



No 006458 (SSPE)

Key factors influencing economic relationships and communication in European food chains

Specific Targeted Research Project

Sixth EU Framework Programme for Research and Technological Development (FP6); Priority 8.1 Policy-Oriented Research; Integrating and Strengthening the European Research Area; 1. Sustainable management of Europe's natural resources; 1.1 Modernisation and sustainability of agriculture and forestry, including their multifunctional role in order to ensure the sustainable development and promotion of rural areas; Improving the economic relationships along the food chain (Task 18)

Final Activity Report

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1. Introduction

This report summarises the activities and final outcomes of the FOODCOMM project ("Key factors influencing economic relationships and communication in European food chains"). The Specific Targeted Research Project was co-financed by the EU Commission (Contract No 006458 (SSPE)).

The report's structure is as follows. The first section summarises the project objectives and major achievements during the reporting period. The second section contains the final plan for using and disseminating the generated knowledge.

2. Project execution

This section includes a summary description of the project objectives, the contractors involved, the work performed, the achieved end results and a discussion on the degree to which the objectives were reached. In addition, the methodologies and approaches employed are described and it is shown how the achievements of the project relate to the state-of-the-art. The impact of the project on its industry or research sector is described. Finally, photos illustrating the work of the project are provided.

2.1. Project details

Project full title

Key factors influencing economic relationships and communication in European food chains

Project acronym

FOODCOMM

Project website

www.foodcomm.eu



Strategic objectives and task addressed

Sixth EU Framework Programme for Research and Technological Development (FP6); Priority 8.1 Policy-Oriented Research; Integrating and Strengthening the European Research Area; 1. Sustainable management of Europe's natural resources; 1.1 Modernisation and sustainability of agriculture and forestry, including their multifunctional role in order to ensure the sustainable development and promotion of rural areas; Improving the economic relationships along the food chain (Task 18).

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Consortium (without co-ordinator organisation)

- Institute of Agricultural Development in Central and Eastern Europe (IAMO), Department for Agricultural Markets, Marketing and World Agricultural Trade, Dr Heinrich Hockmann, Halle (Saale), Germany
- Ruralia Institute, University of Helsinki, Prof Dr Sami Kurki, Seinäjoki, Finland.
- Scottish Agricultural College (SAC), Food Marketing Group, Research Division, Mr Philip Leat, Aberdeen, UK.
- Ashtown Food Research Centre (AFRC), Teagasc, Dr Maeve Henchion, Dublin, Ireland.

- Institute of Agricultural & Food Economics (IAFE), Department for Market Analysis and Food Processing, Dr Grzegorz Dybowski, Warsaw, Poland.
- Government of Aragon, Center for Agro-Food Research and Technology (CITA), Dr Luis Miguel Albisu, Zaragoza, Spain.

2.2. *Project summary*

EU's CAP is moving towards freer markets. Reduced market intervention for agricultural products has repercussions on the whole food chain, which might provide new opportunities or challenges for the European food system. In order to be able to benefit from these new developments, a more proactive and self-responsible behaviour of all actors involved in the food chain is necessary. In addition, there is need for analysis of potential risks, benefits and measures of support of the transformation process. Measures to counter arising instabilities in the European food sector and to promote sustainable development of competitive food chains may include the improvement of co-ordination among farmers, processors and retailers by strengthening economic relationships and by intensifying communication.

The overall objective of this project was to analyse the role (prevalence, necessity and significance) of economic relationships and communication in selected European food chains and to identify the economic, social and cultural factors which influence co-ordination within these chains. In order to accomplish this objective: (1) a theoretical framework has been constructed; (2) food-chain systems in six countries have been reviewed; (3) a representative cross-country, multi-commodity survey of farmers, processors and retailers has been conducted based on the outcome of the previous two workpackages; (4) the collected data, by generating estimators for population parameters and testing research hypotheses, was analysed, which lead also to the identification of issues for further in-depth study; (5) country-specific research of these issues has been conducted; (6) all findings have been evaluated and recommendations for policy making and business have been derived focusing on how economic relationships along the food chain may be improved; (7) the project results have been and still will be disseminated to business and policy decision-makers, as well as to the research audience and the general public.

2.3. *Expected end results*

According to the project's tender description, the "data generated by this research should provide an overview of the economic and social factors which have led to a weakening of the links in the European food chain. The importance of this work in situating the farming sector in the broader agri-food sector should be emphasised".

More specifically, the project was expected to

- contribute to the improvement of the performance of food chains by identifying and analysing factors influencing communication and sustainable economic relationships between producers, processors and retailers.
- contribute to the understanding of the mutual interdependence between communication and food-chain management which is a prerequisite for deducing concrete policy and market-related options for enhancing the competitiveness and stability of food chains in the framework of a CAP with decreasing recourse to market-intervention measures.

2.4. Detailed project objectives

The following workpackage (WP)-related sub-objectives had been specified:

- *WP1 – Development of theoretical framework*
To review the relevant literature and identify the nature of, and factors influencing, communication and economic relationships within food chains, and to construct a theoretical framework for the overall study.
- *WP2 – Review of food chain systems*
To review the study countries in terms of their agri-food production and marketing, with a particular emphasis on the selected study commodities, and including the market, social, cultural, economic and political factors (potentially) influencing the development of sustainable economic relationships and communication within food chains. The review will take account of CAP reforms and their decreasing recourse to market intervention.
- *WP3 – Questionnaire development and representative cross-country, multi-commodity survey of farmers, processors and retailers*
To collect representative data describing the role of economic relationships and communication from the perspective of the main actors in the food chain – the primary producers, the processors, and the retailers.
- *WP4 – Analysis of survey data and identification of issues for country-specific research*
To gain information and understanding about the role of economic relationships and communication in selected European food chains by analysing the data obtained from the survey. In addition, to identify (and possibly quantify) the economic, social and cultural factors impeding and facilitating relationship-building and communication within these chains.
- *WP5 – Country-specific, in-depth research of selected issues*
To conduct additional, in-depth analysis of selected food chains, with a focus on economic relationships and communication, in all participating countries. To investigate, by conducting face-to-face interviews, in more detail important issues which cannot be analysed satisfactorily by means of standardised cross-country surveys. To enrich the data collected in earlier working packages and help to further develop their most important findings from the whole project objectives point of view.
- *WP6 – Evaluation of results and derivation of policy and business implications/recommendations*
To evaluate project findings from the cross-country survey analysis in WP4 and the country-specific research in WP5, and identify means of improving food chain performance with particular focus on communication and sustainable economic relationships. To derive recommendations for possible EU policy development and agribusinesses, and actions to be taken in order to guarantee well-functioning relationships and communication within selected European food chains.
- *WP7 – Dissemination of research results*
To design and operationalise a planned series of dissemination activities which will include workshops and other forms of personal interaction with business representatives; seminars with institutional audiences, including the Commission; and a web-based electronic guide for business and institutional use.

2.5. Project's relation to the state-of-the art

FOODCOMM's relation to the state-of-the-art is reflected by the following conceptual elements which characterise the design and the execution of the research project:

- *High relevance* – Customer-relationship management (CRM) and relationship marketing are currently widely and deeply debated topics in both European manufacturing and service industries, going hand-in-hand with significant corporate software investments.¹ This highlights the importance with which European businesses treat their business relationships and indicates the potential impact of state-of-the-art relationship management and corporate communication on the EU economy as a whole.
- *Novelty* – Very little research on economic relationships and communication in European food chains had been undertaken so far, in particular at the farm level. The project's results therefore have shed some light on a so far widely unexplored agribusiness research topic.
- *Multidisciplinary* – The project partnership structure was based on a number of well established, multinational co-operations between major agri-food research centres and experts dedicated to interdisciplinary food-chain research. The theoretical framework underlying the research project builds on a wide variety of relevant and established theories ranging from socio-cultural and institutional economics to business and management approaches.

2.6. Work performed (methodologies and approaches employed)

The methodological approach used was a generally proven and tested combination of qualitative and quantitative empirical research elements, involving a wide range of data and knowledge sources. After a review of the scientific literature in WP1, qualitative industry-expert interviews were conducted in WP2. The second WP also reviewed relevant secondary data sources. In WP3, a quantitative cross-country, multi-commodity survey of farmers, processors and retailers was conducted. The data collected from this survey was then analysed in WP4. This work was followed by another series of (qualitative) interviews in WP5 to further investigate selected findings from the cross-country survey. WP6 made use of all the results and information obtained in the project by querying all the different data and knowledge sources generated and identified during its conduct. This evaluation of results enabled WP6 to derive policy and business implications/recommendations.

The statistical analysis of the collected survey data (WP3) was undertaken using structural equation modelling (SEM; also called covariance-structure analysis). It is a state-of-the-art data-analysis method, widely accepted for modelling complex and not directly observable behavioural attributes. SEM was applied to empirically verify the underlying FOODCOMM research hypotheses, developed in WP2 and WP3. In its most general form, SEM consists of a set of linear equations that simultaneously test two or more relationships among directly observable and/or unmeasured latent variables. While SEM serves purposes similar to multiple regression, differences between these techniques exist. As an extension of the general linear model, SEM is built on more flexible and thus more realistic assumptions about the data to be used. In particular, SEM allows (i) testing models overall rather than coefficients individually; (ii) testing models with multiple dependents; (iii) testing coefficients across multiple between-subjects groups; (iv) modelling mediating variables; (v) interpreting estimation results even in the face of multicollinearity between regressors; (vi) reducing measurement error by having multiple indicators per latent variable and extracting the relevant variance using factor analysis; and (vii) handling difficult data (in particular data with missing values). Thus the methodology was well-suited to quantitatively analyse chain relationships between farmers, food processors and retailers which are not directly observable.

¹ For example, consulting company Bain's global 2007 management tools and trends survey, based on 14 years of data and interviews with 8,504 global executives, ranks CRM as the second most used management tool, after strategic planning (*Strategy & Leadership*, Vol. 35, No. 5, pp. 9-16; DOI 10.1108/10878570710819161).

2.7. Project extension

The project work during the second reporting period was delayed by several months because of staff fluctuations and the difficulties involved in obtaining the WP3 survey data (see detailed description of this in 2nd Activity Report). As a consequence, at the end of 2007 the project consortium decided to apply for a project extension of three months. The extension was approved by the Commission at the end of February 2008.

By the end of July 2008 (i.e., the end of the extended project period) all originally planned objectives had been achieved.

2.8. Achieved end results and degree to which objectives have been reached

In general and categorically, the main findings generated from the FOODCOMM research project can be summarised as follows:

- derivation of a comprehensive definition of sustainable economic relationships in agri-food chains (WP1 and WP6) building on both relevant economic and business/management theories;
- generation of a clear, but qualitative picture of perceptions about chain relationships (and in particular trust) of key stakeholders, such as farmer/industry/trade associations, research bodies and involved government agencies (WP2);
- generation of quantitative empirical evidence on (i) the relationship types² mostly used by farmers, processors and retailers and concisely describing choice patterns by means of statistical analysis, (ii) revealing the current state (“goodness” or “sustainability”) of agri-food chain relationships, and (iii) identifying the main determinants of relationship goodness and quantifying their impact levels (WP3 and WP4);
- revelation of additional country-specific qualitative factors and conditions which need to be considered when interpreting the quantitative findings from the survey work of the previous workpackages; and
- derivation of recommendations for policy makers, farmer/trade/industry associations and agribusiness leaders as to how agri-food chain relationships can be improved and how the capacity of farm and firm managers with regard to relationship building and maintenance can be enhanced.

More specifically, the central project findings are (for a detailed description of the results see research reports and related published research articles).

- In a world where business partnerships and alliances are generally thought to be increasingly crucial, the results of WP3 and WP4 have shown that in EU agribusiness repeated market transactions with the same buyer/supplier and formal written contracts have become more important during the last five years and will even gain further relevance in the next five years. At the same time the importance of spot markets and vertical integration arrangements (financial participation) is not thought to have changed in the past or will do so in the 5 years period to come. This confirms that also in the European agri-food sector, “competing as a collaborative partnership” has become the new business paradigm.
- The choice of used relationship types is mostly (on average in 75% of cases) free. It has also been found that the choice of the used relationship types is not systematic but highly chain and chain stage-specific, and only to a moderate degree influenced by company strategy-related factors (such as a general long-term orientation or a desire to

² That is, the use of either or several of the following types: (i) spot, or open market transactions, (ii) repeated market transactions with the same buyer/supplier, (iii) the use of formal, written contracts, or (iv) the use of vertical integration arrangements.

remain independent). This may indicate that European agribusinesses are generally flexible and able to change their preferred *modi operandi* in the view of changing market and policy environments.

- The findings from the research project could not confirm that agro-food chain relationships have actually been weakened over time, as was stated in the project's tender text, because no comparable earlier measurements of relationship goodness have ever been undertaken in the European agribusiness sector³. However, the FOODCOMM research findings have identified key determinants for good chain relationships, among which effective ("good") communication is the most important one. More generally, it appears that relationship goodness in European agri-food chains is mainly determined by dyadic, relationship-specific factors (such as good chain communication) and that the goodness of chain relationships is independent of a chosen relationship type. These empirical findings confirm the perceptions from the literature (WP1) and interviewed sector stakeholders (WP2) that no particular relationship type is superior to another since good, sustainable relationships can be found in all of them.
- As a consequence, and in the context of "a CAP with decreasing recourse to market-intervention measures", the FOODCOMM research results show that it is an increasingly important business ability to build and maintain effective relationships in order to integrate into or to form new agri-food supply chains. While not being the only factor, there can be no doubt that an enhanced 'collaboration' ability can only increase the European agribusiness sector's competitiveness in increasingly globalised and liberalised markets in the short, medium and long term. Hence, future policy-support options should be designed to encourage and enhance chain communication and collaboration, by raising awareness of the related benefits. This will involve good practice dissemination and building of the capacity of farm and firm managers to fully integrate into or to build and maintain new sustainable agri-food supply chains. For this effective relationship-management skills are a prerequisite, alongside other factors such as a better understanding of market requirements and the challenges faced at all levels within the chains concerned. Moreover, regulatory or administrative burdens should not be so onerous as to inhibit desirable change.

The FOODCOMM project has achieved all originally proposed and commissioned research objectives. While this has only been possible by requesting a project extension of three months (i.e., an effective increase of project duration time by 8%), no additional financial resources have been necessary. In short, the FOODCOMM research project has delivered the originally agreed outcomes within budget but with slight delays outside the research partnership's control.

2.9. Impact on industry and the research sector

The FOODCOMM research project has undertaken basic (fundamental) but applied policy-oriented research, the outputs of which are only indirectly commercially exploitable. Nevertheless, it is expected that the generated research results can have an impact on the wider EU (and potentially extra-European) agribusiness sector, in so far as the results can be used

- to convince EU and national policymakers that effectively designed policy-support options are a promising means for contributing to competitiveness enhancements of farms and firms across all agri-food sectors;

³ The overall design of the FOODCOMM project has been a cross-sectional approach and not a longitudinal one, thus not enabling temporal comparisons.

- by farmer/industry/trade organisations/associations to increase the awareness of their members that the formation of business collaborations are in principle advantageous and consequently have become ever more important, but that the additional relational rents can only be exploited if farm and firm managers are willing to work on increasing their necessary skill bases;
- as knowledge inputs for university courses in agribusiness management (to teach future managers) but also for consulting companies and extension services (to advise practising managers) regarding the crucial factors which determine good agri-food chain relationships;
- as a basis, and a reference system, for future EU research, in particular when trying to assess changes in the “goodness” of agri-food chain relationships over time.

2.10. Pictures from the project work

Hereafter, six photos from project meetings are provided which illustrate the work of consortium partners during the essential get-togethers at different EU locations.

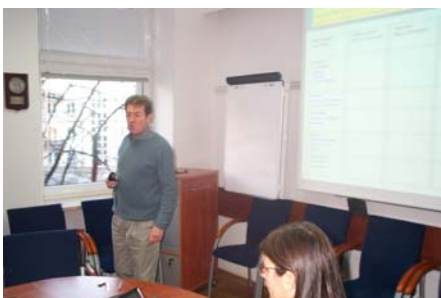
Impressions from the FOODCOMM Sectional Meeting 1, Dublin, September 2005



Impressions from the FOODCOMM Co-ordination Meeting 3, Aberdeen, March 2007



Impressions from the FOODCOMM Co-ordination Meeting 4, Warsaw, November 2007



3. Dissemination and use

This section provides detailed information on the dissemination activities performed by the FOODCOMM project. First, an overview of the international activities is provided. Then, the plan for using and disseminating the generated knowledge is described, followed by detailed information about national dissemination activities.

3.1. Overview of accomplished dissemination activities – consortium level

The international dissemination activities conducted by the consortium during the three reporting periods are presented in summarised form in the following table.

Overview table of international dissemination activities

No	Planned	Type	Type of audience	Countries addressed	Size of audience	Partners responsible /involved	Status
1	On-going (since August 2005)	Project website	Wide internet public, especially EU website readers	International	Wide public	Co-ordinator supported by all partners	✓
2	January 2006	Newsletter (email alert service)	Wide internet public, especially EU website readers	International	Wide public	Co-ordinator supported by all partners	✓
3	May 2008	Electronic Guide	Policy makers, scientists, business, universities	International	250 copies	Co-ordinator supported by all partners	✓
4	May 2008	Results Booklet	Business, trade/industry associations	International	130 copies	Co-ordinator supported by all partners	✓
5	January 2008	International Workshop in Brussels	EU policy makers, business, trade/industry associations	International	Approx. 30 participants	Co-ordinator supported by all partners	✓
6	Periodically	Publications FOODCOMM results in international scientific journals (see below for details)	Scientific audience, business, policy makers	International	Wide public	Co-ordinator and all partners	✓
7	Periodically	Participation in international conferences for presenting the FOODCOMM results (see below for details)	Scientific audience, business, policy makers	International	Wide public	Co-ordinator and all partners	✓

The project website (www.foodcomm.eu) has been an ongoing dissemination instrument, available to the general public since August 2005. All project background information, as well as up-to-date news and results, can be accessed through the website. PDF copies of the executive summaries of all reports to the EU Commission have been made available for download as well as the abstracts of published journal articles and full-text conference papers. In addition, the online survey platform has been kept open so that interested companies have

had an ongoing opportunity to benchmark their business relationships relative to the already collected database.

Email newsletter: in addition to visiting the project's website, interested users have had the opportunity to subscribing to an email newsletter which is sent out (starting from January 1 2006) to all registered people on a regular basis. However, overall the interest in this newsletter has been limited.

The Electronic Guide is an offline, CD-ROM version of the project website complemented with additional materials such as the executive summaries of the reports submitted to the EU Commission. In addition, the Electronic Guide offers a streamlined benchmarking tool which interested agribusiness can use to compare their business relationships to the almost 1,500 farms and firms which participated in the FOODCOMM WP3 survey. 250 copies of the CD-ROM have been produced. The CD-ROMs have been distributed to FOODCOMM Consultation Panel members and can be ordered free-of-charge from the project's consortium-member organisations.

Results Booklet. The 35-pages brochure summarises the main project results in non-technical language for the target audience of business leaders (farm and firm managers). It describes the overall, cross-country findings, contains a section for country-specific results and lists further readings for those interested. Overall, 130 copies of the Booklet have been produced. The Booklet has been distributed to the participants of the International Workshop in Brussels, May 27 2008 and was sent to non-participating Consultation Panel members. In addition, the booklet can be ordered free-of-charge from the project's consortium-member organisations.

The International Workshop, held in Brussels, May 27 2008, was attended by approximately 30 participants from the EU Commission, industry and academia. A detailed list of participants can be found in the 3rd-year Periodic Activity Report of the FOODCOMM project. During the workshop, the main findings both from the cross-country as well as the country-specific research were presented and discussed. Consequently, additional and industry-specific insights could be collected which arose from the discussions and the participant statements.

The following printed scientific publications (peer-reviewed journal articles and book chapters) have appeared during the 39-months duration of the project:

- Fischer, C., Gonzalez, M., Henchion, M. and Leat, P. (2006): Factors Influencing Trust-supporting Mechanisms in European Agri-food Chains. In: "Trust and Risk in Business Networks", M. Fritz, U. Rickert, G. Schiefer (eds). Universität Bonn – ILB Press, Bonn. Pages 75-86.
- Fischer, C., Gonzalez, M., Henchion, M. and Leat, P. (2007): Trust and Economic Relationships in Selected European Agri-Food Chains. *Food Economics*. Vol. 4, No. 1, pp. 40-49.
- Fischer, C. and Fritz, M. (2007): The role of trust in European food chains: theory and empirical findings. *International Food and Agribusiness Management Review*, Vol. 10, No. 2, pp. 141-163.
- Fischer, C., Hartmann, M., Bavorova, M., Hockmann, H., Suvanto, H., Viitaharju, L., Leat, P., Revoredo-Giha, C., Henchion, M., McGee, C., Dybowski, G. and Kobuszynska, M (2008): Business relationships and B2B communication in selected European agri-food chains – first empirical evidence. *International Food and Agribusiness Management Review*, Vol. 11, No. 2, pp. 73-99.
- Leat, P., Revoredo-Giha, C. and Kupiec-Teahan (2008): Improving Market Orientation in the Scottish Beef Supply Chain through performance related Communications: The Case of the McIntosh Donald Beef Producer Club and Qboxanalysis. In: *Market Orientation: The Metamorphosis of Food and Agricultural*

Production and Marketing. A. Lindgreen and M. Hingley (ed.). Gower Publishing, forthcoming.

The following presentations on international conferences (contributed papers) have been made during the 39-months duration of the project:

- Bavorova, M (2007): Does communication influence economic relationships? The case of the German wheat to bread chain. European Trends in the Development of Agriculture and Rural Areas, Prague, Czech Republic.
- Fischer, C., Gonzalez, M., Henchion, M. and Leat, P. (2006): Factors Influencing Trust-supporting Mechanisms in European Agri-food Chains. 99th EAAE Seminar, February, Bonn, Germany.
- Fischer, C. and Fritz, M. (2007): The role of trust in European food chains: theory and empirical findings. International Food and Agribusiness Management Association (IFAMA), 17th Annual World Symposium, June, Parma, Italy.
- Fischer, C., Hartmann, M., Bavorova, M., Hockmann, H., Suvanto, H., Viitaharju, L., Leat, P., Revoredo-Giha, C., Henchion, M., McGee, C., Dybowski, G. and Kobuszynska, M (2007): Economic relationships and B2B communication in selected European agri-food chains – first empirical evidence. International Food and Agribusiness Management Association (IFAMA), 17th Annual World Symposium, June, Parma, Italy.
- Revoredo-Giha, C. and Leat, P (2008): Collaborative supply chain initiatives as devices to cope with income variability in the Scottish red meat sector. 108th EAAE seminar on income stabilisation, Warsaw, Poland.
- Reynolds, N., Fischer, C. and Hartmann, M (2008): Determinants of Sustainable Economic Relationships in German Agri-food Chains. 2nd International European Forum on System Dynamics and Innovation in Food Networks, Innsbruck-Igls, Austria.

A fifth international scientific dissemination activity will take place with the presentation of a contributed paper at the XII EAAE Congress in Gent, Belgium, August 26-29 2008: Fischer, C. Gracia, A., Hartmann, M., Henchion, M., Leat, P., Revoredo-Giha, C., and Reynolds, N., “Agri-food chain relationships in Europe – empirical evidence and implications for sector competitiveness”. At the same conference an organised session on “Co-ordination and co-Operation in European Food Chains: Theoretical Considerations and Empirical Relevance” will take place. In this organised session, that will be chaired by M. Hartmann, two papers directly derived from the FOODCOMM research will be presented:

- Enhancing the integration of agri-food supply chains: theoretical issues and practical challenges in the UK malting barley supply chain (Leat, P., Revoredo-Giha, C.)
- Relationship’ sustainability: the case of the German wheat-to-bread chain (Bavorova, M., Hockmann, H.)

Furthermore, two additional papers prepared by members of the FOODCOMM team that are closely linked to the FOODCOMM project will be part of the session:

- Co-operation and economic relationship as determinants for competitiveness in the food sector – the Spanish wheat-to-bread chain (de Magistris, T., Gracia, A.)
- Knowledge transfer in the Irish food innovation system: industry and researcher perspectives (Kelly, D., Henchion, M. and O’Reilly, P.)

3.2. Plan for using and disseminating the knowledge

Section 1 – Exploitable knowledge and its use

Not relevant for the FOODCOMM project.

Section 2 – Planned dissemination of knowledge

The project website (www.foodcomm.eu) is an ongoing dissemination instrument available to the general public. All project background information and results can be accessed through the website. The website will be kept open under the above internet address throughout 2008 and 2009. From 2010 onwards, the website will be switched off.

Both the Electronic Guide and the printed Results Booklet, summarising the project's main results mainly for non-scientific audiences, will be available from the project's consortium partner's organisations for free-of-charge orders.

Further scientific publications of the FOODCOMM findings are planned in form of peer-reviewed journal articles. For example, it is intended to submit an article, containing the final research results, to the *European Review of Agricultural Economics*. It is also planned to publish a summary article of the project findings in *Eurochoices*.

As a final major output from the FOODCOMM project, the publication of a scientific book is aimed at. This will bring together all findings for academic audiences in one single medium. It is foreseen to be published by the end of the year and independently from the project's budget.

Section 3 – Publishable results

Not relevant for the FOODCOMM project.

3.3. Detailed list of FOODCOMM national dissemination activities

The detailed dissemination activities conducted by particular partners during the three reporting periods are presented in the following tables.

1. Press release and media briefing

Partner	DATE	Short description	Type of audience	Remarks
UNI BONN	March 2006	Newsletter Issue 1	Wide Public (internet)	First annual newsletter – 5 external subscribers
	End of October 2006	Animated FOODCOMM banner	Farmers, processors and retailers	Promotion activities for online survey (WP3), e.g. http://www.bv-getraenkefachgrosshandel.de/
	November 2006	Press release for survey	Farmers, processors and retailers	Press releases concerning the FOODCOMM survey in Germany were published on 3 websites (2 farmer associations and 1 Journal for farmers)
	March 2007	Newsletter Issue 2	Wide Public (internet)	Second annual newsletter – 11 external subscribers

	June 2008	Newsletter Issue 3	Wide Public (internet)	Third annual newsletter – 22 external subscribers
AFRC	November 15 2006	Press release issued to the Teagasc PR department for publication in Today's Farm	Today's Farm is a magazine that discusses food and farming issues and is exclusive to Teagasc client farmers. Circulation - 44,000 approx	FOODCOMM project was featured in Nov/Dec 2007 issue
	December 2006	Press release issued to all the Agricultural Correspondents in the national and regional press.	National and regional press readers with a farming interest. Potential survey respondents	Press release issued to all the Agricultural Correspondents in the national and regional press. The press release provided background information on the project, the research aims and objectives and the survey of the beef and pigmeat supply chain participants. FOODCOMM and the survey was highlighted in one national newspaper and 5 regional newspapers
RURALIA	June 2008	Press release in Finnish language	Finnish (wide public)	–
SAC	November 13 2006	Press release entitled 'Study to look at European Barley to Beer and Beef Supply Chains'.	Press release sent to 175 recipients (publications and journalists).	Several articles and news notes forthcoming, e.g. The Scotsman, 14/11/2006; The Herald, 14/11/2006; Farm Business, 17/11/2006; Food Industry News, 24/11/2006.
	July 2008	Project brief description	Wide Public (internet)	The briefing is a project summary to be distributed at presentations. It can also be accessed through SAC website.

2. Conferences and seminars

PARTNER	DATE	Title	Place	Type (size) of audience
UNI BONN	February 2006	Factors Influencing Trust-supporting Mechanisms in European Agri-food Chains	99th Seminar of the European Association of Agricultural Economists (EAAE), Bonn Germany	Academic, 50
	June 23 2007	The role of trust in European food chains – theory and empirical findings	International Food and Agribusiness Management Association (IFAMA), 17th Annual World Symposium, Parma, Italy	Academic, 20
	June 24 2007	Economic relationships and B2B communication in selected European agri-food chains – first empirical evidence	International Food and Agribusiness Management Association (IFAMA), 17th Annual World Symposium, Parma, Italy	Academic, 10
	February 19 2008	Determinants of Sustainable Economic Relationships in German Agri-food Chains	2nd International European Forum on System Dynamics and Innovation in Food Networks, Innsbruck-Igls, Austria	Academic, 15
	August 27 2008	Agri-food chain relationships in Europe – empirical evidence and implications for sector competitiveness	XII EAAE Congress in Gent, Belgium	Academic, 30
AFRC	February 2006	Factors Influencing Trust-supporting Mechanisms in European Agri-food Chains	99th Seminar of the European Association of Agricultural Economists (EAAE), Bonn Germany	Academic, 50
	September 2006	Relationships in the Irish agri-food chain: the example of beef	Irish Academy of Management Conference, University College Cork	Academic audience and industry personnel with a interest in management theory, including supply chain management
	June 24 2007	Economic relationships and B2B communication in selected European agri-food chains – first empirical evidence	International Food and Agribusiness Management Association (IFAMA), 17th Annual World Symposium, Parma, Italy	Academic, 10
	August 27 2008	Agri-food chain relationships in Europe – empirical evidence and implications for sector competitiveness	XII EAAE Congress in Gent, Belgium	Academic, 30
CITA	February 2006	Factors Influencing Trust-supporting Mechanisms in European Agri-food Chains	99th Seminar of the European Association of Agricultural Economists (EAAE), Bonn Germany	Academic, 50

	May 28 2008	Supply Chain relationships and firm's competitiveness in the Spanish cured ham chain	8th International Conference on "Management in Agrifood Chain and Networks", Ede, The Netherlands.	Academic, 15
	August 27 2008	Co-operation and economic relationship as determinants for competitiveness in the food sector: the Spanish wheat-to-bread chain	Organized session "Co-ordination and co-operation in European food chains: theoretical considerations and empirical relevance" at the XII EAAE Congress in Gent, Belgium	Academic, 30
	August 27 2008	Agri-food chain relationships in Europe – empirical evidence and implications for sector competitiveness	XII EAAE Congress in Gent, Belgium	Academic, 30
IAMO	September 18 2007	Does communication influence economic relationships? The case of the German wheat to bread chain	European Trends in the Development of Agriculture and Rural Areas, Prague, Czech Republic	Academic, 20
	August 27 2008	Agri-food chain relationships in Europe – empirical evidence and implications for sector competitiveness	XII EAAE Congress in Gent, Belgium	Academic
RURALIA	June 15 2006	Taloudelliset yhteistyösuhteet ja kommunikointi suomalaisissa sika- ja ruisketjuissa [Economical relationships and communication in the Finnish pig meat and rye chains]	Jyväskylä, Finland	Summer seminar of Finnish economists
	August 24 2006	Taloudelliset yhteistyösuhteet ja kommunikointi sika- ja ruisketjuissa: suunnitelmia ja alustavia tuloksia [Economical relationships and communication in the pig meat and rye chains: plans and preliminary findings]	Kokkola, Finland	Seminar of rural area researchers
SAC	February 2006	Factors Influencing Trust-supporting Mechanisms in European Agri-food Chains	99th Seminar of the European Association of Agricultural Economists (EAAE), Bonn Germany	Academic, 50
	September 7 2006	Presentations at SAC Knowledge Transfer Week: (1) 'Relationship Development and Improving Performance of the Scottish Red Meat Supply Chain' (Leat and Revoredo-Giha), (2) 'Understanding Food Chain Relationships and their Improvement across the EU' (Watts).	Atholl Palace Hotel, Pitlochry	SAC Staff (60)

September 13 2006	Presentation to Scottish Executive, Environment and Rural Affairs Department (SEERAD) Officers: 'Relationship Development and Improving Performance of the Scottish Red Meat Supply Chain' (Leat and Revoredo-Giha).	Edinburgh (SEERAD Offices)	SEERAD Policy Officers (25)
November 22 2006	Presentation to staff of Scottish Agricultural Organisation Society (SAOS): 'Relationship Development and Improving Performance of the Scottish Red Meat Supply Chain' (Leat and Revoredo-Giha).	Edinburgh (SAOS Offices)	SAOS officers (10)
December 6 2006	Presentation to SEERAD, Agricultural Strategy Implementation Group (Food Production and Marketing sub-group): 'SAC's Food Marketing Research - Findings of Potential Relevance to 'A Forward Strategy for Scottish Agriculture - Next Steps' (Leat, Revoredo-Giha, Watts).	Edinburgh (SEERAD Offices)	SEERAD officers and industry representatives (12)
December 13 2006	Presentation to Farmers: 'Improving the Performance of the Scottish Red Meat Supply Chain' (Leat and Revoredo-Giha).	Thistle Hotel - Inverness	25 Beef Farmers
March 15 2007	Presentation to SAC advisors: 'SAC's Food Marketing Research' (Leat and Revoredo-Giha).	SAC, Aberdeen	20 SAC Farm Advisors
June 24 2007	Economic relationships and B2B communication in selected European agri-food chains – first empirical evidence	International Food and Agribusiness Management Association (IFAMA), 17th Annual World Symposium, Parma, Italy	Academic, 10
February 8-9 2008	Collaborative supply chain initiatives as devices to cope with income variability in the Scottish red meat sector	108th EAAE seminar on income stabilisation (Warsaw)	Academic, 35
August 27 2008	Agri-food chain relationships in Europe – empirical evidence and implications for sector competitiveness	XII EAAE Congress in Gent, Belgium	Academic, 30

3. Printed Publications

Partner	DATE	Title of article	Author(s)	Type of publication
UNI BONN	2007	Trust and economic relationships in selected European agri-food chains	Christian Fischer, Maria Gonzalez, Maeve Henchion, Philip Leat	Journal Article (<i>Food Economics</i> , Vo4, No 1, pp 40-48)
	2007	The role of trust in European food chains: theory and empirical findings	Christian Fischer, Melanie Fritz	Journal Article (<i>International Food and Agribusiness Management Review</i> , Vol 10, No 2, pp 141-163)
	2008	Business relationships and B2B communication in selected European agri-food chains – first empirical evidence.	Christian Fischer, Monika Hartmann, Miroslava Bavorova, Heinrich Hockmann, Hannele Suvanto, Lena Viitaharju, Philip Leat, Cesar Revoredo-Giha, Maeve Henchion, Claire McGee, Grzegorz Dybowski and Mira Kobuszynska	Journal Article (<i>International Food and Agribusiness Management Review</i> , Vol 11, No 2, pp 73-99)
AFRC	January-2007	TResearch Magazine FOODCOMM / Supply Chain Study article	Maeve Henchion and Claire McGee	TResearch Magazine features articles on the latest research and innovations undertaken at a Teagasc research centres.
	2007	Trust and economic relationships in selected European agri-food chains	Christian Fischer, Maria Gonzalez, Maeve Henchion, Philip Leat	Journal Article (<i>Food Economics</i> , Vo4, No 1, pp 40-48)
	2008	Business relationships and B2B communication in selected European agri-food chains – first empirical evidence.	Christian Fischer, Monika Hartmann, Miroslava Bavorova, Heinrich Hockmann, Hannele Suvanto, Lena Viitaharju, Philip Leat, Cesar Revoredo-Giha, Maeve Henchion, Claire McGee, Grzegorz Dybowski and Mira Kobuszynska	Journal Article (<i>International Food and Agribusiness Management Review</i> , Vol 11, No 2, pp 73-99)
CITA	2007	Trust and economic relationships in selected European agri-food chains	Christian Fischer, Maria Gonzalez, Maeve Henchion, Philip Leat	Journal Article (<i>Food Economics</i> , Vo4, No 1, pp 40-48)
	2008	Los productores de cereales y de porcino ante las demandas de transformadores y distribuidores.	Albisu L.M., Gracia A.	Journal Article (Surcos) (in press)
	2008	Food distribution chains and their suppliers: some key issues	Albisu L.M., Gracia A.	CITA, Unidad de Economía Agroalimentaria y de los Recursos Naturales, Working paper 08/02
IAFE	2008	Business relationships and B2B communication in selected European agri-food chains – first empirical evidence.	Christian Fischer, Monika Hartmann, Miroslava Bavorova, Heinrich Hockmann, Hannele Suvanto, Lena Viitaharju, Philip Leat, Cesar Revoredo-Giha, Maeve Henchion, Claire McGee, Grzegorz Dybowski and Mira Kobuszynska	Journal Article (<i>International Food and Agribusiness Management Review</i> , Vol 11, No 2, pp 73-99)
IAMO	2007	Geschäftsbeziehungen und Kommunikation in	Miroslava Bavorova	Article (IAMO 2007, pp 31-34)

		den Wertschöpfungsketten der europäischen Ernährungswirtschaft: Eine Analyse zentraler Einflussfaktoren.		
	2008	Business relationships and B2B communication in selected European agri-food chains – first empirical evidence.	Christian Fischer, Monika Hartmann, Miroslava Bavorova, Heinrich Hockmann, Hannele Suvanto, Lena Viitaharju, Philip Leat, Cesar Revoredo-Giha, Maeve Henchion, Claire McGee, Grzegorz Dybowski and Mira Kobuszynska	Journal Article (<i>International Food and Agribusiness Management Review</i> , Vol 11, No 2, pp 73-99)
RURALIA	2007	Key factors influencing economic relationships and communication in European food chains (FOODCOMM)	Suvanto Hannele, Querol Marco, Kurki Sami, Valkosalo Pauli	Reports 17
	2008	Business relationships and B2B communication in selected European agri-food chains – first empirical evidence.	Christian Fischer, Monika Hartmann, Miroslava Bavorova, Heinrich Hockmann, Hannele Suvanto, Lena Viitaharju, Philip Leat, Cesar Revoredo-Giha, Maeve Henchion, Claire McGee, Grzegorz Dybowski and Mira Kobuszynska	Journal Article (<i>International Food and Agribusiness Management Review</i> , Vol 11, No 2, pp 73-99)
SAC	2007	Trust and economic relationships in selected European agri-food chains	Christian Fischer, Maria Gonzalez, Maeve Henchion, Philip Leat	Journal Article (<i>Food Economics</i> , Vol 4, No 1, pp 40-48)
	March 2007	'Improved Relationships vital to Meat Industry Success'.	Leat, P. and Revoredo-Giha, C.	Sheep and Beef News (March 2007). Produced by SAC for Scottish Livestock farmers.
		'Improved Relationships vital to Meat Industry Success'.	Leat, P. and Revoredo-Giha, C.	Agribusiness News, March 2007, Vol. 2, No. 5. Produced by SAC for Scottish farmers and agribusiness participants.
	2008	Business relationships and B2B communication in selected European agri-food chains – first empirical evidence.	Christian Fischer, Monika Hartmann, Miroslava Bavorova, Heinrich Hockmann, Hannele Suvanto, Lena Viitaharju, Philip Leat, Cesar Revoredo-Giha, Maeve Henchion, Claire McGee, Grzegorz Dybowski and Mira Kobuszynska	Journal Article (<i>International Food and Agribusiness Management Review</i> , Vol 11, No 2, pp 73-99)
		Improving Market Orientation in the Scottish Beef Supply Chain through Performance-related Communications: The Case of the McIntosh Donald Beef Producer Club and Qboxanalysis	Philip Leat, Cesar Revoredo-Giha and Beata Kupiec-Teahan	Book chapter ("Market Orientation: The Metamorphosis of Food and Agricultural Production and Marketing," A. Lindgreen and M. Hingley (ed.). Gower Publishing, forthcoming)

	Collaborative supply chain initiatives as devices to cope with income variability in the Scottish red meat sector	Philip Leat, Cesar Revoredo-Giha	Proceedings of the 108th EAAE seminar on income stabilisation (Warsaw) (forthcoming)
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4. National website

Partner	Internet address:
UNI BONN	http://www.foodcomm.eu/german.html
AFRC	http://www.teagasc.ie/ashtown/research/foodmarketing/fm-distribution.htm Information regarding the FOODCOMM project is available on the Teagasc website
CITA	http://www.cita-aragon.es/index.php/mod.proyectos/mem.listado/relcategoria.1067/chk.394656c2ab7daea73b4515083675c8f3.html
IAFE	www.foodcomm.ierigz.waw.pl Polish website of FOODCOMM project
RURALIA	http://www.helsinki.fi/ruralia
SAC	http://www.sac.ac.uk/research/projects/landeconomy/featured/foodcomm/survey/ Promotion of FOODCOMM on-line survey and direct link to survey address.

5. Posters, flyers

Partner	DATE	Short description	Place	Type of audience
UNI BONN	April 27 2006	Poster presented on the event “news in agricultural and food research” in Brussels, Belgium, 27 April 2006	Brussels, Belgium	Scientific
	2006	Flyers created in German and English language for promotion of FOODCOMM and specifically survey	Bonn, Germany	Farmers, processors and retailers
	November 2006	Leaflet for FOODCOMM Survey	Bonn, Germany	Promotion activities for online survey (WP3)
AFRC	July 2006	FOODCOMM poster , detailing the work package activities	Seventh International Conference on Chain and Network Management in Agribusiness and the Food Industry, Ede, Netherlands 31st May – 2 June 2006.	Scientific

	September 2006	A FOODCOMM flyer was circulated to pig and beef farmer clients of Teagasc to highlight the survey and its importance.	Ireland	Pig and beef farmers, who are potential respondents.
CITA	December 2006	Leaflet with the FOODCOMM information	Asociacion de Industrias de Alimentacion de Aragon (Aragonese agri-food industries Association)	Agri-food industries
IAFE	October 12-15 2006	Leaflets about the project informing about survey in Poland with a request to take part in the survey	Poland-Poznań Polagra Farm - international fair	Wide public, esp. Food industry, agri business, policy makers, consumers
	November 16-20 2006	Leaflets about the project informing about survey in Poland with a request to take part in the survey	Poland-Poznań Polagra Food - international fair	wide public, esp. Food industry, agri business, policy makers, consumers
	on going	Flyers placed in Red Meat Situation and Outlook Reports, published by the IAFE twice a year	Poland	Farmers, processors and retailers
IAMO	January 18 2008	FOODCOMM – Key factors influencing economic relationships and communication in European food chains	Grüne Woche, Berlin	Academic and practical
RURALIA	July 2006	Flyer about FOODCOMM and WP3 survey in Farmari agricultural fair	Seinäjoki 2006	All*
SAC	December 13 2006	Distribution of FOODCOMM flyers at farmers' meeting.	Thistle Hotel - Inverness	25 beef farmers
	January 23 2007	Distribution of FOODCOMM flyers at farmers meeting. (Tesco Beef Producer Club meeting).	Strathburn Hotel, Inverurie	16 beef farmers and meat industry participants
	February 15 2007	Distribution of FOODCOMM flyers at SAC/SCRI Crops Conference	SNH Centre, Battleby, Perth	100 arable industry stakeholders
	July 3 2008	“Towards improvement in agri-food supply chain collaboration” Poster presentation to the Scottish Government	Pentland House, Edinburgh	Government officers and researchers

6. Others

Partner	DATE	Short description
UNI BONN	August 2005	Activation of the international FOODCOMM project website for the wide public, including a Newsletter mail alert system for external subscribers and an internal discussion forum for the consortium.
	February-April 2007	Banners, press releases and flyers distributed to German farmer, process and wholesaler/retailer associations regarding the FOODCOMM survey
	May 27 2008	Presentation of Germany's main results of the Project International Workshop FOODCOMM, Brussels

	May 2008	Key factors influencing economic relationships and communication in European agri-food chains - end of project results booklet produced by the consortium.
	2008	Electronic Guide with benchmarking tool – Interactive User CD-ROM to the FOODCOMM project
AFRC	2008	Key factors influencing economic relationships and communication in European agri-food chains - end of project results booklet produced by consortium
	May 27 2008	FOODCOMM International Workshop, Brussels: Main findings Ireland
CITA	May 2008	Key factors influencing economic relationships and communication in European agri-food chains - end of project results booklet produced by consortium
	May 27 2008	FOODCOMM International Workshop, Brussels: Main findings Spain
IAFE	December 2006	Contacts with Extension Service in Wielkopolska and Mazowieckie region, contacts with local authorities of powiats and gminas and village majors
	on going	Contacts with national and local branch organizations as: Krajowy Związek Hodowców Bydła Mięsnego, Związek Hodowców i Producentów Trzody "Polsus", "Polskie Mięso"- Związek Producentów, Eksporterów i Importerów, Polska Organizacja Handlu i Dystrybucji
	2008	Providing current information about Polish project's results to the national website www.foodcomm.ierigz.waw.pl
	May 2008	Polish part in Consortium Booklet Key factors influencing economic relationships and communication in European agri-food chains
	May 27 2008	Presentation of Polish main results of the Project International Workshop FOODCOMM, Brussels
RURALIA	November 2006 - January 2007	Press releases, news and bulletins about FOODCOMM and WP3 survey. Type of audience: business representatives, representatives of organisations and institutions, producers/entrepreneurs (survey). Published in Internet, newsletters, magazines, bulletins and mobile phones.
	May 27 2008	Presentation of Finnish main results of the Project International Workshop FOODCOMM, Brussels
SAC	November 2006 - February 2007	FOODCOMM survey publicity through industry bodies (via newsletters, membership emails, etc): National Farmers' Union, National Farmers' Union Scotland, Quality Meat Scotland, National Beef Association, Scottish Beef Cattle Association, Scottish Association of Meat Wholesalers, Scottish Federation of Meat Traders Association, British Meat Processors Association, Home Grown Cereals Authority, Maltsters' Association of Great Britain, Society of Independent Brewers, British Beer and Pubs Association, British Institute of Innkeeping, Agricultural Industries Confederation.
	February/March 2007	Postal introduction to FOODCOMM and survey form, sent to: 1085 beef farmers throughout Scotland.
		Postal introduction to FOODCOMM and survey form, sent to: 795 cereal farmers throughout Eastern Scotland.
		Postal introduction to FOODCOMM and survey form, sent to: 88 beef processors, 88 maltsters and merchants, 52 brewers (throughout UK).
	May 27 2008	Presentation of UK/Scotland main results of the Project International Workshop FOODCOMM, Brussels
	May 2008	Key factors influencing economic relationships and communication in European agri-food chains - end of project results booklet produced by consortium