



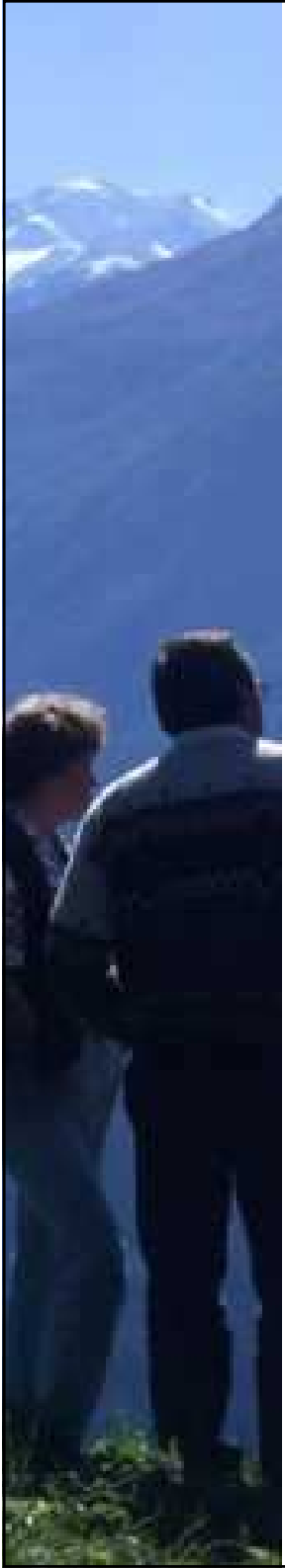
# **A Methodological Framework for Analysing Dynamics and Capacity Building within COFAMIs**

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# Place within COFAMI project

- 18 cases of COFAMIs in 10 different countries (Austria, Czech Republic, Denmark, France, Germany, Hungary, Italy, Netherlands, Latvia and Switzerland).
- Basis for comparative analysis of common / specific factors that limit / enable the emergence, performance and continuity of COFAMIs.
- Further analysis in relation to secondary data on 'satelite cases'.



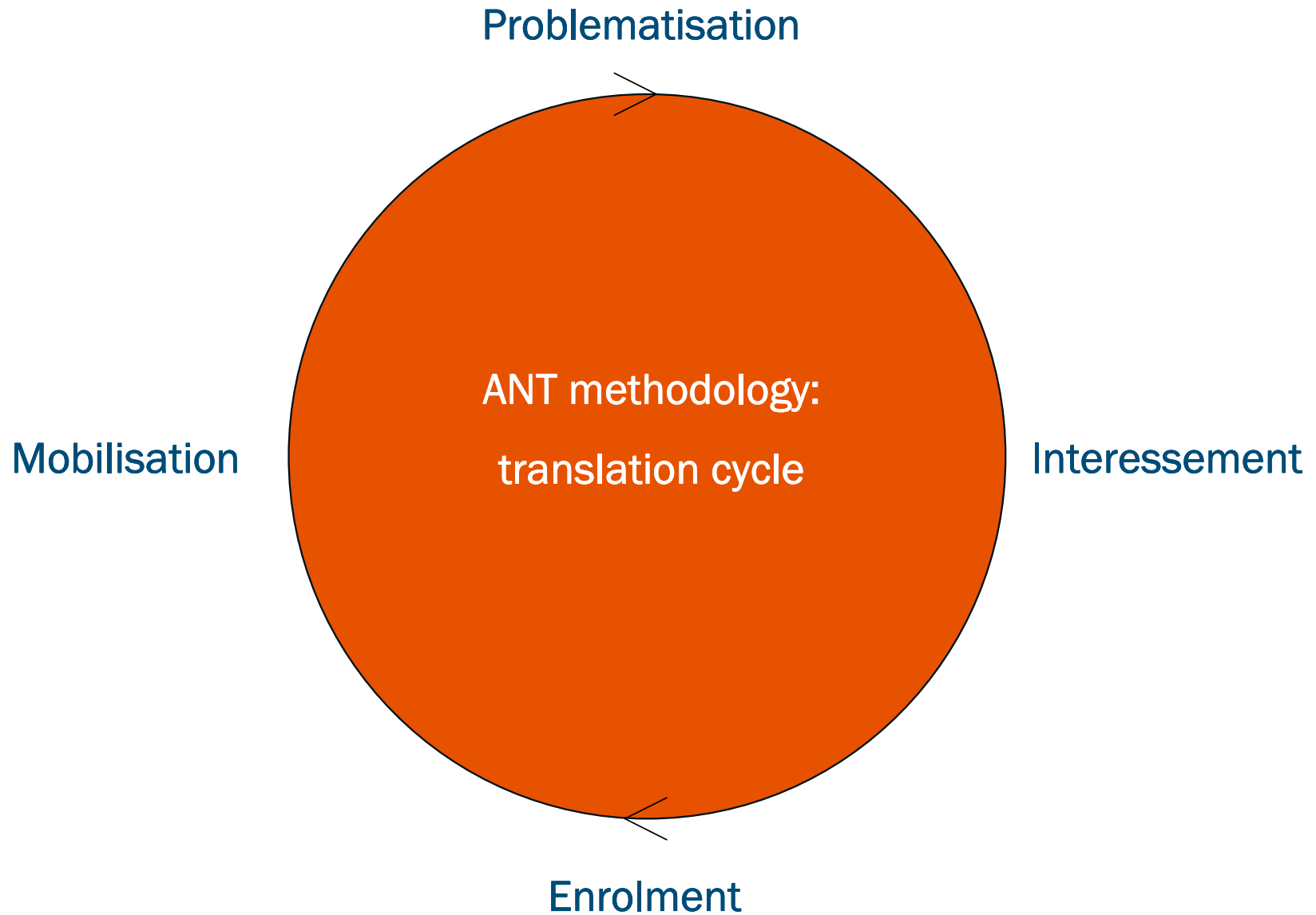
# Methodological challenges

- To address the high **diversity** of collective marketing approaches across Europe (east-west, north-south) and in nature of relevant markets (bulk-quality; food - non food, services & public goods).
- To capture the **dynamics** of collective marketing initiatives, and mechanisms through which over time (and in different life-cycle stages) resource assets are mobilised / combined to build, reproduce and expand the capacity for collective agency of the initiative.
- To adequately take into account opportunities / constraints presented by specific (and changing) **contexts** (market, policy, territorial environment, culture, tradition).

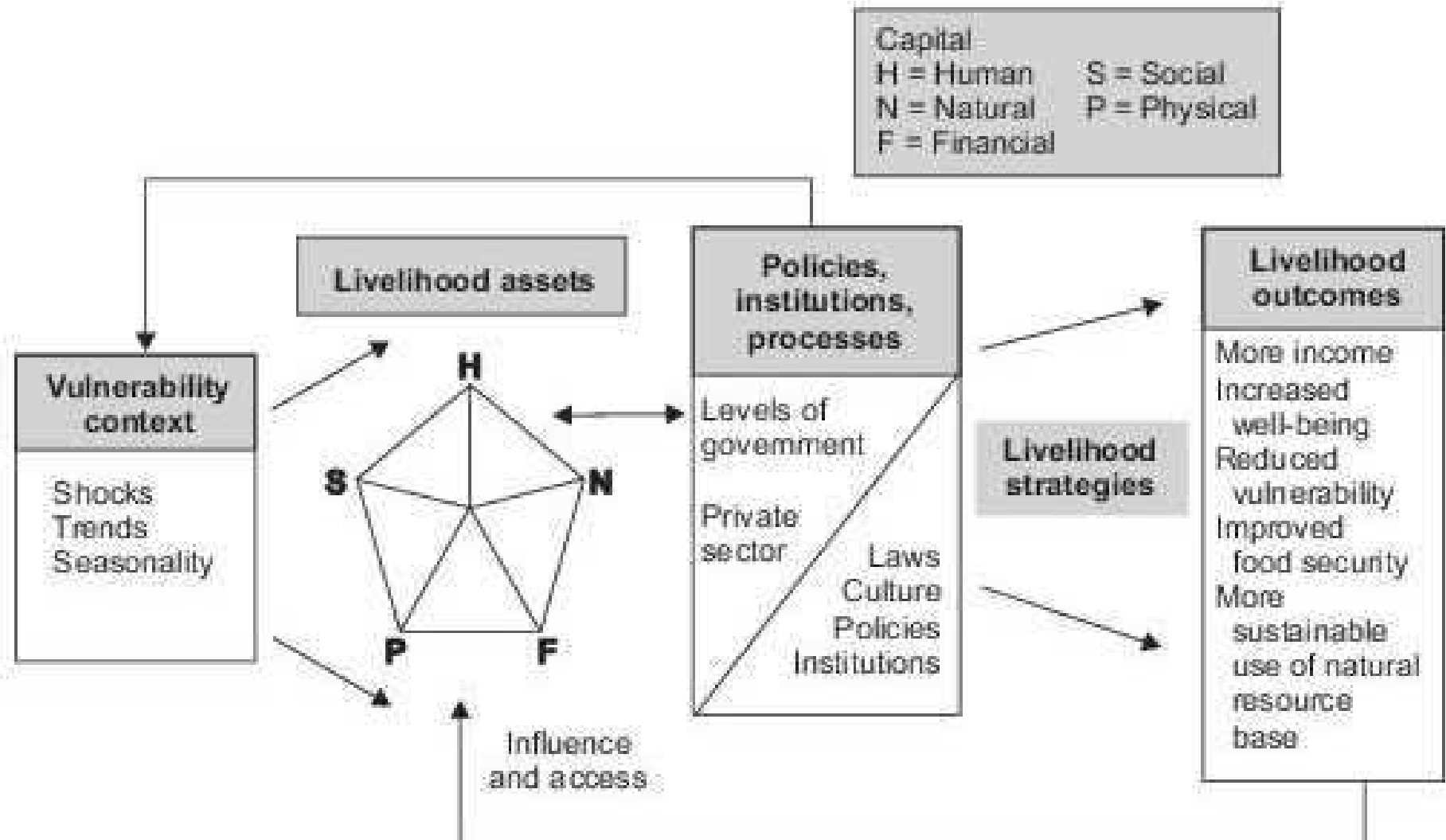
# Existing approaches to capture dynamics

- **Actor Network Theory** – ANT - widely used to capture dynamics in power relations & network construction (Law, Murdoch, Whatmore, SUS-CHAIN, OMIaRD)
- **Sustainable Rural Livelihoods** – SRL - to capture survival strategies & capital asset building by households (Chambers, Conway, Scoones, DFID, IMPACT)
- **Community Capitals Framework** – CCF - analyses community development from a capital perspective (Flora & Butler Flora)
- **Resource-based View** – RBV – studies sources of 'sustainable competitive advantage' and 'dynamic capabilities' of firms (Barney, Wernerfelt, Teece)

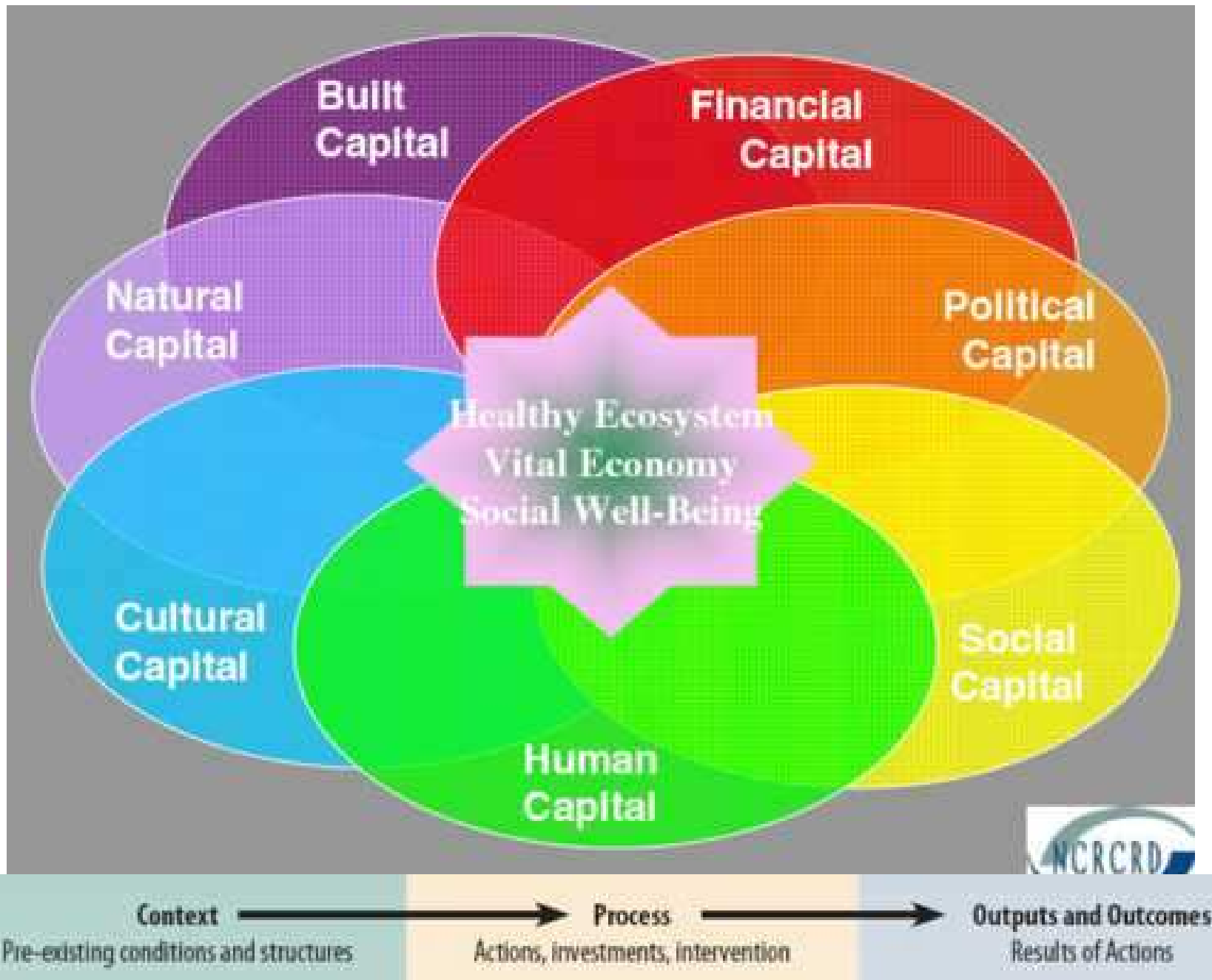
# ANT (e.g. SUSCHAIN)



# SRL (e.g. DFID)



# CCF (e.g. Butler Flora)



# Resource Based View (Barney, Wernerfelt, Teece)

- Starting from (capital) assets:
  - Physical
  - Human
  - Organisational
- Firms develop capabilities (a bundle of assets needed to perform a business process)
- And competencies (=internal capacities to achieve competitive advantage)



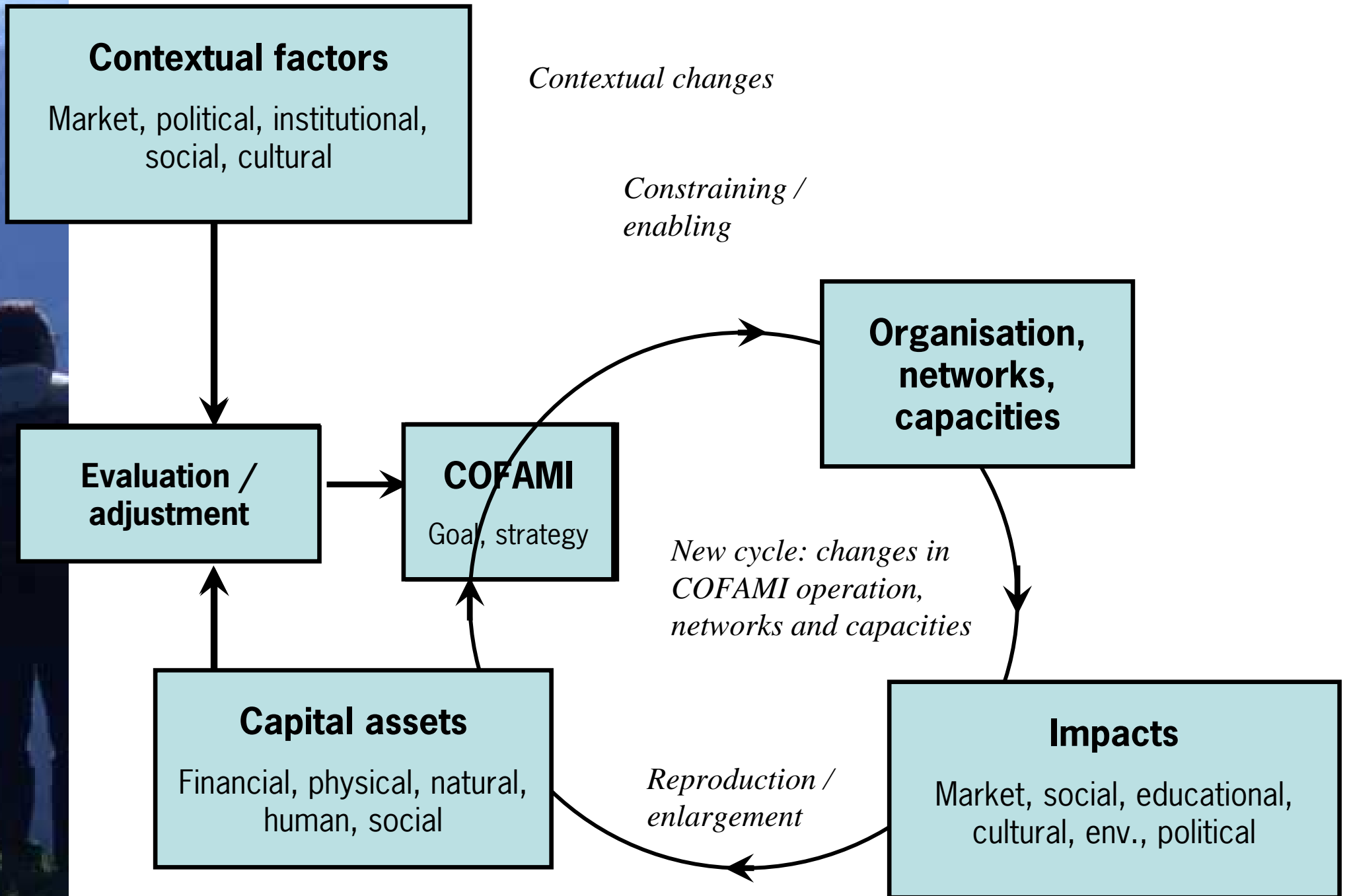
# Strong / weak points

	Strong points	Weak points
ANT	Collective agency, network construction, power	No explicit attention for capacities & resources
SLR	(Re-) production of assets, dynamics of capacity building in time	Household level, no collective agency; little attention for access to resources & power
CCF	Relations between range of capital assets	Mostly focus on community development, not food supply chains & market relations
RBV	Relevant markets & competitive advantage, internal firm resources	Industrial not agriculture; firms not networks of actors; weak on external resources

# The COFAMI framework

- Builds on aforementioned approaches.
- Concedes that COFAMIs build (collective) agency and can actively influence the context,
- Stipulates that strategies build on a combination of contextual factors, internal network management and capital assets
- Extends approaches
  - ➔ from individual to collective (attention for networks),
  - ➔ from focus on peasant strategies to (collective) entrepreneurial strategies
  - ➔ From industrial business to agricultural
- Focuses on the role social, cultural and ecological capitals in addition to the 'traditional' forms of financial, physical and human capital

# Dynamic analysis of cases





# Illustrative example: Holiday on Farm in Tyrol/Austria

## **Context** in the late 1970s

- emerging mass tourism provides a favourable *economic context*
- modernisation path reached its limits in the conditions of mountain farming (*natural context* as a constraint)
- Machinery had reduced labour requirements leading to empty building capacities and available labour resources (favourable *socio-cultural context*)
- The Chamber of agriculture started to publish lists of farms who offer accommodation from 1970 onwards (favourable *institutional context*)
- Top functionaries of the chamber remained sceptical, comparing farms with hotel enterprises. The tourism agencies were sceptical considering the smell and level of cleanliness of farms (unfavourable *institutional support context*)
- The head of the department for home economics recognised saw a potential to upgrade the touristic offer of farmers (favourable *learning context*)



# Strategy

- start to organise a first test organisation in a defined location, extend it to a regional association (founded in 1984).
- Keep the group open, with the idea to take in members to professionalize them so that they can carry on their own, eventually leaving the association again, to justify support by the chamber of agriculture (*organisational set up*).
- build up a *network* of partners with Raiffeisen travels and the regional tourism board.
- The first *product* was to offer simple accommodation in natural conditions. The main measure was to increase the accessibility of the farms in terms of transport (like roads) and communication infrastructure (like telephone).

# Impact

## On **contextual factors**:

- institutional partners in the chamber of agriculture got a more favourable attitude towards the association (impact on the *socio-political/institutional context*),
- This resulted in a higher willingness to support it with personnel and room resources (*institutional support context*).
- Also the tourism institutions became interested in the new product which complied very well with the image of the country they wanted to advertise (*institutional support context*).

## on **capital assets**

- trust (*social capital*) was build up and confidence that farmers were able to establish themselves in this business as reliable partners.
- The network created increased the *social capital*
- The experiences gained increased the *human capital*.
- The good relations to institutions transformed *linking social capital* into *financial capital* by the way of support programs and the provision of personnel and infrastructure (collective *physical* and *human capital*) by the chamber of agriculture.

# New Strategy for Phase II

- The impact on context and capital assets met **external changes** of *contextual factors* (e.g. switch from a sellers market in tourism to a buyers market) and *capital assets* (a new CEO brings new capacities)
- This called for a change of strategy towards professionalisation to remain successfully in business. *New products* (high quality tourism, special programs ect.), *new networks* (on local level) and changes in the *organisational setup* (closed elite group with internal quality assurance and learning programs) result



# Possible applications & insights

- How does COFAMI strategy aim to valorise / enlarge capital assets?
- How do (individual) capital assets, COFAMIs internal arrangements & external networks combine in the creation of collective capacities?
- Do collective capacities translate in impacts?
- How do impacts result in changes (increase / decrease) of capital assets and changes in contextual factors?
- Are there different development stages / clear turning points – critical events?
- What are differentiating characteristics (strategy, organisation, networks) of stages?
- Differences in degree of collectivity, capacities, required leadership and skills between stages?