



Introducing Marketing Principles in the Agricultural Sector

Table of Contents

Introduction	2
Farm Inc. Exploitation & Sustainability (WP7)	3
Theoretical Basis for a solid Exploitation and Sustainability Plan	3
Objectives	4
Channels, Means and Levels.....	4
Factors and criteria	5
Farm Inc. Project	7
Farm Inc. Project Objectives	7
Farm Inc. Project Results.....	7
Farm Inc. Project Target Groups	9
Primary.....	9
Secondary	9
Farm Inc. Project Partnership.....	10
Farm Inc. Roundtable Discussions & Infodays.....	10
Belgium	11
Greece	12
Italy.....	14
Latvia	16
Overall comments per Module	16
Key findings	17
Farm Inc. Project SWOT Analysis	18
Farm Inc. Exploitation and Sustainability Action Plan.....	27
Conclusion	29
Annex I. Stakeholders list	30
EU Erasmus+ Project GLEAN - Growing Levels of Employability Entrepreneurship in Agriculture for NEETs.....	33



Introducing Marketing Principles in the Agricultural Sector

Introduction

The European multilateral, transnational project **Farm Inc.-Introducing Marketing Principles in the Agricultural Sector** is co-funded under the European Union Lifelong Learning Programme – Leonardo da Vinci - Transfer of Innovation for a period of 25 months (September 2013-October 2015), following the grant of one-month extension for the completion of all tasks.

Led and coordinated by the University of Macerata/UNIMC (Italy), managed by Militos Consulting S.A. (Greece), in consortium with INIPA Coldiretti (Italy), Farmers Parliament/LVFP (Latvia), Hellenic American Union (Greece), Copa-Cogeca (Belgium) and RND0 (Cyprus), the project's main goal is to promote sustainable development of rural areas by increasing the quality and attractiveness of VET and lifelong learning systems and promoting innovative marketing strategy practices for agricultural products in 3 target countries, Greece, Italy and Latvia.

The project targets smaller agricultural enterprises and farmers, who are often in a disadvantageous position compared to other bigger players in the food chain (such as food manufacturers, wholesalers, retailers), and face a common challenge: their efforts to maintain and improve their market position, to upgrade their market share and to expand their business activity at international level, often go unrewarded. Up-to-date, relevant, cost effective and easily accessible training opportunities are therefore essential and needed more now than ever.

To this end, the Farm Inc. project aims to upgrade skills and competences of farmers and agricultural entrepreneurs, in order to make them better brand and market their products. Starting from the best practice Methodological Training Tool for Marketing (MTM) developed under the LdV ProudFarmer project and the material produced therein, the Farm Inc. consortium undertook extensive desk research of similar training activities across Europe, field research through surveys of target groups representatives, held focus groups and pilot trainings across the 3 main target countries (Greece, Italy, Latvia), infodays and roundtable discussions in the 4 target countries (Belgium, Greece, Italy, Latvia) in view of designing, implementing and finalizing a useful online, interactive learning and training platform on marketing principles in the agricultural sector with an emphasis on rural branding and exports that would accommodate the needs of its target groups.

Overall, the Farm Inc. consortium reached and, often, over passed the numeric targets set in this proposal, managing to inform, engage and motivate a valuable number of target group representatives, having them as partners and contributors throughout the project and training material implementation process, having, thus, secured their interest and involvement beyond project lifetime, boosting significantly the project sustainability and exploitation of the main project result, the online, interactive learning and training platform.



Introducing Marketing Principles in the Agricultural Sector

Farm Inc. Exploitation & Sustainability (WP7)

According to the proposal, "the main objective of this WP is to maximise the impact and explore ways for the sustainability of the projects' outputs even beyond the end of its lifetime. The main aims therefore are to:

- analyse the potential for exploitation (multiplication and mainstreaming) of the project results through their transfer to relevant stakeholders in the agriculture sector (agricultural entrepreneurs, farmers, agricultural associations) as well as policy actors and VET providers for integration in policy and practice.
- identify and approach the key stakeholders in each of the target countries who could facilitate this endeavour (VET providers, policy actors, end users, etc.)
- prepare the ground for the use of the projects' results through the elaboration of a detailed sustainability plan and IPR agreement

The activities in this WP will build on the results from the previous WPs and will focus on the exploitation of those results in order maximize their impact and ensure their sustainability. Close coordination with WP6 // Dissemination will be ensured to avoid duplication of work."

Building on previous work completed during project implementation, the present document lays down the **Farm Inc. Exploitation and Sustainability Plan** as a blueprint, outlining the general theoretical principles of sustainability, including the factors for successful project exploitation and sustainability, describing the specific Farm Inc. project objectives, partner potential and SWOT underpinning the further exploitation of the project outcomes beyond the project lifetime, namely beyond October 2015, in view of maintaining and increasing its impact.

Exploitation and sustainability of project results lies within the consortium and each partner's efforts, as coordinated by the leader of the Work Package 7 // Exploitation and Sustainability, Militos Consulting S.A..

Theoretical Basis for a solid Exploitation and Sustainability Plan

"A project is sustainable when it continues to deliver benefits to the project beneficiaries and/or other constituencies for an extended period after the Commission's financial assistance has been terminated".

([cf. http://eacea.ec.europa.eu/tempus/doc/sustainhandbook.pdf](http://eacea.ec.europa.eu/tempus/doc/sustainhandbook.pdf))

Before going into specifics about the Farm Inc. project, it is deemed necessary to lay down the theoretical basis for a solid Exploitation and Sustainability Plan and then link the principles with the project processes, tools, steps and results in order to examine the prospects and potential for a successful exploitation and sustainability of the consortium efforts.



Introducing Marketing Principles in the Agricultural Sector

Objectives

The objectives of an Exploitation and Sustainability Plan consist in the following:

- to raise awareness about the availability and usefulness of the project's contents, developments and results after the end of the project
- to create a core group and database of stakeholders interested in exploiting the project results, thus encouraging interactions and networking
- to keep interested stakeholders involved and engaged in the project and the promotion of its results after its end
- to identify and plan specific sustainability activities during and after the project lifetime
- to look for partnerships across sectors and with other local, national, regional and international projects to achieve a multiplier effect and an extensive outreach of the project results
- to explore prospects of cooperation with decision-making bodies and other organizations identifying specific channels for transferability of the results
- to identify and exploit in full the sustainability potential of the partnership
- to harmonize the sustainability activities among the partners for more efficient, effective and fruitful results

Channels, Means and Levels

Drawing from the objectives above, in sum, the exploitation and sustainability of a project's results can be ensured

through the following **channels**:

- consortium partners, individually and jointly
- consortium partners' networks and partners
- partnership with other related projects
- partnership with other organisations, public and private institutions and companies
- partnership with online and offline media and partnerships with journalists covering related news
- partnership with qualification and certification institutions, where applicable

through the use of the following **means**:

- availability of project results online without cost
- periodic updates of project results
- organisation of events and activities
- news/newsletters with useful information, tips and updates
- meetings with potential collaborators and partners
- exploitation of and capitalisation on all dissemination channels used during the project implementation
- commercialisation of projects results
- transferability of projects results in institutions and/or other projects
- development of new products based on the project results



Introducing Marketing Principles in the Agricultural Sector

The levels of use and sustainability of the channels and means identified above may differ from project to project, ranging from a lower level, namely the use of the project results among the partner institutions, to a higher end, namely by commercialising the project results, producing new products on the basis of the latter and/or transferring knowledge and innovation through other projects. The **minimum levels** of ensuring sustainability of the project results consist in their:

- integration and systematic use within the consortium partner institutions
- continuous dissemination by the partnership in their local (national) environments, including upon external request
- availability and maintenance on the project website, to stay fully operational for at least three years after the end of the funding period.

Factors and criteria

The successful exploitation of project results described above is highly dependent upon a number of crucial key factors and criteria, providing the theoretical basis for the success of any Exploitation and Sustainability Plan.

These key factors, briefly mentioned above, are elaborated here below as follows:

- **Output quality** // As a general rule, valid for every project, there is a direct causal relation between the quality of the project results and the prospects for successful and effective exploitation. The higher the quality of the project results, the higher the prospects of sustainability and successful exploitation of the outputs produced within the frame of the project. It is of the utmost importance to pay considerable attention and invest all resources available from the initial stages of a project to achieve the maximum quality of the inputs, efforts and results throughout the project implementation, across phases. In this respect, it is vital and highly desirable to ensure that quality evaluation and management procedures are in place for the assessment of project processes. The roles of the project leader and quality manager in this respect are vital.
- **Output ongoing relevance** // It is essential that the project results, products and approaches are useful, addressing a real problem or challenge in an effective, timely and relevant manner. It is also important that the outputs are up-to-date and appealing to the future end-users, presenting a solution or a way to improve the status quo, provide tools and methods and continue to be beneficial to their end-users without their timeliness and relevance being compromised overtime.
- **Output ongoing availability** // It is essential that the project results and products are available at no cost, continuously accessible and user-friendly.
- **Output Transferability and Adaptability** to the specific circumstances of the countries and organisations involved // Another important precondition is that the results and outputs of the project should be highly adaptable to the circumstances of different countries, institutions and sectors. A major challenge frequently encountered with European project outputs and results, also pertinent to the Farm Inc. project, is that at times they are not adequately adaptable and adjustable to country specific and different conditions,



Introducing Marketing Principles in the Agricultural Sector

requirements and backgrounds. The consortium will need to ensure that the results are equipped with the necessary methodological and content flexibility to address this challenge. Incorporating the results into national practice, into the work of related institutions and the business world is the best way to guarantee their long-term impact and increase their added value.

- **Early identification and engagement of stakeholders** // It is vital that relevant direct and indirect target groups of stakeholders and potential end-users are clearly identified and defined during the early stages of the project implementation. The consortium should approach and engage identified stakeholders keeping them greatly involved throughout the process in view of creating a core base and vibrant community that would significantly contribute to the sustainable use of the results after the end of the project.
- **Clear definition of advantages for end-users** // A high degree of usability is dependent upon the capacity of the project and the partnership to clearly communicate the advantages of using the instruments and outputs for the final target group and end users. For this reason, it is required that the consortium makes the advantages of the project and its results transparent, visible and evident, making use of all related events and dissemination possibilities. The project website, the social media accounts, online communities certainly provide a great platform for increasing visibility and outreach of the project and its results to potential end-users.
- **Involvement of consortium members: sense of ownership and motivation** // A key element for successfully sustaining the project results is the maintained and continuous commitment of all consortium partners. Their individual involvement is one of the most crucial factors of sustainability and their motivation is the fundament to keep the achieved output "alive" after the end of the European funding.
- **Extended network of partnerships and development of synergies** // A well-established network of contacts, partners and relationships, across sectors, including public and private institutions and actors as well as across countries, securing an extended geographical scope, are the best guarantees for sustainability and a multiplier effect of the project results. Starting from its own sources, namely the consortium members and their resources and networks, the project needs to build on this foundation and expand outreach.
- **Capitalisation on project results** // A maximum outreach is achieved when the partnership capitalises on the project results through pursuing a commercialisation process and/or through a transfer of knowledge and innovation through other projects, building on the project results and presenting them in different groups of stakeholders, engaging different countries and institutions at international level. Regarding commercialisation, securing continued financing beyond the project lifetime is strongly linked to institutional support and can be better achieved by mixing different sources of financing: public, private, national, regional and international. In this respect, own consortium partners' funds for sustaining part of the project activities are highly desirable, including for higher rates of success in securing third-party financing.



Introducing Marketing Principles in the Agricultural Sector

If these criteria are met, not only will that ensure the exploitation and sustainability of the project but will also open the way for securing further funding and support after the end of the project and the EU funding.

Farm Inc. Project

Farm Inc. Project Objectives

As mentioned above, the Farm Inc. project aims to promote sustainable development of rural areas by increasing the quality and attractiveness of VET and lifelong learning systems and promoting innovative marketing strategy practices for agricultural products.

The project targets smaller agricultural enterprises and farmers, who are often in a disadvantageous position compared to other bigger players in the food chain (such as food manufacturers, wholesalers, retailers), and face a common challenge: their efforts to maintain and improve their market position, to upgrade their market share and to expand their business activity at international level, often go unrewarded. Up-to-date, relevant, cost effective and easily accessible training opportunities are therefore essential and needed more now than ever.

Farm Inc. Project Results

The Farm Inc. main project results, include:

- An **extensive desk research** of similar practices and training activities in Europe, at national (web search by project partners) and EU level (ADAM database search) available at <http://www.farminc.eu/outcomes.html>
- An **extensive field research** based on targeted survey to flesh out the profile and needs of **144 representatives** of the Farm Inc. primary and secondary target groups (farmers and agricultural entrepreneurs, agricultural associations and cooperatives, VET providers and trainers, national, regional and local authorities, intermediaries) in 3 target countries (Greece, Italy, Latvia), available at <http://www.farminc.eu/outcomes.html>
- A validation of the main structure of the training material by focus groups, counting **38 stakeholders** in 3 target countries (Greece, Italy, Latvia), available at <http://www.farminc.eu/outcomes.html>
- A **detailed needs analysis** of the representatives of all target groups and an assessment of the specific transferability and adaptation needs of the material in the disposal of the Farm Inc. consortium, available at <http://www.farminc.eu/outcomes.html>
- An online **interactive learning and training platform** of 6 Modules, based on material of the best practice MTM material from the LdV Proud Farmer project and the input of the needs analysis, including the newly developed Modules on branding and internationalisation, in 5 languages (English, Italian, Greek, French and Latvian), available at <http://training.farminc.eu/>.



Introducing Marketing Principles in the Agricultural Sector

The platform constitutes an innovative training toolkit on marketing strategies in agro-food sector introducing new modules on territorial branding and internationalisation that could be used as a tool for both self-training tool and in-classroom sessions. The course is designed in a flexible mode to give the reader a basic comprehensive overview of marketing principles complemented by reading material on more specific marketing aspects, including quality, rural branding and internationalisation, which require a more advanced marketing knowledge. The six Modules develop the following topics:

1. An introduction to the basic principles of marketing
2. Planning ahead vs. playing it by ear: The advantages of a good marketing plan
3. Getting a direct contact with final clients: Direct selling and Merchandising
4. The importance of quality
5. The strengths of a territorial brand
6. An opportunity for business growth: The way of Internationalisation

Each topic focuses on the key aspects of the area and issues analysed and it is accompanied by interactive supporting material, such as tests, exercises, quotations, photos, videos, interviews, examples, games, articles and so on, to allow farmers to gain a basic understanding and at the same time improve the impact of training through an experiential learning approach.

- A **handbook for trainers and users** and **case study guidelines** in 5 languages (English, Italian, Greek, French and Latvian), available at <http://training.farminc.eu/>
- An examination and validation of the online learning and training platform through **21 pilot training** held in 3 target countries (Greece, Italy, Latvia) with **304 participants**, including registered feedback by 191 of those.
- The **project visual identity items** (logo, templates), **promotional material** (leaflets, posters, banners, promo tables, stickers) often in all 5 project languages (where relevant) and **tools** (website and [Farmers' Corner](#) therein, social media).
- **Social media** interaction ([Facebook](#), [Twitter](#))
- The **updating of a database** of projects on agro-entrepreneurship, previous developed by Militos Consulting S.A. within the framework of EU co-funded project FarmsUp, with the practices identified under the desk research, available at <http://farmsup.eu/en/page/search>
- **The organisation of 6 Roundtable Discussions and 7 Infodays** with 375 participants engaged. Significant and useful feedback was gathered, partnerships for the use of the project results were established and the ground was laid down for the sustainability and further use of the e-learning platform.



Introducing Marketing Principles in the Agricultural Sector

- **The organisation of the Final Event** at the world's most famous agricultural exhibition **Expo Milan 2015** with the support of the Italian Ministries of Education and Agriculture and **50** participants.
- **The large number of dissemination activities** (up to 21/10/2015), including more than approximately
 - **50+** events (organised by project partners or by third parties), including 21 pilot trainings in 3 target countries, 6 Roundtable discussions and 7 Infodays in 4 target countries, 1 Final Event at Expo Milan 2015 and numerous partner dissemination activities.
 - **4** project press releases (communicated to more than **25,000** press and media contacts)
 - **200+** press clippings & **3** presentations through other media (1 radio & 2 TV shows)
 - **20,000+** Stakeholders reached and/or engaged, including 144 survey participants, 38 focus groups participants, 304 pilot training participants, 375 Roundtable & Infoday participants, 8 best practices ([Farmers' Corner](#) & pilots), 6,808 unique website users (and 16,055 page views), 343 social media followers (268 Facebook likes & 75 Twitter followers), 16,698 unique users reached (including 1,416 unique engaged users).
 - **140+** stakeholders for liaison/synergy

Farm Inc. Project Target Groups

The target groups identified, analysed and engaged by the project partners, to which the project results above, apply, are divided into primary and secondary target groups, as follows:

Primary

- Farmers
- Farm owners
- Agricultural entrepreneurs & Agri-businesses
- Farmer associations and unions

Secondary

- Farm colleges and VET schools, trainers and students
- Marketers
- Agriculturalists and related scientists
- National/local authorities & Policy actors
- Press (on agricultural and related issues, etc.)



Introducing Marketing Principles in the Agricultural Sector

- Any other audience that would be interested in attending and useful for the dissemination of the project and its results

The engagement of all target groups has been imperative to achieve the maximum outreach of stakeholders and an enhanced base for the exploitation and sustainability of the projects and its results.

Farm Inc. Project Partnership

The Farm Inc. project consortium consists of seven (7) well-respected institutions and professionals covering a wide range of related sectors of activity in five (5) European countries: Belgium, Cyprus, Greece, Italy, Latvia, including

- **3 very strong farmers' associations**, one at European level and 2 at national level (Italy, Latvia)
- **2 education and training providers**, one University (Italy) active in research and studies in the agri-food sector and one Lifelong Learning Institution (Greece) specialising in training across sectors and lifelong learning
- **2 private companies** (Greece, Cyprus), one with a wide European network and previous distinctions of project dissemination activities in the agricultural field and one with the required technical expertise.

Therefore, the experienced, well-balanced, renowned consortium, representing great geographical coverage and cross sector expertise, presents great potential for Farm Inc. project exploitation and sustainability purposes, as will be mentioned below in the SWOT analysis.

Farm Inc. Roundtable Discussions & Infodays

The main tool provided for by the Farm Inc. project proposal to support and inform exploitation and sustainability and the drafting of a timely and relevant planning was the organisation of **6 Roundtable Discussions & 7 Infodays** in **4 target countries** (Belgium, Greece, Italy, Latvia) to discuss the results and outcomes of the project and the sustainability options with local stakeholders, feeding into the project Exploitation and Sustainability Plan. The Roundtable discussions were held back-to-back with Infodays, open to a wider public, for wider outreach, involving a total of **375** stakeholders in both events in the four countries.

Roundtable Discussions, in particular, were held with the participation of experienced stakeholder representatives of all target groups in order to ensure well-founded and expert feedback to the Farm Inc. project consortium and their project sustainability efforts. At certain occasions, Infoday participants were also involved in the discussion, providing their own valuable feedback.

The questions posed during the roundtable discussion were as follows:

- Do you find the concepts of marketing, branding and exports **relevant** for the farmers and farmers' association in your country and/or region?
- How, if so, do they **apply** so far?



Introducing Marketing Principles in the Agricultural Sector

- What are any related **challenges**?
- What do you consider the best method for managing and promoting **marketing** and/or rural branding?
- What do you consider the best method for initiating and promoting **exports** of agricultural products?
- Would a free, accessible online, learning and training platform **facilitate** the implementation of marketing, rural branding principles and export strategies?
- Do you think they **benefit** farmers and farmers' associations in acquiring and transmitting knowledge on those issues?
- Could you **incorporate** these materials in a course in VET or HEI?
- Would the training of the platform be a **service** you would pay for? Up to how much?
- What other **use** do you think you could make of these materials?

A more detailed analysis of the events held and input received, follows, while the feedback received and reported by the partners informs the Farm Inc. SWOT analysis undertaken within the section below.

Belgium



A Roundtable Discussion and Infoday were organised on **10 September 2015** in **Brussels, Belgium** by the project partner Copa-Cogeca at the partner's premises, hosting a total of **59** participants.

Participants' profile

The Roundtable Discussion participants included European Commission and government representatives from across the EU who were very interested in the tool to help farmers market their produce, including Copa-Cogeca Secretary-General Pekka Pesonen, EU Commission representative Leonard Mizzi, Belgium Communication and Marketing Expert Patrick Pasgang, Copa-Cogeca Vice President and Latvian Farmers Representative Maira

Dzelzkaleja, Copa-Cogeca Press Officer Amanda Cheesley and Coldiretti Representative Arianna Giuliadori with talks focusing on what the project was about, next steps and the sustainability and exploitation prospects of the project and was followed by cocktails and canapes

During the Infoday, the new on-line marketing tool was show cased on lap top computers and screen.

Feedback

Feedback was positive by all participants, reiterating the value and need for such a course in that easily accessible and usable form. Roundtable participants were impressed by the detail included in the online platform and wanted it translated also into their and other languages to make it accessible to farmers in other countries. They proposed that, in the future, the platform could benefit from the addition of a chapter highlighting the key role cooperatives



Introducing Marketing Principles in the Agricultural Sector

play in helping farmers to better market and get a higher price for their produce. They found the tool likely to be updated continuously to take account of upcoming trends, staying, thus useful and timely.

Greece

Two roundtable discussions were held, accompanied by two Infodays, attended by a total of **139** participants, representatives of all primary and secondary target groups described above.



The one event was organised and held on **16 September 2015** in urban setting in **Athens, Greece** by Greek project partner Hellenic American Union at their premises. Holding both Discussion and Infoday in parallel and, thus, giving all participants the opportunity to attend and/or intervene with questions or comments, proved to be a useful strategy, as this, more open discussion, brought up a lot of useful conclusions. Participants had already studied the platform beforehand and therefore prepared to comment on several aspects of the

course's structure and content. At the end of the event, a cocktail was offered to all participants.



The other event was held in rural setting on **25 September 2015** at a local cafe "Kafenio Koutri" at farmers' town of Agiannis of the region Kynouria, prefecture of Arkadia by Greek project partner Militos Consulting S.A. in cooperation with [The "Meraki" people](#), a global initiative to revitalise deserted villages, in the framework of a workshop held there on [The Blue Economy by Gunter Pauli](#), a famous Belgian economist who visited the village to discuss the potential and strengths of the development of a blue economy "where the

best for health and the environment is cheapest and the necessities for life are free thanks to a local system of production and consumption that works with what you have." At the end of the events, a local food tasting was offered to all participants.

Participants' profile

Participants included representatives of all main target groups, namely: (local) farmers or farmers-to-be, ie. people who are seriously thinking of dealing professionally with farm-related activities, managers of agri-businesses, agricultural associations' representatives, agri-news reporters, municipality representatives, Marketing experts VET trainers, Environmental Engineers and Development Consultants.



Introducing Marketing Principles in the Agricultural Sector

Feedback

Setting the framework of the Greek reality, the Deputy Director General of the Pan-Hellenic Confederation of Unions of Agricultural Co-operatives (PASEGES) shared some interesting findings and statistics from a **recent study on the Agricultural sector in Greece**. These included the following:

All efforts towards the development of Agriculture in Greece, made by the government or other official organisations, are **fragmentary** and sometimes even conflicting. There are specific problems, the major one being the **lack of real collaboration** among all actors in the Agricultural sectors (Ministry, organisations, associations, cooperatives, etc.) when international studies prove that rural development is only feasible through collaboration (in the form of cooperatives or associations), and that individual farmers cannot cope with the costs or negotiate price terms efficiently.

With regards to **training**, the SWOT analysis of the 2014-2020 agricultural policy shows that **96.5%** of professional farmers **work empirically**, without any formal training on farming. In the age group 55+ there is only 1 in 1.000 who has had some kind of farming training. But even among the young farmers, who are under 35 years old, which is a total of 50.000 people, only 8.000 have had some basic training and just 530 have had full farming training. Such numbers show the huge deficit in farming skills and competences.

Another study shows that the total agricultural production in Greece worth approximately € 10 billion. If all costs are removed, the net **income** goes down to €5 billion. PASEGES has estimated that with the new austerity measures that are to be imposed, another €2.5 billion go to taxation. So, farmers are left with only €2.5 billion of the €10 of the total production. If we go on the same way, farming will soon not be a sustainable professional choice in Greece. However, if, we increase the added value of the production, through marketing and branding activities, then the total worth of the same production could raise to €15 billion and the income left for the farmers could be satisfying.

Based on the above, which represent the reality for Greek farmers and representatives of the agricultural field, all participants underlined that such a course was needed, as empirical knowledge is not enough anymore. Participants stressed that the Farm Inc platform and material is of great importance, for two reasons: a) it is a good base for changing the mentality of the farmers, by stressing the importance of collaboration and showing real examples of how collaboration can increase profitability; b) introduces farmers to marketing and branding, allowing them to add value to their production.

Highlighting from their part that exports are hard to achieve for a farmer on their own, due to the limited amount of production and the lack of consistency, they proposed a new platform tool/possibility for supporting synergy and cooperation among farmers, such as the registration in a database through the platform of all farmers per different regions to facilitate such partnerships.



Introducing Marketing Principles in the Agricultural Sector

Participants stressed that it is important for the material to be kept updated to reflect all changing laws and policies, present new trends in direct selling and alternative distribution networks, new market trends in product sales. They also proposed the inclusion of material on agrotourism and stock-farming.

As for the mode of training, all participants agreed on the need for modular classroom trainings of the platform material, especially for the farmers who are not necessarily PC literate, at local level. All agreed also that the trainer should be a local and highly appreciated person in the local community, perhaps a more educated or experienced farmer, or agriculturist consultants.

Italy

Two roundtable discussions were held, accompanied by two Infodays, attended by a total of **129** participants, representatives of all primary and secondary target groups described above.

The one event was organised on **19 September 2015** in rural setting in Porto Sant'Elpidio, Italy by Italian project leader University of Macerata in cooperation with MarcaFermana, local Destination Management Organisation. It was held at the impressive exhibition center "Diamante" (The Diamond), kindly offered by local shoes factory Loriblu, in a large open space, part occupied by the factory showroom and part used as conference room. The unique Diamond exhibition center design was represented as one of the entrance gates of the Marche Region during the Expo Milan 2015. At the end of the events, a regional food tasting was offered to all participants.



The other event was organised on **29 September 2015** in urban setting in Rome, Italy by Italian project partner INIPA. It was held in the Congress Centre of Palazzo Rospigliosi in a conference room with audiovisual, internet and five personal computers at the disposal of participants in view of checking the platform. A help desk corner was also set up for giving away detailed information and promotional



Introducing Marketing Principles in the Agricultural Sector

material about the project, which participants found to be really appealing. A lunch buffet was offered to all participants at the end of the event.

Participants' profile

Both events hosted representatives of all target groups, such as farmers' associations, entrepreneurs in the agricultural sector, trainers, journalists, marketing experts.

In particular, the first event hosted also local Institutions, the town vice-mayor, other associations truly active in the promotion of rural areas with long-lasting history of collaboration with the University of Macerata in the agrifood sector, representatives of Chefs and other local food producers, journalists experts in local culture valorisation, agritourism owners, students and professors of the University of Macerata.

In particular, the second event hosted trainers from INIPA (Training Department of Coldiretti), consultants and researchers from Ager (research and consultancy association within agricultural and agrifood field) and Unaprol experts (Olive oil producers consortium), all participants working actively in training initiatives in rural areas as well as market experts from all regional offices of Coldiretti. The roundtable was moderated by the manager of Coldiretti's marketing office and the CEO of INIPA. More trainers from Coldiretti and Ager joined the Infoday.

Feedback

The project and platform received greatly enthusiastic feedback. The importance of an online tool available in an open access modality was stressed. Invitations were extended for the organisation of local meetings to disseminate the platform and train small groups of farmers. Collaborations were proposed at academic level as well, expanding the direct target group of the project and platform to include University students and the use of the Farm inc. learning tool by them. Moreover, the involvement of University students in the improvement of the Italian and English version of the platform with case studies and best practices was envisaged. Same type of collaboration was proposed by trainers from Coldiretti local offices and their contribution in adding and update case studies and best practices.

Farmers expressed preference to be supported by professionals at least for an introduction to single modules while they offered to be studied, filmed and discussed on different webpages, using the e-learning tool. A request was made for a tablet and smartphone friendly version of the material.

Coldiretti VET trainers noted that every training course on marketing organised within the next months will include some units from Farm Inc. platform while stressing that the Farm inc platform, as a good experience of distributing knowledge through technology, should be more linked to social media to build a community, following the new trends and developments in the training system: virtual groups, communities of practice, distance work, etc.



Introducing Marketing Principles in the Agricultural Sector

Latvia



A Roundtable Discussion were organised on **30 September 2015** in **Riga, Latvia** by the project partner Farmers' Parliament (LVFP), at the partner's premises, within the building of the Ministry of Agriculture, in view of also engaging policy makers and showcasing the results of the project, stressing the challenges related to marketing and trade in the agricultural sector. Infodays were held on **1 and 8 October 2015** in rural setting to engage more participants from the rural area. In particular they were held, with awareness

raising support from the local administration, in Koknese (Zemgale region/Vidzeme border) and at the opposite region of Tukums, towards Kurzeme, disseminating the project and platform widely and engaging more stakeholders across the country. The events hosted a total of **53** participants.

Participants' profile

The events hosted Farmers' Parliament Council members, e.g. farmers, producers, advisers, civil servants while the Infodays also engaged other stakeholders, including young entrepreneurs, consultants and local public authority representatives.

Feedback

The content of the platform was seen as comprehensive and knowledge promoting, including good examples from different countries. The need to spread the information about the platform was highlighted while adding more examples at Latvian level was considered a must. The partnership and the knowledge they carried was considered an important aspect of sustainability and use of the project results across the agricultural sector.

Overall comments per Module

Comments on Module 1

This module was considered a "perfect introduction to marketing useful for beginners", "deep and insightful", presenting "a good balance between videos and text". It was characterised as the most important module for those who know nothing about marketing, but also for those who think they know but their practice shows otherwise. For many farmers this module alone would be enough to make them start thinking differently.

Comments on Module 2

Supporting materials that can be downloaded for self-training such as tools for Business Plans, were enthusiastically commented upon and welcome while it was suggested to make them easier to download. Most participants considered this module appropriate for more experienced farmers who have already been involved in marketing activities.



Introducing Marketing Principles in the Agricultural Sector

Comments on Module 3

Direct selling case study was considered useful. The challenge participants (mostly in Greece) saw with this module is the necessity for ongoing updating of the legal framework in which direct sales and markets operate. Moreover, they stressed the need for incorporating in the platform also new trends in direct selling and alternative distribution networks.

Comments on Module 4

Certifications and schemes sections were particularly appreciated. They stressed however that most farmers would be more easily involved in quality schemes if they acted as members of a cooperative, association, etc. The exploration and incorporation of new trends in certification, such as auto-certification, expanding at international level, was suggested.

Comments on Module 5

Young entrepreneurs showed greater interest about the topic and they found the checklist to rural branding really useful for them. Some participants expressed their reservations on the feasibility of territorial brands, as the legal framework is too complex and there is no culture of real cooperation yet. It could be an important step at a later stage.

Comments on Module 6

It was considered one of the more interesting topics, albeit for experienced farmers only. This module looks more schematic and less conversational than the previous modules but, in any case, it was reiterated that indeed the topic requires a different approach. Probably more videos with case studies and witnesses could ensure higher usability.

Overall observations

Events were considered really interesting and well organized by all the attendees.

Platform was well appreciated and welcomed by all participants, seen as a useful tool to help farmers get a better return from the market.

Blended training mode was considered the best solution to use the platform.

Promotional materials were considered inviting.

Participants pointed out that all videos should be subtitled while the use of terms and additional material in languages other than their national language should be eliminated.

Key findings

- Farm Inc. platform is timely, useful, innovative and needed and presents high prospects of sustainability and exploitation.
- Additional chapters on cooperatives, agrotourism and stock-farming were proposed for addition.
- Farm inc. platform tool for registration of farmers per region was suggested to facilitate local collaborations.



Introducing Marketing Principles in the Agricultural Sector

- Blended learning, with classroom training by local and highly appreciated trainer (ie. more educated and experienced farmer or agriculturalist consultant), is preferred.
- Need for open access was stressed.
- Invitations to organise local trainings were extended.
- Farm Inc. Modules will already be incorporated in planned training as well as University courses during the next months and collaborations at academic level with University students was proposed.
- Tablet and smartphone version of the platform was suggested as more useful.
- A more intense link of the platform to social media was suggested in order to build a community.
- The need to constantly updated and enrich material in local languages was stressed.

Farm Inc. Project SWOT Analysis

A SWOT Analysis of the Farm Inc. Project provides some guidance of the intra-consortium project strengths and weaknesses as well as of the external opportunities to be captured and threats to be posed.



Introducing Marketing Principles in the Agricultural Sector

Factors / Criteria	Farm Inc. project			
	Internal origin		External origin	
	Strengths	Weaknesses	Opportunities	Threats
Output quality	<ul style="list-style-type: none"> Quality safeguarded by the project leader, manager, all partners, their high quality work, expert inputs and feedback Partners are real experts in the field with major access to stakeholders and hands-on experience of all challenges Mechanisms in place (including internal Quality Assurance) to ensure and monitor quality of the project, the process and the outputs at every stage Pilot testing and roundtable 	<ul style="list-style-type: none"> More internationalisation is needed for Farm Inc. platform in English, namely more practices and examples from other EU member states and beyond More localisation is needed for project results in partner languages, namely more local case studies, more audiovisual and more profound information of local policy and legal matters 	<ul style="list-style-type: none"> Incorporation of project results in consortium partners' portfolio of services Wide distribution, transferability and use of project results Enhanced visibility for consortium partners Development of a wide network and synergies 	<ul style="list-style-type: none"> Unauthorized changes in content and reproduction Content gets outdated fast, especially policies, legal frameworks at national and local level while new trends appear continuously



Introducing Marketing Principles in the Agricultural Sector

Factors / Criteria	Farm Inc. project			
	Internal origin		External origin	
	Strengths	Weaknesses	Opportunities	Threats
	<p>discussions confirmed the quality of project results</p> <ul style="list-style-type: none"> Partners' hosting of English and national language versions also in own servers and updating of material with own resources 			
Output ongoing relevance	<ul style="list-style-type: none"> Project addressing a highly important, relevant and very timely challenge: that of rural development and the strengthening of the competitiveness of small farmers and agricultural entrepreneurs and their position in the market The agricultural sector has huge untapped potential for the economy and the 	<ul style="list-style-type: none"> More localisation is needed for project results in partner languages, namely more local case studies, more audiovisual and more profound information of local policy and legal matters and needs enrichment. 	<ul style="list-style-type: none"> Innovative e-learning platform for farmers. Such have not been widely developed. E-learning accompanied by short in-classroom training (blended learning) can make platform a basic learning and training tool for farmers and farmers' associations. 	<ul style="list-style-type: none"> Content gets outdated fast, especially policies, legal frameworks at national and local level while new trends appear continuously.



Introducing Marketing Principles in the Agricultural Sector

Factors / Criteria	Farm Inc. project			
	Internal origin		External origin	
	Strengths	Weaknesses	Opportunities	Threats
	society <ul style="list-style-type: none"> • Pilot testing and roundtable discussions confirmed the relevance of project results • Partners' hosting of English and national language versions also in own servers and updating of material with own resources 			
Output ongoing availability	<ul style="list-style-type: none"> • E-learning platform, accessible online with no need for registration • Website maintenance for 3 years • Partners' hosting of English and national language versions also in own servers 	<ul style="list-style-type: none"> • Registration would be useful but poses security threats to the platform • Website maintenance 	<ul style="list-style-type: none"> • Inclusion in Open Education Europa • Wide distribution and use of project results easily • Enhanced visibility of consortium partners • Expansion of network and synergies of consortium 	<ul style="list-style-type: none"> • Unauthorised use



Introducing Marketing Principles in the Agricultural Sector

Factors / Criteria	Farm Inc. project			
	Internal origin		External origin	
	Strengths	Weaknesses	Opportunities	Threats
			partners	
Output Transferability & Adaptability	<ul style="list-style-type: none"> • Online nature of e-learning platform • Open access • Available in 5 languages • Interactive and rich material (tests, videos, links, templates) • Large number of stakeholders engaged throughout the project (see above) 	<ul style="list-style-type: none"> • Available in no more than 5 languages • Part of audiovisual material used have no subtitles in national languages 	<ul style="list-style-type: none"> • Platform can easily be incorporated in existing courses and training • Large number of stakeholders engaged throughout the project have expressed keen interest in using the platform 	<ul style="list-style-type: none"> • Language barriers • Outdate due to technological advances and/or new related material produced
Early identification & engagement of stakeholders	<ul style="list-style-type: none"> • Large number of stakeholders engaged throughout the project (see above) • Stakeholders engaged in 	<ul style="list-style-type: none"> • Difficulty in reaching many rural areas at the same time in the target countries 	<ul style="list-style-type: none"> • Large number of stakeholders engaged throughout the project (see above), many with multiplier effect 	<ul style="list-style-type: none"> • Change of needs of stakeholders • Lack of interest by stakeholders



Introducing Marketing Principles in the Agricultural Sector

Factors / Criteria	Farm Inc. project			
	Internal origin		External origin	
	Strengths	Weaknesses	Opportunities	Threats
	<p>more than the 5 countries of the partnership (due to the participation of the largest European farmers' association, Copa Cogeca)</p> <ul style="list-style-type: none"> Regular contact of project partners with stakeholders maintained throughout the project via different media 			<ul style="list-style-type: none"> Lack of active engagement of stakeholders
Clear definition of advantages for end-users	<ul style="list-style-type: none"> Collaboration with a large number of stakeholders in defining their needs and advantages as end-users Clear presentation and communication of benefits 	<ul style="list-style-type: none"> No possibility for full coverage of all areas of the agricultural sector activities that would be of interest to more end-users 	<ul style="list-style-type: none"> Expanded use of the project results 	<ul style="list-style-type: none"> Areas of end-users interest that have not been covered (ie. agrotourism, stock-breeding, etc.)
Involvement of consortium members: sense	<ul style="list-style-type: none"> Continuous and well-balanced involvement and quality feedback of each 	<ul style="list-style-type: none"> Withdrawal of one partner (PENA) from the project and 	<ul style="list-style-type: none"> Wide network for distribution and use of project results 	<ul style="list-style-type: none"> Dissolution of one of the partners



Introducing Marketing Principles in the Agricultural Sector

Factors / Criteria	Farm Inc. project			
	Internal origin		External origin	
	Strengths	Weaknesses	Opportunities	Threats
of ownership and motivation	<ul style="list-style-type: none"> partner • Clear definition of roles of each partner • Active involvement of partners in project progress assessment and decision-making procedures 	<ul style="list-style-type: none"> reallocation of work 	<ul style="list-style-type: none"> • Profit and expansion of network and synergies for consortium partners • Enhanced visibility of consortium partners 	<ul style="list-style-type: none"> • Change of interest, focus or strategic priorities of a partner
Extended network of partnerships & development of synergies	<ul style="list-style-type: none"> • Regular contact with and involvement of stakeholders (see also Annex I with already contacted stakeholders and/or established partnerships for promoting exploitation and sustainability of project results) • Support by authorities, organizations and institutions 		<ul style="list-style-type: none"> • Expansion of the project network worldwide • Development of synergies worldwide 	<ul style="list-style-type: none"> • Dissolution of a partner • Change of interest, focus or strategic priorities of a partner



Introducing Marketing Principles in the Agricultural Sector

Factors / Criteria	Farm Inc. project			
	Internal origin		External origin	
	Strengths	Weaknesses	Opportunities	Threats
	sought and ensured <ul style="list-style-type: none"> • Synergies with other EU projects (FarmsUp, GLEAN, etc.) ensured • Intense multiplier effect of partners 			
Capitalisation on project results	<ul style="list-style-type: none"> • Joint commitment of partners for continuous cooperation, exchanges of material and content updates as well as seeking of funding and implementation of other appropriate ways to sustain and exploit the project results • Project results are useful of most of the partners' 	<ul style="list-style-type: none"> • No significant prospects for profit are presented to the partners • No fixed funding opportunities as of yet to sustain the project. So far, based on own partner resources 	<ul style="list-style-type: none"> • Wide distribution and use of project results • Profit for consortium partners through trainings of the platform or production of specialised training courses with use of the platform material • Creation of an innovative product and reference tool for marketing, branding and 	<ul style="list-style-type: none"> • Inability to secure funding • Lack of support from authorities and policy-makers • Technology advances that make project results outdated • Better and more innovative e-learning material on the same topic produced



Introducing Marketing Principles in the Agricultural Sector

Factors / Criteria	Farm Inc. project			
	Internal origin		External origin	
	Strengths	Weaknesses	Opportunities	Threats
	everyday work and training provision <ul style="list-style-type: none"> • IPR agreement easily reached 		exports in agricultural sector <ul style="list-style-type: none"> • Creation of other innovative products on the basis of project results 	



Introducing Marketing Principles in the Agricultural Sector

After having analysed in as much detail and depth the strengths, weaknesses, opportunities and threats of the Farm Inc. project and the sustainability potential of the results and outputs, it is clear the the Farm Inc. project and results present high levels of sustainability, due to the relevance and usefulness of the platform, its easy access and use and the commitment of project partners to incorporate it as part of their services and continue building partnerships in this direction in the agricultural sector, where most of them are already highly active. At the section below, some steps forward are identified and provide an action plan and roadmap for all partners.

Farm Inc. Exploitation and Sustainability Action Plan

Achieving sustainability is a collaborative process of all project partners and the Action Plan is meant to function as a rough compass beyond project lifetime for each partner to promote and monitor sustainability and exploitation activities, increasing local and European impact of project results.

Partners have agreed to an open access content with the following licensing Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0) for the further use of project results, which already provide a good base and they have expressed willingness to host the platform material on own servers in order to be able to build on it, update and further promote it.

An Exploitation and Sustainability Action Plan is being put forward in order to have an overview of the action to be undertaken for and after the completion of the project in order to continue utilising the networks built during the project implementation period to raise awareness and make the project results more visible and pronounced among the community, to prompt end-user engagement and to profit from this process.

Date	Action	Description of Action
October 2015	Finalisation of platform	Platform, including handbook for trainers and users and case study guidelines, in all languages will be finalised. In this respect, support from partners has been foreseen and is deemed necessary, especially with regard to their language version
October 2015	Listing of Stakeholders (Annex I)	Initial listing of stakeholders with which partners have already been in contact or are planning to get in contact shortly following the end of



Introducing Marketing Principles in the Agricultural Sector

Date	Action	Description of Action
		the project to promote the use of project results.
October 2015	Agreement on IPR	The IPR has been drafted according to the agreement reached during the last project meeting and is under finalisation.
November 2015	Inclusion of Farm Inc. platform in Open Education Europa	That will ensure free access for all interested stakeholders across Europe and beyond
November 2015 - ...	Transfer of English and/or partner language version of Farm Inc. platform under partner own server and domain name	That way each partner will be able to easily correct, enrich and develop its content. Partners of same language can cooperate if they wish.
December 2015 - ...	Active planning for the further elaboration and enrichment of the platform content	Partnerships are being developed and should be developed to ensure regular updating and enrichment of the platform. Any updates, enrichment of existing material and/or development of new material in any of the languages would better be communicated to partners, in order for them to be aware of where the project sustainability activities are, and, if possible, depending on the way the additional material is structured, uploaded ("pushed") also in the central Farm Inc. training platform domain.
December 2015 - ...	Regular contact with stakeholders interested in using the platform (farmers, agricultural associations/cooperatives, Universities, Colleges, VET trainers)	That will allow more stakeholders to know about the platform, about updates to it and incorporate it within their knowledge base and/or teaching learning and/or training material



Introducing Marketing Principles in the Agricultural Sector

Date	Action	Description of Action
January 2016 - ...	Seeking of additional funding for enriching the platform, adding new sections, making it available offline as well as in tablet and smartphone versions	Partners will seek to ensure funding for further developing the platform. In case of submission of proposals for funding to transnational consortia, all Farm Inc. partners should be informed and invited to participate.

Conclusion

The elements laid down herein, namely the theory and checklist against which the Farm Inc. project and consortium exploitation and sustainability potential have been assessed through the SWOT analysis, gives out very promising results for a smooth transition to the post-project phase.

The suggestions and observations brought forward through the Roundtable Discussions in all project target countries have been very encouraging so much for the value of the Farm Inc. project results as well as the value of building upon them, as a consortium but also at country level.

The commitment of the project consortium during the implementation period and their close links and expertise with regard to the provision of education, training and services related to the agricultural sector provide the best guarantee for the successful exploitation and sustainability of the project results, through own resources but also through seeking additional funding to support additional material and usability developments of the platform.



Introducing Marketing Principles in the Agricultural Sector

Annex I. Stakeholders list

	Stakeholder / Project	Website	Short Description	City, Country	Type of Synergy	Partner
1	CONAF – Consiglio dell’Ordine Nazionale dei Dottori Agronomi e dei Dottori Forestali	www.conaf.it	Conaf stands for the National Committee of Professionals in Agriculture	Rome, the whole national territory Italy	A general availability to disseminate the platform through public meetings and ad hoc workshops	UNIMC
2	Laboratorio Piceno Dieta Mediterranea	https://www.facebook.com/Laboratorio-Piceno-della-Dieta-Mediterranea-804393252939990/	The laboratory promotes the collaboration between several stakeholders who operate in rural tourism offering different kinds of gastronomic products, hospitality services and also environmental education	Fermo, Marche Region, Italy	Laboratorio Piceno has supported the project since its start, and participated in the pilot events and roundtable discussions. They are available to organize meetings with local stakeholders and farmers associations at local level in Marche Region	UNIMC
3	Centro Italiano di Analisi Sensoriale (Italian Center for Sensory Analysis)	http://www.analisisensoriale.it/	The Italian Center for Sensory Analysis (CIAS) was founded in 2002 , headquartered in Matelica in the heart of Marche. It is a	Matelica, Marche Region, Italy	The collaboration with CIAS has been established since the beginning of the project. It will continue	UNIMC



Introducing Marketing Principles in the Agricultural Sector

			service company , unique in Italy, which is specialized in sensory analysis and the consumption of food		organizing joint courses for professionals and farmers including the sensory experience in the didactic offer.	
4	Italian Chef Federation (Fermo Section)	www.fic.it	It is the most important association of Chef. They represent the world association of cooks society (WACS)	Fermo, Italy	Italian Chef Federation has supported the project since its start, actively participating to focus groups and interviews. The collaboration will continue through the organization of experiential courses with show cooking activities	UNIMC
5	Marca Fermana	www.marcafermana.it	It is a non profit association that promotes the territory's culture and tourism, of the Fermano area, heart of the Marche Region.	Porto S. Giorgio, Italy	Marca Fermana has supported the project since its start, actively participating to focus groups and interviews. The collaboration will continue through the organization of experiential courses and especially with an international student competition on rural	UNIMC



Introducing Marketing Principles in the Agricultural Sector

					branding (central to the new FarmInc platform content)	
6	Playmarche	www.playmarchesrl.it	It is the first spin-off company of the University of Macerata. It serves as a Destination Management Organisation, performing stakeholder engagement activities.	Macerata	Playmarche srl offers customized, culturally-oriented services and products to a diverse population at a local (national) and international level, creating developmental, economical, and social innovation built from experience. There is a plan to organize joint courses exploiting Farm Inc platform	UNIMC
7	Gastronomic Cities project (Municipality of Fermo)	http://www.comune.fermo.it/it/gastrourbact/	The municipality of Fermo took part to an international project funded by the URBACT programme	Fermo, Marche Region, Italy	The municipality of Fermo wants to engage farmers and other stakeholders, planning ad hoc courses on the value of rural and city branding. The platform developed by Farm Inc Project will be used to offer	UNIMC



Introducing Marketing Principles in the Agricultural Sector

					professional training activities	
8	Local association of beekeepers	N.A. Roberto Balestra MERA VIGLIA LIMITED <roberto.balestra@meraviglia.com.hk>	A professional association of beekeepers and honey producers	Ancona, Marche Region, Italy	An informal local association of beekeepers, informed by local press about the existence of FARMINC platform, requested an ad hoc course to train them on marketing principles	UNIMC
9	Mellon-Skills Accelerator	www.mellon-accelerator.eu	Mellon-Skills Accelerator is an innovative programme for the personalised skills development and empowerment of unemployed people in view of entering and staying in the labour market. The programme is implemented by knowl Social Enterprise for Education and Lifelong Learning and supported by Militos.	Athens, Greece	Posting of platform in EL in the website library of free education material for beneficiaries	Militos Consulting S.A.
10	EU Erasmus+ Project GLEAN - Growing Levels	www.glean-project.eu	The EU co-funded GLEAN project aspires to capitalise on the agricultural sector's	Greece, Italy, Spain	Posting of platform in EN & EL on the website and use by beneficiaries of the	Militos Consulting S.A.



Introducing Marketing Principles in the Agricultural Sector

	of Employability Entrepreneurship in Agriculture for NEETs		<p>documented precious potential and added value for employability, and open up career paths in agriculture for young disadvantaged people, promoting development and growth.</p> <p>GLEAN introduces an innovative, engaging approach for learning the job in the agricultural field. The approach is based on the design and implementation of a blended course, combining classroom and online/self-learning with an emphasis on hands-on experience.</p> <p>Militos is project partner.</p>		GLEAN training programme of learning the job in the agricultural field	
11	Olympic Training & Consulting Ltd	www.olympiakokek.gr/index.php?lang=en	Olympic Training & Consulting Ltd. provides vocational training and lifelong learning similar services, in many different professional sectors, including the agricultural sector.	Illia, Greece	Prospects are explored for Platform in EL to be used as part of their related trainings	Militos Consulting S.A.
12	Open Mellon	www.openmellon.gr/e	The company Open Mellon	Larissa, Greece	Prospects are explored for	Militos



Introducing Marketing Principles in the Agricultural Sector

		n/	Education - Consulting - Business Incubator S.A. provides solutions for individuals and enterprises, related to diagnosing, consultancy, education, training and support services, including in the agri-food sector.		Platform in EL to be used as part of their related trainings	Consulting S.A.
13	Stock-breeding Association Agios Georgios	n/a	An Association of stock-breeders in the region of Attica, Greece	Athens, Greece	Prospects are explored for Platform in EL to include an additional section on stock-breeding to cover the training needs of this target group	Militos Consulting S.A.
14	EU co-funded project VOICE-Virtual Online Incubation Ecosystem	www.voice-project.ueu	EU co-funded project VOICE provides an online open innovation ecosystem for different stakeholders to support entrepreneurial idea creation, funding and realisation, increasing European competitiveness and contributing to job and wealth creation. Militos is project partner.	Online, Global	Posting of platform in EN in the website further links section and in the online ecosystem (upon creation) content library of free education material for beneficiaries (entrepreneurs and wannabe entrepreneurs, trainers, mentors, academic institutions, etc.)	Militos Consulting S.A.



Introducing Marketing Principles in the Agricultural Sector

15	100+ Coldiretti offices at regional and provincial level	http://www.coldiretti.it/Pagine/default.aspx	Representations of the National Farmers' Association	Italy	Use of the e-learning platform for its members	INIPA
16	COPA COGECA members	http://www.copa-cogeca.be/	COPA currently has 60 full members from the EU Member States and 36 partner organisations, which include representatives of countries like Iceland, Norway, Switzerland and Turkey.	Europe	Use of the e-learning platform for its members	COPA COGECA
17	PASEGES	www.paseges.gr	PASEGES stands for the Pan-Hellenic Confederation of Unions of Agricultural Co-operatives.	Athens, Greece (+ all over Greece)	PASEGES has supported the project since its start, with press releases announcements, and participation in the project events. There is an active discussion with the Training division, for inclusion of the platform in their links and the promotion of the Farm platform in all local agricultural co-operatives around Greece. Pending	Hellenic American Union



Introducing Marketing Principles in the Agricultural Sector

					approval by the BoD	
18	ELLINIKI GEORGIA	www.ellinikigeorgia.gr	Elliniki Georgia is a professional portal dealing with agriculture. They also offer training in agriculture-related issue	Athens	Elliniki Georgia has supported the project since its start, and participated in the pilot events and roundtable discussions. We are currently discussing the inclusion of part of the Farm inc modules in their current offerings	Hellenic American Union
19	DISCUSS COMMUNITY	http://www.discuss-community.eu/developing-basic-skills-and-key-competences-3/item/201-www-farminc-eu.html	Discuss is a European platform for communities of practice in Lifelong Learning	Greece, Germany, UK, Romania, Latvia	The Farm inc. platform was presented during the final conference of the project, by HAU, invited speaker. More information and links to the platform have already been uploaded on the Discuss community and there has been some initial interest by members. To be followed up	Hellenic American Union



Introducing Marketing Principles in the Agricultural Sector

20	Mūsmāju dārzeni Cooperative MD	http://www.musmaju.darzeni.lv/index.php/en/about-us	Established in late 2006 combining Latvian vegetable growers, offer both the local market and outside Latvian grown vegetables and potatoes	Riga, the whole national territory of Latvia	A general availability to disseminate the platform through public meetings and presentations	LVFP (ZSA)
21	Latvian Rural Tourism association	http://www.celotajs.lv/en/c/about/company	The company is focused on small businesses providing a personal touch and detailed local expertise on rural tourism and promotion of local products	Riga, the whole national territory of Latvia	Interested to promote the e-learning platform and organise meetings with local stakeholders and rural tourism providers	LVFP (ZSA)
22	State Priekuli Vocational College	http://pt.edu.lv	Vocational education provider for daily students and young entrepreneurs, part time studies	Priekuli, Vidzeme region	Continue organising joint courses for professionals and farmers including the practical experience in the didactic offer of the e-learning platform	LVFP (ZSA)
23	Latvian Rural Advisory and Training Centre	http://new.lkc.lv	The most important farmers training organisation	Ozolnieki, Zemgale region, but covers whole territory	Actively organising training courses and experiential courses, give consultations, use the e-learning platform	LVFP (ZSA)
24	Cooperative "Latraps"	http://www.latraps.lv	Association of agriculture producers, grain /cereals growers	Eleja, Zemgale region	Organise consultations, field days, use the e-learning platform and	LVFP (ZSA)



Introducing Marketing Principles in the Agricultural Sector

					material (case study guidelines, etc.)	
25	Cyprus Center for European and International Affairs, University of Nicosia	http://www.cceia.unic.ac.cy/	A pioneer and innovative think-tank and research institution through the quality of its work and its contribution to society and public debate in Cyprus and beyond	Nicosia, Cyprus	Dissemination of the Farm inc. e-learning platform and use of the platform in related courses / research	R&Do
26	University of Nicosia	http://www.unic.ac.cy/about-us	An independent, co-educational, equal opportunity tertiary education institution, combining the best elements in western education, quality standards and an international philosophy	Nicosia, Cyprus	Dissemination of the Farm inc. e-learning platform and use of the platform in related courses	R&Do