



CENTER OF TASTE

ESSENTIAL TOOLKIT TO DEVELOPING A
CENTER OF TASTE (COT)



As the concepts covered in this toolkit may not be easy to understand, it was decided to divide it into two sections. A first, more theoretical section to introduce the concepts followed by a second, more practical section giving the planning tools to build competitive businesses that can generate value for the whole community.

**AGATA: ACTIVATING AGRICULTURAL
AND TOURISM SPECIALIZATIONS
THROUGH CENTER OF TASTE**



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AGATA: Activating agricultural and tourism specializations
through Center of Taste

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AGATA PROJECT

CENTER OF TASTE

Essential Toolkit to developing a Center of Taste (COT)

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1st Theoretical Section

What is a COT

On the whole, local development as an approach and method of governing the economy and development of territories is still lacking, both as a policy and as a set of measures and practices of active administration. First of all, there is a lack of structured places and processes for the participatory development of policies, technical assistance for implementation, and appropriate and effective local governance. In other words, the current approach to territorial governance still lacks community empowerment. By empowerment we mean the ability to mobilise one's own resources, starting with tacit knowledge. In the face of high local development potential, we can therefore observe a policy "deficit", in the sense that the policy of general guidelines is no longer sufficient and the scope of its action must be broadened from the definition of general objectives to strategies. In other words, other local development paths are possible, without necessarily pursuing the path of dissemination of industrial settlements and their not always positive effects on the protection of the territory and resident communities.

In general, it can be said that local development is still based on the growth of an economic system built, on the one hand, by the operators in the field and, on the other, with the very complicity of the participants in the model (producers and consumers, or rather, consumActors) who succeed each other in a given territorial space. Here, the local system is based on the rules of business, which regulate the relationships and relations between the participants in the economic and social model, but there is a space that is not controlled and not domesticated by the rules of economic profit, which is that of the 'economy of the emotions', which is activated when we talk about emotions and what arises from experiences based on the senses: on taste, touch, smell and hearing, but also on quality, beauty and authenticity. In the last 5 years, the number of people interested in buying high-quality goods/services has been growing steadily, reaching around 500,000 million.

The Taste Centres play a special role in this economy of emotions.

The "Taste Centre" may represent a significant example of the evolution of local production systems, which, by moving in the direction of an increasingly symbolic demand, can provide appropriate responses not only by strengthening production units or cooperating systems of enterprises, but also by making the territories as a whole attractive, by enhancing the value of many other components present in the environmental context, from the assets of cultural heritage to historical centres still largely to be rediscovered and enhanced, obviously with an important spin-off in the tourism offer of a territory.

The Taste Centre is a physical space, set in a territorial context, created to make the many food and wine excellences of a given area known and valued as a tourist attraction. It is the answer to the new concept of food as a cultural expression, offering users a multisensory journey through tradition, territory, history, collective knowledge and food education.

Forms of COT

The Taste Centre can be centred on several, obviously linked to the economic and social vocation of the area and the demand expressed by it.

The types a Taste Centre can take on are as follows

- of food and wine promotion
- support for agri-food companies to increase economic exchanges
- education in healthy eating (workshops with schools)
- tourism promotion
- territorial and cultural promotion (museum)

Local contexts

It is the local context that suggests the type of Taste Centre most suitable and most in line with the economic characteristics of a given area. A careful and complete analysis of the area, with particular attention to listening to the stakeholders, can guide the choice of the type of Taste Centre. Meetings can be held to listen to the local stakeholders. (add link with experience for preparation of bottom up approach)

Local benefits

At a local level, it is clear that the creation and implementation of a centre such as the Centro del Gusto can bring benefits not only at an economic level but also at a social level (aggregation of interest groups, networking).

On a purely economic level, the activities and services offered by a centre are functional to the increase in commercial exchanges of companies in the area, and therefore to an increase in income, but indirectly there are many activities involved. The offer of sensory workshops is also a stimulus for economic growth for the operators involved (companies, food and wine operators, etc.).

On a social level, a Taste Centre is a space for relations, meetings and exchanges that can generate networks and encourage the participation of individuals and/or groups of individuals in one or more processes and foster forms of social cohesion in areas where marginality often generates isolation and poor aggregation.

EU case studies

In addition, experiences in Europe relating to the creation, operation and promotion of a Taste Centre will be presented. success stories that have had a positive impact on the local economy.

Tools for creating a COT

Context analysis

Context analysis of the area: Description of the area of reference - Brief historical notes - Description of the territory on the basis of statistical data (demographic analysis, socio-economic analysis and socio-cultural analysis) - Recognition of current initiatives in the territory that may be consistent with the project actions.

Good practices

- *Centro del Gusto dei Monti Dauni (Troia. Monti Dauni, Italy): http://www.meridaunia.it/jsps/Centro_del_Gusto_Dei_Monti_Dauni.jsp*
- *Museo del Gusto di Frossasco (Piemonte, Italy) <https://www.comune.frossasco.to.it/>*

From a local actors networks to a regional networks

What are the tools useful for the creation of a CoG, starting from the analysis of the territory and the strengths and weaknesses of an area. in addition, the process underlying the construction of the network of actors of a territory and its aggregation in a wider context, such as the European one, will be described.

How a COT works

The Taste Centre can focus on different and multiple aspects, obviously linked to the economic and social vocation of the area and the demand expressed by it, through the involvement and listening to stakeholders.

The activities of the Taste Centre are:

1. Guided tours and educational activities with schools (educational workshops)
2. Promotional spaces for local companies to meet with buyers
3. Cookery school
4. Tasting courses and cooking workshops
5. Tourist information and promotion centre - virtual tour of the area
6. Museum of taste with a photographic and multimedia tour of the area's food and wine culture, with particular reference to the Mediterranean diet
7. Promotion/dissemination and information events on topics related to "healthy eating"
8. Training courses
9. Collaborations with other bodies and organisations

Public service charter

A document that brings together all the principles, rules and procedures concerning the management and operation of a CoG and the provision of services (free or paid), the methods and timing of activities, the target groups involved, etc.

Governance

Describe the governance underlying the operation and activities of the Taste Centre: the local actors, both public and private, who participate in the process of the CDG's operation, their proposals and their policy for the development of an area also through the initiatives and activities of the Taste Centre.

Stakeholders

Stakeholder analysis and mapping

Stakeholders are all the people interested and involved in the project in various ways. This means giving value to all internal (team, managers, producers, etc.) and external (clients, public opinion, citizens, etc.) stakeholders by putting them on the same level and highlighting the balance that must be generated in the development of the analysis and implementation process.

If any of the targets concerned suffer from the project choices or perhaps do not have sufficient information, this may affect the final result.

The stakeholder map serves to prevent this type of problem: it helps to know the territory, the actors and the relationships in which we are going to intervene.

Through the stakeholder map we can get a better understanding of the different targets, their power and interests, enabling us to communicate more effectively and develop more effective products.

When we build this deep understanding we establish a relationship with stakeholders that is a fundamental part of design thinking processes.

Stakeholders role

All stakeholders have their own characteristics and elements, but they can always be classified into two macro-groups: those with some interest and those with power.

Many times, stakeholders will belong to both groups or, in some cases, to neither.

Those interested in the project or change are those who have a direct interest or want to be part of this context.

Those with power are those who can change things, either positively or negatively.

Separating stakeholders into these two groups requires a good understanding, including roles, objectives, hopes and fears. This initial organisation allows a first orientation which is then refined through other criteria such as objective or behavioural data.

Stakeholders engagement

Stakeholder engagement: 1. This refers to strategies for creating and managing trusting relationships between an organisation and its stakeholders in order to create and distribute social value. It presupposes an approach to the market, defined as stakeholder-oriented, which involves the entire organisation and represents a structured way of interacting between the organisation and its main stakeholders, starting from the understanding of their needs up to the satisfaction of their expectations. 3. It implies the planning and implementation of marketing and communication activities aimed at obtaining the consent of specific stakeholders whose support is vital for the achievement of specific objectives of the organisation.

Initially, the interests and demands of each group are mapped and each stakeholder is prioritised.

The level of stakeholder involvement in the evaluation process is defined by identifying when and how stakeholders will be involved. (A. Matacena)

There are different degrees of intensity of stakeholder engagement:

- Information: stakeholders are informed about the processes in place.
- Consultation: Stakeholders are involved because they are considered repositories of knowledge and processes relating to the companies.
- Empowerment: stakeholder engagement is a process that increases the ability of stakeholders to influence organisational developments.

Objectives:

- to collect measurement data
- understand the stories of change
- understand connections with other services
- communicate the result of the evaluation
- to improve the service
- influence the decision-making process

2nd Practical Section

What is a COT

- How to choose the most suitable form of COT for the area
 - listening tools: interviews-questionnaires
- Verify that our rural context is ideal for creating a COT
 - socio-economic analysis

Tools for creating a COT

- Context analysis
 - analysis tools:
 - SWOT analysis
 - Porter's Forces
- Good practices
 - Collection template
- Business
 - Constructing the economic offer
 - Template of marketing planning
 - Business planning tools
- Networks
 - Bottom-Up approach
 - how to create a Focus groups Interpret results

How a COT works

- Public service charter
 - How to make a public service charter. Templates

Stakeholders

- How to profile stakeholders
 - Templates and tools for mapping stakeholders

- Stakeholders role
 - Target audience tools
- Stakeholders engagement
 - Models of engagement
- Social impact assessment SIA
- Identify the benefits for the community

Conclusion

Pilot and results analysis

- How to choose the most suitable form of COT for the area

Identification and definition of the fundamental strategic orientation

Set of guiding ideas (mission, vision), values and attitudes that define the identity of the COT is used to indicate the long-term direction in which the business intends to go.

Defines the specific field of activity of the COT by answering the questions of why (the purpose of its work) and how (the management and organisational philosophy and culture) through:

Mission: what distinguishes the company (what it is), its core competencies and values. Must be:

- **Feasible:** Members must be able to believe in the feasibility of the mission.
- **Inspire motivation**
- **Distinctive**

Vision: what the company would like to be, future orientation based on the prediction of environmental changes: Explains the ultimate success of the organisation.

Listening tools - questionnaires

Questionnaires are data collection tools consisting of a series of open and closed questions. They allow a large number of people to be quickly involved in order to gather information, find out opinions, attitudes and intentions.

Steps for constructing the questionnaire:

1. define the purpose, make explicit the factors, the concepts you want to detect
2. Defining the background variables including the demographic and socio-environmental characteristics of the respondent.
3. Define who the questionnaire is intended for. We then try to figure out the most appropriate language and wording for the questions in the questionnaire.

Formulation of questions:

- Use language appropriate to the subject matter

- formulate questions that are not too complex
- pay attention to the length of the questions and the number of alternatives chosen

Socio - economic Analysis

A proper analysis of the economic system and the conjunctural study of the relevant economic indicators allow you to identify the strengths and weaknesses of the area in question and to seize its medium- and long-term development opportunities. Research is able to combine different levels of analysis and cross-reference numerous variables.

It is essential to know what the economic situation is in the area where we want to set up the COT, we need to know the reality of local enterprises, their financial solidity, whether there is a real need for a centre such as the COT.

- Subject of the study: food and wine producers, local units, entrepreneurs
- Level of territorial analysis: national, regional, district, provincial, municipal
- Level of sectoral analysis: macro sector (Primary, Secondary, Tertiary), sector (Agriculture, Commerce, Mechanics, etc.),
- Variables: legal status, gender, nationality, recruitment and termination flows, contract type, specific economic indicators, etc.
- Time span: based on database availability
- Output: data tables or reports
- Official sources: EUROSTAT, Chambers of Commerce, municipal offices, provincial, regional and association databases.

Do preliminary research.

To create an effective survey, you want to be as targeted as possible

Draft your questions.

For best results, include no more than five to 10 questions in your surveys. Many people, especially adults, generally have short attention spans, so if you bombard them with dozens of rapid-fire questions, your completion rates can drop significantly.

As you're writing your survey questions, try to let participants expand on their thoughts. "Yes or no" questions won't give you as much information as free-form text responses

<p>Set up your survey.</p>
<p>Publicize your survey to readers. Once your survey is ready to go, get the word out to your readers by advertising it on</p>

Tools for creating a COT

CONTEXT ANALYSIS

External analysis	Internal analysis
<ul style="list-style-type: none"> ● Objective: <ul style="list-style-type: none"> - Analysing the forces and dynamics of the external environment 	<ul style="list-style-type: none"> ● Objective: <ul style="list-style-type: none"> - Analysing internal distinctive skills and competencies
<ul style="list-style-type: none"> ● Tools: <ul style="list-style-type: none"> - Macro-environmental analysis 	<ul style="list-style-type: none"> ● Tools: <ul style="list-style-type: none"> - Checklists
<ul style="list-style-type: none"> ● Identify: <ul style="list-style-type: none"> - Opportunities - Threats 	<ul style="list-style-type: none"> ● Identify: <ul style="list-style-type: none"> - Strengths - Weaknesses

Environmental analysis process

SCANNING	<ul style="list-style-type: none"> • Observe" the external environment • Organising information into desired categories • Identify problems within each category
MONITORING	<ul style="list-style-type: none"> • Observe developments • Determine rates of change
FORECAST	<ul style="list-style-type: none"> • Predicting developments changes • Identify interrelationships between problems • Develop alternative alternatives
EVALUATION	<ul style="list-style-type: none"> • Evaluate forecasts • Identify the forces to be to be considered for • Develop strategies

Macro-environmental analysis

DEMOGRAPHIC: which demographic phenomena may represent threats and opportunities for the organisation? E.g. You have to identify for example the target group of producers, if they are elderly I will have to have a specific type of communication. The same applies to the target audience

ECONOMIC: How will the development of incomes, prices, savings and credit affect the COT?

ECOLOGICAL: natural resources, environmental damage. What is the role of the organisation in protecting against environmental damage? Also on the side of local producers, working with

those with high standards of environmental protection and continually raising their awareness of sustainable production

TECHNOLOGICAL: which technological innovations are relevant for COT services and processes? (e-commerce, crowdfunding platforms, block-chain, etc.)

POLITICAL: What are the new regulations in force? What are the most suitable legal forms for our COT?

SOCIO-CULTURAL: What are the social groups or institutional networks with which to relate? If there are different realities that work with the same goal, it is useful to unite rather than remain divided.

How do lifestyles change? How do values change? E.g. we expect that after the pandemic, people who were used to spending Saturday afternoons at the mall will prefer to go hiking in the open countryside.

PUBLIC: which sectors of the public (institutions, government and local communities) present particular opportunities or problems for the organisation?

What initiatives has the organisation taken with regard to the various sectors of the public?

SWOT analysis:

Strengths - Weaknesses – Opportunities – Threats

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Innovative product/service 2. Simple to scale up 3. Wide presence on the territory 4. Unique technical or professional skills your business possesses 5. Shared mission 	<ol style="list-style-type: none"> 1. What are your weaknesses according to your internal assessments? 2. Improvement areas where you should focus upon.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. The unique features you can provide to your potential clients/stakeholders 2. institutional benefits, political advantages, tax deductions, etc.. 3. change in user sensitivity 	<ol style="list-style-type: none"> 1. the absence or lack of any features in your product or service. 2. The absence of adequate financial resources to support the various business opportunities.

PORTER'S 5 FORCES

Direct competition

Direct competition is understood as a form of horizontal competition between enterprises operating in the same sector offering the same type of production to the market. Determining the intensity of this strength are factors such as the level of concentration of companies that operate in this sector. We have to find out if there are already realities that offer our service, or if the municipality wants to do the same. If there are already such organisations, we need to differentiate the offer so as not to create a dead end.

The threat of new entrants.

In the specific case of COT this threat is not the main problem of the business but it is important to notice that such a threat can be put down thanks to economies of range, when simultaneous presence in several businesses gives a competitive advantage. E.g. Agriculture and tourism bring rural tourism.

The threat of introducing substitute products onto the market

The threat arising from the introduction of substitute products is possible when similar goods to those already present are introduced into the market. These challenge the existing product because, in a different way, they satisfy a customer need. E.g. in our case, if our COT decides to run local cuisine courses on Saturday afternoons, and at the same time a shopping centre is opened in our area, we have to react to try to get people not to go to the shopping centre but to come to the COT through targeted communication campaigns.

Increasing the bargaining power of suppliers

The bargaining power exerted by suppliers is an element that can affect the profitability of an industry. The small number of suppliers gives them a high degree of bargaining power. Power, which enables them to increase prices and decrease supply. E.g. A problem for activities such as ours is the excessive dependence on public funds. We need to broaden the fundraising channels, not only depending on public funds but e.g. crowd-funding to start new activities, so as to increase the involvement of the community as well.

Increasing the bargaining power of customers

The customers of a company hold the Power to reduce a company's profit margins, especially if there is low concentration in the market or they decide to vertically integrate into the production sector, becoming themselves potential competitors. E.g. differentiate the type of users of the COT; if we focus on creating a "showcase" centre for local products, we run the risk of being dependent on a specific target group of tourists, so we need to increase the offer, for example by organising guided tours of local agri-food companies to intercept a wider public.

GOOD PRACTICES

A “good practice” can be defined as follows:

A good practice is not only a practice that is good, but a practice that has been proven to work well and produce good results, and is therefore recommended as a model. It is a successful experience, which has been tested and validated, in the broad sense, which has been repeated and deserves to be shared so that a greater number of people can adopt it.

TEMPLATE: Good Practices

Format: PICO –Model (Problem-Intervention-Comparison-Outcomes).

Size: Less than 1 page / practice

P: Problem/Need/Context: present the problem that needed to be solved
I: Intervention <ul style="list-style-type: none">• Present what kind of actions was made and done and who was the key actors
C: Comparison <ul style="list-style-type: none">• If there could be done any comparison between groups etc., present the process
O: Outcomes <ul style="list-style-type: none">• what kind of outcomes the actions had and how this affects today

Strategy definition: defining target segments and competitive positioning

After analysing the internal and external environment, planners develop specific objectives.

This requires selecting the main target segments, positioning the organisation and then co-ordinating the various elements of the marketing mix in order to achieve the objective.

Market Segmentation

- It allows the identification and management of a limited number of subjects (natural or legal persons) with relatively homogeneous needs that can be managed by the organisation.
- It allows the identification of different markets (or audiences) that have expectations of receiving different services or services delivered in different ways (service differentiation policies).

Characteristics of the segments

- Mutual exclusivity: each segment must be conceptually separable from the others;
- Exhaustiveness: every potential component of the target market must be included in some segment;
- Measurability: example of size or purchasing power;
- Reachability: expresses the ease with which a segment can be reached and/or served;
- Differentiated response: different response to the marketing strategies directed towards them;

Positioning

means choosing one's place in the supply system. The place that a product/service/company occupies at a given time, as perceived by a relevant group of citizens/users/customers/financiers representing its target audience.

Business plan template

<p>The Business Opportunity</p> <p>What problem are you solving? What challenges and pain points will you resolve for users?</p>	
<p>Company Description</p> <p>What does your company do? What challenge(s) does your company solve?</p>	<p>Team</p> <p>Who is involved?</p>
<p>Industry Analysis</p> <p>Who are your competitors? What are some key factors related to being successful in your industry?</p>	<p>Target Market</p> <p>Who are you targeting? Who makes up your target audience? Who are your target segments, buyer personas, and ideal customers?</p>
<p>Implementation Timeline</p> <p>Briefly, how you roll out the business? Which phases will be involved?</p>	<p>Marketing Plan</p> <p>Which channels and platforms will you use to reach and convert your target audience? Where will you meet your audience?</p>
<p>Financial Summary</p> <p>What is your cost structure and what are your revenue streams? Describe your fixed variable costs and how will you make money?</p> <p>Consider your sales goals for the near future and long term</p>	<p>Funding Required</p> <p>What amount of funding will you require from investors? Where will that funding go?</p>

Bottom – Up approach

The approach that the COT should apply in its management, planning and governance is the Bottom-Up approach. A bottom-up approach, where only the interaction and listening of all stakeholders brings the project to life. The COT should be a tool for assisting and improving the market capabilities of local producers, and it is they who hold the information needed to create a tailor-made centre. that is an instrument of broader development for the whole

community. It is not easy to reconcile the different demands that inevitably arise during participatory planning. Co-design is an exercise, a specific mindset.

Focus Group

Focus groups are a widely used research tool in marketing research. It is a particular method of qualitative interviewing in which a moderator submits, in an informal and apparently unstructured way, a series of discussion topics to a small group of subjects who are informed of the facts and willing to collaborate, inviting them to share and compare their opinions.

Objective of a Focus Group:

The main objective of a focus group is to collect ideas, considerations and suggestions expressed by a group of individuals belonging to the appropriate target, invited to discuss in a free and spontaneous way a selection of themes relevant to the research.

For example:

- finding market opportunities;
- understanding product-related vocabulary;
- highlighting needs, perceptions, preferences and feelings;
- understanding product-related advantages and disadvantages;
- develop new ideas;
- test the questionnaire.

Unlike other interview techniques, they do not require a 'one-way' interaction between the interviewer and the individual respondent, nor do they require the interview to proceed in a rigidly coded manner, as is the case with the sequence of questions in a questionnaire.

1. Recruitment phase:

10 subjects were recruited, for each class of age, activity carried out, etc., trying to create a group that was not excessively homogeneous, in terms of social and economic characteristics. The subjects should represent the target group.

2. Initial phase and progress:

As soon as the group has been set up, start the session by explaining the aims, how to proceed and, finally, by showing and describing the product.

3. Analysis:

For the analysis the debriefing method can be used i.e. each subject was asked for a comment immediately after the end of the FG, product related keywords, their frequency, intensity and specificity were assessed.

Content Analysis - analyse data

Content analysis is a research tool used to determine the presence of certain words, themes, or concepts within some given qualitative data (i.e. text). Using content analysis, researchers can quantify and analyze the presence, meanings and relationships of such certain words, themes, or concepts. Sources of data could be from interviews, open-ended questions, field research notes, conversations, or literally any occurrence of communicative language (such as books, essays, discussions, newspaper headlines, speeches, media, historical documents). A single study may analyze various forms of text in its analysis. To analyze the text using content analysis, the text must be coded, or broken down, into manageable code categories for analysis (i.e. “codes”). Once the text is coded into code categories, the codes can then be further categorized into “code categories” to summarize data even further.

How a COT works

Public service charter

How to make a public service charter. Templates

Service charter Template

Introduction/background:

e.g. The Center of Taste was created with the aim of promoting food and wine tourism in rural areas.

It is a physical place that responds to the new conception of food as a cultural expression and not only as a food vehicle.

as a vehicle for food. In fact, the COT houses rooms and spaces designed specifically to host

educational designed to host educational events, conferences, training courses and taste workshops, which will offer both visual and sensory and taste workshops, which will offer both visual and sensory presentations of various food and wine itineraries. Visitors to the Centre will be able to find out, learn, taste and choose their own itinerary for visiting the area.

Goals:

e.g. The TOC will carry out the following activities:

- *inform visitors about local excellences and about food and wine and tourist routes in the area;*
- *Organising promotional events;*
- *Cooking courses and taste guides;*
- *Food education with particular reference to schoolchildren, not only local ones;*
- *Wine tasting and oil tasting courses;*
- *Sommelier courses;*
- *Educational on food and wine products;*
- *Permanent showcase of the territory's most representative products.*

Human resources:

What human resources will be allocated to the COT?

Partners:

Indicate the partners who will collaborate in the implementation of the management of the activities

- *Local municipalities;*
- *University and research centers;*
- *Associations;*

COT suppliers:

Select and indicate from time to time the suppliers of local products that will be used for the various activities of the centre

Activities programme:

Stakeholders

Stakeholders Mapping template

Approach	Identify stakeholders	Measure stakeholders expectations	Identify needs	Identify gaps	Develop plan for engagement	Monitor and measure
Key Planning Questions	Who are the key individuals stakeholders?	What are their current expectation?	What specific should we need to address to make the programme a succes?	Where are the gaps between the desired (to be) and the current (As is) state?	What activities can we undertake to close these gaps?	How do we know when they are at the desider point to be? How do we keep them informed?
Key planning Consideration	Decide who has influence over or is impacted by the outcome of the project Stakeholders will be both internal and external to the organisation	Understand how things done today and whatch their behaviours	Consider the importance that each stakeholder has to the succes of the project Different stakeholders will have different desired levels of expectations		Consider what the activities are required to build the to be state Try to use current forums where possible (e.g. update meetings etc.)	Track the activities that are being undertaken Monitor the stakeholder levels as a result of activities

Stakeholders engagement

Engaging with stakeholders is crucial to the success of any organisation. To succeed, an organisation must have a clear vision derived from a robust strategic planning process, and an effective strategic plan or marketing plan can only come from stakeholder engagement.

Effective engagement helps translate stakeholder needs into organisational goals and creates the basis of effective strategy development. Discovering the point of consensus or shared motivation helps a group of stakeholders to arrive at a decision and ensures an investment in a meaningful outcome. Indeed, without internal alignment you cannot build an effective strategy or implement change.

How to engage stakeholders

1. Clear, consistent communication

For a project to be successful all parties need to have a clear understanding of the process and the objectives. Information needs to be shared in a purposeful and consistent way throughout each stage of the project. Internal and external stakeholders need to understand the vision and the part they individually play in meeting the organisation's goals.

2. Outline the engagement required from stakeholders.

Map out the process along with key milestones where stakeholder engagement will be needed and why it is valuable. Arrange a series of interactive engagements where stakeholders can be included in discussion and debate. Greater understanding leads to greater ownership so consistently reinforce shared ideas and common goals, and give feedback throughout the process.

3. Build the project around the engagement

Many projects can fail to live up to their potential because the stakeholder engagement was not recognised as an integral part of the process. Stakeholder engagement, from the outset, helps build involvement and a sense of continuation to a new future. Allow adequate time and planning to include all relevant parties and to allow them to discuss, understand and internalise each project milestone or step in the process. Stakeholders who do not understand the plan have a difficult time remaining engaged and moving in the desired direction later.

In stakeholder engagement there is always an element of 'learning by doing' and opportunism. Companies often start by engaging the stakeholders they know best and only then begin a dialogue with those outside the traditional setting in which they usually operate. Others start the process in response to a particular moment of crisis or opportunity. The stakeholder engagement process itself is a learning cycle in which both the company and its stakeholders learn more about each other's motivations, how they work and the spheres in which they work. motivations, how they work and their spheres of influence.

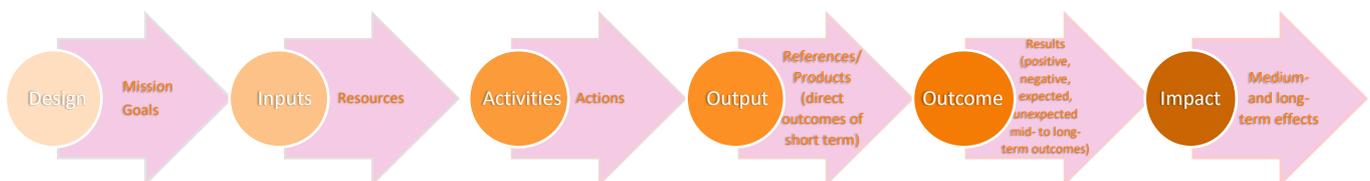
Models of engagement

It is about making a list and assessing the weight, the importance, that stakeholders have on our future strategies. There is no single, valid methodology for identifying stakeholders, e.g. one can construct tables or matrices according to the degree of influence of the stakeholders, or even a simple list.



The steps of this analysis are four:

- Identification of stakeholders,
- understanding how they are involved in or affected by the problem,
- understanding the contribution they can make to the project,
- integrating their needs into the project strategies.



Stakeholder category	Interests	Aptitude	Change	Priority (influence/dependence)	Involvement level	Surveys
Local producers	Increase income	Support	Expected positive	High	1, 2,3,4,5,6	Output, outcome impact
Local communities	Local development	support/ opposition (depending on beneficiaries)				

Social impact assessment SIA

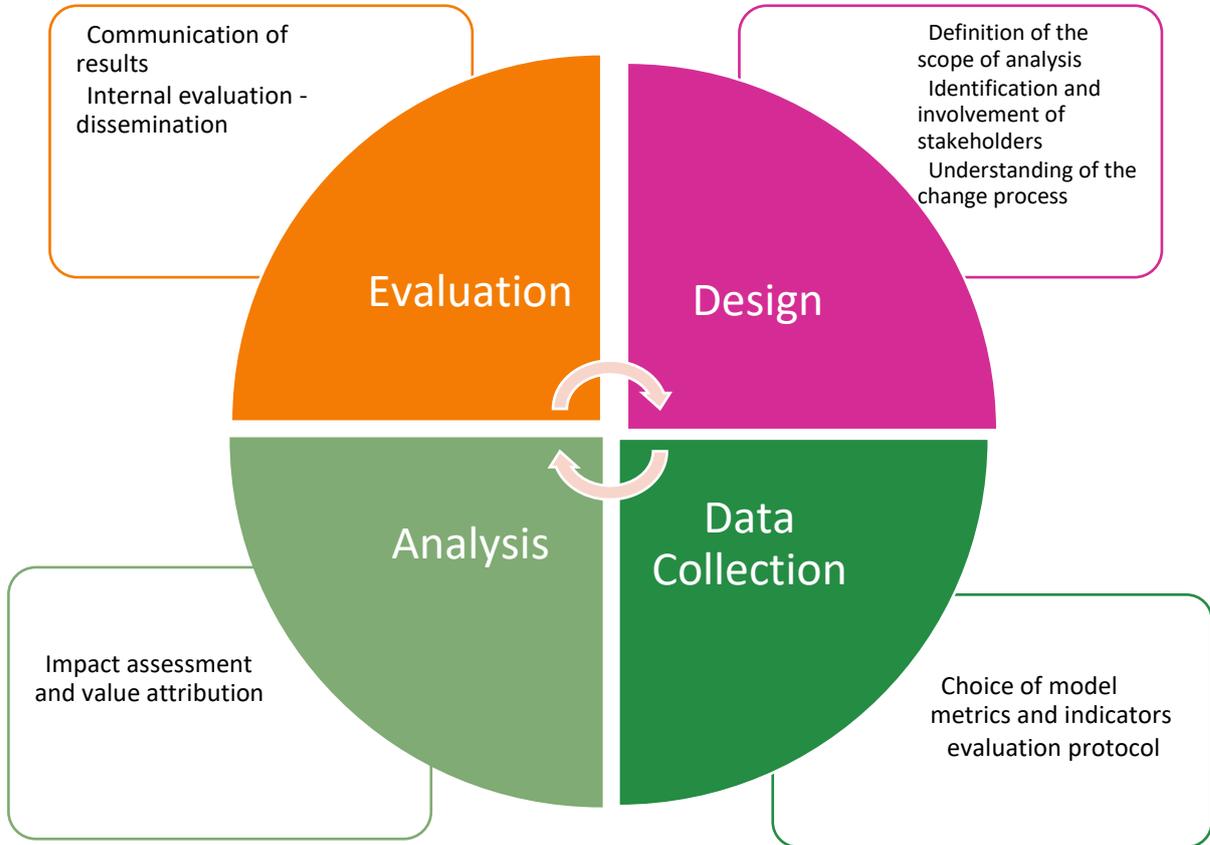
As we come to the end of this guide, we feel it is our duty to offer performance reporting tools both for the purposes of informing third parties and as a means of observing the effectiveness of the strategies implemented. impact assessment is the qualitative and quantitative evaluation, in the short, medium and long term, of the effects of the activities carried out on the community in relation to the identified objective.

Impact assessment is a practice that allows the measurement of the 'transformative' dimension of an organisation.

- SIA measures the change that the organisation's actions produce in the social, economic and cultural context
- The SIA measures the social added value generated (outcome).
- SIA measures sustainability of social action (outcome/input)

The SIA serves to communicate and convey the change generated to all stakeholders, aligning operational targets with the expectations of their stakeholders and improving attractiveness to external funders. In order to gain a concrete understanding of the change brought about by a social enterprise, the logical framework to be adopted is that relating to the so-called impact value chain, which makes it possible to graphically identify the various steps in which the so-called theory of change is expressed.

Assessment objectives



Ecosystem affected by change

(drop effect)

The organisational intervention produces a change not only on the target group but also on the entire ecosystem (indirect beneficiaries). Furthermore, the organisation itself is within an ecosystem (stakeholder) that influences and is influenced by the results of the intervention



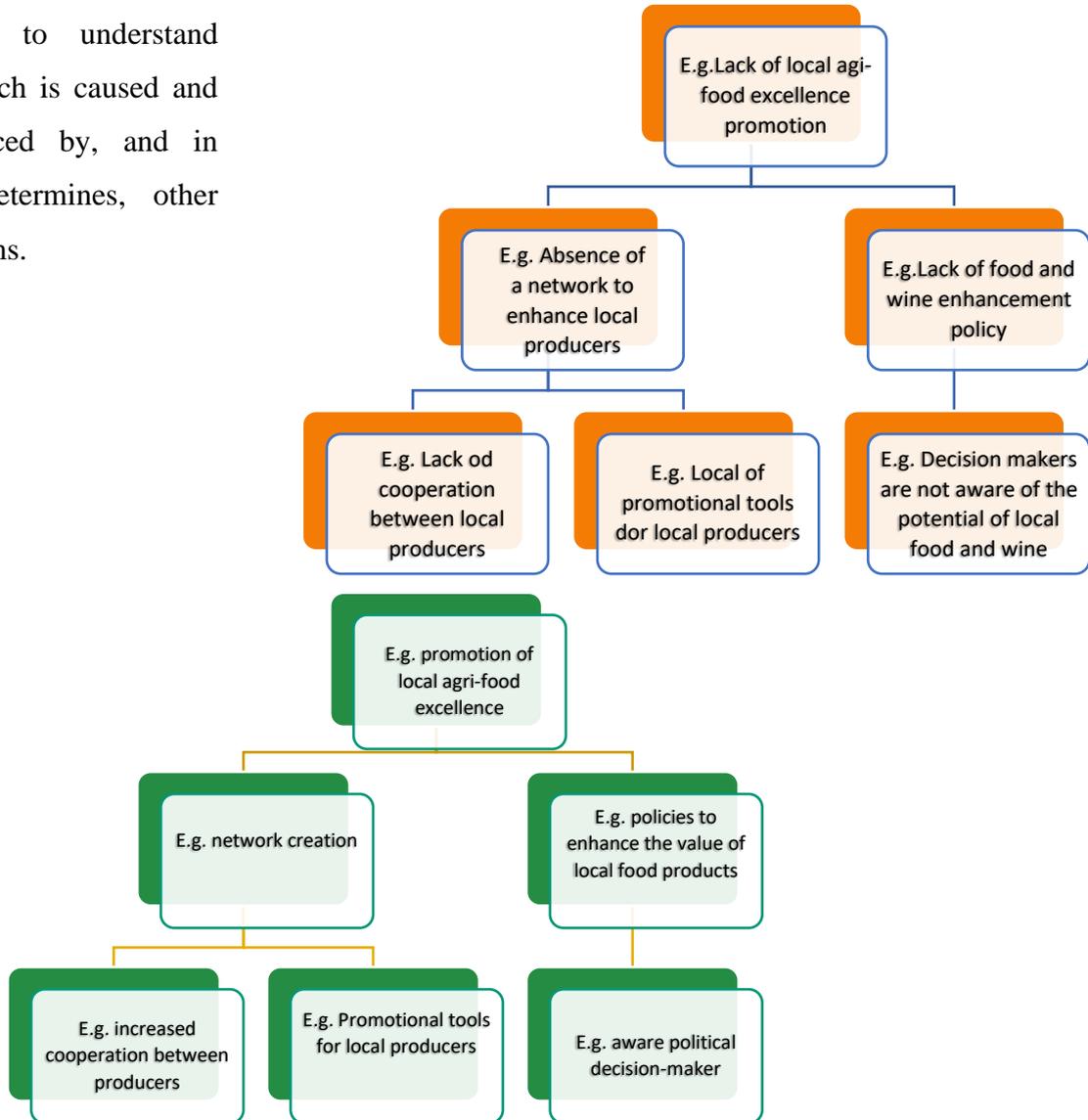
Theory Of Change (TOC)

The theory of change is represented by a series of intermediate outcomes leading to the expected impact. The focus here is on how and why changes occur, considering also random, non-linear (unexpected outcomes). The process consists of working backwards from the impact objective, through the outcomes needed to achieve it, to the activities that need to be implemented to generate those outcomes.

TOC facilitates the process of selecting the most appropriate strategy to be implemented and the path to be taken to achieve it. Furthermore, in light of the final objective, management can weigh the importance of each activity, and calibrate the investment of resources on each. The process of defining the TOC is based on concrete evidence of the effectiveness of a given intervention (evidence), and is strongly based on the point of view of stakeholders, whose inclusion ensures greater validity, since it reinforces the degree of reflection within which the causal links are defined.

Problem tree

Problem Tree: allows problems to be identified and provides a description of the causes responsible for the problem situation. In the problem tree, problems are placed in a hierarchical system to understand how each is caused and influenced by, and in turn determines, other problems.



Once mapped, once I have chosen what is/are the reference models, I have to build my own evaluation protocol which is built up by a set of procedures, tools, questionnaires, chosen techniques, which summarise my evaluation process. It is a concrete tool, an excel file, with many worksheets in which are represented the dimensions of value, the dimensions of impact that I want to explore, the relative variables, the sources. It tells me when to collect this data and who should collect it.

In order to gain a concrete understanding of the change brought about by a social enterprise, the logical framework to be adopted is that relating to the so-called impact value chain, which makes it possible to graphically identify the various steps in which the so-called theory of change is expressed.

In order to arrive at the actual impact assessment, indicators need to be identified. They allow me to quantify change and outcomes. I need the indicator to identify a summary measure and a quantitative measure and obtain a quantitative figure. I do not need a lot of indicators, but I need indicators that are solid and valid. And valid **indicators are the SMART ones**, i.e. **Specific, Measurable, Actionable, Relevant and Traceable** over time.

Data can be: objective or subjective, quantitative or qualitative.

Sources may be primary, so we interact directly to the stakeholder using focus groups, interviews or questionnaires; or we rely on secondary sources, i.e. reports, information systems, official and unofficial documents referring to the organisation's internal system or benchmark data.

Example of indicators:

1	Economic sustainability
2	Promotion of entrepreneurship
3	Democracy and inclusive governance
4	Stakeholder participation
5	Employment resilience
6	Community and territorial relations
7	Implications for public policy

	What does it change?	How much does it depend on our activities?	How much does it depend on our activities?	How much does it depend on our activities?	How much does it depend on our activities?
Stakeholders	<p>Outcome</p> <p>Description of change experienced by stakeholders</p>	<p>Deadweight %</p> <p>Would the change have occurred in any case?</p>	<p>Displacement%</p> <p>Has the change produced negative effects elsewhere?</p>	<p>Attribution %</p> <p>Is the change attributable to someone else?</p>	<p>Drop off %</p> <p>Will the change decrease over the years?</p>
Local food and wine producers	E.g. Local food producers income has increased	20%	0%	40%	10%
Community leaders	E.g. Improvement of local policy management	25%	0%	30%	10%

Depth and breadth of impact: If you can demonstrate the causal relationship between the intervention and the outcome, you already have a direct micro effect. If you can demonstrate the causal link with the higher level this can be transformed into a direct micro effect. Let's go up again: the change in the target group also modifies their living conditions and therefore those of their family - this is an indirect micro effect because I have worked with them. This is an indirect micro effect because you have worked on the direct beneficiary but the benefits reach the family. social changes are macro effects, if they can be connected to my intervention, the scale of change and depth is closed.