

Practical guide for the commercialization of family farming products

Lessons learned during the pandemic period and new perspectives



Realization:

CENTRAL DE
COMERCIALIZAÇÃO DAS
COOPERATIVAS DA CAATINGA

Funding:



FIDA

Investindo nas populações rurais

Technical Datasheet

PRACTICAL GUIDE FOR THE COMMERCIALIZATION OF FAMILY FARMING PRODUCTS

Lessons learned during the pandemic period and new perspectives

Realization: Central da Caatinga - CECAAT

Funding: Sugestão: manter em inglês
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Está terra dá de tudo
Que se possa imaginar
Sapoti, jaboticaba
Mangaba, maracujá
Cajá, manga, murici
Cana caiana, juá
Graviola, umbu, pitomba
Araticum, araçá
Engenho velho ô, canavial

Favo de mel no meu quintal
(Engenho velho ô, canavial)
(Favo de mel no meu quintal)
O fruto bom dá no tempo
No pé pra gente tirar
Quem colhe fora do tempo
Não sabe o que o tempo dá
Beber a água na fonte
Ver o dia clarear
Jogar o corpo na areia
Ouvir as ondas do mar

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BRAZIL – DECEMBER, 2020



Preface

The Brazilian semi-arid region has experienced significant transformations and paradigm shifts since the early 2000's, strongly reducing child mortality, hunger, and water scarcity for human consumption and food production. Actions carried out by Civil Society Organizations (CSOs) in the context of coexistence with the semi-arid were fundamental in implementing public policies aimed at the strengthening of Family Farming and Solidarity Economy, among other fundamental rights.

In this context, the Caatinga Cooperatives Commercialization Center (Central de Comercialização das Cooperativas da Caatinga or Central da Caatinga in Portuguese) stands out as a socioeconomic organization of family farmers from the Brazilian semi-arid region, which organizes the commercialization of family farming products and services. The Caatinga Center comprises nine affiliated cooperatives and more than 25 productive groups, covering more than 1,000 assisted families. Its MISSION consists in "contributing to the sustainable development of family farmers in the Brazilian semi-arid region", supporting the VISION of being a reference in the commercialization and consumption of agroecological products from family farming cooperatives" and having the following ECOSOCIAL BELIEFS: 1- agroecology; 2- fair and solidary trade; 3- sustainable consumption; 4- Caatinga's sociobiodiversity; 5- gender, generation, race, and ethnicity; 6- human and social capital; 7- social and popular ecumystic.

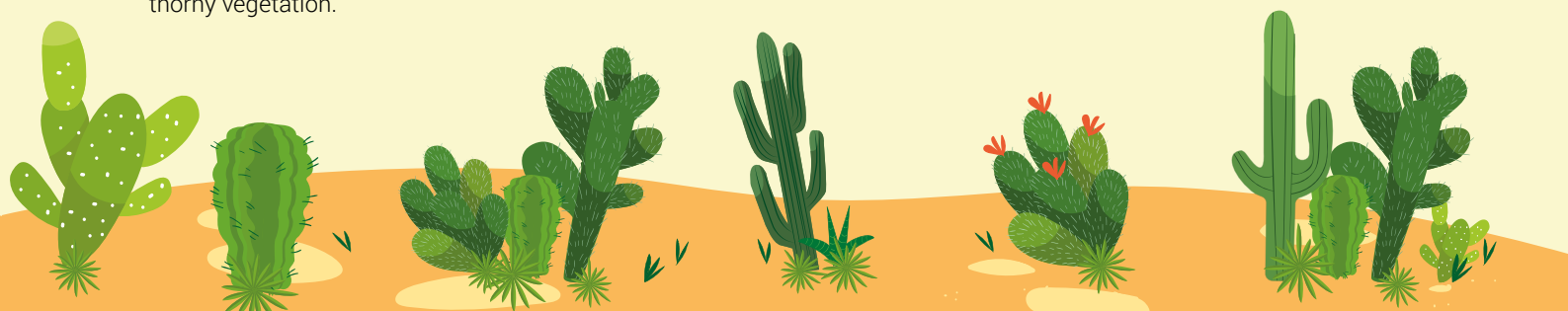
Considering its mission, the Caatinga Center articulates strategic partnerships to strengthen the solidarity economy and collective enterprises' self-management, seeking new possibilities for an integrated insertion of family farming products on the market.

During the new coronavirus pandemic, it was possible, even in times of crisis and uncertainty, to identify resilient and successful commercialization practices conducted by family farming production organizations in the Brazilian semi-arid region. Therefore, opportunely, the Caatinga Center, through a contribution agreement signed with the International Fund for Agricultural Development (IFAD), decided to join efforts and mobilize partnerships to map the organizations of Family Farming and Solidarity Economy that stood out and to record their successful experiences between March and December 2020. This Practical Guide to Commercialization aims to disseminate the best practices of commercialization adopted by production organizations from the Northeast region of Brazil. The support from entities and projects of technical assistance and, above all, the attention given by the farmers of the mentioned cooperatives and associations were essential for the elaboration of this Guide, which is available at www.centraldacaatinga.com.br/guia-de-comercializacao for those interested in consulting or downloading the complete edition.

Gratitude and Fulfilment are the words that best express our feelings towards discoveries, experiences, and learning through very rich testimonies from farmers and community leaders with innovative and entrepreneurial actions.

In summary, we are very grateful to IFAD's team in Brazil for the trust invested in the Caatinga Center to develop this Practical Guide to Commercialization. We also thank the coordinators of IFAD projects in Brazil, farmers, representatives from cooperatives and associations, the teams of technical assistance entities, advisors, and all other collaborators involved in elaborating this Guide.

¹ The Caatinga biome covers much of the Northeast Region of Brazil, being characterized by a semi-arid climate and a small, thorny vegetation.



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Presentation

This Guide's goal is to help farming families, artisans, those involved with the management of processing units, and the economic or community organizations participating in the family farming production chain to overcome the challenging moment imposed by the severe global crisis that resulted from the Covid-19 pandemic. Aware of farmers' difficulties, the Caatinga Center (CECAAT), funded by IFAD, endeavored to map the best practices and successful experiences of family farming enterprises to maintain and expand sales in several distribution channels during this crisis. The efforts resulted in this Practical Guide for the Commercialization of Family Farming Products. This Guide aims to be a fundamental tool for the capacity building of technicians who work as advisors to family farmers.

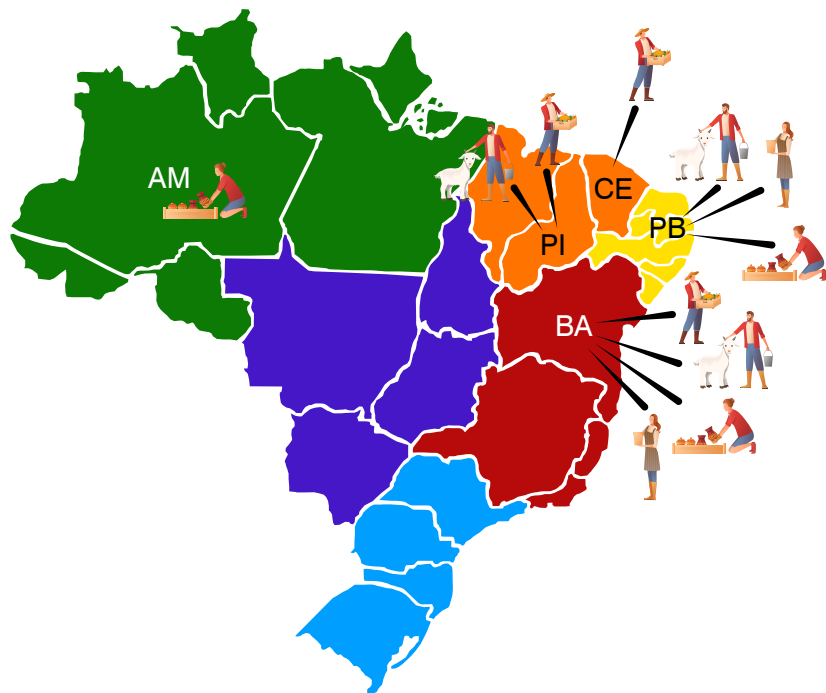
The pandemic directly affected many sectors of the economy due to the suspension of activities to prevent virus's proliferation. The shutdown of fairs and exhibitions, the suspension of activities in restaurants and schools, in addition to the social distancing necessary to prevent the contamination, was a challenge for many families who found themselves depending on the government emergency aid to ensure their livelihood.

Prevented from selling their products at the usual places, family farmers did not know how to proceed since they were isolated due to the risk of contagion. Many had their activities paralyzed either because of advanced age or for not having a basic knowledge of technology, access to the internet, or a vehicle to deliver products.

It is noticeable that groups working in networks, via associations and cooperatives, could share some emerging solutions to improve sales performance throughout pandemic months.

Where there is chaos, there is also opportunity. In this Guide, you will learn about initiatives conducted by farmers and family farming associations and cooperatives, which, with the support of technicians and the youngest members of the family, had excellent ideas for leveraging their products' commercialization in this challenging scenario. They found new ways to market their products, which should remain after the end of the pandemic. The geographical focus of systematized experiences was the Northeastern semi-arid, where IFAD carries out its actions in Brazil and others conducted in the Amazon region.

Figure 1: Mapped Enterprises and their location



The table below lists the main organizations taken as reference to support the content of the Guide.



Productive backyards:

- APASPI - Associação dos Produtores e Produtoras Agroecológicos do Semiárido Piauiense – PI, **Projeto Viva o Semiárido (PVSA)**.
- Associação dos Feirantes da Agricultura Familiar de Quixeramobim – Quixeramobim/CE, **Projeto Paulo Freire (PPF)**.
- Associação da Lagoa do Barbosa – Pimenteiras/PI, **Projeto Viva o Semiárido (PVSA)**.
- COFASPI - Cooperativa de Trabalho e Assistência à Agricultura Familiar Sustentável do Piemonte – Jacobina/BA.
- COOFAMA - Cooperativa Agropecuária Familiar de Maçaroca e Região – Juazeiro/BA, **Projeto Pró-Semiárido (PSA)**.
- Feiras Agroecológicas e Solidárias de Sobral – Sobral/CE, **Projeto Paulo Freire (PPF)**.



Small animals:

- Ascobetânia - Associação dos Criadores de Ovinos e Caprinos do Município de Betânia do Piauí – Betânia do Piauí/PI, **Projeto Viva o Semiárido (PVSA)**.
- CAPRIBOM - Cooperativa dos Produtores Rurais de Monteiro Ltda. – Monteiro/PB, **Projeto de Desenvolvimento Sustentável do Cariri, Seridó e Curimataú (Procase)**.
- COOVITA - Cooperativa dos Produtores Rurais da Chapada Vale do Rio Itaim – Betânia do Piauí/PI, **Projeto Viva o Semiárido (PVSA)**.
- Sítio Nozinho – Curaçá/BA.



Process food:

- COOPERCUC - Cooperativa Agropecuária Familiar de Canudos Uauá e Curaçá – Uauá/BA, **Projeto Pró-Semiárido (PSA)**.
- COOPERSABOR - Cooperativa Regional de Agricultores/as, Familiares e Extrativistas da Economia Popular e Solidária de Monte Santo – Monte Santo/BA.
- CAPRIBOM - Cooperativa dos Produtores Rurais de Monteiro Ltda. – Monteiro/PB, **Projeto de Desenvolvimento Sustentável do Cariri, Seridó e Curimataú (Procase)**.



Handicrafts:

- Associação das Mulheres e Mães de Zabelê – Zabelê/PB, **Projeto de Desenvolvimento Sustentável do Cariri, Seridó e Curimataú (Procase)**.
- ADART - Associação de Desenvolvimento dos Artesãos de São Sebastião do Umbuzeiro – Umbuzeiro/PB, **Projeto de Desenvolvimento Sustentável do Cariri, Seridó e Curimataú (Procase)**.
- Associação de Resistência das Rendeiras de Cacimbinha – São João do Tigre/PB, **Projeto de Desenvolvimento Sustentável do Cariri, Seridó e Curimataú (Procase)**.
- Associação Teçume da Floresta – Careiro Castanho/AM.
- Grupo de Artesãos Surisawa Muraki – Manaus/AM.
- COOPERTIGRE - Cooperativa de Produção de Bens e Serviços de São João do Tigre – São João do Tigre/PB, **Projeto de Desenvolvimento Sustentável do Cariri, Seridó e Curimataú (Procase)**.
- RENDAVAN - Associação das Rendeiras de Dias D'Ávila – Dias D'Ávila/BA.

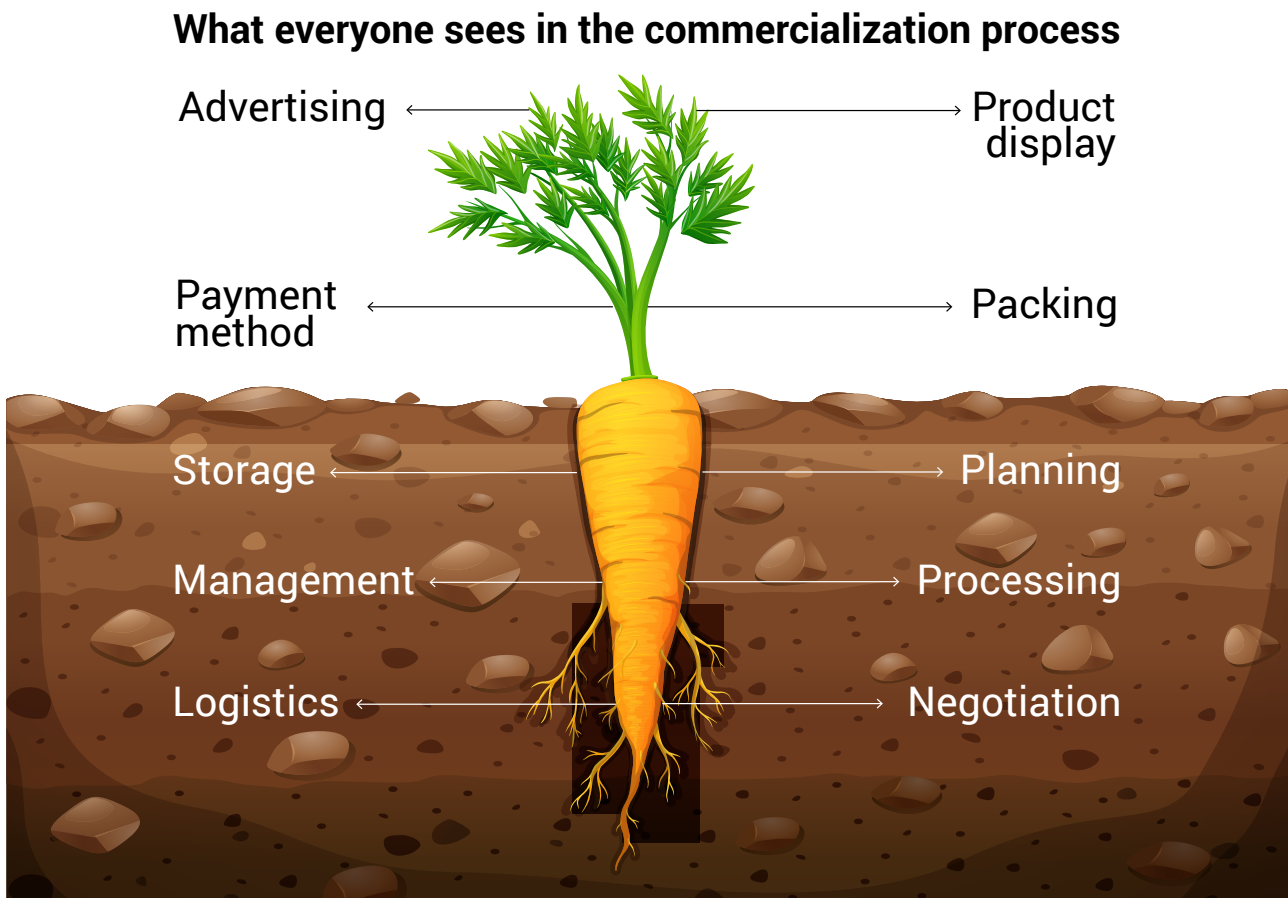
The use of technology for customer communication, networking, and technical assistance support during the pandemic compose this publication's core. All content you find here is based on the experience of farmers, breeders, family farming associations and cooperatives that have been mapped and whose best practices serve as examples. This Guide shows what worked for the maintenance and growth of sales during the pandemic period. Through its reading, it is noticeable that these enterprises were able to overcome some challenges with solidarity and collective action, individual solutions, and the support of public policies.

This Guide consists of 4 chapters, each bringing the entire process of commercialization planning, from the beginning of production to after-sales, with guidelines for best practices throughout the process. The chapters are divided

into **Productive backyards**, **Small animals**, **Processed food**, and **Handicrafts**, providing essential tips about general legislation, including health and environmental, identification seals, and the primary commercialization modalities. At the end of each chapter, you will find two questions that will help to reflect on issues related to the commercialization of each of these areas. It is important to note that this document's information is also useful and applicable by any interested parties in other production chains.

As you will see in the figure below, advertising, packaging, and product display, among other things, are only the visible parts of the commercialization. This process goes much further needing other things to happen behind the scenes for the buying experience to be perfect, which would ultimately keep customers shopping.

Figure 2: Guide structure

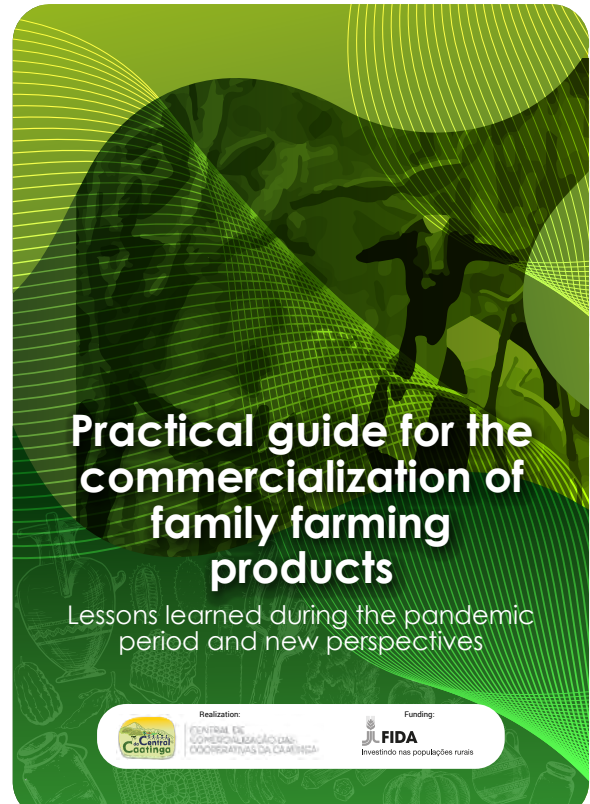


To support and facilitate access to information, we provide several essential links throughout the text for the reader to deepen into each particular subject. Just click on the images that say: “click here to learn more”, like the example below.



[Click here to learn more](#)

Besides, we provide an audiobook with the complete content of this Guide, divided into chapters in a podcast called **Commercialization for Family Farming**, which is available for download on the CECAAT website (www.centraldacaatinga.com.br/guia-de-comercializacao) as well as on some audio streaming platforms like [Spotify](#), [Deezer](#), [Amazon Music](#) and [Google podcast](#).



[Click here to learn more](#)

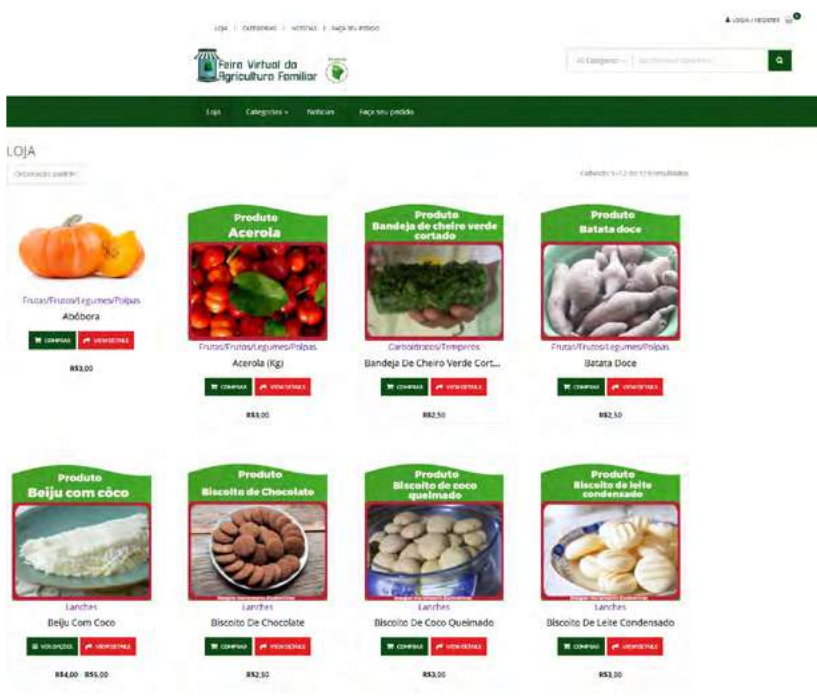
The pandemic showed the population the importance of caring for immunity, which involves consuming fresh products cultivated without the use of pesticides to ensure food safety and protect the planet. Such consciousness reinforces the importance of changing the way of life and the production methods, ensuring the sustainability of agricultural systems. **This is the objective of the agroecological transition and the short circuits of commercialization, which supply the local commerce to reduce the distances and the time between farmers and consumers—the farm-to-table concept.** The present Guide encourages the adoption of practices aimed at conserving natural resources and guaranteeing the population’s well-being, focusing on financial sustainability. You, a farmer, a breeder, or an agricultural technician, are fundamental to this transformation.

1. Strategies to overcome challenges and sell during and after the pandemic

It is almost impossible to talk about selling without talking about how technology helps us communicate and contact customers. With the arrival of the pandemic of the new coronavirus in Brazil, the moment we are living in can be considered a milestone in the access to new technologies and new ways of communicating. Whether using messaging apps or social media services to post photos of products, all markets benefit from using these tools to communicate about products or services with customers.

During this period, smallholders had to adapt to digital communication. Many families took advantage of younger members' skills to create social media profiles and business accounts in messaging apps. New Marketing channels were "discovered", such as e-mail, digital forms, and social

media, an inexpensive and viable way to maintain sales. However, most farmers used WhatsApp to stay connected with customers. Among the most interesting strategies, we highlight the virtual fair set up by the Associação dos Feirantes da Agricultura Familiar de Quixeramobim. With the support of the Centro de Estudos do Trabalho e de Assessoria ao Trabalhador (CETRA) and the Instituto de Arte, Cultura, Lazer e Educação (IARTE), a list of available products is weekly uploaded to <https://iarte.org/feiravirtual> and orders are subsequently completed via WhatsApp. Farmers whose activities were interrupted as fairs shut down came together to offer a complete solution for customers while saving on transport, packaging, and distribution of tasks: collective and networked work was crucial to get through this period.



Website of the Family Farming Virtual Fair in Quixeramobim / CE.

 [Click here to learn more](#)

By the way, with the pandemic, the entire market dynamics changed rapidly. Some say that we technologically evolved the equivalent of

5 years only in the first quarter of the pandemic. Look how many innovations are here to stay:

“

We need to understand the necessities behind collective action because, at times like this (pandemic), we get stronger, we help each other. It is a process of resilience, helping each other, understanding the difficult time we are going through, and even contributing to improving more each day. From the difficulty, we take the learning.

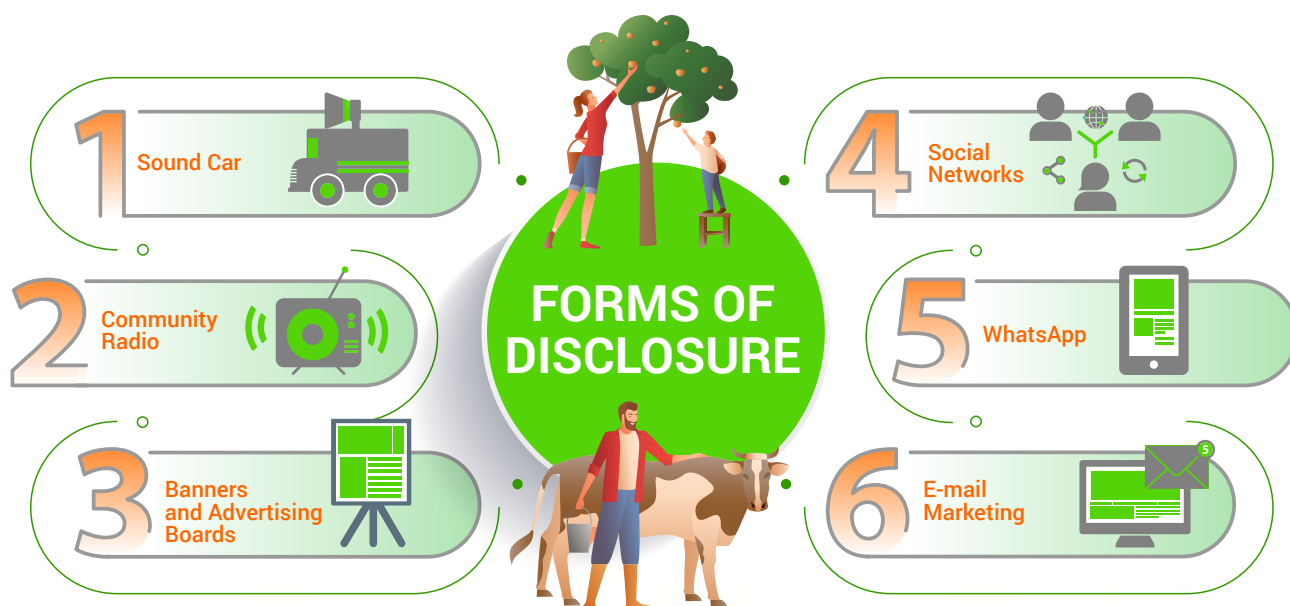
Denise Cardoso, Director of Coopercuc, Uauá/BA.

”

1.1. The use of strategic tools to advertise and sell products

When it comes to advertising, several are the communication channels available, ranging from traditional ones to the sound bicycle, which has become popular in recent years. Anything goes to promote products, sell more, and gather new customers. With the pandemic, the use of

digital tools such as virtual brochures, email marketing, and the sending of cards through WhatsApp has become even more accessible for smallholders. The following figure shows some forms of publicity as well as good reasons to use them:



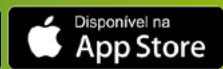
Main sales promotion tools	Advantages
Sound car	<p>It is inevitable to hear when it passes: the loud sound contributes to the diffusion of information. The famous egg car is very efficient in selling fruit, vegetables, and processed products. It is ideal for promoting what is available for sale at that moment. Usually, an announcer talks about the products and their attributes. It is worth visiting locations always on the same days and times so that customers can be prepared to buy. It is important to pass slowly and more than once in front of the same houses so that customers have time to go out and get what they need. Remember to offer more than one payment method.</p>
Community Radio	<p>Community radios are small radio stations whose purpose is to function as a communication channel dedicated exclusively to the local community. Radio stations can disseminate ideas, cultural manifestations, social habits, and traditions. They are great for communicating the open-air market days and times with the people from the region you operate.</p>
Utility Pole Radio	<p>Usually, loudspeakers are attached to poles close to open-air markets and community centers, so the content broadcasted is available to everyone who is passing by. Advertise if you have a new product, a new location, promotions at the point of sale or reinforce your products' differential. Do not forget to state in the ad the exact location where you are exhibiting your products.</p>
Banners	<p>With a photo of your plantation, herd, or products, the banner must bring the information necessary to influence the customer in picking your products to buy. Thus, it is crucial to provide information about production practices, whether it is agroecological or not, and payment methods.</p> <div data-bbox="486 1556 845 2004"> </div> <div data-bbox="861 1556 1364 2004"> </div>

Main sales promotion tools	Advantages
Advertising Boards	Boards are usually smaller and serve to inform others that you are selling something. Put it in front of your property or nearby to signal the way to reach it.
Social Networks	Smartphones are in everyone's pockets, consisting in a world of infinite possibilities in the palm of one's hand. Social networks enable the connection with customers, the transmission of important information, and order placement. Read further on the special content we wrote about the two most used social networks.
WhatsApp Business	The messaging app most used nowadays, WhatsApp has created exclusive tools for those who want to sell. We have written exclusive content about this, which you can read here in this Guide.
Email	Send complete information via email, like a menu of your products. Email also helps to formalize purchases.
Website	A website organizes all information about the products and your enterprise or production group. It is a powerful tool to give you credibility.

Check how easy it is to promote your products via WhatsApp:

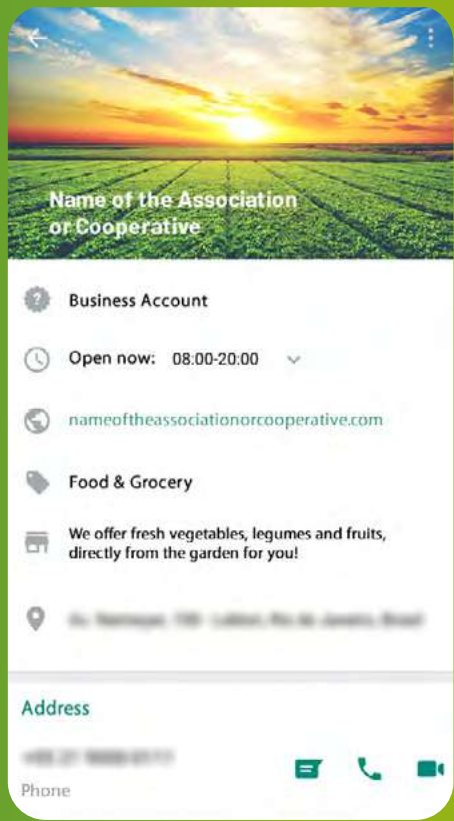
Step 1

Create a WhatsApp Business account, a business-focused version of WhatsApp with several functions that will help you sell more and better.



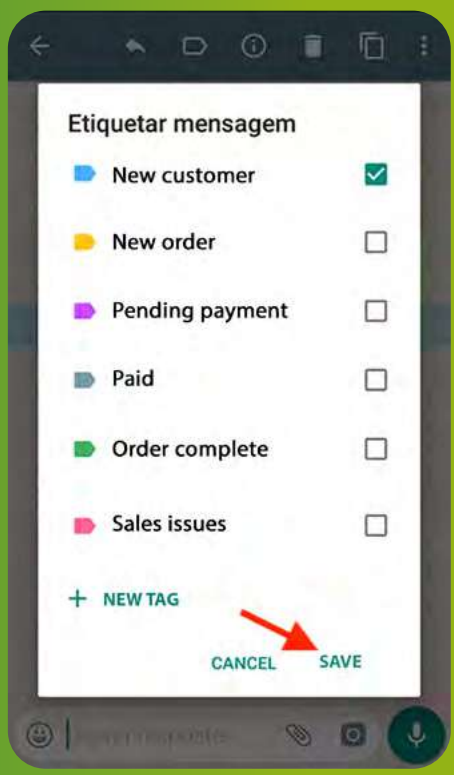
Step 2

Create a profile with all your contacts, not forgetting to put your address, e-mail, opening hours, and links for your social networks, which can be your own or those from the cooperative/association you participate, so that customers can get more information about products, take-out methods, prices, etc.



Step 3

In WhatsApp Business, create customer categories using the label function. You can create categories by frequency of purchase, customer location, type of product acquired, among others, in a way that makes it easier for you to find your customer list, by category, in the app



Step 4

Take photos of your products and create a catalog with prices within the app. This way, customers contact you knowing the minimum purchase prices and quantities. Also, you can send the catalog to customers on the days they usually buy. Such action anticipates their contact with the products and makes them take advantage of this attention to place orders immediately.



Do you know the best way to sell on Facebook?

The best way is posting your products to sales groups in your region!

In recent years, Facebook has become the social network with the largest number of communities (groups that bring together people interested in a specific topic). However, instead of advertising only in family farming groups, why not advertising in sales groups as well? In these groups, many people want to sell things, but many others are wishing to buy.



Learn how to advertise on Instagram

Instagram is a tool that has several resources, from which the farmer can significantly benefit. Check these tips so you can stand out using this tool:

Tip 1

Create a business profile on Instagram. This type of profile has many features for those who want to sell and advertise products through the app, such as including their contact details in the Bio and a link to start a WhatsApp chat with just one click. The Bio is the part of the profile where you can describe your activities and present your contact info:



Examples of Instagram Stories:

Tip 2

Create videos of up to 15 seconds to show your daily activities and post on Instagram Stories. These videos are aired for 24 hours and are very strategic to increase consumers' reliability in your product. You must create Highlights on the Stories telling, for example, your story as a farmer, showing the day-to-day planting, harvesting, product processing, and packaging. Another interesting content to post on the Stories is a photo of your product and its price.



Tin 3

Teach people something and post on the Instagram Feed, where all your publications are, which should bring more informative content about the products you are selling. For example, you can record a video teaching how to make a recipe with some of the products you sell. People love interesting facts and suggestions on how they can use the products they buy from you. Always answer the questions asked on your posts, as they are an excellent way to connect with customers. Avoid talking about religion and politics, as these are types of content that can alienate customers. Examples of Instagram Feeds:



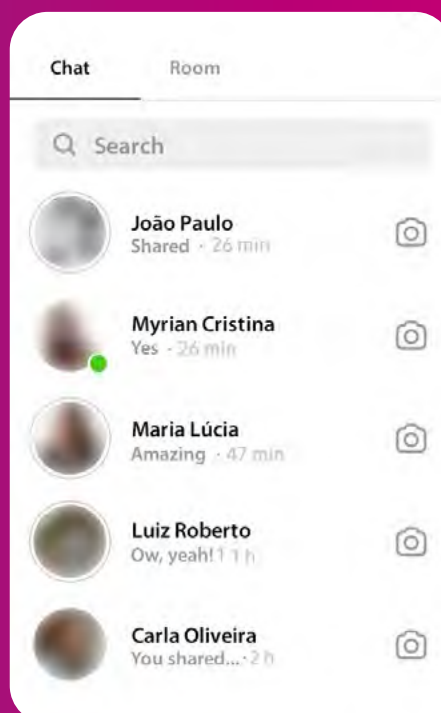
Tip 4

Create short videos with tips like, for instance, how to plant basil at home and post on Instagram Reels, a functionality for quick content that has several resources for you to edit your video.



Tip 5

Don't forget to constantly check the Instagram Direct Messenger, the app's messaging function. Your customers can place orders there too. The Direct is the following area:

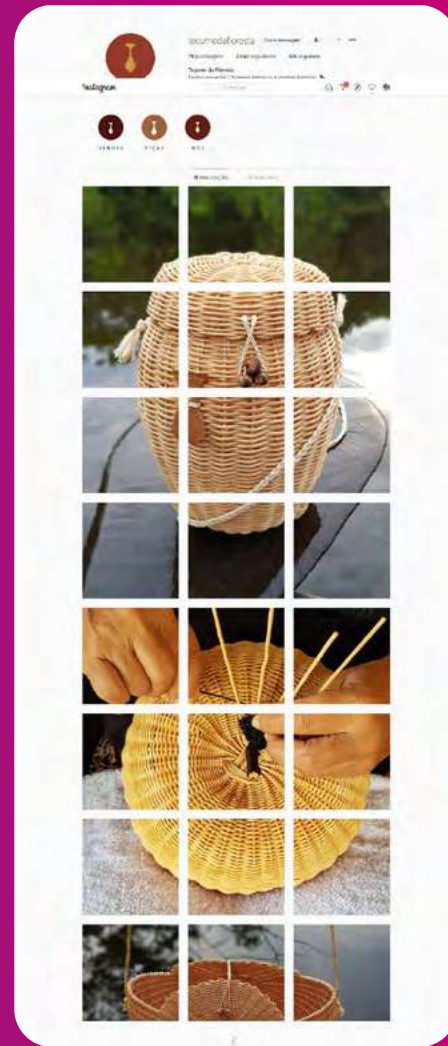


Tin 6

You can advertise your products with a low investment. Use the Facebook Creator Studio tool to strategically segment your target audience, focusing on people's location and age groups. A tip for target advertising is to look at customers' demographic characteristics like gender, age, and place of residence, generating ads for people with similar characteristics. You can get help from a **traffic manager** (professional specializing in internet ads) to create more efficient ads. Look for a specialist in your region.

Remember to include your contact info in your ads' caption so customers can easily find out how to reach you.

Check out the account of the Associação Teçume da Floresta, which has used Instagram to publicize the products of its members: @tecumedafloresta



Organizing small-scale farmers and ranchers in productive groups contributes to a greater professionalization of the commercialization process. In general, selling products collectively becomes more advantageous since it allows sharing costs with logistics, packaging, and advertising. Shared freight, advertisements on sound cars or community radios, purchase of packaging in larger volume, among others, are meanings of reducing costs when divided by everyone and organized in production networks.

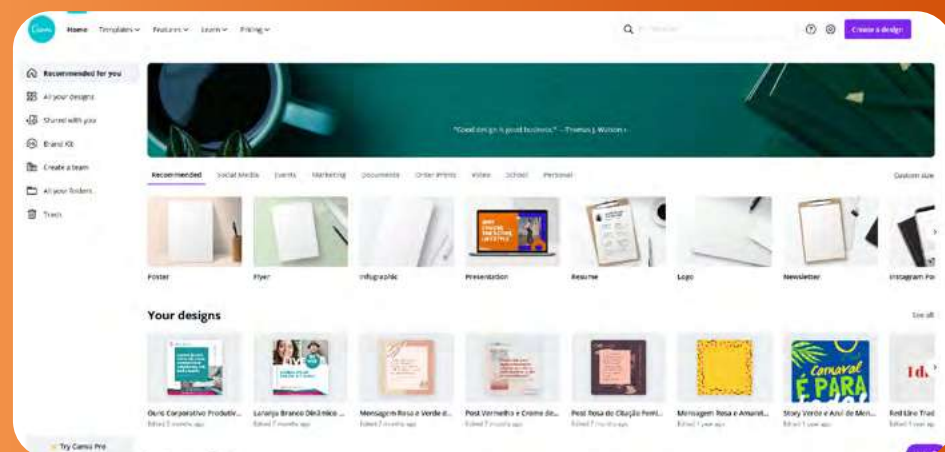
93% of purchasing decisions are influenced by social networks according to Martha Gabriel and Rafael Kiso, in the 2020 book Marketing in the Digital Era.

Following this logic, during the pandemic, the Associação dos Artesãos Teçume da Floresta/Amazonas state, which has limited access to the internet, trained a representative to use digital marketing tools, such as sponsored advertisements on social networks.

The association has also helped its members sell their products at virtual business events that have guaranteed their families' livelihood. With the tools available online, it is possible to create a layout for posting on social networks and

WhatsApp.

Use free tools like the website [canva.com](https://www.canva.com), in which the layout is ready, and the user only needs to change the information about the products without having to have any notion of design. This tool has a smartphone app, so you do not need a personal computer to create cards, brochures, among other communication materials.



1.2. New ways to charge for what we sell

Access to the internet and new technologies has brought new forms of payment that are as secure as the traditional ones, helping with distance selling. Since 2010, Fintech (abbreviation for financial technology) has existed in Brazil, facilitating several financial services such as payments, loans, and investments. Nevertheless, Fintech only became popular with the coronavirus pandemic. You have probably used a digital bank's service to buy or sell something, but did you know that it works like a digital account through which you can pay bills and make withdrawals and transfers?

The creation of sales links connected to virtual accounts at Picpay, PagueSeguro, and Mercado Pago, for example, are alternatives to cash payment, reducing the contact between farmers and customers. Those tools also serve as a way to anticipate and guarantee sales since the products can be charged before delivery. Since the beginning of the year, such payment methods are already being used by the Grupo de Artesãos Surisawa Muraki, located in the Greater Manaus-AM, and by Capribom, located in the Cariri region of Paraíba State, which take

advantage of all the benefits offered by these payment methods. However, it is important to note that each service provider has specific service charges and deadlines for payments.

Also, it has become easier to open a digital bank account as fees are usually exempt and anyone with a smartphone connected to the internet can complete the process. There is no contact with anyone, given the simplicity of the process, which consists of sending photos of personal documents taken with the smartphone camera.

The latest financial technology introduced in Brazil in 2020, PIX, is the new instant payment system created by the Central Bank. Among its various features, PIX allows you to make wire transfers and payments in up to ten seconds, and these transactions are available twenty-four hours a day, seven days a week, including holidays. To be made, transfers require only the cell phone number, social security number (CPF), or email of the recipient, with no need of knowing the account number. PIX also enables real-time payments to companies (if the sender

is a natural person and the recipient is a legal person, the company pays a fee, but small-scale companies are exempt, such as individual microentrepreneurs) and the payment of utility bills the collection of taxes.

In practice, the user defines the amount and the payment date, sending a QR code through which customers can make payments. It is a simple, fast, and free-of-charge alternative for natural persons.

ATTENTION:

Whenever using PIX, make sure that the name appearing on the screen matches the name of the intended recipient's name. If the wrong number is entered and confirmed, the money will go to someone else's account, and the amount will not be recovered.

1.3. People have adapted to new ways of shopping

During the pandemic, resistance to online purchases of fresh food decreased, and farmers' commitment to sell selected food only further strengthened this commercialization channel. Purchases via WhatsApp or through social networks like Instagram, for example, became a reality that will not change in the post-pandemic era.

Customers learned to wait for fresh products to be delivered, which forced them to plan their purchases. In addition to fresh and processed products, small animals are offered to

Customers learned to wait for fresh products to be delivered, which forced them to plan their purchases.

customers weekly, respecting the time required for packaging and delivery of the products.

The brothers Mauro and Marivaldo from the Nozinho farm, Curaçá-BA, sell the meat and the carcass of their goats through a pre-established delivery route, handing everything packaged. Previously, end consumers were able to make their purchases weekly at open-air markets. With the pandemic, products started to be delivered every 15 days, so that customers need to buy enough for consumption during this interval. During the pandemic, they sold the meat of all animals ready for slaughter and dedicated themselves now to the sale of organic compost to landscaping supply stores, which grew 25% in this period.

1.4. New ways to deliver the products sold - logistics

Logistics is an important marketing area that adds value and can provide a great competitive advantage. During pandemics, it is even more strategic, as digital tools can be used to sell and buy products. One concern is the delivery of the product exactly as advertised, matching customers' expectations. There are several ways to deliver the products sold. Still, it is essential to be attentive and make clear to customers what your area of operation is, to define which locations you can deliver products with satisfactory quality.

The transport of goods from the countryside to the city is carried out by passenger cars, trucks, and motorcycles. The latter is the most used alternative for small loads since they are more accessible to farmers and involve fewer expenses. Buses and vans are also frequently used to transport goods between cities, emphasizing vans circulating between rural communities and municipalities. Producers use these means to transport both fresh and processed foods that do not depend on refrigeration. During the most critical moments of the new coronavirus pandemic, collective transport was practically interrupted. Hence, farmers who used this type of transportation and had production to dispose of had to assume the expenses with hiring private freight or having relatives and friends' solidarity. In the case of virtual fairs, producers who were unable to take their products to the city received logistical support from the technical advisory body involved or from the state or municipal government. For long distances, the Post and transport companies were the most used means of transporting processed non-perishable foods and handicrafts marketed through social networks and e-commerce. For short distances, the delivery service with motorcycle or bicycle is a fast and low-cost alternative.

Continuous improvement is essential in logistics planning: analyzing processes, identifying flaws, and seeking solutions are fundamental. It is possible to optimize and obtain benefits such as waste reductions, agility, time gains, and productivity increases.

In addition, monitoring transportation, checking the arrival time of the shipment at the destination, and making contact to track the delivery, for instance, help preserve the image of the enterprise and convey a perception of commitment, facilitating the customer loyalty process.

The main difficulties observed in logistics networks for the distribution and sale of agricultural products, especially organic, are the use of vehicles unsuitable for transportation (e.g., trucks with open bodies), poor accommodation of the products, management problems regarding seasonality, and lack of rationalization of the resources needed for delivery. As a result, looking for new markets to commercialize the production becomes increasingly difficult due to the complexity of the process, consumer demands, and the difficulty of implementing a logistics infrastructure capable of quickly moving products from the farm to the consumer at the lowest possible cost.

Check out the main points that family farmers should observe in the logistics area, varying according to the type of product sold:

Product type	Main points to be aware of
Fresh products	<ul style="list-style-type: none"> • Inadequate storage is one of the main factors leading to the waste of fresh products. Pay attention to the harvest calendar and storage conditions, which vary between products. • The type of packaging directly influences product waste as well as its final characteristics. • When delivering products that require refrigeration, it is necessary to check the ideal temperature to guarantee the conservation and integrity of the cargo when it reaches the commercialization channel.
Processed food	<ul style="list-style-type: none"> • Organizing the stock by arranging and registering products is essential to achieve favorable productivity rates and reduce the waste related to products' expiration date. Making inventories to check the quantities of products stocked is strategic to prioritize unsold inventory, especially in actions aimed at boosting sales, such as promotions and tastings. • To deliver products that need refrigeration, such as milk, cheeses, yogurts, and fruit pulps, it is necessary to check the ideal temperature to ensure the conservation of the products and the integrity of the cargo when delivered to the commercialization channel. Look for logistics companies specialized in delivering this type of product.
Handicraft	<ul style="list-style-type: none"> • The craftsman has already realized that just setting up an online store or selling through social networks is not enough, it is necessary to deliver the product in perfect condition. Therefore, you must be concerned with packaging so that the product arrives with no damage to the destination. • Monitoring the transport, checking the cargo's arrival time at the destination, and making contact to monitor the delivery are essential to ensure customer satisfaction.

Do you know the FIFO accounting method?

TIP!!

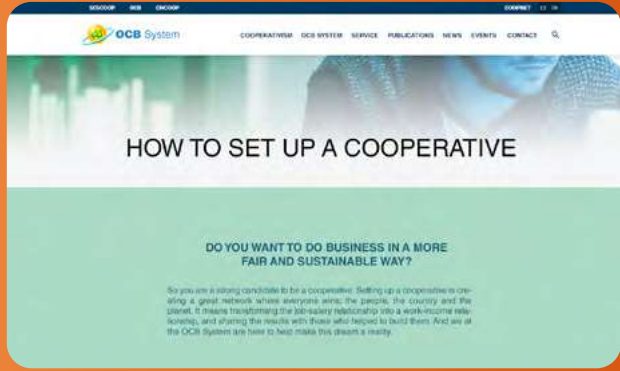
FIFO means **F**irst in, **F**irst out. It works as follows: the product that first arrives in the warehouse must go first, and the one that comes last will go last. By doing this, you can manage your inventory securely. This method is especially advantageous for products with a short shelf life, as the chance of the product expiring even before leaving the stock decreases.

1.5. Farmers started to realize that customers are around them

Many farmers had the opportunity to sell to people who lived on nearby farms. Also, they realized that their neighbors produced some of the products they used to buy in urban centers and so started to buy directly from them. Besides being more economical in financial terms, this change in behavior helps to foster the local economy.

Some local communities have started to organize trades between farmers and breeders via WhatsApp groups. Bartering is also a way of generating value, as long as it is advantageous for both parties. To reach a fair exchange, each party must price its goods, and individual values must match, but if it does not, the difference has to be paid by the party with the most valued products.





Click here to learn more

You may have already realized that organizing the production in networks is advantageous for several reasons.

Access this QR code to find out how to set up a cooperative in your region.

1.6. What is the best way to think about marketing?

In addition to mapping the market's best practices during the pandemic, this Guide aims to highlight the most important actions within the commercialization process, making this document useful regardless of circumstances. Separated by area of activity, you will have guidance on the main points to consider, tips, and legislation.

here is not to present contents about farming techniques or herd management but to highlight what interferes with commercialization and what strategies and key-points are essential to ensure customer satisfaction and loyalty.

Each chapter has a breakdown of what is important for each commercialization stage, from planning to after-sales. The objective

Here 4 areas of family farmers' activity are included, but all production chains can benefit from this content: it must be read in full, as the tips are spread across all chapters and can be suitable for all segments and areas of expertise.



2. Productive Backyards – fruits, vegetables, and eggs

The consumption of fruits, vegetables, and grains is of paramount importance for a healthy diet and boosts the immune system, a topic much discussed during the pandemic period. In general, people started to cook their own meals because they were working from home, which increased attention to food selection. People give preference to products with no pesticides, i.e., the organic ones. During this period, there was also a greater awareness of environmental protection, which translated into local products' consumption, since less fossil fuel is needed for them to reach the consumer's table.

Within this context are the productive backyards. Most of them follow agroecological production principles by cultivating different fruits, vegetables, grains, and poultry, which share a space close to the house. A practice often carried out in productive backyards is the recycling of food and crop residues for composting, which, together with the use and reuse of water, are essential for sustainability. In most backyards, part of the production is for

household consumption. The surplus is sold at fairs in the community and nearby cities, grocery stores, restaurants, hotels, and greengrocers. The institutional market is also an essential channel for commercializing the production from the most structured backyards, which have plenty of areas, water, and labor, among other resources.

Family members perform all activities, such as planning, planting, handling, and harvesting, usually emphasizing the presence of women in sales planning and management. The revenue from the sale of the production surplus is significant for the household income.

The pandemic brought a harsh reality for these families: prevented from leaving home to sell their produce, many families saw fruits and vegetables rot without being sold. Others were at the mercy of intermediaries, who ended up offering a lower price for the products to increase the resale margins. But some backyards have taken other paths, which will serve as examples in this Guide.

ATTENTION:

The Brazilian Health Regulatory Agency (Anvisa) and other international health authorities indicate no evidence that the new coronavirus is transmissible through food. In any case, food surfaces must be cleaned very carefully as the virus can remain on them for hours or days, depending on the type of the surface, the temperature, and the environment's humidity level.

Basic care in food handling prevents several other diseases. When handling fresh or processed products from family farming, it is important to comply with the Best Practices on Food Handling that the current legislation established. Check here the Anvisa Recommendations for selling food products in open markets, shopping centers, and retailers.



[Click here to learn more](#)

2.1. Preparation to produce

The growth in the production and the consumption of organic and agroecological products worldwide is a response to society's demand for safer and healthier products, originating from fairer social and trade relations. You cannot think about agroecological production without

thinking about food security, especially because the farmer also uses part of the production for his consumption, in addition to exchanging with nearby farmers and selling products to final consumers, which are a significant part of household income.

ATTENTION:

Find out, in the following table, the main commercialization channels for the outputs of productive backyards, remembering that although we have many channels that work with the circulation of people, the pandemic period requires avoiding agglomerations and proper hygiene and protection, such as the use of mask and hand sanitizer (70% alcohol), which must continue until we are safe:

Commercialization channel	Advantages	Drawbacks	Strategic actions
Cooperatives	As an economic organization, it can commercialize with more demanding markets and in a formalized manner.	Low trading margin	<ul style="list-style-type: none"> Approach nearby cooperatives, analyzing their visibility. If it is interesting, join one of them. Take advantage of the capacity building and other conveniences promoted by cooperatives. Be active. When the cooperative grows, your business grows together.
Small Food Industries	Possibility to sell the production faster.	Wholesale does not offer the best profit margins.	<ul style="list-style-type: none"> Analyze the small industries in your region. Locate your contacts on Google or social networks, but if you cannot find them, ask for the phone number at the factory entrance. Call to schedule a meeting with the person responsible for the factory's purchases (purchasing department) and show her your products.

Commercialization channel	Advantages	Drawbacks	Strategic actions
<p>PAA e PNAE</p>	<p>Guaranteed annual revenue for the farmer who is accredited for sale. If she participates in an association or cooperative, there is an increase in the annual value.</p>	<ul style="list-style-type: none"> • There is a ceiling for sales • Payment terms are longer. • It is interrupted during summer vacation and the pandemic (PNAE). • Changes according to government policies. 	<ul style="list-style-type: none"> • At the end of this chapter, you will find complete information about how PAA and PNAE works and what you need to do to access these programs.
<p>Open-air markets</p>	<ul style="list-style-type: none"> • Concentration of people who are there to buy your products* • Occurs regularly throughout the year. 	<p>High competition.</p>	<ul style="list-style-type: none"> • Approach neighboring farmers to introduce collective logistics aiming at reducing costs; • Place signs at the place you sell your products, highlighting competitive advantages; • Use uniforms to demonstrate organization; • Offering a tasting of your products can help customers in concluding the purchase; • The packaging can be a differentiator; • Join an Association of Fair keepers and help the open-air market to get better and better.

Commercialization channel	Advantages	Drawbacks	Strategic actions
<p>Open-air markets</p>	<p><i>*Remember to take all precautions while the pandemic lasts.</i></p>		<ul style="list-style-type: none"> • Advertise on the utility pole radio on fair days; • Promote the list of products available to loyal customers in advance (create a transmission list via WhatsApp); • Try to display your products in a strategic location; • Use the scale to sell products by the pound, increasing your credibility.
<p>Stores (hotels, restaurants, greengrocers, grocery stores)</p>	<p>Purchase frequency and volume</p>	<p>Depending on the negotiation, the payment method may be less favorable.</p>	<ul style="list-style-type: none"> • Create a brochure and distribute it to stores that could be interested in buying your products; • Attention to the frequency of purchase: always offer the product when customers need them; • Use social networks to contact companies that you cannot reach in person.
<p>Community and neighborhood</p>	<p>Reduction of distribution costs</p>	<p>Depending on where you live, reaching people to sell all the production can be a problem.</p>	<ul style="list-style-type: none"> • Place a sign near your plantation to advertise the items you sell; • Promote your products in sound cars and WhatsApp groups in your community; • Use the Association or Cooperative as a source of advertisement. Ask representatives to promote what you sell to the other members.

Commercialization channel	Advantages	Drawbacks	Strategic actions
Door-to-door	<ul style="list-style-type: none"> Anticipate customer's needs by offering products to them. 	<p>Being on the move makes it difficult to sell to customers who need to buy, as they tend to prefer to buy from stores with a fixed address.</p>	<ul style="list-style-type: none"> Add the contact of frequent customers to your phone and notify them the day before about the products that will be available; Send a payment link to the customer to guarantee the purchase; Zone the city and serve one region a day. Choose neighborhoods farther from downtown, where there is less offer of products similar to yours; Use loudspeakers to communicate your products and payment methods; Pass by locations always on the same days and times so that customers can plan their purchase; Involve other people so that the activities are well-conducted, without neglecting production.

One can say that productive backyards generate quality of life by producing healthy foods that respect agroecological principles. Besides, herbs and fruits' diversity manifests regional tradition and wisdom.

To achieve good production, access to water is essential, which must be of good quality and used rationally (rainwater storage, for example). The quality of the water used interferes

with the taste and the quality of the food. Another critical point is to cultivate seasonal crops, which, because of climate adaptation, become strategic for greater production and better quality and guarantee a better price for the consumer. Traditional festivals in the region should also be considered in this planning, such as planting corn and peanuts for the June Festivals (São João).

Mr. Aureliano Soares Martins, a family farmer and a member of the Associação dos Feirantes da Agricultura Familiar de Quixeramobim-CE states that "planting planning is vital for customers and crop losses avoidance because the seed is very expensive. Planning helps you know how much you need to produce".

When planning your production, keep an eye on the festive periods and the typical foods. Plan your production by observing the harvest time so that you can meet the demand of the June Festivals, for example, with corn and peanuts.

TIP!!



Open-air markets and trade fairs that occur annually are events where visitors are predisposed to spend some money, so it is an excellent opportunity to sell your products. Check with who organizes (city hall, unions, and associations, among others) the conditions to participate.

Once the crops to be grown are defined, it is necessary to sow the seeds or transplant seedlings to facilitate cultivation and subsequent harvesting practices. The quantities and the planting schedule of each crop also depend on how farmers market products. For institutional

sales, such as PAA and PNAE, or the supply of private companies, such as supermarkets, volumes are usually higher than for purchase at open-air markets, when crops can be cultivated in smaller quantities. Ideally, products must be available for harvesting every week.



“

The floor is yours, farmer:

“The pandemic was bad in some ways and good in others because we started to give more value to what we have. Sometimes we throw away what is very useful. The rural people must know what they are producing and what they will produce. They have to plan. What changed was that everything stopped for a while, preventing door-to-door sales. People were even afraid to answer the door. All of this reduced the sale and changed the planting schedule, which ended up delayed.

Francisco de Paiva Carvalho, Associação da Lagoa do Barbosa, Pimenteiras-PI.”

2.2. Production

There are many techniques for producing fresh food and raising chickens and other small animals in productive backyards, which are agroecological or organic. However, sustainable environmental practices must base all the productive process:

- Preservation of natural resources;
- Combination and crop rotation;
- Valuing diversity;
- Use of natural repellents and insecticides;
- Use of tanned manure or compost;
- Planting and incorporating recovering plants into the soil;
- Valuing work and people.

To be considered **organic**, the product must be grown in an environment that considers sustainability, encompassing the environmental, social, and economic dimensions, in addition to valuing the culture of rural communities. Organic agriculture does not use pesticides, hormones, veterinary drugs, chemical fertilizers, antibiotics, or transgenics at any production stage.

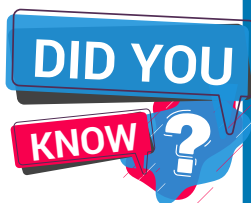
Agroecological agriculture follows the same precepts but adds crop diversification, management by family farmers, and a focus on household food security. It is mainly related to short marketing channels.

Conventional agriculture does not establish these restrictions, and one must only apply pesticides that are registered for the planted crops and in the recommended doses.

To learn more about agroecological transition and organic production, check out this document.



[Click here to learn more](#)



The Ministry of Agriculture, Livestock and Food Supply (MAPA) has eight accredited certifiers, namely: Instituto de Tecnologia do Paraná (TECPAR), IBD Certificações, Ecocert Brasil Certificadora, Instituto Nacional de Tecnologia (INT), Instituto Mineiro de Agropecuária (IMA), Instituto Chão Vivo de Avaliação da Conformidade, Agricontrol (OIA) and IMO Control do Brasil. These certifiers scrutinize organic farms and are inspected by MAPA. The use of the term “organic” for product identification is allowed only when this certification is awarded.

The Brazilian legislation provides three types of mechanisms to guarantee the integrity and organic quality of products:

1. Certification (by Audit)

To sell their products in Brazil as organics, farmers must regularize themselves in one of the following ways:

- Obtain certification by an Organic Conformity Assessment Body (CAB) accredited by the MAPA; or
- Organize in groups and register with MAPA to carry out direct sales without certification.

Family farmers can obtain certification by contracting a Certifier by Audit or by connecting to a Participatory Guarantee System (SPG), which must be under the accreditation of a Participative Conformity Assessment Bodies (OPAC).

If the Certifier by Audit is contracted, the farmer will receive initial and periodic inspection visits and maintain obligations with MAPA and the certifier, at a cost to be established in the contract. If the farmer does not comply with the rules, the certifier withdraws the certification and informs MAPA. Search in the list of Regularized Entities for Certification by Audit already accredited by MAPA.

2. SPG (participatory certification), which must form a legal identity that represents them: the Participative Conformity Assessment Bodies (OPAC)

3. Social Control Bodies in Direct Selling (OCS, without certification)

(Decree No. 6,323, of December 27, 2007)

According to the Practical Guide Participatory Guarantee Systems (PGS) for the production and Sale of Organic Products (Sistemas Participativos de Garantia - SPG- para produção e comercialização de produtos orgânicos in Portuguese), which was developed by MAPA, only family farmers can compose an OCS. For registration, family farmers can organize as an informal group, association, cooperative, or consortium.

In the case of OPAC certification, the farmer must actively participate in the group to which he is connected, attending periodic meetings. The group itself guarantees its products' organic nature, with everyone monitoring everyone and responding together if there is fraud or any irregularity that is not pointed out or corrected. If the farmer does not correct it, the group must exclude him, cancel the certification and inform the MAPA. Look in the list of Regularized Entities for OPACs already accredited by MAPA.

If farmers are interested only in direct-to-consumer or institutional sales, they can form an Organization of Social Control (OCS).

You can access the full document here:



[Click here to learn more](#)

Source: Ministry of Agriculture, Livestock and Food Supply



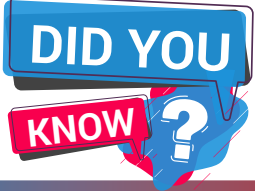
Family Farming Showcase Website .

Do you know the Family Farming National Seal? It is an initiative that helps family farmers in improving the organization and qualifying commercial actions. It contains information about family farming products, which helps in their traceability. In practice, this builds security for those who purchase products with the seal because the origin is known. It also contributes to the promotion of sustainability and social and environmental responsibility, valuing both the regional production and local culture. The seal is for fresh and processed products.

Access this QR Code to learn more about the subject and request the Family Farming National Seal (SENAF)



Click here to learn more



Bahia has the Family Agriculture Products Identification Seal (SIPAF / BA), whose objective is identifying products, giving consumers the guarantee of purchasing a product genuinely from family farming in Bahia. Farmers and family farming enterprises, in addition to identification, access tax benefits through Decree 13.780 / 12, which grants presumed credits from the Tax on Circulation of Goods and Services (ICMS) for purposes of offsetting the tax in subsequent operations or installments, and calculation of the tax to be collected.

2.3. Women and productive backyards

Being the majority in the management and handling of productive yards, women are the main users of the agroecological booklet – a tool created by the Centro de Tecnologias Alternativas da Zona da Mata (CTA-ZM), in partnership with the Movimento de Mulheres da Zona da Mata e Leste de Minas, and promoted by the Semear Internacional Program. Semear, supported by IFAD, aims to help manage productive backyards and help women realize how fundamental their participation in production and household income is. Thus promoting women's autonomy and giving visibility to their work.

Learn more about the agroecological booklet here:



[Click here to learn more](#)

Booklets must be filled out by female farmers every day, with the consumption, sale, exchange, or donation. If they need support, other family members (with priority for daughters) should help.

“

The floor is yours, family farming women

Asked if the group of family farmers realized the importance of Agroecological Booklets, in which the female farmers keep notes of what is sold, consumed, donated, or exchanged, Manu (Emanuelle Rocha dos Santos - territorial marketing coordinator of CETRA in Sobral-CE and responsible for Agroecological Booklets) says:

“I am suspicious to speak, but I think it is the opposite. We were successful precisely because they (the women) were already in the habit of keeping notes. The booklet helps to systematize all of this”.

Flaviana de Lima Silva, farmer, fair keeper and coordinator of the Sobral Agroecological and Solidary Fairs Network -CE, not only agrees but adds:

“With the notes in the booklet, we women realized that our work has a lot of value, that we don't just help with expenses, we are an important part, and we did not value ourselves”.

”

2.4. Preparing for the sale

Harvesting should be carried out when crops are at their optimum, considering the time that elapses between harvesting, marketing, and consumption. Some products are more resistant and can wait until the next fair for harvest; others are not. It is essential to know the perishability of each product when scheduling the harvest.



Products must be clean to be accommodated in plastic boxes or another packaging, depending on the type of product, to be sent to the sale point. Quality is vital for commercialization and is essential to guarantee customer loyalty. If the sale is via delivery, care must be taken to select the products to be provided, ensuring that they are intact, with no

injuries or damaged spots. This carefulness is crucial since the customer did not choose the product and must trust that he/she will receive the best available. Use sustainable packaging that has little impact on the environment.

Thinking about the freshness of the food, the ideal is to harvest enough to consume that meal (in the case of own consumption) or consumer orders. In the case of commercialization in open-air markets, agroecological fairs, or door-to-door sales, it is important to consider the sales from the previous week to avoid losses. In the first week of the month, when social benefits and salaries are paid (pension, family allowance, etc.), consumption increases, which generates more significant sales opportunities.



Remember that what is leftover should be reused, whether in the form of animal feed or compost. To find out how to compost in your farm, access the link:



[Click here to learn more](#)

Dodging difficulties

Flaviana de Lima Silva (farmer, fair keeper, and coordinator of the Rede de Feiras Agroecológicas e Solidárias de Sobral-CE) took part in an open-air market for three years and saw the arrival of the Covid-19 pandemic with concern and a full harvest of passion fruit to sell. With the suspension of market operations, Flaviana had to innovate. She activated her contact network, friends, and WhatsApp groups, then started delivering on her motorcycle. Such an attitude was essential to selling the entire harvest.



Example of organization and innovation

The first Virtual Fair in Sobral-CE took place in June 2020. With the confidence of farmers and the local team's commitment to work, the virtual fair takes place monthly. Find out how it works:

AT THE BEGINNING OF THE WEEK:

Those **responsible for the fair** survey the available products and their quantities. The list of available products is sent to the contact network with their prices and orders are placed and finalized online.

Farmers schedule the harvest and the preparation of products – fruits, vegetables, eggs, slaughtered poultry, milk, cheeses, butter, jams, cakes, among others.

ON WEDNESDAY:

Those responsible for the fair get the products on the eve and store those that need to be kept cold in refrigerators and freezers at CETRA.

On the day of the fair (Thursday):

Those **responsible for the fair** organize the take-out of baskets by consumers (to avoid crowding) and baskets' delivery route. Payments are also received and organized via bank deposits.

ON FRIDAY:

Payday

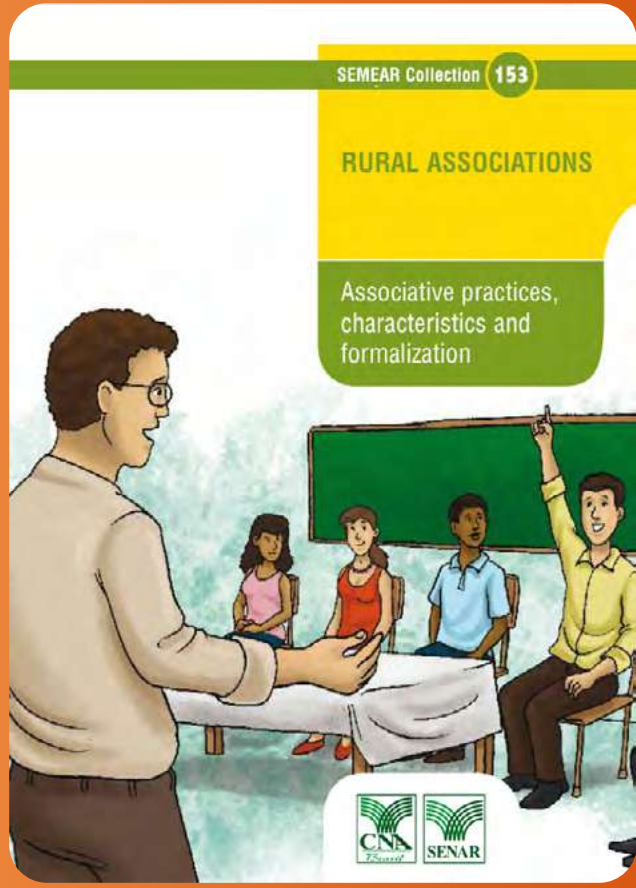
In Quixeramobim-CE, a very similar initiative has been taking place since April 2020. In the middle of a pandemic and with family farmers prevented from selling at the agroecological fair, the Instituto de Arte Cultura e Lazer (IARTE) proposed creating a virtual fair also supported by CETRA. The first virtual fair took place on the last Wednesday of April, at IARTE facilities in Quixeramobim, and is scheduled to continue until December 2020.

The Quixeramobim / CE Family Farmer Fair Association was involved with the virtual fair's planning, always making all decisions together.

"The group is united, when the collective decides, everybody is wrong or everybody is correct, and if it goes wrong, we will see together how it will correct".

Aureliano Martins, Associated.

If you want to set up an Association, access the QR code below:



[Click here to learn more](#)

“

Rules for participation are important

The fair keeper of our association is the one who plants, handles and harvests. Those who say they can do it 2 or 3 times a week say so because they buy to sell. Those are not fair keepers, but traders. Many people approach us to find out how to participate in the association and fairs, but we have arranged for 2 or 3 members to visit the backyard to see if they follow the rules and fit our regiment. Often the person doesn't even have a yard.

Mr. Aureliano Soares Martins, family farmer and member of the Associação dos Feirantes da Agricultura Familiar de Quixeramobim-CE.

”





An example that selling together is selling better

The Cooperativa Agropecuária Familiar de Maçaroca e Região (COOFAMA), based in Juazeiro-BA, organizes the production of laying birds in a free-range system and commercializes the production of eggs through the warehouse, with municipal inspection (SIM). The cooperative receives support from the Pro-Semi-Arid Project (a program from the State Government financed by IFAD) to organize the sale of eggs.

There are 28 cooperative members currently, and their eggs are delivered every Tuesday and Thursday, with an average production of 1,500 eggs/day. Still, there is a market demand of 4,000 to 5,000 eggs/day. A bottleneck that impedes the production to grow up to this quantity is the high cost, especially concerning feeding the animals with corn and soybeans. Demand is high for eggs, and production could triple were it not for high input prices.

Eggs are not stored in the warehouse, they are received, processed, and dispatched for delivery on the same day. Family farmers promote eggs selling via WhatsApp groups, Instagram posts, and by word of mouth. The final destination of production is the markets in the region.

To learn more about alternative moringa-based animal feed, access Embrapa's YouTube channel:




Click here to learn more

2.5. Other distribution channels for family farming



Family Farming Delivery - The Family Farming Delivery was launched in March 2020 and is an initiative of the Secretary of Rural Development of the State of Bahia that promotes the contacts of cooperatives that implemented this modality of sale and delivery of products to consumers.



[Click here to learn more](#)

PAA – The **Food Acquisition Program (Programa de Aquisição de Alimentos in Portuguese)** has two basic purposes: promoting access to food and encouraging family farming. To achieve these two objectives, the Program purchases food produced by family farmers, with no need for bidding, and it targets people in situations of food and nutritional insecurity and those served by the social assistance network as well as public food and nutrition facilities. Through their cooperatives

or other organizations (formally constituted as legal entities), family farmers can participate in the PAA individually.



[Click here to learn more](#)

PNAE – The **Programa Nacional de Alimentação Escolar** is an achievement of the Family Farming segment, regulated by Federal Law No. 11,947, of June 16, 2009, which offers school meals and food and nutrition education actions to students in all stages of the basic public education. According to the number of students enrolled in each school system, the Federal Government transfers supplementary amounts to states, municipalities, and federal schools in 10 monthly installments (from February to November) to cover 200 school days.

PNAE

 | Programa Nacional de Alimentação Escolar

Do you know what is needed to access PAA and PNAE

To participate in the Program individually, farmers must have a Declaração de Aptidão ao PRONAF (DAP), an instrument that qualifies individuals as family farmers. Farmers' organizations, on the other hand, to participate in the PAA, must hold the DAP Especial Pessoa Jurídica or other documents defined by the PAA Management Group (GPAA).

The process for issuing the DAP is quite simple. The farmer just has to go to an authorized issuing agency, which are the state companies of Technical Assistance and Rural Extension and the rural workers' unions. It is necessary to have the ID card and the social security number in hand.

It is important to pay attention to the city hall's public calls, the State Department of Education, the school or the executing unit, in a local newspaper, or as a mural in a public place with wide circulation. It should also be advertised on the internet, and to local family farming organizations (such as rural worker's unions, cooperatives, associations, social movements, and other family farming entities), and technical assistance and rural extension entities in the municipality or the state. The publication may also be made in different places with the potential to disseminate information, such as local community radio stations and newspapers with regional, state, or national circulation.

It is important to develop a sales project to participate.

Source: Manual de Aquisição de Produtos da Agricultura Familiar para a Alimentação Escolar



[Click here to learn more](#)

ATTENTION:



In some regions of Brazil, there was an adjustment in the PNAE to not discontinue the provision of food to students during this period without classes. The emergency measures adopted by the government to combat the crisis caused by the new coronavirus, implemented through Law No. 13,987, of April 7, 2020, authorize the distribution of foodstuffs purchased with PNAE resources to parents or guardians of basic education students to guarantee the allocation of the family farming 30% quota and aims to serve more than 80,000 family farmers, according to the Federal Government (Brazil, 2020).

2.6. After-sales



Maintaining a cordial relationship and always being present, communicating with customers, is essential for an efficient after-sales service. It is also necessary to know and evaluate each customer's frequency of purchase, keeping them active and contributing to their loyalty. Understanding that, in general, people go to fairs weekly, it is important to inform in advance the food available for delivery, always on the same day of the week, so that customers can plan their sales. The sales order is also interesting so that you can send the list of available products and, after the customer selects those she wants, you can send a payment link via WhatsApp so that she can prepay her order.

Commercialization is linked to the planning of planting and cultivation in backyards. Only the agroecological farmers

that plant in advance have products for sale. The periods can vary from 60 days, for lettuce, or even more than 250 days, as is the case with cassava (manioc).

Quality is undoubtedly the best driver for new food purchases. The care with nutritional quality, absence of toxic products, agroecological agriculture, care with the harvest and post-harvest, and the presentation of the products at your point of sale is very important. These elements will guarantee the customer's trust.

This phase's challenges served as a motivation for farmers to find new solutions, such as the ones we have already presented here, involving the whole family in using new tools and technologies to bring customers closer and maintain commercial relations.

2.7. To think about

Questions to be answered by ATER professionals

What strategies has the farmer used to promote his products?

Check if the promotion is being made through the main communication vehicles (see the table in the Presentation of this Guide) and advice farmers about the information they must present to customers.

• How does the farmer relate to the customer to maintain sales?

Guide the farmer in using all available channels to get to know and communicate with his customers. This will be essential for her to maintain the frequency of purchase.

3. Small live animals: poultry, pigs, goats, and sheep

Goat and sheep farming are essential in the economy of Northeastern Brazil, both for the breeding tradition and for the regional habits of consuming the meat and derivatives of these animals. Goat's milk, which is excellent food, is part of the diet of many rural families and begins to have a more significant presence on the market, whether in the form of fluid milk, with great importance in institutional markets (PNAE and PAA), or in the form of derivatives such as cheese, jams, dairy drinks and yogurts.

In the next chapter, we will talk more about the commercialization of processed products.

ATTENTION: In the table below, find out the main commercialization channels for small live animals, remembering that some channels promote agglomerations and are suspended during the pandemic period. Therefore, be aware of your region's rules and take all protective measures if you need to have contact with other people at the time of sale.

Commercialization channel	Advantages	Drawbacks	Strategic actions
Middleman	<ul style="list-style-type: none"> • There is a direct commercial relationship with the breeder, and purchases are made without requirements on both the quality of the animal and sanitary norms; • They visit the farms to trade the animals; • Most of the time, the payment is in cash. 	<ul style="list-style-type: none"> • Buy at low prices, set weight without using a scale; • It is a sale without commitment to the production planning of breeders; • Does not contribute to the organizational process of the activity and is not favorable to breeders' organization; • Regularity in purchases is not guaranteed. 	<ul style="list-style-type: none"> • Ensure advance payment for the sale; • On the eve of the negotiation, weigh the animals, so you don't lose money when the middleman sets the weight and, consequently, the price; • Map who pays better; • Join a cooperative to boost both the production and commercialization of animals, ensuring market requirements and fair prices.

Commercialization channel	Advantages	Drawbacks	Strategic actions
Other breeders	<ul style="list-style-type: none"> Breeders of the same region purchase the animals for breeding and finishing, strengthening the local economy. These breeders may also be interested in exchanging male and female breeding animals. 	<p>Regularity in purchases is not guaranteed.</p>	<ul style="list-style-type: none"> Pay attention to the choice of breeds to be raised, looking for those adapted to the local climate, which may generate gains in carcass yield and/or milk production; - Adopt a zootechnical sheet with notes of the animal: birth date, weight at birth, weight at separation, slaughter weight, father id, mother id, vaccination date, deworming, etc. All of this information adds value to the animal at the time of sale.
Slaughterhouses/ Packing plants	<ul style="list-style-type: none"> It usually has a scale capacity of slaughtering; You can ensure that the purchase of the production is staggered throughout the year; The breeder or the organization can plan the production and schedule the delivery of the animals; Animals are worth how much they weigh; Fair sale: Reward value according to the quality of the animal; 	<ul style="list-style-type: none"> Does not guarantee added value in the individual sale made by the family farmer; Does not collect animals in the production units if quantities are small; Higher requirement on animal carcass quality. 	<ul style="list-style-type: none"> Be concerned with ensuring the consolidation of delivery contracts with favorable conditions for farmers; Create a delivery schedule considering production seasonality, setting different prices; Participate in a cooperative to guarantee access to Rural Extension Technical Assistance (ATER). Cooperation assures the purchase of inputs for herd improvement, focusing on meeting the needs and demands of the market, enables collective purchases that facilitate the acquisition of inputs at lower costs, and also allows commercializing in a planned way to ensure greater added value to production;

Commercialization channel	Advantages	Drawbacks	Strategic actions
<p>Slaughterhouses/ Packing plants</p>	<ul style="list-style-type: none"> • Guarantee on sale delivery; • Promotes the reach of new markets; • Ability to receive certifications (stamps) for product inspection, identification, and traceability. 		
<p>Open-air markets</p>	<ul style="list-style-type: none"> • Space for buying and selling live and slaughtered animals; • Perennial space for year-round commercialization of animals*. <p><i>*During the pandemic, open-air markets were closed, but they are still an excellent commercialization channel in the "new normal"</i></p>	<ul style="list-style-type: none"> • Usually unstructured spaces; • There are costs for animal transportation; • Dependence on buyers from other regions, intermediaries; • Great price seasonality (supply and demand). 	<ul style="list-style-type: none"> • Organize collective transportation through the association or cooperative to minimize costs; • Analyze the period of the year and the performance at the fair for avoiding being vulnerable to middlemen's speculation.

Canal de comercialização	Vantagens	Desvantagens	Ações estratégicas
Specialized fairs	<ul style="list-style-type: none"> • Better remuneration for the animal; • Usually assess breed and genetic characteristics; • Space for exchanging leftovers and animals. 	<ul style="list-style-type: none"> • Costs with animal transportation; • Costs with participation fees; • Requirement for breed standards. 	<ul style="list-style-type: none"> • It can be an excellent space for the commercialization of animals with superior genetic standards – breed animals; • The fair is an excellent space to promote the work you are doing at your farm, so take a banner and promotional material with you; • - Space where financing for structuring the activity can be made viable.
Butchery	<ul style="list-style-type: none"> • Commercial space with less requirement for carcass standards; • Establishes a link with producers. 	<ul style="list-style-type: none"> • Prices are usually low, and animal are not weighted at the time of purchase. 	<ul style="list-style-type: none"> • Establish a schedule of animal supply with previously agreed prices.

Poultry and pigs also have their share at the table and in family farmers' backyards, contributing to household income.

In the case of goat and sheep products, the market has retracted since the arrival of Covid-19 in Brazil. This happened probably because their value chains are strongly based on short distribution channels, person-to-person at open-air markets, which, in some locations, were shut down for a long time or experienced functioning restrictions. The crisis caused a decrease in sales volume and a consequent reduction in prices due

to obstacles in mobility and access to markets, including difficulties with product transportation, increased costs due to high input prices, and measures of social distancing.

Another protective measure against Covid-19 was the closing of bars and restaurants, which impacted animals' commercialization for consumption. It led to a decrease in slaughter frequency, and packaging facilities started to store as many slaughtered animals as possible, leaving them ready for commercialization.

TIP!!

Do you want to go deeper into this subject? Read the Embrapa newsletter on the impacts of Covid-19 on goat and sheep farming.



[Click here to learn more](#)

Francisca Neri, a.k.a. Bida, is a family farmer and the secretary of Cooperativa de Produtores e Produtoras da Chapada do Vale do Itaim do Piauí (COOVITA), which is also an associate of Ascobetânia, one of the associations that make up COOVITA. She reports that one of the problems caused by the pandemic was the increase in expenses with the rise in animal feed, which has their value tied to the dollar. Besides, 2020 is being a rainier year, which is favorable on the one hand but has brought more problems, such as animal worms.

3.1. Impacts on dairy goat farming

The largest dairy goat region within the country, which comprises the regions of Cariri Paraibano, Sertão Pernambucano, and Agreste Pernambucano, has also been affected by the Covid-19 crisis. Goat milk prices fell in the period, and the discontinuation of delivery operations for

the Food Acquisition Program (PAA Milk) and the suspension of school operations, hurt the farmer who was unable to substitute this source of income with another.

3.2. Livestock planning

Planning begins with a concern for animal feed. In the case of productive backyards that also raise animals, with emphasis on poultry, part of the food may come from fruit remnants and vegetables stored after harvest. Ideally, farmers must plan the quantity and type of food that will be destined for the animals so that the purchase of commercial feed is unnecessary, which would increase costs. However, depending on the objective, breeders must consider feed supplements to improve animal performance.

One factor to be observed in goat and sheep farming is population density, which must be low, especially in the Caatinga, as many animals can further degrade the pasture, creating a future difficulty in maintaining livestock activities. To program feeding, especially in the semi-arid region, it is necessary to observe the seasonality of food availability, which varies with the climate, as well as to adopt conservation strategies, such as silage and haymaking.

To learn more about goat and sheep feeding, visit:



[Click here to learn more](#)

Attention and care with the management of the food, reproduction, and health of the herd are essential for beef and dairy animals.

To have quality animals available to fulfill commercialization contracts with clients, the breeder needs to organize and plan his farm, paying attention to water and fodder issues. They must also maintain the best practices of management, which must ensure better

productivity, shortening calving intervals so that each breeding goat has 3 parturitions every two years. The current loss rate is high, reaching only an average of (X%) per year.

It is very important to follow each animal's history each animal's history to check its efficiency as a breeding animal and the mortality rate of kids, for example, keeping only the most productive in its herd.

Know the history of Sítio Nozinho

Mauro, Marivaldo, and Marcos form the 5th generation in the management of the Sítio Nozinho, Curaçá-BA, a position assumed since 2015. In the last 5 years, the brothers have excelled in good ideas and in the workforce to raise goats and organic compost. The keywords for them are reuse and sustainability.

When they took over the farm, which was previously led by an uncle, they received 250 goats that were "raised by the Caatinga" as the animals did not receive any attention or care from the owner. In 2015, the first challenge was to "see the possibility of producing food" on a rainfed property located in a region plagued by severe drought. They had to start with water.

From the beginning, the concern was with animal feeding and the quality of the herd. Gradually, they selected young females for replacement, discarding those who had problems like giving birth to weak offspring and losing fetuses. In 2017, still with 250 animals, but now of good quality, they began to invest in male breeding goats to improve the herd's performance. They were trained and assisted by training programs offered by funding agencies.

They raise quality goats (about 70% Anglonubian), slaughtering 90 animals per year, aged 9 to 10 months. Commercialization is via direct-to-consumer delivery.

They have a portfolio of customers who place orders for whole or shredded carcasses. After sales, they contact customers to find out if they are satisfied and take the opportunity to offer the product again, generating new orders.

Currently, they are also marketing some selected kids (young goats) for other farmers.

3.3. Breeding

Breeding animals need to be healthy, and that's why male and female breeders need to receive adequate attention and care, as well as their offspring. Protecting against dogs or bush dogs is important, especially for young animals. Special cuts have an excellent market value. Viscera can and should also be commercialized. Unfortunately, however, animal leather has not shown any value for sale. Still, it is worth thinking about making handmade tanning to produce crafts such as key chains or bags.

For dairy animals, care is similar, but they need more attention. The lactating goat needs feed rich in protein to produce well and with a good total solids count (mainly the levels of protein and fat) that make all the difference in dairy products' yield.

In the case of laying birds, observing their behavior and whether there are enough nests is essential. The demand for free-range chicken has grown in importance in open-air markets and supermarkets. When selling pigs, one must also observe special cuts and the types of meat treatment.

Access here Embrapa's manual for the creation of swine in family farming.



[Click here to learn more](#)

ATTENTION:

PAY ATTENTION:

If the animal is not slaughtered and processed in slaughterhouses inspected by health surveillance agencies, it will be illegal and subject to capture. Legal slaughter is a guarantee for the consumer, which attests that animals had adequate conditions during life, without diseases or extreme thinness. It also guarantees food safety, proves that animals suffered the least possible, and that, after being processed, producers followed all the cooling and storage standards.

3.4. Preparing for the sale

Following the animals' reproductive schedule with care to offer adequate food and handling, the farmer will have a quality product

to offer to her customers. Only animals that are within customer specifications must be delivered, following conditions agreed during the sale.

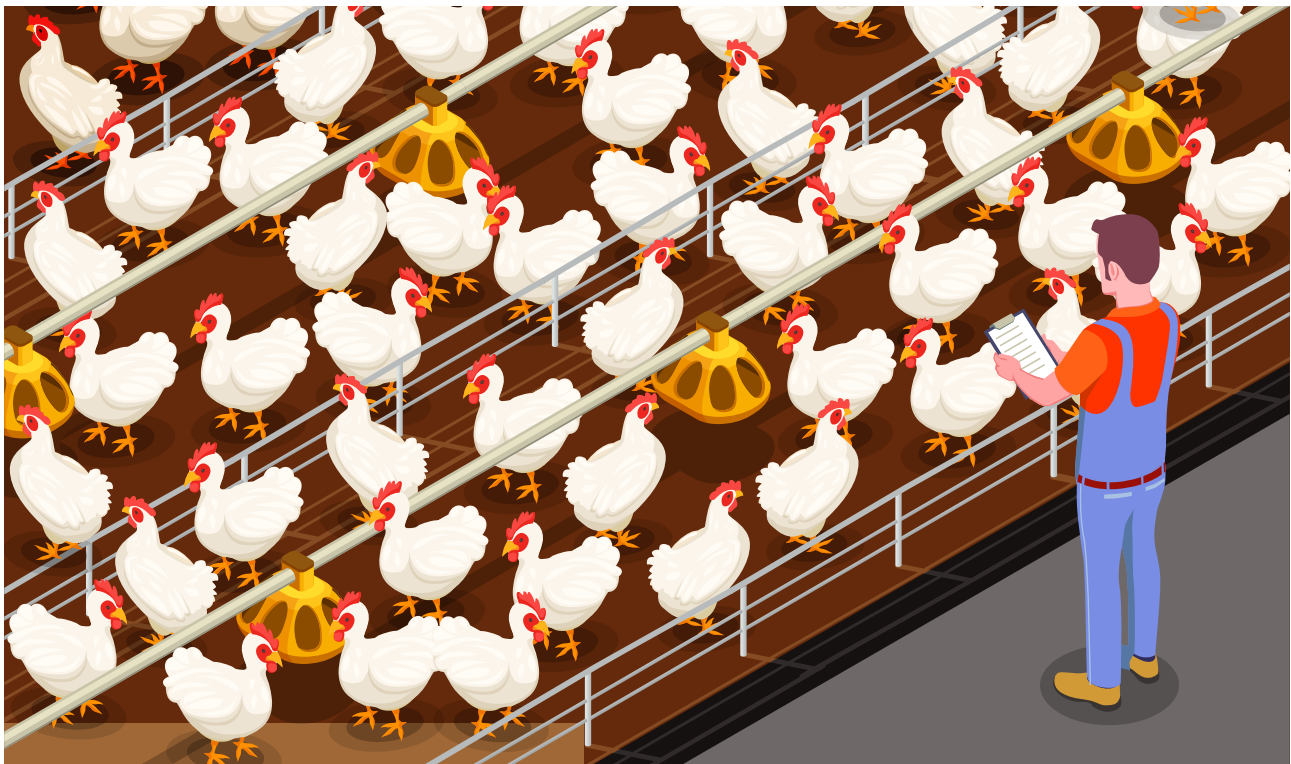
Tips for a successful negotiation:

Do you know the saying “the deal is not expensive”? Meeting customer expectations and delivering as agreed are the basics in the process. If it does not bring any inconvenience, the farmer must surprise the customer and deliver a little more than what was agreed.

Trying to keep a written communication for the orders avoids errors on the quantities or types

of products negotiated and guarantees that they will receive what has been agreed.

Knowing price formation is essential to know how much discount can be given to avoid financial losses.



Animals must always be slaughtered in places inspected by health surveillance agencies and must be immediately refrigerated after slaughter. The salting of shredded animals can help with conservation for a longer time, in addition to providing a unique flavor.

The lactating dairy goat must be milked every day and in a very hygienic way, both to ensure the health of the mammary gland and to preserve the quality of the milk, which must be cooled after milking. Its transformation into cheeses or jams can be a great alternative to add value to products and gather more customers. It is worth remembering that the place where the milk is processed needs to meet sanitary norms.

For more information about adding value to goat and sheep meat, consult this material:



[Click here to learn more](#)

You can learn more about this in the next chapter on processed foods.

Agroecological and conventional cultivation highly value manure. However, compost sale in bags or “handcarts” is not usually well paid. A good alternative is the production of organic compost to fertilize gardens.

Check out the solution that today accounts for about 25% of the revenue of Sítio Nozinho

From a formulation based on goat manure, remnants of available crushed plant material, especially in the Caatinga (such as mallow and other sources), which are moistened and revolved for 60 days, a compound is produced at Sítio Nozinho, being sieved, bagged in 5 kg packages and labeled.

From a 40 kg bag of dung, they produce 16 bags of 5 kg of compost. One difficulty would be the freight to take the bags of compost to Juazeiro-BA, where most commercialization occurs. Nevertheless, they make a joint-schedule of delivery of the compost with the shipment of inputs to the farm: inputs come, compost goes. According to Marivaldo, “Nowadays, we have to conclude the compost production schedule to match the freight cycle”.

Compost is mainly shipped to landscaping supply stores. However, they sell directly to consumers as well, often those who also consume the goat meat produced at the farm.

As a means of promoting the compost, they also have a client portfolio and “word of mouth,” but they too do leafleting in some neighborhoods with more significant landscaping investment in houses or condos. The label on compost packaging is sometimes questioned by third parties due to the cost, but the brothers do not give up, as they believe that establishing the brand is important and that customers know what and from whom they are buying.

3.5. Revival of sales even during the pandemic

Working through the cooperative or in groups of farmers favors serving larger clients since it is possible to have a more significant production volume, easier access to information, technical assistance, and training in the areas of management and herd handling. Another advantage of cooperatives is the possibility of formalizing sales by issuing tax documents.

For COOVITA's members, for example, the market has already reheated. They send a

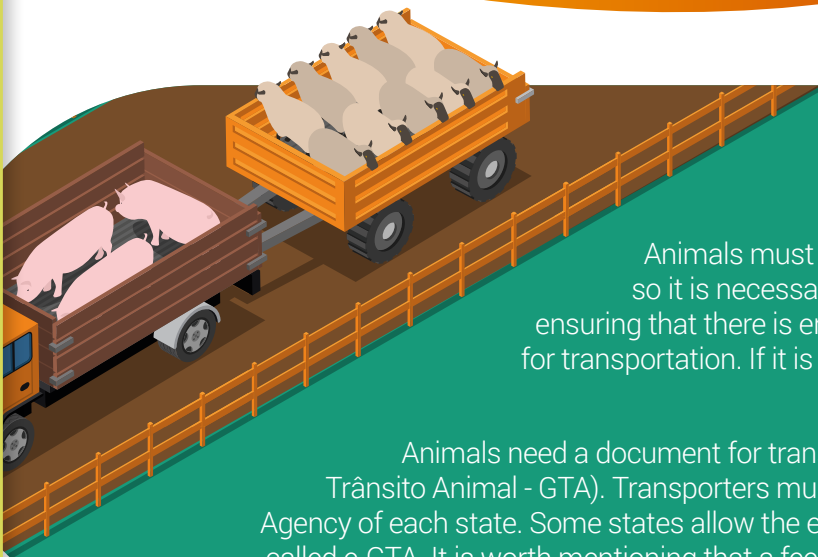
weekly shipment of 180 animals for slaughter, and it could be greater if the members had more animals in the standard required by the client. Sheep, aged about 1 year essentially form shipments, and that provide carcasses of at least 14 kg, which corresponds to animals of at least 35 kg. Up to 15% of the cargo can be composed of discard animals (animals over age and discard female breeders) and goats.

“

The demand is exceptional; we no longer send shipments because there are no more animals at the point of slaughter. If I had twice as many animals, I would sell twice as much

Dazinho, member of Coovita

”



CARE IN THE TRANSPORT OF LIVE ANIMALS

Animals must be transported with the least possible stress, so it is necessary to plan the vehicle that will transport them, ensuring that there is enough space for all animals and that it is safe for transportation. If it is necessary to leave the animals in the vehicle, make sure they are not at risk of injury.

Animals need a document for transportation: the Animal Transit Guide (Guia de Trânsito Animal - GTA). Transporters must request GTA from the Agricultural Defense Agency of each state. Some states allow the electronic issuance of the document, which is called e-GTA. It is worth mentioning that a fee must be paid for the document to be issued.

3.6. After-sales

Just as in productive backyards, it is essential to be aware of customer demand and frequency of purchase and always be looking

for information about their satisfaction. Keeping the customer assisted is essential for loyalty, ensuring the frequency of purchase.

3.7. To think about

Questions to be answered by ATER professionals

- **Does the farmer know the market to which she wants to sell, or does she have any animal delivery contracts or agreements throughout the year?**
- **Is the farmer aware that, in addition to live animals, he can sell the viscera, parts of the carcass, milk, and dairy products, including special cuts and sausages, for consumption?**

The farmer must be guided on each consumer market's requirements, how to achieve the required features, how to program, and what management practices will lead to desired results.

If the farmer does not know, you should inform him/her about processing possibilities and how this strategy can add value to her product and enrich her family's diet.

4. Processed food

The same impact that affected family farming due to the pandemic also brought losses to the market of processed products since much of the raw material comes from family farming. In most cases, there was a severe decrease in agricultural production and, consequently, in the manufacture of products such as jellies, sweets, fruit pulps, etc. It also impacted the manufacture of cow and goat dairy products like cheeses, yogurts, and dairy drinks, among others. In the pandemic's initial moments, the market was

unstable and unclear, partially paralyzing several segments' productive chain.

Despite many losses in this period, one can also see significant gains in terms of how to commercialize products. Before, the focus was on distributing and selling to the public sector, small markets, and fairs; during the pandemic, the alternative was to move to other markets, looking for new tools to attract customers, promote products, sales, and distribution.

The Cooperativa Agropecuária Familiar de Canudos, Uauá e Curaçá (COOPERCUC), located in Uauá-BA, focuses on the processing and commercialization of organic and agroecological products, such as sweets, jams, jellies, and craft beers. In mid-April, it had to stop activities for about 20 days, following the guidelines imposed by local authorities due to the pandemic.

According to its president, Denise Cardoso, "sales plunged 76%, as buyers canceled orders, customers located in other municipalities had their projects closed, and others entered into an agreement to return part of purchases".

As an alternative to continue selling their products, the cooperative had two partners: Amazon Hub, a platform for logistics solutions from São Paulo-SP, which guarantees punctuality in product delivery, lower freight costs, and fewer conflicts with service providers, and ESCOAF, a virtual marketing startup that delivers products in the Greater Salvador.

"Delivery structures in Salvador and São Paulo allow the contact with the customer to be closer, faster", said Denise.

ESCOAF also created a platform called DELIVERY COOPERCUC to sell products in the city of Uauá, from processed products (jellies, pulps, and sweets) to fresh products of productive backyards (vegetables, fruits, manioc, eggs, free-range chicken).

Through these initiatives, the cooperative found on the innovation and creation of new products its main solutions.

"What we learn from all this is the organization's logic. When we have good teamwork, when we plan well, we can have the peace of mind to change the planning and not feel the blow so strongly".

Denise Cardoso, presidente of Coopercuc.

The use of social networks, online sales, and delivery, previously rarely used, gained strength, guaranteed farmers' livelihood, and even exceeded the volumes of the most traditional channels. These new practices showed that

after the pandemic, in addition to resuming the old sales and advertisement processes, it will be necessary to keep doing business the new way, and the expectation is that production and sales will grow and reach new markets.

Learn about the COOPERSABOR experience and how they expanded the market even with the crisis

The Cooperativa Regional de Agricultores/as, Familiares e Extrativistas da Economia Popular e Solidária de Monte Santo-BA (COOPERSABOR) is a cooperative of agroextractivism and fruit processing, like umbu, Caatinga's passion fruit, tamarind, and licuri. It produces processed food, such as licuri oil, sweets, and jellies with fruits from the region of Monte Santo-BA. The cooperative has its stores, named Monte Sabor, and most of the production was directed to commercialization in the PAA and PNAE programs. The pandemic caused the cooperative to shift the focus to the private market, with advertisement and distribution to nearby municipalities. With a focus on new ways of advertising and selling, the number of posts on social networks increased, boosting sales, especially after participating in live streams (real-time broadcast of a chat, lecture, or shows via social networks) of singers from the region on YouTube, in which they raffled off products for the public, promoting the brand.

The search for healthy foods free of contaminants harmful to health has risen, increasing demand for processed organic

products. The organic market grows in Brazil, both concerning the products offered and the commercialization channels available.

Healthy eating versus indulgence



36%

of people consumed more healthy foods and drinks, which help to boost immunity



18%

% of people consumed more indulgent foods and drinks to deal with anxiety

The sweets and jellies produced by family farming enterprises are typical on Brazilian households' tables and represent an artifact of the Brazilian culture. Organic products are highly accepted in the market due to their nutritional value and the various health benefits for consumers. The nutritional richness of these products is confirmed by the chemical analysis of Brazilian fruits' properties, carried out by the National Study of Family Food Expenditure (Estudo Nacional da Despesa Alimentar Familiar -ENDEF), linked to IBGE. The study showed that

most species have a high content of vitamins, among other nutritional properties.

With the arrival of the pandemic, the sales of cow and goat milk, as well as dairy products, fell, mainly due to the suspension of PAA and PNAE. MAPA granted special permission to commercialize milk from small dairy plants with municipal and state inspection to industries with federal inspection, creating an alternative for small farmers to sell their products.

“

The floor is yours, farmer:

With the arrival of the pandemic, there was a lack of product sales to the government (PAA and PNAE). The cooperative developed commercialization actions with the private market, leading to a 70% growth in the sales to that market compared to the pre-pandemic sales volume. Combining public and private purchases, pre-pandemic figures are still higher. After the pandemic, the cooperative will probably have a higher sales result because it will sell again to government programs and the private market. In CAPRIBOM stores, in addition to the cooperative's products, we also sell honey and cachaça, a way to help promote and sell the products of other cooperatives in the region.

Rubens Remígio – Director of CAPRIBOM.

”

4.1. With an eye on food security

It is very important for small-scale food processing agro-industries to maintain a high-quality standard and guarantee the origin of organics through, for example, the implementation of **Good Manufacturing Practices (GMPs)**:

- To access markets for the sale of food, it is essential to be aware of GMPs, as this is the most viable way to obtain adequate levels of food safety, contributing to the quality of the final product.
- Hygiene conditions must be a constant concern, as consumer safety is vital for maintaining cooperatives and/or family farmers' activities. The availability of drinking water is a key requirement in places that handle food.
- Always pay attention to the quality of the raw material, personal hygiene, and health of those involved in the production. Also focus on

cleaning and maintaining the equipment used in the production and the working environment.

- The raw material quality must be carefully evaluated, as the result heavily depends on this aspect.
- Farmers must take special care to employees' personal hygiene and the sanitary conditions of facilities, equipment, and utensils.
- Producers must also concern about utensils used in the production area, such as water tanks and other plastic containers, tables, floors, and walls. Everything must be sanitized and cleaned at the beginning and end of the production process.
- Everyone involved in the production of food should receive constant training on sanitary practices in handling raw materials and equipment and the cleaning of the workplace.

4.2. Regulations, certifications, and seals

Some agencies inspect the production and food processing industries. This is for consumers to be sure that the product was prepared fulfilling prerequisites and care with food safety. Additionally, having the signs of inspection and seals of origin can be the factor

that will determine the choice between one product and another.

Look for information with the responsible agencies in your municipality and, depending on the case, federal agencies, such as ANVISA and MAPA.

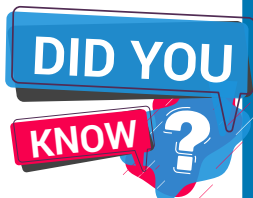
Animal products



- **S.I.M.:** The Municipal Inspection Service (Serviço de Inspeção Municipal in Portuguese) is responsible for industrial and sanitary inspection of animal products, including the slaughter of animals, fish, milk, dairy products, eggs, honey, beeswax, and by-products. With SIM, it is possible to commercialize animal products at the municipality level. Contact your local Agriculture Department for more information.

Did you know that municipalities in the same region can form a public consortium to install, operation, and administer public services?

Get to know Intermunicipal Consortia here.



INTER-MUNICIPAL PUBLIC CONSORTIA



[Click here to learn more](#)



- **S.I.E.:** The State Inspection Service (Serviço de Inspeção Estadual in Portuguese) aims to inspect and control hygienic-sanitary aspects of products, as well as register and accredit establishments that commercialize and carry out the activities of production, storage, and processing of animal products, whether edible or non-edible. Once the SIE is obtained, it is easier to get the SISBI-POA, which has a national reach.



- **SISBI-POA:** The Sistema Brasileiro de Inspeção de Produtos de Origem Animal standardizes and harmonizes inspection procedures for animal products, guaranteeing food safety and quality. As already stated, it has a national reach, reducing barriers to the distribution of products.



[Click here to learn more](#)



- **S.I.F.:** The Federal Inspection Service (Serviço de Inspeção Federal in Portuguese), known worldwide by the acronym SIF and linked to the Animal Products Inspection Department (Departamento de Inspeção de Produtos de Origem Animal - DIPOA), is responsible for ensuring the quality of edible and non-edible products of animal origin, destined for domestic and foreign markets, as well as imported products.

Plant products

- Fruit sweets, jams, pickles, spices, flour, bakery products, among other foods, are inspected by health surveillance agencies.

ATTENTION:

If you already manufacture or intend to manufacture sweets, jellies, and pickles, it is very important to seek guidance from the health surveillance agency of your municipality to regulate the activity of your food processing plant.

- Frozen fruit pulp, juices, and beverages, in general, are regulated by MAPA.

ATTENTION:

If you manufacture alcoholic or non-alcoholic beverages, fruit pulp, juices, or vinegar, check here the legislation that regulates its manufacturing and commercialization:



[Click here to learn more](#)

The **Distinctive Seals of Quality and Origin** (Selos Distintivos de Qualidade e Origem) are a way of valuing the production of small and medium-sized farms, as they increase the perception of value on the part of consumers and can be an important part of a strategy for valuing food products for export. The certification of quality and origin using seals also can increase consumer confidence in agri-food products.

Several quality seals are used to highlight singularities and attributes (tangible and intangible) and indicate qualitative levels to

food, such as information on sustainability, transparency, equity, origin, the mode and ethics of production or commercialization, criteria and standards of conformity, to segment the market. These seals can attest to the specificity or superiority of a product in a relationship established between farmers, consumers, and the market. They also serve to promote and protect products and production systems, in addition to indicating social and environmental responsibility. Every seal bears a concept and indication of quality. Check the main ones here:

- **Geographical Indications (GI):** This seal carries two critical pieces of information, namely indication of the source (IS) and designation of origin (DO). IS refers to the geographical name of the country, city, region, or location, which has become known as the center for the extraction, production, or manufacture of a certain product, or the provision of particular service. DO indicates the geographical name of a country, city, region, or location, characterizing the product or service with qualities related exclusively or essentially to the geographical environment, including natural and human factors. In Brazil, in

addition to agricultural products, other products such as clay pots, lace, textiles, handmade stones and jewelry, footwear, IT services, etc., are also eligible for registration.

- **Brazil Certificate:** a seal from MAPA which focuses on adapting production processes to obtain quality plant and animal products. The Integrated Production System's main pillars are the application of best agricultural practices and the monitoring and traceability of production in the primary stage of the production chain.

Distinctive Seals of Quality and Origin



[Click here to learn more](#)



- The **Brazil's Quilombos seal** (Quilombos do Brasil seal) identifies agricultural, artisanal, and food products from Quilombola communities. Find out more details here:

artisanal food products. In this sense, the Sistema de Gestão do Selo Arte (SGSA) was created. This system, which, together with the Sistema de Gestão de Serviços de Inspeção (ISMS) and the Sistema de Gestão de Estabelecimentos (SGE), integrates the e-SISBI platform.



[Click here to learn more](#)



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- The **Art Seal** (SELO ARTE) for handcrafted products: This seal is a certificate of identity and quality that enables the national commercialization of

ATTENTION!

ATTENTION:

It is important to remember that using organic products in processed products does not accredit the processing unit to use the organic seal on its packaging. For example, a farm whose production of umbu is certified as organic does not accredit the agro-industry that uses it as a production input for labeling its products with the organic seal. The processing plant or agro-industry unit must have its certification.

4.3. Prospecting new markets

Prospecting for new markets is a process that is influenced by many factors, and each of them needs special attention. Check out the main ones here:

Target audience: It is composed of the people or companies that consume your product and potential customers who may consume it in the future. The first point that must be taken into account is who your customer is, where they are

located and how often they buy. After defining the profile, you need to find out why customers need your products or services. Consumers of processed products with an organic seal, for example, seek these products precisely because they are healthy, due to the origin of the raw material, and, whenever possible, they seek a greater offer of the product mix.

Do a kind of market research. Without identifying yourself, chat randomly with unknown individuals who are buying your products. Ask them:

- Why do they prefer to take your product over the competition?
- What could be improved in your product?
- What innovation could be added to your product?
- Why are they taking the competitor's product and not yours?

SUGGESTION

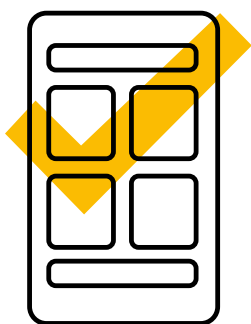


In addition to health food shops, delicatessens, grocery stores, restaurants, hotels, and souvenir shops, which are the most obvious way of selling processed products, it can be highlighted the emergence of hundreds of online stores with the same appeal, especially during the pandemic. **Recalling that you must**

increase care in your own stores to ensure customers and employees' safety during the pandemic. Follow your city's security protocols.

Learn about the main commercialization channels, in addition to PAA and PNAE, for the sale of processed products:

Commercialization channel	Advantages	Drawbacks	Strategic actions
Own stores	No need to follow the rules of another company.	You are responsible for all the communication, marketing, logistics, and payment of costs.	<ul style="list-style-type: none"> • Choose a place for the store that has movement and a parking lot. • Place a visible sign indicating what products you are selling there. • Arrange your showcase so that the products are organized and well lit. • Place the price on the products so that the customer can check it without having to ask anyone. • Train your sales team. They need to be kind and proactive. • Whenever possible, talk to customers to get their opinion on the products and the store. • Invest in communication material and social networks.
Companies (delicatessens, bakeries, butchers, pastry shops, grocery stores, hotels, restaurants, specialty stores)	They are points of sale that have a variety of other products complementary to yours.	Competition between products is more significant, as it is challenging to be in an exclusive store.	<ul style="list-style-type: none"> • To attract new customers, it is worth hiring a sales representative, creating a catalog of digital and/or printed products, getting company contacts on social networks. It is important to get a space to show the products. • Guide your customer to start the partnership by buying flagship products so that he is satisfied with the results. Gradually introduce the other products. • - Offer your customer a tasting inside the store. This will please her customers and increase traffic, as well as increase sales of her products. • - Think of this relationship as a partnership and, whenever possible, listen to your customers and accept their suggestions.



51%

of people who joined the food e-commerce during the pandemic say they will continue this habit even after quarantine

Source: Google Survey conducted from 30 May to 2 June 2020 | 800 Brazilians connected to the internet who shopped on food websites/apps in quarantine.

Competitive edge: What makes your product different, special for the customer. Try to answer the following question, and you will have your competitive advantage: What is your client's need that is met by your production? It may be that your price is the lowest, the quality is superior, or you offer some convenience, for

example. Performing this analysis is essential to highlight your strengths at the time of promotion. Fazer essa análise é essencial para destacar o seu ponto forte no momento da divulgação.

Communication: In the marketing process, it is fundamental to realize that the communication with the customer must take place in several ways, as in addition to promoting all products, it must reinforce and make clear what its differentials are.

Communication channels: Through advertisement, the client has access to relevant information about your business, so be concerned with planning the frequency of promotion, the media you will use, and what you will communicate. Remember to enter your contacts such as phone number, address, social network profiles, website, and other forms of communication, such as the phone number linked to the messaging app you use. It is imperative to measure the success of the actions and evaluate the cost-benefit, which will allow maintaining or changing the strategy, optimizing costs, and improving results.

The e-commerce radar maintained by Synapcom, a specialist in e-commerce solutions, noted the expansion of virtual businesses. According to the company, in March and April of 2020, online sales of processed products with an organic label grew 160%. In May and June, there was an increase of 52% in relation to the pre-pandemic period.

GET WITH IT!

The packaging must be functional and attractive and must comply with the specifications mentioned in article 31 of Law No. 8,078, of September 11, 1990, the so-called Consumer Protection Code. This Code determines that the offer and presentation of products or services must ensure correct, clear and accurate information in Portuguese about their characteristics, quantity, composition, guarantee, expiration dates, origin and even additions on nutritional values.

It is important to remember that packaging influences the purchase, being a factor that adds value to the product. Attention must be paid to the correct calculation of the cost of packaging in price formation so that it does not reduce the competitiveness of the product: expensive and more sophisticated packaging can weigh on the final price.

Competition: Analyzing competition is essential for entrepreneurs. It is necessary to know the forms of payment, the product mix, prices practiced, amenities offered, product quality, among other items.

Payment methods: Another point to be assessed is how customers are willing to pay for your product. Are they willing to pay in cash? Do they prefer to defer the payment? Or would they like to pay in installments? When are they ready to buy (months, days, weekends, casually)? When choosing to use credit cards and online platforms, pay attention to the costs involved.

Suppliers: They directly impact the quality of your product and, consequently, consumer satisfaction and the construction of products' image in the market. There are some necessary items to consider when choosing a supplier:

- **Delivery capacity:** Your supplier should be able to deliver inputs at least twice your current need.
- **Input quality:** Does the input have the minimum qualifications necessary to guarantee your product's quality?
- **Price:** Are your suppliers' prices compatible with the market? Is it viable for your company?
- **Form of payment:** Is the payment method fair? Is it compatible with the market? Is it viable for your venture?

TIP!!

Always have more than one supplier for each item you sell since the non-supply of raw material can impact your business.



Money/finance: it is necessary to be clear about fixed and variable costs, as well as accounts payable and receivable, to understand if the profit margin and the selling price of the products are viable. This will make it possible to assess price competitiveness in the market you operate and to analyze the cost-benefit of your product compared to competitors. Financial control will also make it possible to plan actions and establish viable sales targets within a physical and financial schedule. Training in this area is essential to keep your business financially healthy.

Logistics: An essential part of the commercialization process that impacts various aspects of marketing, such as product presentation and delivery time, for example, which are variables that interfere with the way the customer will evaluate your product. It is even more delicate for products that require refrigeration or special care in storage. To learn more, see the main points of attention in Chapter 1 of this Guide.

It is important to have someone attentive to all stages of the commercialization process

SUGGESTION

A suggestion for prospecting new markets is to train an employee or representative to present the characteristics and benefits of the products, be prepared to negotiate quantities and values, and know the differentials with the competition, information on logistics, and prices. And still:

- Plan the distribution according to the productive capacity;
- Compliance with delivery deadlines;
- Be equipped with communication material directed to the target audience;
- Know about certifications and guarantees;
- Contact the customer to check if products arrived according to the negotiation.

4.4. To think about

Reflections for ATER professionals

- **Are family farmers aware of the main competitors?**
- **Is there seasonality related to raw materials?**

Guiding processing units to do a competitive analysis can be a game-changer in sales since competitors' behavior brings strategic information about the market.

If so, it is necessary to seek information on the storage of raw materials and/or the increase in production during periods of high availability to guarantee the stock when inputs are scarce.

5. Handicrafts

Most artisanal products are sold at business events, craft fairs, small retail stores, and in the communities themselves for visitors and tourists. The Covid-19 suspended some opportunities for selling handicrafts. The cancellation of events/fairs and stores' shutdown made commercialization unfeasible, and production was paralyzed. This made artisans vulnerable, triggering a state of alert, which adds to the need for artisans' social distancing, who can no longer get together to produce handicrafts.

It was necessary to look for creative alternatives to guarantee their livelihood, facing social isolation as an opportunity to discover

solutions. Joining social networks was an option to help start selling crafts again, improving techniques in different types, and innovating in models and design to meet customers' needs. For instance, in the Associação das Rendeiras de Dias D'Ávila (RENDAVAN), artisans produce bobbin lace pieces (traditional braiding technique from Northern and Northeastern Brazil). Companies from Salvador's metropolitan region reached them to produce fabric face masks with lace applied, each making a certain amount to meet customer demand. In addition to loyal customers, many companies that were not yet customers placed purchase orders.



Learn about the history of lacemakers in Paraíba State

The lacemakers of Cariri Paraibano, who live from the centenary art of renaissance lace and embroidery, used their creativity to circumvent the difficulties. With the pandemic's arrival, they started to produce face masks made of renaissance lace, which guaranteed sales in that period, serving as an example that working on product differentiation is an excellent strategy to increase sales.

In addition, through the cooperative and associations to which they belong – Associação de Resistência das Rendeiras de Cacimbinha, Associação de Desenvolvimento dos Artesãos de São Sebastião do Umbuzeiro (ADEARTE), Associação das Mulheres e Mães de Zabelê, and Cooperativa de Produção de Bens e Serviços de São João do Tigre (COOPERTIGRE) –, the lace makers who participate in the FIDA-supported Programa do Artesanato Paraibano (PAP) and Programa de Desenvolvimento Sustentável do Cariri, Seridó e Curimataú (Procase) had the intervention of stylist Ronaldo Fraga in February 2020. His support contributed to the improvement of products through design and, as a consequence, their income was increased by the opportunity to have pieces of renaissance lace participating in a fashion show at the virtual edition of São Paulo Fashion Week. This increased the dissemination of their products and they are now receiving orders from all over Brazil.

"I believe that investing in female artisans and producers is the way to have dignity in life in our country. Women are creative, and with that, they manage to make everything better."

Joseane Bezerra, aka Joia, social mobilizer of Procase.

The traditional bobbin lace continues to enchant Brazil and the world

With the beginning of the pandemic, the president of RENDAVAN, Dinoélia Trindade, was invited to promote live streams on bobbin lace, which was made possible by the partnership with ARTESOL Artesanato Solidário – Rede Nacional do Artesanato Cultural Brasileiro, which has an international reach. Dinoélia also received a Digital Marketing training that enhanced the dissemination of the members' products and sales through social networks.

In one of the live streams, she talked to one of the owners of the Museu do Artesanato in Rio de Janeiro. Through this conversation, several contacts were received through the Association to order products from associates. Shopkeepers from all over Brazil requested products, resulting in an increase of 30% in the associates' sales volume in relation to the sales that occurred before the pandemic.

The use of social networks to post about production and information on the pace of manufacturing, about the know-hows of each community, and other information related to the segment, boosted the sector's promotion. Consequently, sales started to take place. Partnerships in live streams with store owners and representatives of entities in the artisanal segment also boosted product promotion and sales during the pandemic.

It is important to keep customers informed about the sanitation and health guidelines that are being adopted to ensure safety when purchasing a handmade product. Wear face masks to avoid contagion with the virus. Use hand sanitizer during the making of the pieces as well as sanitized packaging. Additionally, provide proper communication about deliveries. These attitudes will give consumers greater security while granting credibility and professionalism at the time of sale.

5.1. The expression of our people's culture

Brazilian handicrafts are one of the most diversified in the world. Estimations indicate that around 10 million Brazilians live from this activity, producing pieces of different types. Handicrafts are the most remarkable cultural expression of a people. It is part of the folklore of Brazil. It is an artistic expression that shows us the customs, tells a story, brings elements from the past and traditions, as well as characteristics of each community and region.

For more significant publicity, appreciation, and increased consumption of handicrafts, attention must also be paid to improvements in finishing, perfecting, and creating new products, strengthening the identity of the community/region, adding some design concepts and seeking commercial solutions.

5.2. Sell to whom? - Choosing the public

The handicrafts produced can be sold to final consumers or companies. Production capacity will define the possibilities of commercialization. Artisans with less production capacity should focus their sales efforts on craft fairs and small orders. Cooperatives, which have a greater capacity, should focus on large-scale sales to supply from specific shopkeepers to department stores spread throughout Brazil.

The online marketplace is e-commerce mediated by a company where several retailers sign up and sell their products. There is even an online marketplace specialized in handicrafts, Elo7, where you can create an online store to sell your products. This alternative does not eliminate the possibility of selling products in other spaces: Americanas, Magazine Luiza, or Submarino, as well as Mercado Livre and Amazon, are open doors to receive your product if you follow some rules.



ATTENTION:



Selling your products on an online marketplace is a strategy that can help leverage financial results. To be successful in sales, it is vital to prepare in advance, adopting some precautions:

Prepare the documentation: The first step selling on online marketplaces is to register your store on the respective platforms. For this, you will need to gather the necessary documentation, which usually consists of:

- Proof of enrollment with the IRS (CNPJ) as well as municipal and state agencies;
- Negative certificates of tax, labor, and social security debts;
- Statements about the company's tax system;
- An updated social contract.

Still, on a more formal basis, the entry into online marketplaces requires salespeople to issue an invoice and organize the delivery. Therefore, before making your registration, it is important to well-manage your financial, accounting, and legal processes.

Read the contracts: Online marketplaces work as a virtual shopping mall, bringing together several stores that need to follow the established rules. Before starting to sell your products, it is essential to analyze the contracts to understand your rights and duties. Pay attention to the commissions charged by online marketplaces (range from 10% to 30%), as these costs need to be accounted for in your products' pricing.

Follow the established standards: When organizing your product catalog, consider the specifications adopted in each online marketplace concerning product description, image, size, etc. The lack of attention to these details can impair your goods' display and even determine your exclusion from the system. The processes in this area are automated so, if something is against the rules, it cannot be included in the store.

Adopt specific strategies: To increase sales, it is essential to define an operating strategy for each channel. Remember that competition is fierce on these platforms, which requires attention to the type of product offered and, of course, to the prices.

Add value to your brand: One of the advantages of online marketplaces is the possibility of reaching a different audience than the one that frequents your physical store. So, when making a sale, be sure to offer a good experience for that customer. The entire sales process will take place through the store's platform, but you can show your brand's value by making a more personalized delivery and taking care of the after-sales, for example.

Choose the appropriate partners: With so many great brands working with online marketplaces, it is natural for you to be in doubt about which one (or which ones) to choose to place your products. When defining the criteria that will guide your decision, think about it: it is crucial to select those that relate to your business. Depending on the type of product, it is not always worthwhile to enter the most competitive ones, in which your brand will have little space to differentiate itself.

Source: <https://www.jetecommerce.com.br/blog/vender-em-marketplace/>

Check in the table that follows the main sales channels for handicrafts and their characteristics:

Commercialization channel	Advantages	Drawbacks	Strategic actions
Handicraft fairs	Intense public circulation.	Competitors with similar products often with lower prices.	<ul style="list-style-type: none"> Choose a location that is visible to potential customers. Place a brochure informing about your products and, preferably, identify how your product differs from the others, such as social, cultural, and environmental aspects, among others. Attractively organize products. Put visible prices for the customer to consult.
Stores (souvenir, decoration, in hotels, restaurants)	They are points of sale that have a variety of other products complementary to yours.	Competition between products is more significant, as it is challenging to be in an exclusive store.	<ul style="list-style-type: none"> To attract new customers, it is worth hiring a sales representative, creating a digital or printed catalog of products, getting company contacts on social networks. It is important to get a scheduled contact with the customer to present the products. Guide your customer to start the partnership by buying flagship products so that he is satisfied with the results. Gradually introduce the other products. Think of this relationship as a partnership; whenever possible, listen to your customers and accept their suggestions.
Online marketplaces	Having a virtual store supported by a major brand.	Fierce competition.	<ul style="list-style-type: none"> Always analyze the competition's prices and their positioning within the marketplace. Strictly follow the rules of the marketplace you have chosen. Keep your store and product details always up to date. Be attentive to customer demands and always try to surprise when delivering products. This will help with customer loyalty.

Commercialization channel	Advantages	Drawbacks	Strategic actions
Events and trade fairs	<p>These events are filled with wholesale buyers, so the volume of sales is interesting.</p>	<p>High competition.</p>	<ul style="list-style-type: none"> • Plan for the business round: bring a good quantity of products so that the customer can take them on time. • Always take new products based on market trends. • Have a product catalog with photos and prices. Do not forget to include your contact. • Register the customer, even those who did not buy so that you can arrange future sales. • Organize your products so that the customer can see all the details.
Social networks	<ul style="list-style-type: none"> • Direct contact with customers; • Possibility to promote the products that have more offer; • Placement of orders and customization of products according to customers' interests. 	<p>High competition, even competing with non-handmade products.</p>	<p>In addition to all the tips about social media that you find in this Guide, remember to record videos showing how to use your products, take good photos, and use posts to emphasize the compliments received from customers. A frequency of postings is essential to keep customers interested in your products and inside news.</p>

To choose the public for commercialization, it is necessary to evaluate the following aspects:

- Know the production capacity of the community;
- Know the average daily production capacity to scale the size of the market that the community can serve;
- Evaluate the ease of obtaining raw materials for making artisanal pieces;
- Assess whether there is seasonality for obtaining raw materials to define actions that guarantee the supply throughout the year;
- Study logistics to define deadlines during negotiations;
- Analyze adequate storage to ensure delivery during high season.
- Define the most suitable type of packaging according to products' characteristics (fragility, etc.).

Overcoming seasonality

- **Store raw materials to guarantee their integrity.**
- **Increase your production in times of low sales**, ensuring a more extensive inventory to boost sales in periods of high demand for parts. Increasing inventory will also allow you to invest in prospecting for new markets so that, at the time of good sales, there will be enough pieces to achieve better quantitative results.
- **Diversify the products.** Seeking to develop products with other raw materials, whose seasonality period is not the same, guarantees products to meet the customer demands at different times of the year.

5.3. Pre-production

It is the first stage of preparing to commercialize, which involves obtaining raw materials and transporting them to the workplace. In this stage, all packaging material and identification of parts such as tags with information on the history of the community/handicrafts, raw material, price, and contact details of the cooperative or production group must be considered. This makes the customer also consume the history of that community and add even more value to the piece. Additionally, tags are a way to disseminate the contacts of the artisan, which facilitates access to the product again.

When it comes to packaging, you must ideally choose nonpollutant/environmentally friendly materials such as paper packing.



5.4. Production



It is very common to see artisans working together in cooperatives and production groups. The pieces' production gains in speed and quality since the exchange of information and new techniques favor the result. The day-to-day production of handicrafts includes actions such as the collection of raw materials, primary inputs, production, and commercialization.

Another critical step is the moment of labeling, packaging, and forwarding the pieces to your commercialization channels; for stores, hotels, restaurants, that is, all points of sale.

The guarantee of excellent results comes from the notion of production capacity at the time of negotiation, the commitment of artisans in making the pieces, and the development of products with quality, functionality, and innovation.

It is common for each artisan to be skilled at a particular stage in the production process. We suggest the joint assessment of each person's ability and the study of the possibility of inserting a production line, which is an efficient way to obtain a final product with more quality and speed, increasing production and reducing time. However, it is necessary to rely on inspection and triage processes to guide those involved in each stage, focusing on objectives and goals.

The search for information about the market, such as, for example, color, size, and design trends for the products they make, is a competitive differential that can be explored because, after all, consumers appreciate new things. Following current trends without mischaracterizing handicraft products is a suggestion for improving sales results.

Quality adds value to the product:

- Since they are hand-made products, handicrafts are remarkably characterized by the oscillation in the standardization of the produced pieces. Even so, the product's quality is fundamental to ensure consumer satisfaction. Criteria such as standardization of the size of the pieces, ornaments, and accessories, and reduction of color oscillation in the case of dyed pieces, among other factors related to the quality of the works, are elements that deserve attention for quality assurance.
- Another aspect is functionality: if the product is utilitarian, it must meet the functions for which it was created. A moringa necessarily needs to be efficient in storing water.

5.5. Perpetuation of Brazilian knowledge and practices



Research indicates that, in Brazil, there is a female prevalence in the production of handicrafts. According to IBGE, in 2007, there were more than 8.5 million artisans in Brazil. Of this total, 87% are women, and the most common

age group is between 50 and 64 years old. Youth participation is meager, around 3%.

To preserve our culture, it is essential to encourage the participation of young people. To do so, it will be necessary for them to understand the importance of handicrafts for the country's culture. Handicrafts are a source of income, a way of expressing and preserving local cultures, a way of life. Creating and producing stimulates people's intellect. In addition to working in the production of the pieces, youth is essential in the process of selling handicrafts due to their ease in accessing and dealing with social networks, which is a very effective, fast, and highly visible channel for disseminating and scaling sales. It is a way to make the activity more profitable.

Check out the story of the group of artisans who doubled their revenues during the pandemic

Most of the **Grupo de Artesãos Surisawa Muraki** members are from the same village and encourage teenagers interested in producing handcrafted pieces to learn by observing the adults working. "In the village, we understand that art is an ancient knowledge that is within indigenous peoples; teenagers, through their eyes, observe and begin to develop their pieces.

Before the pandemic, tourists purchased 80% of the production and 20% via online marketplaces and specialized stores. With the pandemic, they could sell online using social networks as the main channel of dissemination to attract new customers. Therefore, they doubled their revenues with the new way of selling the pieces.

"In life, the difficulties will always exist, but in a moment of reflection, we identified the need to innovate to reach new heights and move forward, with more promising paths than those we were taking. We broaden our business vision. I repeat that selling on Amazon is a great challenge, due to the difficulty in logistics, which requires study, qualification, innovation (which helped), and investment in the advertisement. We did not have accounts on Instagram or Facebook. We trained and currently publish posts ourselves. Today we sell to shopkeepers in the states of São Paulo, Ceará, Minas Gerais, Bahia, Distrito Federal, Rio Grande do Norte, and Alagoas."

Joarlison Melo, responsible for the marketing of the Surisawa Muraki Association.

² It is a domestic object, shaped like a vase, traditionally made of clay. It is used to store small amounts of water for human consumption.



In the handicraft segment, it is also necessary to contact customers for an evaluation regarding satisfaction with the acquisition of a particular product, especially in sales to companies. To do so, the artisan should organize his clients' data in a register to always keep in touch. Making contact and asking about clients' satisfaction, the integrity of the product on delivery and if the deadline has been met is a way of ensuring:

- o A new appointment for an upcoming sale;
- o The anticipation of possible dissatisfaction;
- o Assess the need for replacement pieces;
- o Assess customer satisfaction with your commercialization channel;
- o Customer loyalty, since they understand that sellers keep in touch to satisfy them;
- o It is a competitive differential and easy to execute.

5.6. To think about

Reflections for ATER professionals

- **What is the productive capacity of the Artisan, Cooperative, or Production Group?**

To identify accessible commercialization channels for the products, it is essential to measure production capacity, assessing whether it can meet the requirements of buyers.

- **How to set the prices of handcrafted products?**

If prices are set based on the market, it will be necessary to advise artisans to seek capacity building aimed at sales price formation and consider larger purchase orders.

6. Summarizing

In this Guide, you learned that selling is the part of the commercialization process in which people focus the most. Still, it requires a series of preparatory actions so that a product can be fully marketed, meeting all the needs of both customers and the market in which you operate. This Guide presented many possibilities of action, new commercialization channels, and a step by step of what is important for selling, from production planning to customer loyalty. Throughout the text, you were also able to check out many tips on legislation and certifications.

Also, we recommended plenty strategies and best practices of commercialization to boost your sales and expand your market activities through the experience of farmers, production groups, and family farming cooperatives. It is time

to get your hands dirty! Please take advantage of the fact that we brought all the commercialization practices tested by cooperatives, associations, and farmers during the pandemic and check which ones are best suited to your needs.

To learn more about commercialization, listen to our Podcast “Commercialization for Family Farming” (Comercialização na Agricultura Familiar in Portuguese), which is available on the download page of the Guide as well as on some audio streaming platforms like Spotify, Deezer, Google Podcast and Amazon Music. It brings an audiobook with the complete content of this Guide for your daily use, guaranteeing successful sales. It is another way of learning while doing other activities, without having to dedicate time for reading.

Podcast “Commercialization for Family Farming”

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