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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

<b>MODULE TITLE</b>	<b>Economic Resilience and Adaptation in the Food Sector</b>
<b>HOURS</b>	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

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

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

#16 Visualise future scenarios to help guide effort and action

## SKILLS MEASUREMENT

N°	Skill	Descriptor	Level 1	Level 2	Level 3	Level 4	Level 5
29	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.



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N°	Skill	Descriptor	Level 1	Level 2	Level 3	Level 4	Level 5
30	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.
16	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 technological advancements.

## EXERCISES

### Exercise #1 – Economic Resilience Decision-Making Simulation

<b>Pre-requisites</b>	Got through the module's "Risk Assessment and Adaptation" chapter
<b>Time</b>	60 minutes
<b>Tools</b>	Pen and paper, computer with internet access
<b>Addressed skills</b>	#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
<b>Addressed level of the skills</b>	#29: Levels 2 and 3 #16: Levels 2 and 3
<b>Objectives</b>	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.					

<b>NOTATION / TOTAL</b>	<b>/24</b>
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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.***

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

**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					
<b>NOTATION / TOTAL</b>	<b>/12</b>				

**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	
<b>Pre-requisites</b>	None
<b>Time</b>	60 minutes
<b>Tools</b>	Computers with internet access, presentation software

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

### 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.					

<b>NOTATION / TOTAL</b>	<b>/12</b>
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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.

<b>FINAL TASK MODULE 7: WORKSHOP</b> <b>"Building Economic Resilience in the Food Sector: Innovations, Strategies, and Sustainable Procedures"</b>	
<b>Pre-requisites</b>	Overview on the Module 7: Economic Resilience and Adaptation in the Food Sector
<b>Time</b>	180 minutes
<b>Tools</b>	Computers with internet access, Pen and paper
<b>Addressed skills</b>	<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>
<b>Addressed level of the skills</b>	All skills Levels 3 and 4
<b>Topic area</b>	"Strategies for Economic Resilience in the Food Sector: Innovations, Sustainability, and Comprehensive Planning"
<b>Objective(s)</b>	<ol style="list-style-type: none"> <li>1. Grasp the importance of economic resilience in the food sector, encompassing the roles, responsibilities, and clear goal-setting necessary for building resilience.</li> <li>2. Dive into various innovative practices and real-world case studies, fostering an environment for brainstorming and idea generation tailored to the food sector.</li> <li>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.</li> </ol>

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

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

**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.