

# Rast i razvoj Urbane poljoprivrede

NASTAVNA JEDINICA: Ekonomski aspekti urbane poljoprivrede

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Oktobar, 2021.

# Pitanje za učesnike

- Šta je po vašem mišljenju urbana poljoprivreda?
- <https://www.menti.com/1rgx6ta77o>
- Kojom od aktivnosti urbane poljoprivrede bi se voljeli baviti?
- <https://www.menti.com/1rgx6ta77o>

Molim vas da razmislite o navedenim pitanjima, tako da u toku nastave možemo o ovome razgovarati, te ujedno te odgovore iskoristiti za planiranje vježbe kada se budemo našli uživo.

# Sadržaj prezentacije

- 01 EVOLUCIJA I ZNAČAJ  
PREHRAMBENOG LANCA  
VRIJEDNOSTI (FVC)**
- 02 PROBLEMI VEZANI ZA FVC**
- 03 DRUŠTVENI ODGOVOR – POJAVA  
NOVIH POSLOVNIH MODELA –  
URBANA POLJOPRIVREDA**
- 04 PUT KA RAZVOJU USPJEŠNOG  
POSLOVNOG MODELA –  
IDENTIFIKACIJA VRIJEDNOSTI +**

## PREHRAMBENI LANAC VRIJEDNOSTI (FVC)

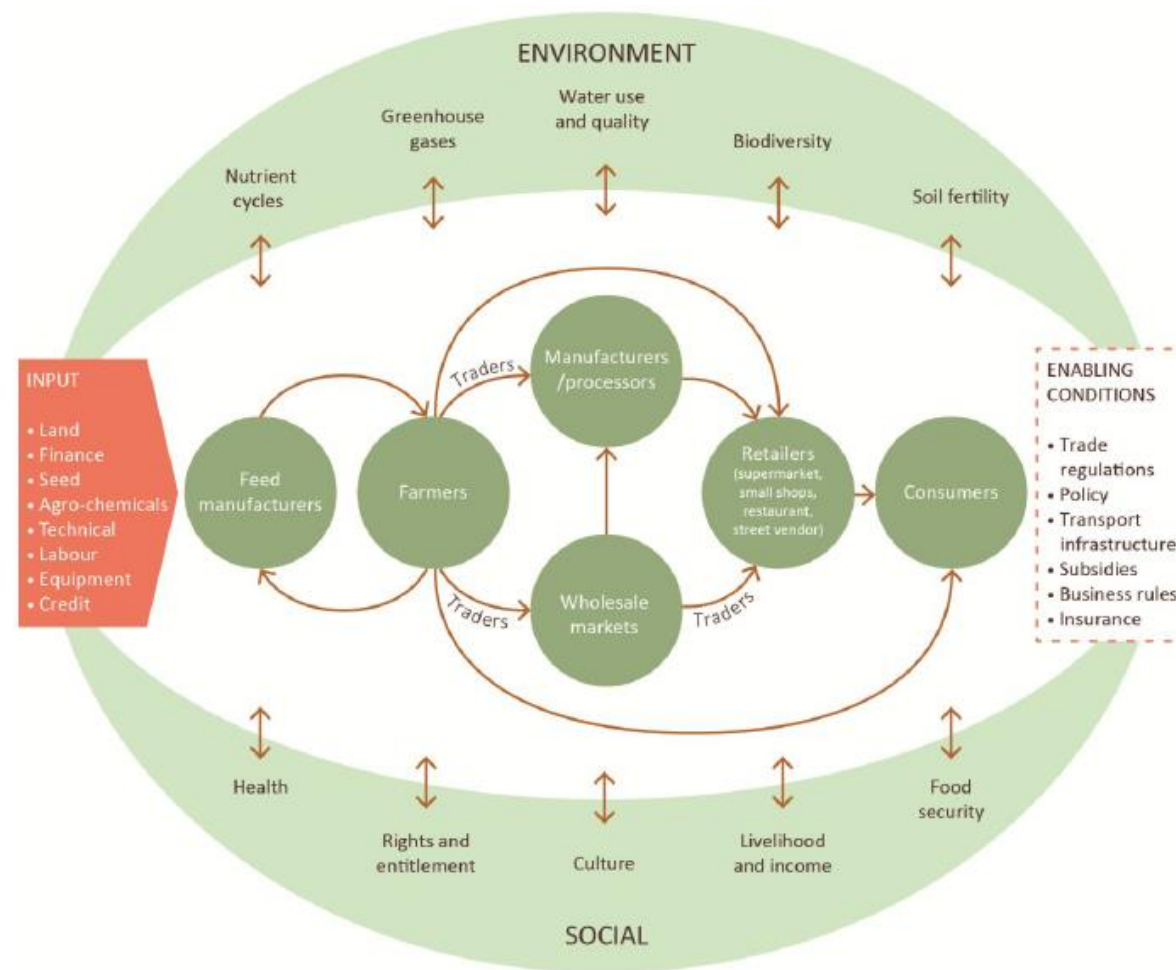
Šta je to lanac vrijednosti poljoprivrednih i prehrambenih proizvoda?

Sve aktivnosti uključene u proizvodnju proizvoda od „njive do trpeze“ ali i aktivnosti koje su vezane za pripremu, konzumaciju hrane, te otpad koji nastane u procesu konzumacije i pripreme hrane.

Šema 1. Prehrambeni lanac vrijednosti – pojednostavljena forma



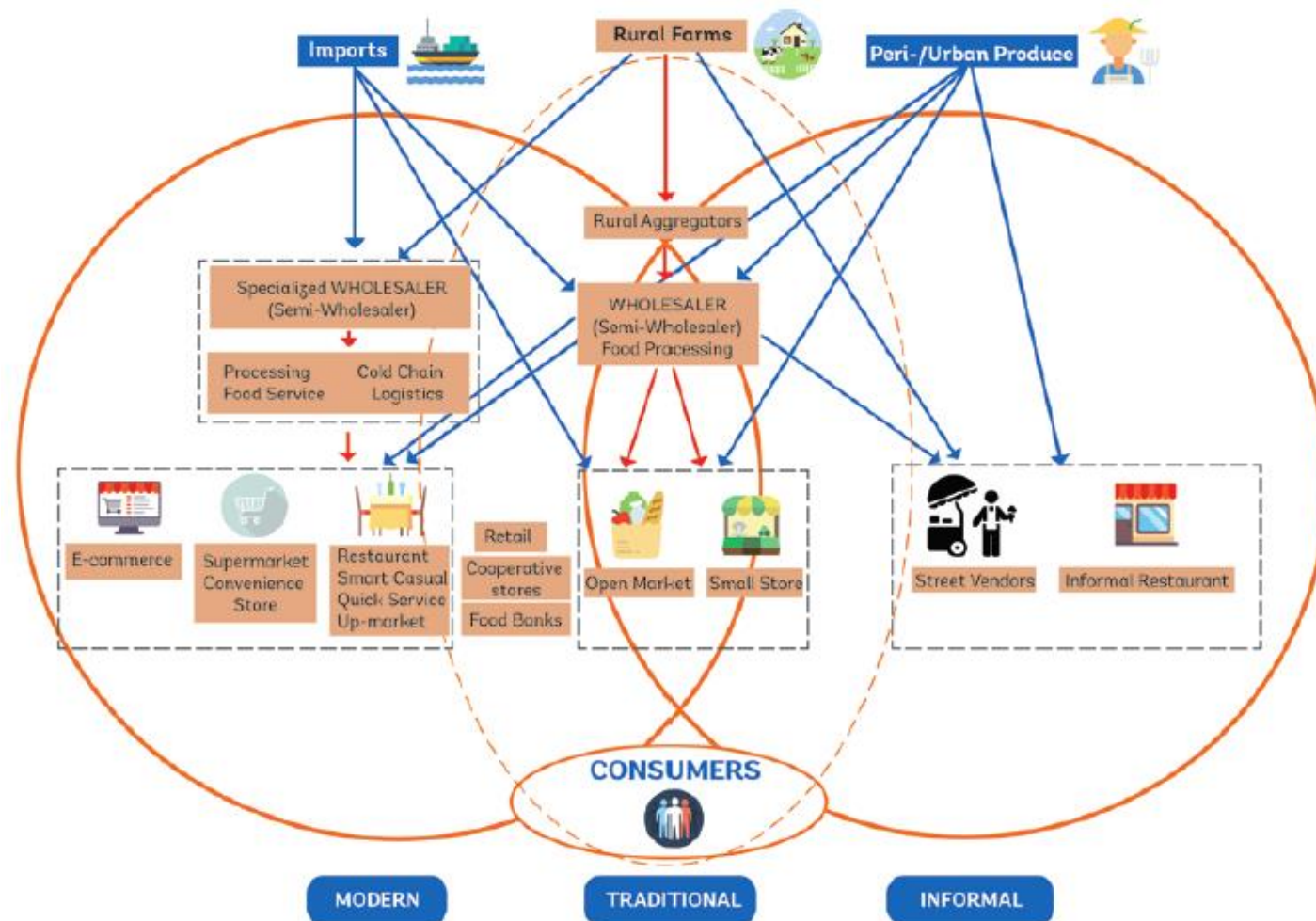
Input	Farm	Processing	Distribution	Retail	Consumer
Seeds	Farmers	Aggregators	Distributors	Retailers	Consumers
Pesticides	Ranchers	Processors	Importers	Supermarkets	
Agbiotech	Fishermen	Manufacturers	Exporters	Restaurants	
Traits		Beverages			
Fertilizers					



Šema 2. Prehrambeni lanac vrijednosti – proširena forma

## PREHRAMBENI LANAC VRIJEDNOSTI (FVC)

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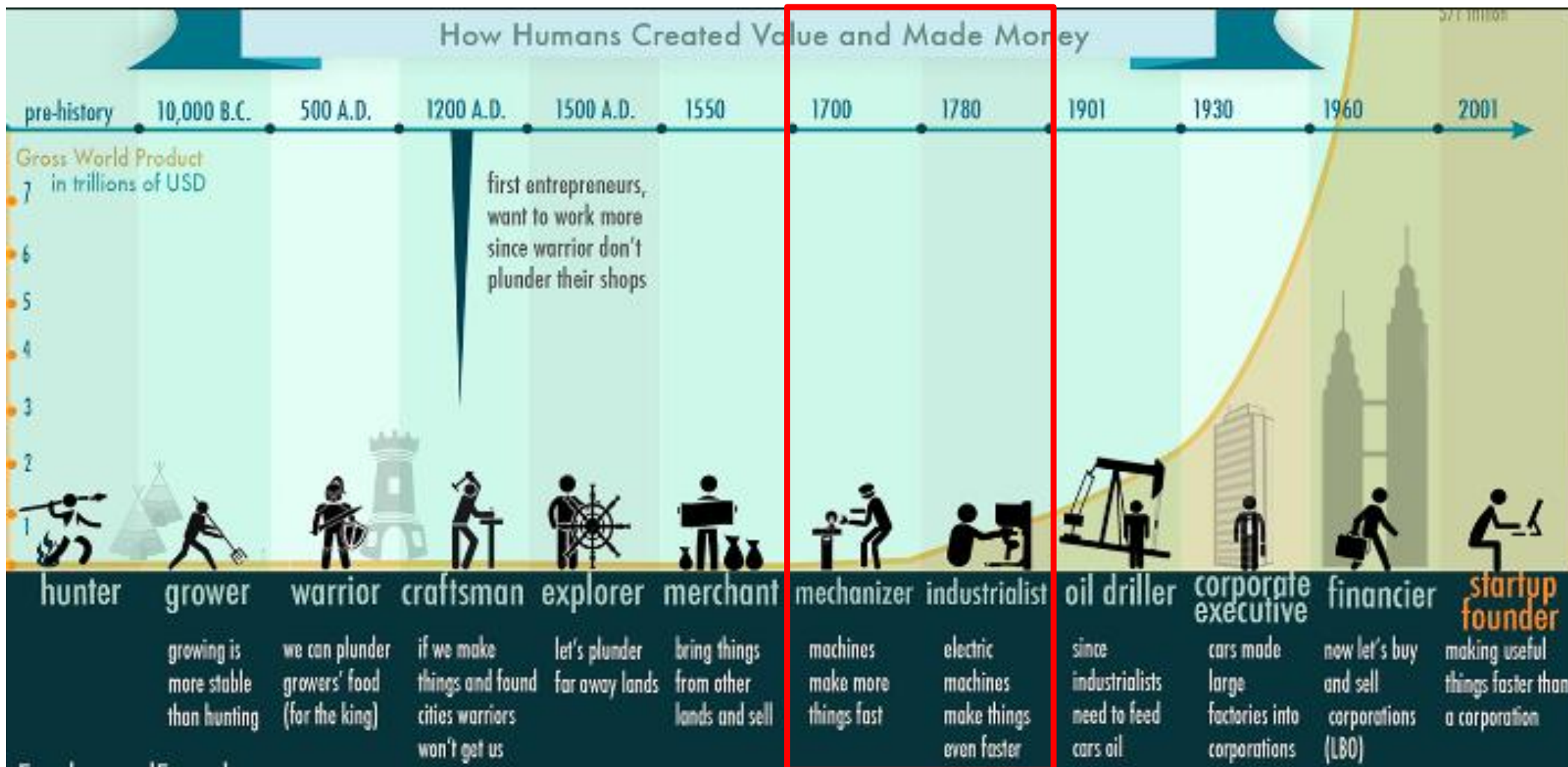


Šema 3. Prehrambeni lanac vrijednosti – proširena forma



# EVOLUCIJA LANCA FVC

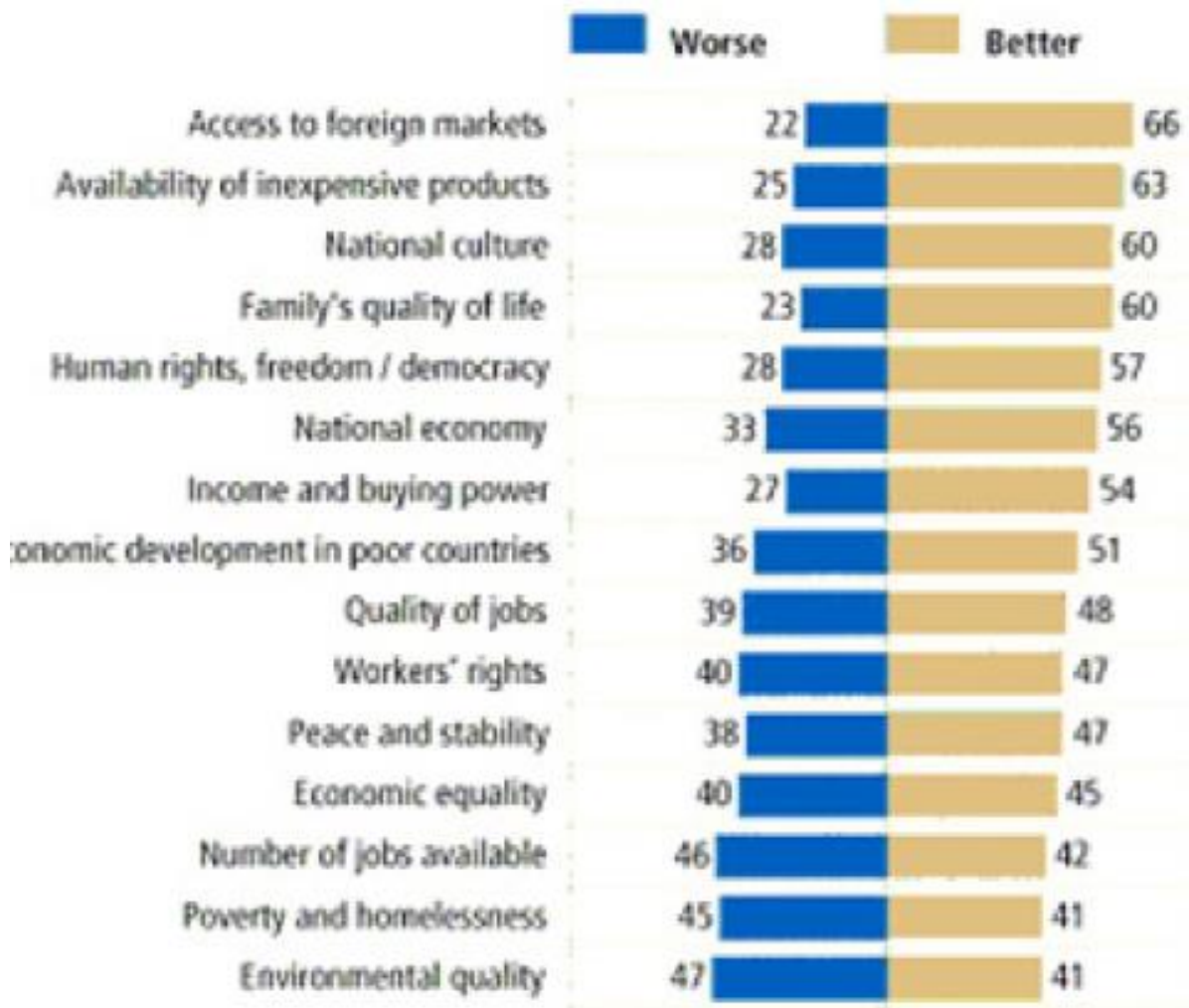
Šema 4. Evolucija poljoprivrednog i prehrambenog lanca vrijednosti



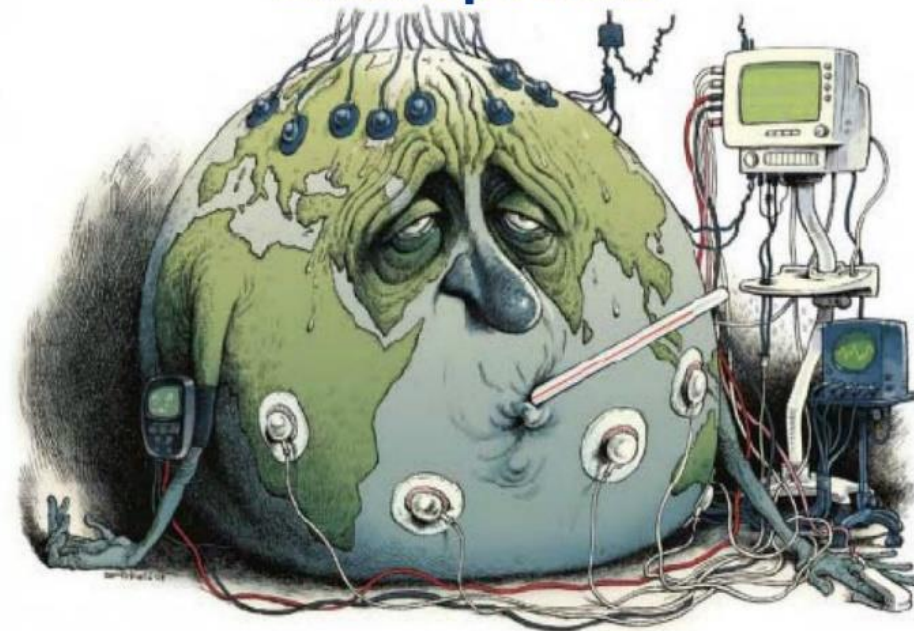
Zašto je evolucija poljoprivrednog/prehrambenog lanca vrijednosti (FVC) važna?

# GLOBALNI TRENDVI – faktori koji utiču na razvoj prehrambenog lanca

Tabela 1. Pozitivni i negativni efekti globalizacije



## Collective Responsibility in the Anthropocene



Nakicenovic

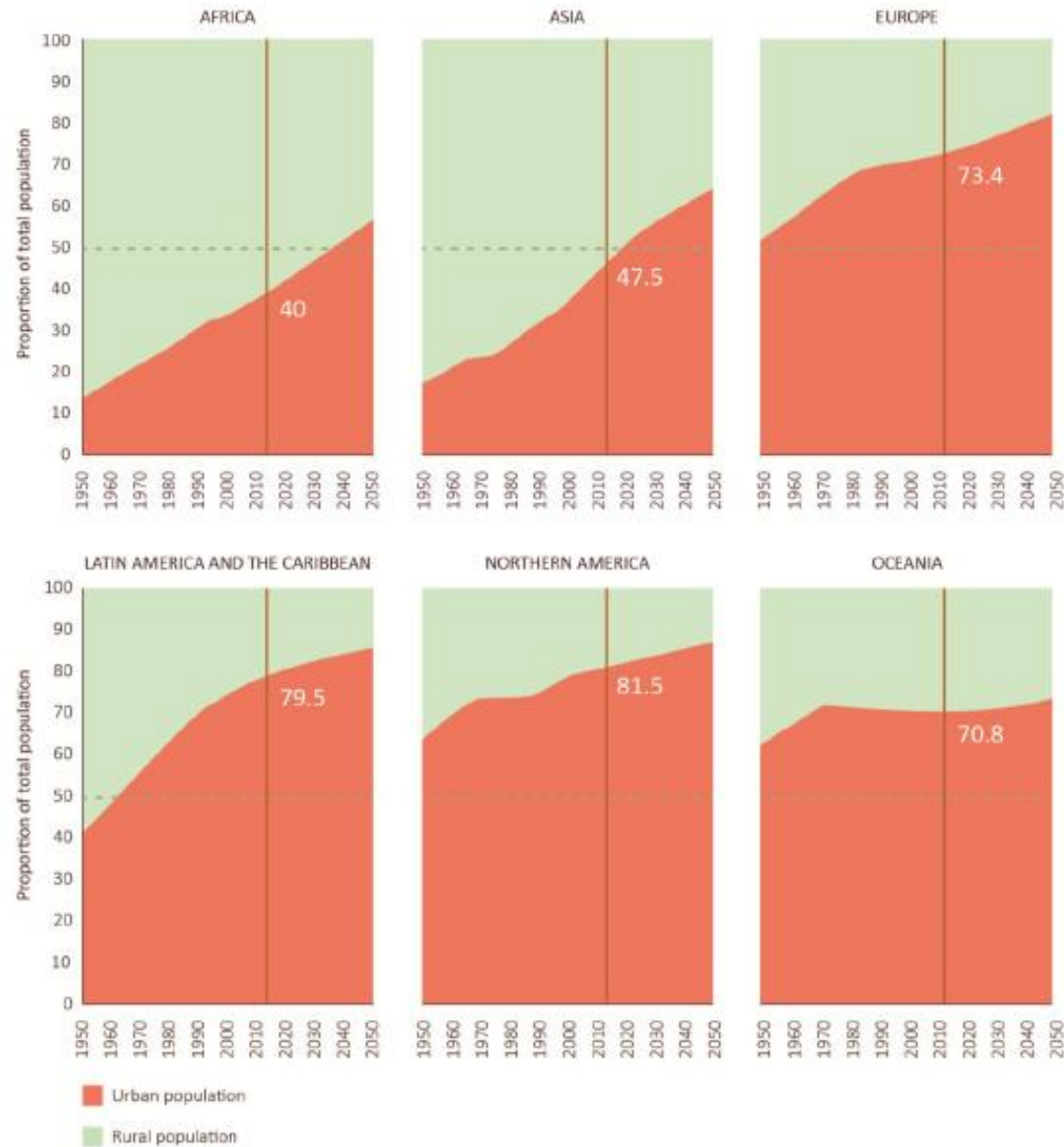
2018 #5

Pratiti promjene,  
prilagoditi se istim!

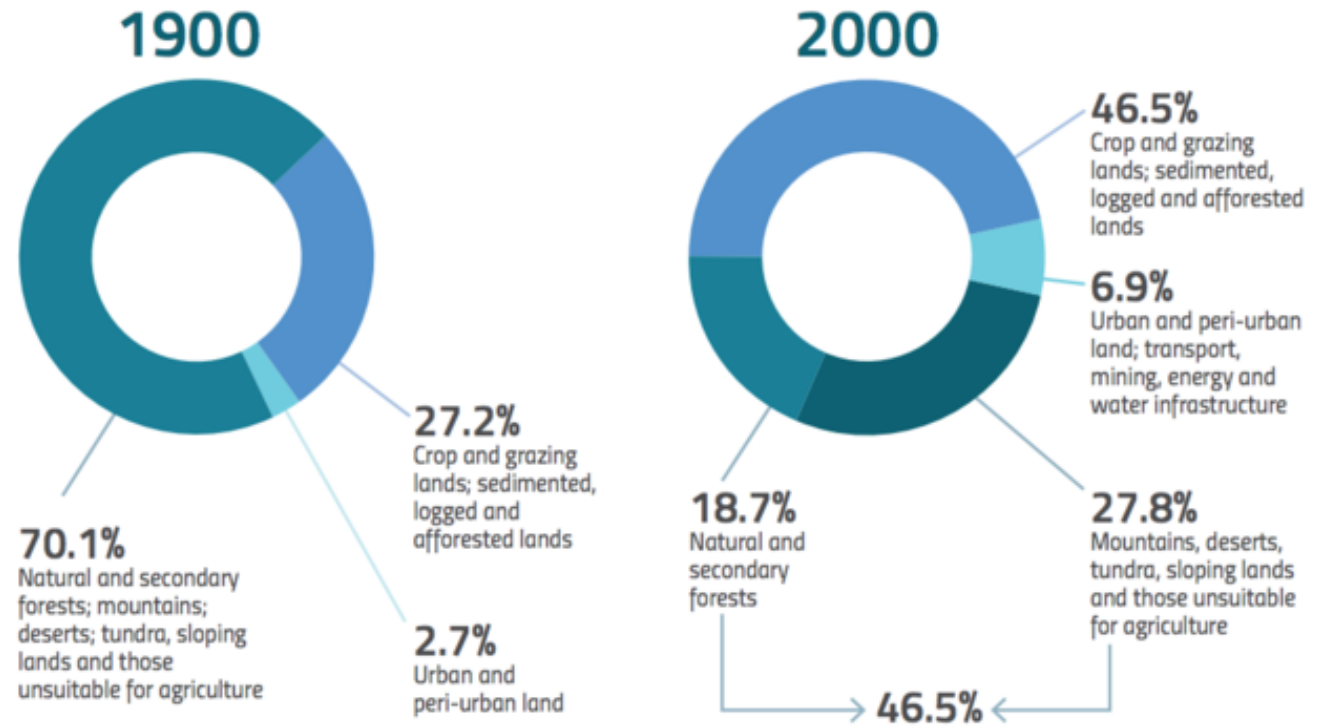


# GLOBALNI TRENDVI – faktori koji utiču na razvoj prehrambenog lanca

**Grafikon 1.** Globalni rast populacije i migracije u urbane sredine (UN, 2018)



**Grafikon 2.** Gubitak poljoprivrednog zemljišta u 100-godišnjem periodu



Fritsche UR, Eppler U. Global Land Use Scenarios: Findings from a review of key studies and models. GLOBALANDS Working Paper AP 1.3. International Institute for Sustainability Analysis and Strategy. Darmstadt: IINAS; 2013. Available from: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.707.8225&rep=rep1&type=pdf>



## GLOBALNI TRENDOVI – faktori koji utiču na razvoj prehrambenog lanca

Gradovi dobijaju na socijalnoj, političkoj i ekonomskoj moći

- lokalni „hubovi“ – centir znanja;
- demografska „težina“ u smislu brojnosti stanovništva;
- ekonomska „težina“ u smislu kontribucije GDP-u;
- proizvodni sistemi;

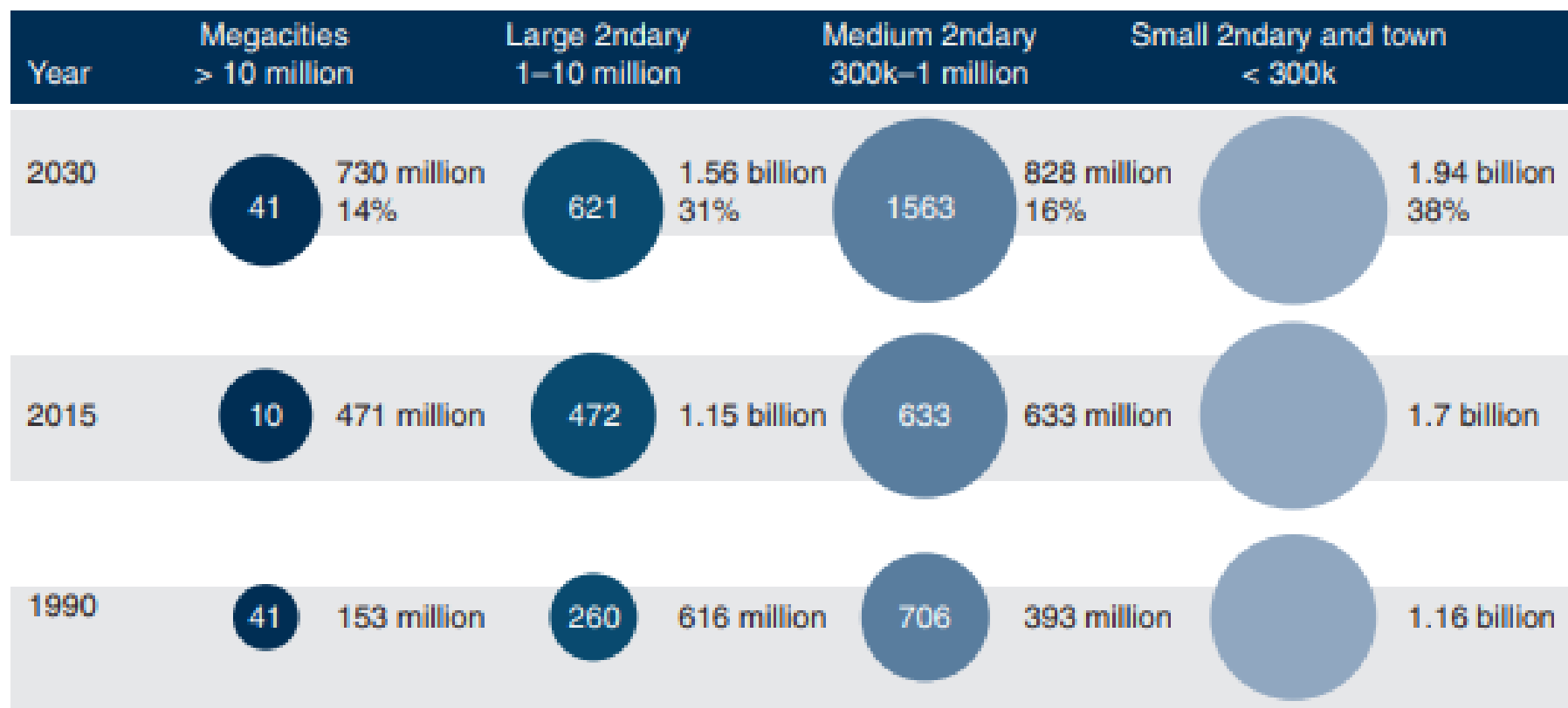
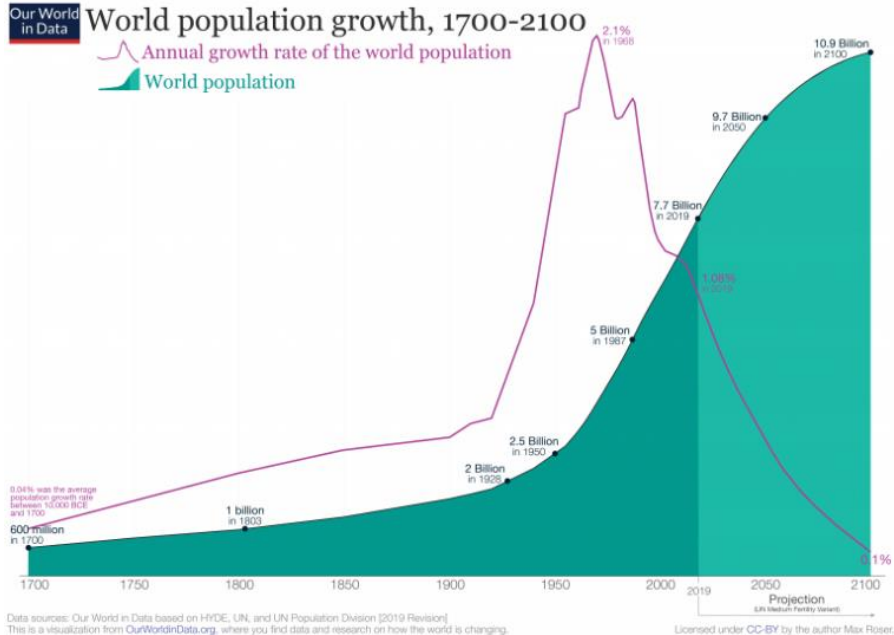


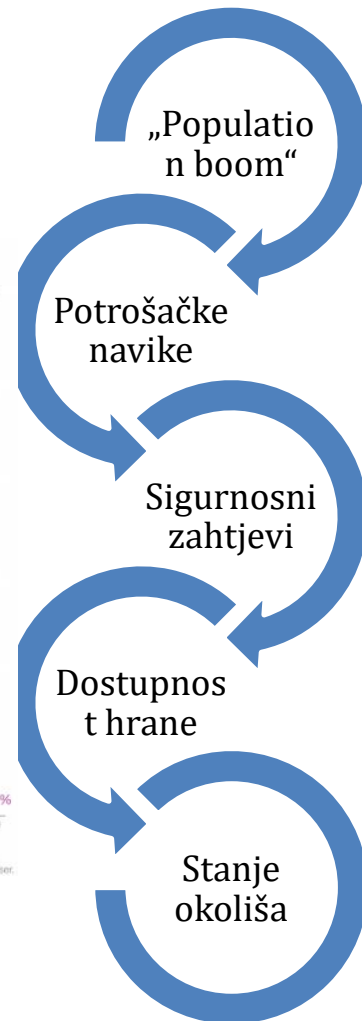
Tabela 2. Rast megagradova u svijetu (UN, 2019)

# GLOBALNI TRENDVI – faktori koji utiču na razvoj prehrambenog lanca

**Grafikon 3.** Predviđeni rast populacije u svijetu



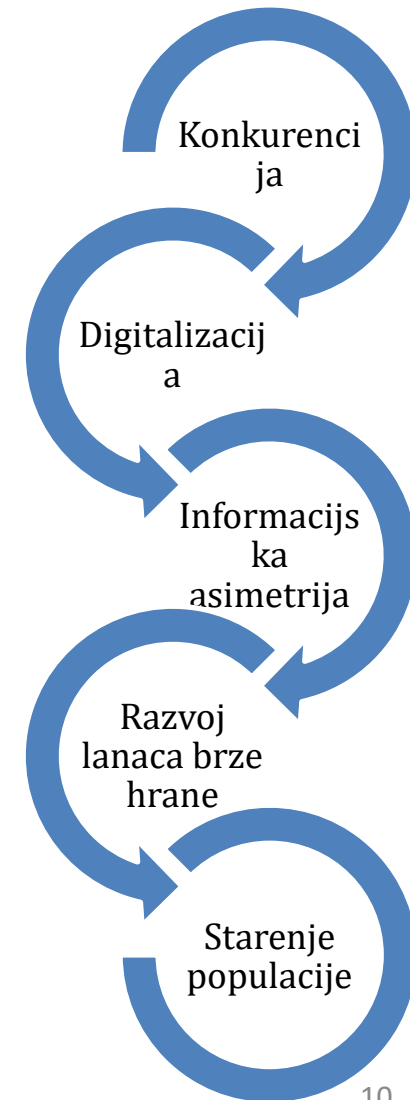
Izvor: Roser (2019) Budući rast populacije  
Dostupno na: <https://ourworldindata.org/future-population-growth>



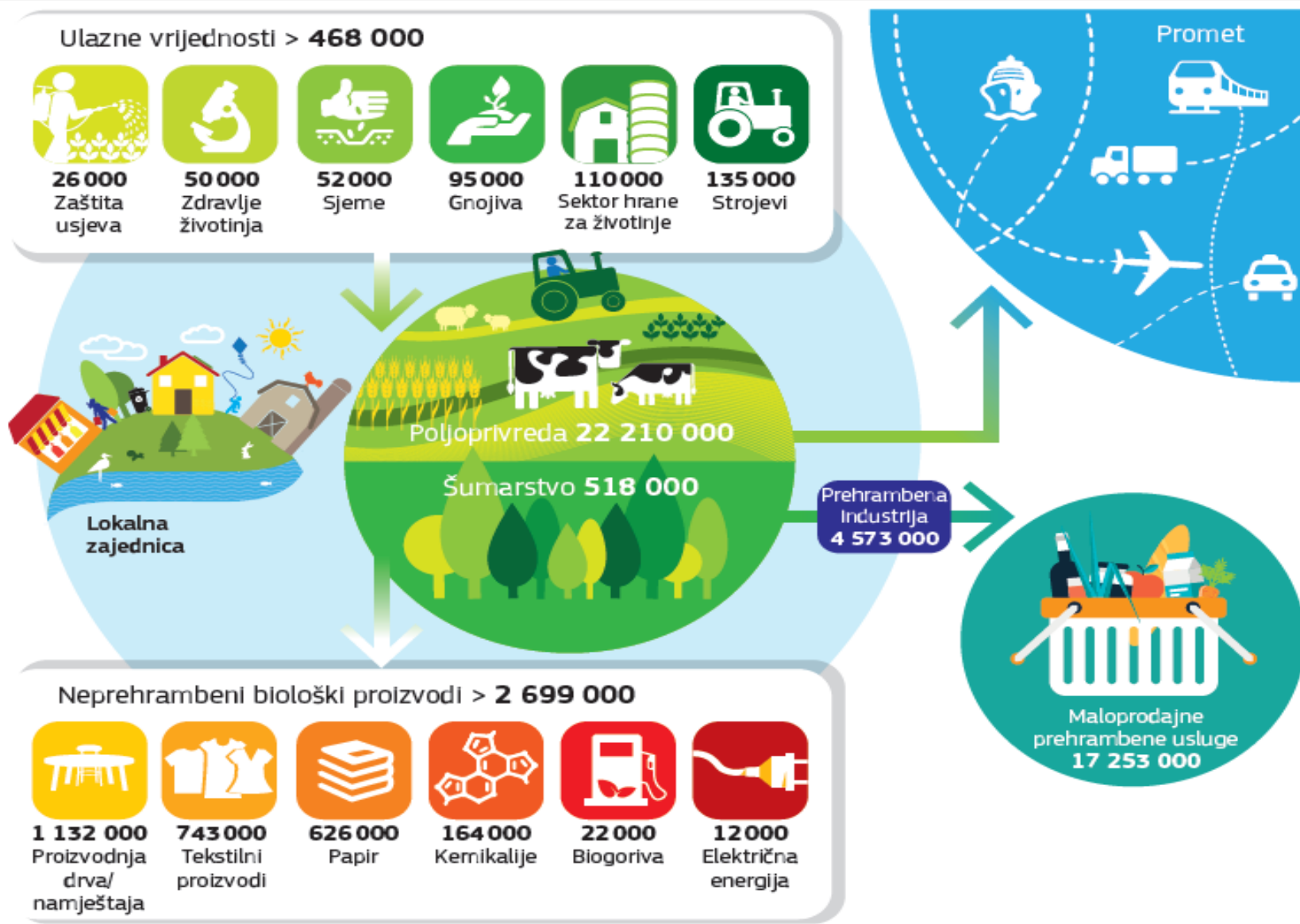
**Grafikon 4.** Godišnji broj upozorenja o kontaminaciji hrane u EU



Izvor: RASFF (2015) Broj upozorenja o kontaminaciji hrane  
Dostupno na: [https://ec.europa.eu/food/sites/food/files/safety/docs/rasff\\_annual\\_report\\_2015\\_infograph\\_en.pdf](https://ec.europa.eu/food/sites/food/files/safety/docs/rasff_annual_report_2015_infograph_en.pdf)



# GLOBALNI TRENDOVI – faktori koji utiču na razvoj prehrambenog lanca



Podaci se odnose na razdoblje 2012. – 2013. (poljoprivreda, prehrambena industrija i maloprodajne prehrambene usluge) i 2009. (ostali sektori).

Izvor: Zajednički istraživački centar, „Biološko gospodarstvo u EU-u u brojevima”, 2015.; Eurostat, Strukturna poslovna statistika, 2015.; Eurostat, Istraživanje o strukturi poljoprivrednih gospodarstava, 2013. U slučaju ulaznih podataka: industrijski izvori

Šema 5. Broj zaposlenih u poljoprivredno-prehrambenom sektoru



## PROBLEMI GLOBALNIH LANACA VRIJEDNOSTI

Deagrarizacija

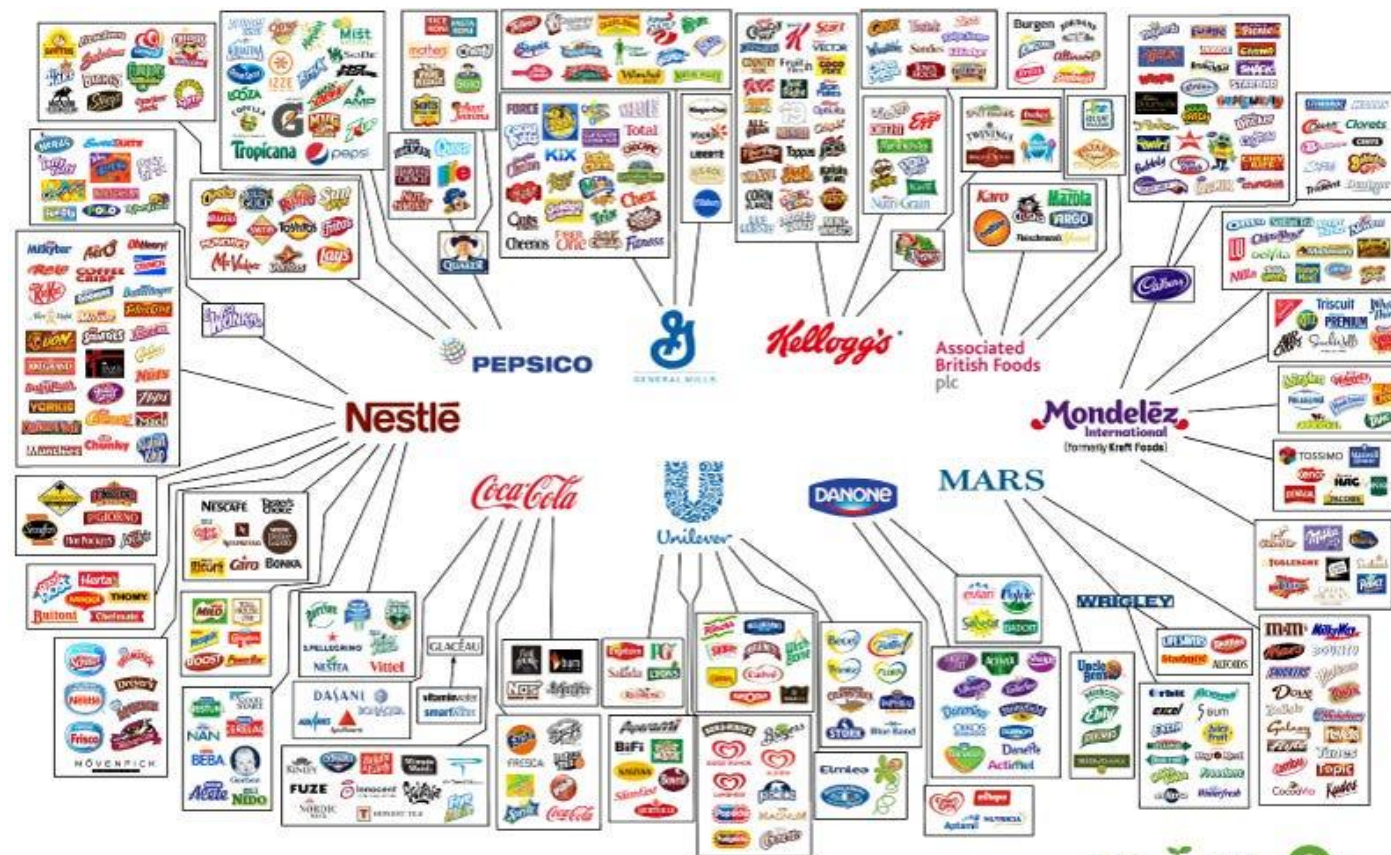
Dominacija vertikalno  
integrisanih privatnih kompanija  
(Berti i Mulligan, 2016)

Napuštanje  
zemljišta

Veći output (proizvodnja) i  
produktivnost - globalni problem  
dostupnosti hrane?

Depopulacija

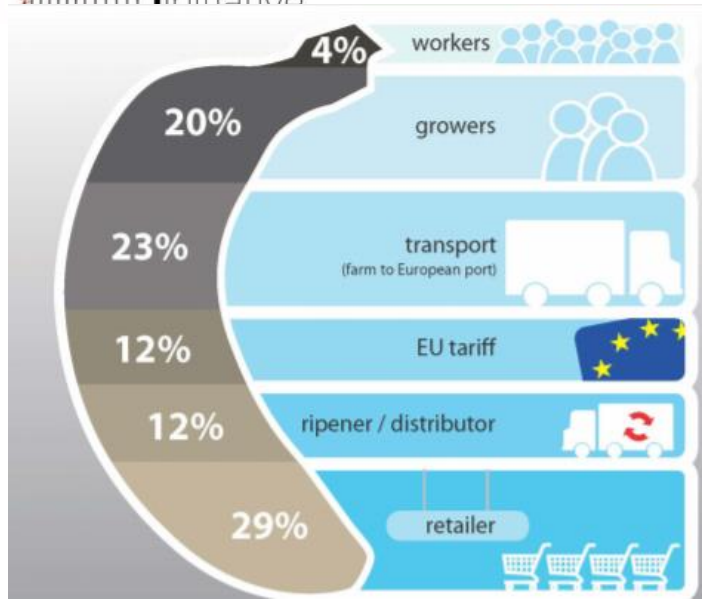
Negativne ekonomske, okolišne i  
društvene eksternalije  
Marginalizacija, nejednakost i  
osjetljivost malih porodičnih  
kompanija  
Udio profita smanjen (male  
kompanije)  
Nejednaka pregovaračka moć u lancu  
vrijednosti  
Tržišne barijere



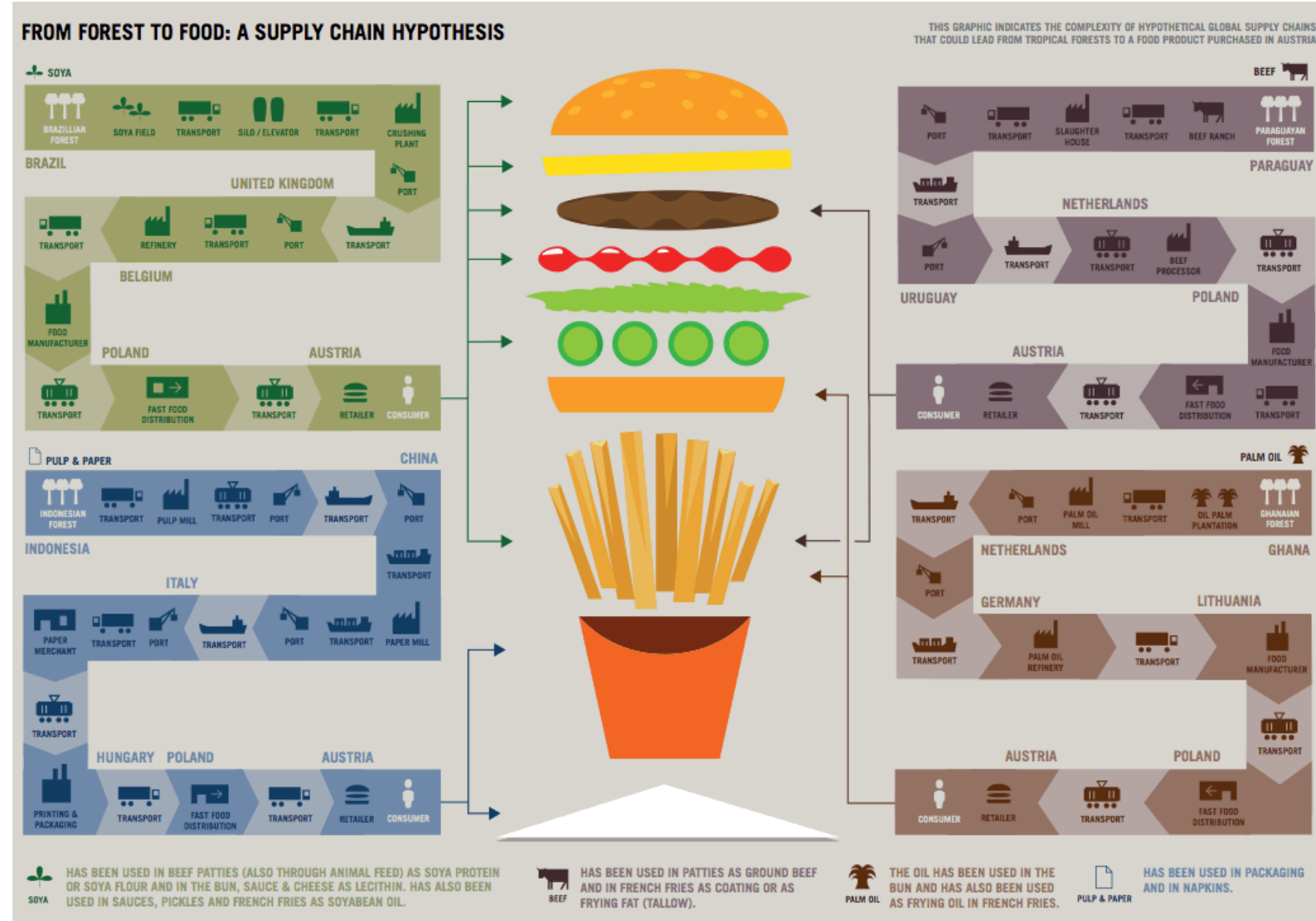
Šema 6. Integracija kompanija

Kao odgovor navedenom, javile se brojne inicijative kao i poslovni modeli. Re-teritorijalizacija, re-lokalizacija, kratki lanci snabdijevanja hranom ili alternativne agri-food mreže, a sve sa jednim ciljem – ZAJEDNIČKE VRIJEDNOSTI (Porter i Kramer, 2011)



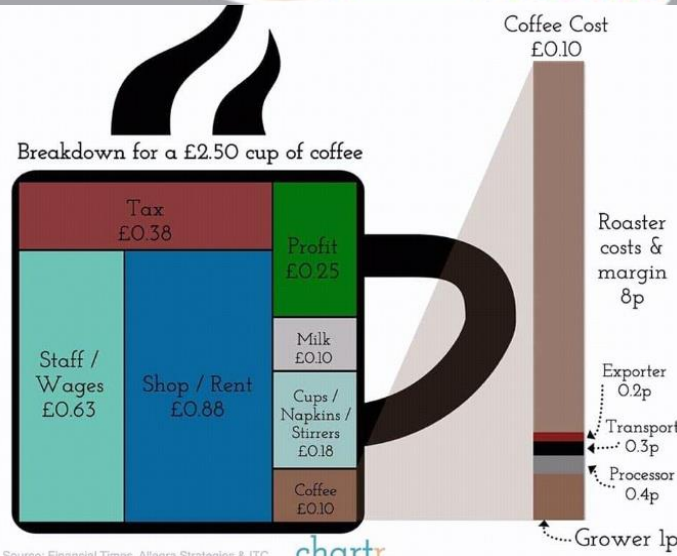


A



B

A



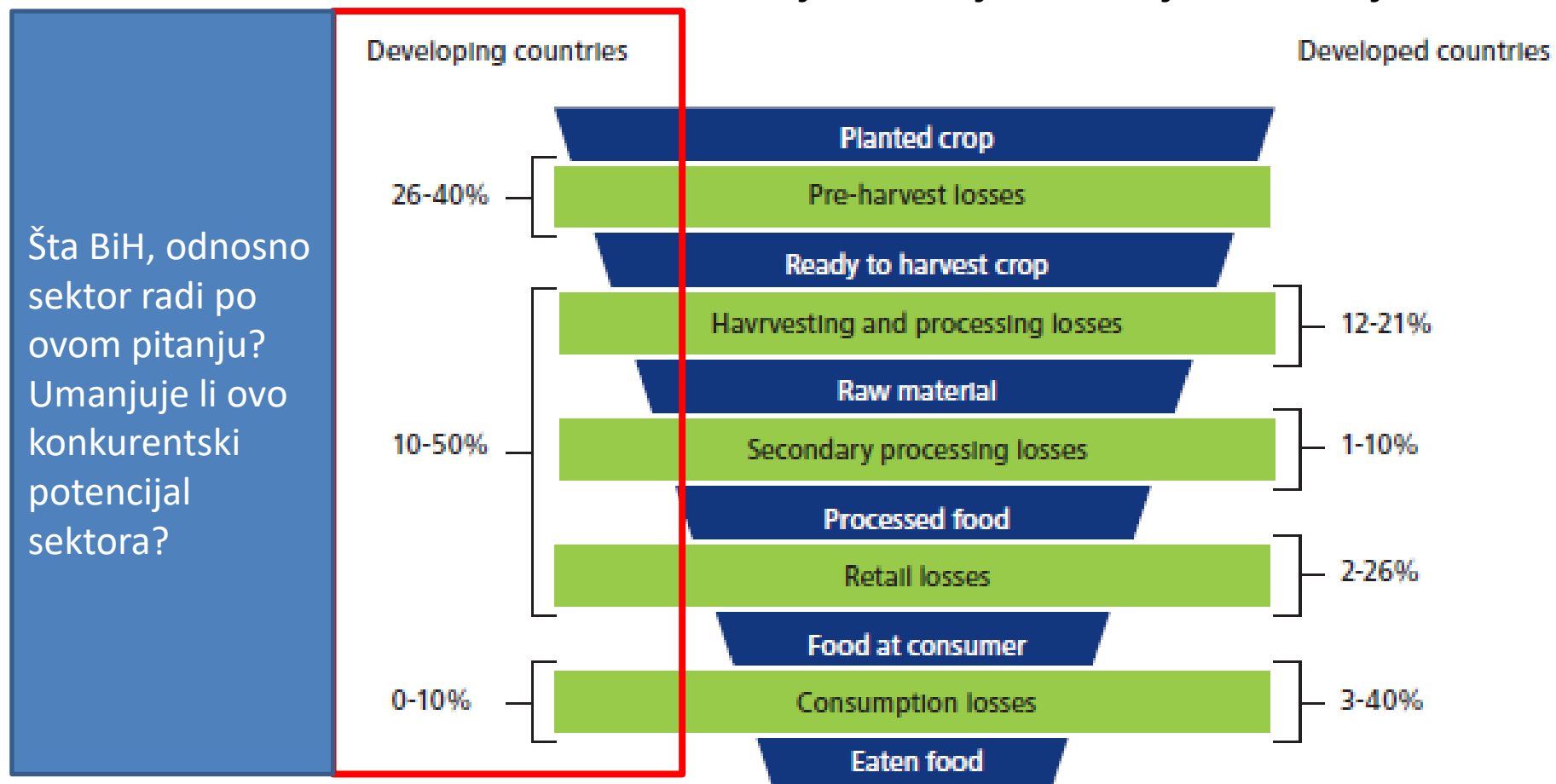
Source: Financial Times, Allegra Strategies & ITC

chartr

Figure 7. Karakteristike globalnog lanca vrijednosti (Global Value Chain (GVC)) – dužina/udaljenost (A) i nejednaka distribucija zarade/moći (B)

# GLOBALNI PROBLEMI – GUBITAK I OTPAD OD HRANE

Šema 8. Gubici hrane u razvijenim zemljama i zemljama u razvoju

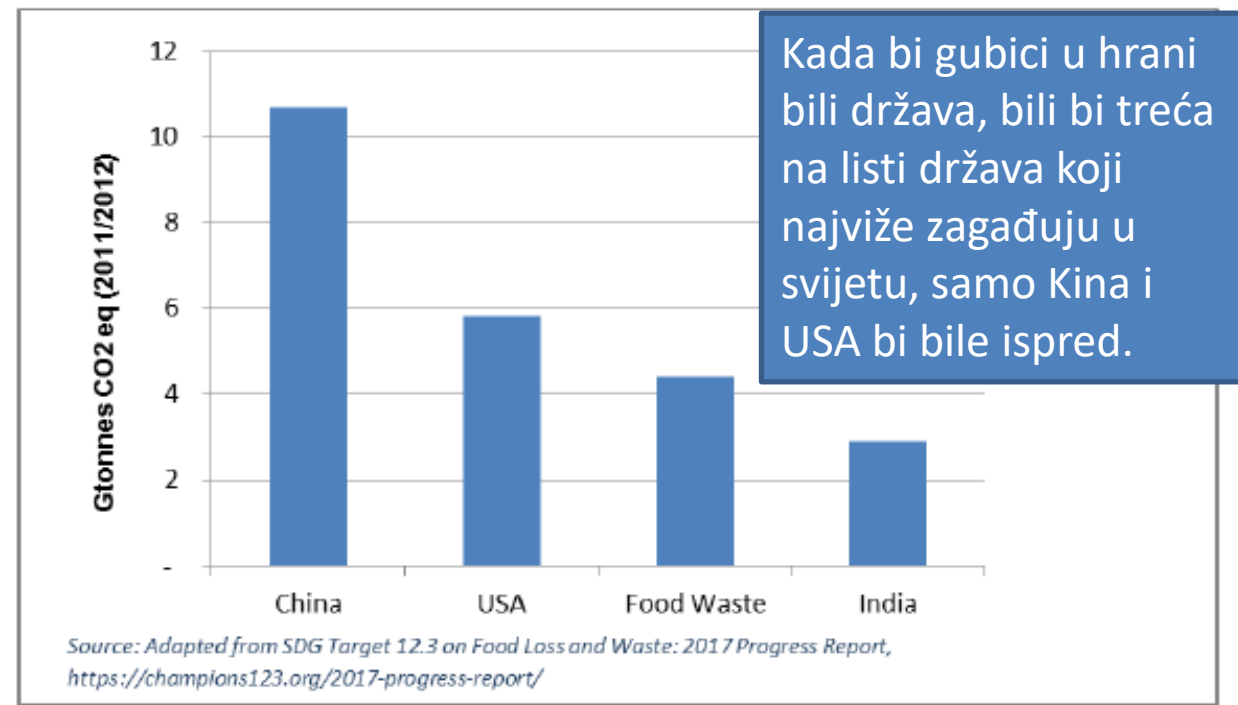


Šta BiH, odnosno sektor radi po ovom pitanju? Umanjuje li ovo konkurentski potencijal sektora?

ZA RAZMIŠLJANJE – Kako unaprijediti situaciju?

# GLOBALNI PROBLEMI – GUBITAK I OTPAD OD HRANE

Nearly one third of all food produced for humans each year is wasted or lost. This **1.3 billion tonnes of food** is worth a total of nearly **US\$ trillion**. This wasted food takes an area larger than China to produce, and uses **25 per cent of the world's water supply**. If food waste was a country, it would be the third largest emitter of GHGs, after China and the USA. Along with roots and tubers, fruit and vegetables have the highest wastage rates; nearly half of all those produced are wasted. Global losses for fish and seafood are 35 per cent, 30 per cent for cereals, 20 per cent for nuts and pulses and 20 per cent for meat and dairv.



Šema 9. Globalna emisija stakleničkih gasova - vizuelizacija

# GLOBALNI PROBLEMI – GUBITAK I OTPAD OD HRANE

Šema 10. Gubici hrane u Kanadi



[Source: \$27 billion revisited: The cost of Canada's annual food waste, VCM International, 2014]



Bread, fruit and vegetables are the most commonly disposed of food items in the UK. Indeed, in 2017 the UK created **7 million tonnes of food waste**, costing the **average household £470 per year**. A staggering 1/3 of food produced is lost at various points throughout the food chain and yet it is estimated that over 2 million people are malnourished in the UK.

In Europe and North America consumers discard between **95-115 kg** annually, compared to **6-11 kg** in sub-Saharan Africa and south-eastern Asia.

Gustavsson J, van Otterdijk R, Meybeck A, Cederberg C, Sonesson U. Global food losses and food waste - Extent, causes and prevention. 1st ed. [ebook] Rome: FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS, p.4. [Updated 2011, Accessed 13 Aug. 2018]. Available at: <http://www.fao.org/docrep/014/mb060e/mb060e.pdf>  
Food poverty Oxfam Policy & Practice. Oxfam. [Updated 2018, cited 13 August 2018]. Available at: <https://policy-practice.oxfam.org.uk/our-work/inequality/food-poverty>

Source of graphic: National Zero Waste Council, Accessed on September 26, 2017.



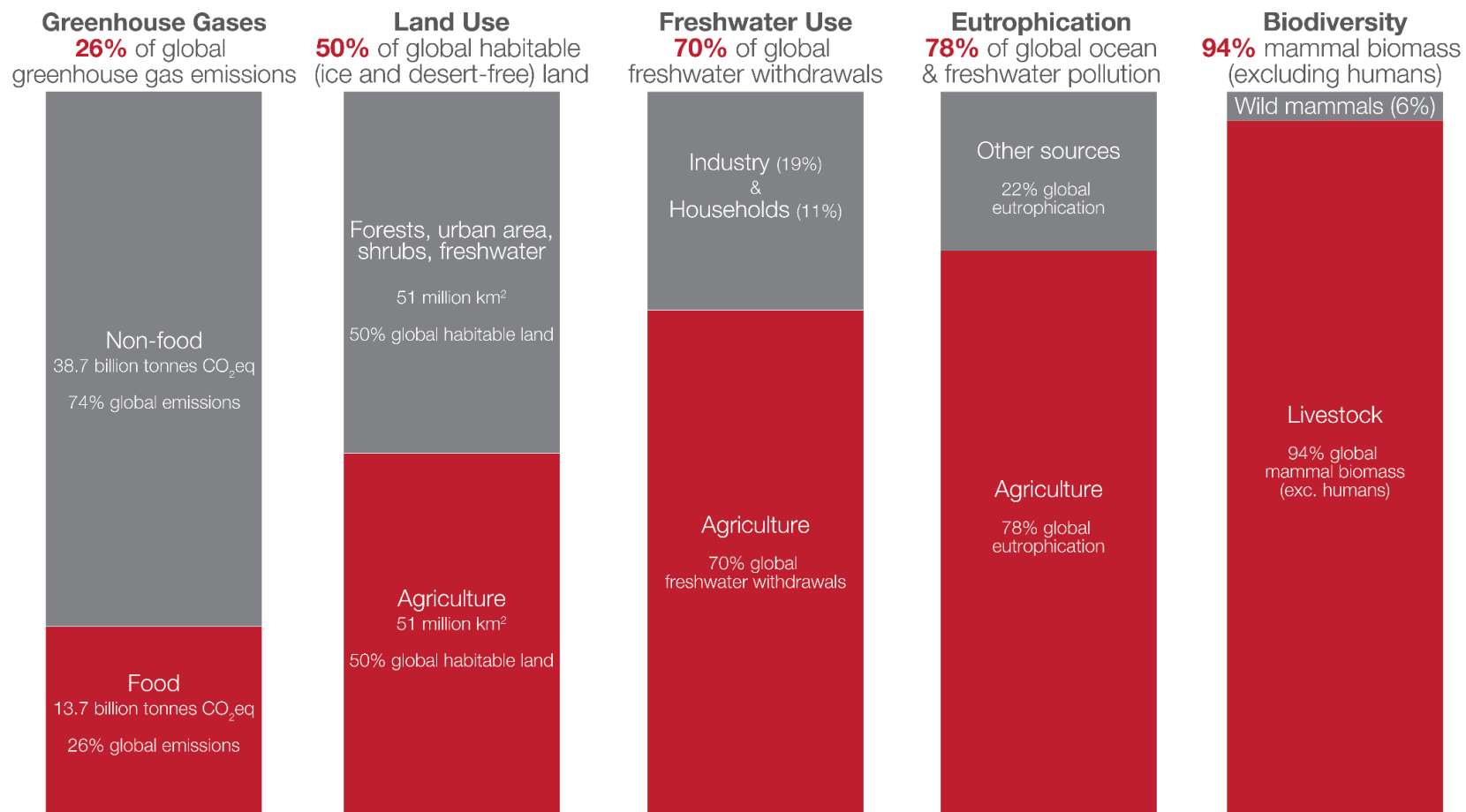
# GLOBALNI PROBLEMI – POTROŠNJA VODE

Despite more than two thirds of the world's surface being covered in water, only 3% of this is fresh water, and 1% of this is available for human consumption. Water scarcity is a global burden, with 1.1 billion people lacking access to sufficient, clean water and food production accounts for 70% of global water usage.

Šema 11. Potrošnja vode za proizvodnju određenog proizvoda



# GLOBALNI PROBLEMI – uticaj na okoliš



Poore, J., & Nemecek, T. (2018). [Reducing food's environmental impacts through producers and consumers](#). *Science*, 360(6392), 987-992.

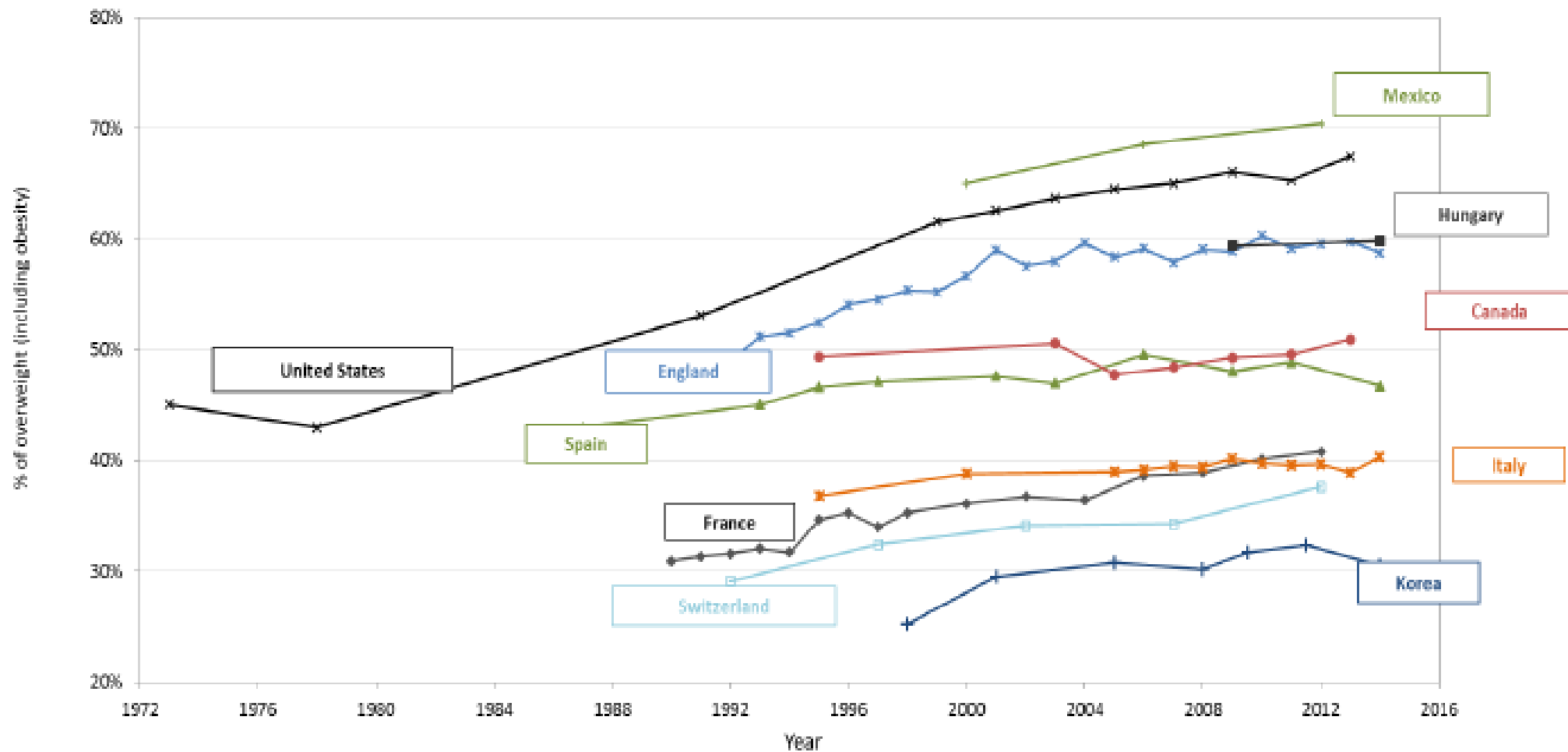
FAO. (2011). [The state of the world's land and water resources for food and agriculture \(SOLAW\) – Managing systems at risk](#). Food and Agriculture Organization of the United Nations, Rome and Earthscan, London.

Poore, J., & Nemecek, T. (2018). [Reducing food's environmental impacts through producers and consumers](#). *Science*, 360(6392), 987-992.

Bar-On, Y. M., Phillips, R., & Milo, R. (2018). [The biomass distribution on Earth](#). *Proceedings of the National Academy of Sciences*, 115(25), 6506-6511.

Šema 12. Uticaj poljoprivrede i prehrambene industrije na okoliš

# GLOBALNI PROBLEMI – zdravstveni problemi

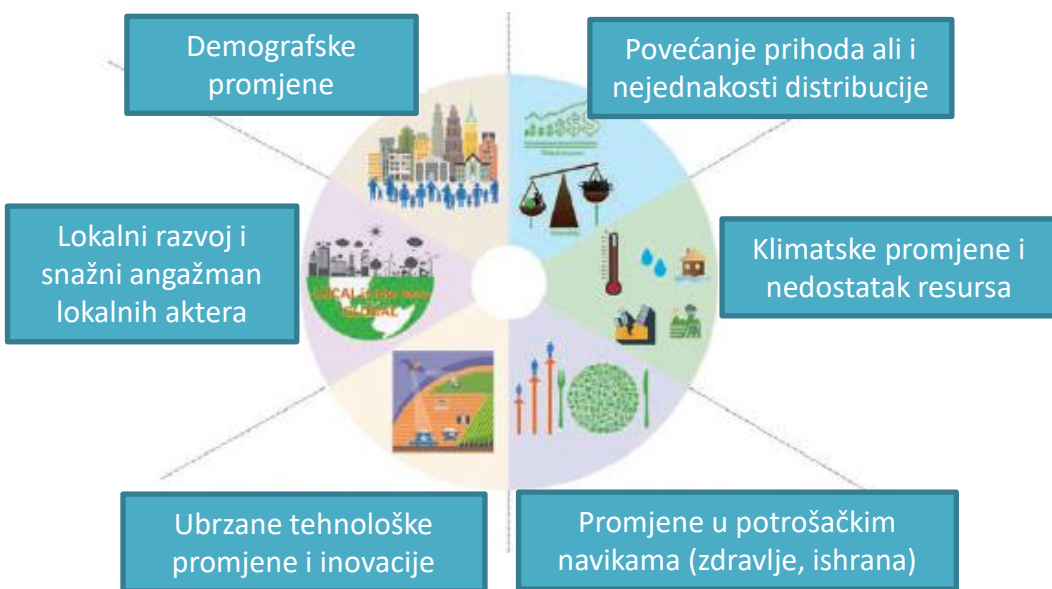


In certain country represent 8/9% of gdp

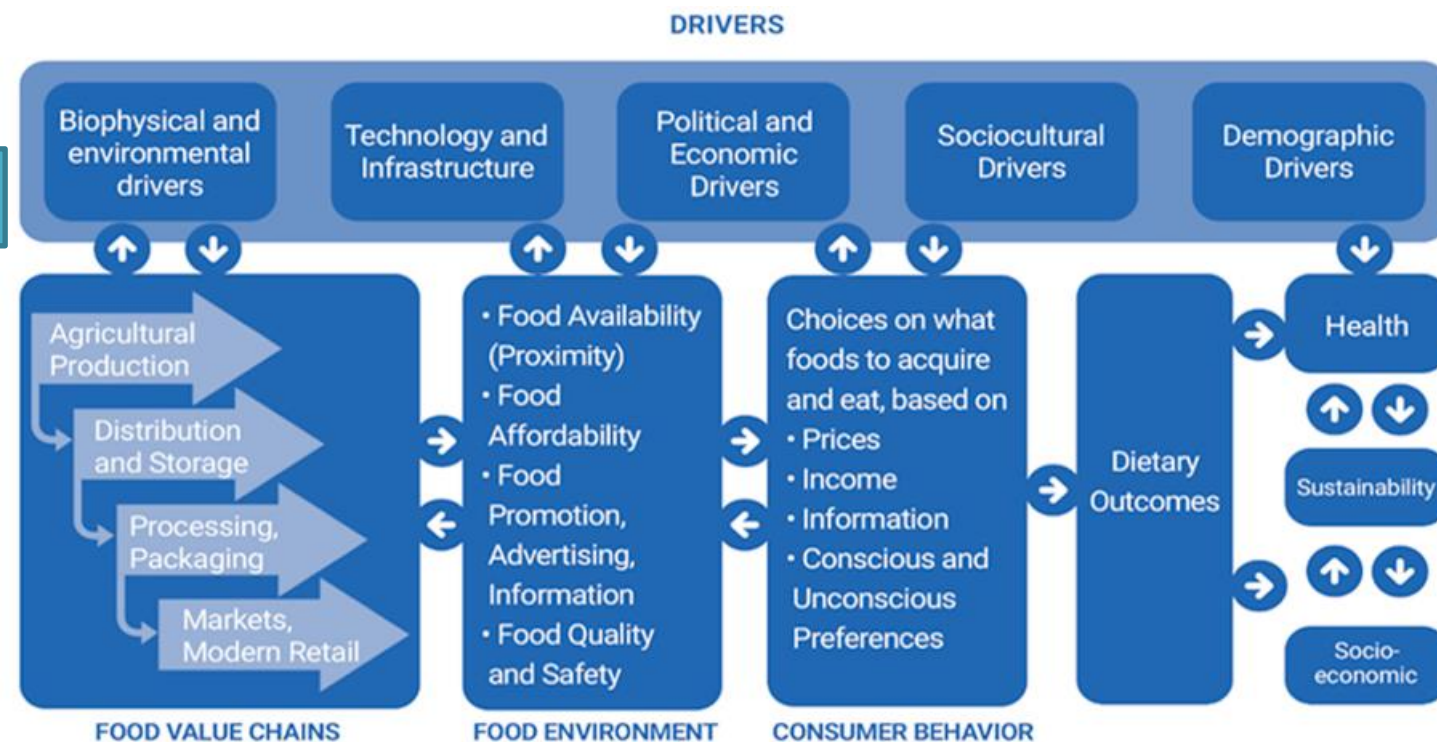
Šema 13. Pretilost u svijetu (OECD, 2020)

## GLOBALNI TRENDOVI – faktori koji utiču na razvoj prehrambenog lanca

Šema 14. Faktori koji će oblikovati budući prehrambeni lanac vrijednosti



Brojnost faktora i interakcija navedenih faktora govori o značaju prehrambenog lanca kao i neophodnosti posebnog pristupa pri kreiranju politika ili seta politika.

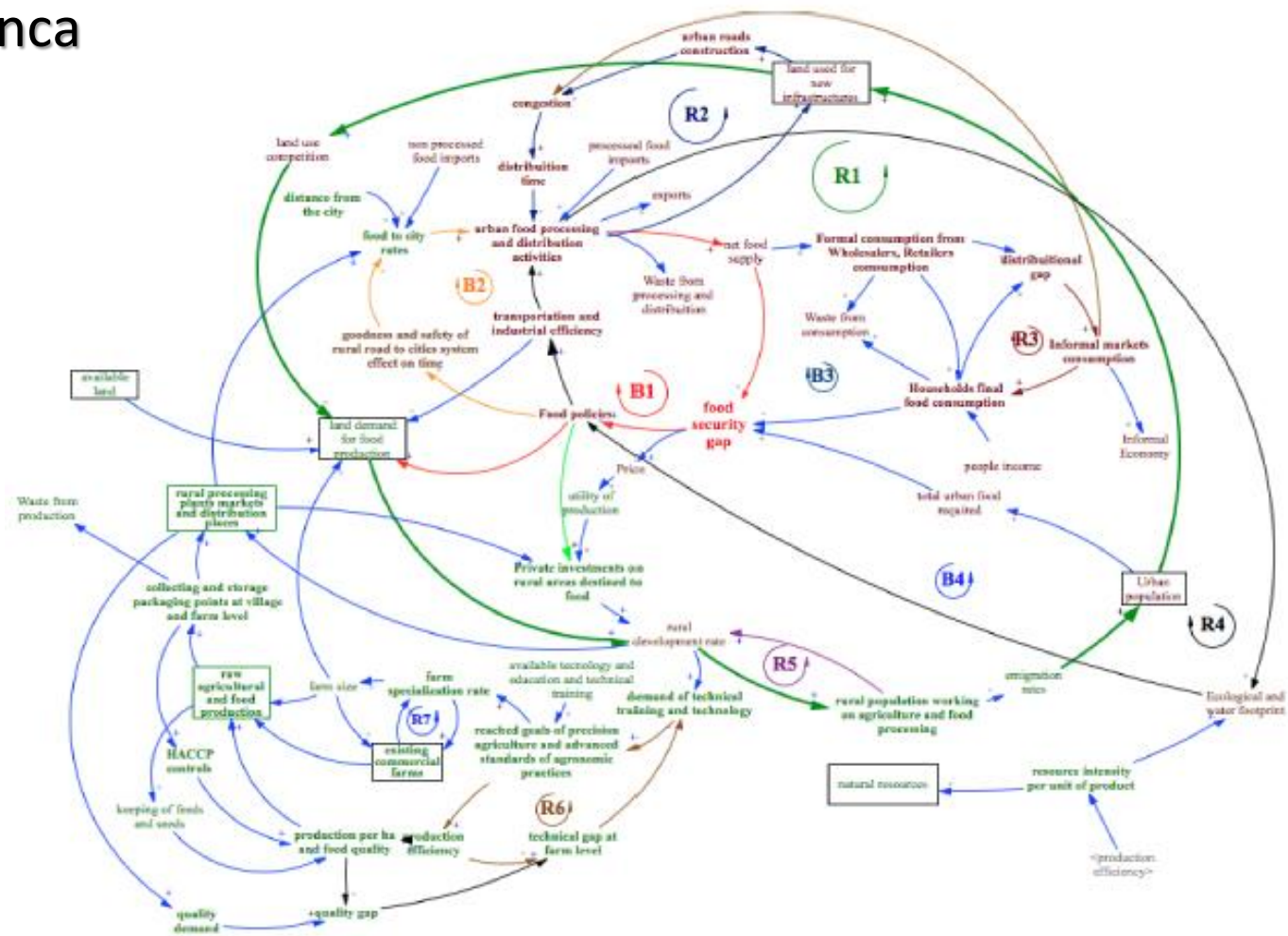


Šema 15. Izazovi budućeg lanca vrijednosti (de Brauw et al., 2019; HLPE, 2017)



## GLOBALNI TRENDVI – faktori koji utiču na razvoj prehrambenog lanca

Interaction of multiple and diverse factors makes food system most complex one, and because of that, search for solution is difficult and will increase during the next period.



Šema 16. Agri-food system interlinks (Aragrande and Argenti, 1999; Armendariz et al., 2015)

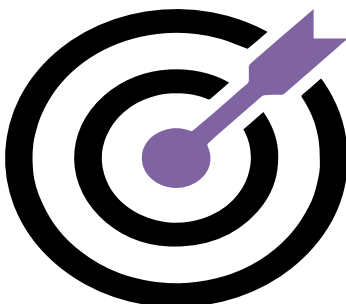
# ALTERNATIVNI LANCI VRIJEDNOSTI

**Tabela 3.** Glavni koncepti koji definiraju alternativne lance snabdijevanja hrane (Fleury, 2016)

Concept	Definition	Features Emphasized in the Supply Chain Analysis
Protected designation of origin (PDO)	European protection for agricultural products coming from a given geographical area and using recognized know-how	Geographical, cultural and historical identity of place-based products
Localized agrifood systems (LAS)	Farms and agrifood enterprises linked by their common identity and methods to a specific territory	
Territorial food systems (TFS)		
Local food systems (LFS)		
Organic production systems (OPS)		
Mid-tier supply chains (MTSCs)		
Agriculture of the middle (AoTM) and Values-based food supply chains (VBFSCs)		

ALTERNATIVNI LANCI VRIJEDNOSTI - probelmi

**Low interest of local consumers**

**Low volume of production**

**Few marketing strategies**

**Competence**

**Distribution costs**

**Logistics**

**Regulatory barriers**

Factor	Very relevant	Relevant	Little relevant	Not relevant
Low interest of local consumers	32.5	30	2.5	35
Low volume of production	7.3	24.4	31.7	36.6
Few marketing strategies	19	28.6	21.4	31
Competence	56.1	4.9	12.2	26.8
Distribution costs	42.9	21.4	7.1	28.6
Logistics	26.2	35.7	9.5	28.6
Regulatory barriers	28.6	35.7	26.2	9.5

0 10 20 30 40 50 60 70 80 90 100

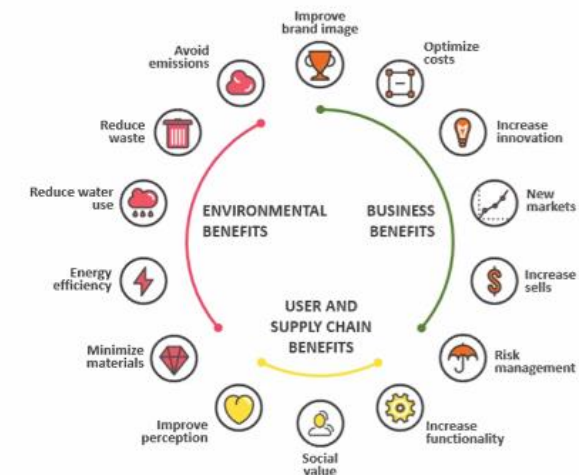
■ Very relevant  
 ■ Relevant  
 ■ Little relevant  
 ■ Not relevant

**Figure 1.** Factors that negatively affect the scaling up of short food supply chains (SFSCs) in Malaga. Source: created by the authors.

# ALTERNATIVNI LANCI VRIJEDNOSTI – KORISTI/PRILIKE

**Tabela 4.** Koristi od razvijenih alternativnih lanaca hrane

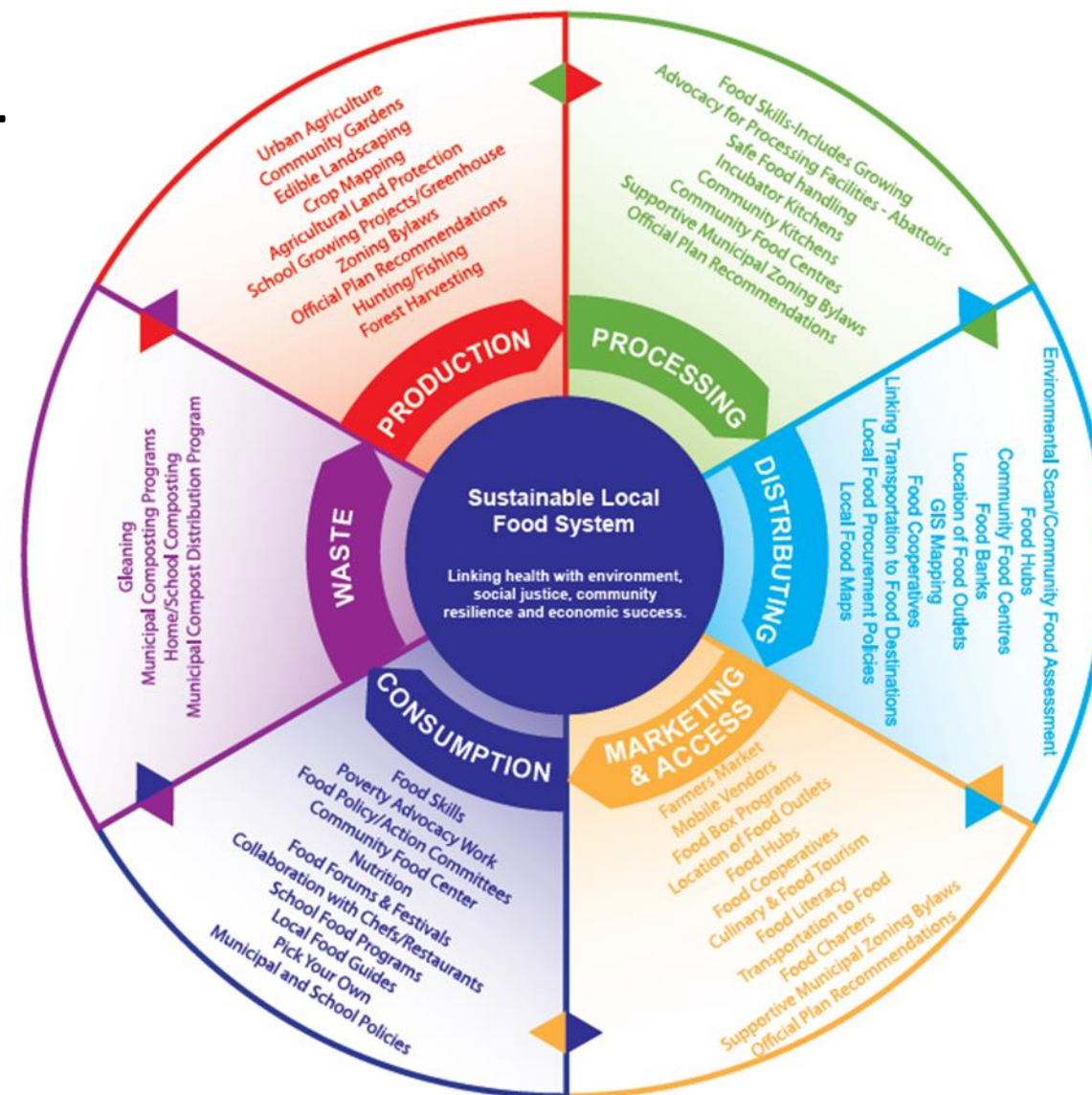
Theme	Proposed benefits
Food security	Increased livelihood resilience for small-scale producers
	Reduced food prices for urban consumers
	Increased resilience of urban food supply against shocks
Economic development	Regional economic growth
	Increased rural incomes and jobs
	Economic vitality, entrepreneurship and innovation
Environment	Opportunities for 'circular economies', including reduced food waste and loss
	Increased local agroecological diversity
	Increased recognition and valuing of ecosystem services
	Lower greenhouse gas emissions
Health	Increased knowledge about food and nutrition amongst urban dwellers, resulting in more healthy diets
	Increased availability of, and access to, nutritious food
Governance and culture	Promoting a food culture
	Integrated ('joined-up') policy and action
	Greater participation in and transparency of the food system





## ALTERNATIVNI LANCI VRIJEDNOSTI – KORISTI/PRILIKE

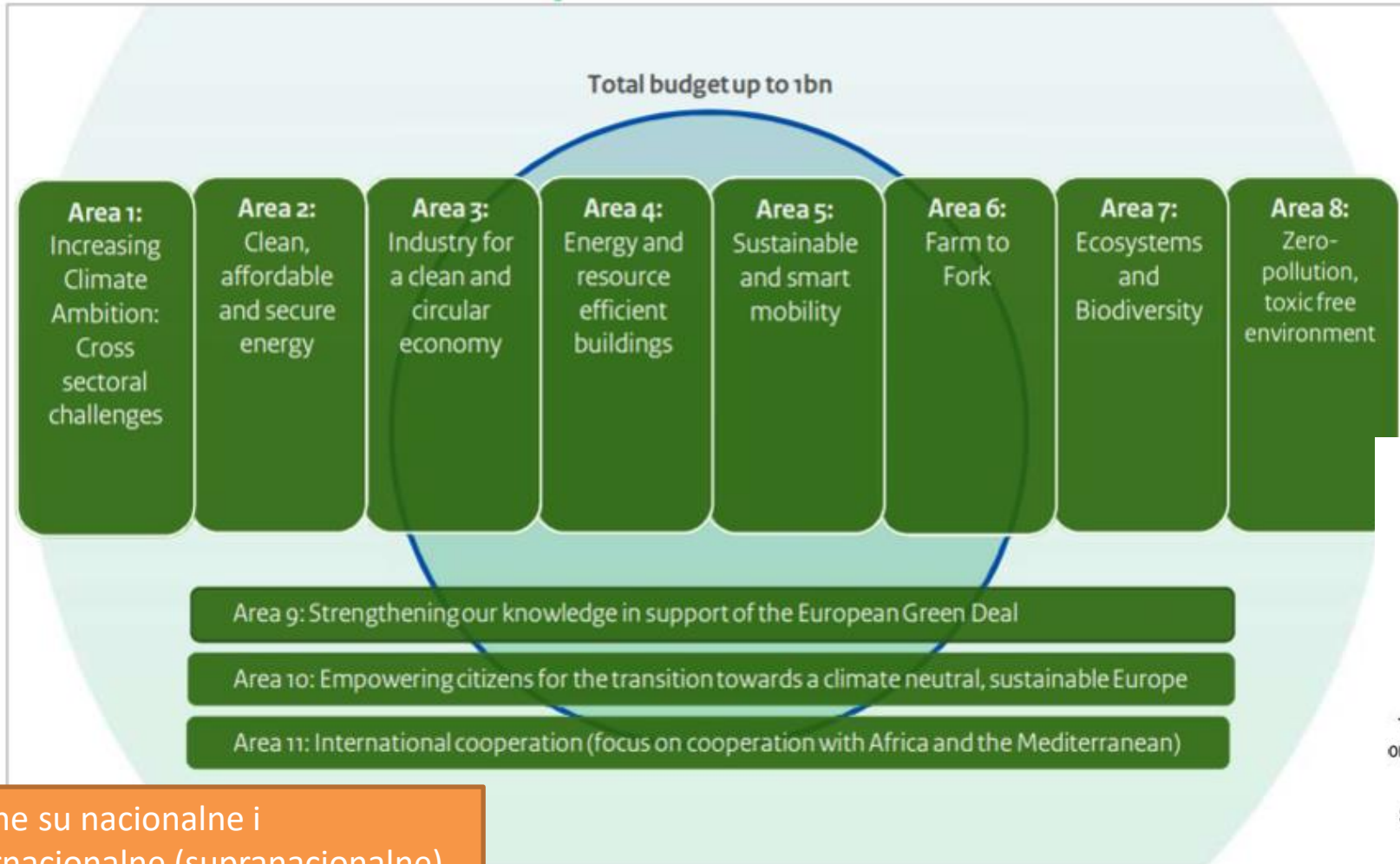
Brojne su prednosti koje nastaju kao rezultat razvijenih alternativnih lanaca hrane (ovdje se misli i na proizvodnju i distribuciju i potrošnju hrane), a samo neke od najvažnijih su prikazane na šemi 19.



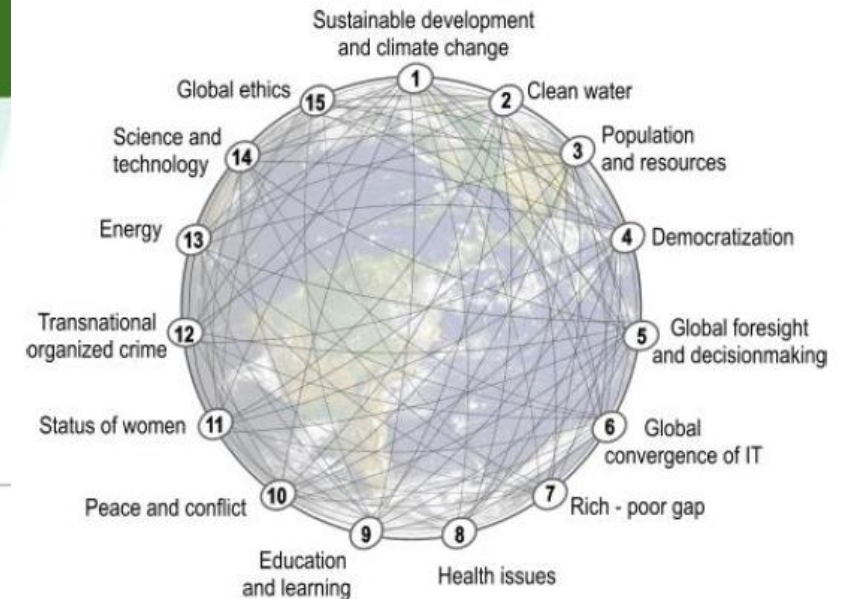
Šema 19. Koristi/prilike za razvoj alternativnih lanaca hrane



## The European Green Deal Call



## GLOBALNO PREPOZNATI PROBLEMI



Brojne su nacionalne i internacionalne (supranacionalne) inicijative pokrenute koje se bave pitanjima održivosti.

URBANA POLJOPRIVREDA –  
odgovor na probleme urbanih  
regija





# URBANA POLJOPRIVREDA - DEFNICIJE

- ◆ *Agricultural scientists* work on food production, agricultural systems and rural livelihoods, trying to balance increased output with maintenance of the land's capacity. Their expertise has underpinned the farm revolution of the last century and a half but increasingly they pay attention to the social dimensions of primary food production.<sup>5, 6</sup>
- ◆ *Anthropologists* analyse food as culture, a set of meanings, shared or otherwise.<sup>7, 8</sup> Contemporary Western society's approach to food is deciphering, through its meals and consumption.<sup>9-13</sup>
- ◆ *Biologists and bio-chemists* explore food as a combination of chemical and biological features, which can be well or badly managed, yielding improvements or failures to achieve potential. From Justus von Liebig's creation of fertilizers and beef extract to Gowland Hopkins' discovery of vitamins and the 21<sup>st</sup> century mapping of the genome, biological science's contribution to food policy has been hugely influential.
- ◆ *Economists* build on the two century-old analysis and political arguments of Adam Smith and David Riccardo that food is a traded commodity where markets can either work well or be bent to suit vested interests.<sup>14</sup> Their focus is on making markets more efficient, mostly through price mechanisms,<sup>15</sup> but not always.
- ◆ *Environmental scientists*, rather like food policy, draw widely from difference disciplines, bringing a focus on food's reliance and impact on the environment. Its influence on food policy grew rapidly with concerns about climate change, biodiversity, conservation, water shortage and population growth. Notions of carrying capacity and ecological survival now have high policy currency,<sup>16</sup> as has the kudos of scientists pooling knowledge to lever governmental action and policy change.<sup>17, 18</sup>

- ◆ *Epidemiologists* bring a skills set to food policy from public health. They focus on the nature, causation and prevention of diseases, bringing a population rather than individual perspective. Epidemiological data on diet's impact on non-communicable diseases such as heart disease and some cancers have been hugely important and also threatening.<sup>19, 20</sup> Food policy in the second half of the 20th century was heavily influenced by the battles between epidemiological analyses – arguing that changes in diet was creating preventable disease patterns – and food supply chain commitments to producing more but cheaper.
- ◆ *Geographers* study how the spatial world is affected by human demands, through products, process and place.<sup>21, 22</sup> Their contribution is to explain the interactions between humans and the spatial environment, mapping how commodities are produced in global networks of supply chains.<sup>23</sup>
- ◆ *Historians'* chronicles of food events have helped sift contemporary rhetoric from events, taking a long view of events. Modern food-quality scandals, for instance, are nothing new.<sup>24</sup> Exposéés of adulteration consistently reshaped policy for two centuries.<sup>25, 26</sup>
- ◆ *Home economists* have been tasked with helping populations translate circumstances into feasible diets.<sup>27-30</sup> Their focus is on the domestic aspects of food—cooking, household management, budgeting, and the panoply of quotidian choices which shape what is eaten, by whom and why.<sup>31, 32</sup>
- ◆ *Journalists* have recently produced some powerful critiques of current food systems and captured an important slice of public discourse about its direction and implications.<sup>33-36</sup> The media is immensely important in framing discussion, not least playing to politicians' sensitivities. The role of journalism as both spotlight and commentator on how food is made and delivered is very old. Upton Sinclair's classic *The Jungle*, an exposé of the Chicago meat business in the early 1900s led to a Presidential inquiry and the framing of the US Food and Drug Acts.<sup>37</sup> Frederick Accum's 1820 *Treatise on Adulteration* tried to do the same in the UK but failed.<sup>38</sup> Journalists' role has been to speak directly to the public, guardians of the tradition of *caveat emptor* - buyer beware!

Nema jedinstvene definicije o konceptu urbane poljoprivrede upravo zbog toga što i tumačenje pojma hrana može biti posmatrano sa više različitih stajališta kako je i prikazano u ovom tekstu.

# URBANA POLJOPRIVREDA - DEFNICIJE

Urbana poljoprivreda je pokret koji je nastao kao odgovor na ranije navedene probleme, nastao kao pokret građana sa nastojanjem da se odgovori raznolikim problemima koji se javljaju u urbanim sredinama.

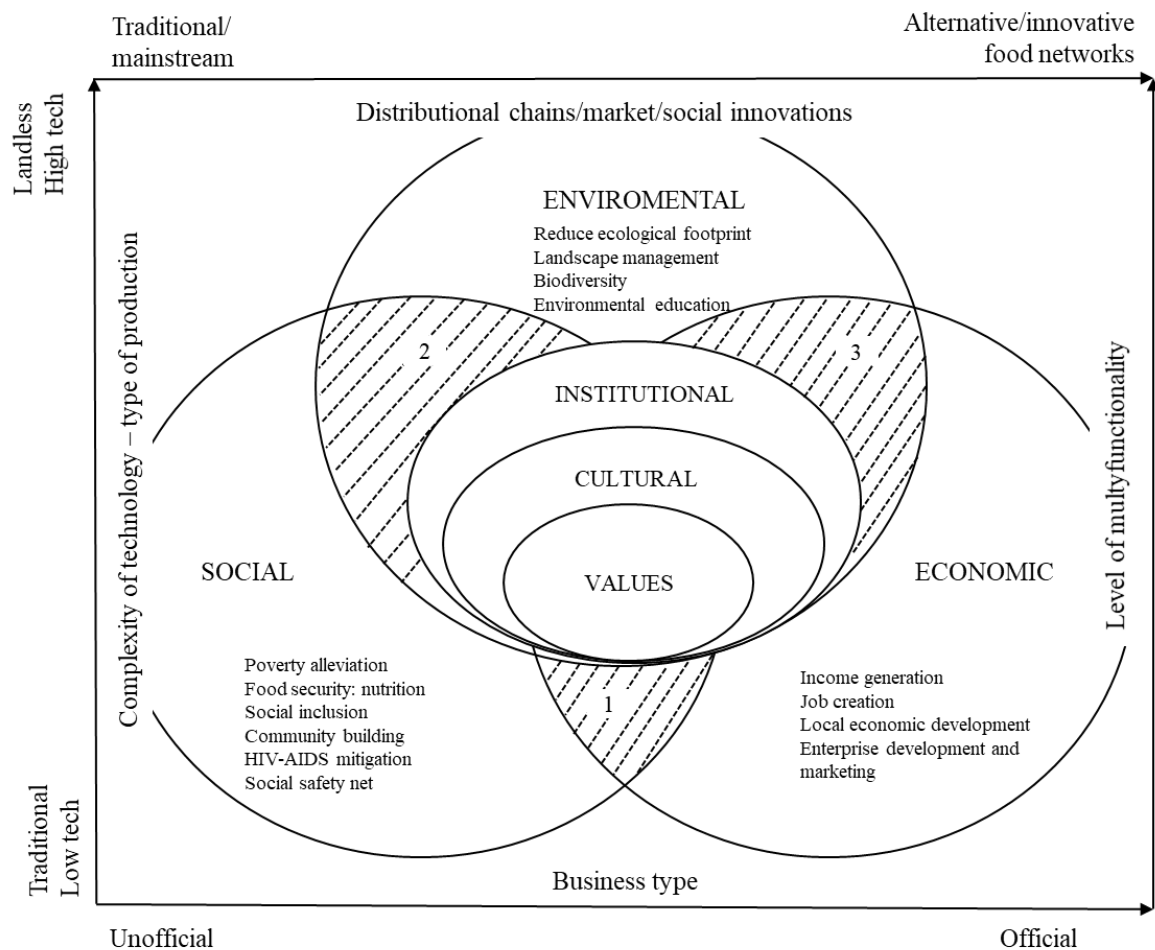
Zajednički elementi u svim definicijama su (Nikolić & Mujčinović, u tisku): blizina urbanih tržišta, zajedničke aktivnosti, efikasno upravljanje javnim dobrima, multifunkcionalnost, inovativni i alternativni pristupi hrani/proizvodnji/distribuciji/potrošnji, a sve ovo izgrađeno na dodatnim vrijednostima.

- ◆ *Philosophers* have the oldest disciplinary pedigree, two thousand years or more of viewing food as location for moral dilemmas and daily philosophical choices.<sup>49, 50</sup> Contemporary issues range from children's rights in food behaviour change, the morality of meat-eating<sup>51, 52</sup> and the application of biotechnology<sup>53, 54</sup> to nutrigenomics.<sup>55</sup>
- ◆ *Psychologists*, since Sigmund Freud and William James began unravelling cognition and learning, have both studied and been paid to help alter consumption and choice.<sup>56, 57</sup> Edward L. Bernays, Freud's nephew, helped shift US marketing from being based on a model of rational behaviour to one that tapped unconscious meanings.<sup>58</sup>
- ◆ *Public health specialists* used to have to be medical doctors but may have wider disciplinary origins. They do, however, have to have a formal training in public health. Their role in many countries is as guardians of the protection of public health, ie the prevention of disease and the promotion of health. Historically, food has been a big concern and they have taken a leading role – particularly at the local level – in limiting low food standards and in highlighting how poor diet lowered life expectancy.<sup>59</sup> They have championed public health considerations in market-dominated economies' approach to, for instance, the obesity epidemic.<sup>60, 61</sup>
- ◆ *Sociologists* have a long tradition of studying rural life and the class relations of the countryside;<sup>62</sup> and also of their transition to urban living.<sup>63</sup> Today, social determinants studied range from gender to social class, to age.<sup>64, 65</sup> They have helped develop cultural analysis of consumption,<sup>66–68</sup> health and healthcare,<sup>69</sup> gender and body attitudes,<sup>70</sup> and trust relationships.<sup>71</sup>

- ◆ *Nutritionists* came of age in the mid-19<sup>th</sup> century and refined understanding of the role of particular nutrients—proteins, vitamins, macro-/micronutrients and so on.<sup>39, 40</sup> Transferring this science into policy has not always been seamless, with battles over whether diet is being distorted by production.<sup>41, 42</sup> Modern nutrition ranges from exploring diet and genetic pre-programming<sup>43, 44</sup> to concerns about social inequalities in consumption.<sup>45</sup>
- ◆ *Political scientists* explore how institutions and political processes shape policy outcomes and they explain the ideas and concepts that inform these processes, such as authority, legitimacy, accountability and democracy.<sup>4</sup> Questions about decision-making on food policy have

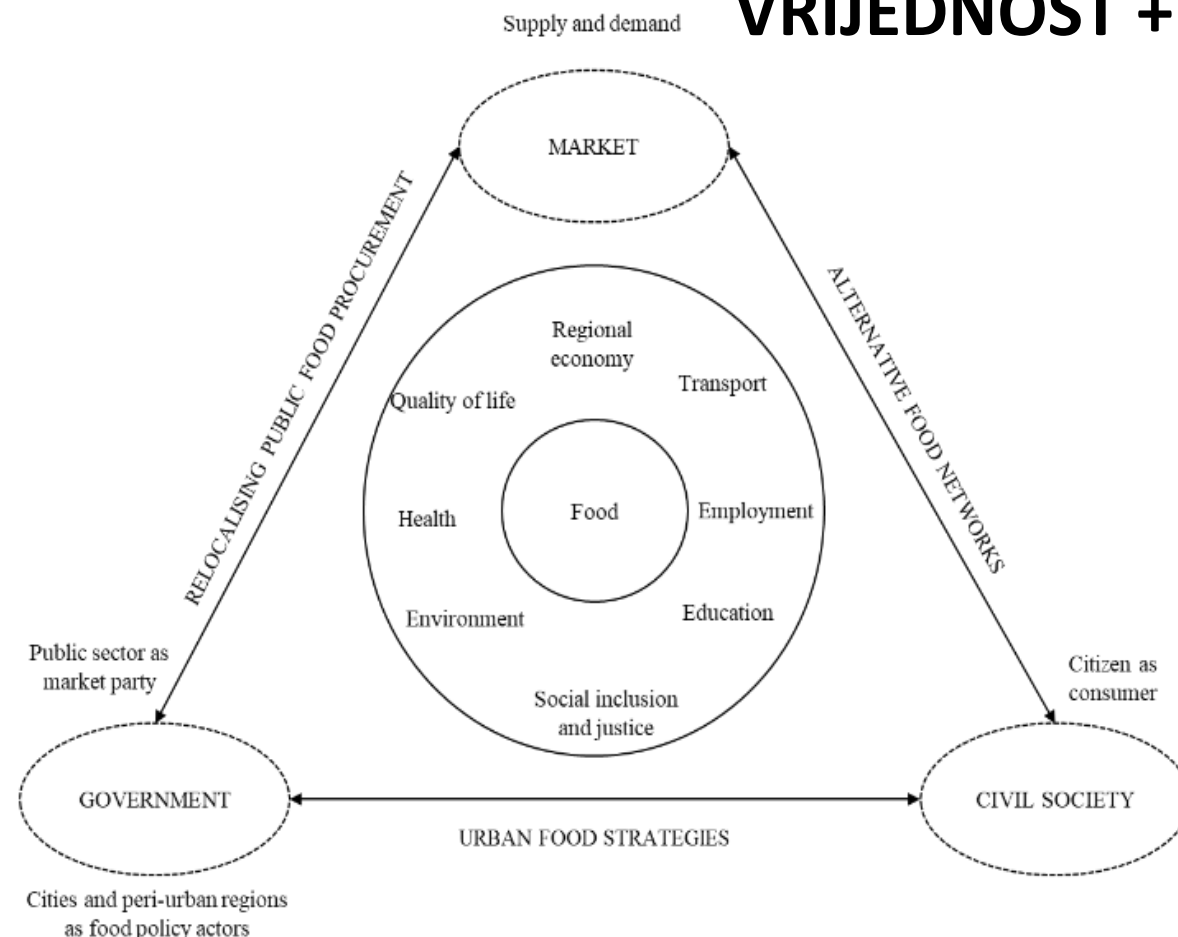


# URBANA POLJOPRIVREDA I VRIJEDNOST +



Legend:  
 1 – Economic-social: business ethics, fair trade, human rights, labour rights;  
 2 – Social-environmental: environmental justice, natural resources, stewardship locally and globally;  
 3 – Environmental-economic: energy efficiency, incentives for use of natural resources.  
**Šema 20** - Complexity of the urban agriculture concept (authors' conceptualization based on Dubbeling and de Zeeuw, 2007; Tavanti, 2010)

High  
Different set of products, services for market, society and environment  
Low



**Šema 21.** Integrated food geography (Wiskerke, 2009)

Mnogobrojne interakcije unutar sistema omogućavaju široku paletu aktivnosti/poslovnih modela urbane poljoprivrede.

# URBANA POLJOPRIVREDA I VRIJEDNOST +

Tabela 5. Koristi od primjene urbane poljoprivrede (Nikolić & Mujčinović, u tisku)

	KORISTI	PREPREKE
<b>EKONOMSKE</b>	<ul style="list-style-type: none"> <li>- Povećanje zaposlenosti (Bakker, 2004)</li> <li>- Dostupnost hrane, sigurnost, lokalno uzgojena hrana, svježi proizvodi (Barthel and Isendahl, 2013; Opitz et al., 2016)</li> <li>- Kvalitet života, unapređenje ishrane i generalno života (Kortright and Wakefield, 2011; Krikser et al., 2019).</li> </ul>	<ul style="list-style-type: none"> <li>- Dostupnost zemljišta (Badami and Ramankutty, 2015, Yacamán Ochoa et al., 2019)</li> <li>- Ljudski resursi – znanje i umrežavanje (Sanyé-Mengual et al., 2018)</li> <li>- Nedostatak kreditnih linija i finansija generalno (Piorr et al., 2018, Orsini et al. 2013)</li> <li>- Nedostatak dobara koja se mogu ponuditi na tržištu i mali proizvođači (Warren et al., 2015; Zezza and Tasciotti, 2010)</li> <li>- Snažna konkurencija (Yacamán Ochoa et al., 2019)</li> </ul>
<b>OKOLIŠ I ZDRAVLJE</b>	<ul style="list-style-type: none"> <li>- Smanjena degradacija okoliša i uticaj klimatskih promjena (Specht et al., 2016; Freibauer et al., 2011)</li> <li>- Održivi razvoj gradova (Zasada, 2011)</li> <li>- Otpornost sredina na klimatske promjene (Okvat and Zautra, 2011)</li> <li>- Recikliranje vode i gubitaka (Pearson et al., 2010; Proksch, 2016)</li> <li>- Ponovno korištenje organskog otpada, snižen ekološki otisak (Goldstein et al., 2017)</li> <li>- Ozelenjavanje gradova, smanjenje temperature zraka, unapređenje urbane mikroklimе, očuvanje zemljišta, vode, biodiverziteta, pejzaža (Pearson et al., 2010; Beniston and Lal, 2012; Goldstein et al., 2016; Clinton et al., 2018)</li> </ul>	<ul style="list-style-type: none"> <li>- Teški metali u zemljištu, vodi, zraku, prenosnici bolesti (Hamilton et al., 2014; Mok et al., 2014)</li> <li>- Zdravstveni problemi, briga o prašini, mirisima, buci (de Zeeuw, 2004)</li> <li>- Okolišna degradacija (Sanyé-Mengual et al., 2018, Goldstein et al., 2016)</li> </ul>

# URBANA POLJOPRIVREDA I

## VRIJEDNOST +

Tabela 6. Koristi od primjene urbane poljoprivrede (Nikolić & Mujčinović, u tisku)

DRUŠTVENE KORISTI		
KULTUROLOŠKE KORISTI	<ul style="list-style-type: none"><li>- Unapređenje simbiotskog pogleda na ljude i kulturu, hranu. (Sahakian et al., 2016)</li></ul>	<ul style="list-style-type: none"><li>- Percepcije/shvatanja da je urbana poljoprivreda javni sektor (Goldstein et al., 2016; Redwood, 2012)</li><li>- Percepcija/shvatanje da je urbana poljoprivreda isključivo socijalna inicijativa (Piorr et al., 2018)</li><li>- Percepcije (negativne) o poljoprivredi kao tehnološki „zaostaloj“, tradicionalnoj (Piorr et al., 2018)</li><li>- Nedostatak podrške (savjetodavnih službi, veterinarskih službi, različitih hub-ova)(Orsini et al., 2013)</li><li>- Politike, legislative, urbano planiranje, visoki rizici (zagađenje, krađe, nesigurnost, konflikti sa lokalnim predstavnicima i sl.) (Yacamán Ochoa et al., 2019; Piorr et al., 2018; Sanyé-Mengual et al., 2018, Orsini et al., 2013)</li><li>- Implementacija koncepta bez sagledavanja lokalnog konteksta (Sanyé-Mengual et al., 2018)</li><li>- Vrijednosti za aktere (one koji se bave urbanom poljoprivredom) – konkurencija, niske plate, nedostatak podrške, nejednakost. (Sanyé-Mengual et al., 2018)</li></ul>

# TIPOVI URBANE POLJOPRIVREDE

## URBAN AGRICULTURE

KOJE ASPEKTE POSMATRATI  
– KORISTI/PROBLEME

### Health

Access to healthy food  
Food-health literacy  
Healthy eating  
Nutrition

### Social

Employment + Mobilization  
Youth Development & Education  
Food Security  
Inclusion  
Socially Integrated Aging

### Economic

Local economic stimulation  
Job Growth  
Job Resiliency  
Food entrepreneurship

### Ecological

Awareness of Food Systems Ecology  
Stewardship  
Conservation  
Innovative Management  
Soil Management  
Biodiversity + Habitat Improvement

POSLOVNI MODELI

Community Farms

Commercial Farms

Institutional Farms

Community Gardens

Privatno

Kućne bašte,  
balkoni, zatvoreni  
sistemi?  
Male farme?

Zajedničko

Zajedničke bašte (u  
školama, vrtićima i sl.)  
Bašte na krovovima?  
Sakupljanje hrane u  
urbanim sredinama  
(urban foraging)?  
Gerila baštovanje  
(Guerrilla gardening)  
Javni parkovi, šume i  
sl.?

Komercijalno

Male urbane bašte?  
Zatvoreni sistemi (u  
zgradama,  
kontejnerima,  
skladištima)?  
Vertikalne farme?

Soil &

Key Stakeholders

Support Services



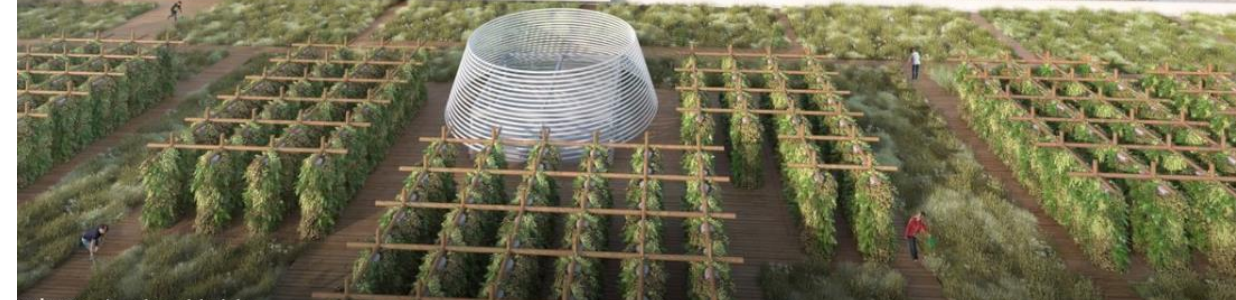
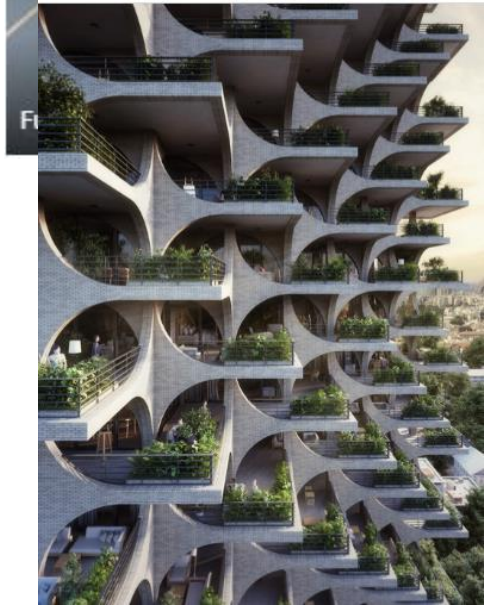
# TIPOVI URBANE POLJOPRIVREDE - MOTIVI BAVLJENJA

Profil zainteresiranih igra veoma važnu ulogu u primjenjenom tipu poslovnog modela

Involvement of urban population										Involvement of professionals				
Urban gardening					Urban and peri-urban farming					Conventional farming				
Private Garden	Allotment Garden	Community Garden	School Garden	Rooftop, Vertical gardening / farming (BIA)	Urban farms	Community-supported agriculture (CSA)	Educational or leisure farms	Social farms	Local food farms				No adaptation to the urban environment	
									CSA	Direct selling	City or farmers market	Boxes		
Mainly in building zone and affected by planning					Hybrid		Mainly in agricultural zone and affected by agricultural policy							

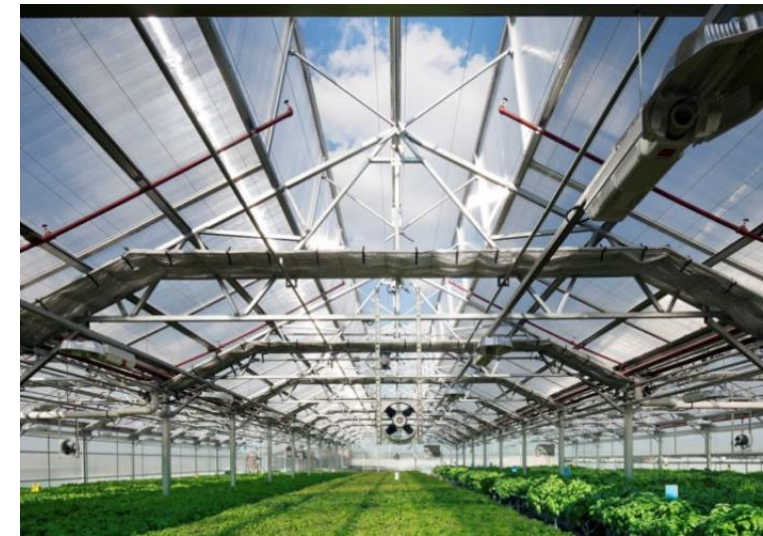
Lokacija, dostupnost različitih mjera podrške!





Izvor: ArchDaily (2021) Urban Agriculture: The Latest Architecture and News, dostupno na: <https://www.archdaily.com/tag/urban-agriculture> pristupio: 6.10.2021.





Izvor: foodtank (nn) Twelve Organizations Promoting Urban Agriculture around the World, dostupno na: <https://foodtank.com/news/2016/12/twelve-organizations-promoting-urban-agriculture-around-world/> pristupio: 6.10.2021.





Izvor: foodtank (2015) 8 Inspiring Urban Agriculture Projects, dostupno na: <https://foodtank.com/news/2015/07/urban-farms-and-gardens-are-feeding-cities-around-the-world/>, pristupio: 6.10.2021.

Izvor: iD4D (2021) Urban agriculture: tomorrow's cities will be green, dostupno na: <https://ideas4development.org/en/urban-agriculture-cities/>, pristupio: 6.10.2021.



### **MICROGARDENS PROGRAMME, DAKAR, SENEGAL**

Aims to improve food access and economic opportunities in the context of high levels of poverty and food insecurity, while ensuring environmentally friendly use of waste materials where there is a lack of space for food growing. Supported by city government and funded by FAO, the City of Milan and the Italian Ministry of Foreign Affairs, it involves providing growing space access and training in soil-less systems using cheap, locally-available substrates. It has provided 4,000 families with income and healthy food and participants' families eat more vegetables. (Sources: Forster et al., 2015; Ba & Ba, 2007; Baudoin, 2010).

### **FOOD WASTE AND YARD WASTE PLAN, HONG KONG**

Aims to reduce landfill food waste, as Hong Kong's landfill sites are nearly full and there is concern over rotting food contaminating groundwater and emitting gases that affect air quality. It also boosts emergency food provisioning through re-use and donation. The main driver is the Hong Kong Government's Environment Bureau. The steering committee is made up of local government and food chain actors. The campaign includes a business charter, a restaurant accreditation scheme and training of community 'ambassadors'. (Sources: Environment Bureau, 2014; Food Wise Hong Kong, 2013; Environmental Protection Department, 2016).

### **PUBLIC POLICY ON FOOD SECURITY, FOOD SOVEREIGNTY AND NUTRITION, MEDELLIN, COLOMBIA**

Aims to provide an adequate, balanced, healthy diet for all, in the context of high food insecurity where half the population is under- or overweight. Also supports sustainable agriculture, fair trade, gender equality and population growth due to migration. Managed by the Food Security Unit in the Medellin government, it involves food provision and educational programmes. The Committee is chaired by the Mayor and involves actors from city departments, NGOs, academia, business and the health sector. It is monitored by the University of Antioquia. (Source: FAO, 2016).

### **POLICY FOR SUSTAINABLE DEVELOPMENT AND FOOD, MALMÖ, SWEDEN**

Aims to reduce climate change contribution of food in public canteens, in the context of Sweden's food system being responsible for 25% of GHG from private consumption. It also brings economic benefits through sourcing food locally where possible, and public health benefits. The policy originated with civil servants and a politician, and is run by City environment department in cooperation with other city departments. The main activities are reducing meat served in public canteens and working towards the aims of 100% of public food procurement being organic by 2020. By the end of 2015, 55% of food in public canteens was organic; so far there has been a small reduction in GHG emissions. (Sources: Moragues-Faus & Morgan, 2015; The City of Malmö, 2010; Andersson & Nilsson, 2012).

## NAJZNAČAJNIJI AKTERI

### GLOBAL NETWORKS RELEVANT TO URBAN FOOD POLICY

WHO Healthy Cities Project  
WHO European  
Healthy Cities Network  
100 Resilient Cities  
2013 Bonn Declaration of Mayors

### NETWORKS EXPLICITLY CONCERNED WITH URBAN AND REGIONAL FOOD POLICY

Milan Urban Food Policy Pact (MUFPP)  
CITYFOOD network  
City-Region Food Systems (CRFS)  
C40 Food Systems Network  
EUROCITIES' food working group  
Food Smart Cities for Development

### NATIONAL URBAN AND REGIONAL FOOD POLICY NETWORKS

UK Sustainable Food Cities Network  
Rennes Declaration for  
Territorial Food  
Food  
on the Urban Agenda'  
US Conference of Mayors' Food Policy  
Task Force

Različiti akteri sa zajedničkim ciljem – aktivirati aktere urbanih (i ruralnih) regija i povećati svjesnost o značaju održivog prehrambenog lanca vrijednosti.

# INICIJATIVE RAZVOJA URBANE POLJOPRIVREDE

Table 1  
Selected Cities and their UFP or Action.

City	UFP or Action/s	References
Almere	Agromere	The RUAF Foundation (2011)
Amsterdam	Food & Amsterdam; Proeftuin Amsterdam	European Commission (2008), Gemeente Amsterdam (2013).
Baltimore	Baltimore Food Policy Initiative	Baltimore City (2014)
Belo Horizonte	Secretaria Municipal de Abastecimento's projects	Rocha (2016)
Berlin	Several projects of urban agriculture	Berlin Metropolis (2013)
Bilbao	Several actions of food governance	MUFPP – Milan Urban Food Policy Pact (2016)
Birmingham	Birmingham Food Charter	Birmingham Food Council (2014)
Bogotá	Plan Maestro de Abastecimiento de Alimentos para Bogotá	Alcaldía Bogotá (2008)
Chicago	A Recipe for Healthy Places	City of Chicago (2013)
Ghent	Gent en Garde	Ghent Food Policy Council (2014)
Johannesburg	Agriculture and Food Security priority, part of the Joburg 2040 Strategy	City of Johannesburg Metropolitan Municipality (2011)
La Paz	Ley Municipal Autónoma No. 105 de Seguridad Alimentaria de La Paz	Ciudad de Nuestra Señora de La Paz (2014)
London	London Food Strategy – Healthy and Sustainable Food for London	
Lusaka	Women Groups Economical Empowerment	MUFPP – Milan Urban Food Policy Pact (2015b)
Madrid	Alimentando otro modelo de ciudad	Ajuntamiento de Madrid, 2016
Melbourne	Food city: City of Melbourne Food Policy	City of Melbourne (2014)
Mexico City	Aliméntate; Comedores Comunitarios	MUFPP – Milan Urban Food Policy Pact (2015b)
Milano	Food Policy Milano	Città Metropolitana di Milano (2015)
Montreal	Plan de développement Système Alimentaire Montréalais 2025	Cré de Montreal (2014)
Nairobi	Nairobi Urban Food Bill: Nairobi fresh	Nairobi City County (2014)
New York	FoodWorks	The New York City Council (2013)
Paris	Plan alimentation durable	Mairie de Paris (2015)
Pittsburgh	Pittsburgh Food policy Council website actions	Pittsburgh Food Policy Council (2016)
Quito	AGRUPAR	MUFPP – Milan Urban Food Policy Pact (2015b)
Rotterdam	Food & The City	City of Rotterdam (2012)
Riga	Getliņi EKO	MUFPP – Milan Urban Food Policy Pact (2015b)
San Francisco	San Francisco Healthy and Sustainable Food Policy	San Francisco Department of Public Health (2010)
Sao Paulo	1° Plano Municipal de segurança alimentar e nutricional 2016-2020	Prefeitura do Município de São Paulo (2016)
Toronto	Toronto Food Strategy	Toronto Public Health (2010)
Torino	Towards the Turin Food Policy. Best Practices and visions	Città di Torino (2016)
Utrecht	Lekker Utrechts	Lekker Utrechts Website (2012)
Vancouver	What feeds us: Vancouver food strategy	City of Vancouver (2013)

# INICIJATIVE RAZVOJA URBANE POLJOPRIVREDE

Main topic	Recommended Actions	Code
Ensuring an enabling environment for effective action (governance)	Facilitate collaboration across city agencies and departments	G1
	Enhance stakeholder participation and Food Councils	G2
	Identify, map and evaluate local initiatives	G3
	Develop or revise urban food policies and plans	G4
	Develop or improve multisectoral information systems	G5
	Develop a disaster risk reduction strategy	G6
Sustainable diets and nutrition	Promote sustainable diets	N1
	Address non-communicable diseases associated with poor diets and obesity	N2
	Develop sustainable dietary guidelines	N3
	Adapt standards and regulations to make sustainable diets accessible in public sector	N4
	Explore regulatory and voluntary instruments in private companies	N5
	Encourage joint action by health and food sectors	N6
	Commit to achieving universal access to safe drinking water and	N7
Social and economic equity	Social protection actions to improve food access (i.e. food banks)	S1
	Reorient school feeding programmes	S2
	Promote decent employment for all	S3
	Encourage and support social and solidarity economy activities	S4
	Promote local networks and support grassroots activities	S5
	Promote participatory education, training and research	S6
Food production	Promote and strengthen urban and peri-urban food production	P1
	Seek coherence between the city and nearby rural food production	P2
	Apply an ecosystem approach in land use planning and management	P3
	Protect and enable secure access and tenure to land	P4
	Help provide services to food producers in and around cities	P5
	Support short food chains, producers' organization, producer-to-consumer networks and platforms	P6
	Improve (waste) water management and reuse in agriculture	P7
Food supply and distribution	Assess the flows of food to and through cities (CO2)	D1
	Support improved food storage, processing, transport and distribution technologies and infrastructure linking peri-urban and near rural areas (food flow)	D2
	Assess, review and/or strengthen food control systems	D3
	Review public procurement and trade policy	D4
	Provide policy and program support for municipal public markets, retailers and other space of marketing	D5
	Improve and expand support for infrastructure	D6
	Acknowledge the informal sector's contribution	D7
Food waste	Convene food system actors to assess and monitor food loss and waste reduction	W1
	Raise awareness of food loss and waste	W2
	Research and collaboration on waste management	W3
	Save food by facilitating recovery and redistribution for human consumption of safe and nutritious foods	W4



# INICIJATIVE RAZVOJA URBANE POLJOPRIVREDE

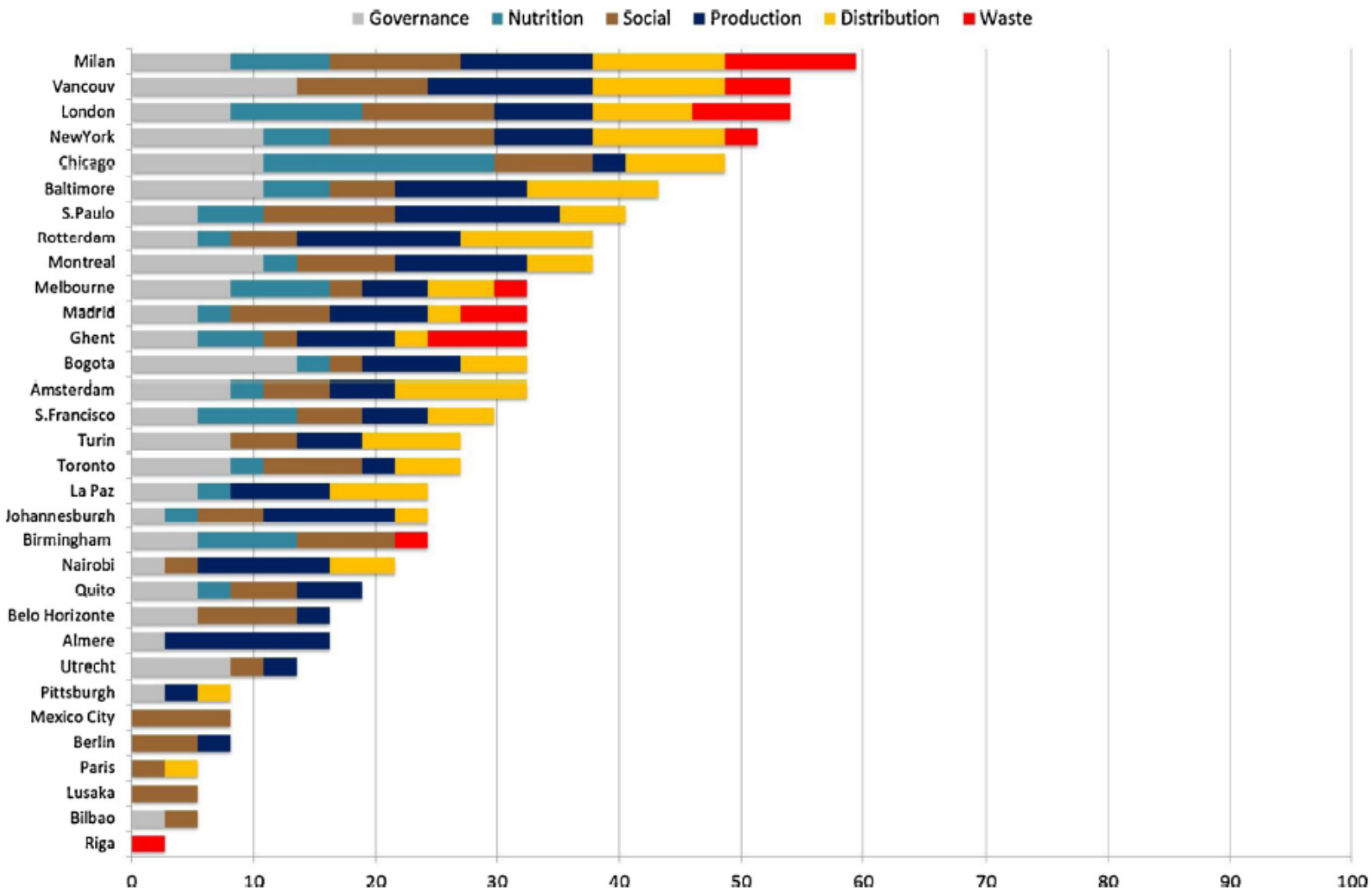


Fig. 3. Percentage of actions envisaged in the food policy's documents.

Filippini, R., Mazzocchi, C., & Corsi, S. (2019). The contribution of Urban Food Policies toward food security in developing and developed countries: A network analysis approach. *Sustainable Cities and Society*, 47, 101506.



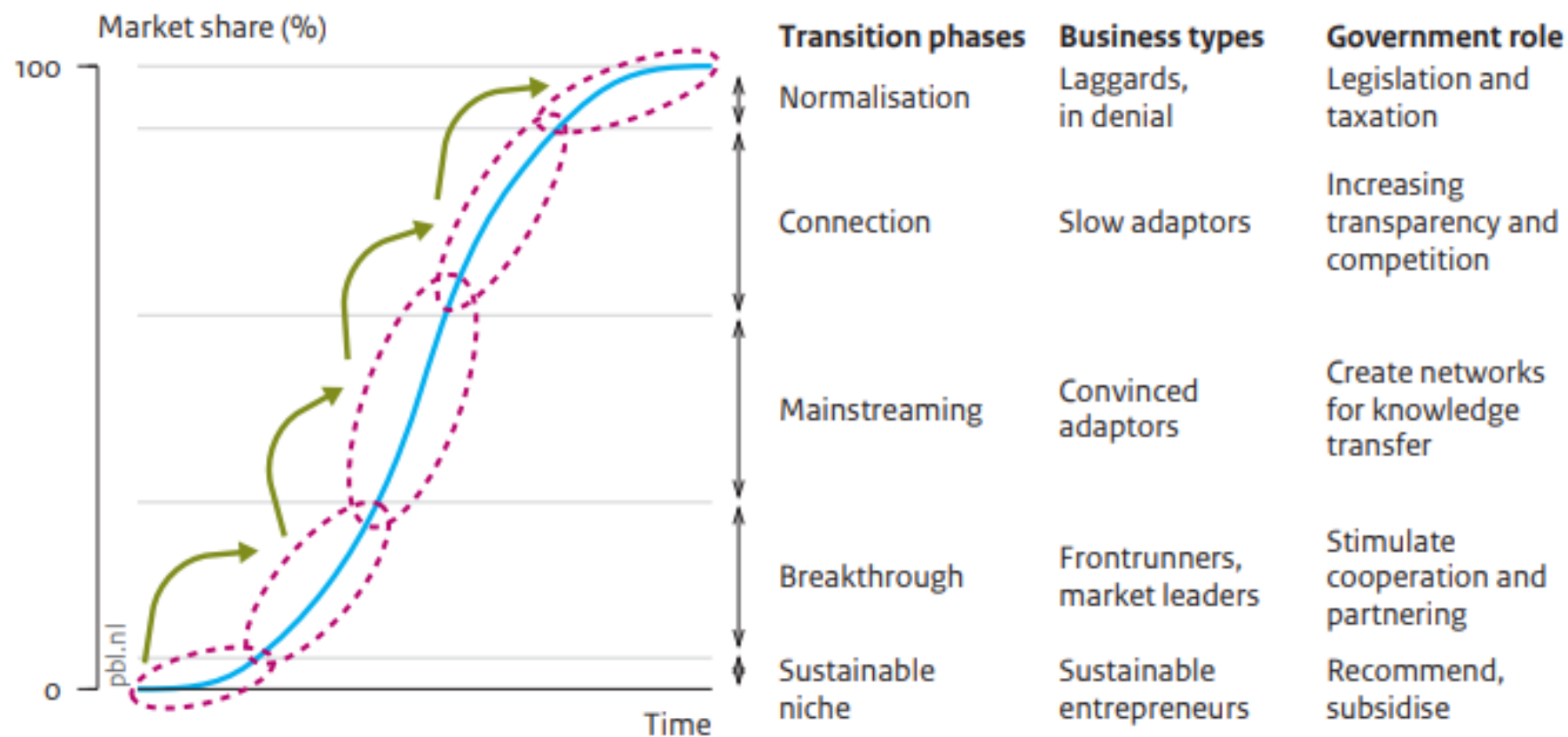
IZGRADNJA VRIJEDNOSTI +





Figure 17

## Transition of the market towards more sustainably produced products



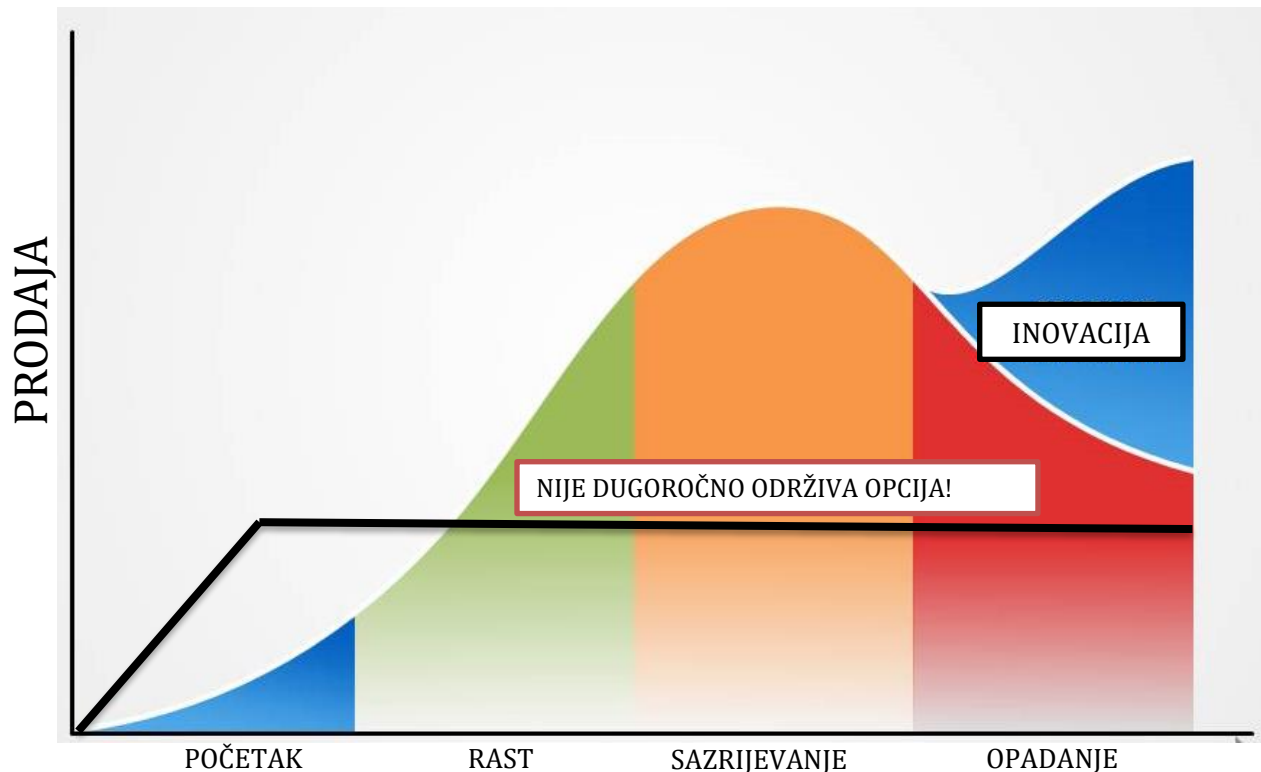
Source: PBL, 2013

*Different types of businesses are active in the different phases of the transition process towards the use of sustainably produced raw materials. The government can provide the different businesses incentives and mobilise them towards further sustainability. Every type of business requires a different strategy and role in order to accomplish that.*

**TRANZICIJSKI  
PERIOD – faze  
rasta i razvoja**

# TRANZICIJSKI PERIOD – faze rasta i razvoja

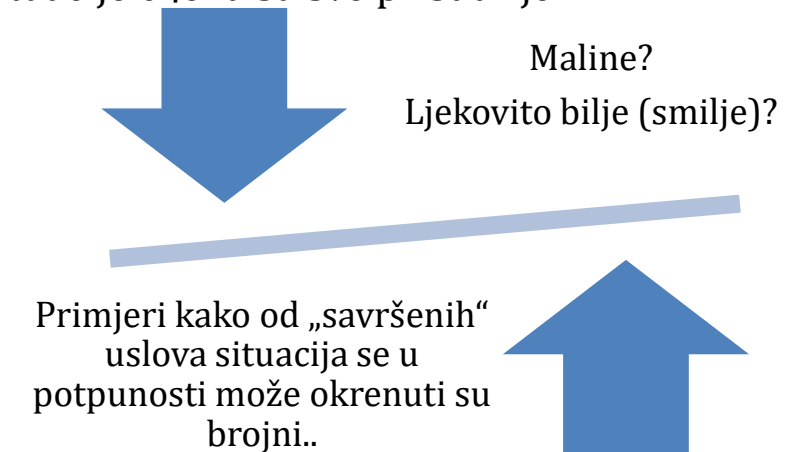
Grafikon 5. Faze razvoja biznisa



Nužno je konstantno napredovati, 21 stoljeće osim što nudi mnoštvo prilika, okarakterisano je sa nemilosrdnom konkurencijom, rapidnim promjenama, brojnim drugim faktorima koji mogu ugroziti poslovanje. Napredovanje može biti usmjereno na poslovne i na proizvodne procese.

Razlozi zbog kojih morate konstantno raditi, unapređivati:

- vrijeme (godine) prolazi;
- resursi su utrošeni;
- klima se mijenja konstantno;
- vremenski uslovi su izražajni;
- fluktuacije cijena su sve prisutnije





# TRANZICIJSKI PERIOD – faze rasta i razvoja

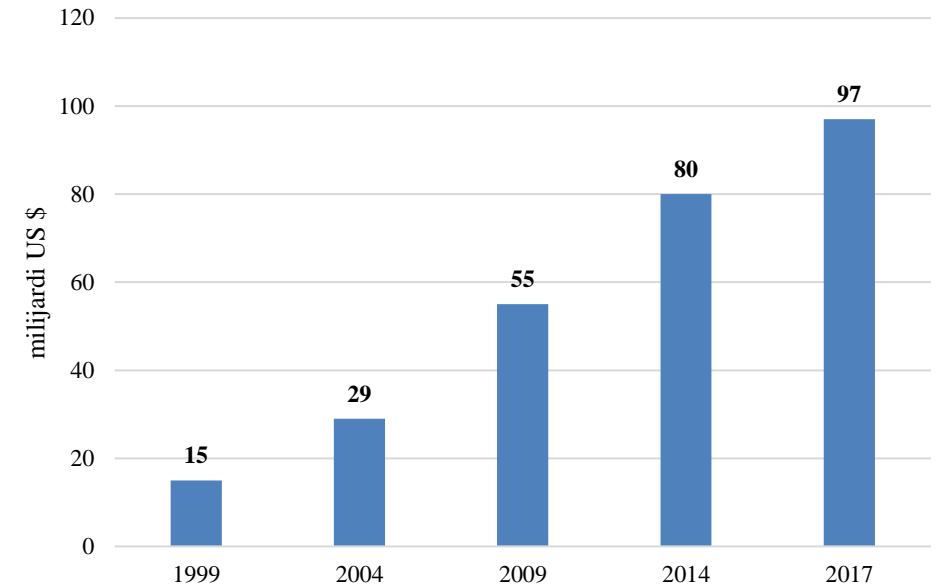
Slika 5. „Grapple“ proizvod



Grapple – da li ste čuli za ovaj proizvod?



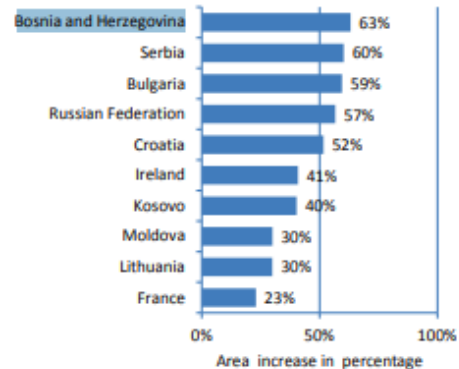
5.20 – 6.95KM cijena za 4 jabuke sa okusom grožđa



Grafikon 6. Vrijednost tržišta organskih proizvoda u svijetu (Willer i Lernoud, 2019)

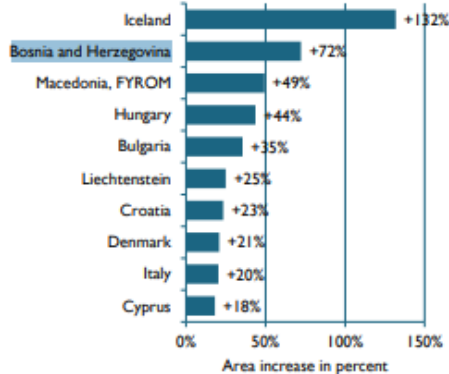
Europe: The 10 countries with the highest growth of organic agricultural land in 2015 (percent)

Source: FiBL-AMI survey 2017 based on Eurostat and national data sources



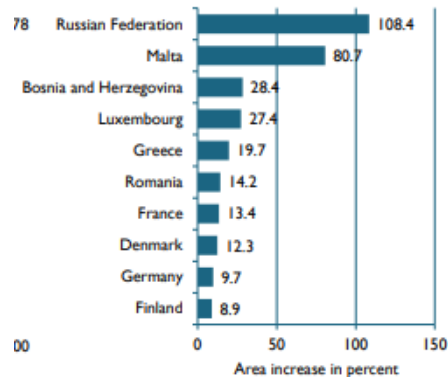
Europe: The 10 countries with the highest relative growth of organic agricultural land in 2016 (%)

Source: FiBL-AMI survey 2018 based on Eurostat and national data sources



Europe: The 10 countries with the highest relative growth in organic agricultural land in 2017 (%)

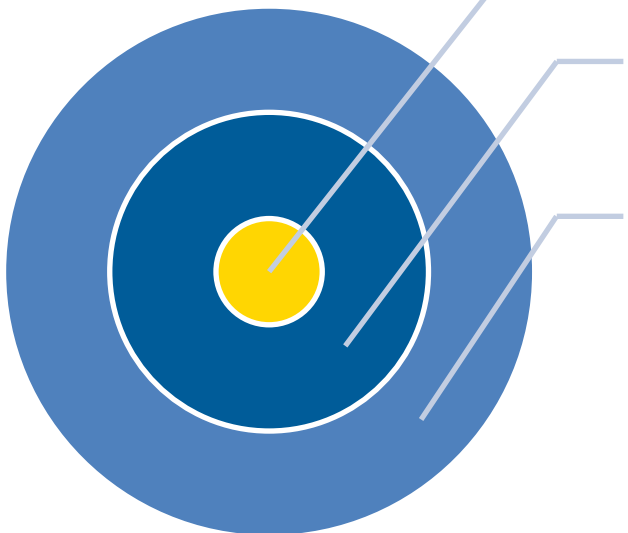
Source: FiBL-AMI survey 2019 based on Eurostat and national data sources



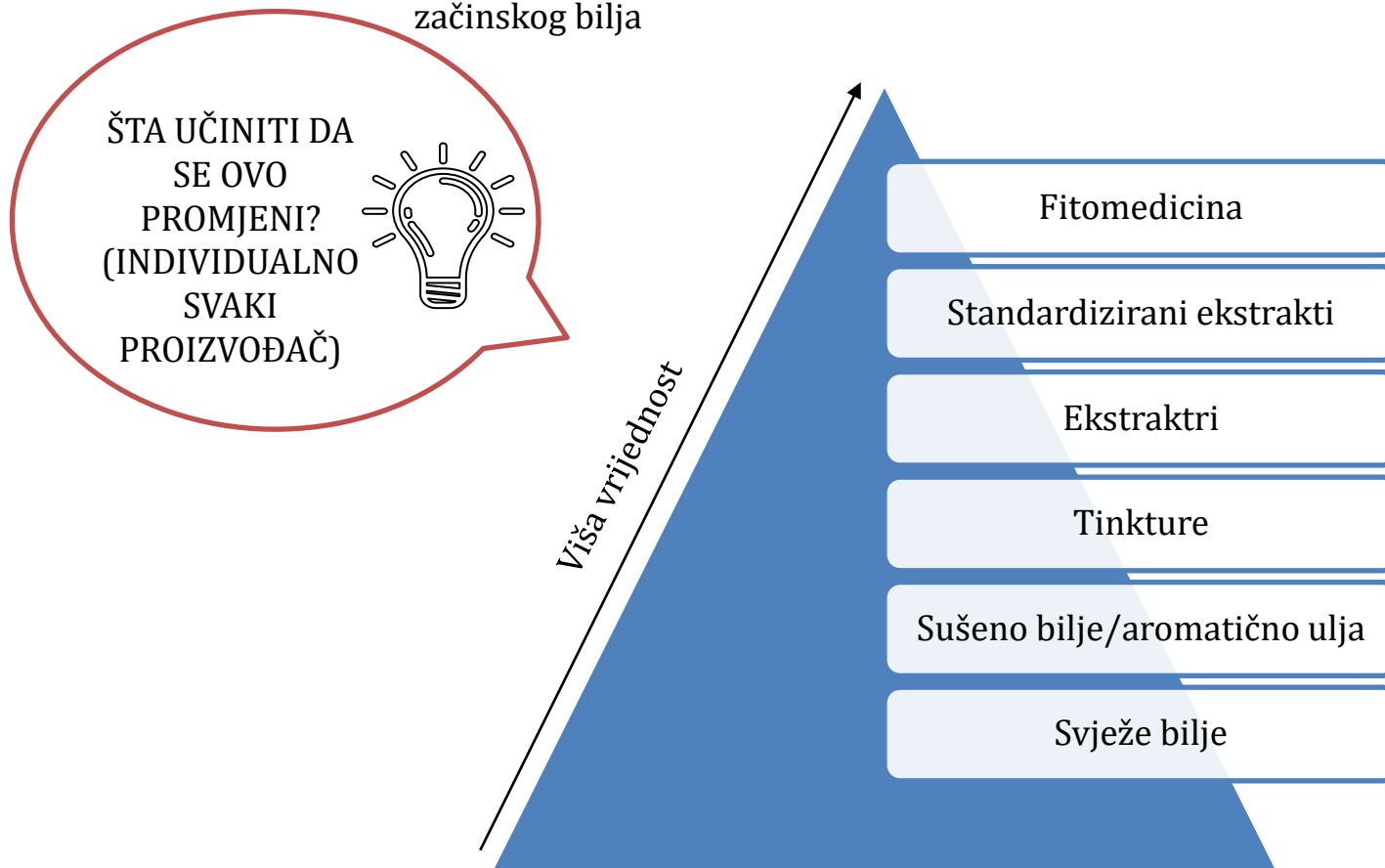
# VRIJEDNOST +

Nije dovoljno samo proizvesti proizvod.  
Čitav set dodatnih vrijednosti moraju biti naglašene.  
Prateće usluge trebaju biti uključene u finalni proizvod.

OSNOVNI PROIZVOD  
(smještaj, gosoljubivost)  
STVARNI PROIZVOD  
(posebne usluge)  
PROŠIRENI PROIZVOD  
(dodatne posebne usluge)



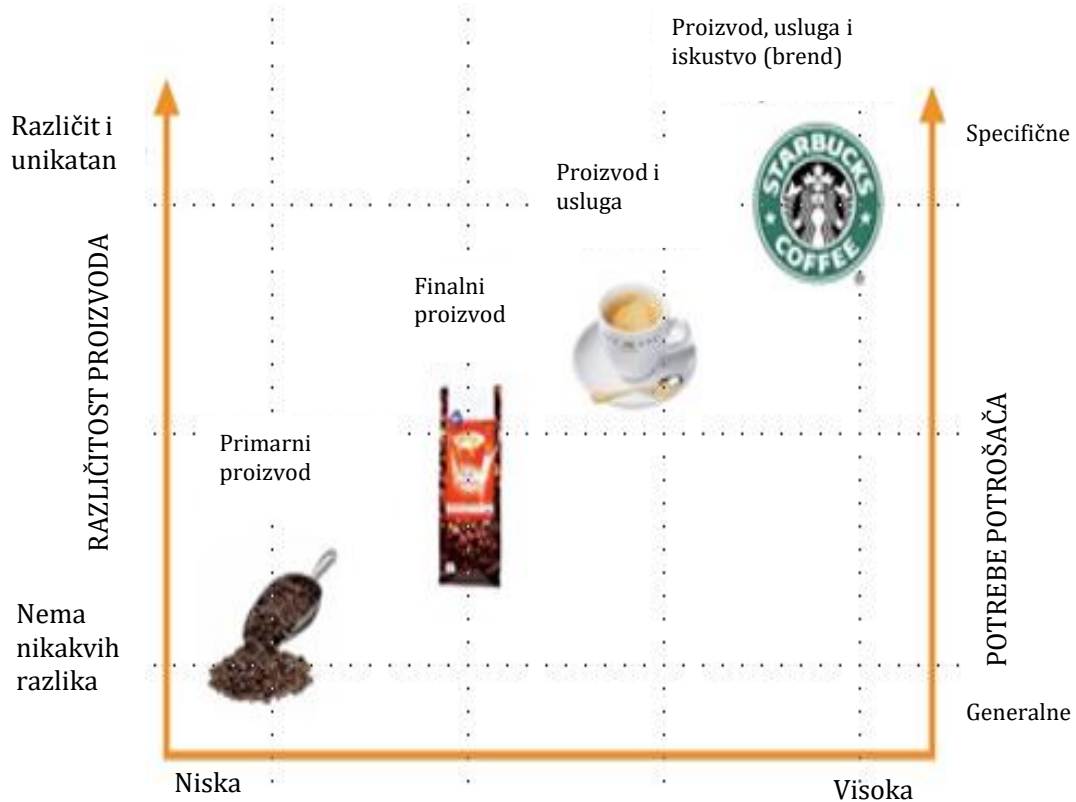
Šema 22. Nivoi dodatne vrijednosti proizvoda u sektoru ljekovitog i začinskog bilja



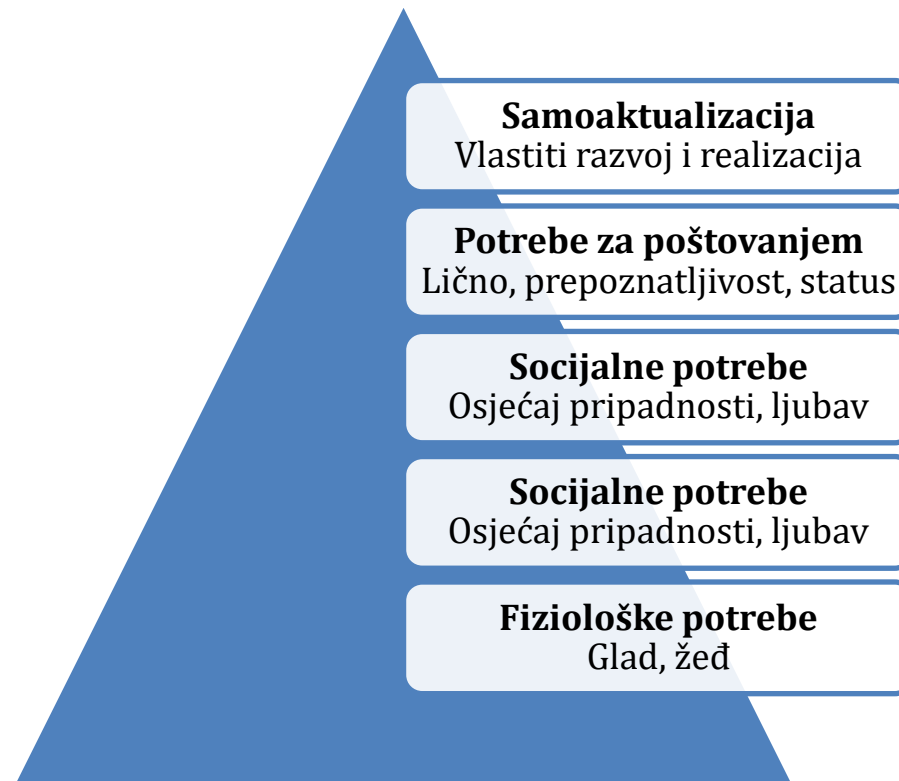
Primjer u sektoru ljekovitog i začinskog bilja – fokus samo na svježem/sušenom bilju, ulju, šta je sa ostalim proizvodima?

# VRIJEDNOST +

Šema 23. Kako generisati višu cijenu na tržištu



Šema 24. Maslovljeva hijerarhija potreba (Armstrong i Kotler, 2007)

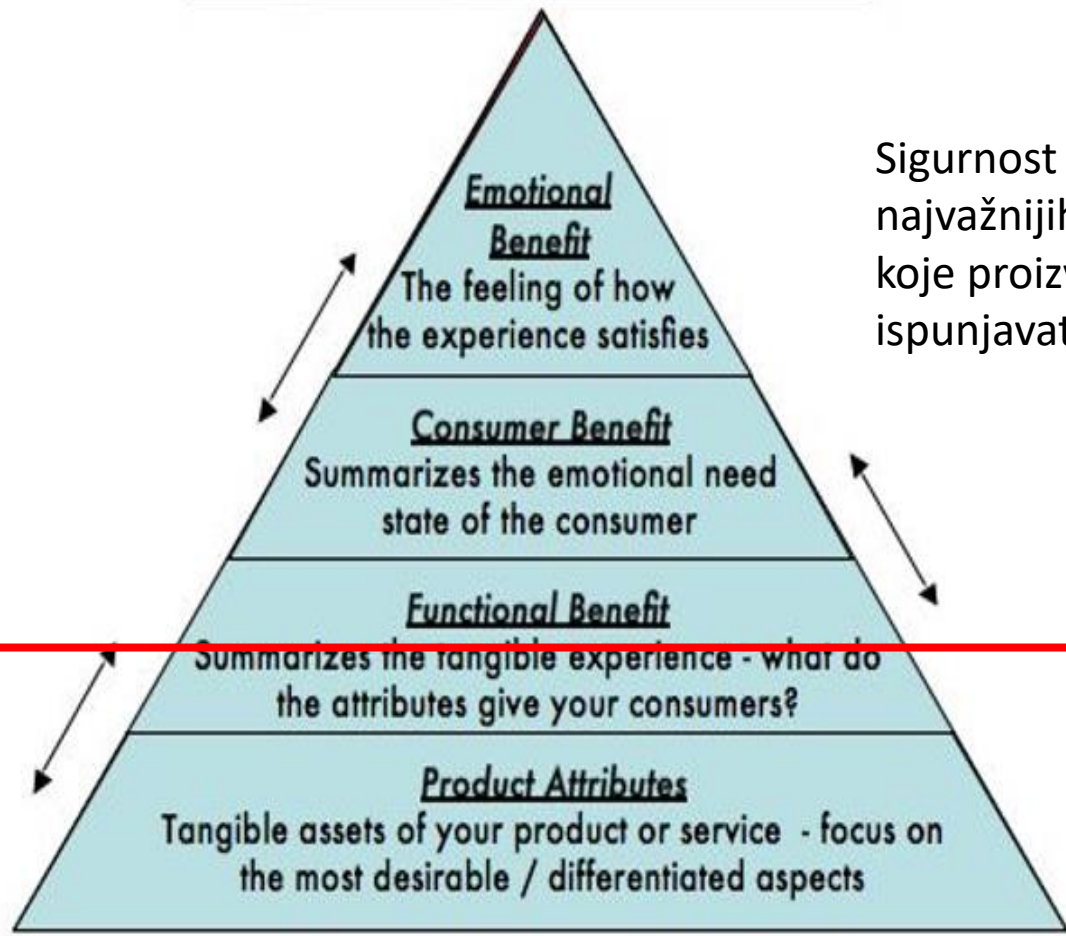


Nužno je pronaći tržišnu nišu kako bi se ostvarila viša tržišna vrijednost, ali da bi se to postiglo neophodno je kreirati proizvod koji je različit, unikatan, te zadovoljava više specifičnih potreba potrošača/kupaca.

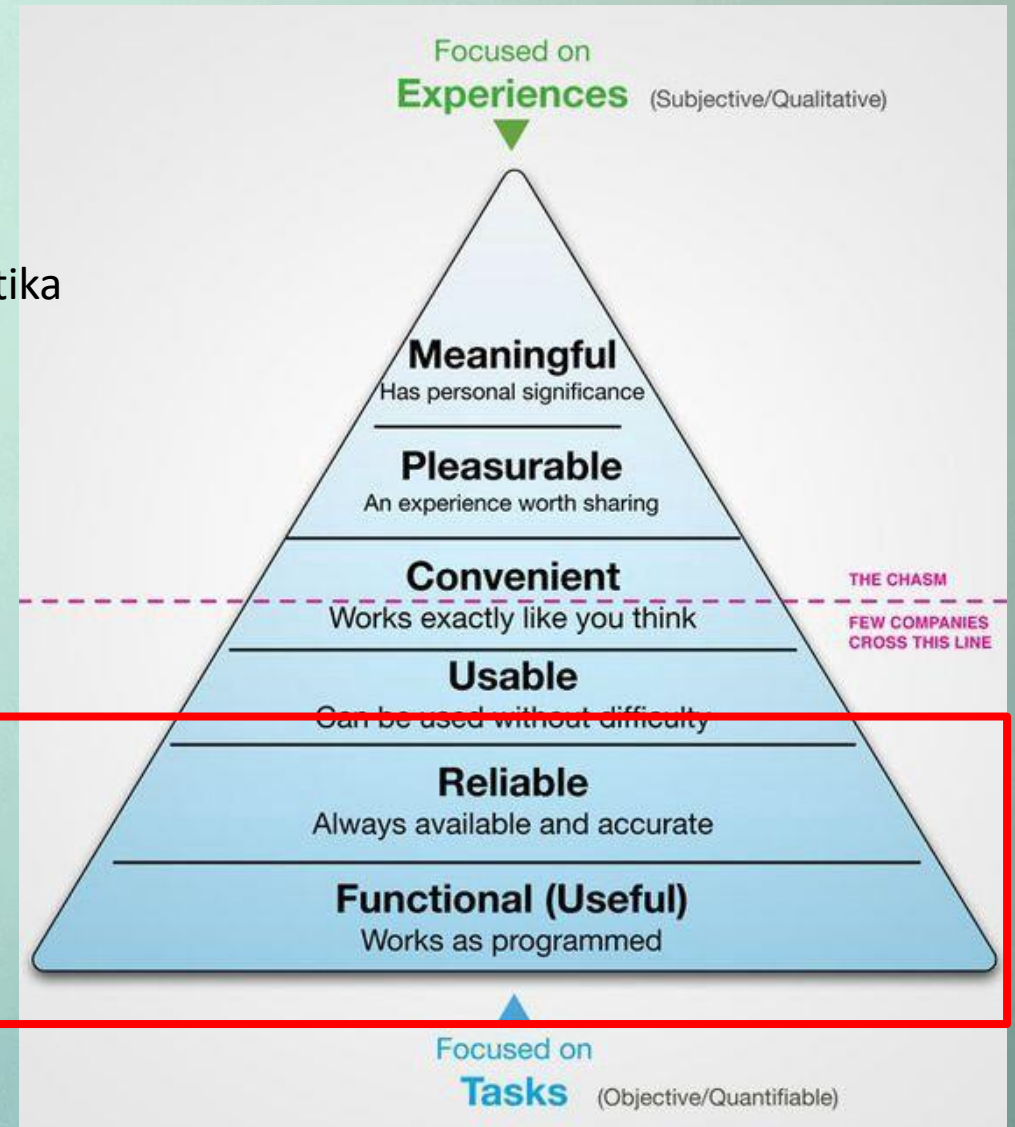
Iako je Maslovljeva piramida prvo korištena u psihologiji, kasnije je njena primjena proširena na sve aspekte života, tako i na poslovanje kompanija i identifikaciju potreba, bolje prilagođavanje proizvoda, te lakši plasman proizvoda i generisanje viših prihoda.



# VRIJEDNOST +



Sigurnost jedna od najvažnijih karakteristika koje proizvod mora ispunjavati.

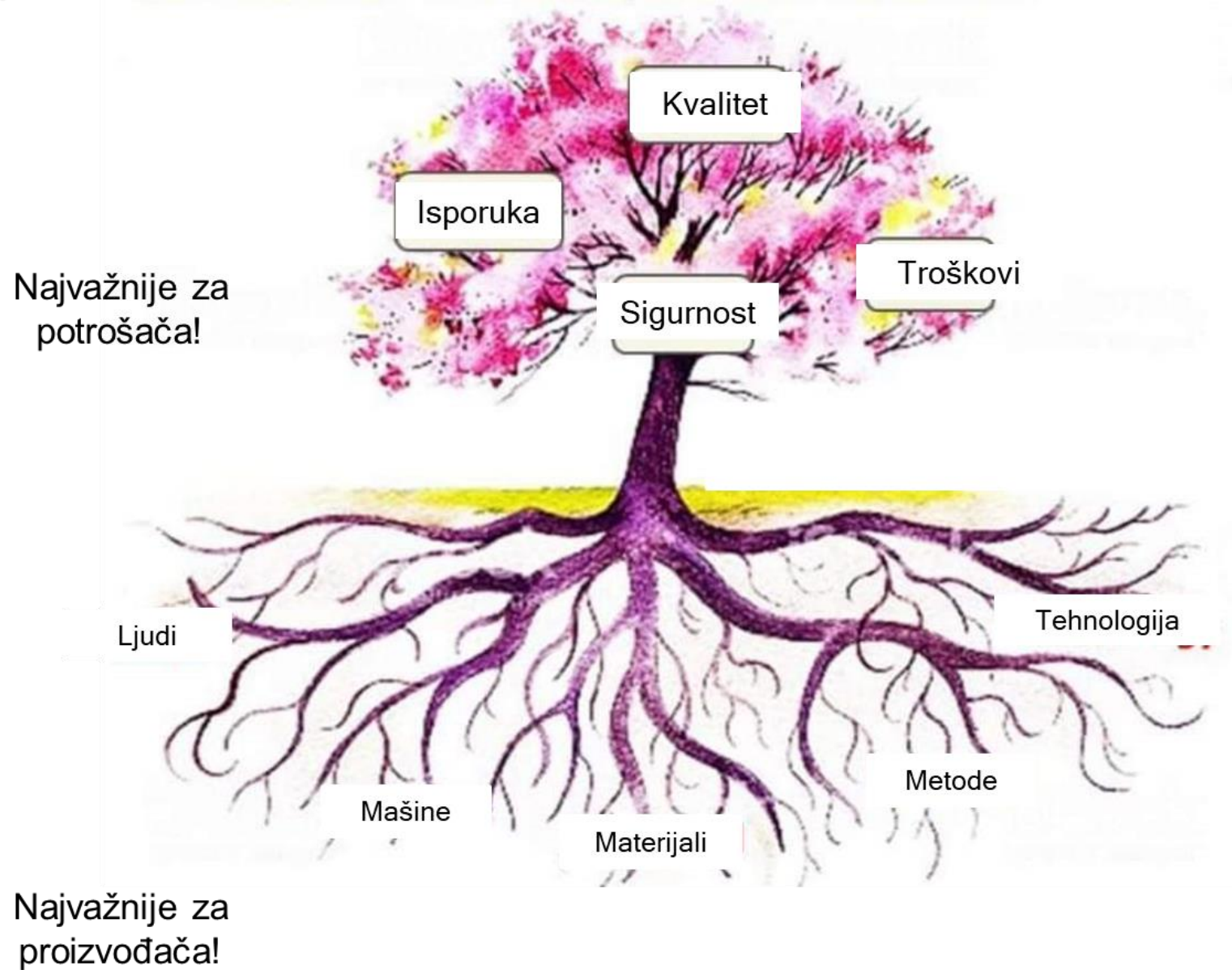


# URBANA POLJOPRIVREDA I SIGURNOST

## USLUGE VRIJEDNOSTI

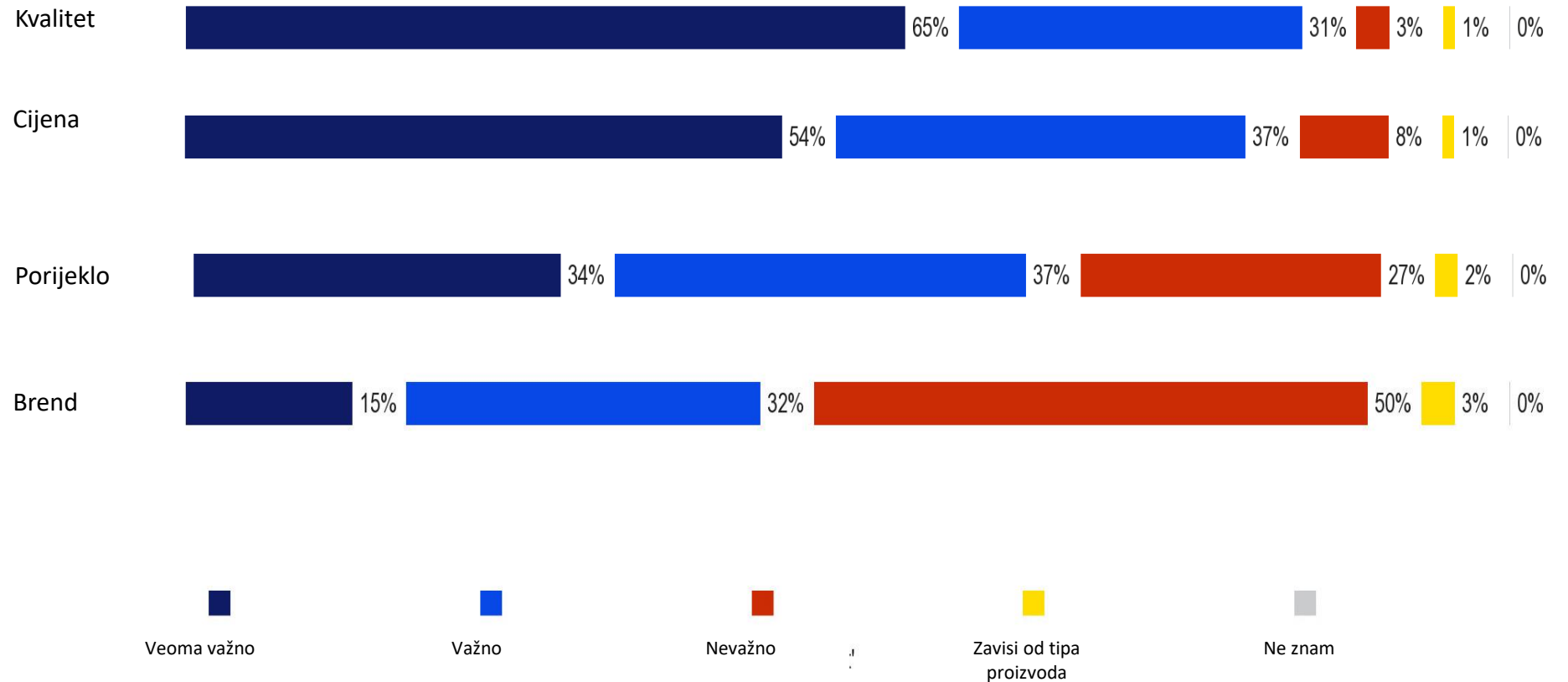


# URBANA POLJOPRIVREDA I SIGURNOST

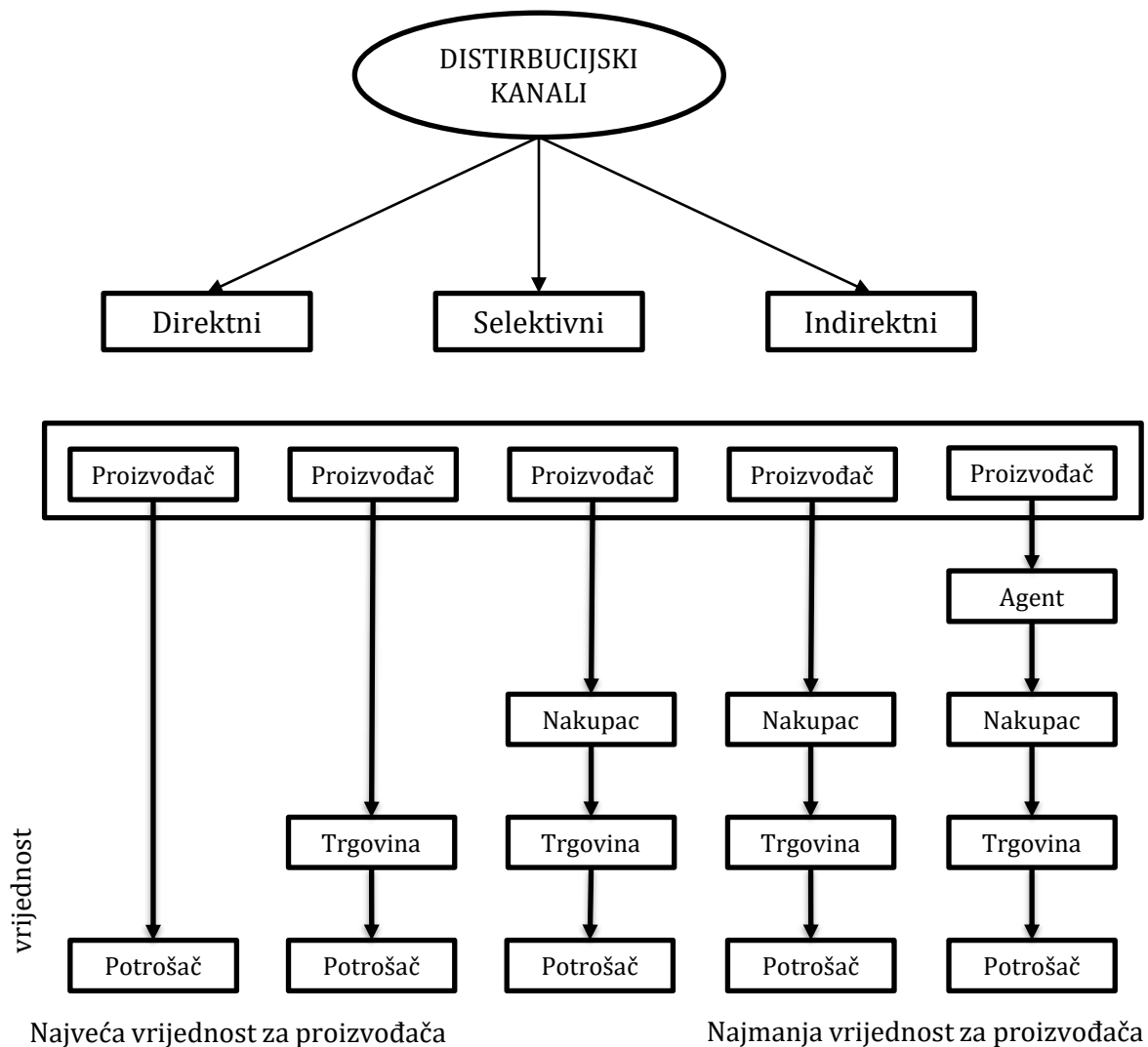




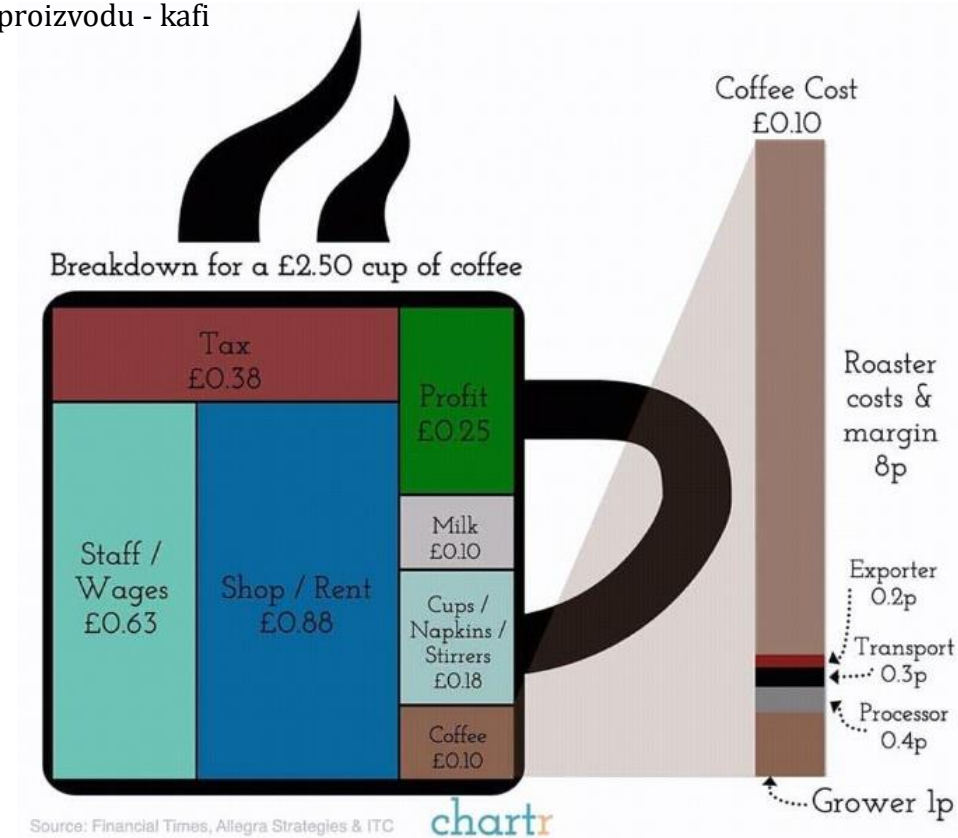
# ZA ZAPAMTITI – NAJVAŽNIJI FAKTORI PRI KUPOVINI PREHRAMBENIH PROIZVODA U EU



# VRIJEDNOST +



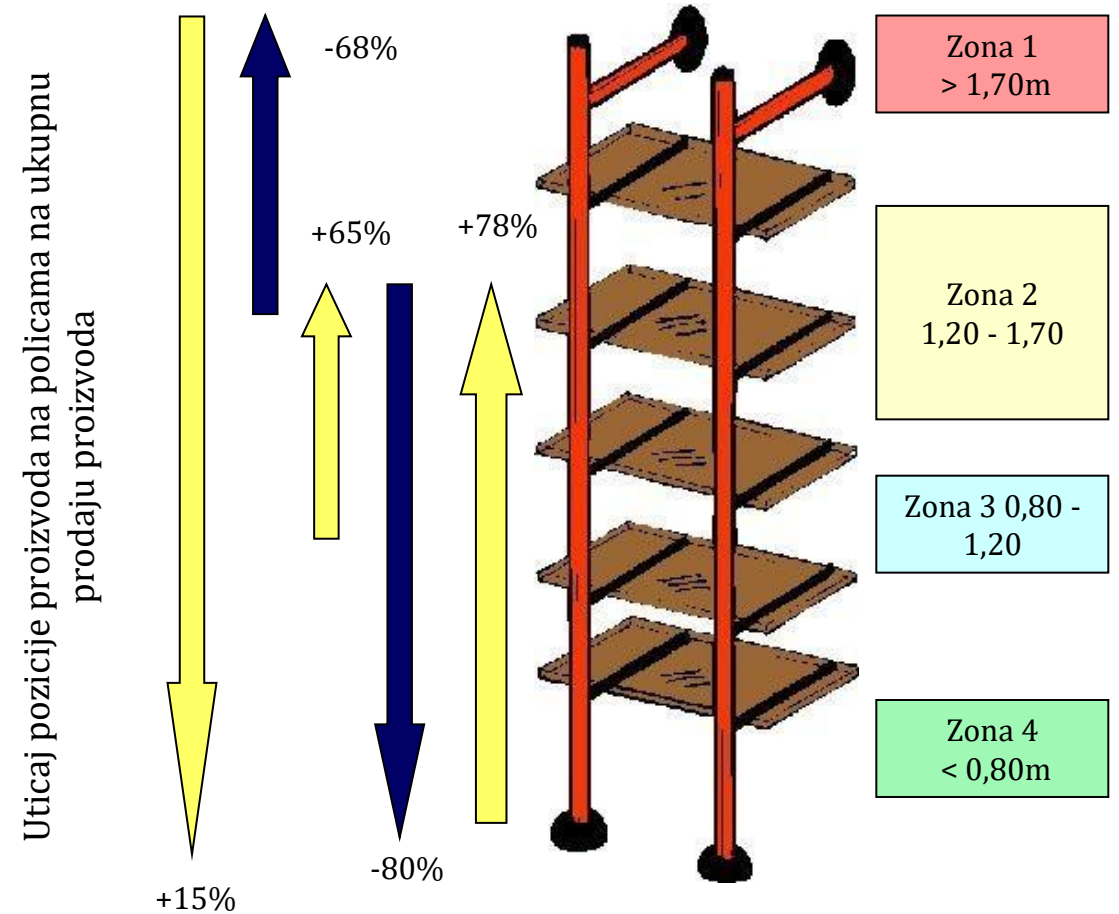
Šema 27. Udjeli zarade različitih sektora u finalnom proizvodu - kafi



Najmanji dio zarade od finalnog proizvoda ide proizvođačima!  
 U slučaju kafe, samo 4% ukupne vrijednosti kafe ide proizvođačima.  
 Slična situacija je i sa ostalim proizvodima.

# VRIJEDNOST +

- Veoma je važno odabrati prave kanale distribucije, svaka pogreška koštat će vas finansija, tako da je najbolje detaljno analizirati, testirati određeni distribucioni kanal prije nego se definitivno odlučite.
- Krenite sa manjim količinama pa ispitajte odgovor potrošača/kupaca.
- Povedite računa da pozicija vašeg proizvoda (ukoliko se radi o marketima, supermarketima, trgovinama generalno) uveliko utiče na prodaju proizvoda (to se najbolje primjeti sa slike desno).
- Isplanirajte šta vam je sve neophodno da bi plasirali proizvode, uključujući transport, skladištenje, sortiranje, pakovanje, zalihe i sve ostale elemente koji mogu ugroziti saradnju sa novim distribucionim kanalom (mjestom prodaje).





# VRIJEDNOST +

Grafikon 7. Internet maloprodaja u svijetu (2016-2017)

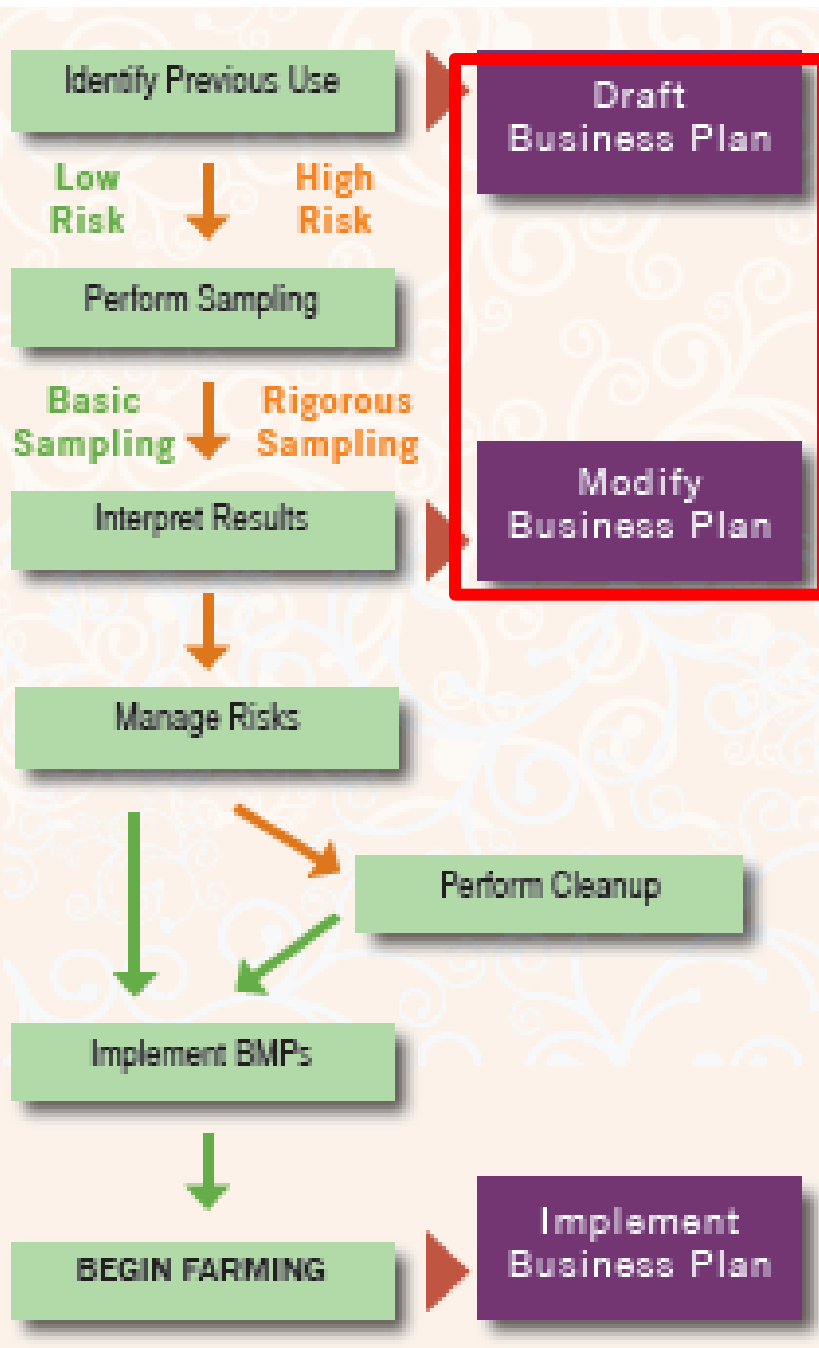


- Htjeli priznati ili ne, svakim danom internet trgovina sve više dobija maha.
- Prehrambeni proizvodi također bilježe snažan rast u internet trgovini, tome u prilog govori i sve veći broj stranica koje nude mogućnost narudžbi.
- Oficijelne stranice za narudžbu imaju puno snažniji efekat od neoficijelnih (poput facebook, instagram, twitter i sl.), pogotovo u prvim fazama kada niste poznati.
- Povjerenje i transparentnost su najvažniji elementi! Vi prodajete hranu, eventualna kontaminacija (uključujući i ostatke piljevine, drveta, kamena, metala i sl.) može biti pogubna za biznis.
- Higijenska, zdravstvena kontaminacija je neprihvatljiva u ovom poslu.

KAKO RAZVITI IDEJU/POČETI SA BAVLJENJEM URBANOM  
POLJOPRIVREDOM?

# KAKO POČETI SA URBANOM POLJOPRIVREDOM?

Postoje brojne forme **BIZNIS PLANOVA**, vodite računa da finansijer često ima vlastitu formu biznis plana.



Executive Summary

Business Opportunity/POSLOVNE PRILIKE

Mission Statement/misija  
 Company History/historijat  
 Basic Need and Company Solution/osnovne potrebe  
**Value Proposition/vrijednost +**  
 Customers and End-users/potrošači/korisnici

Technology Assessment/TEHNOLOGIJA/PROCES PROIZVODNJE

Product and Technology Description  
 Technology Advantage  
 Intellectual Property  
 Concept Risk

Market Analysis /ANALIZA TRŽIŠTA

Target Customers  
 Market Segmentation  
 TAM, SAM and SOM  
 Product Adoption

Business Strategy/POSLOVNA STRATEGIJA

**Business Model**  
 Business Strategy  
 Channels to Market  
 Key Milestones with Revenue Projections

Sales Plan/PLAN PRODAJE

Marketing and Sales Strategy  
 Advertising, Public Relations and Tradeshows  
 Client Support

Competition, Positioning and Strategic Advantage/KONKURENCIJA

Industry Outlook  
 Competitors  
 Competitive Advantages  
 Risk Mitigation

Operations Plan/OPERATIVNI PLAN

Product Development Schedule  
 Manufacturing/Outsourcing Plan  
 Facilities and Administration Plan  
 Web Presence

Management and Key Personnel/UPRAVLJANJE I LJUDSKI RESURSI

Core Team and Leadership Plan  
 Hiring Needs  
 Board Members

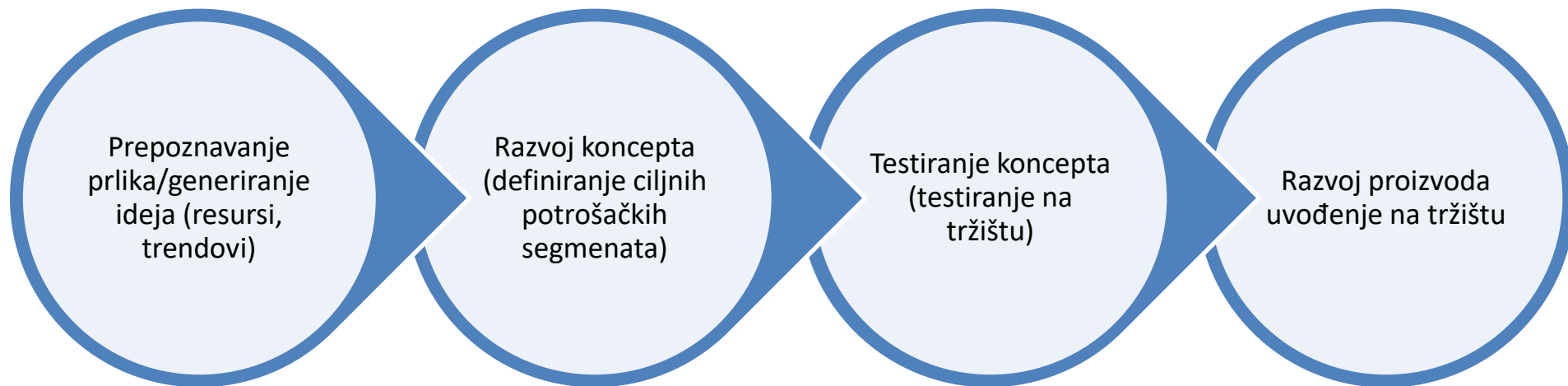
Financial Projections/FINANSIJSKE PROJEKCIJE

Overview and key Assumptions  
 Financial Projections  
 Deal Summary

Appendix A – Resumes of Company Founders/ANEKSI/DODACI



# PUT KA KREIRANJU PREPOZNATLJIVOG BIZNISA



---

Identifikacija mogućih tržišnih segmenata (prepoznati kome možete prodati proizvode;

---

Koji su segmenti najatraktivniji;

---

Segmentacija

Identificirati prednosti/nedostatke segmenata (potrošača);

---

Osmisliti marketing miks (proizvod, cijenu, distribuciju, promociju)

---



# PUT KA KREIRANJU PREPOZNATLJIVOG BIZNISA

Strateško planiranje	<ul style="list-style-type: none"><li>• Identificirati tržišne prilike</li><li>• Identificirati vlastite resurse (finansijske, ljudske), snage i slabosti</li></ul>
Definirati misiju i viziju	<ul style="list-style-type: none"><li>• Definirati cilj, ciljeve koje želite postići, pretočiti to u pisanu formu (skloni smo zaboravljanju)</li></ul>
Djelovati	<ul style="list-style-type: none"><li>• Krenuti sa implementacijom ideje</li><li>• Upisati sve resurse koji su potrebni, naročito novčana izdvajanja</li></ul>
Pratiti ispunjenje ciljeva	<ul style="list-style-type: none"><li>• Ovo je naročito važno u prvim godinama poslovanja, kada još nije razvijena rutina praćenja ostvarenja</li></ul>
Organizacijske izmjene	<ul style="list-style-type: none"><li>• Ukoliko je potrebno angažovati dodatne radnike, promjeniti zaduženja</li><li>• Svi ne mogu raditi sve!</li></ul>

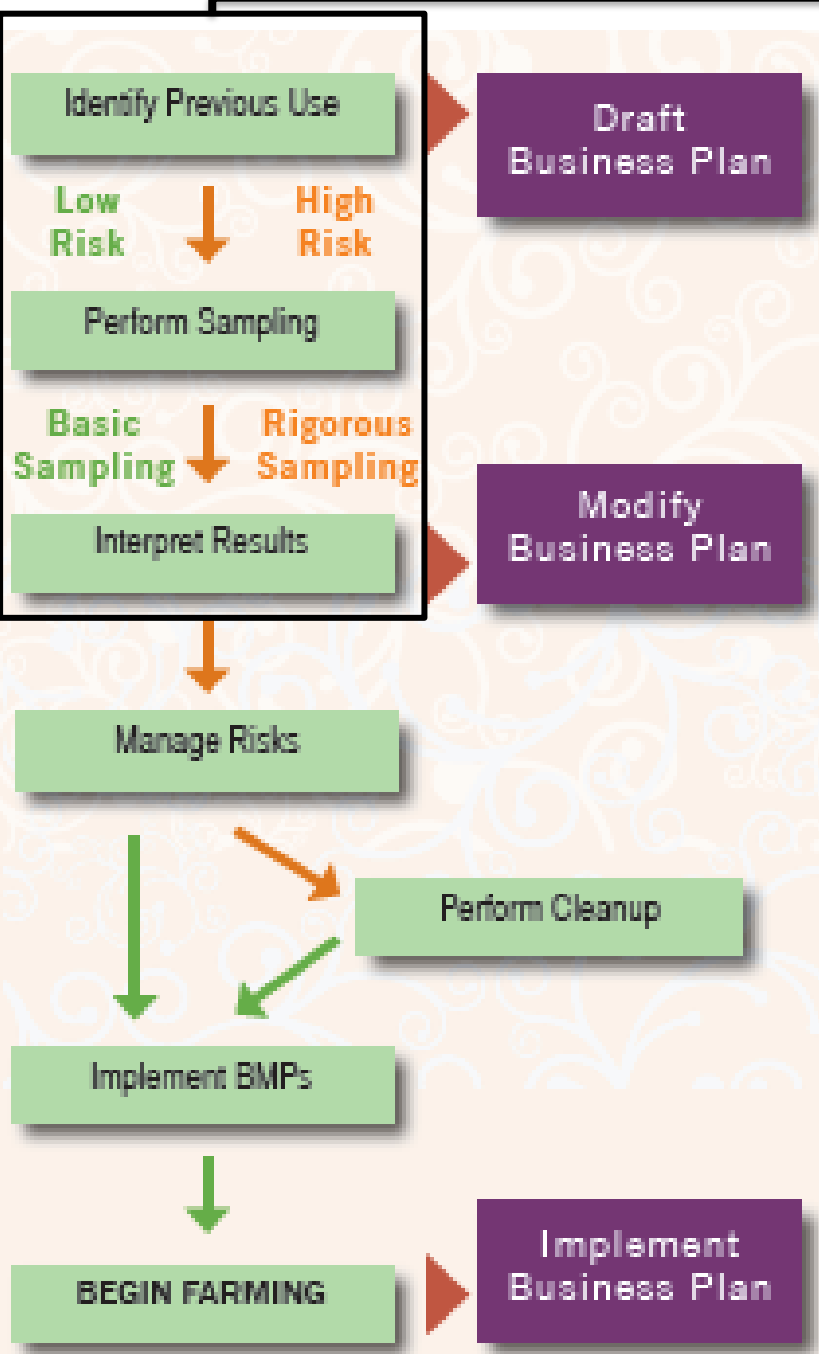
Ne postoji univerzalna formula, svaki biznis, svako gazdinstvo, svaki vlasnik je različit, tako da su elementi koji vode kreiranju prepoznatljivog proizvoda različiti.

Najvažnije je učiti i komunicirati sa drugima, razmjenjivati informacije, tražiti savjete prije nego donesete konačnu odluku.

# PUT KA KREIRANJU PREPOZNATLJIVOG PROIZVODA – O ČEMU RAZMIŠLJATI

Novi proizvod	Menadžment	Tržište	SWOT analiza	Marketing strategija	Marketing mix	Plan implementacije /realizacije ideje
<ul style="list-style-type: none"><li>• Razvoj ideje;</li><li>• Nutritivni sastav;</li><li>• Konkurentske prednosti;</li><li>• Dalji razvoj;</li></ul>	<ul style="list-style-type: none"><li>• Performanse kompanije, lokacija i objekti/oprema, trenutni proizvodi, sektor i tržište;</li><li>• Upravljački sistemi i resursi;</li><li>• Vizija, misija i ciljevi kompanije;</li><li>• Trenutna marketing strategija</li><li>• Doprinos novog proizvoda</li></ul>	<ul style="list-style-type: none"><li>• Ciljno tržište i segmenti;</li><li>• Procjena mikrookruženja (kupci, konkurencija, zaposlenicic, dobavljači, distributeri, distributivni lanci, substitutivni proizvodi) – Pet Porterovih snaga?</li><li>• Procjena makrookruženja (globalno tržište,) – PESTLE?</li><li>• Trendovi</li></ul>	<ul style="list-style-type: none"><li>• Glavne performanse konkurenata i nivo konkurentskih prednosti na ciljanom tržištu;</li><li>• Prijetnje i prilike;</li><li>• SWOT matrix;</li></ul>	<ul style="list-style-type: none"><li>• Marketing strategija i ostvarene performanse na tržištu;</li><li>• Strategijski savezi i mreže;</li></ul>	<ul style="list-style-type: none"><li>• Proizvod;</li><li>• Cijena;</li><li>• Lokacija;</li><li>• Promocija;</li></ul>	<ul style="list-style-type: none"><li>• Hodogram aktivnosti i ključne tačke;</li><li>• Tim i troškovi</li></ul>





Historijat upotrebe lokacije, zemljišta, vodosnabdijevanje, uzorkovanje zemljišta i rezultati, upotreba đubriva, herbicida i sl.

Land Use	Common Contaminants
Agriculture, green space	Nitrate, pesticides/herbicides
Car wash, parking lots, road and maintenance depot, vehicle services	Metals, PAHs, petroleum products, sodium, solvents, surfactants
Dry cleaning	Solvents
Existing commercial or industrial building structures	Asbestos, petroleum products, lead paint, PCB caulks, solvents
Junkyards	Metals, petroleum products, solvents, sulfate
Machine shops and metal works	Metals, petroleum products, solvents, surfactants
Residential areas, buildings with lead-based paint, where coal, oil, gas or garbage was burned	Metals, including lead, PAHs, petroleum products, creosote
Stormwater drains and retention basins	Metals, pathogens, pesticides/herbicides, petroleum products, sodium, solvents
Underground and aboveground storage tanks	Pesticides/herbicides, petroleum products, solvents
Wood preserving	Metals, petroleum products, phenols, solvents, sulfate
Chemical manufacture, clandestine dumping, hazardous material storage and transfer, industrial lagoons and pits, railroad tracks and yards, research labs	Fluoride, metals, nitrate, pathogens, petroleum products, phenols, radioactivity, sodium, solvents, sulfate

(Adapted from Boulding and Ginn, 2004)

Izvor: EPA (2011) BROWNFIELDS AND URBAN AGRICULTURE: Interim Guidelines for Safe Gardening Practices, United States Environmental Protection Agency

Studija Univerziteta u Vašingtonu potvrdila da olovo iz zemljišta ne prelazi na voće i povrće, odnosno nisu identifikovani tragovi olova, osim u korijenu. Korjenasti plodovi su potencijalna opasnost.

## ZEMLJIŠTE

- Potencijalno kontaminacija (azbest, petrolej, goriva, olova, prašina, itd.).
- Ostaci olova od primjene pesticida na bazi arsena i sl.
- Blizina puteva – ispušni gasovi (PAH – policiklički aromatski ugljikovodici).
- Ostaci pesticida u javnim parkovima (herbicida naročito).
- Opasnost da djeca se kontaminiraju (običaj da trpaju sve u usta);

## OPREMA

- Držati opremu čistu i često je prati i dezinficirati.

## ZDRAVLJE

- Slučajno gutanje ili inhaliranje npr. zaštitnih sredstava ili para iz zemljišta koje je kontaminirano, i sl.

## POSJETIOCI

- Ovdje se ubrajaju i životinje ali i ljudi koji svojim prisustvom mogu kontaminirati proizvodnju

## RJEŠENJE

- Testirati na ostatke (ili prihvatiti da je tlo kontaminirano i) započeti proces remedijacije tala.
- Postavljanje barijera koje ne dozvoljavaju dodir sa tlom – kontaminaciju.
- Korištenje komposta koje umanjuje efekte olova ili ga pretvara u nerastvorljivu materiju.
- Dugoročno baštovanje umanjuje efekte kontaminacije i čini zemljište „spremnijim“ za uzgoj voća i povrća.

## SAMO NEKA OD PITANJA KOJA MOŽETE POSTAVITI:

Da li su proizvodi uzgojeni direktno iz zemljišta ili ne?

Da li je testirano na teške metale?

Da li štitite proizvode od štetočina i napasnika?

Koliko često čistite opremu, proizvode i sl.?

Imate li sigurnosni plan za proizvodnju?

Da li su zaposleni prošli trening o dobrim proizvođačkim praksama i sl.?



## URBANA POLJOPRIVREDA I SIGURNOST



Odgovarajući legislativni okvir

Inicijative za osnaživanje privatnog sektora u isporuci sigurne hrane

Promocija dobrih proizvođačkih i prerađivačkih praksi

Dobro kreiran i implementiran sistem upravljanja koji osigurava da hrana bude sigurna

Izgradnja povjerenja kod kupaca

Mreža pouzdanih inspektora (hrane)

Koordinirane aktivnosti nauke i prakse – planovi upravljanja rizicima

Laboratorije pouzdane

Upgrading – sistema hrane (i sigurnosti hrane)

# NA ŠTA OBRATITI PAŽNJU – MEĐUZAVISNOST - INTERAKCIJE

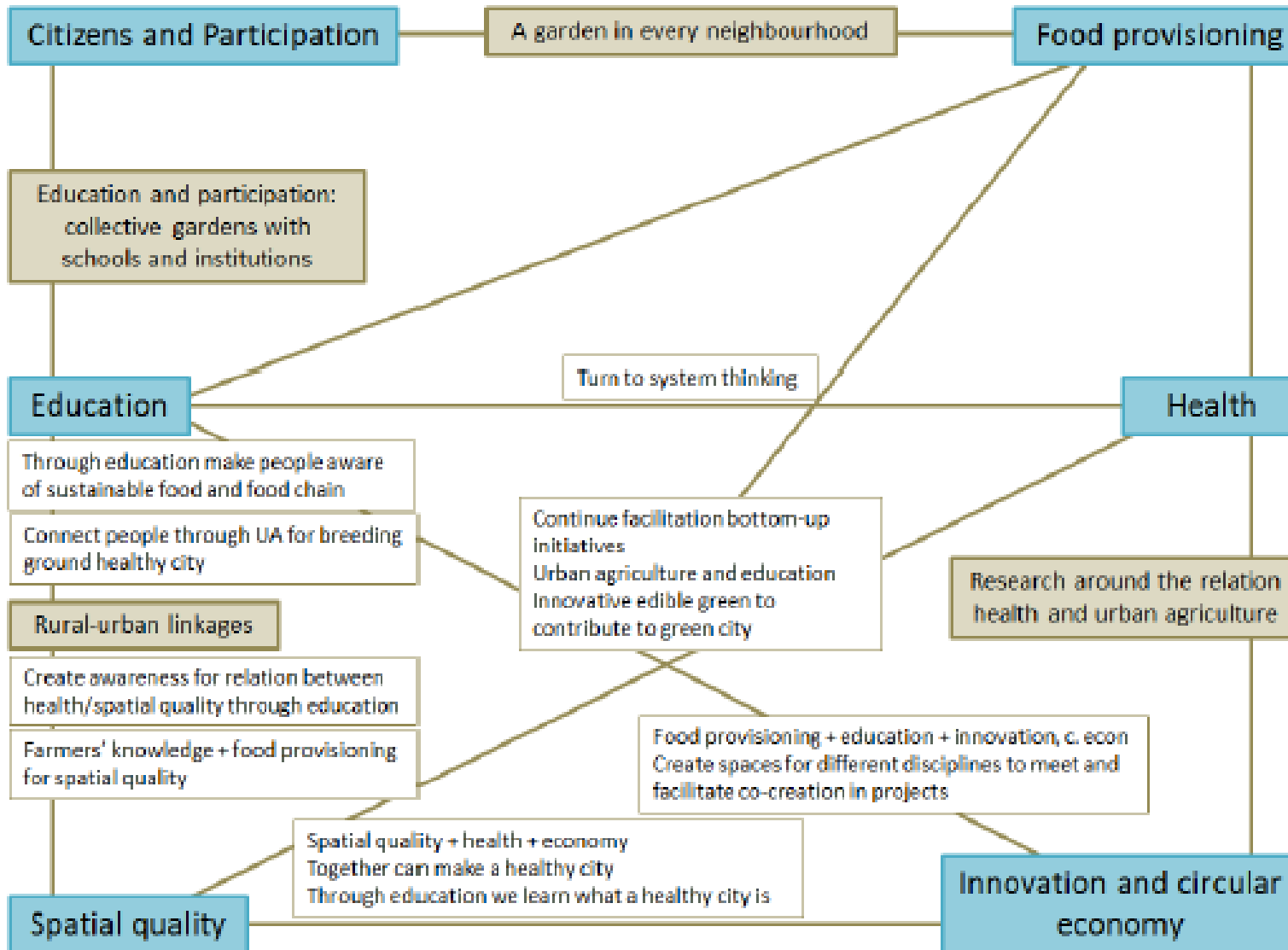


FIGURE 1 FIGURE SHOWING DIFFERENT THEMES, HOW THEY RELATE AND SOME CONCRETE IDEAS THAT CAN FEED INTO THE UA POLICY

Hebinck, A.; G. Villarreal, H. Oostindie; P. Hebinck; T.A. Zwart; J. Vervoort; L. Rutting and A. de Vrieze (2016) Urban Agriculture policy-making: Proeftuin040 – TRANSMANGO scenario workshop report, the Netherlands.

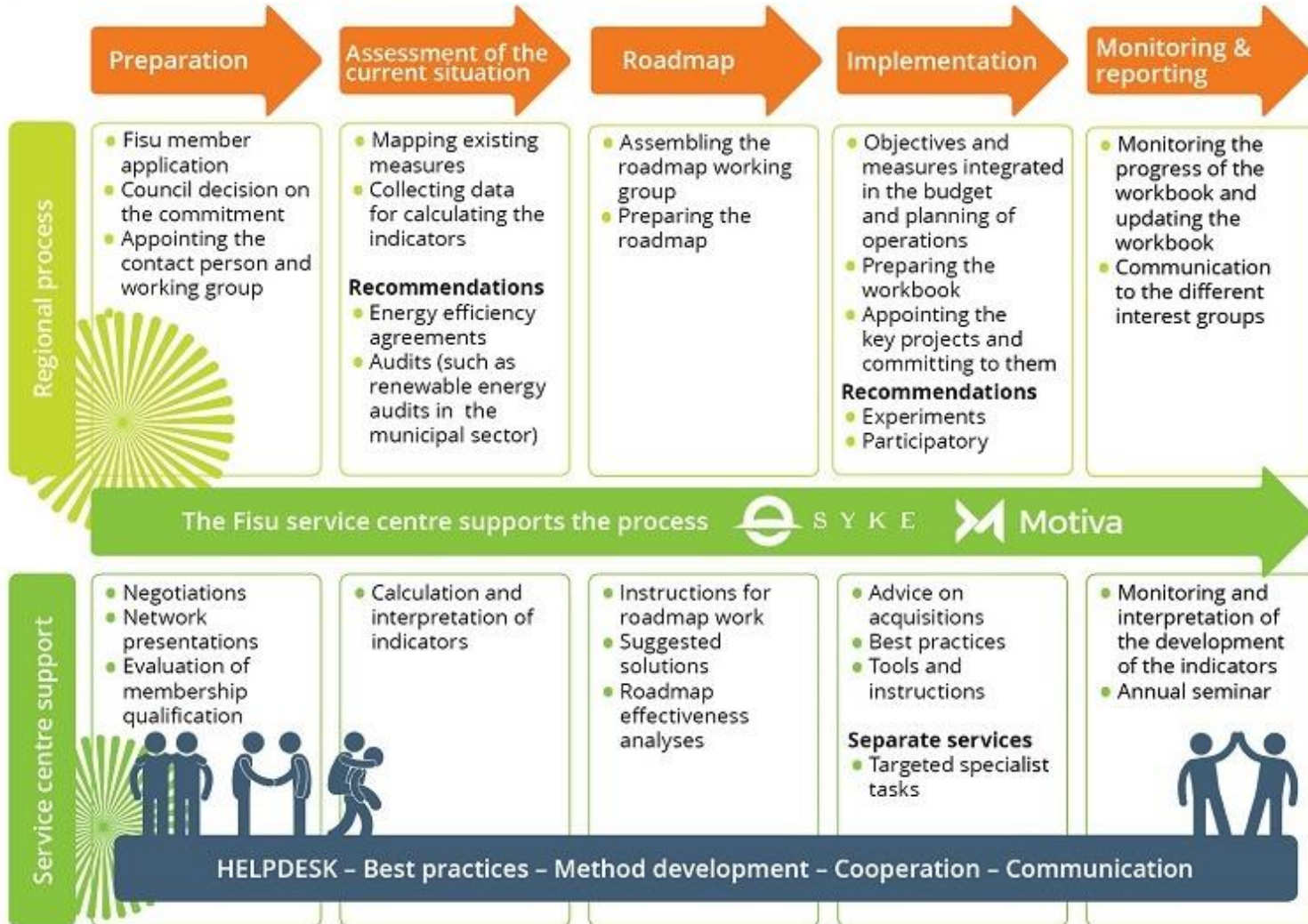


# About Fisu network


Fisu (Finnish Sustainable Communities) is a network of Finnish municipalities committed to working towards becoming carbon neutral and waste-free and curbing overconsumption by 2050.

The municipality, businesses and other local operators build a common vision and roadmap to achieving these goals. They identify new ways of working and cooperation. The idea is to strengthen the municipal and regional economy, to create jobs and to promote sustainable wellbeing.

# NA ŠTA OBRATITI PAŽNJU – KORACI PRI IMPLEMENTACIJI



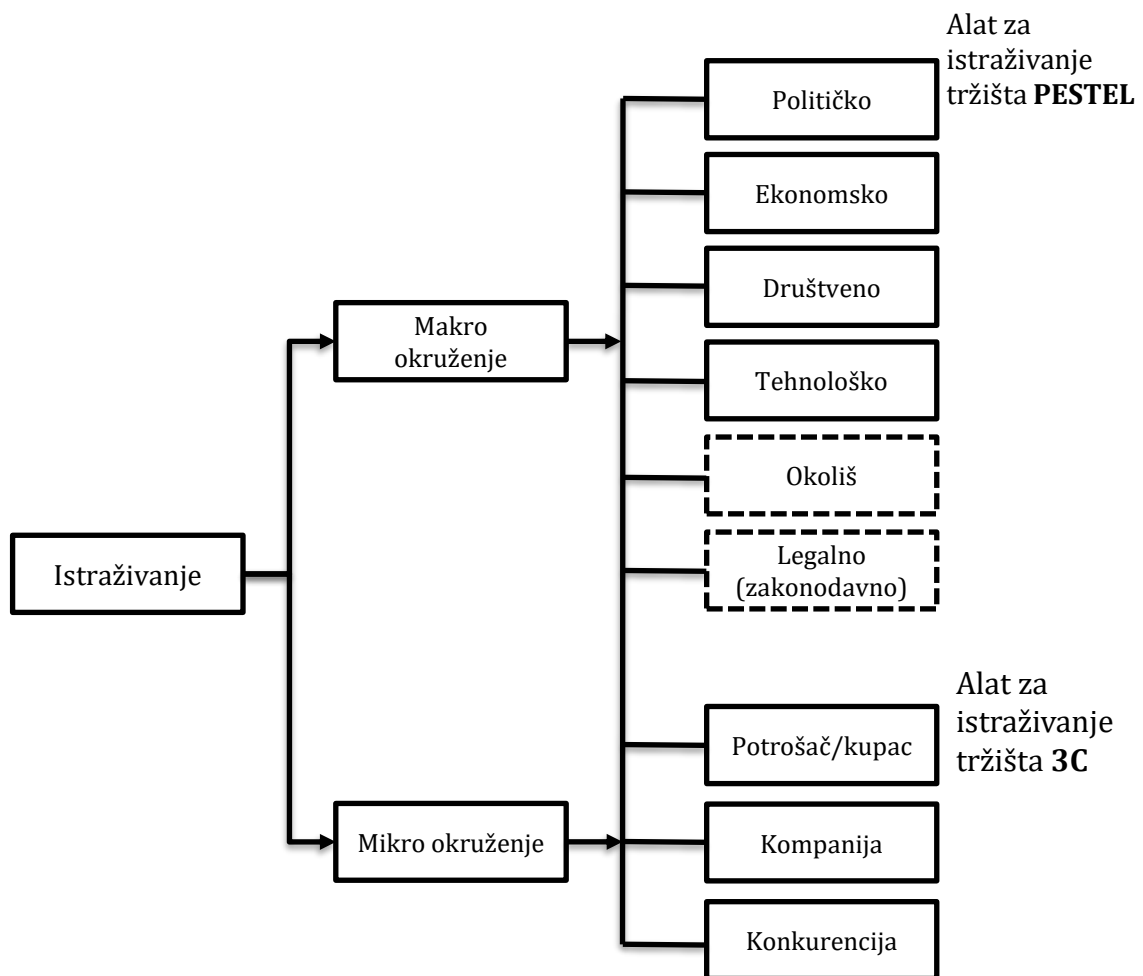


The background features a 3D-style world map in shades of blue and cyan, set against a dark blue grid pattern. A large, light blue arrow points upwards and to the right, starting from the bottom left and ending near the top right. The map shows the continents of North America, South America, Europe, Africa, Asia, and Australia.

Praktični  
dio -  
nastavak



# ANALIZA TRŽIŠTA – osnovni alati



Najjednostavniji oblik istraživanja:

posmatranja („šta drugi rade“, supermarket, lokalne tržnice)



Šta kupci traže?

Koju sortu? Boju, veličinu, oblik

Razgovarajte sa kupcima, pitajte ih šta bi kupovali, vodite evidenciju o tome!

Cijene

# ANALIZA TRŽIŠTA – osnovni alati

Interno	Strengths (SNAGE)	Weaknesses (SLABOSTI)
Eksterno	Opportunities (PRILIKE)	Threats (PRIJETNJE)

Ovu analizu naizgled veoma jednostavnu, treba uzeti za ozbiljno, udubiti se i definisati što je veći mogući broj snaga, slabosti, prilika i prijetnji.

## Faktori unutarnjeg okruženja (interni)

- Vrijednosti
- Ciljevi, misija i vizija
- Struktura
- Kultura
- Ljudski resursi
- Tehnologija i resursi

## Faktori vanjskog okruženja (eksterni)

- Tehnološki
- Politički/  
pravni
- Demografski
- Društveni
- Konkurentski
- Ekološki

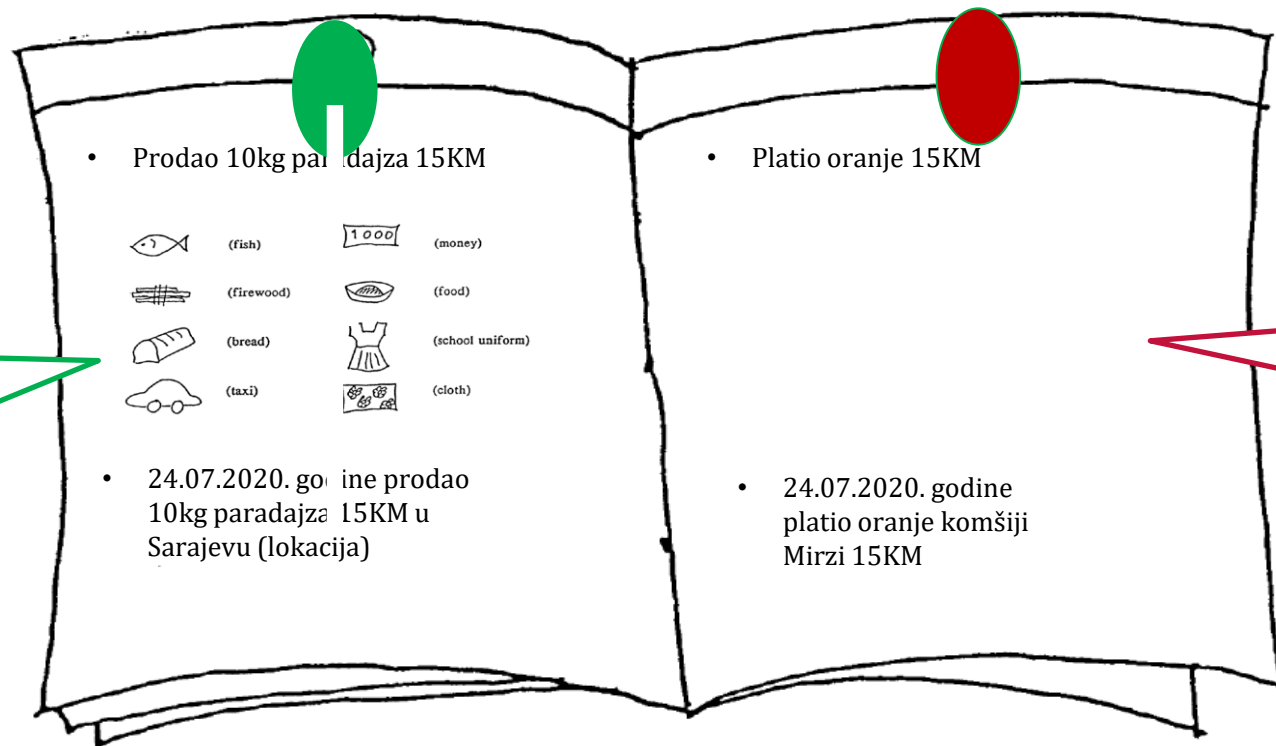
Kada je dobro koristiti SWOT?

- uvijek!
- Prije nego krenete sa aktivnostima, novim idejama, i sl.
- Kada istražujete nove mogućnosti;
- Kada želite poboljšati postojeće stanje;
- Za procjenu trenutnog stanja;



# FINANSIJE

Jednostavnim zapisivanjem:



Svega od čega ste zaradili, odnosno dobili novac na lijevu

Svega što ste platili, odnosno dali novac na desnu stranu

Vremenom nadograđivati, proširivati informacije!  
Možete koristiti i simbole.

# FINANSIJE



Šta sve spada u prihode  
(prilive novca)?

- prodaja proizvoda;
- preprodaja proizvoda;
- pru\u017eanje usluga poput obrade zemljišta za koju ste dobili novac;
- ukoliko ste dobili kredit;
- ukoliko ste naslijedili novac;

Šta sve spada u rashode  
(odlive novca)?

- kupovina materijala;
- plaćanje usluga obrade zemljišta i sl.;
- plaćanje usluga prodaje proizvoda; zakupa zemljišta i sl.;
- rata kredita;
- pozajmica novca komšiji;

# FINANSIJE

- Govori nam po kojoj cijeni bi morali prodavati proizvode da pokrijemo troškove proizvodnje.
- Odnosno o količini proizvoda koje moramo prodati po datoj cijeni da bi bili na nuli, svaka naredna prodaja ostvaruje profit.

$$BEP \text{ prodaja} = \frac{UKUPNI \text{ FIKSNI TROŠKOVI}}{1 - \frac{UKUPNI \text{ VARIJABILNI TROŠKOVI}}{UKUPNI \text{ PRIHODI}}}$$

**Tabela 7.** Primjer kalkulacije i izračuna prelomne tačke pokrića

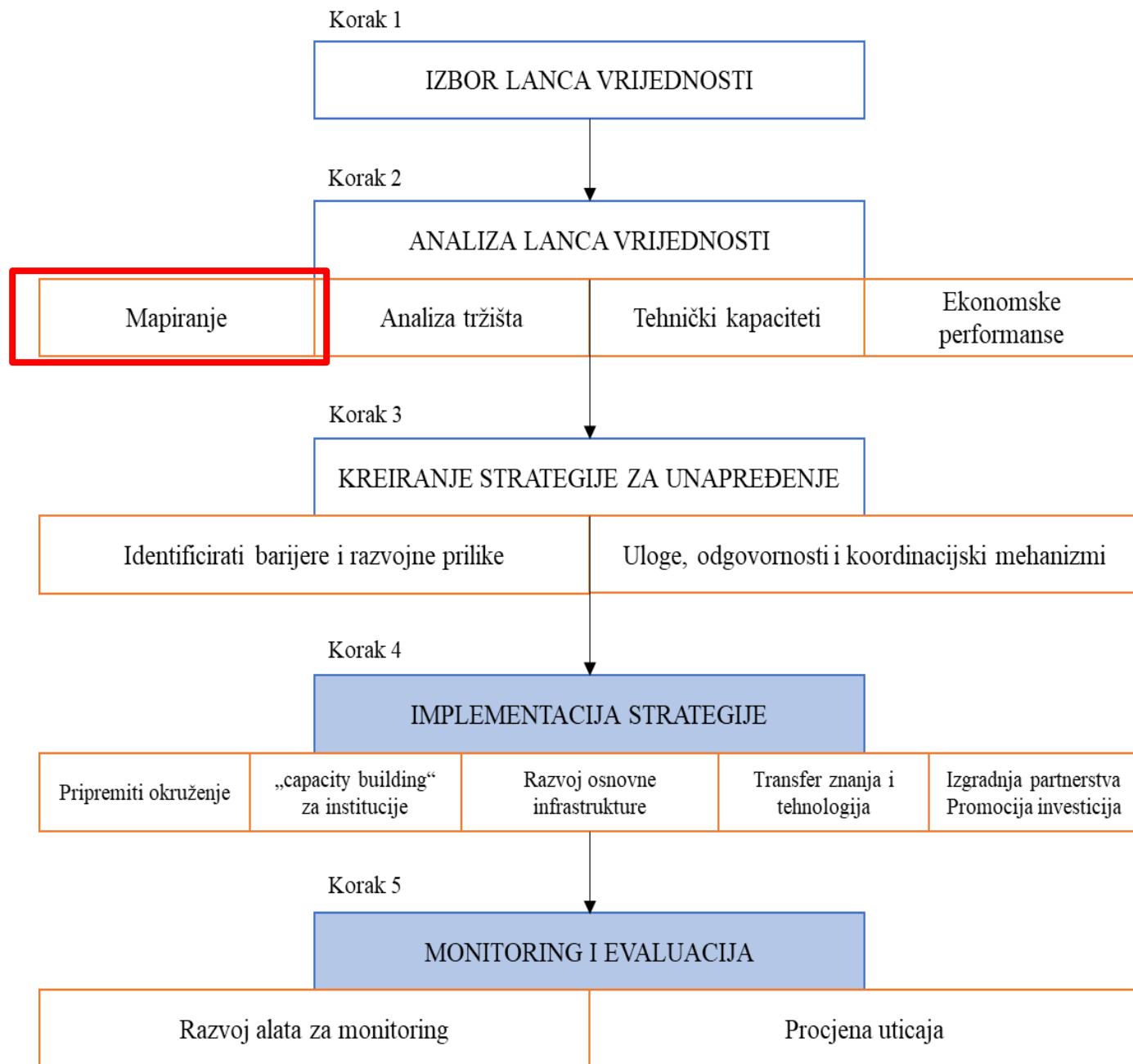
<b>UKUPNO PRIHODI (UP)</b>	<b>20600</b>
prihodi od prodaje paradajza	20000
poticaj	600
<b>UKUPNO VARIJABILNI TROŠKOVI (VT)</b>	<b>6200</b>
troškovi materijala	2000
troškovi radne snage (povremena)	1500
troškovi goriva	200
troškovi đubriva	500
obrada zemljišta	1500
troškovi marketinga	500
<b>UKUPNO FIKSNI TROŠKOVI (FT)</b>	<b>8300</b>
plate radnika	8000
amortizacija traktora	300
<b>DOBIT</b>	<b>6100</b>
prosječna cijena proizvoda	2
BEP prodaja	11873.61
BEP količina	5936.81



# ANALIZA VC

Brojne su definicije i tehnike (ZA ČITANJE – Rother, M., & Shook, J. (1999). Value Stream Mapping.) mapiranja lanca vrijednosti. Sumarno su elementi prikazani na narednoj šemi.

Šta je mapiranje „mapping“ lanca vrijednosti?



Šema 5. UNIDO pristup analizi lanca vrijednosti (UNIDO, 2009)

# ANALIZA VC – MAPIRANJE (OZNAČAVANJE)

Od naročite je važnosti koristiti unificiran set simbola kako bi razlikovanje elemenata unutar lanca vrijednosti bilo jednostavnije, a uporedo i kako bi na vizuelno atraktivan način bile prikazane interakcije unutar lanca vrijednosti, barijere ili prilike, odnosno prikazali odnosi unutar VC.

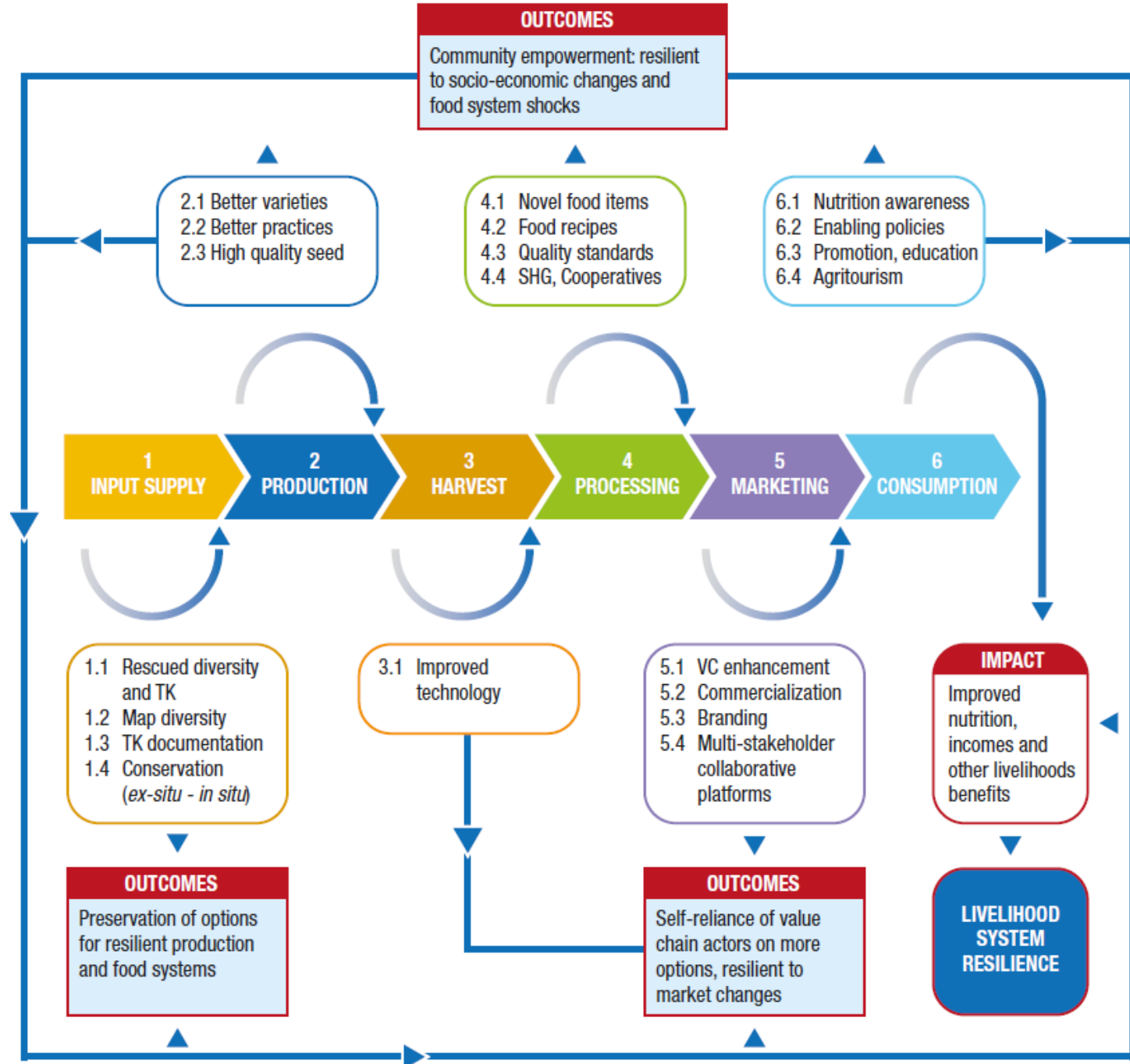
## *ValueLinks* Chain Mapping Symbols in Workshops and Documents

Card shapes & colour used in workshops and training seminars	Shapes for word documents in black&white	Levels of the value chain (VC) at which the symbol is used
		<u><i>Micro level of the VC</i></u> VC stage
	Text	Specific business activity
		Value chain operator
		Links between operators
		End market of value chain
<u><i>Meso &amp; Macro level</i></u>		
		Value chain supporter
		Value chain enabler
<u><i>All levels of the VC</i></u>		
		Constraint
		Potential
	Text	Action

Šema 7. Načini označavanja elemenata i odnosa unutar VC(Springer-Heinze, 2007)

# MAPIRANJE VC

Ovo je samo generalni okvir koji vam treba poslužiti kao vodilja prilikom identifikacije svakog od segmenata analiziranog lanca vrijednosti, a potom i identifikacije aktera, veza unutar istog.



Šema 28. Holistički pristup VC

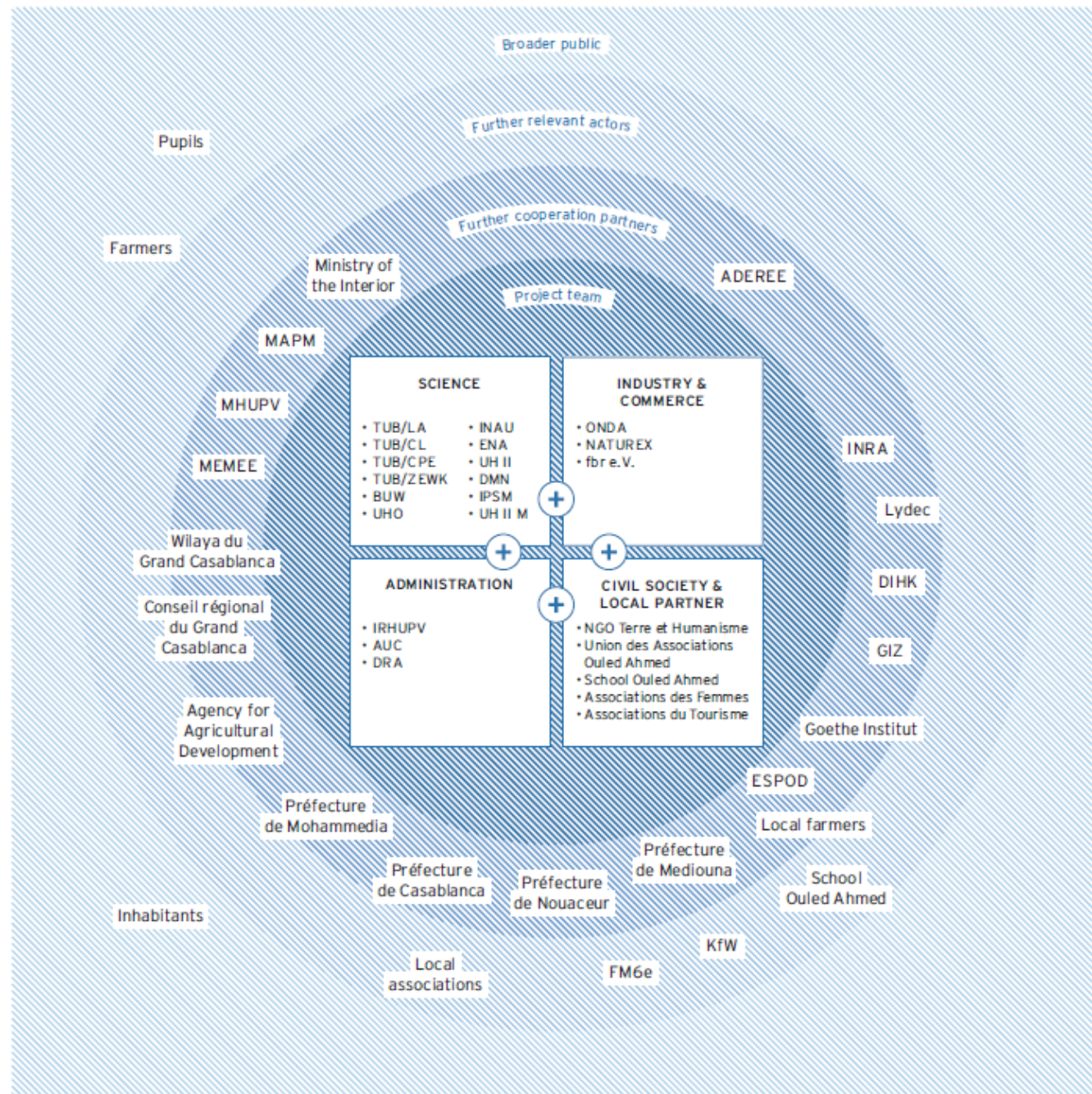


# MAPIRANJE VC – PRIMJER URBANA POLJOPRIVREDA

Mapiranje VC ovisi od svrhe analize, tako da struktura VC se može znatno razlikovati, „prilagodite“ mapu vašim potrebama.

ZA VIŠE INFORMACIJA  
POSJETITI:

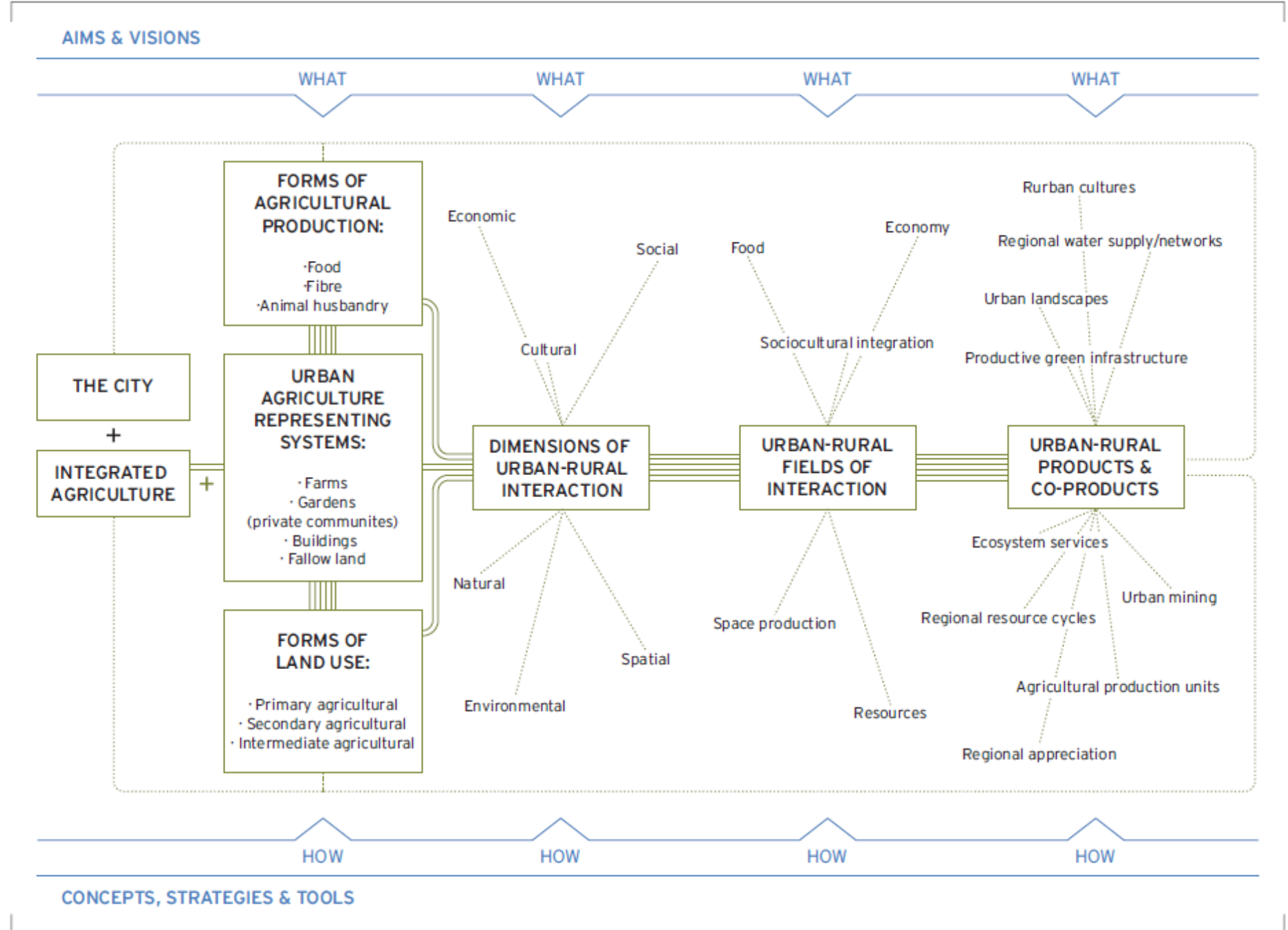
Giseke, U., Gerster-Bentaya, M., Helten, F., Kraume, M., Scherer, D., Spars, G., ... & Mansour, M. (Eds.). (2015). *Urban Agriculture for Growing City Regions: Connecting Urban-Rural Spheres in Casablanca*. Routledge.



Šema 29. Primjer mapiranja VC urbane poljoprivrede u Kazablanki (Giseke et al., 2015)



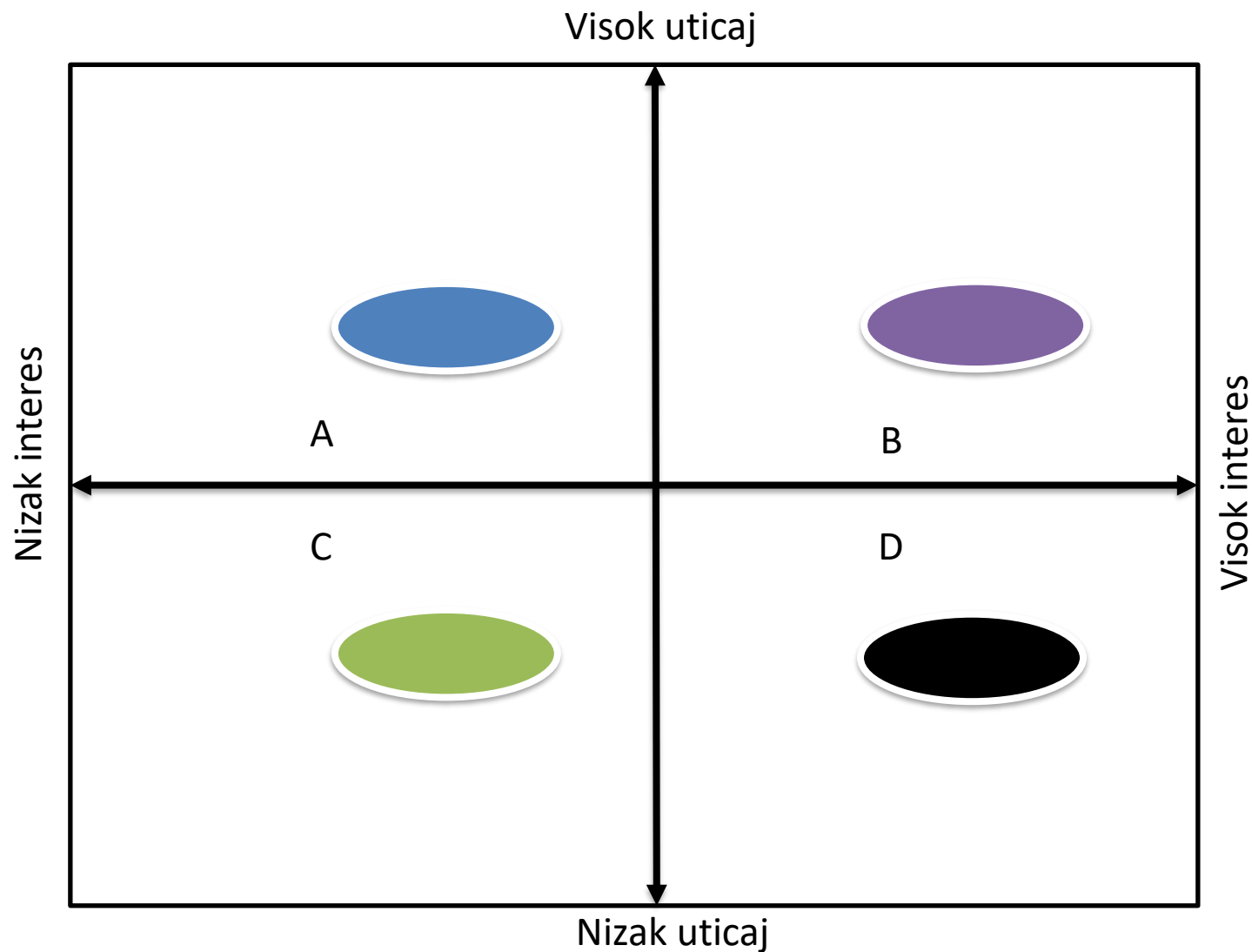
# MAPIRANJE VC – PRIMJER URBANA POLJOPRIVREDA



Šema 30. Primjer mapiranja VC urbane poljoprivrede u Kazablanki (Giseke et al., 2015)

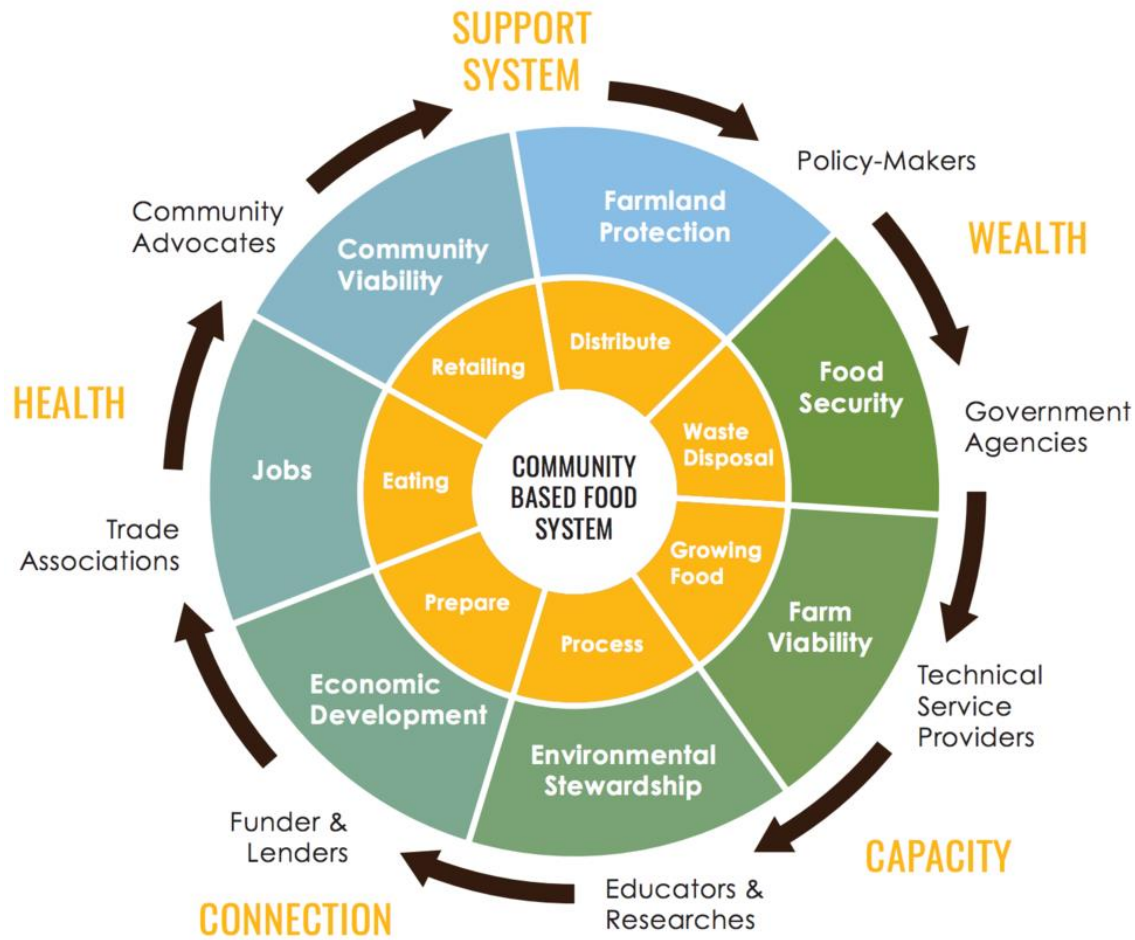
# MAPIRANJE VC – PERFORMANSE AKTERA

Inicijalna procjena performansi poslovanja svakog od aktera – ovim korakom procjenjujete ko bi vam potencijalno mogao biti partner prilikom pokretanja biznisa!



# OSTALI AKTERI?

Koje aspekte analizirati?  
Ne zaboraviti razlog analize!



Source: The Lancet. 2015. Obesity. Accessed June 1, 2017. <http://www.thelancet.com/series/obesity-2015>.



# FOOD DELIVERY 2.0

A new era in food delivery is rapidly emerging. 'Food Delivery 2.0' is shaking up both the food retail and foodservice sectors in the U.S. Although it is early days, we believe the ubiquity of the smartphone and the rise of the on-demand economy will have a profound and lasting impact on food, as it has in other spheres of our lives.

## DELIVERY APPS

These platforms have updated the old-school delivery model to the modern era, providing a mobile platform for centralizing ordering and delivery from a multitude of local restaurants.

DoorDash  
Grubhub  
Instacart  
Postmates  
UberEATS

## ONLINE GROCERY

New players have entered the grocery space, providing online ordering options and next-day or within-hours delivery of all types of grocery products.

AmazonFresh  
Door to Door Organics  
FreshDirect  
Peapod  
Thrive Market

## MEAL KITS

These subscription-based businesses deliver a box of pre-measured ingredients so that consumers can prepare their own home-cooked meals following the step-by-step recipe included in the box.

Blue Apron  
Chef'd  
HelloFresh  
Plated  
Purple Carrot

## READY MEALS

Ready-meal companies make complete meals and deliver them hot or chilled. Menu choices are often limited, but meals are designed and prepared by professional chefs.

Freshly  
Freshology  
Munchery  
Sprig  
Veestro

# 5 Orders to Go

### At your convenience

Ultimately, this is a story of convenience: saving consumers' time and removing the headache of what to eat tonight.

### Focus on food—not just the tech

The quality of products will be key in retaining customers and having them pay the premium for convenience.

### Getting the last mile right

Having a cool app is not enough. Getting the logistics right—with ever-shrinking delivery times—is vital in making or breaking a business.

### Expect some shake-out

A lot of money is flowing into the sector. Not all will survive. Many of these companies are struggling to make the economics work.

### A hot topic, but not total meltdown

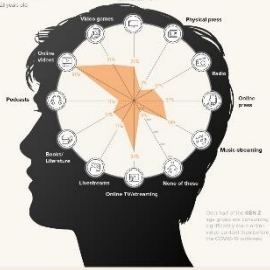
Food Delivery 2.0 will not lead to a total displacement of existing players. The new platforms will complement existing routes to the consumer.



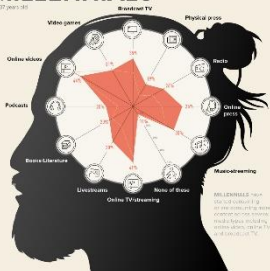
## MEDIA CONSUMPTION IN THE AGE OF COVID-19

GLOBAL WEB INDEX  
CORONAVIRUS RESEARCH REPORT, APRIL 2020

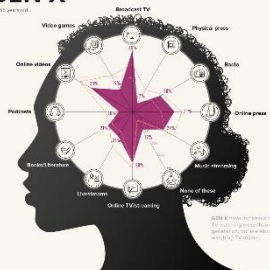
### MEDIA CONSUMPTION GEN Z



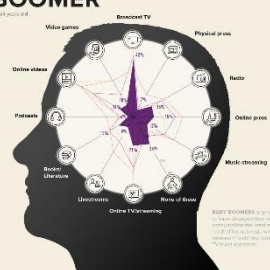
### MEDIA CONSUMPTION MILLENNIALS



### MEDIA CONSUMPTION GEN X



### MEDIA CONSUMPTION BOOMER



## Quarantine Internet Activities, %

Increase

0% 25% 50% 75%

	All	Gen Z	Millennials	Gen X	Boomers
Searching for coronavirus/COVID-19 updates	68	67	71	69	54
Listening to music	58	71	62	54	38
Watching movies/shows	49	51	52	51	34
Watching funny videos	42	52	44	39	27
Playing games on mobile	40	47	45	36	34
Looking at memes	32	54	41	21	9
Playing games on PC/laptop	29	29	36	25	25
Searching for cooking recipes	28	21	35	29	21
Reading business & finance articles/news	27	14	35	28	21
Searching for discounts from brands	24	22	28	23	23
Reading healthy eating articles	24	19	31	22	16
Reading sports news	23	16	32	19	24
Reading celebrity news	22	25	25	19	15
Listening to podcasts	18	16	26	16	7
Watching fitness videos	18	18	24	17	3
Searching for fashion trends/discounts	16	14	23	13	7
Reading live blogs	15	12	22	13	9
Watching esports videos/livestreams	12	14	20	9	2
Searching for vacations	12	11	18	9	3
Watching webinars	11	9	16	9	6
I'm trying to stay off the internet	5	5	4	6	8

VISUALCAPITALIST.COM

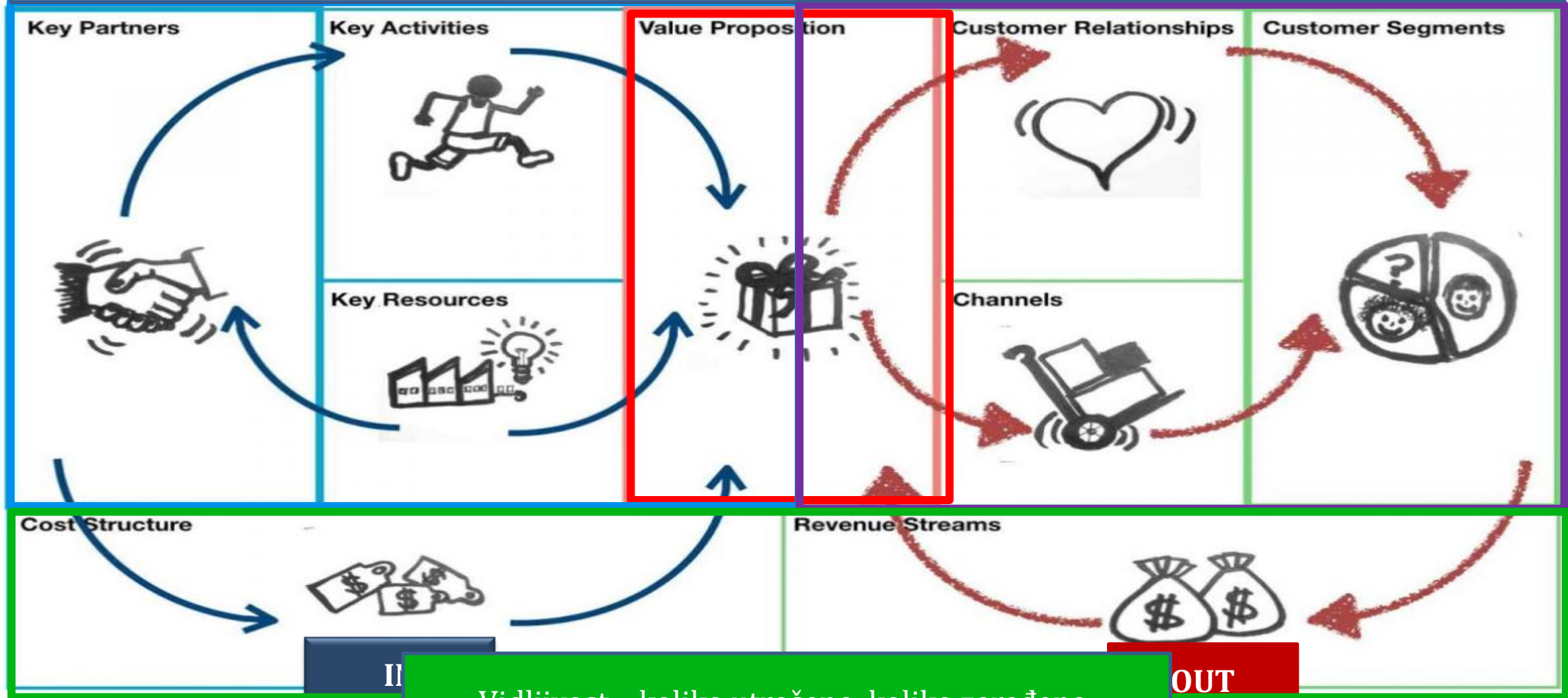
Source: Global Web Index, Coronavirus Research Report, April 2020



# ODREĐIVANJE DODANE VRIJEDNOSTI – VALUE PROPOSITION

Izvodljivost – kako se „stvari“ odnosno procesi i aktivnosti odvijaju unutar kompanije.

Prepoznatljivost – razumijevanje kupaca, motiva kupovine i kupovne odluke.



Vidljivost – koliko utrošeno, koliko zarađeno.

# ODREĐIVANJE DODANE VRIJEDNOSTI – VALUE PROPOSITION

