Comments and Suggestions:
Co-creation of business models for smallholder forest farmers’ organizations: Lessons learned from rural Ethiopia and Tanzania

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Highlights of this manuscript

• An innovation combination of the Input-Output scheme and the Business Model Canvas (BMC)
• Combination of theoretical analysis and case study
• Comprehensive data collection
  • Farmers
  • Leader
  • Members
Major Comments

• Introduction
  • Why organizational forms and business model is important?
    • Motivations, objectives, and contributions
    • Lack of systematic literature review
    • Implications for value chain upgrading → two objectives
  • What is the difference between FFO and farmer’s organizations?
    • The advantage of FFO compared with other organizations
Major Comments

• Theoretical concepts and analytical framework
  • Concepts
    • Business model
    • Organizational forms
  • Value chain upgrading
  • Analytical framework (should be clearer)
    • More details are needed (e.g., organizational governance)
    • Interactive arrows in Figure 1
    • How to achieve value chain upgrading in this framework?
Major Comments

• Methodology
  • Multistage purposive sampling
  • Case 2 is a beekeeping association; how can they transfer to an FFO? Or why they are interested in transforming into an FFO? For higher economic benefits?
  • The potential influence of establishment time
    • Case 1 was established in May 2019 and interviewed in August 2019
    • Case 2 was established in 2018 and interviewed in 2021
Major Comments

• Results and discussions (combine the two sections)
  • Regulatory framework relevant for smallholder forest farmers’ organizations
    • Literature review? Background or study context?
  • Figure 3: comparison between before and after transformation
  • Combining Figures 3 and 4 to link organizational governance with the business model

• Implications for value chain upgrading
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