Exploring Rural Enterprise &
Regenerative Entrepreneurship

Oxford Real Farming Conference 2020

Jonty Brunyee – Manager of FarmED and Conygree Farm
FarmED

The new Centre for Farming and Food Education based at Honeydale Farm in the Cotswolds.

@RealFarmED  www.farm-ed.co.uk
The FarmED Mission

To accelerate the transition towards regenerative farming and sustainable food systems by providing space and opportunity for inspirational education, innovative research, practitioner led knowledge exchange events and personal development.
Feeling inspired by the sessions at the Oxford Real Farming Conference? Do you want to continue the discussion in a small group setting and share deeper knowledge in the field?

You can choose from an exciting range of workshop sessions e.g:

- Building soil health with herb rich leys, sainfoin and cover crops
- Monitoring soil health – tools and apps & measuring your carbon footprint
- Heritage grains – growing, harvesting and utilising
- Creating and running a CSA venture
- Invertebrate, plant and farmland bird ID
- Agroforestry design
- Introduction to bee keeping
- Field visits to local organic and Pasture for Life farms

Tuesday 7th and Wednesday 8th July 2020
Exploring Rural Enterprise & Regenerative Entrepreneurship

Two linked sessions offering inspiration and insight into the business challenges and opportunities facing start-ups and enterprising farmers and growers.

Session 1: Introduction and Panel Session (4.00 – 4.55)

Session 2: Business Planning Workshop (5.05 – 6.00)
A few definitions……

**Farm Diversification** - all activities other than farm work that have an **economic impact** on the holding. These activities must make use of the **farm’s resources** (such as the land, buildings or machinery) or primary products.

**Farm Enterprise** – an identifiable sector of an agricultural or horticultural business with specific **inputs and outputs**. Outputs can be transferred or sold from one enterprise to another (e.g. milk from the dairy to an artisan cheese enterprise)
A few definitions…….

**Entrepreneurship** – Theories and definitions around entrepreneurship are complex and often opposing.

J.B. Say (1800) defined an entrepreneur as *someone* who consciously moves economic resources from an area of *lower value* into an area of *higher value*.

Peter Drucker (1980) - defined an entrepreneur as *someone* who always searches for *change*, responds to it, and exploits it as an *opportunity*. 
A few definitions……

Entrepreneurship - Davidson (2003) said that entrepreneurship is a societal phenomenon comprising:

• identification, evaluation and exploitation of an opportunity
• management of a new or transformed organisation so as to facilitate production and consumption of new goods and services
• creation of value through successful exploitation of a new ideas.

• Almost all definitions include acceptance of risk or failure

• Different types – eco, social, resource, opportunistic entrepreneurship
Enterprising/entrepreneurial people…..

• See the larger picture and recognise opportunities - you need vision
• Develop the right products or services - you need to be creative and innovative, and be a knowledge seeker
• Be prepared to exploit opportunities - you must have confidence (ego), be a risk taker and promoter
• Find and access the necessary capital and other resources - are you good at networking and business basics
• Take responsibility and get things done - you must posses focus and determination, and the ability to delegate
Where does being ‘regenerative’ fit in?

• All businesses must move from being ‘depletive’ and aim higher than merely being ‘sustainable’
• Only agriculture, horticulture and forestry can be truly regenerative….rebuilding soil, eco-systems, habitats, landscapes, communities and a healthier society….
• All business can have a regenerative role
• Customers are seeking it – opportunities for new enterprises and entrepreneurs
Regenerative approaches gathering pace
Most farming systems are not viable without direct support or diversification income.
In England, over 64% of farm business have already diversified - very competitive so what will you do differently?
Introducing The Panel

Who are you?

Please explain your business interests/roles

What does rural enterprise/regenerative entrepreneurship mean to you?
The Panel

Dr David Bozward
Head of School of the Business and Entrepreneurship at Royal Agricultural University
Senior Lecturer in Entrepreneurship
James Odgers

Enterprising and diverse farmer, working with new entrants at Stream Farm

Our vision is to have as many families as possible earning a sustainable livelihood from small-scale farming businesses, complementing each other and cross-selling under a common brand.
Cotswold-based CSA providing the antidote to food miles by growing hyper local salad & veg following organic principles for great taste and zero waste.

We started here - firstly adhoc, then 30 shares per week.
And ended up with 2 acres for Honeydale Kitchen Garden at Farm-Ed.

We're now producing currently 60 shares /week

2 polytunnels (1 here, 1 community funded in 2018-2019)

In 2020 we will erect 2 more polytunnels, both grant funded. One through The Trust for Oxfordshire's Environment/Grunden & another through Midcounties Coop.

This gives us the potential to expand to 120 shares/week
Regenerative Enterprise - Self, Community & the Earth

The Unaccountable Countables

Family Time

Celebrate

The Farm

Circular Economy

Community

Health

Growing Organically

- Self, Community & the Earth.
HOW TO GET THERE?

Examine your goals & include the "unaccountable countables"

Choose what you love and take the plunge

Remain Open to ALL advice, bank it.

Get things wrong & learn

The TEAM

Accept help / Barter

Celebrate the unconventional, tell your story your way

Grow organically / flexibly

Be kind, allow your brain to go fallow

THE REALITY - IT'S NOT EASY

The work on a day to day level is hard as well as incredibly rewarding, you will struggle with the perceived notions of success but the ‘unaccountable countables’ to both yourself, your community and the earth though sometimes intangible are huge, valuable and nourishing.

IF YOU FIND WHAT MAKES YOU TICK - LIFE'S TOO SHORT, JUST DO IT!
COMMUNITY SUPPORTED AGRICULTURE

A partnership between farmers and the local community, in which the responsibilities, risks and rewards of farming are shared.

Benefits to local Communities

- Consumers benefit from receiving fresh food from a known source which they can visit.
- Seasonality to eating and thus inherently more sustainable.
- Stimulus to the local Economy enhanced by higher employment, more local processing, local consumption and a recirculation of money through 'local spend'
- Learning about varieties of food, it's production methods and costs.
- Having an influence over the local landscape and encouraging more sustainable farming over time.

Benefits to farmers or growers

- A more secure income which improves business planning and time to concentrate on farming.
- A higher and fairer return for their products by selling direct to the public.
- An increased involvement in the local community; the opportunity to respond directly to consumers' needs.
- Receiving help with labour and planning initiatives for the future.
Weekly Salad Share

£27/month

- Research
- Community Engagement
- Price Comparison
- Limitation of plot size

Collection

- Central location
- Somewhere people go to anyway (Shop/Church/School)
- Cool and dry
- Affordable and simple
- LOW CARBON

Delivery

- Easy circuit
- Somewhere cool & dry to leave box
- Symbiotic relationships - 'Deep' Baked Bread
- Try and persuade to collect - LOW CARBON
Variety is the spice of life...
The Dream Team
The Plot
Education
Harvest Day
Importance of thinking ahead and planning big - these were our goals in 2018

Our next move is to find a 5 acre plot to rent so that 2 acres can be used for growing and the rest for green manures. The majority of it would be field crops and we would also erect 4 polytunnels to extend the growing season through the winter months.

**FIELD CROPS & ORCHARD**

The majority of the plot would be field scale crops growing vegetables as we are now to compliment the salad share or enough for a full vegetable share.

**POLYTUNNEL**

We would aim to get planning for four 23m x 5m Polytunnels. To extend the growing season.

**BEES**

We would aim to have several bee hives and keep some land for green manures to encourage polinator and bee friendly plants to improve the local ecology as well as the soil.

**BARN COLLECTION**

Centrally Located and ideally with the possibility of installing a cold room.

**COLD ROOM (MILK & MEAT)**

Eventually we would aim to have a cold room in the collection barn and make links with a local dairy and local farm for pasture fed meat. All ready for collection (low carbon) and local.
Any Questions?

Thank You
Come and visit us

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Instagram: thekitchengardenpeople
Twitter: @kitchengardenp
Facebook: thekitchengardenpeople
Questions to the Panel
Exploring Rural Enterprise & Regenerative Entrepreneurship

Thank you to the panel and everyone for joining in….here’s to a successful 2020!

Two linked sessions offering inspiration and insight into the business challenges and opportunities facing start-ups and enterprising farmers and growers.

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Entrepreneurial Mindset

“Entrepreneurship is finding and developing opportunities to create value.”

6 Attributes & Behaviors

➢ Commitment & Determination
➢ Leadership
➢ Opportunity Obsession
➢ Tolerance of Risk, Ambiguity & Uncertainty
➢ Creativity, Self-Reliance & Adaptability
➢ Motivation to Excel
The 9 Stages of Venture Creation
Bozward, David and Rogers-Draycott, Matthew Charles (2017)
Developing a Staged Competency Based Approach to Enterprise Creation.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
<th>Enterprise Development</th>
<th>Entrepreneurial Development</th>
<th>Focal Competencies</th>
<th>Education Context</th>
<th>Business Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discovery</td>
<td>This stage is critical for initial venture identification. Venture owners identify and evaluate potential new business opportunities.</td>
<td>All the time the venture is not a set of ideas.</td>
<td>Opportunity recognition represents one of the most important early aspects of entrepreneurship.</td>
<td>Opportunity recognition, creation and evaluation</td>
<td>Pre-Start</td>
<td>New Venture Forma</td>
</tr>
<tr>
<td>Modeling</td>
<td>At this stage the entrepreneur begins to understand and analyze the opportunity to create, develop, and evaluate business models.</td>
<td>A formalized model of the business, its goals, and reasons for its creation.</td>
<td>The entrepreneur can see that the concept is viable, a good market fit exists, and a feasible cash flow forecast.</td>
<td>Financial and Economic Analysis, Staffing of a virtual organization.</td>
<td>Pre-Start</td>
<td>New Venture Forma</td>
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<td>Startup</td>
<td>A new business venture is in its first stages of operation; efforts towards developing relationships with the aim of starting.</td>
<td>The organization’s core processes will be geared toward a refinement of a scalable, profitable business model.</td>
<td>The entrepreneur’s role is to build a product, secure customer orders, maintain a team, limit funding from investors, partners, or contingency, and ensure a positive outlook.</td>
<td>Identifying resources, skills and experience charged means.</td>
<td>Pre-Start</td>
<td>New Venture Forma</td>
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<td>Existence</td>
<td>These businesses have two issues to resolve, gaining enough customers and unfamiliar with production or product development.</td>
<td>The organization is a simple one, the entrepreneur, sales and marketing, etc., is in place.</td>
<td>The entrepreneur is the business, perform all the important tasks, and is the major supplier of energy, direction, and with relationships and strategic capital.</td>
<td>Coping with uncertainty, ambiguity and risk; ESU - Experiments and Strategic Underpinnings</td>
<td>Growth</td>
<td>Business Sustainability</td>
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<tr>
<td>Survival</td>
<td>Successful businesses have reached a financial and operational impasse, if hard at work and sales, customers and suppliers have been consistent.</td>
<td>The organization’s core processes will be geared toward a refinement of a scalable, profitable business model.</td>
<td>The entrepreneur’s role is to build a product, secure customer orders, maintain a team, limit funding from investors, partners, or contingency, and ensure a positive outlook.</td>
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<td>Success</td>
<td>Entrepreneurs at this stage have two objectives: scale the company’s accomplishments and expand or expand the company’s stake in profitable ventures.</td>
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<td>Adaptation</td>
<td>The business is still in its early stage and has started to see results. Key success factors are related to the development of operational systems.</td>
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<td>Independence</td>
<td>The business has reached its final stage and has developed key systems and processes, has a significant market share and can manage its own operations.</td>
<td>The entrepreneur is a key driver of the business.</td>
<td>The entrepreneur is the business, perform all the important tasks, and is the major supplier of energy, direction, and with relationships and strategic capital.</td>
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<td>Exit</td>
<td>The entrepreneur want to exit the business. Common types of exit strategies include initial public offerings, strategic acquisitions and management buyouts.</td>
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