FOODLEVERS

**Milestone 2.4:
Status report on
Value chain analysis**

Philipps-University of Marburg

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1. Objective

Task 2.3 analyses the different value chain linkages of the respective case studies and their Innovative/Organic Food Systems. Drawing from frameworks of Global Value Chains and Global Production Networks, this task examines:

1.   added value activities (incl. knowledge production and ecosystem service provision);
2.   complexities of production networks and innovation activities (network analysis);
3.   relationship of actors in the chain (incl. decision making strategies and governance);
4.   embeddedness to identify specific regional mechanisms.

In addition, cost-benefit ratios will be determined incorporating qualitative data on social benefits experienced by people involved in the respective production systems as well as quantitative data related to investments. Using this approach Net Social Return On Investment (SROI) will be defined for each FS to highlight better/worse social, environmental and economic performance within innovative farming systems (Guirado et al. 2017). The SROI is a way to measure change relevant to the people or organizations that experience or contribute to it by using monetary values to represent the social, environmental and economic outcomes of an initiative (Nicholls et al. 2012).

The aim of this report is to describe the status quo of the activities related to the socio-economic value chain assessment. It provides an overview of the progress made within this task. Besides relating to organisational and scheduling issues, it will entail an outlook on the results expected from the completed value chain assessments.

2. The national case studies

Within an outranking process seven national case studies representing innovative sustainable and organic food systems were carefully selected. In the following section, the case studies are being introduced:

Germany
'Die Kooperative' represents a biodynamic city-farm cooperating with a large network of regional organic farms. The initiative is based upon consumer-driven decision making and uses an innovative method of distribution via subcontracted cargo bike delivery for the majority of produce. The product range consists of Vegetables, Fruits, Honey, Eggs, Juice, Bread, Noodles.

Romania
Ferma Ecologica Topa -is a biodynamic farm cooperating with a large network of regional organic farms, consumer-driven decision making, innovative method of distribution, volunteer program, on site learning for local school children. The farm produces vegetables, fruits, dairy, medicinal plants, jams, and pickles.

United Kingdom
The Stroud CSA is a biodynamic mixed farm and a community supported agriculture with over 350 members produces vegetables, beef, pork, poultry meat, eggs and dairy products. With its CSA structure it provides an innovative governance structure for restructuring local distribution channels.

Belgium
Het Polderveld Community-Shared-Agriculture is providing organic meals for a local hospital. The agroforestry plot within the farm also serves as a 'healing garden' for patients. The production technique is organic. CSA Principle: At the beginning of the season, the cultivation plan is made in consultation with the hospital. The hospital kitchen prepares about 1200 meals a day. With a number of vegetables such as pumpkin, celeriac and courgette, Het Polderveld can meet almost the entire annual requirement.
The CSA principle is used both for private customers (self-harvesting) and for the local hospital.

Italy
Fattoria Cupidi is an organic farm (UAA 15 ha) managing silvopastoral systems where walnut plantations and olive orchards are grazed by laying hens. The farm is included in an agreement on the sustainable management of local resources, based on organic principles and practices, aiming at the fulfilment of the economic and sociocultural resources of the territory. The farm promotes educational programmes addressed to people interested in live rural farms, students, organised groups and disadvantaged people. The farm has strong and constructive relationships with different organisations and public institutions, and it has stable partnerships and networks with local services, consumers, young people and other stakeholders.

Finland
Forest farming in Finland includes mushroom farms cultivating organic edible mushrooms in forests and indoors. The case study covers the more efficient use of forestry, agriculture and urban side products and waste streams (small diameter trees, grain husks, coffee grounds etc.), courses to farmers and start-ups interested in mushroom cultivation.

Poland
Pasture Community - organic farms, is a local farms network consisting of 28 farms built to penetrate the market and get a "grass-fed" standard for beef, furthermore the initiative aims to improve short value chains and create joint shops for community farmers. Besides beef, the community produces fruits, vegetables and wood.

3. Status of the value chain analysis

In the following subsections of this chapter the current status of Task 2.3, the socio-economic value chain assessment will be outlined. It will summarise the activities that have already been performed within this task before an outlook on the results expected will be given in chapter 4 of this report.

a. Scheduling and status of the task's implementation

The activities of task 2.3 started as planned in May 2021. The task's implementation is divided into a three-stage process: (1) the development of a common interview protocol, including

guidelines to secure consistent data processing as well as a secure data transfer; (2) the data collection; and (3) the analysis of the data generated (see also Table 1).

Ultimately, these sequences will feed into a final report on the value chain assessment (Deliverable 2.3), including all seven FOODLEVERS case studies in one overall document. The report will give an overview of similarities, differences, drivers and barriers of the different farming systems, which helps to identify sustainability levers. Furthermore, it will allow for a deduction of recommendations e.g. for policy briefs.

Mai 2021	(1)			(2)												(3)										July 2023
06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32

Table 1: Three-stage implementation process of Task 2.3.

At the time of reporting (Month 21), the implementation of the task is in transition towards the third phase, the case-centred qualitative content analysis. The data collection in the project's partner countries is almost completed (see also Section 3c). Most data have been transcribed by the respective national partners, translated into English and transferred to UMR. For the subsequent data evaluation UMR will undertake a qualitative content analysis. Currently, three value chain analyses are about to be conducted, namely for the Belgian, Italian and German case studies. The remaining analyses will follow within the second half of the project.

b. Interview Guidelines: Development, Method and Content

Within the first stage of the task UMR, as the task's lead partner, elaborated common semi-structured interview guidelines (see Annex I) applicable for the food value chains of every type of farming system, geographical and institutional context. In addition to the research content, the guidelines included practical instructions and recommendations to facilitate the work prior to, during and post-interviews.

Methodological and conceptual development

Methodologically, the interview protocols for the value chain analyses were explicitly developed for semi-structured qualitative expert interviews with the case studies' farmers and stakeholders involved in their food systems. Since the interaction between the interviewer and interviewee is an essential part of the qualitative research process, semi-structured guidelines allow to flexibly adapt the sequence of questions and specific question formulation. In this way, they leave space for thematic deviations to arise during the interview which can

contain valuable information. However, the guidelines also contained obligatory questions to be dealt with to ensure a certain comparability and consistency in the data.

Theoretically, the interview questions are linked to the analytical dimensions of the frameworks of Global Production Networks (Henderson et al. 2002) and Global Value Chains (Gereffi et al. 2005) (including value, embeddedness, power/governance). The interview protocol also takes the conceptual background of FOODLEVERS into account by integrating questions that might uncover the three realms of "deep" leverage for sustainability transitions (Abson et al. 2017) along the case studies' value chains. The third concept covered is the one of the Social Return on Investment (Nicholls et al. 2012).

For the latter we apply the stated preference method (Fujiwara & Campbell 2011) whereby the interviewees are directly asked to assign values to the individually experienced impacts of the respective food system they are involved in. This is done via the concept of "willingness to pay" for an outcome to happen or to avoid. Choosing this open-ended format is the "most direct approach" (Fujiwara & Campbell 2011) allowing to retrieve more honest and meaningful answers of the social benefits as the interviewees answer spontaneously instead of solely reacting to predefined indicators that might not even be perceived relevant. Additionally, it better aligns with the qualitative method as well as the theoretical framework of this task which is to uncover the analytical aspects of value creation, enhancement and capture of the respective food system. Further indicators needed for the SROI calculation relating to the investment side (e.g. the initial investment) have been identified (European Commission 2014, p. 44) and have been integrated into the PG-tool (linkage to Milestone 2.1: PG-Tool adapted). Hence, it was necessary to add quantitative data collection methods to this task.
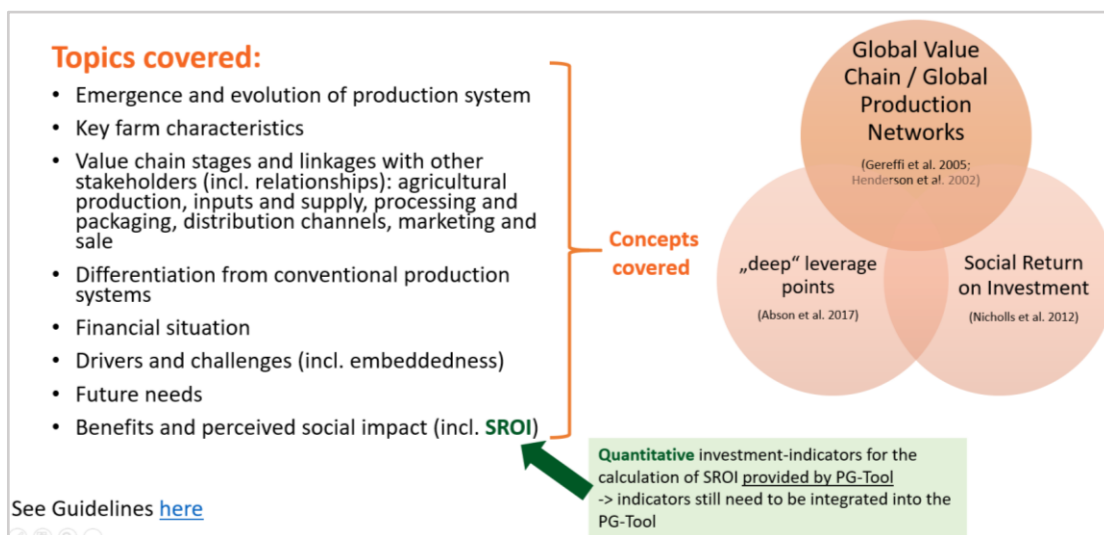

Figure 1: Thematic and conceptual topics covered in the interview guidelines.

Content and target groups of guidelines

In addition to the three theoretical concepts it covers, the interview protocol consists of the following thematic categories:

- Emergence and evolution of production system;
- Key farm characteristics;
- Value chain stages (agricultural production, inputs and supply, processing and packaging, distribution channels, marketing and sale) and linkages with other stakeholders (incl. relationships);
- Differentiation from conventional production systems;
- Benefits and perceived social impact (incl. SROI);
- Financial situation;
- Drivers and challenges (including embeddedness);
- Future needs.

Apart from the topics relevant for the research content, the interview guidelines included metadata forms which were to be noted down by the interviewer (e.g. function of the interviewee, location and date of the interview etc.). It was advised to avoid writing down any personal data (e.g. the respondent's name) as anonymity should be guaranteed.

In order to start the interview appropriately, an introductory part was also provided in the header of the interview guidelines. To make the respondent feel comfortable, it was advised to start with thanking her/him that the interview can take place, briefly introducing the project FOODLEVERS and the focus and aim of the interview. It also contained the note that organisational issues have to be clarified. For example, the interviewer had to ensure anonymity and ask for approval for recording.

Three different semi-structured interview guidelines were developed, depending on the type of stakeholder addressed:

1. Production farm;
2. Stakeholders involved in other parts of the value chain (e.g. processing; supply; distribution; sale; waste management etc.);
3. Other stakeholders (e.g. from policy, umbrella organisations, experts etc.).

The entire interview guidelines are to be found in Annex I.

c. Data collection: Implementation process, status and data structure

Responsibilities for data collection

The data for this task was collected in semi-structured qualitative expert interviews by the project partners using an interview protocol that was developed by UMR. Therefore, all partners were asked to recruit suitable stakeholders linked to their case studies (main production farm(s), suppliers, processors, distribution partners, retailers, umbrella organisations, local governments etc.), organise appointments for data collection and

undertake and record the qualitative interviews. It was advised to conduct between five to seven interviews per case study country.

Prior to the Interview: Identifying interview partners

The sampling strategy applied was two-folded, consisting of pre-sampling as well as snowball-sampling. The starting point for identifying interview partners has been set out within the first stages of the project (Task 1.1) whereby the FOODLEVERS Innovative Case studies have been carefully selected through an outranking process considering the coverage of the four OECD-areas of innovation[1]: (1) Products; (2) Production techniques; (3) Marketing; and (4) Organisation and governance.

Following this pre-sampling, the technique of snowball-sampling was applied as a strategy to identify suitable stakeholders to interview within each national case study. This sampling strategy allowed to better grasp the specific nature as well as the value chain configuration of each food system.

All partners were asked to recruit suitable stakeholders linked to their case studies. The following procedure was suggested:
1. As the case study was already known, the data collection can be started with interviewing the main production farm(s). If the respective case study contains a network of farmers or collaborates with other farmers, several farmers could also be interviewed (e.g. 2-4 farms).
2. At the end of the interview, the interviewee can be asked for the contact details of the most important stakeholders involved in their value chain (suppliers, processors, distribution partners, retailers etc.) as well as some other relevant stakeholders (e.g. umbrella organisations, NGOs, local governments, consumer groups etc.). Subsequently, this can lead the investigator to the following interviews.

The contact to the potential interviewees was made either in written (via Email) or oral format (phone call). A template email was provided by UMR in the annex of the interview guidelines.

Implementation: Conducting qualitative interviews

Data has been collected in semi-structured qualitative interviews with farmers and stakeholders relevant for their production and consumption system adopting a common protocol that was developed by the lead partner of this task.

The interviews took place in diverse formats such as face-to-face, via telephone or Skype.

The interviews with production farms took between 1 – 1.5 hours as they were the principal stakeholder group and thus, went more into detail (interview length also depended on how talkative the interviewees were and how much time they had), whereas the interviews with the other groups of stakeholders occasionally were shorter.

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[1] see https://www.oecd.org/site/innovationstrategy/defininginnovation.htm

Post-Interviews: Data Processing and transfer

For the data processing and data transfer UMR provided additional guidelines to assure consistency in the generated data as well as data protection. The guidelines included instructions such as to exclude any personal data from the transcripts and to indicate metadata as mentioned in the transcript template. The interviews were to be transcribed in written national language with smoothed out syntax errors and linguistic styles to facilitate (software-supported) translation. The file naming was specified by the guidelines as well.

Status

In total, 44 interviews have been conducted by the Consortium Partners and UMR. They cover a diverse range of stakeholders as visualised in figure 2.
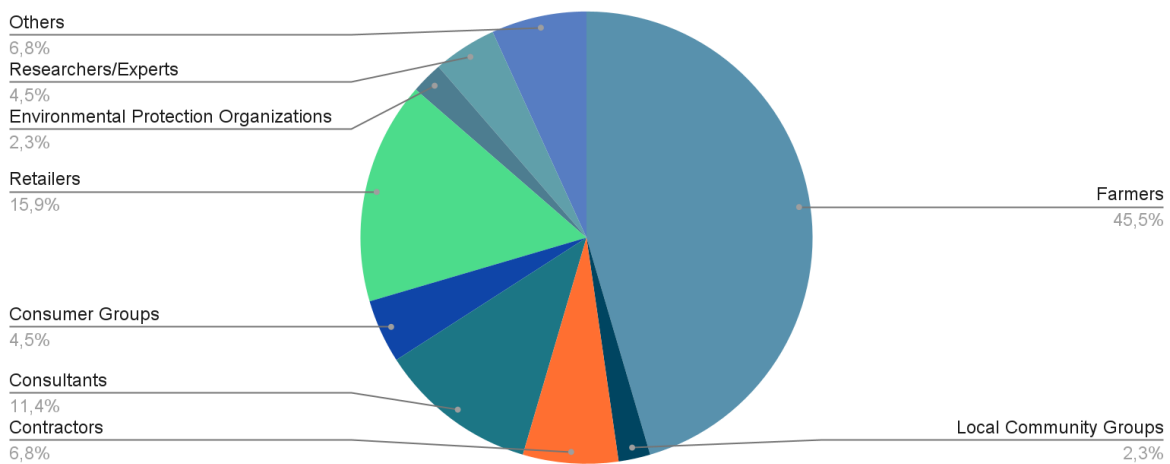

Figure 2: Distribution of data across stakeholder categories.

Despite the collected data for the stakeholder categories above, no interviews were conducted with environmental protection organisations as well as government bodies.

Table 2 gives an overview of the number of interviews conducted for each national case study.

Finland	UK	Poland	Italy	Romania	Belgium	Germany
7	1	17	4	6	2	7

Table 2: Number of interviews per case study country.

4. Outlook: Expected results

At the time of reporting, the analyses of the different case studies have started only recently. Consequently, there are no results yet to be presented which is why this section will provide

an interpretation of what results this task is expected to provide and how they could be structured.

Methodologically, this task is grounded on a qualitative research design in order to investigate the input-output structures along the innovative value chains. As food production systems as well as innovations comprise also various intangible (co-)processes such as the (re-)configuration of social practices or relationships between the actors involved, the research design chosen is particularly suitable to explore these phenomena. Qualitative in-depth case studies provide detailed insights into the structures and functioning underlying the object of study by looking at an individual case and thus help to gain a better understanding (Baxter 2010: 81-82). It allows not only to uncover the context-specific conditions in which the respective food system is embedded in and within which actors in the chain (inter)act, but also to highlight the subjective perceptions and opinions of the interviewees (Mattissek et al. 2013: 127-128).

The results gained from this task are expected to consist of both (1) case-centred analyses of each individual case study and (2) a cross-case analysis summarising overall trends and differences of all case studies (see Figure 2).

The former will focus on examining the different value chain linkages from farm-to-fork of the case studies' food systems in order to reveal complexities of production networks and innovation activities, relationships of actors in the chains as well as the embeddedness of the food systems to identify specific regional mechanisms. Moreover, added value activities will be highlighted and supplemented with the results generated from determining the respective Social Return on Investment. Within the case-centred analysis, the material will be filtered and structured according to its content in line with the analytical frameworks of this task, namely Global Value Chains (GVC) (Gereffi et al. 2005), Global Production Networks (GPN) (Henderson et al. 2002), "deep" leverage points (Abson et al. 2017). This will help to identify sustainability levers that are already tackled along the value chains in order to understand *how, why and where in food systems opportunities for change are or can be created*.

The second part of the results, the cross-case analysis, will sum up the individual results and relate them to each other to provide an overview on similarities and differences, drivers and barriers of the different farming systems. Drawing upon the results of both parts, in turn, will help to identify further sustainability levers answering the question of "*where in the food systems can we leverage or cultivate further change?*". In addition, this part might include a table summarising all leverage points, possibly also with shallower ones. Interaction patterns between shallower and deeper leverage points could also be retrieved (in individual cases) to reveal potential "chains of leverage" that describe "how one type of change in a system precipitates another, across different depths of leverage" (Fischer & Riechers 2018, p. 118).
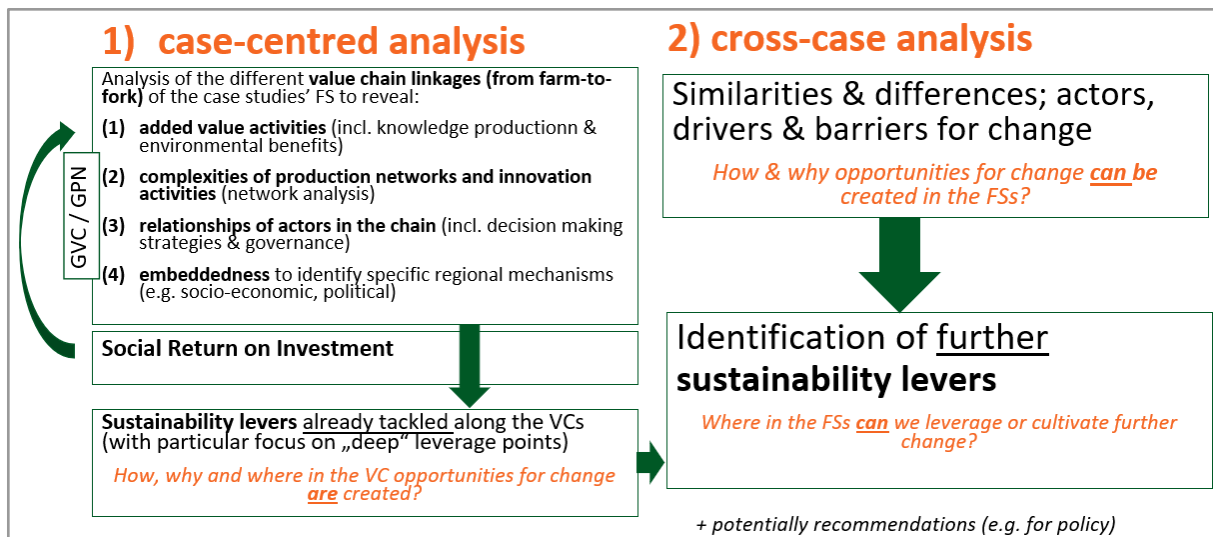
Figure 3: Interpretation of structure and content of expected results within Task 2.3.

For a better understanding of how leverage points can be deducted from a value chain analysis, this paragraph explains the link between the two conceptual frameworks (see Figure 3) that essentially underlie the expected outcomes of this task. Figure 2 illustrates the leverage points perspective through the ice-berg model (Davelaar 2021). The visible, very obvious part of the ice-berg refers to interventions of shallow leverage for systemic change. The lower one gets underneath the surface, the more powerful the leverage potential (referring to "deeper" leverage points). At a superficial glance, a value chain appears to be a very static, straight-forward sequence of material flows from input to output, incrementing value at each stage. However, the frameworks of GVC and GPN (Gereffi et al. 2005; Henderson et al. 2002) help to look underneath the surface of the ice-berg. They allow to uncover underlying and in-tangible (co-)processes, such as the governance of value chains (incl. ways of organisation, skills and knowledge flows), power relations, the embeddedness of value chains in networks, societal and territorial contexts (incl. socio-econmic and institutional context) as well as aspects of value creation, enhancement and capture. Consequently, there are clear linkages to the realms of "deep" leverage (Abson et al. 2017) concerning knowledge production and use (re-think) and the interaction of (actors in) food systems with the natural environment (re-connect) as well as institutional dynamics (re-structure) they are embedded in. Birney (2021) states that looking at the value chain that makes up a particular system helps to understand how different subsystems interact with each other by following physical system flows and where actors in the system (might like to) reconfigure the flows and change the structure of operating.
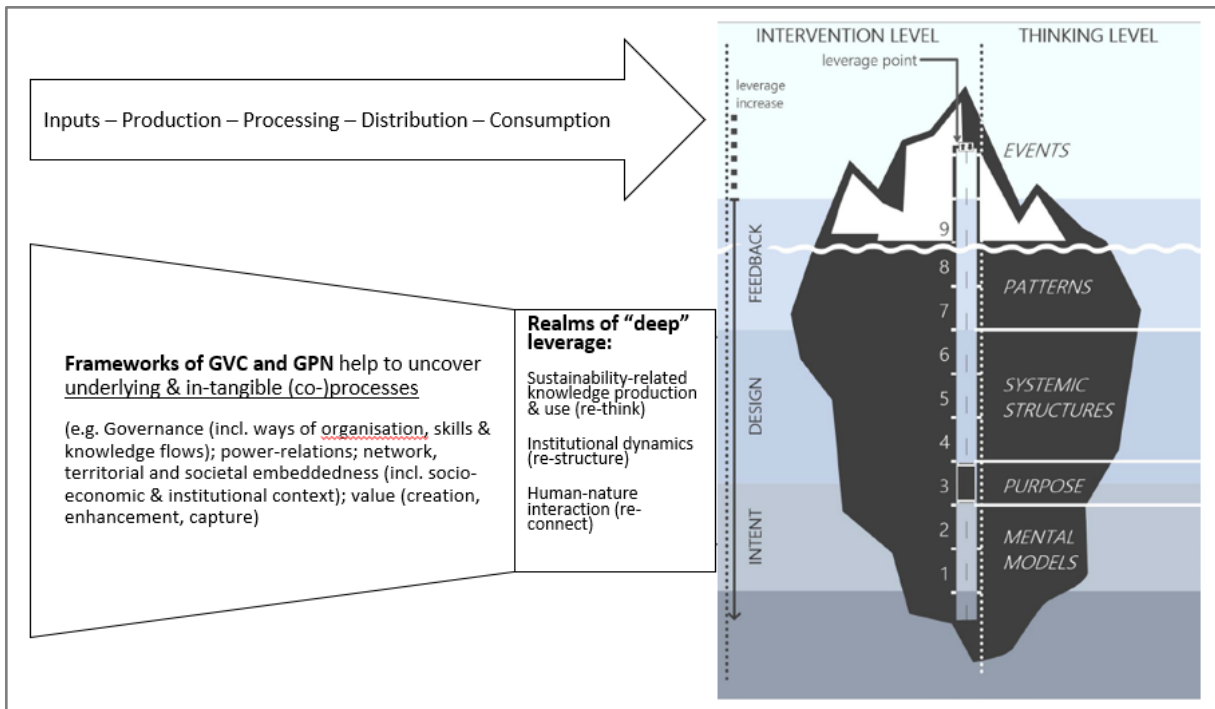
Figure 4: Interpretation of linkages between the conceptual frameworks of GPN/GVC and "deep" leverage points underlying Task 2.3 (Own illustration based on Davelaar 2021, p. 731 in combination with Abson et al. 2017; Gereffi et al. 2005; Henderson et al. 2002).

5. References

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6. Annex I: Interview Guidelines

Task   2.3:

**Socio-economic value chain analysis
Interview Guidelines**

July 2021
Philipps-University of Marburg

Guidelines for planning & implementing the qualitative interviews

Before the Interview(s):

Sampling strategy: How to identify interview partners?

We will apply the technique of snowball-sampling as a selection strategy of suitable stakeholders to interview within the national case studies. This sampling strategy allows us to better grasp the specific nature as well as value chain linkages of each case study. The following procedure is suggested:

1) Start with interviewing **the main production farm(s)** of your case study. Note that for case studies comprising a network of farmers or collaborating with other farmers you can interview several farmers. (e.g. 2-4 farms)
2) Ask the interviewee at the end of the interview for the contact details of
    o the **most important stakeholders involved in their value chain** (suppliers, processors, distribution partners, retailers etc.)
    o as well as some **other relevant stakeholders** for support, knowledge, regulations etc. (e.g. umbrella organisations, NGOs, local governments, consumer groups etc.).
3) Subsequently, this leads you to the following interviews.

At the end, between **5 to 7 interviews** should be conducted for each case study country.

First contact
● Either write an Email or call the person you would like to interview. You find a **template email in the annex** of this document. It might also be more convincing to attach our FOODLEVERS Leaflet and the links to our website and our SUSFOOD2 subpage.
● Important aspects:
    o explain the aim of FOODLEVERS and the interview
    o explain why you have selected the person as an interviewee
    o ask for an appointment
    o indicate the approximate duration of the interview (approx. 1 hour)

Implementation of Interview(s):

Preparation:
● **Print** out a sufficient number of guidelines.
● Please make sure to **have a look at the interview guidelines prior to the interview** and highlight those questions/aspects that are of particular interest in your case study or add questions depending on the individual stakeholder. As the interview guidelines were developed more generally to fit all case studies, this helps you to slightly adopt it to the specificity of the stakeholder in question (if known prior to interview).
● Organize an **advice to record** the interview (**at best 2 advices** in case one does not work).
● **Fill in the metadata form** (on the first page of each interview guideline) and note down all aspects known prior to the interview. (function of the interviewee, location and date of the interview etc.). Avoid writing down personal data (e.g. the respondent's name) as we want to guarantee anonymity.

Starting the interview:
● You find an **introductory part in the header of the interview guidelines**. To make the respondent feel comfortable, you can start with thanking her/him that the interview can take place, briefly introducing our project FOODLEVERS and the focus and aim of the interview.

Afterwards organizational issues have to be clarified: ensure anonymity and ask for approval for recording. Then **start recording** the interview (at best with two advices).

How to use the guidelines?

There are **three different semi-structured interview guidelines** to use depending on the type of stakeholder you are interviewing:

1) Production farms
2) Stakeholders involved in other parts of the value chain (e.g. processing; supply; distribution; sale; waste management etc.)
3) Other stakeholders (e.g. from policy, umbrella organisations, experts etc.)

Note that the interviews with production farms might take longer (between 1 – 1.5 hours) as they go more into detail (also depends on how talkative the interviewee is and how much time she/he has), whereas the interviews with the other two groups of stakeholders might be shorter.

- *Instructions for the interviewer are highlighted in red italics*.
- **Some questions solely concern CSA-farms and/or farms that belong to a production network**. Please skip this part for farms that are autonomously producing.
- Underlined questions are lead questions and should be asked in any case. The bullet points below are either topics to be (ideally) covered in the respective answers of the interviewee(s) or suggestions for further questions that go more into detail (depending on your estimation of time and willingness of the interviewee). You might need to follow the lead questions up in subsequent questions, where relevant/suitable. The interviewer can flexibly decide whether and when to ask more detailed questions (ad-hoc questions).
- Since the interaction between the interviewer and interviewee is an essential part of the qualitative research process, the sequence of questions and specific question formulation can be flexibly adapted. In this way, thematic deviations often arise in the interview (but these can also contain important information!). However, the interviewer should keep an eye on the time and content and lead back to the object of investigation (where necessary).

Advices:
- If the interviewee is short of time or you feel that the interviewee does not feel comfortable (in providing too much information) or is not that talkative, focus solely on the lead questions in the interview guidelines (underlined questions) and don't go that much into detail by asking subsequent questions.
- Have an eye on the time, but do not rush the interviewee through the questions. You can clarify in accordance with the interviewee in the beginning, how much time she/he has. Try to meet the agreed time (max. 10 min more).

Post-Interview(s):
- **Save the recorded interviews** in a safe location with the date of record, your country and type of stakeholder interviewed (e.g Farm A; Processor A etc.). (should not contain personal data)
- **Transcribe** the interviews in your language and translate it **into English**. This should not contain any personal data. Make sure to anonymize the name of the people you have interviewed (e.g. by giving her/him the name "Interviewee 1").

- **Data-Transfer:** Transfer the transcript to the lead-partner of Task 2.3 (Philipps-University of Marburg) after having defined a save way of transfer (probably by using the cloud service "Hessenbox").

FOODLEVERS
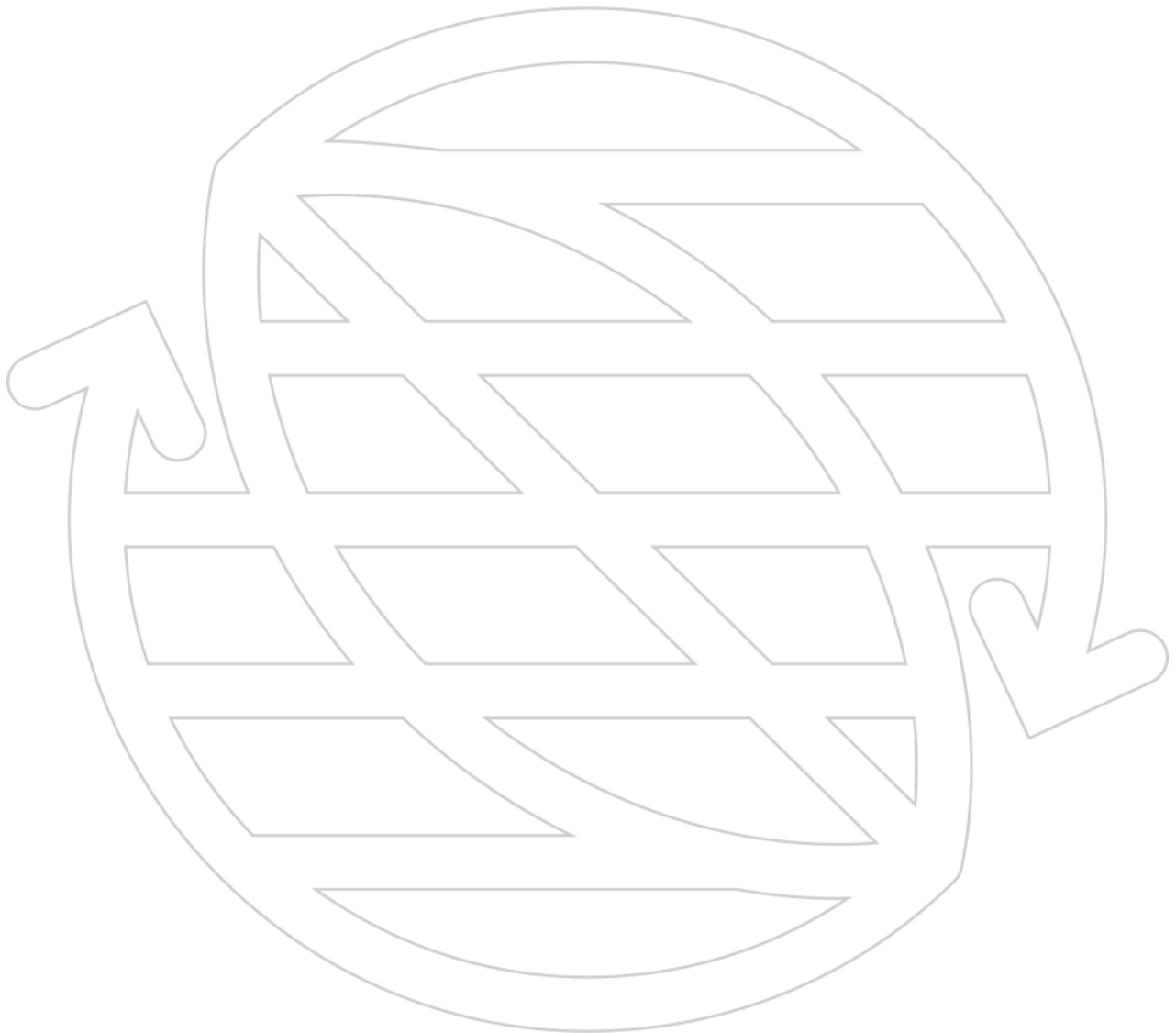
Interview Guidelines (1) for production farms

Metadata *Fill in prior to or directly after the interview and skip.*

Case study name:

_____

Case study country/region/location:

_____ (e.g. Germany/Hesse/Frankfurt)

Interviewee (role/position):

_____ (e.g. founder,

manager, farmer etc.)

Value chain activities: production +

_____ (+ e.g. processing, sale,

distribution etc.)

Date: _____ Duration (hh:mm):

_____

Interviewer: _____

Type of interview:

_____ (e.g. face-to-

face, telephone, zoom etc.)

INTRODUCTION:
Start the interview with the following steps:

- Thanking for opportunity to conduct an interview and for dedicating time
- Short presentation of FOODLEVERS
- Focus & aim of this interview:
  - look at your production system along its value chain starting from cultivation over processing to distribution, marketing and sale.
  - Includes also organizational structures, networks and relationships, drivers and barriers, benefits and the particularities of your food producing system
  - Aim: identify good practices; identify your future needs; understand what are the mechanisms of change in your production system helping us to uncover how and where opportunities for systematic change emerge in order to further develop organic & sustainable food production

- Ensure anonymity; approval for recording
- Clarify questions of interviewee

*If you are on site, please use the opportunity to **take pictures**!*

CORE organic

Leverage points for organic and sustainable food systems

Questions	(potential) theoretical links
1. Emergence & key farm characteristics	
<u>When and how were the farm's operations started? / Since when is your farm cooperating with the CSA/part of the producer network and how did you get engaged with it? What were the main motivations for it?</u> ● years active; origin of idea/knowledge; mission & objectives; conversion to sustainable/organic practices; support of other stakeholders in start-up process ● *Only to ask, if farm is part of a producer network or cooperating with other farms:* Could you describe your role within the production network/cooperation as well as the relationship and the arrangements with the main farm/CSA/producer network farms? How and by whom is the production network managed? o Governance structure of network; Farm's role; number of actors involved <u>Coming to some key farm characteristics, could you describe your farm in terms of size, farming practices and organizational structure? Could you also outline why you have chosen this particular farm design?</u> ● Farm size (ha); farming practices; reasons; how farmer obtained knowledge about it ● Organizational structure (legal status; ownership of farm and land; responsibilities for management & risks; labour force etc.); *for CSAs:* number of CSA members/shares; ideal number of shares; price per share; Why CSA as organizational form?	System's design/intent; Re-structure/re-connect/re-think GVC: Governance GPN: firm architecture & ownership; GVC: governance; system's design
2. Value chain *Agricultural production*	
<u>What are the products/services of your farm? How do you produce them and why?</u> ● Product/service types (crops, livestock etc.); purpose; production scale; particularities of cultivation; main products in terms of quantity and economic importance? Why? ● How are you dealing with co- or waste-products? (e.g. reuse, sale, external disposal) ● Do you offer any supplementary products or services? (non-agricultural activities carried out, e.g. workshops) If yes, why and what is it about? ● *Only for network producers or cooperation farms of a CSA:* Which of your products & services are devoted to the CSA/production network? Can you estimate the share of your land and of your whole production capacity/quantity devoted to this purpose? <u>How do you plan your annual production and what are important factors for the planning?</u> ● Decision making strategies; involvement of other stakeholders? (e.g. consumers) <u>What aspirations do you have to your products and production process and how do you achieve them? Do you follow any environmental or social production standards or schemes? Why or why not?</u> ● internal self-commitments (e.g. traceability, environmental compatibility, regionality, seasonality etc.); official standards (e.g. organic); viability of implementation?	GPN: value creation Re-structure GVC: governance System's intent/GPN: value creation & enhancement
Inputs & supply	
<u>What kind of supplies do you have to buy for your production and where from? Can you describe how you select suppliers and what relationship you have to them as well?</u> ● Type & source of purchased supplies (e.g. seeds, fuel, feed, fertilizer); largest quantities & expenses (shares); selection criteria; length & nature (formal/informal) of relationship; number & spatial range of suppliers; arrangements with suppliers; difficulties (e.g. dependency) ● Are there any supplies that you can provide yourself or without buying it?	GVC: governance; GPN: embeddedness/power; system's design/intent

Leverage points for organic and sustainable food systems

|	
<u>Could you outline how farm land, labour as well as facilities and machineries are used and organised? What are the reasons for the way you organize each?</u> ● Land use, spatial distribution and acquisition; reasons ● Number & type of workers (e.g. full-time/seasonal, family, volunteers); (relevance of) professional background of workers; training offered; division of labour; reasons ● farm facilities (buildings, storage, other infrastructure etc.); type of machines owned/rented/shared & used; repairs, maintenance; reasons	GPN: firm's architecture; system's design (re-structure)
Processing & Packaging	
<u>How and by whom are your products processed and packaged? Why?</u> ● In-house or outsourced processing/packaging; in which form are products processed/packaged; material/machineries used; innovative packaging; challenges	GVC: governance; GPN: value enhancement; re-structure
Distribution channels, marketing & sale	
<u>Could you describe the distribution of your products? Please track the flow of the products until they reach the consumer. Could you also estimate the revenues, quantities and labour for each of the distribution channels?</u> ● Design, diversification and length of distribution (spatial range, number & type of actors involved); Why selling through these channels? ; To whom are you (mainly) selling?; How do you manage the logistics (transport, infrastructure; storage etc.)?; What difficulties occur regarding selling your produce (for the different channels) ● Quantities: How much of the produce is sold through each of the channels? ● Revenues: Most rewarding channel &product group (financially, personally)? Why? ● Labour: Which channel/produce involves most labour? <u>How does the marketing of your products look like? What particular steps have you taken to add value to your products and how successful would you say it is?</u> ● Marketing strategy; added-value activities (e.g. unique costumer experience; story telling; role of ICT/social media; labelling/certification; communication of farming philosophy/system & its benefits; difficulties in finding costumers? <u>How are prices determined in your sale channels? To what extent do you consider the prices being fair/satisfying (for you but also for consumers)?</u> ● Determination of prices; true costs/benefits reflected in prices ● Are there any differences in prices to be made depending on the type of costumer/sale channel/product and if yes, why?; In which of your products is the most value added for you as a producer and why? <u>How would you characterize the market for your products and your consumers?</u> ● How competitive is the market? How does this show? ; What are recent market developments for your products offered? What influences it? ● Characteristics of consumers; Why are they buying your products (selling points)?	GPN: value capture, embeddedness; GVC: governance / re-connect/re-structure GPN: value enhancement / re-connect/re-structure GPN: value capture, power GPN: power, value, embeddedness; re-connect/re-structure
3. Differentiation from conventional systems	
<u>How does your food production system differ from conventional ones and how does this impact the overall market opportunities of your farm?</u> ● Particularities of production system/products (e.g. prices, quantity, quality, costumer relation; values; knowledge sharing; labour-, time-, resource-, knowledge-intensity) ● To what extent are these particularities reflected in your prices & marketing?; How is this appreciated by your costumers (e.g. willingness-to-pay, trust)?; To what extent does this impact the competitiveness of your products?	Re-structure/re-think/re-connect

4. Benefits & social impact	
<u>What are the main benefits of your production system</u> / *for network producing farms:* <u>of this collaboration (in social, ecological & economic terms)?</u> ● Social, ecological & economic benefits; provision of additional services (e.g. ecosystem services; knowledge; awareness) compared to conventional ones?	GPN: (added-)value creation/capture
<u>Focusing more on intangible/non-monetary outcomes of your farming system: what are the three most important social benefits that you as an individual experience since you are working in this farming system/producer network? If you would have to give up the benefits described, how much would you be willing to pay a month (in €) for each to get them back?</u> ● Individual social impact experienced expressed in monetary terms (e.g. became part of a social network, adopted a healthier lifestyle/diet, improved physical health, doing something useful, job satisfaction, learnt new skills, being in a restorative natural environment, became more relaxed, felt happier/more confident etc.) ● *Maybe give interviewee an example: "For getting back the feeling of less stress I would be willing to pay a maximum of 100 € of my monthly salary."*	Social Return on Investment
<u>Could you also name three essential outcomes of your farm that are socially benefitting for other stakeholder groups? Pretending that these stakeholders would lose the benefits described, what would be the maximum monthly amount of money that your farm would be willing to compensate them for that loss?</u> ● Intangible impact (e.g. improved perception of the local area, less waste etc.) on other stakeholders served (e.g. staff, volunteers, CSA-members, environment, consumers, suppliers, sponsors, public sector, local community etc.) expressed in monetary terms	Social Return on Investment
5. Evolution & financial situation of farm	
<u>If you compare the farm's position today to its initial phase, how did it change since then and why?</u> ● internal changes (mission & values, ownership, legal status, suppliers, costumers, production quantity/efficiency, labour force, diversification, cultivation technique etc.) ● changes in/triggered by the external environment (e.g. regulations, subsidies, partnerships, market entrance, changes in demand/competition etc.)	GPN: firm architecture; re-structure/re-think
<u>Could you also describe the evolution of your financial situation? How do you (re-)finance your farm now and how was it in the start-up phase?</u> ● Profitability; timing of exceeding break-even; main expenses & income sources, why?; financial support (where from?); capital investment; access a fund/grant/subsidies/trust; farming as main occupation; *for CSA:* development of shares ● How quickly is your farm able to bounce back from external shocks/variable costs?	Re-structure / GPN: power; value capture
6. Drivers & challenges	
<u>Which factors would you say most enabled you to establish and maintain your production system and limit risks?</u> ● Drivers (e.g. regional support mechanisms; politics, skills, assets, social capital; partnerships & networks; trainings; learning from others; research projects, media etc.) ● Do you feel supported in the way you farm by politics, regulations, society etc.? *If not already mentioned as "driver":* <u>How important are linkages to other actors for your farm and/or an enabling environment? What is their role exactly?</u>	Past levers; GPN: embeddedness GPN: Embeddedness; power; re-structure

● Type of actors (e.g. political/financial institutions; local economy/community; other farmers; interest groups etc.); actors' role (value chain, advice, information, supporting, knowledge etc.) ● Value chain linkages: How difficult is it, to coordinate and find suitable (sub-)suppliers and (sub-)purchasers? ; How do you strike the balance between the farm's autonomy and the need to collaborate with other stakeholders? What were/are the main challenges that you were/are facing? ● E.g. financial/political uncertainties; availability of local/regional infrastructure for key operations; (qualified) labour availability; access to & sufficiency of land; trade-offs between long-term benefits & short-term challenges etc. ● How did you manage to overcome these challenges?	future levers needed
7. Future needs	
What would you need or what would need changing to further develop and scale-up your production system?	Future levers needed

1) Thanking interviewee
2) **Ask for important stakeholder contacts** for further interviews (if not known yet)
3) Goodbye
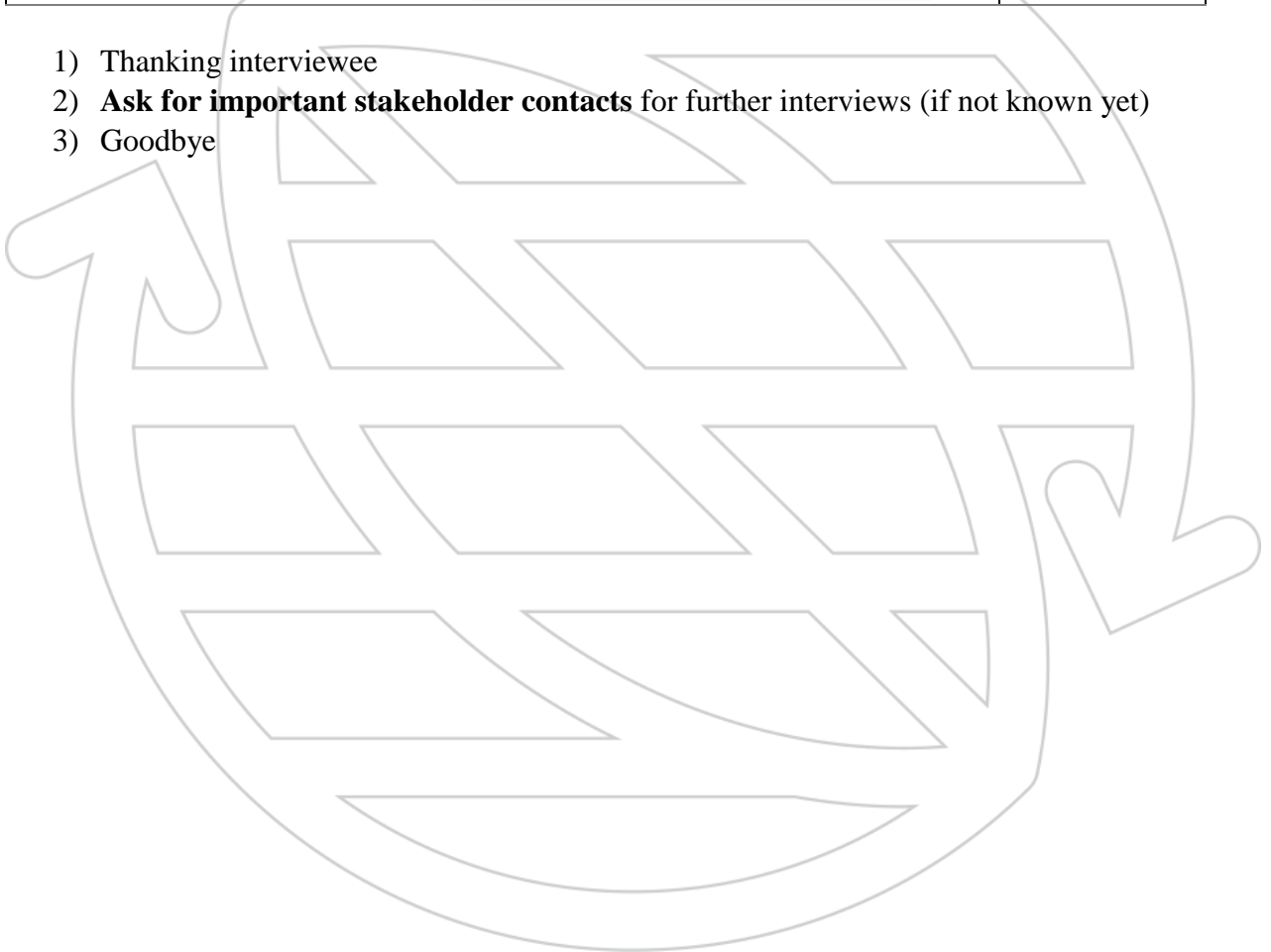
Interview Guidelines (2) for other Value chain stakeholders

Metadata   *Fill in prior to or directly after the interview and skip.*

Case study name:

_____

Case study country/region/location:

_____ (e.g. Germany/Hesse/Frankfurt)

Interviewee (role/position):

_____ (e.g. founder, manager

etc.)

Value chain activities:

_____ (e.g. processing,

sale, distribution etc.)

Date: _____   Duration (hh:mm):

_____

Interviewer: _____

Type of interview:

_____ (e.g. face-to-

face, telephone, zoom etc.)

INTRODUCTION:
Start the interview with the following steps:

- Thanking for opportunity to conduct an interview and for dedicating time
- Short presentation of FOODLEVERS
- Focus & aim of this interview:
    - look at the production system of case study XY along its value chain starting from cultivation over processing to distribution, marketing and sale.
    - Includes also organizational structures, networks and relationships, drivers and barriers, benefits and the particularities of your food producing system
    - Aim: identify good practices; identify future needs; understand what are the mechanisms of change in production systems helping us to uncover how and where opportunities for systematic change emerge in order to further develop organic & sustainable food production

- Ensure anonymity; approval for recording
- Clarify questions of interviewee

*If you are on site, please use the opportunity to **take pictures**!*

Questions	(potential) theoretical links
1. Basic information	
<u>Could you describe the key operations of your business? What are your products and services?</u> ● Key activities, products & services of firm ● Firm size (small-/medium-/large-scale); machinery & facilities labour force ● To what extend would you describe your business operations as organic &/or sustainable? Do you follow any social and/or environmental standards? Why/why not? ● Who are you mainly working with? ; What and where are your main markets?	GPN: firm architecture; GVC: governance (capabilities; complexity, codification of transactions)
2. Value chain linkages to organic/sustainable production system	
<u>Since when and how did your firm start to work with the farm/CSA/producer network XY? What were the reasons for it?</u> ● Emergence & length of relationship (long-term/short-term); reasons/motives for collaboration ● Was it difficult to establish the relationship? (e.g. due to competitors; strict selection criteria of the farm/CSA; production capacity of the farm/CSA etc.)	GVC: governance; GPN embeddedness; system's design/intent
<u>Could you outline which of your products and services are of concern for your cooperation with XY? Please also describe all activities and inputs (e.g. supplies, assets, knowledge etc.) devoted to this collaboration.</u> ● Type of products/transactions between value chain stakeholders; (value-added) activities & inputs devoted to collaboration (e.g. financing in particular infrastructure/equipment, labor force, specific skills/knowledge needed etc.) ● Are there any other stakeholders involved in your activities devoted to the collaboration with farm/CSA/producer network XY? If yes, how and why?	GPN: value creation & enhancement
<u>Could you describe how you are working together with farm/CSA/producer network XY? For example, what are the responsibilities of each partner and what arrangements have you taken with each other?</u> ● Nature of collaboration (e.g. formal/informal, trust-based); conditions of collaboration (e.g. risk/cost sharing; clear definition of responsibilities; steady exchange etc.) ● Who is responsible for planning or taking important decisions? ● How fair/satisfying would you consider the arrangements taken?	GPN: power; GVC: governance
<u>How about financial arrangements taken? Who is determining the prices and to what extent do you consider them as being fair (for you but also for the farm/CSA)?</u> ● Determination of prices; cost-benefit sharing between the two parties; true costs/benefits reflected in prices?	GPN: power; GVC: governance
3. Differentiation from conventional value chain cooperators	
<u>Could you describe how the cooperation with farm/CSA/producer network differs to your conventional/usual cooperators/suppliers/costumers etc.</u> *(please adopt depending on the value chain position of stakeholder)*? ● Characteristics of conventional cooperation partners vs. characteristics of case study partner; differences/particularities in prices, cost-benefit ratio, quality, values, commitments or standards, type of products etc. ● How knowledge-, time- and resource-intense would you describe this cooperation compared to the conventional/usual ones?	Re-structure/re-think/re-connect

● *For wholesalers/retailers:* How do the products of farm/CSA/producer network XY perform compared to conventional ones?	
4. Effects & social benefits of cooperation	
How did the collaboration with farm/CSA/producer network affect your business operations? ● Positive/negative effects on stakeholder's business (in economic, social & environmental terms) Focusing more on intangible/non-monetary outcomes of this collaboration, what are the three most important social benefits that your business experiences as a result of the collaboration with case study XY? What is the maximum amount of money (in €) your firm would be willing to invest a month to not lose each of the impacts described? ● Intangible impact of cooperation expressed in monetary terms (e.g. more social/environmental commitment, contributing to improved local environment, new skills, awareness on environmental issues, less waste production etc.) ● *Maybe give interviewee an example: "To not lose the effect of contributing to an improved local environment my firm would be willing to invest a maximum of 500 € a month."*	GPN: (added) value creation/capture Social Return on Investment
5. Drivers & Barriers	
Which factors would you say most enabled you to establish and maintain a successful collaboration with the farm/CSA/producer network XY? ● Internal & external drivers (e.g. similar values; skills; social capital; personal relationship; regional support mechanisms; politics, subsidies, changes in demand/competition, market entrance etc.) Were/are there any specific difficulties or challenges that arose/arise related to your collaboration with farm/CSA/producer network XY? If so, which kind of difficulties and why? ● E.g. dependency, delivery bottlenecks, selling opportunities, lack of awareness/appreciation of other value chain stakeholders; financial/political uncertainties; availability of local/regional infrastructure for key operations; (qualified) labour availability; trade-offs between long-term benefits & short-term challenges etc. ● How did you manage to overcome these challenges?	Past levers; GPN: embeddedness future levers needed
6. Future plans & needs	
What would you need or what would need changing to overcome the challenges mentioned? How do you see the future of your collaboration with farm/CSA/producer network XY? ● Future plans within collaboration; future challenges/market developments etc.	Future levers needed

1) Thanking interviewee
2) Goodbye

Interview Guidelines (3) for other stakeholders

Metadata *Fill in prior to or directly after the interview and skip.*

Case study name:

_____

Case study country/region/location:

_____ (e.g. Germany/Hesse/Frankfurt)

Interviewee (role/position):

_____ (e.g. founder, manager

etc.)

Type of stakeholder:

_____ (e.g. local

government; umbrella organisation; local community group etc.)

Date: _____ Duration (hh:mm):

_____

Interviewer: _____

Type of interview:

_____ (e.g. face-to-

face, telephone, zoom etc.)

INTRODUCTION:
Start the interview with the following steps:

● Thanking for opportunity to conduct an interview and for dedicating time
● Short presentation of FOODLEVERS
● Focus & aim of this interview:
    ● look at the production system of case study XY along its value chain starting from cultivation over processing to distribution, marketing and sale.
    ● Includes also organizational structures, networks and relationships, drivers and barriers, benefits and the particularities of your food producing system
    ● Aim: identify good practices; identify future needs; understand what are the mechanisms of change in production systems helping us to uncover how and where opportunities for systematic change emerge in order to further develop organic & sustainable food production

● Ensure anonymity; approval for recording
● Clarify questions of interviewee

*If you are on site, please use the opportunity to **take pictures**!*

Leverage points for organic and sustainable food systems

Questions	(potential) theoretical links
1. Basic information	
Could you describe the main aim and target group as well as the key activities of your organisation/department? • Objectives & target group; key activities • On which level(s) do you operate? (local/regional/national) • *If stakeholder is a supporting network/interest group:* Could you describe your member structure in terms of numbers and stakeholder groups? What are their motivations to become a member?	GPN: firm architecture; GVC: governance (capabilities; complexity, codification of transactions)
2. General trends & developments *(only to ask if suitable for stakeholder's field of expertise)*	
What does local/regional/national politics do for sustainable and/or organic food production systems? Please also relate to the specific case of CSA/producer networks/organic farms *(adopt depending on your case study)*. • Trends in political action for sector development (e.g. subsidies, special taxes or programmes in place, incentives, regulations etc.); why/why not? ; *if no particular actions related to the specific case of case study:* Are there any plans to foster that? • How are these politics perceived and actively used by the producers in question? • How successful would you consider these political measures? • Where do you see gaps or difficulties? • Which would you see as the main burden for farmers to get access to the supporting policy mechanisms in place?	GPN: embeddedness
Could you describe some general characteristics of a typical CSA/organic farm/producer network *(adopt depending on your case study)*? Please refer particularly to the internal organisation as well as to the design of the value chain. • Internal organisation (e.g. legal status; ownership of farm and land; standards applied; responsibilities for management & risks; labour force etc.) • Length of value chain (e.g. actors involved); farming practices; processing; distribution channels; relationship between actors; pricing etc. • What are typical challenges and benefits? • What are the main factors of success?	Reference system
3. Linkages to case study	
What are your linkages to case study XY? Could you also outline how and why these linkages have emerged? • Links to case study; emergence; reasons • How do you work together/support them? Why is that important? • What arrangements have you taken with each other?	GPN: embeddedness; GVC: governance
What changes could have been achieved through your support of/work with the case study XY? What enabled you to achieve these changes? • Achievements over time; drivers • Why were these changes important?	GPN: value creation
4. Social Benefits	
Focusing on intangible/non-monetary outcomes of this collaboration, what are the three most important social benefits from your organisation's point	GPN: (added) value creation/capture

of view that result from the collaboration. Could you also outline how these impacts relate to the purpose of your organisation? ● Intangible impact of cooperation (e.g. spread the idea of the umbrella organisation of more farms serving a local community ; more social/environmental commitment, contributing to improved local environment/development, job creation for socially disadvantaged, environmental awareness etc.) <u>What is the maximum amount of money (in €) your organisation would be willing to invest a month to not lose each of the social benefits described?</u> ● Intangible impact of cooperation expressed in monetary terms ● *Maybe give interviewee an example: "To not lose the effect of access to local food supply for the rural community, my organisation would be willing to pay a maximum of 500 € a month."* ●	Social return on Investment
5. Drivers & Barriers	
<u>Which factors would you say most enabled you to establish and maintain a successful collaboration with the farm/CSA/producer network XY?</u> ● Internal & external drivers (e.g. similar values; skills; social capital; personal relationship; regional support mechanisms; politics, subsidies, changes in demand/competition, market entrance etc.)	Past levers; GPN: embeddedness
<u>Were/are there any specific difficulties or challenges that arose/arise related to your collaboration with farm/CSA/producer network XY? If so, which kind of difficulties and why?</u> ● Internal and external challenges/difficulties ● How did you manage to overcome these challenges?	future levers needed
6. Future plans & needs	
<u>What would you need or what would need changing to overcome the challenges mentioned?</u> <u>Where do you see potential points for further action/intervention in order to further develop and scale-up the production system of case study XY?</u> ● Future plans within collaboration; future challenges/market developments etc.	Future levers needed

1) Thanking interviewee
2) Goodbye

Annex: Template Email for contacting potential interview partners

Subject: **Interview request research project FOODLEVERS**

Dear Ms./Mr. XY,

we are researchers from *name of your institution* involved in the transnational project called FOODLEVERS. Within this research project we are looking at sustainable and organic food production systems.

Therefore, we analyse case studies of innovative organic and sustainable food systems throughout Europe. The focus of this request is particularly on how the value chain of organic and sustainable food production looks like, starting from cultivation over processing, marketing and sale. Furthermore, we are interested in the linkages between all actors involved along the value chain, gain an overview on organizational structures and see what works and where there are still constrains. To better understand these processes and dynamics we would be very happy **to conduct an interview with you**.

Why you?

We contact you particularly because you are collaborating/a part of *name of your case study/the main farm* which seems to be an illustrative example for innovation in farming and organic food production. Additionally, you have certainly gained a lot of practical experiences. Thus, speaking with you as an expert would give us a valuable insight.

What is it exactly about?

Our focus is particularly on how the production process looks like, who is involved in the value chain, what are drivers and barriers of organic and sustainable food production and demand and what are the benefits of the systems in place.

When?

Any time **between *insert scheduled dates for conducting the interviews***.

Where?

We can either come to you **on site** or talk **on phone, Skype, Teams etc.**

For how long?

The interview is scheduled for **about 60 Minutes**.

We assure you that the data collected in the interview will be treated confidentially and will be anonymized.

You find further details about FOODLEVERS in the leaflet attached or on the following websites:

https://www.foodlevers.org/ https://susfood-db-era.net/main/FOODLEVERS

Many thanks in advance!

Best regards,

XY

7. Annex II: Guidelines for data processing and transfer

Task 2.3: Socio-economic value chain analysis
Guidelines for data processing and transfer
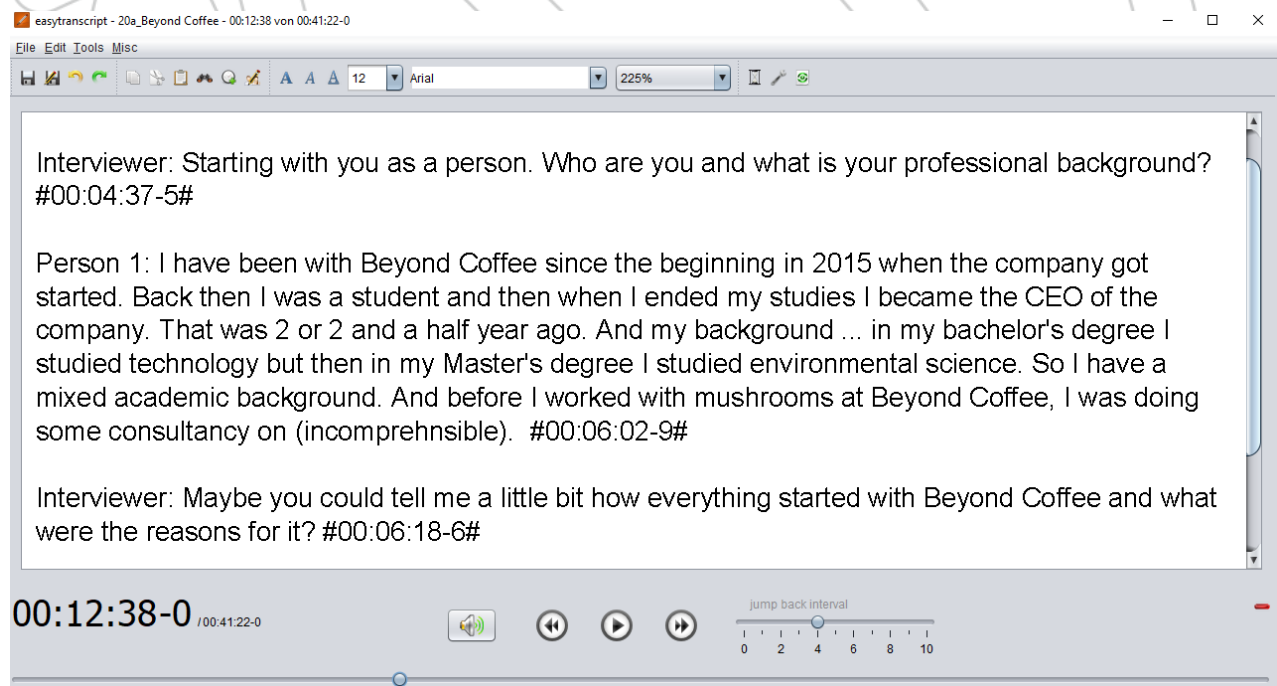
December 2021
Philipps-University of Marburg

1. Transcription of the interviews

1.) Use the [template for transcripts](#)
2.) Provide <u>metadata</u> for each interview as indicated in the top of the Transcript Template
3.) Transcript should <u>not contain any personal data</u>! Make sure to anonymize the name of the people you have interviewed (e.g. by giving her/him the name "Interviewee 1").
4.) Transcribe in your <u>written national language</u> (e.g. smooth out syntax errors or linguistic styles) -> facilitates (IT-supported) translation (e.g. via DeepL)
5.) Stick to the <u>file naming:</u> NO_COUNTRY_Stakeholder type (e.g. 1_BE_processor 2)

Tip 1: You don't have to transcribe parts of the interview that are not relevant for the content (e.g. the welcoming part where you introduce the project and aim of the interview etc.).

Tip 2: You can use the free software "easytranscript" which is a quite self-explanatory tool facilitating the transcription of audio files. You can use shortkeys for e.g. rewind, play/pause, fast-forward which will save you a lot of time. It has also a jump-back function of some seconds after you press play again.

Download here: https://www.e-werkzeug.eu/index.php/de/produkte/easytranscript

easytranscript - 20a_Beyond Coffee - 00:12:38 von 00:41:22-0

File Edit Tools Misc

Interviewer: Starting with you as a person. Who are you and what is your professional background? #00:04:37-5#

Person 1: I have been with Beyond Coffee since the beginning in 2015 when the company got started. Back then I was a student and then when I ended my studies I became the CEO of the company. That was 2 or 2 and a half year ago. And my background ... in my bachelor's degree I studied technology but then in my Master's degree I studied environmental science. So I have a mixed academic background. And before I worked with mushrooms at Beyond Coffee, I was doing some consultancy on (incomprehnsible). #00:06:02-9#

Interviewer: Maybe you could tell me a little bit how everything started with Beyond Coffee and what were the reasons for it? #00:06:18-6#

00:12:38-0 /00:41:22-0

jump back interval
0 2 4 6 8 10

2. Translate your Transcript into English

You can use for example DeepL for translating your transcripts. Afterwards you only need to read through the transcript and adjust linguistic or grammatical mistakes.
https://www.deepl.com/translator

3. Data Transfer

Transfer your transcript via Hessenbox and inform UMR that you have transferred the data
- Link: https://hessenbox.uni-marburg.de/login
- Login:
  - E-Mail: foodlevers@gmail.com
  - Password: xxx