Business Strategy for a Lamb Micro Enterprise

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Business Strategy for a Lamb Micro Enterprise

1. Executive Summary

The lamb trade in Ireland performed strongly in 2024, with prices up 15% on 2022 levels, driven by reduced supply. This trend continued into 2025, with lamb reaching a record €10/kg at farm gate. While positive for producers, this positions lamb as a premium product during a period of constrained consumer spending, contributing to a 23% decline in exports and a 10% drop in domestic demand in 2024 compared to 2023.* These trends are expected to persist in 2025, with ongoing supply contraction and price sensitivity in EU/UK markets.

Dingle Peninsula Lamb (DPL) is a local initiative focused on developing micro-enterprises that add value through processing and innovative routes to market. The aim is to create sustainable, profitable businesses that strengthen the local food supply chain and make high-quality, locally sourced products available to consumers.

Lamb from the Dingle Peninsula is renowned for its distinctive flavour, influenced by the natural environment of West Kerry. Market research over the past 18 months shows strong consumer interest in local produce, provided it is offered through convenient retail channels (see Appendix 1).

This strategy outlines the business case for a micro-enterprise model that processes and markets local lamb and complementary products. The vision is to establish a profitable enterprise supplying seasonal lamb to consumers, retailers, and food service for eight months annually. The mission is to deliver quality, sustainably sourced lamb products that reflect the unique taste of place, while building collaborative structures to reduce costs and enhance market reach.

Its high-level Strategic Goals will be to:

- Ensure a consistent supply of processed lamb products for eight months annually.
- Develop a strong brand identity for Dingle Peninsula lamb as a premium, sustainable product.
- Create collaborative models with other micro-enterprises to share resources for processing, logistics, and distribution.
- Establish shared services for compliance, administration, sales, and delivery.
- Build a profitable micro-enterprise that supports local employment and economic resilience.

**Sheep Meat Sector Update and Outlook January 2025 Seamus McMenamin Bord Bia*

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2. Business Overview & Structure

The following gives an overview of the local lamb enterprise and its formation:

Mission Statement
To ensure a supply of quality, sustainably produced lamb products, processed and marketed to reflect the unique taste of the Dingle Peninsula, meeting consumer demand while building a viable micro-enterprise that strengthens the local food economy.

Core Values
Natural, Tasty, Sustainable, Quality

Unique Selling Proposition (USP)
Premium lamb products from the Dingle Peninsula, processed locally and distinguished by natural grazing and sustainable practices.

Product Range
Processed lamb cuts for retail, hospitality, and direct-to-consumer channels. Value-added products such as burgers and Dingle Mutton Pies will be developed to diversify offerings, including potential mobile food service options.

Production Process
Lamb will be sourced from Bord Bia-approved farms on the Dingle Peninsula that meet sustainability and welfare standards set by DPL. These standards will include outdoor grazing, breed, animal welfare, feed, age, and environmental criteria.

Procurement will be managed through structured supply agreements to ensure consistent quality and availability. Farmers will supply lamb under these agreements, while DPL will oversee all downstream activities, including processing, packaging, and distribution.

Processing will be carried out by a licensed local abattoir on a scheduled basis. Post-slaughter preparation will follow specifications set by DPL to meet market requirements. Finished products will be delivered in refrigerated transport for distribution to retail, hospitality, and direct-to-consumer channels.

Initially, operations will utilize a virtual shared services model for administration, compliance, and logistics, as outlined in the accompanying documents *Organisational Structure Options* and *Virtual and Physical Shared Services Models*. Over time, a physical hub may be established to consolidate storage and distribution, but this will be phased in based on enterprise growth and viability.

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Organisational Structure Options
Several organisational structures are suitable for DPL, as outlined in the accompanying document *Organisational Structure Options*. Research into successful local lamb enterprises in Ireland—such as Comeragh Mountain Lamb, Achill Mountain Lamb, Burns Farm Meats, Kilmullen Farm, Fiorbhia, and Ring of Kerry Lamb—shows a range of models:

- **Private Enterprise Models**: Sole trader, partnership, or limited company structures established by one or more entrepreneurs who source lamb from approved farms under agreed quality standards.
- **Collaborative Models**: Co-operatives or companies limited by guarantee, where members contribute supply and share resources for processing, logistics, and administration.
- **Hybrid Approaches**: Combining shared services with professional management to ensure compliance, branding, and market development.

Following the selection of an appropriate legal structure, DPL may also consider registering as a Producers Organisation (PO), which offers funding for legal and administrative costs of up to €13,000 per annum (see Appendix 3).

The chosen structure should prioritise enterprise viability, market access, and collaborative efficiencies, rather than direct farm income support. While farmer participation is important for supply consistency, governance and operations will focus on creating a sustainable business entity that manages processing, packaging, compliance, and sales professionally.

3. Market Analysis

The following outlines the market trends and opportunities associated with local lamb supply and reviews the competitive landscape for the supply of lamb on the Dingle Peninsula:

Local Food Industry Trends

Market research conducted over the past 18 months on the Dingle Peninsula indicates strong consumer demand for local food, including lamb. Consumers are willing to pay a modest premium for local lamb, provided the purchase experience is convenient. Detailed findings are included in Appendix 1.

A pilot initiative involving the processing and sale of 16 local lambs through Sheehy's Supermarket in Dingle confirmed this demand. Subsequent discussions with two local supermarkets identified a current requirement of approximately five lamb carcasses per week per store. The trial highlighted the importance of achieving economies of scale in processing and logistics and reinforced the need for a structured enterprise model to manage these functions efficiently.

Feedback from butchers and processors suggests that Texel/Cross lamb is preferred for retail presentation and flavour profile, while Scotch Mountain lamb—native to the Dingle Peninsula—may be better suited for direct-to-consumer box schemes or value-added products such as Dingle Mutton Pies.

Insights from Comparable Enterprises

Research with Ring of Kerry Lamb, a former co-operative, underscores key success factors:

- Partnering with a processing and packaging provider to reduce operational burden.
- Avoiding reliance on volunteer labor for core business functions.
- Positioning lamb as a seasonal product to maintain premium pricing.
- Diversifying beyond lamb-only offerings to improve cost efficiency.
- Investing in brand development and compliance with quality standards.

These insights inform the proposed model for DPL, which will prioritize professional management, shared services, and brand integrity.

Target Market

The initial focus will be local and visiting consumers, foodservice operators, and retail outlets on the Dingle Peninsula. Confirmed demand includes:

- Two local supermarkets (approx. 10 carcasses weekly combined).
- A catering company serving professional and private events. Additional opportunities include restaurants, healthcare providers (e.g., HSE contracts), and Meals for Elderly programs. Expansion beyond the Peninsula will be necessary to achieve scale and support shared service functions.

Competitive Landscape

Currently, there is minimal availability of processed local lamb for retail or foodservice on the Dingle Peninsula. Most lamb is sold through marts or directly to factory agents, offering farmers convenience and strong prices without additional processing costs. This underscores the need for a differentiated enterprise model that adds value through processing, branding, and direct market access.

The financial projections in Appendix 2 (Cost and Growth Projections for Dingle Peninsula Lamb) of this document for the different routes to market for lamb show clearly the optimum risk/reward balance for the farmer is pushing them towards the factory/mart route to market. The projections also highlight the scale and volume of lamb required to make the direct sale of lamb to retail/food service/consumer financially viable.

The payment for dead weight lamb tends to be capped at 21/22kg for lambs that go to the factory, even if they kill out at more than this. In the recently delivered local lamb trial, the butcher was prepared to pay market value for every kg of dead weight which gave the farmer a premium for every kg over 21/22 kg versus what was received at the factory. As of June 2025 Kepak were quoting €8.50 incl. vat per kg plus 15c bonus for quality assured spring lamb, offering a total potential price of €8.65 incl. vat per kg up to a carcass weight of 21kg. On the same date Irish Country Meats were quoting €8.60 incl. vat per kg plus 20c for quality assurance lamb up to a carcass weight of 21kgs. A 3kg differential between what the factory v the butcher pays the farmer per kg of carcass weight could potentially net the farmer an additional €25 per lamb if they achieved a carcass weight of 24kg.

Average Consumption Statistics

CSO data (2022) shows per-capita annual sheep meat consumption in Ireland at 2.9 kg, representing 3% of total meat consumption. Approximately 77,000 tonnes were exported in 2022, indicating potential for niche, premium positioning of local lamb.

4. Product Identity

Dingle Peninsula Lamb will be positioned as a premium, locally sourced product, reared outdoors on the hills and pastures of the Dingle Peninsula and processed in Kerry. All lamb will meet Bord Bia quality assurance standards and sustainability criteria. The brand will emphasize provenance, natural production, and a distinctive taste of place.

Product Processing

Processing will be carried out by a licensed partner (Millers Meats, Fossa, Killarney) according to agreed specifications. Carcasses will be hung for a minimum of 24 hours post-slaughter to ensure quality, then prepared for distribution in compliance with food safety standards.

Product Brand

The Dingle Peninsula Lamb brand will represent authenticity, sustainability, and quality. Branding will highlight local heritage and terroir, with bilingual labelling (English and Irish) to reinforce cultural identity.

Product Packaging & Labelling

Packaging will be compostable and designed to meet Irish food labelling regulations. Labels will include:

- Provenance and traceability details
- Nutritional information
- Carbon footprint
- Suggested recipes
  Packaging will be completed by the processing partner prior to delivery.

Product Storage

Initial storage will occur at the processing facility, where lamb will be hung and prepared to order. Longer-term storage solutions will be considered as part of the enterprise’s growth plan.

Product Delivery

Products will be delivered in refrigerated transport to pre-determined retail, foodservice, and consumer locations. Delivery logistics will be managed through shared services to optimise efficiency.

5. Shared Services

This feasibility study is being developed in parallel with similar studies for seafood and vegetables, creating potential for shared resource opportunities across the three business streams.

Shared service options under consideration include:

- **Virtual Coordination**: Centralized management of supply chain, compliance, and logistics through digital platforms.
- **Physical Storage Hub**: A shared facility for storage and distribution of processed products.
- **Processing Facility**: A dedicated site on the Dingle Peninsula for value-added processing to make primary produce market-ready.

Investment and operational cost projections for these options are detailed in the accompanying document *Virtual and Physical Shared Services Models*.

Facility Regulatory Compliance

If a shared services hub is developed, regulatory input from the Environmental Health Officer (EHO) and the Department of Agriculture, Food and the Marine (DAFM) will be required to determine whether the facility falls under **Regulation (EC) 852/2004** (general food hygiene) or **Regulation (EC) 853/2004** (specific hygiene rules for food of animal origin).

A **853 classification** would require significantly higher compliance standards, including structural and operational considerations, which would impact design, cost, and timelines. These requirements should be factored into any future planning for a physical facility.

6. Competitor Analysis

The following sets out the competitive threats, weaknesses and uncovers strengths and strategic opportunities for the Dingle Peninsula Lamb enterprise.

Strengths	**Opportunities**
• Known demand • Known quality • DPL brand • Current production on the DP	• Optimise return to producer • Build brand reputation for DPL • Seasonality - creates niche demand • Value added products
Weaknesses	**Threats**
• Premium product – cost of living crisis • Supply unpredictable • Small scale = high processing costs • Seasonality – interrupted supply	• Simple alternative route to market – factory/mart • Cheaper lamb available in supermarkets • Limited access to abattoir with limited back up plan if Fossa abattoir closed

Market research and the recent local lamb sale trial confirm strong demand for premium local lamb, provided it is convenient to purchase. Dingle Peninsula Lamb (DPL) benefits from an established reputation for quality and a distinctive taste of place, supported by its visibility on the hills and pastures of the region.

However, lamb has increasingly become a premium product due to reduced production and rising input costs. This trend has led to lamb disappearing from many restaurant menus and becoming an occasional purchase for price-sensitive households. Current supply on the Dingle Peninsula is largely tied to established routes through factory agents and local marts, creating a significant challenge in unlocking supply for local markets.

Messaging and marketing will need to address seasonality, as lamb availability is not year-round. A story-driven marketing campaign—leveraging social media and highlighting provenance, sustainability, and animal welfare—will be essential to build consumer engagement and differentiate DPL as a premium, local product.

Barriers to Supply

- Established factory/mart channels offer convenience and strong pricing, making diversion of supply challenging.
- Premium lamb may be perceived as a luxury during a cost-of-living crisis, increasing competition from cheaper imports.
- Limited processing infrastructure: Abattoirs are declining nationally, and the closest facility is approximately 35 km away. The viability of local lamb processing depends on continued access to this facility.

Opportunities

- Strong consumer interest in local, sustainable food.
- Confirmed demand from local retailers, foodservice operators, and caterers.

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- Potential to expand beyond the Peninsula to achieve scale and support shared services.
- Brand development and storytelling can position DPL as a unique, high-value product.

7. Route to Market

The following sets out the potential routes to market for local lamb and may be considered individually or together:

Online
Direct supply to customers via an online platform such as a website or Open Food Network could be a viable and cost-effective route to market.

Advantages	Disadvantages
Minimal operational costs	Limited product profile
Maximum margin for producer	Significant marketing and social media budget required
Known demand and therefore minimum waste	Refrigerated storage requirement
Locals experiencing local lamb	Volume required to ensure transport/delivery costs are not prohibitive
	Delivery/Pick Up Point management

Own Retail Shop
Direct supply to customers via a physical shop dedicated to local produce in Dingle town however it could be costly to set up and run.

Advantages	Disadvantages
Maximum margin for producer	Seasonal demand
Good project profile	Rent
Passing trade/footfall	Fit out costs
Consumer/producer engagement	Operational & running costs
Locals experiencing local lamb	Waste
	Volume required to ensure transport/delivery costs are not prohibitive
	Less convenient for consumer

Established Retail
Supply to customers via existing retail could be an option which would reduce operating costs but would also reduce margin for the producer.

Advantages	Disadvantages
Established customer base	Decrease in margin for the producer
Locals experiencing local lamb	Volume required to ensure transport/delivery costs are not prohibitive

Business (Restaurant, Hotel, Foodservice, Caterers, B&B)
Direct supply to business via an online platform such as a website would allow businesses to order produce in advance based on supply and this would then be delivered to the business.

Advantages	Disadvantages
Visitors to DP experiencing local lamb	Payment terms
	Unpredictable demand
	Volume required to ensure transport/delivery costs are not prohibitive
	Demand limited to premium cuts

Market Stall
Direct supply to customers via a weekly market stall where the customer would purchase directly from the producer.

Advantages	Disadvantages
Minimum rental and operational costs	Unpredictable footfall
Locals experiencing local lamb	Market stall investment including refrigeration
Relationship building with consumer	Waste

Food Truck
Direct sale to customers via a pop-up food truck where customers would purchase cooked local lamb from the food truck.

Advantages	Disadvantages
Greater margin for producer	Unpredictable footfall
Profile of local food for the Dingle Peninsula both locally and nationally	Food Truck investment
Important part of the tourism offering	Waste
Employment creation	

8. Financial & Growth Plan

This section summarises capital requirements and sales/margin projections for different routes to market. Detailed financial models are provided in Appendix 2.

Processing Costs

- **Slaughter only**: €25 per lamb.
- **Slaughter + breakdown + packaging for consumer sales**: approx. €50 per lamb.
- **Slaughter + processing for foodservice (no retail packaging)**: approx. €40 per lamb.

Transport Costs

Transport to Millers Abattoir (approx. 70 km round trip) incurs a fixed cost of €150 per trip, which becomes viable at higher volumes (minimum 10 lambs per batch). Return transport of processed lamb can be facilitated by Millers in a refrigerated van for a nominal fee or via a shared services vehicle.

Volume and Scale

Economies of scale are critical to financial viability. At low volumes, processing costs make direct-to-market routes less competitive. At a minimum of 10 lambs per batch, retail pricing becomes comparable to factory pricing. Higher-value channels—such as direct-to-consumer and foodservice—offer stronger margins, provided logistics and compliance are managed efficiently.

Shared Services Funding

The financial model assumes a shared services function to manage administration, compliance, marketing, and distribution. To sustain this function, projected sales of approximately **€694,000 from lamb** are required, supplemented by additional revenue streams from other local products (seafood, vegetables) following similar routes to market.

Growth Considerations

- Initial reliance on existing processing facilities minimizes capital outlay.
- Expansion beyond the Dingle Peninsula will be necessary to achieve scale.
- Seasonal availability of lamb requires strategic marketing and flexible supply planning.

Capital Requirement

The capital requirement will vary depending on the route to market chosen and the level of self-delivery versus outsourcing of services.

Sales Projections

The sales projections for the micro enterprise will depend on the route to market chosen, the type of organisational structure chosen and the level of self-delivery v outsourcing of services. More detail on these projections is set out in Appendix 2 of this document. In summary they state that total sales for lamb over the five years are estimated as follows:

Year	Lamb Sales
Year One	€143,520
Year Two	€320,840
Year Three	€493,600
Year Four	€694,002
Year Five	€740,400

Assumptions – the above lamb sales are based on the following assumptions/data

- Projected weekly purchase estimates provided by SuperValu and Sheehy's supermarkets
- Data gathered during a recent Dingle Peninsula lamb live trial with Sheehy's supermarket
- Benchmarking with other regional lamb initiatives
- An assumption that Lamb sales will be 61.7% of overall sales, (except year 1 as beef and seafood are less established = lamb share inflated) through the Shared Services model based on volume modelling
- An assumption that the ecommerce channel will sell 1 lamb per week to start and will grow over 5 years
- An assumption that off peninsula sales with supplement lamb sales as the years progress

It is important to note that a 10% fee is levied from annual lamb sales to fund the Shared Services function.

Funding Sources

The funding sources available to the business/organisation will depend on the organisational structure/formation, security option, its matching capital ability and its business case. Examples of funding options are as follows:

- ICOS: While ICOS does not provide funding, it does provide strong support and guidance for setting up a Cooperative and would add credibility to the project. Community funding via the likes of Clann Credo may be considered for investment/loans.
- LEADER: The LEADER programme is a community led Rural Development grant programme, with a current programming period of 2023-2027. This project could qualify under several of the eligibility criteria and there are specific themes for funding which cover agricultural diversification, rural food production and cooperative enterprises. Grants could cover up to 75% of eligible costs.
- DAFM: If a producer organisation model were set up, a grant of up to €10,000 annually for the first 3 years is available. Specific grants for short food supply chains for primary producers were made available in early 2025. If the project involves agri food experiences, it may also be eligible under the Rural Innovation and Development Fund.
- BIM: The FLAG scheme 2025-2029 may have relevance for some parts of the project centred around the community group aspect of the project and eligibility because of the coastal dimension and links to seafood with this project.
- RRDF: The project could also qualify for some funding from the Rural Regeneration and Development Fund particularly under the services/infrastructure improvement headings.
- Údarás na Gaeltachta: The project is located within a Gaeltacht region and will support job creation and enterprise development and may fit eligibility criteria for grant support.
- Smart Regions Enterprise Innovation Scheme supported under the European Regional Development Fund (ERDF) is aimed at accelerating economic growth in all regions of the country, by working with stakeholders to deliver on their potential regional enterprise strengths, taking an entrepreneurial ecosystem approach aligned with Ireland's new Smart Specialisation Strategy.

A full list of all current government grants and supports is available at National Enterprise Hub [NEH Hub | National Enterprise Hub]

9. Systems & Technology

The systems and technology required for the business/organisation will depend on the organisational/Management Structure and its chosen route to market.

A summary of the systems and technology options is attached in Appendix 4 of this document and will include some of the following

- Compliance System
- Stock System
- Ordering System
- Sales and Point of Sales System
- Accounting System

10. Communication & Marketing Plan

The following outlines the communication and marketing plan for the enterprise:

Objectives

Drive awareness of local lamb highlighting its provenance, quality, sustainability and how its business is supporting local livelihoods. The communication tone will be honest, transparent, engaging, fun and respectful

Social Media & Content Strategy
Utilise social media to share behind-the-scenes content including sustainability elements. Engage customers with sustainability tips, recipes, and user-generated content. Collaborate with food influencers and advocates to expand your reach.

Events & Experiential Marketing
Offer product tastings in different settings as appropriate, in store, at festivals and at market stalls

Launch Event Strategy
Deliver a launch event when the business/organisation is ready to go to market inviting local and national stakeholders including relevant media and influencers. An ideal launch opportunity would be at the Dingle Food Festival 2026 which takes place on the first weekend of October every year.

Partnerships
Establish partnerships with local community groups, retailers, chefs, government organisations to drive profile and sales.

Award Entries
When well established put the enterprise forward for local and national food/sustainability awards to drive brand profile and recognition.

PR & Media Strategy
Establish a PR and Social Media calendar, annually in advance, with message themes aligned with established public calendar events. The calendar should also be aligned to the seasons and the different stages of production/farming life. Issue press releases to highlight new developments and sustainability milestones. Pitch stories to local and national media about the sustainability and innovative efforts of the micro enterprise. Participate in food, farming and sustainability conferences and industry panels.

Database and Direct Messaging
Establish and grow a database of customers and communicate with them via WhatsApp and email.

Brand Messaging
Clearly communicate production and sustainability values across all channels. Share stories about farmers, suppliers, and artisans to build customer trust.

Website Content
Maintain a dedicated website for DPL and other local produce. Publish blog posts about production, sustainability efforts, partnerships, and industry trends.

Customer Engagement & Feedback
Conduct surveys and encourage customer feedback on the lamb product, its quality, distribution, availability and sustainability credentials. Offer loyalty incentives for regular customers. Host community events to foster discussions about local food and sustainability.

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11. Sustainability

The following outlines how sustainability can be integrated into the production, processing, supply and delivery of local lamb:

Sustainable Sourcing
Partner with local farms and suppliers to reduce transportation emissions and support the local economy. Ensure all lamb meets the criteria set out by DPL.

Packaging & Waste Reduction
Utilise biodegradable, compostable packaging. Reduce food waste by donating excess food to local charities and food banks. Compost food scraps and encourage customers to participate in composting initiatives. Include recipes for leftover lamb at the point of sale to minimise food waste.

Short Food Supply Chain
Promote the carbon footprint of the local lamb versus other national/international products and its benefits both financially and nutritionally to the DP.

Energy & Water Conservation
Use energy-efficient appliances and lighting in shared facilities and stores (if these are developed). Implement water-saving measures such as low-flow faucets and water recycling programs. Source renewable energy where possible, such as solar or wind power.

Community Engagement & Responsibility
Host educational workshops where producers and consumers can meet to discuss sustainable food practices and systems. Provide fair wages and benefits to employees, fostering a healthy work environment.

12. Risk Management

A Risk Register should be established for the organisation and reviewed on a quarterly basis. The Risk Register should log the risk appetite and the actual risk level using a red, amber, green colour coded system A template for the risk register is attached in Appendix 5 of this document and includes risks such as:

- Investment/Capital Risk
- Sales Risk
- Skillset Risk
- Environmental Risk
- Reputational/Brand Risk

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13. Key Performance Indicators (KPIs)

It is important for the micro enterprise to have KPIs so it can measure progress and success. The following KPIs should be reported on and reviewed on a weekly/quarterly basis to ensure that budgets and targets are being met:

Indicator	Budget 2025	Actual 2025	Comments
Sales			
Repeat Business %			
Average Spend			
Profit %			
Staff Turnover %			
Customer Satisfaction Rating			
Other			

14. Project Plan

A project plan to launch a lamb business is attached in Appendix 6 of this document and includes the activities and timelines required for the set up and launch of a food micro enterprise.

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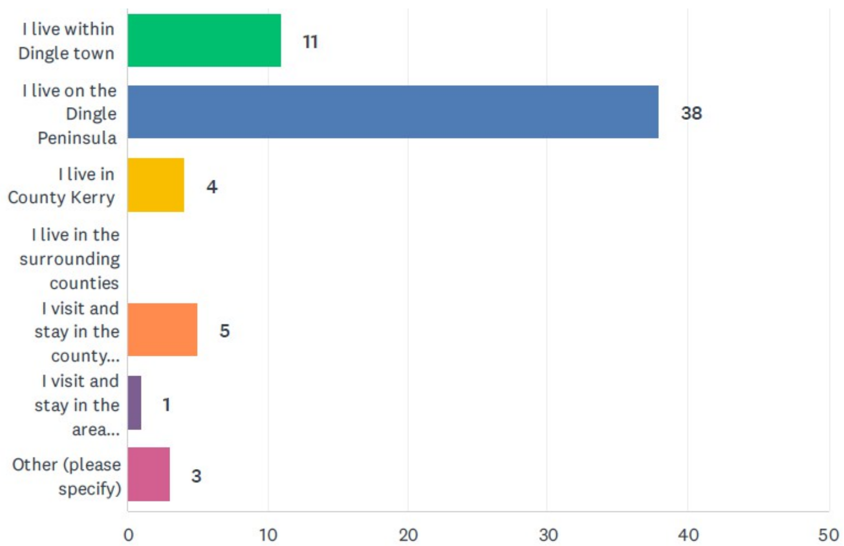
Appendix 1 Consumer Market Research

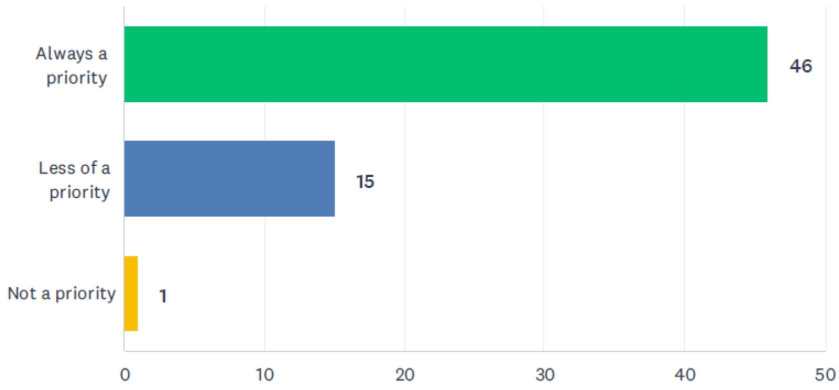
Consumer Research was carried out on the Dingle Peninsula in 2024 to gauge the interest and demand in local food including lamb. Nearly half of those surveyed expressed a strong interest in buying local food and 29% said they would spend €30 or more on local food. 80-90% of respondents said that taste, nutrition and purchasing convenience were the most important factors when it came to choosing local produce. 79% of respondents stated that they would like to be able to purchase local food as part of their regular supermarket shop. 80-90% of respondents expressed an interest in purchasing local food at a local food market and would like to see local food on restaurant menus.

Q1. What best describes your connection with Dingle (select one only)



ANSWER CHOICES	RESPONSES
I live within Dingle town	17.74%
I live on the Dingle Peninsula	61.29%
I live in County Kerry	6.45%
I live in the surrounding counties	0.00%
I visit and stay in the county regularly (a few times a year) as a tourist	8.06%
I visit and stay in the area occasionally/less frequently as a tourist	1.61%
Other (please specify)	4.84%
TOTAL	

Q2. Rate the importance of buying “locally produced or grown food” when you are going bout your weekly food shopping (select one only)



ANSWER CHOICES	RESPONSES
Always a priority	74.19%
Less of a priority	24.19%
Not a priority	1.61%
TOTAL	

Q3. Assuming you spent €100 on your weekly food shopping last week on food and drink to use at home, how much of this was spent on food reared, grown or produced locally i.e. within 50 km of wherever you live and produced by someone local to that area. Choose one only.

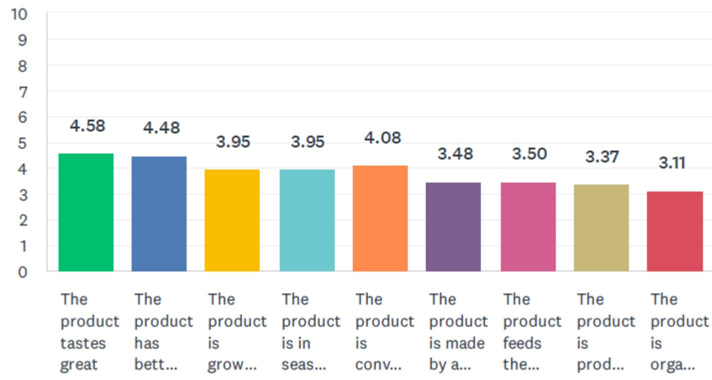
Answered: 62

Skipped: 0

ANSWER CHOICES	RESPONSES
€30	19.35%
€10	16.13%
€20	16.13%
€40	14.52%
€50	12.90%
€5	11.29%
Zero	4.84%
> €50	4.84%
TOTAL	

Q4 Rate each of the following out of 5 in terms of importance to you when selecting food and drink products on a weekly basis, as part of your full weekly grocery shopping. Think of your full weekly food and drink shopping from all sources for a typical full week when answering this question.

1 =not important to me. 5 = critically important to me. Rate each one.
Answered: 62
Skipped: 0



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	1	2	3	4	5	TO
The product tastes great	1.61% 1	0.00% 0	6.45% 4	22.58% 14	69.35% 43	
The product has better nutrition credentials	0.00% 0	0.00% 0	9.68% 6	32.26% 20	58.06% 36	
The product is grown/reared/produced in my local area (within 50km of where I live)	1.61% 1	11.29% 7	19.35% 12	25.81% 16	41.94% 26	
The product is in season at this moment	3.23% 2	4.84% 3	22.58% 14	32.26% 20	37.10% 23	
The product is convenient for me to buy	1.61% 1	3.23% 2	14.52% 9	46.77% 29	33.87% 21	
The product is made by a farmer/grower/producer I know	6.45% 4	19.35% 12	25.81% 16	16.13% 10	32.26% 20	
The product feeds the household for a budget	3.23% 2	16.13% 10	29.03% 18	30.65% 19	20.97% 13	
The product is produced in a traditional manner e.g. 48-hour sourdough	8.06% 5	14.52% 9	29.03% 18	29.03% 18	19.35% 12	
The product is organic	9.68% 6	24.19% 15	27.42% 17	22.58% 14	16.13% 10	

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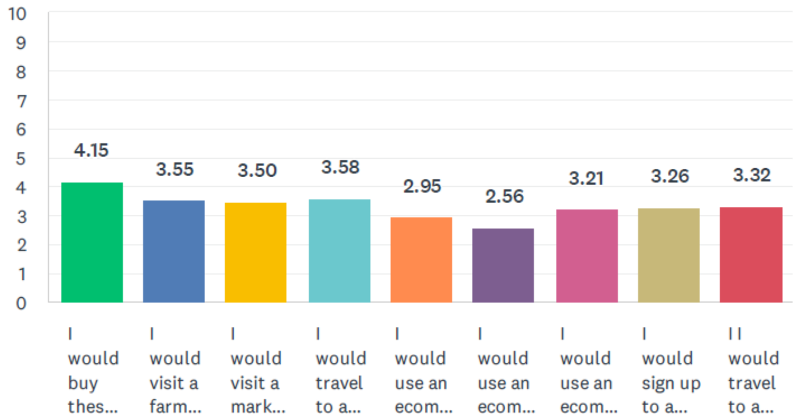
Q5 While based/living in/visiting Dingle and wanting to buy local food, (beef, lamb, veg, fresh seafood, artisan products etc) rate each option in terms of likelihood of using at least every 2 weeks. Rate each from 1 to where 1 = would not use and 5 = high probability of using. Rate each one.

Answered: 62
Skipped: 0



	1	2	3	4	5	TO
I would buy these local products while shopping in my local supermarket/grocery store as part of my regular food shopping visit	0.00% 0	6.45% 4	14.52% 9	37.10% 23	41.94% 26	
I would visit a farmers/food market and buy locally grown/produced food here	8.06% 5	9.68% 6	29.03% 18	25.81% 16	27.42% 17	
I would visit a market where I could both buy local food for immediate consumption e.g. a burger made with locally reared beef	12.90% 8	12.90% 8	14.52% 9	30.65% 19	29.03% 18	
I would travel to a farm shop where I could shop for a selection of local products at the one venue	12.90% 8	11.29% 7	20.97% 13	14.52% 9	40.32% 25	
I would use an ecommerce website and collect from one collection point. e.g. a “click and collect” from single a collection point	30.65% 19	9.68% 6	17.74% 11	17.74% 11	24.19% 15	
I would use an ecommerce website and collect from individual farms i.e. a “click and collect” by individual farmer/producer	37.10% 23	16.13% 10	19.35% 12	8.06% 5	19.35% 12	
I would use an ecommerce website and have the food delivered to my door	24.19% 15	9.68% 6	19.35% 12	14.52% 9	32.26% 20	
I would sign up to a mixed box scheme which would supply me with a mix of products based on whats in season and available, for a fixed price	22.58% 14	9.68% 6	16.13% 10	22.58% 14	29.03% 18	
I I would travel to a local pier to meet a fisher and buy seafood directly from them	24.19% 15	9.68% 6	12.90% 8	16.13% 10	37.10% 23	

Q6 Out of the 52 weeks of the year, and being honest, how often could you see yourself spending €20 on a selection of local food (beef, lamb, veg, fresh seafood, artisan products etc) if it was readily available. Choose one only.

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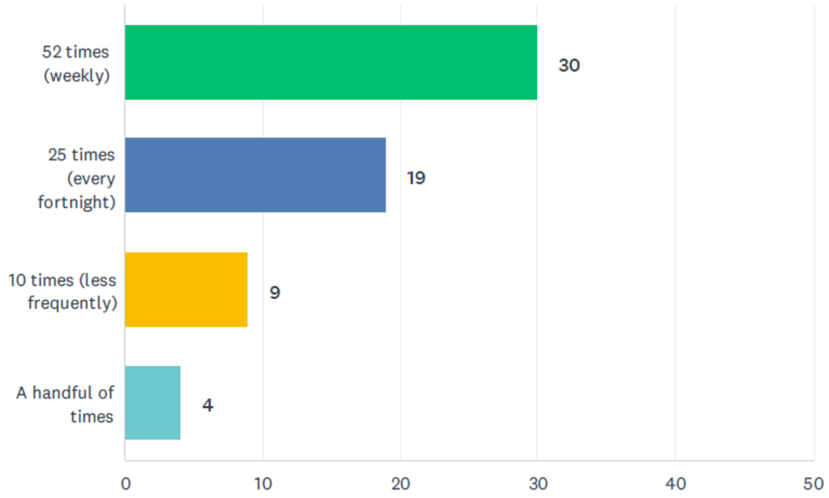
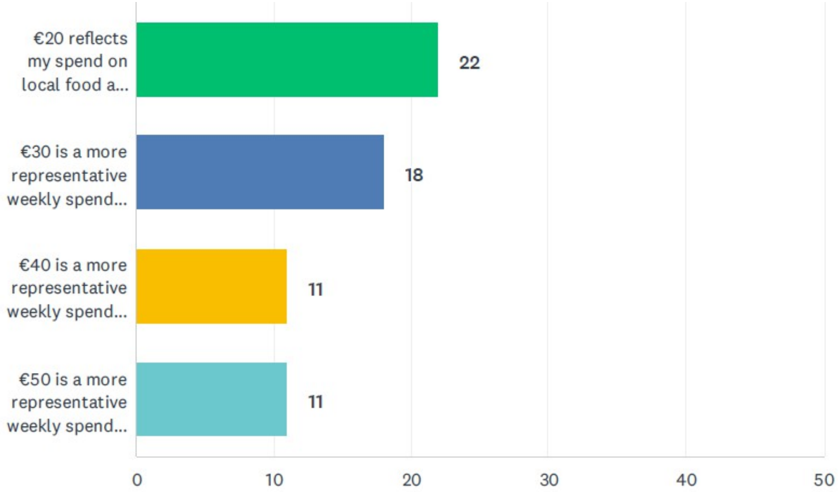
Answered: 62
Skipped: 0



ANSWER CHOICES	RESPONSES
52 times (weekly)	48.39%
25 times (every fortnight)	30.65%
10 times (less frequently)	14.52%
A handful of times	6.45%
TOTAL	

Q7 Thinking about the answer you chose to the previous question (52times, 25 times, 10 times, a handful) about the “frequency of spending €20 on local food” indicate whether the weekly local food and drink spend might be greater than €20 for the frequency you chose. Choose one only.



ANSWER CHOICES	RESPONSES
€20 reflects my spend on local food at the chosen frequency	35.48%
€30 is a more representative weekly spend on local food at my chosen frequency	29.03%
€40 is a more representative weekly spend on local food at my chosen frequency	17.74%
€50 is a more representative weekly spend on local food at my chosen frequency	17.74%
TOTAL	

Q8. Would you like to have local food and drink produce delivered to your home or business if an online ordering system was in place?

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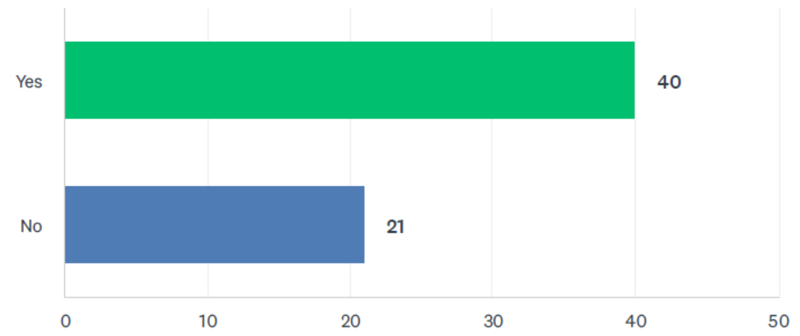
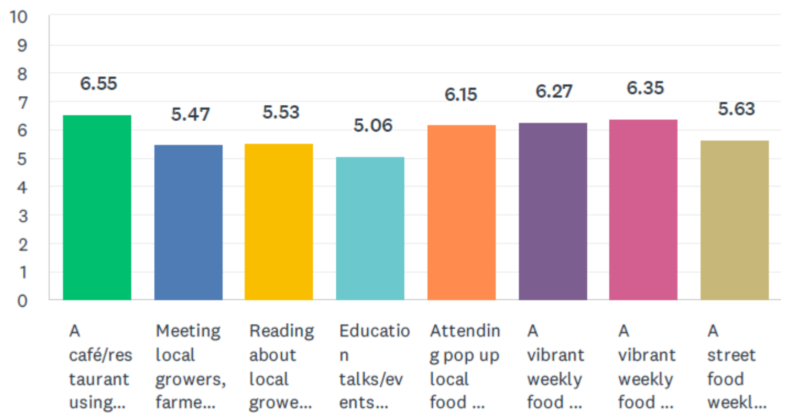


ANSWER CHOICES	RESPONSES
Yes	65.57%
No	34.43%
TOTAL	

Q9. Rate each of the following in terms of interest to you, where 1 = of no interest and 5 = of strong interest to you. Rate all.



	COLUMN 1	1	COLUMN 2	2	3	4	5	TO
A café/restaurant using lots of local ingredients on the menu and calling these out on the menu	0.00% 0	0.00% 0	0.00% 0	1.61% 1	9.68% 6	20.97% 13	67.74% 42	
Meeting local growers, farmers and producers face to face where I shop (e.g., a meet the maker product tasting in the shop)	0.00% 0	8.06% 5	0.00% 0	9.68% 6	24.19% 15	35.48% 22	22.58% 14	
Reading about local growers, farmers and producers on social media	0.00% 0	6.45% 4	0.00% 0	17.74% 11	16.13% 10	29.03% 18	30.65% 19	
Education talks/events (for a fee e.g. €20) where I would meet local growers, farmers and producers face to face, hear about their journey and taste their product	0.00% 0	11.29% 7	0.00% 0	20.97% 13	27.42% 17	19.35% 12	20.97% 13	
Attending pop up local food & drink-based markets focussed on the seasons e.g. a Christmas pop up market with locally produced food and drink suitable for that season (Christmas cakes, puddings, turkeys, etc.)	0.00% 0	1.61% 1	0.00% 0	8.06% 5	9.68% 6	33.87% 21	46.77% 29	
A vibrant weekly food and drink market only selling locally produced products to be consumed at home, from local growers, farmers and producers	0.00% 0	1.61% 1	0.00% 0	4.84% 3	12.90% 8	24.19% 15	56.45% 35	
A vibrant weekly food and drink market street food from local growers, farmers and producers for immediate consumption plus food and drink to take home to cook from local growers, farmers and producers	0.00% 0	0.00% 0	0.00% 0	3.23% 2	6.45% 4	41.94% 26	48.39% 30	
A street food weekly market, with food to consume immediately only, mixing international foods (Asian, Greek etc) and local foods	0.00% 0	4.84% 3	0.00% 0	19.35% 12	16.13% 10	22.58% 14	37.10% 23	

Q10 Have your say on local food. What would encourage you to buy more local food and where would be the best place to buy it? What are the issues you see currently?

Answered: 44
Skipped: 18

- I go to a range of shops to buy food (i.e. Orchard Lane grocer, fish factory, Sheehy's for meat, health food shop, Ventry PO, Garvey's and Lidl. I do try to buy local, but sometimes I buy fruit in Lidl because it's sweet and lasts longer. Lidl are also cheaper which can be tempting. But I do buy home grown things in Ventry PO. The fish here is already fresh but I'd love to see some locally produced meat on offer. I think a Saturday market would encourage me to try more local foods, cheeses etc. I like to see the produce so don't think I'd use a website. I'd like to see more things like homegrown tomatoes, plums, rocket lettuce, homemade cheese, breads, mutton pies, elderflower cordial, sloe gin etc. In Melbourne, there are lots of social spaces at markets to meet friends for lunch and sit down to eat, or taste local wines etc. It probably needs to be held in a building due to our climate.
- A proper farmers market, infrastructure and population probably not in place for this
- Current market on Fridays us too small and needs bigger space Would be absolutely wonderful to have veg /meats /fish breads dairy etc all on same location with maybe cafe area also to add to experience Would be a community gathering point and also opportunity to encourage and infirm on environmental issues and cultural issues. In the meantime, I feel a larger space with local growers and good producers in one place for a

bigger shop rather than just a couple of items and then more of my weekly spend will go back to locality.

- Too hard go a price and/or lack of availability
- More online advertisement of products and open days. Even a one day a month event would be easy to advertise.
- It needs to be affordable and fresh and preferably organic. As a resident of Castlegregory I want to be able to buy fresh, meat, fish and veg at affordable prices without driving to Dingle or Tralee. Farm boxes delivered to the door would be ideal.
- Availability of basic food stuffs - organic veg, fish, meat, bread at reasonable prices rather than hornet products.
- No availability of local meat anymore. Farmers should have outlet for direct sale of their product to public. All supermarkets should have a local food section, to give suppliers a window of opportunity to sell product.
- Cost
- Supermarket
- Convenience, price, availability
- Street stalls
- Availability in local supermarkets and shops. A farm co-op shop could be a one stop shop to sell all local produce
- It's not available! There is very little local produced food to buy, particularly organic vegetables.
- Not enough being produced
- It feels less convenient and more expensive than other options
- Weekly box sounds good, co-op shop/market, or local only section of existing shops
- Online shopping and delivery is my regular go to. Local products rarely appear in the options.
- Availability
- Great variety know its local
- They cannot be got local meat we should be killing in West Kerry
- Dingle Lidl
- Difficulty with parking in Dingle in the summer means I just do what is convenient for 4 months of the year.
- No local abattoir and over regulated
- Convenience is critical, I need the flexibility of accessing the food at a time that will work to my schedule. I would view home delivery as the ultimate convenience and would be happy to pay a premium for this. Though I love the idea of vibrant food markets, I can rarely make set times each week.
- Convenient availability
- Availability year round. Easy pickup system. Convenience and price are the major issues
- Convenience, a one stop shops at weekends to facilitate working moms, or supply to local supermarkets, supermarket parking helps when kids are accompanying
- Access and price
- Proof that it's local
- The price of produce from Dingle is inflated because of the 'Dingle Brand' which makes it less affordable. Also, Dingle produce, especially fresh fruit and veg, is not available in supermarkets around town, which is where most people do their weekly food shop.
- I really miss a local butcher shop where the meat was locally sourced. Maybe a co-op style premises would work where we could buy local produce - meat & veg. Somewhere with parking!

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- Local Fishing has died on the Dingle peninsula and farming will soon follow, the age profile of armers Is increasing, the profit margin from farming is so small for the hours worked (60-80 hours a week) means that farmers are working for far less than the minimum wage. That coupled with the endless red tape, paperwork and over regulation certainly won't encourage any young people to take it up as a career. The closing down of all local abattoir s left farmers in a situation where it is illegal for them to consume their own produce. Of all the people that sit down to eat in the Dingle peninsula today, be they local or visitors none of them will eat beef or lamb from here, and that is a pity because it is some of the best in the world
- Would like more organic local food.
- Convenient location
- I buy all my food in one trip to the supermarket each week, having to go somewhere else for a single product (eggs, bread milk etc) would be a barrier to me. Also, when in the supermarket price is my number one focus. When I'm buying food ready for consumption at a food van or market stall price goes out the window and I focus on taste and also quality (local, organic etc) because I see it as a treat.
- There aren't enough vegetables grown in the area. This should be a priority. Our vulnerability because of this was apparent during Covid, as there was a shortage of some fruit and vegetables. It doesn't make sense to be importing onions for example when we have so much suitable land here at home.
- I would like a dedicated selection on my local spar
- Low fat options on dairy for health reasons, I rarely eat red meat - I do love seafood but provenance uncertain these days on fish - suspect little is local. Available to buy outside of Mon-Fri 9-6, so convenience a real factor due to work hours.
- High visibility & location in one place/ venue
- Home delivery
- Availability and cost covered market akin to the English Market in Cork, clearly not at that scale!
- Don't know where it is available, supply unpredictable, not well stocked in supermarkets. A weekly producer’s market would be good

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Appendix 2 Sales, Cost and Growth Projections for Dingle Peninsula Lamb

The sales and growth projections for DPL are based on grocery spend statistics for the Dingle Peninsula, market research and the findings of a Dingle Lamb trail that was conducted in 2024.

A look at wider Dingle Peninsula food and drink sales & purchases shows the following…

Dingle Weekly Grocery Spend
The research below sets out to quantify the amount of money spent by consumers on grocery shopping on the Dingle peninsula weekly. The research is based on CSO data, combined with identification of the number of retail outlets in the area using the following data sets:

- Dingle peninsula population 12,958. (CSO census 2022)
- Kerry's average household size 2.57 (CSO April 2022)
- Estimated occupied households on Dingle Peninsula = 5042
- Rural average grocery weekly spend €163 (CSO 2023)
- Estimated Dingle weekly grocery customer spend based on the above Dingle households and average grocery spend is €821,846 (some of this may be spent off the peninsula in stores further way)
- Spend by retail format (the above weekly grocery spend is spread as follows:
    - Supermarkets/convenience stores x 5
    - Fish shop
    - Fruit and veg shop
    - Health food shop
    - Cheese/artisan shop
    - Post office/grocery shop
    - Convenience Forecourt x 5
    - Food Markets/food trucks
- Estimated grocery weekly purchase value (price paid to suppliers) is €575,292 for groceries sold on the Dingle Peninsula, assuming the retailers have an average margin of 30%
- The estimated grocery annual purchase value (price paid to suppliers) is €30m for groceries sold on the Dingle Peninsula

It should be noted that grocery refers to the 'full weekly basket' of shopping which would include non-food items as well as fresh foods. Local trade verification of the estimated figure above suggests a high degree of accuracy with the estimate. While there are no local statistics to pinpoint the weekly spend by consumers on the fresh food part of the weekly basket, it can be estimated based on industry norms, that the Dingle weekly customer spend on fresh foods (fruit and veg, meat, bakery, seafood, deli, bakery etc) is approx. 48% share of basket = €394,486. This indicates a very significant weekly spend by Dingle customers on fresh food, and a big opportunity for local farmers and fishers to capture some of this via more direct sales on the peninsula.

Dingle Weekly Foodservice Spend
Using Bord Bia Foodservice Sector Market Research 2024 which indicates that the total value of operator purchases in the foodservice industry across the island of Ireland is approximately €3.62 billion for 2024.

The scaled down pro rata figure for the estimated annual operator purchases on the Dingle peninsula for the foodservice sector is €42.8 million. This food is purchased from multiple sources such as foodservice distributors, cash and carry's and a smaller quantity direct from local producers, growers and fishers.

This purchase value is spread over the following channels.

- Cafes
- Restaurants
- B&B's
- Hotels
- Self-Catering units (users of these using food shops or restaurants)

Similar to the retail analysis above, these foodservice estimates show large quantities of food being purchased by the foodservice sector on the peninsula.

Producer Sales & Cost Model for Lamb by Route to Market

The following outlines the costs and potential revenues associated with the different routes to market for lamb on the Dingle Peninsula. It compares the expected margin from a 24kg carcass/48kg live lamb going to the factory (right hand column in table below) to lamb being sold direct to retail, consumer or food service.

In addition, lamb could also be sold through a food truck which will be addressed later in the document.

A local abattoir based in Killarney would be used to process the lamb to the required specification for each sales channel.

	Lamb to Retail/Butcher Carcass (24kg Carcass)	Lamb Direct Sale to Consumer (24kg Carcass)	Lamb Foodservice Sale (24kg Carcass)	Lamb to Factory (24kg Carcass)
Sale Price	*€9.95x24kg = €240	*** €15x24kg = €360	****€13x24kg = €313	**€7.80x22kg = €172
Handling Charge	€0	€0	€0	€10
Transport to/from	€20	€10	€10	€0
Slaughter/disposal	€25	€25	€25	€0
Processing and packaging	€0	€40	€30	€0
Shared Service 10%	€24	€36	€31.30	€0
Net to farmer	€171	€249	€216.70	€162

*Verified rate on 6/9/25 which a Dingle local supermarket is paying for lamb
**Rate posted in Farmers Journal 6/9/25 (Kildare Chilling €7.70+10c for Quality Assurance) Payment caped at 22kg.
***Average price of lamb sold in Dingle Supermarket September 2025
****Rate from Wholesale Butcher Sligo

Research in relation to the three possible routes to market (selling lamb to retailers/butchers in carcass format, selling lamb direct to consumers via e-commerce and selling lamb to the foodservice sector) shows that the farmer gets paid most per lamb by selling to the consumer via ecommerce, followed by lamb sold to foodservice operators, with selling to retailers/butchers in carcass format only paying a premium of 5.6% to the farmer v selling direct to the factory. This however should be viewed in the wider context of being able to sell to market via multiple

channels including via a food truck where a premium can be achieved for the producer together with the wider halo effect of building the Dingle Peninsula Lamb brand.
In addition, the price which is paid to the farmer per lamb needs to be viewed in conjunction with the volume expected in sales through each route to market.

It is important to note, while the research has indicated that direct supply of lamb is financially viable, it does come with more risk and unpredictability than the current and well-established routine of selling lamb directly to the factory or at the local mart.

Year 1 Lamb Revenue
Projected sales for lamb for year 1 are set out below split by revenue coming from sales to retail outlets and sales coming from supply via the e-commerce site to customers on the Dingle Peninsula

Estimated Lamb Sales for Year 1

Item	€ Sales
Lamb Sales to Retail Assumption: Typical10 lambs per week which would rise in peak sales months. Target 520 lambs annually	€124,800
Ecommerce/Direct consumer sales (Lamb only) Assumption: Typical1 lamb per week which would rise in peak sales months. Frozen lamb would be available for Christmas. Target 52 lambs annually.	€ 18,720
Total	€143,520

During the feasibility study SuperValu and Sheehys supermarkets both confirmed they would stock local Dingle Peninsula lamb. A volume of 10 lambs per week has been confirmed and over 8 months trading this would yield sales of €124,800. The lamb would be supplied in carcass form.

The e-commerce site would start to establish itself in year 1 with consumers and would focus on lamb only. A volume of 52 lambs is projected bringing in sales revenue of €18,720

Total lamb sales for year one is projected at €143,520

Year 4 Lamb Farmer Revenue

The table below sets out the projected lamb sales that would be required to part fund a shared services function and it is predicted that the required level of sales could be achieved in year 4 of operation.

A full shared services funding model is shown in a separate document entitled 'Virtual and Physical Shared Services Model'.

While the initial focus of the enterprise would be on selling lamb to outlets on the Dingle Peninsula, by year 4 a significant part of the revenue would be "off peninsula" within a 60km radius, supplying shops, foodservice operators and customers wishing to buy lamb through the Ecommerce site.

Estimated Lamb Sales for Year 4

Item	€ Sales
Lamb Sales to Retail Assumption: Typical 15 lambs per week which will rise in peak sales months. 12 to retail and 3 to foodservice. Target 720 lambs annually.	€198,588
Ecommerce/Direct consumer sales (Lamb only) Assumption: Typical 3 lambs per week which will rise in peak sales months. Frozen lamb will be available for Christmas. Target 156 lambs pa.	€ 56,160
Sales Outside Peninsula of lamb Retail, foodservice and direct consumer sales. (calculation based on lamb percentage share of sales)	€358,304
Food Truck (lamb only) Assumption: 30 market days at average sales €1100 and 30 festivals/events at average sales €3123 per event. (calculation based on lamb percentage share of sales)	€ 80,950
Total	€694,002

Note: Sales of lamb in year 4 equates to 2202 lamb which would be sold via the Shared Services model using a blended lamb price of €304 per carcass.

Five Year Lamb Projection Assumptions

The table below sets out a five-year projected revenue plan showing lamb sales only.

Year	Lamb Sales
Year One	€143,520
Year Two	€320,840
Year Three	€493,600
Year Four	€694,002
Year Five	€740,400

Lamb revenue is projected to scale over the five-year period as channels broaden in year two to include sales beyond the Dingle Peninsula and the introduction of a food truck which would sell cooked added value lamb to consumers.

Year one establishes a strong base at €143,520 across local routes in the market primarily supplying to retail outlets. With the launch of the e-commerce site in year two and opening up "off peninsula" demand, plus the addition food truck introducing a cooked lamb offer in peak months, sales are projected to grow significantly to €320,840.

Momentum carries into year three at €493,600 (+53.9% YoY) as online repeat customers grow, logistics settle, and the food truck builds a following with signature lamb dishes that lift average customer spend.

Continued gains in year four bring projected sales to €694,002 (+40.6% YoY), driven by improved fulfilment, targeted marketing campaigns into new catchments, and seasonal menu collaborations that showcase provenance.

By year five, lamb sales are projected to reach €740,400 (+6.7% YoY), reflecting a mature mix where e-commerce provides consistent sales, "off peninsula" volume is now significant, and the food truck sustains brand visibility.

Appendix 3 Producers Organisation Details

Producer Organisations (PO's) were established as a result of the recognition that there was not sufficient regulation to give producers adequate protection when dealings with large processors. PO's as a result give focus to small groups of producers to work together and gives them the possibility of entering into contracts for supply which as individuals they would not have been able to do. PO's are generally formed on the initiative of the producers and must pursue a specific aim.
Further details on PO's may be found via the following link.
https://www.ifa.ie/producer-organisations-seminar/

Appendix 4 Systems & Technology

A robust and well-integrated IT system will be essential for the effective operation of this lamb project, where a central coordinator manages sales, marketing, logistics, and administration on behalf of multiple primary producers. The technology framework should enable seamless communication, real-time visibility of inventory and orders, and traceability from farm to customer, ensuring efficiency and compliance with regulatory standards. By combining tools for customer management, accounting, production tracking, marketing, and logistics, the system can streamline operations, strengthen collaboration among producers, and support the shared brand's growth across markets.

Recommended technology solutions include:

- Inventory & order management to manage stock, sales orders, invoicing, and reporting across all producers.
- Accounting & finance software to handle billing, revenue split and payments to farmers as well as producing monthly P&L
- Production & traceability software e.g., TRuTrace to comply with DAFM traceability requirements
- Marketing & sales software to facilitate E-commerce and online ordering (Shopify, email and digital marketing e.g., Mailchimp and to allow farmers share branding assets e.g., Canva)
- Delivery routing and scheduling software to help identify shared lamb collection and plan Shared Services delivery routes
- Reporting & data software for sales tracking, Shared Services oversight and overall commercial assessment

Appendix 5 Risk Management & Register

Risk Appetite

This may be defined as the aggregate level and types of risk an organisation is willing to assume to achieve its strategic objectives and business plan. Risk appetite drives strategic decisions at Board level and risk tolerance is used at Senior Management level to set boundaries which facilitate tactical decisions based on the organisation's strategy but also ensures the level of risk taken on is being monitored.

Risk tolerance is the maximum level of risk which an organisation is willing to assume. In the context of a Short Supply Chain of Primary Produce, the risk tolerance level of each identified risk on the Risk Register has been allocated a risk tolerance range.

The risk register highlights each instance where the Risk to the organisation exceeds the Tolerance Levels with the ⊗ symbol and a to reflect to reflect any increase /decrease in the prospect or impact of risk. Any new risks added to the Risk Register are noted as NEW.

The following risks remain outside of our Risk Tolerance levels. The management team have outlined the target date for when each risk is expected to come back within tolerance, in the summary below.

	Risk	**Current Risk Tolerance**	**Target date to come back within tolerance**
1			
2			
3			
4			
5			

Risk Identified	Prospect of Risk	Impact of Risk	Risk to Business	Outside Risk Tolerance	Risk Tolerance	Controls in Place	Mitigation Action & Further Controls	Responsible	Due Date	Comment
Reputational					1 (L)					
Governance					1 (L)					
Financial Performance					3 (M)					
Long term Cashflow & Funding					2 (M-L)					
Supply					2 (M-L)					
Demand incl ad hoc nature					2 (M-L)					
IT: Systems & Data Protection					3 (M)					
Breach of Food Safety					1 (L)					
Product Contamination					1 (L)					
Animal & Human Disease Epidemic					2 (M-L)					
Team Cohesion & Succession Plan					2 (M-L)					

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Legend	Prospect of Risk 1= Low 2= Medium to Low 3= Medium 4= Medium to High 5= High	Impact of Risk 1= Low 2= Medium to Low 3= Medium 4= Medium to High 5= High	Risk to Business (Likelihood x impact) 1-3 Low 4-6 Medium to Low 7-11 Medium 12-19 Medium to High 20-25 High	Risk Tolerance Level* 1= Low 2= Medium to Low 3= Medium 4= Medium to High 5= High

Appendix 6 Project Plan

Project Plan – Set Up & Launch of Local Lamb Enterprise on the Dingle Peninsula

1. Project Overview

Objective
Launch a profitable and sustainable micro food business within 6–8 months.

Business
Supply and sale of Dingle Peninsula Lamb to local retail, foodservice, food truck and direct to consumers.

2. Project Timeline (8 Months)

Phase	Duration	Key Milestones
Business Planning	Month 1	Business plan finalised
Legal & Organisational Setup	Month 2	Licenses, compliance, organisation set up
Capital Expenditure	Month 1-3	Equipment specification & order
Funding	Month 2-4	Secure grant funding & financing facility
Supply Chain	Month 3-5	Offer finalised, suppliers contracted
Team Roles & Recruitment	Month 5-6	Team recruited and trained
Marketing & Promotion	Month 6	Pre-launch marketing & promotional campaign
Launch & Full Operation	Month 7	Formal launch of business

3. Activities, Resources, Outcomes

Phase 1: Business Planning (Month 1)

Activities:
- Market research
- Define target market and value proposition
- Financial projections & break-even analysis
- Business plan development

Resources Required:
- Access to feasibility study for development of routes to market for local products 2025
- Access to consultants who worked on feasibility study above
- Time from enterprise stakeholders
- Use 1 pager Lean Business Canvas Model to summarise business plan. See Page 39 of this document for sample framework.

Expected Outcomes:
- Completed business plan
- Viable financial model
- Cashflows
- Decision to progress or not

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Phase 2: Legal & Organisational Set Up (Month 2)

Activities:

- Register business or incorporate into existing business structure (Co Op, DAC, CLG)
- Seek legal advice where necessary
- Complete permission/compliance applications to ensure enterprise is registered with FSAI, Department of Agriculture and EHO is notified.

Resources Required:

- Legal service
- Accountant
- Local regulatory bodies
- Time from enterprise stakeholders

Expected Outcomes:

- Enterprise Legal Entity Registered
- Registration with regulatory bodies complete

Phase 3: Capital Expenditure (Months 1–3)

Activities:

- Specify equipment & tools required for the micro enterprise
- Cost equipment new (equipment requirement will be decided by which model has been chosen i.e., virtual model will require very different equipment to sharded consolidation hub)
- Seek second hand alternatives and costings
- Negotiate prices/contracts
- Agree delivery timelines

Resources Required:

- Time from enterprise stakeholders
- Reputable equipment supplier details

Expected Outcomes:

- Orders placed for equipment
- Equipment purchases second hand

Phase 4: Funding (Months 2–4)

Activities:

- Establish set up costs including capital equipment together with ongoing running costs
- Discuss capital/cashflow funding shortfall with bank
- Check the National Enterprise Hub to establish if there is any public funding available https://www.neh.gov.ie/
- Establish capital funding/cashflow shortfall and secure funds to meet the shortfall

Resources Required:

- Time from enterprise stakeholders
- Bank meeting

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Expected Outcomes:
- Fully costed and funded capital expenditure requirements
- Business cashflow requirement and funding established and secured

Phase 5: Supply Chain (Months 3–5)

Activities:
- Establish source of lamb supply from local farmers and ensure compliance with criteria set out by the business and its brand
- Meet with farmers and agree terms
- Ensure adequate lamb supply for 8mths a year for farmers on the Dingle Peninsula
- Meet Miller Meats and agree terms on slaughter, storage, processing, packaging and delivery
- Meet retail, foodservice, consumers, food truck interested in purchasing local lamb to establish demand quantities and agree supply terms and pricing

Resources Required:
- Time from enterprise stakeholders
- Miller Meats time
- Farmer time
- Retailer/food service/consumer/food truck time

Expected Outcomes:
- Agreed terms and pricing with Dingle Peninsula Farmers for supply of lamb to meet demand
- Agree terms and pricing with Miller Meats re slaughter, storage, processing, packaging and delivery
- Agree demand quantities, terms and pricing for supply of local lamb with retail, foodservice, consumer & food truck

Phase 6: Team Roles & Recruitment (Months 5 - 6)

Activities:
- Recruit staff if required to assist with the business
- Develop Standard Operating Procedures for the business for staff to follow
- Train team in food safety, customer service and business ethos

Resources Required:
- Time from enterprise stakeholders and staff
- Online training resources

Expected Outcomes:
- Trained and customer-ready team
- SOPs written and implemented

Phase 7: Marketing & Promotion (Month 6)

Activities:

- Develop Dingle Peninsula Lamb branding, logo, website
- Create social media presence & annual calendar, yearly in advance
- Hold pre-launch events
- Offer tastings (instore and in collaboration with a food truck)

Resources Required:

- Web designer
- Social media skills
- Marketing budget

Expected Outcomes:

- Consumer awareness on where to purchase local lamb on the Dingle Peninsula
- Strong social media profile for local lamb enterprise
- Established ecommerce enabled enterprise website

Phase 7: Launch & Full Operations (Month 7)

Activities:

- Conduct soft launch with invited guests from retail, foodservice, consumers and food truck operators
- Gather feedback and optimise operations before official launch
- Formally launch the lamb enterprise

Resources Required:

- Time from enterprise stakeholders and staff
- Location to deliver soft launch
- Initial working capital
- PR support or local influencers

Expected Outcomes:

- Smooth opening
- Positive customer feedback
- Revenue generation begins
- Markets open up and develop

4. Monitoring & Evaluation

Business KPIs to Monitor:

- Daily/weekly sales
- Number of lambs being processes weekly
- Customer feedback & reviews
- Lamb supply compliance from affiliated farmers
- Budget compliance
- Number of consumers being supplied
- Number of food service being supplied
- Number of retailers being supplied

5. Final Expected Outcomes

- Fully functional and legally compliant Dingle Peninsula lamb supply micro enterprise
- Break-even within 3-5yrs

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- Loyal customer base with positive brand reputation
- Scalable model for future growth

Refined Lean Business Canvas Model – To be completed for each customer segment

Refined Lean Business Canvas Model

1 Problem	4 Solution	3 Unique Value Proposition	9 Unfair Advantage	2 Customer Segment
1 Existing Alternatives	8 Key Metrics	3 High Level Concept	5 Chanel	2 Early Adopters
7 Cost Structure		6 Revenue Streams		