



WP5


SALSA General Conference

Brussels March 19, 2014



Electronic Platform for Sustainability Support

Gerhard Schiefer, Emanuele Novelli, Claus Scherschel
Bonn, Germany



**Collecting project results
for **utilization** by
stakeholders in the field**

**- supporting sustainability and trade
relationships with Europe -**

What for ...

Meeting the challenge to support in ...

- >> Improving in Knowledge
- >> Analysing own situation
- >> Identifying improvement potentials
- >> Trading activities



System approach for the knowledge carrier

Knowledge content and background

SALSA

E-Platform



Public Access Area

Main outcomes of the SALSA project organized as support services for Latin America and European businesses of the soy and beef agro-food sectors

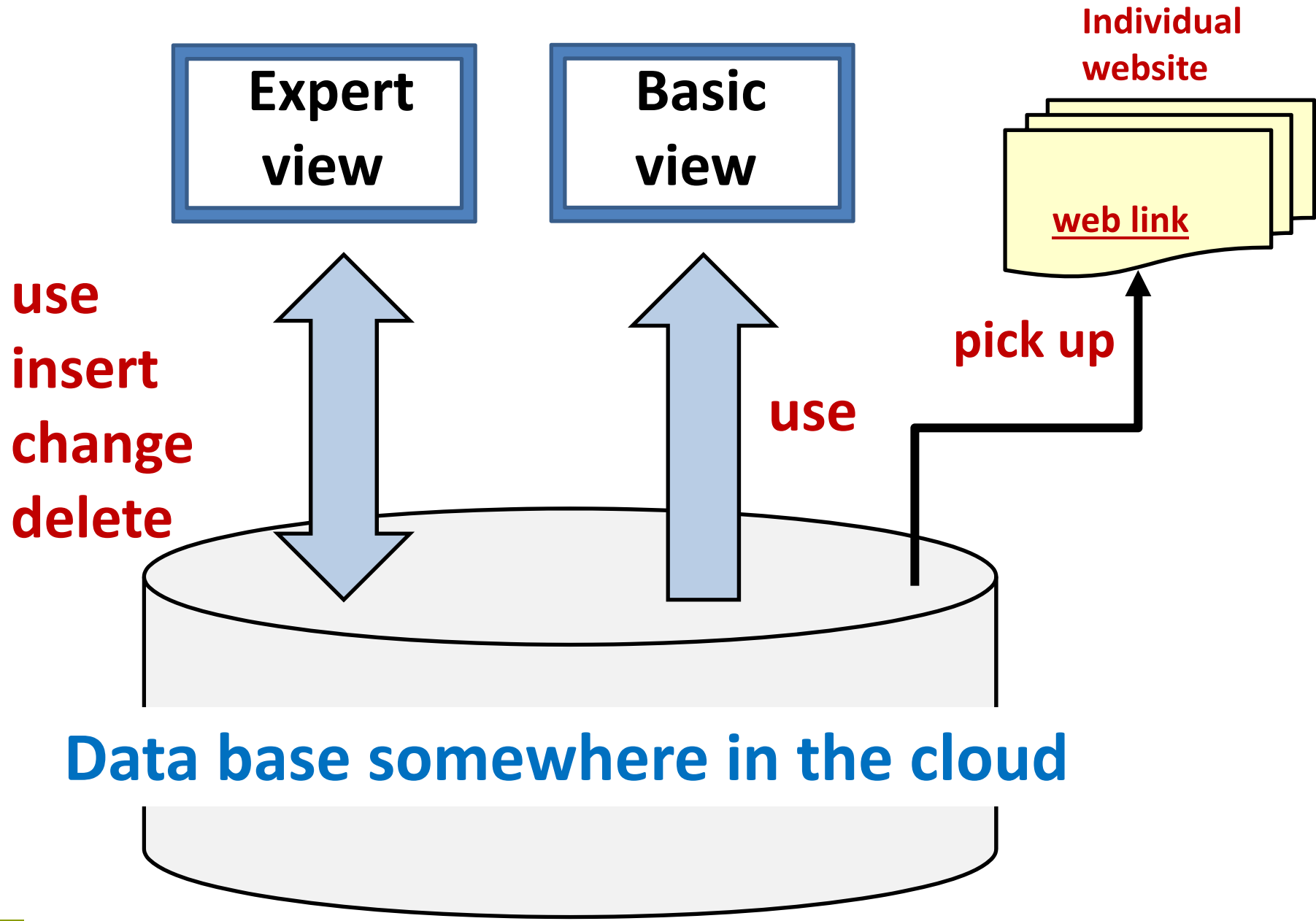
[Access public area](#)

Restricted Access Area

User name:

Password:

I agree that all information is confidential and only for use within the Salsa Project



Access to documents



Richard Lehmann (SALSA) | 09.01.2013, 13:00

- All Documents
- Beef (IP)
- Soy (IP) Folder Beef (IP)
- Beef (Project)
- Soy (Project)
- Qualint
- Online Training Toolset
- Links to Policy
- SALSA Project
- Search
- Publish
- Waste management
- Organisation
- Audit

- Feedback / Contact
- Legal information
- © proQuantis 2000 - 2013



New Permissions Print

Legal Regulations in the Beef Sector	More
Argentina	More
SALSA DATA BASE Regulation Beef Argentina	More
Brazil	More
SALSA DATA BASE Regulation Beef Brazil	More
EU	More
SALSA DATA BASE Regulation Beef EU	More
Mexico	More
SALSA DATA BASE Regulation Beef Mexico	More
Private Standards	More
Factsheets	More
BRC Global Standards Fact Sheet	More
BRC Global Standards Fact Sheet light	More
BSCI Fact Sheet	More
BSCI Fact Sheet light	More
ETI Ethical Trading Fact Sheet	More
ETI Ethical Trading Fact Sheet light	More
FLO Fact Sheet	More

Expert view

Display options: [Display terminated objects] [Hide all]





FUNCTIONALITIES

EXPLORE

- Wiki
- Private Standards**
- Experience

ASSESS

PERFORM

COMMUNICATE

PRIVATE AREA

- BRAZIL
- ARGENTINA
- MEXICO
- EUROPE
- Login
- Site Administrator

Private Standards

By means of user friendly fact-sheets the section gives a clear and structured overview on existing sustainability private standards and certification schemes applicable to the soy and beef supply chains by means of essential information on:

1. Key features of the standard scheme.
2. Sustainability aspects addressed by the standard scheme (food safety, labor rights, etc.).
3. Type of certification (product or organization related).
4. Mandatory conditions to meet the scheme requirements.

Soy - Factsheets

- [IFS International Featured Standards](#)
- [SAI Social Accountability International](#)
- [BSCI Business Social Compliance Initiative](#)
- [People 4 Earth](#)
- [ETI Ethical Trading Initiative](#)
- [BRC Global Standard British Retail Consortium](#)
- [Fairtrade](#)
- [Naturland](#)
- [FSSC 22000 Food Safety System Certification](#)
- [RTRS Round Table on Responsible Soy](#)
- [Global GAP Good Agricultural Practices](#)
- [SQF Safe Quality Food](#)

Easy to use web site based on a content management system



Integration in private web sites: Example

The screenshot shows the Tesco website header with the logo and slogan "Every little helps". Navigation links include "Sign in", "Store locator", "Contact us", "Help", "Feedback", and social media icons for Facebook, Twitter, YouTube, and Pinterest. A search bar is set to "Groceries" with a "Search" button. Below the header are promotional tiles for "Fresh food & groceries", "Tesco direct", "Clothing", "Clubcard", and "Tesco Bank".

The main content area features a large advertisement for "ROBINSONS DOUBLE CONCENTRATE ORANGE FRUIT SQUASH". The ad includes the text: "You won't lose out on Shop in-store or online at Tesco, and if your company voucher for the difference. To qualify, you need at least...". To the right of the ad is a "FACTSHEET" pop-up window titled "BRC Global Standards for Food Safety".

The "FACTSHEET" window contains the following text:

BRC Global Standards for Food Safety

The BRC Global Standards are owned by BRC trading an offshoot of British Retail Consortium which is a not for profit, membership-based association. Representing the whole range of retailers in the UK retail industry, from the large department stores through to independents. Over the past thirteen years, BRC has developed the BRC Global Standards, a suite of four industry-leading technical standards that specify production, packaging, storage and distribution requirements to guarantee safe food and consumer products: Standards for Food Safety, Standard for Consumer Products, Standard for Packaging and Packaging Materials, Standard for Storage and Distribution. The standard is used in 115 countries worldwide including Argentina, Brazil and Mexico.

Key features of the standards

- > No labels appear on BRC certified products as it is a business-to-business (B2B) standard.
- > The BRC maintains a directory of certified suppliers which enables manufacturers to advise their customers. The BRC has developed a web-based, fully interactive database of information about BRC certified suppliers. The database provides immediate access to audit reports, audit data, management reporting and notification of remedial actions to authorized customers.
- > The full BRC Standards documents are available on their website.

Sustainability key features

The main focus of BRC Global Standards is on quality and food safety aspects and so best practices of quality management, product quality specifications and HACCP are highlighted. Some aspects of ecological and social sustainability are also mentioned (i.e. waste control).

Products and Standards

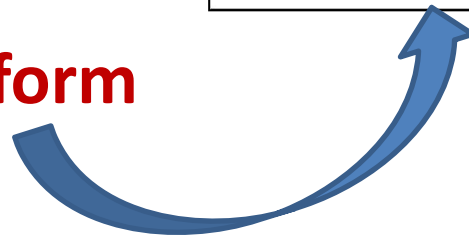
The Global Standards can be applied to any food processing or packing operation where open food is handled, processed or packed. This may range from primary products such as fresh produce packing houses and slaughterhouses through to food

Additional text in the pop-up window includes:

- > retail initiated
- > non-specific
- > non-brand specific
- > improvement model with performance criteria
- > no consumer label

To the right of the pop-up is another advertisement for "Everyday Value pure orange juice" with the text: "food or own-label. a, Sainsbury's or Morrisons, we'll give you a comparable item in your basket. Conditions apply."

Picked up from platform





Part I: Providing Knowledge

- Understanding
- Learning
- Being informed

1. Documents

2. Wiki



FUNCTIONALITIES

EXPLORE

- Wiki
- Private Standards**
- Experience

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- [RTRS Round Table on Responsible Soy](#)
- [Global GAP Good Agricultural Practices](#)
- [SQF Safe Quality Food](#)

Basic view

Exemplary factsheet

Provision of Information (project results)

FACTSHEET



- > retail initiated
- > non-soy-specific
- > non-beef-specific
- > improvement model with performance criteria
- > no consumer label



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The Salsa Wiki

The screenshot shows the Salsa Wiki main page. At the top right, there are user links: Salsamember, My talk, My preferences, My watchlist, My contributions, and Log out. Below these are tabs for Page (Discussion) and buttons for Read, Edit, and View history. A search bar with 'Go' and 'Search' buttons is highlighted with a red dashed box. On the left, a navigation menu is also highlighted with a red dashed box, containing links for Main page, Glossary, About Salsa, Recent changes, and Help. The main content area features the Salsa logo and a banner with the text: 'Knowledge-based Sustainable vAlue-added food chains: innovative toolS for monitoring ethical, environmental and S Socio-economic impAacts and implementing Eu-Latin America shared strategies'. Below the banner is the title 'SALSA - Knowledge-based Sustainable vAlue-added food chains: innovative toolS for monitoring ethical, environmental and Socio-economical impAacts and implementing Eu-Latin America shared strategies' and a paragraph of text. A large, tilted text box is overlaid on the page, stating: 'Providing project expert information through a keyword database (WIKI)'. At the bottom, there is a footer with the text 'This page was last modified on 19 November 2012, at 13:21.' and the Salsa logo.

Salsamember My talk My preferences My watchlist My contributions Log out

Page Discussion Read Edit View history Go Search

Wiki

Navigation

- Main page
- Glossary
- About Salsa
- Recent changes
- Help

Toolbox

- What links here
- Related changes
- Upload file
- Special pages
- Printable version
- Permanent link

SALSA Knowledge-based Sustainable vAlue-added food chains: innovative toolS for monitoring ethical, environmental and S Socio-economic impAacts and implementing Eu-Latin America shared strategies

SALSA - Knowledge-based Sustainable vAlue-added food chains: innovative toolS for monitoring ethical, environmental and Socio-economical impAacts and implementing Eu-Latin America shared strategies

According to bilateral EU-Latin America cooperation agreements, there is a mutual interest in developing strategies to tackle Latin American eco-challenges by promoting social cohesion, economic development, and improving food SMEs markets access. SALSA defines an integrated strategy for reducing negative socio-economic and environmental impact of soya bean and beef chains. The rationale is that these productions influence Latin America eco-challenges, reduction in food security and exclusion of SMEs and smaller farmers from market. SALSA belief is that sustainable competitiveness derives from multi-facet determinants that need to be jointly considered to reach a grass root development. The adoption of guidelines for sustainable agro-food productions is essential for the success of the project. The project will focus on the following areas: i) technical and managerial solutions able to lower costs and cultural barriers for small farmers and SMEs; ii) training and capacity building for food chain stakeholders and research institutions; iii) consumers and market access. The project will adopt a thinking approach suitable for integrated (strategic) thinking.

i) technical solutions
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life Cycle
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EU-Latin
d production

Providing project expert information through a keyword database (WIKI)

This page was last modified on 19 November 2012, at 13:21.

SALSA



Part II: Analysing own situation

- 1. Self Assessment (audit)**
- 2. Calculation (LCA)**
- 3. Monitoring**

Audit checklists: Public of individual

Set available checklists for *proQUANTIS*, Training Room

Find Assigned Refresh

Checklist	Owner	Pub.	<input type="checkbox"/>
ABC Program for Agrosilvopastoral Systems_ENG	SALSA	✓	<input type="checkbox"/>
Best Peer_ENG	SALSA	✓	<input type="checkbox"/>
Estándar RTRS de Cadena de Custodia Version 2.1_ESP	SALSA	✓	<input type="checkbox"/>
Estándar RTRS para la Producción de Soja Responsable Versión 1.0_ESP	SALSA	✓	<input type="checkbox"/>
GlobalG.A.P (combinable crops)_ENG	SALSA	✓	<input checked="" type="checkbox"/>
GlobalG.A.P. (cultivos a granel)_ESP	SALSA	✓	<input type="checkbox"/>
Meat Production under a Sustainability Scheme, Mexico_ENG	SALSA	✓	<input type="checkbox"/>
Norma Regulamentadora 31_POR	SALSA	✓	<input type="checkbox"/>
Producción de carne bajo un esquema de sustentabilidad en México_ESP	SALSA	✓	<input type="checkbox"/>
Programa ABC para Sistemas Agrossilvopastoris_POR	SALSA	✓	<input type="checkbox"/>
RTRS Chain of Custody Standard Version 2.1_ENG	SALSA	✓	<input type="checkbox"/>

Greyish: Already assigned.

close update

GlobalG.A.P. Audit-Checklist

Version #2 of 07.12.2012 of checklist GlobalG.A.P. (cultivos a granel, Español)

AF MÓDULO BASE PARA TODO TIPO DE EXPLOTACIÓN AGROPECUARIA

AF1 HISTORIAL Y MANEJO DE LA EXPLOTACIÓN AGROPECUARIA

AF11 Historial de la explotación agropecuaria

111: ¿Se ha establecido e identificado en un mapa o plano de la explotación, un sistema de referencia para cada parcela, sector, invernadero, terreno, establo/corral u otra área/lugar utilizado en la producción?
El cumplimiento debe incluir una identificación visual en la forma de una señal física en cada campo, sector, invernadero, parcela, lote, establo, edificio/ recinto u otra área en la explotación, etc., o un plano o mapa del establecimiento que se pueda usar como referencia para el sistema de identificación. Sin opción de N/A. (Weighting: 0)

112: ¿Existe un sistema de registro establecido para cada unidad de producción u otra área/emplazamiento productivo, que proporcione un registro de la producción animal/ acuícola y/o de actividades agronómicas llevadas a cabo en dichos lugares?
Los registros actualizados deben proporcionar un historial de la producción GLOBAL G.A.P. de todas las áreas productivas. (Weighting: 0)

AF12 Manejo de la explotación agropecuaria

121: ¿Se dispone de una evaluación de riesgos para la explotación agropecuaria inscrita en el registro de riesgos (incluye terreno y emplazamiento) que sea apto para la producción en lo que respecta a la salud animal, si corresponde?
Se debe hacer una inspección inicial para determinar si la zona es apropiada. Una vez al año se debe hacer una evaluación de riesgos, tomando en cuenta los riesgos que han variado o los nuevos emplazamientos empleados. La evaluación de riesgos debe contemplar el historial de la explotación y debe considerar el impacto de las nuevas actividades propuestas en el ambiente/ganado/cultivos adyacentes. (Consulte AF Anexo 1 Evaluación de Riesgos para información básica y el AF Anexo 2 para información específica sobre qué debe cubrirse). (Weighting: 0)

122: ¿Se ha desarrollado un plan de gestión que fije estrategias para minimizar los riesgos identificados en la evaluación de riesgos (AF 1.2.1)?
Se dispone de un plan de gestión que trata todos los riesgos identificados en el punto AF 1.2.1 y describe las estrategias que permiten justificar que el emplazamiento en cuestión es adecuado para la producción. (Weighting: 0)

AF2 MANTENIMIENTO DE REGISTROS Y AUTO-EVALUACIÓN/ INSPECCIÓN INTERNA

Close

SEVENTH FRAMEWORK PROGRAMME

SALSA

Internal Audits for Self-Assessment

Walking through an audit checklist

Contact

PERFORM

Audit

Qualint

E-Platform

Audit - Execute

Employee hygiene

1: Private bags and tools (20 points)

Rating: A - 100%

[Add comment/deviation]

2: Do all employees wear clothing according to regulations? (20 points)

Rating: B - 75%

[Add comment/deviation]

3: Is special clothing (like cooling suits and hats) stored in a clean and in flawless condition?

Rating: Major

A - 100%

B - 75%

C - 50%

D - 25%

E - 0%

Audits result

QM-G / Printable report for audit 27.01.2014 17:14, Company 00_proQUANTIS - Google Chrome

<https://salsa.qmg-system.de/audit/print/auditreport.cfm?oid=129>

Audit report of 27.01.2014 for company 00_proQUANTIS

Auditors:

Time of audit: 27.01.2014 17:14 until 27.01.2014 18:14

		#	Checkpoint	K.O.	Max. score	Rating	Score	
1.1 Alcance	1.1.1 Aplicabilidad de los Requerimientos Generales del Sistema de Cadena de Custodia para Productores	1.1.1	1.: Los Requerimientos Generales del Sistema de Cadena de Custodia serán aplicables para cualquier organización que cultive soya e realice declaraciones RTRS sobre los granos de soya que suministra.		15	A	15,0	
		1.1.1	2.: Cuando los organizaciones que cultiven soya compren y manipulen adicionalmente soya cultivada por terceras partes, serán aplicables los Requerimientos Generales del Sistema de Cadena de Custodia para la Cadena de Suministro, en lugar de los Requerimientos Generales del Sistema de Cadena de Custodia para Productores.		15	A	15,0	
		<i>Sum 1.1.1 Aplicabilidad de los Requerimientos Generales del Sistema de Cadena de Custodia para Productores</i>				30		30,0
		<i>Sum 1.1 Alcance</i>				30		30,0
		1.2.1	1.: La organización se asegurará de que todas las facturas emitidas por soya suministrada con una declaración RTRS incluyan la siguiente información: (a) Identificación de la organización (p. ej. nombre, dirección, otra información relevante); (b) Identificación del cliente (p.ej. nombre, dirección, otra información relevante); (c) Fecha de emisión del documento; (d) Descripción del producto; (e)		15	A	15,0	

**Audit report
(prepared for export to Excel)**

Audit summaries

Company	Date/Time	Auditors	Max. score	Perf. score	Exp. score	Passed
REGION A - NOVELLI	27.09.2013 17:03	Lucas Aguiar	30	05,0	20,0	
REGION A - NOVELLI	27.09.2013 17:00	Cesare Zanasi	30	30,0	20,0	✓
REGION A - NOVELLI	21.09.2013 23:07	Abidias Garcia Machado	30	17,5	20,0	
REGION A - NOVELLI	21.09.2013 23:18	Felipe Oliveira	30	27,5	20,0	✓

Life Cycle Assessment: Choosing the boundaries

SA E-Platform

Gerhard Schiefer (00_proQUANTIS)

The module Sustainability Integrated Performance Assessment aim is to support production units in the soy supply chain in assessing the environmental, economic performances of their activities. The module offers two types of performance indicators, quantitative and qualitative. All qualitative indicators follow the rule "the higher the better the performance". The module also allows comparisons with alternative production methods' performances (genetically modified; non genetically modified organic). The intent is to stimulate considerations on the different performances derived from the qualitative aspects proper of every type of production method. Nevertheless, module use is intended only for self-assessment purposes as the values of alternative production methods refer to single case studies and not to statistically representative samples. Use of it for comparative analysis among different production units should be avoided.

ANALYSIS SETTINGS PANEL

Country	Brazil
Select the productive system boundaries (supply chain stage)	Farm, processing facility and transportation to port
Assessment category	Global Warming
Display output as	Quantitative* value compared to results of alternative production methods**

* Available only for the following categories: global warming, energy consumption, water consumption, land use efficiency, profitability, employability
** In comparison with use of genetically modified organism in the production system, no use of genetically modified organism in the production system, and organic method
*** Stakeholders group composed by producers, processors, traders, certification bodies and NGOs representatives

Calculations panel

Life Cycle Assessment: results

SALSA

E-Platform

ADMIN: Admin SALSA (SALSA)
| 02.10.2013, 21:50

- All Documents
- Internal documentation
- Docu System
- E-Platform User Guide and Tutorial
- E-Platform User Guide and Tutorial
- Explore Knowledge on Sustainability
- Explore Knowledge on Sustainability
- Beef (Project)
- Beef (Project)
- Soy (Project)
- Soy (Project)
- Analysis
- Analysis
- LCIA Soy
- LCIA Beef
- Publish
- Waste management
- Analysis
- Control
- Communication
- Communication

Global Warming: Farm

Farm		
average yearly cattle population: number of beef cattle on farm	99,90	number
slaughter weight mature male animals (cull cattle)	99,90	kg
slaughter weight mature female animals (cull cattle)	99,90	kg
slaughter weight young cattle (finished cattle)	99,90	kg
slaughter weight calves (cull calves)	99,90	kg

MY CASE kg of CO2 eq. / Animal

SPECIALIZED BEEF kg of CO2 eq. / Animal

MIXED CROP kg of CO2 eq. / Animal

ORGANIC kg of CO2 eq. / Animal

[Enter values]

Settings panel

GHG emissions (kg Co2 equivalents) per Animal

Scenario	GHG emissions (kg Co2 eq. / Animal)
MY CASE	71610,41
SPECIALIZED BEEF	1084,11
MIXED CROP	944,67
ORGANIC	1093,83

For comparisons with literature values download the document "Soy and Beef Life Cycle Impact Assessment values from literature review.pdf" in the folder "05_(ENG) Literature on LCIA" of the section Explore Knowledge on Sustainability of the E-Platform.

The value considers all inputs and outputs of the productive system used in a year time

DISCLAIMER: The results cannot be used publicly or disclosed to third parties without previous permissions of the SALSA consortium and PROQUANTIS

Monitoring - record keeping

SALSA

E-Platform

ADMIN: Admin SALSA (SALSA)
| 03.10.2013, 15:43

- All Documents
- Internal documentation
- Docu System
- E-Platform User Guide and Tutorial
- Explore Knowledge on Sustainability
- Beef (Project)
- Soy (Project)

Quick search

Company and subsidiaries Paid

Waste type Waste origin

Company	Waste type	Waste origin	Date	Total cost (€)	Paid	
SALSA	Paper	Production Site 1	20.01.2012	16016,00		
SALSA	Metals	Production Site 2	20.01.2012	18910,00		
SALSA	Mixed waste	Production Site 2	09.02.2012	14596,00		
SALSA	Paper	Production Site 1	24.02.2012	7515,00		
SALSA	Biological Waste	Production Site 1	09.03.2012	4608,00		
SALSA	Wood	Production Site 2				
SALSA				12440,00		
SALSA	Metals	Production Site 2	17.05.2012	11097,00		
SALSA	Mixed waste	Production Site 1	24.05.2012	10023,30		
SALSA	Mixed waste	Production Site 1	06.06.2012	2324,00		
SALSA	Plastic Foil	Production Site 2	30.06.2012	4464,00		

Record keeping function X not utilized



Part III: Improvement

**Reaching higher levels in quality
and sustainability characteristics:**

- 1. Enterprise Certification**
- 2. Life Cycle Analysis**

Moving from existing Management Systems to New Systems (realized for QM/EM-Systems)



[Home](#)

[Quality Systems](#)

[Glossary](#)

[Imprint](#)

Welcome to the Qualint System

You will be guided through a three step process:

Step 1: Choose existing systems

Choose planned systems

Show results

[Start](#)

What system is implemented

What system is planned

What needs to be done

What needs to be done for higher levels of certificates?



Audit checklist

Fulfilled requirements:

1. [A record of all programmed internal audits and associated corrective actions shall be maintained.](#) R 11 C 1
2. [Accomplishment of defined training procedures and of complete training protocols.](#) R 11 C 10,1
3. [All non-conforming products shall be clearly identified, handled or disposed of according to the nature of the problem and/or the specific requirements of the customer.](#) R 11 C 1
4. [Application of plant protection agents in the after-crop must be documented in a card index \(related to field parcels\).](#) R 12 C 4
5. [Appropriate and precise specifications under compliance with relevant safety and legal regulations.](#) R 11 C 10,1
6. [Cleansing of transport vehicles.](#) R 12 C 10
7. [Clear, explicit and sufficiently detailed documents are available to staff.](#) R 11 C 1
8. [Control, calibration and maintenance of inspection-, measurement- and sampling equipment.](#) R 11 C 1
9. [Corrective actions shall be accurately documented and shall assign responsibility.](#) R 11 C 1
10. [Corrective actions shall be taken as soon as possible.](#) R 11 C 1
11. [documentation of results of reviews.](#) R 11 C 1
12. [Danger signs at or directly near access points.](#) R 11 C 1
13. [Determination of methods and criteria for sampling.](#) R 11 C 1
14. [Determination of quality management plans in its order.](#) R 11 C 2,1
15. [Determination, creation and maintenance of necessary infrastructure for assurance of product requirements.](#) R 11 C 7
16. [Equipment shall be suitably designed for the intended purpose and shall be used so as to minimise the risk of contamination of the product.](#) R 11 C 10,1
17. [For processes with critical impact for product safety, legal conformity and quality, detailed process descriptions, instructions and reference documents must be available.](#) R 11 C 10,1
18. [Hygiene training for staff members.](#) R 12 C 10

Listings

Available systems:

1. BRC British Retailer Consortium (Version 4 January 2005)
2. BRC Global Standard for Food Safety (Issue 6, July 2011)
3. Danish Quality Guarantee (May 2005)
4. EurepGAP (Plant) (Minor Must) (Version 2.0/March 2005)
5. EurepGAP(Pig) (Minor Must) (Version 2.0/March 2005)
6. GlobalGAP (IFA Crops Base) (Major Must) (Version 3.02/Sep2007)
7. GMP+ B1 (version 7 June 2005/Januar 2008)
8. IKB-Farmer (Hard) (version 5; 21 February 2005)
9. QS-Farming (Poultry) (1st January 2009)
10. QS-Retail (Pig) (01.09.2008)

Planned systems:

11. DIN EN ISO 9001:2008-12
12. GlobalGAP (IFA Combinable Crops) (Major Must) (Version 3.0/March 2007)

Symbol	Meaning
R	Required
C	Covered
D	Documentation
F	Form
KO	"KO" criteria

Text in red color: Statutory
Text in blue color: Non statutory

The small numbers "1,2,3" etc. indicate which system the standard belongs to.

Click on the requirements to get more information.

In what sustainability indicators are we weak? Where could we improve ...?

Indicators **Match against benchmarks** **Areas with improvement opportunities**

Indicators	Scores							Improvement areas				
	1	2	3	4	5	6	7	LCA related	Logistics	Quality	Information	Governance
<i>Environmental</i>												
Global warming		X										
Water consumption			X									
Land use		X										
<i>Economic</i>												
Profitability				X								
Barriers to entry			X									
<i>Social</i>												
Food quality					X							
Food safety			X									
<i>Institutional</i>												
Chain coordination	X											
	Our Chain Average: 3.5				Benchmark Average: 4.5							

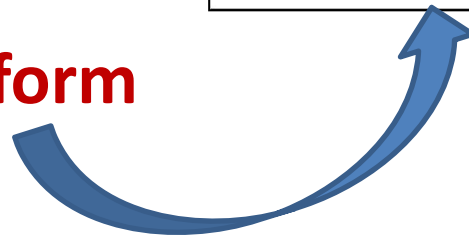
Improvement opportunities

Part IV: Trade support

Integration in private web sites: Example

The screenshot shows the Tesco website header with the logo and slogan "Every little helps". Navigation links include "Sign in", "Store locator", "Contact us", "Help", "Feedback", and social media icons for Facebook, Twitter, YouTube, and Pinterest. A search bar is set to "Groceries" with a "Search" button. Below the header are promotional banners for "Fresh food & groceries", "Tesco direct", "Clothing", "Clubcard", and "Tesco Bank". The main content area features a large advertisement for "ROBINSONS DOUBLE CONCENTRATE ORANGE FRUIT SQUASH" with a "VALUE 70 ONE" label. A pop-up window titled "FACTSHEET BRC Global Standards for Food Safety" is overlaid on the advertisement. The pop-up contains text about the BRC Global Standards, their origin, and their use in 115 countries. It also lists key features of the standards and sustainability benefits. To the right of the pop-up, another advertisement for "GOLDEN SHREDLESS" orange juice is visible, along with a "food or own-label" promotion. The bottom right of the pop-up has a right-pointing arrow icon.

Picked up
from platform

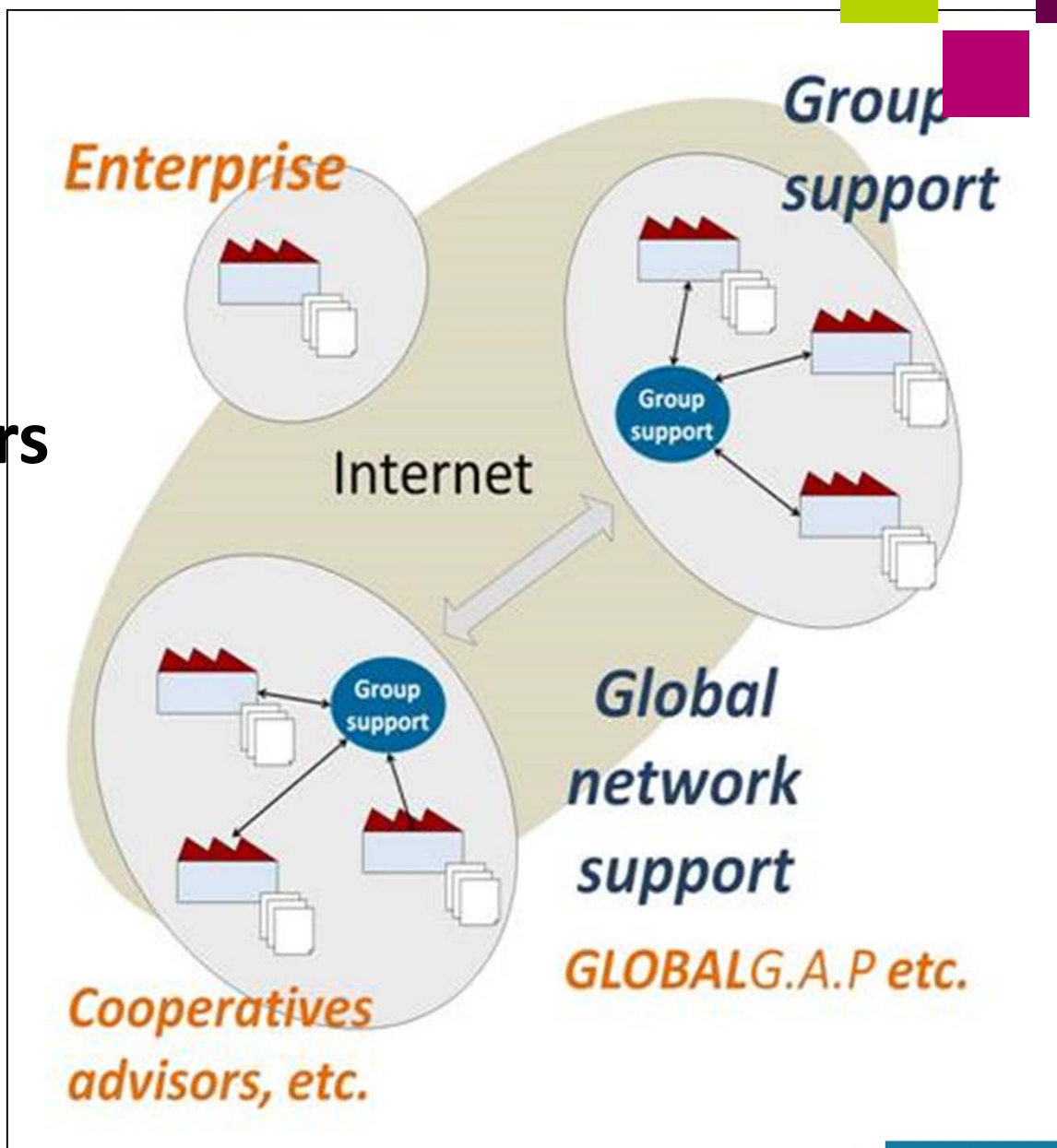




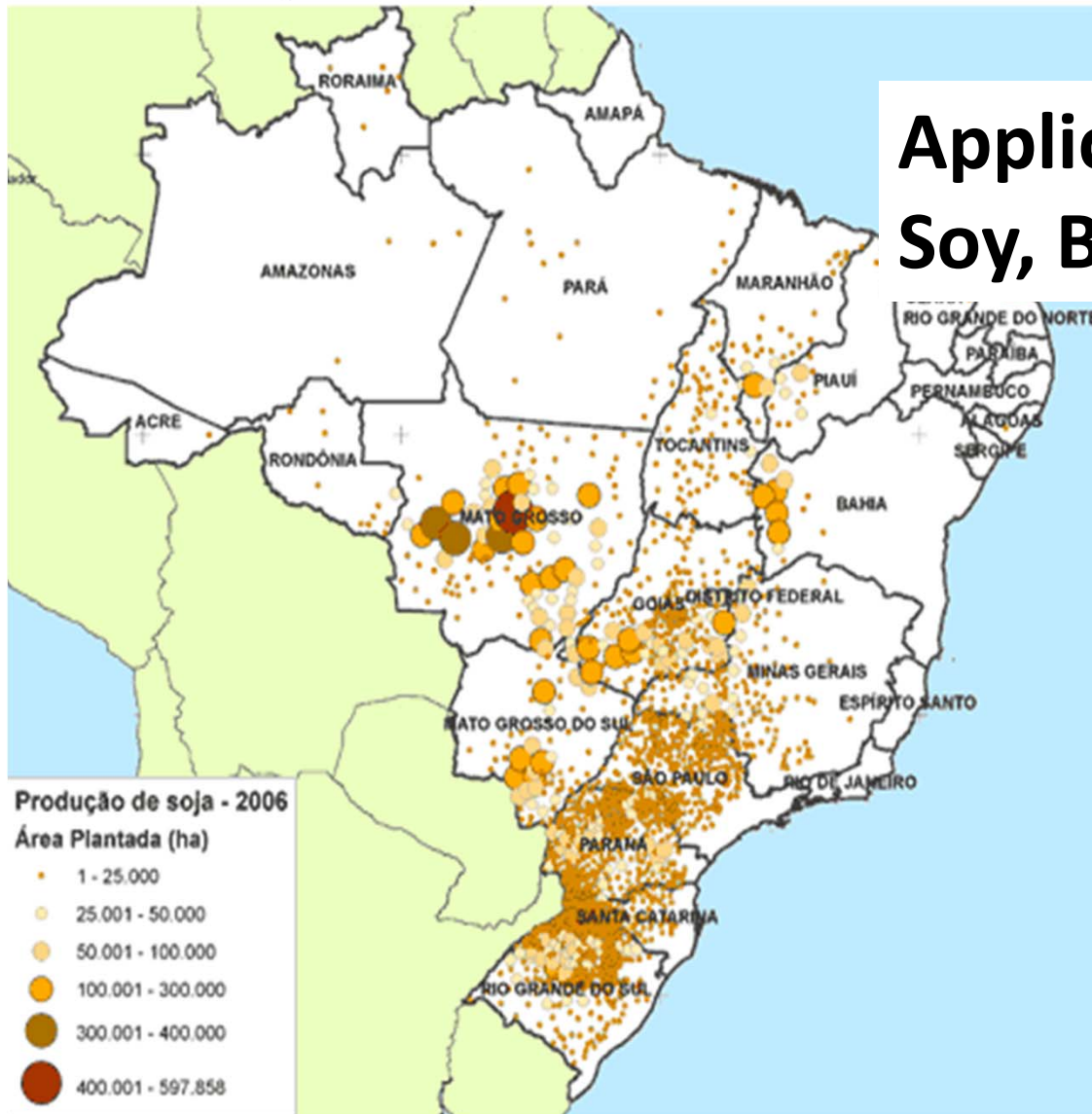
Part V: How to implement

Organizing Enterprise clusters

Argentine
Brasil
Mexico



Brasil - Produção de Soja 2006



Fonte: IBGE

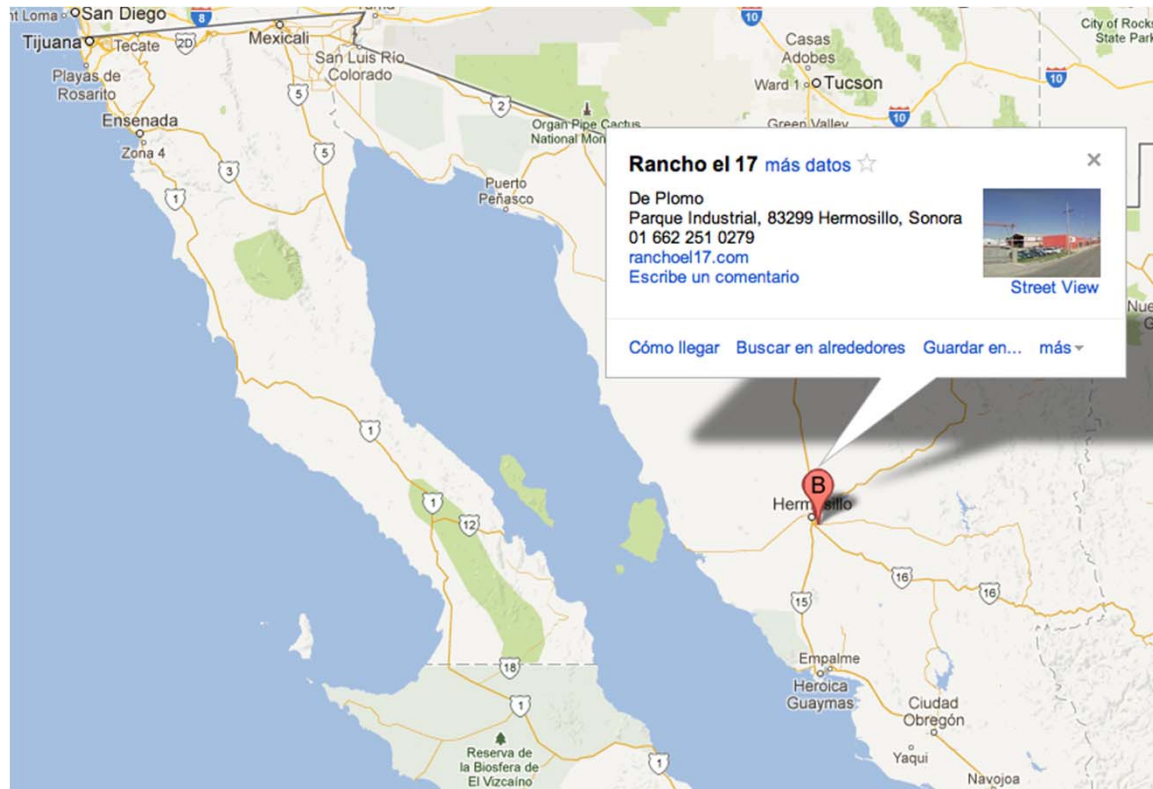
Arte UOL

Application cluster 1 Soy, Brazil

Application cluster 2

Beef, Mexico

Rancho 17, Chain network

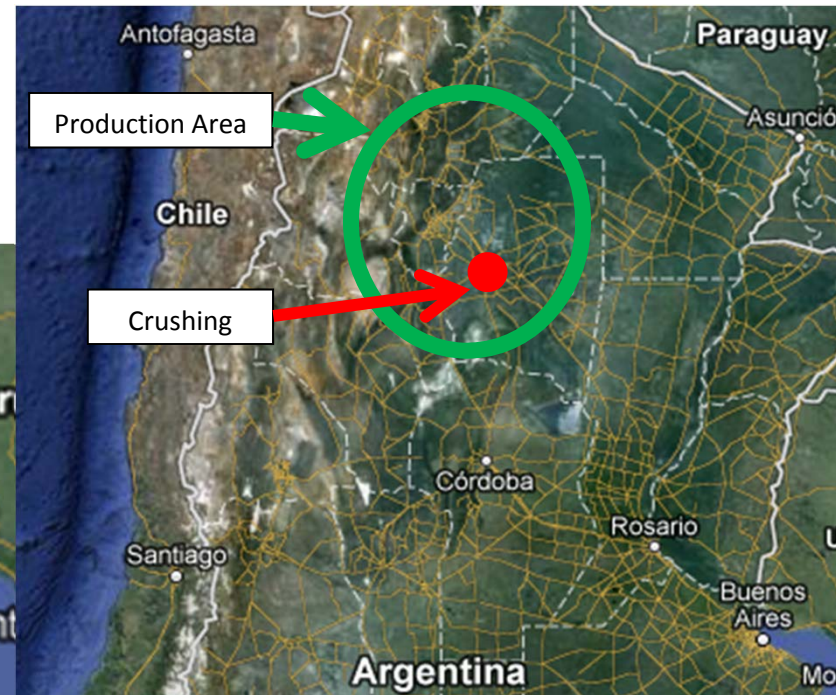


Application cluster 3

Soy, Argentina

Examples:

Citrusvile Los Grobo



Summary goal of system carrier

Providing **the base** for meeting the challenge to support in ...

- >> Improving in Knowledge
- >> Analysing own situation
- >> Identifying improvement potentials
- >> Trading activities

Thank you
Obrigado