



Short Food Supply Chains (SFSC) Advising Journey GOLDEN CASE ABSTRACT (GCA)

[name of GOLDEN CASE]

D3.3: Golden Case Abstract (GCA) Template

WP 3, T3.4 Creation of the Golden Cases Abstract (GCA) template

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NOTE:

This GCA Abstract Template (D3.3) is based on *D3.1 COREnet Handbook and SFSC evaluation form*, which are products of *T3.1 Elaboration of a handbook and evaluation form for working with SFSC Golden Cases* and *D3.2 Inventory of SFSC Models*, which is a product of *T3.2 Identification and collection of the SFSC models*. Under this task, 9 Golden Case nominations were generated and served to validate and inform preparation of the GCA Template in *T3.4 Creation of the Golden Cases Abstract (GCA) Template* (lead ISP).

Golden Case nominations are identified, verified and selected under *T3.3 Analysis of the SFSC models and selection of 30 GOLDEN CASES* (lead TREBAG) and analysed under *T3.5 In depth analysis of GOLDEN CASES and field visits* (lead UNFIG). As CORENET engages with more GOLDEN CASE nominations from across more EU member states, this GCA Template will be periodically modified and updated. This will reflect better CORENET understanding of the diversity of SFSC operational models and how these relate to SFSC advising products and services that CORENET partners encounter across Europe. The Template will also be modified and updated in response to needs, circumstances and opportunities expressed by SFSC advisors who join and help shape the CORENET European Network of European Advisors.



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Technical references

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OVERVIEW - Golden Case Abstract (GCA) Template

The GCA Template was created as part of T3.4 *Creation of Golden Case Abstract (GCA) Template* (lead ISP) as a continuation and further elaboration of activities initiated in T3.1 *GOLDEN CASE Handbook & Evaluation Form* (lead Iso-Tech) and 3.2 *Inventory of SFSC models* (lead TREBAG).

GOLDEN CASES in CORENET are:

1. **LEARNING RESOURCES** that illuminate how advisory practices translate into improved SFSC performance/impact. Collaboration with GOLDEN CASES over the lifetime of the CORENET Project is intended to contribute to building “bottom-up” an Europe-wide resource and network of SFSCs and associated advisors/experts;
2. **“LIVING LABS”** that can enable SFSC organisers, participants and advisors to exchange, support and learn from one another during the lifetime of CORENET;
3. **MEMBERS** of the European wide network of SFSC advisors that is to be the main outcome of CORENET acting as prosumers of SFSC advising products and services. Those working to make their SFSC's more effective and impactful will be able to access learning resources through the Europe-wide network of SFSC advisors.
4. **MODELS** that will become learning resources for those seeking to improve the performance and increase the impact of their SFSC in their own contexts or situations through more effective advising/support within and across the EU-27.

In this regard, GOLDEN CASES are SFSC's that display the following features or criteria :

1. Are *operating* in growing markets for locally-produced food with producers and consumers taking the *lead*.
2. Are configurations of *collaboration* that enable improved performance and increase impact.
3. Are *market-oriented* and competing in an economic free market-place.
4. Have *innovation capacities* to respond to market trends and able to identify market opportunities.
5. Have the ability and readiness to translate learnings through *collaboration* with others.
6. Have forms of *governance or management arrangements* that deals with ongoing problems, sets strategies, identifies opportunities, undertakes decisions and ensures sustainability over time, including succession in management and leadership.
7. Seeks beside generating profit and financial return also *impacts* through other dimensions of sustainable development.
8. Have possibilities to be *scaled* through replication and adaptation in other regional contexts.
9. Are *self-organizing* and independent on external public and other support after the start-up phase.



With the foregoing in mind, the GCA Template is intended to serve as a means of communicating in a standardised and systematic way the **3 essential elements of a GOLDEN CASE identified** and adopted by CORENET partners through a peer review approval process (Figure 1).

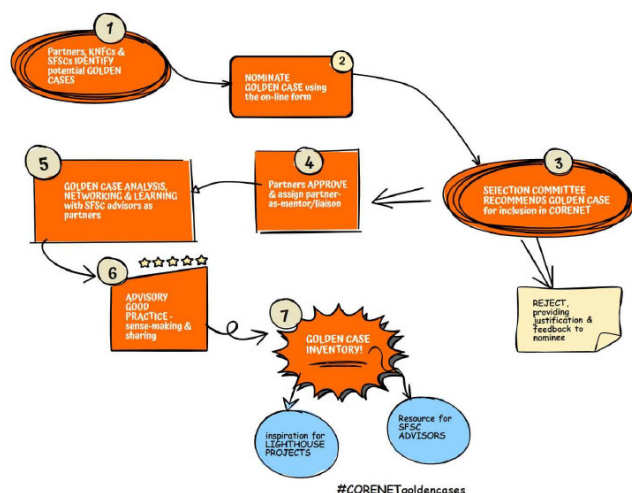


Figure 1

The **3 essential elements** addressed in the GCA Template are:

1. **SFSC operations.** A description of how the SFSC is organised and how it operates/performs and how those involved have been able to assure sustainability and benefit to date. The intention is to provide information as to history and context, as well as ambitions for the future. A key feature of the description concerns how 'success's is defined in the context of that SFSC.
2. **SFSC advising.** A description of SFSC advising products and services, which have been used in the past, are currently being used, as well as plans for future use. A key feature of the description concerns who has provided advice, when they have provided it and how these activities were resourced.
3. **SFSC advising journey (what makes the GOLDEN CASE 'golden').** The third element concerns the relationship between advising and SFSC performance (and impact). The concern here is to capture and present information about the dynamics and complexity of the link between SFSC advising and performance in the form of a story or advisory journey, which seek to generate an appreciation for the role and contribution of advising in the wider context of the many factors that affect SFSC operations and impact.

The GCA is intended as :

- an entry point for persons interested in gaining a fuller and more detailed appreciation of the role and contribution of advising in shaping SFSC performance and impact in a specific context.
- a guide for embarking on a journey of discovery, understanding and engagement that can involve (if so wished) direct interaction with the advisors and participants of the SFSC of interest.



THE GCA TEMPLATE HAS THE FOLLOWING SECTIONS:

1. SFSC OPERATIONS

- **SFSC description** - In this section, we describe the essence and economic figures of the SFSC being nominated as a GOLDEN CASE, making it possible to provide important insights on how advising translates into improved performance and impact.
- **SFSC business model canvas**. The business model canvas seeks to capture the value generation and motivations of the SFSC as seen by the SFSC initiators and/or organisers.
- **Performance & impact** - this section provides information on how the performance of the nominated SFSC and also its social, environmental and economic impact are monitored.

2. SFSC ADVISING

- **Advisory support** - In this section, the focus is on advisory support (broadly defined) that has contributed to the development of the nominated SFSC. It describes the advising during start-up and on-going & looks for future-needed advise. It also describes the broader context in which the SFSC is operating.
- **Essential features** - In this section, the potential of the nominated SFSC as a learning resource for the CORENET project is explored. The concern is with features that are ESSENTIAL for SFSCs to be included in the project and with a range of possible ADDITIONAL FEATURES that contribute to improving SFSC performance and impact. To qualify as a GOLDEN CASE, an SFSC must be judged on meeting the ESSENTIAL FEATURES.

3. SFSC ADVISING JOURNEY

- **Additional features** - Several additional or special operational features or criteria of successful SFSCs are often in evidence in a specific context or situation. This section concerns features play out in the SFSC of interest, especially in relation to how advisory services (and other support) has been provided in the past or is currently being provided. The presence of these features will be part of the evaluation criteria for approval of the GC nomination by the Selection Committee. The unfolding story or advisory journey may sometimes include situations where no external advice was/is being provided, but where there is a need for such advice.
- **Follow-up** - This section is concerned with setting up a collaboration between the nominated SFSC and the CORENET project in ways that respond to the aspirations and expectations of those associated with the nominated SFSC directly or indirectly. This provides suggestions and prompts as to learning opportunities. It also will reveal the potential of the GC as Lighthouse Project further into the project.



The GCA TEMPLATE

[Insert name of GOLDEN CASE]

Short Food Supply Chains (SFSC) Golden Case Abstract -

1. SFSC OPERATIONS	
Date adopted as a CORENET Golden Case:	DD MM 202X
Comments from the Selection Committee	
SFSC description	
SFSC name:	
Location (place/territoire covered, country):	
SFSC type:	
If other, please describe:	
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	
Year established:	
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide	



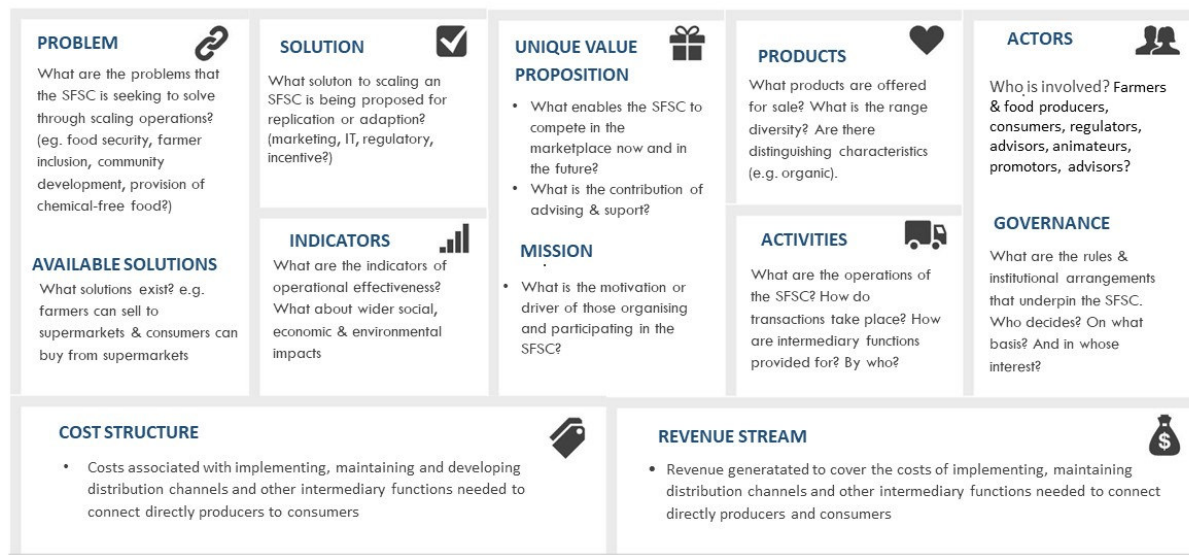
detail to provide a sense of scale/diversity):	
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	



SFSC business model (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from *Business Model Canvas* Alexander Osterwalder)



SFSC business model

PROBLEM: xxx AVAILABLE SOLUTIONS: xxx	SOLUTION: xxx INDICATORS: xxx.	UNIQUE PROPOSITION: xxx MISSION: xxx	VALUE PRODUCTS: xxx ACTIVITIES: xxx	ACTORS: xxx GOVERNANCE: xxx
COST STRUCTURE: xxx			REVENUE STREAM: xxx	



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● SFSC performance and impact	
HOW IS PERFORMANCE MONITORED/ASSESSED? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	
HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	
Indicators of IMPACT being used or which potentially can be used?	
2. SFSC ADVISING	
ADVISORY SUPPORT AT START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?	
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advise and who pays for it?	
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	



• Advising in relation to essential SFSC features	
MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)"	
THE SFSC IS OPERATING, i.e. transactions between buyers and sellers are taking place with no more than 2 intermediaries.	
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territory:	
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	
If YES, please elaborate:	
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	
Please elaborate/explain the context of the nominated SFSC:	
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and	



insights during the lifetime of CORENET:	
If YES, please provide details about the role of the KEY PERSON and contact information:	
3. SFSC ADVISORY JOURNEY	
THE SFSC INVOLVES. A COLLABORATION OF FARMERS AND CONSUMERS , i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.	
A. Description:	
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	



THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaption and renewal is assured.	
A. Description	
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	
Follow-up & further information	
Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	
Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.	
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other	--



factors are important in the context of the nominated SFSC.	
WHO COMPLETED THIS FORM - Please note for the record who completed this form & the date. This will help those interested to follow-up for clarification and further information if needed	

