



References and Further Reading (Open Access)

Agroforestry Business Model Innovation Network (AF4EU) – Available via <https://af4eu.eu/> Provides insights into business planning and network approaches for agroforestry enterprises across partner countries. Includes toolkits and case studies demonstrating strategic development in agroforestry businesses, which can serve as references or inspiration for advisors.

Rivera Nieblas, O. (2022). *The Importance of Strategic Planning in SMEs*. (Thesis, National College of Ireland). – Illustrates how strategic planning unites teams around common objectives and provides direction for long-term success [norma.ncirl.ie](https://norma.ncirl.ie/norma.ncirl.ie).

FAO Farm Management Extension Guide: Strategic Planning – *Chapter on SWOT Analysis & Visioning*. Food and Agriculture Organization, 2019. – Offers guidelines on helping farmers set goals and assess internal/external factors in their farm business (includes participatory tools for SWOT and visioning) norma.ncirl.ie.

Kahan, D. (2012). *Entrepreneurship in Farming* (Farm Management Extension Guide 5). FAO. – Contains sections on business planning, risk management, and the role of extension advisors in farm strategy. Emphasizes the importance of risk fao.org.

ClearPoint Strategy. (2021). *Effective Strategic Plan Communication for Success*. – Describes methods to communicate strategy effectively within an organization, noting that aligning stakeholders through clear messaging is crucial for implementation blog.hague.co.nz.

Achieveit. (2020). *Strategy Implementation: Turning Plans into Action*. – Explains steps to execute strategy, highlighting the need for assigning responsibilities, setting timelines, and monitoring progress achieveit.com. Provides tips on keeping teams accountable and adaptive.

Agroforestry Network (AFINET). (2018). *AFINET Practice Abstracts & Case Studies*. – Collection of European agroforestry case studies where innovation and strategic development were key. Open-access summaries available at agroforestry.eu showcase practical examples of farmers adopting new strategies (e.g., diversifying products, forming networks) with advisor support <https://agroforestry.net.eu/afinet>

European Agroforestry Federation (EURAF) Newsletter. (2023). *Special Issue on Agroforestry Business Models*. – Contains articles on emerging market opportunities, policy incentives, and trends in agroforestry across Europe. A good resource for advisors to stay updated on external trends and opportunities (e.g., carbon credits, new grants) relevant to strategic planning.

Klerkx, L., & Rose, D. (2020). *Dealing with the game-changing technologies of Agriculture 4.0: How do we manage diversity and responsibility in networked innovation systems?* – NJAS - Wageningen Journal of Life Sciences, 90-91, 100314. Open-access article discussing how advisors and innovation networks help farmers adapt to new trends and technologies – useful context for trend monitoring and adapting strategies in farming.

USDA Extension Risk Management Education. (n.d.). *Risk Management Checklist for Farmers*. – A publicly available checklist that helps identify common risks in farming and suggested mitigation actions, useful as a tool for advisors during risk assessment.



These resources complement the training, offering deeper dives into certain topics and real-world examples that advisors can learn from.

OUTCOMES OF THE COURSE MODULE

- Skills to guide visioning and strategic goal setting
- Ability to conduct SWOT, PESTEL, and risk analysis
- Tools to support implementation and monitor progress
- Confidence to act as a strategic facilitator for farm businesses

Get to know more!



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