



Strategic Evaluation Framework for Small- Scale Agribusinesses

A Case Study on Mount Wolfe Farm

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2 EXECUTIVE SUMMARY

In 1966 the Crandall Family purchased a parcel of land in Caledon, Ontario. The initial idea to ensure the long-term care and maintenance of the land through the concept of a small-scale agribusiness: Mount Wolfe Farm. The Crandall's have an especial passion for supporting livelihoods that are based off the land and consider ecological integrity and the long-term succession of the landscape. Sustainability is a concept that is increasingly being explored and understood as vital to ensure viable livelihoods for future generations. Sustainability encapsulates ecologically sound practices that ensure the longevity and therefore, the sustainability of the production of food. This study will look at Creating a strategic evaluation framework (SBSC) integrated with Strengths, Weakness, Opportunities, Threats (SWOT) to analyze the success of a small-scale agribusinesses (Mount Wolfe Farm) ability to further the sustainability of their community food system through its ability to: increase social innovation within their business, implementing business resilience management and allow for business transformation. Incorporating the sustainable aspect found in permaculture theory (care for earth, care for people, fair economy) to Balance Scorecard (BSC) evaluation framework, will allow small-scale agribusinesses like MWF will allow for a better understanding of their measures and its interactions and relationship with each other, to further their vision of increasing the sustainability of their community food system. These sustainable measures when added to the BSC create the Sustainable Balanced Scorecard (SBSC). In this study the SBSC values are derived from the business's vision. Ultimately in any enterprising for-profit organizations, the measures found in a SBSC should lead back in a cause-and-effect manner, to the success of short and long-term financial, environmental and social performance. The second evaluation framework is SWOT. In any business creating a strategic plan is important in that it enables the business to keep to their vision, strengthen internal processes, predict future trends and plan possible future customer needs. A strategic plan involves assessing the concepts of strengths, weaknesses, opportunities and threats (SWOT) of the business. This contextualization of the business allows for an analysis of the current situation and the creation of future strategies that lead to the success of their business

The main outcomes were the creation of an evaluative framework seen in figure 5. The following summaries were made from each section within the matrix and include the four components of a business (SBSC).

For Strengths in:

1. **Social Innovation:** In the goal of increasing social innovation the following strengths are indicators of success in pursuing sustainable community food systems. A small-scale agribusiness' ability to being efficient and effective communication with its community to create products and services for that community that fulfill a community need, has a consumer demand and are financially sound for the business.
2. **Resilience Management:** In the goal of increasing resilience management, the following strengths are indicators of success in pursuing sustainable community food systems. A small-scale agribusiness' ability to create contingency plans based on future situations of surplus or decline in the cash flow of the business. To understand past and predict future consumer trends in product and service demand and to create strategies based on different scenarios. Additionally, a small-scale agribusiness' ability to create strategies to cope with internal fluctuations in regard to employee, machinery operations.
3. **Business Transformation:** In the goal of increasing business transformation, the following strengths are indicators of success in pursuing sustainable community food systems. A small-scale agribusiness' ability to promote financial growth through effective budgets and strategies, creating niche markets for their consumer base, internally assessing the success in efficiency in production, and researching how the business can increasingly better meet demands while achieving their vision.

For Weaknesses in:

1. **Social Innovation:** Weaknesses that can inhibit a business in fostering social innovation can be seen in how the businesses balances its financial goals while pursuing social change in their community, its ability to be aware of what the exact consumer demand is, how informed the employees are on the importance and goals of social innovation within the business, and finally the businesses ability to acquire knowledge on their community's needs in relation to sustainable community food systems can inhibit their ability to advance their sustainable community food system.

2. Resilience Management: Weaknesses that can inhibit a business in fostering resilience management can be seen in how the businesses are unable to consider a range of worst case outcome scenarios, assumptions in future change in consumer demands, assumptions on future changes to internal processes such as turnover in employees and failure of equipment, and the inability for a business to identify or have multiple sources of knowledge can inhibit their ability to advance their sustainable community food system.
3. Business Transformation: Weaknesses that can inhibit a business in fostering business transformation can be seen in how the businesses fails to be ready to adapt to new financial objectives that become necessary for growth or maintenance of financial stability, a lack of communication with their customer base, the ability to be adaptable in their internal process to meet new consumer demands, and a lack of understanding for business transformation and research methods in adapting pertaining to their small-scale agribusiness. These weaknesses inhibit their ability to advance their sustainable community food system.

For Opportunities in:

1. Social Innovation: Opportunities that a small-scale agribusiness can gain from advancing social innovation, can be in realizing and capitalizing on needs in the community, through listening to customer needs, taking advantage of networks present within the community and taking advantage of multiple source types available to the small-scale agribusiness.
2. Resilience Management: Opportunities that a small-scale agribusiness can gain from advancing resilience management are seen in its ability to further the sustainability of their community food system. This can be achieved when they include planning scenarios that show an increase in the worth and amount of their products and services and what steps they would take to take advantage to further meet financial objectives.
3. Business Transformation: Opportunities that a small-scale agribusiness can gain from advancing in business transformation can be seen in its ability to promote innovations found successful in other small-scale agribusinesses, reflecting on the needs their customers would like to see being met in the future, looking for

opportunities in employees in their skill set contribution to the company, as well as looking for opportunities in diversifying their streams of knowledge in business transformation.

For Threats in:

1. **Social Innovation:** Threats that can inhibit a small-scale business from maintaining and improving its capital for social innovation and can be seen in the external interferences such as competitors, meeting the changing consumer demands, loss of employees that contribute to social innovation within the business, and the loss of knowledge streams that contributed to social innovation. These inhibit their ability to advance their sustainable community food system.
2. **Resilience Management:** Threats that can inhibit a small-scale business from maintaining and improving its capital for social innovation can be seen in form external interferences such as changes in policy and climate, unexpected changes in consumer demands that is not in an already planned scenario, fluctuations in job markets that affect employee turnover, and loss of access to building knowledge surrounding resilience management. These inhibit small-scale agribusinesses ability to advance their sustainable community food system.
3. **Business Transformation:** External threats that face small-scale agribusinesses can take the form of limited amount of available resources available to adapt to stronger financial objectives, technology available for communicating and catering to consumer demand, technology available to increase operational efficiency and new available knowledge streams for advancing and adapting their intellectual capital. These will inhibit their ability to advance their sustainable community food system.

Recommendations included areas in the categories of social innovation and business transformation but, was mainly focused on resilience management. Looking at alternate scenarios for outcomes in financial objectives, consumer demands, operational efficiency, and intellectual capital. Resilience management will contribute a vigor to sustainable community food system by protecting its core principles of economic viability, ecologically sound practices, and socially just practices. Engaging in contingency planning and scenario making processes will allow small-scale agribusiness to explore and consider a wide range of outcomes that will

contribute to effective long-term planning and overall success of the business. As a foundation, the insight from this study will provide MWF with the tools to be able to take the next steps in strengthening their business model, creating projects that support financial objectives and reach into the surrounding community to create a sustainable future for their food systems.

3 INTRODUCTION

3.1 THESIS STATEMENT

Creating a strategic evaluation framework (SBSC) integrated with Strengths, Weakness, Opportunities, Threats (SWOT) to analyze the success of a small-scale agribusinesses (Mount Wolfe Farm) ability to further the sustainability of their community food system through its ability to: increase social innovation within their business, implementing business resilience management and allow for business transformation.

3.2 WHY DO WE NEED SUSTAINABLE COMMUNITY FOOD SYSTEMS?

The barriers in striving towards a sustainable food system have a myriad of roots, one of which being the creation of industrial agriculture which paved the way to what is known currently as the conventional food systems. Spurred on by conglomerate companies created by a hungry economic engine who have honed the skill of maximizing efficiency to create the sought after lowest prices by consumers. With human populations constantly increasing the coveted goal of product maximization to achieve profit maximization has been prioritized among all sectors in global development (Gliessman, 2015). The way conventional food systems are designed is however, inefficient in many other notable areas as well. Areas such as effective distribution that is not carbon intense, processing practices that strongly link farmers to consumers, supporting food and agriculture businesses that recirculate financial capital within the community, as well as a nutritious diet that is equitable in its access by all community members (Gafsi & Favreau, 2010). Enter sustainable community food systems, and unlike conventional food system where the maximization of product and profit are at the centre, instead lies a three-pronged approach: environmental, economic and social health (Peters, 1997). To bring about change and foster sustainability in a community food system, small-scale agribusinesses need to understand the elements of that system and be able to communicate these important details to their stakeholders (Community Supported Agriculture members). These stakeholders are the lifeblood of a business, understanding and communicating with them will allow the success and resilience of small-scale agribusiness. This can be seen in the direct

correlation between consumer loyalty and consumer-perceived value in the small-scale agribusiness (Chen, 2013). Sustainable community food systems, is an approach to food systems in that considers the four major elements of the food system: production, distribution, consumption and waste management, through the lens of ecologically sound practices, economically viable plans and socially just practices (Blay-Palmer *et al*, 2016). In this study the focus is on the first two steps: production and distribution as it relates to most small-scale agribusinesses and the case study of Mount Wolfe Farm (MWF).

Sustainability is a concept that is increasingly being explored and understood as vital to ensure viable livelihoods for future generations. Sustainability encapsulates ecologically sound practices that ensure the longevity and therefore, the sustainability of the production of food. This is done through means of best practices surrounding soil management, irrigation and pesticide use (Peters, 1997). Economic viability is integral to the: production, processing and distribution elements of any food system. Sustainability intersects economic interests, allowing the individuals involved in the work process to be fairly paid, which maintains resiliency of local economies (Marsden, 2012). In food systems the elements of production and consumption should be thought out with the intention of including the concept of ethics and rights that every person has to a nutritious diet. Nutritious food needs to be equitable in its access to all community members, as well as access to safe environments and viable livelihoods (Blay-Palmer *et al*, 2016). Small-scale agrobusinesses are an important and growing niche sector of the agriculture industry (Woodhouse, 2010). Small-scale agrobusinesses often take the shape of Community Shared Agriculture (CSA) businesses run on local farms where products are sold on farm or in public farmer's markets that reach the surrounding community (Clark & Inwood, 2015). The significance of small-scale agrobusinesses in communities is very well documented in their ability to not only provide a strong sense of community and positive health benefits with the (sometimes organic) locally grown food, but to also facilitate positive impacts on the local economy (Brown & Miller, 2008).

3.3 SMALL-SCALE AGRIBUSINESS

Agrobusinesses is an encompassing term that includes all aspects of agricultural operation from both the physical and economic production perspectives. Generally, the modern

agriculture revolution has been kinder to the larger scale farmers with their ability to dip into world markets which facilitates a larger base of consumer demands (Williams, 1995). Intensive farms have higher levels of input and output per cubic unit and often dabble in a higher intensity of fertilizer use, pesticides, and a reduction of fallow periods (Gliessman, 2015). Small-scale agrobusinesses conversely, use alternate methods to ensure economic success and therefore, will require a different set of tools to succeed.

Alternate business models and methods for small scale businesses can include concepts such as niche marketing. Niche marketing uses concepts such as adaptive change and distinctive competencies (Cuthbert, 2008). An example of this is widely used in small scale agrobusinesses including at MWF, which is the practice of CSA. CSA is defined as a type of direct marketing in which the buyers participate through buying the portion they intend to consume throughout the entire producing season, before the planting begins (Chen, 2013). This allows the buyers to receive goods directly from their producers without the middle man (grocery stores). The community value of CSA can be seen in its ability to provide spaces for social activity which in turn increases sense of community and social innovation. Additionally, it contributes to the local economy by providing fresh local food to consumers which contributes to positive health within the community (Brown & Miller, 2008).

3.3.1 Mount Wolfe Farm

In 1966 the Crandall Family purchased a parcel of land in Caledon, Ontario. Its historical use was a conventional farm field. After the Crandall's took possession of the land, they decided to initiate a restorative program to return the land to its natural state, the first step was to plant trees on the property. Since 1966, an upwards of tens of thousands of trees have been planted and in addition to that a trail system was implemented (Moore, 2017). The work the Crandall family set out to do has clearly shown profit in that the land speaks of its transformation through increased ecosystem services and increased biodiversity that include mature woodlots, perennial grass systems and wildflower fields (Moore, 2017). While the ecosystem restoration has been a great success, the aspect of financial stability for the Crandall's as not only a business but as a family as well, has come to the forefront. The initial idea to ensure the long-term care and maintenance of the land through the concept of a small-scale agribusiness: Mount Wolfe Farm. The Crandall's have an especial passion for supporting livelihoods that are based off the land and

consider ecological integrity and the long-term succession of the landscape. One of the fundamental aspects of their core vision is their goal to replicate this concept of sustainable community food systems around them in surrounding communities. These ethical concepts are clearly reflected in their vision statement to be able to offer a year-round CSA program for up to 100 families producing a variety of vegetables, herbs and free-range meat chickens in addition to a variety of foods produced by other local farms that include fruit, honey, maple syrup, eggs, flour (Rutten, 2014).



Figure 1: Photos taken at Mount Wolfe Farm. Clockwise: upper fields, Homestead, sage in the herb garden, and an abandoned tractor (Gerow, 2018).

4 LITERATURE REVIEW: DEVELOPING AN EVALUATION FRAMEWORK FOR SMALL-SCALE AGRIBUSINESSES

4.1 SBSC AND SWOT AS AN EVALUATION FRAMEWORK

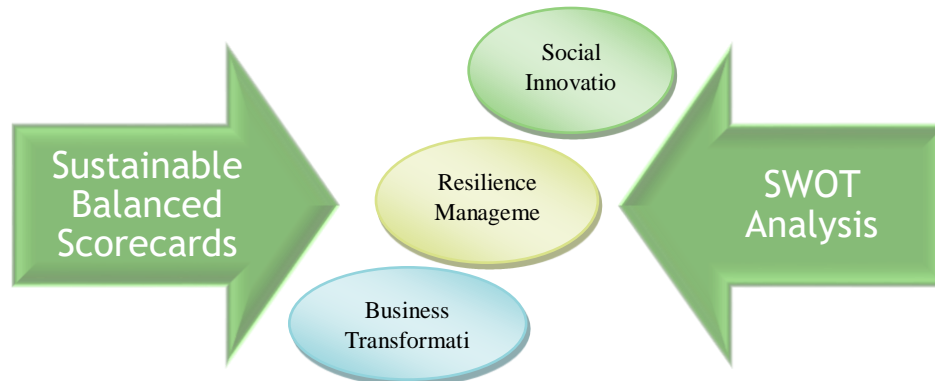


Figure 2: The following section will discuss the integration of SBSC and SWOT as an evaluation framework for the purposes of assessing an agribusiness's success in social innovation, resilience management, and business transformation.

The business vision can demonstrate manifold paths that a business can take. It is imperative for this reason that the selection of projects should be carefully evaluated and selected, so that it reinforces and moves the business in the direction of its vision. Carefully considering the cost-benefit analysis of the potential the project will have on the advancement of the business's vision, while simultaneously measuring the allocation of the resources the project allows businesses to focus on projects that are the most beneficial to the long-term success of the business (Schwakbe, 2015).

When a business is considering taking on the challenge of advancing its community food system towards sustainability, it is critical for them to be able to tell if they are succeeding in their own business for the purposes of not only their own economic success but also succeeding in the broader social and environmental outcomes. Using an evaluation framework allows businesses to assess how well the different aspects of the business are doing and if they are correctly in place and therefore, allowing for the success of the business's vision. In the context of small scale agribusiness – MWF, the aspects of social innovation, business resilience management and business transformation are looked at in the context of their local food system in hopes to increase its sustainability. Creating an evaluation framework unique to MWF will require an evaluation that both critically analyzes and creatively designs. Sustainable Balanced

Scorecards (SBSC) integrated with Strengths, Weakness, Opportunities, Threats (SWOT) analysis are ideal in this way as they allow businesses to draw upon their core principles to create a framework that assesses the different aspects of their performance measures (Chow et al, 1997).

4.1.1 SWOT Analysis as a Tool for Contextual Business Evaluation

In any business creating a strategic plan is important in that it enables the business to keep to their vision, strengthen internal processes, predict future trends and plan possible future customer needs (Schwalbe, 2015). A strategic plan involves assessing the concepts of strengths, weaknesses, opportunities and threats (SWOT) of the business. This contextualization of the business allows for an analysis of the current situation and the creation of future strategies that lead to the success of their business (Lee & Ko, 2000). The components of a SWOT analysis begin with the internal factors of strengths and weaknesses which assesses the business's structure, capabilities, resources and skills in both the positive and negative light (Simoneaux & Stroud, 2011). This consequently highlights the advantages and disadvantages of the business, showing areas that can be improved upon. The latter half – the opportunities and threats – are an external review and can be forces such as economic shifts, competition, and climate change (Simoneaux & Stroud, 2011). The desired outcome would be to realize both the potential opportunities as well as the threats and to then act accordingly. For the opportunities, creating a plan to take advantage and benefiting from it or in the case of the threats, implementing mitigation planning scenarios.

4.1.2 Sustainability Balanced Scorecards as a Best Fit for Evaluating Success for Small-Scale Agribusinesses

Balanced Scorecards were first developed for evaluating strategic plans in their ability to balance the different components of success in a business (Tayler, 2010). BSC organizes a business's objectives through different avenues while still maintaining the integrity of economic success, allowing managers to measure and understand the potential areas for growth in areas of consumer demand (Chow et al, 1997). In their original conception, BSC was a framework created to manage four major aspects of a business in a hierarchical manner: financial objectives, consumer demands, operational efficiency and intellectual capital (Hansen & Schaltegger, 2016). BSC's versatility is seen in its ability to cater to a range of business sizes including small-scale

businesses, the four factors of BSC are critical factors to any business including, small-scale agribusinesses. In this study these factors are integrated into the three evaluative areas being examined (the fostering of social innovation, business resilience management strategies and business transformation) as to how they further sustainable community food systems. Case studies in BSC have shown that the differences can be seen in number and type of metrics used that ultimately affects the translation from a strategy level to an operational level (Phadtare, 2010).

As discussed, the values of the business should be central when creating and implementing the measures of success. Within the concept of BSC is the sustainability balanced scorecard (SBSC) approach. SBSC takes on the concept of permaculture philosophy as a holistic strategic management framework that includes the three major principles: care for the earth, care for people and society, as well as fair share and economy which are the major components of a sustainable community food system (Akhtar et al, 2014 and Hansen & Schaltegger, 2014). While each are separate categories it is best to see them as intersecting spheres that have interacting components (Figure 3).



Figure 3: The basis for sustainability within the Balanced Scorecards is Permaculture theory.

In the principle of care for earth the components of land tenure, community governance, as well as land and nature stewardship are found. Care for people and society includes development, tools and technology, as well as education and culture. Fair share and economy includes finances and economics, health and spiritual well-being in relationship to the products made and sold, as well as education and culture (Akhtar et al, 2014). Incorporating the sustainable aspect found in permaculture theory to BSC evaluation framework, will allow small-scale agribusinesses like MWF will allow for a better understanding of their measures and its interactions and relationship with each other, to further their vision of increasing the

sustainability of their community food system. The specific measures in a SBSC are derived from the business's vision. Ultimately in any enterprising for-profit organizations, the measures found in a SBSC should lead back in a cause-and-effect manner, to the success of short and long-term financial, environmental and social performance (Chow et al, 1997 & Akhtar et al, 2014). It is important to note that different financial metrics are applied to the different areas of a business, in this case: social innovation, resilience management and business transformation, these ultimately translate the success of the entire business's vision.

The first reasonable assumption when contemplating economic success is enriching the factor that contributes the money, for businesses those are the consumers. It is in a business's best interest to understand the customer base that they have, outlining their values and further applying them to business strategies through means of market segmentation. Market segmentation can be very practical regarding small-scale agribusinesses, a study done on segmenting CSA members by motivation found that with the increasing interest demand for CSA farms and their products, it was in farmer's best interests to further understand the different categories of consumers who are interested CSA to then fine tune their niche to the products and services in demand (Pole & Kumar, 2015 & Chen, 2013). The second assumption is analyzing the logistics of the internal business processes that ultimately deliver the demands of the consumer. The desired outcome is to create a unique strategy for the business's products and services that defines a complete internal process value chain that explains and develops solutions to current and future consumer demands (Chow et al, 1997). The last assumption is organizational intellectual capital which is its ability to learn and grow. This is integral as it is the step that enables businesses to empower their people to carry out the vital internal processes that engages the consumer base, leading to the financial success and the ultimate fulfillment of the business's vision. Learning and growth can comprise a range of ways of acquiring, using, assimilating and transforming knowledge and the ability to evaluate and manage the knowledge in the market (Chen et al, 2008).

4.2 IDENTIFYING KEY EVALUATIVE AREAS IN SMALL-SCALE AGRIBUSINESS: SOCIAL INNOVATION, RESILIENCE MANAGEMENT AND BUSINESS TRANSFORMATION

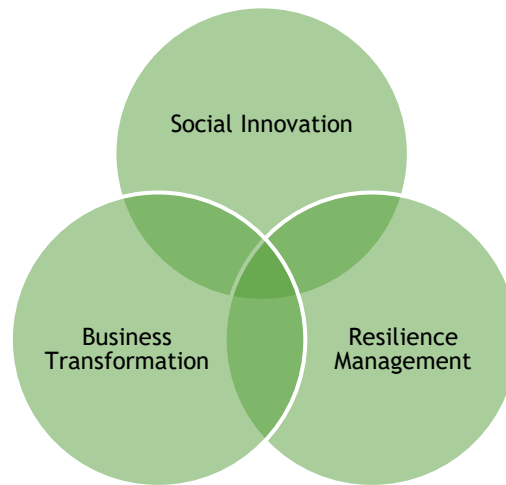


Figure 4: Each key evaluate areas are best understood not only in the strength each one brings but in relationship with each other.

4.2.1 The Importance of Social Innovation

Increasingly social innovation is being used as a medium to create and implement solutions regarding the economic market or government policy failures in the social landscape (Unceta *et al*, 2016). The realization that sustainability needs to play a critical role in the rapid developing society, has opened numerous conversations touching on many different complex systems, including food systems. The issues that are seen in the current way food systems are operated, can be tackled not only by the public but by businesses too. Businesses can take a step back and evaluate current and possible future demands to then create sustainable solutions for meeting those demands (Unceta *et al*, 2016). Human capital is seen as the possession of skills, knowledge, and experience within a community that contributes value to an organization. Human capital coupled with the goal of creative research work together to create innovation. Innovation of itself is instrumental for businesses to keep their competitive edge in the vast marketplace, thus very applicable to the framework SBSC (Urbancova, 2013 & Schwakbe, 2015). Social innovation within an organization can be characterized as businesses that take initiatives to develop products or programs to improve the quality of their social landscape. Incorporating social innovation into businesses produces an opportunity for business resilience, competitive

advantage as well as an opportunity to also positively affect the community the business is situated in (Herrera, 2015).

Creating a strategic plan for small-scale agribusinesses will include devising a list of indicators in the realm of social innovation. Implementing these indicators will enhance MWF's vision for furthering the sustainability of their community food system. By setting gauge to see if issues such as food insecurity are being addressed by providing and enriching through means of education and services (Westley et al, 2014). The nature SBSC and its holistic permaculture approach from learning to financial stewardship in its ability to simultaneously consider, economic growth, the care for people and the environment ensure MWF can strengthen their vision and current values (Akhtar et al, 2014 & Hansen & Schaltegger, 2014).

4.2.1.1 Social Innovation as a driver for Sustainable Community Food Systems

Sustainable community food systems are fostered through the creation and implementation of projects that develop solutions regarding issues to food systems and agriculture by promoting sustainable farming practices, local food production and improving the community economy (Peters, 1997). For this reason, social innovation's key attributes in that it develops products and services that improve the social landscape, shows it has a key role in developing sustainable community systems. Social innovation measures will be addressed later through the integrated matrix of the SBSC framework and the SWOT framework, which will evaluate social innovation within a small-scale agribusiness in its ability to be viably successful and subsequently further sustainable community food systems.

4.2.1.2 ORIAS – A Non-Profit Organization Created by MWF

Non-profit organizations commit to either advancing or advocating causes in the broader social and natural community. Transformative sustainable community-level change involves several factors that depend on contextual learning, empowerment as well as a mind set open to adaptive change (Perkins et al, 2007). Directly speaking, non-profit organizations have the ability and opportunity to assist a community via organization, funds and volunteer coordination (Mohan et al, 2013). In the context of a community striving towards a more sustainable food system, non-profit organizations can facilitate the advancement of both social and intellectual capital by connecting and partnering individuals from all contexts within the local community.

These partnerships contribute to increasing the overall community member participation and affecting the success rate of finding solutions to complex issues (Bess et al, 2011).

Communities that desire to work with non-profit organizations should clearly set their values and goals. This sets non-profit organizations up for success in how they are able to maintain viability as an organization through maintaining transparency which allows them to be effective within the community. A key to success for non-profit organizations is ensuring a strong, consistent source of grassroots resources (ground-level stakeholders). These resources often provide a clear supporting voice as well as funding in advocating for the everyday people's needs apart from the bottom lines of corporate government (Silverman & Patterson, 2011). The relationships and work established between non-profit organizations, the local community and local government can be fundamental in increasing the political power behind community goals such as creating and maintaining sustainable community food systems, and consequently giving it a higher success in its rate of change (Hardina, 2006).

The Crandall family created a non-profit organization called ORIAS. ORIAS which stands for Oak Ridges Institute for Applied Sustainability, is a non-profit organization. The main mandates of ORIAS is to:

1. Develop and deliver 2-year Apprenticeship program leading to micro-franchise and/or employment options for graduates
2. Secure Land Leases with other land owners for replication purposes
3. Secure local investment dollars to launch micro-franchises/replicated businesses
4. Undertake unique applied research

These goals are to enable to the surrounding community in its ability to successfully advance their sustainable community food system (Rutten, 2014).

4.2.2 Importance of Contingency Planning: Business Resilience Management

This section will look at creating measures to evaluate business resilience management within a small-scale agribusiness in its ability to be viably successful and subsequently further the sustainability of community food systems. Resilience theory is found at the base of SBSC

and permaculture theory. Permaculture theory firstly observes the pre-established patterns of nature and to then further apply these patterns in their own context (King, 2008 & Akhtar et al, 2014). It is a key aspect of a healthy ecosystem to contain high indices of diversity and richness to ensure resiliency and future survival. A small-scale agribusiness's (MWF's) resilience is its level of contingency planning that gives the ability to adapt and implement disaster recovery and post-disaster strategies while ensuring the stability of their brand equity through maintaining continuous business operations (O'Connel et al, 2015).

Resilience Management begins with understanding how to create contingency plans and the business specific factors that go into them. These factors are integral to business operations and so become necessary to draw-up scenarios that go from best to worst case and create according contingency plans. Factors can be found both within the business in its internal strengths and its external opportunities. Internal factors include organisational behaviour along with the consequent managerial characteristics that ultimately produce the grade of product quality. External factors include the use of technology, the generation of capital, supply chain integration and flexibility, and location and marketing (Gunaserkaran *et al*, 2011 & Schwakbe, 2015).

4.2.2.1 Business resilience management as a driver for sustainable community food systems

In the lifespan of a business, states of growth and crisis remains constant, this can be seen in events such as economic recession and climate change. Resilience management will contribute a vigor to sustainable community food system by protecting its core principles of economic viability, ecologically sound practices, and socially just practices. Engaging in contingency planning and scenario making processes will allow small-scale agribusiness to explore and consider a wide range of outcomes that will contribute to effective long-term planning and overall success of the business.

4.2.3 Importance of Business Transformation – a combination of the first two with a gear towards embracing adapting to continue to meet values

This section will look at creating measures to evaluate business transformation within a small-scale agribusiness in its ability to be viably successful and subsequently further sustainable community food systems. Transformation in businesses is imperative in an constantly changing

world. From climate change to the dynamic changes consumer supply and demands go through, it is important to be able to keep the business relative and viable to produce its intrinsic goals and vision. Key questions that inform a business of the need for transformation can include pointing out factors such as:

- Changes in the ever-evolving market
- Comparing methods and success to other major competitors, and
- Creating a niche markets to gain competitive advantage and continue to develop a larger customer base (King, 2008).

A consideration to note is that all businesses in any sector are looking to adapt in hopes of outcompeting its competitors. Business transformation is a change management strategy which consolidates interests from business, environmental and social strategies (King, 2008).

Transformation itself is the ability to makes changes based on the active market and to become increasingly aligned with targeted customers in their selected markets and operate using lower costs by applying stay-in-market business strategies (Bithas *et al*, 2015).

Elements of transformation include a secure foundation of resilience management along with different forms of innovation, including social innovation, as well as adaptive management (Westley *et al*, 2014). For sustainable community food systems to succeed, small-scale agribusinesses like MWF must be able to be transformative. Referencing the unexpected changes, a business can go through is an important perspective to keep when thinking about adaptive management. It is important for businesses to not lose sight of their organizational vision when experiencing periods of growth, instead a businesses ability to incorporate the current situation of the environment or market into their vision produces a successful transformation and long-term success. Losing sight of the vision can cause instability in function and direction down the road. Connecting transformative growth opportunities with resilience management which uses contingency planning, will increase the business's ability to adapt and implement to evolving market demand and ensure the stability of their brand equity. For any business, innovation will have a large role as one of the key drivers in transformative success (Urbancova, 2013). Having a strong innovative capital within the culture of the business can make or break the transformation process, this includes both social and intellectual capital. Businesses that take initiative to develop products or programs to improve their social landscape

are able to develop niche marketplaces while simultaneously advancing the sustainability of their community.

The first step to achieving transformation and creating an atmosphere conducive to change is to identify the different strengths, weaknesses, opportunities as well as threats to change within a small-scale agribusiness's (MWF) components using the SBSC.

4.2.3.1 Business Transformation as a driver for sustainable community food systems

Just like the natural environment, food systems need to be able to adapt to system pressures such as climate change and increasing populations. Businesses that increase their ability to be transformative when involved in the production and distribution of food will advance the sustainability of their own community food system. One method which is in MWF vision statement, is for different small-scale agribusinesses to work together to provide security and opportunity to sustainably grow together. This growth can be seen from not only a financial security perspective in which savings can be achieved through sharing resources (knowledge and equipment) but also from an environmental perspective in which duplication and waste is limited (Andersson *et al*, 2005). This outlook is core in the vision of MWF and its goal to grow through replication.

5 METHODS

5.1 MATRIX: SBSC SWOT AS A BEST FIT FOR EVALUATING SUCCESS IN SOCIAL INNOVATION, RESILIENCE MANAGEMENT, AND TRANSFORMATION IN AGRIBUSINESSES

This study will take the four measures in a SWOT analysis and the four integral sectors of SBSC to form a matrix and to apply them to the three focus areas of social innovation within businesses, business resilience management, and business transformation (figure 5). The benefits of combining SBSC and SWOT can be seen in how neatly it lays out a base for businesses to build strategies from. The four measures in SBSC are critical as they are foundational in any for-

profit enterprise, this combined with the thinking of sustainability will push businesses to think beyond short-term solutions to long-term consequences and benefits. SWOT neatly plays in as it has a focused breakdown of the internal and external factors businesses encounter, allowing for an encompassing contextual matrix for businesses to utilize when strategically planning.

This study will then look at combining the important factors of social innovation within the business, the implementation of business resilience management, and business transformation to understand how this increases the success of small-scale agribusinesses and consequently furthers the sustainability of their community food system.

5.2 DOCUMENT ANALYSIS

Document analysis is a tool that evaluates previously drawn up documents in an organization and is used in this case study to understand where MWF is regarding strategic planning as well as then developing recommendations for their next steps (Bowen, 2009). Several previous documents created by the Crandall's regarding visioning and goals was assessed and cataloged into an excel document, to be examined in a methodical order to gain understanding of MWF status on strategic planning.

6 RESULTS & DISCUSSION

SWOT Sustainability Balanced Scorecard	Internal Factors					
	STRENGTHS			WEAKNESSES		
	Social Innovation	Resilience Management	Business Transformation	Social Innovation	Resilience Management	Business Transformation
FINANCIAL OBJECTIVES	Financial Objective Strengths of Social Innovation	Financial Objective Strengths of Resilience Management	Financial Objective strengths of Business Transformation	Financial Objective weakness of social innovation	Financial Objective weakness of Resilience Management	Financial Objective weakness of Business Transformation
CONSUMER DEMANDS	Consumer Demand Strengths of Social Innovation	Consumer Demand Strengths of Resilience Management	Consumer Demand Strengths of Business Transformation	Consumer Demand Weakness of Social Innovation	Consumer Demand Weakness of Resilience Management	Consumer Demand Weakness of Business Transformation
OPERATIONAL EFFICIENCY	Operational Efficiency Strengths in Social Innovation	Operational Efficiency Strengths in Resilience Management	Operational Efficiency Strengths in Business Transformation	Operational Efficiency Weaknesses in Social Innovation	Operational Efficiency Weaknesses in Resilience Management	Operational Efficiency Weaknesses in Business Transformation
INTELLECTUAL CAPITAL	Intellectual Capital Strengths in Social Innovation	Intellectual Capital Strengths in Resilience Management	Intellectual Capital Strengths in Business Transformation	Intellectual Capital Weaknesses in Social Innovation	Intellectual Capital Weaknesses in Resilience Management	Intellectual Capital Weaknesses in Business Transformation
SWOT Sustainability Balanced Scorecard	External Factors					
	OPPORTUNITIES			THREATS		
	Social Innovation	Resilience Management	Business Transformation	Social Innovation	Resilience Management	Business Transformation
FINANCIAL OBJECTIVES	Financial Objective opportunities of social innovation	Financial Objective opportunities of Resilience Management	Financial Objective opportunities of Business Transformation	Financial Objective threats of social innovation	Financial Objective threats of Resilience Management	Financial Objective threats of Business Transformation
CONSUMER DEMANDS	Consumer Demand Opportunities of Social Innovation	Consumer Demand Opportunities of Resilience Management	Consumer Demand Opportunities of Business Transformation	Consumer Demand Threats of Social Innovation	Consumer Demand Threats of Resilience Management	Consumer Demand Threats of Business Transformation
OPERATIONAL EFFICIENCY	Operational Efficiency Opportunities in Social Innovation	Operational Efficiency Opportunities in Resilience Management	Operational Efficiency Opportunities in Business Transformation	Operational Efficiency Threats in Social Innovation	Operational Efficiency Threats in Resilience Management	Operational Efficiency Threats in Business Transformation
INTELLECTUAL CAPITAL	Intellectual Capital Opportunities in Social Innovation	Intellectual Capital Opportunities in Resilience Management	Intellectual Capital Opportunities in Business Transformation	Intellectual Capital Threats in Social Innovation	Intellectual Capital Threats in Resilience Management	Intellectual Capital Threats in Business Transformation

Figure 5: The evaluative framework using SWOT and SBSC looking at a business's ability to succeed in fostering social innovation, resilience management and business transformation.

6.1 STRENGTHS

Strengths take an internal approach to assessing some business areas that are doing well such as the structure, capabilities, resources and skills. In this section, criteria that promotes the strengths of social innovation, resilience management and transformation in relations to a small-scale agribusinesses' financial, customer, internal processes and learning will be brought together.

6.1.1 Social Innovation

6.1.1.1 Financial Objectives

In this category, businesses should seek social innovations that strengthen their financial integrity and allow them to meet their financial objectives. The two criteria for an agribusiness that possess strength in its financial objectives, can be seen if the products and services that are developed are not only in line with consumer demand in their community context but, create enough of a net profit to align with the business' financial objectives (van der Have & Rubalcaba, 2016).

6.1.1.2 Consumer Demand

This category seeks to understand the perspective of the consumer demands within the community being catered to. With the overlying goal of social innovation, strength criteria for consumer demands in an agribusiness can be seen in its ability to directly connect to the community's needs such as food security, and balanced diets to the creation of products and services.

6.1.1.3 Operational Efficiency

When working towards goals of achieving social innovation, planning for its logistics and effects on the internal operations is integral to being able to succeed. The nature of social innovation is to call attention to not just the bottom line of the business but to the community. This can require community participation which takes more time in the solidification of strategic plan in the execution of the internal operational processes. A strength that a small-scale agribusiness might have in this section is its ability to adjust to the changing needs within the business in relation to employees, as soon as possible.

6.1.1.4 Intellectual Capital

Social innovation as a support to internal business learning in that it pushes businesses to meet market demands in newfound ways. A criterion for strength in this section is the number and strength of channels a business has in order to acquire understanding of both community needs and consumer demands.

6.1.1.5 Summary

In the goal of increasing social innovation the following strengths are indicators of success in pursuing sustainable community food systems. A small-scale agribusiness' ability to being efficient and effective communication with its community to create products and services for that community that fulfill a community need, has a consumer demand and are financially sound for the business.

6.1.2 Resilience Management

6.1.2.1 Financial Objectives

A strength for a business in the area of resilience management when considering financial objectives is creating contingency plans that put the business in different financial scenarios due to unplanned internal changes. Internally, a business should consider the dynamics of their employee and material resources and create scenarios that allow the creation of effective contingency plans for the business.

6.1.2.2 Consumer Demand

Small-scale agribusinesses should spend time understanding the past and current trends in consumer demand to gain the ability to project for future demands. A strength in an agribusiness can be in its ability to be prepared to supply those future demands. Creating a database with consumer trends can be very beneficial for businesses, examples of this in the context of small-scale agribusinesses can be the crop types that were most in demand and if possible understanding why that was in that year.

6.1.2.3 Operational Efficiency

Creating contingency plans for situations that can affect the businesses ability to carry out operations is an organizational strength. Contingency plans for employee loss or critical machinery are both ways of resilience management when considering the operational efficiency.

6.1.2.4 Intellectual Capital

Future's are unpredictable and the data that goes into contingency planning must be constantly updated. Business strength in this area can be indicated by the organizations ability to gather as much data on future trends in scenarios that could impact the products they deliver as well as their consumers.

6.1.2.5 Summary

In the goal of increasing resilience management, the following strengths are indicators of success in pursuing sustainable community food systems. A small-scale agribusiness' ability to create contingency plans based on future situations of surplus or decline in the cash flow of the business. To understand past and predict future consumer trends in product and service demand and to create strategies based on different scenarios. Additionally, a small-scale agribusiness' ability to create strategies to cope with internal fluctuations in regards to employee, machinery operations.

6.1.3 Business Transformation

6.1.3.1 Financial Objectives

A key strength when cultivating business transformation when trying to meet financial objectives is promoting the development and growth of the business. This can be done by promoting resilience management in taking into account risk contingency planning for the business's financial stakeholders. Fostering innovation which promotes a sense of financial growth through effective budgets and strategies that keeps the financial objectives of the company on the table and will ensure projects and goals will promote the longevity of the business.

6.1.3.2 Consumer Demand

A key strength when cultivating business transformation when trying to meet consumer demand is to promote the business' ability to meet consumer demand by means of growth (in size or in replication).

6.1.3.3 Operational Efficiency

A key strength when cultivating business transformation when trying to increase operational efficiency. A fluid operation can allow an effective transformation. Businesses that are critically assessing their internal operations in its efficiency will be able to find areas to improve on. These improvements will allow them to become more efficient in delivering the products and services to their customers.

6.1.3.4 Intellectual Capital

A key strength when cultivating business transformation when trying to increase intellectual capital is for a business to reflect internally on its current success in its ability to accomplish goals and gather information on how the business can evolve to better achieve its vision.

6.1.3.5 Summary

In the goal of increasing business transformation, the following strengths are indicators of success in pursuing sustainable community food systems. A small-scale agribusiness' ability to promote financial growth through effective budgets and strategies, creating niche markets for their consumer base, internally assessing the success in efficiency in production, and researching how the business can increasingly better meet demands while achieving their vision.

6.2 WEAKNESSES

Weaknesses take an internal approach to assessing businesses areas that are lacking its ability to be successful in reaching goals in relation to its structure, capabilities, resources and skills. In this section, sources of weaknesses will be identified that ultimately contribute as a hinderance in the businesses ability to promotes social innovation, resilience management and transformation in the facets of a small-scale agribusinesses' financial objectives, consumer demand, operational efficiency, and intellectual capital.

6.2.1 Social Innovation

6.2.1.1 Financial Objectives

Maintaining financial objectives while aiming to effectively transform a social landscape can be challenging. A weakness is the inability for businesses to balance meeting financial objectives when creating products and services that target social innovation. This can create holes in budgets and leave businesses open to future financial instability.

6.2.1.2 Consumer Demand

A weakness in businesses when trying to foster social innovation and meet consumer demands is its inability to accurately identify the needs of the community. This can lead to the

creation of unwanted products and services that consequently sets the business behind in that it uses up valuable time and resources in both planning and execution.

6.2.1.3 Operational Efficiency

The ability of the business's employees to understand the importance of the products and services they are developing in their community social landscape can factor into how effective the outcome is. An internal weakness for a small-scale agribusiness aiming to transform their community food system would be a lack of knowledge internally in understanding the concept of social innovation and how it factors into the business.

6.2.1.4 Intellectual Capital

Issues that prevent the advancement of sustainable community food systems is ongoing. A weakness within an small-scale agribusiness, is its inability to acquire knowledge on their community's current needs within the food system.

6.2.1.5 Summary

Weaknesses that can inhibit a business in fostering social innovation can be seen in how the businesses balances its financial goals while pursuing social change in their community, its ability to be aware of what the exact consumer demand is, how informed the employees are on the importance and goals of social innovation within the business, and finally the businesses ability to acquire knowledge on their community's needs in relation to sustainable community food systems can inhibit their ability to advance their sustainable community food system.

6.2.2 Resilience Management

6.2.2.1 Financial Objectives

Some weakness businesses can have when creating and meeting financial objectives is if they are unable to consider a range of scenarios that include not only the best but worst cases.

6.2.2.2 Consumer Demand

Assumptions in consumer demand can lead to financial vulnerability and instability. Assuming there will be no change in the future demands will not enable businesses to adapt in time to consumer demands and therefore, create financial instability in the future.

6.2.2.3 *Operational Efficiency*

Assumptions in the area of production regarding the stability and consistency of internal operations can create vulnerability later on. This can be in regards to employees, and equipment within the small-scale agribusiness.

6.2.2.4 *Intellectual Capital*

Development and growth is fundamental in business success. The foundations of development begin with how much a business can learn and develop its products and processes. Businesses that have not identified their sources of knowledge or have only one stream, are vulnerable and have the potential to find themselves with out an incoming sources of knowledge.

6.2.2.5 *Summary*

Weaknesses that can inhibit a business in fostering resilience management can be seen in how the businesses are unable to consider a range of worst case outcome scenarios, assumptions in future change in consumer demands, assumptions on future changes to internal processes such as turn over in employees and failure of equipment, and the inability for a business to identify or have multiple sources of knowledge can inhibit their ability to advance their sustainable community food system.

6.2.3 Business Transformation

6.2.3.1 *Financial Objectives*

Weaknesses regarding a small-scale agribusiness's pursuit of business transformation in their financial objectives can be its inability to adapt to new objectives depending on the current status of production capital and consumer demand.

6.2.3.2 *Consumer Demand*

Developing relationships with the local community to then be able to gather information on what the changing demands are, is integral for businesses to adapt to consumer demands. A weakness in businesses is having poor communication or are not up to date with current consumer demands.

6.2.3.3 *Operational Efficiency*

Even with the knowledge of a changing market and subsequent consumer demand, if a business cannot adapt its internal process to produce the products and services that is in current consumer demand, transformation will not be possible.

6.2.3.4 *Intellectual Capital*

Weakness in business transformation through intellectual capital can be a lack of understanding of the need for business transformation as well as a lack of understanding of research methods to then apply to their business.

6.2.3.5 *Summary*

Weaknesses that can inhibit a business in fostering business transformation can be seen in how the businesses fails to be ready to adapt to new financial objectives that become necessary for growth or maintenance of financial stability, a lack of communication with their customer base, the ability to be adaptable in their internal process to meet new consumer demands, and a lack of understanding for business transformation and research methods in adapting pertaining to their small-scale agribusiness. These weaknesses inhibit their ability to advance their sustainable community food system.

6.3 OPPORTUNITIES

Small-scale agribusinesses can come across or discover external opportunities that can ultimately help the business in advancing their goals and achieving their vision.

6.3.1 Social Innovation

6.3.1.1 *Financial Objectives*

Regarding social innovation, small-scale agribusinesses that are able to realize financial opportunities enable themselves the ability to meet their financial objectives. Opportunities for a small-scale agribusiness in the context of its financial objectives, would be in its ability to capitalize on the specific needs in their community context that creates a competitive edge in agribusiness marketplace.

6.3.1.2 Consumer Demands

Opportunities for meeting consumer demands can be sourced from observing and listening to the community's needs and realizing unmet areas that can be met.

6.3.1.3 Operational Efficiency

An opportunity can be in capitalizing on available stream of information from the local community, by taking advantage of the networks and relationships present within the community

6.3.1.4 Intellectual Capital

Small-scale agribusinesses can utilize different sources of information. Academic sources along with community grassroot sources will create a holistic advantage when trying to foster sustainable community food systems.

6.3.1.5 Summary

Opportunities that a small-scale agribusiness can gain from advancing social innovation, can be in realizing and capitalizing on needs in the community, through listening to customer needs, taking advantage of networks present within the community and taking advantage of multiple source types available to the small-scale agribusiness.

6.3.2 Resilience Management

6.3.2.1 Financial Objectives

Unplanned events can also positively affect small-scale agribusinesses, businesses that include planning scenarios that show an increase in the worth and amount of their products and services and what steps they would take to gain an advantage will allow them to further meet their financial objectives.

6.3.2.2 Consumer Demands

Businesses should be projecting future scenarios in which there is an opportunity to meet possible future unmet needs by their customer base. This will aid the business in giving it time to plan and forming potential resource lists in meeting those possible future demands.

6.3.2.3 Operational Efficiency

Small-scale agribusinesses are able to increase their operational efficiency through hiring individuals that can contribute to the strengthening of the business.

6.3.2.4 Intellectual Capital

Businesses that can explore new opening streams of innovation and information in the area of small-scale agribusinesses will increase their intellectual capital in its ability to promote resilience management. This can include external organizations or individuals.

6.3.2.5 Summary

Opportunities that a small-scale agribusiness can gain from advancing resilience management are seen in its ability to further the sustainability of their community food system. This can be achieved when they include planning scenarios that show an increase in the worth and amount of their products and services and what steps they would take to take advantage to further meet financial objectives.

6.3.3 Business Transformation

6.3.3.1 Financial Objectives

Successful innovations in strategic financial management in other small-scale agribusinesses, should be noted and possibly adapted by the company.

6.3.3.2 Consumer Demands

Small-scale agribusinesses can adapt by creating a niche marketplace for their customer base. This can be achieved by asking the current customer base what products and services they would like to see, or what needs the business can meet that they are not doing so already.

6.3.3.3 Operational Efficiency

Opportunities for adaptations in operational efficiency can take the form of looking for employees that will contribute in their skill sets to reaching closer to the business's vision.

6.3.3.4 Intellectual Capital

Small-scale agribusinesses should look for opportunities to adapt through increasing their intellectual capital by diversifying their streams of knowledge in business transformation.

6.3.3.5 Summary

Opportunities that a small-scale agribusiness can gain from advancing in business transformation can be seen in its ability to promote innovations found successful in other small-scale agribusinesses, reflecting on the needs their customers would like to see being met in the

future, looking for opportunities in employees in their skill set contribution to the company, as well as looking for opportunities in diversifying their streams of knowledge in business transformation.

6.4 THREATS

Threats are situations and events that happen to a business that negatively affect or could negatively affect the ability of a small-scale agribusinesses to succeed in advancing sustainable community food systems.

6.4.1 Social Innovation

6.4.1.1 Financial Objectives

A threat in businesses aiming to reach its financial objectives through social innovation can be seen through potential competitors that take business away.

6.4.1.2 Consumer Demands

A threat in businesses aiming to reach its consumer demands through social innovation can be seen in shifts in consumer behaviour. Whether the changing demands are products and services the business cannot provide completely or in a time period that is not manageable, this can affect the success businesses have promoting social innovation in their community food system.

6.4.1.3 Operational Efficiency

A threat in businesses aiming to reach its operational efficiency through social innovation can be an external influencing factors that inhibits the success of the business in its ability to produce its products and services for their consumer base. Threats can be an external force that takes away employees that contribute towards meeting social innovation within the business.

6.4.1.4 Intellectual Capital

A threat in businesses aiming to reach its intellectual capital through social innovation would be inhibition in any of their current knowledge streams. Whether it's denied accessibility or the end of the source itself.

6.4.1.5 Summary

Threats that can inhibit a small-scale business from maintaining and improving its capital for social innovation and can be seen in the external interferences such as competitors, meeting the changing consumer demands, loss of employees that contribute to social innovation within the business, and the loss of knowledge streams that contributed to social innovation. These inhibit their ability to advance their sustainable community food system.

6.4.2 Resilience Management

6.4.2.1 Financial Objectives

A threat in businesses aiming to reach its financial objectives through social innovation can be seen through the form of changes in government policy that could affect small-scale agribusinesses and the change in crop output due to climate change.

6.4.2.2 Consumer Demands

A threat in businesses aiming to reach its consumer demands through increasing resilience management can be seen through unexpected changes in consumer demands that is not in an already planned scenario.

6.4.2.3 Operational Efficiency

A threat in businesses aiming to reach its operational efficiency through increasing resilience management can be any influencing factors inhibit the business in its ability to strategically plan for the short and long-term. External threats that can cause key employees to leave through fluctuations in the job market.

6.4.2.4 Intellectual Capital

A threat in businesses aiming to reach its intellectual capital through increasing resilience management would be the inhibition in any of their current knowledge streams. Whether it's denied accessibility or the end of the source itself.

6.4.2.5 Summary

Threats that can inhibit a small-scale business from maintaining and improving its capital for social innovation can be seen in form external interferences such as changes in policy and climate, unexpected changes in consumer demands that is not in an already planned scenario,

fluctuations in job markets that affect employee turn over, and loss of access to building knowledge surrounding resilience management. These inhibit small-scale agribusinesses ability to advance their sustainable community food system.

6.4.3 Business Transformation

6.4.3.1 Financial Objectives

A threat in businesses aiming to reach its financial objectives through promoting business transformation can be the experience of having a limit to external resources available to adapt the current financial objectives to stronger objectives, unique to each small-scale agribusiness.

6.4.3.2 Consumer Demands

A threat in businesses aiming to reach its consumer demands through promoting business transformation is a lack of external technology available or developed that works with communicating the needs of the consumers to small-scale agribusinesses.

6.4.3.3 Operational Efficiency

A threat in businesses aiming to reach its operational efficiency through promoting business transformation can be the technology available that allows small-scale agribusiness to increase their efficiency in product creation, delivery and services.

6.4.3.4 Intellectual Capital

A threat for businesses aiming to increase its intellectual capital through promoting business transformation can be a lack of available knowledge streams for businesses to take advantage of and advance their understandings of intellectual capital.

6.4.3.5 Summary

External threats that face small-scale agribusinesses can take the form of limited amount of available resources available to adapt to stronger financial objectives, technology available for communicating and catering to consumer demand, technology available to increase operational efficiency and new available knowledge streams for advancing and adapting their intellectual capital. These will inhibit their ability to advance their sustainable community food system.

7 CASE STUDY APPLICATION: SBSC SWOT ANALYSIS ON MOUNT WOLFE FARM

Note: Orange highlights indicate recommendation for MWF.

SWOT	Internal Factors					
	STRENGTHS			WEAKNESSES		
Sustainability Balanced Scorecard	Social Innovation	Resilience Management	Business Transformation	Social Innovation	Resilience Management	Business Transformation
FINANCIAL OBJECTIVES	<p>Financial Objective Strengths of Social Innovation: ¼ of ORIAS's core functions: Develop and deliver 2-year Apprenticeship program leading to micro-franchise and/or employment options for graduates; Secure Land Leases with other land owners for replication purposes; Secure local investment dollars to launch micro-franchises/replicated businesses.</p>	<p>Financial Objective Strengths of Resilience Management: Needs to be drawn up.</p>	<p>Financial Objective strengths of Business Transformation: Growth is a part of the long-term goals for MWF. They have listed A detailed financial plan has been provided as an attachment to this business plan. This will ensure the good of sustainable community food systems is continued throughout their region.</p>	<p>Financial Objective weakness of social Innovation: Thus far, MWF has been unable to successfully start up ORIAS, which hinders the completion of the core functions of the non-profit organization, and consequently their ability to reach financial objectives in social innovation</p>	<p>Financial Objective weakness of Resilience Management: Currently, there are no contingency plans or scenarios that take into account the business's resources (labour and material)</p>	<p>Financial Objective weakness of Business Transformation: Growth is reliant upon one method of replication. It would be advisable to have multiple options of growth models that still align with the Crandall's vision</p>
CONSUMER DEMANDS	<p>Consumer Demand Strengths of Social Innovation: MWF is able to offer on property opportunities for their CSA members to get their hands "dirty" on the farm.</p>	<p>Consumer Demand Strengths of Resilience Management: Needs to be drawn up.</p>	<p>Consumer Demand Strengths of Business Transformation: With the concept of replication that the Crandall's plan to implement, comes the opportunity of fulfilling consumer demand across a wider landscape. MWF uses the service Farmigo that assist in drawing in and connecting customers to CSA farms</p>	<p>Consumer Demand Weakness of Social Innovation: What groups are being reached in the community, are there marginalized groups being overlooked?</p>	<p>Consumer Demand Weakness of Resilience Management: Currently, there are no contingency plans or scenarios that take into account the business's consumer demands</p>	<p>Consumer Demand Weakness of Business Transformation: Feedback on farmigo and its success. Example: How can we tell how far you've reached regarding customer base.</p>
OPERATIONAL EFFICIENCY	<p>Operational Efficiency Strengths in Social Innovation: Currently MWF is staffed mainly by the Crandall's, a strength here is that the employees have a good contextual understanding of the land they are working with and the direct community MWF is in. This can be seen in the option for CSA shareholder's to be farm stewards to reduce the cost of their share.</p>	<p>Operational Efficiency Strengths in Resilience Management: Needs to be drawn up.</p>	<p>Operational Efficiency Strengths in Business Transformation: There is a brief outline in how future farm managers and coordinators should be instructed</p>	<p>Operational Efficiency Weaknesses in Social Innovation: Organizational stagnation is often a weakness when keeping social innovation current and relevant to the organization. Understanding the lead up to stagnation as well as ideas for getting out of it would be beneficial to draw out.</p>	<p>Operational Efficiency Weaknesses in Resilience Management: A plan was created outlining responsibilities in the farm however, some individuals were not able to fulfill the role. This is an example for contingency planning to ensure future operational efficiency despite changes. These roles include: General manager, the farm manager, bookkeeper, accountant, farm administrative coordinator, IT software and management, farm stewards, apprentices</p>	<p>Operational Efficiency Weaknesses in Business Transformation: MWF has indicated future intentions of replications, however future understanding how this will affect long term internal operations has not been outlined.</p>
INTELLECTUAL CAPITAL	<p>Intellectual Capital Strengths in Social Innovation: Resources being used currently is the University of Waterloo</p>	<p>Intellectual Capital Strengths in Resilience Management: Needs to be drawn up.</p>	<p>Intellectual Capital Strengths in Business Transformation: Literature they used for the replication idea ex// Beacons of Scalable Hope. More details documented on this subject.</p>	<p>Intellectual Capital Weaknesses in Social Innovation: Need to diversify portfolio. Open new channels for social innovation, one avenue being the community</p>	<p>Intellectual Capital Weaknesses in Resilience Management: Farming is a profession that requires a diverse and practical knowledge base in order for a farmer to succeed. Operating a profitable farm requires a farmer to understand how to manage a farm operation in all its complexity. If a farmer doesn't have, or can't secure those skills, then it is unlikely that a farm operation will be profitable.</p>	<p>Intellectual Capital Weaknesses in Business Transformation: The negatives of this specific replication approach.</p>

SWOT	External Factors					
	OPPORTUNITIES			THREATS		
Sustainability Balanced Scorecard	Social Innovation	Resilience Management	Business Transformation	Social Innovation	Resilience Management	Business Transformation
FINANCIAL OBJECTIVES	<p>Financial Objective opportunities of social innovation: Currently a few key organizations that are known to share Mount Wolfe Farm's, such as Caledon Community Services, and selected NGOs, Early Childhood Development Centers, etc. Mount Wolfe Farm will also advertise in the popular, and local, quarterly magazine "In the Hills," which focuses on covering the local food and culinary scene in Caledon.</p>	<p>Financial Objective opportunities of Resilience Management: MWF currently has a 3-year plan to reevaluate their business plan based on realities and new opportunities. A contingency plan should be created to outline an exhaustive list of network opportunities and relationships that can be called upon.</p>	<p>Financial Objective opportunities of Business Transformation: MWF will sign land lease agreements with other farmland owners that ORIAS facilitates connections with, wherein population density and market conditions are comparable to the home farm location, and wherein, Mount Wolfe Farm is not competing with other existing CSA farms in that geographic range.</p>	<p>Financial Objective threats of social innovation: One conceivable threat would be the finding of a project that revolves around social innovation but does not match up to financial objectives which poses as a threat to financial integrity</p>	<p>Financial Objective threats of Resilience Management: These unique relationships that the Crandall's have and the business partnership that stem from them remains on the fact of these businesses remaining viable. A contingency plan should be created to prepare for alternate outcomes.</p>	<p>Financial Objective threats of Business Transformation: Farming is a business and it requires the ability to control costs and generate revenue. Supply chains must be managed and the market that the farm into requires a consistent quality of quality product. If a farmer can't get a product to market make a reasonable return, then the farm won't be operating very long.</p>
CONSUMER DEMANDS	<p>Consumer Demand Opportunities of Social Innovation: The local food system is a critical component of the biosphere reserve idea and contributing to the local sense of place within the community and for MWF consumer base. Sense of place is an important concept that underlies peoples' relationship to land and landscape and is critical to understand in pursuing new conservation strategies that might be informed by a greenbelt biosphere concept.</p>	<p>Consumer Demand Opportunities of Resilience Management: A contingency plan should be created that includes a list of potential opportunities that MWF can look into that fulfills their consumer demands now and into the future</p>	<p>Consumer Demand Opportunities of Business Transformation: Asking the question of how the community can contribute to furthering the growth and stability of MWF and in fulfilling their vision.</p>	<p>Consumer Demand Threats of Social Innovation: Unforeseen shifts in consumer demand can be seen as a threat as it can affect profit margins.</p>	<p>Consumer Demand Threats of Resilience Management: A list of potential scenarios that pose as threats to MWF being able to meet their consumer demand should be made.</p>	<p>Consumer Demand Threats of Business Transformation: As replication occurs, if the expanded areas do not have equal interest as the current community, it can become a threat to achieving the goal of replication and promoting sustainable community food systems.</p>
OPERATIONAL EFFICIENCY	<p>Operational Efficiency Opportunities in Social Innovation: Opportunities in this area could consist of connecting to members in the community that can contribute to the success of operational efficiency. This can be from day to day operations to special projects.</p>	<p>Operational Efficiency Opportunities in Resilience Management: A new farm employee dynamic is emerging that is characterized by entrepreneurial and educated youth, and equity and opportunity for employee retention and growth needs to be built into those relationships. Contingency plans should be drawn up that outline the various opportunities for support and growth from businesses in/surrounding the community in MWF projects, goals and vision.</p>	<p>Operational Efficiency Opportunities in Business Transformation: The success of Mount Wolfe Farm will be built on a foundation of local networks and relationships. The Crandall sisters are highly networked in Caledon, Peel Region and the Oak Ridges Moraine. Working with these organizations offer's an insight into consumer demands.</p>	<p>Operational Efficiency Threats in Social Innovation: Per the context of MWF and their employees, taking time to draw up what these threats would look like would be beneficial. Social innovation from an operational efficiency perspective can be the different backgrounds employees come from, thus offering unique perspectives and interdisciplinary learning.</p>	<p>Operational Efficiency Threats in Resilience Management: Contingency planning that considers multiple reliable sources of employees. Calculate the risk of failure for these sources not being able to come through. What the consequences would be as well as back-up options.</p>	<p>Operational Efficiency Threats in Business Transformation: The existing agricultural sector the ORM is not immune to pressures such as: urban growth pressures, high levels of farm debt, an aging farmer population, uncertain and highly fluctuating commodity prices, ag-investor companies consolidating land holdings and artificially driving up the cost of farm land. The factors often pose a threat to barrier to the growth of small scale agribusness</p>
INTELLECTUAL CAPITAL	<p>Intellectual Capital Opportunities in Social Innovation: ORIAS provides the opportunity of bringing in apprentices through funding provided by grants.</p>	<p>Intellectual Capital Opportunities in Resilience Management: Regarding the process of resilience management and contingency planning, new information on this type of planning should be engaged with.</p>	<p>Intellectual Capital Opportunities in Business Transformation: Updating business and management plans with current knowledge of the situation and best practices.</p>	<p>Intellectual Capital Threats in Social Innovation: Regarding ORIAS threats can be the inability to adhere to the standards required. Standards should be monitored for adherence and changes in requirements.</p>	<p>Intellectual Capital Threats in Resilience Management: The University of Waterloo seems to be a primary source using student research, however other sources should be invested into for stability as well as the benefit of different perspectives.</p>	<p>Intellectual Capital Threats in Business Transformation: A threat to MWF achieving goal of growing through replication can be a lack of cooperative businesses that are willing to adapt the MWF model and contribute to MWF replication goal.</p>

8 RECOMMENDATIONS

8.1 SOCIAL INNOVATION

Four areas regarding social innovation were not covered in the assessed MWF documents. The following are possible recommendations on understanding what can be done to better remediate the specific cross-section:

1. Consumer demand weakness of social innovation: What groups are being reached in the community, are there marginalized groups being overlooked?
2. Operational efficiency weaknesses in social innovation: Organizational stagnation is often a weakness when keeping social innovation current and relevant to the organization. Understanding the lead up to stagnation as well as ideas for getting out of it would be beneficial to draw out.
3. The external opportunities regarding social innovation in operational efficiency; opportunities in this area could consist of connecting to members in the community that can contribute to the success of operational efficiency. This can be from day to day operations to special projects.
4. The second being operational efficiency threats in social innovation. Per the context of MWF and their employees, taking time to draw up what these threats would look like would be beneficial. Social innovation from an operational efficiency perspective can be the different backgrounds employees come from, thus offering unique perspectives and interdisciplinary learning.

8.2 RESILIENCE MANAGEMENT

A clear area for improvement is in both the internal and external organizational aspect of resilience management. For the Crandall's to achieve their goals and vision, multiple avenues should be considered in the case of unforeseen circumstances. This will greatly add resilience to both the long and short-term endeavours of MWF.

Possible recommendations around external opportunities are as follows:

1. Financial objective opportunities of resilience management: A contingency plan should be created to outline an exhaustive list of network opportunities and relationships that can be called upon by MWF.
2. Consumer demand opportunities of resilience management: A contingency plan should be created that includes a list of potential opportunities that MWF can investigate that fulfills their consumer demands now and into the future.
3. Operational efficiency opportunities in resilience management: Contingency plans should be drawn up that outline the various opportunities for support and growth from businesses in/surrounding the community in MWF projects, goals and vision.
4. Intellectual capital opportunities in resilience management: Regarding the process of resilience management and contingency planning, new information on this type of planning should be engaged with.

Possible recommendations around external threats are as follows:

1. Financial objective threats of resilience management: These unique relationships that the Crandall's have and the business partnership that stem from them remains on the fact of these businesses remaining viable. A contingency plan should be created to prepare for alternate outcomes.
2. Consumer demand threats of resilience management: A list of potential scenarios that pose as threats to MWF being able to meet their consumer demand should be drawn up.
3. Operational efficiency threats in resilience management: Contingency planning that considers multiple reliable sources of employees (in all the various roles). Calculate the risk of failure for these sources not being able to come through. What the consequences would be as well as back-up options.

8.3 BUSINESS TRANSFORMATION

Four areas regarding business transformation were not covered in the assessed MWF documents. The following are possible recommendations on understanding what can be done to better remediate the specific cross-section:

1. Intellectual capital strengths in business transformation: Literature they used for the replication idea ex// Beacons of Scalable Hope. More details should be documented on this subject.
2. Financial objective weakness of business transformation: Is MWF's growth is reliant upon one method of replication. It would be advisable to have multiple options of growth models that still align with the Crandall's set vision.
3. Consumer demand weakness of business transformation: Feedback on *Farmigo* and its success. Example: How can you tell how far you've reached regarding customer base.
4. Consumer demand opportunities of business transformation: Asking the question of how the community can contribute to furthering the growth and stability of MWF and in fulfilling their vision.

9 CONCLUSION

Sustainability is vital to ensure viable livelihoods for future generations. Sustainability encapsulates ecological, social and economically sound practices that ensure the longevity and therefore, the sustainability of the production of food. MWF's vision created by the Crandall's is to be able to support livelihoods that are based off the land that consider ecological integrity and the long-term succession of the landscape. This study took these principles from MWF's vision and creating a business approach for small-scale agribusinesses by evaluating the social innovation, resilience management, and business transformation. While this study attempted to encapsulate as much of the work the Crandall's have already done, there are many gaps in knowledge still. This study relied heavily on previous documentation to understand the vision, and preliminary planning. Having in interviews would have added a layer of detail in the findings as well as fine-tuned the recommendations. As a foundation, the insight from this study will provide MWF with the tools to be able to take the next steps in strengthening their business model, creating projects that support financial objectives and reach into the surrounding community to create a sustainable future for their food systems.

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