Bio International!? –
Marketing Potentials of Organic Products from UNESCO Biosphere Reserves

Discussions and Results of an International Expert Workshop
4. - 7. Oktober 2011, Gülstorf/Amt Neuhaus
Biosphere Reserve Niedersächsische Elbtalaue

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1 Potentials of a Joint Marketing of Organic Products from UNESCO Biosphere Reserves

Discussions and Results of an International Expert Workshop

Armin Kullmann, Frankfurt am Main

1.1 Background

The protection and sustainable use of biodiversity is a task high on the agenda of the international community. Targets and principles have been written down in the ‘Convention on Biodiversity’ (CBD) at the United Nations Conference on Environment and Development 1992. The European Union has given itself Guidelines for the Protection of Biodiversity till 2020. In Germany, the Federal Ministry of the Environment, Nature Conservation and Nuclear Safety and the Federal Agency for Nature Conservation have developed a National Strategy on Biodiversity (NBS). Similar regulations have been developed in most international countries.

Besides the protection of natural landscapes and habitats, the conservation of cultural landscapes is one of the most important issues on the national and global agenda. UNESCO biosphere reserves (BRs) are a special concept to protect natural and cultural landscapes by using core zones to preserve high-value biotopes, buffer zones to maintain an extensive land use around the core zones, and development zones for the development and implementation of innovative ways of sustainable business and living patterns of both ‘man and biosphere’.

Organic agriculture (OA) is, according to the majority of scientific studies, the most sustainable modern agricultural system. OA needs less inputs of energy, industrial fertilizers and chemical pesticides, has a smaller climate and material footprint. Some recent studies show that OA should much more be part of the solutions of global climate as well as development problems, especially for nourishing a growing world population by a self-relying agriculture. ¹

The support of ‘quality economies’ and sustainable business patterns has been part of the UNESCO strategies for biosphere reserves since the Foundation of the ‘Man and Biosphere’ programme in 1971, as well as part of the Seville Strategy and the Madrid Action Plan. Regional and sustainable marketing strategies for agricultural products are a crucial tool for connecting the protection of biodiversity and the maintenance of sustainable land use in BRs. By marketing agricultural and food products with a premium quality, a price premium is or shall be generated, which helps to keep the extensive land use economically attractive.

The marketing of organic products seems to be the most consequent way for reaching the targets named above in UNESCO-BRs.² Based on this thesis, an international workshop was held on the ‘Potentials of a joint marketing of organic products from UNESCO-BRs’ from 4th to 7th October 2011 in the biosphere reserve Niedersächsische Elbtalaue near Hamburg.

² In German, the words for biosphere reserves, biodiversity and ‘biological’ (= organic) agriculture or products all start with the prefix ‘bio’, which makes them seem quite related in the ears and eyes of consumers.
1.2 Targets and Participants

The main target of the workshop was to discuss the potentials of joint marketing strategies for organic products from biosphere reserves in the German, Austrian and Swiss markets. It was the first time joint marketing strategies of the German BRs as well as with other German-speaking countries were discussed. The extension to international countries was looked at as a further. Three middle European organic food markets (D-A-CH) have been analyzed in this workshop as production and sales markets as well as consumer and import markets.

25 BR managers for regional development, quality economies and food marketing as well as organic market experts from Germany, Austria and Switzerland took part in this workshop. To look at the issues from an outside perspective, and to discuss sense and ways of a joint regional and international marketing, experts from Africa (Ethiopia) and Latin America (Costa Rica) were invited, as well as practitioners from the Nature and Biodiversity Conservation Union (NABU Germany), a coffee import initiative and a small trader of organic coffee. So coffee was the ‘special product’ of this workshop, as an example of opportunities, problems and solutions for the import of international organic products into the European markets.

1.3 Opening

Organizer of the workshop was Armin Kullmann from the Institute for Rural Development Research (IfLS) in Frankfurt (Main). He is working on regional marketing strategies of the German biosphere reserves as well as organic food marketing in research and consultancy projects for 15 years now. In a research project with organic wholesalers, funded by the German Federal Organic Agricultural Programme, he found out that there was very little acceptance of ‘mixed’ marketing strategies of organic and non-organic products, which biosphere reserves mostly run, in the specialized organic retail market. But some of the organic wholesalers were interested in organic BR products, especially if they were connected with communication measures on the aspects of biodiversity at the ‘point of sale’. Based on this, he developed a ‘pure organic BR-strategy’ as the basic hypothesis of this workshop.

The workshop was financed and supported by the Federal Agency for Nature Conservation, Division of International Nature Conservation (BfN). Mrs. Kerstin Lehmann welcomed the participants in the name of the Agency and the head of the division, Dr. Bettina Hedden-Dunkhorst. Martin Waldhausen, representing the Secretariat of the UNESCO MaB-National Committee in the Federal Ministry of the Environment, Nature Conservation and Nuclear Safety (BMU) pointed out that the basic organic marketing strategy of the workshop would be the right strategy for UNESCO biosphere reserves to strengthen their image in the public and to valuate some key assets of BRs, according to the MaB framework guidelines named above. Also Mrs. Margret Brahms, head of the national BR Working Group and Guido Puhlmann, Head of EUROPARC Germany, welcomed the participants and appreciated the workshop.
1.4 Introduction

Marketing Strategies for Organic Products from Biosphere Reserves - Promising Perspectives in the German Organic Food Retail Market

Armin Kullmann, Frankfurt am Main, Germany

Food marketing is an instrument to valuate measures for the protection of biodiversity in agricultural land use. Because of this, food marketing has developed to a widely common strategy in UNESCO biosphere reserves as well as in broad regional development. Over the last 20 years regional food marketing has developed to a distinguishable strategy and market, with special theories and measures, products, trademarks and demand patterns. All experiences and studies foresee increasing demand of regional products. This is especially the case for organic products which showed a stable growth over the last two decades.

Like shown in the background chapter, organic agriculture and organic food products are here looked at as the most fitting agricultural system and product concept to be established and advanced in BRs as well as in use as BR ambassadors in the market. Looking at the duties and image of BRs, a stronger focus on OA seems to make sense. In Germany one could state that there is a need for a clearer distinction and profiled marketing of UNESCO BRs within the growing amount of protected areas and other regional concepts. Looking at the request of enforcing the protection of biodiversity, the stronger support of OA is necessary and in the eyes of consumers assembles to a consequent, consistent strategy.

In BRs food marketing supports MaB strategies like the Seville Strategy and the Madrid Action Plan. Four (of 15) of the German BRs set up regional trademarks, managed by regional organizations. Almost all other German BRs are working on regional marketing within the establishment of Europarc Partnerships with farmers and small and medium-sized enterprises in economic fields related to sustainable development like food, tourism and energy. Also two BRs in Switzerland as well as in Austria have developed regional marketing activities. Some BRs have a specialized supply like special fish, sausages or cheese products.

There is a wide range of high quality BR products available. And there are even more raw bulks like grain, meat or milk, which are not yet valuated by sustainable marketing patterns, because of lack of processing. Processing, and the quality of processing, are crucial points in the agricultural and food value added chains which the BRs should focus on more closely in the future. New qualification patterns as well as financing instruments should be developed. There are many innovative and successful examples of this to be found all across Europe.

Furthermore, there are a lot of international BRs that offer a wide range of fruits, herbs, coffee, tea and products of all kind, especially from the southern hemisphere. They could be marketed together with regional products in Europe, the US and other developed and developing markets, especially in emerging economies like in Brazil, China and India which have increasing domestic organic food markets.

All of this makes it reasonable to think about a joint marketing of a whole range of BR-products. But nevertheless, this wouldn’t be an easy thing to do. Food markets are highly competitive, aggressive markets. It is not easy to get into – and even more difficult to stay in –
these markets. Besides direct farm sales and small-scale regional marketing patterns more professional effort would be necessary to get into ‘the big market’, e.g. ‘big’ food retailers.

To look for a partner within these retailers could be one strategy for the BRs. A partnership with a big player has pros and cons. A big demand partner can bring a lot of products to the consumers in a very efficient and, if he does, strongly supported way. On the other hand this causes a new dependency which regional marketing strategies should once be an alternative for, because many negative experiences have been made with ‘the big ones’. Prices as well as the rules and reliability of a partnership have to be negotiated in any case, not to forget that also the retailers are more reliable today then they have been in earlier times.

Today, after the ‘resurrection of regions’, in times of ‘the rise of sustainability’, the big food retailers develope(d) their own regional strategies and sustainable programmes, and therefore often copy the good ideas developed by the regional and environmental movements. Some retailers are very interested in all kinds of new regional and sustainable supply. Biodiversity is another important future issue for them. The question is, if a partnership with one big single retail corporation fits regional, decentralized and participative BR strategies?

The basic strategy of this workshop pointed in another direction, which Armin Kullmann detailed in his introduction. Looking at the principles of BRs and of self-relying, sustainable rural development it seemed to make more sense to choose a broad market approach for the beginning, he said. Also big retail demanders would be good in the future, but it would be better to first build up a self-relying, more diverse marketing and distribution structure. For this a new form of organization would have to be founded, to manage the marketing process. This organization could be a long-term reliable partner for the BR-marketing in future, giving new impulses for a more entrepreneurial development, in the agricultural and food sector of BRs and beyond, e.g. in biodiversity issues.

Based on the research done for his PhD-thesis about ‘success factors of regional value networks’, evaluating e.g. two marketing projects in the German biosphere reserve Rhön, Armin Kullmann came to the conclusion that especially the processors, which mostly are small and medium-sized enterprises, should be involved and should take over the leadership in bigger marketing projects. A marketing organization in a corporate form should then cooperate closely with BR administrations, intermediate organizations, NGOs and public actors. A participative as well as entrepreneurial organizational form could be developed for this objective.

In the words of system theory, this organization could be a new hinge between the ‘sphere of BRs’ (state) and the ‘sphere of business’ (market), involving the ‘sphere of society’ (public). In any case, this would mean a process of change for the (German/-speaking) BRs, Armin Kullmann pointed out, which should be developed in a both strategic and participative way.

The access and invention of organic BR products into the market could then be accompanied by a campaign to point out the positive effects of organic agriculture in BRs for biodiversity. This would also allow reaching a lot of people at the ‘point of sale’ (POS) and raising their awareness for BRs, for biodiversity there and what their food demand has to do with it, as well as making BRs better known as attractive sustainable tourism destinations. The regional trademark or logo of every ‘BR of origin’ thereto could be labelled on the products.
Another special clue in this organic food marketing strategy of BRs could be biodiversity. If one could prove the positive effects of OA from BRs, this would be a new ‘unique selling proposition’ (USP) in organic food marketing. Because of this, both strategies could be connected. The combination of ‘BR of origin’ and ‘proven biodiversity’ should allow organic BR products the access to markets as well as establishing themselves in the shelves of retailers.

2 First Discussion

The workshop was organized to discuss these suggestions with BRs and market experts from German-speaking and international countries. It was obvious from the beginning that from this four central discussion lines would be formed:

1. Does it make sense and is it necessary to organize a trans-regional, (tri- or more) national marketing of food products? Didn’t we want to support regional marketing!?
2. If so, does it make sense to import (and export) food products from BRs over thousands of miles? Will it work to combine their marketing with domestic products?
3. If so, should we focus on organic products? We have a lot of non-organic farmers and smallholders in BRs, how could we explain that we focus on organic food products?
4. If so or not, do we need a (central) marketing organization? Who should build this up? Should it be governmental or business-based? Should we leave this to (big) retailers?

The underlying strategy suggestions of the workshop had already been pointed out:

1. Build up (also) a joint marketing of BR products to keep the maintenance of biodiversity, cultural landscapes and extensive agriculture economically attractive for farmers.
2. Combine this with BR products from international BRs to enrich the supply variety as well as support farmers and BRs especially in developing and emerging countries.
3. Focus on organic food products to get access to (price) premium food markets, to extend OA in BRs and to do this implementing an image strategy that is consistent in the consumers’ eyes.
4. Thereto found a marketing organization, under participation of small and medium-sized enterprises from BRs, and develop an organizational framework with the BRs.

Subsequently, all participants were invited for their feedback and an open discussion. Based on the headline of an article saying ‘Organic has to become more regional!’, Armin Kullmann asked: ‘And biosphere reserves should become more …?’ The answers of the participants can be read as a mandate to the BRs and their governmental organizations:

‘Biosphere reserves should be more… economical, entrepreneurial, networking, organic, stylish, familiar, well known, clearly profiled, extroverted, courageous, risk-friendly, modern, organized, strategic, innovative, connective, capable of forming alliances, staying drivers, and: being fun for all.’
2.1 Further Introductions

2.1.1 Austria

The second speaker was Mrs. Heidi Kottnig, an Austrian organic marketing expert. She built up and led a former Austrian organic farmers association, was chief journalist of an organic farmer’s journal and is owner of a firm for transparency and quality insurance in the food market. She explained the development of the Austrian organic food market which is much more dominated by big retailers than in Germany, where one third of the market is in the hand of special organic shops and supermarkets. These retailers make the market, Mrs. Kottnig said.

In Austria the two bigger and four smaller BRs are not yet noticeable in the market. The BRs Wienerwald and Großes Walsertal have their own regional trademarks, which are listed in some regional shops and supermarkets as well as in gastronomy. The amount of supply is not big enough for more, the BR administration leaders said. Regional food marketing is still weak in the other four BRs. Mrs. Kottnig ended with some questions for further BR activities:

• How can demanders be convinced to take total carcasses (e.g. of beef)?
• How can conventional processors be convinced to (also) produce organically?
• How can BRs communicate their role as model regions in the food market?
• What could UNESCO do to promote the premium status of BR? (UNESCO-label?)

2.1.2 Switzerland

Dr. Toralf Richter, an organic market researcher and consultant from Switzerland explained the Swiss organic market situation. Standards and prices are higher than in Germany and Austria. Switzerland has a very big market share of organic products, importing less valuable quantities and exporting higher qualities of organic products and specialties.

Dr. Richter had helped to built up the regional trademark of the BR Entlebuch, one of the two Swiss BRs. Entlebuch started a veritable market development programme for milk (cheese), meat products, herbs and other products, while the Swiss National Park BR has only some direct farm sales marketing activities. In the BR Entlebuch a deep structural and trend analysis had been conducted before a strategic marketing process was started, including the development (concentration, modernization, innovation) of processing units as well as the founding of a regional marketing organization. This organization is financed by license fees for the private use of the trademark as well as a turnover share of own distribution activities. Products with the BR trademark have just been tested by a national retailer.

2.2 Discussion

Big Retailers?

Mrs. Kottnig as well as Dr. Richter reported some good as well as less good experiences of organic and regional farmers with big retailers. Today the retailers were much more interested in sustainable marketing concepts and therefore more reliable as they have been some years ago. But nevertheless, one always has to negotiate the prices and conditions from time to time again, and look how the partnership develops.
‘Big retailers always want an exclusive use of concepts’, Dr. Richter pointed out, which can lead to a dependency or to a retailer’s ownership of the strategy or trademark, with farmers and processors as suppliers. In any case, good conditions and contracts have to be negotiated.

For big retailers, suppliers have to be always capable of delivering, Dr. Richter added. So a region has to have a bigger supply and some ‘reserves’ if they want to supply to big national retailers. One alternative could be to develop it stepwise with smaller demanders and grow more slowly. Another alternative would be to organize a joint supply and delivery of BRs.

Enough supply?

Mrs. Brahms, who holds the chair of the German BR working group, asked if there was a sufficient amount of products in German BRs to enter the market on a larger scale. While it would be easy to show that there are enough raw materials, this is a good question with regard to processed products. On the other hand, some of the participating BR experts could name several products already. That this should be analyzed first was the consensus of the participants.

Central Marketing?

Dario Uecker, the marketing manager of organic carp (fish) from the BR Oberlausitz (Saxonia) pointed out that a central distribution is crucial in supplying the market, e.g. the organic wholesalers his carp goes to. It would be inefficient and hard to handle if marketing and distribution was not in one hand, he said against the background of his practical experiences.

3 Reports from participating Biosphere Reserves

In the evening of the first day and on the second day reports about the ‘state of the art’ in the participating BRs were given and the different situations were discussed:

- Mr. Tobias Kayenburg was representing the host region BR ‘Niedersächsische Elbtaulaue’ within the UNESCO BR ‘Flusslandschaft Elbe’. He provided an introduction to the natural and cultural landscapes of the Elbe river and to the many activities of the BR administration for a sustainable regional development. One recent activity was the implementation of the partnership initiative of EUROPARC Germany. To this end, a cross-border working group of the four BR Länder administrative bodies was set up which was developing the regional standards and certification schemes. The activities had started within a federal project on ‘strategies for sustainable economies in BRs’ and were supported by coaching. The first certification of farms, firms, restaurants, tourism facilities etc. had just been presented to the public.

- Mrs. Katharina Weisskopf from the administration of BR Bliesgau reported about her activities to implement the framework of EUROPARC Germany for partnerships of protected areas with farmers, firms and small and medium-sized enterprises (SMEs) in different branches of business, such as gastronomy, tourism, renewable energy etc. The partnership project was funded by the BR administration (Ministry for Environment), the local chamber of commerce and the EU LEADER local action group.
This was a good example of connecting business and biodiversity in biosphere reserves by cooperation between partners from a different background within an organizational model of regional governance as moderator Armin Kullmann added.

- Mrs. Nathalie Eckelt from the Halligen-office reported how things develop in the BR Schleswig-Holsteinisches Wattenmeer (northern Wadden Sea, DE). The Halligen are very small islands which are part of the BR’s development zone. Mrs. Eckelt is involving and connecting them within the BR development framework. Because of the very small size and great distance which always has to be bridged with boats, very little regional food marketing is possible in this BR. This would be quite different if also the mainland behind the dykes was involved in the BR’s development zone.

From his experience in regional marketing, moderator Armin Kullmann argued for always involving neighbouring districts to form so-called ‘biosphere regions’ as regions of origin, especially when BRs are small or include only very few farms and people. He claims the same for national park regions as a regional development strategy.

- Also Mrs. Birgit Fasting from the western Wadden Sea BR (Niedersächsisches Wattenmeer) was working on implementing the EUROPARC partnership initiative in the region. Because of the national park Wadden Sea and the UNESCO World Natural Heritage label, it is not easy to be recognized as UNESCO biosphere reserve there. In the time of the workshop, Mrs. Fasting was planning another workshop on regional marketing with all initiatives which are already existing and active in the region.

- As marketing-manager of the organic carp-project from the BR “Oberlausitzer Heide-und Teichlandschaft”, Mr. Dario Uecker reported about their activities. Starting with a federal pilot-project on “new strategies for sustainable economies in UNESCO-BR”, the idea of organic carp production was brought up by the leader of the BR-administration, Peter Heyne. He wanted to make organic aquaculture attractive for the fisherman in his region which had to cooperate in nature conservation with the BR a lot. Within two years the production was established and products are marketed very successful now.

- From the BR Entlebuch in Switzerland Dr. Pius Hofstetter reported how they built up a new marketing strategy for food products. After an in-depth situation analysis a master plan for the development of products, processing plants, marketing and for a marketing organization was set up and put into practice. Dr. Hofstetter, as manager for regional development, was thereto working together with the expert Dr. Toralf Richter.

They restructured processing units, built up a regional brand named ‘Echt Entlebuch’ and did some market research. In this region about 100 products from about 30 suppliers are available, marketed in special distribution ways e.g. for cheese, meat-products and bread as well as in small shops and in supermarkets. The latter was in a testing phase at the time of the workshop. For this, the BR marketing association was in negotiations with a big retail company. Dr. Hofstetter argued for the focus on organic products finally: ‘Bio (= German for organic) and BRs fit together best!’.

The situations and approaches in the participating BRs were discussed and the workshop strategies were reflected against the participating BRs’ background.
4 International Perspectives

4.1 Biosphere reserves in the German international cooperation

Mr. Gunnar Finke from the German Association for International Cooperation (GIZ) presented some examples for the role of BRs in German development activities worldwide. He reported from activities to process and market wild collected cacao and Brazil nuts from the Amazon rainforests in Brazil. For this the GIZ co-financed public private partnership-projects (PPP), now called ‘development partnerships with the private sector’. For products like coffee and tea, cacao and other products several projects in South America have been set up, often under participation of big firms like Wal-Mart, Dole, Chiquita or the German REWE retail chain.

Gunnar Finke pointed out the biggest challenges for sustainable development projects:

- social organization and the development of a sustainable organizational form,
- liquid capital to finance the necessary investments,
- functioning, efficient logistics (incl. pest hazard protection, sanitation),
- transparency (traceability, origin, fairness),
- climate change (fast-changing conditions).

Some questions about the benefits for small farmers, fair trade, traceability and project evaluation were discussed. The GIZ has an elaborated tool kit of methods to tackle these challenges. But, perhaps with a little less emphasis on the latter, these questions are also relevant for European BR marketing projects, Armin Kullmann concluded.

4.2 Organic products from Ethiopia

Dr. Mitslal Kifleyesus-Matschie from the firm Ecopia in Addis Abeba introduced the participants to the marketing of organic products from a developing east African country. Mrs. Kifleyesus was working in different international and development bodies before she came to the conclusion that she could better support the development of her country with a private trading firm. She organizes the collecting and planting of fruits, vegetables and nuts in the Ethiopian countryside and built up seven processing units in different regions so far. From the headquarters in Addis Abeba she manages the marketing. So far she has been mainly producing juices, marmalades and other products and distributing them into retail structures in Addis Abeba and some nearby states. For the future, Dr. Kifleyesus thinks about going more into herbs, oils, soaps etc. for conquering the European markets for natural beauty products. Ecopia is involved in the development of Ethiopian BRs by looking for marketable products.

4.3 BR Products from the Mesoamerican Biological Corridor

The next speaker, Robert Dilger, is working as a rural development and biodiversity expert for a German organization (CIM) in Costa Rica. He is leading manager of the ‘Partnership for Biodiversity’ in Middle America, which is carried by 20 corporations and bigger organizations. This initiative works within the framework of the Mesoamerican Biological Corridor (MBC).
Target of the MBC is the connection of BRs and other protected areas to a network of migration routes for land and sea animals like the puma, jaguar/black panther, whales, dolphins, manatees and others. Robert Dilger is working with local administrations and international organizations, corporations and NGOs, also to establish the partnership as an organization.

Mr. Dilger showed some data about the supply of organic produce in Latin-America. He himself conducted a public private partnership project to export cacao to the German Ritter Sport chocolate company. He and his partners are thinking about a certification scheme for products from the MBC.

As hints for the further development Robert Dilger named the following three:

- learning platforms for the distribution of successful projects and strategies,
- development partnerships with business firms along the value added chains,
- better coordination between BRs, especially in similar climate regions.

4.4  Further Presentations

- Jörg Volkmann from the consulting firm ‘Evolve’ based in Freiburg presented his private activities for importing and marketing coffee specialties from Ethiopia as well as coffee and other products like spices from Sri Lanka (under the trademark MASCAL). He pointed out some problems in ex- and importing products on a small-scale level.

- Daniela Tunger reported about the activities of NABU Germany, one of the biggest German nature protection organizations, in helping to set up and develop the Kafa BR in Ethiopia, also supporting the marketing of coffee from there in a PPP project together with a coffee firm and partners in media and development.

- Dirk Effler and Lydia Thiel from the K.U.L.T Coffee Initiative described their activities to bring coffee from the BR ‘Sierra Nevada de Santa Maria’ in Columbia directly to German retailers and BRs (shops, administrations). For them it is important to bypass middlemen, traders and wholesalers to gain a better price for the farmers.

4.5  Expectations of Retailers

The last speaker of the workshop was Mr. Sascha Damaschun, head of distribution at Bodan Organic Wholesale in Überlingen at the Lake Constance. Mr. Damaschun pointed out the needs and expectations of wholesalers for listing and distributing organic products from BRs. At first he found it quite interesting for wholesalers and retailers to have these products in the assortment because they fit into the trend for organic products with high additional values. Finally, he named some factors to be fulfilled so that wholesalers would like to list them:

- high quality of core product and product surrounding (packages, design etc.),
- steady deliverability of listed products, reliability and flexibility of suppliers,
- central distribution and marketing unit (principle of ‘all out of one hand’).
5 Conclusions

To discuss the central strategic approaches and questions of the workshop named above (cp ‘First Discussions’) a CRiPS analysis was conducted. CRiPS stands for Chances, Risks, Problems and Solutions. The method was designed by Armin Kullmann for this workshop. The participants were invited to build groups and go through thematic stations to discuss the key workshop issues. They had to write their arguments onto a paper on a pin board and draw connections between them, similar to the mind-mapping-method. That way a network of arguments developed. By changing the pin boards, the teams each worked on every issue.

The key discussion points were summarized. Based on that, the participants together drew some conclusions. They formulated a list of points to be discussed and decided by the working group of BRs as well as the German national MaB-comitee (the top 3 of each level are listed):

**Basic Decisions**
- With what kind of image and strategy do BRs want to go into the (food) markets?
- Who’s formulating targets and strategies? Who’s managing their fulfilment?
- Organic or also non-organic-products? What kind of quality management system?

**Coordination**
- Building more partnerships between BRs and with business partners at all levels,
- building up and using a web-based coordination (e.g. www.biosphere-platform.net),
- Minimum (organic) quota shares in public procurement (feasibility study is needed).

**Regional Activities**
- Advancement and support of regional marketing strategies (regional trademarks),
- Joint marketing activities of two or more BRs, e.g. with point-of-sale promotions,
- More involvement of processors and retailers in BR product marketing activities.

**National Activities**
- Inclusion of trans-regional BR products in regional BR product assortments,
- Feasibility study for national marketing strategy (potentials, supply, demand),
- Financial support for a pilot project and long-term coordinating activities.

**International Activities**
- Operationalization of the worldwide net of BRs for a joint product marketing strategy,
- Marketing as key issue of regional and international BR twinning projects,
- Establishing national activities and linking them with international strategies.

For Armin Kullmann, organizer and moderator of the workshop, the necessary discussions and decisions named above should not inhibit the start of implementing activities. An implementation project could catalyze these processes first on national, then on international level.

With these expectations the workshop was closed. For the 25 BR staff members and experts it was a good start for tackling these issues. Further activities shall be developed together.
Figure 1: Some Participants of the Workshop

6 List of Participants

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<tr>
<th>Name</th>
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