feeling at the beginning and at the end of the *Tree of life* exercise, it may prove that the exercise has been useful and well appreciated by everyone. If at the beginning of the exercise, some of the recurring words have been: "anxious, worried, stressed, curious, excited", at the end, participants expressed their feeling with: "satisfied, joyful, happy, in good mood, relaxed, inspired".

Concerning the tools proposed, the most important factor to highlight is the common need for communication tools: whether this is to broaden relationships with other stakeholders, to better reach consumers or to improve internal relations among members of the same organization, almost all of the concerned organizations expressed the need to improve communication tools. Consequently, the majority of them consider communication crucial to enhance their level of social innovation.



Annex: Case studies reports



Case study 1: Couleurs Paysannes – FRANCE

Workshop held on March 29th, 2021.

Profile of the participants of the workshop²

One participant from *Couleurs Paysannes*, the president of the cooperative. He is also producer of apples and pears, which are partly sold to the cooperative *Couleurs Paysannes*.

Results of Part 1 of the workshop.

Description of the vision and objectives of the organization.

Couleurs Paysannes was founded in 2008, therefore the main goal is to perpetuate the structure on the long term. It's a human adventure with 1 vote per member of the cooperative, which therefore requires a lot of investment from everyone for it to work harmoniously. Moreover, 22 employees are working in the two shops.

In the medium term, the current president would like to find a successor because he has been in this function for more than 10 years. Passing the responsibility and having a fresh outside perspective could therefore be interesting for the cooperative.

In the short term, *Couleurs Paysannes* opened a snack bar 2 years ago. It didn't work out very well as they struggled to recruit a good cook. However, they have finally recruited the right person and will thus launch a catering department in their stores (the restaurants being closed due to the health crisis). They hope it will finally work and be successful, especially since consumer demand is existing.

The cooperative is a collective object, but we find the individualities of each producer and it is necessary to know how to juggle the expectations of certain members and the objectives of the collective (which must meet the demands of the customer). In addition, there is a big gap between the turnover of each member and the time spent by each member in the cooperative.

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

The employees are key actors representing the main driver of changes. Lots of them are working since a long time for *Couleurs Paysannes* and know well the particularities of the structure. Moreover, they have the feedback of the customers which is a key element. The ideas of changes could also come from members of the cooperative, but at the end all the decisions have to be

² This report is the result of an interview with a representative of the organization, the chairman of the cooperative. No other members of the cooperative participated to the workshop.

validated by the governing body of the cooperative, which gathers 9 members meeting once a month.

Description of enabling factors.

The relationships are good and the word circulates well between the various actors of the cooperative, each one can easily give his opinion. This structure allowed producers to meet each other (even if they sell different types of products) and it brought solidarity and cohesion to the group of producers.

The members of *Couleurs Paysannes* are currently wondering whether it would not be necessary to involve consumers more, who are force of proposals, within the reflections of the cooperative, without taking part in the decisions. However, this will require an even stronger time for everyone's involvement, when time is already running out.

Regarding governance, they do not wish to further expand the board of directors, since the level of direct representation is sufficient (around 20%), because it is necessary to guarantee the confidentiality of discussions and consider that they have many different and other varied committees inside the cooperative.

Couleurs Paysannes is also part of a regional network of producer shops.

Description of the tools identified for enhancing SI.

There is a desire for training among producers, but they have to find the time. *Couleurs Paysannes* offer regular training every 2 years: Learning how to present yourself in the store / Learning how to sell your products. They are opened to the development and the proposal of other training.

Communication tools are also important and can enable social innovation. This is why *Couleurs Paysannes* has invested with the recruitment of a person in charge of full-time communication. One of the main objectives is to be more efficient on social networks.

Case study 2: Association Gersoise pour la Promotion du Foie Gras (AGPFGA) – FRANCE

Workshop held on March 29th, 2021

Profile of the participants of the workshop³

One participant from the Chamber of Agriculture, she is a poultry adviser and leads also the Syndicate of foie gras during part of her working time.

Result of Part 1 of the workshop.

Description of the vision and objectives of the organization.

This union of foie gras producers was founded in 1986. If its missions have not fundamentally changed from the start, they evolve according to the demands and needs of members. The main objectives are:

- the defense and promotion of farm production
- maintaining the production of foie gras in the current social context (reduction in meat consumption, increased consideration of animal welfare, etc.)
- the renewal of the clientele of buyers of foie gras (aging) and heads of farms (many retirements and few takeovers of farms by the younger generations). The recruitment of salaried staff is also increasingly complicated.

The Syndicate also makes it possible to pool everyone's know-how, techniques and skills, as well as to pool purchases from suppliers. Communication and product promotion operations are also put in place by the Syndicate.

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

All changes must also be approved by the governance structures of the organization: the board of directors (12 members, it meets 5 times / year) and a general assembly (1 time / year). The ideas come mainly from a driving group bringing together some of the members of the board. However, an idea can come from any producer and many discussions take place during training sessions organized by the Chamber of Agriculture.

Description of enabling factors.

¹ This report is the result of an interview with a representative of the organization. No other members of the association participated to the workshop.

Observation about the items from SIAT (new relationships; collaboration; new services for the community; enlargement of the governance; influence) underpinning matching or mismatching and description of other items emerged from the debate. Min 1000 – max 2000 characters.

There is a problem of knowing certain members who are not very present at the meetings and who express themselves little. It is therefore necessary to recreate the link between the board of directors, the Syndicate leader and all the members. The Union coordinator is thus visiting all the members with a member of the Bureau to take stock of everyone's expectations. The aim is to recreate a direct link with the least involved members.

Regarding governance, they do not wish to further expand the board of directors, since the level of direct representation is sufficient.

The Syndicate would like to create an educational tool on foie gras, in the form of a video and improve their presence on social networks, but this requires time and commitment from each member. They are also in the process of assessing their needs for marketing tools.

The Syndicate allows producers to benefit from a network for exchange, to pool techniques and know-how and to share difficulties.

Description of the tools identified for enhancing SI.

Communication tools are very important and can enable social innovation. This is why the Syndicate would like to improve the skills on communication tools of the producers.

They also want to work on a customer file and the techniques to contact again them.



Case study 3: Allotropon – GREECE

Profile of the participants of the workshop

An on-line workshop took place on March 22, 2021. Participants included stakeholders from the Allotropon cooperative. Participation has been narrowed to board members. The duration of the workshop was approximately three hours. The purpose of the workshop has been to allow participants to individually and collectively identify the vision, mission and goals for their organization, and second to discuss ways to accelerate breakthrough ideas within the organization and create more social innovations along the SFSCs.

Results of Part 1 of the workshop.

Description of the vision and objectives of the organization.

The workshop started with participants expressing how they were feeling at that moment with a single word. Words such as calm, anxious, joyful, contemplated, were mentioned. Then, the facilitator initiated the tree of life exercise, step by step. Participants were thoroughly engaged in the exercise. At the end, each one was asked to share her/his drawings with the group. As this was an online workshop, participants did not have the opportunity to see each other's drawings, so the facilitator asked each one to verbally describe her/his tree, sharing as much information as they desired. Some of the notes can be very personal and since this was an online meeting and group bonding could not be implemented, some participants could feel uncomfortable when sharing personal thoughts and feelings. However, the "Allotropon" board seemed connected, and they gladly shared their "trees". Among the qualities necessary for leaders that were mentioned were: diligence, integrity, empathy, acceptance of diversity, mutual respect, but also self-disposition and self-growth. When it came to their cooperative's mission and vision (the branches and leaves of their trees) participants stated that their original mission and vision still remains intact, and they keep sharing common values with the rest of the cooperative members. Their **mission** is to provide local healthy food and cultural services to the community. Also, they cooperate with small producers from around the world using fair trade practices and supply the local market with fair trade products. Their **vision** is based on their fundamental belief that every person is entitled to freely articulate his/her opinion without being judged or criticized. Also, they want to offer the local community the chance to experience a different way of life. In the words of one of the participants:

"we still believe and strive for what motivated us to start the cooperative 15 years ago: leading a new way of life, a new life model that looks away from consumerism and materialistic values".

The services that they offer to the community besides healthy and organic food are: access to cultural events, seminars, trainings, and other activities aiming to connect people and enhance the sense of community.



Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

When asked to identify the social innovation **drivers** and were prompted by reference to the ones identified so far by the Smartchain project, participants agreed that all these are important and (*Commitment of the participating actors; Organizational structure (to ensure coordinating process and communication); Climate of acceptance/cooperation; Actor engagement; Co-developing solutions*). They emphasized especially the commitment of participating actors and actor engagement. One participant said that:

"a few of us are hyper-active and try to do more things than we can. When I look back to all these years and see our accomplishments. I am amazed of how we pulled it through.... More people engaged in our causes would mean that we could fulfil our mission and succeed in all our goals".

Description of enabling factors

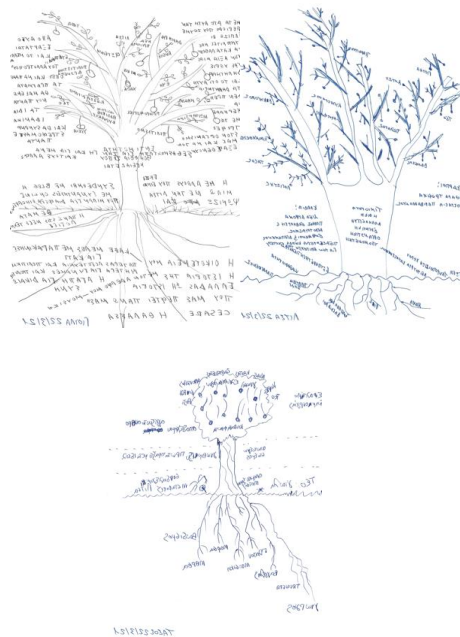
Participants suggested ways to enhance the creation of new relationships and the collaboration among different actors in the short food chain:

1. Assist the farms in their cooperative to start engaging in agrotourism activities.
2. Organize farm visits for their members (both farmers and consumers) in other places in Greece.
3. Engage people in community service activities such as delivering products to those in need, organize school activities that introduce children to organic farming and healthy eating habits, etc.





Screenshot ALLOTROPON



Case study 4: Gaia - GREECE

Profile of the participants of the workshop

An on-line workshop took place on March 24, 2021. Participants included stakeholders from GAIA cooperative. Participation has been narrowed to board members. The duration of the workshop was approximately three hours. The purpose of the workshop has been to allow participants to individually and collectively identify the vision, mission and goals for their organization, and second to discuss ways to accelerate breakthrough ideas within the organization and create more social innovations along the SFSCs.

Results of Part 1 of the workshop.

Description of the vision and objectives of the organization.

Discussion started with participants sharing words to describe the feelings at the moment. Words such as pessimistic, optimistic, worried, stressed, were mentioned. Then the facilitator initiated the tree exercise. After the exercise had been completed, participants were prompted to discuss their trees. First, GAIA participants shared the qualities they have that helps them serve the purpose of the cooperative: ecological perspective, understanding of the ecosystem aesthetics, cosmopolitan identity, connection with various cultures, democracy, personal values, energy, respect for others, self-respect, promotion of cooperation and cooperative values, fairness, trust. All the above attributes are in fact summarizing the cooperative's values and express the cooperative's mission that is still valid after almost 25 years. The cooperative's **initial vision** has been to introduce quality living to the local community and support ecology and healthy eating through the promotion and marketing of organic products. Participants in the workshop identified several services provided by GAIA to the local community (the 'fruits' in the tree of life exercise): health, quality products, support to local community through employment, education and training. In the words of one of the participants:

"In GAIA we believe that humans should find a way to connect to the environment. This is the legacy we have to deliver to the next generations, if we want them to have a better quality of life"

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

Participants also, discussed the drivers of social innovation. Some of the participants, recalled the **drivers** that resulted in the creation of the GAIA cooperative, back in 1997. Trust, common understanding and common ideology, solution-focused approach, and engagement in the same cause have been mentioned as important. However, participants noted that nowadays things are

different. Lifestyles have changed and so has the way people relate to one another. Also, people do not value the same things they did in the past. In addition, the prevailing culture becomes more individualistic and less collectivistic. As a result, people rarely form groups and engage in collective actions.

Description of enabling factors

Then participants discussed **ways to enhance** members' engagement, collaboration among the chain's actors and the creation of new relationships. They suggested that the cooperative should focus on building member relations. This can be achieved by opening up to new ideas, introduce new forms of governance (less rigid and formal and more open to innovative ideas and inspiration). They want to provide new services to the community and capitalize on their good reputation to built a brand name for their products. This way they could extend their governance model and include their suppliers or other actors along the chain. However, the past few years have been difficult due to the economic crisis and the cooperative focused on surviving rather than expanding to new services. As one of the participants noted: "GAIA is a living cell, a fundamental structure of our local community and we need to preserve it and help it grow.

Conclusions

Both of the cases have sustained their vision and mission statement throughout the years. The circumstances that have initially motivated them to start the cooperatives are still valid: providing healthy products to the local people and enhancing communication and interaction among the local communities. In addition, ALLOTROPON had included in its mission the outspread of an alternative way of living, focusing on building long lasting relationships among its members by providing not just food but also cultural services. GAIA has similar vision and mission, but followed a different, more commercial path and has evolved in a landmark for the town of Chania, Crete.

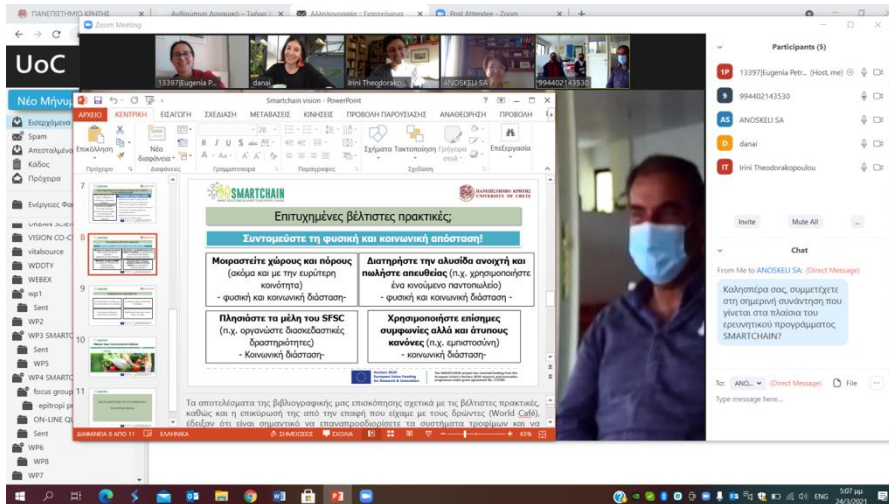
Building strong relationships among their members but also between all parts of the SFSCs, is a central part in their strategies. The ways they choose to enhance these relations are changing throughout the years, adapting to the era and the needs of their members. However, the basis for establishing long and lasting relationships is the regular and direct communication with their suppliers and building a reputation for honest and ethical behaviour.

Other means that have been suggested as drivers of member engagement and enhancing the creation of new relationships are:

1. Assist the farms in their cooperative to start engaging in agrotourism activities.
2. Organize farm visits for their members (both farmers and consumers) in other places in Greece.
3. Engage people in community service activities such as delivering products to those in need, organize school activities that introduce children to organic farming and healthy eating habits, etc.



4. Opening up to new products and ideas
5. Introducing new forms of governance
6. Finding a balance between economic sustainability and provision for social services
7. Building an umbrella brand name to include other actors along the SFSC.



Screenshot GAIA



Case study 5: La Trufa – SPAIN

Profile of the participants of the workshop

Two people participated from La Trufa de Alava: Ramón Barrón and Amaya García. Ramón Barrón is the president of La Trufa de Alava and he is also a farmer of truffles. Amaya García works in the management department (including grants).



Result of Part 1 of the workshop.

Description of the vision and objectives of the organization

In this first part of the workshop the tree of life exercise was developed. Figures 1 and 2 show the trees corresponding to Ramón and Amaya, respectively.

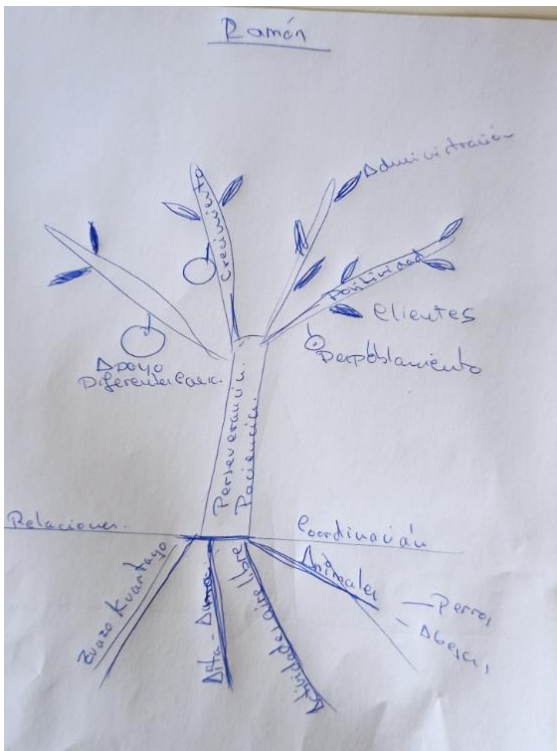


Figure 1. Ramon's Tree of life

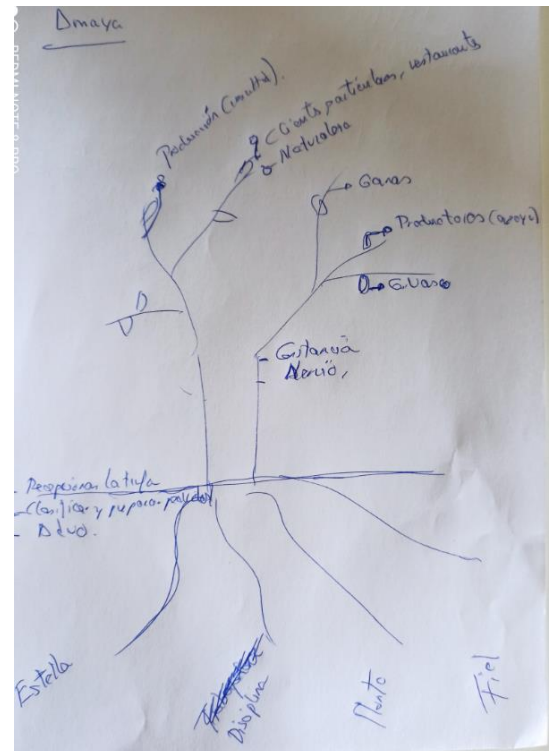


Figure 2. Amaya's Tree of life

The **general mission** of La Trufa de Álava is to obtain good quality truffles for all the farmers that are part of the cooperative. For this reason, they collaborate in several different ways (i.e., sharing knowledge and machinery, common commercialisation, etc.).

The main **objective** of the organization is to guarantee the quality of the collected truffles, to professionalize the sector and to assure the economic, social and environmental sustainability of the truffle production.

The **vision** of La Trufa de Álava is the promotion, dissemination and defence of this appreciated mushroom, an absolutely natural, ecological and unique product. La Trufa de Álava is compromised with the rural activity and development.

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.



Social innovation drivers for La Trufa de Álava are based on three important pillars:

1. Collaboration between the farmers that constitute the cooperative.
2. Rural development. The rural development is fostered in two ways. The first one is the maintenance of rural environment and landscape (production fields are located in rural area). The second one is to produce job positions in rural areas, in a direct (farmers) and in an indirect way as a consequence of truffle activity.
3. Visibility/dissemination/involving society. La Trufa de Álava participates in these points as follows:
 - a. International truffle fair (sometimes with an exhibition of dogs). It is done once a year, organized by the town hall of the area to promote tourist activity. They participate and collaborate actively.
 - b. Workshop for schools and high schools of the town. It is organized once a year.
 - c. Workshops in local restaurants. Organized on demand.

Description of enabling factors.

La Trufa de Álava described their contribution to the different topics as follows:

The creation of **new relationships** with the actors of the chain. They are in continuous communication with the different actors of the chain. They have a close communication with their clients. Because of that, they have established a confident relationship with them. It had a positive influence in the COVID situation (their clients bought all the truffle that La Trufa de Álava produced in 2020). They promote this communication and fidelity by doing activities that give them visibility (i.e., fairs, school showcase, speeches in restaurants...). They also have a web page and social media profiles. Some years ago, they had an on-line shop but the experience was not as successful as they expected. They also have a fluid internal communication (between all the farmers of the cooperative): they have an internal WhatsApp group, and they hold "regular meetings" and "meetings on demand" to resolve specific problems.

The **collaboration** among the chain' stakeholders at different levels. They collaborate with several stakeholders as explained before (with the government, schools, fairs organisers, ...). They collaborate internally by sharing the knowledge of each farmer when there is a problem to be solved.

The creation or the enhancement of **new services for the community** and the stakeholders of the chain. They contribute to this topic by the active listening. They are also opened to collaborate in each activity that the government or other proposes to them.

The **enlargement of the governance** structure. The governance of the company resides in all the farmers that constitute the cooperative. This is a good point since all can give its opinion, but



they see sometime this more as a bottleneck (they need more time to have a common decision agreed by all).

Description of the tools identified for enhancing SI.

The tools that they mainly use to enhance the social innovation are the active listening of all parties involved (clients, social forums, governments, etc.). They remark that the perseverance in this active listening is essential, especially to maintain the fidelity of their clients.

They have different tools to enhance the communication between the farmers that compose the cooperative or between the governing council to treat the results and problems of the cooperative:

- 1 year assembly with all the people involved in the cooperative.
- Every two months, the governing council of the cooperative hold a meeting to share results and problems.
- There is a WhatsApp group with all the farmers.



Case study 6: Lantegui Batuak – SPAIN

Profile of the participants of the workshop

Two people participated from Lantegui Batuak: Borja Cazalis and Silvia Abad. Borja Cazalis is the coordinator for new business development in Lantegui Batuak. He studies new business opportunities and the development of new activities to generate employment for disabled people. Silvia Abad works in the project management department (including grants).



Result of Part 1 of the workshop.

Description of the vision and objectives of the organization

In this first part of the workshop the tree of life exercise was developed. Figures 1 and 2 show the trees corresponding to Borja and Silvia, respectively.



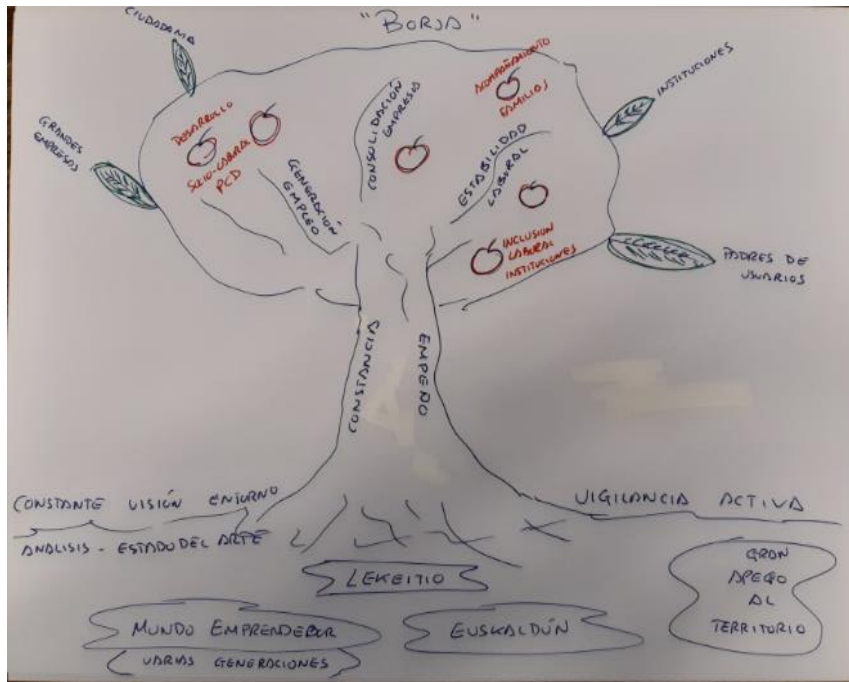


Figure 1. Borja's Tree of life

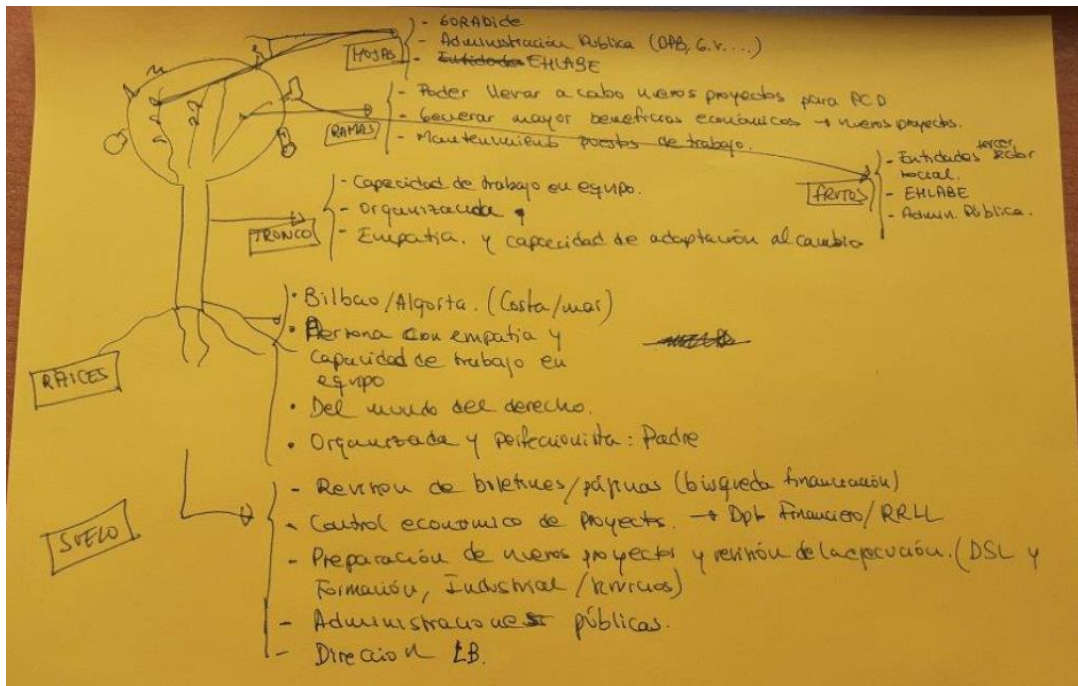


Figure 2. Silvia's Tree of life

The general **mission** of Lantegui Batuak is to generate job opportunities adapted to people with disabilities in the Bizkaia territory, in order to achieve their maximum development and quality of life, inclusion and social cohesion.

The main **objective** of the organization is to transform the needs of the clients into opportunities for people with disabilities, considering always also the territorial development. Based on a network of centres and services present in all regions, Lantegi Batuak guarantees to fill the gap between their clients and people, collaborating closely with public institutions and social entities. They are an entity promoted by Gorabide, the Biscayan Association in favour of people with Intellectual Disabilities.

The **vision** of Lantegui Batuak is the consolidation and sustainability of social businesses, maintaining and generating quality employment of all disabled people of Bizkaia and assuring the social inclusion and cohesion of this territory of Basque Country.

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

The drivers of Lantegui Batuak are based on their own nature that impulses them to develop social innovations. Thus, the principal driver is the organization by itself. Social innovation is the DNA and the mission of the company, so they develop social innovations as a way of natural working. All the people involved in the company are focused and aligned with the social values of the company. They consider that they have two kind of innovation drivers directly related to “their clients”:

1. The development of the disabled people (suers) that are involved in Lantegi Batuak initiatives (labour and personal development, quality of life). For example, accompanying plan or aging plan. This is done by training and by human resources. They name this innovation as INTERNAL CLIENT.
2. The development of new business opportunities that guarantee the employment maintenance of disable people and/or generate more employment. They name this innovation as EXTERNAL CLIENT.

Description of enabling factors.

Lantegui Batuak described their contribution to the different topics as follows:

The creation of **new relationships** inside the actors of the chain. They are in continuous communication with the different actors of the chain. They have a specific department dedicated to the communication/dissemination of their activity, both at internal and external level, by different channels (web, blog, publications (they have a journal (Lan Hotsa), newsletters).



The **collaboration** among the chain' stakeholders at different levels. They collaborate with several number of stakeholders because of their social nature. They are in contact and have collaboration agreements with public entities, such as Basque government, with private companies and with the families of the employed people. In fact, they have a procedure to collaborate with third parties and to integrate the employed people.

The creation or the enhancement of **new services for the community** and the stakeholders of the chain. They contribute to this topic by the active listening of their users (employed people), clients or even the society. They say that after dissemination campaigns, business opportunities arrive many times from the society (associations, companies). Every 2 years they evaluate the physical and mental/intellectual state of their users (employed people), revising if their capacities have changed and their desires, needs and aspirations. They are continuously searching for new services that Lantegui Batuak and their users can offer to the society.

The **enlargement of the governance** structure. They include their clients and users in their strategies and in the decision-making processes. In Lantegui Batuak it is not possible to enlarge the governance structure until the workers/users, as they have special capacities. In this case, Lantegi Batuak considers their desires and the desires of their families (in case they are not independents) as a valuable input in all the governance decisions.

The ability of **influence** other sectors or stakeholders not directly involved in the chain. They really have a great influence in other sectors or stakeholders. They are a social company. Their activity and the implication of this activity in the society is clearly recognized nowadays by the community.

Description of the tools identified for enhancing SI.

The tools that they mainly use to enhance the social innovation are the active listening of all parties involved (clients, associations, workers and their families, social forums, governments, etc.), the constant analysis and surveillance of the environment, the promoting companies, and the articulation of the minimum viable products (MVP). This means that, whenever is possible, attending to the nature of the business/service, they do prototypes to test the new service/product before launching a new business line. Regarding the first tool, they remark that the perseverance in this active listening is essential.

Likewise, in 2020 a study has been carried out and a procedure has been defined to implement a surveillance system that not only involves searching and detecting activities but also processing information and establishing actions. This new procedure has been recently implemented.



Case study 7: Polo Čačak– SERBIA

Profile of the participants of the workshop

The workshop was held on 1th April 2021. with company POLO Cacak (partner PDC No 38). The participants were:

1. Cane Jovanović, Director of company
2. Boško Jovanović, member of the board of organisation
3. Snežana Jovanović, member of Association of companies for processing fruit and vegetables, stakeholder
4. Viktor Nedović, University of Belgrade, Faculty of agriculture
5. Mirjana Pešić, University of Belgrade, Faculty of agriculture

The organizer of the workshop welcome participants at the beginning of workshop and each participant presented itself and explain their role in company Polo. They described their fillings: **curious, exciting, in good mood**. All participant received invitation letter, information sheet and link to complete informed consent form before workshop.

Result of Part 1 of the workshop.

Description of the vision and objectives of the organization

Cane:

Roots: he comes from Zablaće, Čačak, personal and professional influences – parents

Ground: meetings with partners and stakeholders, response to emails and phone calls, making agreement with partners, thinking about new projects and thinking about how to improve social community.

Trunk: hard worker, creative, persistent, adaptable

Branches: business stability, customer trust

Leaves: customers, banks

Fruits: health and quality food products for consumers, support for local community, suppliers of raw materials for company have secured placement of their products, employees

Boško:

Roots: he comes from Zablaće, Čačak, personal and professional influences – parents

Ground: communication with suppliers, communication with consumers, communication with employees

Trunk: curious, persistent, and responsible

Branches: digitalisation/automatization of production processes, development of new products, higher commitment of employees to work

Leaves: customers, employees, funds, banks



Fruits: healthier food products for consumers, support local community, suppliers for company produce for known buyer.

Snežana: As a stakeholder that is not directly involved in organisational structure of the company, she did not draw the tree of life for Polo (she draw the tree for Association, for next workshop) but she was involved in discussion. She highlighted that Polo has positive influence on local community, driving force for many initiative and actions in the community - initiate agro-tourism, producer's shop, moving outlets, vending machines, shared production facilities, regional corner in the supermarket (all the innovations were listed in the Inventory of innovation of SMARTCHAIN project), dialogue with policy makers, local community and regional authorities. Confirm very good quality of their products.

The participants were very satisfied about the tree of lives. They have many similarities but more technological innovations were required by younger member of the company board whereas owner of company seek for more non-technological innovations.

Mission: Production of traditional, health food products that support local community.

Vision: Polo company as secure supplier of qualitative traditional food products that are tailored by consumer's requirements. The synonym for traditional products that change according to consumers and market needs on creative way.

Objectives:

1. Increase food production
2. Development of new food products according to consumers requirements
3. Reduce carbon footprint by increasing the number of buyers in local community such as schools, school garden, hospitals, restaurants
4. Diversify channels for communication with consumers by agro-tourism

The vision of company changes according to changes with consumer's behaviour and situation on the market. The benchmark analysis of market has strong influence on company vision and objectives.

After ending of the discussion, the participants were very satisfied with the results of the first part of workshop.

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

Participants emphasised that major drivers are:

1. Creativity and ideas of president of the company, Cane Jovanović.



2. continual communication with customers
3. continual communication with suppliers
4. continual benchmark analysis of market

They recognize drivers of social innovations in the drivers developed during SMARTCHAIN project such as actor engagement, climate of cooperation, co-developing solutions – exposition of products at different social events, special corner in the market, producer’s shop, shared product facilities (HHP or line for potatoes processing).

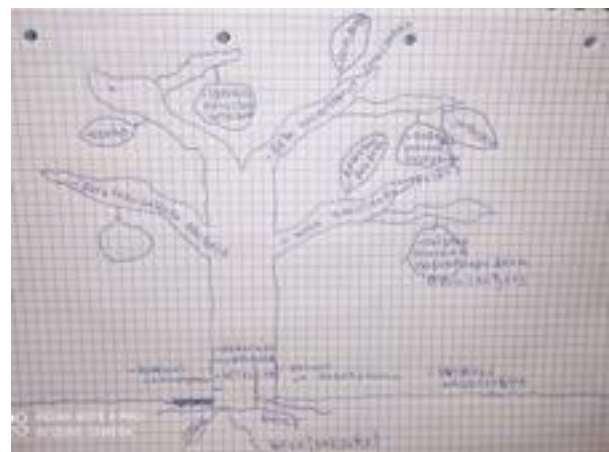
Description of enabling factors.

How to create new relationships: by actors engagement in joint projects such as opening degustation hall, shared product facilities (HHP or line for potatoes processing), organisation of different social events (traditional food days, days of traditional fruit products, days of traditional vegetable products, etc.) at which food products can be exposed, selling products using moving vehicle.

Collaboration among the chain’ stakeholders at different level: Initiate joint events to exchange ideas and knowledge such as seminars, workshops, organise agrotourism, organise dialogue with local authorities and policy-makers in chamber of commerce.

Enlargement of the governance structure: making online questionnaires for consumers that can be filled on social media, opening company for consumers by organising different events.

Influence other sectors: development of agrotourism – organise touristic tour together with travel agencies in which it will be offered degustation of local food products, visits to monasteries, walking tours in near mountains, visits to local historical monuments, social events.



Case study 8: Association of companies for processing of fruits and vegetables – SERBIA

Profile of the participants of the workshop

The workshop was held on 6th April 2021 with Association of companies for processing of fruits and vegetables (partner AVF No 39). The participants were:

1. Cane Jovanović, company Polo Čačak, president of Association
2. Boško Jovanović, company Polo Čačak, member of Association
3. Snežana Pantović, secretary of Association of companies for processing fruit and vegetables
4. Rastko Ljujić, company Promo Pen DOO, Čačak, producers of dried plum, member of Association
5. Oliver Vilotić, company ZIFT, producers of fermented garlic and other related products, member of Association
6. Snežana Vuksanović, member of Association, representative of Chamber of Commerce and Industry Kraljevo
7. Zorica Vučićević, The tastes of Šumadija, producers of traditionally processed fruits and vegetables
8. Viktor Nedović, University of Belgrade, Faculty of agriculture, organiser
9. Mirjana Pešić, University of Belgrade, Faculty of agriculture, organiser

The organizer of the workshop welcome participants at the beginning of workshop and each participant presented itself and explain their role in Association. They described their fillings: curious, exciting, in good mood, confused. All participant received invitation letter, information sheet and link to complete informed consent form before workshop.

Result of Part 1 of the workshop.

Description of the vision and objectives of the organization

Snežana:

Roots: she comes from Kraljevo, personal and professional influences – parents, close relatives

Ground: communication with members of the Association, planning activities of Association, phone calls, emails

Trunk: communicative, hard worker, responsible, efficient, knowledge of huge number of people

Branches: increase the number of Association members, participation at different food and social events, participation at different projects, better support of local authorities

Leaves: agricultural professional services, Fruit Research Institute Čačak, Chamber of Commerce

Fruits: networking of producers and processors, educations of producers and processors

Zorica:



Roots: she comes from Kraljevo, personal and professional influences - parents

Ground: purchasing raw material, processing, organisation of work, tracking stock of goods in shops (she has two own shops)

Trunk: hard worker, responsible, capable

Branches: better networking with other producers and processors, more participation at food fairs and food events, market expansion

Leaves: Association, Chamber of Commerce Kraljevo, banks

Fruits: production of health traditional food products, maintaining traditional food production processes

Rastko:

Roots: he comes from Čačak, personal and professional influences – parents, school, working experience

Ground: purchasing raw material, processing, organisation of work, tracking stock of goods in shops (she has two own shops)

Trunk: persistent, well-organised, productive

Branches: better communication among members of Association, better organisation, better responsibility

Leaves: Association, Chamber of Commerce Kraljevo, banks, government - subventions

Fruits: working experience, traditional quality products

Suzana:

Roots: he comes from Kraljevo, personal and professional influences – parents, relatives, educational institutions, Chamber of commerce Kraljevo,

Ground: communication with industry, communication with members of Association, giving all information relevant to companies and Associations (changes in regulations, seminars, meetings)

Trunk: creative, communicative, efficient, responsible

Branches: empowering Association, increase number of members of Association, increase placement of food products of Association members, increase competitiveness of members of Association on the market, placement of food products of Association members at international market, better recognition of the quality of food products of Association members

Leaves: Chamber of Commerce Kraljevo, banks, government – subventions, developing agencies

Fruits: better networking among members of Associations, promotion of Association

Cane:

Roots: he comes from Zablaće, Čačak, personal and professional influences – parents

Ground: communication with members of Association, finding new members of Association, promotion of Association, searching for projects, communication with stakeholders that are not directly included in SFSCs – educational and research institutes, agricultural services, touristic agencies, planning activities of Association, meetings.

Trunk: hard worker, creative, persistent, adaptable

Branches: better cooperation among members of Association

Leaves: consumers, Chamber of Commerce Kaljevo, EU Projects

Fruits: health and quality food products for consumers, support for local/regional community, support for members of Association

Oliver:

Roots: he comes from Bajina Bašta, personal and professional influences – parents, grandparents, teachers, surroundings-place where he got his personal and professional experience: Serbia, Bosnia, China, Iraq, Kuwait, Sierra Leone

Ground: control of production processes, purchasing raw materials, commercial activities (website arrangement, finances) communication with consumers

Trunk: communicative, curious, persistent, hard worker, stubborn

Branches: sustainable production. To be a leader among SFSC with sustainable production process in domestic and foreign markets – production without constant input of energy

Leaves: consumer's family and friends, Prof Mile Veljović for the Faculty of Agriculture, University of Belgrade, Association

Fruits: health and quality food products for consumers, fermented garlic as better alternative for raw garlic with better taste.

He also added some drawbacks and obstacles that are discussed in the second part of workshop (in this report it is commented at points 7,8 and 9)

Boško:

Roots: he comes from Zabláče, Čačak, personal and professional influences – parents

Ground: communication with members of Association, searching for new members

Trunk: curious, persistent, and responsible

Branches: higher commitment of members to Association activities, formation of sections in Association, spreading of Association-new members and higher influence

Leaves: members. customers

Fruits: support for members, easier access to information, promotion of health food products for consumers

The participants were very satisfied about the tree of lives. They have many similarities and same mission and vision of Association.

Mission:

Strengthen the competitiveness of companies that are members of the Association and produce quality food products from local raw materials using traditional production processes.

Vision:

Empowered Association of companies for processing fruits and vegetables with strong influence on market, consumers behaviour and policy makers.

Objectives:

- Increase number of Association members, horizontal and vertical networking
- Increase production volume
- Increase sale volume
- Increase influence on local community



- Increase competitiveness on the market
- Increase negotiation power
- New markets

The participants were very satisfied with workshop. The fillings were: satisfy, joyful, happy

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

Participants emphasised that major drivers are:

1. Communication among members of Association
2. Visits of food fairs and food events

They recognize drivers of social innovations in the drivers developed during SMARTCHAIN project such as actor engagement, climate of cooperation, co-developing solutions, commitment of actors – agrotourism, mobile vehicle, exposition of products or presentation of products at different social and food events, special corner in the market, producer’s shop, shared product facilities

Description of enabling factors.

How to create new relationships: by actors engagement in joint projects such as degustation hall, shared product facilities (HHP or line for potatoes processing), organisation of different social and food events (traditional food market, brewing festival, agricultural industry fair, competition in preparation of traditional products, sport events, arts and cultural activities) at which food products can be exposed and sale, selling products using moving vehicles, producer’s shops, supply school garden with traditional food, to influence children diet.

Collaboration among the chain stakeholders at different level: Initiate joint events to exchange ideas and knowledge such as seminars, workshops, visits food fairs, organisation of agrotourism, organisation of dialogue with local authorities and policy makers in chamber of commerce.

Enlargement of the governance structure: communication with consumers at different events – agrotourism, at degustation hall, in producer’s shop, during sale of products by moving vehicles

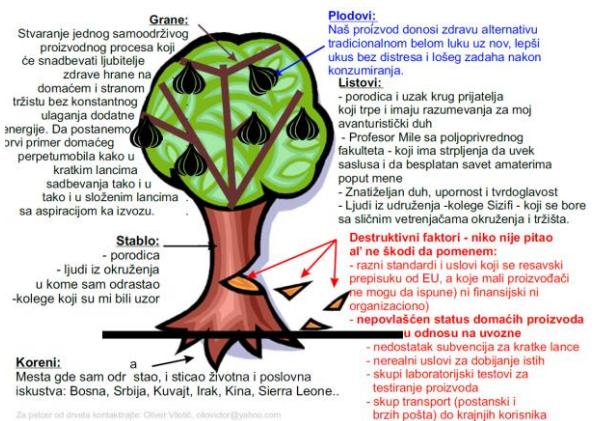
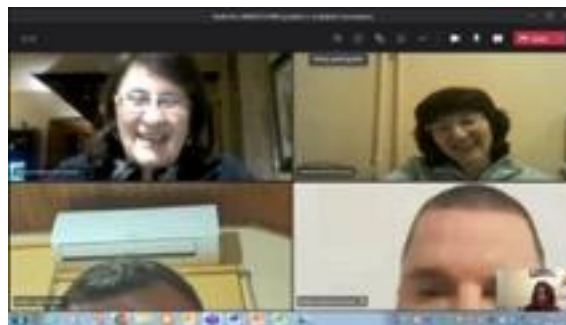
Influence of other sectors: development of agrotourism – organise touristic tour together with travel agencies in which it will be offered degustation of local food products, visits to monasteries, walking tours in near mountains, visits to local historical monuments, social events. Involvement of different stakeholders in the Associations that are not directly involved in SFSC such as research and development institutions, innovation centres, agricultural services, development agencies, travel agencies



Increase awareness of community especial young population about quality and benefits of consuming traditional food products are of primary importance for development of SFSCs. Special program on local TV, radio stations, education about health nutrition in school gardens and schools are needed.

Better adaptation of EU regulations to national surroundings e.g. to be applicable for SMEs and SFSC, regulations that can be implemented by small producers/processors in organisational and financial sense.

Better protection of domestic products compared to imported ones. More subventions for SFSC; lower prices for laboratory analysis; lower prices for transportation of goods by post.



Case study 9: Cals – GERMANY

Profile of the participants of the workshop

Elke Sandvoß: Within the chamber of agriculture Lower-Saxony (CALs), Elke works as a consultant for direct marketing at the branch in Hildesheim and is part of the board of the union of North German direct marketers. She completed vocational training in housekeeping at a professional school and continued with an advanced training as consultant for female farmers. specializes in entry into direct marketing, hygiene concept and on-farm inspections, food labelling and corporate development in the sector of direct marketing.

Christiane Heeren: Christiane holds a diploma as an oecotrophologist and is responsible for direct marketing in the Weser-Ems district in Lower-Saxony. Both Christiane and Elke specialize in consultancy for entry into direct marketing, hygiene concept and on-farm inspections, food labelling and corporate development in the sector of direct market and evaluation of farm shop offers.

Feelings of the participants at the start of the workshop: *excited, (a little) drained*

Result of Part 1 of the workshop.

Description of the vision and objectives of the organization

After the initial presentation round of each of the participants, the first activity “the tree of life” has been conducted using a digital whiteboard, called Mural. To avoid technical difficulties a short introduction into the tool has been given prior to the workshop date. All trees, as well as additional screenshots of the workshop can be found in the annex.

“Tree of life” Feedback and findings

The general feedback to the exercise was very positive. It was noted that values and working habits are very similar between both participants, which makes sense considering although being responsible for different districts, their topics and areas of consultancy are very similar. Both participants have a strong need for handling things by themselves and were largely influenced by the early farm life, as well as their family and community. Some of the most important values and properties in their work are being systematic and organized, constructive, communicative and persistent. Some of the wishes identified at the level of the branches were having additional colleagues by reoccupying positions, less bureaucracy and downsizing administration. Regarding their own wishes, a comment from one participant is that she feels some sort of desperation out of her experience while working within a big organization such as the chamber of agriculture that own wishes and visions are not respected or disregarded altogether, due to hierarchal structures. Supporters of their organization are their consulting partners, participants of seminars, farmers, the federation of chambers of agriculture, agricultural organisations and the up- and downstream

economy. The most important outcomes of their work within the organization is being able to offer individual consultancy and specialized knowledge for smaller businesses for fair prices.

Vision and objectives

The people who are working in the consultancy area for direct marketing, as a core group, share the **vision** of promoting the idea of direct marketing as an alternative or addition to conventional marketing, thus supporting all direct marketing farming businesses on a national level allowing them to compete on the market and secure sufficient income.

Objectives: This can be achieved by providing expertise and specialized knowledge to farmers enabling them to on the one hand produce safe and healthy food products and on the other hand supporting farmers in creating additional sales channels. Additionally, direct marketers need logistical support. Another objective of the national association "Shopping at the farm", managed by the chambers of agriculture, is to create marketing material cost-efficiently for members for promoting sales, raising awareness about direct marketing.

Feelings of participants after the exercise: *joyful, (a little more) relaxed*

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

The consensus was that drivers identified within SMARTCHAIN are already quite comprehensive and match with the drivers for social innovation from the point of CALS. However, it was pointed out that due to CALS being a large and long-established institution with entrenched structures, although drivers for initiating change exist, radical innovations can usually not take root. Therefore, it is especially important to have strongly motivated people that are driven by their own vision and gather followers (similar to having a core group as identified by SMARTCHAIN) who is constantly working on materializing their ideas and goals. Another driver that has been identified were emergency situations, or "pressures" that are exerted on a society. In counteracting those pressure (e.g. the COVID pandemic), people can come together under a common goal and co-develop solutions. It was mentioned that people in need are more likely to be willing to adapt and act more quickly, compared to people living in constant prosperity.

Description of enabling factors

The creation of new relationships inside the actors of the chain.

Communication at a level of mutual respect is key here. Successes as well as problems need to be discussed openly and all members need to be made aware of what is happening. Sometimes it

might help maintaining contact with chain actors on a private level, as well as on a business level for increasing trust and establish stronger networks within the group.

The collaboration among the chain' stakeholders at different levels.

Successful collaboration among chain stakeholders can only be achieved if everyone is informed about internal and external processes, decisions, and discussions to avoid making someone feel neglected or left out. In general, if chain actors are sympathetic to one another and are on the same wavelength, working collaboratively is much easier and beneficial for the co-developed results.

The creation or the enhancement of new services for the community and the stakeholders of the chain.

Although CALS has a feedback mechanism for employees, where they can submit suggestions for improvement and promote their ideas, participants pointed out that it is often unknown what kind of suggestions have been submitted and whether or not they were approved or not. Although there is a communication channel to inform employees about these decisions, not all of them know about it. In order to develop and provide new services for customers, the chamber needs feedback on what are specific needs from their members during seminars or consultancy. Consultants need to be able to handle negative critic (if constructive) and draw conclusions on how to adapt services respectively.

The enlargement of the governance structure of the chain including in the strategies and decision-making processes also costumers.

Volunteering plays a crucial part within the organisation, thus people outside of CALS are largely involved in decision making processes. Those people are mostly agricultural practitioners, company directors or external workers within the companies. Also, the chamber assembly consists of employer and employee representatives. Supervisors of many departments within the chamber are practicing farmers.

The ability of influence other sectors or stakeholders not directly involved in the chain.

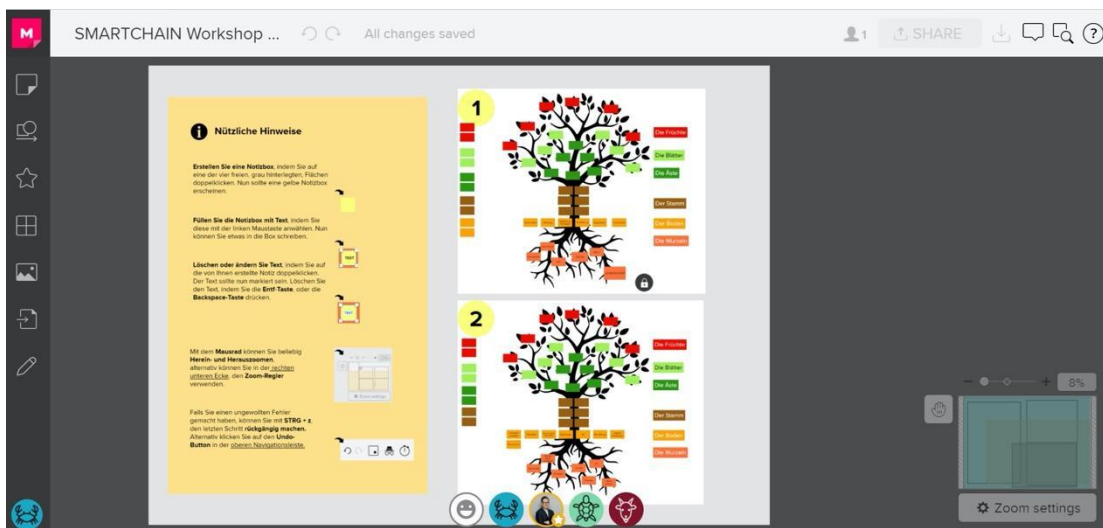
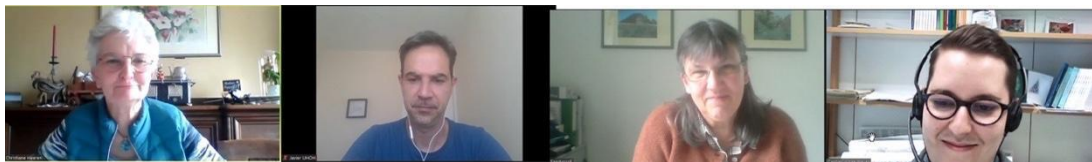
Participants were divided on how to interpret "other sectors", specifically if down- und upstream businesses that are connected to agricultural food production should be considered here or not. Information and results that are developed within CALS are passed on to consumers via the website and social media channels. As a consequence of the organization's name, the chamber naturally attracts people interested in agricultural topics, who seek information through email or telephone contact. The chamber and its members influence the tourism sector by offering farm visits and different vacation programs. Since the chamber also takes over sovereign duties, e.g. the implementation of laws and regulations, CALS influences down- and upstream businesses,



such as suppliers for agricultural equipment, fertilizers, seeds, as well as artisanal businesses such as the butcher's guild or bakers' associations.

Description of enabling tools

Besides ensuring communication at all levels of the chain, one important tool are chamber meetings and the annual meeting of consultants for direct marketing. Both participants mentioned that continuing education is an important corner stone for them and their work as consultants. Being an intermediary between farmers and consumers, as well as part of a public body, targeted communication is important for ensuring mutual understanding. Further tools for enabling social innovation are mostly communication and dissemination of information about activities, like seminars or workshops of the chamber through press releases, social media events, but also face to face contact at fairs, conventions, village festivals, etc. Lastly, participants mentioned that an area for needed improvement is target-oriented marketing, especially towards young people.



Case study 10: SoLaWi – GERMANY

Profile of workshop participants

Kirstin Grover: Kirsten is one of the founding members of the network for community-supported agriculture (Solidarische Landwirtschaft e.V.). In the network she takes over tasks for internal organization. Further, Kirsten acts as a consultant for CSA groups during their formation and development. Mediation and conciliation within CSA groups are also part of her responsibilities.

Katharina Kraiß: Katharina is another founding member of the network. Having an academic background in ecological agricultural sciences her tasks involve organization and communication within the network and with its members. Secondly, she takes over different tasks concerning education and pedagogy at farms. Katharina is also involved in the organization of seminars for different solidary initiatives or newcomers to the sector of CSA.

Philip Kosanke: Philip, who had a vocational training as a horticulturist as well as an academic background in organic agricultural management, acts as a consultant for CSA groups. He specializes in initial consultation, cultivation and harvest planning, vegetable gardening, soil fertility and generation change.

Feelings of the participants at the start of the workshop: *Open, excited, overfull*

Result of Part 1 of the workshop.

Description of the vision and objectives of the organization

After the initial presentation round of each of the participants, the first activity “the tree of life” has been conducted using a digital whiteboard, called Mural. To avoid technical difficulties a short introduction into the tool has been given prior to the workshop. All trees, as well as additional screenshots of the workshop can be found in the annex.

“Tree of life” Feedback and findings

The feedback to the exercise was very positive. After participants finished up their trees and comparing them, the following has been noticed. The roots and the soil were quite different between all participants, despite them all feeling a strong connection to the environment and social values. Looking at the trunk, one thing that has been mentioned multiple times was promoting social cohesion and being open to everyone and listening to everyone’s opinions. Concerning wishes for their organization and colleagues, participants noted: Strengthening remote



areas and refocussing on living in harmony with the environment, implementing funding for ecosystem services and promoting humanistic (truly social) economy. Making sure that working as a farmer is enjoyable again and that everyone is able to have sufficient access to healthy food. As supporters for their organisation, participants agreed that those are mostly voluntary workers, national and international networks and initiatives, SoLaWi members and every individual sharing a similar vision. Concerning the fruits, one participant noticed that transformation of the food system was at the very top of two trees, indicating that this was an important issue to them. Further points were: Making farming more attractive for the younger generations, creating perspectives for existing farms, making people with different backgrounds able to work together towards a sustainable future and creating coherent communities.

Vision and objectives

The overarching **vision** of SoLaWi can be summarized as transforming the current food system in a truly social and solidary way that puts food back into the heart of our cultures and preserves our natural resources, thus being able to provide high quality food for everyone so nobody needs so starve.

This can only be achieved by realizing a number of **objectives**: Renewal of classical vocational trainings in the agri-sector so that they are more oriented towards sustainability and alternative methods. Stopping the propagation of wasteland by practicing in sustainable and harmonious ways with the environment. Combining forces with people and stakeholders beyond the agricultural sector, reaching new target groups and raising awareness, thus creating opportunities and spaces where people can come together, exchange their ideas and wishes, to learn from each other.

Feelings of participants after the exercise: *Satisfied, relaxed, pensive.*

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

Besides promoting alternative ways of producing high quality food, the drive for social interaction is at the core of the network SoLaWi. The network has been founded by people who share similar social values and visions and feel very connected to their environment and cultures, thus finding new ways of collaborating in a social way has always been a guiding principle.

Creating a climate of acceptance and cooperation is crucial for SoLaWi, as well as being interested and open to the outside and external influences. Actively seeking network opportunities nationally and internationally and finding new ways for collaborating is an important driver for strengthening the foundation and outreach of SoLaWi. Another important driver for members of the network is their intrinsic self-motivation of doing things by conviction and trying to find solutions to problems



that arise during the daily work within the network or on the farms. Since the network receives very little funding, and its members are partly working voluntarily truly being engaged in the overarching vision and motives is one the most important drivers for social innovation within the network.

Description of enabling factors

The creation of new relationships inside the actors of the chain.

The network emphasizes the establishment and realization of a culture of contact with all chain actors by creating social spaces for smaller, more intricate, as well as bigger groups. Being generally trustful and having trust in others, without maintaining checklists or monitoring people, by openly communicating about problems but also successes, instead of promoting a culture of privacy.

The collaboration among the chain' stakeholders at different levels.

Due to SoLaWi collaborates nationally and internationally with several partners and initiatives and receives project-based funding from public bodies and foundations. Within projects the network collaborates with a variety of different stakeholders. Successfully working with those requires appreciating different competences and positions, informing about, and involving all actors in network activities and creating opportunities for self-realization.

The creation or the enhancement of new services for the community and the stakeholders of the chain.

SoLaWi is in continuous communication with their CSA groups and farms. They offer consultancy for newly forming groups, as well as services for existing groups. The network produces monthly newsletters to all members and subscribers of the network with information about past and future activities and status reports on CSA groups. New services are constantly being created by self-organized, voluntary working groups who are trying to find solutions for persisting problems on the farms or at an organizational level (technological or non-technological solutions). Especially for technical solutions, the network seeks funding opportunities through national or international projects.

The enlargement of the governance structure of the chain including in the strategies and decision-making processes also costumers.

SoLaWi considers itself a sociocratic network and fosters communication on equal footing with all stakeholders and consumers. Thus, decisions (especially important ones) are usually in accordance with all stakeholders of the chain. In the case of SoLaWi there are no "customers" in the traditional sense. People who are part of a CSA group are not solely customer or consumer, but often take over certain roles or activities within the group (such as harvesting, planning, calculation of costs, etc.). Thus, SoLaWi refers to them as "prosumers", indicating their active involvement in the production. There were also instances, where people who were members of a CSA group were so engaged in the network that they formed small working groups with like-minded people and started taking over certain organizational tasks or helping develop new concepts and ideas.

The ability of influence other sectors or stakeholders not directly involved in the chain.

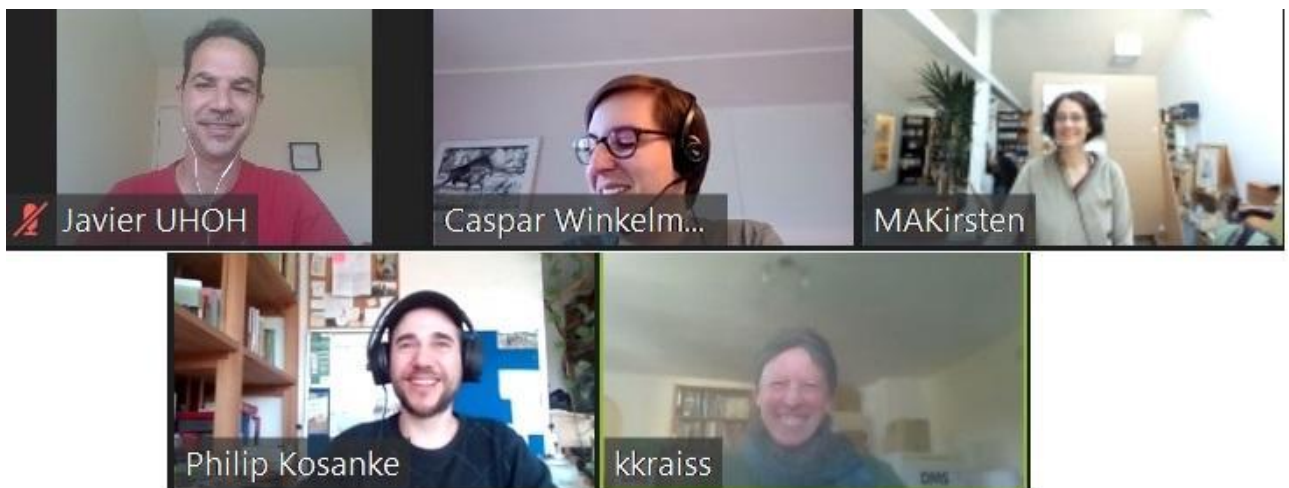


As explained before SoLaWi produces newsletters, that everyone can subscribe to via their website. Often, people who are already part of the network, advertise the network by word-of-mouth and personal contact. A sector that are already strongly connected to the network is education. Some CSA groups are running their own daycare centers for children and are even connected to schools or other educational institutions. Many CSA groups also offer farm visits to give direct insights into their work. CSA groups often have their own social media accounts (Facebook, twitter, Instagram, etc.) and share impressions and stories.

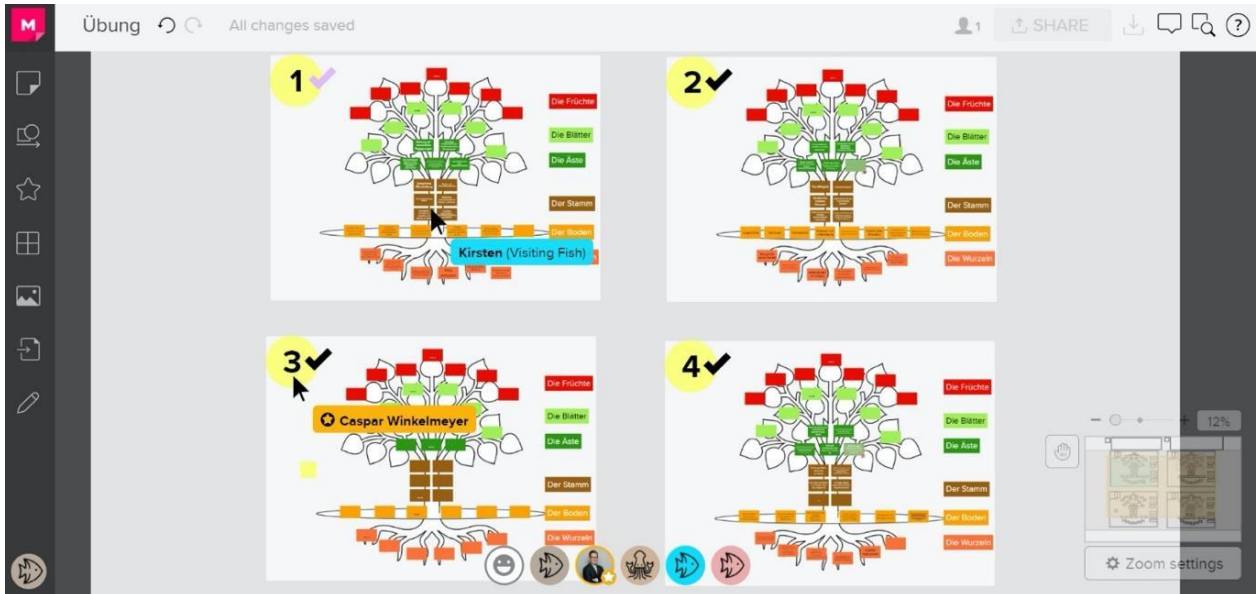
Description of the tools identified for enhancing SI

Besides ensuring communication at all levels of the chain, one important tool are big network meetings, where participants are able to really “feel” the atmosphere within the network and how it operates. Although SoLaWi emphasizes social togetherness, the members pointed out that social relationships can develop without them being a prerequisite for working together.

A tool or rather a principle employed by SoLaWi is called “community supported business”, also referred to as CSX, which can be seen as an evolution of community supported agriculture. CSX means that contact between consumers and producers/service providers happens repeatedly and continuously, instead of only at times of exchanging goods. The idea behind CSX is, that consumers and producers co-define services and products that are exchanged, as well as assess fair wages and environmentally friendly production methods in the social context of the specific business (taking into account where they live and work). Further, they agree on how financial resources are most fairly distributed between CSA group members.



Übung ↻ All changes saved 1 SHARE



1 ✓

2 ✓

3 ✓

4 ✓

Die Früchte

Die Blätter

Die Äste

Der Stamm

Der Boden

Die Wurzeln

Kirsten (Visiting Fish)

Caspar Winkelmeier

Zoom settings 12%

Case Study 11: Arvaia – ITALY

Profile of the participants of the workshop

The workshop was organized in collaboration with Arvaia and took place virtually on the 29th of March 2021, at 14.00 and lasted 2 hours. There were four participants from Arvaia:

- Laura Mari – is the person in charge of SMARTCHAIN at Arvaia and also an active employer of the association.
- Maria Sole Spagoni – is a member of Arvaia and responsible of the communication in the association.
- Paola Zapaterra – is one of the first members and founders of the association. Is in charge of the administration.
- Nicola Iafrate – is a member and volunteer at Arvaia.
- Participants from UNIBO were also four:
- Maurizio Canavari – Hub manager and Associate Professor at UNIBO – DISTAL.
- Alessandra Castellini – collaborator with the project and active during the competition of workpackage 3. She is also Associate Professor at UNIBO – DISTAL.
- Francesca Gori – PhD student at UNIBO-DISTAL.
- Vilma Xhakollari – assisting the coordination of the SMARTCHAIN project. Post-doc fellow at UNIBO-DISTAL.

Result of Part 1 of the workshop.

Description of the vision and objectives of the organization

The **vision** of Arvaia and objective is to bring good quality food to its members and this has not change from the beginning.

However, one of the things that has changed over the years is the number of the members that have increased the complexity of Arvaia as a project. This has brought the necessity to improve the structure and also to better define the method of production since the number of people for which Arvaia provides food has increased.

One of the things that is crucial for the future is the responsibility to find an equilibrium for the multi dimensions that Arvaia is engaged. It is important to stress the fact that Arvaia is hybrid model which has an economic and social impact. Nevertheless, the social aspect comes from agricultural roots of Arvaia and they should never be forgotten.

Results of Part 2 of the workshop.

Description of the drivers identified and specific consideration about the matching with Smartchain project.

SMARTCHAIN project brought new perspectives into Arvaia through the engagement into different workpackages. However, one of the most important studies into which Arvaia was active was the



environmental impact of the members' movements. This is something that the association added to its social report (bilancio sociale). This study made Arvaia more aware about this aspect. Members are engaged and committed to being more sustainable and this is something highlighted through the project.

Another very important aspect of SMARTCHAIN is that it allowed Arvaia to continue experimentation in agriculture especially those related to the post-harvest practices. The association is collaborating to increase the life of strawberries after the harvesting since Arvaia is not equipped with big enough refrigerators for the conservation of its production.

All these have allowed Arvaia to apply alternative practices that are also different from classic organic farming.

Description of enabling factors.

One of the most important aspects of the social innovation that Arvaia is bringing is to unite people to do something altogether for improving the life of everyone. It is trying to make people the main actors of the change and the development. Probably would have been very difficult for these people to do this all by themselves. Thus, the innovation is part of the social and climate change that these people aim but do not know how. Through Arvaia they are integrative part of the process, they are working in the field, they are part of decision-making process of what to plant and consume. Thus, the consumer is part of the change and this is the biggest social innovation. This is the message that Arvaia also tries to communicate to its members.

Nevertheless, barriers that Arvaia is facing could be seen also as ways to increase the social innovations of the CSA in Italy.

One of these barriers is to maintain the context in which Arvaia operates. The actual socio-economical, institutional, and historical context is very narrow for the association since it wants not to be identified only as a farm which produces only material value.

Another very important barrier, which is also linked to the one mentioned previously, is the collaboration with the institutions. To date, Arvaia and other similar initiatives, are seen only as economical realities while they are not only that. They are also a social and cultural realities. Hence, it is necessary to design policies which take into consideration these realities by valuing their social innovation applied to a traditional perspective as agriculture is.

Finally, another barrier is related to the internal organization. One of the things which needs to be improved is the hierarchical decision-making model. Arvaia tries to be more inclusive and tries to undertake a more horizontal approach, but the main concern is the sustainability of this type of organization, One of the possible ways to solve this problem could be the inclusion of external collaborators and consultants, which could guide the internal decision-making process in Arvaia.



Description of the tools identified for enhancing SI

It is difficult for Arvaia to identify some specific tools which could enhance the SI. However, a way to enhance SI is to understand the barriers which were discussed in the previous section.

Nevertheless, another important factor which could serve not for enhancing but for keeping behind the SI is the financial situation, firstly from the part of the members and subsequently, this affects the financial situation of Arvaia itself. One way to overcome this and, thus, enhancing the SI, is the application to national and/or international grants.

In addition, another tool for enhancing SI, is the **communication**. Communicating the innovativeness of the hybrid model that Arvaia is (explained above), is a way to start a SI not only within the association but to expand it to other realities which already exists or that would start existing especially due to the success of Arvaia.



Case study 12: Foodhub – HUNGARY

Profile of the participants of the workshop

The workshop was held on 29th March 2021.

The objective of the task was the identification of a toolkit to assist stakeholders in SFSC to accelerate breakthrough ideas and create more social innovations along the chain through a co-creation-action.

KIS

- Renáta Inzsöl, moderator
- Katalin Kujáni, moderator
- Ágnes Major

CAMPDEN BRI

- Agnes Fricz Szegedyné
- Kinga Varsányi

FOODHUB

- Balázs Debreczeny owner and manager, main task to facilitate the logistic, packaging and marketing for small holders and to open new markets for local organic products, maintenance of quality insurance
- Zsolt Nagy organic animal producer and rural guest house
- Zoltán Katona: organic cattle producer and representative of Hungarian Grey Cattle Producers' Association. Main aim is to certify and sell the products as organic
- Adrienn Somosné Nagy: owner of Pilze-Nagy Ltd. Producers of oysters they are working on organic sale of mushroom in Hungary, they are working on vertical integration of oyster supply chain
- Ágoston Nobilis: fruit producer and organic vegetable and crop producer. They are working on the innovative short chains with restaurants and gastronomic actors.
- István Mészáros: he worked in England on supply for restaurants and retailed sector (Metro, Tesco, Hilton Hotel). Now he is working on Hungarian gastronomic sector.

It must be mentioned that the participants are not formal member of the Foodhub, they are working together on ad hoc basis based on the selling activities. That is why the guideline of the workshop was transferred to the needs and endowments of the participants.



The KIS welcomed all the participants and presented the main objective of the workshop and asked everybody to introduce themselves. After the first introduction the moderate asked the participants to express their current feeling with a single word.

They mentioned the following words:

- enthusiastic
- excited
- curious
- overwhelmed
- satisfied
- interested

Result of Part 1 of the workshop.

Description of the vision and objectives of the organization

After the first introduction rounds the group started the tree of life exercise. It must be noted that the participants are not formal member of the Foodhub.

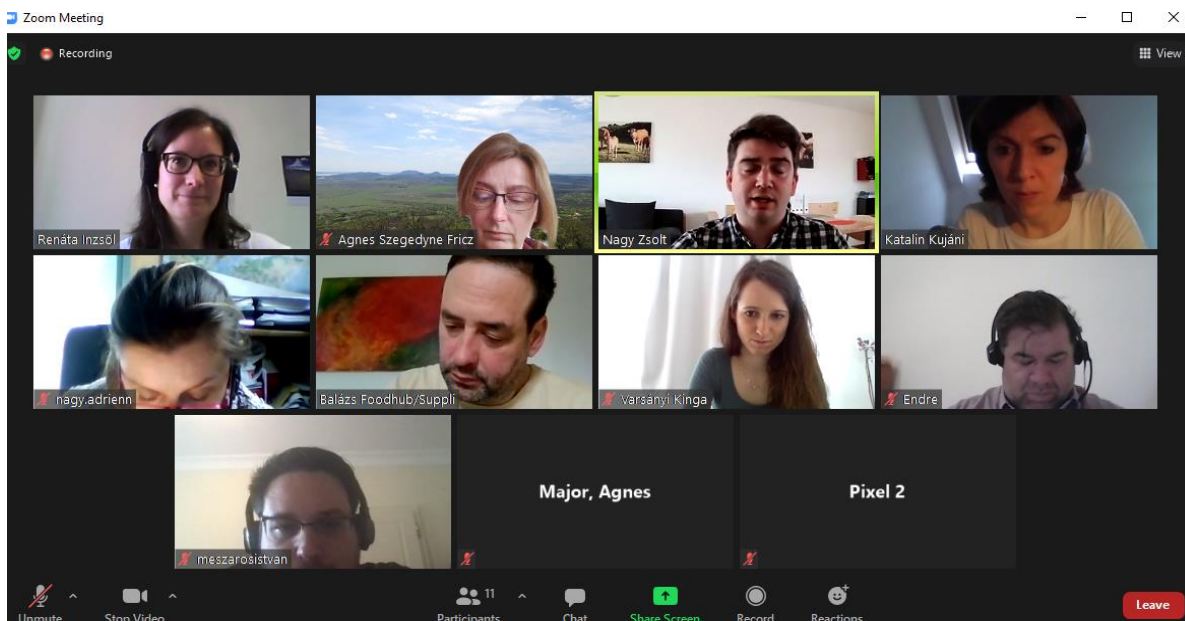
1. Roots: Ask them to write their individual background, (the town they come from, personal and professional influences—could be a parent or a teacher, or anything they think is important for shaping who they are).
2. Ground: Ask them to write daily practices **linked to the organic products sale** within the organization (it could be daily routines or people they meet or anything else);
3. Trunk: Ask them to write their skills and principles they bring to work **linked to the organic products sale**;
4. Branches: Ask them to write their hopes and dreams **linked to the organic products sale** for their organization, colleagues, the team and the people they work with;
5. Leaves: Write who supports their organization (in every way they can think)
6. Fruit: Ask them to write contributions of their organization to others (individual, groups, community, society)

	Zoltán	Adrienn	István	Balázs	Zsolt	Ágoston
root	trade	curiosity	faith trust	value system conscience	nature preservation	nature preservation
ground	struggle	spinning	it must be explained why organic is good	flexibility	new trends the organic is new	logistics
trunk	creation connections	control trust	mathematic how is it worth it	transparency	flexibility reliability	flexibility persistence
branch	win-win situation	cooperation knowledge transfer	self-sufficiency	community building – common planning to maintain the quality	predictability	healthy lifestyle
leaves	new connections knowledge transfer	marketing communication information	community investment (money)	logistics financial support	legal support	marketing logistics wide network of contacts
fruit	new connections and product development		logistics background	flexible and understandable rules working markets	marketing logistics wide network of contacts	

The participants agreed that they have already developed their own products and brand that is working at local level or in some cases in export markets. They are all interested in creation of community sale where organic products are in the focus. However, it was also emphasised, the farmers do not have additional energy for doing marketing and communication activities beside their core activity: farming.

The second issue was a discussion on the logistic at farm level thus the direct supply for consumers needs one or two persons who work on the logistic works and marketing. The participants expressed that they would require more help in these activities as to get facilitation to their work and to do them at professional level.

The third highlighted problem was the low acceptance of organic products in Hungary, which demands more focused works, especially professional sale management and marketing to consumers.



Results of Part 2 of the workshop.

The purpose of the second phase of the meeting was to identify social innovation drivers, enabling factors and tools.

Tools and methods which may help the common access to market

- There are some challenges regarding involving new consumers into SFSC. The main challenge is how to have access to new markets and how to support in logistics, additionally organising these new types of orders and transport.
- It would be helpful to join already working distribution systems, mainly cold chain systems which open new markets for organic products. These systems would provide common marketing actions to share costs and human resources.
- The collective actions can contribute to attitude formation of consumers as well which cannot be done solely by an SMEs. The collective actions should involve all the actors in HoReCa sector since consumers follow the trends of the HoReCa sector that means that the key persons are the chefs. The collective actions could improve the creativity of these actors in the chains.
- The common actions can be supported the production development as well in the case of dried or frozen products that can be meat, mushroom, vegetables.
- What is missing in Hungary is the legally supported form for common sale point which could organise all the elements for sale and purchasing and joint marketing, the fees for these organisational works could be distributed between the parties in proportion to turnover.
- The collective actions could help small farmers to achieve common quality systems like PGOs. Best practices from other countries confirmed that farmers' organisations join the PGO's for their products, which would be a good way for grey cattle producers (i.e. this was the core farming activity one of the participants – Hungarian grey cattle has already been a PGO). These collaborations could foster to diminish the knowledge gap on how to use the best the product by sharing recipes, explaining the necessary ingredients, or quality criteria. In other countries like England, France it is the State undertook, but in Hungary the markets' actors should solve it.



- The development and harmonization of distribution systems and the cooperation between different organic producers may serve as a legal support to implement results of collective actions into the legal regulations.
- The network connection is an important tool to be successful in the SFSC.
- The Foodhub is not just a logistical partner of the small farmers because they are working on advising and promotion of organic products, organisation of logistics, providing software, creating contact network, representation of farmers and organic products. If they can collaborate with farmers, they would have better bargaining position on negotiation with bigger retailers, chambers and policy makers. Foodhub needs to get contact and networking with local HUBs as they can provide them information, advisory, logistical service. The main barrier in the operation of Foodhub is the lack of information on quality and quantity offered by farmers; in order to solve this problem, they are planning to develop a forecasting software to fill this shortcoming. The planned harvest quantity and schedule will be forecasted by this new system. Foodhub can also work on the training of HoReCa actors and consumers to be able to use all the parts of the animals and new kind of mushrooms as oyster.

Finally, we asked participants to say one word which express their feelings:

- win-win situation
- satisfaction
- thankful
- interesting
- instructive
- fruitful
- makes sense
- enthusiastic
- grateful



Case study 13: Zala Thermal Valley Association - HUNGARY

Profile of the participants of the workshop

The workshop was held on 23rd March 2021 with the participation of:

KIS

- Renáta Inzsöl, moderator
- Katalin Kujáni, moderator

CAMPDEN BRI

- Ágnes Fricz Szegedyné
- Kinga Varsányi

ZALA THERMAL VALLEY

- Tibor Szabó: project manager of Zala Thermal Valley Association, head of LEADER Action Group department, facilitator, coordinator of Open Farms Initiative.
- Erzsébet Molnár Guitprechné: president of Zala Thermal Valley Association,
- Gábor Nagy: Owner of 'Medvebor' Vinery, member of Open Farms since 2020 (new member)
- Balázs Fatér: member of Open Farms, member of presidency of Open Farms, fruit processor entrepreneur
- Péter Bakos: Owner of 'Valley of Herbs' Ecological Farm, member of Open Farms
- Levente Huszti: external expert of Open Farms, R&D specialist

Members of Open Farms have been working together for long years. They know each other's activities and strengths therefore they work together as a team. The main purposes and strategy were identified by the members thus they asked us to make an opportunity to speak about the long-term strategy and cooperation of the group.

Result of Part 1 of the workshop.

KIS welcomed all the participants and presented the main objective of the workshop and asked everybody to introduce themselves. After the first introduction the moderator asked the participants to express their current feeling with a single word.

They mentioned the following words:

- enthusiastic
- excited
- curious
- overwhelmed
- calm
- confident
- happy



- frustrated

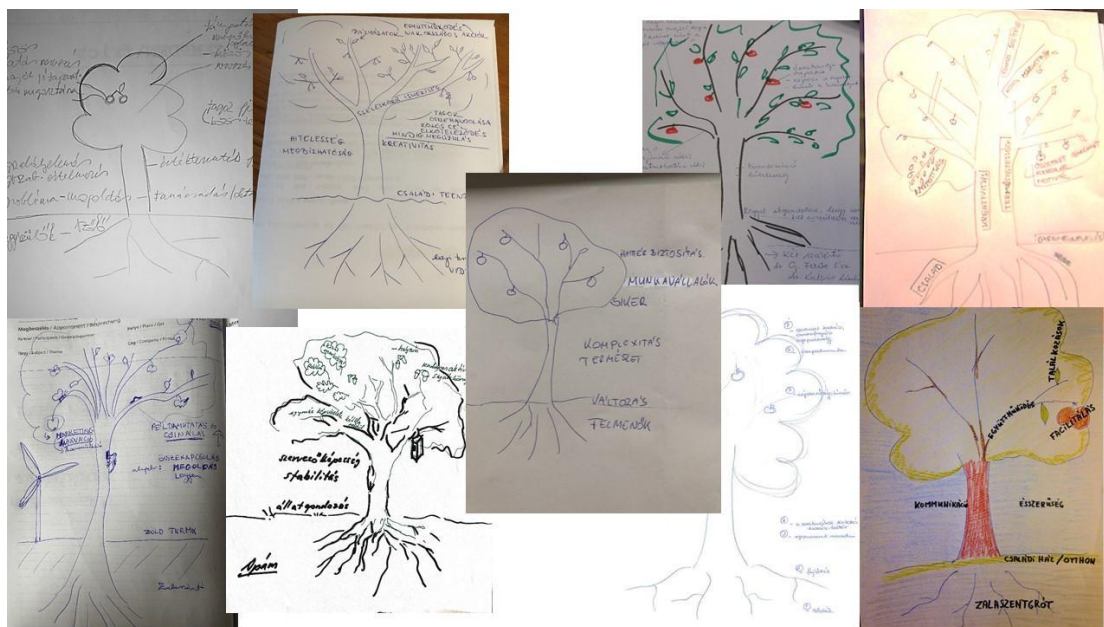
After the first introduction rounds the group started the tree of life exercise. The group was very cooperative and enthusiastic. They enjoyed the task very much and found it useful for the common work.

	Erzsi	Tibor	Gábor	Péter	Balázs	Levente
root	G.Fekete Éva Kulcsár László	Zalaszentgrót	grape	father	parents	Zalaszántó
ground	creativity natural	family at home	creativity	care animals	changes	green turmix
trunk	support each other work together	communication rationality	Craft: cleanliness, uniqueness, content, livability of a wine region	ability to organise stability		looking for solutions linking
branch	become sustainable	cooperation	openness	represent each other without doubts	success	showing example as an umbrella organisation
leaves	motivated actors can strengthen the cooperation	trust	coordination	common marketing	group, community	people
fruit	hold together the actors train the actors support the community	meetings	motivation hold all the member together	members give the place, environment, force community gives activity	ensure the background as the LEADER action group does it	marketing innovation

1. Roots: Ask them to write their individual background, (the town they come from, personal and professional influences—could be a parent or a teacher, or anything they think is important for shaping who they are).
2. Ground: Ask them to write daily practices **linked to their everyday life (professional and personal life)** (it could be daily routines or people they meet or anything else);
3. Trunk: Ask them to write their skills and principles they bring to work **linked to their professional life**;
4. Branches: Ask them to write their hopes and dreams for their organization, colleagues, the team and the people they work with; **linked to Open Farms**
5. Leaves: Write who supports their organization (in every way they can think)

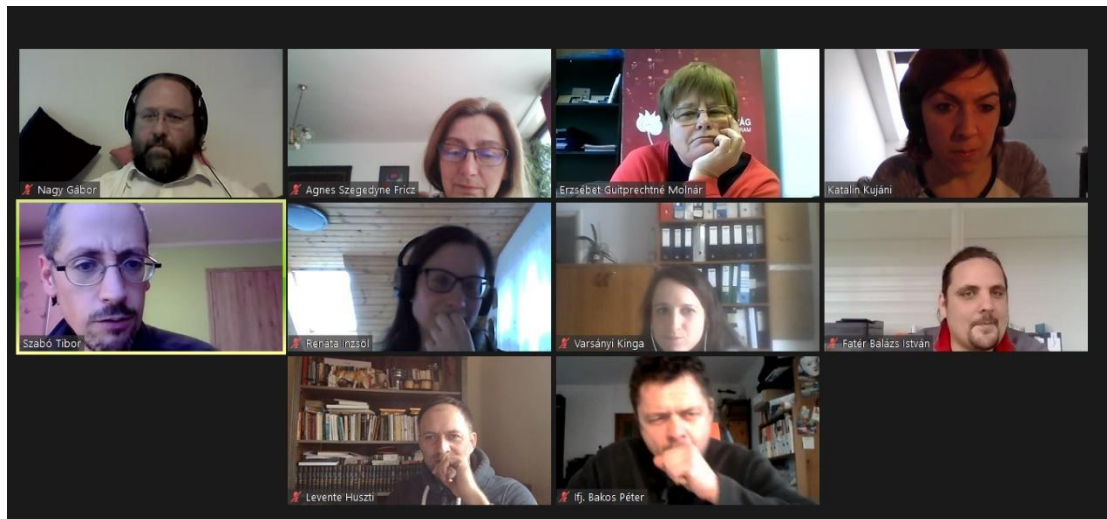


6. Fruit: Ask them to write contributions of their organization to others (individual, groups, community, society).



The participants agreed that they are a strong community today. The main objectives and goals of Open Farms were identified in 2015. At the beginning they were separate entities, having no common objective, no networking, etc. In the last five years it has changed. Nowadays Open Farms can work together and create common activities, results and they intend to maintain this well working collaboration for a long time. Their main vision is to improve their membership, become more famous and organise a regional or national wide network based on their best practice which could provide more marketing.

It was commonly agreed that this means a continuous hard work to hold members together, train them and maintain a permanent high quality of services. Innovation and marketing are the main tools to reach consumers and make Open Farms know on country-wise level. The spirit of the group is the LEADER (Local Action Group) who undertakes all the facilitation activities. They agreed that it is the most important to find proper supporting tools for the LEADER to be able to maintain their animation, facilitation activities, the collaboration between totally different SMEs within the Open Farms members.



Result of Part 2 of the workshop.

The purpose of the second phase of the meeting was to identify social innovation drivers, enabling factors and tools.

Tools and methods which may help the common access to market

- **Stronger teamwork and offering each other's services, products:** if the members expend at least 5-10 percent of their working hours on Open Farms' matters and promote each other's services, Open Farms could flourish and achieve greater result.
- **Lack of knowing every member:** team building actions, study tours can make stronger the community.
- **Improving communication skills:** members are not on the same level of communication skills. Not every member can introduce the farm on that way what is attractive for consumers.
- **Consumer quality assessment system:** Only services of Open Farms are evaluated now. It gives opportunity for consumers and visitors to evaluate not only services but products of Open Farm members (for example grading with five stars on the Open Farm website). This system could be used after a longer development and validation process.
- **Involving all participants of SFSC:** It should be considered to involve other players of SFSC in the region, for example producers, restaurants, accommodations, etc.
- **Using common design and logo in marketing actions:** introducing products into the quality insurance system requires the use of uniform designed labels. There are regulations regarding labels in the EU and Hungary also. Labelling requires sophisticated harmonization between regulations and marketing objectives and messages. Best practice can be the French



'Bienvenue a la ferme' initiative, which uses a different mutation of common label for every type of products and services. <https://www.bienvenue-a-la-ferme.com/>

- **Innovative marketing tools:** visitors are looking for unique experiences. Open Farm members must create their own story and use it for every marketing tool. Storytelling is one of the most important part of gaining new visitors.

COVID-19 pandemic set back the everyday meetings of Open Farm members. They cannot host visitors on their farms, but the negative effects make stronger the collective actions.



Case study 14: Local2Local – NETHERLAND

Case study 15: Vleesch&Co - NETHERLAND

Each Hub manager organizes an online workshop (one for each case-study) with the case study participants. In this workshop we ask the case study leaders to invite the members of the board of their organization, or any other person they think their opinions could be important for the organization. For both case studies the founders of the organisations were present, Local2Local – Mark Frederiks / Vleesch&Co – Bauke van der Veen.

Feeling expression in a single word.

- L2L: Appreciated
- VCo: Enabling

Result of Part 1 of the workshop.

The information you need to get from the discussion for the reporting is:

- a. what is the vision, mission and goals of their organization?
- b. has it changed through time?
- c. do all stakeholders share the same vision?

Local2Local:

(a) Vision: to create a fair and equitable food system, without victims and only winners

Mission: We do this by connecting and thus providing insight into the true value of food in order to reach agreements where everyone has access to nutritious and affordable food.

Goals: Grow to provide good food to more people and really help farmers with the content, not just selling local produce, but also creating evidence by encouraging research and innovation and demonstrating the benefits of a regional food system. We are now in the phase from hard working to smart working. When we started local2local, everyone said we were crazy and that it was not feasible, and it was for the first few years. But by standing firm and proving ourselves right, we have come to where we are today. Now we can prove ourselves right and show what the advantages of a regional food system are, due to the COVID crisis people see the advantages of these new food systems.

(b) First goal is to make Local2Local a smart and efficient success case. Next to that, we need to set up a team of smart young professionals who will set up and realise projects that will bring the real transition of the food system. I think that if we do the right things together in the coming years, we can create a food system that makes itself healthy.



(c) Unconditional sharing and connecting with intrinsically motivated people from your network and the key partners of our business (displayed in the leaves and fruits of the tree of life). This also offers the chance to facilitate real change, without having to discuss visions and motivations. The basis to share and give is fundamental, to create value and not even expect something in return, this is where loyalty comes in. .

Vleesch&Co:

(a) Vision: what you stand for, a more sustainable world

Mission: make good local food affordable.

Goals: First step is more sustainable packaging (biodegradable) and making good food affordable, so make volume available and here achieve logistics, marketing and findability of the company. Longer term goals are to create more turnover (25-30% per year growth) and to make good food available. This is now going well because we work with frozen meat and that is why we are succeeding; everything is processed according to the moerman ladder and we keep the highest level out of respect for the animal.

(b) Changing the food system, I think grass-fed and cows in the nature are important. I also want people to eat less meat, also for a more sustainable world, and when they do eat meat that is of good quality for the animal, nature and people.

(c) Connecting people is one of the most important parts, bringing together people with the same vision on the basis of intrinsic values. What goes around comes around. Here, honesty is essential and one of the most important values and acting with integrity is important.

Result of Part 2 of the workshop.

Local2Local:

- The best solutions arise at the table, both with the farmers and in your own home with friends and loved ones. That's how you make connections, connect through food.

- I believe in biomimicry, natural mechanisms of how a herd works. I see myself now fulfilling a role where I give direction to young talents and other frontrunners in the sector, that feels like a responsibility. As a senior, I want to empower those young talents and connect them to my network and impactful projects.

- Data analysis of social networks, and also of long-term relationships that have developed over the years. True friendship is difficult, the people I work with in this company have arisen from friendship, with whom you have also had arguments and developed through them. On the other hand, empowering young talents is to let them act and develop freely, we don't hang them up on a non-compete clause and you have to be able to let that go. Or even Taco, our supply chain



manager, who had a heavy medical file and was encouraged to develop as a professional, the only one with a permanent contract now. We give the strongest people the most freedom and the people with the most experience retrieve the hardest blows.

In addition, we look at data and social networks and the organism and organisation within them, which makes it smart. That it comes from your deepest motivation in order to establish systemic change, with honesty and transparency at its core.

An organisational culture driven by values and needs. A young talent must be able to explore and develop in a broad sense, give them the opportunity to get lost and trust that they will return in their next steps. We have already experienced this several times where talents come back through a balance situation of working together. How we stay grounded on the one hand, and on the other hand give direction on different levels on the basis of values and social impact.

- We try to connect the farmers with the consumers, who together can figure out how to build a valuable system. This invitation to connect is the ultimate social innovation. We think like an ecosystem, without a profit optimisation point of view but acting from value driven projects.
- There is little scoring or needs for recognition behind these drivers, purely from intrinsic motivation and values.

Vleesch&Co

- Connecting and inspiring with external environments, from customers to suppliers to network parties. Or chefs I spar with, to make them aware of quality but also the sustainability aspects. I inspire the customers. Internally in the organisation I hire developers, but I stick to my own values and act on my vision where purity and quality are central (it must be Italian!).
- I have built my organisation structure from my family ties and my experience at IKEA. During my job at IKEA I visited a lot of branches abroad and asked the people I worked with what they ate, there you came in touch with local cuisines or or the people took you home themselves. When people started to tell me why certain products are so fantastic, they started to smile, that's what I wanted too, I want to be proud of my products and the products we have in the Netherlands. I grew up with local products, and if I cook for my friends. I want to be able to get local products, which is why I started Vleesch&Co and FlevoFood. So I wanted to include my enthusiasm for food and seeing it in others in my mission and vision. Sharing my intrinsic motivation and using it to inspire others became my mission.
- To set up collaborations through networks in order to set systemic changes in motion, to work from my intrinsic motivation and to add something to this, to carry out meaningful projects and activities.

Description of enabling factors



Local2Local:

- The creation of **new relationships** inside the actors of the chain. We facilitate individual farmers and entrepreneurs with a practical short food supply chain approach. Provide easy access to networks, knowledge and tools. Involving a numerous amount of SFSC initiatives and supporting their development.
- The **collaboration** among the chain' stakeholders at different levels. We have established multiple regional alliances, which are forms of cooperation between local authorities, short chain entrepreneurs and research institutions. In general, regional alliances in the Netherlands already exist, examples of which are the Zuid-Hollandse Voedselalliantie, the Gelderland Food Knowledge Network, the Flevofood Association or Utrecht Food Freedom. With know-how and experience from the existing regional alliances, new alliances can be set up and an exchange of knowledge, tools and resources can be put in motion. At the moment L2L is the leading SFSC-company in the province of Utrecht.

Next to that in the past year, Local2Local, in collaboration with Rabobank Amsterdam and Makro Nederland, has invested in and worked on the preparation of a SFSC in the Amsterdam Metropolitan Area, Flevoland and Utrecht. All the available knowledge, networks and tools of Local2Local formed the starting point. On an interregional level Local2Local co-founded the Taskforce Short Chain, provide guidance in the development and empowerment of SFSC in the Netherlands. It facilitates: improving dialogue, mutual understanding and cooperation between stakeholders; providing solutions for organizational, technical and financial barriers to short food chains; development of a conceptual framework for measuring social innovation; making recommendations on policies and regulations that influence the sustainable production and consumption of food; gaining insights into consumers' attitudes towards short food chains and the triggers for behavioural change; Designing new processes that lead to new opportunities for farmers and growers. Strengthening partnerships between stakeholders by creating favourable conditions for cooperation, co-creation and innovation.

- The creation or enhancement of **new services for the community** and stakeholders of the chain. Setting up community-driven platforms, for example the SMARTCHAIN community linkedIn page or the Local2Local Talents platform (available in Smartchain innovation inventory). Or a social network analysis of frontrunners in a sector and an in-depth innovation ecosystem analysis. In order to successfully facilitate collaboration between SFSC actors, it is useful to have an overview of the innovation ecosystem actors and their roles, so that linkages can be made.
- The **enlargement of the governance** structure of the chain including in the strategies and decision-making processes also costumers. Definitions of social exclusivity are part of it, what is missing and what is needed. When we are dealing with a systemic problem that has social, environmental and economic impact, it is important that these effects are also investigated.



This is a difficult process, but we go for the human touch. We are also making the connection between Smart City approaches, where in innovative ways the bridge is made between rural agriculture and consumption in the city.

- The ability of **influence** other sectors or stakeholders not directly involved in the chain. The real value creation takes place between sectors not within a sector, so make cross-sectoral connections to perpetuate values. The most important example is nutrition and health, if we want to get everything right in society we must stop investing a large part of our budgets in health care. We can do this by exercising more and eating well and nutritiously. You need political support to bring about stimulating legislation that focuses on healthy food and exercise. We now try to make this connection within our partnership with Diverzio, with the aim to further improve nutrition in care institutions and contribute to making the food system more sustainable. In recent years, both Diverzio and Local2Local have worked on the transition of the food system by locally and regionally connecting farmers, citizens and institutions in general, and shortening the chain between the agri & food sector and healthcare institutions in particular. This collaboration makes it possible for the agrifood sector and the healthcare sector to find each other even better. The programs that Diverzio has developed to shorten the chain between the two sectors will be expanded and enriched

Vleesch&Co:

- The creation of **new relationships** inside the actors of the chain. Acting on the basis of equality and common goals, by agreeing on a shared vision and missions.
- The **collaboration** among the chain' stakeholders at different levels. It comes down to the same thing, acting on the same shared values, which is not making money or profit optimisation. I find it important that there is no double agenda, it must contribute to my objective. I achieve this by connecting, talking and working together with trusted contacts and networks.
- The creation or enhancement of **new services for the community** and stakeholders of the chain. When I see how many motivated and like-minded people I have met in the past five years, it is more than in my entire career at IKEA, and I get my energy from this. And without asking what profit I get from these collaborations, that motivates me. For example, my participation in SMARTCHAIN, the fact that I can contribute at a European level in something I believe in, that's the motivation for me to participate and to work together. The fact that I am open to these collaborations, that they support my vision and that I can make connections on different levels, those connections ensure my growth in my network and of the community of stakeholders.
- The **enlargement of the governance** structure of the chain including in the strategies and decision-making processes also costumers. I can have an opinion myself, but in the end you



also have to deal with rules and definitions of governments, which can make or break something.

- The ability of **influence** other sectors or stakeholders not directly involved in the chain. I think true cost pricing is important here; if it becomes transparent and the costs of health care are included, then healthy products should become cheaper.

Description of enabling tools

Local2Local:

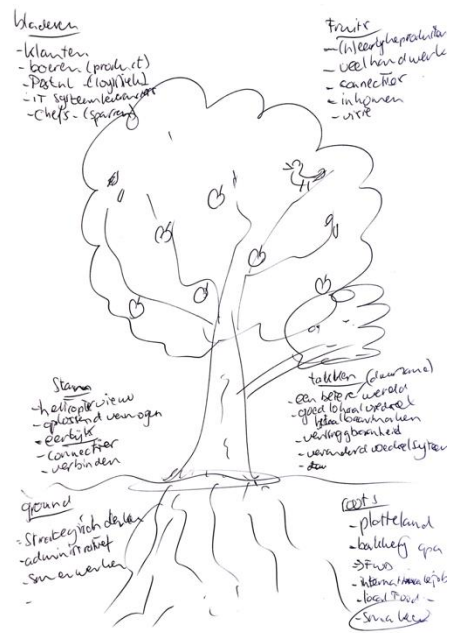
- Enabling taxes system for social enterprises, paying less taxes.
- Working from an innovation ecosystem approach and a shared roadmap with aligned work packages, not supporting loose projects without follow-up of the outcomes of previous results. Looking at systemic solutions instead of end-of-pipe solutions, implementing system thinking approaches.
- Facilitate learnings between projects and organisations, implementing an innovation ecosystem approach instead of loose networks.

Vleesch&Co:

- - Provide leadership, show examples of best practice and safeguard them and take them into follow-up projects.
- - Support cross-projects governance, create political support.
- - Setting up social enterprise structures.



Tree of life Local2Local



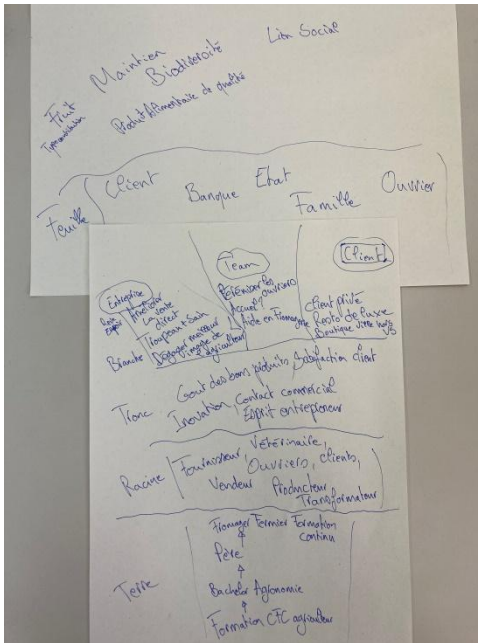
Tree of life Vleesch&Co

Case study 16: Chèvrement bon – SWITZERLAND

Profile of the participants of the workshop (number and typology)

Participant	Function	Feeling before	Feeling after
Etienne Besson	manager	unsure	positive (to take time for thought)

At the beginning of the workshop, the common definition of social innovation and some concrete examples of SI was shared with the participant



Description of the vision and objectives of the organization.

The company's overall vision is to maintain and develop the company's sustainability, biodiversity, product quality and social relations over the long term. It wants to contribute to a more positive general image of agriculture. Internally, the company wants to maintain the health of the herd. As far as the employees are concerned, the aim is to keep the workers on the farm and, if possible, to hire auxiliary to process the products. In terms of customers and sales channels, the aim is to improve direct sales by focusing on private customers, by developing sales in luxury restaurants and by expanding the sales area outside the canton, in particular by delivering products to small grocery shops in urban centers. In general, stakeholders share this vision and these objectives.

The analysis of the drivers, enabling factors and tools was carried out on the following weak points of 'Chèvrement bon' SIAT analysis:

a) Customers' trust

Customers' awareness about what they eat and how the products they buy are produced & distributed

Organic production

The technical challenges of switching to organic production are enormous and would threaten the sustainability of the business on several levels: very difficult specifications to meet; sharp drop in milk production (minus 40%) and more irregular production; very strict goat feed (only organic); impossible to produce own fodder at 1000m altitude. Despite this, some changes have been implemented to better meet consumer expectations.

Drivers: There is less pressure from consumers to switch to organic production than a few years ago. The new organization corresponds to consumer expectations and has led to changes in the structure and organization of the business. **Matching with Smartchain drivers 3. 4. and 5.**

Enabling factors: Changes in the organization and management of the herd to improve the image and communication, with a free-range holding, with the generalization of grazing and with the abandonment of soya as a feed supplement. **Matching with Smartchain enabling factors 1.**

Tools: No particular tool needed (internal change in the company). **No matching with Smartchain tool.**

b) **Community involvement and animation**

Consumers' awareness about what they eat and how the products they buy are produced and distributed

New relationships arisen with actors not directly involved in the production and distribution process

Providing spaces for activities or services of community actors

The strengthening of the link between producers and consumers should be done by organizing an agritourism structure, possibly in the framework of a Regional Development Project (RDP). The aim is to strengthen the positive image and value of the region by linking agricultural and tourist activities. A regional network of actors from various sectors could also be strengthened.

Drivers: There is a strong demand from customers to be able to benefit from a reception structure on the farm for visits (also schools). The success of the project will be influenced by the commitment of the actors in the region and their willingness to cooperate in a joint project to enhance the value of the region. **Matching with all Smartchain drivers.**

Enabling factors: The creation of an agritourism structure will allow a better valorization of the work of the enterprise, a reinforcement of the links with the customers and will provide a new service to the region and the community, this beyond the agricultural sector. The aim is to work on the provision of a space of meeting, pleasure and learning intended for a large public. **Matching with all Smartchain enabling factors.**

Tools: Need to get additional hosting skills and public funding. A tool to develop a specific agritourism business model should be made available. **Matching with all Smartchain tools.**

c) **Participation of local actors in production & processing**

Thoughts are carried out to cover additional milk needs (1/3 more easily processed and marketable)

Drivers: Establishment of collaborations with other milk suppliers, but with the need to ensure quality. Need for change in the structure and organization of the business. **Matching with all Smartchain drivers.**

Enabling factors: Several models are to be studied, for example a common cheese factory for several producers (not necessarily with a co-decisional process). Another option would be to buy milk from local suppliers, but this change would require new products with a change in the

transformation process (thermizing for hard cheese). Need to hire an additional person with processing skills. **Matching with Smartchain enabling factors 1. 2. 3. and 5.**

Tools: Technical and administrative support would be needed (farm advisory service) to enable an appropriate choice of participatory solution. A tool to enable operational implementation would be needed. **No matching with Smartchain tools.**

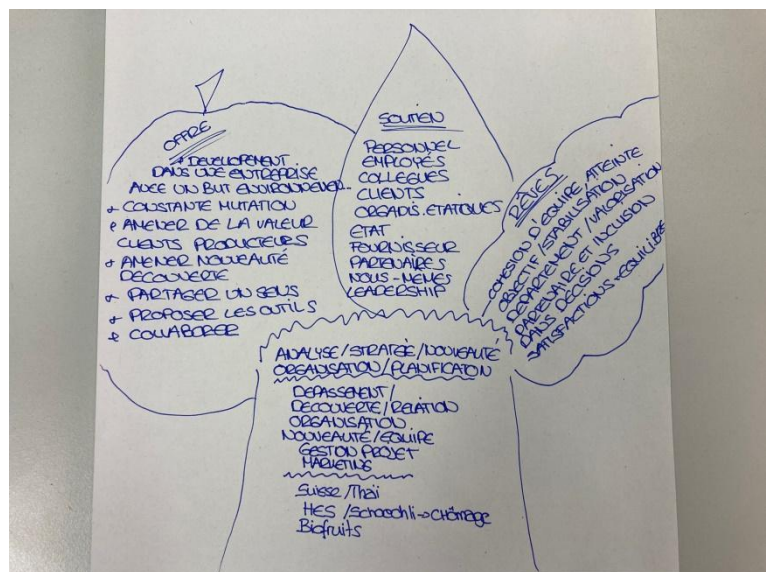
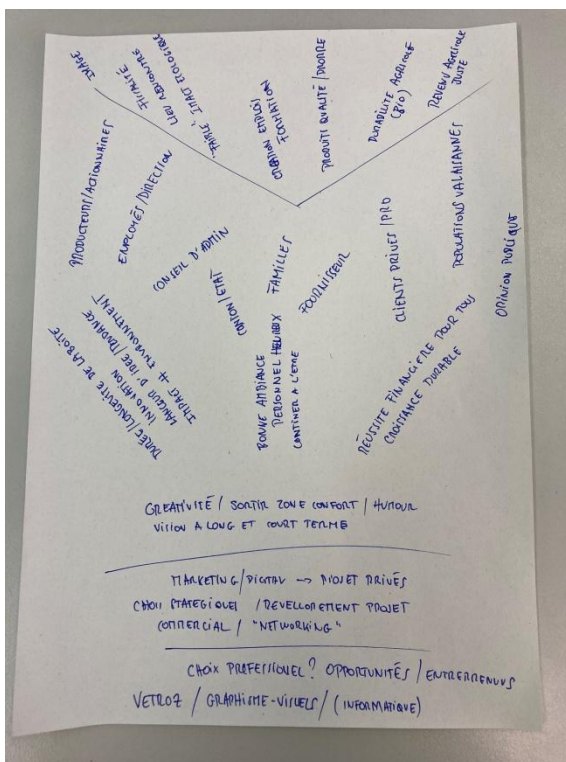
No supplementary items.



Case study 17: Biofruits – SWITZERLAND

Profile of the participants of the workshop (number and typology)

Participant	Function	Feeling before	Feeling after
Julien Gonthier	manager	blurred	a little clearer
Séverine Gay-Roth	marketing and communication officer	curious	opportunity



At the beginning of the workshop, the common definition of social innovation and some concrete examples of SI was shared with the participants

Description of the vision and objectives of the organization.

The overall vision of the company is to be financially successful with long-term sustainable growth by implementing innovations and anchoring the company in the long term. Internally, the company wants to maintain employee satisfaction and balance, cohesion and a good team atmosphere through the development of a more participative governance. Externally, the company

wants to be a trend-setting player (idea setter) with a low environmental impact. Whether internally or externally, the aim is to bring and share values with employees and stakeholders by maintaining and developing contributions in terms of image, shared meaning, novelty and discovery, collaborations, product quality, low environmental impact, agricultural sustainability (organic), fair farm income, job creation and training, meeting place...

In general, stakeholders share this vision and these objectives.

The analysis of the drivers, enabling factors and tools was carried out on the following weak points of 'Biofruits' SIAT analysis:

a) Governance:

The very low level of the SIAT analysis is wrong, as Biofruits considers that governance has a strong participatory element, as it is based on a management board with a majority of producer-suppliers (=shareholders). The differentiated structure of the company (with long and short chains) does not help to have a single image of governance.

Drivers: Suppliers are involved in the decision-making process, but not customers. The management board is composed of a small group, which ensures an easy functioning and efficient decision-making process (different from a PO with many members). **Matching with all 6 Smartchain drivers.**

Enabling factors: The company will be split in two with a separation of the real estate sector and the operational (production) sector. The share capital will be raised and the system of redistribution of financial means will be reviewed (e.g. bonus with shares for greater employee involvement). The decision making process will be extended to internal employees, who will be part of the management board (thoughts to open also to some external customers). **Matching with Smartchain enabling factors 1. and 4.**

Tools: There is a need for a tool to formalize these process changes (administrative level) and to review the values and vision more frequently. **Matching with Smartchain tool 1. and 4.**

No other specific tools needed. The company develops its own tools. It works on intuition, with an idea, the means to implement this idea (e.g. hiring qualified staff), but without benchmarking information.

b) Community involvement and animation - Consumers' awareness about what they eat and how the products they buy are produced and distributed - Providing spaces for activities or services of community actors:

The strengthening of the link between producers and consumers should be done by taking up the principle of wine, a product that is tasted, talked about, and which is the symbol of conviviality and sharing (meal with friends). The aim is to enhance the perception of fresh and processed fruit and vegetables.

Drivers: **Consumers perceive** fruit and vegetables as everyday products. People do not talk about the quality of a fruit juice and do not taste it. **No matching with Smartchain drivers.**

Enabling factors: Work on educational level (behavior changes) by reactivating awareness-raising projects in schools (e.g. in connection with the installation of local drinks machines, collaboration with the project RegioFood). Long-term investment for tomorrow's consumers. Also work on a level to provide a space for meeting, pleasure and learning with the creation of a "fruit and vegetable museum". The concept should be simple, easy to access, aimed at a wide audience with interactive, fun and olfactory experiences. **Matching with Smartchain enabling factors 1., 2. 3. and 5.**

Tools: Seek museum skills and public funding. **Matching with Smartchain tool 1. 2. 3. and 4.**

c) **Sharing technical solutions with stakeholders**

Technical solutions are shared at the production level, but little at the level of storage and processing of products.

Drivers: Very specific sector in terms of technical infrastructure for processing. Knowledge sharing in one direction only (Biofruits > customers, very few Technical University > Biofruits). **Matching with Smartchain drivers 1., 3. 4. and 5.**

Enabling factors: Knowledge sharing in process and product development with the development of a full service (=sharing for a fee) due to the very large investment in skills (legal, labels, know-how) and infrastructure (press, laboratory) for juice and nectar production. This service will become public. **Matching with Smartchain enabling factors 1., 2. 3. and 5.**

Tools: The development of a global and easily accessible platform, supported by the state, would be very useful (address book of companies with specific skills). **Matching with Smartchain tool 2. and 4.**

However, looking for external expertise is often more expensive, not flexible enough and not adapted to the company.

d) **Energy consumption:**

Very high impact in the company.

Drivers: First is B2B sector of storage infrastructure too static. Not possible to renew often the very high investments.

Secondly, solar panels installed a few years ago thanks to a federal incentive mechanism for the production of electricity from renewable energies (RPC "rétribution à prix coûtant"). **Matching with Smartchain drivers 6.**

Enabling factors: Willingness to implement less energy-intensive technology choices. Investment in more solar panels, but with reallocation for internal use (self-consumption). **Matching with Smartchain enabling factors 2. and 5.**

Tools: Development of a B2B energy saving label for storage infrastructures (like B2C labels for washing machines, fridges,...). No matching with Smartchain tool.



Other items:

- **Strengthening community involvement**, with participation in **Climathon or Agricathon** (interdisciplinary events and challenges related to various themes, such as agriculture, climate, environment, digitalisation).
- **Strengthening networking** and the balance between the three pillars of sustainability through a **B-Corp certification**.
- Development of a "**sustainable score**" **label** that integrates quality aspects (Nutriscore type), and the 3 sustainability pillars finance, environment and social (e.g. kilometers travelled by products, fair sharing of margins between players, etc.).

