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WHITE PAPER

on short food supply chains with a focus on Germany

On-Farm: Farming, Food Production and Food Processing with Added Value for Local Small and Medium-Sized Farms

Short Food Supply Chains as Opportunity for Small and Family Farms?

Currently, large food supply chains manage the largest part of food sales. However, alternative systems of food production and distribution focus on locally produced and sold food that has gotten great attention in the last two decades, the short food supply chains (SFSCs). SFSCs do not have a single definition. Short supply chains are defined by the number of actors implied in the food chain rather than food miles. One definition given by the European Commission is “A supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers”. The oldest system is still represented by local or proximity markets, but other means are also used such as direct sales stores, on-farm sales, consumer cooperatives, home deliveries, online sales. Platforms or websites are today the main response of the agricultural sector and food industries, generally of local nature and with artisanal productions, to bring their offer closer to consumers.

The challenges of those new systems represent tough market competitions, high distribution and logistics costs, small shipment sizes and so forth. Hence, the SFSCs requires corresponding solutions in food distribution that are aligned with the contemporary logistics trends, sustainability and aspects of the new digital era. Moreover, small and medium-sized farms depend on value creation on their farm and cannot benefit from economies of scale to the same extent as large farms.

The aim, its purpose and structure of the white paper

A white paper is a report and guide that informs readers concisely about short food supply chains as a complex issue and presents the On Farm’s philosophy on the matter. It combines expert knowledge and research into a document that argues for specific solutions or recommendations. The white paper allows the reader to understand the issue, to solve a problem and to make a decision.

The main objectives of this white paper are to analyze the actual situation of short food supply chains and farm-to-fork production strategies in agriculture in the partner countries. A particular focus is on the respective legislation, government regulations and government support for producers. The document will inform about current challenges and needs to support on-farm processing and farm-to-

fork strategies in Europe. The primary target groups are farmers and agricultural food producers. In addition, the white paper also informs the broader public, relevant stakeholders and policy makers.

The white paper is structured as follows: First, relevant EU policies are introduced like the EU Green Deal, Farm-to-Fork Strategy and Common Agricultural Policy and the importance and relevance of these EU policies discussed. This is followed by the country-specific chapter on the establishment and situation of short food supply chains and their local regulations. Then, considerations regarding the implementation of Short Food Supply Chains as well as supporting activities for this will be shown/discussed. Finally, a conclusion and outlook on the further ONFARM project results/outcomes are given.

EU Strategies for Short Food Supply Chains

The EU agricultural sector

In Europe there were 10.5 million farms in 2016. The vast majority of these (95.2 %) are classified as family farms. According to COPA COGECA the average size of a farm is 16 ha in Europe. The agricultural land cover represents 48 % of EU territory and family farms represent 67 % of these. A professional family farm is considered between 5 to 250 ha. Half of the economic resources generated by farms in Europe come from crops, 40 % from livestock and the rest from secondary activities. Farm productivity is constantly increasing (+109.5 % from 2005 to 2017). The value produced by farms in 2017 is € 427 billion, making Europe the world's largest agricultural power. Agricultural imports and exports alone account for 1/3 of the EU's trade with the world.

The agricultural sector is facing a series of problems. Firstly, a demographic crisis with only 5.6 % of young farmers (under 35 years old) against 31 % over 65 years old. In addition, serious environmental challenges are affecting the sector and farmers need to adapt to climate change.

Short food supply chains, small & family farms and alternative food networks in the EU

ONFARM "Farming, food production and food processing with added value for local small and medium-sized farmers" is an Erasmus+ project that aims to train farmers with skills and competences to start on-farm production processes, reach wider customer audience and create added value to their products. The project wants to support the development of short food supply chains and bring forward the European Farm to Fork Strategy, presented by the European Commission in 2020 as part of the EU Green Deal.

The project (2021-2023) is coordinated by the Association of Private farming of Czech Republic (ASZ) and implemented together with five partners: The European Council of Young Farmers (CEJA) based in Belgium, Confederazione Italiana Agricoltori Toscana (CIA) from Italy, Institut für Ländliche Struktuforschung from Germany (IfLS), On Projects Advising (OnP) from Spain, and Stichting Slow Food Youth Network (SFYN) from the Netherlands. In addition to this white paper, the partnership will develop case studies, a series of podcasts, and online training materials. These materials will be presented to farmers and relevant stakeholder in a series of events at European and national level. You can find all materials and further information at **www.onfarm.eu**

There is an increasing role of the alternatives food network to respond to the market demand. However, even if it is a growing system it remains marginal. On average, about 15 % of EU farms sell more than half of their production directly to consumers. However, these are mainly small farms, with only 3 % of the farms above 100 ESU selling more than half of their production directly to consumers (Short food supply chains and local food systems in the EU briefing of the Parliamentary Research Service). There is also great difference depending on the country. It is important to stress that short supply chain is not only present in rural area. Alternative food networks are also taking place in urban area with urban food production. Initiatives such as community gardens or rooftop production are also considered as short supply chain for urban area. The short supply chains are responding to the need of consumers to reconnect with their food. Food coming from these alternative systems is considered fresher, healthier, and more sustainable. Nevertheless, these common beliefs need to be taken with caution, as there is an academic debate to state what model is the most sustainable. Sustainability is context-specific and short supply chains can be the most sustainable system in some cases.

What are the current European policies in agriculture and how do they support short food supply chains, small & family farms and alternative food networks?

There is no policy, which specifically supports short supply chains. The policy, which shapes the rules of food production, is the Common Agricultural Policy (CAP). However, some measures of the CAP are considered discriminatory to small farmers and family farms, especially the hectare-based payments that supports the largest farmers. Nevertheless, with the new CAP (2023/2027) and the Farm to Fork Strategy, it seems like the Commission is trying to provide a toolbox that every farmer can benefit from. The Farm to Fork Strategy is the first attempt of the European Commission to look at the production at the food chain level (for more details check the zoom-in box below). Within this new CAP there are clear objectives in the regulation to strengthen small farmers production and short supply chains. To make direct payments fairer, the Commission has adopted redistribution schemes from large to small farmers. With the National Strategic Plans, currently under assessment, the Commission provides tools that State Members should use to meet the specific needs of their farmers.

On top of the direct payments, there are other concrete measures, which aim to support small and local markets under the second pillar of the CAP.

1. **Advisory services**: to support farmers in developing short supply chains;
2. **Operational groups**: to allow the sharing of good practices. One group has been dedicated to short supply chain at EU level, but there is the possibility to develop them at national, regional, local level;
3. Possibility for farmers to enter **quality schemes**: to support to farmers with their administrative procedure to access quality chains (e.g., label of origin);
4. **Support to cooperation**: this measure facilitates horizontal and vertical cooperation among supply chain actors and local markets;
5. **Investment funds**: via the second pillar there are targeted funds for farmers to transform the products on farm and sell at the local level. It is on farm transformation subvention.

Zoom-in: How the Farm to Fork Strategy can support short food supply chains and alternative food networks?

In the European Commission's Communication (May 2020) "A **Farm to Fork Strategy** for a fair, healthy and environmentally-friendly food system", at the heart of the European Green Deal, the European Commission mentions the need to enhance the resilience of local food systems and create shorter food supply chains.

By end of December 2023, the European Commission will present to the European Parliament and to the European Council 'The future framework law on sustainable food systems" - the horizontal initiative of the Farm to Fork. The aim of this new framework is to allow all the actors of the food chain to come together and contribute to the food system in a sustainable way, considering the social, economic, and environmental aspect of sustainability. The Commission aims to strengthen the local initiatives and have more of a bottom-up approach. The European Commission is exploring the possibility to strengthen **new mechanisms of food governance** at European, national, and local level. At the local level, they can take the shape of food councils gathering all actors of the food systems (including farmers, consumers), working together towards more sustainable food systems.

Moreover, the European Commission is revising the **procurement criteria for sourcing food in public spaces**, introducing more sustainable criteria. The legislative framework stemming from the Farm to Fork Strategy will incentivize sustainable public procurement and indirectly sourcing of food from short food supply. For the moment, these measures are voluntary but making them mandatory would strengthen short supply chains without distorting the common market. It is now up to the Member States to implement these measures

Short Food Supply Chains in Germany

Establishment and market share of SFSC

The Census of Agriculture 2020 from the Federal Statistical Office shows that in 2020, more than half of all farms in Germany generated income from additional agriculture-related activities. Of the 130 800 farms with additional sources of income, about 18 % (22 840 farms) were among those that supplemented their primary agricultural production with processing and direct marketing of agricultural products. Most of these direct marketers were in Bayern (5 720 farms), Baden-Württemberg (4 650 farms) and Nordrhein-Westfalen (2 890 farms). According to data from the 2016 agricultural structure survey, only about 10 000 farms in Germany processed and marketed agricultural products in 2016. This means that there has been a significant increase in the number of farms with direct marketing. However, due to the change in the survey methodology (counting farms with downstream business in 2020), the statistical data are not comparable without restrictions (Statistisches Bundesamt 2020; Landwirtschaftskammer Niedersachsen 2022).

The share of directly marketed farms with an area of up to 100 hectares is 86 % on average for Germany as a whole. Only 14 % of farms fall into the size category above 100 hectares (Böhm and Krämer 2020).

According to Agrarmarkt Informations-Gesellschaft (AMI), sales of regional foods purchased by private households in Germany at a weekly market or directly from the producer have been stagnating for several years. In 2018, it was valued at 2.6 billion euros. Estimates suggest that sales through other marketing channels have increased in recent years. Especially food retailers are expanding more and more their assortment with regional products. There is also demand for more regional offerings in the restaurant trade (Bauernverband e.V. 2020; Böhm and Krämer 2020).

According to a study funded by the Federal Ministry of Food and Agriculture (InnoDirekt) with surveys of directly marketed farms, it can be seen that half of the farms generate a maximum of 30 % of the family or farm income through direct marketing. Most of the farms plan to further expand direct marketing in the next five years.

Regarding the start of their direct marketing activities, it is evident that only a few farms introduced direct marketing before 1980 (15 % of the farms surveyed). The share of younger farms, which sell their own products directly only since "2010 until today", is 30 %. Organic farms tend to be younger than conventional farms (Böhm and Krämer 2020).

Typical marketing channels for SFSC

In Germany, there is a variety of marketing channels for short food supply chains. They are characterized by a high heterogeneity between individual farms (Wille et al. 2019). The most common forms of direct marketing are weekly markets, farm stores, and farm-gate sales, a pick-up of goods by customers without a dedicated retail store. Types of farm stores vary in the selection and range of their product line. Some farm stores are open only on certain days and times and their assortment is limited to their own farm products. Furthermore, some farmers also supply other direct marketers. Other farmers run their stores professionally and sell products from colleagues (BZfE 2020). Conventional farms often buy organic products to expand their product range (Böhm und Krämer 2020).

There are also delivery services where producers deliver their food directly to customers' homes, often by advance order and at regular intervals in the form of subscription boxes. Orders are placed by phone, mail and online via their own homepages or shipping platforms. They have received especially a very high reception since the beginning of the Corona pandemic. Capacity limits were quickly reached for many providers in this time; for new providers, the high interest was a good opportunity (Krauch 2022). Often, not only private individuals but also daycare centers, schools, or offices place orders (Böhm and Krämer 2020; BZfE 2020).

Vending machines or milk filling stations for marketing milk represent another possibility for direct marketing (Wille et al. 2019). Likewise, sales to resellers such as food retailers (often shop-in-shop system) or restaurants are increasingly used as another sales channel (Wille et al. 2018). In addition, there are participatory forms of direct marketing in which consumers play an active role in the production, processing, or distribution of the products. One practical example of this is the approach of "The Food Assembly", which originated in France. Here, consumers order and pay for food from producers in the region via the Internet and pick it up in person a few days later at a special market near them. This simultaneously creates a direct exchange between the actors (BZfE 2020).

Farmers in Germany most frequently market fresh products such as fruit, vegetables, eggs, dairy products or meat and sausages. Depending on the season, additional products are offered, such as asparagus or strawberries.

Support for Short Food Supply Chains in Germany

Relevant regulations

Many legal provisions must be observed in direct agricultural marketing in Germany. First and foremost, food, trade, tax, and trade class regulations are relevant. Depending on the volume, type and distribution channel of the food, the EU regulations on food hygiene as well as the regulations of the national Food Hygiene Ordinance and the Animal Food Hygiene Ordinance must be complied with. Likewise, consumer protection and the associated labeling requirements for food must be observed (Food Information Ordinance) (Bayerisches Staatsministerium für Ernährung, Landwirtschaft und Forsten 2017; BMEL 2019a).

More rules, regulations, and responsibilities to be observed:

- Building law (conversion application, etc.)
- Tax law and tax adviser
- Veterinary office
- Office of calibration
- Health office with hygiene training
- Labor law
- Store opening law
- Nutrient labeling

Relevant funding instruments

The promotion of investments in direct marketing is possible nationwide. There are a few programs at the federal and state level to promote direct marketing. The funding can be structured differently from one federal state to the next. Individual states can use different funding instruments and combine them as needed.

Most federal states use funds from the “Joint Program for the Improvement of Agricultural Structures and Coastal Protection” (GAK) for co-financing. The “Investment Assistance Program for the Agricultural Sector” (AFP) is the central program for promoting investments in agricultural enterprises in Germany, including direct marketing in income combination. Funding is provided in the form of a grant, which can amount to up to 25 percent of eligible costs, with a minimum investment volume of 10 000 euro. Likewise, the Landwirtschaftliche Rentenbank (German promotional bank for the agricultural sector and rural areas) supports investments of primary producers in the processing and direct marketing of agricultural products with loans under the "Sustainability" promotional program (BMEL 2019b, BMEL 2019c; Förderdatenbank 2022, Krauch 2022).

Other funding opportunities:

- Village and regional development
- Economic development
- LEADER regions
- Organic and ecological-model region (especially farms with conversions)

Furthermore, there are alternative financing options that focus on the direct participation of citizens in investments in agricultural enterprises. These can include pure financing instruments that relate to a specific financing project (crowdfunding, profit participation rights, direct loans). Likewise, there are financing alternatives where the farm must guarantee certain legal forms (cooperatives, citizens' joint stock companies). In addition, there are possibilities for financing in the form of leasing or sponsorship models (Sterly 2022). Another special form of marketing with close collaboration and cooperation takes place within the framework of community supported agriculture. Here, customers finance one or more farmers with regular contributions and receive their harvest in return. Thus, it is no longer the individual product that is paid for, but the agricultural work. Consumers are also actively involved, for example, in work assignments (harvesting, field cultivation) (Wille et al. 2019; BZfE2020).

Available support services

Various public/governmental and private services and agencies (chambers of agriculture, relevant state offices, educational and advisory institution, state development banks, etc.) offer advice and training opportunities for setting up or expanding direct marketing activities in agriculture (Krauch 2022). Furthermore, there are associations to support communities such as "Einkaufen auf dem Bauernhof", a joint project of the German Farmers' Association e.V. with chambers of agriculture and regional farmers' associations.

In the case of major investment decisions, a location analysis should be carried out in advance (Krauch 2022). Due to the wide range of possible forms of financing and the need to observe and consider various rules and regulations, specialist knowledge in the form of consultants and experts should be consulted (Sterly 2022; Rettner 2020).

Considerations regarding the implementation of Short Food Supply Chains

Conditions for implementation for SFSC

Some **operational factors** are prerequisite and must fit:

- Production of own products
- Financial resources and investment possibilities (for example for buildings, more staff etc.),
- Work safety, neatness, and cleanliness (consumer safety, hygiene regulations)
- In dealing with customers, the visual factor of the operation/farm plays an important role

In addition, an individual suitability of the operator and certain **personal factors** are necessary:

- Open-mindedness: What products does the consumer like?
- Service mindset is very important
- Communication skills and transparency: customer questions should be answered + consumer-friendly language (no technical language)
- Structured working method (sufficient time planning for e.g. appointments with authorities etc.)
- Marketing skills: How do I get my products to the consumer?
- Authenticity: standing up for own products
- The reason for starting with direct marketing should be an intrinsic motivation, not only the development funds development funds should be a recognition of a good concept

These are important factors, since farmers are at the same time doing public relations work for agriculture with their behavior. A certain amount of time is needed for own establishment in the market (two to three years), so trust must be built up (Krauch 2022).

Opportunities

Reasons and motivation for taking up direct marketing activities are particularly of a business nature, such as the establishment of a further source of income, the achievement of higher sales revenues for one's own products and securing the economic basis of the farm (Krauch 2022). In addition, there is also the desire for direct customer contact and independence from customers (Böhm and Krämer 2020).

It is assumed that the direct marketing of agricultural products in Germany can contribute to the income of many farms and, under certain circumstances, to securing the livelihoods of smaller farms and farms far removed from the market (Böhm and Krämer 2020).

From the point of view of diversification, direct marketing is assessed as playing an important role/aspect in mitigating the consequences of agricultural structural change and growth pressure (Böhm and Krämer 2020). It will be seen as an economic sector that will help farmers to get higher prices for their products in the future (Wille et al. 2019). Furthermore, the offer of direct marketing can contribute to a revitalization of rural areas. For example, by increasing the tourist appeal of regions, which in turn allows producers to benefit from increased demand (Böhm and Krämer 2020).

Due to an emerging change within the attitude of consumers, agricultural direct marketing experiences an increased interest. Regional products are gaining more importance due to their characteristics and advantages in terms of origin, transparency, environmental and animal welfare. Consequently, arguments for the use of local/regional direct marketing and the promotion of short food supply chains in general are becoming more common (Wille et al. 2018; Böhm and Krämer 2020, Krauch 2022). Further changes in consumer buying behavior (increased expectations regarding quality, increase in online sales) but also structural changes in agriculture and markets exist (global market orientation, entry of food retailers and discounters into the marketing of regional products) (Böhm and Krämer 2020). These developments may represent opportunities for expansion in the future but may also impose requirements and increasing professionalization on direct marketing businesses.

A current trend in the direct marketing of agricultural products is in-house processing and refinement with appropriate facilities (farm dairy, butchery, bakery, fruit & oil presses) and own gastronomic areas (lunch counter, farm snack) within the farms. At the same time, outsourcing of services such as ordering, logistics, marketing, etc. is becoming more common (Böhm and Krämer 2020).

Approaches such as vending machines beyond the farms in cities, train stations or parking lots as well as self-picking fields with trust cash registers offer around-the-clock availability. They increase the chance to a bigger customer base and bypass the staff shortage (Krauch 2022). In addition, digitalization with sales via the Internet offers further important sales potential (Bauernverband e.V. 2020).

Challenges

Challenges of short food supply chains and direct marketing for farms exist in various areas. On the one hand, there is an increased workload in processing, storage, transport, hygiene, etc. and the associated higher time requirements. Also, the necessary know-how in terms of financing possibilities, marketing and communication can be a challenge. Another problem can be to find enough suitable employees as well as the partly missing infrastructure and the competition by e.g. food retail or mail order. The additional effort required to comply with legal requirements and optimal pricing can also represent an additional burden. Major current challenges are the general price increases and high construction prices, especially for newcomers. Therefore, already established companies should rather diversify than grow (Böhm and Krämer 2020, Krauch 2022).

There is potential for improvement and further development in the expansion of collaboration and cooperation between direct marketing companies regarding an exchange of knowledge and products (Krauch 2022). Customer communication can also be optimized, for example, with the help of increased Internet presence, use of social media, etc.

The OnFarm expert interview on the implementation of Short Food Supply Chains

OnFarm: ***"How can farmers proceed [from the legal frameworks like the Farm to Fork strategies] implementing Short Food Supply Chains?"***

Patrick Burgess: *"There is no general framework for this, and it depends largely on the situation, for example, farmer size, resources, time, market opportunity. The concept of "short food supply chain" also plays an important role: are we trying to create a more face-to-face construct with a direct interaction between a producer and consumer, or an extended situation where we try to provide embedded information about the origin, like a labelling scheme?*

To proceed in a strategy, I would say two things are needed, first is a self-assessment of the company's/farms capabilities, products and service offerings. And a decision on what amount of products should be sold in the short food supply chain format.

Afterwards, a framework might be beneficial to the farmer, in seeing the steps to converting, and this could be generalised, or specific to the self-assessment. The framework should also include decision tools on which market to access at a local level and be specific to the supply chain structure that the producer would like to go for.

In addition to the two steps, a network might be formulated to support the transition. This would be a network of stakeholders, let's say both industry partners, other farmers and intermediary companies that are involved directly in the supply chain, and also technical or knowledge partners ranging from banks to universities. Lastly, it depends on the farmer. There has to be a drive for change, and if it is not there, regardless of motive, it will be difficult. "

Caio Dorigon: *"Farmers need support from the government to open new short food supply chains and to build a closer relationship with consumers. They need capacity building and incentives on these matters. Chefs could be a bridge to promote their products and consumers need to be educated about the importance of local consumption and the valorization of local products."*

Valentino Affinita: *"Farms should adopt an agroecological approach, through a transition that transforms the role of agriculture in society. Moving from industrial agriculture to an agroecological approach implies the effort to reform the food system as a whole: it means discouraging production based on monocultures and supporting family farming that reduces external inputs, respects seasonality, regenerates the soil, respects social rights and addresses the local market. This goal is achieved in the first place by moving public funds - for example those of the CAP - from the agro-industrial system to small and medium-scale production and by implementing forms of multifunctionality, both of an economic and social nature, in particular in urban and peri-urban contexts. For this, the goodwill of individual farmers is not enough, but a systemic process is needed that includes the training, support and empowerment of small farmers and young people who choose to undertake this work."*

OnFarm: ***"What are supporting activities and the role of regional collaborations or alternative food networks?"***

Patrick Burgess: *"I think the examples given are very critical, as long as the networks are diverse in the supply chain, the network should consist also of potential market partners to increase sales at a local and regional level. There is also a role of the government to provide funding and initial support to the network in the start-up phase. You may also see that many of the short food supply chains are becoming less about face-to-face, so online digital platforms are increasingly popular, and this might be important for the success of these initiatives. There should also be a trust mechanism, whether this is a label or a technology, it is important to support trust in the farmer."*

Caio Dorigon: *"Capacity building to local producers and consumers about alternative food networks, as well as giving support to the local producers to individuate new local consumption channels and on how to open them. It's also important to educate consumers and promote the local products, their importance, how they can be used at home and so on."*

Vallentino Affinita: *"In an increasingly urbanized context in which food systems are unable to sustainably meet the growing demand for food in cities, it has become necessary to direct food and agricultural models towards a new paradigm. The role of public administrations is an important key to foster virtuous dynamics: from school canteens to hospital canteens, from local markets to food poverty support programs, from the fight against waste to the allocation of public land to young farmers, local authorities they can give a direction of sustainability to the production and distribution of food. Relocalization of food systems must be a priority for administrations at all levels, starting with those closest to the territory. Local authorities must equip themselves from today to face the influx of new mouths to feed and must do so with a sustainable food policy, which connects the city with its countryside and its farmers. An operation that must be built starting from the territory with its specific characteristics, in which very different combinations can be found between natural cycles and anthropic activities.*

For this reason, it is necessary to implement actions aimed at strengthening and supporting the small and medium-sized enterprises that populate the primary sector along all the steps of the supply chain, from production to marketing, up to the post-consumer phases. To ensure a healthy diet and access to quality food for all citizens, while taking care, at the same time, of the protection of natural resources, it is in fact necessary to support and enhance the good practices of the food supply chains, having in mind to strengthen the economic and social links with rural areas close to the metropolis. Young people looking for an outlet in agriculture must be guaranteed a whole series of additional support tools: technical advice, easier access to the means of production, training in agroecology.

From this point of view, it is necessary to innovate training in agriculture, a fundamental tool for expanding the number of people who can contribute to turnover in the sector. To technical teaching, it becomes urgent to approach paths marked by a non-sectoral but systemic approach. Not just future farmers need training in agroecology. Those who work in the media system or in national and local institutions should have access to dedicated paths, to update their knowledge and use their skills at the service of ecological transition. It is extremely important that these key sectors of the social body fully understand the causes and consequences of the ecological crisis, in order to activate information flows aimed at the general public or regulatory projects capable of reversing the trend."

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Conclusion

The agricultural sector but especially small and family farms are under pressure. Market forces and environmental challenges on the one hand and changing social expectations towards the agricultural sector bring short food supply chains into the center of sustainable food production and consumption. This development is supported by a wide range of strategies and funding schemes. However, on the national level more communication and collaboration among ministries is needed, and a uniform approach is desirable. Likewise, better overall experience sharing and networking can be helpful. Better statistical coverage is also important, especially for better planning in consulting practice (Krauch 2022).

Nevertheless, farmers are in a unique situation with an increasing number of funding opportunities, changing consumer habits and the internet provides access to information and inspiration. The first step for a farmer is a thorough analysis of the farm's potential role in a short food supply chain. The second step is to develop a realistic farm and business concept. Using the existing support structures and online information materials can be helpful to develop an innovative approach. The third step is the implementation of the new approach. The goal of short food supply chains is to make food production more resilient. This benefits the farmer as well as customers and contributes to the sustainability of the farming sector.

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