

Final report

for the CORE Organic II funded project

**HEALTHYGROWTH – Healthy growth: From niche to volume with
integrity and trust**

Period covered: 01-04-2013 – 31-8-2016

Project acronym:	HEALTHYGROWTH		
Title:	Healthy growth: From niche to volume with integrity and trust		
Coordinator information:			
Institution:	Aarhus University	Acronym	AU-AGRO
Faculty/ Department/ Section/Unit	Department of Agroecology		
Address:	Road name and number:		P.O. Box:
	Blichers Allé 20		50
	Town	Post Code:	Region: Country:
	Tjele	8830	Denmark
Coordinator:	Family name:	First name:	Title:
	Noe	Egon	Assoc. professor
Address if different from above:			
	Phone:	Fax:	E-mail:
	87 15 80 38		Egon.noe@agro.au.dk
Start of Project:	01/04/2013	End of project:	31/08/2016

Project partners and contact persons:

Partner no.	Country	Organisation name:	Functions*):	Involved in WP's:	Contact person with e-mail address:
1	Denmark	Aarhus University	PC	1	Egon Noe; egon.noe@agro.au.dk
2	Sweden	Royal Institute of Technology	WPM	4	Rebecka Milestad; Rebecka.milestad@abe.kth.se
3	France	INRA	WPM	5	Claire Lamine Claire.lamine@inra.fr
4	Norway	Centre for Rural Research	WPM	2	Hilde Bjørkhaug Hilde.bjorkhaug@bygdeforskning.no
5	Slovenia	University of Maribor, Faculty of Agriculture and Life Sciences	WPM	6,7	Andreja Borec Andreja.borec@um.si
6	Austria	University Innsbruck	WPM	1,3	Markus Schermer Markus.schermer@uibk.ac.at
7	Turkey	Suleyman Demirel University	P	2	Handan Giray Handangiray@sdu.edu.tr
8	Finland	MTT Agrifood Finland	WPM	4,6	Helmi Risku-Norja Helmi.risku-norja@mtt.fi
9	Germany	Eberswalde University for	WPM	3,7	Susanne von Münchhausen Susanne.vonmuenchhausen@hnee.de

		Sustainable Development (HNEE)			
10	Turkey	GDAR Fruit Growing Research Station	P	2	Adem Atasay Atasay15@yahoo.com
11	Lithuania	Institute of Agrarian Economics	P		Virgilijus Skulskis Virgilijus.skulskis@laei.lt

*) PC: Project coordinator, WPM: Work package manager, WPCM: Work package co-manager, P: Participant

Projects website:

<http://coreorganic2.org/healthygrowth>

www.HealthyGrowth.eu

Index

Project summaries, pre- and post/mid-project

1.	Main results, conclusions and fulfillment of objectives
1.1	Summary of main results and conclusions
1.2	Fulfillment of objectives
2.	Milestones and deliverables status
3.	Work package description and results
4.	Publications and dissemination activities
4.1	List from Organic Eprints
4.2	Additional dissemination activities.....
4.3	Further possible actions for dissemination
4.4	Specific questions regarding dissemination and publications.....
5.	Added value of the transnational cooperation in relation to the subject.....
ANNEX 1: CHANGES IN WORK PLAN AND PROBLEMS ENCOUNTERED	
ANNEX 2: COST OVERVIEW AND DEVIATION FROM BUDGET	
ANNEX 3: RECOMMENDATIONS TO THE CORE ORGANIC CONSORTIUM IN RELATION TO LAUNCHING AND MONITORING OF FUTURE TRANSNATIONALLY FUNDED RESEARCH PROJECTS.....	
ANNEX 4: POLICY BRIEF.....	

Post project summary suitable for web publication

(max. 1 page. - Arial, size 11) (please focus on results and conclusions, preferably in bullet points)

Values based organic food chains (VBFC) are for many reasons a promising development in relation to the development of organic farming in accordance with its fundamental principles and not only in accordance with the organic rules.

The main question of this project was to explore how values based food chain can grow in terms of volume while maintaining integrity and trust?

The state-of-the-art analysis reveals a growing number of organic marketing initiatives are emerging, that can be categorised Values Based food chains. A main conclusion from analysis is that there still is a major knowledge gap in research on how these chains handles the challenges related to the growth processes without losing integrity and trust. The HealthyGrowth project aims to fill parts of this gap.

In order to fill in this gap 18 cases of VBFC and 3 regional cases have been studied and analysed, from five different analytical perspectives, the outcome of the perspectival analysis have further been input to a 2nd order multiperspectival analysis.

The underlying understanding or expectation in relation to this shared question and problem was that there are some kind of trade-off between values and volumes, and that it is difficult to push this balance toward both growth and values.

Based on this multiperspectival analysis of the case studies, we finally had to revise and reconstruct our understanding. The initiatives which have been studied cover a great heterogeneity of growth strategies and also visions of growth: in some of them, the main business grows internally, in others, more partners are involved into the larger chain, others such as a box scheme network grows by cell division into more autonomous groups, others open new units, etc. Therefore, the success in maintaining integrity and trust along the growth process is not as much a matter of trade-off between volume and values as a matter of designing an adapted development pathway and thinking. As the case studies illustrate and as the perspectival analyses demonstrate, there are many important aspects concerning these alternative development pathways, including an organisation to support partnership cooperation and revitalisation of values, development of an overarching business logic, means of communication that substitute personal communication, the involvement of all chain agents in mediation of values and organisational learning capacity to deal with shock and crises. In the multiperspectival analysis three general aspects appear as central preconditions for successful organisation and management of values based food chains in their growth process:

1. We have to think about and understand values as having to be kept alive and dynamic through a continuous process of communication and negotiation, and sometimes redefinition.
2. Synchronisation of time bindings and time horizons in relation to decision-making of the different agents involved is crucial for a long term development of a values based food chain, in order to coordinate a co-development that is satisfying for all partners.
3. Professionalization is a precondition for handling the increasing complexity of the growing food-chains, but it relates to a diversity of skills (and not only those that allow managing larger volumes).

The lessons learned from the analysis of our case studies – of which most succeeded in achieving growth and values mediation - should provide new options for values-based food chains to maintain their partners and consumers trust, which is a major basis of their viability, as well as general recommendations on how to support the development of values based food chains.

Pre-project summary

(to be taken from original proposal (B2))

Organic markets are different in different European countries, but common to all is that local organic market chains have inherent problems in moving from niche to volume, and mainstream large-scale market chains have inherent problems in securing and advancing organic values. HEALTHYGROWTH aims to investigate a range of successful mid-scale organic value chains in order to learn how they are able to combine volume and values, and to use this knowledge of the prerequisites for healthy growth to support the further development of the organic markets. The project builds on the following hypotheses, derived from previous research: 1) these mid-scale value chains are based on new forms of organisations and partnerships between farmers, businesses and consumers, and a different form of marketing logic and strategies than either small- or large-scale chains; 2) this enables them to combine growth in volume with a high and growing level of organic values throughout the market chain as a sound foundation for organic integrity and consumer trust; 3) these new organisational forms constitute a substantial potential for development and growth of organic markets; and 4) lessons learned from the successful mid-scale chains will provide new options for small-scale producers to act and compete on the market while ensuring a premium prize for their added organic values. The research work will be done in a close cooperation and interaction between the eleven partners. In-depth case studies of mid-scale organic value chains will be carried out in nine participating countries, followed by a comparative analysis across countries. The cross-country comparison of value chain cases will be based on six different research perspectives, plus a multi-perspectival meta-analysis, to obtain a nuanced and coherent understanding of the underlying mechanisms and principles for healthy growth. Stakeholder involvement in joint learning processes and transnational dissemination of the results are planned as a dynamic and integrated part of the project in order to share and adapt knowledge between countries and to enhance network building among actors within regions and across borders. The project will provide knowledge on how integrity and trust can be maintained in the growth from niche to volume, and develop general as well as locally adapted recommendations for the development of organic markets. The target groups are not only other mid-scale value chains, but also smaller organic producers, consumers, and potential new organic actors in new forms of partnership and cooperation, as well as large-scale market chains.

1. Main results, conclusions and fulfilment of objectives

1.1 Summary of main results and conclusions

Note: this should cover the whole/first half of the project duration
(max. 5 pages – Arial size 11)

Three important outcomes have derived from the state-of-the-art analysis.

First it has been the pivot for discussing and developing a shared understanding and description of what we mean by “Mid-scale values-based food chains” as chains that:

- Handle high-quality, differentiated food products of a certain volume
- Involve a number of producers (more than one farmer/producer)
- Communication mainly indirect between producer/farmer and consumer
- Involves at least one separate actor as an intermediary between producer and consumers
- Involve a minimum of one stage of product transformation (packaging, processing etc.) and therefore two steps of transmission (farmer - intermediary actor/initiative -consumer)
- Usually place emphasis on both the values associated with the food and the values associated with the business relationship within the food supply chain, and perceive at least some supply chain actors as strategic partners

- Consist of actors and initiatives such as food businesses, retailers, associations, networks or other initiatives

Secondly, it has provided a compressive overview over existing and emerging initiatives in the participating countries, as one of the major inputs to WP2.

Thirdly, some initial ideas on what characterise the success of these initiatives. Many of the reviewed case-studies did not specifically focus on growth in organic food chains and the related challenges. However, the literature reviewed showed that very relevant aspects have been analysed – even though mostly in another context. The review identified the following common traits within such chains:

- Emphasize a diversity of values and product qualities far beyond organic standard (e.g. regionality, animal welfare, fair pricing).
- Most chains access a diversity of sale channels, in many cases both direct and indirect channels.
- Utilize a diversity of means to communicate values and product qualities to customers and consumers, both via direct and indirect means.
- Emphasize personal relationships between chain actors for building trust and common values along the chain to secure communication of product qualities. Values associated with the business relationship also are emphasized.
- Establish a diversity of organizational forms/structures, where different forms of producer organizations are common in a majority of the chains.

The national reviews also point to many challenges and barriers, both at the macro- and micro-chain level.

A main conclusion from the-state-of-the-art is that there still is a major knowledge gap in research on mid-scale values- based organic chains in Europe in general and on the challenges related to the growth processes in particular. The HealthyGrowth project aims to fill parts of this gap. In order to fill in this gap 18 cases of VBFC and 3 regional cases have been studied and analysed, from five different analytical perspectives, the outcome of the perspectival analysis have further been input to a 2nd order multiperspectival analysis involving the analytical terms in multiperspectival discussion. For a bolder description of the methodology see WP5. The outcome of each analytical perspective have a value of its own right and the multiperspectival analysis is not a summing up of this output but addresses some of the understandings that cannot be observed from the individual perspective like binocular depth sight cannot be observed from either of the two involved oculars. Figure 1 illustrates the different phases of this process.

1 : Define the shared problem 2. Case studies analysis 3. Multi-perspective analysis

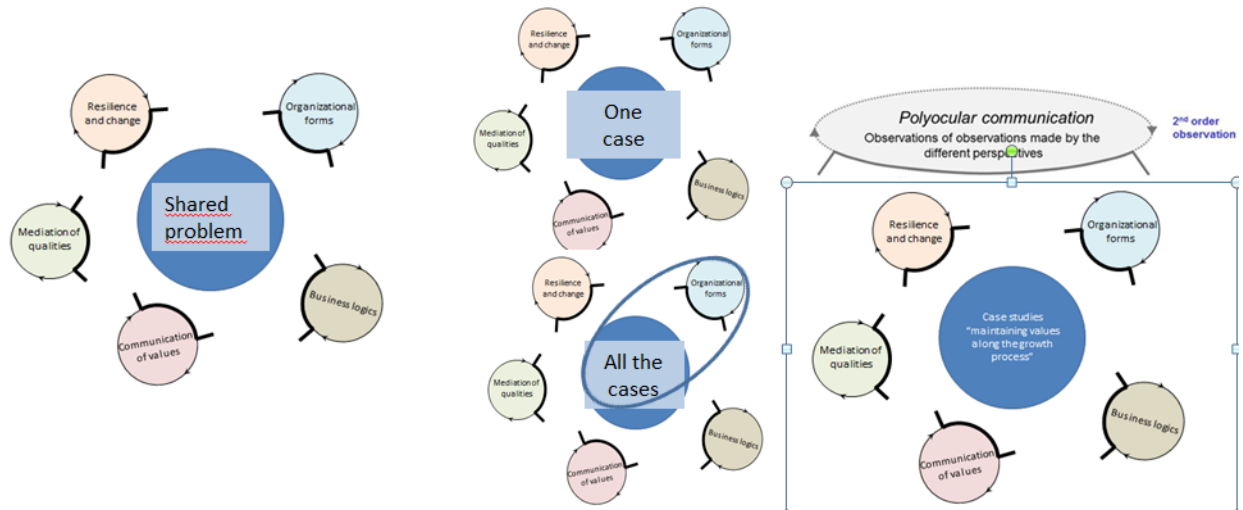


Figure 1: The 3 phases of the MPA.

In the following we present the main findings of each of the involved analysis following the findings of the multiperspectival analysis:

From an organisational and governance perspective, the analysis of the case studies reports led to 4 main results.

1) - **Along the growth process, tensions over values often arise, which mainly deal with quality, proximity, seasonality, and alliances with mainstream operators.**

These tensions over values vary a lot from case to case. This depends:

- on national contexts: some countries are characterized by vivid debates over organics (like in France) others rather by a “consensus culture” (northern Europe, Austria). In some countries, the organic sector has largely adopted the mainstream way with large farms and supermarkets dominating the organic landscape (like Denmark, Sweden or Finland for example) as opposed to Austria and France for example. In France, a significant new boundary within the organic world is the kind of organic agriculture (peasant farming and small scale family farms as opposed to large highly modernized farms), whereas in other countries this is not an issue.
- on the origin of the initiative (i.e. a box scheme emanating from consumers will have different views over accessibility than one emanating from a wholesaler of larger producers).
- on the processes set-up by the initiatives to allow discussion and adjustment over these values.

2) - **A relative open governance and the capacity to adjust this governance over time in an open way, allow the initiatives to reach a certain degree of stakeholders and network alignment and to maintain their values over time.** An “open governance” is one that involves shareholders and leaders, but also employees, consumers, producers, and in some cases civil society, and allows the organization of debates and exploration of alternative strategies before the stage of decision making. Indeed, most cases reveal the **necessity to maintain openness to discussions and debates over their core values.**

We classified the governance in 4 types that except for 1 and 2, are not exclusive:

- Cases with a classical governance structure (the board = the shareholders), either in a private form or a cooperative one (most cases except public ones and civil society/foundations)

- Cases where right from the start the governance includes different stakeholders (shareholders + producers + employees + maybe consumers)
- Cases where in parallel to the classical instances (boards) there are permanent commissions and working groups or seasonal meetings and/or regular interactions with the main stakeholders (employees, producers etc.) although they don't take part in the decisions
- Cases where CSOs (and/or local authorities) are also involved.

In some cases some adjustments over time are clearly visible. In other cases, “objective” power relationships partly explain the visible convergence of the different stakeholders’ views (for example, producers might disagree with some aspects but cannot really influence – this is quite usual in producers cooperatives and despite their formal governance where each producer has one voice).

3) – **The analysis of relationships and coordination with value chain partners (contracts, agreements and arrangements with producers, processors, etc.)** shows that **trust is based on a combination of formality and informality and on lasting relationships that also favour a permanent adjustment and reaffirmation of these core values. Trust also appears as a trade-off between fairness and flexibility**, and often refers to the way partners interact rather than to setting fixed rules or prices. Despite a general appraisal of informality (and freedom) by the leaders and stakeholders, some things appear to have to be formalized and are indeed. Partnership cooperation based on a mutual understanding of interest and condition for success of the others in favour of fixed contracts was found very supportive for successfully long-term cooperation. For example, if in many cases there are no contracts, but there is a planification of volumes between partners.

4) – **Public policies do not seem to have a major role in the initiatives, except of course for public food procurement.** The dominant perception is that the role of public policies is mainly to establish norms, give subsidies, sometimes favour local projects. Civil society has a very variable role: of course a leading role in initiatives emerging from consumers groups, a significant role when civil society organizations are involved in the governance (or in the related activities and network of the initiative). On the other hand, both public policies and civil initiatives may contribute to the establishment of “**public arenas**” for the **governance of food chains**, in which decision making and interaction on underlying values and development directions of supply chains can take place based on other conventions than strict market and prices considerations which are more likely to be predominant in private institutions.

From business-logic perspective

During the comparative analysis, we revisited the conceptual framework that has been developed for the project. Some general findings related to the business logic concept are:

- The scientific literature on management theories and application mainly focuses on structures and processes of large-scale corporations. There is some work on strategic planning and business operations for small and medium-scale enterprise (SME), which are often owner- or family-led. However, this literature often refers to the start-up or the first years of a business. HealthyGrowth case studies, instead, were selected because they had experienced a longer development. Very little literature was available that focuses on values-based businesses or food initiatives that grew out of the niche market. The HealthyGrowth project explored new ground with the Task 2 analysis, which matters in particular for the SME's engagement in organic food chains and markets.
- Central to the business logic concept is that business goals, strategies and the set of management instruments used are, ideally, fully coherent. The business logic concept helps to find out if all management areas, i.e. strategic planning, governance, organisation of supply, production and logistics, control and personal management are in-line, and if they support the overarching goals in a coherent way. (Knickel et al. 2016)

- The concept is applicable to both the analysis of the management of the food business or of the supply chain. Dynamic processes and related (potential) effects are a particular focus of the concept's application. The business logic concept offers the opportunity to identify imbalances and inadequacies in management, for example after investment in new facilities or during market expansion. As discussed in related publications of the project team, the concept's application is possible at any stage of business development.
- Results indicate that all CS have a business logic in place but some businesses, initiatives or chains seem to have a fully consistent system while others have weaknesses in certain management areas or in the cooperation with chain partner businesses. Overall, it is important to keep in mind that all CS have particular strengths related to their implemented growth strategies and values-based product and/or market differentiation because they were selected for having successfully managed a values-based business growth.
- For the operational management, the examination of the coherence between strategic management and daily routines helps to recognise if and in which management area adjustments are needed urgently (see as well Task 6 'Resilience'). In particular during periods of significant growth, business logic and strategies, and the related professionalization processes are key issues (Münchhausen and Knickel 2015).

This analysis focused on the management of farm enterprises and food SME with values-based food production, processing and sales and of the supply chain.

- Business strategies changed over time and during expansion. Adjustments depend on the need to implement e.g. new differentiation strategies (Münchhausen et al. 2014). Changes and adjustments affect both individual companies and cooperation throughout the chain.
- Deficits in management are apparent in many agricultural and food businesses with limited investment in teams, knowledge and skills. Many managers say in hindsight that they could have avoided many mistakes if they had had access to professional management expertise. Instead, they acquired this gradually, often through trial and error. Typical challenges are: Developing strategic goals consistent with short and long term planning; Knowledge of the market situation and competitive advantages; Leadership style, efficient decision-making and successful adaption to growth; Organisation structure and restructuring, for example, in developing new 'departments', such as a production or sales areas, and applying professional planning techniques; Establishing suitable approaches for personnel management; Financial control regarding middle and long-term liquidity and financing. It is apparent that those enterprises enlisting professional input e.g. to set up quality management systems at an early stage were considerably strengthened.
- In particular, personal management with recruitment and training of employees for their work in organic value chains is important. The range of quality factors in the food sector has increased markedly. This requires sufficient knowledge about aspects of organic production. Not everyone can be assumed to have a fundamental knowledge of values-based, organic production and marketing. However, the employees in central positions are best suited to understand and safeguard special products and their processing specifications. Many organic business entrepreneurs see education and training for new employees as part of their investment for business growth. Our case studies showed that more targeted training is necessary.
- The management of organic values chains for meat and meat products is particularly challenging because meat production, processing and consumption have a special status for individuals as well as for the public. Farmers benefit from premium prices if the added value over the chain is successfully implemented and communicated to the consumer. In values-based chains, the inclusion of slaughterhouses and processors is challenging but important. Transport and slaughter are subject to a European-wide legal

framework. Veterinary authorities have a central role in the interpretation of legislation, as they are responsible for approving e.g. small-scale and mobile slaughter and processing facilities. Regular communication among livestock owners, abattoirs and marketers, and a constructive working relationship with veterinary authorities is a precondition for a successful management of a values-based chain for organic meat.

- The public procurement of organic food was subject to an in-depth analysis within task 2. A satellite case study focused on organic catering for public schools and kindergartens in the Berlin-Brandenburg region. The public sector can directly promote the demand for organic, animal-friendly or seasonally produced food if those responsible for purchasing apply the appropriate criteria for public procurement procedures. Our findings, however, point to a discrepancy between socio-political claims and the oversight of the administrative implementation of public catering. The European-wide procurement law - the so-called Green Procurement Standards – created the basis for sustainability in public procurement procedures. The following criteria are relevant: organically produced food, short regional transit routes, avoiding waste, use of environmentally-friendly equipment and cleaning agents, compliance with social standards and support for innovative, small and medium-sized businesses (in rural areas). The team developed recommendations for administrative offices engaged in public procurement and organic caterers, and contributed actively to the working group on school catering of the food cluster, established by the Brandenburg government. Results of the Finish case study (Kiuruvesi municipality) enriched the results of organic procurement in school catering.

From a communication perspective

One of the main questions of this project was how direct communication between consumers and farmers we find in direct marketing can be substituted by other means of communication when chains grow in terms of partners and volume. As a part of the case studies the communication activities and strategies between the involved partners including the consumers was observed to the degree it have been possible to observed Based on the comparative analysis, the following conclusions and was reached:

- The national (agricultural as well as non-agricultural, technological, societal etc.) context may influence the configurations and possibilities of communication just as well as supply chain characteristics (organizational structures, added-values, product types or packaging etc.).
 - Moreover, product type, organizational structure or growth processes effect or even determine the form or type of communication.
 - Marketing tools like newsletters, homepages are rather a one-way communication formats and do not give any indication whether the recipient has received the message. They need to be supplemented by two-way communication tools in order to provide feedback loops from consumers to primary producers, foster producer identity with their product and allow consumer trust.
 - Within the reports, we found numerous efforts which are particularly designed for consumers to foster identification and trust throughout informal meetings and which thus appear as a kind of a marketing strategy. However, we found that less efforts towards integration and identification of primary producers. There is a general lack of communication to foster producer identity with the final product in indirect marketing chains.
 - Concerning internal communication processes, we saw that the formation of regional producer groups with representatives strengthens bonding social capital and improves coordination.
 - However, especially informal ways of communication on the side of the producers (i.e. by forming regional producer groups with representatives) may not only increase their identification with the value chain, but also induce new ideas for innovations regarding product development as well as marketing. Especially informal meeting spaces among farmers and between farmers and their downstream partners may be essential in this respect.

From a mediation of quality perspective

Values based organic food chains are for many reasons a promising development in relation to the development of organic farming in accordance with its fundamental principles and not only in accordance with the organic rules. However to fulfil these promises these chains need to be able to mediate these values between producers and consumers. It is therefore relevant to seek a deeper understanding of how this mediation is taking place. Our analysis suggests that in developing values based food chains it is not enough to focus on information and conventions, but that mediation of values has to be undertaken by each link in the food chain. The observed case studies reflect how this mediation may be organised in various different ways.

Pirsig's relational approach to values, applied in this analysis, puts a special focus on the role of the involved agents in the mediation of values that can be observed in these values based food chains. It contributes to a new understanding of how values are mediated. The main characteristic of the cases that are successful in mediating values is that there is a continuous coordination between the involved agents in how the qualities and value relations are reconstructed in the involved organisations own relations to (construct of) the products. In most cases the processors and retailers actors of the chains was dedicated in particular to this mediation in how these enterprises was organised and functioned. However, in this sense, an interesting observation is that it is not a matter of which kind of agents are involved but to which degree these agents are involved in the mediation of values through their own management strategy. E.g. in the cases conventional supermarket chain was involved in mediation supporting the producer continuously to develop its production systems in an organic and sustainable way. While in other cases involvement of supermarket chains means a disconnection in terms of using private labels.

For values based food chains, mediation of values begins with the primary production or even further upstream. It is therefore important that the other agents are able to observe the qualities and value relations offered by the farms involved, and that they are able to build these qualities into their own relation to the food items. This also means that values based food chains are localised and embedded in the sense that there is transparency all the way to each farm. This localizing seems pivotal to the commitment of the food chain agents and for building long term value relations and sustainable farming practices.

From a resilience perspective

In a long-term growth perspective the ability to handle shock and crises can be seen as an important criterion for the success of such initiatives. From a resilience perspective it is therefore interesting to analyse crises and shocks that have been dealt with by the studied cases. The overall dominant trajectory the studied cases was growth impaired by more or less severe crises/challenges, but overall not threatening the economic survival of the initiatives. Another important trait was that growth was slow initially but took off the last few years. During their growth trajectories, all organic value chains experienced changes and challenges. In some cases, these were sudden shocks like increased prices for inputs or a sudden drop of customers. In other cases they were more like continuous stresses, e.g. the difficulty to find suitable market partners or organisational problems. The origin of challenges were both internal and external or a combination of both. In some cases growth itself produced problems, like economic problems, organisational problems or quality or value problems. In other cases it was growth itself that was impaired by economic or organisational problems.

Learning, diversity, trust and social networks are key aspects of adaptive capacity and thus for building resilience (Walker et al., 2004; Milestad et al., 2010). The organic value chains explored in HG were able to overcome challenges and grow into mid-scale initiatives because they had adaptive capacity. Thus, they were willing to learn and took the opportunities to learn in order to adjust activities. They used diversity as a strategy to spread risks and to keep options open. Trusting relationships and long-term partnerships with market partners and other actors was strived for and accomplished with extensive social networks. Coupled with

professionalization of business and value management, as well as using available market partners to their advantage, the organic initiatives strengthened their adaptive capacity and built resilience.

Many of the organisational and economic problems that go hand in hand with a growth process were solved by the mid-scale food initiatives through what could be summarised as professionalization. This manifested itself in different ways. One initiative changed organisational status before it could embark on a growth trajectory. Other cases had to attract more competencies and improve management skills. All initiatives strived to be well organised, but all did not want to transform into business-like organisations. Another way many of the cases handled challenges connected to the growth process was by working together with conventional retailers. They were able to invest and/or to accommodate the larger volumes produced. Thus, the concerned food initiatives operated both in “alternative” networks and in the “mainstream”. This can be interpreted as a strategy for flexibility when the initiatives used retailers to improve their room for manoeuvre. For example, the initiatives used the retailers to accommodate large volumes at the same time as other markets were opened up and/or own brands were pushed.

In most cases, diversity was a deliberate strategy of the involved agents. Diversity pertained to business branches, market channels, suppliers, products, market partners as well as to actors and knowledge. All cases had long-term partnerships. The “partnership logic” instead of the “competition logic” seemed to favour growth and to increase adaptive capacity. Apart from the economic value of working together, a long-term partnership had a basis in mutual personal sympathies and was also due to shared values. Disturbances offered an opportunity to learn if the shock/stress was small enough to induce adaptations, but large enough to make adaptations necessary. The process of professionalization was a kind of learning where new people with new competencies were included into organisations, and when organisations were adjusted to new circumstances.

The multiperspectival analysis led to refine our understanding of the project’s core question. The main question of this project was to explore how values based food chain can grow in terms of volume while maintaining integrity and trust. The underlying understanding or expectation in relation to this shared question and problem was that there are some kind of trade-off between values and volumes, and that it is difficult to push this balance toward both growth and values. Based this multiperspectival analysis of the case studies, we finally had to revise and reconstruct our understanding. The initiatives which have been studied cover a great heterogeneity of growth strategies and also visions of growth: in some of them, the main business grows internally, in others, more partners are involved into the larger chain, others such as a box scheme network grow by cell division into more autonomous groups, others open new units, etc. Therefore, the success in maintaining integrity and trust along the growth process is not as much a matter of trade-off between volume and values as a matter of designing an adapted development pathway and thinking. As the case studies illustrate and as the perspectival analyses demonstrate, there are many important aspects concerning these alternative development pathways. In this multiperspectival analysis we have focused on three central aspects of them: 1) we have to think about and understand values as having to be kept alive and dynamic through a continuous process of communication and negotiation, and sometimes redefinition. 2) Synchronisation of time bindings and time horizons in relation to decision-making of the different agents involved is crucial for a long term development of a values based food chain, in order to coordinate a co-development that is satisfying for all partners. 3) Professionalization is a precondition for handling the increasing complexity of the growing food-chains, but it relates to a diversity of skills (and not only those that allow managing larger volumes).

These aspects appear as central preconditions for successful organisation and management of values based food chains in their growth process. The lessons learned from the analysis of our case studies – of which most succeeded in achieving growth and values mediation - should provide new options for values-based food chains to maintain their partners and consumers trust, which is a major basis of their viability, as well as general recommendations on how to support the development of values based food chains.

1.2 Fulfillment of objectives

To what extent did the project achieve its objectives?

Note: this should explain if the project achieved its objectives and if not, what was not performed, why, what happened, etc. (max 1/2 page – Arial size 11)

Generally the project has been following the original plan and timeline. Although the multiperspectival approach was a rather novel approach to most of the partners, it turns out to be very fruitful, both in terms of supporting very lively and constructive discussion among the partners coming from different theoretical backgrounds and in terms of producing a very rich understanding of values based food chains, both scientifically and practically. The use of the multiperspectival analysis in our project finally leads us to some reflexive insights about this approach. Within this project, the different perspectives hold different ontologies (such as interactional ontology, phenomenological ontology, or individual interest) and different normative standpoints (some researchers/observers are rather oriented towards the goal to increase productivity and income, while others rather try to analyse controversies or power relationships, for example), even though these perspectives are all rooted in social sciences and therefore closer to one another than in other situations of interdisciplinary research. Moreover, researchers like case studies are anchored in different contexts in the sense that the different countries present different histories and dynamics in terms of organic markets and actors, of debates over organic values etc. Working within a multiperspectival approach brought the different researchers to work reflexively on their own standpoints in order to take into account their own blind spots, and to always make an effort of contextualization of their analyses. Enhancing reflexivity and contextualization finally appears as another important outcome of the multiperspectival approach. This has also led to a large number of publications.

Some minor adjustments have been made along the process. One of the original analytical task 3, as also reported in the midterm report, perspectives was abandoned as a specific analytical perspective, but dealt with in the global discussion of the finding. In WP6 we initially had the ambition to facilitate cross border stakeholder network, exploring the opportunity of using social media. However we have not realised the language barriers for such a platform to develop in practice, so we realised what we first saw as very good idea on paper was unrealistic in reality. We therefore decided to use our energy on supporting national network building and dissemination of the results and experiences. One of the main ideas of the project have been to be in continuous dialogue with both stakeholders and peer concerning the questions and results, one of the means have been the visibility at national and international workshops and conferences. And we have managed to engage in two more events than originally was planned, one in relation with the IFSA symposium in Berlin and one in relation with the IRSA conference in Toronto organised together with Agriculture of the Middle US-research Network, a cooperation that will lead to one or two special issues of the International Journal of Agriculture and Food. In conclusion the project teams involved in the HealthyGrowth project have been cooperating in a very supportive way and we have achieved our objective in a satisfactory way.

2. Milestones and deliverables status

Milestones:

No ¹	Milestone name	Planned delivery month ²	Actual delivery month ²	Means of verification
M 1.1	Kick off meeting	3	1	Meeting held
M 1.2	Project intranet	4	4	Project intranet platform running
M 1.3	Project workshop 2	9	6	Meeting held
M 1.4	Project workshop 3	20	12	Meeting held
M 1.5	Project workshop 4	26	17	Meeting held
M 1.6	International seminar (ESRS Congress)	36	28	Meeting held
M 2.1	National state of the art reports	3	3	National reports circulated to CRR
M 2.2.	State-of-the-art report	9	9	State of the art circulated to all
M 3.1	Template of criteria for the selection of cases finalised	7	7	Template circulated to all
M 3.2	Selection of cases finalised	9	9	List of selected cases
M 3.3.	Analytical framework for case studies (empirical + analytical) finalised	9	9	Input to project workshop 3
M 4.1	Working case study reports	17	19	Reports circulated
M 5.1	List of requirements to the case studies framework	7	7	List distributed
M 5.2	Draft report task 1-6	25	25	Draft reports circulated
M 5.3	Project workshop on meta-analysis (two workshops held Nuremberg 24 and Aberdeen 29)	26	29	Workshop held
M 6.1	Framework for national stakeholder networks meetings	9	9	Framework description circulated and discussed at 2d project workshop

¹ Please use the numbering convention <WP number>.<number of milestone/deliverable within that WP>. For example, deliverable 4.2 would be the second deliverable from work package 4.

² Measured in months from the project start date (month 1).

M 6.2	Network building and across borders	20	Cancelled *	Cross national stakeholder workshop at IFOAM
M 7.1	HEALTHYGROWTH website	4	4	Website running
M 7.2	Workshop on Biofach	28	24	Cross national stakeholder Workshop organised

Deliverables:

No ¹	Deliverable name and language	Nature ³	Dissemination level ⁴ and link to the document	Planned delivery month ²	Actual delivery month ²
D1.1	Project website	Website	PU, http://coreorganic2.org/healthygrowth	6	6
D1.2	Midterm report	Report	PU	18	20
D1.3	Final report	Report	PU	36	
D2.1	State-of-the-art of organic food value chains	Scientific article	PU http://orgprints.org/25620/7/25620.pdf	12	12
D3.1	Methodological Guideline for case studies	Guideline and grid for data collection	INT (attached)	9	9
D4.1	Case study reports	Reports	PU webpage	22	30
D5.1	Successful organisational forms of mid-scale food value chains	Scientific paper	PU-ESRS	31	28 *
D5.2	Business and management logics of food value chains ensuring economic performance and efficiency	Scientific paper	PU-ESRS http://orgprints.org/28231	31	36
D5.3	Balancing between quality differentiation, volume and economic performance	Scientific paper	PU-ESRS	31	**
D5.4	Communication of values, qualities, and how to motivate actors from producer to consumer and vice versa	Scientific paper	PU-ESRS http://orgprints.org/30537/	31	
D5.5	Qualities of primary production and food value chains	Scientific paper	PU-ESRS Organic Eprint #30859	31	37A
D5.6	Resilience of food value chains - the long-term perspective	Scientific paper	PU-ESRS Organic Eprint #30861	31	
D5.7	Meta analysis: Prerequisites for establishing and managing successful mid-scale food value chains	Scientific paper	PU-ESRS Organic Eprint #30860	31	37

D6.1	Network building and cooperation across borders	English article targeting stakeholders	PU	21	***
D7.1	Project Leaflets	Leaflets	PU – national http://www.coreorganic2.org/Upload/CoreOrganic2/Document/print_healthy%20growth2.pdf	4	4
D7.2	Articles on how to organise food value chains	Article targeting stakeholders	PU [#30852] Dissemination Targeting Stakeholders. See also 3 WP7 and www.HealthyGrowth.eu	32	
D7.3	Policy briefs on how to support food value chains	Series of policy briefs targeting policy makers	PU [#30853] Dissemination Targeting Policy. See www.HealthyGrowth.eu	34	

Additional comments (in case of major changes or deviation from the original list)

The project has basically been carried out in accordance with the original plan, except for M6.2. The main reason for this is that we were not allowed to organise any that kind of events at the IFOAM conference in Istanbul regardless the various applications.

*D5.1 PhD Klaus Laursens PhD thesis titled Coming together- organic food in a systemic perspective. (forthcoming in December 2016)

**D5.3 is addressed in D5.2 and in D5.7, see 3 WP5a.

***D6.1 will not be written. Instead we have produced a list of stakeholder involvement carried out by the different national teams, see under WP6.

Another outcome of the project is Klaus Laursens PhD thesis titled Coming together- organic food in a systemic perspective. (forthcoming in December 2016)

HealthyGrowth teams are developing (coordinated by Markus Schermer) a Special Issue of the International Journal IJSAF (<http://www.ijsaf.org/>). This special issue on 'values-based food chains' is expected to be published in the end of 2016/beginning of 2017. The Deliverables 5.1, 5.3, 5.4, 5.5 and 5.7 will be part of this publication. (For D5.2, one scientific publication is already available, see <http://orgprints.org/28231/>; in addition, a full paper was submitted for the IJSAF special issue).

3. Work package description and results:

WP 1	Project management and coordination
Responsible partner: "partner no, institution acronym and name of WP manager" 1, AU-AGRO, Egon Noe 6, UIBK, Markus Schermer	
Original description of work: (to be taken from original proposal - Arial, size 11) To obtain the full benefits from cooperation the important role of project management is project facilitation, and to organize platforms, both virtual and physical, where cooperation is possible and likely. The main elements of project management will be: keeping track of progress and deliverables, identifying bottlenecks to proceed and adjusting plans accordingly. One of the key tools herein will be a quarterly status update of the project activities. Communication platforms in terms of an intranet for exchange of data and reports, a blog for	

communication, and a webpage for dissemination of results will be developed in close cooperation with WP4, 6 & 7 to make sure that there are good links between project internal and external communication.

Five project workshops will be the cornerstone in the creative collaborative process:

- 1) **Kick of meeting** (M2, Denmark): Discuss the shared rationale of the project and how to organise the project cooperation in the best possible way. Kick off workshop on the state of the art review in WP2. Initial workshop on case study methodology and potential cases in WP3.
- 2) **Project workshop 2** (M9, Slovenia): Discussion of the “state of the art” report from WP2. Case study methodology, presentation of pre-selected food value chains for the case studies, and final selection of in- depth and satellite case studies in WP3
- 3) **Project workshop 3** (M20, Turkey. If possible this project workshop will be organised in connection to the IFOAM world congress): The main content will be a presentation and discussion of case studies results from WP4, and initiation of the comparative multi-perspective analysis in WP5. Furthermore, a workshop on stimulating cross-national stakeholder networks will be held in WP7.
- 4) **Project workshop 4** (M26, Germany. Session at the BioFach 2015): Presentation and discussion of finalised case study reports in WP4. Presentation of the draft reports from tasks 5.1 to 5.6 in WP 5, and workshop on the multi-perspective analysis of the prerequisites for a healthy growth of organic food value chains. Organising a stakeholder workshop on BioFach on how to combine volume and value in organic marketing.
- 5) **International seminar and Final project workshop** (M32. This will be organised as a working group at the congress of the European Society of Rural Sociology (ESRS) 2015): The scientific results will be presented in 4-7 conference papers and discussed in a wider international scientific audience. Possibilities for publishing the project results in a journal special issue will be explored.

The project workshops will be organised in cooperation between the WP1 and the relevant WPs. All involved participants are expected to participate in the kick off meeting. In the other meetings work package leaders and the main responsible for each partner, plus relevant persons are expected to participate.

In connection to each workshop a business meeting concerning the progress of the project will be held.

Report on results obtained and changes to the original plan/WP aims:

(max 1 page, Arial, size 11)

A- results obtained:

An intranet to manage internal communication and share of documents have been established, it also contains an overview of deliverables and milestones. It is continuously updated.

The planned workshops have been held and an extra project workshop has been held in connection with the IFSA-symposium in Berlin 1-4 February 2014. This includes a 1 day cross cutting workshop between WP-3, 4 and 5. To further develop the case report template of WP4 in respect to the request of the analytical perspectives of WP5, and to provide the national teams with a better understanding of how to carry out the case studies (WP3), this workshop was organised on smaller groups. The IFSA workshop was also used to organise a WP2 working group at the conference to present and discuss the findings and conclusions of the state-of-the-art review for an international audience. Our WS 5 was organised in connection with BioFach 2015, supporting WP7 to organise a workshop at BioFach (see WP7). In the same vein, our 5th workshop was organised in connection with the ESRS conference in Aberdeen.

Furthermore a working group together our American sister project on value based food supply chains [<http://www.agofthemiddle.org/>] was organised under the framework of the IRSA XIV World Congress of Rural Sociology 2016, Toronto, Canada August 10-14, 2016, which has

provided an excellent opportunity to present the final output, and to discuss and compare our findings with the findings of the American project. An outcome of this IRSA working group is cooperation on a joint special issue of IJSAF.

B- comments on deviations from the original plan: An extra workshop have been held in relation with the IFSA symposium in Berlin. Bothe because it was an excellent opportunity to discuss our state of the art analysis with peers and because it was supportive for the cooperation between the WP2 and WP3 activities.

WP 2	State-of-the-art review
Responsible partner: "partner no, institution acronym and name of WP manager"	
4, CRR, Hilde Bjørkhaug	
Original description of work:	
<p>All partners will provide short reports of relevant research from their respective nations. The WP2 leaders will gather and analyse the national reports and additional literature and write up a state-of-the-art report on healthy growth initiatives in the value chains of organic food. Furthermore, the particular knowledge of each partner will be highlighted in order to raise transparency about the competences, experiences and know-how within the multi-national consortium.</p> <p>The WP will gather knowledge from on-going and previous research projects such as the EU projects SUS- CHAIN, DOLPHINS, OMIARD, QLIF, COFAMI, FOODLINKS and CORASON, and national studies (e.g. C3D, Tracks , EPAB, Dynrurabio, "Growth strategies among specialty food enterprises") that incorporate the issues of growth and values, as a very valuable source of knowledge for all work packages. The review will also incorporate relevant studies from outside Europe such as Stevenson and Pirog's (2008) US study of mid-scale food value chains. Since trust and integrity are core values of organic values-based chains or enterprises, the literature review will also focus on theoretical frameworks regarding consumers' trust, product/chain certification and quality controls, image and integrity as well as the tools of corporate communications such as brands, labels, trademarks, promotion and public appearance of enterprises (e.g. Kjærnes et al. 2007, Torjusen et al 2004).</p>	
(to be taken from original proposal - Arial, size 11)	
Report on results obtained and changes to the original plan/WP aims:	
(max 1 page, Arial, size 11)	
A- results obtained:	
<p>The aim of HEALTHYGROWTH is to build knowledge that can be useful for the development of new organic value chains and new opportunities for organic producers. The market for organic foods vary between European countries, but common to all the challenges of growth in the transition from small scale to large volume in relation to safeguarding and promoting ecological values for increased value creation. The HEALTHYGROWTH teams examined research of a number of successful medium-scale values based food chains in order to learn about how these chains are able to combine volume and values, and to use this knowledge to support the development of the organic market. The aim of this review was to develop a sound knowledge base for empirical case studies for the Healthygrowth project.</p> <p>In a review of the state of the art in the participating countries (Denmark, Sweden, Finland, Lithuania, Slovenia, Turkey, Germany, France, Austria and Norway), identified the following common features within the of supply chains.</p> <ul style="list-style-type: none"> • They emphasize the diversity of values and product qualities far beyond organic standards (eg rationality, animal welfare, fair pricing). • Most chains have access to a variety of sales channels, in many cases, both direct and indirect channels. • They use a variety of methods to communicate the values and qualities of products to customers and consumers. • They emphasize personal relationships between players in order to build trust and shared values along the chain to ensure communication of product qualities. Values related to the business relationship are also emphasized. • They have established a diversity of organizational forms / structures, where different form of producer organization is common. 	

These are characteristics of successful value chains and they seem to be closely associated with each other to achieve healthy growth.

B- comments on deviations from the original plan:

WP2 has been carried out in accordance with the original plan.

WP 3 | Analytical framework for case studies

Responsible partner: "partner no, institution acronym and name of WP manager"

6, UIBK, Markus Schermer

9, HNEE, Susanne von Münchhausen

Original description of work:

(to be taken from original proposal - Arial, size 11)

The WP-leaders will elaborate a set of criteria and provide a template of case study selection. Each partner will select 1-2 potential in-depth cases and additionally 2-3 satellite cases, depending on the available national budget resources. In-depth case studies will exemplify the national situation, while the satellite cases offer the opportunity to study particular aspects, not covered by the in-depth case studies. By doing this, the overall variation of medium scale organic food chains will be covered. The definite selection of cases will be the result of PW2 ensuring all teams to participate in the selection process.

The theoretical methodological foundation for the case studies will be inspired by Actor Network Theory (e.g. Latour 2007). This will be complemented by a perspective on the entire value chain from production to consumption as described by the Commodity Network Approach (Hughes 2000). We aim to follow actors and products through the commodity chain and to identify influencing factors for promoting or eroding the integrity of and trust in organic products. On this basis, and adjusted in accordance with the outcome from WP2 and the input on necessary requirements from WP5, the WP-leaders will elaborate a methodological guideline for the case studies, including instructions for the empirical inquiry, and a grid for data collection. This will ensure the comparability of data across all cases for the different tasks of the multi-perspective analysis in WP5. This guideline will be discussed and refined in PW2 (M9) with all partners.

Report on results obtained and changes to the original plan/WP aims:

(max 1 page, Arial, size 11)

A- results obtained:

Within WP3, the main objective was to develop a case study selection procedure and a framework for data collection and data reporting based on the state-of-the-art review from WP2 and requirements from WP4 and WP5. Each partner submitted a number of potential cases to be studied via an 'evaluation grid template' consisting of basic questions on e.g. 'type of business and activities', 'products', etc. The cases had to fulfil at least the basic criteria of (1) handling significant volumes of high-quality, differentiated food products, (2) place emphasis on both, the values associated with the food and the values associated with the business relationship, (3) involve at least one separate actor as an intermediary between producer and consumer and (4) involve a minimum of one stage of product transformation (packaging, processing etc.), thus two steps of transmission (farmer - intermediary actor/initiative - consumer). After collecting comments from the project partners, a revised template for a 'detailed description' was elaborated, designed in a way that collecting information did not require directly contacting case study actors. The 'detailed description' contained closed categories as well as open questions for further background explanations and consisted of 4 main sections:

(1) a description of the supply chain/enterprise/initiative,

- (2) reasons why the case is a “mid-scale values based chain” in the national context,
- (3) the history of growth and the potential of further growth,
- (4) the expected added value of the case study and its potential contribution towards answering previously defined questions that would be of importance for the respective tasks of the project’s multi-perspective analysis.

This was sufficient to categorize and cluster them according to product type, distribution channel and type of main actor. The common criteria for the clusters had a clear description and allowed a logical argumentation for the allocation of each case. This selection procedure ensured that case studies reflect the overall variation and organizational diversity of medium scale organic food chains. In the end, the final template of criteria for the selection of cases (M3.1) was based on a cross-table matrix combining the ‘main actor’ and ‘distribution channel’ clusters. At the second project meeting in Maribor/Slovenia (M1.3) the procedure and the results were presented and 20 case studies (M3.2) commonly agreed. As a last step, project partners contacted the potential cases asking for their willingness to participate.

WP3 developed common methodological guidelines (D.3.1) and an analytical framework concerning data collection (M 3.3). In a first step documents and publicly available material was collected and screened. Then a stakeholder’s analysis was applied with the aim to track all potential stakeholders that are somehow connected to the case. Out of them, key interview partners were identified for in depth interviews. On the third project meeting in Berlin/Germany preliminary findings of collected data were presented and commonly discussed.

B- comments on deviations from the original plan:

WP 4 | Case studies implementation and coordination

Responsible partner: "partner no, institution acronym and name of WP manager"
2, KTH, Rebecka Milestad
8, MTT, Helmi Risku-Norja

Original description of work:

(to be taken from original proposal - Arial, size 11)

The objective of the WP will be obtained by using the framework for data collection and data reporting from WP3, producing guidelines for implementation of national level project workshops for the discussion of findings with the main actors/stakeholders, and by organizing PW3 for exchange and discussion of overall results within the project. In this process, gaps between the case studies will be identified and additional case studies proposed (if necessary). An internal WP4 workshop will be organised between PW2 and PW3 for the national teams that conduct case studies. All national teams will contribute their results to the overall WP4 workshop and also organize national workshop(s) with actors. The results from this WP will be input to WP5, as well as to WP6 and WP7.

Report on results obtained and changes to the original plan/WP aims:

(max 1 page, Arial, size 11)

A- results obtained:

In this WP a case study report template was developed and implemented by all national teams. The template was tested and iterated several times. A total of 22 case studies from 11 countries (Finland, Sweden, Norway, Denmark, Lithuania, Germany, France, Austria, Slovenia, Turkey, Italy). All existing case study reports have received feedback several times from task leaders in WP5. The project workshop in Turkey focused on the case studies, as planned.

B- comments on deviations from the original plan: 1) Some of the national teams have

encountered problems in obtaining enough data for full case study reports and therefore these cases (3-4) will not be able to answer all research questions in the project. However, they will still be valuable as comparisons and give depth to some of the issues dealt with. 2) All case study reports were finalised before the deadline in January 2015. However, this is internal material for the project group since they contain confidential information. Publishable reports and fact sheets on every case were produced in March 2015. This delay was motivated by the effort of preparing the project meeting and stakeholder workshop at BioFach in February 2015. 3) No extra workshop was carried out between WP2 and WP3 since WP3 was dedicated to work with case study reports. The national workshops with stakeholders mentioned in the work description were referred to WP6 and WP7. Each national team was trusted with organising their data collection in the manner most suitable for them.

WP 5	Comparative multi-perspective analysis of case studies
-------------	---

Responsible partner: "partner no, institution acronym and name of WP manager"

1, AU-AGRO, Egon Noe

3, INRA SAD, Claire Lamine

Original description of work:

(to be taken from original proposal - Arial, size 11)

This work will be organised as a multi-perspective analysis (Noe & Alrøe 2008; Alrøe & Noe 2011), based on key research questions addressing the main objectives of the project and drawing on the theoretical analytical competences of all the partners involved in the project consortium. The input for the comparative analysis will be the in-depth case studies conducted in WP4. Each of tasks 1-6 will produce an independent comparative case analysis addressing a particular research question from a specific perspective. Based on these outputs a multi-perspectival meta-analysis will be carried out addressing the main objectives of the project. WP5 will be organised in two phases; the first phase will develop the analytical approaches and questions of each perspective and, as an input to WP3, produce a list of the necessary requirements to the data collection and analytical framework for the in depth case studies. The second phase will be the comparative analysis and meta-analysis after the case study reports are finalised in WP4.

Report on results obtained and changes to the original plan/WP aims:

(max 1 page, Arial, size 11)

A- results obtained:

An article concerning the methodological multidisciplinary approach of WP5 have been published (Alrøe and Noe 2014) ([http://orgprints.org/28227/;](http://orgprints.org/28227/)). Phase one has been carried out as an iterative process. Each task team has developed and described the analytical perspective and from that developed a list of analytical and descriptive questions for the case study template. The analytical perspectives have been presented and discussed with the national teams, performing the case studies, to better share the understanding of the perspective and the needs of information/description to carry out these analysis. For an illustration see figure 1:

1 : Define the shared problem 2. Case studies analysis 3. Multi-perspective analysis

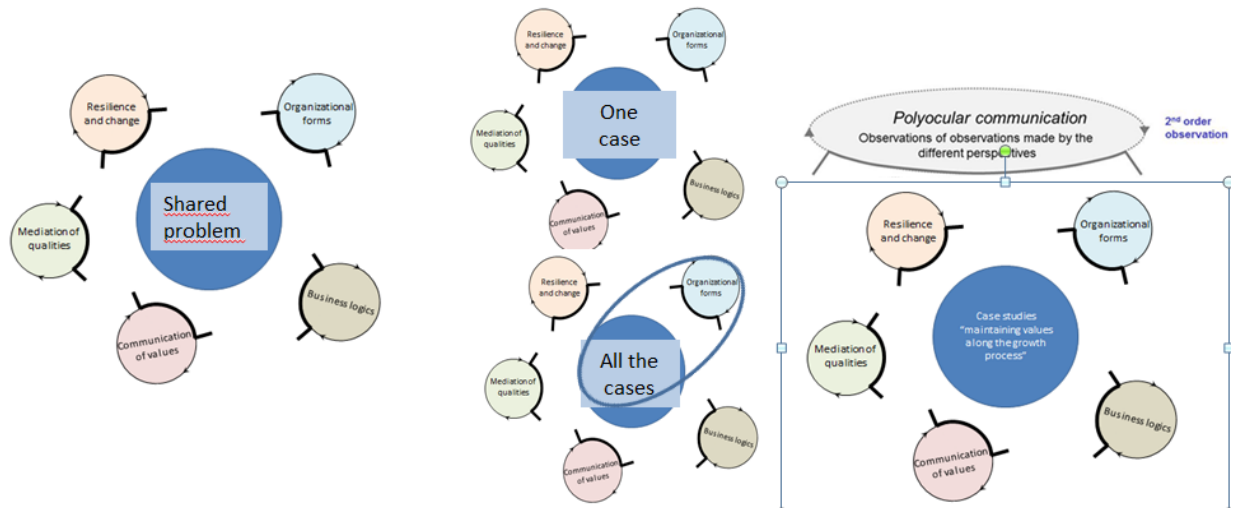


Figure 1: The multiperspectival analysis of successful “mid-scale values-based organic food chains”.

The outcome of the perspectival analysis and the multiperspectival analysis has been reported in length in under the main results sections, and in a number of publications at org. E-print and on the homepage www.healthygrowth.eu. Even though this multiperspectival approach has been novel to most partners it has turned out to be very productive not only in analytical outcomes of the project, but also as a very useful tool for facilitation of the ongoing communication and discussions among the project partners..

B- comments on deviations from the original plan:

At the project meeting in Turkey, some minor adjustments were decided concerning the analytical perspective of task 3. It was decided that task 3 would not elaborate as originally planned. The analytical question of the trade-off between values volumes and economic performance will be integrated in the task 2 analyses. It means that D5.3 will be the academic paper: Kvam, Gunn-Turid; Pedersen, Ann-Charlott; Bjørkhaug, Hilde; Münchhausen, von, Susanne and Milestad, Rebecka (2016) Growth in Organic Mid-scale Chains: How to 33 of 45 Strengthen Network Identity? International journal of Sociology of Agriculture and food (IJSAF), SI, xx-xx. [Submitted]

WP 6 | Cross-national/regional stakeholder network building and knowledge exchange

Responsible partner: "partner no, institution acronym and name of WP manager"
8, MTT, Helmi Risku-Norja

Original description of work:

(to be taken from original proposal - Arial, size 11)

Together with the national teams involved in case studies in WP4, WP6 will develop a concept for national stakeholder workshops that can be fitted into the various national contexts. This will include the involvement and training of potential key facilitators for learning and network building (e.g. from extension and advisory services). A major challenge for WP6 is how to stimulate network building and exchange of knowledge and cooperation across national borders, both in terms of communicating across languages and interacting across cultural, social and ecological contexts. Time and money often seem to be major barriers for networking. This WP will look into the possibilities for utilizing new social media (e.g. blogs, Twitter, Facebook, etc.) to overcome these barriers. WP6 will also exploit the possibilities to use new social media in the organising of cross-national stakeholder network building seminars in connection with BioFach and IFOAM. A further element in WP6 is to formulate support strategies for stakeholders and networks

that want to establish co-operation to develop food value chains, and for cooperation between emerging or existing organic food value chains.

Report on results obtained and changes to the original plan/WP aims:

(max 1 page, Arial, size 11)

The original plan was to elaborate and disseminate cooperatively with regional/national stakeholders the lessons learned from the project and the practical recommendations. The approach was based on the idea that conformity needs to be maintained between recommendations and decision-making structures in food enterprises and initiatives. The principle of regular consultation worked well during case study elaboration but was difficult in the longer term. Contact persons or the practice partners were usually CEOs or members of the management team of the studied food businesses. They were and are very busy with their daily duties and (apparently) saw an active involvement in the research project not as a priority. For example, some of the teams offered the organization of joint activities but the support of practice partners was insufficient for the realization of a shared event.

In Germany, for example, the businesses / partners even agreed on detailed topics, orientation of the workshop and the invitation of other case study businesses. However, the planning of date and location was not successful due to the limited engagement of the practice partners. To avoid this problem in future projects, the mutual (financial) engagement of practice partners will be a core success factor. From the start of the project, the research issue or innovation project/process has to be a core priority for the potential partner SME.

A variety of stakeholder workshops was organized by the HealthyGrowth teams.

The following events took place targeting entrepreneurs of organic food SME and stakeholders in the agri-food industry (in alphabetical order of the key organizer):

- Braun, Ch, Köhler, G and Haering, AM (2015) Innovative financing for food enterprises along the value chain Communication document and workshop at: 13. Wissenschaftstagung - Workshops „Dialog Praxis, Beratung, Wissenschaft“, Germany, 17.-20.3.2015
- Haack, M. and Häring, AM (2016) Enhancing factors for the procurement of regional food for public cantinas - information for policy makers and public procurement agencies. Contribution to the policy and stakeholder workshop No 2 of the State of Brandenburg
- Hradetzky, A. and Braun, Ch.: Innovative finance for a dairy farm start-up. Contribution to the Organic Innovation Days, Brussels, Belgium, 1-2 December 2015
- Knickel, Kh. (2015) “Managing growth in higher value food chains” Stakeholder workshop from Eastern Europe: “Enhancing efficiency and inclusiveness of agri-food chains in Eastern Europe and Central Asia” organized by the Food and Agriculture Organization of the United Nations (FAO) in Porec, Croatia, June 2015
- Kvam, G.-T. (2013) Healthy growth: From niche to volume with integrity and trust. Om prosjektet. Workshop at: Kompetansekafé Trøndersk landbruk, Norsk senter for bygdeforskning .
- Lamine C., Bui S., 2014. Territorial transitions dynamics towards organic farming. Confrontation of Italian, Austrian and French case studies, seminar in Biovallée (involving researchers and local stakeholders), 4 dec 2014
- Lamine C., Bui S., 2014. Territorial transitions dynamics towards organic farming and bioregions, Healthygrowth seminar in Biovallée (with Healthygrowth researchers from France, Austria and Italy, and local stakeholders), 10 june 2014
- Milestad, R. (2015) Presentation of results at KRAV – the Swedish organic standards organisation, 2016-03-23
- Milestad, R. (2015) Presentation ” Partnerskaber som vej til bedre driftsøkonomi.

Erfaringer fra ni EU-lande, som er med i HealthyGrowth” during the Økologi-Kongres 25 November 2015, Denmark

- Münchhausen, v., S. und Haering, AM. (2016) HealthyGrowth: How can value chains for organic food expand without losing their added value? Stakeholder workshop: Zukunftsstrategie Ökologischer Landbau "Wertschöpfungsketten und Vermarktung", organised by the Thünen Institut, Kassel, Germany, 24. Mai 2016
- Münchhausen, v., S. and Lamine, C. (2015) Transition of Values Chains and Regions towards Organic: How to Maintain Values? - Case Study Results of the European HealthyGrowth project.; stakeholder workshop at: Tech & Bio 2015, The professional show on organic and alternative farming techniques, Bourg-les-Valence, Drome, Rhone-Apes, France, 23-24 September 2015.
- Münchhausen, v. S. (2015) Aufbau wertebasierter Ketten für Öko-Nahrungsmittel - Herausforderungen, Chancen und Risiken, Ergebnisse des EU-Projektes "HealthyGrowth". Vortrag at: Seminar für Landwirte von GÄA e.V., Erfurt, Deutschland, 01. Dec. 2015.
- Münchhausen, v, S and Haering, AM (2015) Management Strategies in the organic Agri-Food-Sector?! Workshop at: 13. Wissenschaftstagung - Workshops „Dialog Praxis, Beratung, Wissenschaft“, Eberswalde, 17.-20.3.2015.
- Münchhausen, S. v.; Häring, AM und Risku-Norja, H. (2015) Healthy Growth of Values-Based Organic Food Chains - Managing Major Challenges of Expansion: Business Strategies and Instruments Ensuring the Maintenance of Core Organic Values and Consumers' Trust. Workshop at: Science Forum at BIOFACH 2015, Nuremberg, Germany, 11.-15.2.2015
- Münchhausen, S. v. (2014) Einflussmöglichkeiten auf die Qualität bei der Vieh- und Fleischvermarktung. Vortrag at: Gäa-Seminar Ökologische Mutterkuhhaltung und Rindermast , Agrargenossenschaft "Oberes Vogtland" in 08626 Adorf, 18.3.2014
- Noe, E. (2015) samfundsnyttig økologi og borgerne, erfaringer fra HealthyGrowt, præsentation på Workshop – Det samfundsnyttige landbrug og dets vilkår, Århus d. 26. august 2015.
- Noe, E. and Laursen, K. Partnerskaber – vejen til mere bæredygtighed og bedre afsætning. To sessioner på økologikongressen
- Noe, E (2015) Øget afsætning af økologiske kyllinger – hvad skal der til? 13. Maj 2015, Gothenborg
- Skulskis, V. and Girgzdiene, V. (2016) „Ekologiško maisto produktų tiekimo grandinės tobulinimas“ (“Development of organic food supply chains”), presentation in the seminar on International Agricultural Exhibition “Ką pasėsi... 2016“, Aleksandras Stulginskis University, Lithuania, April 1, 2016.
- Von Oelreich, J. (2016) Presentation of results at conference for practitioners organised by the Swedish Board of Agriculture, 2016-09-21
- Von Oelreich, J. & Milestad, R. (2015) Presentation at the yearly assembly of Upplandsbondens 2015-03-17

B- Comments on deviations from the original plan: Network building across the national borders via use of social media proved not to be feasible because of the language barriers among the stakeholders in different countries. Focus will be directed to mutual learning and knowledge exchange using the existing national stakeholder networks. Every national team will explore the possibilities for using existing networks, events, and medias for presenting exchange of knowledge, and we will have to develop on alternative strategies for this on our next meeting.

WP 7	Dissemination and policy recommendations
Responsible partner: "partner no, institution acronym and name of WP manager" 9, HNEE, Susanne von Münchhausen	
Original description of work: (to be taken from original proposal - Arial, size 11) The dissemination of practical and policy recommendations has to be based on two principles: The first is the principle of conformity between recommendations and decision-making structures. This means that recommendations will be elaborated and disseminated in a joint action undertaken by the research team and representatives of stakeholders. The second is the principle of regular consultation. This means that recommendations will be elaborated and disseminated in a process of regular consultation between the project team and the target groups aiming to ensure validity and practical relevance of recommendations. Dissemination work starts in the beginning of the project, aiming to inform target groups of the existence HEALTHYGROWTH. In month 6, the HEALTHYGROWTH website will be launched. The website platform will be developed and maintained by the scientific co-ordinator. All synthesis reports, executive summaries of national reports and reports of the national seminars will be placed on the website. The website will also entail descriptions of the participants; brief CV's of the scientific teams and links to websites of relevant stakeholders' organisations. The website is an additional means to disseminate results to different target groups. Linked to the website, a web-log (blog) will be set up on the Internet which offers the opportunity to get in contact with interested experts and non-experts and serves as a platform where ideas and opinions related to HEALTHYGROWTH topics can be published and discussed. Publications, briefs and discussions on midterm results aim to establish a fruitful relationship between project team members and experts and practitioners. The development of policy recommendations and the organization of publications will be the most intense phase of WP 7. Series of policy briefs – partly in national languages - will help to spread the results within governmental and non-governmental organizations. BioFach, the largest organic market fair in Europe, held in February 2014 and 2015, as well as other conferences (ESRS) will provide an ideal background for workshops aiming to discuss the projects' methodology and results with national and international experts.	
Report on results obtained and changes to the original plan/WP aims: (max 1 page, Arial, size 11) Each partner team disseminated results of the project on the national level. The HNEE-team was responsible for documentation and (if appropriate) coordination of dissemination activities in close cooperation with the project management team (WP1). In the beginning of the project, the WP7-teams developed accessible information (flyer, website). For dissemination and discussion of project results, some cross-border and national level stakeholder events took place and were successful: <ul style="list-style-type: none"> • Workshop at the international conference ESRS, Florence/Italy: 'Healthy growth: From niche to volume with integrity and trust'; organisation and facilitation of presentations and a panel discussion with representatives from the UK, Austria, Italy, Austria and Switzerland. Convenors: Münchhausen, Häring and Noe, 2013. • Workshop at the international conference ESRS 2015 Aberdeen/UK Working Group 26: How can new forms of food governance contribute to creating alternative economic spaces for the revitalisation of rural areas? Convenors: Egon Noe; Markus Schermer [2] • Workshop at the IRSA 2016 Toronto/Canada: IRSA_58: Assessing the Potential of Values Based Food Chains for Sustainable Agriculture and Rural Livelihoods. Convenors Markus Schermer, Egon Noe and Marcia Ostrom, • Panel discussion at Biofach 2015 organic trade fair, Nuremberg/Germany: 'Managing major challenges of expansion: business strategies and instruments ensuring the maintenance of core organic values and consumers' trust'; international event with panel experts from the organic industry in Sweden, Austria and Germany (Münchhausen, 	

Häring, Risku-Norja 2015).

- Interactive stakeholder workshop, Porec/Croatia: 'Healthy growth of value based organic food chains: management, value communication and perspectives of growing values-based food chains'; presentations and discussion with representatives of Planika Dairy (SLO) and Prospeh (SLO) with its innovative OriginTrail tracking system. Convenors: Münchhausen and Borec, 2015.
- Workshop at the organic fair Tech & Bio, Valence/France: 'Transition of Values Chains and Regions towards Organic: How to Maintain Values?'; presentations and discussion with French stakeholders; particular focus on regional development strategies based on organic farming and food processing. Convenors: Lamine, Münchhausen and Haack, 2015.
- Stakeholder workshop, Eberswalde/Germany: 'Management Strategies in the Organic Agri-Food-Sector?!'; fish bowl discussion with the CEOs of Märkisch Landbrot Ltd (bakery), Brodowin GmbH & Co (farm and dairy processor) and Wunsch Dir Mahl Ltd (small food processor); held under the framework of "dialogues - business, advice, science" at the 13. Conference for Organic Farming. Convenors: (Münchhausen and Häring, 2015).
- Partnerskaber – vejen til mere bæredygtighed og bedre afsætning. To sessioner på økologikongressen *Onsdag den 25.november 2015* (Noe, E. and Laursen, K)
- Lamine C., Noe E., Bui S., 2016. Maintaining core values during the growth process of organic food chains. Lessons from HealthyGrowth project, CIAB congress, Rennes, 29 april 2016. <https://www6.inra.fr/ciag/Revue/Volumes-publies-en-2016/Volume-51-Mai-2016>
- Lamine C., 2015 Reconnecter agriculture et alimentation : Des liens directs entre paysans et consommateurs bio... vers des changements plus larges des systèmes agri-alimentaires ?, invited conference, Corabio General Assembly, Vienne, France, 26 march 2015
- Lamine C., 2014. Invited to draw the conclusions of the FNAB 2014 General Assembly, presentation of Healthygrowth project, Marseille, 26 march 2014

A final conference for dissemination and discussion of results on the European level was not part of the project proposal. However, the WP7 team approached IFOAM with its platform TP Organics in Brussels several times in the end of 2014 and in 2015. The idea was to contribute or to share a stakeholder event with IFOAM members in Brussels (Bram Moeskops, Antje Kölling). Unfortunately, a suitable event did not take place but the IFOAM team invited HealthyGrowth partners to encourage partner businesses or projects to apply for the "Organic Innovation Days", which was very successful. The young farm business "Stolze Kuh" ('Proud Cow'), promoted by the HNEE team, won the award and participated in the award ceremony in Brussels. Moreover, the Slovenia case study Prospeh Ltd, which was promoted by the HNEE team as well, was selected for the presentation of an innovative businesses profile in the IFOAM newsletter. A representative of the HealthyGrowth project participated in the Innovation Days event and distributed information. (Münchhausen, Braun, Hradetzky, Drev 2015).

In the end of 2015, the WP7 team started the initiative to organise a final conference based on a bi-national concept in cooperation with the French Ministry and its CoreOrganic team. A conference outline and a financial plan were prepared for the organization of a conference held in Strasbourg in May 2016, which was – for different reasons – impossible to realise. Later, an alternative location (Brussels) and date (June 2016) were set. At this stage (April 2016), the German team revisited the overall conference plan and made an up-to-date assessment of its successful realisation. Since a long-term promotion of the conference was no more possible (project ended in 8/2016), there was a significant risk that engagement and participation of stakeholders and politicians in a HealthyGrowth conference would be insufficient. As a result, the German team abandoned the conference plan (*which was not an element of the original work plan*). Unfortunately, as discussed above, the broad support of a wider group of practice

partners and stakeholders in the field of organic food supply chains was lacking under the given framework of the project.

The direct involvement of the HealthyGrowth team in on-going policy making processes was of particular importance.

- Germany: Hampering and enabling factors for farmers' direct marketing. Presentation and discussion with the fraction of the Green Party in Bundestag, Berlin, 23.3.2015 (Münchhausen 2015)
- Germany: The HealthyGrowth policy recommendations, elaborated in early spring 2016, fed directly into the development of the Strategy for Organic Farming in Germany (ZÖL – 'Zukunftsstrategie Ökologischer Landbau'), commissioned by the German Ministry for Agriculture and Food, BMEL). The HNEE team cooperated closely with the colleagues from Thünen-Institute who were in charge for the development of the ZÖL strategy including suggestions for a policy programme supporting the organic farming sector. The HealthyGrowth results contributed to the document on organic value chains and the related discussion processes. (Münchhausen, Häring 2016)
- Germany: The insights of the satellite case on public procurement supported the round table process of public procurers, schools and organic caterers in the metropolitan area of Berlin and the surrounding rural areas of the federal state of Brandenburg. (Haack, Häring 2016)
- Sweden: The Swedish project period has been extended; policy recommendations will be presented in the end of 2016 and in 2017.
- Egon Noe has now got a position as Head of Centre of rural research, under the resort of the Ministry of Business Denmark
- Documents regarding policy recommendations and dissemination activities can be found as Annex 4.

B- comments on deviations from the original plan:

No deviations from the original plan

4. Publications and dissemination activities

4.1 List extracted from Organic Eprints

(Publications affiliated to European Union > CORE Organic II > "project acronym", grouped by EPrint type, with date of extraction)

Output from Organic Eprint 8 December 2016

Alrøe, Hugo Fjelsted and Noe, Egon (2014) **Second-order science of interdisciplinary research: A polyocular framework for wicked problems.** *Constructivist Foundations*, 10 (1), pp. 65-95.

Arolaakso, Anu; Risku-Norja, Helmi; Nuutila, Jaakko and Paananen, Ilari (2013) **Luomua lautaselle.** *Elintarvike ja Terveys -lehti*, 2013, 27 (5), pp. 20-24.

Bjørkhaug, Hilde; Kvam, Gunn-Turid; Knickel, Karlheinz; Milestad, Rebecka and Skulskis, Virgilijus (2016) **Growing values and growing business.** Paper at: IRSA Congress 2016, Toronto, Canada, 2016-08-10 - 2016-08-14.

Borec, Andreja (2015) **Full case study report: Ekodar - Slovenia**. University of Maribor, Faculty of Agriculture and Life Sciences.

Borec, Andreja (2015) **Full case study report: Planika - Slovenia**. University of Maribor, Faculty of Agriculture and Life Sciences.

Borec, Andreja (2014) **"Planika" diary - good practice example of mountain branding**. Speech at: Alpine branding - the valorisation of Alpine resources, 17.09.2014. [Completed]

Borec, Andreja and Prišenk, Jernej (2015) **From niche to volume with integrity and trust. Case study Fact sheet. Ekodar - Slovenia**. University of Maribor, Faculty of Agriculture and Life Sciences.

Borec, Andreja and Prišenk, Jernej (2015) **From niche to volume with integrity and trust. Case study fact sheet. Planika - Slovenia**. University of Maribor, Faculty of Agriculture and Life Sciences.

Borec, Andreja and Prišenk, Jernej (2013) **National state-of-the-art report**. .

Braun, Charis Linda; Köhler, Gerald and Haering, Anna Maria (2015) **Innovative Finanzierungsformen entlang der Wertschöpfungskette**. [Innovative financing for food enterprises along the value chain.] Workshop at: 13. Wissenschaftstagung - Workshops „Dialog Praxis, Beratung, Wissenschaft“, Eberswalde, 17.-20.3.2015. [Completed]

Bui, Sibylle and Lamine, Claire (2015) **Full case study report: Biovallée - France**. INRA, Ecodéveloppement.

Elfström Fauré, Eleonore; Milestad, Rebecka and von Oelreich, Jacob (2013) **WP2 State of the art report Sweden, Healthy growth**. . [draft]

Furtschegger, Christoph (2015) **Webbasierte Kommunikation in der indirekten Vermarktung biologischer Lebensmittel**. Poster at: 13. Wissenschaftstagung Ökologischer Landbau, 17. - 20. März 2015.

Furtschegger, Christoph (2014) **The Bioregion Mühlviertel**. Paper at: International Workshop of Ecoregions, Dec. 2014. [Completed]

Furtschegger, Christoph and Schermer, Markus (2015) **Case study factsheet - Biohof Achleitner (Austria)**. .

Furtschegger, Christoph and Schermer, Markus (2015) **Case study factsheet - Bioregion Mühlviertel (Austria)**. .

Furtschegger, Christoph and Schermer, Markus (2015) **Case study factsheet - Bioregion Mühlviertel (Austria)**. University of Innsbruck.

Furtschegger, Christoph and Schermer, Markus (2015) **Case study report - Bio vom Berg(Austria)**. University of Innsbruck.

Furtschegger, Christoph and Schermer, Markus (2015) **Case study report - Biohof Achleitner (Austria)**. University of Innsbruck.

Furtschegger, Christoph and Schermer, Markus (2015) **Case study report - Bioregion Mühlviertel (Austria)**. University of Innsbruck.

Furtschegger, Christoph and Schermer, Markus (2015) **Full case study report: Bioregion Mühlviertel - Austria**. Eberswalde University for Sustainable Development.

Furtschegger, Christoph and Schermer, Markus (2015) **Full case study report: Bio vom Berg - Austria**. University of Innsbruck.

Furtschegger, Christoph and Schermer, Markus (2015) **Full case study report: Biohof Achleitner - Austria**. University of Innsbruck.

Furtschegger, Christoph and Schermer, Markus (2014) **The perception of organic values and ways of communicating them in mid-scale values based food chains**. Paper at: IFSA-Conference, Berlin, 01.04.-04.04.2014.

Furtschegger, Christoph and Schermer, Markus (2013) **HealthyGrowth - WP2: State of the art report Austria**. , Innsbruck.

Furtschegger, Christoph; Schermer, Markus; Milestad, Rebecka and Risku-Norja, Helmi (2013) **WP-3 Guideline for Data Collection**. . [Completed]

Haack, Michaela; Häring, Anna Maria and Münchhausen, von, Susanne (2016) **Erfolgsfaktoren für den Einsatz regionaler Lebensmittel in der Gemeinschaftsverpflegung - Informationen für Politik und Vergabestellen**. [Enhancing factors for the procurement of regional food for public cantinas - information for policy makers and public procurement agencies.] .

Haack, Michaela; Häring, Anna Maria and Münchhausen, von, Susanne (2016) **Warum stagniert das Angebot regionaler Produkte? – Erfahrungen aus einem Forschungsprojekt zur Untersuchung von Hemmnissen für die öffentliche Beschaffung von regionalen und ökologischen Lebensmitteln für Schulen und Kindergärten**. [Stagnating offers of regional products: experiences on hampering factors for the public procurement of regional food for school cantines - information for policy makers and public procurement agencies.] .

Haack, Michaela; Münchhausen, von, Susanne and Häring, Anna Maria (2016) **Discrepancy between theory and practice: procurement of local and organic food in public catering systems**. In: *Social and technological transformation of farming systems: Diverging and converging pathways*.

Kjeldsen, Chris; Noe, Egon and Laursen, Klaus Brønd (2015) **The Danish Food Communities - Denmark**. Aarhus University, Department of Agroecology.

Knickel, Karlheinz; Münchhausen, von, Susanne; Viliija, Girgzdiene and Virgilius, Skulskis (2016) **Managing growth in higher value food chains**. In: Tanic, Stjepan (Ed.) *Enhancing efficiency and inclusiveness of agri-food chains in Eastern*

Europe and Central Asia. Food and Agriculture Organization of the United Nations (FAO), Rome, pp. 95-110.

Kretschmer, Kerstin; Münchhausen, von, Susanne and Häring, Anna Maria (2014) **Vertrauen ist gut, Kontrolle nicht immer besser**. Poster at: Gewisola-Jahrestagung - "Neuere Theorien und Methoden in den Wirtschafts- und Sozialwissenschaften des Landbaus", Göttingen, Deutschland, 17.-19.9.2014. [Submitted]

Kristensen, Helene (2015) **Troværdighed er afgørende for afsætningen af økologisk kylling**. ICROFS. Online at <<http://icrofs.dk/aktuelt/nyheder/nyhed/artikel/workshop-om-oeget-afsaetning-af-oekologiske-kyllinger/>>, accessed on: 19 May 2015.

Kure, Nikolaj and Laursen, Klaus Brønd (2016) **Why we think ethical consumers should walk their talk (and why they opt to go with the flow)**. *Journal of Consumer Behaviour*, ?, ?-?. [Submitted]

Kvam, Gunn-Turid (2014) **Utvikling av verdikjeder for økologisk mat**. Norsk senter for bygdeforskning.

Kvam, Gunn-Turid (2014) **Healthy growth in mid-scale values based food chains**. In: *Programme and Books of Abstracts - Farming systems facing global challenges: Capacities and strategies, 11th European IFSA Symposium, 1-4 April 2014 in Berlin, Germany*, p. 57.

Kvam, Gunn-Turid (2013) **Healthy growth: From niche to volume with integrity and trust. Om prosjektet**. Workshop at: Kompetansekafé Trøndersk landbruk, Norsk senter for bygdeforskning .

Kvam, Gunn-Turid and Bjørkhaug, Hilde (2015) **Full case study report: Kolonihagen - Norway**. Centre for Rural Research.

Kvam, Gunn-Turid and Bjørkhaug, Hilde (2015) **Full case study report: Røros Dairy - Norway**. Centre for Rural Research.

Kvam, Gunn-Turid and Bjørkhaug, Hilde (2015) **Full case study report: Røros Meat - Norway**. Centre for Rural Research.

Kvam, Gunn-Turid and Bjørkhaug, Hilde (2014) **State of the art review - On healthy growth initiatives in the mid-scale values-based chain of organic food**. Paper at: IFSA 2014, Berlin, Germany, 1-4 April 2014.

Kvam, Gunn-Turid and Bjørkhaug, Hilde (2014) **State of the art review (WP2). On healthy growth initiatives in the mid-scale values-based chain of organic food**. Centre for rural reseach.

Kvam, Gunn-Turid and Bjørkhaug, Hilde (2013) **Volume Growth in Quality Food Firms – Lessons and Reflections from Norway**. Paper at: XXVth ESRS Congress, Florence, Italy, 29 July -1 August 2013 .

Kvam, Gunn-Turid and Bjørkhaug, Hilde (2013) **Healthy growth: From niche to volume with integrity and trust. State of the art: National report Norway.** Working paper, Centre for Rural Research. [Completed]

Kvam, Gunn-Turid; Pedersen, Ann-Charlott; Bjørkhaug, Hilde; Münchhausen, von, Susanne and Milestad, Rebecka (2016) **Growth in Organic Mid-scale Chains: How to Strengthen Network Identity?** *International journal of Sociology of Agriculture and food (IJSAF)*, SI, xx-xx. [Submitted]

Lamine, Claire (2015) **Full case study report: Biocoop - France.** INRA, Ecodéveloppement.

Lamine, Claire (2015) **HealthyGrowth - France - Biocoop case study Fact sheet.** .

Lamine, Claire (2015) **Reconnecter agriculture et alimentation : Des liens directs entre paysans et consommateurs bio... vers des changements plus larges des systèmes agri-alimentaires ?** [To reconnect agriculture and food : direct links between farmers and organic consumers to broader changes in agri- food systems ?] Speech at: AG Corabio, Sainte-Colombe, France, March 26 2015. [Completed]

Lamine, Claire (2015) **Sustainability and resilience in agrifood systems: reconnecting agriculture, food and the environment.** In: *Sociologia Ruralis*, 55 (1), pp. 41-61.

Lamine, Claire (2015) **Coordination and governance. Healthygrowth Task1 report.** .

Lamine, Claire (2014) **Healthy Growth - France - Biocoop case study report.** .

Lamine, Claire (2013) **Sustainability and resilience in agrifood systems: Claims, controversies and paradigms.** Speech at: XXV ESRS Congress, Florence, Italy, 29 July - 1st August 2013. [Completed]

Lamine, Claire and Bui, Sibylle (2015) **HealthyGrowth - France - Biovallée case study Fact sheet.** .

Lamine, Claire and Bui, Sibylle (2015) **Healthy Growth : Biovallée Case Study Report.** .

Lamine, Claire and Bui, Sibylle (2014) **Territorial transitions dynamics towards organic farming Confrontation of Italian, Austrian and French case studies.** Speech at: Journée d'échanges Biovallée, Biovallée, DRôme, France, December 4th, 2014. [Completed]

Lamine, Claire and Bui, Sibylle (2014) **Organisation de la journée d'études sur les dynamiques territoriales de transition vers l'AB et l'écologisation des systèmes agri-alimentaires, sur le thème des biorégions, à Eure (Biovallée).** [Study day on territorial transitions dynamics towards organic farming and ecologisation of agrifood systems, focusing on bioregions.] . [Completed]

Lamine, Claire; Bui, Sibylle and Cardona, Aurélie (2015) **Healthy-growth WP2 - Organic values-based food chains in France. State of the art review.** .

Lamine, Claire; Bui, Sibylle and Ollivier, Guillaume (2015) **Pour une approche systémique et pragmatique de la transition écologique des systèmes agri-alimentaires.** [Towards a systemic and pragmatic approach of ecological transitions within agrifood systems.] *Cahiers de recherche sociologique*, 58, pp. 73-94.

Lamine, Claire; Egon, N and Bui, Sibylle (2016) **Maintien des valeurs dans la croissance de la bio. Enseignements du projet HealthyGrowth.** [Maintaining core values during the growth process of organic food chains. Lessons from HealthyGrowth project.] In: *Innovations Agronomiques*, 51, pp. 139-150.

Lamine, Claire and Noe, Egon (2016) **Values and volume in sustainable organic markets chains – a multiperspectival analysis.** Working paper.

Lamine, Claire and Renting, H (2015) **Governance and controversies within and around growing mid-scale organic chains: how are shared values maintained over time?** Speech at: ESRS 2015, WG XXVI, Aberdeen, August 2015. [Completed]

Lamine, Claire and Rousselle, E. (2014) **Synthèse de l'étude de cas Biocoop (projet Healthygrowth).** [Synthesis of the Biocoop case study report (Healthygrowth project).] .

Larsson, Markus; Milestad, Rebecka; Hahn, Thomas and von Oelreich, Jacob (2016) **The resilience of a sustainability entrepreneur in the Swedish food system.** *Sustainability*, 8 (6), p. 550.

Laursen, Klaus Brønd (2016) **Coming together: Organic food in a systemic perspective.** PhD thesis, Institut for Agroøkologi. . [Submitted]

Laursen, Klaus Brønd (2016) **Hybridizing money and moral: the case of Value Based Food Chains.** *Journal of Rural Studies*, ?, ?-?. [Submitted]

Laursen, Klaus Brønd (2015) **Partnerskabet – hvorfor og hvordan virker det? Overordnede overvejelser og perspektiver.** PowerPoint presentation at: Økologi-Kongres 2015, Vingsted Hotel & Konferencenter, 25.-26. november 2015.

Laursen, Klaus Brønd (2014) **The paradox of organic food systems: Inclusion through exclusion.** Speech at: Dansk Sociologikongres, Copenhagen, 23-24/1 2014. [Completed]

Laursen, Klaus Brønd (2014) **Organic consumption: a form of hybrid communication.** Paper at: Hybrids - Observed with Social systems Theory, Dubrovnik, Croatia, 15-18/5 2014. [Completed]

Laursen, Klaus Brønd and Noe, Egon (2016) **Together we can do it – partnerships in value based food chains.** PowerPoint presentation at: IRSA, Toronto, 9-14 August 2016.

Laursen, Klaus Brønd and Noe, Egon (2015) **Partnerships as an organizational form in midscale values based food chains**. PowerPoint presentation at: XXVI European Society for Rural Sociology Congress, Aberdeen, Scotland, 18-21 August 2015.

Laursen, Klaus Brønd and Noe, Egon (2014) **Dynamics and stability in growth of value based food chains: Understanding organizational evolution in organic food systems**. Speech at: Nordic Sociology Association Conference, Lund, Sweden, 2014. [Completed]

Laursen, Klaus Brønd; Noe, Egon and Kjeldsen, Chris (2015) **Full case study report: Gram Slot/Rema1000 - Denmark**. Aarhus University, Department of Agroecology.

Milestad, Rebecka and von Oelreich, Jacob (2015) **Full Case study report Upplandsbondens - Sweden**. KTH - Royal Institute of Technology, Stockholm.

Milestad, Rebecka and von Oelreich, Jacob (2015) **Full case study report: Ekolådan - Sweden**. KTH - Royal Institute of Technology, Stockholm.

Milestad, Rebecka and von Oelreich, Jacob (2015) **Full case study report: Upplandsbondens - Sweden**. KTH - Royal Institute of Technology, Stockholm.

Milestad, Rebecka and von Oelreich, Jacob (2015) **Fact sheet Sweden Ekolådan**. .

Milestad, Rebecka and von Oelreich, Jacob (2015) **Factsheet Sweden Upplandsbondens**. .

Milestad, Rebecka; von Oelreich, Jacob and von Münchhausen, Susanne (2015) **Exploring the adaptive capacity of growing mid-scale organic value chains in Europe**. Conference proceeding and presentation at: XXVI European Society for Rural Sociology Congress, Aberdeen, Scotland, 18. - 21. august 2016.

Muenchhausen, Susanne (2015) **Full case study report: Bohlsener Mühle - Germany**. Eberswalde University for Sustainable Development.

Muenchhausen, Susanne (2015) **Full case study report: EVG Landwege - Germany**. Eberswalde University for Sustainable Development .

Münchhausen, Susanne, von (2015) **Aufbau wertebasierter Ketten für Öko-Nahrungsmittel - Herausforderungen, Chancen und Risiken, Ergebnisse des EU-Projektes "HealthyGrowth"**. Paper at: Seminar für Landwirte von GÄA e.V., Gäa e.V., Erfurt, Deutschland, 01. Dezember 2015. [Completed]

Münchhausen, Susanne, von and Knickel, Karlheinz (2014) **Growth, business logic and trust in organic food chains: an analytical framework and some illustrative examples from Germany**. In: Rahmann, G. and Aksoy, U. (Eds.) *Building Organic Bridges: Vol.2, Germany - India, Proceedings of the 4th ISOFAR Scientific Conference at the Organic World Congress 2014, 13-15 October 2014 in Istanbul, Turkey*, Johann Heinrich von Thünen-Institut, Braunschweig, Germany, Vol 2, Thünen Report, no. 20, pp. 403-406.

Münchhausen, von, Susanne (2015) **HealthyGrowth - From Niche to Volume with Integrity and Trust, FULL CASE STUDY REPORT for the Producer-Consumer-Community Landwege cooperative – Germany.** Eberswalde University for Sustainable Development (HNEE), Eberswalde, Germany.

Münchhausen, von, Susanne (2015) **HealthyGrowth - From Niche to Volume with Integrity and Trust. FULL CASE STUDY REPORT for Bohlener Mühle – Germany.** Eberswalde University for Sustainable Development (HNEE), Eberswalde, Germany.

Münchhausen, von, Susanne (2015) **Vom Hof auf den Teller? Hemmfaktoren und Handlungsansätze für landwirtschaftliche Direktvermarktung.** [Hampering and enabling factors for farmers' direct marketing.] Speech at: Fachgespräch, Nahversorgung auf dem Land'. Bundestagsfraktion Bündnis90/Die Grünen, Berlin, 23.3.2015.

Münchhausen, von, Susanne (2014) **Einflussmöglichkeiten auf die Qualität bei der Vieh- und Fleischvermarktung.** Paper at: Gäa-Seminar Ökologische Mutterkuhhaltung und Rindermast , Agrargenossenschaft "Oberes Vogtland" in 08626 Adorf, 18.3.2014.

Münchhausen, von, Susanne and Borec, Andreja (2015) **Healthy Growth of Value Based Organic Food Chains: Management, value communication and perspectives of growing values-based food chains.** Workshop at: Agrimba-Ava Conference, Porec, Croatia, 17.-19. June 2015. [Completed]

Münchhausen, von, Susanne; Braun, Charis Linda; Anja, Hradetzky and Žiga, Drev (2015) **Innovations in the organic sector: New business models of value addition at the local level.** TO Organics: Organic Innovation Days, Brussels, Belgium, 1-2 December 2015. [Completed]

Münchhausen, von, Susanne und Häring, Anna Maria (2016) **HealthyGrowth: Wie können Öko-Wertschöpfungsketten wachsen, ohne ihre Höherwertigkeit zu verlieren?** BÖLN-Merkblatt. [HealthyGrowth: How can organic supply chains grow without losing their particular values? BOELN Leaflet.] . [#30875]

Münchhausen, von, Susanne and Haering, Anna Maria (2016) **HealthyGrowth: Wie können Öko-Wertschöpfungsketten wachsen, ohne ihre Höherwertigkeit zu verlieren?** [HealthyGrowth: How can value chains for organic food expand without losing their added value?] Paper at: Zukunftsstrategie Ökologischer Landbau "Wertschöpfungsketten und Vermarktung", Kassel, Deutschland, 24. Mai 2016.

Münchhausen, von, Susanne and Haering, Anna Maria (2016) **Aufbau wertebasierter Ketten für Öko-Nahrungsmittel – Herausforderungen, Chancen und Risiken.** [Development of values-based chains for organic food – challenges, chances and risks.] Paper at: Jahrestreffen der Partnerbetriebe, InnoForum Ökolandbau Berlin-Brandenburg, Eberswalde, Deutschland, 08. Februar 2016. [Completed]

Münchhausen, von, Susanne and Haering, Anna Maria (2015) **Managementstrategien in der ökologischen Agrar- und Ernährungswirtschaft?!** [Management Strategies in the organic Agri-Food-Sector?!] Workshop at: 13. Wissenschaftstagung - Workshops „Dialog Praxis, Beratung, Wissenschaft“, Eberswalde, 17.-20.3.2015.

Münchhausen, von, Susanne; Haering, Anna Maria and Juister, Evelyn (2013) **Evaluating the contribution of innovation networks to resilient farming systems.** Paper at: ISEE 2014 Iceland, Reykjavik, Iceland, 13.-15. August 2014. [Completed]

Münchhausen, von, Susanne; Haering, Anna Maria; Kvam, Gunn-Turid and Milestad, Rebecka (2015) **The role of the business logic for growing value chains of organic food - first results of an international case study analysis.** In: European Rural Sociology Society (Ed.) *Places of Possibilities? Rural Societies in a Neoliberal World*, Aberdeen, Scotland, On-line Proceedings, pp. 197-198.

Münchhausen, von, Susanne and Häring, Anna Maria (2016) **HealthyGrowth: Dissemination Targeting Stakeholders, Deliverable 7.2.** . [Completed]

Münchhausen, von, Susanne and Häring, Anna Maria (2014) **Participation in an organic farm and food network – experiences of HNEE team (Pre-Conference).** Paper at: Pre-Conference "Understanding Organic Farming Worldwide" at the "Organic World Congress", Istanbul, Turkey, 12.-15.10.2014. [Completed]

Münchhausen, von, Susanne; Häring, Anna Maria and Knickel, Karlheinz (2016) **The concept of the business logic for the management of values-based food businesses and chains - Task 2 report, HealthyGrowth WP5.** .

Münchhausen, von, Susanne; Häring, Anna Maria and Knickel, Karlheinz (2016) **HealthyGrowth: How can organic supply chains grow without losing their added value? Results and recommendations.** .

Münchhausen, von, Susanne; Häring, Anna Maria and Knickel, Karlheinz (2015) **„Beim Fleisch läuft's immer etwas anders!“ Perspektiven zum Aufbau wertebasierter Wertschöpfungsketten.** Paper at: Tagung der Sektion Land- und Agrarsoziologie der Deutschen Gesellschaft für Soziologie (DGS), Hochschule Fulda, Deutschland, 06. - 07. November 2015. [Completed]

Münchhausen, von, Susanne; Häring, Anna Maria and Knickel, Karlheinz (2015) **HealthyGrowth German Case Study: Fact Sheet of Bohlsener Mühle GmbH & Co.** Eberswalde University for Sustainable Development (HNEE), Eberswalde, Germany.

Münchhausen, von, Susanne; Häring, Anna Maria and Knickel, Karlheinz (2015) **HealthyGrowth German Case Study: Fact Sheet of Producer-Consumer-Community Landwege e.G.** Eberswalde University for Sustainable Development (HNEE), Eberswalde, Germany.

Münchhausen, von, Susanne; Häring, Anna Maria; Knickel, Karlheinz and Kvam, Gunn-Turid (2016) **It's not always about growth! Development dynamics and**

management in food businesses and chains. *International journal of Sociology of Agriculture and food (IJSAF)*, SI, xx-xx. [Submitted]

Münchhausen, von, Susanne; Häring, Anna Maria and Kvam, Gunn-Turid (2016) **Understanding 'healthy' growth processes in organic food businesses and values-based chains.** Paper at: XIV World Congress of Rural Sociology, Toronto, Canada, August 10 – 14, 2016.

Münchhausen, von, Susanne; Häring, Anna Maria and Rebecka, Milestad (2015) **Bedeutung von Managementstrategien in expandierenden Unternehmen und Initiativen der Wertschöpfungsketten für ökologische Nahrungsmittel.** Paper at: 13. Wissenschaftstagung Ökologischer Landbau, Hochschule für nachhaltige Entwicklung Eberswalde, 17. - 20. März 2015.

Münchhausen, von, Susanne; Häring, Anna Maria and Risku-Norja, Helmi (2015) **Healthy Growth of Values-Based Organic Food Chains - Managing Major Challenges of Expansion: Business Strategies and Instruments Ensuring the Maintenance of Core Organic Values and Consumers' Trust.** Workshop at: Science Forum at BIOFACH 2015, Nuremberg, Germany, 11.-15.2.2015. [Completed]

Münchhausen, von, Susanne; Häring, Anna-Maria and Noe, Egon (2013) **Healthy growth: From niche to volume with integrity and trust - working group III at the ESRS-Conference 2013.** In: *Rural resilience and vulnerability: The rural as locus of solidarity and conflict in times of crisis*, 2013, ESRS2013_eProceedings.

Münchhausen, von, Susanne; Knickel, Karlheinz; Lasner, Tobias and Milestad, Rebecka (2016) **Adaptation strategies and performances of three producer groups during times of change: lessons learned from the application of the Conditions-Strategies-Performances (CSP) concept in three case studies.** In: *Social and technological transformation of farming systems: Diverging and converging pathways*.

Münchhausen, von, Susanne; Knickel, Karlheinz; Milestad, Rebecka and Lasner, Tobias (2016) **What drives farmers' sustainability performance? Application of the CSP Modell for the analysis of farmers' Conditions, adaptation Strategies and sustainability Performances – a case study analysis of German and Swedish producer groups in times of change.** *Studies of Agricultural Economics*, 2017, xx-xx. [Submitted]

Münchhausen, von, Susanne; Lamine, Claire and Haack, Michaela (2015) **Transition des filières et territoires vers la bio et maintien des valeurs - Résultats des cas d'étude du projet européen "HealthyGrowth".** [Transition of Values Chains and Regions towards Organic: How to Maintain Values? - Case Study Results of the European HealthyGrowth project.] Speech at: Tech & Bio 2015, the professional show on organic and alternative farming techniques, Bourg-les-Valence, Drome, Rhone-Apes, France, 23-24 September 2015. [Completed]

Münchhausen, von, Susanne; Schulz, Kristin; Haering, Anna Maria and Llamas Vacas, Rocio (2014) **Strategies for medium-sized value-based food chains during growing process with a particular focus on the business logic and management concept.** In: Schobert, Heike; Riecher, Maja-Catrin; Fischer, Holger; Aenis,

Thomas and Knierim, Andrea (Eds.) *Farming systems facing global challenges: Capacities and strategies*, IFSA Europe, Leibniz-Centre for Agricultural Landscape Research (ZALF), Humboldt-Universität zu Berlin, Book of abstracts In: http://project2.zalf.de/IFSA_2014/documents/ifsa-2014-berlin-book-of-abstracts.pdf, p. 58.

Noe, Egon (2016) **Biobaseret økonomi en drivkraft for en bæredygtig udvikling af landdistrikterne?** Abstract at: Sociologkongres 2016, Aalborg, 28/1 2016.

Noe, Egon (2016) **Agriculture and bio based economy a driver of rural transformation and livelihood?** 4th Biannual Conference on Nordic Rural Research, Akureyri, Island, 22/05/2016 - 24/05/2016.

Noe, Egon (2016) **Growth of values-based organic food chains. .**

Noe, Egon (2015) **Samfundsnyttig økologi og borgerne.** Workshop at: Workshop – Det samfundsnyttige landbrug og dets vilkår , Smedien Aarhus, 26 August 2015. [Completed]

Noe, Egon (2015) **Øget afsætning af økologiske kyllinger - hvad skal der til?** Aarhus Universitet, Institut for agroøkologi. [Completed]

Noe, Egon; Bjørkhaug, Hilde; Kvam, Gunn-Turid and Kjeldsen, Chris (2015) **Values-based food chains - Recoupling man and soil?** Paper at: The XXVI European Society for Rural Sociology Congress, Aberdeen, Scotland, 18-21 August 2015.

Noe, Egon; Brodersen, Svend and Rebecka, Milestad (2015) **Partnerskaber – vejen til mere bæredygtighed og bedre afsætning (1).** Speech at: Økologikongressen, Vingsted Hotel & Conferencecenter, 25/11 2015.

Noe, Egon; Kjeldsen, Chris; Bjørkhaug, Hilde and Kvam, Gunn-Turid (2015) **Values-based food chains – Recoupling man and soil?** In: *Places of possibilities? Rural societies in a neoliberal world.*

Noe, Egon; Laursen, Klaus Brønd and Alrøe, Hugo Fjelsted (2016) **Mediation of quality in values-based food chains.** In: *IRSA: RC 58 - Assessing the Potential of Values Based Food Chains for Sustainable Agriculture and Rural Livelihoods: Conceptualizing Values-Based Supply Chains and Agriculture of the Middle..*

Noe, Egon and Schermer, M. (2015) **How can new forms of food governance contribute to creating alternative economic spaces for the revitalisation of rural areas?** Abstract at: The XXVI European Society for Rural Sociology Congress, Aberdeen, Scotland.

Ostrom, Marcia; Kjeldsen, Chris; Kummer, Susanne; Milestad, Rebecka and Schermer, Markus (2016) **What's going into the box? An inquiry into the ecological and social embeddedness of EU and US box schemes.** *International Journal of Sociology of Agriculture and Food*, xx, xx-xx. [Submitted]

Prišenk, Jernej (2015) **THE EFFECTS OF VALUE BASED AGRO-FOOD CHAIN ON THE SOCIO-ECONOMIC SITUATION OF DAIRY FARMS IN MOUNTAIN REGIONS.** PhD thesis, University of Maribor, Faculty of Agriculture and Life Sciences. .

Prišenk, Jernej and Borec, Andreja (2015) **CHARACTERISTICS OF VALUE BASED FOOD CHAIN IN ORGANIC SECTOR (case studies from Slovenia).** Paper at: Smart Agribuisness for the society of tomorrow, Poreč, Croatia, 16.6.2015-20.6.2015. [Completed]

Pugliese, Patrizia and Antonelli, Annarita (2015) **Full case study report: Bio-Distretto Cilento -Italy.** CIHEAM, Bari and AIAB.

Pugliese, Patrizia; Antonelli, Annarita and Basile, Salvatore (2015) **Case study fact sheet. Bio-distretto Cilento - Italy.** CIHEAM - Bari.

Risku-Norja, Helmi (2016) **Local food and municipal food services: case Kiuruvesi, Finland.** Paper at: Challenges for the new rurality in a changing world , 7th International conference on localized agri-food systems,, Stockholm, 8-10 May 2016.

Risku-Norja, Helmi (2016) **Local food and public food procurement.** Paper at: 12th European IFSA Symposium, Harper Adams University, 12/7-15/7 2016.

Risku-Norja, Helmi (2015) **Case study fact sheet- PolarShiitake,Finland.** Natural Resources Institute Finland, Economy & Society.

Risku-Norja, Helmi (2015) **Case study fact sheet. Järvifisu, Finland.** Natural Resources Research Finland, Economy & Society.

Risku-Norja, Helmi (2015) **Case study fact sheet. Kiuruvesi municipal catering, Finland.** Natural Resources Institute Finland, Economy & Society.

Risku-Norja, Helmi (2015) **Full case study report. Järvifisu - Finland.** [Full case study report. Lake fish - Finland.] Luke Natural Resources Research Finland, Economy & Society, <http://projects.au.dk/healthygrowth/case-study-reports/>.

Risku-Norja, Helmi (2015) **Full case study report. Kiuruvesi municipal catering - Finland.** Luke Natural Resources Research Finland, Economy & Society.

Risku-Norja, Helmi (2015) **Full case study report. PolarShiitake Finland.** Natural Resources Institute Finland, Society & Economy.

Risku-Norja, Helmi (2015) **Full case study report: Järvifisu - Finland.** Natural Resources Institute Finland, Economy & Society.

Risku-Norja, Helmi (2015) **Full case study report: Kiuruvesi Municipal Catering - Finland.** Natural Resources Institute Finland, Economy & Society.

Risku-Norja, Helmi (2015) **Full case study report: PolarShiitake - Finland.** Natural Resources Institute Finland, Economy & Society .

Risku-Norja, Helmi (2015) **Tutkimuskohteen esittely. Järvifisu, Kiuruvesi.** [Case study fact sheet. Järvifisu, Finland.] Natural Resources Institute Finland, Economy & Society.

Risku-Norja, Helmi (2015) **Tutkimuskohteen esittely. Kiuruveden kunnan ruokapalvelu.** [Case study fact sheet. Kiuruvesi municipal catering, Finland.] Natural Resources Research Finland, Economy & Society.

Risku-Norja, Helmi (2015) **Tutkimuskohteen esittely. PolarShiitake, Rääkkylä.** Natural resources Institute Finland, Economy & Society.

Risku-Norja, Helmi (2014) **Policy goals regarding the organic sector in Finland.** In: Rahmann, G. and Aksoy, U. (Eds.) *Building Organic Bridges*, Johann Heinrich von Thünen-Institut, Braunschweig, Germany, 1, Thuenen Report, no. 20, pp. 263-266.

Risku-Norja, Helmi (2014) **Paikallisten lähiruokatuottajien kansallinen verkosto. Johtopäätöksiä Kestävät hankinnat ja HealthyGrowth -hankkeiden kokemuksista.** [National network of local food producers: Conclusions from the experiences of KeHA (sustainable public procurement) and HealthyGrowth projects.] In: *Tuntematon maaseutu. Maaseutututkijatapaaminen Pieksämäki 29.-30.8.2014. Abstraktit.* , Maaseudun uusi aika ry, Jyväskylä, p. 14.

Risku-Norja, Helmi (2013) **Development of organic sector. Status quo report Finland CoreOrganic Project HealthyGrowth: From niche to volume with integrity and trust. WP 2.** University of Helsinki, Faculty of Agriculture and Forestry.

Risku-Norja, Helmi and Løes, Anne-Kristin (2016) **Organic food in food policy and in public catering: lessons learned from Finland.** *Organic Agriculture*, Online, pp. 1-14.

Risku-Norja, Helmi and Mikkola, Minna (2014) **Towards sustainable food systems through civic food education in schools and in public catering services.** In: Rytkönen, Paulina (Ed.) *Food and rurality in Europe : economy, environment and institutions in contemporary rural Europe*. COMREC Studies in Environmental and Development, no. 10. Södertörn Univeristy, Sweden, pp. 215-247.

Risku-Norja, Helmi; Mikkola, Minna and Nuutila, Jaakko (2014) **Policy goals, research needs and research regarding organic sector in Finland.** Paper at: The 11th European IFSA Symposium. Farming systems facing global challenges: Capacities and strategies. , Berlin , 1-4 April 2014.

Risku-Norja, Helmi and Muukka, Eija (2013) **Food and sustainability: local and organic food in Finnish food policy and in institutional kitchens.** *Acta Agriculturae Scandinavica, Section B - Soil & Plant Science*, 63 (1), pp. 8-18.

Schermer, Markus (2016) **From 'Additive' to 'Multiplicative' Patterns of Growth.** *International Journal of Sociology of Agriculture and Food*, xx, xx-xx. [Submitted]

Schermer, Markus (2016) **Vertrauen stärken.** [Supporting trust.] *Bio Austria*, 2016, 2016 (3), p. 22.

Schermer, Markus (2015) **Values Based Supply Chains for Mountain Products. The Example of BioAlpin in Tyrol/Austria.** In: *Proceedings of the Conference of the Korean Society of Grassland and Forage Society*, pp. 25-37.

Schermer, Markus (2015) **BioHealth - internationaler Bioregionsvergleich.** [BioHealth- international comparison of eco-regions.] Workshop at: Bioregionen, Linz, 29.10.2015. [Completed]

Schermer, Markus (2015) **Wie wächst der Bio-Bereich gesund? .**

Schermer, Markus (2015) **Wie Biomärkte funktionieren. .**

Schermer, Markus and Furtschegger, Christoph (2015) **Communicating trust? The role of Facebook for establishing producer-consumer relations.** In: *online proceedings: Rural societies in a neoliberal world*, JAMES HUTTON INTITUTE, Craigiebuckler, Aberdeen, United Kingdom AB15 8QH.

Schermer, Markus and Furtschegger, Christoph (2014) **Bioregion Mühlviertel: Stärken und Schwächen der internen und externen Entwicklung.** [Eco-region Mühlviertel: Strenght and weakness of internal and external developments.] Workshop at: Ecoregion Mühlviertel, 22.10.2014. [Completed]

Schermer, Markus and Furtschegger, Christoph (2013) **Value based supply chains to meet the expectations of organic consumers - A case study from Austria.** Paper at: XXV ESRS Congress, Florence, Italy, 29.07.-01.08.2013.

Schermer, Markus and Furtschegger, Christoph (2013) **Value(s) based supply chains to meet organic consumers' expectations - a case study from Austria.** Paper at: XXVth ESRS Congress, Florence, Italy, 29th July - 1st August 2013. [Unpublished]

Schermer, Markus; Lamine, Claire; Pugliese, Patrizia; Furtschegger, Christoph and Bui, Sibylle (2015) **Organic farming as a factor for territorial development: a comparative perspective.** In: *online proceedings: Places of Possibility? Rural societies in a neoliberal world*, James Hutton Institute, Craigiebuckler, Aberdeen, United Kingdom AB15 8QH, pp. 162-163.

Schulz, Kristin; Münchhausen, von, Susanne and Häring, Anna Maria (2013) **Strengthening organic food value chains in Germany - first results of the EU-project HalthyGrowth – From niche to volume with integrity and trust.** Paper at: FOODSCAPES Conference: Access to Food – Excess of Food, Seggau, Austria, 22.-25.9.2013.

Schulz, Kristin; Münchhausen, von, Susanne; Häring, Anna Maria and Knickel, Karlheinz (2013) **Organic food marketing in Germany: Moving from small and local to large and anonymous - or different channels converging? M2.1 National report Germany, WP2 "State-of-the-art", HealthyGrowth Project.** Eberswalde University for Sustainable Development (HNEE), Eberswalde, Germany.

Skulskis, Virgilijus (2015) **Full case study report: EKO Žemaitija - Lithuania**. Lithuanian Institute of Agrarian Economics.

Skulskis, Virgilijus and Girgždienė, Vilija (2015) **HealthyGrowth - From Niche to Volume with Integrity and Trust, FULL CASE STUDY REPORT for the Dairy cooperative EKO Žemaitija - Lithuania**. Lithuanian Institute of Agrarian Economics.

Skulskis, Virgilijus and Girgždienė, Vilija (2015) **HealthyGrowth Lithuanian Case Study: Fact Sheet of EKO Žemaitija**. Lithuanian Institute of Agrarian Economics. [Completed]

Stotten, Rike; Schermer, Markus; Pugliese, Patrizia; Lamine, Claire and Bui, Sibylle (2016) **Values Based Supply Chains as a Tool for Territorial Development**. *International Journal of Sociology of Agriculture and Food*, xx, xx-xx. [Submitted]

Thorsøe, Martin H.; Laursen, Klaus Brønd and Noe, Egon (2015) **Nye udviklingsveje for afsætning af økologiske kyllinger**. Working paper, Institut for Agroøkologi, Aarhus Universitet.

Thorsøe, Martin H. and Noe, Egon (2014) **Conventionalization or diversification? Development in the Danish organic production sector following market expansion**. Paper at: The 11th European IFSA Symposium, Humboldt University, Berlin, 1-4 April, 2014.

Thorsøe, Martin H. and Noe, Egon (2014) **Conventionalization or diversification?: Development in the Danish organic production sector following market expansion**. Abstract at: 11th European IFSA Symposium, Berlin, Germany, 1-4 April 2014.

von Oelreich, Jacob and Milestad, Rebecka (2015) **Transformations towards resilience within the food system: scaling up two organic food value chains in Sweden**. Conference proceeding and presentation at: XXVI European Society for Rural Sociology Congress, Aberdeen, Scotland, 18-21 August 2015.

This list was generated on **Thu Dec 8 08:10:12 2016 CET**.

4.2 Additional dissemination activities

(List dissemination activities that are not uploaded to Organic Eprints)

For a comprehensive overview of dissemination activities see chapter 4. WP7

4.3 Further possible actions for dissemination

- List publications/deliverables arising from your project that Funding Bodies should consider disseminating (e.g. to reach a broader audience)
None, so far
- Indicate publications/deliverables that could usefully be translated (if this has not been done, and indicate target language)
None, so far.

4.4 Specific questions regarding dissemination and publications

- Is the project website up-to-date?
The project website is updated with the reports results and recommendations. This will include links to the outcome of scientific publications.

Organic Eprints

Is updated and will be added the scientific publications in order of publication

HealthyGrowth teams are developing (coordinated by Markus Schermer) a Special Issue of the International Journal IJSAF (<http://www.ijsaf.org/>). This special issue on 'values-based food chains' is expected to be published in the end of 2016/beginning of 2017. The Deliverables 5.1, 5.3, 5.4, 5.5 and 5.7 will be part of this publication. (For D5.2, one scientific publication is already available, see <http://orgprints.org/28231/>; in addition, a full paper was submitted for the IJSAF special issue).

- List the categories of end-users/main users of the research results and how they have been addressed/will be addressed by dissemination activities
See target groups mentioned in WP6, WP7
- Impact of the project in relation to main beneficiaries of the project results
The main target group for this project have been stakeholders and potential stakeholders of value based food chains. The results have continuously been communicated and discussed with stakeholders at conferences and workshops, and in relation to new project proposals. It is important that the case study approach is supporting an ongoing dialog with stakeholders, in opposition to experimental research.

5. Added value of the transnational cooperation in relation to the subject

(max 1 page, please describe the main advantages of the transnational research cooperation compared to a national research project approach in regard to the subject of the project. You may in particular expand on new research ideas raised by the project, research cooperation established during the project, research funding obtained etc.)

The transnational cooperation is essential to this project, not only in respect of the input of case studies that constitute a unique basis for the analysis and insight but also by contribution with different analytical perspectives and contextual insight. The involvement of all partners in the analytical work is therefore also given high priority in the organisation of the project and the project meetings.

ANNEX 1: CHANGES IN WORK PLAN AND PROBLEMS ENCOUNTERED

Changes in consortium and work plan

(Type and reason for the changes, if any - Arial, size 11)

Note: the changes and the reasons should be indicated both in the WP sections and here.

We have had the pleasure to welcome Patrizia Pugliese from the Istituto Agronomico Mediterraneo di Bari Organic Agriculture Unit Via Ceglie in Italy. She attended our Turkey meeting where she presented the case on “Bio distretto” that she will be able to contribute to the project.

Egon Noe has taken over the leadership of WP5 after the dismissal of Hugo F. Alrøe from Aarhus University.

WP6 have been modified due to the fact that we were not allowed to organise a stakeholder event at the IFOAM conference in Istanbul. Instead we will put more emphasis on organising this at the BIOFACH in Nürnberg in February 2015.

In interaction with stakeholders we have realised so far, that we better find ways to interact with and stimulate existing stakeholder networks and for a, than try to facilitate new stakeholder networks. It means that every national team will have to look for opportunities to interact with stakeholder networks nationally and internationally, to fulfil the objectives of WP6.

Problems encountered, delays and corrective actions planned or taken, if any:

(Arial, size 11)

We are generally following the plan. However the dismissal of one of the main forces behind the project Hugo Fjelsted Alrøe, has been a major challenge to the project and put an extra workload on the project management. But the very well-functioning consortium as a collective has managed to successfully keep up with the plan.

ANNEX 2: COST OVERVIEW AND DEVIATIONS FROM BUDGET

Project budget and costs in €(if in National currencies, please indicate):

It has not been possible to get the updated figures from partner #7 and partner #10.

Partner no.	1 DKK	2 SEK	3 €	4 NOK	5 €	6 €	7	8 €	9 €	10	11€
TOTAL BUDGET	2.253,600	3.300,000	71,000	300,000	98,700€	101,000	44,000	85,000	164,100	31,000	50,104
Spent at Mid term	1.655,217	App. 800,000	29,000	200,000	52,411€	App. 72,000	App. 30,000	56,000	74,783	App. 14,000	22,837
Spent in 2 nd period	598,383	500,000	35,000	100,000	46,289€	29,000		29,000	88,415		26,400
TOTAL SPENT	2,253,217	1,300,000	64,000	300,000	98,700€	101,000		85,000	163,198		49,277
DEVIATION	0	2,000,000	7,000	0	0	0		0	902		827

Person months (PM) spent on the project:

Partner no.	1	2	3	4	5	6	7	8	9	10	11
TOTAL PM budgeted	26	30	12	15	22	18	12	12	22	12	20
Spent at Mid term	14	13	9,5	10	13.42	17.74	8	8	14	8	9
PM spent in 2 nd period	12	10	2	5	8.58	6.5		4	12		11
TOTAL PM SPENT	26	23	11,5	15	22	24.24		12	26		20
DEVIATION	0	8	0.5	0	0	6.24		0	4		0

Reasons for major deviations in spending compared to original budget:

(Arial, size 11)

Project partner 2 (Sweden): this project leader started later than the rest of the project due to maternal leave until September 2013. During 2013 she also did not work fully with HealthyGrowth. The doctoral student started to work in the project 2014. Thus, the delay in starting up has caused a back-lag of costs and spent person months. In addition, since two people work in the Swedish part of the project (and since doctoral students costs are lower than of senior researchers) more than the budgeted person months will be reached in the end of the project. During 2015 the project leader took on the task as a head of division, which further delayed work in the project. Thus, a prolongation has been granted from the Swedish national funder in order to finalise the project.

Project partner 3 (France): A part of the budget has been put aside for finalizing publications and for organizing and ESRS-congress workshop in July 2017.

Project partner 6 (Austria): so far we have worked 17,74 PM out of the budget and 4 Pm out of own contribution. We had projected 18 month contribution in total. Again bear in mind that we have got additional funding for the Bioregion case (€30000) and that the case studies demanded a higher input on the personnel side. Hope this explains why we have already used more than half of the budget by midterm.

Project partner 8: There were no major deviations in spending (only 900 Euro due to slightly reduced international travel expenses). Moreover, the HNEE-team was able allocate financial means to 'Personal Costs, which caused the increase in total Person-Months spent. The team was able to reduce expenses of the position 'Material Costs' and 'Other Costs' and shift this

budget to 'Personal Costs'. Due to this 'cost neutral' shift, it was possible to continue the active work during the months of project extension (April-August 2016). This was very positive for the outcome of WP7 (development of recommendations and dissemination activities).

ANNEX 3: RECOMMENDATIONS TO THE CORE ORGANIC CONSORTIUM IN RELATION TO LAUNCHING AND MONITORING OF FUTURE TRANSNATIONALLY FUNDED RESEARCH PROJECTS

(max ½ page)

The support of the national founding bodies is important for the success of the CORE-organic project. The differences in procedures and requirements between the different founding bodies make it more complicated to apply for and coordinate era-net project. It is also a challenge that there is not shared budget for project management that the extra workload has to be taken from one national budget. That said, we find it a very valuable way of organising cross national cooperation and the communication with the CORE-organic consortium have been smooth and supportive.

ANNEX 4: POLICY BRIEF



HealthyGrowth – From Niche to Volume with Integrity and Trust

Dissemination Targeting Stakeholders

Deliverable 7.2

November 2016

Contributions of the HealthyGrowth teams

Compiled by Susanne v. Münchhausen,
Eberswalde University (HNEE)

Dissemination targeting stakeholders

The aim of WP7 of the HealthyGrowth project was to communicate the jointly developed and locally adapted recommendations for organic food businesses and initiatives. The dissemination of results and the development of recommendations for stakeholders focused mainly on national or regional level activities. Target groups were the leaders or leading teams of farm businesses and small and medium size enterprises or initiatives in the organic food sector. Moreover, the dissemination activities addressed advisory services or marketing agencies that support organic food SME.

Deliverable 7.2 presents dissemination activities such as articles and other media or events for stakeholders of the organic food sector. This document provides an overview of the dissemination activities targeting practitioners and stakeholders of organic value chains.

The documents of the partner teams are available for download on OrganicEprints (search term: 'Healthygrowth').

All HealthyGrowth teams contributed to D7.2 because the articles and dissemination activities targeted stakeholders in the different countries and regions. Some dissemination activities took place under the umbrella of European or international events.

- Noe, E., Laursen, K, and Kielson, Ch. (coordinating team), Denmark
- Furtschegger, Ch. and Schermer, M., Austria
- Lamine, C., Cardona, A. and Renting, H., France
- Häring, A.-M., Münchhausen, S.v. and Knickel, Kh., Germany
- Kvam, G-T. and Bjørkhaug, H., Norway
- Milestad, R. and von Oelreich, J., Sweden
- Risku-Norja, H., Finland
- Girgždienė, V. and Skulskis, V., Lithuania
- Borec, A. and Prisenk, J., Slovenia
- Giray, H. and Atasay, A., Turkey

Dissemination activities

The following list shows the dissemination activities (articles, events etc.) targeting entrepreneurs and stakeholders who are engaged in value chains for organic food.

Articles targeting stakeholders

- Arolaakso, Anu; Risku-Norja, Helmi; Nuutila, Jaakko und Paananen, Ilari (2013) Luomua lautaselle. Elintarvike ja Terveys -lehti, 2013, 27 (5), S. 20-24.
- Kristensen, Helene (2015) Troværdighed er afgørende for afsætningen af økologisk kylling. ICROFS. Online unter <<http://icrofs.dk/aktuelt/nyheder/nyhed/artikel/workshop-om-oeget-afsaetning-af-oekologiske-kyllinger/>>, accessed on: 19 Mai 2015.
- Kvam, GT. (2014) Utvikling av verdikjeder for økologisk mat. Norsk senter for bygdeforskning.
- Münchhausen, v. S.; Häring, AM. und Knickel, Kh. (2016) HealthyGrowth: How can organic supply chains grow without losing their added value? Results and recommendations (German version: HealthyGrowth: Wie können Öko-Wertschöpfungsketten wachsen ohne ihre Höherwertigkeit zu verlieren? Ergebnisse und Empfehlungen)
- Münchhausen, v. S.; Häring, AM. (2016) HealthyGrowth: Wie können Öko-Wertschöpfungsketten wachsen ohne ihre Höherwertigkeit zu verlieren? [How can organic supply chains grow without losing their particular values?] BOELN Leaflet.
- Münchhausen, v. S.; Braun, Ch.; Hradetzky, A. and Drev, Z. (2015) Innovations in the organic sector: New business models of value addition at the local level. Article for innovation award of TP Organics: Innovations in the organic sector: New business models of value addition at the local level.
- Münchhausen, v. S.; Braun, Ch., Hradetzky, A. and Drev, Z. (2015) Innovations in the organic sector: New business models of value addition at the local level. Article for innovation award of TP Organics: Innovations in the organic sector: New business models of value addition at the local level.
- Risku-Norja, H. (2014) National network of local food producers: Conclusions from the experiences of KeHA (sustainable public procurement) and HealthyGrowth projects. Article In: Tuntematon maaseutu. Maaseutututkijatapaaminen Pieksämäki 29.-30.8.2014. Abstraktit. , Maaseudun uusi aika ry, Jyväskylä, S. 14.
- Schermer, M. (2016) Vertrauen stärken. [Supporting trust.] *Bio Austria*, 2016, 2016 (3), S. 22.
- Schermer, Markus (2015) Wie wächst der Bio-Bereich gesund? Presse-Meldung.
- Skulskis, V. and Girgzdiene, V. (2015) „Ekologiškų maisto produktų tiekimo grandinės tobulinimas“ (“Development of organic food supply chain”), 2015-10-29 newspaper „Mokslo Lietuva“ Nr. 18 (550).

Stakeholder workshops

- Braun, Ch., Köhler, G. and Häring, AM. (2015) Innovative financing for food enterprises along the value chain Communication document and workshop at: 13. Wissenschaftstagung - Workshops „Dialog Praxis, Beratung, Wissenschaft“, Germany, 17.-20.3.2015
- Haack, M. and Häring, AM. (2016) Enhancing factors for the procurement of regional food for public canteens - information for policy makers and public procurement agencies. Contribution to the policy and stakeholder workshop No 2 of the State of Brandenburg [#30716]
- Hradetzky, A. and Braun, Ch.: Innovative finance for a dairy farm start-up. Contribution to the Organic Innovation Days, Brussels, Belgium, 1-2 December 2015
- Knickel, Kh. (2015) “Managing growth in higher value food chains” Stakeholder workshop from Eastern Europe: “Enhancing efficiency and inclusiveness of agri-food chains in Eastern Europe and Central Asia” organized by the Food and Agriculture Organization of the United Nations (FAO) in Porec, HRV, 6/ 2015
- Kvam, GT. (2013) Healthy growth: From niche to volume with integrity and trust. Om prosjektet. Workshop at: Kompetansekafé Trøndersk landbruk, Norsk senter for bygdeforskning .

- Lamine C., Noe E. and Bui, S. (2016) Maintien des valeurs dans la croissance de la bio. Enseignements du projet HealthyGrowth, colloque CIAB, Rennes, 29 avril 2016. En ligne sur <https://www6.inra.fr/ciag/Revue/Volumes-publies-en-2016/Volume-51-Mai-2016>
- Lamine C. and Bui, S. (2014) Territorial transitions dynamics towards organic farming. Confrontation of Italian, Austrian and French case studies; stakeholder seminar, Biovallée area, Drôme/France.
- Lamine, C. and Bui, S. (2014) Territorial transitions dynamics towards organic farming and bioregions; Seminar with local stakeholders and HealthyGrowth researchers from France, Austria and Italy; Biovallée area, Drôme/France.
- Lamine, C. (2014) The Healthygrowth project. Drawing conclusions of the FNAB 2014 General Assembly, Marseille/France.
- Milestad, R. (2016) Presentation of HealthyGrowth results at KRAV – the Swedish organic standards organisation, 2016-03-23, Sweden.
- Milestad, R. (2015) Partnerskaber som vej til bedre driftsøkonomi. Erfaringer fra ni EU-lande, som er med i HealthyGrowth"; presentation during the Økologi-Kongres 25 November 2015, Denmark.
- Münchhausen, v., S. and Häring, AM. (2016) HealthyGrowth: How can value chains for organic food expand without losing their added value? Stakeholder workshop: Zukunftsstrategie Ökologischer Landbau "Wertschöpfungsketten und Vermarktung", organised by the Thünen Institut, Kassel, DE, 24. May 2016
- Münchhausen, v. S. and Häring, AM (2016) Development of values-based chains for organic food – challenges, chances and risks. (Aufbau wertebasierter Ketten für Öko-Nahrungsmittel – Herausforderungen, Chancen und Risiken); presentation during the Annual Meeting of InnoForum at HNE Eberswalde, 8. February 2016, Germany
- Münchhausen, v. S. and Lamine, C. (2015) Transition of Values Chains and Regions towards Organic: How to Maintain Values? - Case Study Results of the European HealthyGrowth project.; stakeholder workshop at: Tech & Bio 2015, The professional show on organic and alternative farming techniques, Bourg-les-Valence, Drôme, Rhone-Apes, France, 23-24 September 2015.
- Münchhausen, v. S. (2015) Aufbau wertebasierter Ketten für Öko-Nahrungsmittel - Herausforderungen, Chancen und Risiken, Ergebnisse des EU-Projektes "HealthyGrowth". Vortrag at: Seminar für Landwirte von GÄA e.V., Erfurt, Deutschland, 01. Dec. 2015.
- Münchhausen, v. S and Häring, AM (2015) Management Strategies in the organic Agri-Food-Sector?! Workshop at: 13. Wissenschaftstagung - Workshops „Dialog Praxis, Beratung, Wissenschaft“, Eberswalde, 17.-20.3.2015.
- Münchhausen, v. S. (2014) Einflussmöglichkeiten auf die Qualität bei der Vieh- und Fleischvermarktung. Vortrag at: Gäa-Seminar Ökologische Mutterkuhhaltung und Rindermast , Agrargenossenschaft "Oberes Vogtland" in 08626 Adorf, 18.3.2014
- Münchhausen, v. S.; Häring, AM. und Risku-Norja, H. (2015) Healthy Growth of Values-Based Organic Food Chains - Managing Major Challenges of Expansion: Business Strategies and Instruments Ensuring the Maintenance of Core Organic Values and Consumers' Trust. Workshop at: Science Forum at BIO-FACH 2015, Nuremberg, Germany, 11.-15.2.2015
- Noe, Egon (2015) Samfundsnyttig økologi og borgerne. Workshop at: Workshop – Det samfundsnyttige landbrug og dets vilkår , Smedien Aarhus, 26 August 2015.
- Noe, Egon; Brodersen, Svend und Rebecka, Milestad (2015) Partnerskaber – vejen til mere bæredygtighed og bedre afsætning (1). Rede at: Økologikongressen, Vingsted Hotel & Conferencecenter, 25/11 2015.
- Risku-Norja, Helmi (2014) Paikallisten lähiruokatuottajien kansallinen verkosto. Johtopäätöksiä Kestävät hankinnat ja HealthyGrowth -hankkeiden kokemuksista. [National network of local food producers: Conclusions from the experiences of KeHA (sustainable public procurement) and HealthyGrowth projects.] In: Tuntematon maaseutu. Maaseutututkijatapaaminen Pieksämäki 29.-30.8.2014. Abstraktit. , Maaseudun uusi aika ry, Jyväskylä, S. 14.

- Schermer, M. (2015) BioHealth – International Comparison of BioRegions; a contribution to a participatory workshop with stakeholders of BioAustria, Bioregion Mühlviertel and the State of Upper-Austria
- Schermer, M. (2014) BioRegion Mühlviertel: Strengths and Weaknesses of the internal and external development; contribution to a regional stakeholder event.
- Skulskis, V. and Girgzdiene, V. (2016) „Ekologiško maisto produktų tiekimo grandinės tobulinimas“ (“Development of organic food supply chains”), presentation in the seminar on International Agricultural Exhibition “Ką pasėsi... 2016“, Aleksandras Stulginskis University, Lithuania, April 1, 2016.
- Von Oelreich, J. (2016) Presentation of HealthyGrowth results at conference for practitioners, organised by the Swedish Board of Agriculture.
- Von Oelreich, J. and Milestad, R. (2015) Presentation at the yearly assembly of Upplandsbondens farmers association.

TV-Interview/Documentary

- Schermer, M. (2015) Wie Biomärkte funktionieren. [Functioning of organic markets]. TV-Documentary "Wie Biomärkte funktionieren". Univ.-Prof. Dr. Markus Schermer presents: „Ergebnisse des Forschungsprojekts HealthyGrowth - From niche to volume with integrity and trust".

Conference contributions targeting stakeholders and the scientific community

- Furtschegger, Ch. (2015) Web-based communication of indirect marketing activities of organic food. (Webbasierte Kommunikation in der indirekten Vermarktung biologischer Lebensmittel). Poster at 13. the German conference ‚Wissenschaftstagung Ökologischer Landbau‘, 17. - 20. März 2015
- Haack, M., Münchhausen, v. S. and Häring, AM. (2016) Discrepancy between theory and practice: procurement of local and organic food in public catering systems. In: Social and technological transformation of farming systems: Diverging and converging pathways.
- Kvam, GT. (2014) Healthy growth in mid-scale values based food chains. In: Programme and Books of Abstracts - Farming systems facing global challenges: Capacities and strategies, 11th European IFSA Symposium, 1-4 April 2014 in Berlin, Germany, S. 57.
- Lamine, C. and Noe, E. (2016) Values and volumes in sustainable organic markets chains – a multiperspectival analysis, IRSA congress, Toronto, Canada
- Lamine, C. and Renting, H. (2015) Governance and controversies within and around growing mid-scale organic chains: how are shared values maintained over time? XXVI ESRS congress, Aberdeen, 8/2015
- Milestad, R., Von Oelreich, J. and Münchhausen, v. S. (2015) Exploring the adaptive capacity of growing mid-scale organic value chains in Europe. Pp. 114-115 in Sutherland, L-A., Brown, K., Currie, M., do Carmo, R., Duncan, J., Kohe, M., Koutsouris, A., Larsen, R. B., Maye, D., Noe, E., Oedl-Wieser, T., Philip, L., Pospěch, P., Rasch, E. D., Rivera, M. J., Schermer, M., Shortall, S., Starosta, P., Sumane, S., Wilkie, R., Woods, M (eds.). paper presented and published in on-line proceedings of the XXVI European Society for Rural Sociology Congress. Places of possibility? Rural societies in a neoliberal world. 18-21 August, 2015, Aberdeen, Scotland
- Münchhausen, v. S. and Borec, A. (2015) Healthy Growth of Value Based Organic Food Chains: Management, value communication and perspectives of growing values-based food chains. Communication documents and stakeholder workshop: Agrimba-Ava Conference, Porec, Croatia, 17.-19. June 2015.
- Münchhausen, v. S.; Häring, AM. and Knickel, Kh. (2015) „Meat is always somehow different.“ Perspectives for the development of values-based chains. („Beim Fleisch läuft's immer etwas anders!“ Perspektiven zum Aufbau wertebasierter Wertschöpfungsketten.) Presentation at: Tagung der Sektion Land- und Agrarsoziologie der Deutschen Gesellschaft für Soziologie (DGS), Hochschule Fulda, Deutschland, 06. - 07. November 2015

- Münchhausen, v. S. and Borec, A. (2015) Healthy Growth of Value Based Organic Food Chains: Management, value communication and perspectives of growing values-based food chains. Communication documents and stakeholder workshop: Agrimba-Ava Conference, Porec, Croatia, 17.-19. June 2015.
- Münchhausen, v. S.; Häring, AM.; Kvam, GT. and Milestad, R. (2015) The role of the business logic for growing value chains of organic food - first results of an international case study analysis. In: European Rural Sociology Society (Hrsg.) Places of Possibilities? Rural Societies in a Neoliberal World, Aberdeen, Scotland, On-line Proceedings, S. 197-198
- Münchhausen, v. S. and Knickel, Kh (2014) Growth, business logic and trust in organic food chains: an analytical framework and some illustrative examples from Germany. In: Rahmann, G. und Aksoy, U. (Hrsg.) Building Organic Bridges: Vol.2, Germany - India, Proceedings of the 4th ISOFAR Scientific Conference at the Organic World Congress 2014, 13-15 October 2014 in Istanbul, Turkey, Thünen-Institut, Braunschweig, Germany, Vol 2, Thünen Report, Nr. 20, S. 403-406.
- Münchhausen, v. S.; Häring, AM and Juister, E. (2013) Evaluating the contribution of innovation networks to resilient farming systems. Presentation at: ISEE 2014 Iceland, Reykjavik, Iceland, 15. 8.2014.
- Münchhausen, v. S; Schulz, K.; Haering, AM. and Llamas Vacas, R. (2014) Strategies for medium-sized value-based food chains during growing process with a particular focus on the business logic and management concept. In: Schobert, Heike; Riecher, Maja-Catrin; Fischer, Holger; Aenis, Thomas und Knie- rim, Andrea (Hrsg.) Farming systems facing global challenges: Capacities and strategies, IFSA Europe, Leibniz-Centre for Agricultural Landscape Research (ZALF), Humboldt-Universität zu Berlin, Book of abstracts In: http://project2.zalf.de/IFSA_2014/documents/ifsa-2014-berlin-book-of-abstracts.pdf, S. 58
- Münchhausen, v. S., Häring, AM and Noe, E. (2013) Healthy growth: From niche to volume with integrity and trust - working group III, organized at the ESRS-Conference 2013 with international authors.
- Noe, Egon (2016) Agriculture and bio based economy a driver of rural transformation and livelihood? 4th Biannual Conference on Nordic Rural Research, Akureyri, Island, 22/05/2016 - 24/05/2016.
- Noe, Egon (2015) Øget afsætning af økologiske kyllinger - hvad skal der til? Aarhus Universitet, Institut for agroøkologi.
- Noe, Egon; Laursen, Klaus Brønd und Alrøe, Hugo Fjelsted (2016) Mediation of quality in values-based food chains. In: IRSA: RC 58 - Assessing the Potential of Values Based Food Chains for Sustainable Agriculture and Rural Livelihoods: Conceptualizing Values-Based Supply Chains and Agriculture of the Middle.
- Noe, Egon und Schermer, M. (2015) How can new forms of food governance contribute to creating alternative economic spaces for the revitalisation of rural areas? Abstract at: The XXVI European Society for Rural Sociology Congress, Aberdeen, Scotland.
- Ostrom, M. Kjeldsen Ch, Kummer, S., Milestad R. and Schermer, M. (2016) What's going into the box? An inquiry into the ecological and social embeddedness of EU and US box schemes Paper presented at the XIV World Congress of Rural Sociology 2016. Sustainable and Just Rural Transitions: Connections and Complexities Toronto Canada 10-14.8.2016
- Prišenk, Jernej und Borec, Andreja (2015) CHARACTERISTICS OF VALUE BASED FOOD CHAIN IN ORGANIC SECTOR (case studies from Slovenia). Vortrag at: Smart Agribusiness for the society of tomorrow, Poreč, Croatia, 16.6.2015-20.6.2015.
- Risku-Norja, Helmi (2016) Local food and municipal food services: case Kiuruvesi, Finland. Vortrag at: Challenges for the new rurality in a changing world , 7th International conference on localized agri-food systems, Stockholm, 8-10 May 2016.
- Risku-Norja, Helmi (2016) Local food and public food procurement. Vortrag at: 12th European IFSA Symposium, Harper Adams University, 12/7-15/7 2016.
- Risku-Norja, Helmi (2014) Policy goals regarding the organic sector in Finland. In: Rahmann, G. und Aksoy, U. (Hrsg.) Building Organic Bridges, Johann Heinrich von Thünen-Institut, Braunschweig, Germany, 1, Thuenen Report, Nr. 20, S. 263-266.

- Risku-Norja, Helmi; Mikkola, Minna und Nuutila, Jaakko (2014) Policy goals, research needs and research regarding organic sector in Finland. Vortrag at: The 11th European IFSA Symposium. Farming systems facing global challenges: Capacities and strategies. , Berlin , 1-4 April 2014
- Schermer, M. and Furtschegger, C. (2013) Value(s) based supply chains to meet organic consumers' expectations - a case study from Austria Paper presented on the 25th Congress of ESRS, 29th July -1st August 2013, Florence, Italy
- Schermer, M. Lamine C., Pugliese P., Bui S. and Furtschegger Ch. (2015) Organic Farming as a Factor for Territorial Development: a Comparative Perspective paper presented at the 26th Congress of ESRS, 18-21.8.2015 Aberdeen/Scotland Places of Possibility Book of abstracts: Rural societies in a neoliberal world p.405
- Schermer, M. and Furtschegger, Ch. (2015) Communicating trust? The role of Facebook for establishing producer-consumer relations paper presented at the 26th Congress of ESRS, 18-21.8.2015 Aberdeen/Scotland Book of abstracts: Rural societies in a neoliberal world p395
- Schermer, M. (2015) Values Based Supply Chains for Mountain Products. The Example of BioAlpin in Tyrol/Austria. Key note lecture at the 2015 Symposium and Conference of the Korean Society of Grassland and Forage Society, 5.11.2015 Yonam College. Proceedings pp.25-37
- Schermer, M. (2016) From 'Additive' to 'Multiplicative' Patterns of Growth. Paper presented at the XIV World Congress of Rural Sociology 2016. Sustainable and Just Rural Transitions: Connections and Complexities Toronto Canada 10-14.8.2016
- Schulz, K; Münchhausen, v. S. and Häring, AM. (2013) Strengthening organic food value chains in Germany - first results of the EU-project HealthyGrowth – From niche to volume with integrity and trust. Vortrag at: FOODSCAPES Conference: Access to Food–Excess of Food, Seggau, AT, 22.-25.9.2013.
- Skulskis, V. and Girgzdiene, V. (2016) „Ekologiško pieno produktų tiekimo grandinės“ (“Organic dairy products supply chains”), presentation at the conference „Organic production, processing and consumption on domestic and foreign market - current situation and prospects“. International exhibition for Agriculture and Food Industry „AgroBalt 2016“, Kaunas, Lithuania, April 1, 2016
- Stotten R., Schermer M., Pugliese P., Lamine C. and Bui, S. (2016) Values Based Supply Chains as a Tool for Territorial Development Paper presented at the XIV World Congress of Rural Sociology 2016. Sustainable and Just Rural Transitions: Connections and Complexities Toronto Canada 10-14.8.2016
- Thorsøe, Martin H. und Noe, Egon (2014) Conventionalization or diversification? Development in the Danish organic production sector following market expansion. Vortrag at: The 11th European IFSA Symposium, Humboldt University, Berlin, 1-4 April, 2014.
- Thorsøe, Martin H. und Noe, Egon (2014) Conventionalization or diversification? Development in the Danish organic production sector following market expansion. Abstract at: 11th European IFSA Symposium, Berlin, Germany, 1-4 April 2014.
- Von Oelreich, J. and R. Milestad R. (2015) Transformations towards resilience within the food system: scaling up two organic food value chains in Sweden. Pp. 201-202 in in Sutherland, L-A., Brown, K., Currie, M., do Carmo, R., Duncan, J., Kohe, M., Koutsouris, A., Larsen, R. B., Maye, D., Noe, E., Oedl-Wieser, T., Philip, L., Pospěch, P., Rasch, E. D., Rivera, M. J., Schermer, M., Shortall, S., Starosta, P., Sumane, S., Wilkie, R., Woods, M (eds.). Paper presented and published in on-line proceedings of the XXVI European Society for Rural Sociology Congress. Places of possibility? Rural societies in a neoliberal world. 18-21 August, 2015, Aberdeen, Scotland.

HealthyGrowth – From Niche to Volume with Integrity and Trust

Dissemination Targeting Policy

Deliverable 7.3

November 2016

Contributions of the HealthyGrowth teams

Compiled by Susanne v. Münchhausen,
Eberswalde University (HNEE)

Dissemination targeting policy and administration

The aim of the HealthyGrowth project was to develop recommendations for policy and administration. Deliverable 7.3 gives an overview of the project activities that influenced policy processes during the project time, and it shows the recommendations targeting policy and practice.

All HealthyGrowth teams contributed to D7.3:

- Noe, E., Laursen, K, and Kielson, Ch. (coordinating team), Denmark
- Furtschegger, Ch. and Schermer, M., Austria
- Lamine, C., Cardona, A. and Renting, H., France
- Häring, A.-M., Münchhausen, S.v. and Knickel, Kh., Germany
- Kvam, G-T. and Bjørkhaug, H., Norway
- Milestad, R. and von Oelreich, J., Sweden
- Risku-Norja, H., Finland
- Girgždienė, V. and Skulskis, V., Lithuania
- Borec, A. and Prisenk, J., Slovenia
- Giray, H. and Atasay, A., Turkey

Active contributions to policy processes:

- Haack, Michaela and Häring, Anna Maria (September 2016) Stagnating offers of regional products: experiences on hampering factors for the public procurement of regional food for school cantinas - information for policy makers and public procurement agencies. Contribution to a policy and stakeholder workshop No 1 of the State of Brandenburg [#30715]
- Haack, Michaela and Häring, Anna Maria (September 2016) Enhancing factors for the procurement of regional food for public cantinas - information for policy makers and public procurement agencies. Contribution to the policy and stakeholder workshop No 2 of the State of Brandenburg [#30716]
- Münchhausen, v., Susanne and Häring, Anna Maria (May 2016) HealthyGrowth policy recommendation; a contribution to the policy paper for the National Strategy for Organic Farming (ZÖL) of the Federal Ministry for Food and Agriculture (Germany); coordinated by TI Braunschweig [#30474]
- Lamine, Claire (2015) Reconnecter agriculture et alimentation : Des liens directs entre paysans et consommateurs bio... vers des changements plus larges des systèmes agri-alimentaires ? [To reconnect agriculture and food : direct links between farmers and organic consumers to broader changes in agri-food systems ?] Speech at: AG Corabio, Sainte-Colombe, France, March 26 2015. [#28952]
- Risku-Norja, Helmi und Løes, Anne-Kristin (2016) Organic food in food policy and in public catering: lessons learned from Finland. Organic Agriculture, Online, S. 1-14. [#30833]
- Schermer Markus (Oktober 2015) BioHealth – International Comparison of BioRegions; a contribution to a participatory workshop with representatives of the organisations BioAustria, Bioregion Mühlviertel and the State of Upper-Austria [#30752]
- Schermer Markus (Oktober 2014) BioRegion Mühlviertel: Strengths and Weaknesses of the internal and externa development; contribution to a policy stakeholder event [#30751]

Future contribution to policy processes of the on-going HealthyGrowth project in 2017 (Sweden):

- Milestad, R. (2017) Participation and contribution to the development of a regional food strategy for Stockholm



WP7 produced and disseminated policy recommendations based on the results of the multi-perspectival analysis of WP5. Feedback from policy makers and stakeholders (practitioners, administration, policy makers, NGOs, etc.) contributed to the development of the policy briefing:

- Münchhausen, S. v.; Häring, AM. und Knickel, Kh. (2016) HealthyGrowth: How can organic supply chains grow without losing their added value? Results and recommendations [#30759]
- Münchhausen, S. v.; Häring, AM. und Knickel, Kh. (2016) HealthyGrowth: Wie können Öko-Wertschöpfungsketten wachsen ohne ihre Höherwertigkeit zu verlieren? Ergebnisse und Empfehlungen. [#30698]

BÖLN-Merkblatt [BOELN Leaflet]: HealthyGrowth (2016) Wie können Öko-Wertschöpfungsketten wachsen, ohne ihre Höherwertigkeit zu verlieren? [HealthyGrowth: How can organic supply chains grow without losing their particular values? [#30875]

The following section shows the project brochure "HealthyGrowth: How can organic supply chains grow without losing their added value? Results and recommendations"

This document is available for download. For the English version, please see <http://orgprints.org/30759/>

HealthyGrowth: How can organic supply chains grow without losing their added value?

Results and recommendations



October 2016

Background

Companies that produce process or market organic food often emerge from niche markets. In their early years many companies realise that organic food production is highly valued. Health, ecology and fairness are seen as being intrinsic to organic food production. However, rapid sales growth can sometimes lead to compromises that weaken some of these values.



Dollenfelder Hof (2002) Photo archive oekolandbau.de
Foto: Dominic Menzler

Higher values

Value added organic food refers to both the product quality, that is the use of the best possible raw goods, and processing quality. Processing quality is defined by the type of production and conditions, such as environmental impact and animal welfare. The guarantee of higher quality and the transparency and reliability along the value chain pose special challenges.

The goal of "HealthyGrowth"

The HealthyGrowth Project's goal was the analysis of growth processes in the organic food sector. It examined how to safeguard the integrity and transparency of the value chain despite the increasing 'distance' between the producer and the consumer. It examined businesses and food initiatives that succeed in balancing growth, maintaining value added products and convincing the consumer that a higher price is justified. HealthyGrowth recognises that policy funding schemes of many countries already address some of the suggested measures such as information and training courses, support of advisory services, and public procurement procedures etc. The following recommendations aim to reinforce the success of existing schemes but also emphasise the potential to promote values-based growth processes in the organic sector in a more comprehensive way.

Case studies and comparative analysis

Case studies were undertaken by 10 national research teams studying 19 cases, critically examining the differences in business growth, in organic farming and food (production). These formed the basis for actions and recommendations relevant to practice and policy.

The comparative analysis reveals six key points and shows the benefit of strengthening values-based growth for businesses and value chains.



Partner countries and types of case studies

(I) Cooperation and effective communication for organic value chains

Long-term cooperation based on trust plays a central role, in the implementation of agreed standards for labelling, development of joint logistics systems and the comprehensive integration of value chains. However it is not unusual for tensions to emerge with the rapid growth of value chains. Tensions can be related to product and processing qualities, physical proximity (regionally), management of seasonal supply and the need for cooperation with traditional processors or trading companies. Changes and adjustments affect both individual companies and also cooperation throughout the chain.

Suggestions for practice

It is crucial to use appropriate organisational and governance structures to manage and control these tensions and foster development. Adjustments often affect all business partners. Recurring problems must be overcome jointly to maintain good business relationships.

Openness and participation help to build and retain trust. This concerns the relationship among the business partners, as well as the relationship of the businesses with the consumer and the wider community.

Discussion about the core values and business goals that the businesses depend on is a prerequisite for values-based growth.

Specific starting points

- Use of informal meetings to exchange and inform each other. Events such as summer festivals or plant visits are important for these informal exchanges. Though often underrated, they are useful.
- An organisation can bring their partners in the chain together using these events, for example, with an Open House Day.
- Organising regular discussion groups, to reconfirm formal agreements (crop expectations, agreements for storage, logistics, and so on); it is important for value chains to have the involvement of processors, dealers, marketers and possibly even consumers.

(I) continued: Cooperation and effective communication for organic value chains

Long-term, successful cooperation is based mostly on a combination of formal (written contracts) and informal agreements. Reliable delivery and payment, for example, strengthen mutual trust.

- Publication of minutes from these meetings to strengthen the culture of transparency along the chain and to decrease the risk of possible doubts about competition between the partners.
- With serious communication problems: timely support using advisors or neutral moderators.

Policy suggestions

Good cooperation among business partners and along the value chain makes it possible to reach targets more efficiently. Support can include providing contacts for contractual advice, moderation of the process, mediation, consultation on schemes to fund support programmes and maintenance of online portals (network coordination, cluster/innovations manager).

It is possible to support mergers or informal agreements between agricultural enterprises and SMEs. However, bureaucratic hurdles and the high risk of penalties can be a barrier to the use of subsidies.

Specific starting points

- Developing contacts (network coordination, cluster management) for example, for contractual advice, moderation of the process, advice on support payments, online tenders.
- Supporting producer groups that aim to establish more formal associations, Operational Groups, networks and possibly also consultants (rural development programmes).
- Assistance for SME cooperation, for example, development of economic clusters through business development (EFRE).
- Creating a strategic fit, for example, coordination with programmes such as ELER, EFRE or transnationals.

(II) Use of consultation for the management of organic enterprises

A number of case studies show that there are significant differences in rates of growth and development trajectories. Deficits in management are apparent in many agricultural and food businesses with limited investment in teams, knowledge and skills. Many managers say in hindsight that they could have avoided many mistakes if they had had access to professional management expertise. Instead, they acquired this gradually, often through trial and error.

Typical challenges are:

- Developing strategic goals consistent with short and long term planning while taking into account specific values;
- Knowledge of the market situation and competitive advantages;
- Leadership style, efficient decision-making and successful adaption to growth;
- Organisation structure and restructuring, for example, in developing new 'departments', such as a production or sales areas, and applying professional planning techniques;
- Establishing suitable approaches for personnel management;
- Financial control regarding middle and long-term liquidity and financing.

It is apparent that those enterprises enlisting professional input e.g. to set up quality management systems at an early stage were considerably strengthened.

Suggestions for practice

Regarding investment planning, businesses should target costs for planning and advice. If professional support for management is neglected, the effect can show years later, if, for example, personnel policy has not kept up with production development. Certification suitable for business development in the organic sector is available.

Specific starting points

- Allocate financial accounting and market monitoring to external service providers.
- Timely use of service providers for participative strategy processes or individual coaching for management teams.
- Management style: cooperation and participation should always be considered.
- Reorganisation: Use professional planning techniques.

Policy suggestions

Farmers or SMEs involved in processing or marketing have often wanted management-level professional support. Suitable advice and coaching for managers and employees in key areas (personnel, finances) should be a fixed part of support programmes.

Specific starting points

- Increase offers of relevant advice and training to farmers and entrepreneurs for example, using targeted advisory modules.
- Investment support only on presentation of company-specific, strategic development plans (ELER/EPLR, business development).
- Support for management coaching.
- Targeted (compulsory) training for advisors in managing organic production and processing.

(III) Staff training for the organic value chain

Effective thinking and control and adaptability are required for growth, positive business development and cooperation along the chain. All case studies show that colleagues, producers, sellers and customers benefit when they communicate, manage effectively and professionalise the related activities. Further education for employees in production, processing and sales is also important for success.

The range of quality factors in the food sector has increased markedly. Sufficient knowledge about aspects of organic production such as geographic origin or fair trade is especially important. This is significant in case studies of businesses such as bakers, butchers, brewers etc. and of trade (specialised shop assistants, wholesale and retail trade etc.)

Those in central positions, rather than employees generally, are best suited to understand and safeguard special products and their processing specifications. Also, where growth occurs, employees' training needs to be adapted in new areas of production, procurement, marketing, finances and management. Not everyone can be assumed to have a fundamental knowledge of values-based, organic production and marketing.

Suggestions for practice

Many organic business entrepreneurs see education and training for new employees as part of their investment for business growth. New staff often participate in specific training.

Our case studies show that more targeted training is necessary, for example, of organic farming associations about the growing and varied requirements of the values-based food sector.

Specific starting points

- Developing in-house education and training ideas (in agreement with business partners).
- Greater use of external, national education and training offers.
- Organisation of, for example, regular groups for information sharing among organic farmers, processors and marketers through association and federation networks.
- Incorporating information about the differing requirements relating to the values-based food sector into the teaching and vocational training of farmers.

Suggestions for policy

Publicly funded education and training should be strongly geared to the present and future requirements of practice and markets.

Adapting education and training becomes a challenge for those involved in education policy and administration if they are not connected with the values-based food sector. In the interests of society, (especially concerning health and environmental costs) these connections should be strengthened.

Specific starting points

- Strengthening and further developing training modules to match the special requirements of values-based production, processing and sales in education and training institutions (vocational schools, teaching and research institutes, technical colleges, colleges and universities).
- Involvement of government, public-private and private organisations with relevant expertise in the development of education and training.
- Support for networks of best-practice examples, which foster knowledge exchange among colleagues.

(IV) Public procurement – organic catering in public institutions

With growing awareness of the value of sustainable production and processing of food, expectations about procurement of goods and services are increasing. The public sector can directly promote the demand for organic, animal-friendly or seasonally produced food if those responsible for purchasing apply the appropriate criteria for public procurement procedures. Our findings, however, often point to a wide discrepancy between socio-political claims and the oversight of the administrative implementation of public catering. It is best that the procurement of sustainable catering services is both legally and socio-politically feasible. However, in practice, regarding implementation for schools, kindergartens, retirement homes and other institutions of a public nature, this is often not the case.

The European-wide procurement law - the so called Green Procurement Standards – created the basis for sustainability in public procurement procedures. The following criteria are relevant: organically produced food, short regional transit routes, avoiding waste, use of environmentally-friendly equipment and cleaning agents, compliance with social standards and support for innovative, small and medium-sized businesses (in rural areas).

Suggestions for practice

New providers can obtain targeted information about tendering from public administration, associations, federations, Chambers (of Commerce) or potential suppliers.

Outside the public sector, there are also commercial food businesses which could be interested in a safe and values-based supply.

Specific starting points

- Specifically seeking information regarding the criteria and procurement practice regionally and nationally.
- Registration with the official administrative procurement portal.
- Agreements with other businesses or associations and the use of professional support for developing tenders.

Suggestions for policy and administration

The policy and public procurement requirements vary between regions and municipalities. This applies to tenders for supplies for schools, kindergartens and other organisations involved in public catering.

The procurement of sustainably produced food products is not yet compulsory. However, EU procurement law explicitly allows the use of sustainability criteria in public tenders. It suggests that the appropriate policy intentions apply to administration. Some countries are writing tenders for the procurement of catering services on the basis of EU Green Procurement Standards. The approaches in regions and municipalities vary, which may lead to a promising exchange of experiences of sustainable procurement procedures.

Specific starting points

- Definition of the term 'sustainable procurement practice' to establish clarity for the management of tenders, including a list of verifiable criteria for practical implementation.
- Develop compulsory sustainability criteria for public catering tenders!
- Disseminate information and advice to decision makers and those responsible in local public administration offices.
- Endorse a 'sustainable' fixed price per meal that allows caterers to implement sustainability goals.
- Tenders in smaller lots (for each school or other institution) so that smaller local caterers will be able to make an offer.

(IV) continued: Public procurement – organic catering in public institutions

It is also possible, before tendering, for administrators to hold talks with caterers to communicate and discuss deliverable quantities of seasonal, organic products, good weather conditions etc, thus making added value food provision more feasible.

- Flexible menu planning. Providers must often commit detailed menus months in advance, sometimes including seasonal vegetables that will not be available.
- Relevant proposals need a definition of the term 'regional' (for example, a geographical area, region or district). European law demands free access for all businesses. The place of origin of the goods is the criterion, rather than the location of the company.

(V) The legal framework for organic values chains for meat and meat products

Production, processing and consumption of meat and meat products have a special status for individuals as well as for the public. Aspects of animal care and welfare relate to their rearing, fattening, and their transport and slaughter. Species-appropriate methods of animal husbandry are relatively well established on the basis of specific animal welfare labels or organic farming standards. Transport and slaughter are subject to a European-wide legal framework, but its interpretation varies greatly between member countries, regions and counties.

Veterinary authorities have a central role in the interpretation as they are responsible for approving small-scale and mobile slaughter and processing facilities. Butchers or farmers who want to build up a values-based meat chain often fail at the approval process stage. The problem intensifies if slaughter and meat processing companies must be integrated as a service in the chain. Since processors can process organically and conventionally, this leads to a huge problem for integrated values-based chains, as many service providers can not be integrated into a chain's overarching concepts.

Suggestions for practice

Farmers benefit from premium prices if the added value over the chain is successfully implemented and communicated to the consumer. In values-based chains the inclusion of slaughterhouses and processors is challenging but important.

Farmers with their own slaughter or processing plants as well as those who have contractual partnerships with independent businesses can guarantee a values-based chain. However, slaughter is subject to numerous legal regulations, which is a particular challenge for values-based meat chains.

Suggestions for policy and administration

The legal framework for slaughter and processing has changed significantly since 2004. Subsequent closure of local abattoirs (small and medium-sized) had an adverse impact on regional supply chains.

In addition, more flexible interpretation of relevant legislation, information and advice can significantly strengthen regional, values-based meat chains.

Specific starting points

- Regular communication among livestock owners, abattoirs and marketers, and a constructive working relationship with veterinary authorities in particular, helps to sound out available opportunities.
- Obtaining information about variations in the interpretation of guidelines for artisan slaughter and better use of existing opportunities.
- Setting binding standards, agreements and certification provides transparency and fosters consumer trust.

Specific starting points

- Advisory services for relevant parties.
- Support for agreements among farmers and processors (economic clusters, networks, and so on); ELER, EFRE and others. Moreover, better coordination of investment support for production, processing and marketing (ELER, EFRE, business development).
- Education and training about what is acceptable to approving authorities.

(VI) Social commitment to values-based food and nutrition

The research shows that social commitment to values-based food and nutrition varies strongly among countries and between cities and rural areas. The ideal of sustainable consumption is the linchpin for consumer-producer communities.

For many organic value chains which have grown from niche to medium-sized corporate structures, social or environmental commitment also has great significance often in cooperation with associations, organisations or foundations. German case studies in particular show that cooperation is strengthened by supporting local conservation, youth initiatives or, cultural projects. Overall however the respective cultural context seems to be of central importance. Caution is needed when transferring experiences and innovative ideas from one country to another.

Suggestions for practice

Relatively open governance processes involve targeted stakeholders and enable businesses and initiatives to strengthen their central values and the implementation of their strategic goals.

Discussions with community organisations call for intensive and often personal involvement. This provides/ensures the basis for a long-term trust based relationship.

Openness about the extra cost of production and processing backs up appropriate food pricing.

Specific starting points

- Particular importance of transparency of the flow of goods and processing procedures.
- Introduction or improvement of participation processes for civil society groups.
- Cooperation with environmental and conservation groups can support sustainable business goals and open new options for internal and external communication.
- Open communication with consumers and community groups can be learned. Cost and added value must be credibly conveyed.

Suggestions for policy

Mutual support in principle between businesses and community groups is well known. In the organic food industry there is also a close and growing connection with relevant community groups locally, regionally and nationally.

Joint action almost always originates at the enterprise or food initiative level, but political decision-makers can also initiate or support community food projects.

Specific starting points

- Strengthening the engagement of civil society groups with targeted measures.
- Such measures can also benefit organic businesses.
- To summarise, all public organisations and policy makers that are important for strengthening sustainable food production and the food industry are eligible for assistance.

Contact:

Prof Dr Anna Maria Häring and Dr Susanne v. Münchhausen
Eberswalde University for Sustainable Development (HNEE)
Schicklerstrasse 5, 16225 Eberswalde (www.hnee.de)

More information on the HealthyGrowth project with all case study reports and comparative analyses are available at www.hnee.de/HealthyGrowth or www.coreorganic2.org/healthygrowth

Acknowledgement: The German team was funded by the German Ministry of Food and Agriculture with the Federal Programme for Organic Agriculture and other forms of Sustainable Agriculture (BÖLN)