

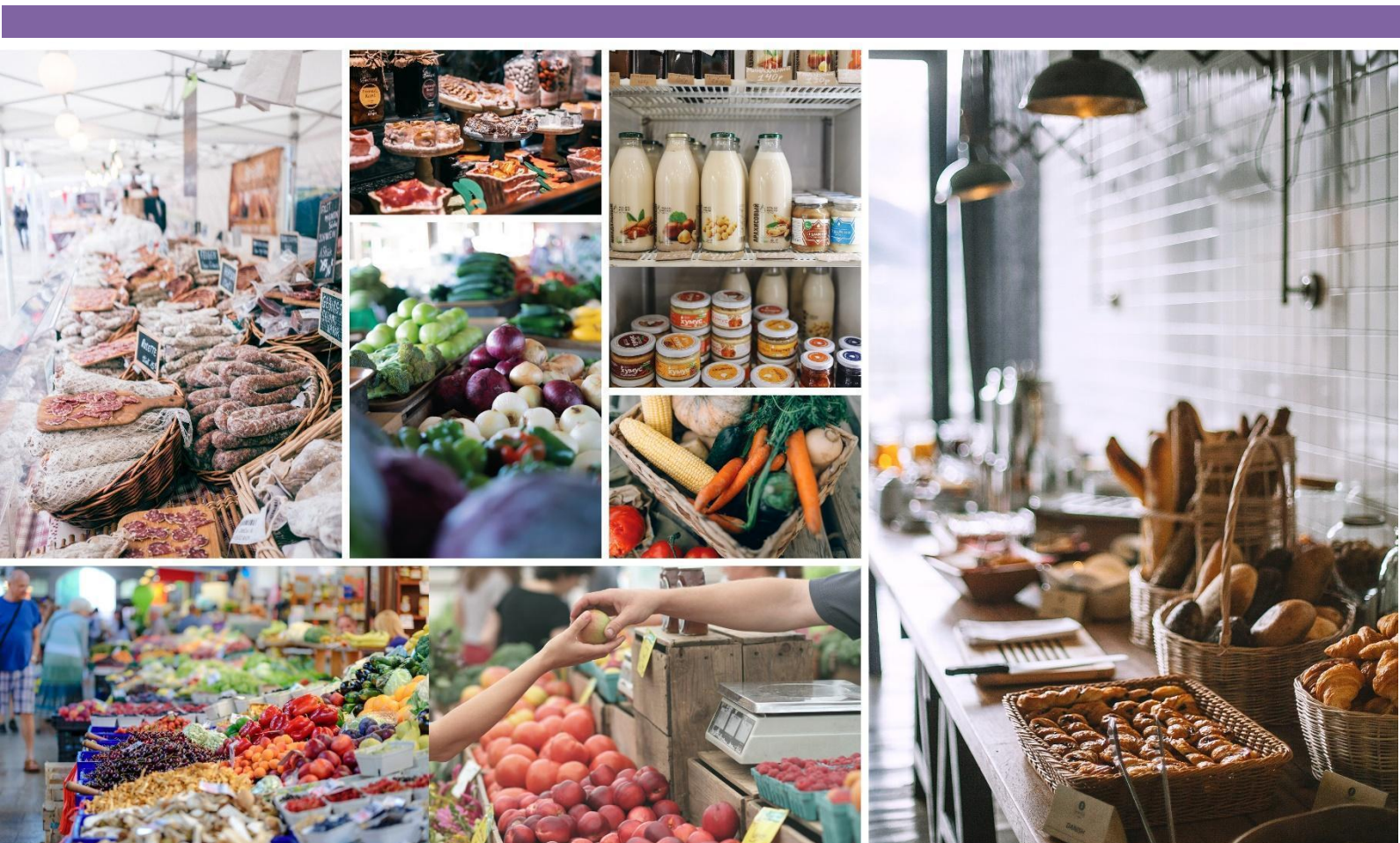


Rural Facilitator

BUSINESS ROAD MAP

Business model Canvas

Business Road Map



Co-funded by the
Erasmus+ Programme
of the European Union

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Introduction

This document presents IO2 A3 and A4 for the Rural Facilitator project (Project reference number: 2019-1-CZ01-KA202-061270)

IO2 tackles the business road map, a business model, and a step-by-step guideline for maintenance of the project results based on country-specific business systems. This result will be based on previous findings, and it will specify how each short food supply chain animation as a new profession can be adapted to the local circumstances. O2/A1 & A2 are presented in a separated document.

O2/A3 consists of the presentation, for each partner country, of a Business Model Canvas of Short Food Supply Chains.

The model used is the one developed by Alexander Osterwalder, a Swiss business theorist, author, speaker, consultant, and entrepreneur. It allows you to represent in a single page, through a canvas, the whole of a business model. It makes it possible to define priorities by showing briefly what you need, the steps to be taken and the areas for progress.

O2/A4 presents a business roadmap for each partner country, outlining a timeline of future steps in the Rural F project as well as our thoughts on the project schedule. You can find the planning, financials and dissemination plans as well as the organization of the training.

IO2/A3 - Business model Canvas

1. Business model Canvas - Czechia

		Designed for:	Designed by:	Date:	Version:
Business Model Canvas		Rural Facilitator Training	CZU, Prague, Czechia	12.10.2021	1
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments	
Consultation centers Association of small agriculture entrepreneurs Association of young farmers Associated farmers Influencers (local authorities) Trainers	Advertising (constantly) Actualization of materials Moderating of the FB group Training workshop Running online materials Certification	Skills and knowledges for facilitator job Meaningful job – life Interactive learning materials from experts supported by case studies Local language, tailor made for facilitator International cooperation Short term Free training materials Trendy and needy topic Guaranteed by professionals networking	Networking Partly online Most emphasis on face2face 1x in 2 years – facilitator meeting – conference FB group for facilitators - sharing experiences Consulting services (network of experts)	Retraining - After maternity leave - Career switch (after covid) - Career restart after burning out Related with farmers - Sustainable, relation with SFSC Students of agricultural field - VET agricultural schools - agricultural universities Existing facilitator (getting more professional skills)	
	Key Resources		Channels		
	Know-how of project partners Materials (offline/online) Connection with trainers		INFO - Websites -Social media -Partners & network -Conferences Distribution CZU (Prague)		
Cost Structure		Revenue Streams			

Renting rooms Trainers Marketing Administration Catering	Training fee Grants Public support
----------------------------------------------------------------------	------------------------------------------

2. Business model Canvas - France

		<i>Designed for:</i>	<i>Designed by:</i>	<i>Date:</i>	<i>Version:</i>
Business Model Canvas		Rural Facilitator Training	SFCO, France	12.10.2 021	1
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments	
Savoir Faire et Découverte Try to finance training by local authorities (regions)	training (module on site or remote)	website of SFD Personnel training account for « activité creation » Short training (4-5 days) Active pedagogy / pedagogy « by doing » in connection with the project of each one with a trainer already involved Complement to some of our training (ex : guest house)	co-creation : leaners are actors in their project	neo-artisans => private people, creators of small scale craft businesses wishing to promote regional activities around the local and ecological economy	
	Key Resources		Channels		
	trainers (active craftsmen, a facilitator) Training places Pedagogic document Training advisor Logistics (administrative / registration) Business software		website SFD, relay in the field (third place, development agents)		
Cost Structure		Revenue Streams			
Fixed costs : SFD employees, software, website, communication (45%) Variable costs : pay the trainer + rental the place (40%) Remainder / profit (15%)		60% from private (individuals) 40% from public sector (regions)			

3. Business model Canvas - Hungary

		<i>Designed for:</i>		<i>Designed by:</i>		<i>Date:</i>	<i>Version:</i>		
Business Model Canvas		Rural Facilitator Program		KISLEPTEK		12.1 0.20 21.			
Key Partners	Key Activities	Value Propositions		Customer Relationships	Customer Segments				
<ul style="list-style-type: none"> -Accredited educational institute schools, universities, adult education institutets -Hungarian Agricultural Chamber -Digital Wellbeing Program - Digita Agriculture Strategy -LEADER Alliance -Policy makers, Ministry -Municipality -National Rural Network 	<ul style="list-style-type: none"> -Arrange regulatory framework -Arrange accreditation -Organise trainings (Place, participants, trainers, documents, certification Liase for support from partners -Amend training materials -Develop online training platform 	<ul style="list-style-type: none"> -expending the service sceme -gaining new diverse knowledge -potential for new enterprises -more local food available - decrease the non-compliance of small farmers - facilitating the small farmers to start food processing and to creare higher added value -new networks -social responsibility -local economical development -viable rural areas 		<ul style="list-style-type: none"> -International networking -Training alumni -Available international best practices -Special events connected to training -Learning community -synergies with networks programs, development strategies (for ex. local digital strategies) legal obligation 	<ul style="list-style-type: none"> -farmer’s advisers (market based) -village adviser (available for everybody for free) -local government -grassrooths organisations, -local civil organisations -LEADER assosiation -farmer’s family -farmer’s market and -shopping community organisers (and other CSA organsiers) producer groups, cooperatives 				
	Key Resources								Channels
	<ul style="list-style-type: none"> -Support from key partners, viable networks -Place for training, trainers and other HR -Online training platform -Supportive legal background -Marketing materials 							<ul style="list-style-type: none"> -personal recomendations -professional workshops, events -newsletters, websites, social media (facebook, LinkedIn) -using available database, mailing lists for direct marekting, 	
Cost Structure		Revenue Streams							
<ul style="list-style-type: none"> -organisational cost -administration costs -trainers fee -training material’s cost -one time costs: accreditation cost, platform development, <p>Saving possibilities: in kind contribution (for ex. having the training room for free), volunteers, joint duties, DIY marketing</p>		<ul style="list-style-type: none"> -training fee (only if the value proposition is convincing) -selling the training material - advisory fee -proposals, grants, financial support (if any available) 							

4. Business model Canvas - Poland

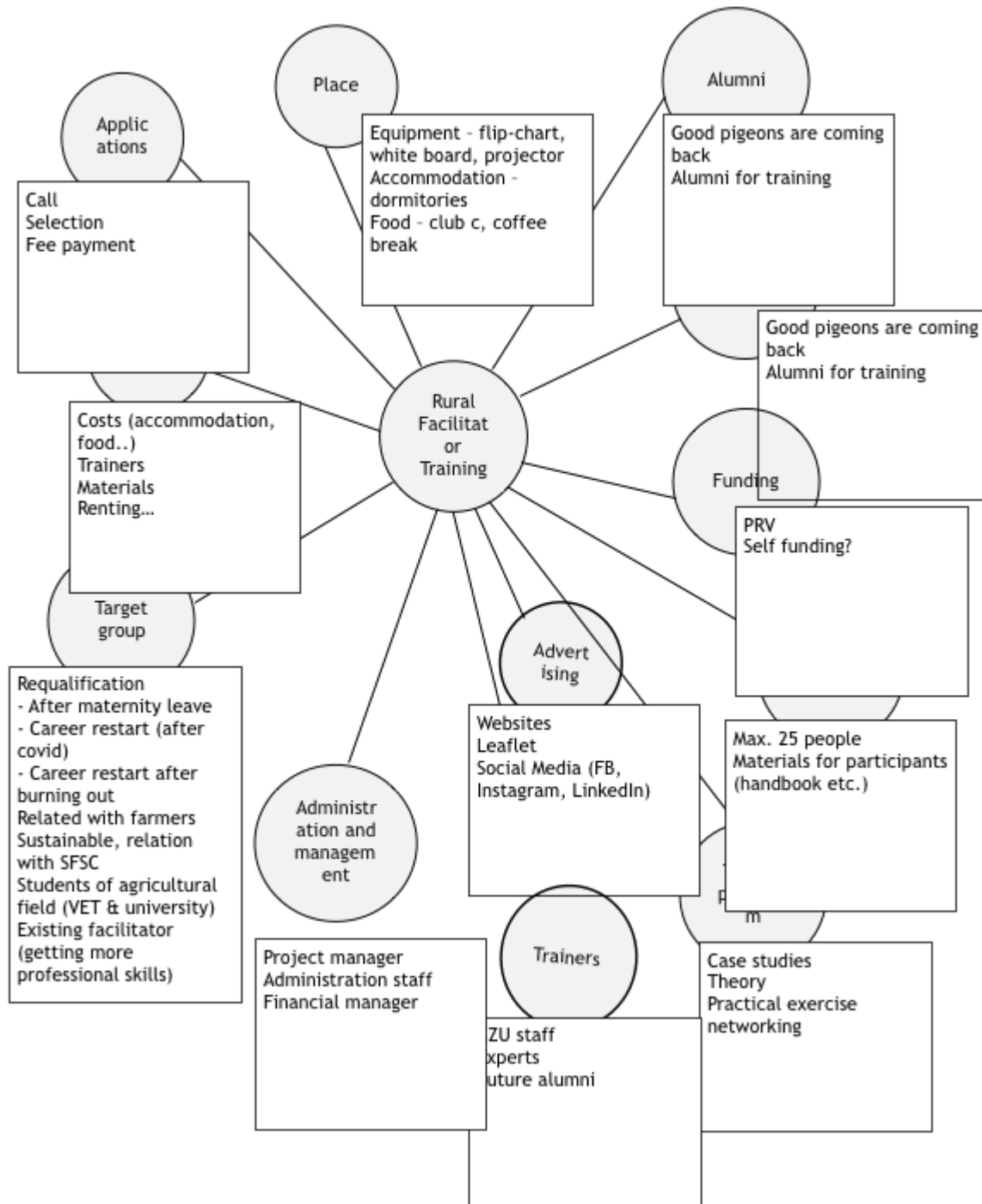
		<i>Designed for:</i>		<i>Designed by:</i>	<i>Date:</i>	<i>Version:</i>
Business Model Canvas		Rural Facilitator Training		Association ARID, PL	31/10/2021	1
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments		
<ul style="list-style-type: none"> ● Rural tourism services providers ● Advisory services ● LAGs ● VET trainings providers ● Local governors ● University teachers ● Local activists 	<ul style="list-style-type: none"> ● Professional trainings ● Events ● Conferences ● Workshops ● Study visits ● Internships 	<ul style="list-style-type: none"> ● Deeper understanding of SFCS for Agricultural referees (existing job within local governments) ● Why SFCS is vital for local agriculture? ● Training material ● Landscape management ● Strategical development possibilities 	<ul style="list-style-type: none"> -Offer of the dedicated trainings for relevant stakeholders -Mentoring activities, advising activities relevant stakeholders 	<ul style="list-style-type: none"> -Local governments (local and county councils) – public -Agricultural Advisory Service (AAC) – public -Farmer’s organisations – NGO, chambers of agriculture - public -Universities of Agriculture, faculties of bussiness– public -NGOs working for rural areas and argriculture – private -LAGs – public 		
	Key Resources					
	<ul style="list-style-type: none"> ● Knowledge ● Skills ● Finances 		<ul style="list-style-type: none"> -Personal meetings -social media -phone calls -electronic channels (e-mails) -online meetings 			
Cost Structure			Revenue Streams			
<ul style="list-style-type: none"> ● Personnel costs 70% ● Training organisation 30% 			<ul style="list-style-type: none"> ● Local services providers groups 65% ● NGOs staff – 30% ● Local governors 5% 			

5. Business model Canvas - Romania

		Designed for:		Designed by:	Date:	Version:
Business Model Canvas		Rural Facilitator Training		Spektrum EC, Romania	18/10/2021	1
Key Partners	Key Activities	Value Propositions		Customer Relationships	Customer Segments	
-touristic destination management Ministry of Agriculture LEADER Groups Adult education training providers Deputies of our region (decision makers) Department of Sustainable Development	Trainings (accredited if it is possible) Presentations Conferences Workshops Key Resources <ul style="list-style-type: none"> ● Know how ● Funds 	Deeper understanding of SFCS for Agricultural referees (existing job within local governments) Why SFCS is vital for local agriculture? Training material Landscape management Strategical development possibilities		Online and offline trainings Personal consultancy for decision makers Channels e-mails social media phone calls personal meetings online meetings (on Zoom platform)	Local governments (local and county councils, city halls) – public Agricultural Directory (Ministry of Agriculture) – public Farmer Based organisations – private Universities – Faculty of Agriculture – public NGOs working in rural development and environment sectors – private LEADER groups (local action groups) – public	
Cost Structure <ul style="list-style-type: none"> ● Staff costs 50% ● Event organisation 20% ● Intellectual inputs 20% ● Accreditation costs 10% 				Revenue Streams <ul style="list-style-type: none"> ● LEADER groups 80% ● Local governments 20% 		

IO2/A4 - Business Road Map

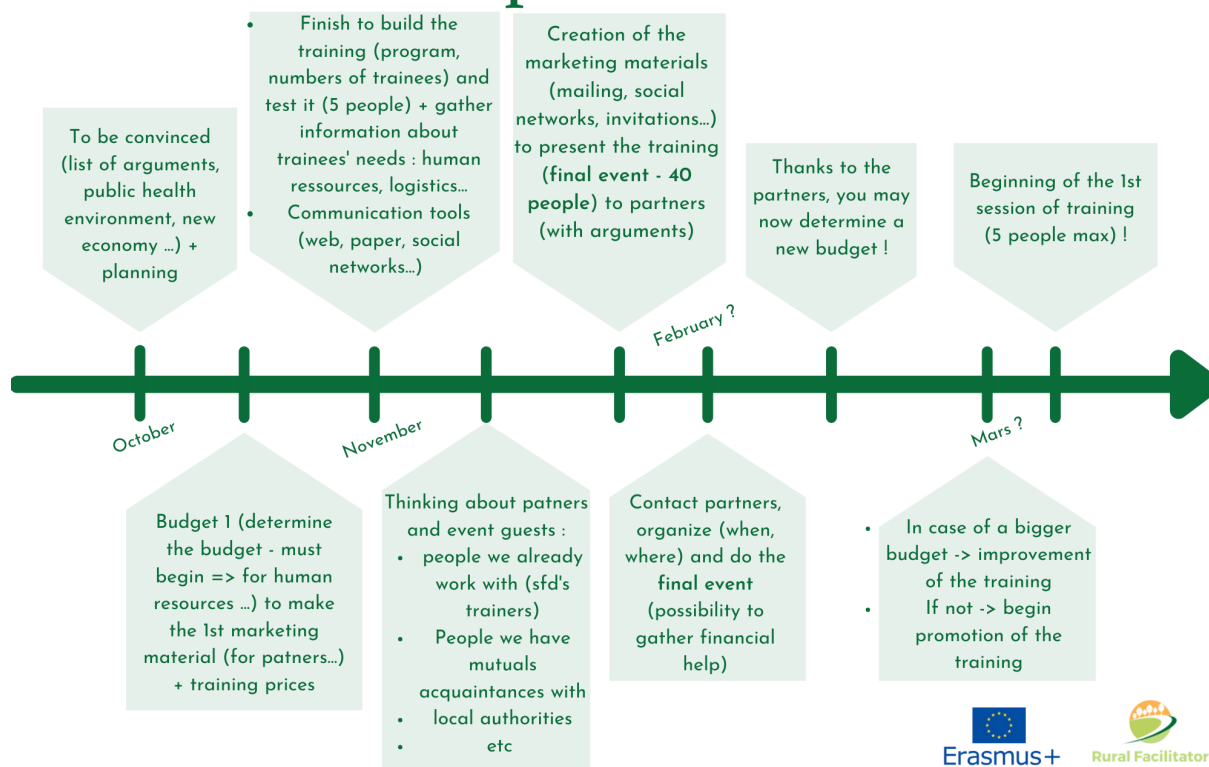
1. Business road map - Czechia



Business Road Map timeline	For: Czech University of Life Sciences Prague				
2/2022	Multiplier event	contact with the target group	information about the training		
3/2022	official project end				
4/2022	funding options overview	budget finalization	plan finalization	training program	
5/2022	marketing materials ready	marketing plan ready	target group exact definition		
6/2022	application process				
9/2022	applications end	fixing the organisation	(room, accommodation, food, trainers)	detailed information about the course	
10/2022	training course				
11/2022	start working with alumni	FB group			
1/2023	start of marketing	campaign			
2/2023	application process	starts			
3/2023	applications end	fixing the organisation	(room, accommodation, food, trainers)	detailed information about the course	
4/2022	training course				
5/2023	evaluation of the 2 courses	revision of the current plan	changes application	creation of a plan for the next period	

2. Business road map - France

SFCO's road map



Road map = To put the canvas in movement

PLANNING

- When is the training organized ?
- How many participants ?
- practical aspects ?
- Who conducts the training (do they have the skills) ?

BUDGET AND FINANCING PLAN (EXPENSES, RESOURCES)

- Price of the training ? Or specifically, what do you do in order to be paid ? and who can finance it : must build a case

PLAN OF COMMUNICATION / COMMUNICATION TOOLS

- what messages (arguments) : reports, testimonies, others...
- website
- flyers, paper docs ...
- social networks
- advertising

Where do I get the contacts (my own base, via partners, I already have them or not ...)?

Must be able to present the project on the phone.

Presentation of the program - Presentation of the training

Make a presentation document for the « clients »

LOGISTIC, MATERIAL AND HUMAN ORGANIZATION

- organization for the inscription, who does it, with which tools ? do we have the skills internally ?

SETTING UP INDICATORS: objectives (based on the canvas) and how I check that I have succeeded

- What is the satisfaction,
- Which tool do we use
- How to follow-up the trainees

3. Business road map - Hungary

Annual Align Timeline



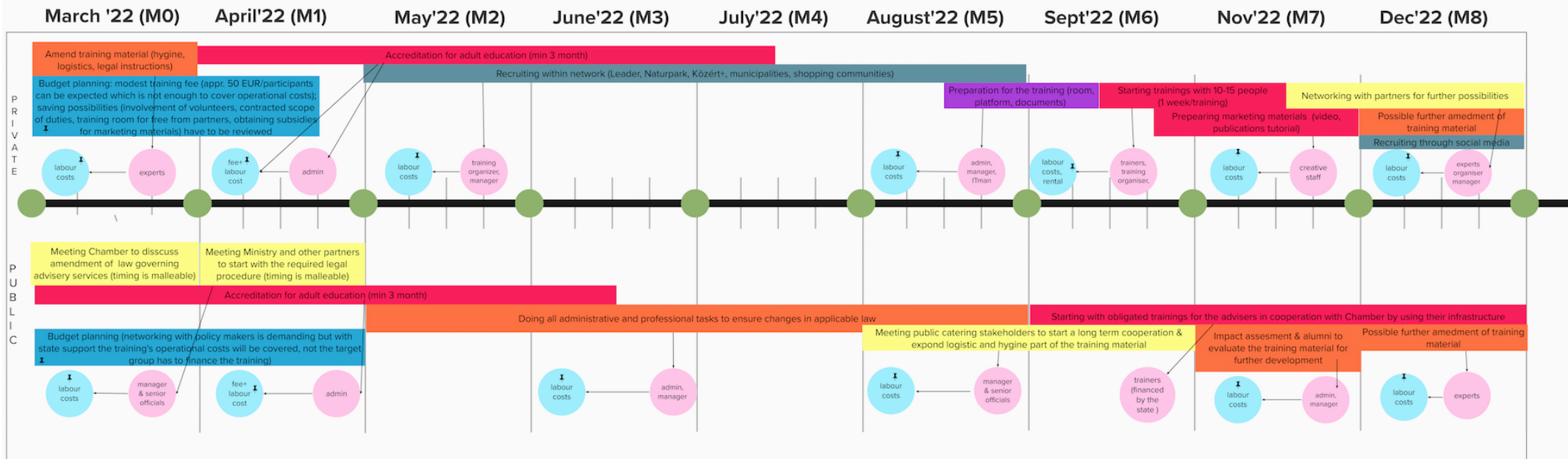
Legend for tasks

- Organizing
- Developing
- Logistics
- Networking
- Recruiting
- Budget planing

Legend for conditions

- Required staff
- Costs to cover

Private + Public Sustainability plan for RuralIF training
 - Public model's objective is to integrate into farm advisory system 's training curriculum arranged by Agricultural Chamber -



4. Business road map - Poland

PLANNING – JANUARY - FEBRUARY 2022

- Research on the possibility of involvement relevant stakeholders
- Primary identification of the potential stakeholders
- Communication activity to inform target group about the training
- Contacting relevant institutions to offer the training
- Final identification of the participants
- Administration preparation
- Involvement of the trainers and hiring process
- Organisational activities

BUDGET AND FINANCIAL PLAN (EXPENSES, RESOURCES) – JANUARY-FEBRUARY 2022

- Cost of the training identification (administrative, organisational, staff)
- Organisation costs: travel costs, accomodation, food, room rent, printing costs, equipment
- Dissemination and communication costs
- Finding an oppportunity to finance the training.

DISSEMINATION PLAN – MARCH – APRIL 2022

Face to face:

- meetings with relevant organisations and stakeholders to present the RF course aims and objectives,
- organisation of the dissemination, communication events with local stakeholders and decision makers to promote the course

TRAINING ORGANISATION – MAY - JUNE 2022:

- **Logistic:** finding relevant place, renting room, equipment, other facilities
- **Pre-course tasks:** implementation of the recruitment for the training
- **Training course development:** implementation of the course (20 participants in 2 groups)
- **Evaluation:** self assessment of the gained knowledge, assessment of the course by participants,
- **Follow up :** permanent offer for courses organisation in the future.

Timeline - Business Road Map for Rural F Training in Poland

2022			
January-February		March - April	June
PLANNING	FUNDS and Budget	Dissemination PLAN	TRAINING ORGANISATION
		Face to face	
Research on the possibility of involvement relevant stakeholders	Cost of the training identification (administrative, organisational, staff)	Meetings with relevant organisations and stakeholders to present the RF course aims and objectives,	Finding relevant place, renting room, equipment, other facilities
Primary identification of the potential stakeholders	Organisation costs: travel costs, accomodation, food, room rent, printing costs, equipment	Organisation of the dissemination, communication events with local stakeholders and decision makers to promote the course	Implementation of the recruitment for the training
Communication activity to inform target group about the training	Dissemination and communication costs		implementation of the course (20 participants in 2 groups)
Contacting relevant institutions to offer the training	Finding an opportunity to finance the training.		Self assessment of the gained knowledge, assessment of the course by participants,
Final identification of the participants			Permanent offer for courses organisation in the future.
Administration preparation			
Involvement of the trainers and hiring process			
Organisational activities			

5. Business road map - Romania

PLANNING – FEBRUARY 2022

- Identify the target group
- Contact decision makers in order to introduce and present the training
- Identify and create the project staff (manager, administration staff)
- Identify the trainers, contracting
- Share tasks and responsibilities between project staff members

BUDGET AND FINANCIAL PLAN (EXPENSES, RESOURCES) – FEBRUARY 2022

- Staff costs (project staff, trainers)
- Costs related to the accreditation of the training course
- Training organisation costs: travel costs, accommodation, food, room rent, printing costs
- Marketing costs
- Funds: course fee (local governments who delegates agricultural referees/participants), grants from LEADER groups (for staff, organisational and marketing costs), accreditation fee – own contribution.

COMMUNICATION PLAN – MARCH – MAY 2022

Face to face:

- meetings with decision makers in order to introduce and present the training course aim, content and objectives
- PPT/prezi about the project aim and objectives in order to present on the ME, different workshops and conferences organised for the course target group

Online:

- online meetings on Zoom platform, in case the face to face meetings will not be possible to organise due to pandemic situation
- information emails sent out to decision makers and to the identified target group
- social media – advertisement on Facebook, Instagram and LinkedIn, event creation on Facebook
- online leaflet for promotion

TRAINING ORGANISATION – JUNE - JULY 2022:

- Logistic: room rent, training equipment/resources, accommodation, food and travel arrangements for participants
- Pre-course tasks: selection and registration of the participants (max. 30 participants in 2 groups), sending out an information about organisational issues and the agenda of the course, prepare the training materials
- Training course development based on the agenda, certification.
- Evaluation on 3 levels – trainer, participants, and decision makers (indirect beneficiaries), changes based on the feedback received if it is required.
- Follow up – indicators – increased no. of rural facilitators and SFSC's in the region
 - request to organise more RF training courses

2022

February		March - May		June	July
PLANNING	BUDGET and FINANCIAL PLAN	COMMUNICATION PLAN		TRAINING ORGANISATION	
		Face to face	Online		
Identify the target group	apply for funds and grants	meetings with decision makers	online meetings on Zoom platform	logistic	training course development
Contact decision makers	calculate budget: identify expenses and own resources	RF project multiplier event	information emails	pre-course tasks	evaluation
Identify and create the project staff		workshops and conferences organised for the course target group	social media	training course development	follow up
Identify the trainers, contracting			online leaflet		
Share tasks and responsibilities between project staff members					

CONCLUSION

The aim of IO3 was to answer the following questions :

- How can each short food supply chain animation as a new profession be adapted to the local circumstances?
- How can countries adapt to the new profession?
- What kind of financial tools are available in the participant countries to make the elaborated materials of the project sustainable?
- How can the private/state/semi financial way be integrated?
- Who will be the main target group of the new training (teachers, users, trainees etc.)?
- What are the main steps to achieve the sustainability of the new training?

The business road map is a business model and a step-by-step guideline for maintenance of the project results based on country-specific business systems. These results were based on previous findings. Based on the results it is underlined that each country will follow different ways to use and to develop the new training. France has a particular situation as there are many similar trainings for rural facilitators so they will rather insert the elaborated materials to the already functioning training systems. All the other Central European countries will adapt the training as a new service. The main issue is how the trainings can be settled to the AKIS system from 2022.

We can notice that the planning is basically the same in all partner countries but there are different ways to find new funds. Therefore, the budget must be adapted. The partners agreed that the states might contribute to building up the new profession as food sovereignty is part of the food safety issues. However it must also be mentioned that partners should find an auto finance solution to maintain the training.

The dissemination plan can be separated in two categories: the face to face communication and the online communication.

Pilot training will be organized in IO4 and will also allow each partner to test the training materials with potential facilitators. These pilots would complete the IO2 with relevant on-field information from local experts