



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**.



- | | | | |
|------------------------|-----------------------------|------------------------|--------------------------|
| 1 FarmED Centre | 7 Permanent Pasture | 11 Sawdon | Crop Rotation |
| 2 Bee Garden | 8 Natural Flood Management | 14 Barley Control Plot | 1 Diverse Herbal Ley |
| 3 Crop Rotation | 9 Woodland | 15 Apary | 2 Heritage Wheat/Cereal |
| 4 Woodland Strip | 10 Heritage Orchard | 16 Polytunnel | 3 Spring Oats |
| 5 Field Trials | 11 Honeydale Kitchen Garden | 17 Car Park | 4 Wild Bird Seed Mixture |
| 6 Buffer Strip | 12 Tree Seed Plantation | | 5 Diverse Herbal Ley |



ORFC in the Field 2020 @ FarmED

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.....



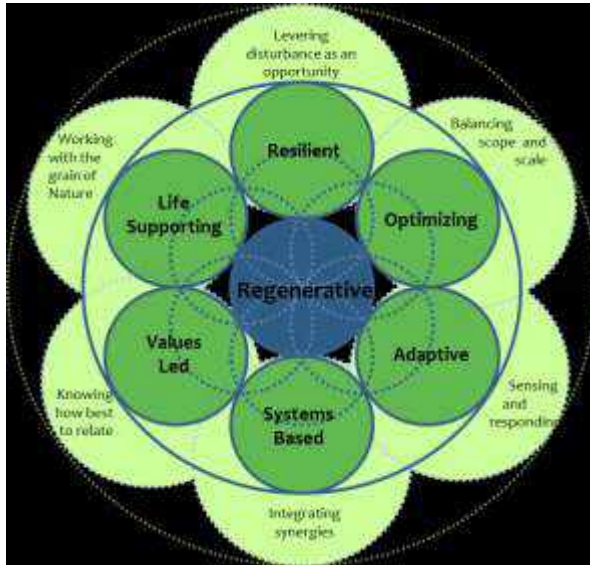
- See the larger picture and recognise opportunities - **you need vision**
- Develop the right products or services - **you need to be creative and innovative, and be a knowledge seeker**
- Be prepared to exploit opportunities - **you must have confidence (ego), be a risk taker and promoter**
- Find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



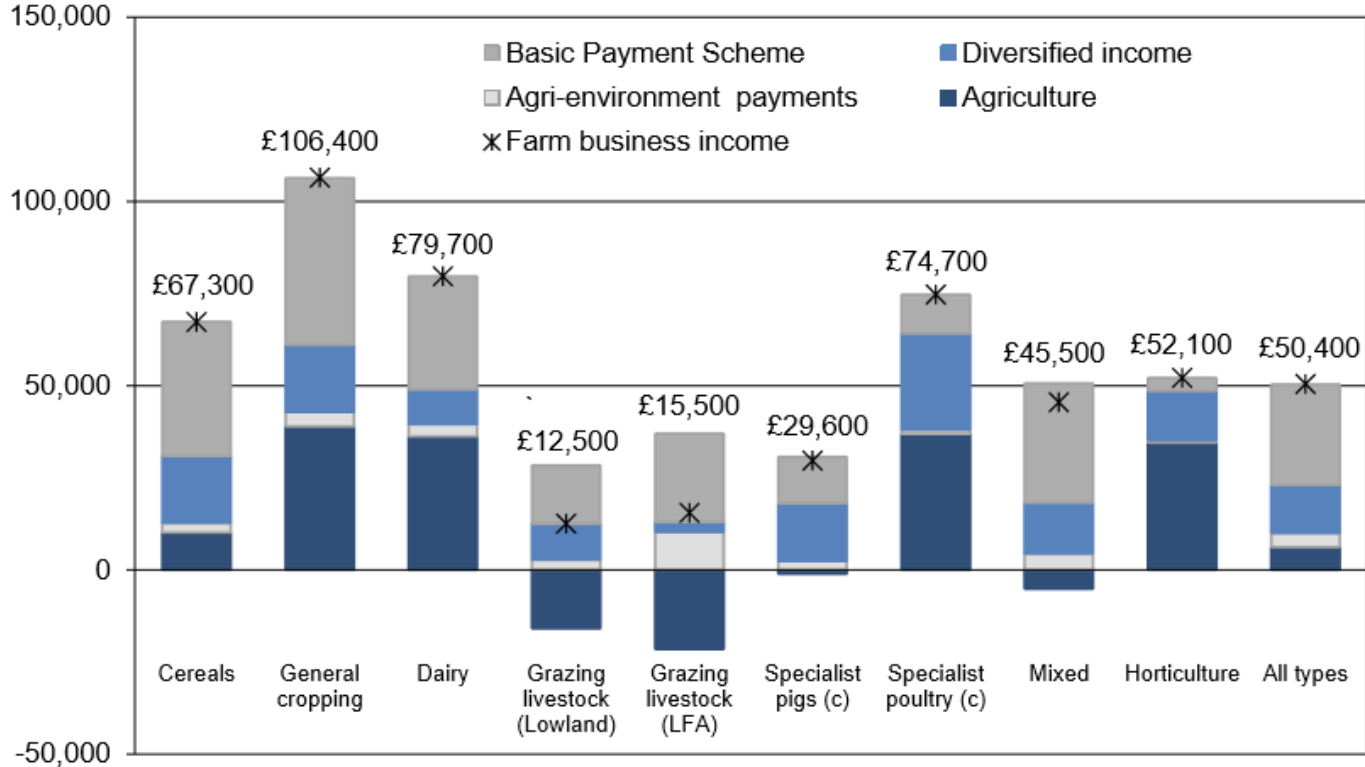
Where does being 'regenerative' fit in?

- 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



Average income £ per farm



Farm Business Income by Cost Centre 2018/19 (Defra 2019)



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

The Panel



Ian Wilkinson

Director Cotswold Seeds Ltd

Founder of FarmED

Regenerative Farmer

The Panel



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.

Emma Mills

THE KITCHEN GARDEN PEOPLE

EXPLORING RURAL ENTERPRISE & REGENERATIVE
ENTREPRENEURSHIP.





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

HOW TO GET

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

Celebrate the unconventional, tell your
story your way

Accept help / Barter

Be kind, allow your brain to go fallow

Grow organically / flexibly

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

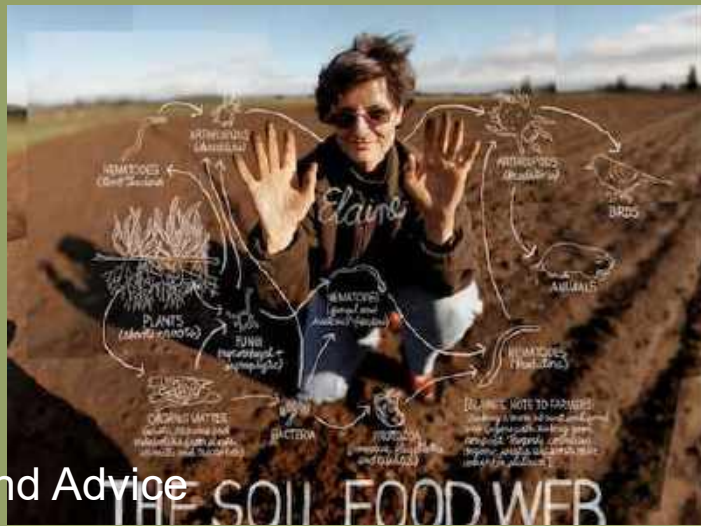
- Central location
- Somewhere people go to anyway (Shop/Church/School)
- Cool and dry
- Affordable and simple
- LOW CARBON

Delivery

- Easy circuit
- Somewhere cool & dry to leave box
- Symbiotic relationships - 'Deep' Baked Bread
- Try and persuade to collect - LOW CARBON



Help and Advice



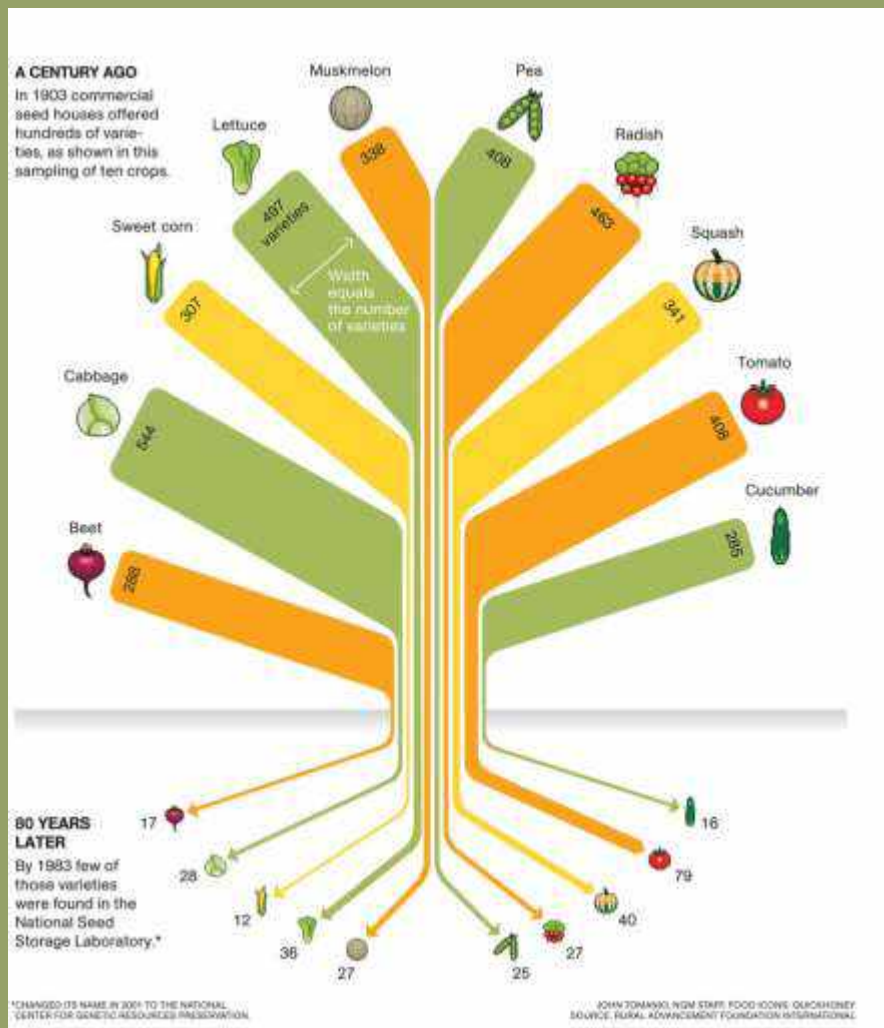
Our Polytunnel Grants funded By:

toe Trust for Oxfordshire's Environment

GRUNDON

coop midcounties

Variety is the
spice of life...





The Dream Team





The Plot





Community Engagement





Education





Harvest Day





Salads





Crops





Orchards and Fruit





Farming with Nature



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 &

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.

ORCHARD

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

POLYTUNNEL

BEEES

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

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.

(MILK & MEAT)

Any Questions?

Thank You
Come and visit us



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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!

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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.

Stage	Description	Enterprise Development	Entrepreneurial Development	Focal Competencies	Education Context	Business Context
Discovery	This stage is defined around opportunity recognition. There are the processes by which entrepreneurs identify and evaluate potential new business opportunities.	At this stage the enterprise is only a set of ideas.	Opportunity recognition represents one of the most important early aspects of entrepreneurship.	Opportunity recognition, creation and evaluation	New Venture Formation	Pre-Start
Modeling	At this stage the entrepreneur begins to substantiate the opportunity by creating detailed models to test key hypotheses.	A formalised model of the enterprise, its goals, reasons they are attainable, and plans for realising them.	The nascent entrepreneur can see that the concept provides either a good marketable opportunity, a profitable idea, or a favourable cash flow forecast.	Financial and economic literacy, self-organised & personal organisation.		
Startup	A new business ventures in its first stages of operations, either has started trading or developing resources with the aim of trading.	The organisation's core processes will be general to the achievement of a scalable, repeatable and profitable business model.	The entrepreneur's role is to build a product customers want to buy, recruit a team, find funding from customers, partners, investors, and overall orchestration of work.	Bookkeeping resources, research and approach target markets.		
Existence	Three businesses have two to sustain to market, gaining enough customers and producing either products or product quality.	The organisation is a simple one, the entrepreneur does everything and directly supervises operations, who should be of at least average competence. Systems and formal planning are minimal to non-existent. The company's strategy is simple to remain simple. Development is minimal. Formal planning is, at best, cash forecasting. The company may have a limited number of employees supervised by a supervisor. Neither of them makes major decisions.	The entrepreneur is the business, performs all the important tasks, and is the major supplier of energy, direction, and with relatives and friends, capital.	Coping with uncertainty, ambiguity and risk. Tolerance of uncertainty, risk and failure.	Business Sustainability	Growth
Survival	A viable business entity in terms of cash flow and resources, it has enough customers and satisfies them sufficiently with its products or services to keep them.	Formal planning is, at best, cash forecasting. The company may have a limited number of employees supervised by a supervisor. Neither of them makes major decisions. The core tasks are optimised to ensure the basic organisation stays profitable and is able to meet the needs of the growing organisation. Managers identify with the company's future rather than its current condition. Systems are installed to ensure sustainability, not instead of them. Of the core tasks are optimised to ensure the basic organisation stays profitable and is able to meet the needs of the growing organisation. Managers identify with the company's future rather than its current condition. Systems are installed to ensure sustainability, not instead of them.	The major goal is still survival, and the entrepreneur is still synonymous with the business.	Learning through experience. Implementation of ideas through leadership & management.		
Success	Entrepreneurs at this stage have two options: capitalists of the company's accomplishments and expand to keep the company viable and profitable.	The organisation is decentralised and at least in part, disorganised. The job managers must be very carefully to handle a growing and complex business environment. The systems, trained by growth, are becoming more robust and the staff and financial resources are in place to cope in detailed operational and strategic planning. The management is decentralised, adequately staffed, experienced and motivated. Systems are sustained and well developed.	The entrepreneur consolidates the company for business sustainability, if expanding then the entrepreneur establishes the controlling power of the company and puts it all in financing growth.	Operational & Financial planning.		
Adaptation	The business is still to grow or just rapidly and has required the required resources. Key management is in place with a solid operational system. Operational and strategic planning are now a key focus.	The organisation is decentralised and at least in part, disorganised. The job managers must be very carefully to handle a growing and complex business environment. The systems, trained by growth, are becoming more robust and the staff and financial resources are in place to cope in detailed operational and strategic planning. The management is decentralised, adequately staffed, experienced and motivated. Systems are sustained and well developed.	The entrepreneur and the business have become inseparable, separate, yet the company is still controlled by both the entrepreneur's presence and stock control.	Investor Management Delegation.	Entrepreneurship Pathways	Maturity
Independence	The business reaches the advantages of size. Financial resources, market share and managerial talent, evolution and responsiveness are now factors in keeping the business in market position.	The management is decentralised, adequately staffed, experienced and motivated. Systems are sustained and well developed.	The entrepreneur and the business are quite separate, both financially and operationally.	Internal skills to coordinate activities.		
Exit	The shareholders want to release the value in the business. Common types of exit strategies include initial public offering, strategic acquisitions and management buyouts.	The organisation is profitable, defensible with a clear and realistic strategy to continue. The CEO and founder are separate. The senior management team have good release packages.	An exit strategy gives an entrepreneur a way to reduce or eliminate their stake in the business and, if the business is successful, make a substantial profit.	Regulation, Negotiation, Worker and occupation.	Exit	