Business plan for farmers initiative - tomato

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Co-funded by the European Union

Funded by the European Union, the Swiss State Secretariat for Education, Research and Innovation (SERI) and UK Research and Innovation (UKRI). Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or REA, nor SERI or UKRI.

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About farmers initiative

- Founded by farmers, researchers and agrobiodiversity experts
- Almost 20 seed multipliers
- Over 50 collaborative farms
- Currently over 100 local varieties in catalogue
- 9.7ha of agricultural land
- production over 77 kg seeds

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Production and customers

- Contracted farmer provide greenhouse space
- Seedlings transported to **19 farmers across region**
- Growers cover own labor and ecological treatment cost
- **Foundation selects suitable plants.** Manual harvesting and seed cleaning with volunteer support
- Seeds are collected, processed, labelled, and sold **20 % to farmers and 80% to home growers**

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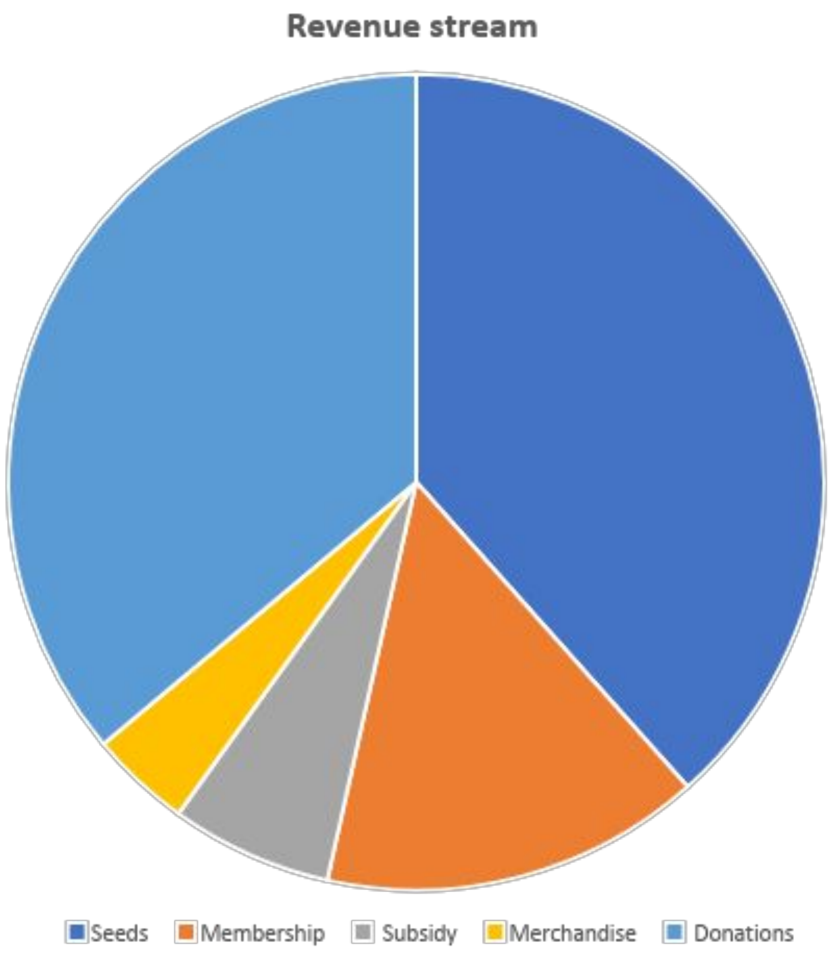
Production and customers

- **9.8 ha of land**
- **77 kg** of seeds in total produced in 2025

- **0.8 ha** dedicated to **tomato production**
- 2 varieties of tomatoes:
  - Salad tomato
  - Preserving tomato
- **15 kg** of tomato seeds produced

Financial overview – revenue stream

- **Membership fee** – annual fee charged, members receive benefits
- **Subsidies** – secured every 2-3 years and support core operations, payroll, training etc
- **Public donations** – collected via website
- **Fairs** – approximately 6 per year
- **Shop** – seeds and merchandise sold



75% subsidy and seed sale

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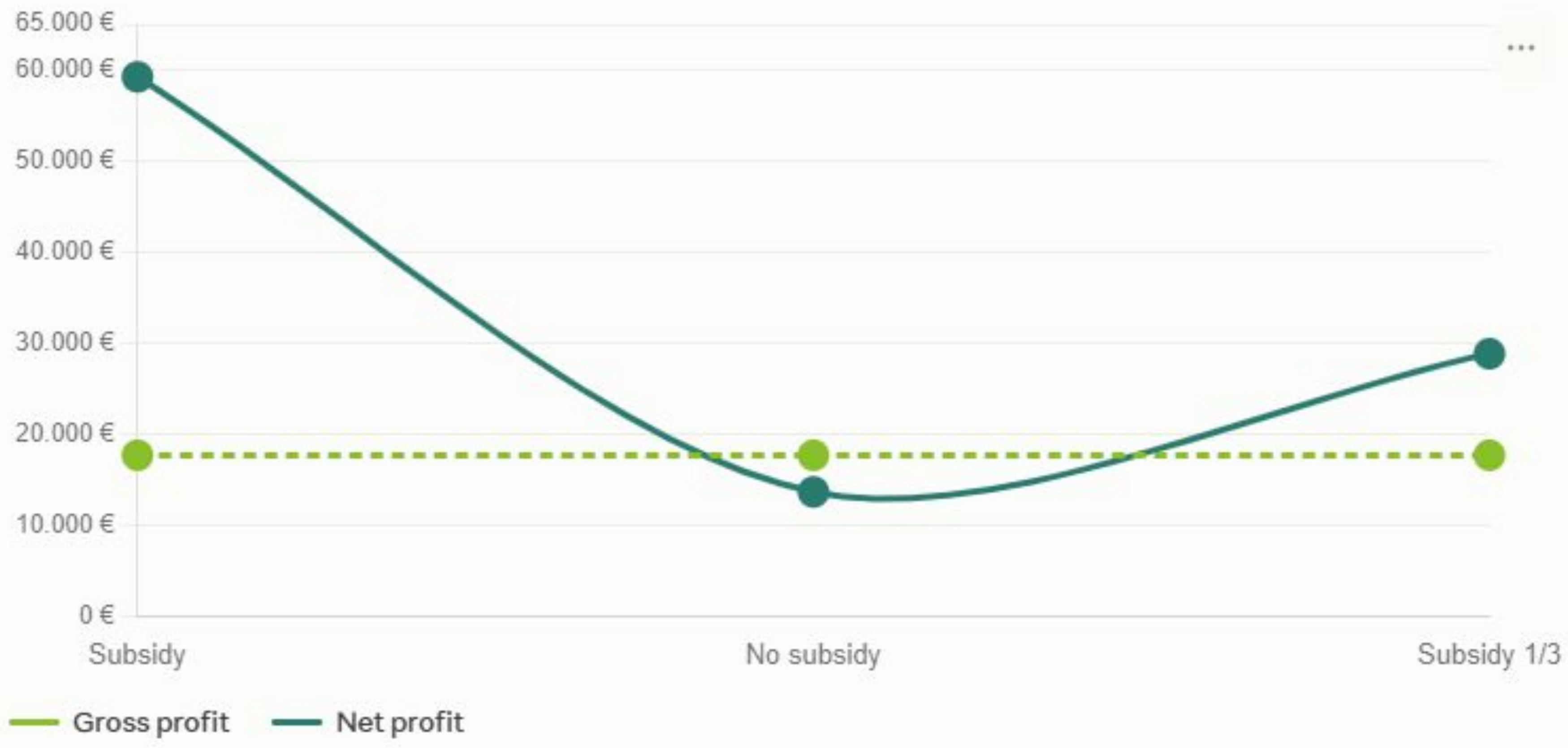
- Financial overview
- Tomato seed production
- Growth and opportunities

Financial overview

	Subsidy	No Subsidy	Subsidy 1/3
Seed Revenue	38%	60%	51%
Membership Fees	15%	24%	20%
Shop - Other Income	6%	10%	8%
Donations	4%	6%	5%
Subsidy	**36%**	**0%**	**16%**

This helped to see how much subsidies influence the bottom line and what could happen if funding changes in the future.

Financial overview



	Subsidy	No subsidy	Subsidy 1/3
Gross profit	17,676.14 €	17,676.14 €	17,676.14 €
Net profit	59,227.95 €	13,639.50 €	28,825.65 €

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Tomato seeds production

- Tomato seed production is the largest contributor among seed sales, generating around **20% of total income**
- 2 varieties:
  - A **traditional variety** has a strong cultural and culinary value particular its ability to be stored for a long period.
  - **Salad tomatoes** are produced in higher volumes, but they come with high production cost
- Revenue is commercially driven, depending heavily on volume rather than pricing

Tomato	Grams sold	Packet/gr	Packets sold	Selling price
Hanging	804.9	0.5	1,609.80	3.00 €
Salad	737.6	0.5	1,475.20	3.00 €

	Selling price	Margin	Cost	
Margins	3.00 €	2.00 €	1.00 €	TOMATO
	3.00 €	0.10 €	2.90 €	
	3.00 €	0.20 €	2.80 €	

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Tomato seeds production

Tomato	2025	No Subsidy	1/3 Subsidy
Seeds Revenue			
Membership			
Shop - Other Income			
Donations			
Subsidy (Government + Research)			
Total Revenue	**25,265.39 €**	**16,147.70 €**	**19,184.93 €**
Variable cost	6,171.00 €	6,171.00 €	6,171.00 €
Fixed operational cost	7,248.80 €	7,248.80 €	7,248.80 €
Total Expenses	**13,419.80 €**	**13,419.80 €**	**13,419.80 €**
Gross Profit	**3,535.23 €**	**3,535.23 €**	**3,535.23 €**
Gross Profit Margin	36.4%	36.4%	36.4%
NET PROFIT (LOSS)	**11,845.59 €**	**2,727.90 €**	**5,765.13 €**
Net Profit Margin	46.9%	16.9%	30.1%
EBITDA	10,834.14 €	1,716.45 €	4,753.68 €
EBITDA Margin	44.7%	11.3%	26.2%

Tomato seeds production

Tomato (20%)	
Total production/kg	**15.3**
Envelope weight /gr	0.5
Envelopes per kilogram	2,000
Revenue - Total tomato seed sale	9,706.23 €
Envelope SP	3.00 €
Total envelopes sold	3,235
Variable cost	6,171.00 €
Break Even Units - Envelopes	6,634
Break Even - Revenue	19,902.12 €
Currently selling - kg	**1.6**
Need to sell - kg	**3.3**

The break-even gap on tomatoes is a distribution and visibility problem, not a production one.

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Online sales of tomato seeds

Online channel	Decline -5%	Base	Growth + 5%	Growth + 10%	Volume target +500 envelopes
Tomato Revenue (All channels)		**9,706.23 €**			
Revenue - Online channel only (35%)	2,426.56 €	3,397.18 €	3,882.49 €	4,367.80 €	4,897.18 €
Online channel - Percentage of total tomato revenue	30%	**35%**	40%	45%	50%
Number of envelopes sold online	809	1,132	1,294	1,456	1,632
Increase/Decrease in envelopes sold vs base	-324		162	324	500
Selling price /envelope	3.00 €	**3.00 €**	3.00 €	3.00 €	3.00 €
Margin per envelope	2.00 €	**2.00 €**	2.00 €	2.00 €	2.00 €
Profit from online channel	1,617.70 €	2,264.79 €	2,588.33 €	2,911.87 €	3,264.79 €
Profit gain (loss) vs. baseline	-647.08 €		323.54 €	647.08 €	1,000.00 €

Online channel appears highly efficient because:

- the **selling price remains stable**,
- the **margin** per envelope stays **consistent**,
- and **profit grows steadily** with volume.

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Growth and opportunities

Online and international expansion

Online store is already receiving international orders - targeted digital marketing could unlock substantial new revenue

Commercial farmer segment

Growing consumer demand for local and organic varieties creates favourable market conditions.

Membership growth

400 members with recurring fees. Expanded benefits could drive significant membership growth, providing predictable income

Research and partnership

unique biodiversity portfolio is valuable for academic research. Partnership with universities and institutions offer revenue and validation opportunities

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Thank you for your attention!