

Workshop: “Ecological transition
of agriculture: opportunities and
challenges”



BUSINESS CANVAS MODEL: AN APPLICATION TO THE AGRI-FOOD SECTOR

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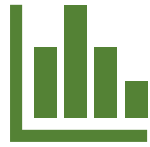
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1 Introduction



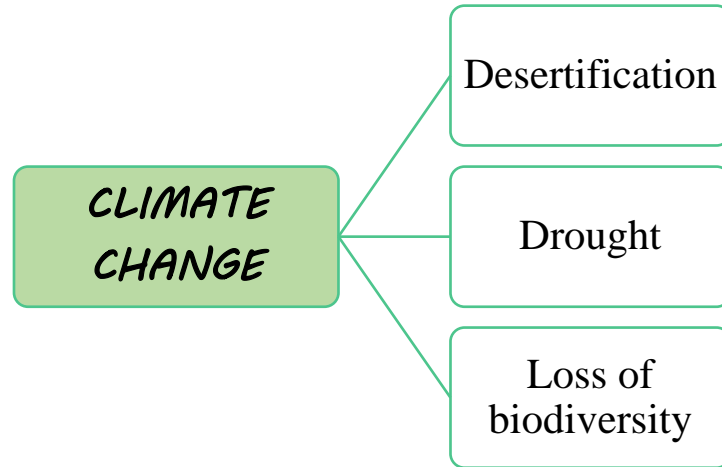
2 Methodology



3 Results



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PUBLIC POLICIES



Mitigate the effects of climate change

▶ How to get it?

Agroecology, defined as an integrated approach to ecological concepts and principles (FAO, 2018).

• **METHODOLOGY APPROACH → CANVAS Model (9 components) → PRIMARY DATA**

Survey designed: variables described in Prospero et al. (2023) to identify business model indicators + the structure of the BCM proposed by Osterwalder and Pigneur (2010).

12 personal interviews: 2 h
May-September 2023

Region= Axarquía
Selected crops: olive groves, subtropical and vegetables

Cases studies

Case	Size	Area (ha)	Farm type	Method of production	Business ownership	Farm orientation
1	Large	31	Olive groves	Organic	Family farms	Part-time farmer
2	Medium	20	Subtropical	Conventional	Family farms	Full-time farmer
3	Medium	12	Subtropical	Organic	Family farms	Part-time farmer
4	Small	9	Vegetables	Organic	Family farms	Full-time farmer
5	Small	7.5	Subtropical	Conventional	Family farms	Part-time farmer
6	Small	2.6	Olive groves	Conventional	Family farms	Part-time farmer
7	Small	2.5	Subtropical	Conventional	Family farms	Part-time farmer
8	Small	2	Olive groves	Conventional	Family farms	Part-time farmer
9	Small	2	Olive groves	Conventional	Family farms	Part-time farmer
10	Small	2	Vegetables	Conventional	Family farms	Part-time farmer
11	Small	0.6	Vegetables	Conventional	Family farms	Full-time farmer
12	Small	0.3	Vegetables	Conventional	Family farms	Part-time farmer

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Global

CUSTOMER SEGMENT

- Agricultural cooperatives.
- Brokers.

PROPOSAL OF VALUE

- Average over 47 years of activity.
- Owners have been running the farms for around 30 years.
- There are farms that are certified organic in addition to the certifications they have as members of cooperatives.

CHANNELS

- Importance of cooperatives.
- The nearest towns are located at a distance of 3 km.

CUSTOMER RELATIONS

- Importance of cooperatives.
- The nearest towns are located at a distance of 3 km.

SOURCE OF INCOME

- Values of annual turnover and total annual income very disparate, due to price differences and price variability. Average not representative.
- 100% of the income comes from agricultural activity.
- The contribution to household income from agricultural and non-agricultural activities is varied.
- Subsidies: basic (in olives groves farms) and ecological (certified ecological farms) CAP subsidies.

KEY RESOURCES

- Owners' education ranges from primary school to master's degree and solid experience.
- Small-medium farms in general and 1 large farm, divided into 1-3 plots.
- There are products that are intended for self-consumption and are not purchased.
- Less than 30% of intermediate goods are used for productive purposes.
- 1 person in the household - permanent unpaid / 0-9 casual workers.
- Possibility of access to credit.
- Subsidies: basic and ecological CAP subsidies in olive groves.

KEY ACTIVITIES

- 100% of income comes from agricultural activities.
- The contribution to household income from agricultural and non-agricultural activities is varied.

KEY PARTNERSHIPS

- Cooperatives and brokers.
- Processing is carried out outside the farm.
- Producers' association.
- In case of unforeseen circumstances, there is the possibility of access to credit.

COST STRUCTURE

- Processing costs, which is carried out outside the farms.
- They use part of their products for domestic consumption and the production process.
- Inputs that have the greatest impact on costs: labour (around 45% on average), fertiliser (28%), and water (15%).

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Olive groves

<p>CUSTOMER SEGMENT</p> <ul style="list-style-type: none"> • Agricultural cooperatives (15% local sales through the cooperatives). 	<p>PROPOSAL OF VALUE</p> <ul style="list-style-type: none"> • Average over 63 years of activity. • Owners have been running the farms for around 43 years. • One of the farms is certified organic. 	<p>CHANNELS</p> <ul style="list-style-type: none"> • Importance of cooperatives. • The nearest towns are located at a distance of 4.5 km. 	<p>CUSTOMER RELATIONS</p> <ul style="list-style-type: none"> • Importance of cooperatives. • The nearest towns are located at a distance of 4.5 km. 	<p>SOURCE OF INCOME</p> <ul style="list-style-type: none"> • Annual turnover ranges from 10,279 USD (6,250€) to 107,072 USD (65,100€). • The total annual net income is between 435 USD (283€) and 47,113 USD (28,645€). • 100% of the income comes from agricultural activity. • The contribution to household income from agricultural and non-agricultural activities is generally low (around 20%). • Subsidies: basic and ecological CAP subsidies.
<p>KEY RESOURCES</p> <ul style="list-style-type: none"> • Owners' education: primary school and solid experience. • Small-large farms, divided into 3-5 plots. • There are products that are intended for self-consumption and are not purchased. • Less than 30% of intermediate goods are used for productive purposes. • 1 person of the household - permanent unpaid / 0-9 casual workers. • Possibility of access to credit. • Subsidies: basic and ecological CAP subsidies. 			<p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> • 100% of income comes from agricultural activities. • The contribution to household income from agricultural and non-agricultural activities is generally low (around 20%). 	
<p>KEY PARTNERSHIPS</p> <ul style="list-style-type: none"> • Cooperatives. • Processing is carried out outside the farm. • Producers' association. • In case of unforeseen circumstances, there is the possibility of access to credit. 		<p>COST STRUCTURE</p> <ul style="list-style-type: none"> • Processing costs, which is carried out outside the farms. • They use part of their products for domestic consumption and the production process. • Inputs that have the greatest impact on costs: labour (around 50% on average), water (is varied) and fertiliser (16.5%). 		

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Subtropical

CUSTOMER SEGMENT

- Agricultural cooperatives.

PROPOSAL OF VALUE

- Average over 38 years of activity.
- Owners have been running the farms for around 30 years.
- One of the farms is certified organic.
- Cooperatives with other certifications.

CHANNELS

- Importance of cooperatives.
- The nearest towns are located at a distance of 3 km.

CUSTOMER RELATIONS

- Importance of cooperatives.
- The nearest towns are located at a distance of 3 km.

SOURCE OF INCOME

- Annual turnover ranges from 44,407 USD (27,000€) to 566,118 USD (344,200€).
- The total annual net income is between 23,914 USD (14,540€) and 354,100 USD (215,293€).
- 100% of the income comes from agricultural activity.
- The contribution to household income from agricultural and non-agricultural activities is generally high (around 78%).

KEY RESOURCES

- Owners' education ranges from primary school to master's degree and solid experience.
- Small-medium farms, divided into 2-10 plots.
- There are products that are intended for self-consumption and are not purchased.
- Around 30%-60% of intermediate goods are used for productive purposes.
- 1 person of the household - permanent unpaid / 3-4 casual workers.
- Possibility of access to credit.

KEY ACTIVITIES

- 100% of income comes from agricultural activities.
- The contribution to household income from agricultural and non-agricultural activities is generally high (around 78%).

KEY PARTNERSHIPS

- Cooperatives.
- Processing is carried out outside the farm.
- Producers' association.
- In case of unforeseen circumstances, there is the possibility of access to credit.

COST STRUCTURE

- Processing costs, which is carried out outside the farms.
- They use part of their products for domestic consumption and the production process.
- Inputs that have the greatest impact on costs: labour (around 52% on average) and water (16.5%).

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Vegetables

CUSTOMER SEGMENT

- Brokers.

PROPOSAL OF VALUE

- Average over 40 years of activity.
- Owners have been running the farms for around 21 years.
- One of the farms is certified organic.

CHANNELS

- Importance of brokers.
- The nearest towns are located at a distance of 1 km.

CUSTOMER RELATIONS

- Importance of brokers.
- The nearest towns are located at a distance of 1 km.

SOURCE OF INCOME

- Annual turnover ranges from 36,842 USD (22,400€) to 222,039 USD (135,000€).
- The total annual net income is between 26,560 USD (16,149€) and 119,644 USD (72,744€).
- 100% of the income comes from agricultural activity.
- The contribution to household income from agricultural and non-agricultural activities is varied.

KEY RESOURCES

- Owners' education ranges from primary school to secondary school and solid experience.
- Small farms, divided into 1-3 plots.
- There are products that are intended for self-consumption and are not purchased.
- Less than 30% of intermediate goods are used for productive purposes.
- 1 person of the household - permanent unpaid.
- Possibility of access to credit.

KEY ACTIVITIES

- 100% of income comes from agricultural activities.
- The contribution to household income from agricultural and non-agricultural activities is varied.

KEY PARTNERSHIPS

- Brokers.
- Processing is carried out outside the farm.
- Other entities: technical team of local companies
- In case of unforeseen circumstances, there is the possibility of access to credit.

COST STRUCTURE

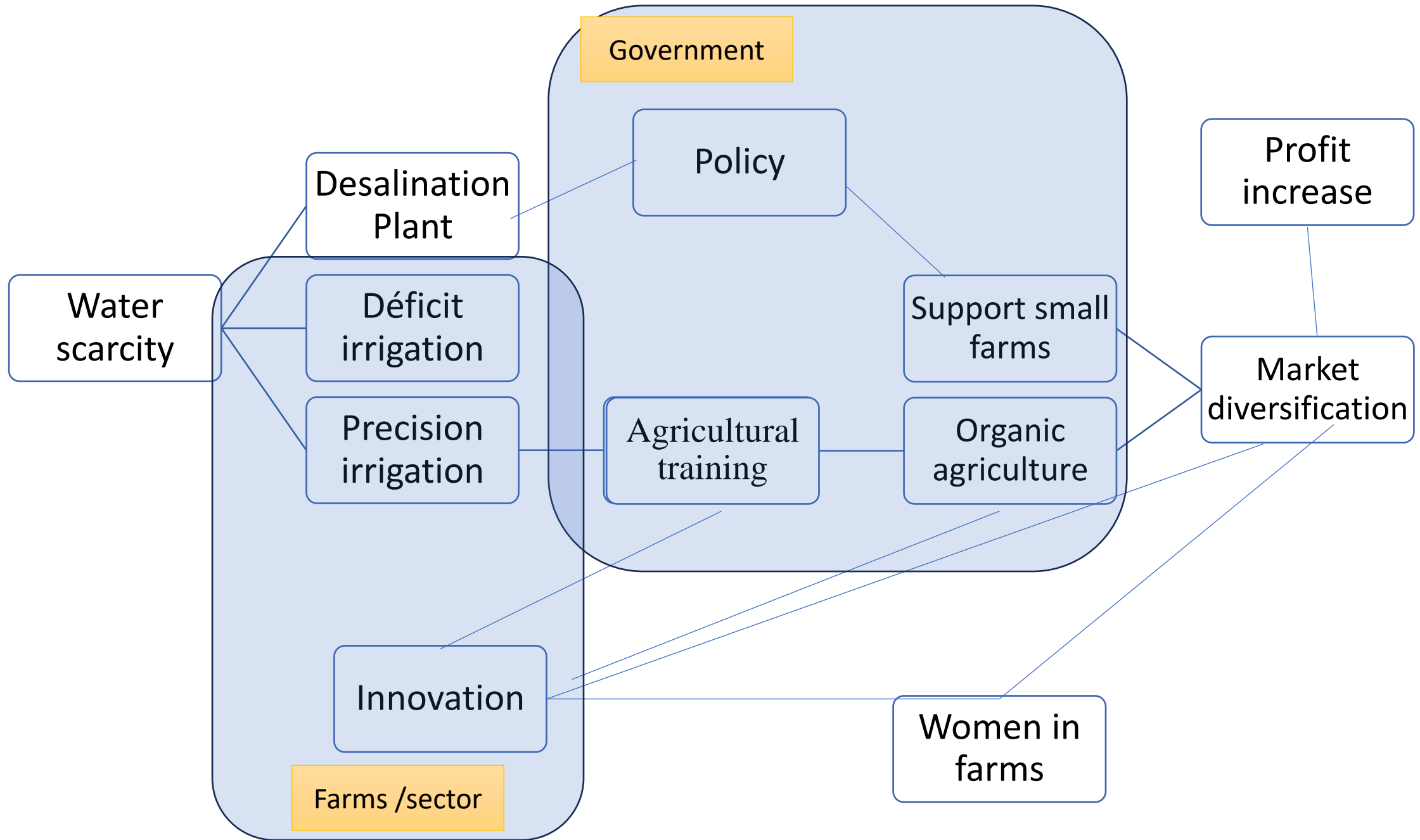
- Processing costs, which is carried out outside the farms.
- They use part of their products for domestic consumption and the production process.
- Inputs that have the greatest impact on costs: fertiliser (46%), labour (around 32% on average) and water (11%).

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