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SSPICE IT!

Sustainability Skills Program for International Catering operators and Entrepreneurs through Integrated Training

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Teacher's manual

Module 7

MODULE TITLE	Economic Resilience and Adaptation in the Food Sector
HOURS	15

SUMMARY OF THE MODULE

This module educates learners on economic resilience in the food sector, including how to understand resilience, assess risks, apply adaptive strategies, and create resilience plans. It blends theory with practical activities and real-world case studies to prepare students for economic challenges in the food industry.

MAIN TOPICS COVERED

1. Economic Resilience in the Food Sector
2. Factors Contributing to Economic Vulnerability
3. Risks Affecting Economic Stability
4. Adaptive Strategies and Innovation
5. Building Resilience Plans in Food Businesses

ADDRESSED SKILLS

#12 Visualise future scenarios to help guide effort and action.

#18 Make decisions when the result of that decision is uncertain, partial or ambiguous, with risk of unintended outcomes.

#19 Handle fast-moving situations promptly and flexibly to solve conflicts and face up to competition.

SKILLS MEASUREMENT

N°	Skill	Descriptor	Level 1	Level 2	Level 3	Level 4	Level 5
12	Visualise future scenarios to help guide effort and action	This skill involves the ability to expect and imagine possible future scenarios to inform decision-making and strategic planning. It includes foresight in areas such as market trends, supply chain disruptions, and sustainable practices to ensure economic resilience.	Can envision straightforward future scenarios based on current trends, such as expecting gradual shifts in consumer preferences.	Able to imagine moderately complex future scenarios by considering multiple factors, like predicting the impact of changing trade regulations.	Can visualize intricate future scenarios, taking into account various uncertainties, such as expecting the effects of climate change on agriculture and food production.	Proficient in expecting overly complex future scenarios and their implications, such as preparing for extreme events like natural disasters or global economic crises.	Ability in foresight, with the ability to envision the most intricate and nuanced future scenarios to guide strategic actions effectively, including addressing unprecedented challenges like pandemics and rapid



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							technological advancements.
18	Make decisions when the result of that decision is uncertain, partial or ambiguous, with risk of unintended outcomes	This skill involves the ability to make informed decisions even when faced with uncertainty about market conditions, supply chain disruptions, and potential unintended consequences. It includes assessing risks and benefits, considering various scenarios, and choosing the best course of action to ensure the resilience of food-related businesses.	Can make basic decisions in well-defined situations with minimal ambiguity, such as routine operational choices.	Able to assess and make decisions in moderately uncertain situations, considering potential outcomes like supply chain disruptions or market fluctuations.	Can handle complex decision-making with high ambiguity, such as responding to unexpected crises, and assess potential risks to economic resilience.	Proficient in making decisions in highly uncertain contexts, considering multiple possible outcomes like global economic crises or extreme weather events.	Ability in decision-making under extreme uncertainty, with a deep understanding of potential unintended consequences and risk mitigation, as seen in the most challenging economic shocks.
19	Handle fast-moving situations promptly and flexibly to solve conflicts and face up to competition.	This skill involves the ability to adapt and respond swiftly in dynamic and competitive environments. It includes managing conflicts, addressing market changes, and staying agile to keep economic stability and resilience.	Can respond to simple conflicts with a basic level of flexibility, such as resolving minor supply chain disruptions.	Able to handle moderately complex situations promptly and adapt to competition, like adjusting product offerings in response to changing consumer preferences.	Can navigate and resolve conflicts effectively in fast-paced environments, showing flexibility when dealing with market fluctuations or trade disruptions.	Proficient in addressing complex conflicts promptly and flexibly, even in highly competitive scenarios, such as managing crises like the COVID-19 pandemic.	Mastery in handling the most challenging and fast-moving situations, proving exceptional flexibility and conflict resolution skills, as seen in responding to unprecedented

								economic challenges.
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EXERCISES

Exercise #1 – Economic Resilience Decision-Making Simulation

Pre-requisites	Got through the module's "Risk Assessment and Adaptation" chapter
Time	60 minutes
Tools	Pen and paper, computer with internet access
Addressed skills	#29: Make decisions when the result of that decision is uncertain, partial or ambiguous, with risk of unintended outcomes. #16: Visualize future scenarios to help guide effort and action
Addressed level of the skills	#29: Levels 2 and 3 #16: Levels 2 and 3
Objectives	1. To practice making strategic decisions under uncertainty. 2. To develop the ability to expect and plan for future scenarios.

Instructions to the students:

- You will take part in a simulation where you are managing a food distribution company in a volatile market.
- You will receive information about current market conditions, supply chain disruptions, and potential risks (they are described at the comments section below).
- Make decisions about inventory, pricing, and supply chain management to ensure the company's economic resilience.
- Consider different future scenarios, such as changes in consumer demand or unexpected supply chain interruptions.
- After several rounds of decision-making, reflect on the outcomes and the effectiveness of your strategies.

Criteria:

- Consider the student's capacity to make informed decisions in a volatile market: 0 (not capable) – 4 (very capable)
- Evaluate the student's ability to adapt strategies based on changing conditions and risks: 0 (not able) – 4 (very able)
- Assess how effectively the student expects and plans for future scenarios: 0 (not effective) – 4 (amazingly effective)
- Consider the student's ability to develop strategies that account for different economic scenarios: 0 (not strategic) – 4 (very strategic)
- Evaluate the student's success in keeping economic resilience throughout the simulation: 0 (not successful) – 4 (phenomenally successful)
- Consider the impact of the student's decisions on the company's performance and sustainability: 0 (not impactful) – 4 (very impactful)

CRITERIA	NOTATION				
	0	1	2	3	4
Consider the student's ability to make informed decisions in a volatile market.					
Evaluate the student's ability to adapt strategies based on changing conditions and risks.					
Assess how effectively the student expects and plans for future scenarios.					
Consider the student's ability to develop strategies that account for different economic scenarios.					
Evaluate the student's success in keeping economic resilience throughout the simulation.					
Consider the impact of the student's decisions on the company's performance and sustainability.					

NOTATION / TOTAL	/24
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Comments:

This exercise encourages students to develop their visualization skills and consider multiple factors when planning for economic resilience in the food sector, aligning with the module's aims.

In addition, here's some fictional information about current market conditions, supply chain disruptions, and potential risks for the simulation:

- **Current Market Conditions:**

Market Demand Fluctuations: The market has experienced unpredictable shifts in consumer demand over the last few months. For example, there has been a sudden surge in demand for organic and locally sourced products, while processed and non-perishable goods have seen a temporary decline in demand.

Global Price Volatility: Commodity prices, such as wheat and soybeans, have been highly volatile due to extreme weather events in key producing regions. This has resulted in inconsistent pricing for essential ingredients.

Consumer Behaviour Changes: Consumers are increasingly concerned about sustainability and ethical sourcing. They are willing to pay a premium for products that align with these values.

- **Supply Chain Disruptions:**

Transportation Challenges: Shipping and transportation disruptions have become frequent due to labour strikes at major ports and shortages of truck drivers. This has led to delays in receiving essential ingredients.

Supplier Issues: One of your key suppliers has met financial difficulties, leading to a potential interruption in the supply of a critical ingredient.

Quality Control Problems: Recent quality control issues in your production facility have led to a temporary halt in production, affecting your inventory levels.

- **Potential Risks:**

Economic Recession: There are growing concerns about an impending economic recession, which could affect consumer spending habits and overall market stability.

Legislative Changes: New government regulations related to food safety and labelling may require costly adjustments to your operations.

Competitive Threats: New competitors have entered the market, offering innovative products at competitive prices, posing a challenge to your market share.

These fictional scenarios should supply a basis for the simulation, allowing participants to make informed decisions in a dynamic and uncertain environment.

Exercise #2 – Conflict Resolution and Adaptation Workshop	
Pre-requisites	None
Time	60 minutes
Tools	Whiteboard, markers, flip charts, case studies
Addressed skills	#30: Handle fast-moving situations promptly and flexibly to solve conflicts and face up to competition.
Addressed level of the skills	#30: Levels 2 and 3
Objectives	<ol style="list-style-type: none"> 1. To develop conflict resolution skills in a fast-paced business environment. 2. To enhance adaptability in responding to competitive challenges.

Instructions to the students:

- You will take part in a workshop focused on conflict resolution and adaptation.
- Review case studies of businesses facing conflicts and competition in the food sector.
- Work in groups to brainstorm and propose adaptive strategies to address the challenges presented in the case studies.
- Present your strategies and engage in discussions on their feasibility and effectiveness.
- Reflect on the importance of prompt decision-making and adaptability in keeping economic resilience.

Criteria:

- Ability to propose effective conflict resolution strategies: 0 (not capable) – 4 (very capable)
- Demonstrated adaptability in responding to competitive challenges: 0 (not able) – 4 (very able)
- Contribution to group discussions and quality of reflections: 0 (not effective) – 4 (amazingly effective)

CRITERIA	NOTATION				
	0	1	2	3	4
Ability to propose effective conflict resolution strategies.					
Demonstrated adaptability in responding to competitive challenges.					
Contribution to group discussions and quality of reflections					
NOTATION / TOTAL	/12				

Comments:

This exercise provides students with hands-on experience in resolving conflicts and adapting to competitive situations, aligning with the module's focus on economic resilience.

Exercise #3 – Economic Scenarios Visualization Challenge	
Pre-requisites	None
Time	60 minutes
Tools	Computers with internet access, presentation software

Addressed skills	#16: Visualize future scenarios to help guide effort and action.
Addressed level of the skills	#16: Levels 2 and 3
Objectives	<ol style="list-style-type: none"> To enhance the ability to visualize and communicate future economic scenarios. To develop skills in considering multiple factors when planning for economic resilience.

Instructions to the students:

- You will take part in a visualization challenge focused on economic scenarios in the food sector.
- Select a specific economic challenge or scenario related to the food industry (e.g., supply chain disruption, changing consumer preferences).
- Create a visual presentation that illustrates the current situation, potential future scenarios, and strategies for economic resilience.
- Present your visualization to the class, explaining the factors and uncertainties considered in your scenario planning.
- Engage in discussions on the effectiveness of various strategies presented.

Criteria:

- Clarity and effectiveness of the visualization: 0 (not capable) – 4 (very capable)
- Consideration of relevant factors and uncertainties in scenario planning: 0 (not able) – 4 (very able)
- Quality of presentation and participation in discussions: 0 (not effective) – 4 (amazingly effective)

CRITERIA	NOTATION				
	0	1	2	3	4
Clarity and effectiveness of the visualization.					
Consideration of relevant factors and uncertainties in scenario planning.					
Quality of presentation and participation in discussions.					

NOTATION / TOTAL	/12
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Comments:

This exercise encourages students to develop their visualization skills and consider multiple factors when planning for economic resilience in the food sector, aligning with the module's aims.

FINAL TASK MODULE 7: WORKSHOP "Building Economic Resilience in the Food Sector: Innovations, Strategies, and Sustainable Procedures"	
Pre-requisites	Overview on the Module 7: Economic Resilience and Adaptation in the Food Sector
Time	180 minutes
Tools	Computers with internet access, Pen and paper
Addressed skills	<p>#29 Make decisions when the result of that decision is uncertain, partial or ambiguous, with risk of unintended outcomes.</p> <p>#30 Handle fast-moving situations promptly and flexibly to solve conflicts and face up to competition.</p> <p>#16 Visualise future scenarios to help guide effort and action</p>
Addressed level of the skills	All skills Levels 3 and 4
Topic area	"Strategies for Economic Resilience in the Food Sector: Innovations, Sustainability, and Comprehensive Planning"
Objective(s)	<ol style="list-style-type: none"> 1. Grasp the importance of economic resilience in the food sector, encompassing the roles, responsibilities, and clear goal-setting necessary for building resilience. 2. Dive into various innovative practices and real-world case studies, fostering an environment for brainstorming and idea generation tailored to the food sector. 3. Engage in hands-on design of resilience procedures, share insights through presentations, and evaluate the workshop's effectiveness to ensure continuous learning and improvement.

Instructions to the students:

- Review basic concepts on economic resilience in the food sector and reflect on personal observations.
- Engage with an open mind, understanding varied roles, and consistently take notes during the workshop.
- Familiarize yourself with supplied innovative practices and critically analyse case studies.
- Embrace group interactions, actively share ideas, and respect peer contributions.
- Apply creative thinking and use visual aids for designing resilience strategies.
- Be open to feedback during presentations and ensure clear communication of ideas.
- Prioritize punctuality and keep a respectful and professional demeanour throughout.

Criteria: Use the following criteria to assess students' performance during the workshop:

CRITERIA	NOTATION	
	RATING	%
Active Participation		
Did the student actively engage in discussions and activities?		5%
Goal Setting		
How well did the student define clear goals for economic resilience in the food sector?		10%
Role Definition		
How effectively did the student define roles and responsibilities within an organization for economic resilience?		10%
Innovative Practices		
Did the student prove an understanding of innovative practices in the food sector, and were their ideas creative and possible?		15%
Comprehensive Procedure Design		

How well did the student design a comprehensive economic resilience procedure, considering sustainability and innovative practices?		20%
Presentation Skills		
Did the student effectively communicate their procedure to the class?		10%
Participation in Group Discussions		
Did the student actively contribute to group discussions and supply constructive feedback to peers?		10%
Overall Understanding		
To what extent did the student grasp the concepts of economic resilience and adaptation in the food sector?		10%
NOTATION	/100	

Added material:

Here's a list of potential additional materials:

1. Reading Materials:

- Books:
 - "The Third Plate" by Dan Barber
 - "The Omnivore's Dilemma" by Michael Pollan
- Articles:
 - "Building Resilience in Supply Chains" from the World Economic Forum
 - Recent reports on food sector challenges and resilience strategies from FAO (Food and Agriculture Organization)

2. Case Studies:

- Detailed analyses of companies that successfully adapted to challenges in the food sector.

- Breakdown of failures: companies that faced crises and didn't manage to adapt, highlighting lessons learned.
3. Multimedia Resources:
 - Documentaries:
 - "Fed Up" – about the American food industry.
 - "Food Inc." – examining corporate farming.
 - Podcasts:
 - "The Future of Agriculture" – innovations and trends in agriculture.
 - "Eat Sleep Grow Repeat" – focusing on sustainability and innovation in food.
 4. Interactive Tools:
 - Digital Simulations: Software or apps that allow students to simulate supply chain disruptions and try to mitigate them.
 - Interactive Quizzes: To test knowledge retention and application.
 5. Guest Speakers:
 - Invite industry experts, such as food supply chain managers, agricultural innovators, or sustainability officers, to share their experiences and insights.
 6. Hands-on Activities:
 - Scenario Cards: Real-world challenges that the food sector might face (e.g., a sudden disruption in the supply of a key ingredient) and students can strategize around them.
 - Model Kits: Physical or digital tools for students to design and visualize resilient food production and supply systems.
 7. Evaluation Tools:
 - Feedback Surveys: Digital platforms like Google Forms or SurveyMonkey to collect participant feedback.
 - Progress Trackers: Digital tools or apps to check student progress throughout the workshop.

Comments:

This workshop aims on equipping participants with comprehensive knowledge, innovative practices, and hands-on strategies to foster economic resilience and sustainability within the food sector.

SUGGESTED SCHEDULE

HOURS	ACTIVITIES
3	Chapter 1 Economic Resilience Fundamentals
1	Exercise 1
3	Chapter 2 Risk Assessment and Adaptation
1	Exercise 2
3	Chapter 3 Strategies for Sustainable Implementation
1	Exercise 3
3	Final task: Workshop

PEDAGOGICAL SUGGESTIONS AND GENERAL REMARKS

Pedagogical Suggestions:

Diversify Learning Modalities: To cater to different learning styles, consider integrating more multimedia elements like videos, podcasts, or interactive simulations.

Pre-Workshop Engagement: Supply preparatory materials or pre-assessments to gauge participants' baseline knowledge, helping tailor the workshop more effectively.

Breakout Sessions: During group brainstorming or design activities, divide participants into smaller breakout groups, fostering deeper discussions and collaboration.

Real-time Polling: Use tools for real-time feedback or to gauge participants' opinions during discussions, making sessions more interactive (Slido or Mentimeter)

Follow-up Sessions: Organize post-workshop sessions to revisit key concepts, address any queries, or discuss the practical application of strategies in participants' unique contexts.

Peer Review: Encourage participants to review each other's designs or strategies, fostering peer learning and a more diverse set of feedback.

Digital Platforms: Use a dedicated online platform where participants can access all workshop materials, discuss topics, and share added resources even after the workshop concludes.

Guest Expertise: Consider bringing in more guest speakers from various domains of the food sector to supply diverse perspectives and enrich discussions.

General Remarks:

Comprehensiveness: The workshop covers a broad spectrum of topics related to economic resilience in the food sector, ensuring participants receive a holistic understanding.

Relevance: By incorporating real-world case studies and innovative practices, the workshop stays grounded in current industry challenges and solutions.

Interactivity: The emphasis on group brainstorming, hands-on design, and presentation ensures active engagement and peer learning.

Feedback Integration: The inclusion of evaluation and feedback mechanisms underscores the workshop's commitment to continuous improvement.

SELF-EVALUATION GRIDS

For some of the exercises included in the Module 7 we designed self-evaluation grids in order to help students assess their own knowledge. As an additional pedagogical exercise, you can use them with your students while assisting them during this activity.

1. Evaluation grid of exercise "Survey for students"

This exercise is featured in the chapter "Economic Resilience Fundamentals" of the seventh module.

<i>1. Familiarity with Economic Resilience</i>	The student will choose truthfully the answer that's most suitable in their case.
<i>2. Identifying Economic Vulnerabilities</i>	The student will choose all answers that apply in their opinion.
<i>3. Impact of Climate Change</i>	<input type="checkbox"/> 1: Not competent – I couldn't explain the impact effectively. <input type="checkbox"/> 2: Somewhat competent – My explanation was basic and lacked detail. <input type="checkbox"/> 3: Competent – I provided a clear explanation of the impact. <input type="checkbox"/> 4: Highly competent – My explanation was comprehensive and insightful.
<i>4. Challenges During COVID-19</i>	<input type="checkbox"/> 1: Not competent – I couldn't identify specific challenges. <input type="checkbox"/> 2: Somewhat competent – I identified a few challenges but missed some. <input type="checkbox"/> 3: Competent – I accurately listed several specific challenges. <input type="checkbox"/> 4: Highly competent – I identified a wide range of specific challenges
<i>5. Enhancing Economic Resilience Strategies</i>	<input type="checkbox"/> 1: Not competent – I selected ineffective strategies. <input type="checkbox"/> 2: Somewhat competent – I chose a few effective strategies. <input type="checkbox"/> 3: Competent – I correctly selected most effective strategies. <input type="checkbox"/> 4: Highly competent – I accurately chose all effective strategies.
<i>6. Consumer Demand for Locally Sourced and Organic Food</i>	<input type="checkbox"/> 1: Not competent – I couldn't analyze the impact effectively. <input type="checkbox"/> 2: Somewhat competent – My analysis was basic and lacked depth. <input type="checkbox"/> 3: Competent – I provided a clear analysis of the impact. <input type="checkbox"/> 4: Highly competent – My analysis was comprehensive and insightful.
<i>7. Confidence in Identifying and Addressing Economic Vulnerabilities</i>	<input type="checkbox"/> 1: Not confident at all – I lack confidence in this ability. <input type="checkbox"/> 2: Somewhat confident – I have limited confidence. <input type="checkbox"/> 3: Confident – I feel reasonably confident in my ability. <input type="checkbox"/> 4: Very confident – I am highly confident in my ability.
<i>8. Additional Economic Vulnerabilities of Interest</i>	<input type="checkbox"/> 1: Not competent – I couldn't identify any additional vulnerabilities. <input type="checkbox"/> 2: Somewhat competent – I identified a

	<p>few but missed some.</p> <p>[] 3: Competent – I accurately listed most of the additional vulnerabilities.</p> <p>[] 4: Highly competent – I identified a wide range of additional vulnerabilities.</p>
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2. Evaluation grid for the exercise "Creating a Financial Sheet for Your Business Idea"

Criteria	Excellent (5)	Very well (4)	Good (3)	Needs to improve (2)	Inadequate (1)
Business Overview	Clear overview with insightful details.	Concise overview with relevant information.	Adequate overview but lacking some key details.	Limited information, missing critical elements.	Insufficient or unclear business overview.
Initial Investments	Thorough and well-justified breakdown of initial expenses.	Clear breakdown with appropriate justification.	Adequate breakdown but lacks some justifications.	Incomplete breakdown, missing justifications.	Missing or unclear breakdown of initial investments.
Staff Costs	Accurate estimation of hiring expenses, including salaries, benefits, and training.	Reasonably accurate estimation with some justification.	Adequate estimation but lacks some clarity or justification.	Inaccurate estimation or significant gaps in justification.	Missing or unclear estimation of staff costs.
Rates and Pricing	Well-reasoned pricing structure with clear explanations.	Logical pricing structure with adequate explanations.	Adequate pricing structure but lacking some justification.	Pricing structure lacks clarity or justification.	Missing or unclear pricing structure.
Operating Expenses	Clear identification of ongoing costs with realistic estimates.	Clear identification of most ongoing costs with reasonable	Adequate identification of ongoing costs but with some	Incomplete identification of ongoing costs,	Missing or unclear identification of operating expenses.



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		estimates.	gaps.	lacking estimates.	
Sales Revenues	Accurate and well-supported projection of sales revenues.	Reasonably accurate sales revenue projection with some support.	Adequate sales revenue projection but lacking some support.	Inaccurate sales revenue projection or significant gaps in support.	Missing or unclear sales revenue projection.
Profit and Loss Statement	Clear and logically structured profit and loss statement.	Well-organized profit and loss statement with minor improvements possible.	Adequate profit and loss statement but with some structural issues.	Incomplete or confusing profit and loss statement.	Missing or unclear profit and loss statement.
Economic Viability	Thorough and insightful assessment of economic viability using key ratios.	Reasonably thorough assessment with some insightful points.	Adequate assessment of economic viability but with some gaps.	Incomplete or superficial assessment of economic viability.	Missing or unclear assessment of economic viability.
Presentation and Clarity	Professionally presented with exceptional clarity.	Well-presented with good overall clarity.	Adequate presentation but may benefit from improved clarity.	Presentation lacks professionalism or significant clarity issues.	Poorly presented with little clarity.
Justifications and Explanations	Clear and compelling justifications for financial decisions.	Adequate justifications with room for improvement.	Some justifications provided but lacking clarity or depth.	Weak or insufficient justifications for financial decisions.	Missing or unclear justifications.
Overall Understanding	Demonstrates a comprehensive understanding	Shows a good understanding with some	Adequate understanding but with notable	Limited understanding of financial planning	Poor understanding of financial planning



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	ng financial planning essentials.	of room for improvement.	gaps.	essentials.	essentials.
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