



Case study: **Farm Jalubí**
**Young Farmers Starting the Business using
Short Food Supply Chain Strategy**

Farm Jalubí

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Country	Czech Republic
Region	Zlinsky kraj,
Farmer	Eduard a Viktorie
Age	
Gender	
Education	University
Experience	3 years
Specialisation	Beef
No. family members	2

Region

The farm is in the Zlín Region, in the village of Jalubí near Uherské Hradiště, where the altitude ranges from 180 m to 320 m above sea level. The area's average annual temperature ranges between 8.7 and 9.3 °C, and annual precipitation is 590 mm. The farm is situated 4 km northwest of Uherské Hradiště, in the gently hilly foothills of the Chřiby Mountains, at an altitude of 229 metres. The region is partially within the Chřiby mountain range, which shapes local natural conditions and includes 12 small-scale, specially protected areas and two natural parks. The village of Jalubí has only 1,800 inhabitants, but good infrastructure allows efficient access to surrounding towns. Jalubí is part of the Northern Chřiby and Pomoraví Local Action Group (MAS SCHP), which comprises 18 municipalities in the Zlín Region on the border of the Zlín and Uherské Hradiště districts. The total area of the MAS SCHP is approximately 15,700 hectares, with a population of nearly 41,000 in 2019, resulting in a population density of 259 inhabitants per km². The region is an industrial-agricultural area spread across the fertile Lower Morava Valley along the lower reaches of the Morava River. Companies operating in agriculture and related sectors are an essential part of the regional economy and employment. The area is characterised by a lower proportion of forested land, which gives way to agricultural land, and the share of arable land in the micro-region surrounding the farm is significantly higher than the average for both the Zlín Region and the Czech Republic. Due to favourable climatic and soil conditions, agriculture maintains a relatively important position, while industry is primarily concentrated in urban agglomerations. The MAS SCHP territory consists of three distinct types of functional landscape use: a settlement landscape type in urban areas such as Otrokovice and Napajedla, which form the region's natural centre; a suburban landscape type

in the southern part, which includes Jalubí; and a landscape type with increased cultural and natural value in the northern part. Among the most significant tourist attractions are the Baťa Canal and its adjacent cycling path, the Barum Czech Rally Zlín, Napajedla Chateau, village museums, folk architecture sites, and the Budačina natural monument. Despite the internal diversity of the MAS SCHP territory, there are several common development challenges and opportunities; in the field of agriculture, specifically regarding the high number of micro and small enterprises, support focuses on developing processing, promotion, and the supply of local products, as well as directing agricultural production towards local markets and investing in agrarian holdings and infrastructure.

History of the farm, resources, technology and production

The farm was established as a project by a young founding couple within Victoria's family agricultural business. Eduard is developing a "business unit" within this family farm, while Victoria works as a doctor in a nearby hospital and assists with the farm's development as much as possible. Both recently completed university studies in agriculture, and as of 2025, the farm has been operating in this mode for three years. In total, the family manages approximately 450 hectares. Victoria and Eduard's farm is 150 hectares in size—most of which is leased, with only 15 to 20 hectares owned—and specialises in livestock production, specifically cattle breeding. They aim to increase their ownership to 40 hectares. Victoria's brother focuses on crop production and manages his own 150 hectares, as does her father, meaning each family member primarily manages their own specific farm. Eduard is the only full-time employee, while Victoria assists with farm activities after her shifts as a doctor. Seasonal workers are utilised during the production of bulk feed, such as alfalfa and corn. The farms do not own any machinery, and the necessary equipment is borrowed within the family.

Picture 1 – Farm Jalubí
Source: Farm website



In securing initial capital, the farm received a 2 million CZK grant for young farmers, which enabled the young couple to acquire a building for a future cutting plant. They lease their stables from third parties, where they have renovated an old pigsty and built a new stable. The farm keeps approximately 20 suckler cows, with the goal of expanding the base herd to about 100 head. The cattle breeds are mixed, including Limousin, Charolais, and Czech Fleckvieh. Each year, the farm purchases 8 to 12 calves for fattening. The suckler cows are kept year-round on pastures that serve as large paddocks (approx. 10 hectares) and utilise rotational grazing. Throughout the year, it is necessary to supplement the animals' diet with hay. The fattening animals are housed in halls and fed alfalfa and corn silage without grain meal, resulting in lower daily weight gains (around 1.2 kg) but more flavourful meat. Calves remain with their mothers on pasture for about 6-7 months. If bull calves are born, they are placed into fattening for slaughter. Fattened animals are continuously sent to a local slaughterhouse, where they are slaughtered and the meat is prepared as five- and ten-kilogram vacuum-packed bundles, with all the essentials required by regulations. Business cooperation with the local slaughterhouse is good in terms of both price and quality. However, this local slaughterhouse is becoming very busy, reaching capacity limits that are starting to constrain the farm; therefore, the farmers have decided to build their own meat-cutting plant. The plan is to complete their own cutting plant by the end of 2025. The farm will transport the quarters of the slaughtered animals themselves in a refrigerated truck and let them hang for an additional 10 days (instead of only 1 week, as is currently the case at the slaughterhouse), thereby improving meat quality. A contracted butcher will perform the subsequent cutting of the meat. The farmer will then assemble the bundles, label the beef, and vacuum-seal it. The farm is also considering breeding Wagyu cattle, although this is less common in the Czech Republic, and customers are not as familiar with this type of meat.

Reasons for integrating in the Short Food Supply Chain

Before Eduard began developing the Jalubí farm, he worked as a zootechnician on large farms in the region. He observed the economic sustainability challenges in bull fattening when farms are part of an extended supply chain. The Jalubí farm was therefore aware from its inception of the difficulties it would face if it joined a conventional long food chain, where smaller farms encounter market access issues and economic disadvantages. The market access problem lies in the strict volume, quality, and certification requirements that farms must meet in extended supply chains, which can be costly for smaller startup farms and effectively close the door to the market. Economic disadvantage stems from the fact that small farms lack the same bargaining power as larger ones, leaving them to accept low prices set by traders or processors, ultimately resulting in lower profit margins for smaller farms in extended supply chains. Therefore, the farm's business model was designed to implement a short food supply chain strategy and differentiate itself in the beef market.

Specific Way the Farm Engages in the Short Food Supply Chain

In the Czech Republic, an increasing number of farms are using the so-called short food supply chain model to sell beef, meaning they sell meat directly to end consumers. A standard method is to sell beef in specially assembled packages containing a mix of different cuts. This sales model typically involves several key steps that ensure quality, transparency, and sustainability.

Picture 2 – Farm Jalubí animals
Source: Farm website



Farms that apply this model raise cattle with an emphasis on animal welfare, often under organic management. It is essential that meat sold in packages cannot come from home slaughter but must be slaughtered at a registered slaughterhouse under veterinary supervision. After slaughter, the meat is left to age in cooling boxes. The ageing period, usually 10 to 14 days, is crucial for achieving the meat's correct flavour, tenderness, and quality. After ageing, the meat is portioned and packaged at the slaughterhouse or in an approved cutting plant. The packages may weigh, for example, 5 or 10 kg. The composition is usually diverse to utilise all parts of the animal. A typical bundle contains a mix of meat for stewing (shanks, neck, brisket), for roasting (chuck, round), for quick cooking (mock tenderloin), and also bones for soup. Sometimes offal is also added to the package. This approach is efficient and supports the idea of "nose to tail" meat sales while preventing waste. Farms often do not sell meat at any time; they sell only on prior orders. Customers reserve the meat well in advance, sometimes weeks before the slaughter occurs, which ensures sales and allows the farm to avoid waste. Sales take place directly from the farm gate, at farmers' markets, or through pick-up points in various cities where the farms deliver the meat. Some farms also offer meat delivery via courier services. The farm must be registered with the State Veterinary Administration (SVS) and meet strict hygienic and veterinary requirements. The meat must be labelled appropriately, including traceability of origin, date of slaughter, weight, and other data required by legislation.

The farm's value proposition is to offer beef in family-sized packages, produced with an emphasis on natural fattening and local origin. Customers can expect a personal, informal approach, clear communication, and convenient ordering and delivery. The Jalubí farm slaughters animals at a local butcher, who prepares vacuum-packed, labelled packages of meat that meet all requirements for sale. The farm sells beef in 5- and 10-kilogram packages. A five-kilogram package usually contains front meat (1.5 kg), back meat (1.5 kg), ground meat (0.75 kg), brisket or ribs (0.75 kg), and bones. A ten-kilogram package includes larger portions and also contains ribeye/sirloin, tri-tip, or mock tenderloin (about 1.3 kg), and flank or shank (about 1.5 kg). The packages are packed in custom bags with the logo and provided with stickers.

Figure 1 – Business model Canvas
Source: Author

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Family Local Butcher Business Partners and Companies in the Region	Land management Cattle breeding and care Meat processing Meat sales and distribution Administration and financing Key Resources Physical Resources Human Resources Intellectual Resources Financial Resources	The farm offers beef in family packages, produced with an emphasis on natural fattening and local origin. The customer can expect a personal and informal approach, clear communication, and convenience when ordering and receiving the product.	Personal contact with seniors	Seniors Young people under 30
			Channels On-farm sale Delivery SMS Communication: The farm uses SMS messages to inform customers about beef availability and to take orders. This is a key communication channel for sales and marketing. Social Media	
Cost Structure A contracted butcher will carry out the subsequent cutting of the meat for CZK 2,000 per piece.			Revenue Streams Beef Sales - Beef packages are sold in 5- and 10-kilo variants at CZK 275 per kilogram. The farm plans to increase the price to CZK 300 per kilogram. Currently, annual income from meat sales is about 1/3 of total revenue. Non-agricultural income currently accounts for about 60% of revenue. Subsidies	

For regular customers, the purchasing process is simple and well established. The farm provides regular updates on slaughter dates and meat package availability, allowing customers to plan their purchases. This model offers convenience and assurance of access to a high-quality product without the need for active searching. The farm sells meat in family-sized packages that meet the needs of the target group and even delivers them directly to some customers. Customer value thus lies in the combination of a high-quality local product, a personal relationship, and a simple, reliable purchasing process.

The customer segments consist of seniors and younger people in their productive years up to 30 years.

Seniors aged 65 and over represent an increasingly important customer segment. Although they cannot be viewed as a homogeneous group—there are vast differences in income, health, lifestyle, and technical literacy among them—they share common characteristics and consumer behaviour relevant to sales. Seniors are often very price-sensitive, but this does not mean they seek only the cheapest products; value for money, meaning the ratio of quality, durability, and price, is essential to them. They prefer reliable, proven brands they know and trust, and this segment is also known for its high brand loyalty. Once they take a liking to a specific brand or product, they are willing to stay with it long-term, as changing habits is less attractive to them, even if competitors offer cheaper alternatives. Seniors' purchasing decisions are often influenced by trust, and personal recommendations from friends, family, or experts (e.g., doctors) mean much more to them than television or internet advertisements. Personal contact and in-store service are key for them; despite the growth of online shopping, brick-and-mortar locations remain essential for seniors, as they prefer the opportunity to touch and see the product and consult with a salesperson. The shop's atmosphere and quality customer service play a significant role. However, this customer segment requires detailed knowledge and analysis to determine whether these customers are also consumers of the product, as it often happens that these individuals purchase beef for the entire family or merely pick up the beef bundles for others.

A younger customer group emerged as soon as the farm began communicating via social networks (Instagram). People in their productive years, up to 30, form a dynamic and influential customer segment. This generation grew up with digital technology, unlimited access to information, and the strong influence of social media. They are diverse yet share characteristics that shape their consumer behaviour. Their purchasing journey often begins and ends online; they prefer e-shops and mobile applications where they can shop anytime, anywhere, and expect a seamless user interface, fast delivery, and transparent product information. Purchasing decisions are heavily influenced by social networks such as Instagram, TikTok, and YouTube, and they tend to trust influencers and micro-influencers more than traditional advertising, seeking authenticity and personal recommendations that feel believable. For many young people, social responsibility and brand sustainability are essential, and they are willing to pay more for products that are environmentally friendly, ethically produced, or support a good cause, preferring local and small brands over large corporations.

Brand loyalty is less intense than with older generations, as they are easily influenced by new trends and offers, mainly due to the constant flow of information on social media, making their purchasing decisions often spontaneous and impulsive.

Jalubí Farm utilises two main sales and distribution channels. The first is personal pickup at the farm, where roughly two-thirds of customers from the immediate surroundings collect their meat package directly. Additionally, the farm offers delivery to customers living farther away, which is used by approximately one-third of customers.

Over its three years of operation, the farm has built a steady community of customers and maintains telephone contact with each. In both distribution channels, the farm uses SMS messages to inform customers about beef availability and to accept orders, making it the key communication channel for sales and marketing. Most of the farm's customers are regular. With demand high enough to cover all production, the farm does not currently need to invest actively in marketing and customer acquisition, which is a significant advantage.

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