

European Innovation Partnership Wales

Developing the Cambrian Mountain Beef group to manage and expand their short supply chain

Final Report

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Executive Summary

By adopting short food supply chains, farmers can sell their produce directly to consumers, or with minimum intermediaries, allowing producers more control over the whole process. Short supply chains are increasing in popularity as consumers want fresh, seasonal produce with a strong provenance story. Short supply chains represent an alternative to conventional longer food chains where small farmers often have little bargaining power and the consumer cannot trace the food to a specific producer.

Short food supply chains have the potential to bring together producers and consumers, and increase added value for producers in the food chain. This can improve farm income, increase competitiveness and support environmental sustainability, provided that the chain is organised in an efficient way and costs are clearly calculated.

In 2015, the Cambrian Mountains Beef Group established a successful, short supply chain with a large catering butcher who supplied hotels and high end restaurants in and around London and the Midlands. The group of farmers worked hard to get to this stage, with strong support from supply chain and marketing specialists via the Cambrian Mountains Initiative. When the Cambrian Mountains Initiative came to an end, the Cambrian Mountains Beef group decided that an appropriate next step would be to develop their group further in order that they could manage and expand their markets in a self-sustained manner.

This EIP project aimed to support this supply chain in the long term by providing access to technical specialists and methods and resources to develop the group as a self-sufficient entity. Furthermore, the skills and resources developing by the group, invigorated their individual farming businesses, and increased their resilience.

The producers are passionate advocates for Cambrian Mountains Beef, and this project enabled them to develop and adopt the appropriate skills to engage with customers and grow their market.

The Project aims were:-

- To develop confidence within the producer group in their ability to manage a short supply chain, through providing relevant technical expertise and resources to develop the Cambrian Mountains Beef supply chain
- To develop an understanding of the requirements of existing and potential customers
- To address the needs of farming businesses within the group, with regards to direct marketing of produce in order to secure long term, short supply chains
- To encourage current and future producers to develop their business and marketing skills and supply chain knowledge, thereby developing better business resilience
- To expand the current market supplied by Cambrian Mountains Beef and add value to their produce, in order to support the local community within the Cambrian Mountains
- To develop a long term sustainability strategy for the group after EIP funding has ended

Experimental Design

Five farming families living around Llanidloes and Rhayader participated in the project. The project was designed in 2 phases, as detailed below.

Phase 1: Development of producer resources (February 2018 – February 2020)

Members of the group participated in a series of in-depth workshops with technical experts, in order to develop their knowledge and skills in the following areas:

- Marketing Strategy: 5 Marketing P's
- Social media/ website planning and implementation
- Investigating box scheme options
- Marketing, social media and how to communicate with consumers
- Sales development, processing & logistics
- Setting up a small food business and marketing support available
- Red meat processing & butchery

- Food business grants and other funding streams

Phase 2: Implementation of producer resources (February 2018 – September 2019)

The second phase of the project was to enable the producers to implement the skills and knowledge that they had developed through the workshops. The purpose of these events was to promote Cambrian Mountains Beef. The producers would advertise the event, provide product samples and engage with current and potential customers to discuss the product. It was decided that the group would target potential customers at formal introductory meetings and through large corporate events.

Formal introductory meetings were arranged with a major UK retailer in February 2018, a local abattoir and a potential export client in May and June 2018.

Meanwhile the group also provided beef and promoted it at a large corporate event – the Jaguar Landrover endurance event, 13-15 September 2019.

During the marketing workshops run by Authentic Marketing, the group decided to explore the development of a boxed beef scheme. With the guidance and support of the Authentic Marketing team, the group investigated the methods that other boxed beef providers used to promote, collate orders and deliver orders to customers, as well as carrying out taste tests on the products ordered.

More information about the organisations which provided the workshops is detailed in Appendix 1.

Project Outputs

The workshops provided in Phase 1 of the project, and the events and meetings the group members participated in in Phase 2 of the project, enabled the group to expand their knowledge and put the following skills into practice:

- Development of a marketing strategy for the Cambrian Mountains Beef brand, understanding the value of communication through social media and the Cambrian Mountains Beef website.
- Identification of potential markets and customers, using different techniques to communicate with them, including face-to-face formal meetings, corporate events and social media.
- Identifying and addressing the needs of the individual farm businesses, regarding direct marketing.
- Understanding the needs of the customer, in order to secure long term, short supply chains.
- Involving the next generation of farmers within the group, in order to develop their skills and develop the self-sufficiency of the supply chain. Skills developed included direct selling, and working together with other members of the group and external parties, to process and market Cambrian Mountains Beef. Younger members of the group took on roles such as managing the social media accounts and the website. All the younger members of the group were very engaged in the butchery workshops. They expressed an interest in further developing the relationship with the local butcher, including helping him at busy times and working with the butchery business to develop a boxed beef scheme.
- Resources have been developed for the group to use going forward. These resources include:
 - Producer forecasts – to manage the supply of cattle and demonstrate the availability of beef to potential customers
 - The process required to register as a food processing business
 - How carcass meat yield calculations and pricing schedules are calculated
 - Meat education programme modules with a view to applying for butchery certification
 - The processes required when considering logistics and packaging of product
 - A business plan which could be used to support future funding applications.

A clear legacy for the project has been set out, with the group agreeing to develop a box scheme offering. The group now have the skills and resources available to them to take this venture forward. The group will progress with their registration as a food business, working with a local butcher.

In the longer term, the group are investigating how and where they could locate refrigerated storage for Cambrian Mountains Beef.

Methodology and results

Phase 1: Development of producer resources

Methodology

The Cambrian Mountains Beef group identified the workshops they would like at the outset of the project. Working with the Innovation Broker, the group identified workshop providers and arranged appropriate, bespoke workshops on the following topics.

Workshop Topic	Provider	Date of workshops
Marketing Strategy: 5 Marketing P's	Caroline Hanna & Bethan Reynolds, Authentic Marketing	15/02/2018
Social media/ website planning and implementation	Caroline Hanna & Bethan Reynolds, Authentic Marketing	05/11/2018
Investigating box scheme options	Caroline Hanna & Bethan Reynolds, Authentic Marketing	03/12/2018
Sales development, processing & logistics	Lord Newborough and Rhug Estate team	07/05/2019
Setting up a small food business and marketing support available	Lowri Davies, Cywain	10/06/2019
Red meat processing & butchery	Marcus Williams, Williams Family Butchers	13 days of 1-2-1 and group training between September 2019 and February 2020
Food business grants and other funding streams	Cate Barrow, ADAS	17/02/2020

Work shop 1 - Marketing Strategy: 5 Marketing P's

The aim of this workshop was to develop the marketing skills of the members of the Cambrian Mountains Beef group in order that they will be able to develop and manage their own marketing strategy.

Workshop Results

The Authentic Marketing team provided this workshop for the group. The attendees identified and developed the following for the Cambrian Mountains Beef brand:

- Positioning of the brand in the market i.e. top end or commodity
- Product and its unique selling points
- Price in relation to other similar products
- Place – identifying potential routes to market
- Promotion – how to reach target customers

Recommendations and Action taken

This workshop enabled the group to develop their marketing skills so that they could design their marketing strategy. The group members who attended the workshop reviewed their existing marketing materials and brand principles, agreeing that these were still suitable to market the brand. It was agreed that a marketing campaign would be developed once new customers had been identified.

This workshop also enabled the group to consider how they would use their newly developed marketing skills in their individual farm businesses.

Workshop 2 - Social media/ website planning and implementation

The aim of this workshop was to develop the social media knowledge of the members of the group and ensure that they understood the benefits of marketing their produce through social media and their own website. The workshop also facilitated the discussion about which members of the group will take on the management of the social media channels and the website.

Workshop Results

The Authentic Marketing team provided this workshop for the group. Social media strategies were discussed and how communications through social media could be developed. The Cambrian Mountains Beef group do have a website and a Facebook page which they would like to manage more effectively.

The workshop enabled the group to understand the benefits of developing the use of social media and website planning, as well as managing and using their existing brand assets. This would be incorporated into the marketing strategy for the group.

The website - <http://cambrianmountainsbeef.co.uk/> - was discussed and how it can be managed and updated. The company that had been managing the website (Greenweeds) can no longer manage the website and therefore the Cambrian Mountains Beef group members will take on this management and development of the website with support from an alternative website design company.

Recommendations and Action taken

Two of the members of the group agreed to take on the management and development of the group social media channels and the website. Two companies that could help with Wordpress updates on the website, ecommerce page design and IT training for group members were identified and contacted – Gwe Cambrian Web and Mid Wales Design. Greenweeds were contacted and have sent across all the brand assets to the group, including an excellent portfolio of images that can be used on marketing materials.

Workshop 3 - Investigating box scheme options

The aim of this workshop was to look at a number of beef box schemes from across the UK and how the Cambrian Mountains Beef could set up their own box scheme.

Workshop Results

The Authentic Marketing team provided this workshop to explore the opportunities available to develop a Cambrian Mountains Beef box scheme.

The group discussed the methods that other boxed meat providers use to promote their products, collate orders and deliver orders to customers. The group also ordered product from a selection of box schemes and carried out taste tests on the products ordered.

Beef products were ordered from four box scheme providers located across the UK. Rump steak, sirloin steak, fillet steak and burgers were ordered from each provider and the products were evaluated by the Cambrian Mountains Beef producer group against the following criteria:

- Ease of use of website, appearance of website, product descriptions, ease of ordering
- Delivery cost, timescale for delivery, updates provided about order, type of courier used
- Quality and integrity of packaging of products, appearance of products, use by dates, whether product had previously been frozen
- Raw and cooked appearance of products, aroma, texture and taste.

Recommendations and Action taken

The group found the analysis of the box schemes and the tasting of their products a very worthwhile experience. The group identified a number of good points and bad points, as detailed below.

Good Points	Bad Points
Ability to communicate directly with consumer	Ensure the customer understands whether product has previously been frozen or is fresh
Wider selection of packaging options to choose from	Ensure that delivery date is communicated to the customer at order stage, and the customer is updated as necessary
Website based ordering systems with clear images of products and efficient order management are important	Ensure packaging is sufficiently durable to withstand transit and ice pack integrity is not compromised during transit
Regular, clear updates on order progress manages customer expectations	Where there are product complaints, these are dealt with quickly and appropriately, providing either a refund or replacement product

Since this workshop, the group have decided to progress with the development of a box scheme. As a starting point, one of the members of the group started selling their own frozen beef burgers, processed by their local butcher, to customers on their caravan site. They are happy to use this as a starting point for the Cambrian Mountains Beef box scheme.

Workshop 4 - Sales development, processing & logistics

The aim of this workshop was to develop an understanding of how a sales strategy could be developed and how an established short supply chain expanded their market to cover retail, foodservice and export customers.

Workshop Results

Three of the members of the Cambrian Mountains Beef group attended a workshop with Lord Newborough, Gareth Jones and Garry Jones at Rhug Estate. The group members had a meeting with Lord Newborough, discussing sales development strategies for red meat and how to target potential customers. The group were then given a tour of the farm by farm manager Gareth Jones and a tour of the processing plant by plant manager, Garry Jones.



Figure 1: Cambrian Mountains Beef group members, Rob Lewis, Andrew Evans and Alun Williams visiting the processing plant at Rhug Estate, Corwen.

Recommendations and Action taken

The workshop at Rhug Estate gave the group a good insight into the operation of a short supply chain with a variety of retail, wholesale, catering and export customers. It also developed their understanding of the processes which should be considered when managing processing, logistics and sales of red meat.

Since attending the workshop, the group members have investigated logistics in terms of where to take their cattle for slaughter and how to get them back to a local processing plant. In addition, the group members have identified a local processor who would be willing to help them process their product.

Workshop 5 - Setting up a small food business and marketing support available

The aim of this workshop was to understand what is required to set up a small food business and to find out more about the marketing support available through Cywain.

Workshop Results

Lowri Davies from Cywain met with the group to discuss setting up a small food business and the marketing support available to them through Cywain.

It was explained that they would have to go through the process detailed below in order to set up as a small food business and subsequently access to Cywain support. It was suggested that the group contact the local Environmental Health Officer to discuss registering up as a food processing business. The group do not currently have their own processing plant, so have been advised to work with a local processor or butcher to use their premises as the specified processing plant in the short term. The process for registering as a food business is shown in Appendix 3.

Once the group registers as a food business they can access marketing support from Cywain. This includes access to workshops on packaging, social media and finance. Cywain also provides support to attend food events and co-ordinates test trading events for new producers.

Recommendations and Action taken

A member of the group were identified to contact the local Environmental Health Officer (EHO) to discuss setting up as a food business. The local EHO has been contacted and they suggested that the Cambrian Mountains Beef group identify a processor to work with in the short term. In the longer term, the EHO advised on siting a cold storage and processing facility on one of the group members' farms.

The group members discussed approaching a local butcher to ask if they could use his processing plant as their premises for the business. They have since approached the butcher and he has said he would be happy to consider working with the group to develop their box scheme.

Red meat processing & butchery

The aim of these workshops were to provide advanced butchery, product display and retail support to members of the Cambrian Mountains Beef group. This will help to increase sales of Cambrian Mountains Beef through retail and box scheme opportunities.

Workshop Results

Several members of the group expressed an interest in developing their butchery skills. After a lot of investigation into provision of these workshops, and finding appropriate premises, a local butcher, Williams Family Butchers in Llanidloes, was identified and approached to provide them.

Initially, seven members of the Cambrian Mountains Beef group attended 3 full day workshops covering all aspects of red meat butchery. The members of the group were also provided with red meat workbooks detailing the theory behind red meat butchery (provided by AHDB QSM Meat Education Programme).

<https://ahdb.org.uk/trade/meat-education-programme-butchers-processors>

The members of the group found the first three workshops very interesting and were very keen to develop their butchery skills further. Therefore, additional butchery workshops were arranged with Williams Family Butchers, on a one-2-one basis. Members of the group were able to participate in up to two one-2-one workshops each.

Figures 2 & 3: Members of the Cambrian Mountains Beef group participating in the butchery workshops at Williams Family Butchers, Llanidloes



Recommendations and Action taken

This batch of workshops cultivated a lot of interest in the younger members of the group. The extension of the workshops was motivated by the strong interest that group members displayed in gaining more control and confidence over each step of the supply chain. Developing a working relationship with the butchery business also enabled discussions to take place between the group and Williams Family Butchers to look at ways to work together in the longer term.

The provision of the AHDB QSM meat education programme workbooks has allowed the participating group members to consider studying for an accredited butchery certificate.

Food business grants and other funding streams

Workshop Results

Cate Barrow from ADAS provided a workshop to the Cambrian Mountains Beef group to discuss opportunities to access Welsh Government funding and other funding streams to help the group to set up their own processing and/or cold storage premises.

The most relevant food business grant, the Food Business Investment Scheme, was discussed with the group. Cate explained how the scheme operates and the information required to apply. The scheme can provide up to 40% funding for purchase of premises, improvement of premises and storage. The scheme will not support retail enterprises.

Alternative funding streams were also discussed, including funding available through the Development Bank of Wales, which can provide micro loans of up to £50,000.

Recommendations and Action taken

Cate suggested that the group should start selling their product on a small scale, demonstrating that there is a market and viable demand for their product. A joint venture with a local meat processor or butcher may be a good starting point, rather than setting up a whole new processing enterprise.

Cate recommended that the group develop a business plan, detailing the following:

- Target market
- Marketing strategy

- How they will select livestock and which abattoir they will use
- How and where carcasses will be processed
- Logistics processes
- Which members of the group will take on which roles
- How the group will develop a responsive and competitive supply chain

Phase 2: Implementation of producer resources

Methodology

At the outset of the project, the group planned to arrange a 'Meet the Market' event, where they would invite potential customers to an event to promote Cambrian Mountains Beef and they would use the skills they had developed in the workshops to facilitate this.

After lengthy discussions with the group, it was decided that they would target potential customers on a one-2-one basis and they would also look to promote their product at a large corporate event.

Several events and opportunities to engage directly with consumers were targeted as below;-

'Meet the Market' Event

The aim of participating in this event was to use the skills developed by the members of the group in the workshops in Phase 1, to develop relationships with processors, caterers, event organisers and attendees at the event in order to market Cambrian Mountains Beef to a large audience.

Results

The large corporate event targeted was the Jaguar Land Rover endurance event in September 2019, which was held near Llanidloes. Approximately 500 competitors participated in the event and the Cambrian Mountains Beef group approached the organisers to provide beef for the formal dinner at the event, alongside providing marketing materials to promote their product. Members of the Cambrian Mountains Beef group led the co-ordination of this, through liaising with the local abattoir, the local butcher, caterers and the event organisers.

The event was a success and the beef provided was praised by the caterer and participants in the event. One of the key features that was praised was the flavour of the beef and the length of time the beef had been matured (3 weeks). The group agreed that this level of maturation is an important unique selling point (USP) for their product.

Recommendations and Action taken

The group got some very good feedback from potential customers. Andrew Evans and Rob Lewis managed the feedback received and will keep the list of contacts that they met at the event. When the beef box scheme is launched, these potential customers will be followed up by the group.

The event provided an excellent opportunity to get feedback from the attendees who tasted the product, as well as the caterers. The caterers commented on the high quality standard of the beef. They would be keen to use Cambrian Mountains Beef again for events where price was not a limiting factor.

Meetings with potential supply chain collaborators and customers

The aim of these meetings were to develop relationships with the local abattoir, large retailers and exporters in order to develop new customers for Cambrian Mountains Beef.

Results

As the group developed their resources and abilities to manage their short supply chain, they also worked with their local abattoir to explore opportunities to market Cambrian Mountains Beef through retail and export networks. Through this relationship with the local abattoir, members of the group participated in sales development meetings with a major British retailer and a potential export client.

The meeting with the major retailer gave the group a very good understanding of the requirements for supplying beef into retail. During the discussions, it was found that the unique selling points (USPs) of Cambrian Mountains Beef, such

as 21 day minimum maturation, and the potential to supply small numbers of cattle each week, were not compatible with the requirements of the retailer. Therefore this relationship did not develop any further.

The discussions with the potential export client enabled the group members to receive a detailed understanding of how beef carcasses can be broken down into different cuts for different markets. The discussions with the exporter and abattoir also highlighted the potential risk of carcass imbalance if the client ordered only specific cuts for high end customers. This could leave the group with a large quantity of beef that would need an alternative market.

Recommendations and Action taken

The events and meetings attended by members of the group enabled them to develop a deeper understanding of the following:

- The importance of contacting and meeting potential customers and developing relationships with them
- Providing product and marketing materials to potential customers and receiving feedback on the product
- Providing suitable product that meets the specific market place that they wish to access
- Exploring the opportunity to sell high end cuts through export markets
- Understanding carcass meat yield and carcass imbalance issues
- Development of product forecasts and pricing schedules

During the project, the local abattoir announced that it would no longer kill and process cattle. Therefore the Cambrian Mountains Beef group have not been able to continue working with the abattoir to develop new markets for beef. This change in local abattoir capacity has also led the group to discuss alternative abattoirs.

One of the groups' key principles has been to rear, finish and slaughter their beef cattle in the Cambrian Mountains area. Due to the closure of the cattle line at the local abattoir, the group have had to discuss where they can take their cattle. There is one other abattoir in the Cambrian Mountains area which could kill cattle, however the logistics surrounding taking cattle to, and bringing carcasses back from the abattoir require further investigation.

Additional resources developed during the EIP project

In addition to the workshops, meetings and events that the group members participated in, the group also worked together to compile the following:

- Producer forecasts – the group have developed a template which they can update regularly to show how many finished cattle each farm business in the group can provide to the Cambrian Mountains Beef supply chain by month.
- Carcass meat yield data and pricing schedule – the group worked with the local abattoir to gather carcass meat yield information. This information has been used to influence a pricing schedule for the group, and will allow the group to vary the prices for different cuts of beef. The pricing schedule will be used to work out the margin that the members need to make on the cattle processed and sold through the Cambrian Mountains Beef group in order to ensure that costs are covered.
- Packaging and logistics – the group have explored the packaging and logistics options available for their product. After researching other box schemes and the butchery workshops, the group were able to take a view on the type of packaging and branding they would like to use. The group considered the following:
 - Size of packaging – the group decided to sell 10kg packages of beef, therefore boxes/ packaging of a suitable size were required. Cardboard and polystyrene boxes were considered, with branded parcel tape and the group marketing brochures used to hold despatch notes and receipts in a clear sleeve that can be attached to the top of the box.
 - Ice packs to keep product chilled – the group decided to look at non-hydrated pads which are light and therefore do not add too much weight to the package. They require soaking before being frozen prior to use.
 - Logistics – the group have discussed logistics options. Particularly in relation to receiving carcasses from the abattoir. As the local abattoir no longer kills and processes cattle, they group are investigating whether the other beef abattoir in the Cambrian Mountains catchment could deliver to them. An alternative option would be to use an abattoir outside the Cambrian Mountains catchment. However

this requires further discussion with the wider operational group and a review of the principles set out by the Cambrian Mountains Beef group. Further investigation into the use of couriers and the Royal Mail is required by the group to find the most cost effective option. The group have agreed that delivery costs will be paid by their customers.

- Timing and how to sell boxed beef – the group have discussed timing with regards to sales of their beef. When they researched other box schemes, some only sold beef once a month, while others sold product all year round. What cuts of beef to sell in the boxes were also discussed. Carcase imbalance issues could arise if customers were able to pick the cuts they wanted in their boxes rather than being provided with a mixed box of cuts which enabled the group to ‘balance’ the carcase.

Other activities undertaken during the EIP project

In addition to the core activities of the EIP project, the Cambrian Mountains Beef group also participated in a number of other activities which ran alongside and complimented the EIP project.

Sales Development

Since the Cambrian Mountains Beef group was established, they have built up a number of potential customer contacts. During the project, a number of these potential customers were contacted by the group members to develop sales opportunities, however none of these leads have come to fruition.

The group approached Hybu Cig Cymru – Meat Promotion Wales (HCC) to enquire about sales development through their network of butchers in the Welsh Lamb and Welsh Beef Butchers’ Club. HCC were able to advise that some butchers in South Wales would be interested in purchasing dry aged, boxed beef cuts and the HCC team would be able to introduce the group to these butchers. In order to market the Cambrian Mountains Beef brand through HCC, marketing materials would have to include the PGI (Protected Geographical Indication) and Welsh Beef logos. These logos are visible on Cambrian Mountains Beef marketing materials.

HCC could also provide carcase tickets and secondary labels (with the PGI and Welsh Beef logos on them), as required.

HCC Red Meat Benchmarking Programme

In November and December 2018, several members of the group participated in the HCC Red Meat Benchmarking Programme. The process of working through the benchmarking programme enabled the members of the group to analyse their suckler cow and sheep enterprises and think about where they would like to make improvements.

BeefQ Project

Members of the Cambrian Mountains Beef group attended some of the events organised by the BeefQ project. The group are keen to participate in the project as required.

Farming Connect Study Tour

Three of the members of the Cambrian Mountains Beef group organised and attended a study tour to the North of Scotland to understand more about short supply chains. During the visit they attended an event hosted by the North Highlands Initiative, which is another supply chain group supported by HRH the Prince of Wales. In addition, they visited a butcher who supplied meat and game to retail and catering customers, as well as running a boxed meat scheme.

Conclusions

The workshops provided to the members of the group in Phase 1 of the project, and the events and meetings they participated in in Phase 2 of the project, enabled the group to expand their knowledge and put the following skills into practice:

- Development of a marketing strategy for the Cambrian Mountains Beef brand, understanding the value of communication with potential customers through social media and the brand website.

- Identification of potential markets and customers, and using different techniques to communicate with them, including face-to-face formal meetings, corporate events and social media.
- Identifying and addressing the needs of the farm businesses within the group, regarding direct marketing and understanding the needs of the customer, in order to secure long term, short, supply chains.
- Involving the next generation of farmers within the group, in order to develop their skills and develop the self-sufficiency of the supply chain. Skills developed included direct selling, and working together with other members of the group and external parties, in order to process and market the group produce. Younger members of the group took on roles such as managing the social media and the website for the group. All the younger members of the group were very engaged in the butchery workshops. They expressed an interest in further developing the relationship with the local butcher, including helping him at busy times and working with the butchery business to develop a boxed beef scheme.
- Resources have been developed for the group to use going forward. These resources include:
 - Producer forecasts i.e. how many animals per month are available to CMB.
 - The process required to register as a food business
 - Carcase meat yield calculations and pricing schedule
 - Meat education programme modules with a view to applying for certification
 - Access to packaging and logistics options
 - Draft business plan which can be used to support funding applications

A clear legacy for the project has been set out, with the group agreeing to develop a box scheme offering. The group now have the skills and resources available to them to take this venture forward. The group will progress with their registration as a food business, working with a local butcher.

In the longer term, the group are investigating how and where they could locate refrigerated storage for Cambrian Mountains Beef.

Therefore, the group will implement the strategy below to develop their markets. The main focus will be the development of a box scheme in the short to medium term.

Next steps	Timescale	Who is responsible
Investigate and decide which abattoir to use to kill Cambrian Mountains Beef cattle	6 months (May 2020 – October 2020)	Rob Lewis to investigate opportunities with Tregaron abattoir Andrew Evans to investigate opportunities with Wrexham abattoir
Develop formal agreement with Williams Family Butchers to provide processing facilities for Cambrian Mountains Beef and explore opportunities for a joint venture	6-12 months (May 2020 – May 2021)	Andrew Evans, Rob Lewis and Alun Williams to work with Marcus Williams to develop an agreement that is acceptable to all parties
Register as a food business with local EHO	6-12 months (May 2020 – May 2021)	Andrew Evans will progress this with the local EHO
Take on management of website and social media and employ a website design company to provide Wordpress update and ecommerce support.	6 months (May 2020 – October 2020)	Richard Evans and Luke Williams will work together to agree this.
Manage brand assets and market Cambrian Mountains Beef through website and social media channels	6-12 months (May 2020 – May 2021)	Richard Evans and Luke Williams to develop social media and website management process and marketing strategy
Food hygiene and HACCP training to be undertaken	6 months (May 2020 – October 2020)	The members of the group who will participate in this must be identified and a training provider identified
Update producer forecast and pricing schedule	Ongoing	Rob Lewis, Andrew Evans and Alun Williams to manage these processes

Next steps	Timescale	Who is responsible
Ongoing administration	Ongoing	Marion Jones will continue to act as company secretary for the group
Develop draft business plan to be used to apply for future funding to develop a permanent processing premises for the group	1 – 2 years	The members of the group will discuss what funding streams they will target and what they would use the funding to support

Benefits to the wider farming industry

There are a number of benefits of the project that can be shared with the wider farming industry, namely:

- The process for setting up a food business
- How to compile a producer forecast for cattle sales
- Understanding carcass meat yield and developing a pricing schedule
- Developing strong links with a local abattoir and processor
- Understanding logistics i.e. transport
- Packaging options
- What retailers are looking for?
- Export criteria

Knowledge exchange resources will be provided for primary producers. These will provide clear, practical guidance on the steps that can be taken to develop and manage a short supply chain in a commercial farming context. These resources may take the form of factsheets and infographics.

The group aim to inspire other farmers in the industry to develop short supply chains, to not only gain more control over their market and price, but also to promote excellent quality beef and lamb from grass, that is traceable to the customer.

Appendix 1 – Information about workshop providers

Authentic Marketing

Authentic Marketing offer tailor-made, brand-led strategies which deliver high growth within the food industry. At Authentic we combine blue-chip experience with a skilled team to ensure your business' objectives are met. Exterior evaluation of your business ensures an impartial overview, leading to effective and efficient marketing. From planning through to implementation and review of results. We are your strategic marketing partners and expert marketing team.

Authentic Marketing is a food Marketing Consultancy specialising in branding, strategy, innovation and communications within the food and drink sector. Founded in 2011, Authentic Marketing is equipped with a team of expert marketeers, committed to accelerating the growth of food and drink businesses.

<https://authenticm.co.uk/>

Lord Newborough & Rhug Estate

Lord Newborough, the owner of The Rhug Estate, in Corwen, Denbighshire, strives towards a more sustainable future. His vision has seen the conversion of the farm to organic, the addition of a large portfolio of renewable energy projects, and continued support for local Welsh produce.

Rhug Estate covers 12,500 acres extending from Gwyddelwern in the north, Carrog to the east, Cynwyd to the south and Maerdy to the west. The 6,700 acre in-hand organic farm in Denbighshire is the geographical core of the estate along with Rhug Hall being the main residence. The remainder of the estate has about 170 tenancies including: let farms, in hand and let forestry, let cottages, commercial premises and storage, traditional sporting including shooting and fishing, modern sports such as rally car driving, gorge walking, mountain biking, canoeing and public events.

<https://rhug.co.uk/>

Cywain

We work with food and drink businesses that are focused on growth. This includes new businesses that need help and support in starting up, and established businesses that want to grow.

Cywain can support your business in many ways. We can show you how to make your business more competitive; provide opportunities to collaborate with others in the supply chain; and help you to gain new skills.

We have a network of Regional Development Managers who provide direct support and consultation, and organise group activities including workshops, networking and study tours.

If you have ideas for starting or growing your business and would like to discuss them with Cywain.

<https://menterabusnes.cymru/cywain/en/about-us/>

Williams Family Butchers

Family butchers based in the Market Hall in Llanidloes. The business supplies retail and catering customers with high quality, locally sourced produce.

ADAS

ADAS provides ideas, specialist knowledge and solutions to secure our food and enhance the environment.

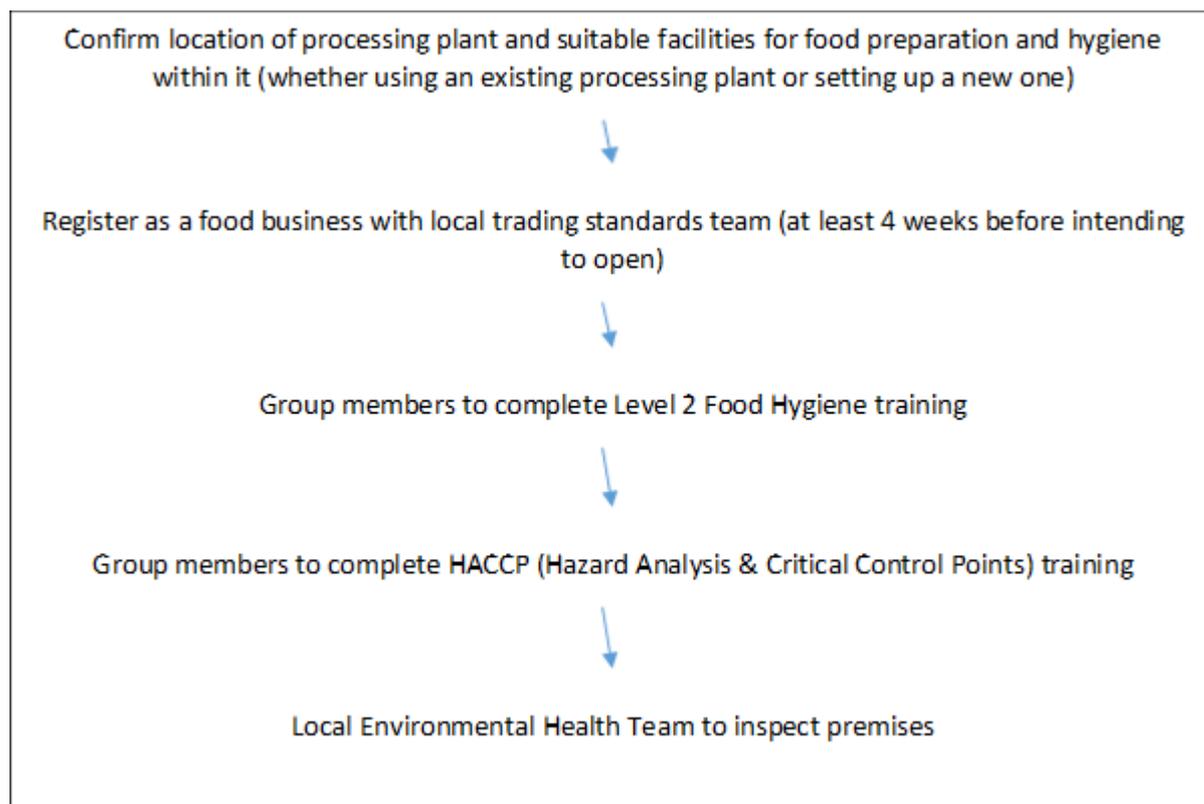
We understand food production and the challenges and opportunities faced by organisations operating in the natural environment. We are the UK's largest independent provider of agricultural and environmental consultancy, rural development services, research and development, and policy advice. With our breadth and depth of expertise, we offer you a unique combination of insight and practical experience, supported by robust, informed, science-based information, which allows us to deliver real solutions.

<https://www.adas.uk/>

Appendix 2 – Producer forecasts (EXAMPLE)

Month	Number of cattle available per month*	Producer	Breed
June	6	A Williams, R Lewis	CH, Limx
July	15	A Williams, R Lewis, A Evans, V Jones	CH, Limx, HF, Salers
August	17	A Williams, R Lewis, A Evans, V Jones	CH, Limx, HF, Salers
September	6	A Williams, A Evans	CH & HF
October	6	A Evans	HF
November	12	A Evans	HF
December	22	A Evans, V Jones	HF, CHX
January	15	V Jones, R Jenkins	CHX, LimxHF
February	5	R Jenkins	LIMxHF
March	5	A Evans, R Jenkins	HF & Lim x
April	8	A Williams	CH
May	6	A Williams, R Lewis	CH, Limx

Appendix 3 – Process to register as a food processing business



Appendix 4 - Carcase meat yield calculations and pricing schedules template

Cambrian Mountains Beef Costings		
Task	Individual Cost (£)	Comments
Compulsory Training		
Food hygiene training	20	Cost per person, to be renewed every 3 years
HACCP	12	Cost per person, to be renewed every 3 years
Website Support		
Wordpress updates/training	120	per annum
Ecommerce page	240	training course
Packaging		
Boxes	127.38	50 boxes (600x400x170mm - 10kg deep)
Tape	155.96	48 rolls (72mm) first order
Ice Packs	136.08	800 non hydrated strips
Total Cost	419.42	
Total Cost/ box	8.39	Based on 50 boxes
Kill & Process		
Lamb kill cost	25	per lamb
Cattle kill cost	100	per steer/heifer
Processing through Williams Butchers	250	Collect, hang, bone, process, pack and label
Total Kill & Process/per steer/heifer	350	
Cost/kg carcase weight	1.17	

Carcase Pricing Template Feb 2020						
Average Carcase Weight (kg)	300					
GB R4L p/kg	350				Total £	£/kg
Average Deadweight Sale (£)	1050			Estimated Cost (based on 20 boxes per carcase)	1567.77	5.23
Average Saleable Yield	0.7493	Based on abattoir data		Estimated Meat Sales (220kg of meat sold @ £10/kg)	2200	7.33
Average Saleable Yield (kg)	224.79			Difference	632.23	2.11
Cuts Yield	%	Average weight (kg)	Wholesale price (£/kg)	Wholesale (£)	Retail Price (£/kg)	Retail (£)
Topside	0.0587	17.61		0	10	176.1
Silverside	0.0592	17.76		0	10	177.6
Knuckle	0.0374	11.22		0	10	112.2
Trim	0.2357	70.71		0	6	424.26
Shin/ shank	0.0167	5.01		0	10	50.1
Sirloin b/in	0.0785	23.55		0	20	471
Fillet Chain o	0.0154	4.62		0	35	161.7
Fillet Tail	0.0005	0.15		0	35	5.25
Rib on bone	0.0474	14.22		0	15	213.3
D-cut Rump	0.0368	11.04		0	15	165.6
Brisket	0.0169	5.07		0	10	50.7
LMC	0.0281	8.43		0	6	50.58
Neck	0.071	21.3		0	6	127.8
Chuck	0.0125	3.75		0	10	37.5
Short Rib	0.0338	10.14		0	20	202.8
Total Saleable Meat	0.7486	224.58	0	0	218	2426.49

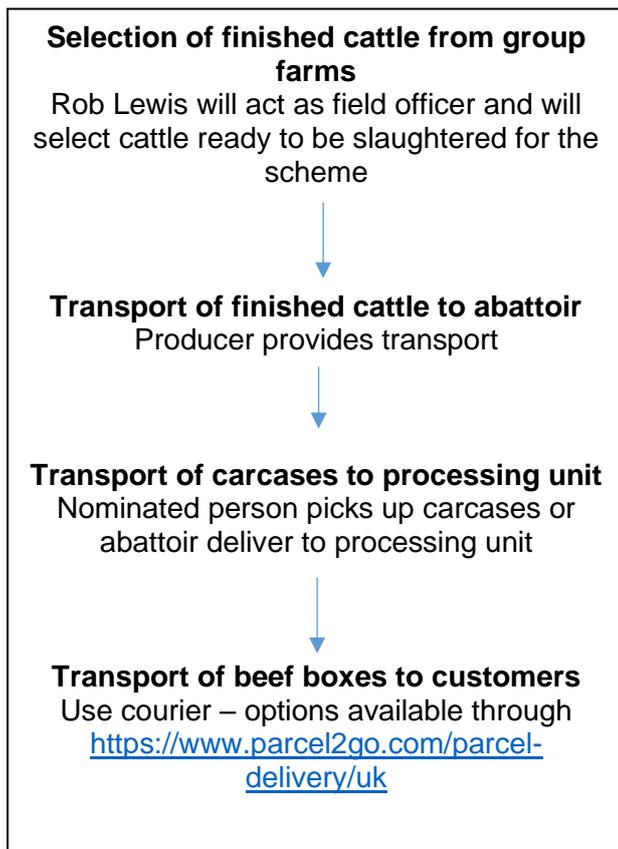
Appendix 5 - Meat education programme modules with a view to applying for butchery certification

The members of the group were also provided with red meat workbooks detailing the theory behind red meat butchery (provided by AHDB QSM Meat Education Programme). The link to these modules is below. There is also the opportunity to apply for butchery certification through this programme.

<https://ahdb.org.uk/trade/meat-education-programme-butchers-processors>

Appendix 6 – Logistics and Packaging Process Diagrams

Logistics Process



Packaging Process

