

STEP A: envision

- A1. Creating a list of the system's direct stakeholders. For each stakeholder role, note at least one concern specific to that role.
 1. **Clients:** buy fresh and healthy products from reliable sources.
 2. **Farmers:** sell products from their own farms without wasting foods and select their price autonomously.
 3. **Manager:** manage the trend of SPG and increase revenues by supporting an eco-sustainable activity.
 4. **Shop/Warehouse employees, Warehouse managers, delivery people:** working in the spg with not much specific concerns except the awareness of being part of an eco-sustainable system.
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- A2. Generate a list of 3-5 indirect stakeholders. For each indirect stakeholder role, note at least one concern specific to that role.
 1. **Client family members:** consume products ordered by the clients. Their concern is to have high quality products and reasonable prices.
 2. **Farmer family members:** their concern is to improve their economic condition because their financial status is directly involved by the farmer's work.
 3. **Farm workers:** they will work in a more ethical environment with more fair wages (potentially).
 4. **Competitor markets:** they could be impacted if the SPG grows in popularity and could offer alternative (possibly better) customer services, product quality and marketing.
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STEP B: speculate

- B1. Generate a list of as many potentially implicated values as possible in five minutes. Then briefly discuss each of the values on your list.
 1. **Trust:** involved in the customer-farmer relationship.

2. **Environmental sustainability**: referring to the sustainability of the business model inside SPG.
3. **Autonomy**: implies the possibility of a farmer to manage their own products, their prices, and their working system.
4. **Identity**: referring to the political choice of the client who chooses to buy ethically.
5. **Client's freedom of choice**: a client is able to freely choose the food coming from a specific location
6. **Ownership and property**: refers to the right of the farmer to possess some products, take care of them and derive income from them.

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- B2. Investigate a value. Write a brief (1-2 sentences) definition of that value related to the system. Identify any substantive differences in team members perceptions, if any.

Environmental Sustainability is definitely a core value of our system since it implies a focus on an ethical production, transport and consumption system. This means wasting less energy and materials as well as pollute less since the products are km0 and contributing to environmental protection.

Furthermore this allows to generate customer loyalty and more social value.

STEP C: explore

- C1. Designate three primary values the system supports
 1. **Environmental sustainability**
 2. **Trust**
 3. **Autonomy**

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- C2. Explore/brainstorm three value tensions that your system may engage. For each value tension, identify one or more design features that favors one of the values over the others.

Value tensions:

1. Environmental sustainability - Economy and business in the area
 2. Local products seasonally available - Non-local products always available (in other markets)
 3. Possibility of the farmers to autonomously estimate their work - Prices vary according to the market
 4. Standard farmer-buyer exchanging process - More complex selling process (SPG)
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STEP D: adapt

- D1. How would you change the system to mitigate value tensions ?
Describe analytically the changes.
 1. Include supermarkets as delivery points for orders, so that supermarkets themselves earn income from the SPG business.
 2. Promote consumption of local products seasonally available: since the core of the system is to sell local products of the season, it should provide a set of recipes using only the season products and promote with data that consuming local products is more sustainable.
 3. The manager supervises the products and can define a minimum and maximum threshold for the price of each category of product, in order to discourage the system from becoming highly competitive.
 4. Simplify the “estimation-order-confirmation” process: the farmer directly enters the availability of the products and not their estimation, so that when the clients place an order they can accept/refuse it and as soon as possible. Moreover implement an online payment system to further speed up the process.
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STEP E: a look into the future

- E3. Check the assigned envisioning card (see Dropbox folder) and follow the activity

The SPG system should depict farmers and their laborers in a prominent role. Since in common markets farmers are overshadowed and clients only care about their final products, here their role is active and proactive (supported by text and images that can make stand out at best their role and activity).

Clients have greater awareness of the origin of the products (where they come from ..), so that they can trust some farmers, encouraging the sale of local products.

In general, stakeholders (mainly clients) should be encouraged by providing them infographics and statistics on how they're helping to eradicate climate change and contamination from big supermarkets, for example if a local farmer sells meat, telling the client/farmer how much less water they're spending on they're products v/s how much water would you "consume" if you buy from a big supermarket.

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- E4. Look back at
 - the list of values provided in B1
 - the definition of value in B2
 - How would you change them after considering the long-term view?Explain briefly why

Most of the values provided in B1 should not be changed or be replaced, since we are living in a climate change era and we do not know how it is going to evolve in the future, hence, we should always promote values related to the environment. Nevertheless, values previously defined, such as “**Identity**” that describes that buying from a system like this is a political choice, would be changed since in the future it might turn into an intrinsic need of every human being. Therefore, the value Identity would have a change in the meaning of the perception that a person has about its interaction with the planet and environment.
