

**Louvain School of Management**

# **Empowering Local Communities A Business Plan for a Platform Connecting Consumers and Local Producers in Belgium**

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## SUMMARY

Belgium's increasing trend towards local consumption has revealed a significant challenge: local producers struggle with digital transformation. This project proposes a solution by presenting a business plan for a digital platform that links the producers directly to consumers.

The first step of the project involves gaining a thorough understanding of both user groups, which is achieved through conducting in-person interviews and distributing online surveys. The data gathered suggests the need for a digital platform that enhance the visibility of producers, and assists them in retaining customers, while preserving their autonomy and independence. Meanwhile, for consumers, the platform should offer a simple way to research and purchase local products, whilst promoting sustainable agriculture.

Drawing from these insights, the platform's mission is clarified and a unique value proposition is crafted. Key features include adaptable digital storefronts, integrated marketing tools designed for local producers, and a user-friendly directory of producers and products for consumers. The analysis of the competitive landscape reveals various alternatives for each user group as well as numerous competitors, stressing the need for partnerships with local digital marketing agencies and certification authorities to sustain a competitive edge.

Next, the project explores the launch of a minimal viable version of the platform, supported by a revenue strategy and a profitability assessment. This version aims to include tailored digital storefronts, social media integration, and analytics for producers, along with location-based recommendations for consumers. The launch strategy is designed with a focus on local producers, offering them advantages similar to owning a sophisticated website. To monetise the platform, a subscription model for producers and affiliate marketing for consumers are considered. Profitability should be achieved within two years of launch, despite the need for substantial initial investment.

To summarise, this project offers an innovative response to the rising trend of local consumption in Belgium, introducing a user-centric digital platform that bridges the gap between local producers and consumers. Despite the potential difficulties and the need for a large upfront investment, the platform looks promising for the transformation of local consumption in Belgium.

## FOREWORD

The decision to create a business plan for a digital platform, bridging the gap between local producers and consumers, was driven by two central motivations. On the one hand, I observed that adopting a locally sourced approach for grocery shopping can be challenging for consumers, despite the increasing interest in sustainable consumption. On the other hand, this project presented a unique opportunity to delve into the development of a digital platform, aligning with my professional ambition of launching a similar venture in the future. Thus, combining these career aspirations with an academic project emerged as an exciting and rewarding journey.

On this journey, I encountered various hurdles, including the analysis of voluminous data from consumer and producer surveys and the harmonisation of different perspectives. Despite these challenges, engaging with local producers was a uniquely enlightening experience. These interactions not only deepened my comprehension of local consumption but also allowed me to connect with individuals who are deeply passionate about their work.

I am deeply grateful for the support and guidance provided by Paul Belleflamme, who not only supervised this work but also provided me with a pre-publication copy of his book, “Platform Strategies”, co-authored with Nicolas Neysen. This book was instrumental in helping me understand the complexities of the platform environment, as it explained complex concepts related to platform development in a clear and engaging manner. I would also like to extend my gratitude to all the local producers and consumers who dedicated their time to participate in interviews or complete online questionnaires. Their invaluable contributions significantly influenced the direction and outcomes of this project. Last but certainly not least, I must recognise my partner for her unwavering support, priceless advice, and thorough reviews of the document. We supported each other during this intense period of balancing our master’s degree studies with our professional lives, and I am immensely thankful for her presence in this journey and my life.

You will find in the following pages a detailed business plan for a digital platform designed to connect local producers and consumers, aiming to facilitate sustainable consumption and support local economies. It is my hope that this work will provide practical guidance for entrepreneurs and academics interested in developing similar initiatives.

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## INTRODUCTION

Over the past few years, there has been a noticeable shift towards local consumption in Belgium, with an increasing number of consumers opting for locally produced food. This trend has been attributed to various factors, including environmental concerns about the transportation of goods over long distances, a desire to bolster local economies and support small businesses, and a preference for fresher and more authentic products (Petrescu et al., 2020).

The COVID-19 pandemic has had a significant impact on the trend towards local consumption in Belgium. With lockdowns and travel restrictions in place, consumers became more aware of the importance of local food security and supporting small businesses in their communities. Many people turned to local farmers and food producers to meet their basic needs, and this increased demand not only boosted the visibility of local producers but also highlighted the advantages of consuming goods produced locally. As a result, many businesses have had to adapt to meet this demand, and there has been a surge in interest in local food delivery and online marketplaces connecting consumers with local producers (Sandi Wachyuni & Wiweka, 2020).

Local producers are facing a significant challenge in adapting to the digital transformation. With the rise of online marketplaces and e-commerce, there is increasing pressure for local businesses to establish a digital presence. However, many lack the resources and expertise to do so effectively. This is particularly concerning as digital channels have become increasingly important for marketing, sales, and communication with customers. As a result, many producers are struggling to keep up with the competition (Hrustek, 2020).

To address this challenge, the idea of creating a digital platform connecting local producers with consumers has emerged. This platform would provide an easy-to-use tool that would enable local producers to establish a digital presence and connect with consumers. By facilitating the creation of an online community, the platform would help local producers to reach a wider audience and expand their customer base. Additionally, the platform could provide valuable resources and support to help local producers navigate the digital landscape and overcome any technological barriers they may face. By doing so, the platform will contribute to the development of the local economy, reduce the carbon footprint, and foster

a sense of community. To ensure the platform meets the needs of its users, both groups will be surveyed to identify the most relevant features and understand the barriers they face when interacting.

This master thesis is the cornerstone of the project, as it aims to develop a business plan for the digital platform. The subsequent paragraphs outline the rationale behind the organisation of the document.

Although the conventional Business Model Canvas (Osterwalder & Pigneur, 2010) presented in Figure 1 initially appears to be a sensible framework for structuring the document, it falls short of being fully suitable for a digital platform and, as a result, requires modifications.

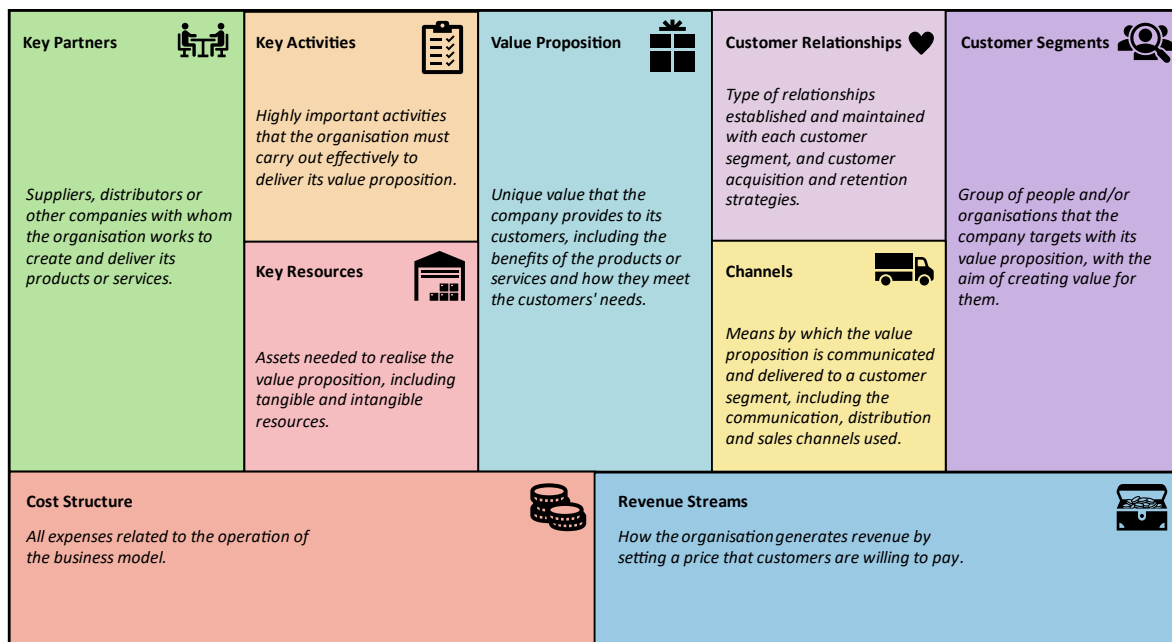


Figure 1 - Conventional Business Model Canvas

The conventional Business Model Canvas is indeed usually used for a traditional or *pipeline model*, that is an organisation which generates value by using its own resources and assets to transform inputs into outputs that are then provided to customers. However, this document is focusing on the development of an organisation which follows a *platform model*. The value is created in this model by facilitating interactions and transactions between users. These users can either be from a single group (or *side*) in a one-sided platform or from multiple groups in a multi-sided platform. While there are exceptions, most platforms are digital because they rely on network effects and intermediation of transactions facilitated by digital technologies (Belleflamme & Neysen, 2023).

The Business Model Canvas in Figure 1 may not be comprehensive enough to encompass the specifics of the platform model. This is because platform users can assume multiple roles, serving as both customers who consume the platform’s services and key partners who co-create value through their interactions with other users. Additionally, the value proposition of a platform is not solely dependent on the services provided, but also on user interactions. It is also worth noting that the value proposition of a platform can differ across various sides of the platform, and the addition or removal of a single user can impact the perceived value for both their own and the other user group.

Considering these key differences, which will be further explored throughout the master thesis, a revised version of the Business Model Canvas is presented in Figure 2, tailored to capture the unique features of a two-sided digital platform. The colour can be used to match the building blocks with the ones from the conventional Business Model Canvas of Figure 1.

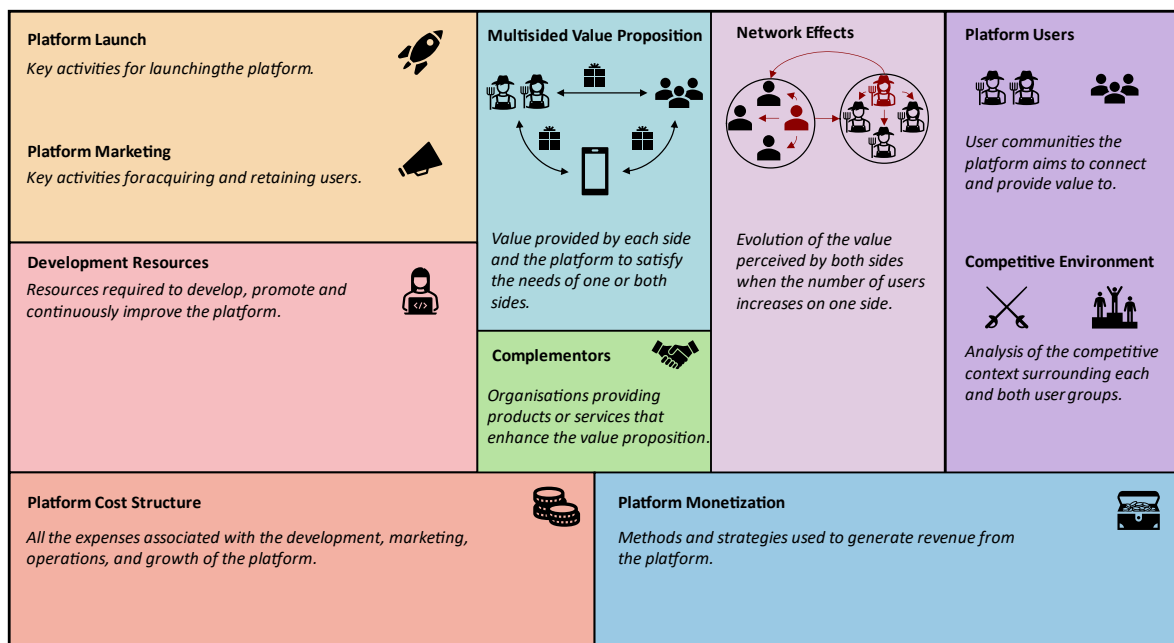


Figure 2 - Revised Business Model Canvas for a Two-Sided Digital Platform

To accommodate the unique nature of a two-sided digital platform, changes have been implemented:

- The customer segments building block has been replaced with an analysis of relevant user group and an evaluation of available alternatives, for each side and both sides of the platform.

- The customer relationship building block has been replaced with a focus on network effects, examining the interactions between users on the same or different sides of the platform.
- The conventional value proposition has been replaced by a multisided value proposition that accounts for the value co-creation with users on different sides of the platform.
- The key partners building block has been streamlined to focus solely on complementors.
- The key activities have been tailored to the digital platform, including platform launch and marketing, with only platform-related resources considered as key resources. Moreover, the platform marketing has incorporated the channels building block.
- The revenue streams building block has been substituted with the monetisation strategies of the platform.

The building blocks of the revised canvas are distributed across three chapters before summarising key takeaways and recommendations for implementing the project in the conclusion.

1. **Uncover Value:** This chapter aims to understand the needs and desires of local producers and consumers by presenting key findings from interviews and surveys. Moreover, this chapter delves into the phenomenon of network effects, examining the connections between these user groups and any external factors that might have an impact on them.
2. **Create Value:** This chapter focuses on presenting the platform's mission, the development of an appealing value proposition utilising insights from the value discovery phase, and an evaluation of the proposition's competitiveness. Additionally, it identifies potential complementors and explores strategies for maintaining a competitive advantage over time.
3. **Capture Value:** This chapter focuses on the practical execution of the project, which includes the development and launch of a minimum viable platform along with its monetisation strategies. It also assesses the project's profitability by forecasting future revenues and expenses.

## 1. UNCOVER VALUE

The purpose of this chapter is to gain an understanding of the needs and wants of local producers and consumers and identify the most effective ways to connect them for mutual benefits.

### 1.1 METHODOLOGY

To fully understand both local producers and consumers, a two-step approach was employed: on-site interviews to gather qualitative data and online surveys to collect quantitative data and reach a wider audience. The insights gathered from the interviews were used to create relevant questions and answer options for the surveys.

For local producers, 6 on-site interviews were conducted, covering themes such as profiles, sales channels, challenges, technology usage, and interest in a new digital platform. Producers were selected to represent a wide spectrum of product families, and their geographic location was considered to facilitate on-site interviews. The interview questions and summaries can be found in appendices A1 and A2 respectively. An online survey was then emailed to 1739 producers in Wallonia, sourced from local producer listing websites such as “LeClicLocal”, “LocalLife”, and “Mangez Local!”. Out of the 222 responses received, 203 were deemed valid after filtering out responses from grocery stores, caterers, and artisans outside the scope of local food consumption. The survey questions and results can be found in appendices A3 and A4 respectively. Overall, the study included 209 participants from different provinces in Wallonia, with a majority from Liège, Hainaut, and Namur.

Similarly, for consumers, a series of 5 on-site interviews were conducted, exploring themes such as profiles, consumption habits, and motivators or barriers to local consumption. Participants were selected to represent a diverse range of family situations. The interview questions and summaries can be found in appendices A5 and A6 respectively. An online survey was then made public via a post on social media allowing respondents to reshare it. This approach resulted in 61 reshared posts and a total of 446 responses collected over three weeks. The survey questions and results can be found in appendices A7 and A8 respectively. Out of 451 total respondents, the majority were from Hainaut, followed by Liège, Walloon Brabant, Namur, Luxembourg, and Brussels. There were also 16 respondents who did not disclose their postal code or were from other provinces.

Before delving into the analysis of the insights, let us acknowledge a few limitations in the methodology used. To start, the limited number of on-site interviews conducted within a restricted area might not represent a wide range of opinions. Moreover, the method excludes non-digital producers by relying on listing websites. Furthermore, the use of social media for survey distribution may introduce a bias towards younger, digitally connected consumers.

## 1.2 UNDERSTANDING LOCAL PRODUCERS

To ensure clarity, let us define what a *local producer* is before exploring their profiles, sales methods, use of information technology, jobs, difficulties and gains throughout this section.

**Definition:** A *local producer* is someone or an organisation that focuses on sustainable farming practices to promote environmental sustainability and support the local economy. Local producers focus on producing and selling food products in a small geographic area close to where they are grown or made.

### 1.2.1 Local Producers Profile

Figure 3 provides a representation of the distribution of local production among the respondents. Each rectangle represents a product family, with its size indicating the proportion of producers involved in that particular family.

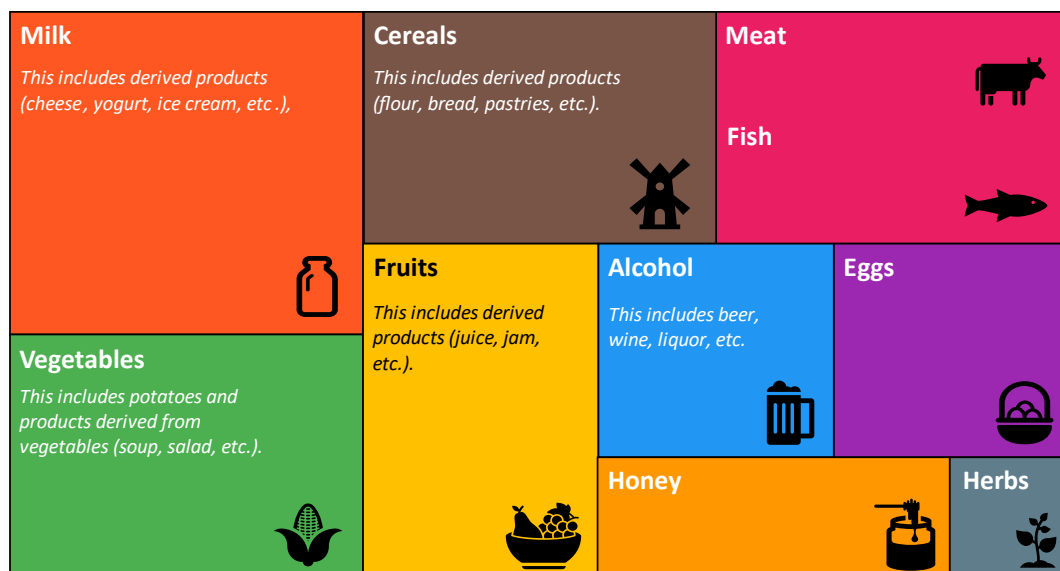


Figure 3 - Production Distribution from Local Producers

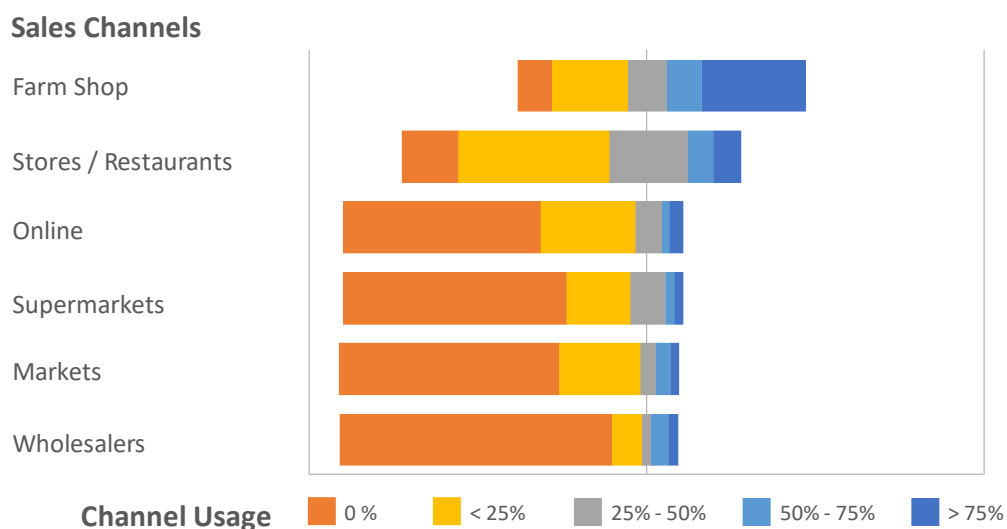
Typically, local producers specialise in one or two product families, with dairy products being the most common, followed by vegetables and fruits. Meat and fish, and cereals make up smaller proportions, while alcoholic beverages, eggs, honey, and herbs are the least common.

The findings indicate that for about 75% of local producers, the production and sale of food products is their primary activity whilst, it a complementary activity for the remaining 25%. Moreover, a large proportion of the respondents, over 80%, have substantial experience in the industry, with at least 5 years of experience under their belt. Conversely, roughly 15% of the producers have been in business for 1-5 years, and only a small minority have less than a year of experience. The dominance of established local producers may indicate potential barriers for new businesses, such as high initial costs, land pressure, and a lack of confidence in the future of the profession (Giuliano & Eloy, 2021; Snoeck, n.d.).

### 1.2.2 Sales Channels and Strategies

Figure 4 illustrates the distribution of sales channels, with each colour representing the proportion of products sold through a specific channel. The position of the bar indicates the extent of the channel usage for selling a larger proportion of the production. Right-shifted bars mean higher usage, whereas left-shifted bars indicate lower usage.

For instance, the figure shows that 12% of producers lack an on-site shop (orange). For those with a shop, the sales breakdown is: less than 25% of products sold on-site (yellow) for 35% of producers, 25-50% of products sold on-site (grey) for 13% of producers, 50-75% of products sold on-site (light blue) for 10%, and over 75% (dark blue) for 30% of producers.



*Figure 4 - Sales Channels Usage by the Local Producers*

The data suggests that local producers employ a variety of methods to sell their products, with the most prevalent being direct sales through on-site shops. This indicates their preference for building direct connections with consumers and keeping control over their

product distribution. The second most common channel is selling to other local businesses such as grocery stores and restaurants, indicating a sense of community and mutual support. Additionally, the fact that each producer uses an average of three channels, highlights the importance of a multi-channel approach to maximise sales potential and reach a diverse customer base. It is also worth noting that other sales channels such as points of deposit, truck tours, subscription baskets, home delivery, and sales through schools, communities, and cooperatives have been mentioned by local producers.

When it comes to product distribution, half of the local producers offer goods beyond their own production. Within this group, 70% sell non-homegrown products to a minor extent, 20% do so in balance with their own production, and 10% primarily deal in non-homegrown goods. The products are mainly sold for other producers or non-food artisans, with a few being sold for businesses such as organic wholesalers and fair-trade enterprises. This indicates that producers prioritise supporting local businesses, while also meeting customer demand.

Another noteworthy finding is that more than half of the respondents offer delivery services, with 20% offering it for distances under 10 km, 30% for distances between 10 km and 30 km, and 50% for distances greater than 30 km. This suggests that local producers are willing to go the extra mile to meet customer needs and highlights the importance of logistics and distribution management in supporting their businesses.

About prices, local producers have diverse opinions on their products pricing compared to those of supermarkets. One third of the respondents consider their prices comparable, while another third believe that their prices are lower for similar quality products. However, a quarter of the respondents believe their prices are higher than supermarkets. The remaining respondents are unsure about the price comparison or stated that their products are not sold in supermarkets. These findings suggest that local producers adopt different pricing strategies and that the local market does not always follow the same pricing structure as larger supermarkets.

### 1.2.3 Media Usage and Perception

The data indicates that a significant number of local producers are capitalising on online platforms to expand their business. Out of the 209 respondents, 176 reported using social media, while 142 reported having a website. These online channels were primarily used to increase online visibility, disseminate commercial news, promote their farm's activities, and

interact with customers (e.g., answering questions, taking orders). Notably, local producers with a website often used it to showcase their work and collaborate with other professionals, demonstrating a commitment to enhance their credibility and projecting a professional image in the online world. Additionally, 37 respondents reported using their website as an e-shop, offering online order and payment services. Eventually, 70 local producers have used or currently use a digital platform that connects consumers and producers to support their business. When asked about the platforms used, the answers were diverse, with over 37 platforms mentioned. "La Ruche Qui Dit Oui" was the most popular, with 19 mentions, followed by "Mangez Local" with 8 mentions, "LocaLife" with 4 mentions, and "Linked Farm" with 4 mentions. It is worth noting that many respondents provided unique answers, indicating the diverse range of digital platforms being used by local producers to support their businesses.

When asked about using a new digital platform to sell their products and connect with customers, half of the local producers responded neutrally, while a quarter showed reluctance and another quarter showed interest. Figure 5



*Figure 5 - Digital Platform - Reluctance Reasons*

shows the reasons for reluctance, with the size of the term indicating its frequency. Although concerns about costs and competition were expressed, the interest in using the platform included reaching new customers and promoting healthy and sustainable food.

#### 1.2.4 Producers Jobs, Pains, and Gains

Figure 6 presents an overview of the jobs, pains, and gains experienced by local producers. Despite exploring different variables related to the producers profiles, no significant correlation was found between any of these variables and the characteristics related to product sales or media usage. Therefore, local producers are considered as a single customer segment.

To better understand these concepts, it is important to define each one (Osterwalder and Pigneur, 2014). *Jobs* can be categorised as functional, social, emotional, or a blend of these. Functional jobs involve completing tasks or solving problems, social jobs focus on fostering relationships or enhancing social status, and emotional jobs address emotional needs. *Pain points* denote the hurdles that producers face at any phase of performing their jobs. Lastly, *gains* relate to the positive outcomes that producers expect from performing their duties.

The left column presents the jobs that local producers consider most important for their success. Their main responsibility is to perform functional jobs related to producing high-quality products such as breeding, cropping, and processing. Moreover, to sell those products, effective order taking, stock management, and distribution logistics are also necessary. Additionally, to attract and retain consumers, social jobs such as customer service and relationship management through social media platforms are crucial.

The middle column highlights the most pressing pain points, ranked from extreme to moderate severity. The top concern is the fierce competition from supermarkets and other producers, which can impede access to markets and equitable pricing for local products. This, in turn, can lead to limited revenue and financial instability, exacerbated by high distribution and delivery costs. Another critical pain point is the limited visibility to attract new consumers and the challenge of retaining the existing ones. Misconceptions and changing consumer behaviour also pose significant challenges. As the market and consumer expectations continue to evolve, meeting these demands can be a constant struggle.

The right column highlights the gains from essential to nice to have. Local producers highly value autonomy and independence in their work and take pride in making their own decisions. While financial gain is important, control over production and quality is considered even more crucial. Developing personal relationships with customers is also valued, as well as contributing to the local economy and promoting sustainable practices.

To conclude, a strong value proposition for local producers should address key challenges like limited visibility, customer retention, and consumer misconceptions, while still maintaining their autonomy and independence. This can enable them to compete effectively in the digital landscape and derive substantial benefits from the platform. However, to fully realise the potential of the platform, the primary challenge will be to address and overcome the negative perception that local producers have towards digital intermediaries.

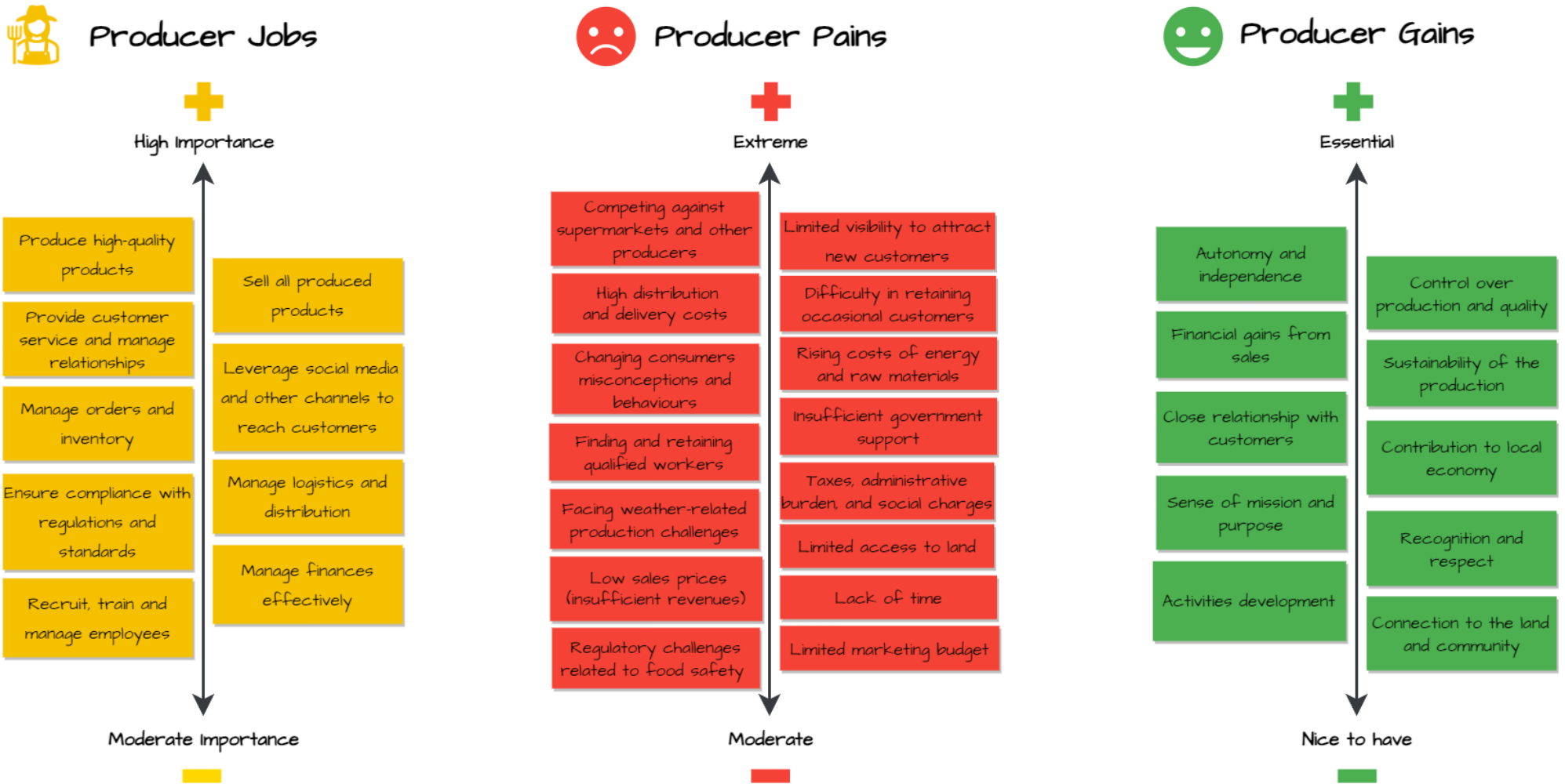


Figure 6 - Jobs, Pains, and Gain for the Local Producers

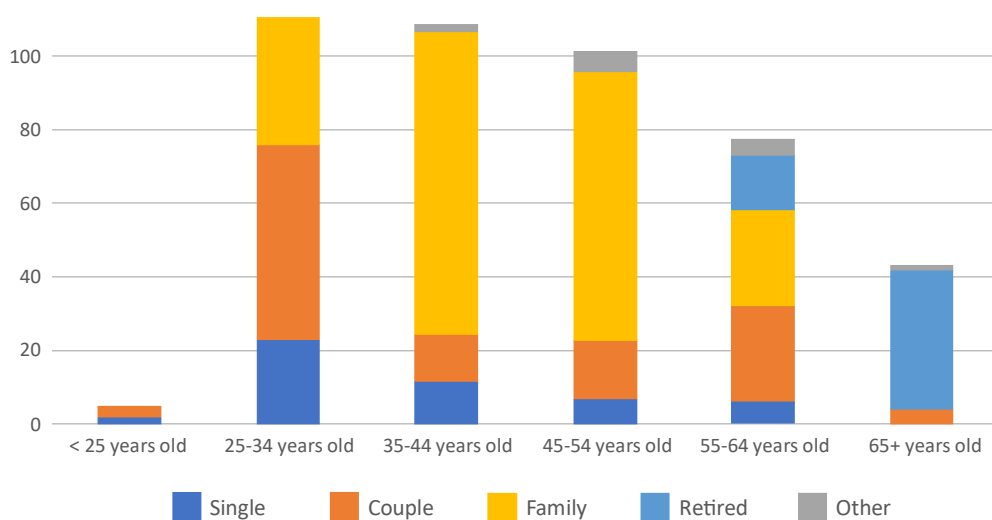
### 1.3 UNDERSTANDING CONSUMERS

This section aims to provide a comprehensive overview of the consumer profile, focusing on their consumption habits, emotional connections to these activities, and the jobs, pains, and gains they encounter while trying to consume more locally sourced products.

#### 1.3.1 Consumers Profile

Among the 451 survey respondents, 308 identified as women, 140 as men, and 3 as non-binary.

Figure 7 presents the breakdown of family statuses for various age groups, providing insight into the composition of households. The bars represent each age group, and the colours indicate the proportion of each family status. For instance, according to the figure, among the respondents aged 25-34, 20% are single (blue), 50% are in a relationship with no children (orange), and the remaining 30% are in a relationship and have children (yellow).



*Figure 7 - Distribution of Respondent Family Status Across Age Groups*

The majority of respondents fall under the 'Family' category, which comprises half of the total responses. The 'Couple' status follows as the next common, representing a quarter of the respondents. The remaining quarter is nearly split evenly between 'Single' and 'Retired'. The 'Other' category includes statuses like 'Widowed' or 'Divorced'. Notably, no significant correlation was discovered between the profile variables and the respondents consumption habits or attitudes towards local consumption. Thus, all consumers are regarded as a single customer segment.

### 1.3.2 Consumption Habits

Based on the data, it appears that consumers generally favour physical stores like supermarkets, specialty stores (i.e. butcheries, bakeries, etc.), and local producers when it comes to their grocery shopping habits. Market visits are not as common, and online stores are used infrequently. Moreover, the survey participants also mentioned alternative grocery sources, such as vegetable boxes, producer cooperatives, group buying, and mobile vendors.

When asked about their current consumption of locally sourced products the majority of respondents reported that less than 50% of their food purchases are locally sourced, with 35% consuming less than 25% of local products. This indicates an opportunity for increased local food consumption among consumers. It is worth noting that 15% of respondents already consume more than 75% of locally sourced products. This significant proportion could indicate a potential bias in the study, as participants may already be highly interested in local consumption.

Furthermore, when choosing a store, quality, proximity, and values are the top priorities. Ethical consumers prefer local producers and organic shops, while price-sensitive shoppers go to supermarkets. Other factors like product variety, ambiance, personal interaction, sustainability, and support for small businesses also matter. Self-scanning, efficient service, a clean store, and environmental and worker impact are important too. However, online services allowing pick-up or delivery seems to have little to no impact on store choice.

The majority of respondents (75%) prefer to shop once or twice a week, indicating that grocery shopping is a planned activity. Convenience and time-efficiency are important factors, with almost 80% of respondents spending less than 2 hours on their shopping trips per week. Many consumers also shop at multiple grocery stores, with 40% reporting shopping at two different stores and 30% at three different stores. This suggests that consumers value having access to various options and are looking for variety in their grocery shopping. Afternoons are the most popular time for grocery shopping, followed by mornings, with evenings having the least traffic. Saturdays are the busiest shopping day, especially during the morning period. Friday afternoon and Wednesday afternoon also have significant traffic, indicating that consumers may be doing their shopping after work or on their lunch break.

### 1.3.3 Grocery Shopping Perception

Figure 8 depicts the terms most commonly associated with grocery shopping as reported by the respondents. The terms are colour-coded according to their sentiment: red indicates negative connotations, green represents positive ones, and blue is for neutral terms. The size of each term is proportional to its frequency of mention.



Figure 8 - Grocery Shopping Perception in Words

Respondents mentioned positive terms such as quality, local sourcing, fresh, healthy, and sustainable when grocery shopping, indicating that health and environmental considerations are important to them. The mention of conviviality and pleasure highlights the social and enjoyable aspect of grocery shopping. However, the negative emphasis on price and household chores like list-making and necessities suggests that respondents are also concerned about the cost and burdensome aspects of this activity. Respondents also value convenience and accessibility, reflecting their desire for time-saving and efficiency. Overall, these insights suggest that consumers seek a balance of quality, convenience, and affordability when making their grocery shopping decisions.

### 1.3.4 Consumers Jobs, Pains, and Gains

Figure 9 highlights the jobs, pains, and gains experienced by consumers when aiming to consume locally produced goods. While consumers may have a broader spectrum of jobs, pains, and gains, the emphasis in this context is specifically on local sourcing. This focus helps to prevent an overload of information and allows a more precise identification of the potential value that can be delivered to consumers within this context.

The left column highlights the key jobs that consumers prioritise when seeking to consume more locally sourced products. Their primary focus is on functional jobs such as researching local producers, evaluating product variety or availability, and comparing prices. Additionally, with the increasing availability of delivery services, consumers are exploring convenient shopping options like online ordering and home deliveries. To further enhance their local consumption experience, consumers also engage in social jobs such as building relationships with producers, seeking recommendations from their network, and staying updated on the latest products and promotions through social media or newsletters.

The middle column highlights primary pain points, ranked from extreme to moderate. Top challenges include limited product variety, forcing consumers to visit multiple locations. Perceived high prices act as a barrier for budget-conscious shoppers, while unfamiliar or incompatible opening hours further hinder access to local producers. The absence or unfamiliarity of nearby local producers further complicates sourcing local goods. Finally, adapting to seasonal offerings is another pain point, requiring consumers to adjust their diets and meal planning based on the changing availability of local produce throughout the year.

The right column underscores the gains for consumers, ranked from essential to nice-to-have. The most important aspect is the support to the local economy and the access to better quality food. Reducing environmental impact and promoting sustainable agriculture are also highly valued, as buying locally reduces the carbon footprint and supports more environmentally friendly farming practices. Enhancing food sourcing transparency is another important gain, as it enables consumers to know where their food comes from and how it is produced.

To conclude, a strong value proposition for consumers should prioritise providing a convenient way to research and purchase locally sourced products while supporting the local economy and promoting sustainable agriculture. This value proposition should also address key pain points such as limited product variety, high prices, and limited access to local producers, while emphasising transparency in sourcing and the environmental benefits of buying locally.

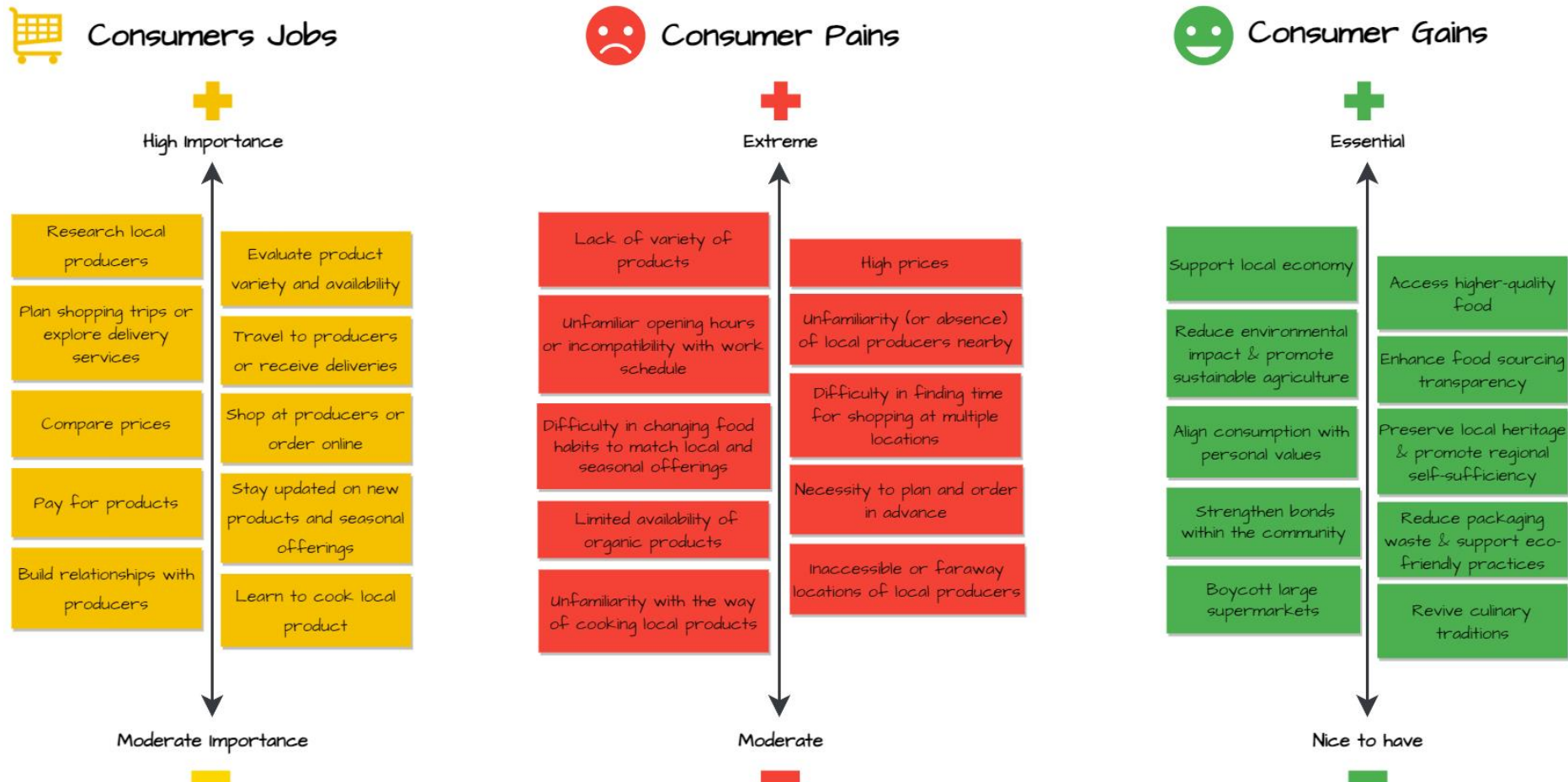


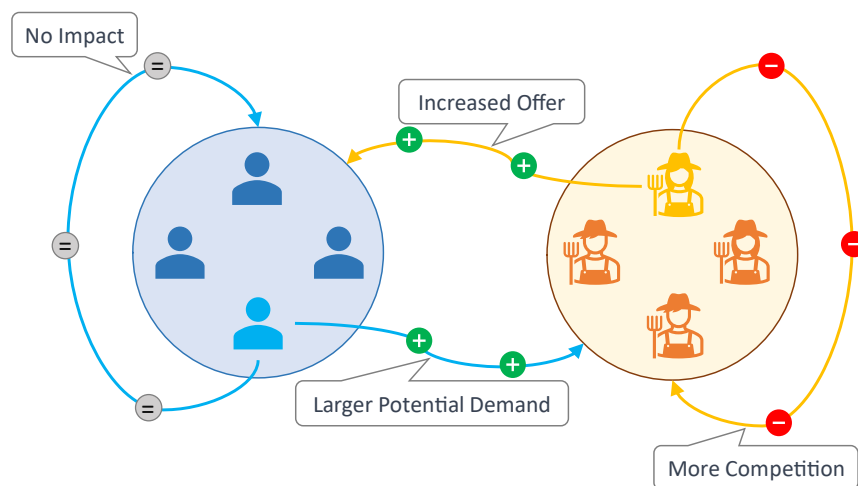
Figure 9 - Jobs, Pains, and Gain for Consumers

## 1.4 NETWORK EFFECTS

Network effects occur when a product or service becomes more valuable as its user base grows, leading to increased utility, convenience, and innovation (Belleflamme & Neysen, 2023). Social media and ride-hailing platforms exemplify network effects, where more users lead to greater connections, information exchange, and income opportunities. This can create a positive feedback loop, attracting even more users and potentially causing exponential growth. Conversely, a negative spiral may develop if users start to leave the platform.

Network effects can be categorised as global or local (Belleflamme & Neysen, 2023). Global network effects mean that adding a user in one location impacts users everywhere, enabling feedback loops to form and be sustained from any location. Conversely, local network effects are limited to specific locations and cannot spread between them. For instance, a digital platform connecting local producers and consumers exhibits local network effects, as new users (consumers or producers) only affect others in their vicinity.

Figure 10 illustrates local network effects between producers and consumers, showing how additional users impact both groups. The left-side group represents consumers, while the right-side denotes local producers. Arrows indicate the influence of an additional user on the group, with the origin symbolising the new user and the end pointing to the impacted group.



*Figure 10 - Local Network Effects between Local Producers and Consumers*

When a new consumer joins a platform, it has little to no direct impact on other consumers, but increases the client pool for local producers, resulting in a positive effect. If a new local producer joins the platform, it can increase product variety, quantity, or proximity to

consumers, creating a positive impact. However, for existing local producers, the added competition may increase market rivalry, leading to a negative impact on the producer group.

Hidden network effects are another important aspect to consider. They involve agents not directly connected to a platform but whose actions significantly impact users (Belleflamme & Neysen, 2023). These effects can arise from interactions with third-party service providers that complement the platform's offerings and enhance the user experience. Considering the jobs, pains, and gains of local producers and consumers, hidden network effects on a digital platform may include the participation of local marketing and advertising agencies that offer affordable, targeted marketing services to help increase visibility and attract new customers. Additionally, delivery partners can contribute to the platform's success by ensuring efficient product distribution.

Eventually, external effects refer to a platform's impact on non-users and stakeholders who may indirectly affect its business (Belleflamme & Neysen, 2023). Positive external effects, such as fostering local economies, creating job opportunities, or promoting sustainable practices, can motivate authorities to provide incentives for platform expansion. In contrast, negative external effects, including heightened competition among producers or potential monopolistic behaviour, could prompt regulatory authorities to implement restrictions, limitations, or even antitrust measures on the platform's activities to ensure a fair market environment.

To conclude, the platform's value proposition should be designed with the identified local network effects in mind, strategically selecting the initial group of users for optimal impact. Additionally, it would be beneficial to consider introducing complementary services, such as collaborations with local marketing agencies and delivery partners, to enhance the overall user experience. Lastly, it is crucial to consistently evaluate the platform's external effects, ensuring that positive outcomes are emphasised to encourage local authorities to provide incentives for growth.

## 2. CREATE VALUE

The purpose of this chapter is to articulate the platform's mission statement, craft a persuasive value proposition, and evaluate its competitive positioning.

### 2.1 MISSION STATEMENT

The primary objective of the platform is to establish connections between local producers and consumers, cultivating a community that supports and facilitates the exchange of high-quality, traceable goods. Traceability plays a crucial role in building trust between consumers and producers, as it ensures that products are sourced ethically and responsibly.

Another important aspect is the implementation of sustainable practices for both the production and consumption of local products. These practices are essential in minimising environmental impact and promoting eco-friendly behaviours. By prioritising them, the platform aims to create a more sustainable future and nurture an environmentally conscious community.

Furthermore, the platform aims at highlighting the outstanding work of local producers, effectively breaking down barriers to local consumption.

Together, these objectives form the below mission statement.

Our mission is to unite local producers and consumers to promote superior product quality, traceability, and sustainable practices within an environmentally responsible community.

### 2.2 MULTISIDED VALUE CREATION

A standard value proposition seeks to identify, for each customer profile, products and services that correspond to their most vital jobs, pain relievers that tackle their major pains, and gain creators that amplify their key gains (Osterwalder and Pigneur, 2014). This strategy is based on a deep comprehension of the customer's needs, which aids in crafting a personalized value proposition that effectively meets the requirements of each customer segment.

Figure 11 illustrates an example of the canvas for local producers, where colour coding visually denotes the relationships between gain creators and gains, pain relievers and pains, and services and jobs.

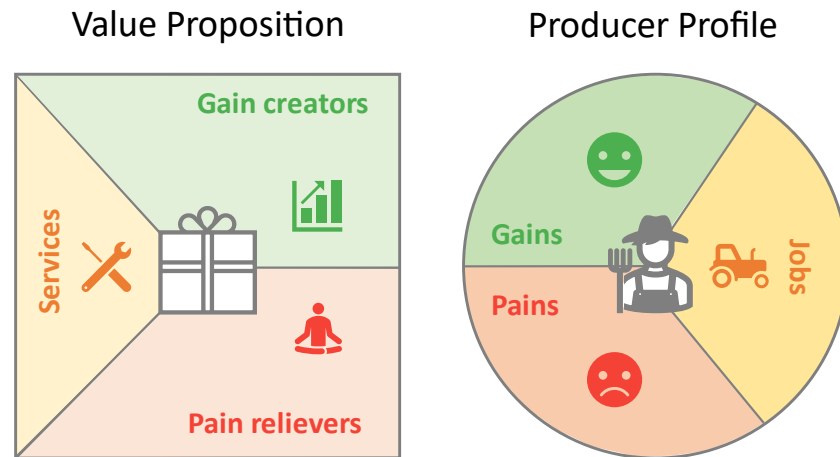


Figure 11 - Value Proposition - Standard Canvas

One might expect separate representations on such canvas for local producers and consumers, showcasing the most pertinent functionalities for each user group. However, such an approach would overlook the value co-creation taking place among users within the platform. The value each member derives from the platform originates not only from its functionalities but also, more importantly, from their interactions with members of the other group. Additionally, this method could lead to contradictory platform design outcomes for both consumers and local producers, as their expectations may diverge and conflict.

As a result, it is essential for the value proposition to consider how users are connected, necessitating the use of a new tool – the multisided value proposition. The idea behind this tool is to figure out which tasks the platform should handle and which ones should be taken care of by other groups to address the jobs, pains, and gains of a particular group (Belleflamme & Neysen, 2023).

Figure 12 presents a multisided value proposition for the digital platform connecting local producers and consumers. The left column relates to consumers, the middle column to the platform, and the right column to producers. Each row subsequently discusses the jobs, pains, or gains for each group and shows how the platform and the corresponding group respond to these aspects.

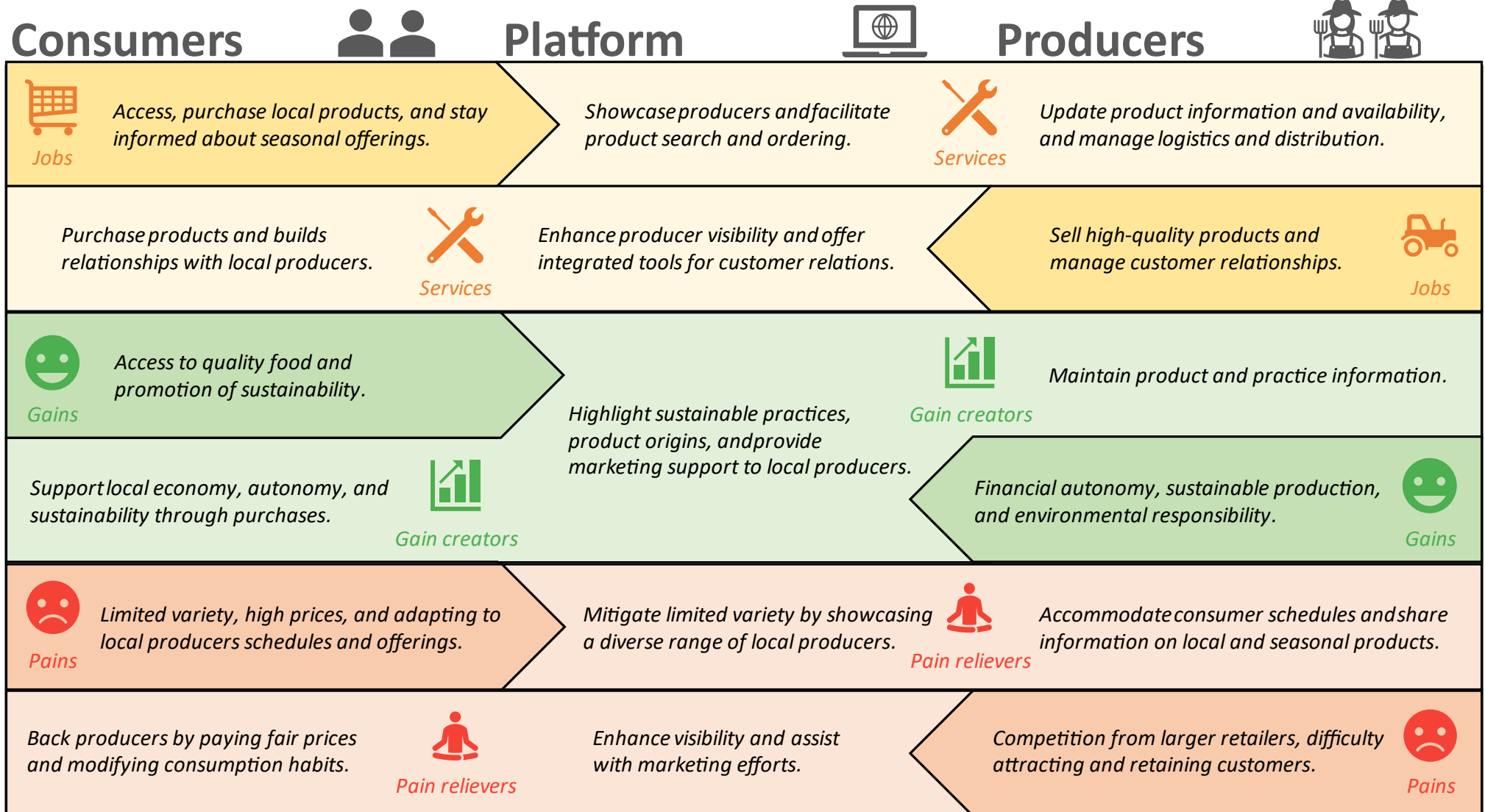


Figure 12 - Multisided Value Proposition - Platform for Consumers and Producers

Figure 12 illustrates how a digital platform can bridge the gap between local producers and consumers. For instance, the first row displays consumer jobs (left), platform services (middle), and producer services (right) addressing those jobs. The second row reverses direction, showing producer jobs (right), platform services (middle), and consumer services (left). This pattern continues for gains and gain creators (rows 3 and 4), and pains and pain relievers (rows 5 and 6).

The multisided value proposition highlights the interconnectedness of the jobs, gains, and pains of both producers and consumers. These elements are intricately linked, as addressing one group's needs often influences the other group's experience. For example, when the platform meets a producer's job of selling high-quality products, it indirectly contributes to the consumer's gain of accessing quality food. Similarly, relieving a consumer's pain of adapting to local producers schedules also helps producers by reducing the difficulty in attracting and retaining customers.

Figure 12 suggests that the platform should offer producers a customisable digital storefront, enabling them to showcase their products, agricultural practices, and certifications. In response, consumers should be provided with a user-friendly searchable directory to explore a wide variety of local producers, along with their locations and schedules. This directory should provide comprehensive product information such as origin, organic labels, pricing, and availability, ensuring that consumers have easy access to crucial product information.

Additionally, the platform should incorporate integrated tools for customer relationship management and marketing to further support local producers, enhancing their visibility in the digital landscape. By utilising these tools, producers could effectively interact with customers, attract and retain more consumers, and promote their sustainable practices and initiatives. This would help them differentiate themselves from competitors and establish a unique selling proposition.

To validate and enhance the multisided value proposition, a survey was conducted with 81 respondents, including 50 producers and 30 consumers. The objective of this survey was to determine the features most appealing to both groups. Survey questions are available in appendix A9 whilst results can be consulted in appendix A10. Based on the survey responses, consumers appreciate having access to a diverse range of local producers, with detailed information about their products and practices. This empowers them to make informed

purchasing decisions and aligns with their desire to support local, sustainable agriculture while consuming seasonal products. Furthermore, the inclusion of geolocated recommendations enhances the user experience by offering conveniently located options. For producers, the ability to display their offerings on a customisable digital platform serves as an effective marketing tool. By providing in-depth information about their farming practices, certifications, and sustainability efforts, they can distinguish themselves in the market and attract a dedicated customer base.

To summarise, Figure 13 showcases the most crucial features that the platform should offer for both consumers and producers, organised under three main themes. Icons next to each functionality represent the intended user group.














Producer & Product	Marketing & Promotion	Engagement & Education
Set up and personalise digital storefront. 	Access pre-built social media templates. 	Share recipes, cooking tips, and educational content. 
Manage product availability, pricing, and delivery options. 	Integrate content across multiple platforms. 	Organise workshops, tastings, and farm tours. 
Display certifications, initiatives, and product origin. 	Monitor digital content performance. 	Participate in activities offered by producers. 
Browse a user-friendly directory of local producers. 	Receive digital marketing guidance. 	
View product availability and pricing, and reserve items. 		
Discover local producers via geolocated recommendations. 		

Figure 13 - Digital Platform – Functionalities

Now that the platform’s expected functionalities have been established, its competitive position must be assessed. This is the subject of the upcoming section.

### 2.3 COMPETITIVE LANDSCAPE

Figure 14 provides a visual representation of two widely used competition analysis models, Porter’s Five Forces and the Value Net model, showcasing their primary characteristics and distinctions. The common elements are highlighted in purple, while the elements exclusive to Porter’s model are marked in red, and those unique to the Value Net model are in blue.

Porter's Five Forces model, created by Michael Porter in 1979, examines an organisation's competitive environment using five main forces: (1) rivalry among existing competitors, which considers the intensity of competition in the market; (2) bargaining power of suppliers, which assesses the influence of suppliers on pricing and terms; (3) bargaining power of customers, which evaluates the ability of customers to influence prices and demand; (4) threat of new entrants, which gauges the ease with which new competitors can enter the market; and (5) threat of substitute products or services, which measures the likelihood of customers switching to alternative offerings.

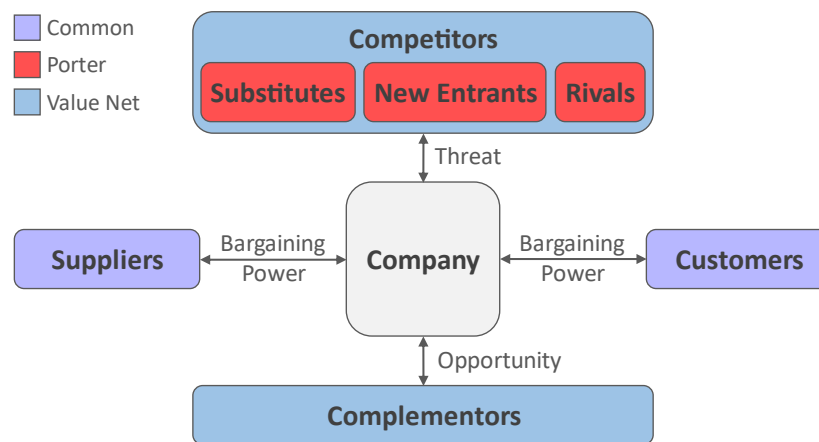


Figure 14 - Porter's Five Forces and Value Net Models

The Value Net model, proposed by Brandenburger and Nalebuff in 1996, extends Porter's framework by introducing cooperation, a blend of competition and cooperation. This model adds a new player category, complementors, which are organisations providing products or services that enhance the value of a company's offerings when used together. The Value Net model combines rivals, substitutes, and potential new entrants from Porter's model into a single competitors category.

Traditional competition analysis models, like Porter's Five Forces and the Value Net model, may not be suitable for assessing the competitive advantage of digital platforms, as they do not fully capture their unique characteristics (Belleflamme & Neysen, 2023). These models are not well-suited for platforms where users assume dual roles as both suppliers and customers, as they do not account for the network effects and interdependence between user groups. Additionally, they overlook the significant bargaining power of users, whose departure could lead to negative feedback loops impacting profitability. Traditional models

also primarily concentrate on direct competition, overlooking indirect monetisation strategies like advertising or data monetisation, which are often used by many platforms.

Taking these limitations into account, the Platform Value Net model is suggested as an alternative. This model adapts the traditional Value Net framework to better address the unique characteristics and interactions among users within the platform ecosystem (Belleflamme & Neysen, 2023). It replaces the conventional distinction between customers and suppliers with various user groups that the platform aims to connect, and categorises competitors and complementors based on their impact on attracting or retaining users on the platform. Competitors are those that hinder the platform's ability to attract or retain users, while complementors facilitate this process.

Figure 15 illustrates the Platform Value Net for a digital platform connecting consumers and local producers, with competitors highlighted in red and complementors in green. The competitive landscape for platforms involves several key concepts, such as substitutes, rivals, new entrants, and complementors (Belleflamme & Neysen, 2023).

Substitutes serve one user group without connecting them to the other group, whereas rivals link the same user groups as the platform, making it harder to attract or retain users. Rivals can be *direct*, using the same business model as the platform, or *indirect*, adopting a different approach. New entrants include potential future rivals and substitutes, while complementors enhance the platform's value proposition by facilitating user attraction or retention.

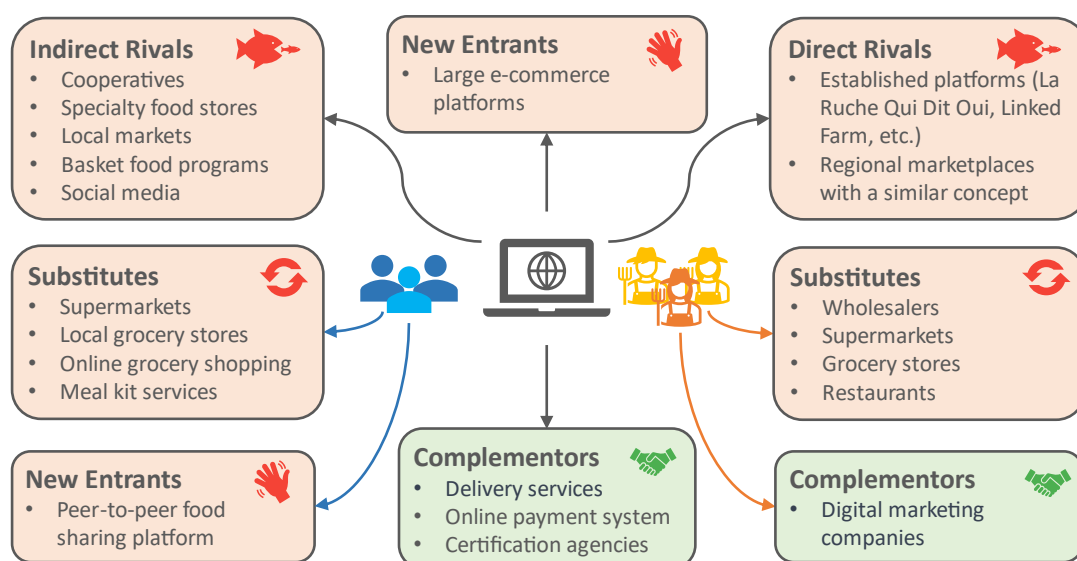


Figure 15 - Platform Value Net - Platform Connecting Consumers and Producers

For consumers, substitutes consist of supermarkets, local grocery stores, online grocery shopping platforms, and meal kit services. Possible new entrants in this category may include peer-to-peer food sharing platforms, which offer alternative ways for consumers to explore different consumption options.

For local producers, substitutes consist of selling through wholesalers, supermarkets, grocery stores, or partnering with restaurants and catering services. Marketing and advertising companies act as complementors for local producers, promoting their products and expanding their customer base.

The platform faces indirect competition from cooperatives, specialty food stores, local markets, basket food programs, and social media used by local producers. Direct competitors consist of established platforms like “La Ruche Qui Dit Oui”, “Manger Local”, and “Linked Farm”, along with other regional marketplaces offering similar concepts. Potential new entrants could be large e-commerce platforms such as Amazon. Complementors play a crucial role in enhancing the platform’s value proposition. Delivery services and online payment systems facilitate the buying process, while certification agencies help build trust in the products offered on the platform.

The analysis reveals a highly competitive landscape where each user group has various alternatives, and the platform confronts numerous direct and indirect rivals. To stand out from competitors, the platform should provide producers with accessible tools that enhance their social media communication, improve their digital presence, and save them time. This strategy aims to address their challenge of attracting and retaining customers. Collaborating with specialised and local digital marketing agencies could offer producers valuable learning experiences while benefiting from discounted rates due to the platform’s customer volume.

On the consumer side, the platform must prioritise user-friendliness and simplify the process of connecting them with local producers and products. Existing applications or local initiatives often provide only rudimentary services, primarily due to being developed by individuals or producers with limited budgets. A standout feature of this platform would be its high-quality interface, easy search capabilities, and geolocated recommendations. It is also important for the platform to include as many producers as possible and not be confined to a specific region. This constraint is common in existing platforms and forces consumers to alternate between multiple platforms.

## 2.4 DEFENSIBILITY STRATEGIES

Assuming a platform successfully establishes a competitive edge in the market, the crucial question becomes whether it can sustain that advantage over time. This capability, called *defensibility*, primarily depends on two factors: *specificity* and *replicability* (Belleflamme & Neysen, 2023).

Specificity refers to how exclusive a platform's benefits are to its users. High specificity means that the unique advantages offered can only be enjoyed by users of that platform. On the other hand, low specificity means that its benefits and features can be accessed or experienced across multiple platforms. To lower specificity, platforms can enable users to interact across platforms or reduce the costs for users to be active on several platforms simultaneously (multi-homing). For the latter, interactions are still limited to users within the same platform, but since multi-homing is relatively inexpensive, users can easily enjoy network benefits from various platforms. A high specificity environment typically leads to a winner-takes-all situation, where rivals compete *for* the market, and one platform dominates, while others fail. However, this environment can be risky and uncertain. As a result, it might be more strategic for a platform to maintain a balance of specificity, allowing rivals to compete *within* the market and enabling multiple platforms to coexist.

For the digital platform connecting consumers and producers, specificity is reduced by integrating with social media, which decreases exclusivity even though social media is considered an indirect competitor. Future integration with established platforms may also be considered, such as for product availability, to prevent users from managing their stocks in multiple locations. Conversely, partnering with local digital marketing agencies and certification organisations increases the platform's exclusivity, creating barriers for new entrants.

Replicability refers to how easily competing platforms can imitate the positive outcomes generated on a platform. The replicability is affected by two factors: the efficiency of users matching and the users' ability to coordinate their decisions. First, efficient user matching strengthens network effects and makes them more defensible. When good matching demands many users from different groups to be simultaneously present, smaller platforms struggle to match the service quality. Second, users' ability to coordinate their decisions impacts replicability. When coordination is challenging, network effects generate collective

switching costs, making users reluctant to switch platforms due to the fear of losing network benefits if not enough users switch with them.

For a digital platform connecting consumers and local producers, simultaneous presence of both groups is unnecessary. However, creating collective switching costs may be achieved by including as many producers as possible without being limited to a specific region. This strategy also tackles a common limitation observed in current platforms, which is their usual confinement to a specific region.

## 2.5 TAKEAWAYS

This section provides a summary of the key points from this chapter, which focused on crafting the platform's mission statement, constructing an appealing value proposition, examining its competitive positioning, and identifying defensibility strategies.

The platform's primary aim is to forge connections between local producers and consumers, cultivating a community that supports the exchange of high-quality, traceable products and encourages sustainable practices.

Essential features, derived from the multisided value proposition and a survey with potential users, include customisable digital storefronts for local producers with integrated digital marketing tools and an easily navigable directory of producers and products for consumers. These features should enable producers to showcase their offerings effectively and help consumers to make informed purchasing decisions while supporting local, sustainable agriculture.

The competitive analysis emphasises the platform's need to stand out in a competitive market. To achieve this, it should provide producers with intuitive tools that boost their social media communication, strengthen their digital presence, and save them time. For consumers, the platform should prioritise user-friendliness, streamline connections with local producers, and offer a diverse selection of producers from various regions. To enhance defensibility, the platform should build partnerships with complementors like local digital marketing agencies and certification organisations. Additionally, the platform should aim to generate collective switching costs by including a wide range of producers across different geographic areas.

### 3. CAPTURE VALUE

This chapter examines the key aspects of the value capture for the platform, including the development, launch and monetisation strategies, before assessing the project's profitability.

#### 3.1 PLATFORM DEVELOPMENT

To rapidly and effectively launch the platform, the initial focus will be on developing a Minimum Viable Platform (MVP), allowing for future iterations based on user feedback and reactions. Initially, it is planned to geographically restrict the MVP to the Wallonia region.

Drawing on the multisided value proposition and insights from competitive analysis, the MVP will offer personalized digital storefronts for producers. These storefronts will empower producers to handle product inventory, and provide essential profile information such as their operating practices, opening hours, location, and contact details. To ensure visually appealing storefronts, the platform will collaborate with digital marketing agencies for high-quality photographs and engaging presentations.

Acknowledging the significance of social media in contemporary marketing, the MVP will integrate with Facebook, allowing producers to post news on both their platform profile and Facebook page using predefined templates. Additionally, the platform will provide analytics for producers to track their posts' performance.

Fostering consumer engagement, the MVP will allow consumers to follow their favourite producers and receive updates on products. The MVP will also include a search function, enabling consumers to find producers and products based on a set of predefined criteria. For an enhanced user experience, geolocated recommendations will be offered, showcasing nearby and currently open producers when users access the platform.

To carry out the MVP development, a team of three individuals is foreseen: a business analyst, who is also the project founder, and two freelance professionals hired for their expertise in complex web application development. Together, they will work to successfully launch the MVP within an estimated timeline of 3 months, broken down as per Figure 16. The development process will be structured using an agile framework with 2 weeks-long iterations (called sprints), with key users identified during the value discovery phase participating in review sessions at the end of each iteration. These meetings will showcase progress, foster discussions on future steps, and enable users to provide real-time feedback, ultimately

contributing to a strong foundation. Meanwhile, the project founder will manage the platform's marketing, document MVP features, and coordinate with developers.

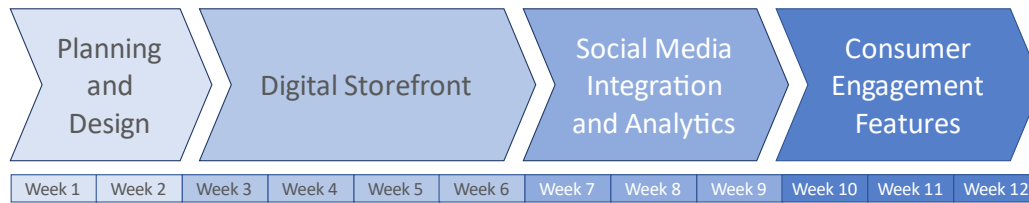


Figure 16 - Minimum Viable Platform - Development Timeline

Once the MVP is launched, the team will further develop it through a process of testing and refining features based on user feedback. This iterative approach, with changing priorities, will enable the team to adapt to emerging needs and requirements, ensuring the platform stays valuable and relevant to its users. Eventually, it is foreseen expanding the platform into Flanders about a year after its initial launch in Wallonia.

## 3.2 PLATFORM LAUNCHING

The goal of this section is to identify the user group that should be targeted first at the launch of a digital platform. This challenge is commonly known as the chicken-and-egg problem in the context of two-sided marketplaces. To determine which group to target first, two key variables are examined in this section: the *User Acquisition Cost (UAC)* and the *Attraction Power (AP)* before proposing a strategy for the platform's launch.

### 3.2.1 User Acquisition Cost

UAC pertains to the costs associated with attracting and persuading a new user to join the platform at its launch. Ideally, focusing on the group with a lower UAC is the best approach, as it allows for the attraction of more users from that group compared to the other, given the same budget (Belleflamme & Neysen, 2023). Figure 17 compares the UAC for local producers and consumers across three dimensions: costs of prospecting users, costs of easing user adoption, and costs of establishing trust.

For prospecting users, costs relate to identifying and reaching the target audience. UAC increases when it is challenging to identify potential users or approach them through large-scale advertising. For local producers, their presence in directories or on competitor platforms allows for more personalized email marketing campaigns, leading to lower UAC. Conversely, identifying and targeting consumers is more challenging, as it necessitates the use of targeted

social media marketing and thus leads to a higher UAC. Additionally, such approach will be less personalized, which may reduce its effectiveness.



	Consumers 	Producers 
Prospecting Users	Requires targeted social media marketing, and leads to a less personalised approach. <b>HIGHER UAC</b>	Can be found in directories or competitor platforms, and reached through personalised email marketing.
Easing Adoption	Search and discovery of local producers is simplified for consumers.	Producers need to learn how to set up, market, and manage their digital storefront without extensive expertise. <b>HIGHER UAC</b>
Establishing Trust	Consumers could be worried that the products quality is not aligning with the producer's profile. <b>EQUIVALENT UAC</b>	Producers may have concerns about receiving negative exposure from dissatisfied customers. <b>EQUIVALENT UAC</b>

Figure 17 - Comparing User Acquisition Costs

Regarding easing user adoption, costs are associated with overcoming barriers that prevent users from joining the platform. Factors affecting this cost include the ability to provide stand-alone benefits to users and the need for users to invest time or money to participate in the platform. Producers face higher UAC due to the need to learn how to set up, market, and manage their digital storefront. In contrast, consumers have lower UAC since the platform simplifies their search for local producers.

The establishing trust dimension pertains to ensuring users feel comfortable interacting on the platform. Factors affecting trust costs include the probability of a harmful behaviour and the extent of potential harm caused by such behaviour. In this case, both producers and consumers have concerns that result in similar UAC. Producers may be worried about receiving negative exposure from dissatisfied customers, while consumers could be concerned about product quality not matching the producer's profile.

Considering each dimension, the UAC initially seems comparable for local producers and consumers. However, the differences in UAC for user prospecting and ease of adoption does not compensate one another. Setting up a storefront presents a significant barrier for local producers, leading to a higher UAC than the challenges involved in prospecting consumers through targeted social marketing. As a result, the overall UAC is *lower* for consumers.

### 3.2.2 Attraction Power

AP refers to the strength of the cross-side network effects between the two user groups. A group with a stronger AP will have a greater impact on attracting users from the other group. To maximise the efficiency, it is recommended to concentrate on the group that exerts stronger cross-side network effects on the other group. Figure 18 compares AP for local producers and consumers across three dimensions: scarcity, exclusivity, and substitutability (Belleflamme & Neysen, 2023).



	<b>Consumers</b> 	<b>Producers</b> 
<b>Scarcity</b>	The potential consumer pool is much larger than the local producer pool.	When local producers join the platform, this may attract their current customers, expanding the consumers base. <b>STRONGER AP</b>
<b>Exclusivity</b>	Consumers face difficulties in finding nearby producers. <b>STRONGER AP</b>	Local producers struggle to attract and retain consumers.
<b>Substitutability</b>	Substitutes encompass supermarkets, local grocery stores, online grocery shopping platforms, and meal kit services. <b>EQUIVALENT AP</b>	Alternatives include selling through wholesalers, supermarkets, grocery stores, or partnering with restaurants. <b>EQUIVALENT AP</b>

Figure 18 - Comparing Attraction Power

Scarcity refers to the circumstance where potential users in one group are limited, meaning that adding an extra user from this scarce group can create more value than adding one from a larger group. Factors affecting scarcity include the natural size of the population or barriers to entry for certain users. The pool of consumers is significantly larger than that of producers, and there are no entry barriers for consumers. As a result, producers have a stronger AP in this dimension. Additionally, it is worth noting that adding an extra producer could attract their existing customers, further expanding the consumer base.

Exclusivity pertains to the ease or difficulty users from one group have interacting with the other group outside the platform. The harder it is to interact outside the platform, the stronger the AP for that group. Consumers may struggle to find nearby producers as observed in section 1.3.4, however, local producers mentioned attracting and retaining consumers as an extreme pain point for them. Thus, in this dimension, consumers are considered having a stronger AP.

Regarding substitutability, when a user group has access to a wider range of substitutes and rivals, it exerts a stronger AP on the platform. Additionally, a group's AP is stronger when it is more challenging to replace them with another group. Although both consumers and local producers have numerous substitutes and rivals, the platform's existence relies on these two groups. As a result, their AP in this dimension is equivalent for both groups.

Considering each dimension, the AP initially seems comparable for local producers and consumers. However, the differences in AP regarding scarcity and exclusivity do not compensate each other. The limited number of local producers, along with the possibility of attracting a portion of their customer base to the platform when they join, has a greater impact than the higher AP for consumers in terms of exclusivity. As a result, the overall AP is *stronger* for local producers.

### 3.2.3 Strategy Elaboration

The UAC is lower for consumers while the AP is stronger for local producers, this leads to a tie that makes it challenging to decide which user group to target first at the platform launch. One potential strategy in such a scenario is to offer to a group of users a subsidy equivalent to the value they would receive if the other group was also present on the platform (Belleflamme & Neysen, 2023). The chosen strategy for this project involves offering standalone benefits to local producers by giving them access to an advanced website-like tool. Based on survey responses, it is assumed that this offering will be valued by the producers, regardless of whether consumers are present on the platform or not.

To effectively market the digital platform and reach local producers in Wallonia, several strategies are proposed. First, digital marketing will be used, leveraging the email list of 1739 producers in Wallonia (sourced from local producer listing websites and used for the survey) as a foundation for growth. Additionally, participating in agricultural events such as "La Foire de Libramont" will provide opportunities to showcase the platform and offer live demonstrations. Lastly, an incentive program for early adopters is proposed, with the first 100 adopters receiving a one-year free subscription. This will encourage local producers to sign up and spread the word about the platform, ultimately leveraging network effects. A similar set of strategies is projected to be used in Flanders, when the platform extends to that region a year after its initial launch.

### 3.3 PLATFORM MONETISATION

This section explores various strategies for generating revenue on the digital platform by examining the willingness to pay from both platform sides and determining the most suitable approach. The online surveys with local producers (A4) and consumers (A8) indicated that producers were more inclined to invest in a digital platform connecting them with consumers than consumers themselves. When asked about their willingness to pay for such a platform (as a percentage of their sales), the majority of respondents were prepared to contribute between 1% and 5%. Additionally, roughly three quarters of them were ready to pay *something* for such platform. Conversely, when consumers were questioned about their willingness to pay a monthly fee for using the application (solely for the application service), approximately three quarters were not willing to pay anything, with the remaining quarter predominantly prepared to pay less than €5 per month.

Considering these findings and the fact that the MVP will initially deliver greater value to local producers through personalised digital storefronts, social media integration, and enhanced consumer interactions, a subscription-based model for local producers is proposed. The membership model can be divided into two subscription types: standard or premium. The pricing has been determined through competitive analysis and industry benchmarking, aligning with similar subscription models in the market (Braun, 2022). Furthermore, setting up a website usually requires an upfront investment that can be a hurdle for local producers; this subscription model eliminates such a barrier.

The standard subscription (€39/month) offers essential features found in a standard website, alongside visibility for consumers. This includes a digital storefront for producers to manage product availability, set pricing, and update information about their practices, opening hours, location, and contact details. If desired, producers can seek assistance from local digital marketing agencies for tasks like high-quality photography and engaging content presentation at a one-time additional fee of €500.

The premium subscription model (€59/month) incorporates all standard features and advanced options such as social media integration (posting news on both their platform profile and Facebook page using predefined templates) and analytics for tracking post-performance via metrics like views, clicks, and storefront visits. Premium users can also access their consumer followers list and post news for them.

In the early stages of the application, it is suggested not to charge consumers. However, after a year, when the user base has expanded, affiliate marketing could be considered. This involves partnering with merchants to promote their products or services and earning a commission for transactions. Careful selection of merchants is crucial to ensure they align with the platform's values, as they will be associated with the platform's image. This strategy would allow for generating additional income without directly charging consumers.








To conclude, the initial proposal is to adopt a subscription model for local producers while offering free access to consumers and introducing affiliate marketing at a later stage.

### 3.4 PLATFORM PROFITABILITY

#### 3.4.1 Costs

The costs are divided into one-time fees and monthly expenses, with the sole one-time fee being the cost of establishing the legal structure for the project, estimated at €3,000.

Figure 19 presents the monthly costs associated with the digital platform.

Summary	Description	Contribution	Cost 
<b>Founder</b> 	One business analyst, 300 €/day, 18 days per month.	Coordinating, testing, and marketing the platform.	€5,400
<b>Developers</b> 	Two developers, 500 €/day, 18 days per month.	Developing, maintaining, and improving the platform.	€18,000
<b>Hosting</b> 	Cloud services (AWS).	Hosting the platform.	€250
<b>Database</b> 	Relational Database (AWS).	Storing platform's and user data.	€150
<b>Domain</b> 	Domain registration and SSL certificate.	Securing the platform's domain.	€50
<b>Tools</b> 	Office 365, Atlassian, etc.	Documenting and managing the project.	€200
<b>Other</b>	Accountancy, administrative expenses, and unforeseen costs.	Handling administrative obligations, safety net for unforeseen costs.	€950
<b>Total</b>			<b>€25,000</b>

*Figure 19 - Monthly Costs for the Digital Platform*

Notably, there are no provisions for office space or laptops since freelance developers are expected to use their own equipment, and the team intends to work remotely, with periodic in-person meetings at the founder's residence. Additionally, the founder will give up on receiving a salary during the first 15 months of the project, and after that period, will receive a lower salary than freelancers, as he anticipates returns through dividends once the platform becomes profitable. To accommodate unforeseen expenses, the 'Other' section is slightly overestimated, rounding up the total monthly cost to €25,000.

### 3.4.2 Revenues

During the initial stages, the primary revenue source for the digital platform launched in Wallonia will be membership fees paid by local producers. After one year, the platform will expand to Flanders and introduce affiliate marketing through consumers as an additional revenue stream. Belgium was estimated to have approximately 36,000 local producers in 2022 with 12,000 in Wallonia and 24,000 in Flanders (*Chiffres Clés de l'agriculture 2022 / Statbel, n.d.*).

Revenue projections for the digital platform rely on several assumptions. In the first year, a 3% market share of local producers is anticipated, with the market share doubling annually until a 15% saturation point is reached by the third year. The subscription composition is expected to shift gradually from 70% standard and 30% premium in the first year to 50% standard and 50% premium by the fourth year. It is assumed that behaviour is similar for Wallonia and Flanders with a one-year shift for Flanders as the launch occurs one year after Wallonia.

Concerning consumers, it is assumed that each local producer has an average customer base of 100 consumers. In the first year, the platform aims to attract 10% of each producer's customers, with the adoption rate growing by 5% annually until it reaches a maximum of 30%. This assumption is based on producers promoting the platform, keeping product information up-to-date, posting news, and leveraging Facebook integration to draw in some of their followers in the platform. As for affiliate marketing, it is estimated that about 2% of consumers will show interest in the products offered by partnered merchants, spending approximately €10 per month on these products or services. The platform is expected to earn a 15% commission on the amount consumers spend on merchant products.

Figure 20 displays the cumulative number of users over four years from the platform's launch, using a logarithmic scale.

User growth levels off around the middle of the third year, reaching approximately 5,000 local producers and 150,000

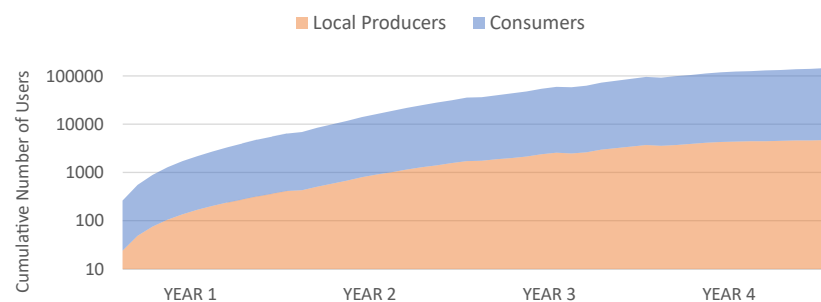


Figure 20 - Cumulative Platform Users Over Time

consumers actively using the platform by the end of the fourth year.

### 3.4.3 Profitability

Figure 21 displays a Profit & Loss overview across four periods, with in-depth calculations available in section A11. The initial period encompasses MVP development, platform launch, and the first year after the launch (totalling 15 months), while each subsequent period covers 12 months. Operating costs take into account a 3.5% annual inflation rate; however, this rate is not applied to revenues, as adjustments to membership pricing and affiliate marketing contracts are not expected during the platform's early years. A tax rate of 20% is applied, reflecting the rate for a company's first four imposition period in Belgium.

	Period 1	Period 2	Period 3	Period 4
<b>REVENUES</b>				
Membership Subscriptions	€108.068	€558.660	€1.466.749	€2.455.975
Affiliate Marketing	€0	€9.710	€31.718	€63.316
<b>TOTAL</b>	<b>€108.068</b>	<b>€568.370</b>	<b>€1.498.467</b>	<b>€2.519.291</b>
<b>COST</b>				
<i>One-Time Cost (Period 1)</i>				
Legal Structure	€3.000	€0	€0	€0
<i>Operating Costs</i>				
Founder Salary	€0	€67.068	€69.415	€71.845
Developer Fees	€270.000	€223.560	€231.385	€239.483
Hosting	€3.750	€3.105	€3.214	€3.326
Database	€2.250	€1.863	€1.928	€1.996
Domain	€750	€621	€643	€665
Tools	€3.000	€2.484	€2.571	€2.661
Other	€14.250	€11.799	€12.212	€12.639
<b>TOTAL</b>	<b>€294.000</b>	<b>€310.500</b>	<b>€321.368</b>	<b>€332.615</b>
<b>Key Financial Metrics</b>				
Operating Income	-€185.932	€257.870	€1.177.100	€2.186.676
Taxes	€0	€51.574	€235.420	€437.335
Net Income	-€185.932	€206.296	€941.680	€1.749.341
Previous Year's Net Income	€0	-€185.932	€20.364	€962.044
<b>Cumulative Net Income</b>	<b>-€185.932</b>	<b>€20.364</b>	<b>€962.044</b>	<b>€2.711.384</b>

Figure 21 - Profit & Loss Statement

The project is expected to become profitable two years after the platform's launch. A review of the monthly balance (A11) reveals that the cumulative net income declines to -€191,000 at the start of year 2 after the launch, before gradually increasing. To be cautious, an upfront investment of €220,000 is proposed. A mix of strategies is being considered for this investment: (1) the founder can contribute for about €40,000 from personal savings, approximately €50,000 can be raised from family and friends, and crowdfunding is expected to bring in an additional €30,000. For the remaining €100,000, as freelance labour is the main cost centre, offering project shares to freelance developers in exchange for their work or obtaining a bank loan could be explored. The sizeable upfront investment needed for development presents a significant risk to the project's success; therefore, securing this investment should be a top priority before beginning development.

### 3.5 TAKEAWAYS

This section encapsulates the main insights from this chapter, which has focused on the development, launch, monetisation strategies of a MVP together with the assessment of the profitability potential of the project.

The MVP will, at start, be restricted to Wallonia and feature personalised digital storefronts and social media integration for producers. It will offer to consumers the ability to follow producers and receive geolocation-based suggestions. The development will employ an agile methodology, with a team composed of a business analyst and two freelancers, targeting a 3-month launch window and subsequent iterations based on user feedback. The plan is to extend the platform into the Flanders region approximately a year after its initial launch.

The platform's launch strategy will focus on local producers. To achieve this, these users will be granted with access to a sophisticated website-like tool with advanced features tailored to their needs. This tool is expected to be highly valued by producers, irrespective of consumer presence on the platform. Targeted marketing tactics, such as email marketing, participation in agricultural events, and incentive programs for early adopters, will be employed to connect with local producers.

The platform's monetisation strategy includes a subscription-based model for local producers, offering standard and premium options while maintaining free access for consumers. The producer's willingness to pay and the value provided by the platform justify this approach. One year after the launch, affiliate marketing will be introduced as a means of generating additional revenue without directly charging consumers.

The platform's profitability analysis suggests that the project will become profitable two years after its launch, with labour being the main cost centre. Revenues will come from membership fees paid by local producers and, after one year, affiliate marketing involving consumers. The project requires a considerable upfront investment of €220,000 to cover initial costs. This funding is foreseen being obtained through various sources, such as personal savings, family and friends, crowdfunding, project shares, or bank loans. However, the sizeable upfront investment presents a notable risk to the project's success. As such, securing this funding must be treated as a priority and accomplished before commencing development to mitigate potential risks.

## CONCLUSION

The recent trend of local consumption in Belgium, in tandem with the digital transformation challenges local producers face, inspired the idea of a digital platform concept to connect local producers with consumers. This concluding chapter succinctly reflects upon the journey undertaken, articulates the crucial findings, presents derived recommendations, and identifies possible areas for further exploration.

Chapter 1 delved into the needs of the user groups - producers and consumers. Utilising both interviews and surveys, a comprehensive understanding was gained. On-site interviews revealed that preconceived notions often dissipate when confronted with real-life situations. Digital questionnaires enabled a quantitative examination that underscored the necessity of addressing local producers digital visibility, customer retention, and independence, thus transforming their negative perception of digital intermediaries. Similarly, for consumers, it was observed that a solution to conveniently access and purchase local products whilst supporting sustainable farming would be highly appreciated.

Building on these insights, chapter 2 focused on value creation. The platform's mission was defined as fostering a community that facilitates the exchange of high-quality, traceable products while promoting sustainable practices. The multisided value proposition highlighted essential features such as presenting features such as customisable digital storefronts for producers and an integrated, easy-to-navigate directory of producers and products for consumers. Despite the market saturation, it appeared that providing producers with tools for improved social media communication, and presenting consumers with a diverse array of producers from various regions, could yield a competitive edge. Long-term competitiveness could be fostered through strategic partnerships with local digital marketing agencies and certification organisations.

Chapter 3 scrutinised the financial viability of the platform, outlining the roadmap for its development, launch, and monetisation. The three-month development timeline for the MVP, equipped with personalized digital storefronts, social media integration, and analytics for producers, along with geolocated suggestions for consumers, was proposed. The launch strategy was visualised to initially target Wallonia, prioritising local producers due to their stronger attraction power despite lower user acquisition costs for consumers. The

monetisation was anticipated relying on a subscription-based model for producers, with standard and premium options, supplemented by affiliate marketing for consumers. Expansion into the Flanders region was envisaged within a year of initial launch. The plan postulated that profitability could be achieved within two years of launch, despite labour being the primary cost, necessitating an initial investment of €220,000.

Certain elements of the project could be further explored. The MVP, though grounded in user insights, might benefit from direct testing by key stakeholders, which could provide valuable feedback and validation. A thorough competitive analysis, with a focus on successful alternatives and competitors, could unveil essential details about their business models and value propositions, bolstering the platform's market positioning and strategic direction. Refinement of the marketing strategy, especially during the launch phase, could ensure effective reach to the target audience. Lastly, a reassessment of the financial strategy could be helpful in advancing the project. Exploring avenues such as pitching the project to governmental initiatives or investors for necessary funding, or forging partnerships with established organisations to alleviate upfront costs, might serve as potential strategies.

To summarise, despite the significant hurdles - local producers hesitation to adopt digital solutions, intense market competition, and a significant upfront investment - the potential impact of this project on local consumption in Belgium is undoubtedly substantial. Proactively addressing these issues could allow the digital platform to significantly improve local consumption in Belgium, while triggering further exploration and research. Also, while the process has been challenging, it has also been an enriching journey of learning and understanding. The valuable insights gleaned, the persistent challenges encountered, and the potential for the project to transform local consumption, all point towards the potential this digital platform holds for the future of local consumption in Belgium.

The concluding sentiments are rooted in optimism and perseverance. Although challenges remain, the potential impact of the platform on local consumption in Belgium is significant. With a proactive approach, an analytical lens and a forward-looking attitude, this project is not an end in itself, but a stepping stone towards the creation of a digitally inclusive ecosystem for local consumption in Belgium.

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## APPENDICES

### A1 LOCAL PRODUCER – INTERVIEW QUESTIONS

During the conduct of customer insight interviews with local producers, a set of rules was observed to maximise the benefit of each conversation (Osterwalder and Pigneur, 2014). These rules encompassed adopting a beginner's mind and refraining from interpretation, prioritising listening over talking, formulating questions that extract facts instead of opinions, and delving into the local producer's genuine motivations by repeatedly asking "why" to uncover the underlying reasons. Furthermore, to avoid any potential bias from the local producer's perspective, the proposed solutions were only mentioned towards the end of the interview to gather feedback. Lastly, the interviewer asked for referrals by enquiring about who else could be spoken to at the conclusion of the interview.

#### A1.1 Introduction

Before starting the interview, the local producer was informed that the purpose was to gain insight into their daily operations, with a focus on sales and customer relations, in the context of a management master's thesis at the Catholic University of Louvain.

#### A1.2 Producer Profile

Then, to gain a better understanding of the producer's profile, a series of questions were asked to the local producer to understand the type of products they specialise in, their sales strategy and inventory management approach, distribution strategy, business size, and industry experience. Through these enquiries, the aim was to gain a comprehensive understanding of the producer's profile and their approach to sales and customer relations.

#### A1.3 Producer Job(s)

The interview then focused on gaining an understanding of the daily responsibilities of the local producer, particularly in relation to sales. This was achieved by asking the producer about their routine tasks and exploring the functional aspects of their job, such as harvesting and selling. The interview also delved into the social aspect of their work by enquiring about promoting their products and building a positive image.

#### A1.4 Producer Pain(s)

The interview then transitioned to comprehending the challenges and obstacles encountered by the producer in their work. Functional difficulties, such as lack of efficiency or

effectiveness, were probed by the interviewer. In addition, the social and emotional aspects were explored to gauge the producer's sentiment towards certain tasks and potential negative impressions that may arise among customers. The obstacles faced by the producer, including the risks and consequences of not completing certain tasks, were also investigated. The interview delved into the producer's frustrations and problems that cause them difficulties, in order to identify the primary challenges. The overall objective of this section was to obtain a thorough understanding of the main difficulties, associated risks, and factors that impede delegation of specific tasks for the producer.

#### A1.5 Producer Gain(s)

The next area of focus in the interview was on the gains that the producer seeks to achieve through their work. The interviewer asked questions about what savings would help the producer better manage their business, what element would save them the most time, and what would make their life easier. Additionally, the producer's dream for their business was explored, as well as the characteristics of a product that are most important to them. The interviewer also enquired about the potential benefits of a mobile application, asking about what problems it could solve in the producer's dream scenario. Overall, this part aimed to understand the gains that the producer seeks to achieve in their work and the factors that are most important to them in delivering value to their clients.

#### A1.6 Digital Platform

The interview then shifted its focus to the presentation of a proposed platform that would connect local producers with consumers. The platform's aim is to promote local producers and encourage responsible consumption. The interviewer explained the platform's vision and potential features, such as a digital storefront where producers could showcase their products, create communities for customers, offer online ordering for pick-up, and run marketing campaigns. Consumers would have access to a directory of nearby producers and be able to order local products with organic labels and access seasonal recipes with recommended local stores. The local producer was asked for their initial reactions and opinions on the most critical aspects of the platform, as well as potential risks.

To identify potential competition for the proposed platform, the local producer was asked a series of questions. They were asked if they used any comparable services or platforms, what they liked or disliked about these applications, and what could be improved in terms of

pricing, ease of use, unique features, and awareness. The interviewer also enquired about substitutes for the proposed platform, such as how the producer currently sells their products and what happens to unsold products. The goal of these questions was to gain a better understanding of potential competition and substitutes that the platform may encounter.

#### A1.7 Conclusion

At the end of the interview, the local producer was expressed gratitude for their valuable time, and asked if they would be open to being contacted again for additional feedback in the future. Furthermore, the producer was invited to suggest anyone else who might be interested in participating in a similar interview. This strategy has proven effective in encouraging more local producers to participate, as they are more likely to do so when they know that their peers have already participated.

## A2 LOCAL PRODUCER – INTERVIEWS SUMMARIES

## A2.1 Baillerie's Farm

<b>Interview</b>	12/02/2023 from 07:00 to 08:30 (on site)
<b>Localisation</b>	Walloon Brabant - Belgium
<b>Website</b>	<a href="http://www.labailerie.be/">http://www.labailerie.be/</a>
<b>Local Producer</b>	Christophe and Johanne
<b>Products</b>	Goat cheese and goat sausage
<b>Size</b>	<ul style="list-style-type: none"> <li>• 4 farmers (2 employees, 2 self-employed) ;</li> <li>• 22 hectares of grassland ;</li> <li>• +/- 100 goats ;</li> <li>• +/- 90,000 litres of milk per year.</li> </ul>

Table 1 - General Information - Baillerie's Farm

*Exploitation*

For the past 15 years, Christophe has been managing the Baillerie's Farm, despite not having a professional farming background. He learned the farmer job in Flanders and took over the farm with the intention of achieving feed and financial autonomy. By producing enough feed for the goats and relying solely on product sales, the farm has become self-sufficient without any outside assistance. Although the farm has experienced some growth, Christophe prefers to keep the supply below demand to ensure the farm's sustainability. Currently, the farm includes the land, infrastructure for the goats and a small store.

*Products*

The farm produces 90,000 litres of milk annually, which are used to make yogurt and cheese on-site. In addition to their primary production, the farm occasionally produces sausages. The process of producing these sausages involves selecting a portion of the herd to be slaughtered at the Anderlecht slaughterhouse, and then the resulting meat is subsequently sent to an artisan butcher for processing. Demand for the farm's products consistently exceeds supply, and any unsold cheese can be aged and sold later.

*Sales*

The majority of the products, 85%, are sold at various markets, while 10% are sold in organic shops/restaurants and 5% are sold directly at the farm. Professionals receive a 10% discount on their orders, which tend to be of a larger volume. The producer desires to maintain a diverse clientele and avoid association with major brands (e.g., Carrefour, Colruyt, etc.) that may influence his pricing. Since there are no intermediaries involved, the price of

yogurt/cheese at the farm is slightly lower than what is typically found in supermarkets for similar products. Due to the increase in energy prices and inflation, especially regarding his employees' salaries, Christophe has recently had to raise his prices by 10%.

### **Markets (private customers)**

Christophe attends three markets each week: Ixelles (Place du Châtelain) on Wednesdays from 12:00 to 20:30, Ottignies on Fridays from 8:00 to 14:00, and Nivelles (Grand Place) on Saturdays from 8:00 to 14:00. On average, there are approximately 180 customers who visit his stand at each market. He used to participate in an additional market in Waterloo on Sundays, but now he finds it unnecessary since the other markets have become more important, and he has also diversified his sources of income by selling to organic shops and restaurants.

Participating in markets is physically tiring for Christophe, but he finds it rewarding to interact with customers and receive their feedback, which motivates him. He appreciates the direct payment and lack of delays that come with market sales. Because he has been selling at the markets for years, the demand for his products is relatively stable, and he has regular customers at each market. He tries to bring just enough products to avoid being left with unsold goods at the end of the day. Any remaining items are given to people in need at the end of the market.

The clientele varies depending on the market's location and time of day. In Ixelles, there is a diverse group of customers, including office workers who do their shopping during lunchtime. At Ottignies, the clientele consists of stay-at-home mums, social workers, and older people. Nivelles' market is frequented mostly by customers over 35 years old. The 20-35 age group is underrepresented in Christophe's clientele.

For Christophe, the markets offer an opportunity to expand his reach geographically and provide customers with a one-stop-shop experience. Customers can find everything they need in one place.

### **Farm Store (private customers)**

The farm is open to private individuals who can purchase its products during specific hours: from 9:30 to 13:30 and from 15:30 to 17:30 every day of the week.

### **Organic Shop / Restaurant (professional customers)**

Christophe offers a 10% discount to professional customers, which includes restaurants and organic shops. He does not set a limit on the resale price of the products. Professional customers are required to collect their purchases in person, or they can arrange for delivery services. Payments are made in cash, and if any customer fails to pay on time, the collaboration is terminated immediately due to liquidity concerns.

#### *Order / Delivery Service*

Christophe does not provide a delivery service for individual customers and has no plans to do so. However, during a period when the markets were closed due to COVID-19, he had to use these methods to sell his products. His family placed an online advertisement, handled orders, and distribution. At first, orders were managed by email, but it quickly evolved into using a standardised form that had to be submitted at least three days before delivery. To coordinate his deliveries, Christophe employed a specialised routing software. Despite the success of this method, it was very demanding and complicated, and he has no intention of developing it at the farm. However, he is willing to deliver larger orders to designated pickup points if the total order amount justifies it (e.g., €1500 for five deliveries), but not to individual customers due to the amount of time and energy required.

#### *Online Presence & Digital Tools*

The farm's website (<http://www.labailerie.be/>) is currently inactive, but Christophe maintains an active presence on both Facebook (<https://www.facebook.com/profile.php?id=100063490723058>) and Instagram (<https://www.instagram.com/fermedelabailerie/?hl=en>). The Facebook page and Instagram account are utilised for various purposes, including engaging with customers, cultivating a community, sharing farm news, announcing their presence at local markets, and more. Christophe has not utilised "La Ruche Qui Dit Oui" due to its high 16% commission on sales for intermediary services. While he could afford the cost, he does not believe it offers good value for money.

*Digital Platform Feedback*

When presented with the idea of a digital platform for his farm, Christophe had a mix of positive and negative feedback.

On the positive side, he found the concept of a digital storefront interesting and appreciated the idea of being able to set his own prices and operate autonomously within the application. He also liked the possibility of reaching a new segment of customers and was intrigued by the idea of using the platform to educate others about his work, perhaps by sharing news and updates about the farm.

However, there were also several concerns raised. For one, he had no interest in marketing his products since he had no trouble with demand - in fact, supply exceeded demand. He also preferred customers to come directly to the farm instead of placing orders for only a few items, and he only wanted to sell what he produced without offering anything beyond that. Christophe was sceptical that a digital platform could bring him as much business as the markets he currently attends, which some people might find difficult to travel to. Finally, while the farmer was willing to pay a 10% fee if the platform met his criteria, he would prefer to receive payments outside of the application.

*Additional Discussion*

Christophe thinks that the product could potentially interest market gardeners for whom visibility is a greater concern and competition is tougher (as there is no added value on the product, it is easier to launch). He doesn't know any market gardeners who solely live off the land without also engaging in buying and reselling.

## A2.2 Bousval's Farm

<b>Interview</b>	17/02/2023 from 10:00 to 11:30 (on site)
<b>Localisation</b>	Walloon Brabant - Belgium
<b>Website</b>	<a href="https://www.fermedebousval.be/">https://www.fermedebousval.be/</a>
<b>Local Producer</b>	Damien
<b>Products</b>	Dairy products (butter, yogurt, ice cream) and tomatoes (in season).
<b>Size</b>	<ul style="list-style-type: none"> <li>• 1 farmer (with the help of his wife and parents) ;</li> <li>• +/- 80 cows/calves ;</li> <li>• +/- 100 - 150 L of milk per day.</li> </ul>

*Table 2 - General Information – Bousval's Farm*

### *Exploitation*

Damien took over his parents' farm 11 years ago. The farm's main activities include livestock farming and crops, which are primarily used to feed the animals. In addition to the traditional work of agricultural operations, the farm's milk production is turned into cheese, yogurt, butter, and ice cream, all of which are sold. To offer more variety in his store, Damien also sells some products from other producers. He has no desire to produce on a massive scale or to grow significantly, which would be difficult in the Walloon Brabant, where land pressure is high. Damien and his wife also participate in the farm educational network. A farm educational network is a real working farm open to all visitors and schools. The reason behind this aspect is not the profitability of the activity itself, but rather the occasional customers it indirectly attracts.

### *Products*

Damien's primary products include various dairy products derived from cow's milk, such as butter, yogurt, ice cream, cheeses, galettes, and raclette cheese. Damien also sells seasonal tomatoes. In the future, Damien plans to produce organic milk. The most popular product in his store is his ice cream, which represents 85% of his sales and comes in a variety of around 20 different flavours.

Damien's cows are Montbeliardes and feed exclusively on the grass from his crops, which explains why he only got around 100-150 litres of milk per day. In contrast, other farmers use other breeds of cows, such as Holsteins, that produce more milk (30 L /day) and are fed with energy-concentrated products.

All of Damien's products are made with natural ingredients. For instance, when making ice cream, Damien uses eggs that he cracks himself, despite the time and energy required. Although using pre-cracked eggs in a can with preservatives would be less time-consuming, he values quality over convenience.

One of the challenges Damien faces is that the milk he sells is pasteurised and not sterilised. Therefore, it only has a shelf life of 4-5 days in the refrigerator, unlike industrial milk, which is sterilised and can last for 6 months at room temperature.

*Sales*

Damien is unable to visit markets because he mostly works alone on his farm and has to be present for various farm tasks and activities. He sells his products through his own store (25%), local grocery stores and shops (25% across five shops), and the Made in BW network (50%). He used to deliver to Delhaize (at three locations) but when the management changed, his product was replaced with the cheaper, non-local and lower quality Franklin ice cream. Damien does not want to rely on a single customer who dictates prices to him; he wants to set prices himself. Damien believes that his products are cheaper than those sold in supermarkets, even for products of comparable quality.

**Farm Store (private customers)**

Private customers can purchase Damien's products directly from the farm during opening hours: Thursday, Friday, and Saturday from 9:00 to 18:00, and Sunday from 9:00 to 12:00. His customers are regular (50%) and occasional (50%) buyers. The occasional customers are typically parents who visit the farm with their children or bring them to a summer camp. When people visit the farm, Damien does not charge them for entry as such, but encourages them to buy at least one product from the farm. One of the difficulties Damien faces in his store is that people are looking for a one-stop shop, so he also offers some products from other producers (pasta, strawberries, etc.) on which he makes little to no profit, but which allows him to offer a wider range of products to his customers, thus increasing the attractiveness of his store. The local producers who display their products also reciprocate by offering some of Damien's products in their stores.

One of the difficulties encountered by customers of the store seems to be knowing when it is open or closed. Also, the fact that Damien's farm is a bit remote and not along a main road makes it less visible and less convenient to stop by. Another major difficulty is customer loyalty. Half of his customers are occasional buyers, and he would like to turn them into regular customers, but does not know how. He is considering placing a refrigerator or box with products at the entrance of his farm (e.g., for ice cream). He knows there will likely be some theft, but believes it could increase sales. He has also noticed that the store's customers are not necessarily from Bousval but sometimes from neighbouring villages (the grass is always greener on the other side?).

**Organic Shop / Restaurant (professional customers)**

Damien has established partnerships with five organic shops to sell his products, offering them a slightly discounted price as they purchase in larger volumes. He supplies products to a convenience store in Bousval on an occasional basis, delivers to a bakery every week, and also supplies a third grocery store. In addition, two organic stores place direct orders with Damien. These shops resell his products at a markup of 10% to 25% from the original purchase price. Surprisingly, consumers show a preference for buying his products directly from the convenience store rather than making the short trip to his farm, despite the two locations being only 500 metres apart.

#### *Order / Delivery Service*

During the COVID-19 pandemic, Damien distributed flyers in his neighbourhood, resulting in 25 new regular customers per week whom he delivered to their homes. However, after the pandemic, only 4 of those customers continued ordering from Damien, making customer retention a real challenge for him. To address this, Damien is considering expanding his delivery radius to 1-2 km around his home in the densely populated Walloon Brabant region.

#### *Online Presence & Digital Tools*

The farm has both a website (<https://www.fermedebousval.be/>) and a Facebook page (<https://www.facebook.com/fermedebousval>), with the website costing 500 € for its creation and 200 € per year for maintenance and updates (made by a professional). The website is mainly used to advertise the possibility of visiting the farm, while the Facebook page is primarily used for commercial product announcements, rather than updates on the life at the farm itself. Although Damien used "La Ruche Qui Dit Oui" for a while, he stopped because the service took too much of a margin for the number of customers it brought in. Instead, he now uses Made in BW.

#### *Digital Platform Feedback*

According to Damien, the idea of having access to recipes is intriguing. In terms of payment, he suggests offering a discounted price on the platform (for producers) and understands if the platform resells to end customers at 10-20% higher prices. He believes that a percentage of revenue is more equitable than a fixed price, as it prevents larger or more expensive producers from having an advantage over those who sell less or cheaper products. Damien is comfortable with payment within a reasonable time frame, such as one month. He stresses the importance of keeping things as simple as possible.

On the negative side, Damien expresses scepticism about the idea of customers going to 10 different locations to do their shopping, and he does not want to sell anything other than what he produces. Additionally, he is not interested in marketing campaigns, as he does not want to compete with neighbouring producers. His focus is on catering to his immediate clientele.

#### *Additional Discussion*

Damien offers farm tours and summer camps as a way to attract a new customer base without incurring additional costs. During farm visits, visitors are free to roam around and are only required to purchase a product from the farm store. For summer camps, parents pay for the camp, which covers the cost of the instructor and also allows for a small profit.

Damien believes that it is important to educate people about the cost of equivalent products (since there are fewer intermediaries, prices are generally lower than in supermarkets). However, he prefers to do this for the overall basket rather than item by item to avoid competition.

#### A2.3 Herbéa

<b>Interview</b>	17/02/2023 from 14:30 to 15:30 (by phone)
<b>Localisation</b>	Walloon Brabant - Belgium
<b>Website</b>	<a href="https://herbea.farm/">https://herbea.farm/</a>
<b>Local Producer</b>	Joachim
<b>Products</b>	Fresh vegetables
<b>Size</b>	1 Local Producer

*Table 3 - General Information – Herbéa*

#### *Exploitation*

Joachim rented land for 2 years in Ottignies and one season at the Henricot greenhouses (6 months). The reason was a limited duration lease of the land. He is currently looking for a location near Brussels.

#### *Products*

Joachim sells high-value-added vegetables (with a focus on tomatoes) that are most valuable when very fresh. He only sells what he produces and does not engage in any purchase and resale activities. He manually harvests all of his produce and is not yet certified as organic, but he would like to obtain the certification for his next venture.

### *Sales*

During his time working at the Henricot greenhouses, Joachim employed three channels to distribute his products. One third of his distribution came in the form of vegetable baskets, which he offered through his website and personally delivered to consumers. Another third was made up of B2B transactions, which included sales to restaurants, organic shops, and Made in BW. He handled all of these deliveries himself. The final third of his distribution was done through B2C sales, with Joachim selling the remaining produce at a stall located at the entrance of the Henricot greenhouses.

### *Order / Delivery Service*

In the past, Joachim managed all of his deliveries, which was a time-consuming and tiring process. While he is open to making deliveries in large quantities, he prefers not to do so for small orders (from private consumers).

### *Online Presence & Digital Tools*

Joachim possesses a website (<https://herbea.farm/>), a Facebook page (<https://www.facebook.com/herbeamarachage/>), and an Instagram account (<https://www.instagram.com/herbeamarachage/>) and has future plans of establishing an e-shop. During our conversation, we discussed the potential benefits of having an e-shop to reach more customers, although this would not solve the delivery issue. One of Joachim's colleagues, a fellow market gardener, had his e-shop developed for around €5000, which enabled him to increase his sales volume, and he handles his deliveries himself. Joachim intends to build his e-shop using <https://www.linked.farm/index.php>, a cooperative that allows producers to create an e-shop at a lower cost. He emphasised that the e-shop should be user-friendly and trustworthy to attract and inspire consumers to buy from him.

Although Joachim tried using paid Facebook advertising, he is not convinced of its effectiveness. He believes that social media can reach a broad audience, but not necessarily those who would be interested in his products.

### *Digital Platform Feedback*

Joachim believes that if the application manages to attract a large number of consumers, then the producers will follow more easily. However, he has seen several new "promising" applications come and go bankrupt after a few months or years. Therefore, he considers

registering on a new application a waste of time and energy, especially since it is unlikely that it will bring the necessary sales volume.

Joachim also thinks that an application alone cannot solve the problems faced by local producers and consumers. He believes that real changes need to come from the authorities or the government, rather than just greenwashing or compromises.

If a new application were to be created, the producer would like to be able to unload his truck somewhere and have everything else taken care of by the application team. He prefers having volume and facilitated logistics instead of making hundreds of deliveries to individuals.

We also discussed the idea of ultra-local proximity, and he noted that it is easy to reach people who are close through Facebook, Instagram, or flyers. However, an application could be useful for reaching people who are further away.

Joachim emphasised that any new application must be extremely intuitive and easy to use for it to work. Finally, a disadvantage of local producers compared to large retailers is that in a large retail network, everything is available to the consumer, and they do not have to go to different places to get all their groceries.

In terms of competitors, Joachim also mentioned the following alternatives related to the recipe aspect: Little Green Box, Hello Fresh, and eFarmz. Furthermore, the Dutch cooperative, <https://www.linked.farm/>, offers an e-shop for local producers using a relay point system where producers deliver their products, and customers can collect them. Some similar alternatives were launched in the past and then went bankrupt.

#### A2.4 Distillery's Farm

<b>Interview</b>	17/02/2023 from 16:00 to 17:00 (on site)
<b>Localisation</b>	Walloon Brabant - Belgium
<b>Website</b>	<a href="http://www.fermedeladistillerie.be/">http://www.fermedeladistillerie.be/</a>
<b>Local Producer</b>	Marie & Jérémy
<b>Products</b>	Fresh vegetables
<b>Size</b>	1 Local Producer (with the help of his wife and parents)

*Table 4 - General Information – Distillery's Farm*

#### *Exploitation*

Marie and Jérémy Vermeiren of Distillery's Farm in Bousval embody the principles of dynamic and local agriculture. The story began with Antoine Vermeiren's direct sale of potatoes 30

years ago. Since 2000, Jérémy, his son, has taken over the farm, and his wife Marie has been supporting him. Combining their passion with their professional lives has not been easy, but this has not prevented them from expanding their business to include the direct sale of seasonal vegetables. For them, it is essential to practise sustainable, local, and seasonal agriculture. They strive to offer healthy vegetables while minimising their environmental impact. They do not use pesticides or chemical fertilisers and are certified organic.

#### *Products*

Marie and Jérémy produce organic vegetables as well as potatoes that they sell in their store. The products are not transformed.

#### *Sales*

Local markets are not a profitable alternative for Marie and Jérémy, who sell the majority of their products in a store located right next to the farm. About 80% of their products are sold in the store, with a small portion sold through the Made in BW network. For products of equivalent quality, Marie estimates that their prices are more or less the same as those in supermarkets.

#### **Farm Store (private customers)**

The products sold in the store near the farm come from Marie and Jérémy's own production, but not only that. Their store also serves as a showcase for other producers in the region, allowing them to offer a wider range of products (more attractive to consumers). Additionally, a pastry chef has set up shop in the store (where he produces his pastries) and also sells them on site. Offering more items in their store costs Marie and Jérémy almost nothing extra, but allows them to earn a small margin on each product. They have even stopped producing certain products for which labour costs were too high and prefer to sell these products from other local producers, realising a margin. Customers do not mind as long as the product is local, whether it comes from Marie and Jérémy or from the village next door, it is the same for them.

Marie and Jérémy believe that contact with the producer is very important for customers. During the hour spent in the store, everyone seems to know each other and greets each other by name. The regular clientele is made up mostly of older people (50-60 years old). Another significant segment is young parents who want to buy healthy products to feed their children.

### **Made in BW (professional customers)**

Marie and Jérémy are also part of the Made in BW network, which aims to support/develop local agriculture in the Walloon Brabant region. It is a non-profit association that manages logistics and invoicing for producers. This corresponds to approximately 20% of their distribution.

#### *Order / Delivery Service*

The Distillery's Farm does not offer delivery and has no intention of doing so. They experimented with bicycle deliveries for a few weeks but were not convinced of the concept. They emphasised the importance of the exchange between local producer and consumer, which is lost with deliveries. Some customers come to their store explicitly for this proximity.

#### *Online Presence & Digital Tools*

The Distillery's Farm has established its presence online through its website (<http://www.fermedeladistillerie.be/>) created by a friend of Marie but not regularly maintained and their Facebook page (<https://www.facebook.com/lafermedeladistillerie.be/>). Marie utilises the Facebook page for promoting their products.

In an effort to expand their customer base, Marie and Jérémy tried to launch an e-shop with the help of an independent website creator. Unfortunately, this endeavour was not successful as it did not increase their sales volume, and the website creator eventually went bankrupt after a few months. Marie previously used "La Ruche Qui Dit Oui," but found that it did not bring in enough customers for the margin that the service took. Instead, Marie currently uses Made in BW to sell their products.

#### *Digital Platform Feedback*

Marie and Jérémy were discouraged by several negative experiences with mobile applications and are therefore hesitant to embark (once again) on such an adventure.

#### *Additional Discussion*

Marie had hired an independent contractor to create recipes for cooking their products. She then sent these recipes to subscribers of her newsletter via mass mailing (using Mail Chimp). Customers appreciated these recipes, but unfortunately, they were too expensive (€60 per recipe), so Marie had to stop. In recent years, Marie and Jérémy have seen competition in

their area, but it has not had a significant impact on their sales volume. Furthermore, they are the only ones with organic certification, which provides a competitive advantage.

#### A2.5 Basse-Laloux Honey

<b>Interview</b>	19/02/2023 from 10:00 to 11:00 (on site)
<b>Localisation</b>	Walloon Brabant - Belgium
<b>Website</b>	<a href="https://www.facebook.com/mieldebasselaloux">https://www.facebook.com/mieldebasselaloux</a>
<b>Local Producer</b>	Yves
<b>Products</b>	Honey
<b>Size</b>	1 Local Producer

*Table 5 - General Information – Basse-Laloux Honey*

#### *Exploitation*

Yves has been producing honey for 18 years now. He works alone and produces around 500 kg per year. His beehives are fixed and spread across several locations in Walloon Brabant. He does not practise bee transhumance, which involves moving bee colonies between different sites to allow the bees to find food throughout the year. Yves is primarily self-employed, but beekeeping is a secondary activity for him. He devotes a few hours to it each week.

#### *Products*

Yves produces almost exclusively honey. He also produces some by-products (such as fresh pollen) but mainly for his personal use. Yves packages his honey in jars of 250 and 500 grams and sells them for 5€ and 10€ per unit directly (slightly less for retailers who resell his honey).

#### *Sales*

Yves sells his products at his home and in local shops, such as Bousval's bakery, Baillerie's and Bousval farms, and a proximity shop (Louis Delhaize) in Bousval. The best sales channel for him is the bakery, but he has difficulty assessing the relative proportion of each channel. Yves' regular customers (directly at his home) are mainly people aged 45 or over who care about eating better (and have the time to do so). Contact with the customer is important to him, and from his point of view, contact with the producer is very important for consumers. His home, which is marked with a "Local Honey Producer" sign, frequently attracts hikers walking on the nearby GR trail, who then ask questions about the product's production. He easily sells his production and never has any unsold products (especially since honey has a long shelf life).

Yves has also participated in the following initiatives but has since stopped:

- **La Ruche Qui Dit Oui:** He had to be present two hours a week to sell only a few pots of honey (a pot of honey typically lasts a few weeks for a consumer). So, although he enjoyed contact with other producers and customers, and because selling his production was not a problem, he stopped using this service.
- **Group Purchase:** He also participated in a group purchase program (to supply consumers). In this context, there was a rotation of producers to prepare packages for all consumers (each week a different producer prepared all the packages). However, for Yves, this represented a significant additional workload to sell a few extra pots of honey. Therefore, he stopped using this service.

#### *Order / Delivery Service*

Yves performs deliveries only when the order includes at least one case of honey.

#### *Online Presence & Digital Tools*

Yves has a Facebook page (<https://www.facebook.com/mieldebasselaloux>) where he posts photos of his activities and commercial announcements (summer honey/winter honey). He believes that digital marketing is necessary for local producers, but they may not always have the time or skills to create impactful posts. Therefore, he thinks that a digital marketing agency (in addition to an application) could add substantial value for a local producer. Such an application should be responsible for taking photos and creating posts for local producers.

#### *Digital Platform Feedback*

It can be challenging for average consumers to dedicate the time required to visit all the local producers. This can make it difficult for small-scale producers to reach a wider audience and promote their products effectively. To address this, one potential solution is to develop a mobile application that helps connect consumers with local producers.

However, for producers to have confidence that the application will be sustained over time, it may be necessary to ensure that its viability is not solely dependent on its own revenue. One possible option for funding such an application could be through the GAL, an organisation that provides financial support to projects in the municipalities of Genappe, Les Bons Villers,

and Villers-la-Ville. By subsidising the application, producers may be more likely to trust that it will continue to be available to them and to invest their time and resources in it.

#### A2.6 Simon's Farm

<b>Interview</b>	27/02/2023 from 11:00 to 12:00 (on site)
<b>Localisation</b>	Walloon Brabant - Belgium
<b>Website</b>	<a href="https://www.boucheriedelafermesimon.be/la-boucherie">https://www.boucheriedelafermesimon.be/la-boucherie</a>
<b>Local Producer</b>	Louis
<b>Products</b>	Meat
<b>Size</b>	1 Local Producer with +/- 15 employees

*Table 6 - General Information – Simon's Farm Honey*

#### *Exploitation*

Louis has been managing his farm for approximately 5 or 6 years and established an adjoining butcher shop 2 years ago. The meat sold in the shop is sourced directly from the farm. Louis is assisted by 5 employees who work in the butcher shop and 10 employees who handle farm-related responsibilities.

#### *Products*

Louis primarily sells meats in his butcher shop, but he also offers a selection of drinks, such as wine, sparkling wine, beer, and apple juice to complement meals. However, these products are not his own and are sourced from local producers, such as a Namur producer for apple juice and other Walloon producers for meat, in order to diversify his offerings. Louis also resells eggs from his neighbour, who is also a local producer.

Despite their relatively high purchase cost, these additional products are not a significant portion of Louis's sales and do not generate substantial profits. Louis offers them as a service to customers, as his main objective is to provide high-quality accompanying products from local producers. He carefully selects these products for their unique and superior qualities, offering a distinct experience for customers that cannot be found elsewhere.

#### *Sales*

Louis operates an online sales website and promotes his butcher shop on social media platforms like Facebook and Instagram, but these channels contribute only between 5% and 10% of his total sales. This translates to approximately 10 to 15 orders per week placed either through the website or directly at the store by phone.

**Butchery (private customers)**

Most of the sales (90%) occur in the physical store, where Louis prefers to serve private customers, with the majority falling in the 40 to 50 years age range.

**Butchery (professional customers)**

Louis sells to professional customers, predominantly restaurants, comprising 10% of his sales. His current clients include around 5 to 10 restaurants in Brussels and 4 in Walloon Brabant.

*Order / Delivery Service*

The butcher shop does not currently offer a delivery service. Customers place their orders by phone or directly at the butcher shop (and come to pick up their package on-site).

*Online Presence & Digital Tools*

Louis maintains an online presence for his farm and butcher shop through a website (<https://www.boucheriedelafermesimon.be/la-boucherie>) and social media accounts on Facebook (<https://www.facebook.com/boucheriefermesimon>) and Instagram (<https://www.instagram.com/boucheriefermesimon>). Regular photos of the livestock and farm life are shared to establish trust with potential customers. The website serves as an information hub for customers and allows them to contact the butcher shop directly. As many customers visit the website prior to visiting the shop, Louis recognises the importance of maintaining a positive brand image.

Although Louis has considered joining initiatives like "Made in BW" or "La Ruche qui Dit Oui" to expand his customer base, he currently prefers to focus on in-person sales at the butcher shop and on his website. While some products are not available for online purchases, customers can place orders directly in person at the butcher shop.

### A3 LOCAL PRODUCER – SURVEY QUESTIONS

This section includes the survey questions used in the study titled "Study of the sales practices of Local Producers". The survey was originally conducted in French, and an English translation is provided here for the convenience of the reader.

#### A3.1 Introduction

This questionnaire is part of a thesis project at the Catholic University of Louvain. The objective is to better understand the work of local producers, their sales activities, as well as their use of technology. The aim is to identify the challenges faced by local producers and aspects that could be simplified by the use of a mobile application. The questionnaire is ANONYMOUS and should take approximately 10 MINUTES to complete. Any comments or questions? Contact me via email at <mailto:joachim.lucas@student.uclouvain.be>.

#### A3.2 Part 1 – Your Activities as a Local Producer

ID	Question	Condition	Response
1	Is the production and sale of local products your main activity or a complementary activity?	Required	Single Choice: <ul style="list-style-type: none"> <li>• Main activity</li> <li>• Complementary activity</li> </ul>
2	How long have you been in this activity?	Required	Single Choice: <ul style="list-style-type: none"> <li>• Less than 1 year</li> <li>• 1-5 years</li> <li>• 5-10 years</li> <li>• More than 10 year</li> </ul>
3	In which municipality (postal code) do you carry out your activity?	Optional	Single line text. Numeric value
4	What are the final products from your activity?	Required	Multiple choice (shuffled): <ul style="list-style-type: none"> <li><input type="checkbox"/> Fruits and derivatives</li> <li><input type="checkbox"/> Vegetables (including potatoes)</li> <li><input type="checkbox"/> Meat</li> <li><input type="checkbox"/> Dairy products</li> <li><input type="checkbox"/> Eggs</li> <li><input type="checkbox"/> Honey and derivatives</li> <li><input type="checkbox"/> Alcoholic beverages</li> <li><input type="checkbox"/> Flour and derivatives</li> </ul>

		<input type="checkbox"/> Other (to specify)
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Table 7 - Local Producer Survey - Part 1

## A3.3 Part 2 – Your Sales Channels

ID	Question	Condition	Response
5	How do you usually sell your products?	Required	Likert (Channel not used, < 25%, 25% to 50%, 50% to 75%, > 75%): <input type="checkbox"/> Direct sale at the farm <input type="checkbox"/> Sale at markets <input type="checkbox"/> Sale to grocery stores, restaurants, or other producers <input type="checkbox"/> Sale in supermarkets <input type="checkbox"/> Online sale (including group purchases) <input type="checkbox"/> Sale to a wholesaler
6	If you use other sales channels, you can provide them below.	Optional	Multi-line text.
7	Do you think your product prices are generally higher, lower or equivalent to those of supermarkets for equivalent products of similar quality?	Required	Single choice: <ul style="list-style-type: none"> <li>• My prices are higher</li> <li>• My prices are lower</li> <li>• My prices are equivalent</li> <li>• I don't know</li> </ul>
8	Do you also sell other products than those from your production?	Required	Single choice: <ul style="list-style-type: none"> <li>• Yes, but in small proportion</li> <li>• Yes, in proportion to my production</li> <li>• Yes, mostly</li> <li>• No</li> </ul>
9	Where do the other products come from?	Required if "Yes" in Q8. Otherwise, skipped.	Multiple choice (shuffled): <input type="checkbox"/> Other local producers <input type="checkbox"/> Local artisans (non-food) <input type="checkbox"/> Other (to specify)
10	Do you offer a delivery system for your products?	Required	Single choice: <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>

<b>11</b>	In what geographical radius do you offer delivery?	Required if "Yes" in Q10. Otherwise, skipped.	Single choice: <ul style="list-style-type: none"> <li>• Less than 5 km</li> <li>• Between 5 and 10 km</li> <li>• Between 10 and 30 km</li> <li>• More than 30 km</li> </ul>
<b>12</b>	What is the impact of the following difficulties on your activity?	Required	Likert (Not relevant, Minor impact, Moderate impact, Important impact): <ul style="list-style-type: none"> <li><input type="checkbox"/> Competition (supermarkets or other producers)</li> <li><input type="checkbox"/> Difficulty reaching new customers</li> <li><input type="checkbox"/> Difficulty retaining occasional customers</li> <li><input type="checkbox"/> Logistic difficulty for order taking, stock management and delivery</li> <li><input type="checkbox"/> High distribution and delivery costs</li> </ul>
<b>13</b>	If you encounter other difficulties not mentioned in the previous question, you can mention them below.	Optional	Multi-line text.
<b>14</b>	How do you evaluate the value that each service/tool below could bring to your activity?	Required	Likert (Useless, Little useful, Fairly useful, Very useful): <ul style="list-style-type: none"> <li><input type="checkbox"/> An online system that allows customers to place orders and manage stocks</li> <li><input type="checkbox"/> A service that provides product delivery</li> <li><input type="checkbox"/> A set of tools that promote the activity online, attract new customers and retain existing ones</li> </ul>
<b>15</b>	Are there other services that would be useful to you?	Optional	Multi-line text.

*Table 8 - Local Producer Survey - Part 2*

#### A3.4 Part 3 – Your Media Usage

<b>ID</b>	<b>Question</b>	<b>Condition</b>	<b>Response</b>
<b>16</b>	Do you use social media as part of your activity?	Required	Single choice: <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>

17	For what purposes do you use social media?	Required if "Yes" in Q16. Otherwise, skipped.	Multiple choice (shuffled): <input type="checkbox"/> Raise awareness about your farm's activities <input type="checkbox"/> Send commercial news <input type="checkbox"/> Facilitate communication with customers <input type="checkbox"/> Obtain customer feedback <input type="checkbox"/> Other (to specify)
18	Do you have a website dedicated to your activity?	Required	Single choice: <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>
19	For what purposes do you use this website?	Required if "Yes" in Q18. Otherwise, skipped.	Multiple choice (shuffled): <input type="checkbox"/> Send commercial news <input type="checkbox"/> Facilitate communication with customers <input type="checkbox"/> Digital showcase to work with other professionals <input type="checkbox"/> Build customer loyalty <input type="checkbox"/> Online ordering and payment <input type="checkbox"/> Other (to specify)
20	Have you collaborated or ever collaborated with applications that connect you with consumers or refer you to a website?	Required	Single choice: <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>
21	Which applications have you collaborated with?	Required if "Yes" in Q20. Otherwise, skipped.	Multiple choice (shuffled): <input type="checkbox"/> La Ruche Qui Dit Oui <input type="checkbox"/> Made in BW <input type="checkbox"/> eFarmz <input type="checkbox"/> Cagette <input type="checkbox"/> ÉpiCoeur <input type="checkbox"/> Linked Farm <input type="checkbox"/> Coopérative Ardente <input type="checkbox"/> Le Gasap <input type="checkbox"/> Other (to specify)
22	Would you be interested in using a new mobile application to connect with	Required	Single choice: <ul style="list-style-type: none"> <li>• Very interested</li> <li>• Rather interested</li> <li>• Neutral</li> <li>• Rather reluctant</li> </ul>

	consumers to sell your products?		<ul style="list-style-type: none"> <li>• Very reluctant</li> </ul>
23	Can you provide more details on the reasons for your choice?	Required	Multi-line text.
24	If a new mobile application existed to connect you with consumers, what would be the important aspects for you?	Required	<p>Likert (Not at all important, Slightly important, Moderately important, Very important):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> An online system that allows customers to place orders and manage stocks</li> <li><input type="checkbox"/> A service that provides product delivery</li> <li><input type="checkbox"/> A set of tools that promote the activity online, attract new customers and retain existing ones</li> </ul>
25	How do you evaluate the value that each service/tool below could bring to your activity?	Required	<p>Likert (Useless, Little useful, Fairly useful, Very useful):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Cost of the application</li> <li><input type="checkbox"/> Volume of sales generated</li> <li><input type="checkbox"/> Direct interaction with consumer</li> <li><input type="checkbox"/> Producer's autonomy over prices and products offered</li> <li><input type="checkbox"/> Online payment</li> </ul>
26	Are there other aspects, not mentioned above, that you also consider important	Optional	Multi-line text.
27	How much would you be willing to pay for such an application (as a percentage of your sales)?	Required	<p>Single choice:</p> <ul style="list-style-type: none"> <li>• Less than 1%</li> <li>• 1-5%</li> <li>• 5-10%</li> <li>• More than 10%</li> <li>• I would not be interested</li> </ul>
28	Comment(s)	Optional	Multi-line text.

Table 9 - Local Producer Survey - Part 3

## A4 LOCAL PRODUCER – SURVEY RESULTS

## Étude des pratiques de vente des Producteurs Locaux

222  
Responses

21:48  
Average time to complete

Closed  
Status

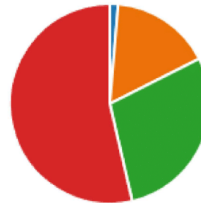
1. Est-ce que la production et la vente de produits locaux est votre activité principale ou une activité complémentaire ?

● Activité principale	161
● Activité complémentaire	61



2. Depuis combien de temps exercez-vous votre activité ?

● Moins de 1 an	3
● 1-5 ans	36
● 5-10 ans	64
● Plus de 10 ans	119



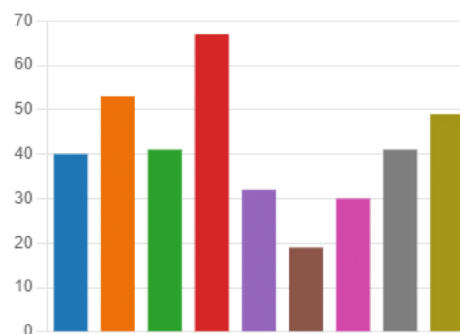
3. Dans quelle commune (code postal) exercez-vous votre activité ?

216  
Responses

Latest Responses  
"5650"  
"6870"  
"6730"

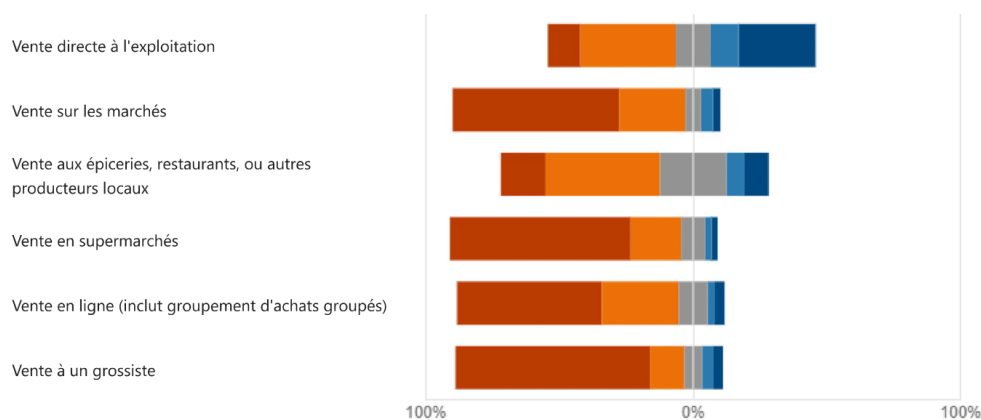
4. Quels sont les produits finaux issus de votre activité ?

● Fruits et produits dérivés (jus, co...	40
● Légumes (y compris pommes d...	53
● Viande	41
● Produits laitiers (lait, fromage, y...	67
● Œufs	32
● Miel et produits dérivés	19
● Boissons alcoolisées (vin, bière, ...	30
● Farine et produits dérivés (pain, ...	41
● Other	49



5. Comment vendez-vous habituellement vos produits ?

■ Canal pas utilisé ■ < 25% ■ 25% à 50% ■ 50% à 75% ■ > 75%



6. Si vous utilisez d'autres canaux de ventes, vous pouvez les renseigner ci-dessous.

7. Pensez-vous que les prix de vos produits sont généralement supérieurs, inférieurs ou équivalents à ceux des grandes surfaces pour des produits équivalents de qualité similaire ?

● Mes prix sont supérieurs	61
● Mes prix sont inférieurs	62
● Mes prix sont équivalents	77
● Je ne sais pas	22



8. Est-ce que vous vendez également d'autres produits que ceux issus de votre production ?

● Non	106
● Oui, mais en faible proportion	80
● Oui, en proportion équivalente ...	23
● Oui, majoritairement	13



9. D'où proviennent les autres produits ?

● D'autres producteurs locaux	100
● D'artisans locaux (non-alimentai...)	20
● Other	31



10. Proposez-vous un système de livraison pour vos produits ?

● Oui	119
● Non	103

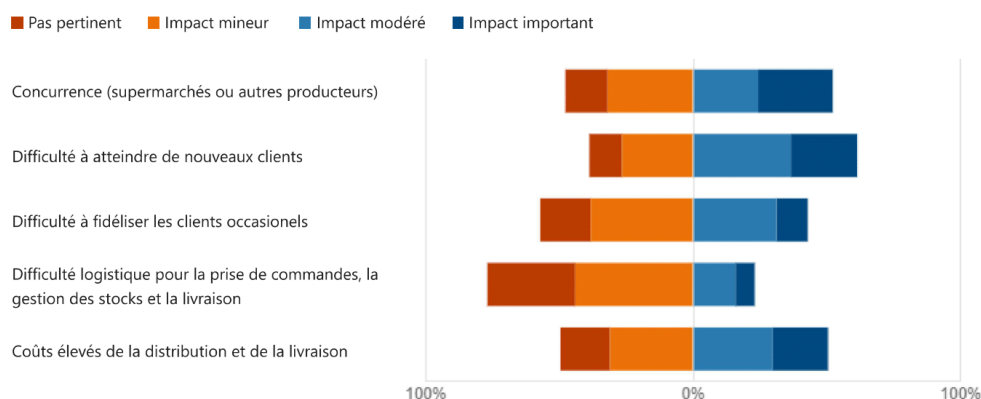


11. Dans quel rayon géographique proposez-vous la livraison ?

● Moins de 5 km	1
● Entre 5 et 10 km	26
● Entre 10 et 30 km	32
● Plus de 30 km	60



12. Quel est l'impact des difficultés suivantes sur votre activité ?



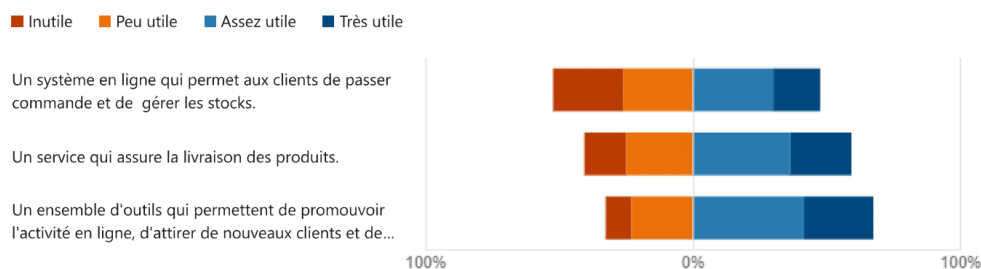
13. Si vous rencontrez d'autres difficultés non reprises dans la question précédente, vous pouvez les mentionner ci-dessous.

61  
Responses

Latest Responses

"La quantité de travail que cela représente et le coût impayable de la ..."  
"Grosse menace du changement climatique Battage médiatique sur le..."

14. Comment évaluez-vous la valeur que chaque service / outil ci-dessous pourrait apporter à votre activité ?

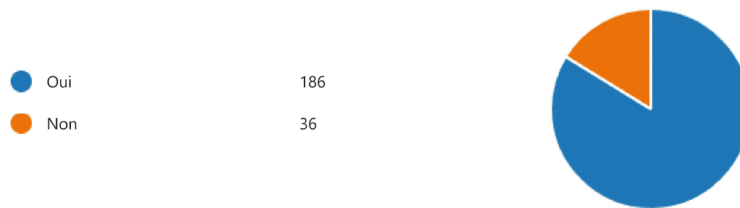


15. Y a-t-il d'autres services qui vous seraient utiles ?

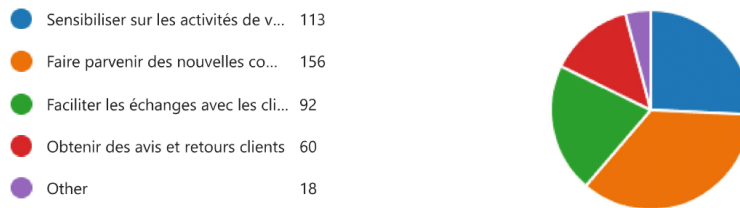
63  
Responses

Latest Responses

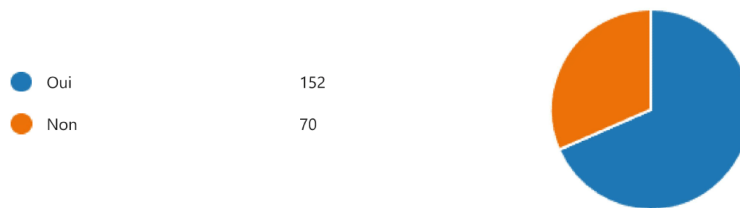
16. Est-ce que vous utilisez les réseaux sociaux (Facebook, Instagram, etc.) dans le cadre de votre activité?



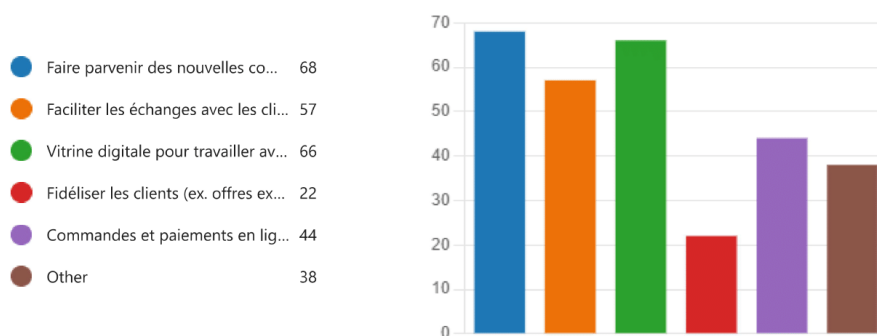
17. Dans quel(s) but(s) utilisez-vous les réseaux sociaux?



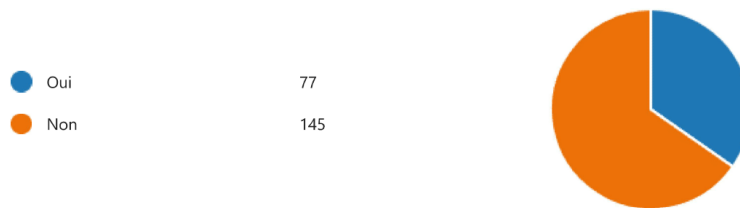
18. Est-ce que vous disposez d'un site web dédié à votre activité ?



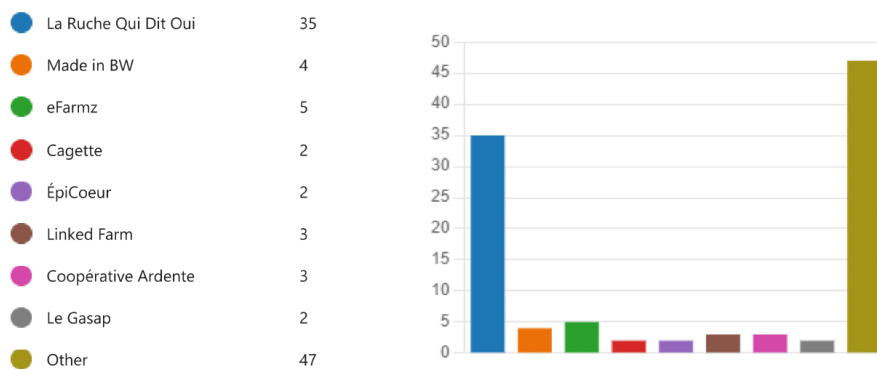
19. Dans quel(s) but(s) utilisez-vous ce site web ?



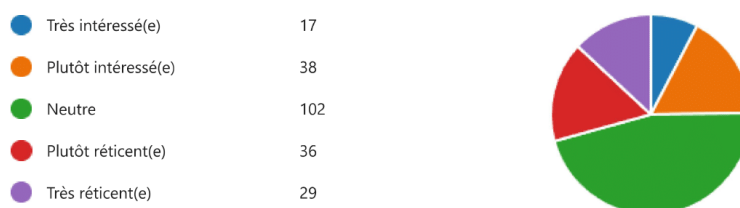
20. Est-ce que vous collaborez ou avez déjà collaboré avec des applications vous mettant en relation avec des consommateurs ou vous référant sur un site web ?



21. Quels sont les applications avec lesquelles vous avez collaboré ?



22. Seriez-vous intéressé par l'utilisation d'une nouvelle application mobile de mise en relation avec les consommateurs pour vendre vos produits ?



23. Pouvez-vous donner plus de détails sur les raisons de votre choix ?

119  
Responses

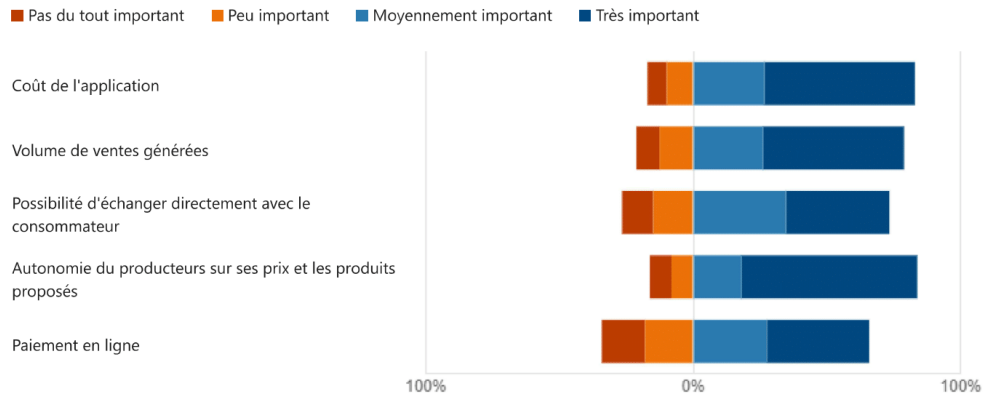
Latest Responses

*"Le démarchage est mon point faible"*

*"Je n'utilise pas d'application, je n'ai pas de smartphone car je trouve ..."*

*"Évidemment, trouver une nouvelle clientèle est toujours important. Ap..."*

24. Si une nouvelle application mobile existait pour vous mettre en relation avec des consommateurs, quels seraient les aspects importants ?



25. Est-ce que d'autres aspects, non mentionnés ci-dessus, vous semblent également importants ?

29  
Responses

Latest Responses

26. Combien seriez-vous prêt à payer pour une telle application (en pourcentage de vos ventes) ?

<span style="color: #0070C0;">●</span> Moins de 1%	54
<span style="color: #FF8C00;">●</span> 1-5%	79
<span style="color: #008000;">●</span> 5-10%	29
<span style="color: #DC143C;">●</span> Plus de 10 %	2
<span style="color: #8A2BE2;">●</span> Je ne serais pas intéressé	58



27. Commentaire(s) / Remarque(s)

33  
Responses

Latest Responses

*"Je ne souhaite pas travailler avec des applications. je n'ai pas confian..."*

*"Payer pour un service c'est normal. après, c'est à voir si ça en vaut la ..."*

## A5 CONSUMER – INTERVIEW QUESTIONS

### A5.1 Introduction

Before starting the interview, the interviewee was asked to provide some basic information about themselves, such as age, occupation, place of residence, and household composition. This information was used to better understand the context in which the interviewee's consumption habits and attitudes towards local consumption were formed.

### A5.2 Consumption Habits

This section focused on the interviewee's current consumption habits. Questions were asked about the frequency of shopping, preferred shopping locations, and reasons. The interviewee was also asked about their awareness of local products and whether they actively seek them out while shopping.

### A5.3 Barriers and Motivators Towards More Local Consumption

The questions in this section focused on the interviewee's attitudes towards consuming more locally sourced products. They were asked about the perceived benefits and challenges of consuming locally sourced products. The goal was to identify the factors that either motivate or hinder consumers from consuming more locally sourced products.

## A6 CONSUMER – INTERVIEW SUMMARIES

### A6.1 Christine

<b>Interview</b>	05/02/2023 from 14:30 to 15:30 (on site)
<b>Localisation</b>	Walloon Brabant - Belgium

*Table 10 - General Information - Interview Christine*

#### *Profile*

Christine, a 50-year-old mother of two children aged 27 and 30, is an active person who lives with her husband Fernand in Ways (Walloon Brabant).

#### *Consumption Habits*

Christine's primary shopping destination is Colruyt, where she finds all the products she needs and is accustomed to shopping there. In addition, she occasionally visits local producers, primarily during the summer season, to purchase fresh vegetables. Christine typically shops less than once a week, and her shopping trip usually takes 45 minutes to an hour.

*Barriers and Motivators Towards More Local Consumption*

Christine is motivated to consume better food mainly because she values taste. She is not deterred by the lack of knowledge of recipes using local products, and finds it easy to find information online. While price is not necessarily a problem, quality is a top priority for her.

However, there are several barriers to her consuming more locally, including the need to visit multiple stores to find everything she needs, the inconvenience of differing store hours, and the lack of variety and sometimes absence of products. Christine prefers to shop in a less crowded environment, making the market less desirable.

Additionally, Christine does not see the value in home delivery as she wants to personally choose her food. A basket option, which has predetermined contents by producers, is also not suitable for her because of Fernand's allergies, which makes meal planning challenging.

## A6.2 Nathanaël

<b>Interview</b>	07/02/2023 from 19:00 to 20:00 (by phone)
<b>Localisation</b>	Brussels

*Table 11 - General Information - Interview Nathanaël*

*Profile*

Nathanaël is a 24-year-old supply chain consultant who works in Mechelen and shares a living space with 6 roommates in Woluwe Saint-Lambert, Brussels.

*Consumption Habits*

Currently, Nathanaël shops for groceries once a week at a store, typically Carrefour, which is conveniently located only 50 metres away from his place. This errand takes him no more than an hour per week. He favours the store for its product diversity and constant availability, without the hassle of checking opening hours. Despite considering Carrefour's delivery service, he opted out due to a lengthy 3-day delivery time.

Nathanaël used to prioritise buying locally in the past, but this practice has somewhat dwindled recently. During that period, roughly a quarter of his purchases were sourced locally. He used to purchase vegetables from local market gardeners, micro-farms, and the Pure brand, as he values the quality of these products. Nathanaël has no difficulty finding local producers for vegetables.

*Barriers and Motivators Towards More Local Consumption*

Nathanaël has a negative view of markets and questions their superiority over supermarkets, despite having one near his home. He struggles to differentiate local products from others at the market, and this confusion extends to organic stores that sell non-local products in plastic packaging. He prefers the convenience of shopping in one place and has established habits of purchasing the same products. To consume more local products, he would need to adjust to seasonal products and learn how to cook them.

Regarding a digital platform connecting local producers and consumers, Nathanaël is not interested in the basket feature because it would not fit his meal planning needs. He is not willing to pay for this service, but he suggests a map showing the locations of local producers and their catalogues. Additionally, he proposes implementing relay points (a future feature) to streamline the process of visiting multiple producers.

## A6.3 Jean

<b>Interview</b>	09/02/2023 from 18:00 to 18:30 (by phone)
<b>Localisation</b>	Walloon Brabant

*Table 12 - General Information - Interview Jean*

*Profile*

Jean is a 28-year-old post-doctorate civil engineer who resides in Walloon Brabant with his wife and one-year-old daughter.

*Consumption Habits*

Jean typically shops for groceries once a week at the Esplanade market on Saturday mornings for about an hour. However, he does not often buy from local producers except in the past when he lived in Bierges, and he used to buy eggs from a nearby farm.

*Barriers and Motivators Towards More Local Consumption*

Jean is willing to pay a premium for locally sourced products when shopping in supermarkets, but convenience is a significant factor for him. He would rather find everything he needs in one location than visit multiple places for specific items. Delivery services are useful, but not always available. Although Jean has purchased from local producers in the past, he is not interested in paying for a digital platform to find them. However, he suggests using open-source tools like Google Maps to locate local producers and their products. Jean values the

environment and believes in supporting the local economy by purchasing from local producers.

#### A6.4 Ludovic

<b>Interview</b>	09/02/2023 from 12:30 to 13:30 (on site)
<b>Localisation</b>	Brussels

*Table 13 - General Information - Interview Ludovic*

#### *Profile*

Ludovic is a mathematical expert working at Engie Laborelec and has two children. He lives in Jette, Brussels with his wife and children.

#### *Consumption Habits*

Ludovic frequents the grocery stores 3-4 times a week to buy fresh produce and favours locally sourced food, which makes up about 70-80% of his diet. He shops at two bio-labelled stores, a farmers' market on Wednesdays, and local bakeries and butchers. Although Ludovic prefers to purchase meat from the butchery at the market or small halal stores, he primarily buys meat from the supermarket due to the inconvenient opening hours of his local butchery in Jette. In the past, he used to frequent a bio-store on his way to the academy, but it has since closed, and he has been searching for alternatives. Ludovic prioritises purchasing locally sourced and bio-labelled products, with an emphasis on superior quality. He has a family home in the countryside where the baker has developed his unique method for making flour. Ludovic has been subscribing to a seasonal vegetable basket since 2019, which includes 26 weekly deliveries and costs around €20 per basket. If he is unsure about how to prepare a particular vegetable, he searches for recipes online or asks the producer for advice.

#### *Barriers and Motivators Towards More Local Consumption*

Ludovic chooses to avoid shopping at supermarkets as he values the higher quality of artisanal products and prefers to have the butcher select his meat. He recognises the importance of consuming seasonal and locally sourced products as much as possible, and supports local businesses while being mindful of the environmental impact of his consumption. In order to reduce his meat consumption and avoid intermediaries, he prefers to buy directly from producers.

Ludovic is conscious of the negative effects that e-shops like La Ruche Qui Dit Oui and Paysan Artisan can have on producers, and as a result, he refrains from using them. Instead, he

prefers to buy directly from producers and avoid intermediaries. Although GASAP can be helpful in locating producers, Ludovic recognises that it does not guarantee the quality of the products. He believes that consumers should be aware of the differences in quality between products and the impact of their purchasing decisions. Ludovic attributes the current situation to the rise of supermarkets in the 1970s. He is committed to supporting local businesses and ensuring that the money he spends goes directly to the producers.

#### A6.5 Carmen

<b>Interview</b>	12/02/2023 from 12:30 to 13:30 (on site)
<b>Localisation</b>	Brussels

*Table 14 - General Information - Interview Carmen*

#### *Profile*

Carmen is a business analyst at Engie Laborelec and a mother of two who resides in Brussels with her family.

#### *Consumption Habits*

Carmen prefers to consume from local producers, typically 30-40% of her purchases per week, to support the local economy. However, she faces barriers such as lack of time due to unsuitable schedules and unavailability of local products. She also prefers to choose her products in person rather than opting for delivery.

#### *Barriers and Motivators Towards More Local Consumption*

Carmen is committed to supporting local producers and values the ability to choose payment options based on the product price percentage. She is not keen on subscriptions or being tied down. Carmen suggests using a platform that displays product availability and offers payment options through either a subscription or usage to promote more local consumption. She cites the example of Vinted's growth when the delivery fee shifted from the seller to the buyer. Carmen proposes allowing the consumer to pay a percentage to support local producers, and believes that if the consumer understands the reason for the payment, they will be willing to do so.

## A7 CONSUMER – SURVEY QUESTIONS

This section includes the survey questions used in the study titled " Survey on local consumption habits in Belgium". The survey was originally conducted in French and Dutch, and an English translation is provided here for the convenience of the reader.

### A7.1 Introduction

This survey is conducted as part of a final project at the Catholic University of Louvain, in order to better understand the barriers to local consumption in Belgium. The questionnaire is ANONYMOUS and should not take more than 3 to 4 MINUTES to complete. It is available in French and Dutch. If you would also like to help me reach a wider audience, please share [this post](#) in your newsfeed. Thank you for your collaboration! Any comments or questions? Contact me via email at: [joachim.lucas@student.uclouvain.be](mailto:joachim.lucas@student.uclouvain.be).

### A7.2 Part 1 – Your Consumer Profile

ID	Question	Condition	Response
1	What is your gender?	Required	Single Choice: <ul style="list-style-type: none"> <li>• Male</li> <li>• Female</li> <li>• Non-binary</li> </ul>
2	In which age group do you fall?	Required	Single Choice: <ul style="list-style-type: none"> <li>• Younger than 18 years old</li> <li>• 18-24 years old</li> <li>• 25-34 years old</li> <li>• 35-44 years old</li> <li>• 45-54 years old</li> <li>• 55-64 years old</li> <li>• 65 years old and older</li> </ul>
3	In which municipality (postal code) do you carry out your activity?	Optional	Single line text. Numeric value
4	What is your current family status?	Required	Single Choice: <ul style="list-style-type: none"> <li>• Single</li> <li>• Couple without children</li> <li>• Family with children</li> <li>• Retired</li> <li>• Other (to specify)</li> </ul>

Table 15 - Consumer Survey - Part 1

## A7.3 Part 2 – Your Consumption Habits

ID	Question	Condition	Response
5	Have you done any grocery shopping in the past month?	Required	Single choice: <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>
6	Who do you usually do grocery shopping for?	Required if "Yes" in Q5. Otherwise, skipped.	Multiple choice (shuffled): <ul style="list-style-type: none"> <li><input type="checkbox"/> For myself</li> <li><input type="checkbox"/> For my partner</li> <li><input type="checkbox"/> For my child(ren)</li> <li><input type="checkbox"/> For other family members or roommates</li> <li><input type="checkbox"/> Other (to specify)</li> </ul>
7	How often do you do grocery shopping for food?	Required if "Yes" in Q5. Otherwise, skipped.	Single choice: <ul style="list-style-type: none"> <li>• Less than once a week</li> <li>• Once a week</li> <li>• Twice a week</li> <li>• Three times a week</li> <li>• More than four times a week</li> </ul>
8	On which day(s) of the week and at what time of day do you usually do your grocery shopping?	Required if "Yes" in Q5. Otherwise, skipped.	Likert (Morning, Afternoon, Evening): <ul style="list-style-type: none"> <li><input type="checkbox"/> Monday</li> <li><input type="checkbox"/> Tuesday</li> <li><input type="checkbox"/> Wednesday</li> <li><input type="checkbox"/> Thursday</li> <li><input type="checkbox"/> Friday</li> <li><input type="checkbox"/> Saturday</li> <li><input type="checkbox"/> Sunday</li> </ul>
9	Where do you usually do your grocery shopping?	Required if "Yes" Q5. Otherwise, skipped.	Likert (Never, Rarely, Sometimes, Often, Very often): <ul style="list-style-type: none"> <li><input type="checkbox"/> In large supermarkets</li> <li><input type="checkbox"/> In specialty shops (bakeries, butchers, fishmongers, etc.)</li> <li><input type="checkbox"/> At markets</li> <li><input type="checkbox"/> In organic stores</li> <li><input type="checkbox"/> From local producers (farm shops)</li> <li><input type="checkbox"/> Online (online supermarkets, home delivery such as Hello Fresh)</li> </ul>
10	If you also do grocery shopping elsewhere,	Optional if "Yes" Q5.	Multi-line text.

	please indicate where below.	Otherwise, skipped.	
<b>11</b>	How much time do you spend on average per week doing grocery shopping?	Required if "Yes" in Q5. Otherwise, skipped.	Single choice: <ul style="list-style-type: none"> <li>• Less than an hour</li> <li>• Between 1 and 2 hours</li> <li>• Between 2 and 3 hours</li> <li>• More than 3 hours</li> </ul>
<b>12</b>	How many different stores do you visit on average per week for your grocery shopping?	Required if "Yes" in Q5. Otherwise, skipped.	Single choice: <ul style="list-style-type: none"> <li>• 1 store</li> <li>• 2 stores</li> <li>• 3 stores</li> <li>• 4 stores or more</li> </ul>
<b>13</b>	What is the importance of each of the following criteria when choosing stores where you do your grocery shopping?	Required if "Yes" in Q5. Otherwise, skipped.	Likert (No importance, Little importance, Average importance, Important, Very important): <ul style="list-style-type: none"> <li><input type="checkbox"/> Proximity (to home)</li> <li><input type="checkbox"/> Price</li> <li><input type="checkbox"/> Quality of products</li> <li><input type="checkbox"/> Variety of products</li> <li><input type="checkbox"/> Atmosphere of the store</li> <li><input type="checkbox"/> Values of the store (organic, fair, local, etc.)</li> <li><input type="checkbox"/> Opening hours</li> <li><input type="checkbox"/> Online ordering and delivery or pick-up service</li> </ul>
<b>14</b>	If there are other criteria that are important to you, you can list them below.	Optional if "Yes" Q5. Otherwise, skipped.	Multi-line text.
<b>15</b>	Can you indicate some keywords or terms that come to mind when you think of grocery shopping for food?	Optional if "Yes" Q5. Otherwise, skipped.	Multi-line text.

Table 16 - Consumer Survey - Part 2

## A7.4 Part 3 – Your Barriers and Motivators for more Local Consumption

ID	Question	Condition	Response
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16	What percentage of your food comes from local producers?	Required	Single choice: <ul style="list-style-type: none"> <li>• 0%</li> <li>• Less than 25%</li> <li>• Between 25% and 50%</li> <li>• Between 50% and 75%</li> <li>• More than 75%</li> </ul>
17	What types of products do you buy from local producers?	Required if not "0 %" in Q16. Otherwise, skipped.	Multiple choice (shuffled): <ul style="list-style-type: none"> <li><input type="checkbox"/> Fruit and derived products (juice, jam, etc.)</li> <li><input type="checkbox"/> Vegetables (including potatoes)</li> <li><input type="checkbox"/> Meat</li> <li><input type="checkbox"/> Dairy products (milk, cheese, yogurt, ice cream, etc.)</li> <li><input type="checkbox"/> Eggs</li> <li><input type="checkbox"/> Honey and derived products</li> <li><input type="checkbox"/> Alcoholic beverages (wine, beer, etc.)</li> <li><input type="checkbox"/> Flour and derived products (bread, pastries, etc.)</li> </ul>
18	Are you interested in consuming more locally sourced products?	Required	Single choice: <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>
19	Why are you not interested in consuming more locally sourced products?	Required if "No" in Q18. Otherwise, skipped.	Multiple choice (shuffled): <ul style="list-style-type: none"> <li><input type="checkbox"/> Local products are too expensive compared to imported or industrial products.</li> <li><input type="checkbox"/> I don't have time to look for local producers or to travel to find them.</li> <li><input type="checkbox"/> I prefer brands or products that I already know.</li> <li><input type="checkbox"/> Local products do not fit my taste or dietary needs.</li> <li><input type="checkbox"/> I prefer to choose for the variety and diversity of products instead of limiting myself to local producers.</li> <li><input type="checkbox"/> I don't have access to local producers near my home.</li> <li><input type="checkbox"/> Other (to specify)</li> </ul>
20	Why are you not interested in	Required if "Yes" in Q18.	Multiple choice (shuffled): <ul style="list-style-type: none"> <li><input type="checkbox"/> To support the local economy and small producers.</li> </ul>

	consuming more locally sourced products?	Otherwise, skipped.	<input type="checkbox"/> To have fresher and better quality food. <input type="checkbox"/> To reduce the environmental impact of my purchases. <input type="checkbox"/> To promote agriculture that is more respectful to animals and the environment. <input type="checkbox"/> To have more transparency about the origin of my food. <input type="checkbox"/> Other (to specify)
<b>21</b>	To what extent do these barriers hinder your local consumption?	Required if "Yes" in Q18. Otherwise, skipped.	Likert (Not at all, A little, Moderately, Considerably, Extremely): <input type="checkbox"/> High prices <input type="checkbox"/> Lack of variety of products (multiple points of sale to meet all my needs) <input type="checkbox"/> Unfamiliarity (or absence) of local producers near me <input type="checkbox"/> Unfamiliarity with the opening hours of sales outlets (or unsuitable opening hours) <input type="checkbox"/> Unfamiliarity with the way of cooking local products
<b>22</b>	Are there other obstacles that prevent you from consuming more locally?	Optional if "Yes" in Q18. Otherwise, skipped.	Multi-line text.
<b>23</b>	What do you think of these features for the development of an app that connects local producers and consumers?	Required	Likert (Useless, Not very interesting, Moderately interesting, Interesting, Very interesting): <input type="checkbox"/> Search for local producers <input type="checkbox"/> Catalogue of products <input type="checkbox"/> Online orders (pickup at the producer) <input type="checkbox"/> Secure payment <input type="checkbox"/> Reviews and comments on producers and products <input type="checkbox"/> Recipes based on local products <input type="checkbox"/> Home delivery <input type="checkbox"/> Weekly meal boxes (such as Hello Fresh) <input type="checkbox"/> Weekly fresh produce boxes

<b>24</b>	Are there other services that you find interesting to make local consumption easier?	Optional	Multi-line text.
<b>25</b>	In addition to the price of products, how much would you be willing to pay monthly for the use of such an app?	Required	Single choice: <ul style="list-style-type: none"> <li>• I would not be willing to pay for this application.</li> <li>• Less than €5 per month</li> <li>• Between €5 and €10 per month</li> <li>• More than €10 per month</li> </ul>
<b>26</b>	If you wish, you can provide your email address to stay informed about the project and to be kept informed of any future surveys.	Optional	Single line text.
<b>27</b>	Comment(s)	Optional	Multi-line text.

*Table 17 - Consumer Survey - Part 3*

## A8 CONSUMER – SURVEY RESULTS

## Enquête sur les habitudes de consommation locale en Belgique

**446**  
Responses

**12:34**  
Average time to complete

**Closed**  
Status

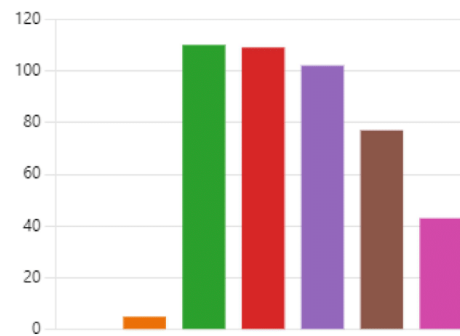
## 1. Quel est votre genre ?

● Homme	137
● Femme	306
● Non-binaire	3



## 2. Dans quelle tranche d'âge êtes-vous ?

● Moins de 18 ans	0
● 18-24 ans	5
● 25-34 ans	110
● 35-44 ans	109
● 45-54 ans	102
● 55-64 ans	77
● 65 ans et plus	43



## 3. Dans quelle commune (code postal) habitez-vous ?

**441**  
Responses

## Latest Responses

"7800"

"7812"

"7804"

## 4. Quel est votre statut familial actuel ?

● Célibataire	49
● Couple sans enfants	114
● Famille avec enfants	213
● Retraité	53
● Other	17



## 5. Avez-vous effectué des courses alimentaires au cours du dernier mois ?

● Oui	441
● Non	5



## 6. Pour qui faites-vous habituellement vos courses alimentaires ?

● Pour moi-même	343
● Pour mon / ma conjoint(e)	278
● Pour mon / mes enfant(s)	170
● Pour les autres membres de ma ...	79
● Other	18

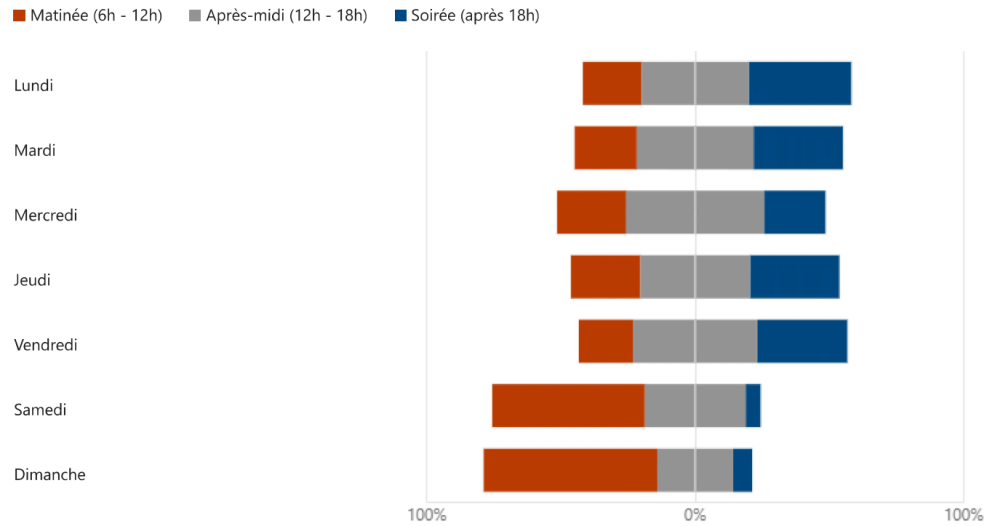


## 7. À quelle fréquence faites-vous vos courses alimentaires ?

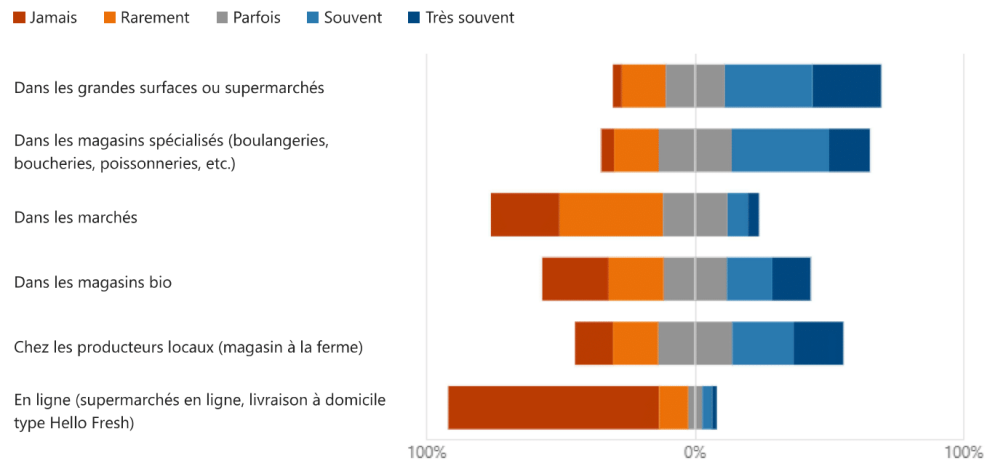
● Moins d'une fois par semaine	48
● 1 fois par semaine	191
● 2 fois par semaine	131
● 3 fois par semaine	57
● Plus de 4 fois par semaine	14



8. Quel(s) jour(s) de la semaine et à quel moment de la journée faites-vous généralement vos courses alimentaires ?



9. Où effectuez-vous vos courses alimentaires ?



10. Si vous faites vos courses également ailleurs, vous pouvez indiquer où ci-dessous.

93  
Responses

Latest Responses  
"non"

"concernant la dernière option, il s'agit de commande en ligne avec e..."

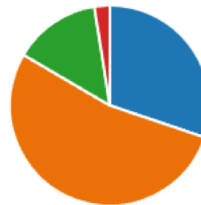
[Update](#)

10 respondents (11%) answered **bio** for this question.



11. Combien de temps en moyenne consacrez-vous à vos courses alimentaires chaque semaine ?

Moins d'une heure	133
Entre 1 heure et 2 heures	235
Entre 2 heures et 3 heures	62
Plus de 3 heures	11

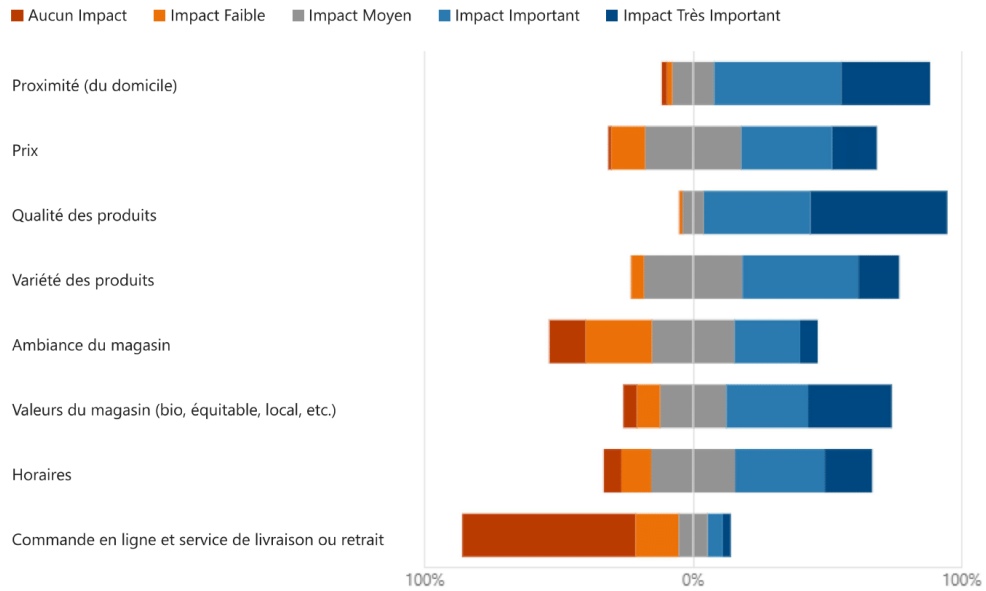


12. En moyenne, combien de magasins différents visitez-vous chaque semaine pour faire vos courses alimentaires ?

1 magasin	83
2 magasins	173
3 magasins	131
4 magasins ou plus	54



13. Quel est l'impact de chacun des critères ci-dessous dans le choix des magasins où vous faites vos courses alimentaires ?



14. Si d'autres critères sont également importants pour vous, vous pouvez les reprendre ci-dessous.

99  
Responses

Latest Responses  
"non"

[Update](#)

13 respondents (13%) answered **Pas** for this question.



15. Pouvez-vous indiquer quelques mots-clés ou termes qui vous viennent à l'esprit lorsque vous pensez à faire vos courses alimentaires ?

441  
Responses

Latest Responses  
 "Temps d'attente (caisse) / assortiment - choix"  
 "Qualitatif-sain - local"  
 "promotions, fraîcheur, amabilité"

[Update](#)

100 respondents (23%) answered **local** for this question.



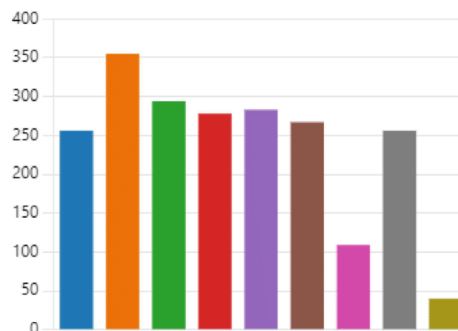
16. Quelle proportion approximative de vos aliments provient de producteurs locaux ?

0 %	24
Moins de 25 %	131
Entre 25 % et 50 %	112
Entre 50 % et 75 %	117
Plus de 75 %	62



17. Quels types de produits achetez-vous chez les producteurs locaux ?

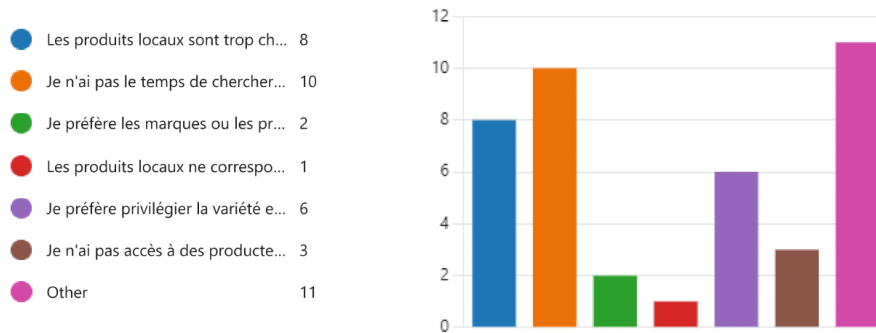
Fruits et produits dérivés (jus, co...	256
Légumes (y compris pommes d...	355
Viande	294
Produits laitiers (lait, fromage, y...	278
Œufs	283
Miel et produits dérivés	267
Boissons alcoolisées (vin, bière, ...	109
Farine et produits dérivés (pain, ...	256
Other	40



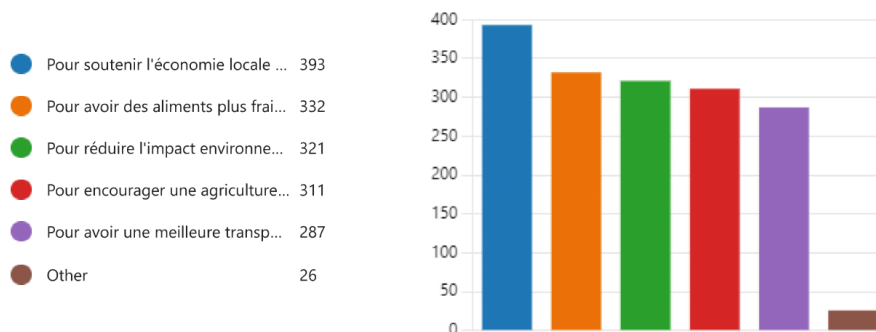
18. Seriez-vous intéressé(e) de consommer plus de produits locaux ?



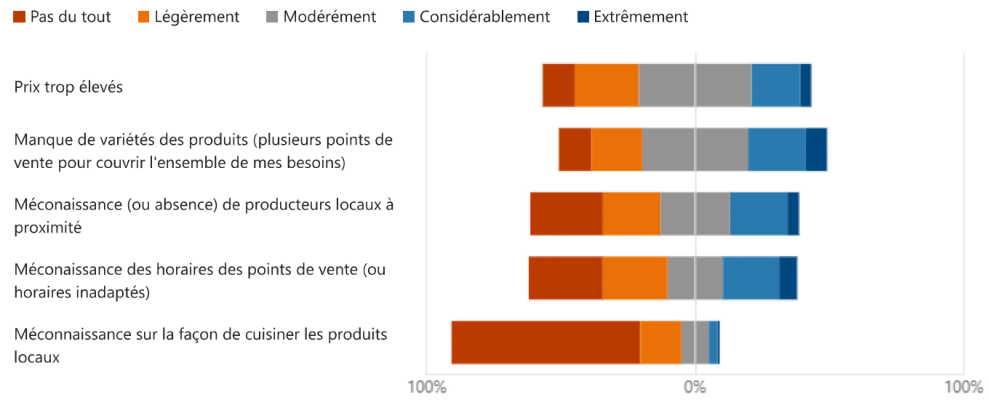
19. Pourquoi n'êtes-vous pas intéressé(e) par une consommation plus locale ?



20. Pourquoi êtes-vous intéressé(e) par une consommation plus locale ?



21. À quel point ces freins constituent-ils un obstacle pour vous dans votre consommation locale ?



22. Y a-t-il d'autres freins qui vous empêchent de consommer de manière plus locale ?

142  
Responses

Latest Responses

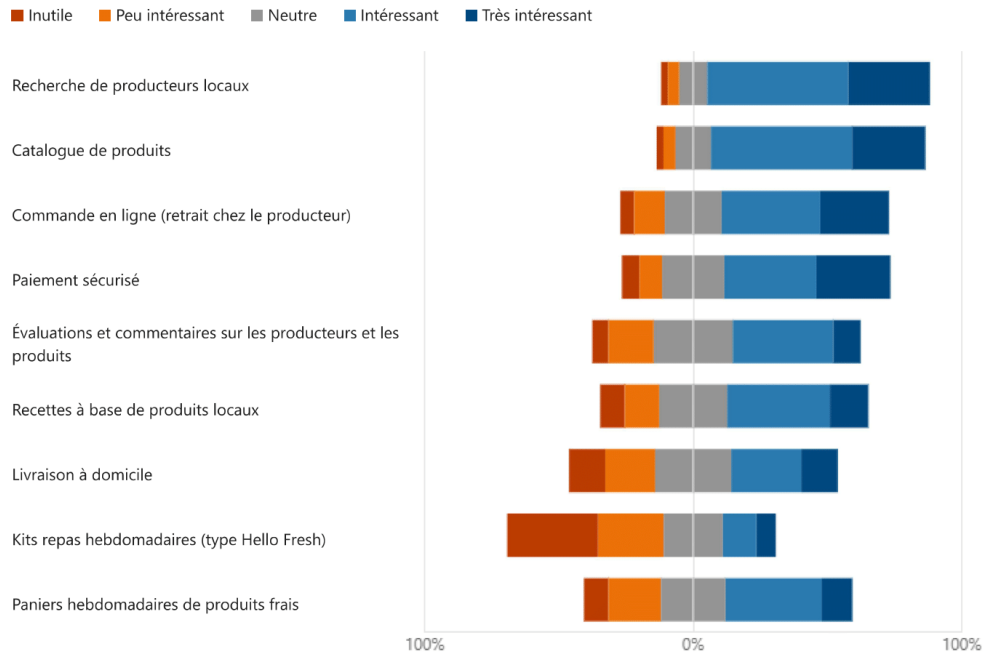
"le manque de choix dans chacun des points de vente; la grande distri..."

[Update](#)

42 respondents (30%) answered **Les** for this question.



23. Que pensez-vous de ces fonctionnalités pour le développement d'une application mettant en relation les producteurs locaux et les consommateurs ?



24. Y a-t-il d'autres services qui vous semblent intéressants pour consommer localement plus facilement ?

111  
Responses

Latest Responses

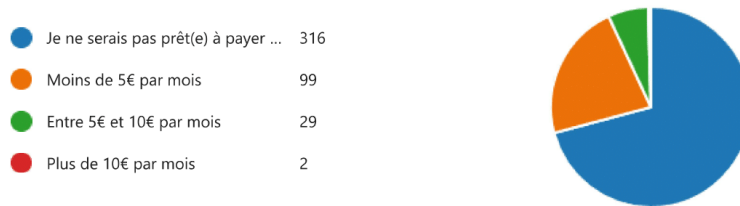
"le regroupement de plusieurs producteurs et la mise en place d'un ca..."

[Update](#)

33 respondents (30%) answered **produits** for this question.



25. En plus du prix des produits, combien seriez-vous prêt à payer mensuellement pour l'utilisation d'une telle application ?



26. Si vous le souhaitez, vous pouvez fournir votre adresse e-mail afin d'être tenu(e) au courant du projet et informé(e) d'éventuels futurs sondages.

93  
Responses

Latest Responses  
 "danieljennebauffe@gmail.com"  
 "francois.serneels@hainaut.be"

[Update](#)

17 respondents (18%) answered **be** for this question.



27. Commentaire(s) / Remarque(s)

66  
Responses

Latest Responses  
 "des applications existent déjà, mais le déséquilibre est tel entre la gra..."

## A9 DIGITAL PLATFORM FEATURES – SURVEY QUESTIONS

This section includes the survey questions used in the study titled "Help us create the ideal application for local producers and consumers". The survey was originally conducted in French, and an English translation is provided here for the convenience of the reader.

### A9.1 Introduction

This questionnaire is being conducted as part of a final study project at the Catholic University of Louvain. It follows interviews and surveys conducted with local producers and consumers. The aim is to assess your interest in different applications aimed at connecting local producers and consumers, and to understand the features that would be useful to you. The questionnaire is ANONYMOUS and should not take more than 3 to 4 MINUTES to complete. Any comments or questions? Contact me via email at [joachim.lucas@student.uclouvain.be](mailto:joachim.lucas@student.uclouvain.be).

### A9.2 Survey Questions

ID	Question	Condition	Response
1	What is your profile?	Required	Single Choice: <ul style="list-style-type: none"> <li>Local Producer</li> <li>Consumer</li> </ul>
2	As a consumer, which of the following applications would you be most likely to use?	Required if "Consumer" in Q1. Otherwise, skipped.	Single Choice: <ul style="list-style-type: none"> <li>FermierDirect: Online platform connecting local producers and consumers. Easily find fresh, seasonal products near you.</li> <li>LivraiSaison: Home delivery service of local and seasonal products, directly from producers. Support sustainable agriculture and reduce your environmental impact.</li> <li>TerroirExpérience: Platform offering immersive experiences with local producers, including workshops, tastings, and farm visits.</li> <li>BienMangerLocal: Application offering personalized meal plans, nutritional tracking, expert nutrition advice, and a virtual assistant to plan and cook meals with local and seasonal ingredients.</li> </ul>

			• Other (specify)
<b>3</b>	As a consumer, which features of FermierDirect are most attractive to you in facilitating access to local and seasonal products?	Required if "FermierDirect" in Q2. Otherwise, skipped.	<p>Multiple choice (shuffled):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Geolocated recommendations for producers near you.</li> <li><input type="checkbox"/> Community forum to exchange, share experiences, and connect with producers.</li> <li><input type="checkbox"/> Detailed information on practices, certifications, and sustainability efforts of producers.</li> <li><input type="checkbox"/> Seasonal calendar indicating the availability of local products.</li> <li><input type="checkbox"/> Advanced pre-ordering and reservation system for products.</li> <li><input type="checkbox"/> Virtual assistant offering personalized meal planning and recipes with local and seasonal ingredients.</li> <li><input type="checkbox"/> Comprehensive directory of local producers, including available products, prices, hours, and locations.</li> <li><input type="checkbox"/> Other (to specify)</li> </ul>
<b>4</b>	As a consumer, which features of LivraiSaison are most attractive to you in facilitating access to local and seasonal products?	Required if "LivraiSaison" in Q2. Otherwise, skipped.	<p>Multiple choice (shuffled):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Convenient home delivery services.</li> <li><input type="checkbox"/> Rewards and loyalty programs.</li> <li><input type="checkbox"/> Secure and simplified payment, with support for different payment methods (credit card, PayPal, etc.).</li> <li><input type="checkbox"/> Online platform showcasing products from multiple local producers.</li> <li><input type="checkbox"/> Price comparison tool to find the best deals.</li> <li><input type="checkbox"/> Subscription-based local baskets with seasonal products.</li> <li><input type="checkbox"/> Personalized product recommendations based on your preferences.</li> </ul>

			<input type="checkbox"/> Group purchasing feature to benefit from bulk discounts. <input type="checkbox"/> Other (to specify)
<b>5</b>	As a consumer, which features of TerroirExpérience are most attractive to you in experiencing unique local experiences?	Required if "TerroirExpérience" in Q2. Otherwise, skipped.	Multiple choice (shuffled): <ul style="list-style-type: none"> <li><input type="checkbox"/> Search and filter local experiences based on your preferences and location.</li> <li><input type="checkbox"/> Check the calendar and availability to easily book workshops, tastings, and farm visits.</li> <li><input type="checkbox"/> Discover detailed profiles of local producers, including information on their products, know-how, and sustainable practices.</li> <li><input type="checkbox"/> Securely book experiences through the secure online payment system.</li> <li><input type="checkbox"/> Ask questions or request additional information from producers via the application.</li> <li><input type="checkbox"/> Help other consumers by leaving comments and reviews on experiences.</li> <li><input type="checkbox"/> Share your favourite experiences on social media to recommend them to your friends and family.</li> <li><input type="checkbox"/> Other (to specify)</li> </ul>
<b>6</b>	As a consumer, which features of BienMangerLocal are most attractive to you in adopting a local and seasonal diet and promoting responsible consumption?	Required if "BienMangerLocal" in Q2. Otherwise, skipped.	Multiple choice (shuffled): <ul style="list-style-type: none"> <li><input type="checkbox"/> Receive personalized meal plans and dietary recommendations based on your wellness goals, food preferences, and restrictions.</li> <li><input type="checkbox"/> Check out offers and products from local producers integrated into the application, promoting responsible consumption and healthy eating.</li> <li><input type="checkbox"/> Generate shopping lists tailored to your food preferences and order directly from local producers or plan visits to their locations.</li> </ul>

			<input type="checkbox"/> Access educational content on nutrition, sustainable food choices, and the benefits of consuming local foods. <input type="checkbox"/> Use a virtual assistant to plan and cook meals with local and seasonal ingredients. <input type="checkbox"/> Track your nutrition and progress towards your wellness goals through integration with popular fitness and health tracking applications. <input type="checkbox"/> Learn how to prepare local dishes through tutorials and cooking demonstrations integrated into the application. <input type="checkbox"/> Contribute to the recipe and tips database by submitting your own creations and advice, creating an active and engaged community. <input type="checkbox"/> Other (to specify)
7	As a local producer, which of the following applications would you be most likely to use?	Required if "Producer" in Q1. Otherwise, skipped.	Single Choice: <ul style="list-style-type: none"> <li>• FermierDirect: An online platform connecting local producers and consumers. Benefit from marketing tools to manage your digital presence and promote your products.</li> <li>• LivraiSaison: A home delivery service for local and seasonal products. Increase your visibility and reach new customers.</li> <li>• TerroirExpérience: A platform offering immersive experiences with local producers. Share your know-how and attract new visitors.</li> <li>• BienMangerLocal: An application that integrates your local product offerings into personalized meal plans and grocery lists. Access a community concerned with</li> </ul>

			<p>responsible consumption and healthy eating.</p> <ul style="list-style-type: none"> <li>• Other (specify)</li> </ul>
<b>8</b>	As a producer, which FermierDirect features do you find most useful for promoting and selling your local and seasonal products?	Required if "FermierDirect" in Q7. Otherwise, skipped.	<p>Multiple choice (shuffled):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Advanced pre-order and reservation system to anticipate demand and better plan your production.</li> <li><input type="checkbox"/> Coaching and tutorials on using social media for digital management and marketing.</li> <li><input type="checkbox"/> Pre-designed templates for social media posts, photo editing tools, hashtag suggestions and multi-platform integration.</li> <li><input type="checkbox"/> Ability to provide in-depth information about your farming practices, certifications obtained and sustainability initiatives.</li> <li><input type="checkbox"/> Customisable digital showcase to display your products and their availability, prices, hours and location.</li> <li><input type="checkbox"/> Analysis to understand the performance of your social media posts and consumer preferences.</li> <li><input type="checkbox"/> Community forum to exchange, share experiences and build relationships with consumers and other local producers.</li> <li><input type="checkbox"/> Other (to specify)</li> </ul>
<b>9</b>	As a producer, which LivraiSaison features do you find most useful for promoting and selling your local and seasonal products?	Required if "LivraiSaison" in Q7. Otherwise, skipped.	<p>Multiple choice (shuffled):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Online payment and transaction management, with real-time sales and revenue tracking.</li> <li><input type="checkbox"/> Ability to offer local subscription baskets with seasonal products.</li> <li><input type="checkbox"/> Sales analysis to better understand consumer preferences and adjust production accordingly.</li> </ul>

			<input type="checkbox"/> Production planning tools to help manage the production calendar based on demand and seasonality. <input type="checkbox"/> Automated and simplified billing, with the ability to generate electronic invoices and receipts for customers. <input type="checkbox"/> Delivery option management, with the ability to provide self-delivery or use a third-party delivery service. <input type="checkbox"/> Options to offer group purchases to encourage bulk orders and increase sales. <input type="checkbox"/> Customisable digital showcase to present your products, their availability and prices. <input type="checkbox"/> Other (to specify)
<b>10</b>	As a producer, which TerroirExpérience features do you find most attractive to offer unique local experiences to visitors?	Required if "TerroirExpérience" in Q7. Otherwise, skipped.	Multiple choice (shuffled): <input type="checkbox"/> Create and manage your personalized profile to present your farm, products, and know-how. <input type="checkbox"/> Set up and schedule workshops, tastings, and farm visits to share your knowledge and passion. <input type="checkbox"/> Manage bookings and availability of experiences offered to consumers. <input type="checkbox"/> Integrate calendars and planning tools to facilitate the organisation of your events. <input type="checkbox"/> Benefit from promotion and visibility options for your experiences offered on the platform. <input type="checkbox"/> Communicate directly with interested consumers in the application. <input type="checkbox"/> Securely manage online payments for reserved experiences. <input type="checkbox"/> Collect feedback and evaluations to improve the experiences you offer.

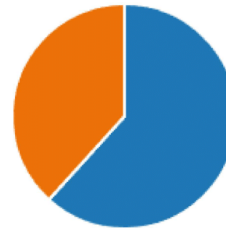
			<input type="checkbox"/> Other (to specify)
<b>11</b>	As a producer, which BienMangerLocal features do you find most attractive for promoting and selling your local and seasonal products to consumers concerned about responsible eating?	Required if "BienMangerLocal" in Q7. Otherwise, skipped.	<input type="checkbox"/> Other (to specify) Multiple choice (shuffled): <input type="checkbox"/> Integrate your products and offerings directly into the application, allowing consumers to discover your local and seasonal products. <input type="checkbox"/> Highlight your products in personalized meal plans and grocery lists generated for users. <input type="checkbox"/> Share your own recipes and cooking tips to showcase your products and inspire consumers. <input type="checkbox"/> Receive direct orders from consumers via the application, simplifying the management of sales and deliveries. <input type="checkbox"/> Benefit from increased visibility and promotional support through integration with meal plans and dietary recommendations. <input type="checkbox"/> Contribute to educational content by sharing information about your sustainable practices, certifications and environmental responsibility efforts. <input type="checkbox"/> Other (to specify)
<b>12</b>	Comment(s)	Optional	Multi-line text.

Table 18 - Digital Platform Features - Survey Questions

## A10 DIGITAL PLATFORM FEATURES – SURVEY RESULTS

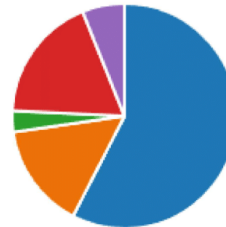
1. Quel est votre profil ?

● Producteur Local	50
● Consommateur	31

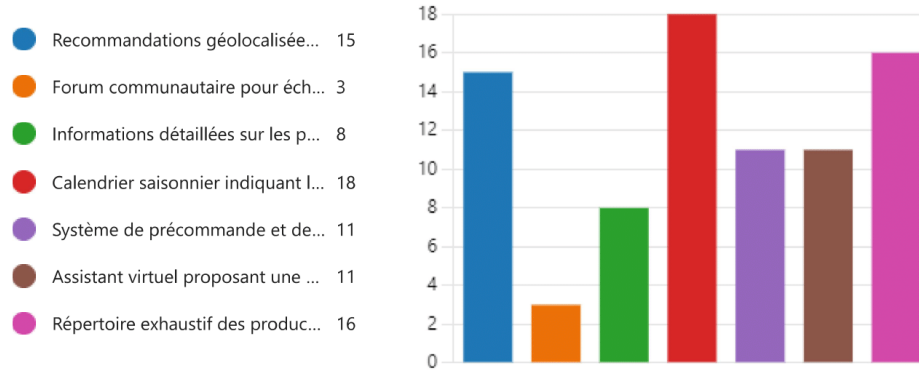


2. En tant que consommateur, parmi les applications suivantes, laquelle seriez-vous le plus susceptible d'utiliser ?

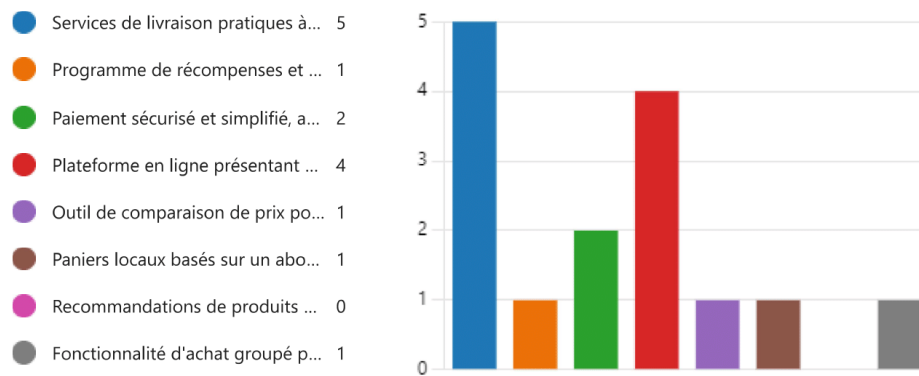
● <b>FermierDirect:</b> Plateforme en li...	19
● <b>LivraiSaison:</b> Service de livraiso...	5
● <b>TerroirExpérience:</b> Plateforme ...	1
● <b>BienMangerLocal:</b> Application ...	6
● Other	2



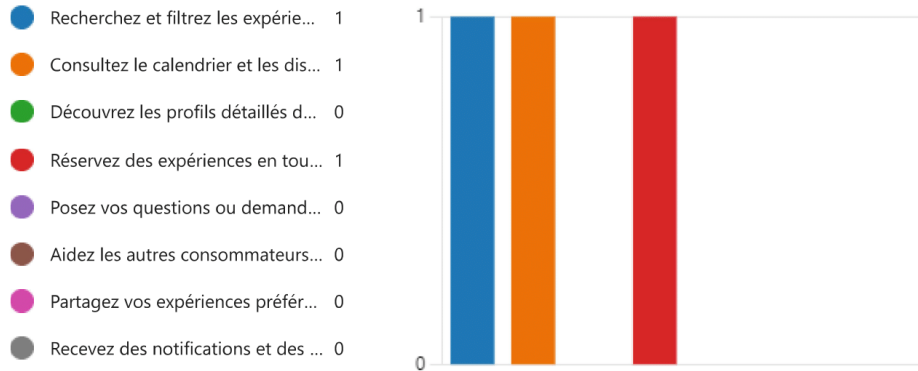
3. En tant que consommateur, quelles fonctionnalités de **FermierDirect** vous attirent le plus pour faciliter l'accès aux produits locaux et de saison ?



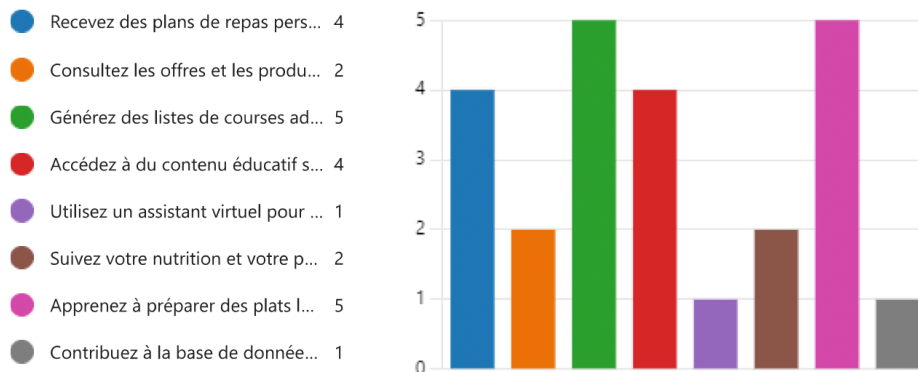
4. En tant que consommateur, quelles fonctionnalités de **LivraiSaison** vous attirent le plus pour faciliter l'accès aux produits locaux et de saison ?



5. En tant que consommateur, quelles fonctionnalités de **TerroirExpérience** vous attirent le plus pour vivre des expériences locales uniques ?



6. En tant que consommateur, quelles fonctionnalités de **BienMangerLocal** vous attirent le plus pour adopter une alimentation locale et de saison et favoriser une consommation responsable ?



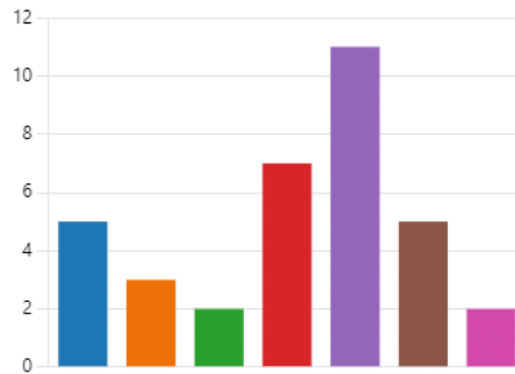
7. En tant que producteur local, parmi les applications suivantes, laquelle seriez-vous le plus susceptible d'utiliser ?

<span style="color: blue;">●</span> <b>FermierDirect</b> : Plateforme en li...	14
<span style="color: orange;">●</span> <b>LivraiSaison</b> : Service de livraiso...	6
<span style="color: green;">●</span> <b>TerroirExpérience</b> : Plateforme ...	7
<span style="color: red;">●</span> <b>BienMangerLocal</b> : Application i...	11
<span style="color: purple;">●</span> Other	10



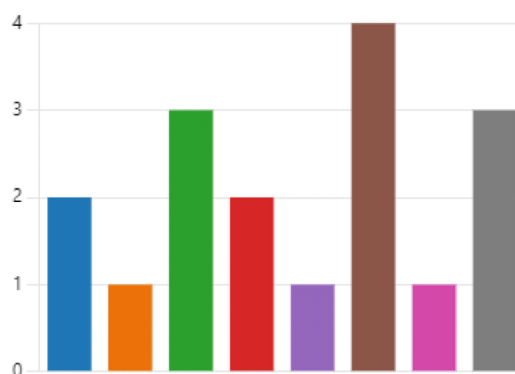
8. En tant que producteur, quelles fonctionnalités de **FermierDirect** vous semblent les plus utiles pour promouvoir et vendre vos produits locaux et de saison ?

<span style="color: blue;">●</span> Système de précommande et de...	5
<span style="color: orange;">●</span> Coaching et tutoriels sur l'utilisa...	3
<span style="color: green;">●</span> Modèles pré-conçus pour les pu...	2
<span style="color: red;">●</span> Possibilité de présenter des info...	7
<span style="color: purple;">●</span> Vitrine digitale personnalisable ...	11
<span style="color: brown;">●</span> Analyse pour comprendre la per...	5
<span style="color: pink;">●</span> Forum communautaire pour éch...	2

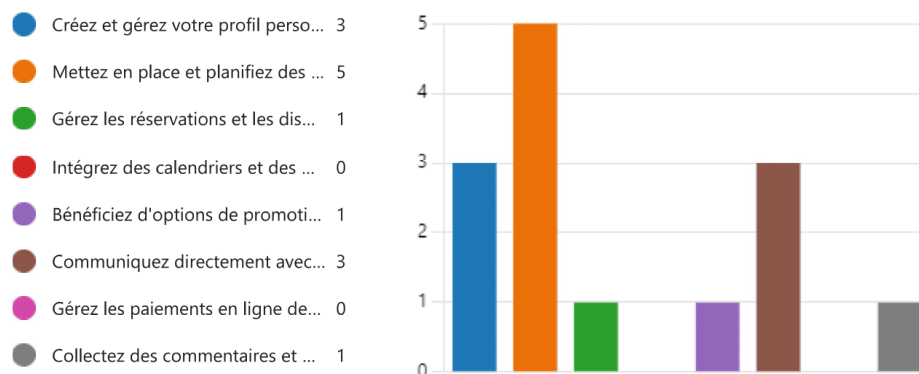


9. En tant que producteur, quelles fonctionnalités de **LivraiSaison** vous semblent les plus utiles pour promouvoir et vendre vos produits locaux et de saison ?

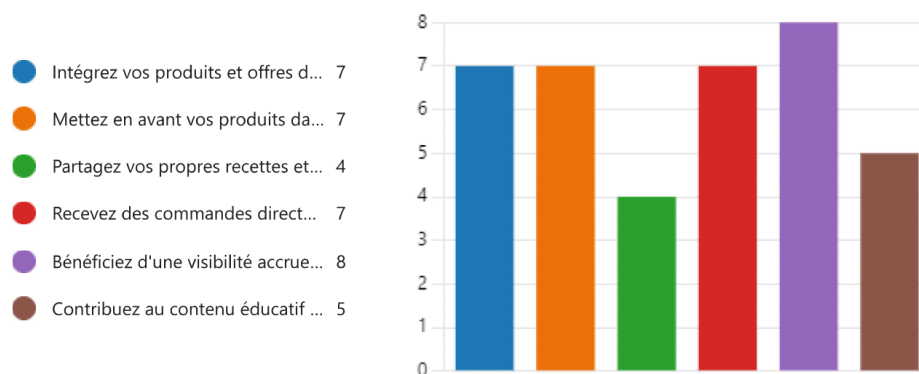
<span style="color: blue;">●</span> Gestion des paiements et des tr...	2
<span style="color: orange;">●</span> Possibilité de proposer des pani...	1
<span style="color: green;">●</span> Analyse des ventes pour mieux ...	3
<span style="color: red;">●</span> Outil de planification de la prod...	2
<span style="color: purple;">●</span> Facturation automatisée et simp...	1
<span style="color: brown;">●</span> Gestion des options de livraison...	4
<span style="color: pink;">●</span> Option d'offrir des achats group...	1
<span style="color: grey;">●</span> Vitrine digitale personnalisable ...	3



10. En tant que producteur, quelles fonctionnalités de **TerroirExpérience** vous attirent le plus pour proposer des expériences locales uniques aux visiteurs ?



11. En tant que producteur, quelles fonctionnalités de **BienMangerLocal** vous attirent le plus pour promouvoir et vendre vos produits locaux et de saison aux consommateurs soucieux d'une alimentation responsable ?





**Abstract:** Observing the local consumption rise in Belgium and the struggle of producers with digital transformation, this thesis presents an innovative business plan for a digital platform designed to connect local producers and consumers, bridging the digital gap.

The project starts with a comprehensive exploration of both user groups needs and interactions. The findings suggest that an effective digital platform should not only boost producer visibility and aid in customer retention, but also protect their autonomy and independence. For consumers, the platform should streamline the process of locating and purchasing local products. A competitive analysis reveals a highly competitive market where the formation of local partnerships will be crucial for differentiation.

The project then delves into the launch of a minimally viable version of the platform, backed by a monetisation strategy and a profitability analysis. The thesis concludes with a synthesis of the principal findings and recommendations aimed at ensuring the project's successful execution.

**Résumé :** Dans un contexte belge où la consommation locale connaît un véritable essor et où les producteurs locaux rencontrent des difficultés à naviguer dans la transition numérique, ce mémoire présente un plan d'affaires innovant pour une plateforme digitale visant à connecter producteurs locaux et consommateurs.

Le projet commence par une exploration approfondie des besoins et interactions des deux groupes d'utilisateurs. Les conclusions mettent en évidence qu'une plateforme digitale efficace devrait non seulement augmenter la visibilité des producteurs, les aider à fidéliser leurs clients, mais également garantir leur autonomie et indépendance. Pour les consommateurs, le projet de plateforme se propose de faciliter la recherche et l'achat de produits locaux, tout en promouvant l'agriculture durable. Une analyse de la concurrence est ensuite réalisée, révélant un marché très compétitif où la formation de partenariats locaux sera nécessaire pour se démarquer.

Le projet envisage finalement le déploiement d'une version minimale de la plateforme, incluant une stratégie de monétisation et une évaluation de la rentabilité avant de synthétiser les principales conclusions et de proposer des recommandations pour la réussite du projet.

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