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Campagna Amica is a marketing project designed by Coldiretti, one of the main Italian Farmer Trade Union, in order to promote direct selling of local and seasonal food products by farmers.

A brand has been created to allow consumers to find and identify food products associated with the values of authenticity, freshness, traceability.

To succeed in its endeavour, Coldiretti employs its capillary network of members throughout the territory and its relations with local authorities to either revitalize or establish a growing point of sales network farms, outdoor and indoor farmers markets, shops etc...). Moreover, it has reinforced these activities with synergic collateral projects related to rural tourism, the promotion of environmental friendly agriculture and urban-rural interactions.

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# Summary

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The worldwide economic crisis, the diseconomies created by an intensive industrialized agro-food system, as well as the increase of food related pathologies highlight the need to regulate globalized food systems and to integrate them with local based food systems in which farmers can obtain value for high quality food products, thus achieving sufficient autonomy to sell their products at a fair price.

One key challenge, according to many scholars and governments, seems to be food productions and food selling re-localization with the goal of reinforcing local economies, and raising the quality of life for the population at large.

The Italian based CAMPAGNA AMICA project shows the degree of success that alternative short food supply chain systems are achieving with both producers and consumers alike.

This project is run by Coldiretti, one of the main agricultural Trade Unions in Italy. The project is mainly a marketing

campaign associated with the creation or the revitalization of market shops, in collaboration with local partners, where farmers sell their products directly - or with a maximum of one intermediary - to consumers. Coldiretti uses its own structure and network to promote the project to the largest number of producers throughout the territory. In 2008, Campagna Amica has taken on the status of a foundation; and its core functions are to rediscover the relationship between farmers and consumers, to promote higher food quality production and to establish closer relationships between rural and urban populations throughout the Italian territory and on all levels of its society.

Italy constitutes a fertile terrain for the Coldiretti project insofar as the network of outdoor markets remains rather lively, despite fervent development of super and hypermarkets. Moreover people still prefer traditional Italian food; and Italian agriculture is mainly composed of small

scale farms, while agricultural policy is managed at a regional level. This last fact allows regions to exert profound influence, as regional politicians tend to be rather sensitive to the question of local food.

Coldiretti has the opportunity to deploy its own capillary structure, with offices and staff present throughout the territory, in order to further the promotion of this campaign. Moreover, Coldiretti has launched several synergic projects on related issues that include territorial marketing with diversification of agricultural business, fostering of rural tourism, innovation related to environmental sustainability and reevaluation of urban-rural interactions through direct connection between consumers (mainly urban) and producers (mainly rural). These communication oriented projects are able to convey messages that share a common denominator and synergy to the consumer.

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## Increasing interest for farmers' markets

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Nowadays, a simple task such as preparing and eating a meal at home depends on an extremely complex and global food system, which relies on fossil fuel energy (pesticides, packaging and logistics) and globalized market rules. These same rules exhibit a growing trend to establish prices more in function of the financial speculation mechanism and less in relation to real costs of food production. As a consequence, food has become a commodity; and food supply chains are currently dominated by retailers rather than producers who are - in tandem -

both the losing sides of this food supply system.

Worldwide rural-urban migration induces increasing food flows from fields to cities, whereas farms are moving further from urban areas. Farms are becoming more concentrated and are increasing in both size and industrialization, to specialize in specific productions.

A recent FAO report also highlighted the inefficiency of food supply chain by indicating the amount of food wasted worldwide. "Roughly one-third of the edible parts of food produced for human

consumption gets lost or wasted globally, which is about 1.3 billion ton per year. Food is wasted throughout the FSC, from initial agricultural production down to final household consumption. In medium- and high-income countries food is to a great extent wasted, meaning that it is thrown away even if it is still suitable for human consumption. Significant food loss and waste do, however, also occur early in the food supply chain. In low-income countries food is mainly lost during the early and middle stages of the food supply chain; much less food is wasted at the consumer level."



Aside from this phenomenon, in Italy for instance, only 17 cents on average goes to the producer for every Euro spent on a food product due to an overwhelming number of intermediations between producers and consumers. On the other hand, the complexity of the food supply chain and the multiplicity of geographical origins of the products have increased the distance between producers and consumers, both segregated by an invisible barrier.

In the meantime, the slice of family budget dedicated to food has declined in all Western countries; and the main retailing system (supermarkets) has turned to the promotion of low prices rather than quality to increase sales. In parallel, and perhaps a consequence, the increase of food related pathologies such as obesity, diabetes, vascular diseases, and cancer clearly underline the negative side effects of industrial based nutrition. The European Union is funding educational campaigns in several countries to induce children to consume fresh products, in particular fruit and vegetables.

In absence of coherent globalized food policies defined by governments to regulate and improve this situation, the civil society has recently started to examine the possibility of simplifying and shortening food supply chains from a new angle, by addressing the question of local food systems. Thus, the short supply chain tackles issues of food quality, culture, gastronomy and environment and territorial development. A growing number of people have started to embrace the notion that local food supply chains are deeply related with life quality and wellness, while relevant to economic and agricultural challenges, by creating local symbioses between food production and consumption. A survey done by Agriregioneuropa 2005[1], shows that direct selling represents an opportunity to gain secure income for producers,

giving them the flexibility to sell what they produce in line with seasonality. Packaging and logistics costs are thus reduced as are those related to conservation and storage. In addition, producers get direct feedback from consumers that serve as a reference for continual improvement. This benefits food quality.

In parallel, an increasing portion of the Italian market is interested in purchasing food directly from producers. This positive trend has led Coldiretti to launch an extensive project during the initial years of 2000 to promote direct food selling of Italian products. The name of this project is "Campagna Amica", which has a dual and rather clever English translation as "Friendly Countryside or Friendly Campaign". Campagna Amica aims to highlight the core function of agriculture, to lead farmers and consumers to knot tighter relationships and to promote higher food quality. Campagna Amica became a foundation in 2008, structured as a capillary organization traced on the organization chart of its founder Coldiretti.

Since the beginning, the project has acted as a catalyser of aggregation between institutions and associations such as Slow Food, Legambiente, AIAB, Chambers of Commerce, and agro-food consortiums to promote activities coherent with the following objectives:

- Valorisation and the safeguard of territorial identity;
- Studies on climate and environment, tackling a broad level of issues;
- Promotion of educational activities for citizens-consumers through the creation of specific laboratory of taste.

- Promotion of sustainable styles of life;
- Diffusion and financing of local project designs to emphasize territorial biodiversity, the ethical value of different traditions and food production;
- Funding of projects that from an eco-social standpoint pursue: i) environment protection, ii) the promotion of the agro-food product origin and characteristics, iii) the promotion of a virtuous relationship between farmers and consumers, iv) the support of national and international products that defend typical agro-food production, particularly those that adopt renewable energy resources, v) the development of sustainable activities with inherit sociocultural and economic aspects.

The core activity of the Campagna Amica Foundation lies in the promotion of the local food supply chain through which producers can sell their products directly, or through a single intermediary, to consumers. In order to reach this objective, the Foundation has created a brand that allows consumers to find and identify of the genre of products that it diffuses through its points of sales network (farms, outdoor and indoor farmers markets, shops).

These activities are further strengthened through the launch of synergic collateral projects such as:

**Rural tourism:** eno-gastronomic itinerary routes, cycling routes, hiking and excursions where tourists can enjoy landscapes, culture and traditions while hosted in Italian agritourisms and enjoy good quality agro-food products.

Coldiretti and the Campagna Amica Foundation has developed an association called TERRANOOSTRA (<http://www.terranostra.it/>), which promotes the activities of Italian agriturismi [2] and the valorisation of rural landscape. Terranostra represents an important reference point for both consumers and farmers alike. The former see Terranostra as a guarantor for high quality standards while the latter gain great visibility and assistance from the network.

**Environmental protection:** promotion of biodiversity preservation and use of renewable energy among farmers. An association called FATTORIA DEL SOLE ((Sun Farm) <http://www.fattoriadelsole.it/>) was born to develop new strategies of waste management and renewable energy solutions. It is based on constructing a positive and inspiring network of agro-energetic farms across Italy to valorise alternative energy processes and products.

**Urban-rural interactions:** Campagna Amica has recently launched a new project called ORTI URBANI (City Produce Gardens) which aims to spread and promote collective Italian city garden initiatives. Indeed, a Coldiretti survey (2010) shows that 4 people out of 10 dedicate their free time to gardening activities. Orti Urbani is a network that allows citizens to develop collective gardens projects and where Campagna Amica's specialists provide support to individuals involved in city garden activities.

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## The Italian Agro-food Context

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### **Sociocultural and economical overview**

According to ISTAT (Italian Institute of statistics, data 2010) [3] in 2010, there were 1,630,420 farms in Italy, 96% of them are run by families owing both business and land.

The trend in the evolution of the Italian agricultural sector evidences a 32.2 % reduction of the number of farms, and a concentration of cultivable areas that has increased from 5.5 to 7.8 hectares. This extension is still low if compared with other European countries.

Despite the reduction of the number of farmers, mainly due to retirement without succession, the number of farms run by women and youth (under 30 years of age) has slightly increased, respectively from 30.4% in 2000 to 33.3% in 2010 and from 2.1% in 2000 to 2.5% in 2010. The level of education obtained by farmers is also on the rise (33.4% of farmers have a college diploma and 18.8% a high school diploma. A total of 6.4% have a degree but only 0.9% has an agro-oriented degree. The number of seasonal workers also continues to increase (ISTAT, 2010).

Data elaborated by the Coldiretti (June 2009) also reveals that more farms have adopted innovative management systems and are diversifying their income, with

public related activities such as restaurants and accommodation or direct selling. Such innovative agro-enterprises, born during and after the economic crisis, are managed by people that had different economic activities prior to becoming farmers. Interesting statistics show that 25% of these farmers have a degree or have attended university. 30% of these farms are run by women. 18% are organized in cooperatives. In 43% of cases the economical turnover is about 100,000 Euros/year and 8 farms out of 10 invest money in marketing. More than half of all farms have a website and in 62% of cases farm products have some type of certification (organic, DOP, DOCG etc...).

Therefore, despite the profound crisis that has enveloped agriculture, there still seems to be a strong sociocultural and economic change underway. This renewal, that is one of the main strengths of the Campagna Amica project, should be fostered through adequate structural measures.

### **Italian food habits**

Italian consumers are aware of the price of food but at the same time they refuse to give up a high quality.

Although the amount of money spent on food each month has decreased over the past decades, Italians still prefer to buy

high quality fresh food. On average 19% of family expenses (466 euros per month) are allocated to groceries, which is still high compared to other European countries. Bread consumption has declined (-2.5%) as well as meat (-3.0%) and fruit (-2.6%) whereas pasta has increased (+1.4%) as well as dairy products (+1.4%).

Almost 64% of Italians prefer to buy local food, mainly because they feel safer. More people (28% of total consumers) usually buy certified products (such as AOC, DOP or DOCG products) and 16% buy organic products. The majority does not agree with GMOs in agriculture, mainly because they consider GMOs to be far less safe than traditional products.

### **Food distribution: from retail industry to food short supply chain**

Retail industry is widespread in Italy, even if in minor extent respect to other European Countries such as France, Germany, UK, etc. Italians display a higher degree of attachment to their traditions and to the traditional food retail system than do other Europeans, with a difference between Northern and Southern Italy.



The highest number of supermarkets is located in the North East: Friuli Venezia Giulia (248 square meters (sm) of supermarket per 1000 inhabitants), followed by Veneto (227sm) and trailed by Lombardy. By contrast in the South, for instance in Puglia, the percentage is about 136sm per 1000 inhabitants. Despite the modernization of the food and agriculture system in the 60s, local outdoor markets are still a popular practice; and though most food comes from wholesale markets, farmers still flock to these outdoor selling venues.

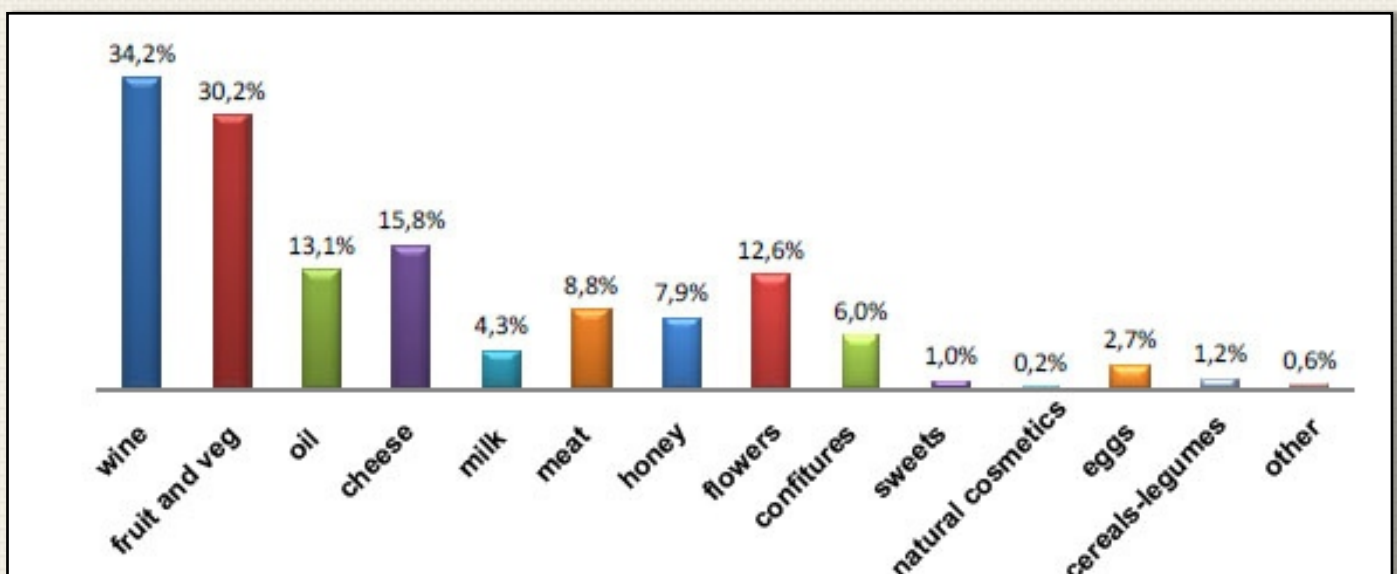
A law to define direct selling by farmers was first drafted in 1963, with modifications in 1998 and was successive enhancements in 2001 through Legislative Decree (No.) 228 of May 2001, which states that any farmer correctly registered at the Chamber of Commerce can directly sell their own products and – in a minimum part – those of other farmers while on the farm, in farm shop or at the market. In order to sell his goods, a farmer must communicate what, when and how he intends to sell his products to his municipality. Furthermore, all health and hygiene requirements must be duly respected.

The term “short” food supply chain has been mainly interpreted as direct selling of local seasonal food products by farmers, these products being defined as “zero mile products” (Prodotti a KM ZERO). Nevertheless, no Legislative Decree indicates the number of miles a product can travel while still falling into this category. Only few Italian regions have issued some form of legislative decree mainly regarding its regional territory (such as Veneto, Lazio, Campania, Trentino and several others).

Farmers' Markets were not legally recognized until 2007. The roles played by Tuscany, Lombardy and Lazio have been vital for the definition of specific measures to regulate the direct selling of agro-products by farmers in specific markets. Farmers greatly benefitted after art. 1, paragraph 1065, of the 2007 Finance act came into force. The legislative decree passed by the Ministry for Food, Agricultural and Forestry Policies promotes the development of markets where farmers sell products directly. Nevertheless, in Italy there is no official regulation of the characteristics of a farmers' market, nor is there - as in other European countries - a national association that sets common rules concerning the maximum distance of producers/growers from the market and

type of foods allowed. Each farmers' market has its own specific principles.

To have a clear view of how the direct selling of agro-food products is organized in Italy, it is interesting to see that 68% of direct-selling takes place directly on the farm; 14% in farm shops; 30% in farm markets, 6% door-to-door selling, and 2% in town farm shops. In Italy, 63.600 farms (7.4% of the total number of farms registered in the Register of the Chambers of Commerce) sell all or part of the production directly to consumers. This trend has been on the rise for the last several years. During the period 2007-2009, the number of farms taking part in direct sales has increased by more than 10%. The majority of products (Over 60%) comprise fruits, vegetables and wine, followed by oil, meat, eggs and honey. (DATA INEA, 2009). According to ISTAT, in 2010 the regions that registered a higher percentage of direct selling activities were Puglia, Marche, Tuscany, Campania and Sicily. Moreover it can be seen, according to Coldiretti (data Agri2000), that there are products such as wine (43.2%), fruit and vegetables (30.2%), cheese (15.8) and olive oil (13.1%) which are the main goods of direct sales (data Campagna Amica, 2010).



Percentages of the most popular Italian food products sold directly by farmers

# The actors involved in Campagna Amica

## THE PROMOTER: COLDIRETTI

Coldiretti was created in 1944; and it currently represents 54% of all Italian farmers. The second agricultural Trade Union is CONFAGRICOLTORI, founded in 1920 and historically addressed to large wealthy land owners, which works together with CONFINDUSTRIA (Italian enterprises Trade Union) and supports the development of innovative and industrial agriculture; CIA (Confederazione Italiana Agricoltori) is the third independent and secular trade union, founded in the 1970 and is more oriented to a broader European stage. Since the beginning, Coldiretti has mainly supported small farmers, and its aim is to “regenerate agriculture”. Synergies, according to Coldiretti, are needed to valorise the agricultural element in rural territory and to avoid any risk of isolation from both the agricultural standpoint and other stakeholders alike. Campagna Amica is a tool to promote and valorise the provision of farm products directly to consumers bypassing usual distribution and retail systems.

To reach the ambitious objectives set forth by the project Campagna Amica, Coldiretti uses the strength of its own structure. Indeed Coldiretti counts 1.4 million members and it is organized in 19 regional federations and 90 sub-regional federations with 5,668 local sections. It is structured as a capillary organization with regional branches - one office for all 21 Italian Regions, and a national headquarter. This allows the project to be promoted across the Italian territory.

## ON THE PRODUCERS' SIDE

In 2011, Campagna Amica totalled 20,000 members, all of which have subscribed to the foundation membership in order to gain support in their agro-activities, especially the direct selling of their agro-food products.

Taking a look at the characteristics of farmers adopting the direct selling strategy, on average the farmers are male (73%) with a mean age of 60. The majority of farms are located on hillsides and 23% in the mountain. The farms are small, which means that on average span about 4.8 hectares each (40% and 35% with 4.8-11.7 hectares). 36% produce wine, oil and fruit, 10% herbaceous crops and 19% mixed crops. (Agriregionieuropa 2005)

All Italian farmers who are regularly registered at the Italian Chamber of Commerce and Agriculture are eligible for Campagna Amica membership, and must first become member of the Trade Union Coldiretti. The inscription to Campagna Amica program can be performed in the closest Coldiretti office.

See Box for conditions.

Once Campagna Amica has approved a candidature and a Coldiretti officer has visited the farm, producers pay an entrance fee (100 euro) and receive a membership number and official tags with their own name. They are allowed to use the logo for a duration of 3 years.



The Logo Campagna Amica

BY BECOMING MEMBERS OF CAMPAGNA AMICA, FARMERS AGREE TO:

- strictly sell their own products, which are locally produced on the farm and directly sold by the farmer without any intermediaries. Farmers should always declare the food origin and the farming method applied.
- the product price should always be fair and transparent; which means that all the products sold by producers to consumers should clearly display the prices. Moreover, at the Campagna Amica farmers' markets all prices are shown on a board at the entrance.

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## ON THE CONSUMERS' SIDE

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There is a distinct group of consumers who choose their food on the basis of different values, such as: organic production, environmental sustainability, solidarity, social justice, wellbeing and personal health. Such consumers look for “new” forms of agro-food markets, often based on direct marketing of local and typical products, often organic using a short commercial chain between consumers and producers.

With an increasing awareness of all problems related to food consumption, the number of consumers preferring direct marketing channels for the purchase of high quality food at a reasonable price has increased in many industrialized countries. In Italy, such trend is even stronger because of the cultural importance of food and also because of the diversity of productions throughout the country.

A survey conducted in 2010 by Campagna Amica has shown that 11% of consumers already buy food through direct-sales channels and that about 80% of consumers intend to do so.

60% of consumers consider that food costs have increased due to an excessive number of intermediaries.

The main reasons why more consumers buy food products directly from farmers can be summarized as follows: 63% of the consumers buy products directly from the farm because they consider products to be more genuine/safe. 39% of the consumers buy products directly from the farm because farmers' products are tastier and have a higher quality. 29% of the consumers buy products directly from the farm because of convenience. (Slide De Amicis, 2010)

Campagna Amica's activities continue to gain increasing success due to their ability to respond to the demands of modern consumers in rediscovering regional and cultural tradition, additionally spurred by the fact that Campagna Amica is a symbol of food quality guarantee.

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## Campagna Amica's initiatives.

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In order to promote direct selling of Italian agro-food products and reconnection of producer and consumers, Campagna Amica, organizes and supports diverse food selling activities which can be distinguished according to their commercial characteristic into:

**HORIZONTAL FOOD SUPPLY CHAIN** such as Farmers' Markets, farms' shop including agriturismo, and GAS (“gruppi d'acquisto solidali” which can be compared to Solidarity Purchasing Groups). There are no intermediaries between consumers and producers, the communication and the marketing are totally direct. However, in the case of farmers' markets Campagna Amica represents the institution that organizes market logistics and promotion, while the sales are direct.

**VERTICAL FOOD SUPPLY CHAIN** such as cooperative stores and farm's shops located not directly on the farm, but usually in city centres. There are intermediaries between consumers and producers such as, shop keepers or parties involved in the marketing or logistics of the trade; however, they constitute a different form of mediation compared to the category of intermediaries recruited by wholesalers and retailers. In those cases, Campagna Amica represents the intermediary institution which takes care of shop layout, promotion and communication while also drawing up the selling rules, such as product prices and market days.



## The bloom of Campagna Amica's farmer markets

The farmer market movement started back in the 70s, however, came into global bloom only during the 90s. In California, farmers' markets were "institutionalized" in 1990 (Rossi et al., 2008) [4], followed by France (Marché Paysan) in 1992 and then Germany (Bauernmarkt), and made their way to the UK in 1997.

In Italy, the first, pioneer activity that could be recognized as a modern Farmers' Market was the Fieruloca in Florence. The medieval Florentine food market, which was closed at the end of the IX century was re-opened to the public as a farmers market in 1984, where only local and small producers could sell their products. The regions of Tuscany have always understood the value of alternative agro-food system activates as a territorial marketing tool (Rossi et al., 2008).

In June 2005, two years before the Decree that officially institutionalized the farmers' markets in Italy, a new test was launched in Tuscany by Coldiretti and Slow Food. Public and private companies and associations, local authorities and local business entrepreneurs were also involved. The Mercatale del Valdarno in Montevarchi was held in the town from which it got its name, Montevarchi in the Tuscan province of Arezzo, on Saturday of every month. Local farmers and food producers had found a place to sell their products. This farmers market takes place within the network of Mercati della Terra project (see box). Though Slow Food and Coldiretti jointly performed the first tests, they developed two different networks. On the one hand, Slow Food has decided to internationalize its markets according to its international spirit (they are called Earth Markets and have been established in different countries all over the world), while on the other hand, the exclusive Italian focus of

Campagna Amica led it to create many markets in all Italian regions. Both projects have undergone expansion since their pioneering days.

Campagna Amica has worked with single municipalities and associations all over the country to open new markets or to turn existing markets into Campagna Amica farmers' markets. as for instance the farmers' market held in Torino (Piedmont).

Local partners are directly involved in the organization and management of these farmers' markets that are usually held once/twice a week, or in some other cases only once/twice a month. The Campagna Amica Foundation provides all markets with yellow stands, promotional material in the form of leaflets that presents the initiatives and the communication needed to promote the markets.

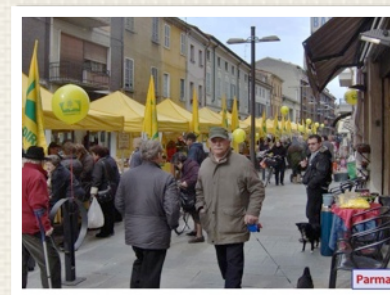
All Campagna Amica farmers' markets share several base pillars that are inscribed on a manifesto, placed in clear view. Without saying, these pillars must be respected. All producers who participate must be members of Campagna Amica and farmers sell their own production, therefore only Italian products can be sold. The prices are fixed according to the national market price: products cannot be sold higher than the national market price nor be sold at lower price of 30%. Consumers may check the national prices by telephone (SMSCONSUMATORI service [5]). To warrant full transparency, all the market prices are indicated at the entrance of the market.

The organizers can decide the area of origin of farmers: usually the province in which the cities are located. Both organic and conventional producers may participate.

## CAMPAGNA AMICA FARMERS' MARKETS



### THE PRICE LIST FOR CONSUMERS INFORMATION



The organic food sector inside the Campagna Amica network covers about the 11% over the total. The percentage is increasing over the last three years and it is higher than the national percentage of organic food production which cover only the 7%. It is really important for Campagna Amica especially in those regions like Basilicata and Calabria (South of Italy) and Marche and Umbria where the Campagna Amica organic producers – represents almost one quarter of total members producers. However, numerically speaking, the Italian regions with the higher concentration of organic farms are Toscana and Emilia Romagna.

The organic sector catch more than 14% of the women owners of Campagna Amica's farms. Over one third of the Campagna Amica farms are run by women. That means that are more sensible to what is quality and sustainability. The main organic food productions are: extra vergin olive oil (18% over the total oil producers), fruits (14%) and vegetables (16%). 42% of the organic farms sell their products directly on the farms; 22% participate to Campagna Amica farmers' markets. On an average, 20% of the sales proceeds by organic farmers comes from direct selling of products. Another really important data is the following: over the last year, 55% of the organic farms have declared that their income has increased; on the contrary, only 44% of the non-organic farmers have declared that their income is increased.

### The farms shops

### SHOPS LOCATED IN THE FARMS

The largest amount of products sold directly to consumers takes place on farms; therefore, this activity has never been a priority of the project. However, aside from pure sales, Campagna Amica also promotes farm tourism, and by this allows farmers involved the use of the

Campagna Amica logo for sales. The same occurs with another self-standing direct selling is such as GAS (Solidary Purchasing Group). A number of consumers cooperate to buy food and other common goods directly from the producers or from big retailers at a lower cost. Food supply is offered by producers that agree to a set of value criteria defined by the purchasing group.

The following examples present shops managed by a group of farmers. They benefit from the communication tools offered by Campagna Amica.

### BARLUMERIA BERTINELLI

This is the shop in the region of Emilia Romagna of a large farm that produces milk, cheese and salami. In 2003, they decided to open their first farm shop in an Outlet (Fidenza, Parma) selling clothes. The Barlumi shop offers the opportunity to taste and buy local delicacies. A project to develop the format into a franchising is currently in the works. The Barlumerie Bertinelli shops attempt to bridge the dichotomies between globalization, represented by the Outlet, and localization, represented by local food.

### LOZZI: AN EXAMPLE OF A COLLECTIVE STORE IN ROME

Lozzi, an Italian entrepreneur has opened a collective producer shop in the center of Rome after renovating an old building for business use. Lozzi shares his market space with other vendors as a way to regain part of the money spent on the building and at the same time give consumers a broader product choice.

Though it may appear as a point of sales managed by a single producer, in truth the business accounts various participants.



EXAMPLE OF SHOP IN THE FARM



BARLUMERIA BERTINELLI



THE COOP. CASTELLINA



LOZZI SHOP



## The cooperative stores:

Agricultural co-operatives are formed by farmers who act together to meet the common needs and aspirations of its members, sharing ownership and making decisions democratically.

Co-operatives are not about making big profits for shareholders, but serve to create value for customers, thus conveying a unique character to this business structure. Farmer cooperatives aim to improve and safeguard food product quality, also through collaborations with public institutes and universities.

Recent years in Italy have seen many cooperative based stores spring up nationwide. Cooperative shops are an occasion to find products from different producers sold either directly or not by member farmers. The region of Puglia has created a great number of farmers' cooperatives, which are promoted through an appealing marketing tool.

## THE COOPERATIVE STORES OF SALERNO

A successful producers' organization was founded in Pontecagnano, Salerno (Southern Italy), where 15 fruit farmers opened a cooperative shop called IDEA NATURA.

The commercial area not only serves as store but also houses a restaurant. The plates offered at the restaurant are prepared using mainly the OP products.

## THE MODENA TEMPORARY BUSINESS ASSOCIATION

Another interesting example of producers' cooperation strategy consists of an ATI (Associazione Temporanea d'Imprese), which is a temporary business association. The Modena ATI groups together about 10 producers. The member producers elected a temporary president and they

signed a special set of regulations, which, for example, establish the quantity of product they can be sold at the ATI. The ATI allows members to sell their production under special. The venue rental fee is divided equally among producers; however, power consumption is paid on an individual basis.

## CONSORZIO BIOPIACE

The Consorzio Bioplace is a particular consortium founded by 50 producers of the Piacenza province (region of Emilia-Romagna) in 2002. It groups together different farmers and producers of the Piacenza territory - which is in part mountainous - giving them the opportunity to develop an alternative and higher paid selling strategy. All producers sell only organic and local products. Dairy, livestock (cattle and pigs) and produce farmers comprise the pool of founders. The consortium has a Campagna Amica shop in Piacenza and its members participate in many Campagna Amica farmer markets held on the territory.

In addition, the BioPiacce consortium has supplied 29 school canteens of the Piacenza territory with its organic products (cheese, milk, meat, pasta, vegetables, fruits etc...) since 2003. On average, the canteens prepare 10,000 meals each day. A law (No.29/2003) passed in the region of Emilia Romagna in 2003 allows and promotes the usage of local organic products in school canteens for the following reasons

- to promote territorial sustainable development
- to promote, in the menu, traditional dishes made with local products
- to reduce food miles which cause CO2 emissions.
- to guarantee safe and fresh food everyday

To find out more:  
[www.consorziobiopiacce.it](http://www.consorziobiopiacce.it)



COOP. SHOP IN SALERNO  
EX. WINE SUPPLY



COOP. SHOP IN MODENA



CONSORZIO BIOPIACE

# The results: strength and weaknesses

## A great success

The Campagna Amica results indicate a positive trend of its activities from 2008 to 2010.

(Source Coldiretti Agrifood 2000 statistical data, survey performed in March 2010).

**Table 1: Evolution of number of actors involved (either producers or consumers) and the number of selling points that have opened over the period 2008-2010.**

	2008	2009	2010
Occasional markets (events)	170	935	1252
Permanent farmers' market	109	550	705
Producers involved	2 311	11 663	16 000
Days of market per year	2 010	10 147	25 115
Farms shops	0	0	3 397
Total of farms shops and permanent markets	109	550	4 102
Consumers	nd	5 200 000	8 300 000

Between 2008, year of Campagna Amica creation and 2010, the number of markets has increased from about 109 markets to about 705 and this number is still increasing. Therefore, the number of Campagna Amica farmers' markets has increased by a factor of 5.5 (+ 450%).

60% of the FMS are located in Northern Italy, 18% in the Center and 22% in the South and on the Islands. The region with the highest number of Farmers' markets is Piedmont (105), followed by Lombardy, Veneto, Emilia Romagna, Puglia and Tuscany.

During the same period, the number of occasional farmers' markets that included Campagna Amica producer participation has grown by 600%. These markets are often related to cultural events or are organized during holiday periods when there are many tourists.

These results reveal the project's efficiency for what concerns organization of producer participation

in existing or new farmers' markets. In parallel, since 2010, 3397 farm shops have been using the logo to promote their selling activities, indicating that the producers have identified the logo as an efficient tool to promote their products.

Coldiretti, which is the promoter of Campagna Amica, has been very efficient due to its capillary structure able to mobilize producers.

However, the project has not achieved the success needed to eliminate sociocultural and economical gap between the different regions of Italy. Indeed, there is still a disparity between the North, the Centre and the South as is indicated by the following data. Among the 550 farmers markets in 2009, 61% were present in the North, 19% in the Center and 20% in the South.

In 2010, the Campagna Amica Foundation opened 49 indoor markets.

They are distributed throughout Italy, mainly in the capitals of their host provinces (see Figure 2). The distribution is not uniform in all regions: 17 indoor markets are present in Puglia, 6 in Campania, 5 in Tuscany and Friuli Venezia Giulia which are already very active for the development of direct food sales.

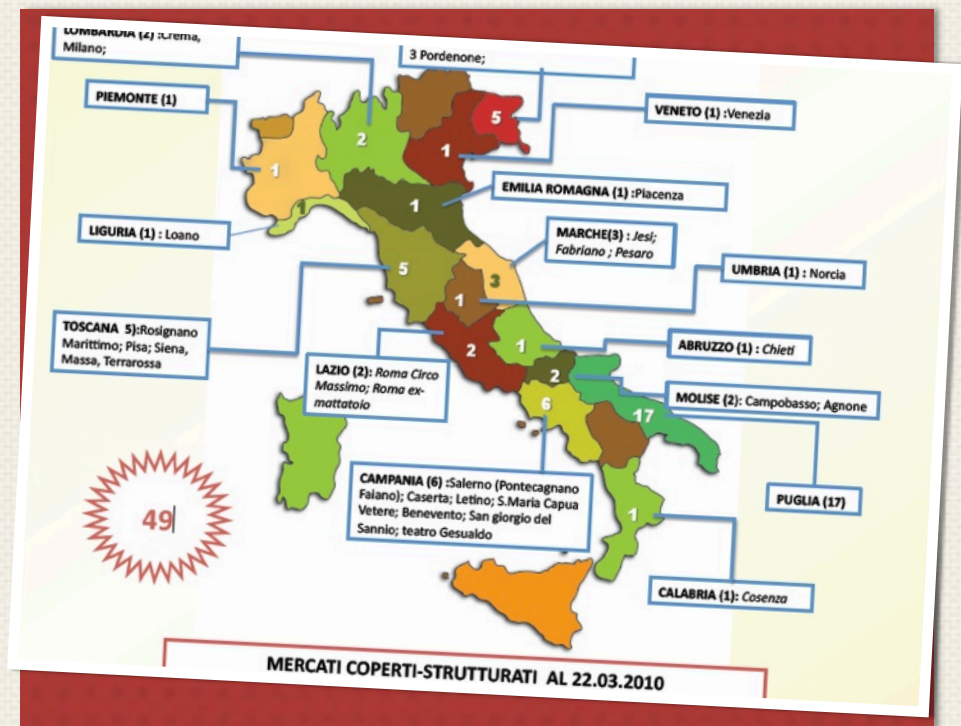
This initiative can also be seen as a further step in the development of an alternative food supply system to bridge the gap between the conventional supply chain and the short supply chain.

Unlike the outdoor Campagna Amica farmers' markets, the indoor counterparts are held almost on a daily basis, while some outdoor markets are held once or twice a week/month.

They also offer better comfort for consumers and producers.



## The number of indoor Campagna Amica markets



Rather than being held in an outdoor area, such as town squares, they take place indoors where sellers and shoppers are protected from the rain, wind and strong summer sun. They offer facilities such as public toilets for producers and consumers; and producers can use cooling chambers to store food. The consumers benefit from an indoor info-point, and, in many cases, from purchasing groups' collection points. Cultural events, such as educational workshops, are also organized. As a further step, Campagna Amica also launched the "Farmers

GDO", during the summer of 2011. This project serves as challenge to the mainstream food supply system based on retailers and supermarkets, and also promotes "Made in Italy".

Sole 24 Ore [6], the main Italian financial newspaper, reports that more than one hundred "Campagna Amica botteghe" (shops) are expected to open by the end of 2011 and the beginning of 2012. These shops are complementary with the other initiatives because both national and local products are made available to consumers. Along with farmers' markets, which only sell local

food, these shops aim to bridge the gap in the food supply chain. They also allow producers to save time, and the time earned is allocated to their main task of food production on the farm. Another pillar of the "Farmers GDO" is to provide fair remuneration for their products. The farmers who join the Campagna Amica program and want to sell their products in these shops must enter their relevant production data on a management web system, which will make it possible to organize a logistics and supply chain.



An indoor Campagna Amica markets

## Volume of sales

Although the volumes of products sold within the project Campagna Amica are quantitatively irrelevant if compared with the overall volume of food that Italian consumers purchased during the same period, farmer markets reveal a positive trend.

In 2010, 8.3 million Italians did their shopping at FMS. A total of 16,000 food producers participated, and turnover stood at about 320 million Euros.

It was not possible to obtain data on the quantities of food sold within Campagna Amica events. Yet 2010 economic data elaborated by

Coldiretti indicate that Campagna Amica farmers had a turnover of 320 million Euro (Table 3). This may seem rather low if we compare it with the 143 billion Euro spent by Italians on food in the same year.

However, the second piece of data on the amount of money that consumers spent in the Campagna Amica farmers' markets is interesting. Indeed, between 2009 and 2010, consumers spent 30% more to buy Campagna Amica labelled food products than they did between 2009 and 2010. It is interesting to see that this trend is in contradiction with the relative stability (-0.6%) of the family grocery expenses in Italy. This increase cannot be due to the farmers' decision to sell their products at a

higher price because the prices at farmers' markets are regulated and cannot be higher than the reference prices indicated by national food price observatories. Therefore, these results can be due to the improvement of the farmers' offer between 2009 and 2010. Indeed, more producers have been involved and they have been able to provide a more complete offer to consumers, thus resulting in a wider

choice of products. Another possible observation is that consumers have started to buy food directly from farmers on a more regular basis, not only as extra products or during special occasions.

**Table 2: Evolution of consumers' expenses and producers' sales.**

	2009	2009
Average of consumers' expenses	€ 20,00	€ 26,00
Estimated turnover	€ 104 000 000	€ 320 000 000

## The people involved

Of the consumers, 62% are women, 48% are between 35-44 years old, 68% are well-educated (meaning at least high school diploma). Each consumer spent an average of 32 minutes at the market. 91% of CONSUMERS are satisfied with their market purchasing experience and would like to suggest it to others. (data Coldiretti /SWG 2011).

A survey conducted by the Tuscia University (Italy, 2010-2011) [7] on farmers' markets, consumer target and their attitudes, indicates that consumers that buy food at FM can be divided into three categories, according to a cluster analysis which

shows: penny-wise young people (39%), well-educated and conscientious individuals (17%) and retired citizens and housewives (44%).

All three categories of FM goers have different motivations:

Penny-wise young people go to FM mainly when they have to buy special products, not for everyday shopping.

Well-educated and conscientious people go to FM mainly because they want to buy local products. They go to FM instead of going to neighbourhood shops or other markets.

Retired citizens and housewives go to FM to find fresh products at better prices, but, also shop at supermarkets.

In conclusion, the study also shows that different types of producers correspond to different types of consumers: young people buy from innovative producers, while retirees and housewives prefer to buy from traditional producers.

Overall, out of all the people interviewed, 91% are reluctant to change their food habits. This leads to conclude that the diversification of producers and productions within shops and markets must become about with utmost attention.



# Reflections upon the Campagna Amica project

Campagna Amica is a challenging communication project created to foster alternative Italian short food supply systems and Italian food production. While the positive aspects are numerous, the project does have a few limits.

Direct food selling from producers to consumers is a common practice in Italy, especially for products such as wine, and oil. The Campagna Amica project has strengthened existing producer-consumer bonds and has created many new ones. This is true at a national level, and was achieved by reinforcing the network of direct food selling structures, such as farmers' markets and farm shops (punti Campagna Amica).

The true innovation lies in the creation of a producer network and marketing tools, this latter primarily in the form of a logo. This innovation stands as a guarantee on food quality and traceability.

The unmistakable logo certifies product freshness and quality, authenticity and typicality, traceability and transparency as well as Made in Italy.

The logo ensures:

- 100% Italian agro-food products
- authenticity, transparency and typical food productions
- fresh and natural agro-food products
- traceability

The role played by Campagna Amica since 2007 has been significant. It has organized and structured farmers' markets throughout Italy, providing guidelines and commercial strategies to both municipalities and member producers.

It has opened a vivid communication channel and working relationships between food producers and

consumers, civil associations, public decision makers and local authorities. The project has managed to focus the collective attention of all parties on the local food supply chain for what concerns many of its aspects: rural tourism and territorial marketing; green energies, urban agriculture etc...

The sum of these synergies explains why in only a few years Campagna Amica has harnessed a solid network of sensible producers and consumers through positive initiatives. The success obtained surpassed all initial expectations. It has become the reference point in the battle for a better Italian food system for more than 10,000 member producers and more than 2 million of consumers.

However, two million people is still a relatively low number in a population of 65 million Italians. Therefore; Campagna Amica still represents a niche initiative that does not reflect everyday life style, and addresses only a small fragment of the Italian population. Campagna Amica - as other Italian associations committed to support alternative food supply systems, such as Slow Food - has been strongly criticized for not reflecting everyday life through their initiatives, failing to address the majority of the population. Criticism goes on the state that but initiatives concern only a niche of educated and wealthy consumers, as largely demonstrated by Vecchio (2010) in his case study on three farmers' markets: Monteverdici, Napoli and Potenza. The majority of people interviewed in the case study were only occasional market-goers.

Although no statistical data on this phenomenon exists, it seems that the percentage of consumers that support alternative food systems only occasionally shop at farmers markets or at farm shops. They consider buying

local seasonal food directly from farmers as a special occasion, usually as a weekend activity.

Despite these limits, the case study conducted by the Campagna Amica project shows us two important achievements:

1- clear evidence of the strength of a well-constructed communication campaign coordinated with concrete activities;

2 Campagna Amica has implemented a sort of a life size laboratory, on a national scale, which is extremely useful to test innovative solutions, such as the Farmers'GDO project.

The necessary revolution of the food supply chain needs the implication of public decision makers at the highest levels in all regions of the European Union. An action of such significance is far beyond a trade union's reach.

Decision makers must develop a long-term vision and invest to set up the necessary infrastructures.

An issue of greater delicacy is to define the success threshold of food localism over the local-global dichotomy. Campagna Amica strongly supports a local food system; and assumes that it implicitly provides greater ecological awareness and social equality than a global food system. Moreover, it strongly supports (see 100% Italian short supply chain) local Italian products assuming that they offer more security and quality because they are grown locally. However, local or global scales are usually constructed by social actors with a particular agenda (politicians, officials, and to some extent citizens in general) rather than given ontologically. This leads to the problem that the promotion of local scales and locality has turned into a sort of "entrapment", thus constituting a limitation.

# Reading Framework

Campagna Amica case study raises two main questions:

1. *What alternatives are there to the current globalized disruptive agro-food system?*
2. *What roles could food producers and consumers play within the supply chain that is currently dominated by retailers?*

Mechanisation and industrialization has turned food into a commodity and “agri-culture” into “agri-business” which means large-scale monocultures characterized by high chemical usage, long-distance export of great food quantities and de-localization of food products. This has caused the decline of small-scale diversified farming and local food supply. A long distance, globalized food supply system caused a breach in the urban-rural and producer-consumer relations; further leading to diseconomies and food price speculations. The latter consequence allows farmers to get a fair price and valorises fresh quality products, but forces poorer consumers to eat unhealthy food.

In many countries, the short food supply chain system has been recognized as a promising alternative, and has been mainly interpreted as food direct-selling by farmers. Farmers' markets, CSA (community supported agriculture), farms shops, web shops, etc., have been established in this direction. However the question remains whether these

alternative systems are able to efficiently compete with globalized and industrialized markets to feed people.

Of course there is no single answer to all the questions here posed; but it is clear that the short food supply system can become a true alternative only if it takes root in the society at large. It must not be relegated to a sporadic niche project, which requires great efforts of education, promotions and creation of offer demand and organisation.

Instead of mainstreaming standardised productions, the Campagna Amica project has streamlined communication at national level to connect small producers and individual consumers, using a value system based on food quality, and, therefore, related to the interest of both producers and consumers alike.

The project has shown its capability of tapping into existing networks of producers and existing direct food selling systems, to successively harness them into a unified communication system aimed at gaining consumer interest for quality goods. At this point, the actions taken by producers pooled into trade unions or associations should be relieved by public decision makers at regional and international level, for the purpose of acknowledging the food supply chain while fostering:

- qualified and qualifying jobs in agrofood business, including agriculture;
- environmental sustainability;
- food quality;
- supply chain efficiency and the reduction of losses;
- the needs and complementarities of the different territories.

Localism interpreted as a defensive attitude toward increasing homogenization, as an expression of food tradition and authenticity or, in some cases, as an irrational exploited reaction to increasing immigration risks turning locality from a positive quality into a harbour for negative attributes. This approach neither faces the problem of feeding an increasing population nor gives solution to the industrialization of food and all its connected problems.

As Morgan and Sonnino (2010) argued, food strategies should be supported regarding their levels of sustainability, independently from their local or global provenience. “In other words, a sustainable food strategy ought to embrace a twin spatial strategy that tries to promote cosmopolitan localism rather than localism per se, which is narrow, self-referential and exclusive and will never outcome a concrete solution to worldwide problem of food safety and sovereignty as well as environment protection”.

## Notes

[1] Agriregioneuropa Survey (2005): [http://agriregioneuropa.univpm.it/dettart.php?id\\_articolo=451](http://agriregioneuropa.univpm.it/dettart.php?id_articolo=451)

[2] Agriturismo is a combination of the words for "agriculture" and "tourism" in Italian. It is a genre of vacationing in farm house resorts codified into Italian law in 1985. An agriturismo vacation is suitable for the whole family and also offers romantic and luxurious holiday spots. An Italian agriturismo will usually serve foods to guests prepared from raw materials produced on the farm or at least locally. Some will allow the guest to actually participate in the activities surrounding the farm.

[3] DATA ISTAT available at [www.censimentoagricoltura.istat.it](http://www.censimentoagricoltura.istat.it)

[4] Rossi A., et al, (2008), "I Mercati Contadini: un'Esperienza di Innovazione di fronte ai Dilemmi della Crescita", Rivista di Diritto Alimentare, anno II, No.3, Luglio-Settembre 2008 (available online at: [www.rivistadirittoalimentare.it](http://www.rivistadirittoalimentare.it))

[5] SMSCONSUMATORI is a free service sponsored by the Ministry of Agriculture that allows all consumers, simply by sending an SMS to 47947, to know the average daily prices of about 80 products (fruits and vegetables) present on the Italian market. It gives the wholesale and retail price per kg in North, Centre and South Italy.



# MEDIAGRAPHY

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## DELVING INTO THE CURRENT ITALIAN AGRO-FOOD PANORAMA:

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ITALIAN AGRICULTURE 2008 - AN ABRIDGED VERSION OF THE "ANNUARIO DELL'AGRICOLTURA ITALIANA" VOL. LXII  
NAPOLI: EDIZIONI SCIENTIFICHE ITALIANE, 2010 PP. 128; 24 CM ISBN 978-88-495-2013-2 AVAILABLE ONLINE AT:  
WWW.INEA.IT/PUBLIC/PDF\_ARTICOLI/1264.PDF

This volume is an abbreviated version of the sixty-second edition of the *Annuario dell'Agricoltura Italiana* (Almanac of Italian Agriculture), the annual publication of the INEA, the Italian National Institute of Agricultural Economics. The first edition of the Almanac was published in 1948, after more than a century of life. It is recognised as a unique and authoritative source of information on all aspects of rural life in Italy.

This volume should be read in order to have a broader and more detailed picture of the current Italian agro-food system's social and economic aspects. This volume shows the causes of the relative decline of the agricultural sector from its prime position (almost half a century ago) as a source of employment and household income and the following development of a flourishing agro-food sector, noted for the high quality of its final products as well as that of its technical equipment. In this transition, the rural sector has taken on specific new tasks. In particular, it has assumed a key role in the protection of the environment, while extending hospitality and information to a wider public - both Italian and foreign - who is now able to appreciate the cultural aspects of the rural environment and benefit from its salutary effects.

The complete Italian version is available through bookshops and is published by Edizioni Scientifiche Italiane.

Zurayk interview on the book "Food, Farming and Freedom": HYPERLINK "<http://www.youtube.com/watch?v=ttBraP-zlaU>"<http://www.youtube.com/watch?v=ttBraP-zlaU>

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## A LOOK AT CURRENT SHORT FOOD SUPPLY CHAIN MODELS USED WORLDWIDE AND IN ITALY.

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The two articles focus on the role of the consumer and citizen in the constitution of an alternative food system. Topics include box schemes, community supported agriculture, farmers markets, the Slow Food movement, and fair trade.

The Campagna Amica slides and video give deeper insight into the Italian Short Food Supply Chain models.

PIANI L., SANTAROSSA C., (2011) "COMMON VISIONS BETWEEN FARMERS AND CONSUMERS AS A TOOL TO CHARACTERIZE "NEW" AGRO-FOOD MARKETS", ESEE CONFERENCE -ISTANBUL 14-17 (AVAILABLE ONLINE AT: [HTTP://WWW.ESEE2011.ORG/REGISTRATION/FULLPAPERS/ESEE2011\\_CF0596\\_1\\_1304957665\\_4272\\_2461.PDF](HTTP://WWW.ESEE2011.ORG/REGISTRATION/FULLPAPERS/ESEE2011_CF0596_1_1304957665_4272_2461.PDF))

This article, analysing several alternative forms of trade that are spreading in Italy like Farmers' Market; Solidarity Purchasing Groups, and Farm Shops - which have been introduced in many European and North American countries as a reaction of the global standardization and homologation of agricultural products leading to biodiversity loss, aims at examining more in detail how social and economic relations are connected in the new food market channels. Taking as example the Solidarity Purchasing Group, this article analyse the central role of relational communication between the subjects involved in the process: producers and consumers. This article is worth reading in order to have a detached point of view from Campagna Amica on the relational communication importance between producers and consumers.

VECCHIO R., (2010), "LOCAL FOOD AT ITALIAN FARMERS' MARKETS: THREE CASE STUDIES", INT.JRN.OF SOC.OF AGR&FOOD, VOL.17, NO.2,PP 122-139 (AVAILABLE ONLINE AT: <HTTP://WWW.IJSAF.ORG/ARCHIVE/17/2/VECCHIO.PDF>)

Despite the massive industrialization of the world agri-food system and the consequent detachment of food production from its consumption, several studies, conducted in Italy as well as in other European countries and in the United States, have shown growing consumer interest in recent years towards the local attribute of food. In this framework, farmers' markets are perceived increasingly as key institutions in the trend towards a less industrialized agriculture and as vital developers of a strong link between urban consumers and rural food producers. Although a plethora of theoretical and empirical research on farmers' markets can be retrieved in academic literature, important questions still remain concerning the demand and supply of locally produced goods at these forms of direct sale.

This article, presenting the results of consumers' focus group discussions, in-depth interviews with vendors and direct observation at three Italian markets (Montevarchi, Naples and Potenza) provides empirical support that the desire to purchase locally produced food is not high on the list of surveyed shoppers' priorities.

This article has been quoted several times in the ECADIM, however only extracting few data. Thus, it is worth reading in order to have an in-depth idea of which is the Italian average consumers' behaviour.

SLIDE CAMPAGNA AMICA( 2010, 2011) : SLIDES DE AMICIS SLIDES PARALUPPI (AVAILABLE ONLINE AT: [HTTP://WWW.ECOMEAL.INFO/](http://WWW.ECOMEAL.INFO/) )

VIDEO CAMPAGNA AMICA (2010) (AVAILABLE ONLINE AT: [HTTP://WWW.ECOMEAL.INFO/](http://WWW.ECOMEAL.INFO/) )

Both the slides and the video have been created by Campagna Amica's officials to promote all over Italy and in different context the Campagna Amica aims and activities. The slides uploaded on the ECOMEAL web platform have been showed by Paraluppi and De Amicis in the two past edition of EATING CITY ([www.ecomeal.info](http://www.ecomeal.info) ) in Rome in occasion of a seminar on the "short food supply chain systems".

The slides present Campagna Amica aims and its activities, giving particular results to practical examples of farmers' markets or farms shops present in Italy. The slides are reached in tables, graphics and photos which give a more visual idea of the importance of the Campagna Amica project.

The slides as well as the video are worth watching in order to find out more information on what has already be written on the ECADIM and have a look to the photos, for examples of farms shops or farmers' markets.

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## TO REFLECT ON THE STRENGTHS, WEAKNESSES AND CRITICAL ASPECTS OF THE SHORT FOOD SUPPLY CHAIN SYSTEMS.

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Among the issues discussed in the two following articles are whether or not the short food supply chain can be the solution for either a positive rural development or an increasing urban population.

WATTS, D. C.H.,B. ILBERY AND D.MAYE (2005) "MAKING RECONNECTIONS IN AGRO-FOOD GEOGRAPHY: ALTERNATIVE SYSTEMS OF FOOD PROVISION", *PROGRESS IN HUMAN GEOGRAPHY* 29(1):22-40

This article reviews recent research into alternative systems of food provision. It considers, first, what the concept of 'alternativeness' might mean, based on recent discussions in economic geography. Informed by this, it discusses food re localisation and the turn to 'quality' food production, arguing that both are 'weaker' alternative systems of food provision because of their emphasis on food. It then examines some 'stronger' alternative systems of food provision, which emphasize the networks through which food passes.

Lastly, the paper reflects on the concept of alternativeness in the context of food supply chains, which correspond to a less individual engagement (see individual farmers and individual consumers) and actions (farm shops, direct selling on the farm) and instead a need for more networks of people (producers, consumers but also politicians, academics etc...) and actions (local food supply at school canteens, for instance).

This article is worth reading because it gives a critical and precise reading of the short food supply chain system; it evaluated its strengths and weaknesses but it also give space to new proposals such as a hybrid food supply system.

MORGAN K. AND SONNINO R., (2010), "THE URBAN FOODSCAPE: WORLD CITIES AND THE NEW FOOD EQUATION", *CAMBRIDGE JOURNAL OF REGIONS, ECONOMY AND SOCIETY*, 3, 209-224

This article analyses the growing concerns about the security and sustainability of the agri-food system, not only in the global rural south, but also in the global urban north, examines the evolution of urban food strategies in two world cities, London and New York.

It explores the meanings of a 'sustainable food strategy' and the scope and limits of a localised short food supply system, which, in the article, it is strongly considered not to be a surrogate for a sustainable food strategy, but only one aspect of a sustainable food system exposed to the new pressures on account of their ecological and political sensitivities.

This article is recommended to those people that want to question the current globalized and disintegrated food system but at the same time are not so convinced that the only solution to follow is a localised short food supply chain. Which are the advantages in so doing?