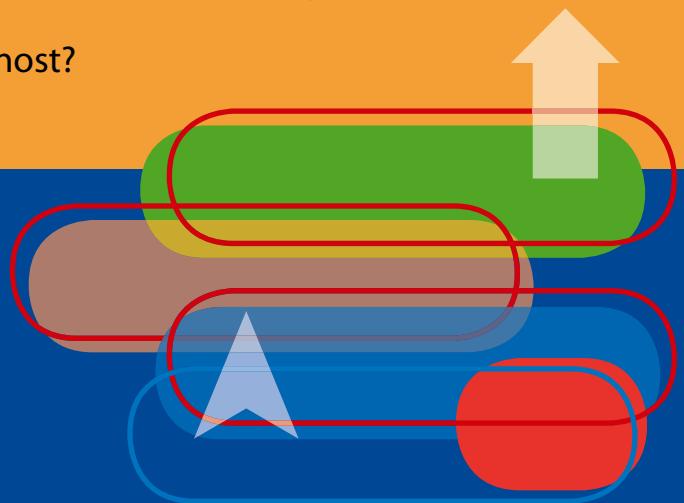


"Interaktivni strateški management"

Primer: kako kmetje načrtujejo prihodnost?



Method of

Interactive Strategic Management

Case: how do farmers plan the future?



Marija Klopčič, David Postma in Abele Kuipers

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Twinning projekta:
Navzkržna skladnost in
dobre kmetijske prakse
Kmetovanje s kvoto in premijami



Twinning projects
Cross Compliance and
Good Farming Practices
Farming with Quota and Premiums



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REPUBLIKA SLOVENIJA
MINISTRSTVO ZA KMETIJSTVO,
GOZDARSTVO IN PREHRANO

Kmetijsko gozdarska zbornica Slovenije

Univerza v Ljubljani
Biotehniška fakulteta
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Groblje 3, 1230 Domžale

LEI
WAGENINGEN UR

Izdajatelja:
Univerza v Ljubljani, Biotehniška fakulteta, Oddelek za zootehniko
Groblije 3, Domžale
in Kmetijsko ekonomski raiskovalni institut LEI, Wageningen, Nizozemska

Publishers:
University of Ljubljana, Biotechnical Faculty, Department of Animal Science
Groblije 3, Domžale, Slovenia
and Agricultural Economics Research Institute LEI, Wageningen, The Netherlands

Avtorji | Authors:
Dr. Marija Klopčič, Ir. David Postma in Dr. Abele Kuipers

Uredništvo | Editing:
Dr. Marija Klopčič in Dr. Abele Kuipers

Oblikovanje | Designing: Ta2To, Anton Jarc s.p., Domžale

Naklada | Number printed: 500

Leto izdaje | Year: 2009

CIP - Kataložni zapis o publikaciji
Narodna in univerzitetna knjižnica, Ljubljana

005.51:338.43(082)

KLOPČIČ, Marija, 1962-
Interaktivni strateški management -
Primer: kako kmetje načrtujejo prihodnost? = Method of interactive
strategic management - Case: how do farmers plan the future?
Marija Klopčič, David Postma & Abele Kuipers.
Domžale: Biotehniška fakulteta, Oddelek za zootehniko;
Wageningen: Agricultural Economics Research Institute,
2009

ISBN 978-961-6204-49-1
(Biotehniška fakulteta, Oddelek za zootehniko)

1. Postma, David 2. Kuipers, Abele

248570112

V sodelovanju s

Kmetijsko svetovalno službo

Ministrstvom za kmetijstvo, gozdarstvo
in prehrano Republike Slovenije

Univerzo v Ljubljani, Biotehniško fakulteto
Oddelkom za zootehniko

Kmetijsko ekonomskim raziskovalnim inštitutom (LEI)
Wageningen, Nizozemska

In cooperation with

Slovenian Extension Service

Republic of Slovenia
Ministry of Agriculture, Forestry and Food

University of Ljubljana, Biotechnical Faculty
Department of Animal Science

Agricultural Economics Research Institute (LEI)
The Netherlands

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Predgovor

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Preface

Prof. Dr. R.B.M. Huirne

Director General of Agricultural Economics Research
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The Hague, The Netherlands

Povsod po svetu se morajo kmetje prilagajati spremembam na trgu in novim predpisom. Nove razmere se odražajo v spremembah cen in poslovnih partnerjev, hkrati pa vlade sprejemajo nove predpise z novimi pravili. To za kmete predstavlja izziv, da se spoprijejo s temi spremembami in da razvijejo kmetovanje tako, da bodo lahko nadaljevali s kmetovanjem in da bodo zaslužili dovolj za spodobno življenje. Včasih so spremembe tako velike in tako nejasne, da si morajo celo najpodjetnejši kmetje zelo prizadevati, da se prilagodi novim razmeram. V takih okoliščinah je splošni interes družbe, da vlada nameni posebno pozornost kmetom in jih podpre pri njihovih strateških načrtih.

Vstop Slovenije v Evropsko unijo in posledično uvedba kmetijske politike EU, vključno z uvedbo mlečnih kvot na kmetijah kot del *pravnega reda EU*, je dober primer take velike spremembe v institucijah. Slovenski proizvajalci mleka so morali spoznati sistem mlečnih kvot in se spoprijeti s posledicami, ki jih imajo te kvote na delovanje njihovih kmetij v situaciji, ko se je domači trg odprl in postal prepletet z italijanskim, avstrijskim in širšim evropskim trgom.

Veliko projektov v pridružitvenih programih EU je poskušalo povezati administracijo in statistiko. Pri tem okviru je bila odlična ideja o skupnem projektu za kmetijsko svetovalno službo in rejce o izboljšanju njihovega kmetovanja s strateškimi načrti.

Ponosni smo, da so pristojni organi izbrali Metodo Interaktivnega Strateškega razmišljanja kot osnovo za ta projekt. Metoda je dobro razvita in je bila pred tem pre-

All over the world, farmers have to cope with changes in markets and institutions. New scarcities are reflected in changing prices and market partners as well as in governments creating new institutions with new rules. It is the challenge to farmers to deal with such changes and to develop their farm system in such a way that they can stay in business and earn a decent living. Sometimes the changes are so drastic and unclear that even the most entrepreneurial farmers struggle to adapt. In such cases extra attention from governments to support the farmers with their strategy planning is in the interest of society at large.

The entry of Slovenia into the European Union and the subsequent introduction of the EU dairy policy, including milk quota in dairy farming as part of the *acquis communautaire* is a good example of such a great change in institutions. Slovenian dairy farmers had to understand the system and to learn the consequences of the quota for their farm operation, in a situation where their home market became intertwined with the Italian, Austrian and wider European markets.

Many projects in EU accession programmes are set up to integrate administrations and statistics. It was within this framework an excellent idea to start a project for extension workers and dairy farmers to improve their farm performance via strategic planning.

We are proud that the relevant authorities have chosen the LEI's Method of Interactive Strategic Management as a cornerstone for the project. The method was developed well and tested in the Netherlands, and this



izkušena na Nizozemskem. Ta projekt nam je dal možnost dobiti izkušnje s to metodo v drugačnem kontekstu, tudi v kulturnem in jezikovnem.

Davidu Postmi in Rubenu Hurkensu je uspelo na kraju samem prenesti nizozemsko znanje in izkušnje na skupino slovenskih kolegov na Biotehniški fakulteti in Kmetijsko svetovalni službi. Co Daatselaar je posredoval veliko koristne pomoči in Krijn Poppe je aktivno sodeloval na uvodnem srečanju. Zahvaljujemo se dr. Abele Kuipersu iz "Expertise Centre for Farm Management and Knowledge Transfer", in še posebej našim projektnim partnerjem v Sloveniji za njihovo dragoceno pomoč in zaupanje v naša mnenja, ki so bila sama po sebi podjetniška odločitev. Dr. Marija Klopčič z Biotehniške fakultete je vložila veliko truda v prilaganje metode slovenskim okoliščinam in lokalnim posebnostim. V sodelovanju z manjšo skupino kmetijskih svetovalcev je organizirala in izvedla usposabljanje v slovenskem jeziku. Poleg tega je v večji meri pripravila tudi to knjigo.

Upamo, da bodo kmetje, ki so se že usposobili oziroma se bodo v prihodnje usposobili za delo s to metodo, videli svetlo prihodnost v slovenski priejadi mleka ali v drugih dejavnostih, ki se jih bodo lotili po učenju teh veščin.

project gave us the possibility of getting on-hand experience with the method in a different context, that is culturally and linguistically.

On the spot David Postma and Ruben Hurkens were able to transfer the Dutch knowhow to a group of Slovenian colleagues at the Biotechnical Faculty and Extension service. Co Daatselaar and Alfons Beldman provided much valuable support and Krijn Poppe was active in the kick-off meeting. We thank Abele Kuipers of the Expertise Centre for Farm Management and Knowledge Transfer, and especially our project partners in Slovenia for their invaluable support and trust in our approach, which was in itself an entrepreneurial decision. Dr. Marija Klopčič of the Biotechnical Faculty made a great effort by adapting the method to the Slovenian circumstances and local colour. She also organised and performed trainings in the Slovene language in cooperation with a small group of extension workers. Moreover she prepared largely this book.

We hope that the farmers trained and still to be trained with this method will see a bright future in Slovenian dairy farming, or in other activities that they undertake as a result of the competences learned.

Predgovor

Branko Ravnik, univ.dipl.ing.zoot.
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Preface

Mr. Branko Ravnik
Director of Directorate for Agriculture, Ministry of Agriculture, Forestry and Food, Slovenia

Kmetijska pridelava vključno z živinorejo vse bolj postaja gospodarska dejavnost, ki v hitro se spreminjačem okolju zahteva stalno prilaganje, odzivanje na spremembe in vse bolj poglobljeno načrtovanje. Zaradi svoje značilnosti, da je dolgoročno orientirana, odvisna od številnih dejavnikov in investicijsko zahtevna, je strateški razmislek o prilagoditvah in izboljšavah nujen pred vsako pomembno odločitvijo. V praksi se tega žal pogosto ne zavedamo dovolj in pri investicijskih odločitvah ne upoštevamo v zadostni meri vseh dejavnikov.

Strateški pristop k načrtovanju zahteva veliko znanja o sistemih kmetovanja in poznavanja različnih možnosti, primerna orodja in učinkovito strokovno podporno okolje ter dobre analitične podlage, ki omogočajo, da so rezultati razmisleka v danem trenutku in razmerah kar najboljši. Pričujoča publikacija, ki je rezultat prenosa znanja in izkušenj na tem področju, bi morala vzbuditi zavedanje o pomenu takega pristopa ob slehernem razmisleku o tem, kako ostati in obstati v kmetijski dejavnosti.

V okviru Twinning projektov je bilo to razmišljanje o prihodnosti stimulirano in izvedeno s pomočjo tako imenovanega orodja za "Interaktivno strateško razmišljanje". To orodje je bilo razvito na Nizozemskem ter prilagojeno slovenskim razmeram. V času klasičnega Twinning projekta "Kmetovanje s kvoto in premijami" v letih 2006 in 2007, se je izobraževanja in praktične uporabe tega orodja udeležilo 40 kmetov. Ta skupina kmetov je namenila temu izobraževanju precej časa, saj je samo strokovno usposabljanje trajalo štiri dni, s tem da so določen del priprave strateških načrtov opravili sami ali z drugimi družinskimi člani doma. V letu 2009 smo s tem strokovnim usposabljanjem in uporabo teh orodij na-

Agricultural production, including cattle husbandry, has become an economic activity which demands constant adaptation to a changing environment and a proficient planning. Long-term perspectives for agricultural production and carefulness concerning investments require a strategic way of thinking about the type of adaptations and improvements before important decisions are made. Unfortunately, this kind of thinking is rarely exercised in practice. Besides, when it is considered, usually not all factors are sufficiently taken into account in the decision-making process.

A strategic approach demands an extensive knowledge of farming systems and alternatives, understanding of the environment, good analytical background and suitable tools. These conditions are a precaution for obtaining the right strategic decisions under the existing circumstances. The present booklet is a result of transfer of knowledge and experiences in the field and should increase awareness on the significance of this kind of approach for anyone, who wants to remain and further develop its activities in the agricultural branch.

Under the Twinning projects, strategic thinking was stimulated and exercised by using the so-called "Interactive Strategic Management Tool". This tool was developed by Dutch partners and is still in the process of accommodation to the Slovenian circumstances. During the Classical Twinning project "Farming with quota and premiums" in 2006 and 2007 a group of 40 farmers participated in the interactive sessions. They devoted 4 days to the special training on tools, while additionally specific parts of the education were carried out by themselves and their family members at home. In 2009 we continued the trainings in interactive strategic management during the Twinning

daljevali v okviru dveh Twinning projektov. Tak način izobraževanja in strokovnega usposabljanja izboljša tudi znanje in izkušnje uporabe računalnika in računalniških orodij.

Posebej dragoceni pri tem so konkretni primeri posameznih uspešnih kmetij, ki so svoje izkušnje in bodoče načrte odprto predstavili širši javnosti. Dragocena informacija pri tem je, da ni enotnega vzorca ali modela in, da mora prav vsakdo sam najti pravo pot in rešitev za svoje razmere in zmožnosti. Stateški načrti desetih kmetij, ki so predstavljeni v tej publikaciji, so bili predstavljeni na strokovnih predavanjih za kmete v letu 2007 s strani kmetov samih. V letu 2009 so bili stateški načrti teh kmetij ponovno proučeni in analizirani. Istočasno se je orodje za Interaktivno strateško razmišljanje uporabilo tudi za skupino kmetov, ki kmetujejo po principih ekološkega kmetovanja in kmetije, ki se ukvarjajo s kmečkim turizmom. Njihovo sodelovanje je do dalo nove izkušnje pri uporabi orodja in postopku učenja.

Izziv za kmete je delovanje v spremenjenih razmerah okolja. Podjetniške sposobnosti so pri zagotavljanju dobre in stabilne prihodnosti zelo dobrodošle. Ta publikacija opisuje metodo, ki nam je lahko v pomoč. Dejansko je ta metoda vsestransko uporabna in ni namenjena le za potrebe kmetijstva. Rezultati dobrega in uspešnega mednarodnega sodelovanja so prikazani v tej zanimivi in lepo ilustrirani knjigi.

Ob tej priložnosti bi se rad zahvalil vsem, ki so prispevali k uspešnemu zaključku Twinning projektov: dr. Marija Klopčič, ključni nosilki projekta za organizacijo in izvedbo delavnic in srečanj s kmeti ter pripravo te publikacije in prilagoditvi orodja za strateško načrtovanje, kmetijski svetovalni službi pri KGZS in njenim specialistom za ekonomiko za njihovo aktivno sodelovanje v projektu, Nizozemskim partnerjem za dragoceno posredovanje znanja in izkušen ter gospodu Marku Verbiču, projektному vodju s slovenske strani.

Glede na to, da je izobraževanje in praktična uporaba tega orodja potekala v domačem jeziku, je bila vloga naših ljudi pri tem zelo pomembna. Prepričan sem, da boste številni ob branju te knjige dobili navdih za nove ideje kako kmetovati v prihodnje.

light projects. This kind of education requires working with the computer, which consequently also increases their computer skills.

Especially appreciated are the actual examples of selected farmers which unselfishly share their experiences and intentions with the readers of this booklet. It should be pointed out that there is no uniform model of the future farm. Instead, each farm has to define its own strategy, responding to its own circumstances and possibilities. The ten cases listed in this booklet are presented by farmers from the first group in 2007. In 2009 the reports of these farmers were evaluated. In this second training period, farmers who farm under ecological principles participated in the sessions as well as farmers with agro-tourism. Their participation added new insights to the usage of the tool and to the experiences in the process of education.

It is a great challenge for farmers to operate in a changing environment. Farmer's entrepreneurial abilities are very welcome for establishing a good and stable future. This booklet illustrates a method that can contribute to this. In fact, this method is widely applicable and is not intended just for agricultural purposes. This interesting and nicely illustrated booklet presents the results of good and successful international cooperation.

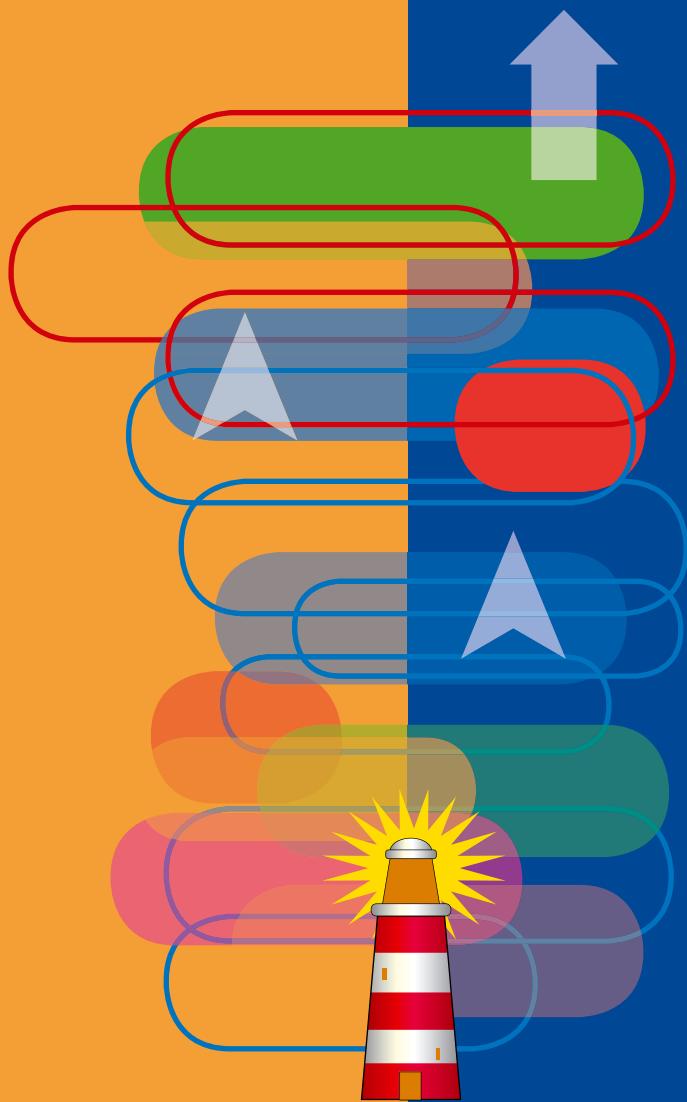
I would like to use this opportunity to thank all who have contributed to the successful execution of the Twinning light projects, especially to Ms Marija Klopčič, PhD, a key player in organisation and implementation of the project activities and a person, who prepared this book for printing. I also would like to thank the Agricultural Advisory Service and their specialists in economics for their active cooperation in this activity, the Dutch experts and lecturers for valuable transfer of knowledge and experiences under the Twinning projects, and also the Slovene project leader, Mr Marko Verbič.

Considering the fact that education in and practical usage of the tools took place in workshops using the Slovene language, the role of the Slovene audience was very important. I am sure that many of us will find this booklet inspiring in the search for new ideas how to run agro-business in the future.

Poglavlje 1

Chapter 1

Teorija Theory



Seznanitev z metodo "Interaktivni strateški management"

Koncept

Zaradi hitrih sprememb okolja je večja pozornost dana podjetniški kakovosti. Ljudi, ki so tržno usmerjeni, imenujemo podjetniki. Strateško razmišljanje lahko pomaga razviti pravo strategijo, ki ustreza podjetniku, podjetjem in okolju. Kmetijski ekonomsko raziskovalni Inštitut (LEI) iz Nizozemske je razvil metodo Interaktivnega Strateškega Managementa (ali t.i. metodo Interaktivnega strateškega razmišljanja) kot pomoč podjetnikom pri razvijanju njihove lastne strategije. Ta metoda je bila vpeljana v Sloveniji kot del medinstiucionalnega sodelovanja pri projektu "Kmetovanje s kvoto in premijami".

Ta projekt je poskušal pomagati kmetom in organizacijam v Sloveniji pri prilagajanju novim okoliščinam in politiki EU. Interaktivno strateško razmišljanje je del metode, ki je bila uporabljena kot pomoč kmetom, da bi razmišljali o prihodnosti na drugačen način. Ta metoda Interaktivnega strateškega razmišljanja je primerna za vse ljudi in organizacije, podjetja in kmetije, ki se ukvarjajo s poslom. V tej knjigi, bo uporabljena beseda podjetnik kot izraz široke uporabnosti te metode, čeprav bo v našem primeru metoda uporabljena za kmete.

Strateško razmišljanje je precej pomembno za obstoj podjetnika in bo postajalo bolj in bolj pomembno, od kar narašča število podjetij, ki niso osredotočena le na izdelek, ampak tudi na sam postopek. Osredotočenje na postopek je povzročeno z rastjo vpliva zunanjih dejavnikov, ki v preteklosti niso bili pomembni. Primeri teh gibanj v družbi so npr. dovoljenje za proizvodnjo in

Introduction to Method of Interactive Strategic Management

The Concept

Because of the rapid changing environment a stronger appeal is made for entrepreneurial qualities. We call persons, who are market-oriented, entrepreneurs. Strategic thinking can help to develop the right strategy that fits with the entrepreneur, the firm and the environment. The Agricultural Economic Research Institute (LEI) in the Netherlands developed the method of Interactive Strategic Management (or Interactive Strategic Thinking), to support entrepreneurs in the process of developing their own strategy. This method was introduced in Slovenia as part of the Twinning project "Farming with Quota and Premiums".

This project attempts to help farmers and supporting institutions in Slovenia to adapt to the new EU circumstances and EU policies. Interactive Strategic Management (Thinking) is part of the method used to help farmers to think about the future in a structured way. The method of Interactive Strategic Management (Thinking) is applicable to all persons and organisations, firms and farms dealing with business. In this book, the word entrepreneur is used to express the wide applicability of this method, while the method will be applied to farmers.

Strategic thinking is quite important for being an entrepreneurs and it will become more and more important since an increasing number of companies focus not only on the product but also on the process. The focus on the process is caused by a growing influence of external factors, which were not so relevant in earlier days. Examples of this trend in the society are concepts such as "licence



družbeno odgovorna podjetnost.

V praksi je pogosto videti, da strateško razmišljanje ne vključuje vedno vseh pomembnih vidikov, potrebnih za dobro pretehtan izbor. To je lahko škodljivo, kajti v primerih ko je bila narejena strateška odločitev v smislu velikih naložb, sprememba odločitev ni lahka ali je pogosto celo nemogoča.

Z enostavno postavljenimi metodami strateškega razmišljanja v prakso se da naučiti in izboljšati način strateškega pogleda na podjetje, firmo ali kmetijo. Toda če ste podjetnik, ni vedno lahko najti čas razmišljati o prihodnosti, zlasti kadar ste v vlogi direktorja podjetja ali gospodarja kmetije in hkrati tudi izvajalec del. Toda redna ocena poslovanja kmetije ali podjetja s strateškim načrtovanjem usmerja način vodenja podjetja ali kmetije.

Delo s strategijo ne pomeni, da ne delamo na izvedbeni ravni in tudi ne na strateški ravni, vendar pa gledamo in razmišljamo o prihodnosti za naslednji dve do deset let. To je prikazano na sliki 1: Delo s strategijo.

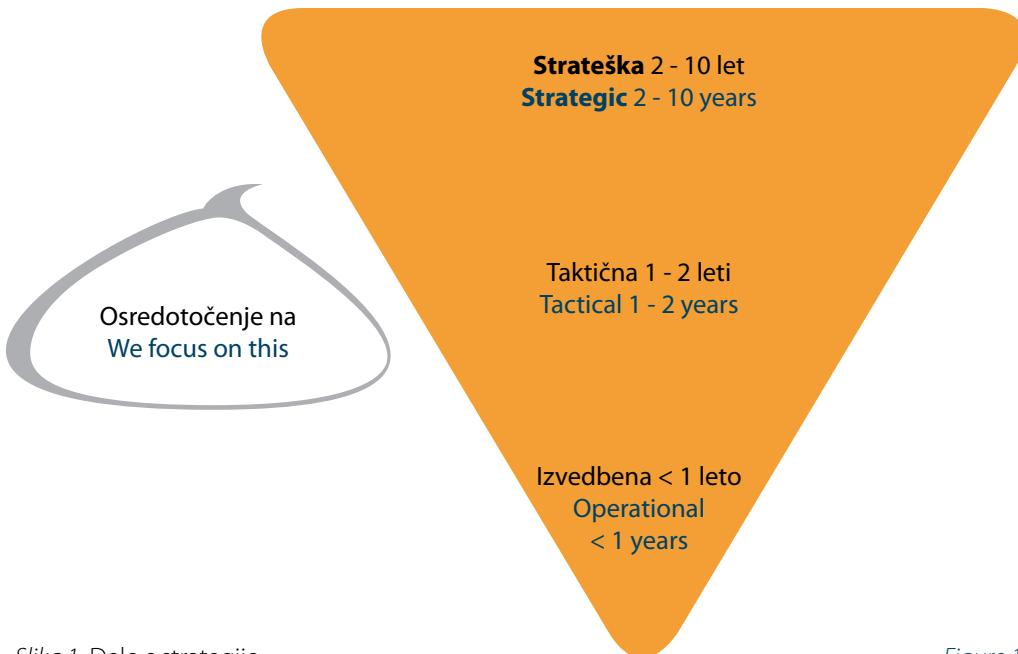
to produce" and "socially responsible entrepreneurship".

In practice it is often seen that strategic thinking does not always include all relevant aspects, which are needed to come to a well-balanced choice. This can be harmful in case a strategic decision is made involving high investments, because it is not easy or sometimes even impossible to reverse the decision.

Looking in a strategic way at your company, firm or farm can be taught and improved by simply putting the method of strategic thinking into practice. However, as an entrepreneur it is not always easy to find time to think about the future, especially when you are the manager and executor at the same time. But a regular review of the farm or firm business through strategic planning does give direction to the way the firm or farm is managed.

Working with strategy means that we do not work at the operational level nor at the tactical level, but that we look ahead from 2 until 10 years into the future. This is illustrated in Figure 1 "Working with strategy".

Vodstveno-upravljaške ravni Management levels



Slika 1: Delo s strategijo

Figure 1. Working with strategy

Potek

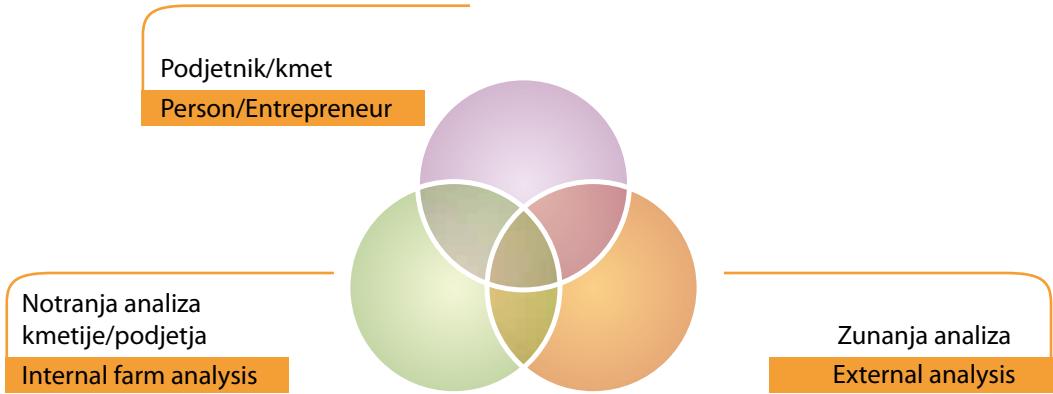
Glavna načela Interaktivnega strateškega razmišljanja so:

- Kmetje proučijo medsebojno delovanje z okoljem
- Dialog z različnimi partnerji in tržno dejaven odnos;
- Ravnotežje treh P-jev: Planet, dobiček, ljudje
- Strukturni postopek:
 - Ugotoviti optimalno prilagoditev med zunanjimi in notranjimi dejavniki, dejavniki podjetja in sposobnostmi kmeta
 - Podjetnik je vodilni. Ima osrednji položaj in razvija svoj načrt na strukturiran način. Zaradi enostavnosti, bomo podjetnika naslavljali v moškem spolu, čeprav to isto velja tudi za podjetnico.

The process

The main principles of the process of Interactive Strategic Management are:

- Farmers go into interaction with surroundings
- Dialogue with stakeholders and market proactive attitude;
- Balance in 3P's: Planet, Profit, People
- Structured process:
 - Find an optimal fit between external and internal factors, firm factors and competences of the farmer
 - Entrepreneur is leading, has a central position and develops his plan in a structured way. For simplicity, we will address the entrepreneur as "he", but clearly it can be as well a "she".

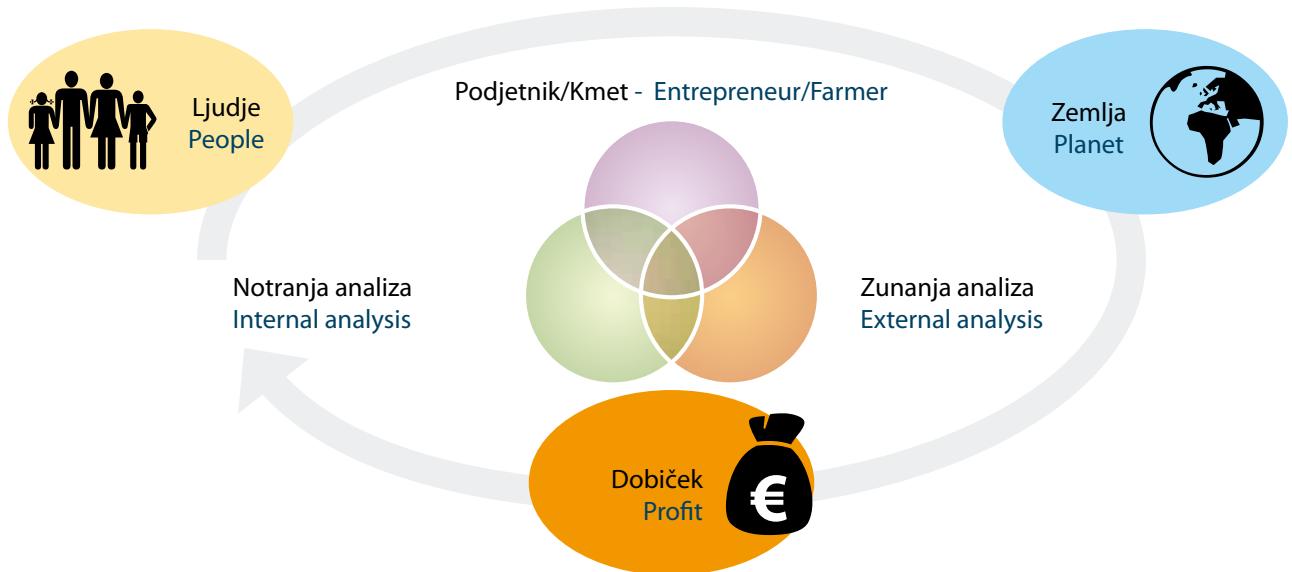


Kot lahko vidite iz zgoraj omenjenih načinov delovanja, samo osredotočenje na postopek ni toliko strokoven, ampak temelji na človeku (posamezniku) in vpleteneih sosedih (ljudeh), na družbi in okolju (planet) ter na ekonomiki (dobiček). Temu pravimo osredotočenje na **trikratni P** ($3 \times P$), kar je lepo prikazano na sliki 2.

As can be seen from the above principles, the focus on the process is not so much on technical issues, but more on the person(s) and neighbourhood involved (People), the society and environment (Planet) and the economics (Profit). We say the focus is on **triple P** ($3 \times P$). This is illustrated in Figure 2.

Razvoj strukturirano uravnovešenega in trajnostnega načina izdelave poslovnega načrta s pomočjo strukturnih korakov

Develop a business plan in a structured, balanced and sustainable way by making structural steps



Slika 2: Osredotočenje postopka na človeka (ljudi), družbeno okolje (planet) in gospodarjenje (profit)

Figure 2. Focus of process on person (people), society (planet) and economy (profit)

Postopek vodi v strateški načrt

Vsek del postopka strateškega razmišljjanja vključuje zbiranje podatkov, proučevanje in razlaganje teh informacij ter sporazumevanje o tem z drugimi. Poseben izziv je najti povezavo med različnimi elementi in njihovo uporabo. Poleg tega je izziv uporabiti in povečati inovativne zmožnosti vas samih in vašega podjetja oziroma kmetije. Ključni dejavnik tega je, da ste ustvarjalni kajti iz tega sledi, da iščete razloge za posamezne dogodke in koristi iz tega.

Navedek:

Za kmetijstvo so bile dolgo časa značilne znane in stabilne razmere. Potrebe po ustvarjalnosti dejansko ni bilo. Razlog je nepomemben v stabilnih razmerah. V tem primeru ni navada postavljati vprašanj "zakaj" in potem takem proučevati ustvarjalnost (Brunaker, 1993).

Brunaker, S., 1993. Farm Diversification - New Enterprises on Competitive Markets. Department of Economics, Swedish University of Agricultural Sciences, Sweden.

Ko razpravljam o ustvarjalnosti in načinu učenja, bomo uporabili sledeči krog učenja (glej sliko 3):

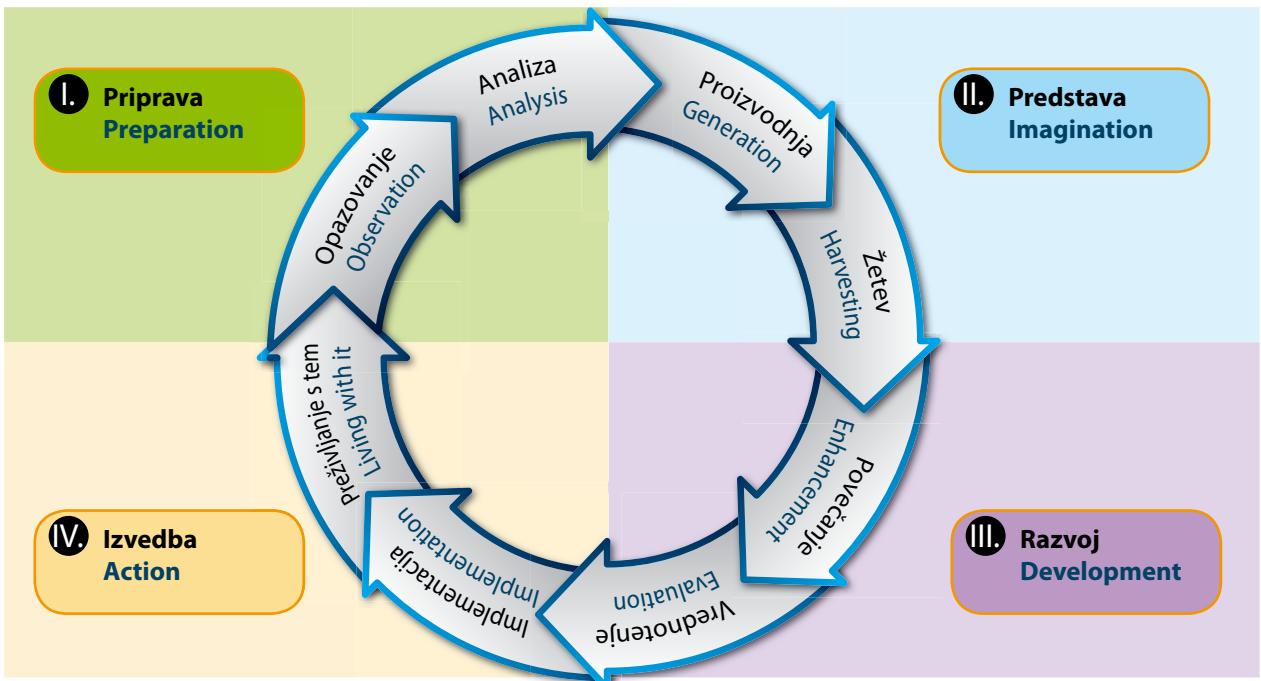
The process leads to a strategic plan

Each part of the process of Strategic Thinking includes collecting data, considering and interpreting this information and communicating this with others. The challenge is to find the link between different elements and use them. Also, the challenge is to use and increase the innovative potentials of yourself and your company. Being creative is a key factor for this, which implies that you search for the "why" of certain events and benefit from this.

Quotation:

Agriculture has for a long period of time been characterized by familiar and stable conditions. The need for creativity was virtually non-existing. "Why" is irrelevant under stable conditions. So there is no tradition to address the "why"-question and thus to explore creativity (Brunaker, 1993).

When discussing creativity and the process of learning, the following cycle of learning will be used (see Figure 3):



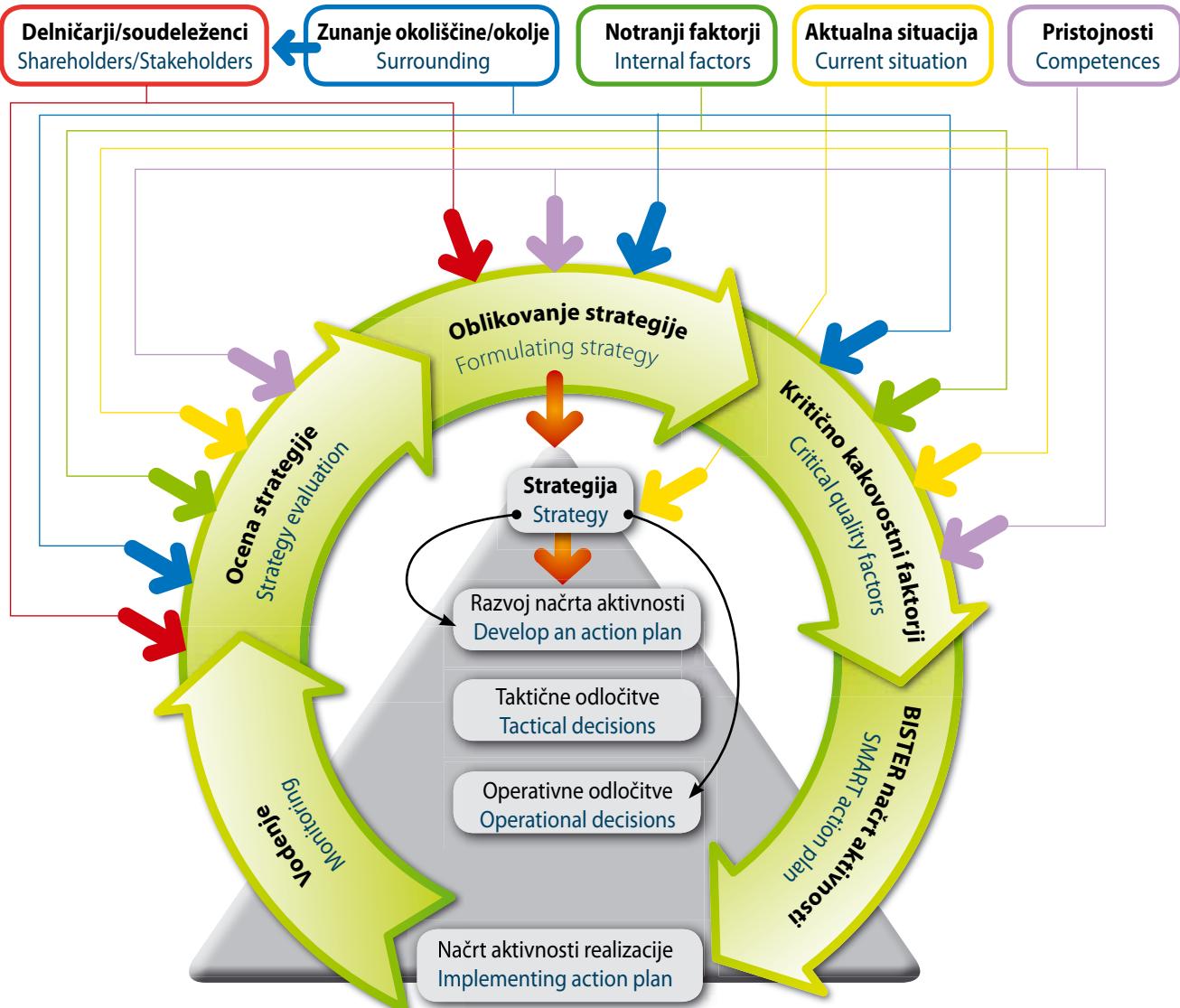
Slika 3: Krog učenja (Vir: Plsek, 1997)

Figure 3. Cycle of learning (source: Plsek, 1997)

Plsek, P.E., 1997. Directed Creativity Cycle. Available from: <http://www.directedcreativity.com/pages/CycleFrameset.html>

Prva stopnja je opazovanje in analiza: upoštevanje izkušenj in proučevanje ugotovitev. Druga stopnja je predstavljanje in pospoljevanje. Opazovanje je bolj abstraktno in splošno. Tretja stopnja je razvoj in ocena novih idej. Četrta stopnja je dejavno izvajanje idej. Z drugimi besedami: uporaba abstraktne zasnove z urenjevanjem novih konkretnih razmer. To bo pripeljalo do novih konkretnih izkušenj.

The first phase consists of observing and analysing: undergoing experiences and consider the observations. The second phase consists of imagination and generalisation. The observation is put more abstractly and generally. The third phase consists of development and evaluation of new ideas. The fourth phase consists of active implementation of ideas. In other words: the application of abstract concepts by implementation in new concrete situations. This will lead in turn to a new concrete experience.



Slika 4: Krog strateškega razmišljanja (vir: LEI, 2000)

Figure 4. Strategic Management Cyclus (source: LEI, 2000)

Strateško razmišljanje je lahko najučinkoviteje preglezano z uporabo tega učnega kroga, kot teoretično ozadje. To pomeni, da poskušamo po možnosti preseči čim večje število elementov tega kroga, namesto da se oprimemo le enega. Vsekakor ne bo treba narediti vsega v enem popoldnevu. Z metodo strateškega razmišljanja (glej slika 4) je najprej oblikovana strategija, ki je podprtta z analizami. Nato je razvit načrt aktivnosti, ki mu sledi opis izvajanja načrta ukrepov zato da bi urejničili strategijo. Zadnja stopnja je opazovanje, ocena in spremembe strateškega načrta ter izvedba dodatnih analiz.

Na kratko, pri interaktivnem strateškem razmišljanju naj bi tako imenovano "strateško načrtovanje", zato da bi bili čim uspešnejši, vključevalo naslednje stopnje:

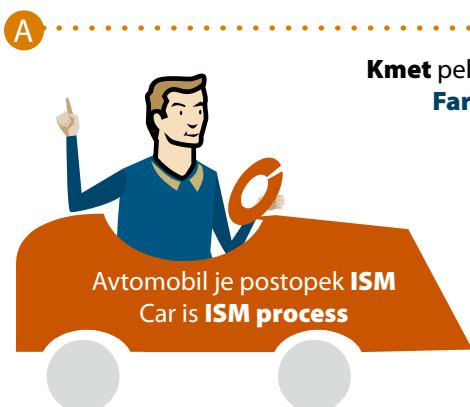
- Izoblikovanje ciljev
- Zunanjo analizo
- Notranjo analizo
- Oblikovanje strateških možnosti
- Izbira ene možnosti
- Določitev konkretnih ciljev
- Razvoj načrta aktivnosti
- Izvedba aktivnosti
- Nadzor rezultatov
- Ocena strateškega načrta

Going through the process of strategic thinking can be done most efficiently by using this learning cycle as background theory. This means trying to go through as many elements of the cycle as possible instead of sticking to one. Of course, it will not be necessary to go through all the steps in one afternoon. With the method of strategic management (see Figure 4), first a strategy is formulated supported by analyses. Secondly, an action plan is developed, and thirdly, the implementation of the plan of action is described in order to realise the strategy. Fourthly, the monitoring, review and evaluation of the strategic plan and attached analyses are carried out.

In summary, in the process of Interactive Strategic Management, i.e. "Strategic planning", the next steps should be taken to be optimally successful:

- Formulate mission
- External analysis
- Internal analysis
- Formulate strategic alternatives
- Choose for one alternative
- Define concrete objectives
- Develop action plan
- Implement actions
- Monitor results
- Evaluate strategic plan

Vloga svetovalca in znanstvenika



Slika 5: Nova vloga svetovalca

The role of adviser and scientist



Figure 5. New role of advisor

Pri interaktivnem strateškem razmišljanju ima svetovalec kot vodja postopka novo vlogo: svetovalec oziroma svetovalka ni več svetovalec, ampak pospeševalec ali inštruktor. Sprememba vloge svetovalca je prikazana na sliki 5.

Različni strokovni delavci, kot so znanstvenik, svetovalec ali trgovec izdelkov bodo drugače gledali na razvoj strategije. Nauk tega je: ljudje vidijo iste stvari na različne načine in imajo tudi različne sposobnosti; vendar pa še vedno lahko dosežejo iste cilje. To je lepo prikazano na sliki 6 s pomočjo štirih ponazoritev.

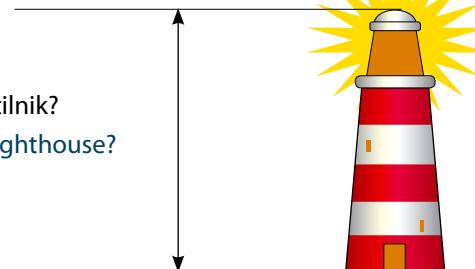
Razvoj strategije

Kako visok je svetilnik?

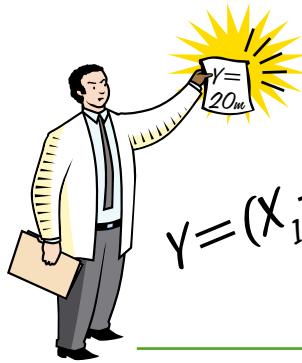
Na voljo je le en pripomoček: barometer



Kako visok je svetilnik?
How high is the lighthouse?



Znanstvenik (proučuje višino svetilnika s pomočjo barometra s tem, da izvaja meritve na vrhu in na najnižji točki svetilnika. Kot dober in natančen znanstvenik, meritve razlike v višini svetilnika opravi z več ponovitvami, kar je utrujajoč postopek dela).



$$Y = (X_1 + X_2 + \dots + X_n) / n = 20m$$

With Interactive Strategic Management, the advisor, who is guiding the process, has a new role: he/she is not advising, but facilitating or coaching. The changing role of the advisor is illustrated in Figure 5.

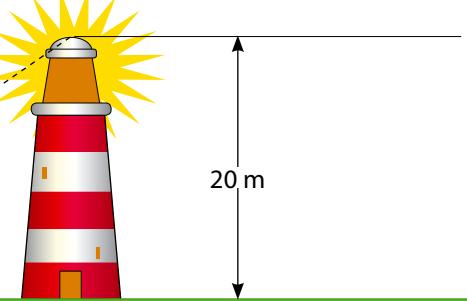
The various professional workers, like scientist, advisor or trader of products will look with a different view at the process of strategy planning. The morality is: people look at things in a different way and have different skills; however they still can achieve the same goals. This is pictured in Figure 6 with four illustrations.

Strategy development

How high is the lighthouse?

Only one tool is available: a barometer.

The scientist (he studies the height of the lighthouse with the barometer by making measurements at the top and the bottom of the lighthouse. As a good and precise scientist he repeats this several times accepting that this is a tiring procedure).



Svetovalec (poskuša ugotoviti višino svetilnika tako, da vrže barometer z vrha svetilnika na tla in meri čas, ki je potreben, da barometer pade z vrha svetilnika na dno svetilnika. Pri tem se barometer razbije, kar one-mogoči ponovitev meritev).



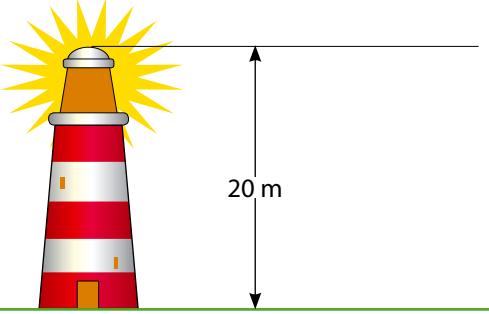
$$S = \\ 20m$$

Trgovec (poisče lastnika svetilnika in ga vpraša koliko želi imeti za informacijo o tem kako visok je svetilnik).



Slika 6: Različna videnja in sposobnosti ljudi različnih poklicev

The advisor (he tries to establish the height of the lighthouse by throwing the barometer from the top of lighthouse to the bottom and by measuring the time that it takes the barometer to fall to the bottom, accepting a broken barometer that eliminates repeated measurements).



The trader (he looks for the owner of the lighthouse and he asks him how much the costs are of telling him about the height of the lighthouse).

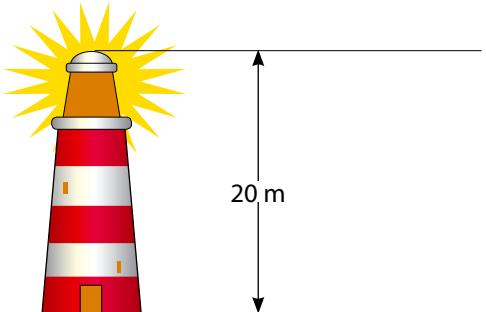


Figure 6. Different views and skills by different professions

Uporaba strateških orodij

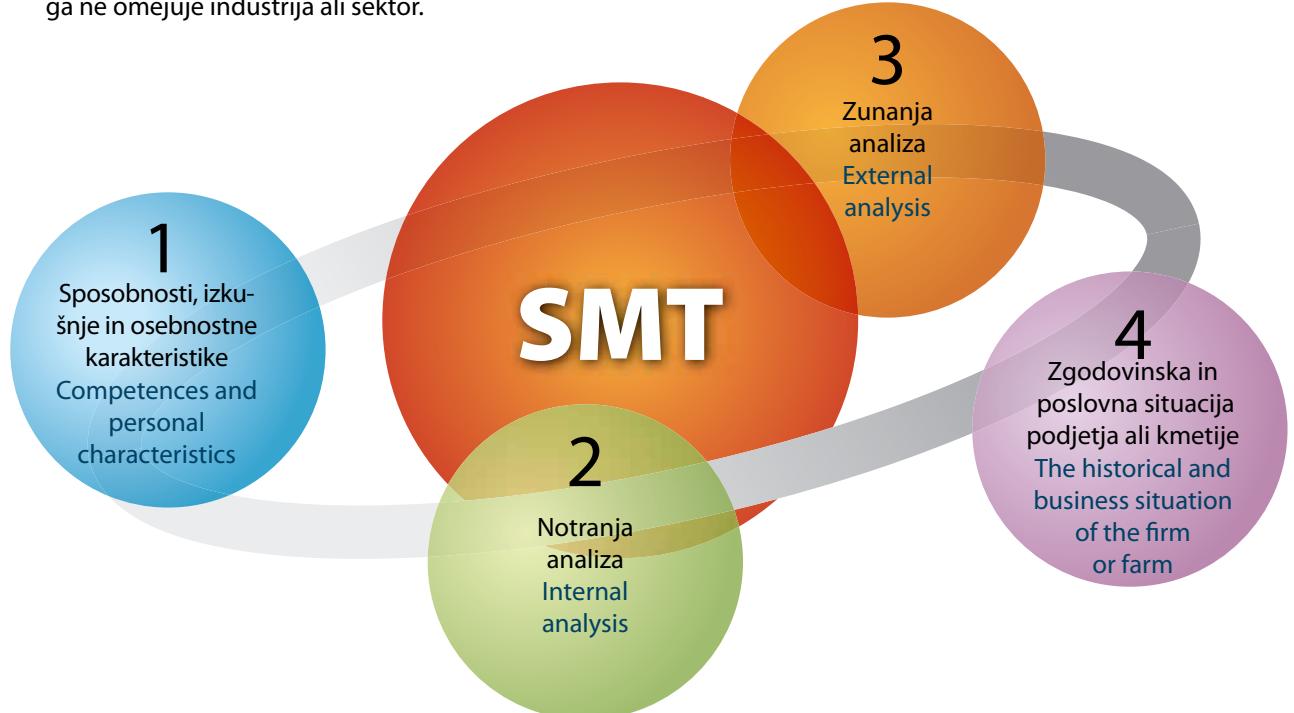
V pomoč interaktivnemu strateškemu razmišljanju sta na voljo dve orodji: Poročilo za strateški management in Računalniško orodje za strateški management. Poročilo za strateški management je osnova za kasnejšo uporabo računalniškega programa Strateški management. Poročilo za strateški management je dejansko hrbtenica (temeljni dokument), medtem ko računalni-

Strategic tools used

Two of the tools available to assist in the process of Interactive Strategic Management are the Strategic Management Report and the Strategic Management Tool. The Strategic Management Report is input for the Strategic Management Tool. The Strategic Management Report is in fact the backbone (the basic document), while the Strategic Management Tool makes the proc-

ško orodje naredi postopek viden. V poročilu so podjetnik/kmet, podjetje/kmetija in njihovo okolje opisani s pomočjo odgovorov na posamezne sklope vprašanj. Dejavniki in strategije, ki so uporabljene, so na kratko povzete v tem poglavju in natančneje ter obsežneje opisane v dodatku te knjige.

V nadaljevanju bomo podrobnejše opisali orodje za Strateški management (SMT). To je splošno orodje, ki ga ne omejuje industrija ali sektor.



Slika 7: Trenutne razmere, ki temeljijo na sposobnostih, zgodovinski situaciji ter notranji in zunanji analizi

Cilj

Strateško interaktivno razmišljanje je uporabniku prijazen način analize trenutnega stanja in pretvorba tega v točke za morebitne bodoče strategije. Trenutno stanje je opisano s štirimi dejavniki / okoliščinami, ki opisujejo trenutno situacijo podjetja oziroma kmetije (glej tudi sliko 7 in Prilogo 1.1 za obsežnejši opis štirih dejavnikov):

- (1) Usposobljenost in osebnostne značilnosti,
- (2) Notranja analiza,
- (3) Zunanja analiza,

ess visual. In the report the entrepreneur, the farm and its surroundings are described by asking a whole set of questions. The factors and strategies used are shortly summarized in this chapter and more extensively in the Appendix.

We will now describe in more length the Strategic Management Tool (SMT). SMT is a generic tool, not restrained to a certain industry or sector.

Figure 7. Current situation based on competences, historical situation, internal and external analyses

Goal

SMT is a user-friendly way to analyse your current situation and translate this into a score for possible future strategies. The current situation is described by four factors, i.e. circumstances that describe the current situation of the firm or farm (see Figure 7 for an illustration; see Appendix 1.1 for an extensive description of the four factors):

- (1) Competences and personal characteristics,
- (2) Internal analysis,
- (3) External analysis,

(4) Zgodovinska situacija in poslovne razmere podjetja ali kmetije.

Bodoča strategija temelji na teh štirih dejavnikih/okoliščinah:

Način uporabe:

Korak 1 opis trenutne situacije podjetja/kmetije

Strateško interaktivno razmišljjanje je internetno orodje. Uporabnik mora odgovoriti na različna vprašanja, povezana z njegovimi trenutnimi razmerami (opis štirih dejavnikov/okoliščin). Rezultat teh odgovorov je slikovni prikaz v točkah. Vprašanja so udeležencem izobraževanja postavljena tako, da z uporabo različnih delovnih metod podjetnik lahko naredi natančno analizo svojih razmer. Za vsakega od štirih dejavnikov SMT postopka se izdela grafični prikaz (v obliki radar plota) ali slike v profilu. Ti grafični prikazi pomagajo prikazati razlike med podjetniki in podjetji kadar je delo po skupinah. Primer grafičnega prikaza dejavnikov podjetja je prikazan na sliki 8. Ta primer poskuša opisati zgodovinske okoliščine/poslovno situacijo podjetja oziroma kmetije. Grafični prikaz kaže, da je podjetje zelo specializirano, s slabšim nivojem znanja in relativno nizko delovno in kapitalsko intenzivnostjo.

(4) The historical situation and business situation of the firm or farm.

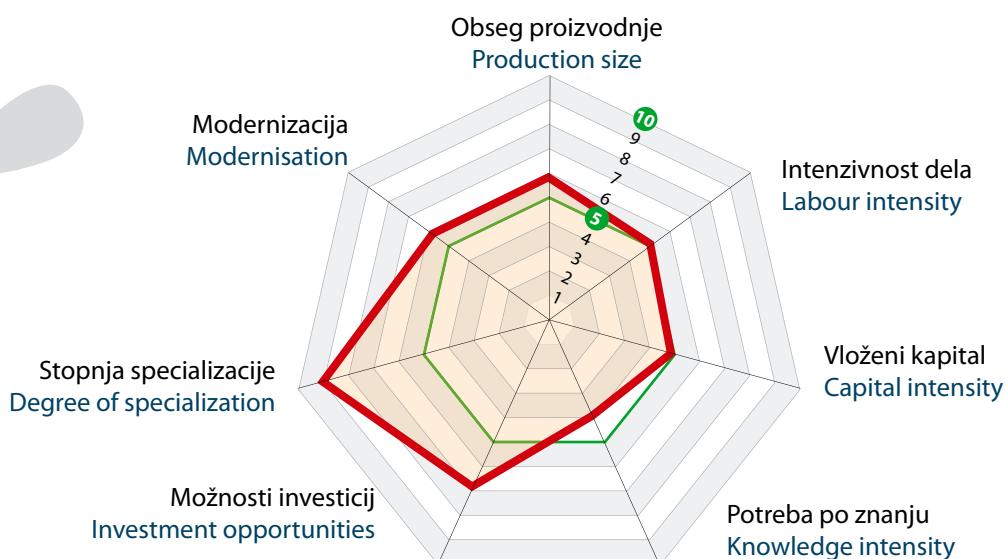
The future strategy is based on these four factors/circumstances:

How to use:

Step 1 filling in the current situation of the firm/farm

SMT is a web-based tool. The user has to answer several questions concerning his own situation by describing the four factors i.e circumstances. This eventually results in scores for these circumstances. The questions are usually asked in a training-setting, using several working methods. This way, the entrepreneur performs a thorough analysis of his own situation. For each of the four factors, SMT produces a radar plot or profile. The profiles help to see differences between entrepreneurs and firms, especially in group sessions.

An example of a Firm Factors Profile is illustrated in Figure 8. This example attempts to describe the historical situation/business situation of the firm or farm. The profile shows that this firm is very specialised, with low knowledge intensity and a relatively low labour and capital intensity as well.



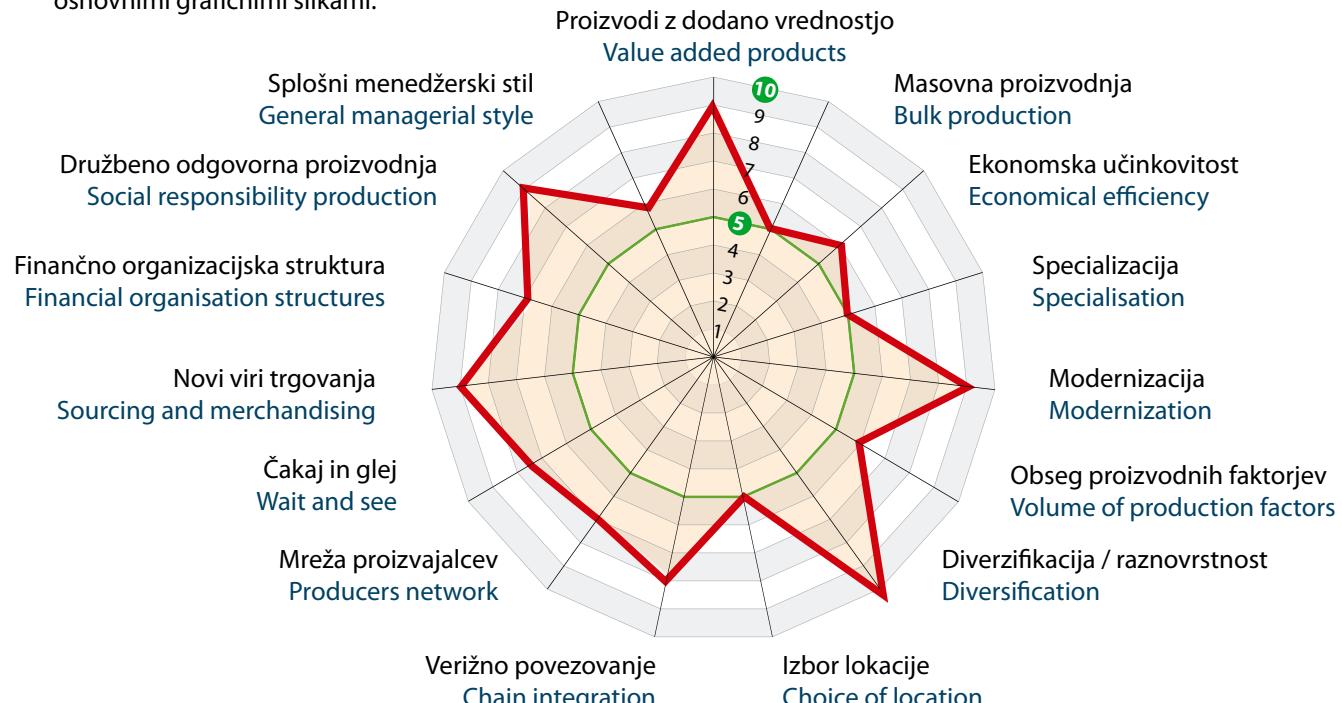
Slika 8: Dejavniki, ki vplivajo na poslovno stanje podjetja oziroma kmetije

Figure 8. Aspects affecting the business situation of the firm or farm and the resulting profile

Način uporabe:

Korak 2 iskanje strategij podjetja/kmetije

Za vsakega od štirih dejavnikov (glej Korak 1), orodje za Interaktivni strateški management izdela grafično sliko. Na podlagi strokovnega znanja in izkušenj strateško interaktivno razmišljanje združi štiri osnovne grafične prikaze v grafični prikaz strategije. Računalniško orodje izračuna točke za 15 različnih strategij. Teh 15 strategij je prikazanih na sliki 9. Načeloma velja, da visoko število točk kaže dobro prilagoditev strategije s štirimi osnovnimi grafičnimi slikami.



Slika 9. Prikaz 15 možnih strategij in strateškega profila

V tem primeru je na sliki 9 vidno, da imajo družbeno odgovorna proizvodnja in izdelki z dodano vrednostjo više število točk. To se sklada s strategijo, ki je načrtovana pri diverzifikaciji. Precej pogosto ima podjetnik strategijo določeno že v podzavesti. Podjetnik lahko uporabi to orodje zato, da preveri strategijo. Če število točk dobljenih s pomočjo tega orodja ne ustrezajo njegovi lastni domnevi, lahko analizira vzroke teh razlik.

Na kratko, orodje za strateško razmišljanje je instrument, ki nam lahko pomaga pri postopku strateškega načrtovanja. Koncept tega je prikazan na sliki 10. V centru je slika s prikazom različnih potencialnih strategij,

How to use:

Step 2 searching for strategies of the firm/farm

For each of the four factors (see Step 1), SMT produces a radar plot or profile.

Based on expert-knowledge the SMT combines the four basic-profiles to a strategy profile. The tool calculates a score for 15 different strategies. These 15 strategies are illustrated in Figure 9. The principle is that a high score reflects a good fit of the strategy with the four basic profiles.

Figure 9. Picture of 15 potential strategies and a strategy profile

In this example in Figure 9, both socially responsible production and value-added production have high scores. This coincides with a strategy which is aimed at diversification. Quite often an entrepreneur already has a certain strategy in the back of his mind. He can use this tool as a strategy-check. If the score of the tool does not fit with his own presupposition, he can analyse the cause of this difference.

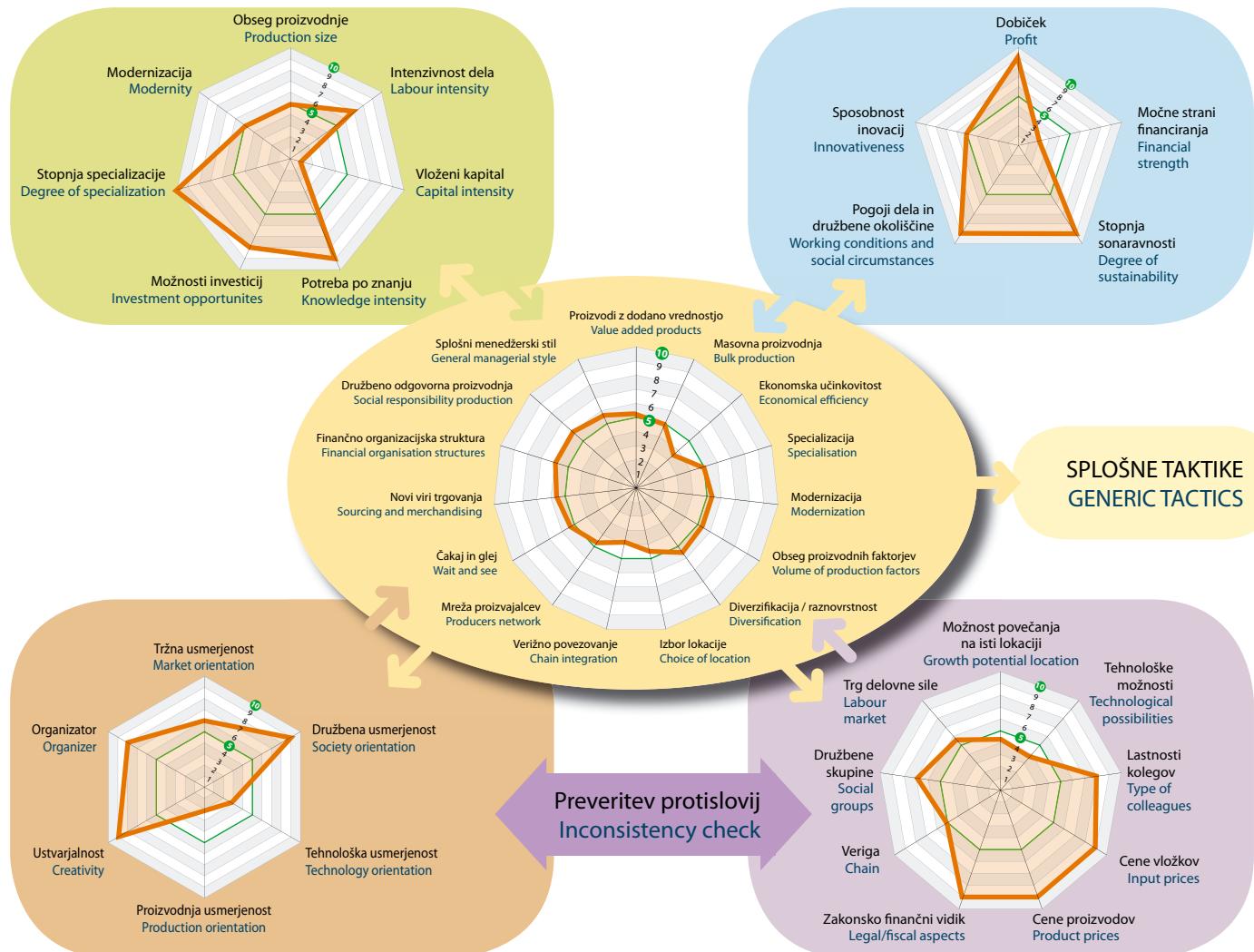
In summary, the Strategic Management Tool is an instrument that can be used to help structure the strategic planning process. The concept is illustrated in Figure 10. In the centre is the strategy box containing the

katerim podjetnik lahko sledi. Te strategije so podrobneje opisane v prilogi 1.2. Katera strategija je boljša za podjetnika oziroma katero skupino strategij bi podjetnik lahko izbral, je odvisno od štirih dejavnikov oz. okoliščin, ki opisujejo trenutno stanje podjetja oziroma kmetije (za podrobnejšo razlago glej prilogo 1.1).

Ocene sposobnosti (izkušenj), poslovne situacije, notranje in zunanje analize so vložek za osrednji grafični prikaz, ki pokaže potencialne strategije. Na podlagi točkovovanja teh dejavnikov (prikazani s štirimi grafičnimi prikazi na robovih slike), je pomembnost vsake strategije lahko izračunana. Splošne taktike so lahko prevedene v sektorsko specifične naloge za vsak specifični niz strategij.

various potential strategies that the entrepreneur could pursue. These strategies are described more clearly in Appendix 1.2. Which strategy is most suitable for the entrepreneur or which group of strategies he should choose from depends on the four factors i.e. circumstances that describe the current situation of the firm or farm (see Appendix 1.1 for an extensive description).

The scores of the personal competences, business situation, internal and external analyses are the inputs for the central radar plot, which shows the potential strategies. Based on the scores of these factors (illustrated by the four radar plots at the edges of the figure), the relevancy of each of the strategies can be calculated. Generic tactics can be translated into sector-specific tasks for each specific set of strategies.



Slika 10: Koncept strateškega razmišljanja

Figure 10. Illustration of the strategic Management Concept

Opis dejavnikov, uporabljenih za določitev prave strategije

Ta del se ukvarja z vsakim od štirih omenjenih dejavnikov. Dejavniki, ki so potrebni za izris grafičnega prikaza, niso značilni za kmetijstvo. Z uporabo interaktivnega strateškega razmišljanja (SMT) je možno za podjetnika za katerokoli vrsto podjetnosti najti strategijo, ki mu najbolje ustreza. To naredi ta koncept širše uporaben in pojasni, da mora kmetijstvo podobno kot druge poslovne dejavnosti delovati znotraj določenih struktur, s čimer je zagotovljen uspeh v prihodnje. Prvi dejavnik, ki ga bomo proučili, so podjetnikove sposobnosti, sledita zunanjina in notranja analiza ter poslovna situacija. Različni vidiki, ki vplivajo na te dejavnike, bodo opisani v nadaljevanju.

1. Sposobnosti podjetnika

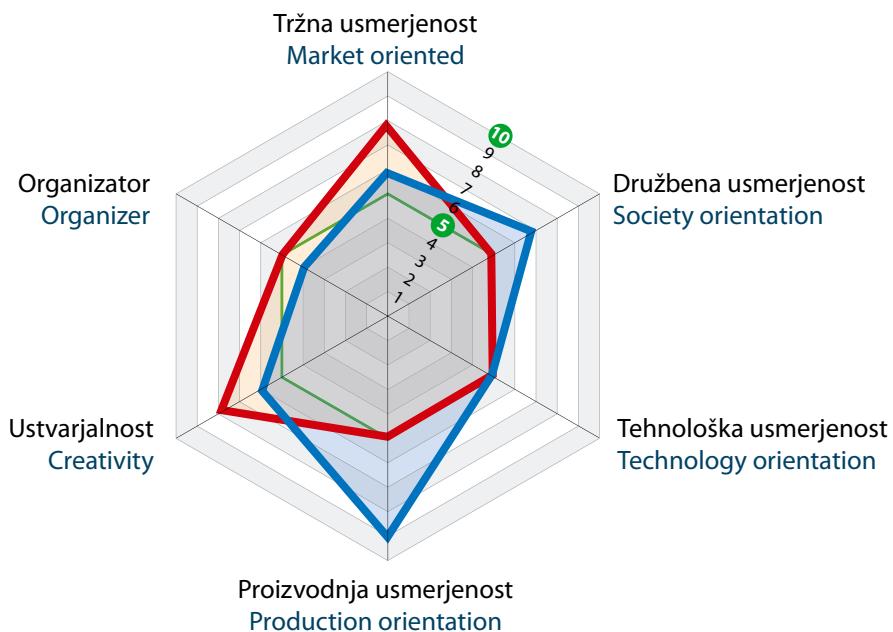
Sposobnosti podjetnika povedo nekaj o njegovih značilnostih, veščinah in sposobnostih. V čem je dober?

Description of factors used to determine the right strategy

This section elaborates on each of the four factors mentioned above. By design, these factors are not specific to the agricultural sector. Using SMT, it should be possible for an entrepreneur in any type of enterprise to find the strategy that fits him best. This makes the concept widely applicable and it demonstrates that agriculture, like any other business activity, must operate within certain structures to ensure future success. The first factor we will consider is the entrepreneur's competences, followed by the external analysis, the internal analysis and the business situation. The various aspects that affect such a factor will be described below.

1. Competences of the entrepreneur

The competences of the entrepreneur tell something about his characteristics and skills. What is he good at?



Slika 11. Sposobnosti ali izkušnje (veščine) podjetnika
Na sliki so predstavljene sposobnosti dveh podjetnikov, enega z modro in drugega z rdečo sliko.

Figure 11. Competences or skills of the entrepreneur
Two entrepreneurs are presented with respectively the blue and the red profile.

Slika 11 prikazuje sposobnosti podjetnika. Ali je podjetnik organizator, ali je ustvarjalen, ali se dobro zaveda, kaj javnost pričakuje od kmetijstva, ali verjame, da je prihodnost njegovega posla ovisna od tega, kako dobro je vključen v družbeno okolje? Ali je močno proizvodno usmerjen?

Slika 11 na primer prikazuje proizvodno usmerjenega podjetnika s slabšimi organizacijskimi sposobnostmi (modra slika). Rdeča slika pa prikazuje tržno usmerjenega podjetnika z ustvarjalnimi sposobnostmi. Ta podjetnik kaže manjše zanimanje za potrebe družbe in/ozira povezovanje z družbo.

Namen tega ni le prepoznati v čem je podjetnik dober, ampak tudi v katerih stvareh ni dober ali morda celo v čem je precej slab. Zaradi tega mora podjetnik sebe oceniti z ocenami od 0 do +10 za vsak element. Ocena +10 pomeni, da ocenjuje samega sebe kot zelo močnega v tem pogledu. Ocena ni vrednotenje dejanskega rezultata. Cilj te naloge je dobiti dobro idejo o podjetnikovih močnih lastnostih in interesih in na drugi strani o stvareh v katerih ni tako dober (šibke točke).

Če je na primer izbral strategijo, ki zahteva močno družbeno usmerjenost, zato da bi dosegel dobre rezultate, ne bi bil zmožen doseči teh rezultatov v kolikor ni popolnoma naravn na v družbeno okolje. Vsekakor je mogoče razviti sposobnosti in spremnosti, ki so pomanjkljive. Ob današnjih hitrih spremembah in dinamičnem okolju je to celo potrebno, da bi bili uspešni. Toda podjetnik ne more biti dober v vsem. Če ve, da nima potrebnih veščin oz. znanj, lahko najame nekoga drugega, da mu pri tem pomaga. Pri tem je zelo pomembno, da imate stvarne ideje o lastnih sposobnostih.

2. Notranja analiza podjetja

Notranja analiza je analiza poslovnih rezultatov, zlasti z vidika dobička, ljudi in planeta (slika 12). Žarišče torej ni na tehničnih dejavnikih, ampak predvsem na celotni gospodarski, ekološki in družbeni sonaravnosti posla v sedanji obliki.

Slika 12 na primer prikazuje ekonomsko učinkovitega (v dobiček usmerjenega) podjetnika, ki daje manj podarka pogojem dela in življenjskim razmeram (glej modra linija na sliki 12). Rdeča linija na sliki 12 prika-

Figure 11 lists a number of competences and characteristics of an entrepreneur. Is the entrepreneur an organiser, is he creative, is he keenly aware of what the public expects of agriculture, does he believe that the future of his business depends on how well it is integrated in society? Or is he strongly production-oriented?

As an example, Figure 11 shows as blue profile a production-oriented entrepreneur with low organisational skills. The red profile illustrates a market-oriented entrepreneur with creative skills. He is less interested in demands from society and/or interaction with society.

The point is not only to identify what the entrepreneur is good at, but also what he is not as good at or possibly even what he is very poor at. For this reason, the entrepreneur has to give himself a score of 0 to +10 for each aspect. A score of +10 means that he considers himself to be very strong in this aspect. A score is not a performance evaluation. The purpose of this exercise is for the entrepreneur to get a better idea of his strengths and interests, and of the aspects he is not nearly as good at.

If he were to choose a strategy that requires a strong social orientation in order to achieve results, for example, he would not be able to attain those results if he is not at all tuned in to society. Of course, it is possible to develop a person's skills. In today's quickly changing and dynamic environment this is even a necessity in order to achieve positive results. But an entrepreneur does not have to be good at everything. If he knows that he lacks certain necessary skills, he can hire someone else to assist him with these aspects. It is above all important to have a realistic idea of one's own abilities.

2. Internal analysis of the firm

An internal analysis is an analysis of the business results, particularly with respect to profit, people and the planet (Figure 12). The focus is thus not on technical aspects but more on the overall economic, ecological and social sustainability of the business in its current form.

As an example, Figure 12 shows a financial and money-oriented entrepreneur with less emphasis on working conditions and living circumstances (blue profile). The red profile indicates an entrepreneur

zuje podjetnika z nasprotnimi interesmi in zanimanjem.

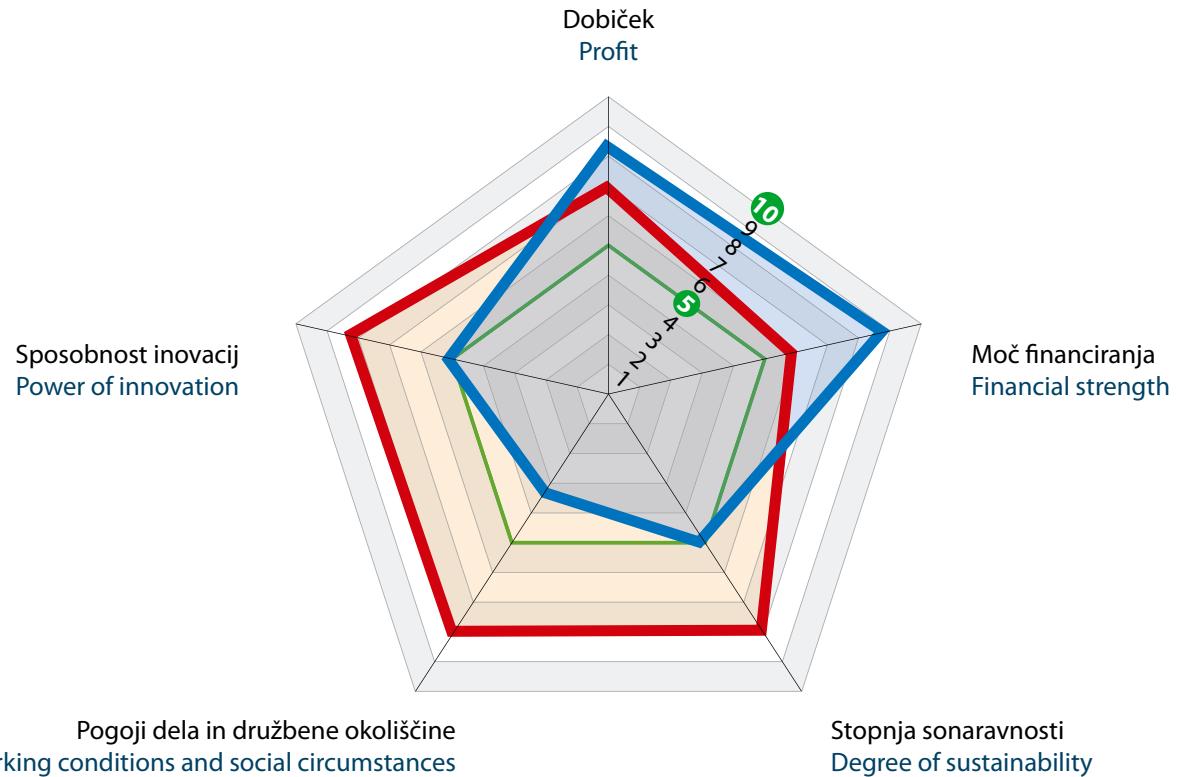
Vsekakor za podjetnika ni lahko izvrednotiti vsakega od teh različnih dejavnikov. To je samo po sebi pomembno odkritje za podjetnika, ker mu pokaže drugo stran njegovega posla. Zato, da bi podjetnik zadeve analiziral pravilno, bo moral pogledati preko svojega posla. Z drugimi besedami, delati bo moral v povezavi z okoljem. Podjetniku je to omogočeno preko stikov z zunanjimi partnerji: kako drugi vidijo njegov posel? Kako bi drugi ocenili posel glede na njegov vpliv na ljudi in planet? Katerim dejavnikom (elementom) namenjajo posebno pozornost? Pri zbiranju teh informacij iz zunanjega okolja, bo podjetnik hitro dobil vpogled tudi v to, kateri vidiki bi morali biti vključeni v letna poročila njegovega podjetja.

Javnost bo po tej poti imela poslovno odgovornost za dobljene ocene. Če se podjetnik zaveda tega, si

with opposite interests.

Of course it is not easy for an entrepreneur to evaluate each of the various aspects. This is in itself an important discovery for the entrepreneur, because it shows him that he will have to look beyond his own business in order to analyse it properly; in other words, he will have to work in interaction with the environment. He can do this by communicating with external stakeholders: how do they see his business? How would they score the business with respect to its impact on people and planet? Which aspects (elements) do they pay particular attention to? By gathering this information from the external environment, the entrepreneur will also quickly gain insight into what aspects have to be included in the business' annual reporting.

In this way, the public will hold the business accountable for the scores that it receives. If the entrepreneur is



Slika 12. Dejavniki, ki vplivajo na notranjo analizo
Na sliki sta predstavljena dva podjetnika, eden z modro in drugi z rdečo linijo.

Figure 12. Aspects affecting the internal analyses
Two entrepreneurs are presented with blue and red profiles.

bo prizadeval in usmerjal postopek tako, da poslovne ocene ne bodo dobre le z vidika finančnega poslovanja (dobička), ampak tudi v odnosu do ljudi in okolja (planeta). Na tak način si bo pridobil dovoljenje za proizvodnjo. Izziv je vsekakor najti način za dobre ocene na vseh treh področjih. To je mogoče le z naprednim dostopom (določiti poslovne cilje v povezavi z okoljem), ki dovoljuje podjetniku obdržati lastništvo razvojnega postopka.

aware of this, he will steer and lead the process in such a way that the business scores well with respect to profit, but also with respect to people and planet, thereby earning a licence to produce. The challenge, of course, is to find a way to score well in all three areas. This can only be done through a proactive approach (defining the business objectives in interaction with the environment), which allows the entrepreneur to retain ownership of the development process.

3. Zunanja analiza okolja

Ko govorimo o poslovnom 'okolju', imamo v mislih predvsem fizično okolje, kot je lokacija. Ali so tam možnosti za širitev? Ali je posel na primer zelo omejen z lokalnimi navodili in smernicami za "nastanitev in emisijo amonijaka"? To so vsekakor pomembni vidiki, vendar pri tem niso pomembni le okoljski dejavniki. Slika 13 prikazuje ideje o številnih dejavnikih, ki igrajo pomembno vlogo pri analizi zunanjih dejavnikov.

Slika 13 prikazuje kaj mora podjetnik poznati za široko poznavanje svojega okolja. Izraz »okolje« vključuje veliko zunanjih dejavnikov, ki vplivajo na podjetnost. Vladna politika se lahko sklicuje na regionalno ali lokalno politiko (na ravni regije ali občine), vendar pa se lahko sklicuje tudi na nacionalno ali evropsko politiko. Celo svetovna politika razvoja ima svojo vlogo, kot so pogajanja WTO. Kolegi v sektorju se lahko obrnejo na druge kmete (npr. proizvajalce mleka) v Sloveniji, lahko pa tudi na proizvajalce v drugih državah. Kako širitev EU vpliva na možnosti za izvoz in na ceno mleka, na primer? Kakšne možnosti danes ponuja družba, ali v večji predstavlja grožnjo? Na tak način podjetnik analizira njegovo fizično, družbeno, politično in zakonsko okolje. Na kratko: Kakšen je zakonski ustroj po katerem mora podjetnik opravljati posel. Različne dejavnike tega okolja se oceni z ocenami od 0 do +10.

Modra linija na sliki 13 na primer prikazuje podjetnika, ki želi posvetiti več pozornosti cenam vhodnih surovin, možnosti povečanja njegovega podjetja in je pripravljen prisluhniti potrebam in aktivnostim družbenih skupin ali organizacij. Rdeča linija grafičnega prikaza pa

3. External analysis of the environment

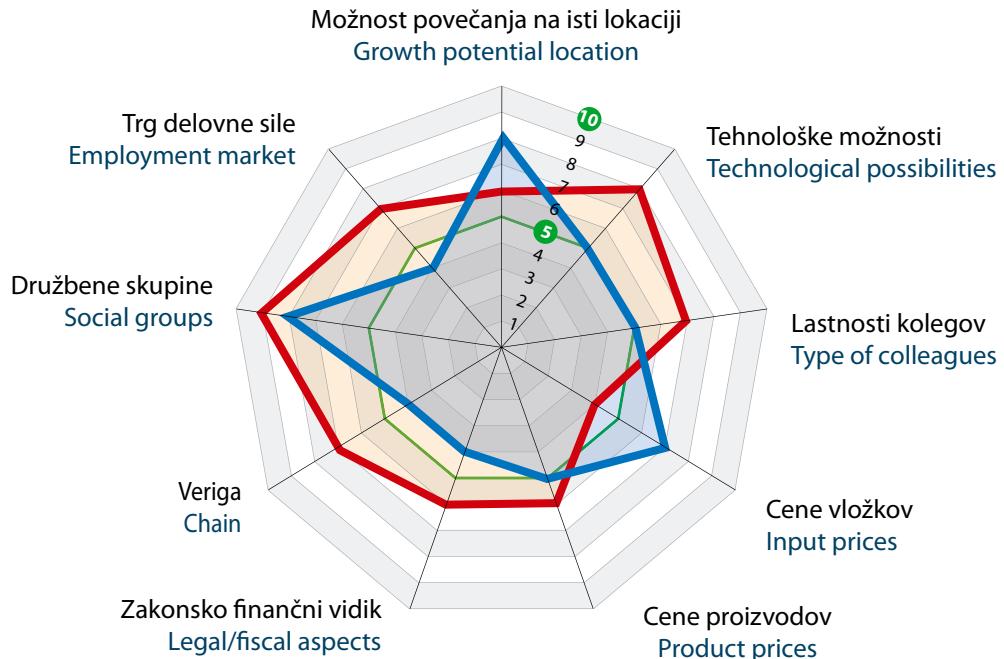
When talking about the business 'environment', we tend in the first place to think of the physical environment, such as location. Are there possibilities for expansion? Is the business, for example, very restricted by the local "housing and ammonia emission" guidelines? These are indeed important points, but they are not the only significant environmental aspects. Figure 13 gives an idea of the many aspects that play a role in the external analysis.

This Figure 13 illustrates the necessity for the entrepreneur to have a broad interpretation of his 'environment'. This term "environment" encompasses a broad range of external elements affecting an enterprise. Government policy can refer to regional and local policies (at the province or county level), but it can also refer to national and European policies. Even global policy developments play a role, such as WTO negotiations. Colleagues in the sector can refer to other dairy farmers in Slovenia, but also to those in other countries. How does, for example, the enlargement of the EU affect the export opportunities and price of milk? What opportunities does today's society offer, or does it pose more of a threat? In this way, the entrepreneur analyses his physical, social, policy and legal environment. In short: what is the institutional framework within which the entrepreneur must operate his business? The various aspects of this environment are also given a score of 0 to +10.

As an example, the blue profile entrepreneur in Figure 13 wants to devote some additional attention to the prices of inputs, the growth potential of his firm, and he listens to the demands from society action groups or

prikazuje podjetnika, ki tudi skrbno posluša dužbene skupine, vendar kaže večji interes za družbeno delovno okolje in nove tehnologije kot podjetnik prikazan z modro linijo grafičnega prikaza.

organisations. The red profile entrepreneur also listens carefully to the Social groups, but is more interested in the social working environment and in new technologies than the blue entrepreneur.



*Slika 13: Dejavniki, ki vplivajo na zunanjo analizo
Na sliki sta predstavljena dva podjetnika: eden z modro in drugi z rdečo linijo.*

*Figure 13. Aspects affecting the external analysis
Two entrepreneurs are presented with blue and red profiles.*

4. Poslovna situacija

Četrti in končni dejavnik, ki mora biti upoštevan je zgodovinska situacija podjetja oz. kmetije. Ta dejavnik ni zadnji na seznamu, ker je najmanj pomemben, ampak zato ker so drugi dejavniki na splošno deležni manj pozornosti s strani večine kmetov. Kmetje so bili vedno navajeni pridelovati hrano in jo prodajati kupcu, ki od njih prevzame odgovornost za izdelek. Do pred kratkim je kmet dobavljal večino izdelkov za katere je imel stalno ceno in ni kasneje imel nobenega opravka več z njim. Odkar pa "družbeno

4. The business situation

The fourth and final factor that must be considered is the historical situation of the firm or farm. This factor is not placed last on the list because it is of least importance, but because the other factors have generally received less attention from most farmers. Farmers have always been accustomed to producing food and selling it to a buyer, who takes responsibility for the product from there. Until recently, the farmer delivered a bulk product, received a fixed price and had nothing

odgovorno poslovanje” pomeni proizvodnjo ‘v povezavi z okoljem’, je bila prvim trem dejavnikom namenjena prednostna pozornost v kontekstu te publikacije. Slika 14 prikazuje elemente na katerih temelji analiza poslovnega stanja. Analiza poslovnega stanja se osredotoča na bolj znanе elemente. Ali gre za specializiran posel? Ali je ta posel velik in/ali posodobljen? Ali obstajajo možnosti za nadaljnja vlaganja? Te elemente se tudi lahko oceni z ocenami od 0 do +10.

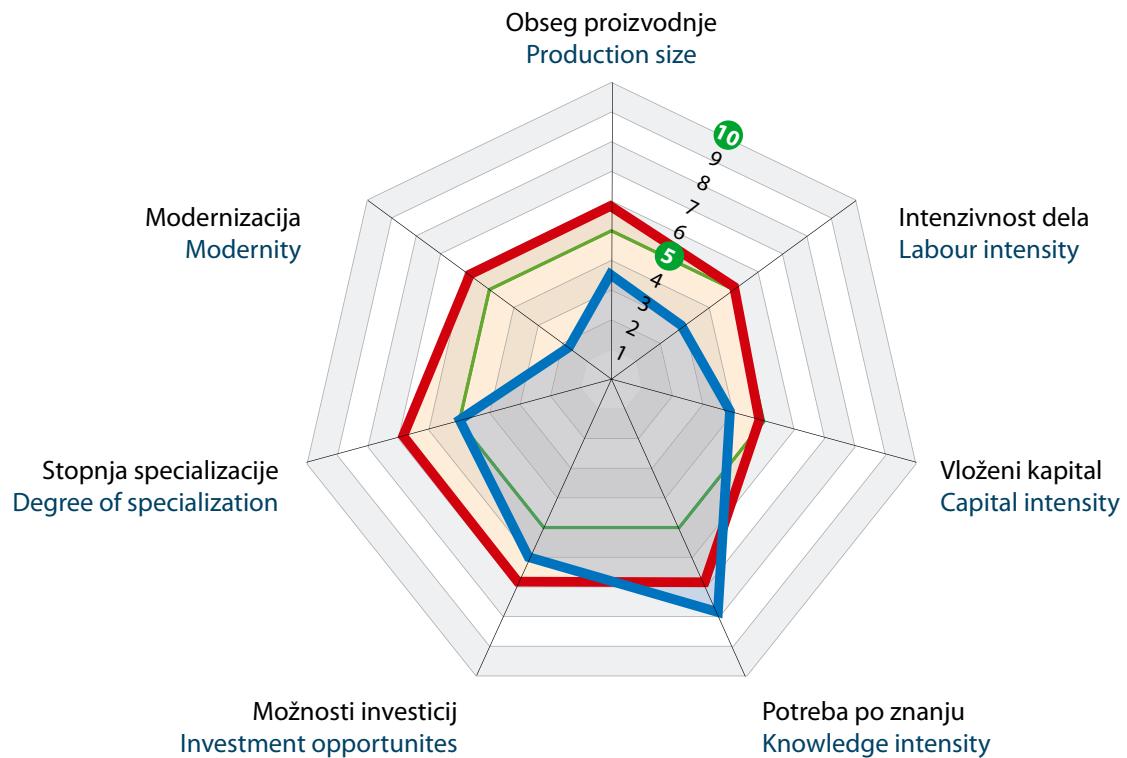
Modra linija grafičnega prikaza na primer prikazuje manjši obseg proizvodnje, majhen vložek dela in tradicionalno strukturo organizacije. Rdeča linija grafičnega prikaza pa prikazuje precej uravnoteženo sliko različnih vidikov uglasen na trenutno poslovno situacijo.

Potem ko so analizirani vsi širje sklopi dejavnikov, so le-ti uporabljeni za drug grafični prikaz, imenovan grafični prikaz alternativnih strategij, ki je lahko uporabljen kot vložek za določitev prave strategije.

to do with the marketing of the product. Since “socially responsible entrepreneurship” means production ‘in interaction with the environment’, the first three factors receive priority attention in the context of this publication. Figure 14 shows the aspects upon which an analysis of the business situation can be based. The analysis of the business situation focuses on more familiar aspects. Is it a specialised business? Is it large and/or modernised? Are there opportunities for further investment? These aspects are also given a score of 0 to +10.

An example, the blue profile indicates a lack in production volume, a low labour input and a traditional farm set-up. The red profile presents a rather balanced picture of the various aspects composing the present business situation.

Next, the four factors analysed will be used to fill in another plot, the so-called alternative strategies plot, that can be used as input for determining the right strategy.



Slika 14: Dejavniki, ki vplivajo na poslovno situacijo
Na sliki sta predstavljena dva podjetnika: eden z modro in drugi z rdečo linijo.

Figure 14. Aspects affecting the business situation
Two entrepreneurs are presented with blue and red profiles.

5. Rezultat: alternativne strategije

Pri grafičnem prikazu alternativnih strategij, lahko podjetnik skupaj z njegovimi kolegi ali svetovalcem (ali navsezadnje z računalniškim programom) ugotovi, katere strategije v njegovi dejavnosti bi bile možne in katere ne.

Na podlagi analize in ocen vsakega od štirih dejavnikov, strateško interaktivno razmišljanje (SMT) da namig za najbolj ustrezenje alternative med različnimi možnimi strategijami. Na sliki 15 je prikazan primer tega. To temelji na analizi in oceni vsakega od štirih sklopov dejavnikov kot je opisano v prejšnjem poglavju "Opis faktorjev uporabljenih za določitev prave strategije" in kot je prikazano na slikah 11, 12, 13 in 14.

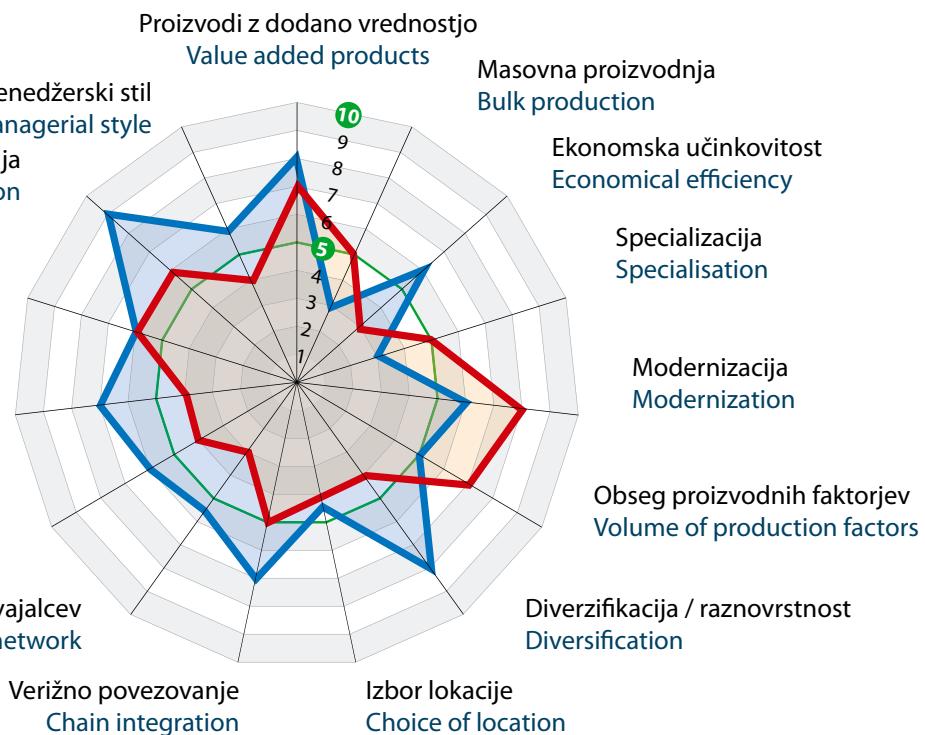
Slika 15 na primer prikazuje, da so za dotednega podjetnika (modra linija) najbolj primerne strategije kot so družbeno

5. Result: alternative strategies

By filling in the alternative strategies plot, the entrepreneur can identify together with his colleagues or adviser (or eventually the computer program), which strategies would be possible and which would not for his business situation.

The SMT gives an indication of suitable alternatives among the various possible strategies. Figure 15 illustrates this with an example. This is based on the analyses and scores of each of the four factors as described in the previous section "Description of factors used to determine the right strategy", and was illustrated in Figures 11, 12, 13 and 14.

As example, Figure 15 shows that for the blue-profile entrepreneur the most suitable strategies are a socially responsible production, added value products and diversification.



Slika 15: Alternativne strategije
Dva različna podjetnika sta predstavljena z modro in rdečo linijo.

Figure 15. Alternative strategies
Two entrepreneurs are presented with blue and red profiles.

odgovorna proizvodnja, proizvodi z dodano vrednostjo in diverzifikacija (raznolikost). Navedene alternativne strategije so skupen rezultat izvedenih analiz s strani podjetnika. Alternative nakazane preko SMT ocen pogosto do neke mere dopoljujejo ena drugo. Ena od primernih možnosti bi lahko bilo na primer prizadevanje za ekonomsko bolj učinkovito proizvodnjo velike količine izdelkov (masovna proizvodnja) in skrbna proučitev katera bi bila najboljša možna lokacija. Z drugimi besedami kje bi jaz kot podjetnik lahko izpeljal to strategijo?

Rdeča linija grafičnega prikaza na sliki 15 prikazuje potrebo po modernizaciji podjetja oz. kmetije v kombinaciji s povečanjem vložka proizvodnih dejavnikov. Kakorkoli, tu ni nobene izbire za masovno proizvodnjo zaradi finančne situacije in trga z delovno silo. Želja po modernizaciji je podprtta z odličnim nivojem znanja. Po drugi strani morda daje prednost strategiji proizvodov z dodano vrednostjo in raznolikosti (diverzifikaciji), ki bo tudi zahtevala premik in spremembo k docela novi poslovni strukturi. Dejansko je ta strategija prikazana na sliki 15 z rdečo linijo v kombinaciji z izbiro za družbeno odgovorno proizvodnjo.

Pomembno je vedeti, da je SMT predvideno kot orodje, ki pomaga pri strukturi strateškega načrtovanja postopka in ne kot navodilo podjetniku, kaj mora narediti. Podjetnik/kmet je tisti, ki se odloči katere strategije bo izbral. Tako zatem rezultate izračunanih strategij primerja s strategijo, ki jo je imel v mislih. Podjetnik oz. kmet sam je tisti, ki izbere v katero smer bo šel, ne njegov svetovalec ali SMT računalniško orodje.

Veliko podjetnikov ima v mislih določeno strategijo; včasih je drugačna, kot strategija, ki je posledica strateškega interaktivnega razmišljanja. V tem primeru lahko uporabiš to orodje za preveritev neskladnosti oz. protislovij. Kaj je razlog, da načrtovana strategija ni dobila visoke ocene? Ali je to odvisno od določenih dejavnikov na katere lahko vplivamo? Ali kaj je dejansko napačna strategija za meni lastno situacijo?

Vsak podjetnik, ki prevzame pobudo pri strateškem načrtovanju, seveda samozavestno vodi ta postopek, si prizadeva izboljšati potrebna znanja iz širokega spektra različnih virov in združiti ta znanja za izdelavo strateških odločitev. Ne bo se več dolgo zanašal na druge, ki naj bi sprejemali odločitev namesto njega. Ne bodo ga obvladali drugi, ampak bo uporabil okolje, ki mu bo pomagalo ustvariti posel, ki bo tako dober kot je mogoče glede na dobiček, planet in ljudi.

The designated alternative strategies are the integrated result of the analyses carried out by the entrepreneur. The alternatives indicated by the SMT-scores often complement one another to some extent. One suitable option could be, for example, to strive for economically efficient production of a bulk product and to carefully consider what the best possible location of the business would be. In other words, where should I as an entrepreneur carry out this strategy?

The red-profile in Figure 15 indicates a need for modernisation of the farm business in combination with an increasing input of production factors. However, no choice for bulk production is made because of the capital situation and Employment market. The wish for modernisation is supported by a good level of know-how. On the other hand, it may be preferable to focus on added value and diversification, which will also require shifting to an entirely new business structure. In fact this strategy was illustrated by the red profile in Figure 15 in combination with the choice for socially responsible production.

It is important to realise that SMT is intended as a tool to help structure the strategic planning process, and not as a directive to tell the entrepreneur what to do. Thus, it is the entrepreneur/farmer himself who decides which strategies are chosen. Next, the results of the strategies calculated are compared with the strategy the farmer has in mind. So the farmer chooses what route to take, not his adviser or the tool SMT.

A lot of entrepreneurs have a certain strategy in mind. Sometimes this does not match with the results of the SMT tool. Then you can use the tool to do an inconsistency check. What is the reason that the planned strategy does not get a high score? Does this depend on a certain factor that can be influenced or was it really a wrong strategy for my own situation?

Of course, any entrepreneur who takes the initiative in the strategic planning process confidently leads that process, takes steps to gather the necessary knowledge from a wide range of sources, and integrates this knowledge in making strategic decisions. He will no longer rely on others to take such decisions for him. He will not be dominated by others, but will make use of the environment to help him create a business that scores as well as possible with respect to profit, planet and people.

Dober strateški načrt

Mogoče bi bilo koristno karakterizirati močne in šibke točke strateškega načrta. Te točke so na osnovi dosedanjih izkušenj prikazane v nadaljevanju.

Dobro pripravljen strateški načrt bi moral biti v skladu z naslednjimi navedbami:

- Določi razloge (prej kot učinke)
- Razmisli preden odreagiraš, struktura sledi strategiji
- Pojasni odgovornosti
- Helikopterski pogled od zgoraj
- Lahko je napisan na enem listu papirja
- Prinaša enostavnost v kompleksnem svetu
- Ne puščaj neodgovorjenih vprašanj
- Velika slika, odličen načrt, vizija
- Razlikovanje od konkurenčne

Možne kritične točke uporabljenega strateškega razmišljanja utegnejo biti:

- Osredotočiti se prej na razmišljjanje kot na učenje
- Linearno namesto krožnega
- Poskus in napaka: majhni koraki, majhna tveganja
- Pričakovati prej homogenost kot raznolikost
- Osredotočiti se na posamezno/individualno kmetijo/podjetje bolj kot na sektor
- Bolj gledati nazaj kot naprej
- Graditi na obstoječem znanju, izkušnjah, vlaganjih
- Poskusiti se raje uskladiti kot zmanjšati negotovost, zapletenost in dinamiko
- Odločiti se za eno strategijo je zapreti sam sebe pred drugimi strategijami

Dobra strategija rezultira v:

- več miru v glavi
- več veselja pri delu
- boljši rezultat

Če ne veš, kam želiš iti, potem je vsaka pot prava!

A good strategic plan

It may be helpful to characterise the strong and weak points of a strategic plan. These points, as experienced, are listed below.

A well-prepared strategic plan should be in agreement with the next statements:

- provides reasons (rather than actions)
- think before you act and structure follows strategy
- explicates responsibilities
- provides a helicopter view from the top
- can be written down on one sheet of paper
- offers simplicity in a complex world
- leaves no questions unanswered
- gives a large picture, grand design, vision
- differentiates from competitors

Points of critique of using the strategic management approach may be:

- focus is on thinking rather than learning
- linear instead of cyclical
- trial and error: small steps, small risks
- presupposes homogeneity rather than differences
- focus is on individual farms/firms rather than on sector
- looks backwards rather than ahead
- builds on existing knowledge, skills, investments
- tries to cope with, rather than to reduce ambiguity, complexity and dynamics
- to choose for one strategy is to close oneself off from other strategies

A good strategy results in:

- More peace in mind
- More pleasure with work
- Better result

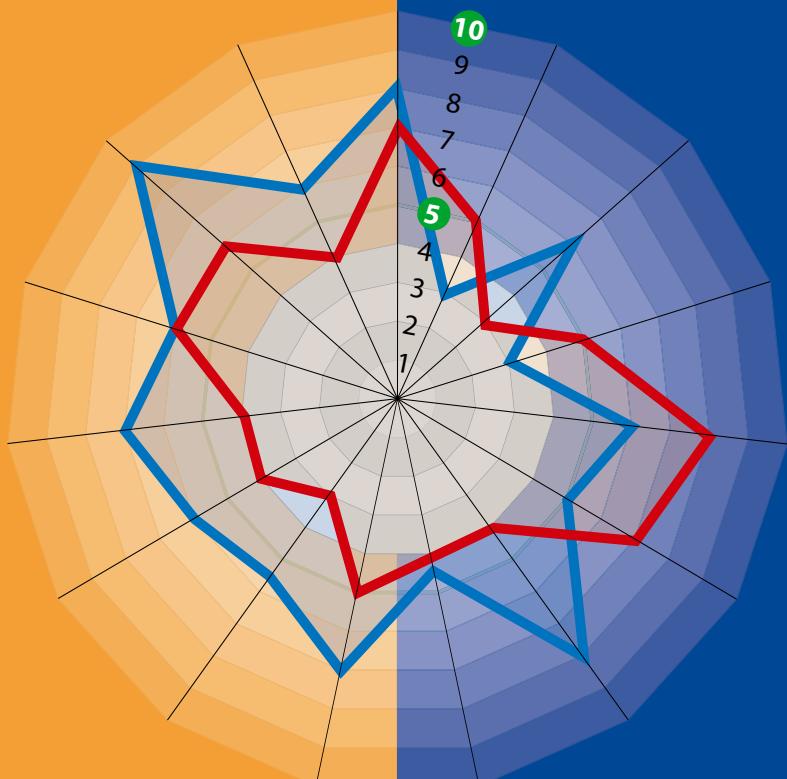


If you don't know where you want to go, then each way is right!

Poglavlje 2

Chapter 2

Izobraževanje Training



Potek izobraževanja

Usposabljanje strokovnih sodelavcev s pomočjo Interaktivnega strateškega razmišljanja

Izoblikovanje vaše lastne prihodnosti je danes zelo priljubljeno in pogosto uporabljeno geslo. Podjetniki in zaposleni v različnih sektorjih, še posebej v kmetijskem sektorju se soočajo s hitrimi spremembami okolja v EU. Ustaljeno pravilo, ki ustreza vsem razmeram ni več jamstvo za uspeh posameznika. To pomeni, da je vsak posameznik, podjetje ali organizacija izvan razviti lastne cilje in strategijo.

Izkušnje pri poslovanju in izsledki znanstvenih raziskav kažejo, da imajo različne oblike strateškega razmišljanja vse podoben cilj. Izpeljati je treba razvojni načrt v okolju, ki je v prehodnem obdobju (npr. mikro ali makro) in v katerem so osebne vrline ter razvoj ključnega pomena. Odločilna dejavnika pri tem sta:

- 1) oseba, ki razvija strategijo, ima vodilno vlogo. Vprašanje pa je, kako spodbuditi to osebo, da sama prevzame pobudo in vodenje postopka;
- 2) posameznik proučuje strateška vprašanja, pomembna za njegove razmere.

Te zaslove se lahko spodbudijo z uporabo »podjetniškega osrednjega« pristopa. Kot rezultat tega pristopa so svetovalne organizacije, svetovalci in vodilni, ki se spoprijemajo s tem, da morajo spremeniti njihov način svetovanja, pomoč in vodenje podjetnikov ter zaposlenih. Namesto podajanja pravilnih odgovorov in usmerjanja, danes postaja življensko pomembna večina postavljanje pravih vprašanj, spoprijemanje z njimi in poučevanje le teh. Potrebna je uvedba novih načinov in novega znanja ter zahtev in postopkov. Zato so razvili tako imenovano orodje Interaktivnega strateškega razmišljanja (ISM). Načela delovanja tega orodja so obsežno opisana in razložena v 1. poglavju.

Training sessions

Train the trainer sessions supported by Interactive Strategic Management

Giving shape to your own future is a popular slogan commonly used nowadays. Entrepreneurs and employees from different sectors, especially agricultural sectors, are currently facing a rapidly changing environment within the EU. A fixed formula that fits all situations is not a guarantee for individual success anymore. This means that every individual, company or organisation is challenged to develop its own goals and strategy.

Experiences in business and results from scientific research show that different forms of strategic management all have a similar goal: to bring about a development plan in an environment in transition (e.g. micro or macro), in which personal excellence and development is taken as a pivot. Two crucial concepts in this process are:
1) The person who develops the strategy has the lead. But the question is, how to stimulate this person in taking the lead himself;
2) The individual works with strategic questions which matter (are important) in his situation.

These concepts can be promoted by using the "entrepreneur central" approach. As a result of this approach, advisory organisations, consultants and managers have to change their way of consulting, supporting and facilitating entrepreneurs and employees. Instead of giving the right answers and directions, the vital skill nowadays is to ask the right questions, to confront and to coach. To implement this new approach and new knowhow, suitable conditions and processes are needed. For this process, a concept is developed called the Interactive Strategic Management (ISM) tool. This concept is explained extensively in Chapter 1.

V tem poglavju je opisan način izobraževanja in uporabe tega ISM orodja. Izobraževanje in njegova uporaba sta bila predstavljena kot del dejavnosti dveh mednarodnih projektov "Kmetovanje s kvotami" (v letih 2006-2007) in "Navzkrižna skladnost ter dobre kmetijske prakse" (v letu 2009). V letih 2006 in 2007 se je tega izobraževanja in praktične uporabe ISM orodja udeležilo 40 kmetov. To je bilo prvo srečanje kmetov in kmetijskih svetovalcev z metodo Interaktivnega strateškega razmišljanja in načrtovanja. Rezultat tega izobraževanja je bilo individualno poročilo vseh 40 udeležencev. Posamezna poročila in rezultati 10 izbranih kmetij so predstavljeni v 3. poglavju "Primeri: Kako kmetje načrtujejo prihodnost z uporabo metode Interaktivnega strateškega razmišljanja". Izbrane strategije in poročila udeležencev tega izobraževanja so bile ponovno proučene in ovrednotene v letu 2009.

Cilj izobraževanja

- Razumevanje Interaktivnega strateškega razmišljanja (ISM) in samostojno delo s to filozofijo, metodo in orodjem. Udeleženci lahko uporabljajo orodje, s katerim so se seznanili na izobraževanjih in praktičnem usposabljanju.
- Udeleženci z uporabo Interaktivnega strateškega razmišljanja in podjetniškega načina razvijejo in izoblikujejo lastne želje.

Strokovno usposabljanje za vsako skupino je trajalo štiri dni. V našem primeru ni bilo stroge ločitve med izobraževanjem strokovnih sodelavcev in izobraževanjem slušateljev, v tem primeru so to bili kmetje. Skupino dobro motiviranih kmetov in/ali članov njihovih družin so usposobili za delo s tem orodjem strokovnjaki iz Nizozemske v sodelovanju in pomoči sodelavcev Biotehniške fakultete in manjše skupine kmetijskih svetovalcev. Postopek učenja je bil v celoti izveden. Izbrani kmetje so se dejansko usposobili za usposabljanje in učenje drugih.

Izobraževanje vključuje naslednje elemente:

- vsak udeleženec je povabljen, da predstavi samega sebe;
- strokovnjak razloži pomen in uporabnost orodja za strateško razmišljanje;
- strokovnjak praktično prikaže delovanje orodja za strateško razmišljanje;

In this chapter the trainings with the ISM tool are briefly described. Training sessions were organised in Slovenia as part of the Twinning projects "Farming with quota and premiums" (in years 2006-2007) and "Cross-Compliance and good farming practices" (in year 2009). The trainings took place in 2006-2007 with a total of 40 farmers. It was the first encounter of Slovenia with the interactive approach to strategic thinking and planning. The trainings resulted in an individual report for each farmer. The individual reports of 10 selected farmers are presented in Chapter 3 of this book, named "Cases: How do farmers plan the future, using method of Interactive Strategic Management". The strategies chosen in the reports were evaluated in 2009, together with the participants.

Aim of Training Sessions

- Participants understand Interactive Strategic Management (ISM) and can work with this philosophy and method; participants can work with the tools used in the training;
- Participants develop and formulate their own ambitions with the use of Interactive Strategic Management and entrepreneurship.

The training for each group took in total 4 days. No strict separation was made between a trainer session (the facilitators) and a training of the clients, in this case the farmers. A group of well-motivated farmers and/or farm families were trained by Dutch experts in cooperation with a facilitator of the Biotechnical Faculty and a small group of extension workers. A process of learning by doing took place. The farmers selected were actually considered potential trainers as well.

The trainings comprised the following elements:

- each participant is invited to introduce himself;
- explanation of the strategic management tool by experts;
- demonstration of the strategic management tool by experts;
- filling in the Strategic Management Report (SMR)

- izpolnitev poročila za strateško razmišljanje
- SMR - poročilo + orodje
 - SMT - orodje zaprosi kmeta/podjetnika
 - 1) biti jasen glede njegovih sposobnosti in kvalitet, lastnosti in karakteristik njegovega podjetja/kmetije ter možnosti in težav v prihodnje;
 - 2) preveriti že narejene strateške izbire.
- predstavitev ugotovitev interaktivnega strateškega razmišljanja preostalim članom v skupini;
- razprava o ugotovitvah poročila interaktivnega strateškega razmišljanja s preostalimi člani skupine pod vodstvom strokovnjaka (voditelja skupine);
- preveritev in pisanje poročila s cilji, dejavnostmi, izbiro strategije in končnimi izbirami (glej 3. poglavje: primeri posameznih poročil).

Dodatna dejavnost v okviru projekta je, da so izbrani kmetje predstavili svoja poročila na tako imenovanih strokovnih srečanjih kmetov, ki so potekala v sedmih različnih krajih v Sloveniji. Kmetje so predstavili svoje strateške načrte v drugih in ne v domači regiji. Strokovna srečanja so bila zelo dobro obiskana. Da so kmetje predstavili svoje strateške načrte drugim kmetom, je bila za slovenske razmere popolna novost. Nekatere fotografije s strokovnih srečanj kmetov prikazujejo vzdušje in interes kmetov za nova znanja.

V naslednjem poglavju so predstavljeni strateški načrti desetih izbranih kmetij.

and Strategic Management Tool (SMT):

SMR - Report + Questions

SMT - The Tool asks the farmer/entrepreneur

1) to be explicit about the qualities of the entrepreneur (himself), the characteristics of the enterprise and the future potential and problems;

2) to check the strategic choices made.

- presentation of the outcome of the strategic management report in the group;
- discussion about the outcome of the strategic management report with group members under supervision of facilitator(s);
- writing and checking the final report with goals, activities, strategies chosen, and final choices made (see Chapter 3 for outlay of these individual reports).

As additional activity the farmers presented their report at the so-called "Farmers (professional) meetings", which were held in the different regions in Slovenia. Most farmers chose to present their story in another region than their home region. The farmers' days were attended well. The presentation of reports by a farmer himself was a novelty in Slovenia. Actually it was a big success. A few of these presentations are illustrated in the pictures.

Ten reports are presented in the next chapter.

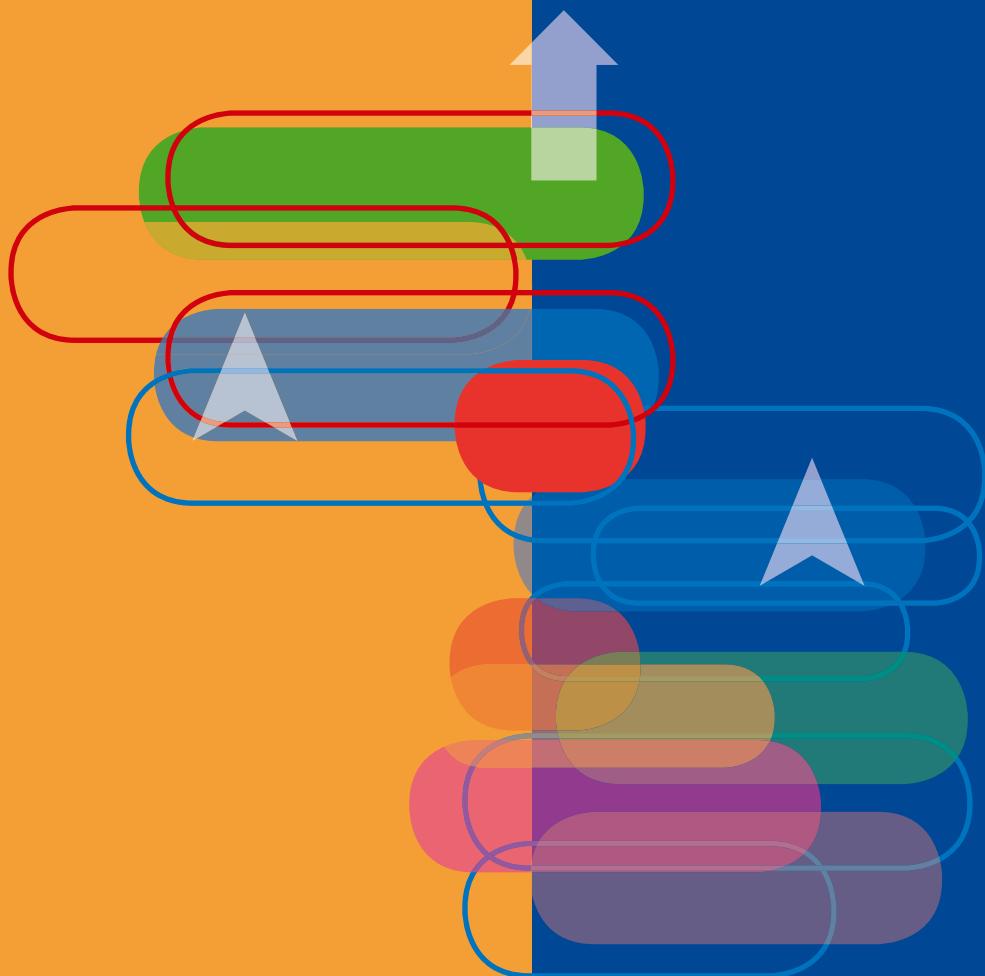


Poglavlje 3

Chapter 3

Praksa

Practice



Primeri: Kako kmetje načrtujejo prihodnost

Uporaba orodja za Interaktivni Strateški Management

Cases: How do farmers plan the future

Using tool of Interactive Strategic Management

Kmetije, katerih strateški načrti so opisani in analizirani v nadaljevanju

Farmers of who the farm business has been described and analyzed

Kmetija:

Farm:

① Jakuc • Inglič Štefan, Srednja vas 2, 4223 Gorenja vas

② Jeraj • Jeraj Damjan, Smlednik 7, 1216 Smlednik

③ Leber • Leber-Vračko Alenka, Jedlovnik 28, 2201 Zg. Kungota

④ Fingušt-Hecl • Hecl Peter & Fingušt-Hecl Martina, Orehova c. 44, 2312 Orehova vas

⑤ Gregetovi • Dobnik Darko, Zlatoličje 29, 2205 Starše

⑥ Zelovi • Sel Jožef, Starše 94, 2205 Starše

⑦ Katerni • Sagadin Ivan, Zlatoličje 64, 2205 Starše

⑧ Ostrc • Ostrc Slavko, Kokoriči 25, 9242 Križevci pri Ljutomeru

⑨ Repečnik • Rimahazi Mirko, Spodnje Gorje 12, 4247 Zgornje Gorje

⑩ Zajc • Zajc Stanislav, Graška c. 50, 1270 Litija



Kmetija: **Pri Jakuc - Inglič**

Člani družine:

oče Štefan in mami Marjeta
otroci Janja, Mateja, Martina in Janez
stari starši Slavko, Marinka

Somentorica: mag. Olga Oblak
KGZS – Zavod Kranj

Farm: **Pri Jakuc - Inglič**

Family members:

husband Štefan & wife Marjeta
children Janja, Mateja, Martina & Janez
grandfather Slavko & grandmother Marinka

Supervised by: mag. Olga Oblak
KGZS – Regional office Kranj



Predstavitev kmetije

Družinska kmetija (število članov / število delovnih moči)	8 / 3 PDM
Stalež govedi (skupaj):	35
- Število molznic	20
- Število telic (mlade živine)	15
Zemlja (ha): lastna + najeta	12 ha / 5 ha + 34 ha gozd
Prireja mleka v letu 2006 - skupaj	107.200 kg
Kvota mleka v letu 2006/07	101.700 kg
Prireja mleka/kravo (v letu 2006)	6.677 kg
Pasma krav	lisasta, črno-bela

Present situation on the farm

Family farm (no. of members / no. of labour unit)	8 / 3 LU
Cattle (total):	35
- Dairy cows	20
- Heifers (young stock)	15
Land (ha): own + rent	12 ha + 5 ha (+ 34 ha forest)
Total milk production (in year 2006)	107.200 kg
Milk Quota (in year 2006/2007)	101.700 kg
Milk production/cow (in year 2006)	6.677 kg
Breed of cows	Simmental, HF

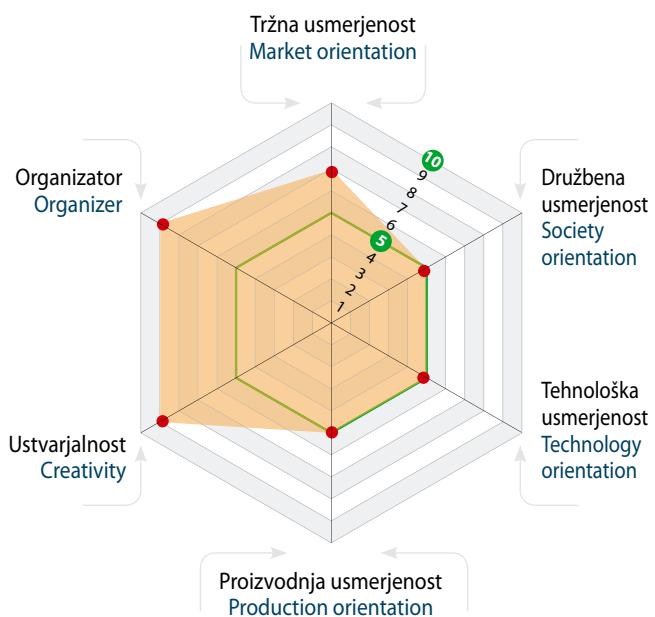
Glavne dejavnosti na kmetiji:

- Prireja mleka
- Pridobivanje lesa iz gozda
- Čebelarstvo
- Izobraževanje na kmetiji (delavnice)
- Mini muzej s pokušnjo medenih dobrat

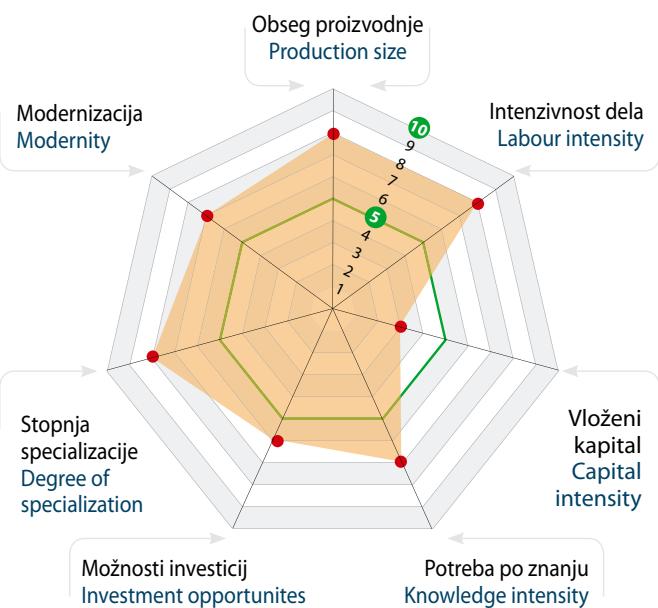
The main activities on the farm:

- Milk production
- Forestry
- Beekeeping
- Education on the farm (workshops/trainings)
- Mini museum with tasting of honey good things

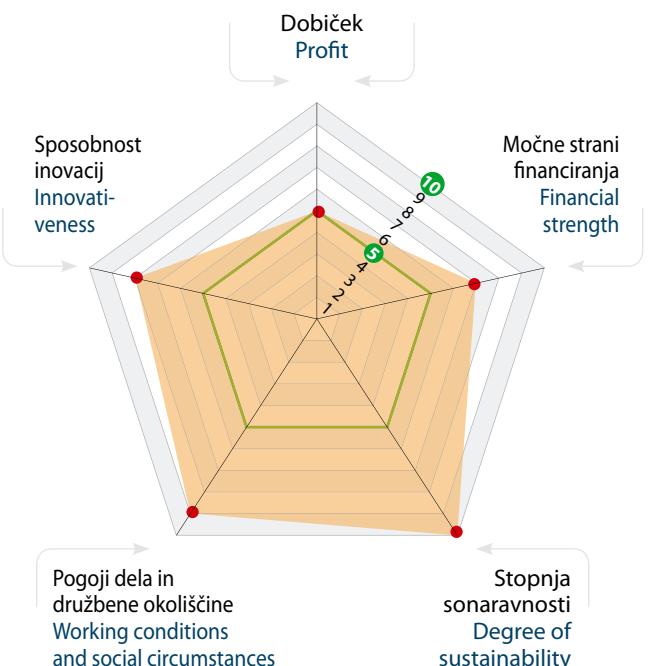
Sposobnosti kmeta The Competences of the farmer



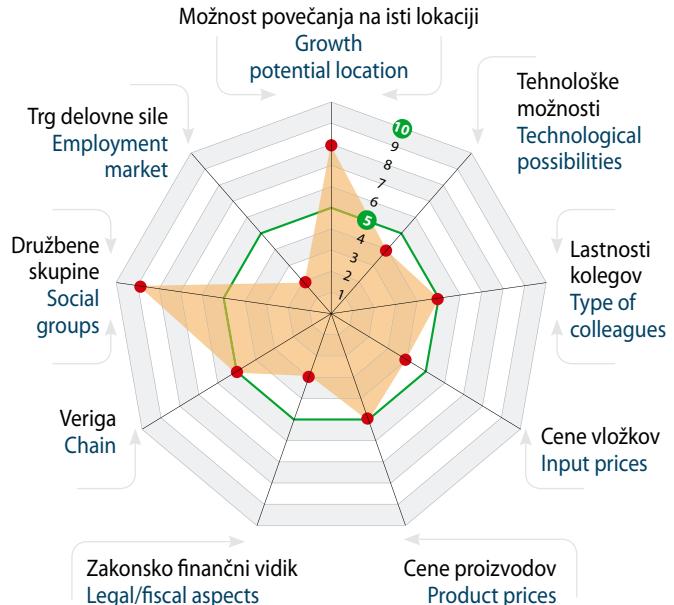
Poslovni dejavniki kmetije Business aspects of the farm



Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V desetih letih bi rad uresničil naslednje cilje:

- Povečanje prireje mleka v mejah dopustnosti in izkoristek novega prizidka za rejo pitancev
- Zaokrožiti dopolnilno dejavnost – povečati prodajo znanja o čebelarstvu, zgraditi nastanitvene zmogljivosti za goste, ki jim bo zagotovljena možnost zdravljenja z apiterapijo
- Prepustiti kmetijo nasledniku v primerno opremljenem stanju

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični faktorji uspeha so:

- Nepravočasna pridobitev soglasij za obnovo hiše
- Pomanjkanje finančnih sredstev
- Premalo lastnih živali za povečanje črede
- Ni na razpolago dovolj kmetijske zemlje za najem
- Neugodne vremenske razmere za čebelarjenje
- Premajhno zanimanje za čebelarstvo
- Pomanjkanje izobraževanja v zvezi s čebelarstvom

Možni strategiji sta:

Strategija 1

- Povečanje števila krav molznic za 20 % in reja pitancev

Strategija 2

- Obnova kmečke hiše (apartmaji) in posredovanje znanja o čebelarstvu

The goals of the farmer

In ten years I want my business to look like this:

- Increased milk production per cow and using of new part of barn for fattening bulls in a sustainable way
- Improvement of supplementary activities on the farm: increasing of selling knowledge concerning beekeeping, build accommodation capacity for guests with offering a cure of api-therapy.
- To leave one's farm to successor in a proper condition

Critical success factors - in relation to my goals

My critical success factors are:

- Late acquisition of permission for adaptation of house
- Shortage of financial funds
- Not enough animals of my own to increase the herd of cattle
- Not enough agricultural land to rent in the neighbourhood of farm
- Unpleasant weather for beekeeping
- Insufficient interest for beekeeping from society
- Lack of education in relation to beekeeping

The possible strategies are:

Strategy 1

- Increasing of number of dairy cows by 20 % and fattening of bulls

Strategy 2

- Adaptation of farm house (apartments) to accomodate tourists and improvement of knowledge about beekeeping



Prednosti in slabosti obeh strategij

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> Večji izkoristek obstoječih zmogljivosti višji dohodek lažje obvladovanje dela 	<ul style="list-style-type: none"> Pomanjkanje ponudbe površin za pridelavo krme Večje tveganje pri opravljanju samo ene dejavnosti

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> Povečan dohodek z oddajanjem apartmajev Neposredna prodaja izdelkov ter storitev Trženje znanja 	<ul style="list-style-type: none"> Povečan obseg dela pri izgradnji – obnova stare hiše Pomanjkanje časa za goste

Kritični dejavniki uspeha obeh strategij

Strategija 1
<ul style="list-style-type: none"> Povečanje števila krav molznic za 20 % Reja pitancev
Strategija 2
<ul style="list-style-type: none"> Obnova kmečke hiše (apartmaji) Posredovanje čebelarskega znanja Nudjenje uslug zdravljenja s čebelami (api-terapija)

The advantages and disadvantages of both strategies

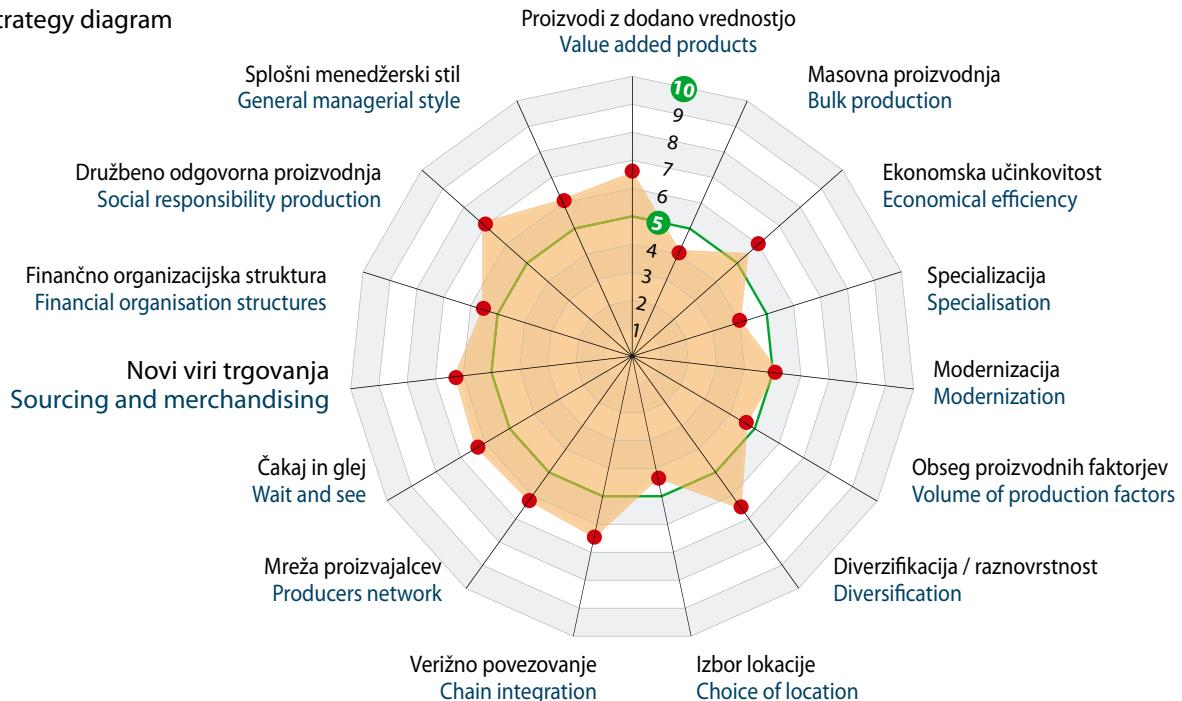
Strategy 1	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> Better use of existent capacity on the farm Larger income of farm Easier work 	<ul style="list-style-type: none"> Lack of available agricultural land to produce forage Greater risk with specialisation in only one activity

Strategy 2	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> Increasing income by renting out apartments (rooms) Direct selling of products and service Marketing of knowledge 	<ul style="list-style-type: none"> Increased amount of work - adaptation of old house Lack of time for guests

Critical success factors - in relation to my strategies

Strategy 1
<ul style="list-style-type: none"> To increase the number of cows by 20 % Fattening of bulls
Strategy 2
<ul style="list-style-type: none"> Adaptation of house for agro-tourism Knowledge transfer concerning beekeeping Offering api-therapy (medical use of honey bee products)

Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- Obnova kmečke hiše (apartmaji) in posredovanje čebelarskega znanja

Razlogi za izbrano strategijo so:

- Veliko zanimanje za čebelarstvo in izdelke, ki jih že ponujajo oz. razvijajo
- Dinamičnost dela pri posredovanju znanja iz čebelarstva

Načrt aktivnosti

KDAJ:	KAKO:
<ul style="list-style-type: none"> • Posredovanje znanja • Pridobitev soglasij v prvih dveh letih • Gradnja v treh do petih letih in sočasna promocija 	<ul style="list-style-type: none"> • Delavnice in usposabljanje za otroke in odrasle • Oglasevalno gradivo • Obnova hiše in trženje
Katero pomoč potrebujete?	Kritični dejavniki uspeha:
<ul style="list-style-type: none"> • Strokovno pomoč in lastno voljo z veliko ustvarjalnosti • Iskanje novih izdelkov 	<ul style="list-style-type: none"> • Pomanjkanje finančnih sredstev • Nepravočasna pridobitev dokumentacije • Pomanjkanje dobrih izobraževanj za čebelarje

Strategy, which I give priority

Selected strategy is:

- Adaptation of farm house (with apartments) and transfer of knowledge about beekeeping

The reasons for this are:

- Great interest in beekeeping and in products, which they already have and offer to visitors
- They enjoy to be working on the transfer of knowledge about beekeeping – this is dynamic work

Action plan

WHEN:	HOW:
<ul style="list-style-type: none"> • Transfer of knowledge • Getting permission for adaptation in 1 to 2 years • Building house in 3 to 5 years together with promotion 	<ul style="list-style-type: none"> • Workshops and trainings for children and adults • Making advertising material • Building house and marketing
What help do I need?	Critical success factors:
<ul style="list-style-type: none"> • Expert help and my own will together with a lot of creativity • Search for new products 	<ul style="list-style-type: none"> • Shortage of money • Long procedure to get permission (documentation) for adaptation of house • Not enough good programmes available for education of beekeepers

Scenarij v primeru najslabšega izida

Če želenih strategij ne bo mogoče uresničiti, je rezervni scenarij sledeč:

- izkoristiti pridobljeno znanje zunaj kmetije in prilagajanje trenutnim obstoječim razmeram na kmetiji.

Dobra volja in nasmeh rešita marsikatero težavo.

NA ZDRAVJE!

Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- To improve acquire knowledge from outside the farm and to adapt existing situation on the farm.

Good will and a smile save many troubles.

YOUR HEALTH!



Kmetija: **JERAJ** – od leta 1497

Člani družine:

Oče Damjan in mami Mojca
Otroka Tajda in Žiga

Somentorica: Jasmina Slatnar
KGZS - Zavod Ljubljana

Farm: **JERAJ** – from year 1497

Family members:

husband Damjan & wife Mojca
children Tajda & Žiga

Supervised by: Jasmina Slatnar
KGZS -Regional office Ljubljana



Predstavitev kmetije

Družinska kmetija (št. članov / število delovnih moči)	4 / 2
Stalež govedi (skupaj):	40
- Število molznic	23
- Število telic (mlade živine)	17
Zemlja (ha): lastna + najeta	32 = 12 + 20
Prireja mleka v letu 2006 - skupaj	140.000 kg
Kvota mleka v letu 2006/2007	148.000 kg
Prireja mleka/kravi (v letu 2006)	7.400 kg
Pasma krav	črno-bela

Present situation on the farm

Family farm (no. of members / no. of labour unit)	4 / 2
Cattle (total):	40
- Dairy cows	23
- Heifers (young stock)	17
Land (ha): own + rent	32 = 12 + 20
Total milk production (in year 2006)	140.000 kg
Milk Quota (in year 2006/2007)	148.000 kg
Milk production/cow (in year 2006)	7.400 kg
Breed of cows	HF

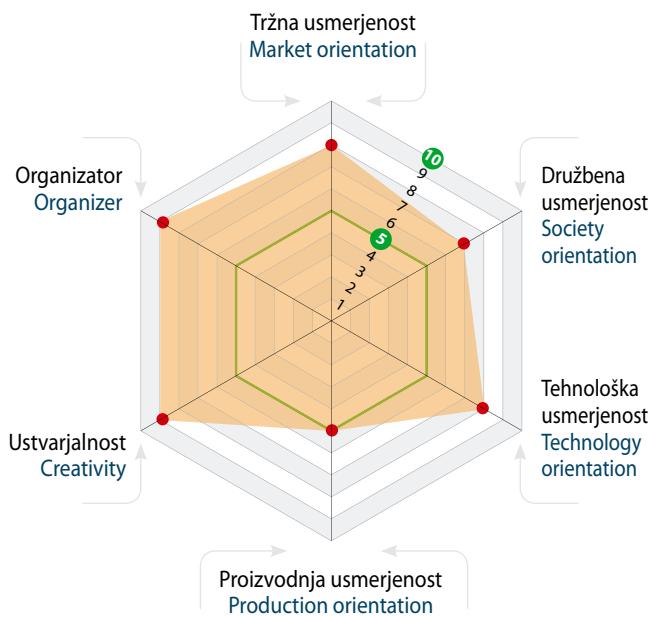
Glavne dejavnosti na kmetiji:

- Prireja mleka
- Pridelava jabolk
- Predelava jabolk (sokovi, kis, krhlji, žganje)

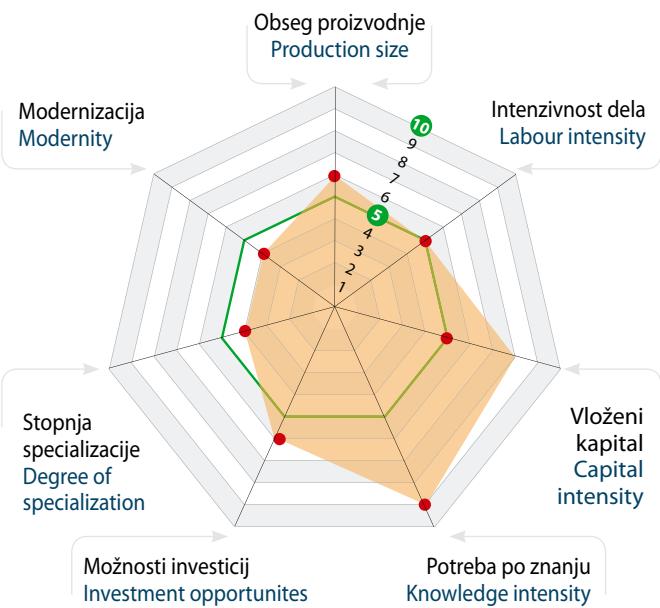
The main activities on the farm:

- Milk production
- Apple production
- Apple processing (juices, vinegar, dried apples, brandy)

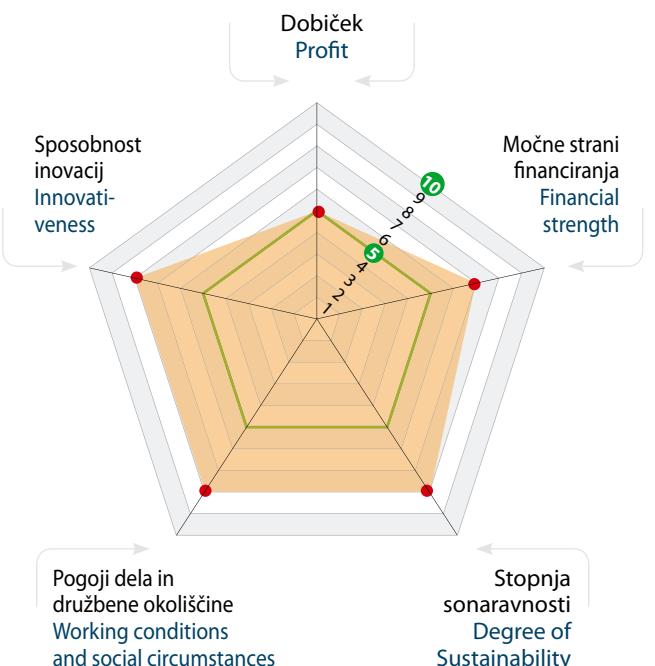
Sposobnosti kmeta The Competences of the farmer



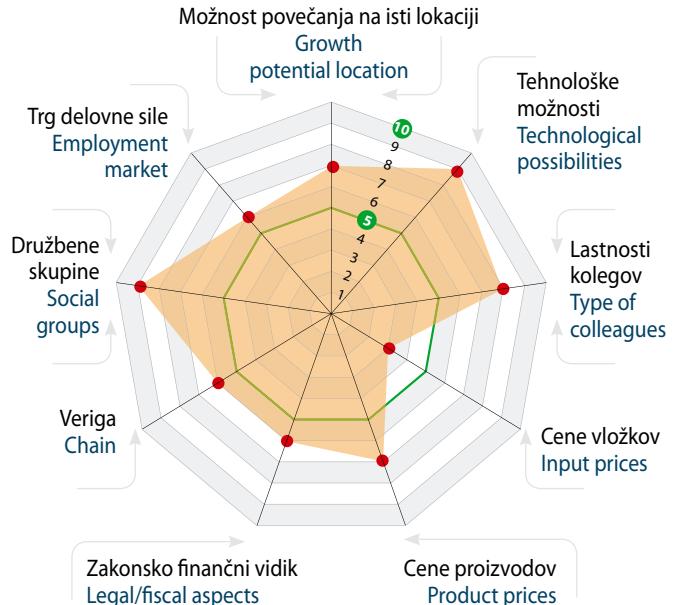
Poslovni dejavniki kmetije Business aspects of the farm



Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V desetih letih bi rad uresničil naslednje cilje:

- Povečanje skladiščnih zmogljivosti za sadje (hladilnica, predelovalni prostori)
- Izpopolnjevanje tehnologij predelave sadja
- Prehod na ekološko pridelavo mleka in sadja
- Izboljšanje ponudbe na kmetiji:
 - proizvodi z dodano vrednostjo
 - lastna trgovina + degustacijski prostor
 - turistična ponudba
- Lastna blagovna znamka

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični faktorji uspeha so:

- Zakonodaja
- Prostorska omejitev (prostori za predelavo sadja)
- Prodajni prostor

Možni strategiji sta:

Strategija 1

- Predelava in prodaja sadja na domu
- Blagovna znamka

Strategija 2

- Selitev na novo lokacijo zunaj vasi

The goals of the farmer

In 10 years I want my business to look like this:

- To enlarge store capacities for fruits (cold store, processing places)
- To upgrade the technology of processing food
- Transition to organic production of milk and fruit
- Improvement of "home sales":
 - Products with added value
 - Own shop + room to taste products
 - Touristic offer
- Own trade label market

Critical success factors - in relation to my goals

My critical success factors are:

- Legislation
- Space limitation (accommodations for processing of fruit)
- To realize sales rooms

The possible strategies are:

Strategy 1

- Processing and selling of fruits on the farm
- Trade Label Mark

Strategy 2

- Moving to a new location outside of village



Prednosti in slabosti obeh strategij

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> Večja dodana vrednost Dve dejavnosti: mleko in sadje 	<ul style="list-style-type: none"> Več prilagajanja kupcem Velika intenzivnost dela

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> Nove prostorske možnosti Posodobitev tehnologije 	<ul style="list-style-type: none"> Obseg naložbe Najem posojil

Kritični dejavniki uspeha obeh strategij

Strategija 1
<ul style="list-style-type: none"> Zakonodaja Gradnja na novi lokaciji Pridobitev finančnih sredstev
Strategija 2
<ul style="list-style-type: none"> Prostorski načrt – lokalna skupnost Finančna sredstva

The advantages and disadvantages of both strategies

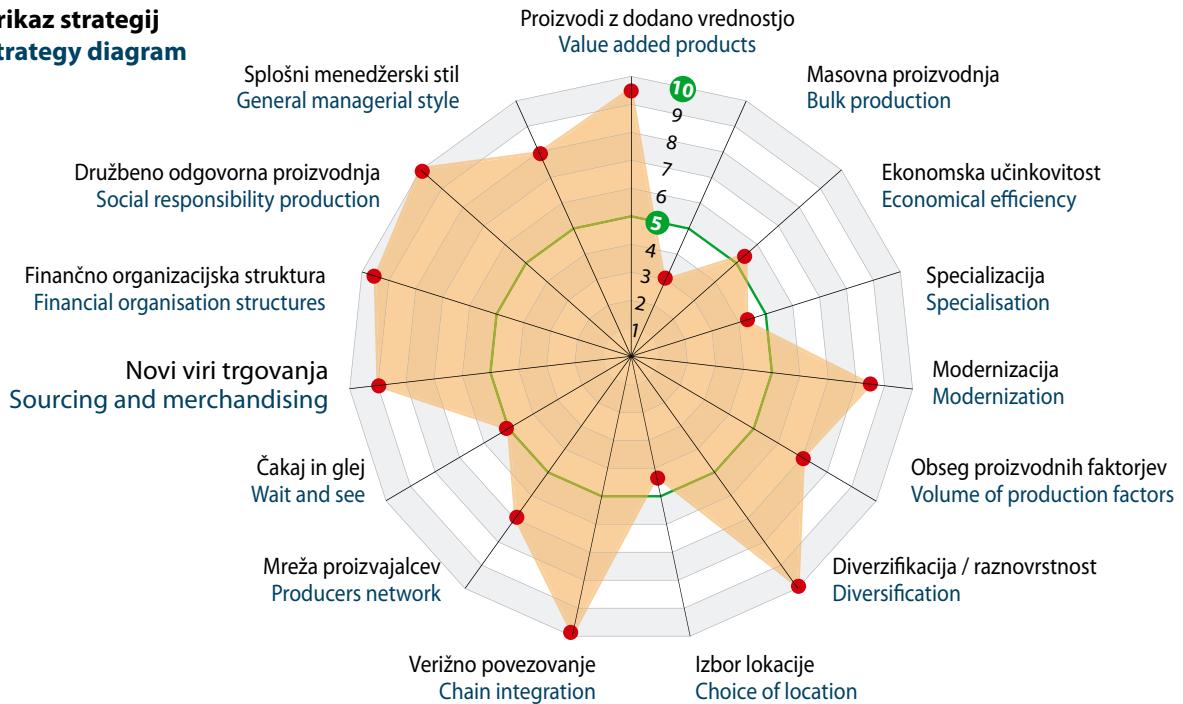
Strategy 1	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> Greater added value Two activities: milk and fruits 	<ul style="list-style-type: none"> More adaptation to buyers / consumers High labour intensity

Strategy 2	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> New accommodation and space Modernization of applied technologies will be realized 	<ul style="list-style-type: none"> Size of Investment To find a loan

Critical success factors - in relation to my strategies

Strategy 1
<ul style="list-style-type: none"> To cope with legislation To build on new location To find financial funds
Strategy 2
<ul style="list-style-type: none"> Acceptation of space plan by Local community Financial funds needed

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- Predelava in prodaja sadja na domu
- Blagovna znamka

Razlogi za izbrano strategijo so:

- Prodaja na domu
- Obseg proizvodnje in možnost trženja
- Odlična lokacija – velika frekvencna potencialnih kupcev, privlačna turistična točka

Strategy, which I give priority

Selected strategy is:

- Producing and processing of fruits directly on the farm
- Trade Label Mark

The reasons for this are:

- We like selling of products on the farm (at home)
- Volume of production and good possibilities for marketing
- Excellent location of farm – high frequency of potential buyers, because attractive place for tourists

Načrt aktivnosti

KDAJ:	KAKO:
• 2 do 5 let	1. Ureditev skladišč
• 5 do 10 let	2. Prodajni prostor
• 3. do 10 let	3. Preselitev na novo lokacijo
Katero pomoč potrebujete?	Kritični dejavniki uspeha:
1. + 2. strategija: • Prostorska ureditev lokalne skupnosti	1. Ustvarjalnost 2. Blagovna znamka 3. Finančna sredstva

Action plan

WHEN:	HOW:
• 1 st step: 2 to 5 years • 2 nd step: 5 to 10 years • 3 rd step: to 10 years	1. Arrangement of storage 2. Realize farm shop 3. Moving to new location
What help do I need?	Critical success factors:
Strategy 1 + 2: • Acceptation of Space plan by Local Community	1. Creativity 2. Trade Label Mark 3. Funds

Scenarij v primeru najslabšega izida

V primeru, da želenih strategij ne bo možno uresničiti, je rezervni scenarij sledeč:

- Iskanje novih možnosti zasluga znotraj kmetijske dejavnosti (storitve, svetovanje, prodaja energije z uporabo žita in lesnih sekancev)

Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- Looking for new possibilities of income with other agricultural activities (services, consultation, selling of energy by use of corn and wood cut pieces)



Kmetija: Leber-Vračko

Člani družine:

mož Ivan in žena Alenka
hčeri Katja in Barbara
oce Francišek in mama Fanika

Somentorica: Simona Hauptman,
KGZS - Zavod Maribor



Farm: Leber-Vračko

Family members:

husband Ivan & wife Alenka
children Katja & Barbara
grandfather Francišek & grandmother Fanika

Supervised by: Simona Hauptman
KGZS – Regional office Maribor



Predstavitev kmetije

Družinska kmetija (št. članov / število delovnih moči)	6 / 2
Stalež govedi (skupaj):	86
- Število molznic	45
- Število telic (mlade živine)	41
Zemlja (ha): lastna + najeta	42 = 20 + 22 ha
Prireja mleka v letu 2006 - skupaj	390.000 kg
Kvota mleka v letu 2006/2007	310.000 kg
Prireja mleka/kravi (v letu 2006)	9.121 kg
Pasma krav	črno-bela

Kaj je glavna dejavnost na kmetiji?

- Prireja mleka (75 %)
- Proizvodnja in stekleničenje vrhunskih vin (25 %)
- Vzreja plemenskih telic
- Vzreja bikovskih mater in plemenskih bikcev za osemenjevalni center

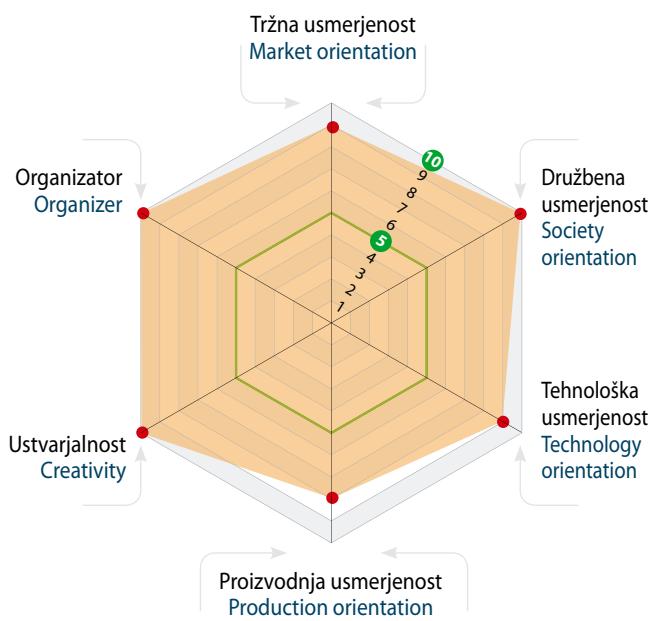
Present situation on the farm

Family farm (no. of members / no. of labour unit)	6 / 2
Cattle (total):	86
- Dairy cows	45
- Heifers (young stock)	41
Land (ha): own + rent	42 = 20 + 22 ha
Total milk production (in year 2006)	390.000 kg
Milk Quota (in year 2006/2007)	310.000 kg
Milk production/cow (in year 2006)	9.121 kg
Breed of cows	HF

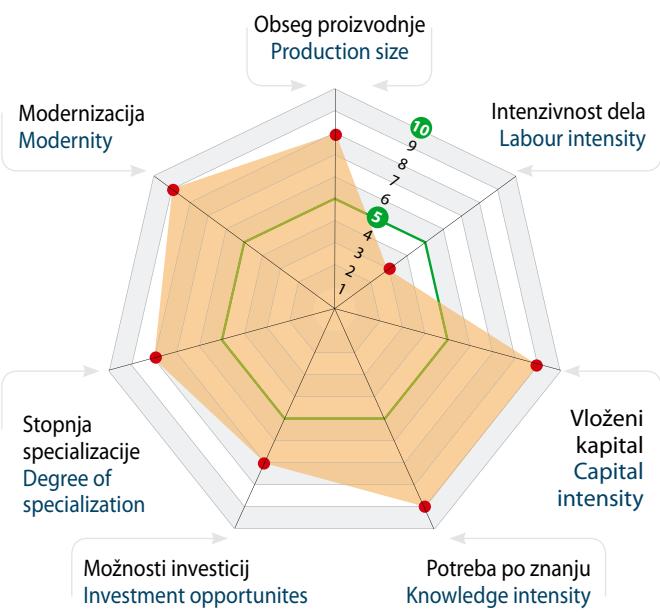
The main activities on the farm:

- Milk production (75 %)
- Production and bottling of top quality wine (25 %)
- Rearing of breeding heifers
- Bull dams and young bulls from bull dams for Test Station and AI

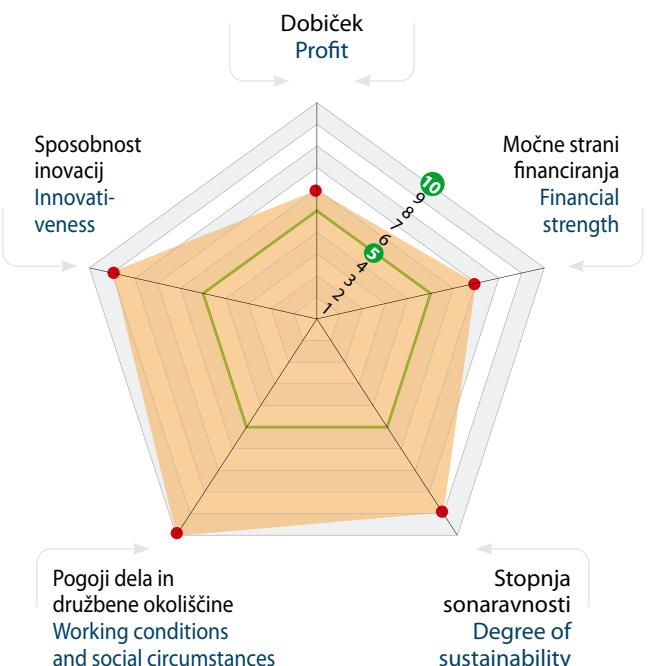
Sposobnosti kmeta The Competences of the farmer



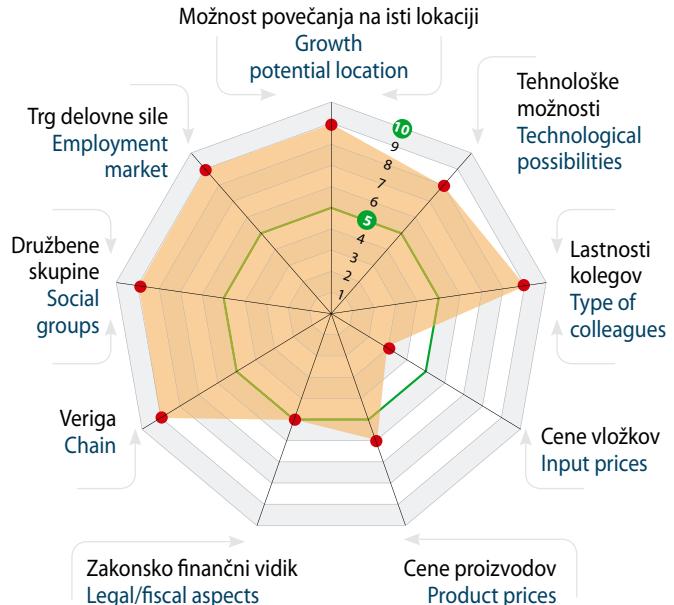
Poslovni dejavniki kmetije Business aspects of the farm

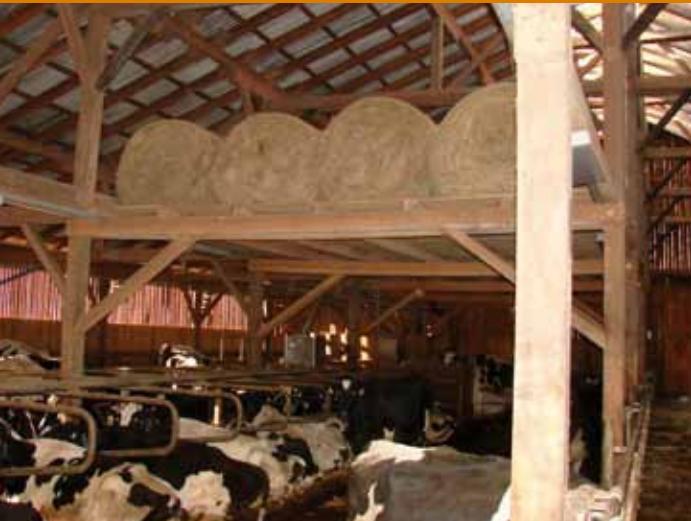


Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V 10 letih bi radi uresničili naslednje cilje:

- Predelava mleka v kakovostne trde sire
- Ponudba vrhunskih vin
- Vzreja visoko kakovostnih plemenskih živali

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični dejavniki uspeha so:

- Iskanje trga za prodajo sirov
- Pridobitev novega znanja
- Zaposlitev novih delovnih moči
- Finančna sredstva

The goals of the farmer

In 10 years I want my business to look like this:

- Processing of milk in quality hard cheeses
- Offer of high quality wines
- Rearing of top quality breeding animals

Critical success factors - in relation to my goals

My critical success factors are:

- To find a market for cheeses
- To obtain new knowledge
- To employ new labourers on the farm
- Financial funds

Možni strategiji sta:

Strategija 1

- Predelava mleka v kakovostne sire

Strategija 2

- Povečanje količine mleka z večjim staležem govedi

The possible strategies are:

Strategy 1

- Processing of milk in quality cheeses

Strategy 2

- Enlarge milk production on the farm with an increased number of dairy cows



Prednosti in slabosti obeh strategij

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> Nov izviv pri delu Večji dohodek 	<ul style="list-style-type: none"> Več dela Tveganje pri uspehu Najem posojila

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> Nadaljevanje rutinskega dela 	<ul style="list-style-type: none"> Večja obremenitev zemljišč Iskanje novih površin za pridelavo krme

Kritični dejavniki uspeha obeh strategij

Strategija 1
<ul style="list-style-type: none"> Nepoznavanje reakcije trga in percepcije kupcev Zavest potrošnikov - poseganje po domačih kakovostnih izdelkih Potrebe po novih posebnih znanjih Doseganje vrhunske kakovosti pri sirih in vinu

Strategija 2
<ul style="list-style-type: none"> Več živali Izgradnja ali širitev hleva Dokup dodatne kvote

The advantages and disadvantages of both strategies

Strategy 1	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> New challenges at work Risk at success Higher income 	<ul style="list-style-type: none"> More work To find a loan

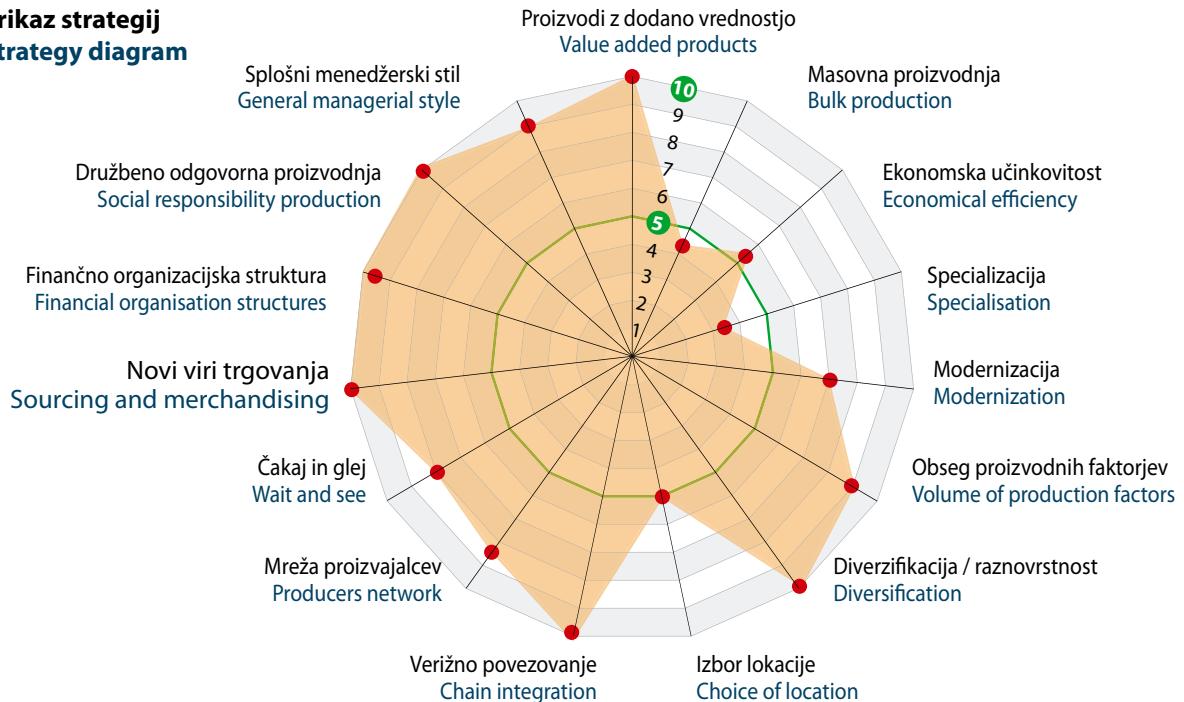
Strategy 2	
Advantage:	Disadvantages:
<ul style="list-style-type: none"> Continuation of routine work 	<ul style="list-style-type: none"> More Animal Units per ha (more intensive use of agricultural land) To have to look for new agricultural land to produce forage for animals

Critical success factors - in relation to my strategies

Strategy 1
<ul style="list-style-type: none"> Lack of knowledge / unacquainted with reaction of market and perception of buyers Consumer consciousness – perhaps consumers are not looking for Slovenian quality products Requirement for new specialised knowledge To reach high quality standards for cheeses and wine

Strategy 2
<ul style="list-style-type: none"> More animals needed Building or enlargement of barn for cattle needed Buying of additional milk quota is required

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- Predelava mleka v kakovostne sire

Razlogi za izbrano strategijo so:

- Nov iziv pri delu, boljši dohodek

Načrt aktivnosti

KDAJ:	KAKO:
<ul style="list-style-type: none"> V prvem letu 1 - 2 leti 2 leti 10 let 	<ol style="list-style-type: none"> Razgovor z družino in banko Pridobitev potrebnih dovoljenj (za gradnjo in izvajanje dejavnosti) Dodatno izobraževanje Dodatna delovna moč
Katero pomoč potrebujete?	Kritični dejavniki uspeha:
<ul style="list-style-type: none"> Finančni nasvet Strokovno pomoč Potreben je čas za realizacijo zastavljenih ciljev (pogajanja z banko) 	<ul style="list-style-type: none"> Iskanje trga Doseganje vrhunske kakovosti Premalo lastnega kapitala; iskanje kapitala

Strategy, which I give priority

Selected strategy is:

- Processing of milk in quality cheeses

The reasons for this are:

- New challenges at work, higher income

Action plan

WHEN:	HOW:
<ul style="list-style-type: none"> 1st step: In first year 2nd step: 1 – 2 years 3rd step: 2 years 4th step: within 10 years 	<ol style="list-style-type: none"> Discussion with family and bank Getting necessary documentation for additional activity on the farm (for milk processing unit) Additional education Additional labourer
What help do I need?	Critical success factors:
<ul style="list-style-type: none"> Financial advice Professional help Enough time is needed to realise plans (negotiation with Bank) 	<ul style="list-style-type: none"> Looking for Market opportunities Achievement of top quality Not enough own money; have to look for funds

Scenarij v primeru najslabšega izida

V primeru, da želenih strategij ne bo možno uresničiti, je rezervni scenarij sledeč:

- Vzdrževanje obstoječe proizvodnje



Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- Maintenance of existing production volume



Kmetija: **FINGUŠT-HECL**

Člani družine:

mož Peter in žena Martina
otroci Nika in Enej
babica Neža

Somentorica: Simona Hauptman
KGZS - Zavod Maribor



Predstavitev kmetije

Družinska kmetija (število članov / število delovnih moči)	5 / 2
Stalež govedi (skupaj):	80
- Število molznic	42
- Število telic (mlade živine)	38
Zemlja (ha): lastna + najeta	7 + 23
Prireja mleka v letu 2006 - skupaj	300.000 kg
Kvota mleka v letu 2006/2007	320.000 kg
Prireja mleka/kravi (v letu 2006)	8.700 kg
Pasma krav	Črno-bela

Kaj je glavna dejavnost na kmetiji?

- Prireja mleka
- Vzreja plemenskih telic
- Vzreja bikovskih mater
- Bikci iz načrtnega parjenja

Farm: **FINGUŠT-HECL**

Family members:

husband Peter & wife Martina
children Nika & Enej
grandmother Neža

Supervised by: Simona Hauptman
KGZS – Regional office Maribor

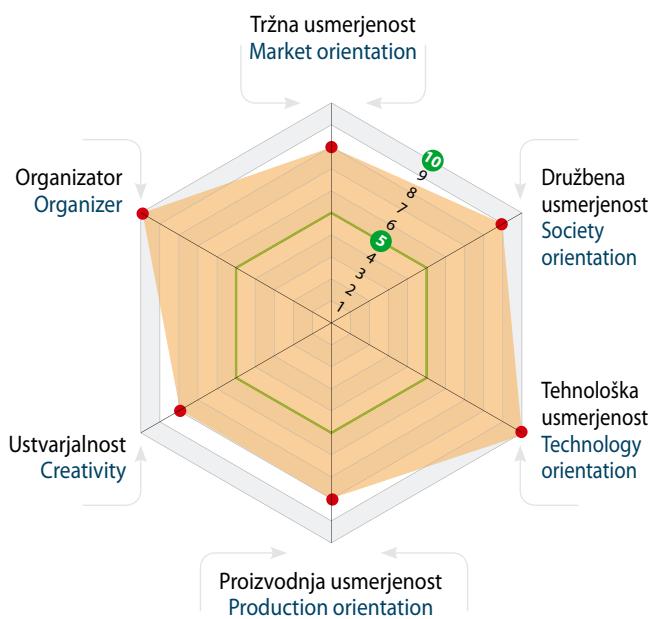
Present situation on the farm

Family farm (no. of members / no. of labour unit)	5 / 2
Cattle (total):	80
- Dairy cows	42
- Heifers (young stock)	38
Land (ha): own + rent	7 + 23
Total milk production (in year 2006)	300.000 kg
Milk Quota (in year 2006/2007)	320.000 kg
Milk production/cow (in year 2006)	8.700 kg
Breed of cows	HF

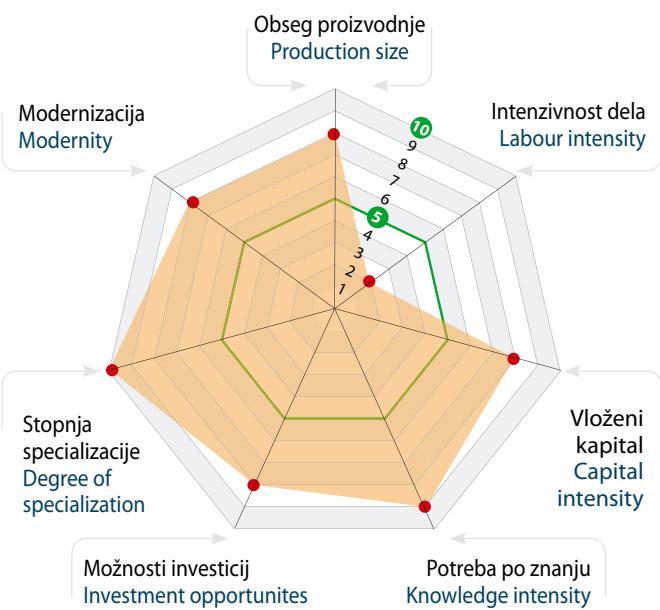
The main activities on the farm:

- Milk production
- Rearing of heifers for breeding
- Breeding of bull dams
- Young bulls from bull dams and bull sires

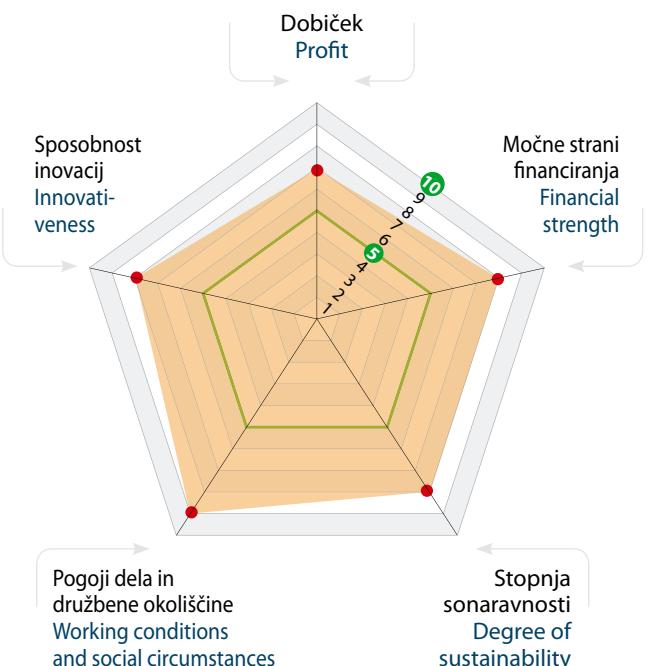
Sposobnosti kmeta The Competences of the farmer



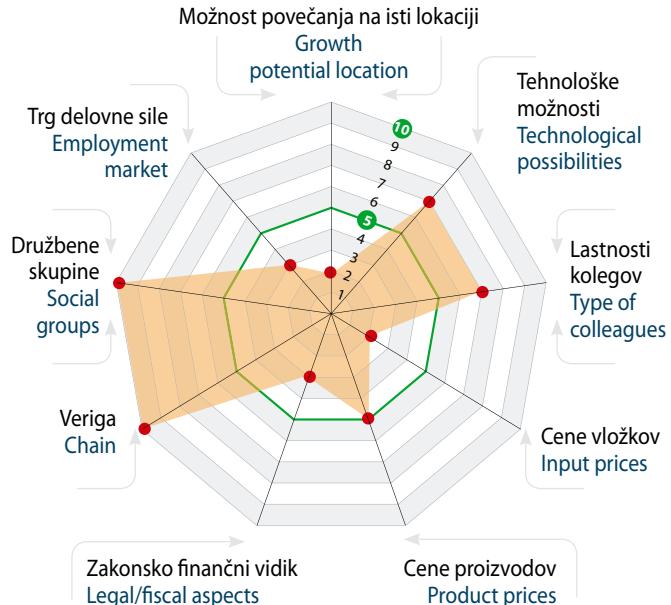
Poslovni dejavniki kmetije Business aspects of the farm



Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V desetih letih bi radi uresničili naslednje cilje:

- Zaposlitev delavca na kmetiji
- Dokup manjkajočih zemljišč
- Registracija dopolnilne dejavnosti za predelavo mleka na kmetiji (jogurtarna)
- Obdržati ali povečati mlečno kvoto na 400.000 kg
- Registracija blagovne znamke za mlečne izdelke (yogurti)

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični dejavniki uspeha so:

- Cena kmetijskih zemljišč
- Vremenski vplivi
- Državna birokracija
- Pomankanje delovne sile, ki bi delala na kmetiji
- Finančna sredstva

Možni strategiji sta:

Strategija 1

- Dopolnilna dejavnost na kmetiji - predelava mleka

Strategija 2

- Uslužnostna vzreja plemenskih telic

The goals of the farmer

In 10 years I want my business to look like this:

- To employ worker(s) on the farm to assist me
- To buy additional land
- To start with processing of milk on the farm (to produce yogurt)
- To keep or increase Milk Quota to 400.000 kg of milk
- To establish an own Trade Label Mark for milk products (yogurt)

Critical success factors - in relation to my goals

My critical success factors are:

- Price of agricultural land
- Weather conditions / Weather influences
- State bureaucracy
- Lack of labour, which can work on the farm
- Available funds

The possible strategies are:

Strategy 1

- Supplementary activity on the farm – processing of milk on the farm

Strategy 2

- Rearing of pedigree heifers for sale



Prednosti in slabosti obeh strategij

The advantages and disadvantages of both strategies

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none">Izkoriščanje danih proizvodnih zmogljivosti in povečanje dodane vrednosti mleka	<ul style="list-style-type: none">Povečanje obsega delaPotrebna naložba-vodovarstveno območje

Strategy 1	
Advantage:	Disadvantages:
<ul style="list-style-type: none">Using of available production capacity and increase of added value of milk	<ul style="list-style-type: none">Additional input of labour neededAdditional investment necessaryFarming in water protected area

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none">Manjši obseg delaNi potrebna naložba	<ul style="list-style-type: none">Zmanjšanje dohodka

Strategy 2	
Advantages:	Disadvantage:
<ul style="list-style-type: none">Smaller input of labour neededAdditional investment not required	<ul style="list-style-type: none">Decreasing income

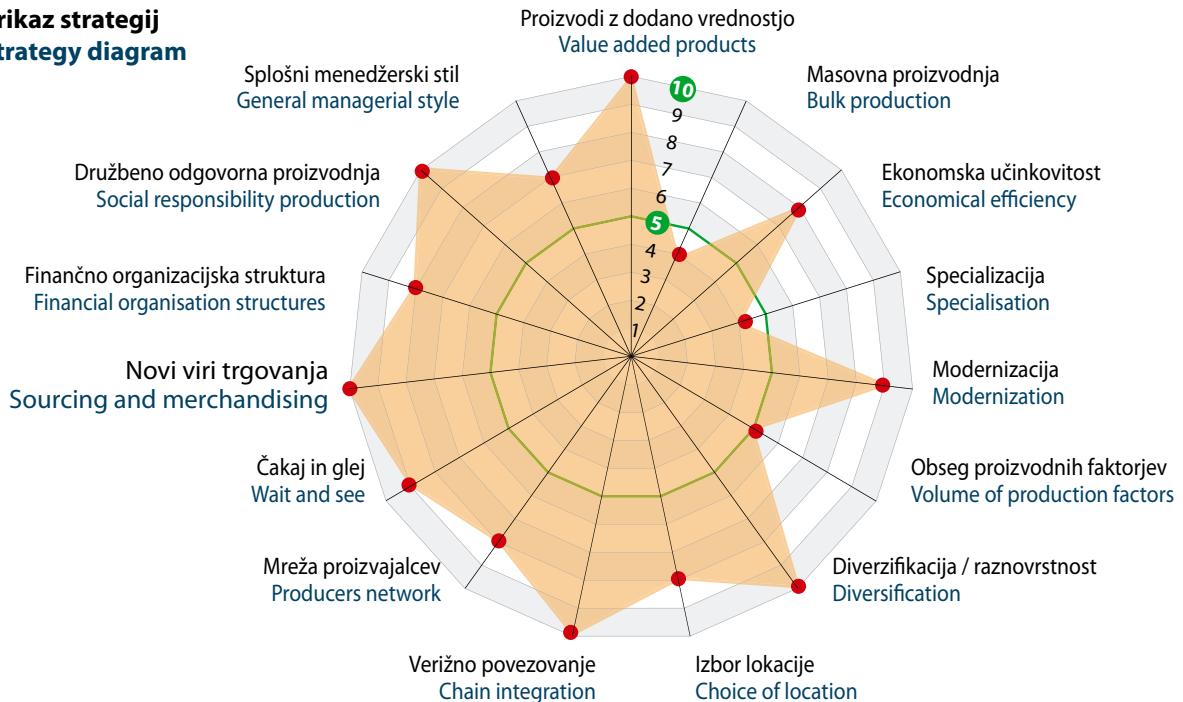
Kritični dejavniki uspeha obeh strategij

Critical success factors - in relation to my strategies

Strategija 1
<ul style="list-style-type: none">Konkurenca na trguStrogi nadzori kakovosti - HACCP
Strategija 2
<ul style="list-style-type: none">Preskrba s plemensko živinoRazmišljanje kmetov – delitev dela

Strategy 1
<ul style="list-style-type: none">Competition on the marketStrict controls of quality - HACCP
Strategy 2
<ul style="list-style-type: none">Offer of breeding heifersThe way of thinking of farmers – do they want to share work?

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- Dopolnilna dejavnost predelave mleka

Razlogi za izbrano strategijo so:

- Izkoristiti obstoječe danosti na kmetiji in jih izboljšati

Načrt aktivnosti

KDAJ:	KAKO:
2007-2012	<ul style="list-style-type: none"> pridobitev dokumentacije, pridobitev dodatne izobrazbe izgradnja jogurtarne blagovna znamka <ul style="list-style-type: none"> Prijava na razpis – pridobitev sredstev za diverzifikacijo in dopolnilne dejavnosti
Katero pomoč potrebujete?	<p>Kritični dejavniki uspeha:</p> <ul style="list-style-type: none"> Kapital Trg za mlečne izdelke Konkurenca s tujimi manj kvalitetnimi izdelki Pomanjkanje nacionalne zavesti pri potrošnikih

Strategy, which I give priority

Selected strategy is:

- Processing of milk on the farm

The reasons for this are:

- To make use of existing possibilities and capacity on the farm and to improve it

Action plan

WHEN:	HOW:
2007-2012	<ul style="list-style-type: none"> To obtain necessary documentation To get additional education Building yogurt processing unit Label Trade Mark
What help do I need?	<p>Critical success factors:</p> <ul style="list-style-type: none"> To obtain funds Market for home made products Competition with foreign products of less quality Lack of national consciousness of consumers

Scenarij v primeru najslabšega izida

V primeru, da želenih strategij ne bo mogoče uresničiti, je rezervni scenarij sledeč:

- Prenehanje s kmetovanjem
- Zaposlitev zunaj kmetijstva (trgovski potnik, maser, lastna firma)
- Postavitev rastlinjaka za zelenjavo

Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- To stop with farming
- Employment outside of agriculture (sales' representative, masseur, own company)
- To built a green-house for vegetables



Kmetija: Dobnik

Člani družine:

mož Darko in žena Ana
otroka Jernej in Martin
ata Janez in mama Štefanija

Somentorica: Simona Hauptman
KGZS - Zavod Maribor

Farm: Dobnik

Family members:

husband Darko & wife Ana
children Jernej & Martin
grandfather Janez & grandmother Štefanija

Supervised by: Simona Hauptman
KGZS – Regional office Maribor



Predstavitev kmetije

Družinska kmetija (število članov / število delovnih moči)	6 / 1
Stalež (skupaj):	85
- Število molznic	28
- Število telic (mlade živine)	30 plemenskih telic 27 pitancev
Zemlja (ha): lastna + najeta	30 lastne in 15 najete
Prireja mleka v letu 2006 - skupaj	280.000 kg
Kvota mleka v letu 2006/2007	305.000 kg
Prireja mleka/kravi (v letu 2006)	10.700 kg
Pasma krav	črno-bela

Present situation on the farm

Family farm (no. of members / no. of labour unit)	6 / 1
Cattle (total):	85
- Dairy cows	28
- Heifers (young stock)	30 breeding heifers 27 fattening bulls
Land (ha): own + rent	30 own + 15 rent
Total milk production (in year 2006)	280.000 kg
Milk Quota (in year 2006/2007)	305.000 kg
Milk production/cow (in year 2006)	10.700 kg
Breed of cows	HF

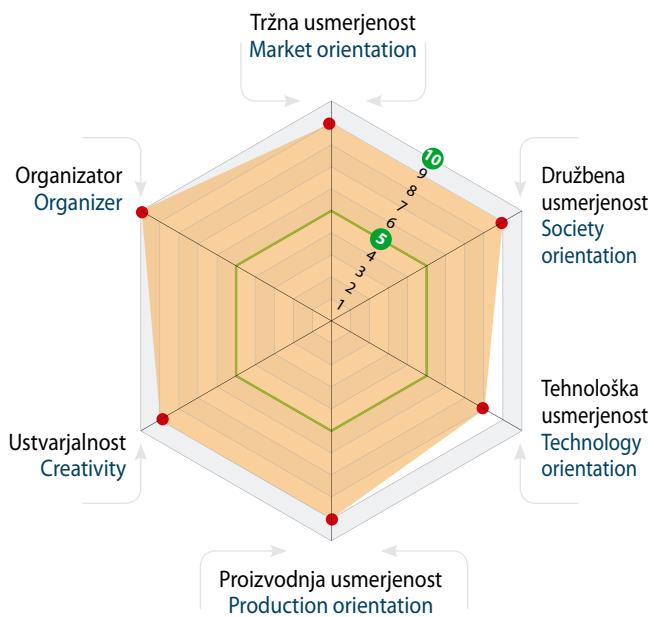
Glavne dejavnosti na kmetiji:

- Prireja mleka
- Goveji pitanci (črnobela + lisasta pasma)
- Plemenske telice
- Bikovske matere + bikci za vzrejališče
- Poljedelstvo (sladkorna pesa, pšenica)

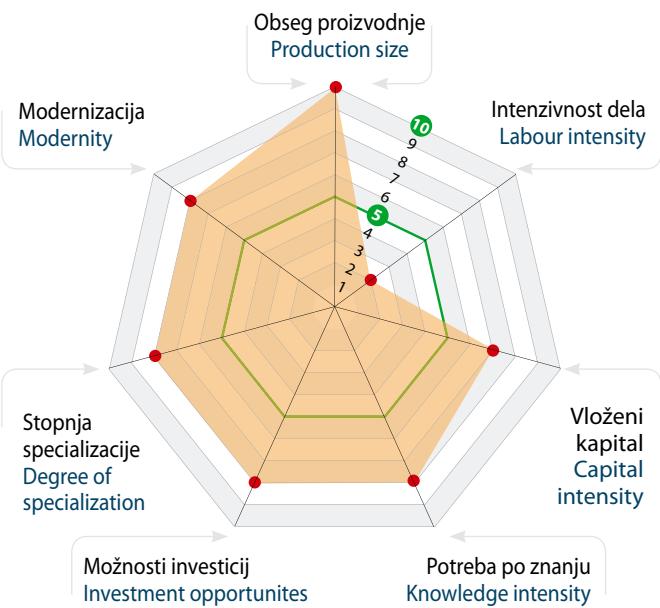
The main activities on the farm:

- Milk production
- Fattening bulls (HF + Simmental)
- Breeding heifers
- Bull dams + young bulls from bull dams for Test station
- Cultivation of land (sugar beet, wheat)

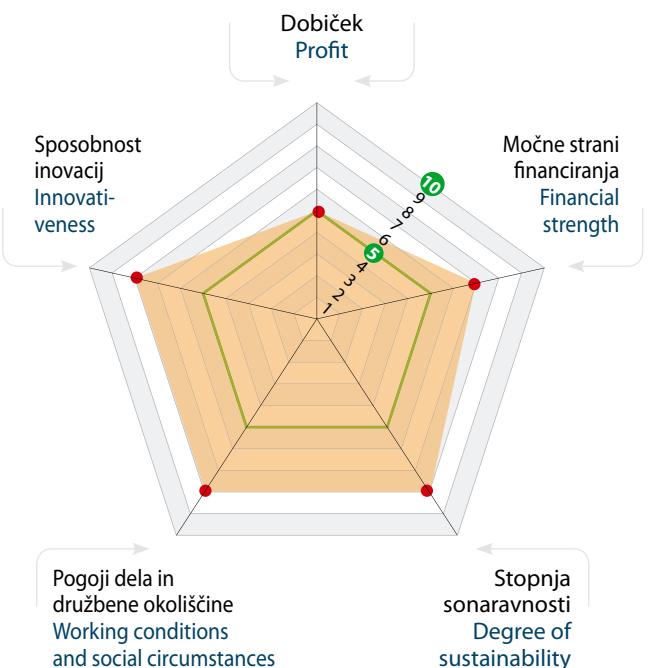
Sposobnosti kmeta The Competences of the farmer



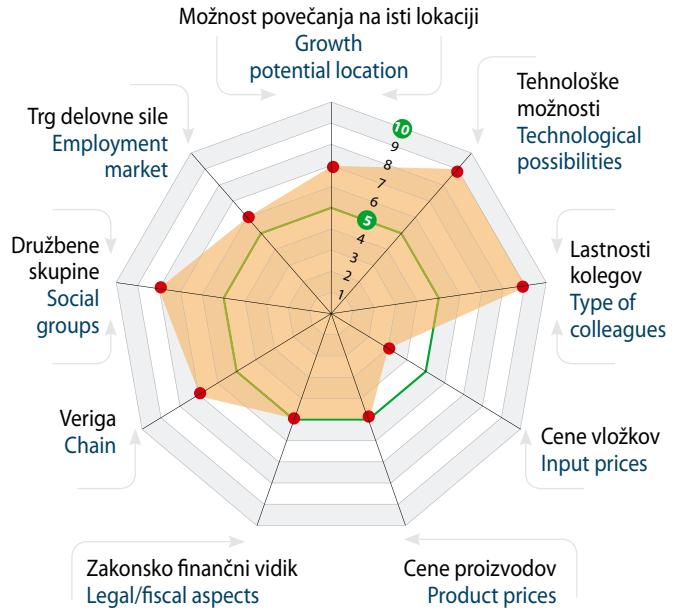
Poslovni dejavniki kmetije Business aspects of the farm



Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V 10 letih bi radi uresniliči naslednje cilje:

- Obdržati obstoječo mlečno proizvodnjo,
- Odkupiti čim več kmetijskih površin, ki jih imamo trenutno v zakupu,
- Ustvariti pogoje za dodatni zaslužek v domači obrti (stalna razstava izdelkov domače in umetne obrti ter prodaja) ali vodenje turistične agencije, specializirane za turizem na podeželju.

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični dejavniki uspeha so:

- Vodovarstveno območje,
- Zdravstvene težave v družini
- Prostorska omejitev

Možni strategiji sta:

Strategija 1

- Nadaljevati z obstoječo proizvodnjo v enakem obsegu z nakupom kmetijskih zemljišč
- Poljedelstvo (integrirano poljedelstvo)

Strategija 2

- Prodaja ekskluzivnih izdelkov domače in umetne obrti ali turistična agencija s poudarkom na promociji podeželja
- Poljedelstvo (integrirano poljedelstvo)

The goals of the farmer

In 10 years I want my business to look like this:

- To keep existing volume of milk production,
- To buy as large a part of the agricultural land, which we rent now from other owners, as possible,
- To create conditions for additional income in the area of cottage industry (exhibition of products of cottage industry, arts, crafts and selling of those products), or to guide a Tourist Travel Agency specialised in agro tourism (for tourism in countryside).

Critical success factors - in relation to my goals

My critical success factors are:

- Our farm is in a water protection area,
- Health problems in the family
- Space limitations

The possible strategies are:

Strategy 1

- To continue with production in the same volume with buying of agricultural land
- Cultivation of land (Integrated agriculture)

Strategy 2

- Selling of exclusive products of cottage industry, arts and crafts or Travel Tourist Agency with emphasis on promotion of countryside
- Cultivation of land (Integrated agriculture)



Prednosti in slabosti obeh strategij

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> Večji zasluzek Izkoristek trenutne tehnologije Znanje in izkušnje 	<ul style="list-style-type: none"> Preobremenitev z delom Vodovarstveno območje

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> Delo z majhnim vložkom fizičnega dela Oplemenitev kapitala Izkoristek obstoječih poslovnih površin 	<ul style="list-style-type: none"> Premalo znanja in neraziskan trg

Kritični dejavniki uspeha obeh strategij

Strategija 1
<ul style="list-style-type: none"> Zdravstvene težave v družini, kmetija nima naslednika Vodovarstveno območje

Strategija 2
<ul style="list-style-type: none"> Neznan trg Premalo znanja

The advantages and disadvantages of both strategies

Strategy 1	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> Higher income Using of existing technologies Education and experience available 	<ul style="list-style-type: none"> Overloading with work Farming in a water protection area

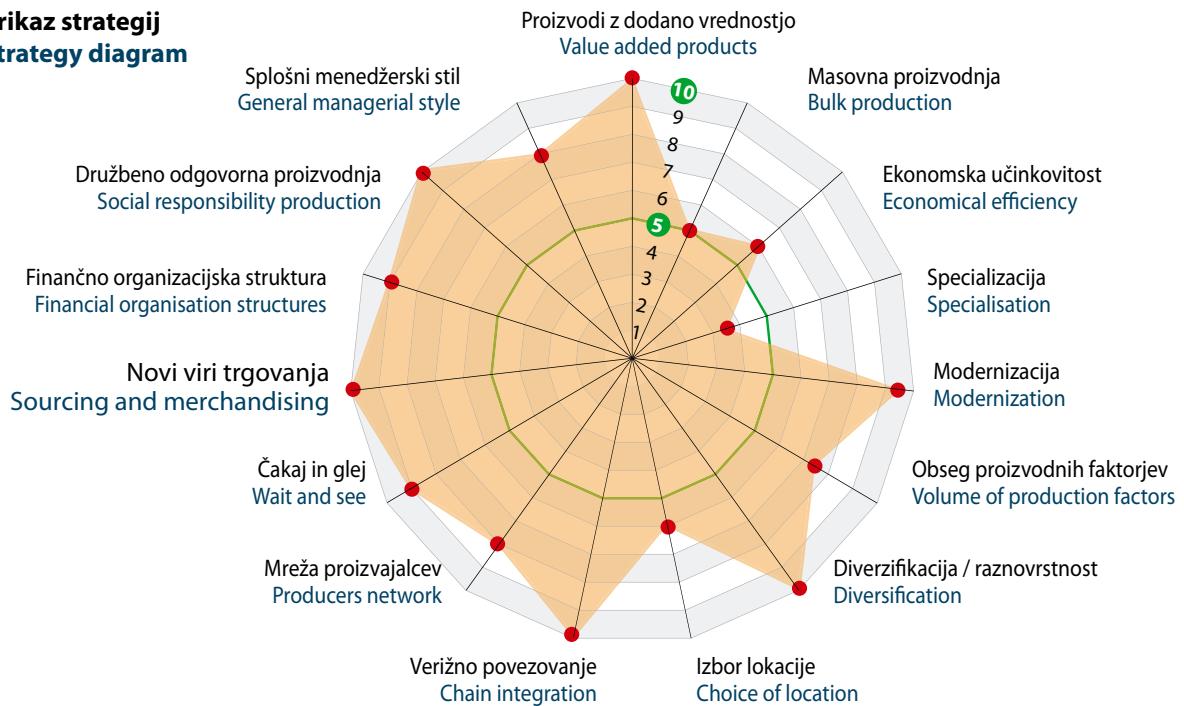
Strategy 2	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> Work with small input of physical work Obtaining additional income Use of existing accommodation 	<ul style="list-style-type: none"> I have presently not enough knowledge about this topic An unknown market to me

Critical success factors - in relation to my strategies

Strategy 1
<ul style="list-style-type: none"> Health problems in the family, farm does not have successor Water protection area

Strategy 2
<ul style="list-style-type: none"> Unknown market Not enough knowledge

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- Obdržati obstoječo proizvodnjo mleka v enakem obsegu

Razlogi za izbrano strategijo so:

- Redni dohodek in poznavanje posla

Strategy, which I give priority

Selected strategy is:

- To stay in dairy farming with existing volume of production

The reasons for this are:

- Yields a regular income, and I am acquainted with this kind of work

Načrt aktivnosti

KDAJ:	KAKO:
• 2007 do 2013	<ul style="list-style-type: none"> • Nakup zemlje, ki je trenutno v zakupu
Katero pomoč potrebujete?	Kritični dejavniki uspeha:
<ul style="list-style-type: none"> • Strokovno pomoč • Izmenjava izkušenj in mnenj 	<ul style="list-style-type: none"> • Ni naslednika na kmetiji

Action plan

WHEN:	HOW:
<ul style="list-style-type: none"> • 2007 till 2013 	<ul style="list-style-type: none"> • Buying of agricultural land, which we rent now
What help do I need?	Critical success factors:
<ul style="list-style-type: none"> • Professional help • Exchange of experiences and opinions 	<ul style="list-style-type: none"> • Farm has no successor

Scenarij v primeru najslabšega izida

- V primeru, da želenih strategij ne bo mogoče uresničiti, je rezervni scenarij sledeč:
- Prenehanje živilorejske proizvodnje in nadaljevanje izključno poljedelske proizvodnje (žito, surovine za bio-energijo: koruza, oljna ogrščica, sončnice)

Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- To stop with animal production and continue exclusively with plant production (corn, cereals and raw material for bio-energy, such as maize, rape seed, sunflowers)



Kmetija: SEL

Člani družine:

starša: oče Jožef in mami Anica
otroka: hči Lea (študentka) in
sin Jožef (dijak)

Somentorica: Simona Hauptman
KGZS - Zavod Maribor



Farm: SEL

Family members:

parents: Jožef & Anica
children: daughter Lea (student)
son Jožef (schoolboy)

Supervised by: Simona Hauptman
KGZS – Regional office Maribor



Predstavitev kmetije

Družinska kmetija (število članov / število delovnih moči)	4 / 2
Stalež govedi (skupaj):	60
- Število molznic	27
- Število telic (mlade živine)	33
Zemlja (ha): lastna + najeta	$27 = 8 + 19$ ha
Prireja mleka v letu 2006 - skupaj	170.000 kg
Kvota mleka v letu 2006/2007	170.000 kg
Prireja mleka/kravi (v letu 2006)	7.000 kg
Pasma krav	Črno-bela 80 %, Lisasta 20 %

Present situation on the farm

Family farm (no. of members / no. of labour unit)	4 / 2
Cattle (total):	60
- Dairy cows	27
- Heifers (young stock)	33
Land (ha): own + rent	$27 = 8 + 19$ ha
Total milk production (in year 2006)	170.000 kg
Milk Quota (in year 2006/2007)	170.000 kg
Milk production/cow (in year 2006)	7.000 kg
Breed of cows	HF 80 %, Simmental 20 %

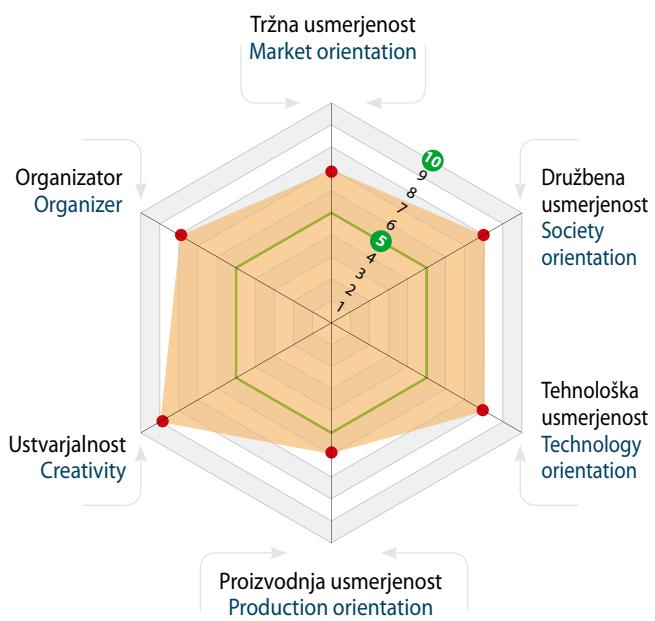
Glavne dejavnosti na kmetiji:

- prireja mleka,
- vzreja plemenskih telic,
- poljedelstvo (pridelava pšenice)

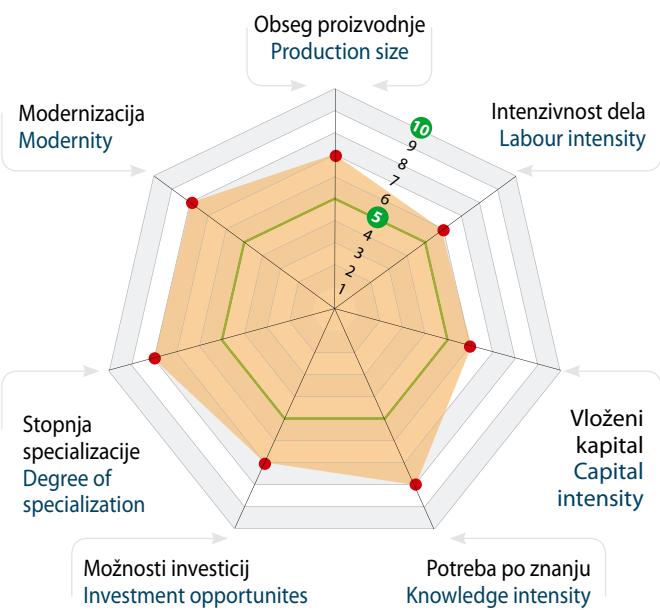
The main activities on the farm:

- Milk production
- Rearing of heifers for breeding
- Cultivation of land: producing of wheat

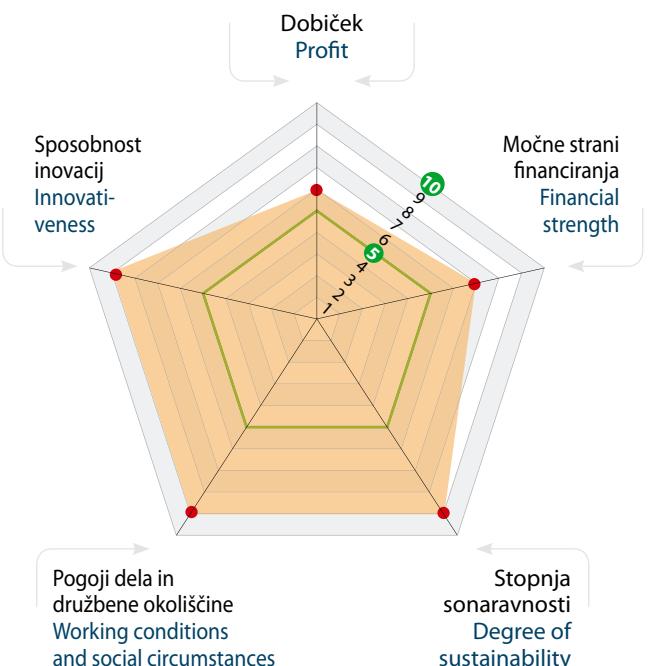
Sposobnosti kmeta The Competences of the farmer



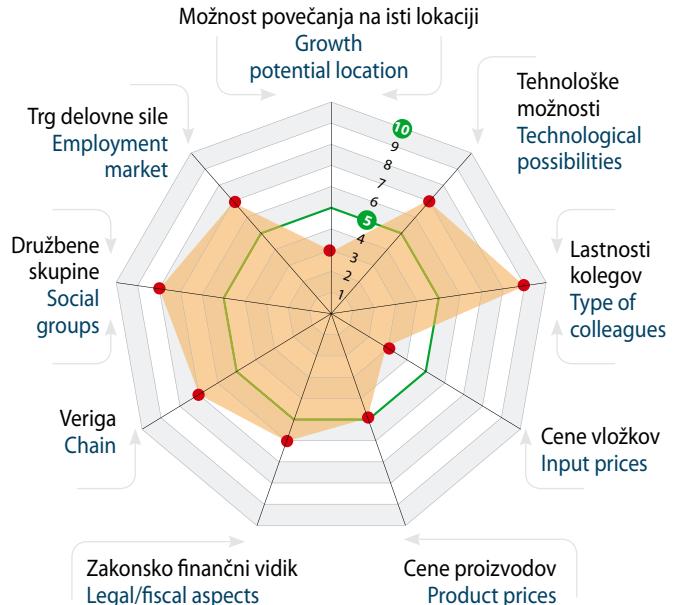
Poslovni dejavniki kmetije Business aspects of the farm

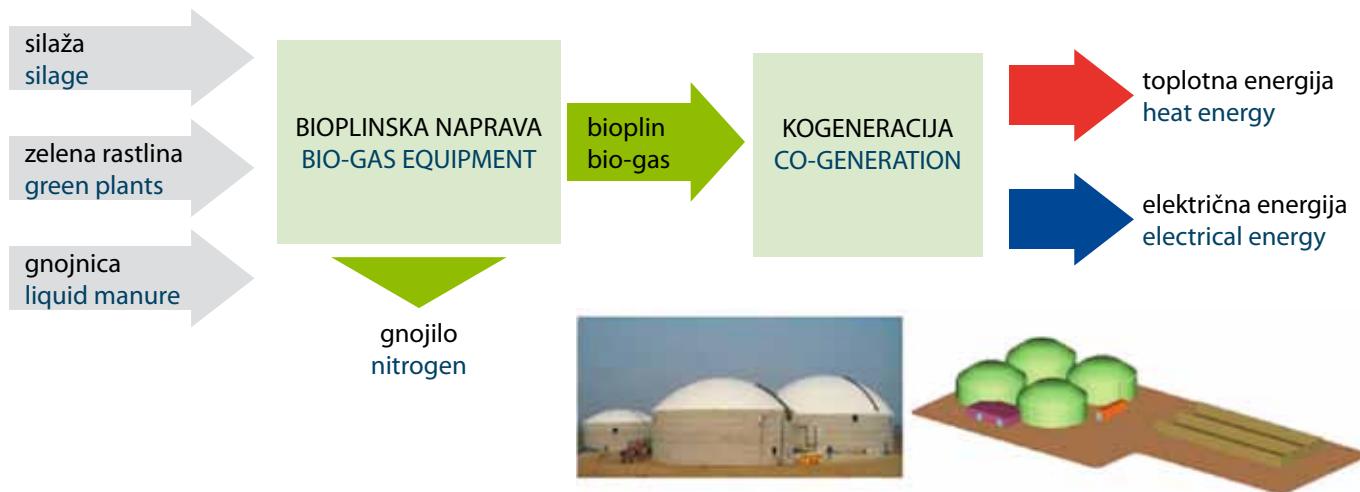


Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V desetih letih bi radi uresničili naslednje cilje:

- Izgradnja bio-plinske naprave,
- Nakup zemljišč

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični dejavniki uspeha so:

- Okolje - negativen odziv lokalne skupnosti
- Politika lokalne skupnosti
- Pomanjkanje zemljišč

The goals of the farmer

In 10 years I want my business to look like this:

- Building of bio-gas installation
- Buying of additional agricultural land

Critical success factors - in relation to my goals

My critical success factors are:

- Environment – negative reaction (response) of local community
- Policy local community
- Lack of agricultural land available for sale

Možni strategiji sta:

Strategija 1

- gradnja bio-plinske naprave (samooskrba in oskrba z energijo za sosedje)
- Nakup zemljišč

Strategija 2

- Povečanje prireje mleka
- Nakup zemljišč

The possible strategies are:

Strategy 1

- Building of bio-gas installation (self supply of energy and for neighbours)
- Buying of agricultural land

Strategy 2

- Increasing of milk production volume
- Buying of agricultural land



Prednosti in slabosti obeh strategij

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> • Manj dela • Neodvisnost od energije • Večja dodana vrednost • Zajamčen odkup elektrike 	<ul style="list-style-type: none"> • Velika naložba • Zakonodaja

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> • Manjši vložek na enoto izdelka kot pri bioplinski napravi 	<ul style="list-style-type: none"> • Nizka cena • Preveč dela

Kritični dejavniki uspeha obeh strategij

Strategija 1
<ul style="list-style-type: none"> • Finančni – pridobitev subvencij iz naslova alternativne energije • Lokalna skupnost

Strategija 2
<ul style="list-style-type: none"> • Na obstoječi lokaciji ni možnosti za širitev

The advantages and disadvantages of both strategies

Strategy 1	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> • Less work • Independence from energy • Higher added value • Guarantee for buying of energy available 	<ul style="list-style-type: none"> • Big investment • Legislation

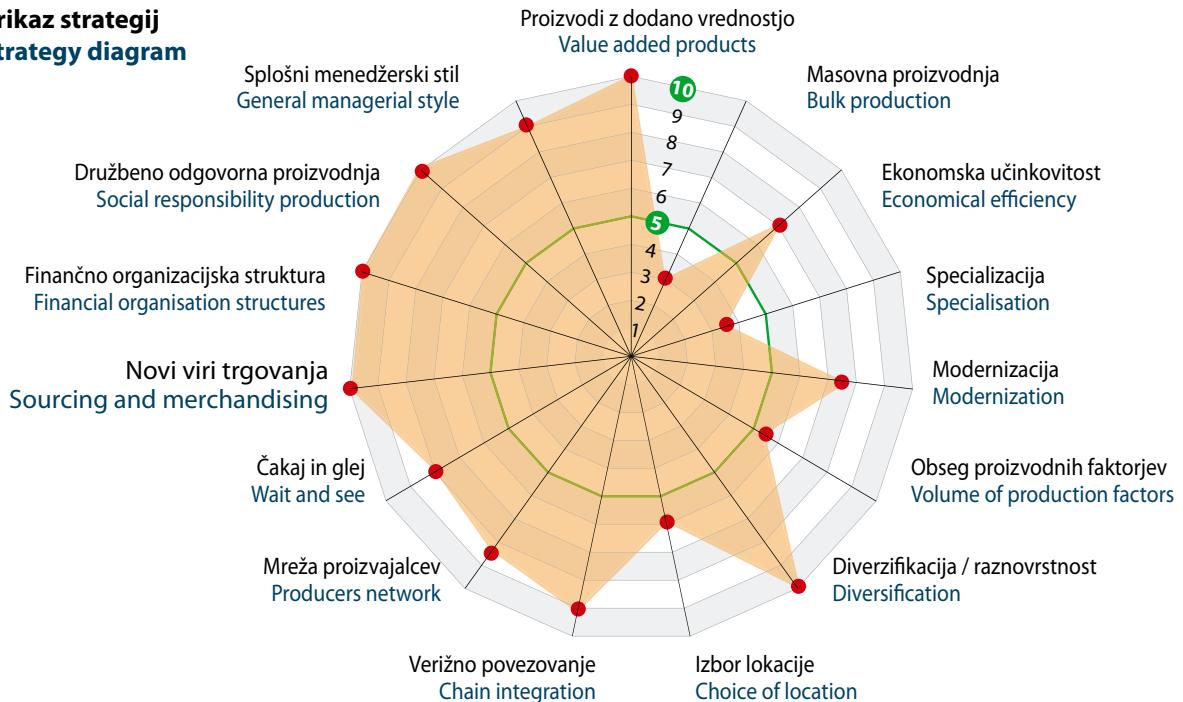
Strategy 2	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> • Smaller financial input per unit of production than in the case of bio-gas production 	<ul style="list-style-type: none"> • Low price of milk • Too much work

Critical success factors - in relation to my strategies

Strategy 1
<ul style="list-style-type: none"> • Financial – to obtain subsidies from the Ministry programme for alternative energy • Local community legislation

Strategy 2
<ul style="list-style-type: none"> • On existing location it is not possible to enlarge farm

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- Izgradnja bio-plinske naprave

Razlogi za izbrano strategijo so:

- Visoka cena energije
- Perspektiven obnovljivi vir energije

Strategy, which I give priority

Selected strategy is:

- Building of bio-gas installation

The reasons for this are:

- High price of energy
- Perspectives for new sources of energy

Načrt aktivnosti

KDAJ:	KAKO:
<ul style="list-style-type: none"> • v prvih dveh letih - priprava dokumentacije • 3. leto: naložba • 4. leto: zagon 	<ul style="list-style-type: none"> • Prijava na razpis in pridobitev sredstev EU
Katero pomoč potrebujete?	Kritični dejavniki uspeha:
<ul style="list-style-type: none"> • Strokovno • Finančno 	<ul style="list-style-type: none"> • Padec cene nafte • Zakonodaja

Action plan

WHEN:	HOW:
<ul style="list-style-type: none"> • 1st and 2nd year - to prepare documentation • 3rd year: investment • 4th year: installation in operation 	<ul style="list-style-type: none"> • To apply for open call for EU subsidies
What help do I need?	Critical success factors:
<ul style="list-style-type: none"> • Professional • Financial 	<ul style="list-style-type: none"> • Reducing of oil price • Legislation

Scenarij v primeru najslabšega izida

V primeru, da želenih strategij ne bo mogoče uresničiti, je rezervni scenarij sledeč:

- Selitev na drugo lokacijo v istem kraju in povečanje prireje mleka na tej drugi lokaciji



Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- Moving of farm to another location in the same village and to increase milk production volume on the new location



Kmetija: Sagadin

Člani družine:

oče Ivan in mama Anica
sinova: Ivan in Danilo

Somentorica: Simona Hauptman
KGZS - Zavod Maribor



Farm: Sagadin

Family members:

father Ivan, mother Anica
sons: Ivan & Danilo

Supervised by: Simona Hauptman
KGZS – Regional office Maribor



Predstavitev kmetije

Družinska kmetija (število članov / število delovnih moči)	4 / 4
Stalež govedi (skupaj):	90
- Število molznic	45
- Število telic (mlade živine)	45
Zemlja (ha): lastna + najeta	24 + 10
Prireja mleka v letu 2006 - skupaj	180.000 kg
Kvota mleka v letu 2006/2007	180.000 kg
Prireja mleka/kravi (v letu 2006)	6.200 kg
Pasma krav	črno-bela, lisasta

Glavne aktivnosti na kmetiji:

- Prireja mleka
- Plemenske telice
- Goveji pitanci
- Pridelava krompirja
- Pridelava pšenice in koruze
- Strojne storitve

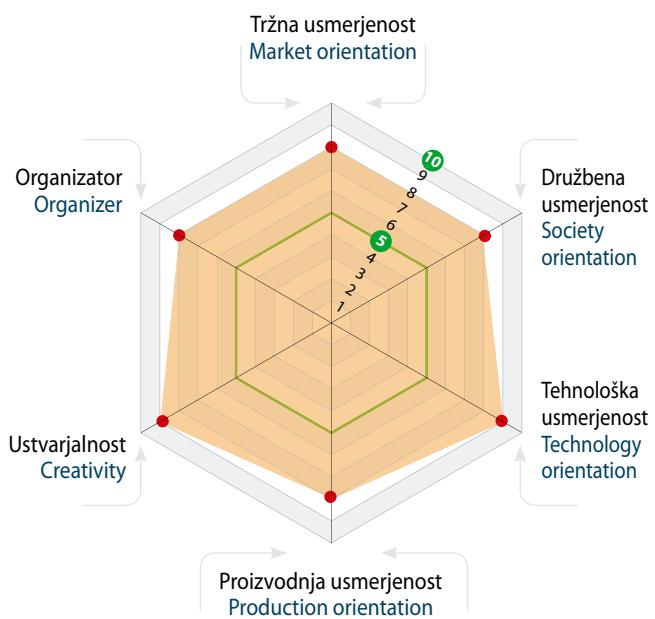
Present situation on the farm

Family farm (no. of members / no. of labour unit)	4 / 4
Cattle (total):	90
- Dairy cows	45
- Heifers (young stock)	45
Land (ha): own + rent	24 + 10
Total milk production (in year 2006)	180.000 kg
Milk Quota (in year 2006/2007)	180.000 kg
Milk production/cow (in year 2006)	6.200 kg
Breed of cows	HF, Simmental

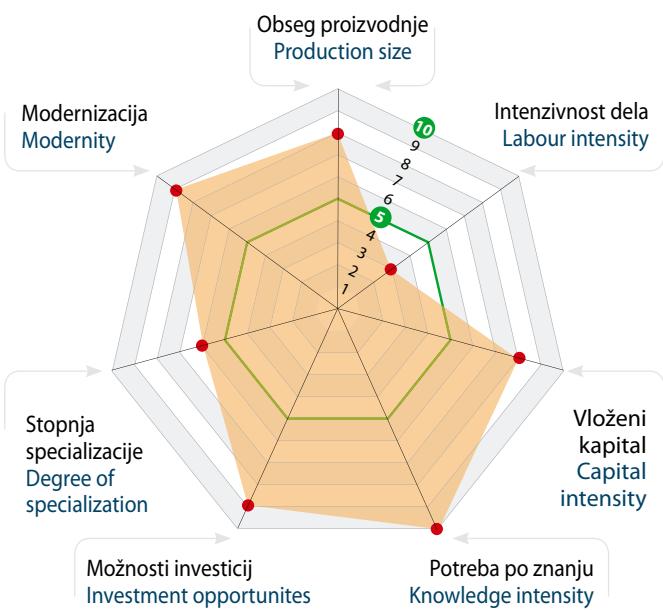
The main activities on the farm:

- Milk production
- Breeding heifers
- Fattening bulls
- Producing of potato
- Producing of wheat and maize
- Offer of machinery services (to other farms)

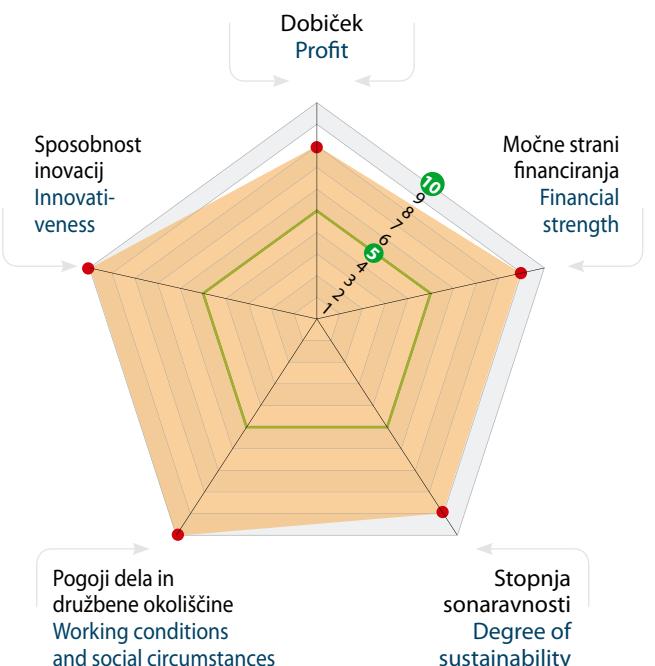
Sposobnosti kmeta The Competences of the farmer



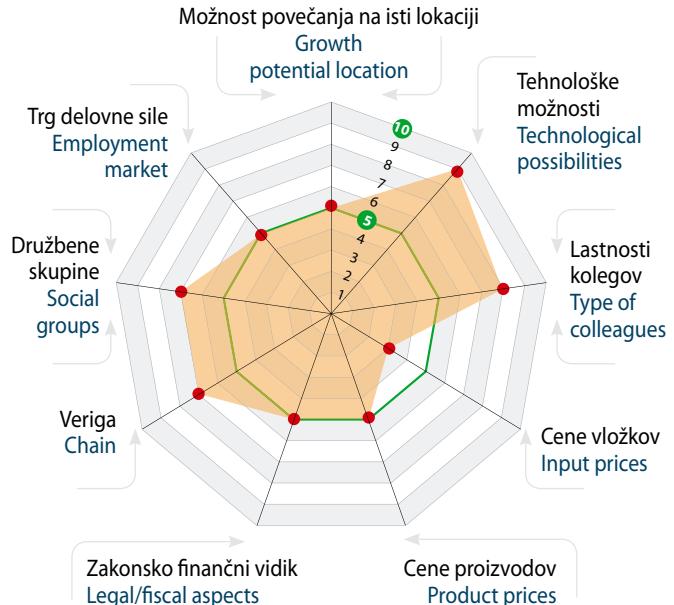
Poslovni dejavniki kmetije Business aspects of the farm



Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V desetih letih bi radi uresničili naslednje cilje:

- Nakup zakupljene zemlje in tudi drugo kmetijsko zemljo če bo na voljo
- Povečanje priteke mleka po kravi
- Povečanje velikosti črede s 45 na 70 krav (z 90 na 120 govedi)
- Ponudba strojnih storitev (siliranje, oranje, setev, žetev, zimsko pluženje)
- Nakup zelene linije strojev (za spravilo krme)
- Nakup mešalnega voza

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični dejavniki uspeha so:

- Prostorska omejitve
- Ni prostora za širitev
- Vodovarstveno območje

Možni strategiji sta:

Strategija 1

- Povečanje obstoječe proizvodnje in mlečnosti po kravi (na 500.000 kg mlečne kvote)

Strategija 2

- Ponudba strojnih uslug

The goals of the farmer

In 10 years I want my business to look like this:

- To buy land that is presently rented, and also other agricultural land in case agricultural land will become available
- To increase milk production per cow
- To enlarge herd size from 45 cows to 70 cows (from 90 to 120 cattle)
- Offer of machinery services (making silage, ploughing, sowing, harvesting (crop), winter cleaning of roads (snow))
- To buy "green line of machinery" (to store forage)
- To buy Feed Mix wagon

Critical success factors - in relation to my goals

My critical success factors are:

- Location limitation
- No place to extend farm
- Farm is located in a water protection area

The possible strategies are:

Strategy 1

- To increase existing volume of production and milk production level per cow (to 500.000 kg of total Milk Quota)

Strategy 2

- Offer of machinery services



Prednosti in slabosti obeh strategij

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none">• Stalni dohodek• Obvladovanje in poznavanje posla• Ni potrebna velika naložba	<ul style="list-style-type: none">• Premalo prostega časa• Dokup dodatnih kvot

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none">• Manjša fizična obremenitev• Več prostega časa	<ul style="list-style-type: none">• Velike naložbe• Finančna obremenitev – obraba in servisiranje

Kritični dejavniki uspeha obeh strategij

Strategija 1
<ul style="list-style-type: none">• Prostorska omejitve• Vodovarstveno območje
Strategija 2
<ul style="list-style-type: none">• Velika konkurenca

The advantages and disadvantages of both strategies

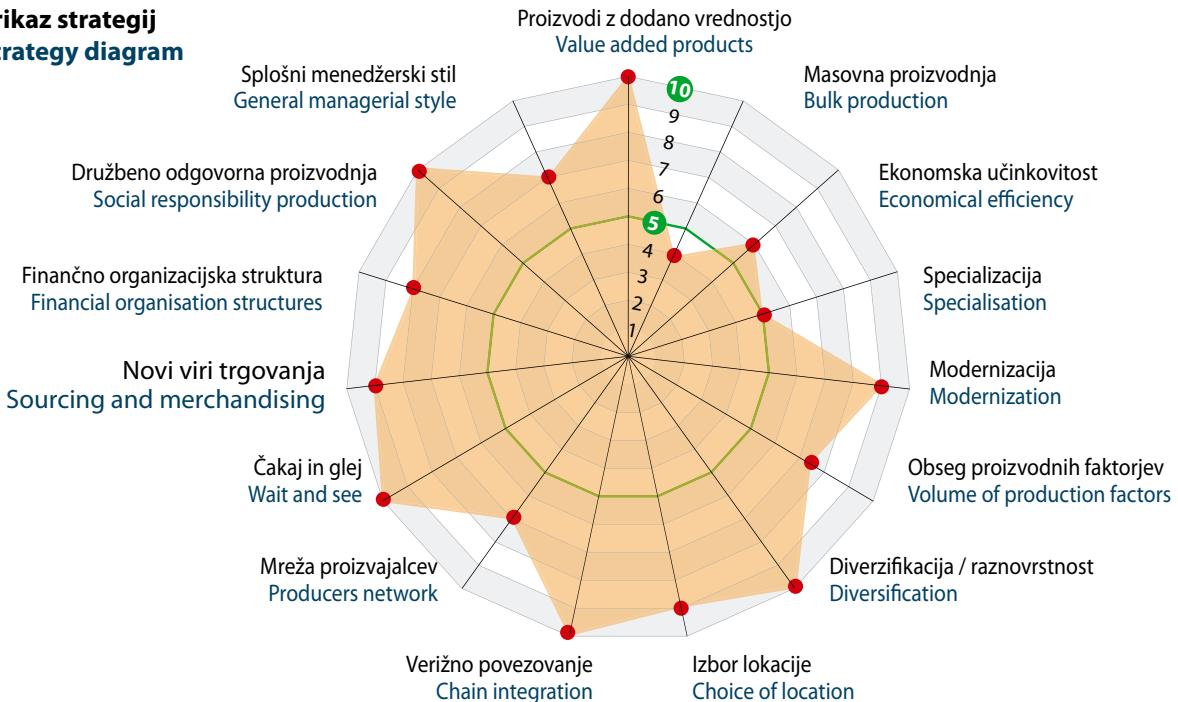
Strategy 1	
Advantages:	Disadvantages:
<ul style="list-style-type: none">• Regular income• To master and to know this business• No large investment is necessary	<ul style="list-style-type: none">• Not enough free time• Investment needed for buying additional milk quota

Strategy 2	
Advantages:	Disadvantages:
<ul style="list-style-type: none">• Smaller physical load• More free time	<ul style="list-style-type: none">• Big investment• Financial loans – maintenance, services, and repair

Critical success factors - in relation to my strategies

Strategy 1
<ul style="list-style-type: none">• Space limitation• Farm lies in water protection area
Strategy 2
<ul style="list-style-type: none">• Big competition in offering these machinery services

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- Povečanje obstoječe proizvodnje in mlečnosti po kravi (s 6.000 na 9.000 kg/kravo, na skupno 500.000 kg mlečne kvote)

Razlogi za izbrano strategijo so:

- Veselje do dela, tradicija, finančno zanimivo

Načrt aktivnosti

KDAJ:	KAKO:
2007-2012	<ul style="list-style-type: none"> Izboljšanje prehrane krav Selekcija Nakup plemenskih telic z večjo produktivnostjo
Katero pomoč potrebujete?	<p>Kritični dejavniki uspeha:</p> <ul style="list-style-type: none"> Strokovna pomoč sve-tovalcev na področju prehrane živali Zakonodaja- vodovarstveno območje

Strategy, which I give priority

Selected strategy is:

- To increase existing production volume and milk production level per cow (from 6.000 to 9.000 kg/cow, on total milk volume of 500.000 kg milk on the farm)

The reasons for this are:

- Pleasure to work, tradition, good income

Action plan

WHEN:	HOW:
2007-2012	<ul style="list-style-type: none"> To improve feeding of dairy cows Genetic selection Buying good breeding heifers with bigger capacity for milk production
What help do I need?	Critical success factors:

Scenarij v primeru najslabšega izida

V primeru, da želenih strategij ne bo mogoče uresničiti, je rezervni scenarij sledeč:

- Ekološko kmetovanje in prodaja izdelkov na domu

Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- Organic farming and selling of products on the farm



Kmetija: **OSTRC**

Člani družine:

oče Alojz in mama Nada
sin Slavko



Farm: **OSTRC**

Family members:

father Alojz & mother Nada
son Slavko



Predstavitev kmetije

Družinska kmetija (število članov / število delovnih moči)	3 / 1.5
Stalež govedi (skupaj):	42
- Število molznic	20
- Število telic (mlade živine)	22
Zemlja (ha): lastna + najeta	18 = 10 + 8
Prireja mleka v letu 2006 - skupaj	144.000 kg
Kvota mleka v letu 2006/2007	145.000 kg
Prireja mleka/kravi (v letu 2006)	7.200 kg
Pasma krav	Svetlolisasta

Present situation on the farm

Family farm (no. of members / no. of labour unit)	3 / 1.5
Cattle (total):	42
- Dairy cows	20
- Heifers (young stock)	22
Land (ha): own + rent	18 = 10 + 8
Total milk production (in year 2006)	144.000 kg
Milk Quota (in year 2006/2007)	145.000 kg
Milk production/cow (in year 2006)	7.200 kg
Breed of cows	Simmental

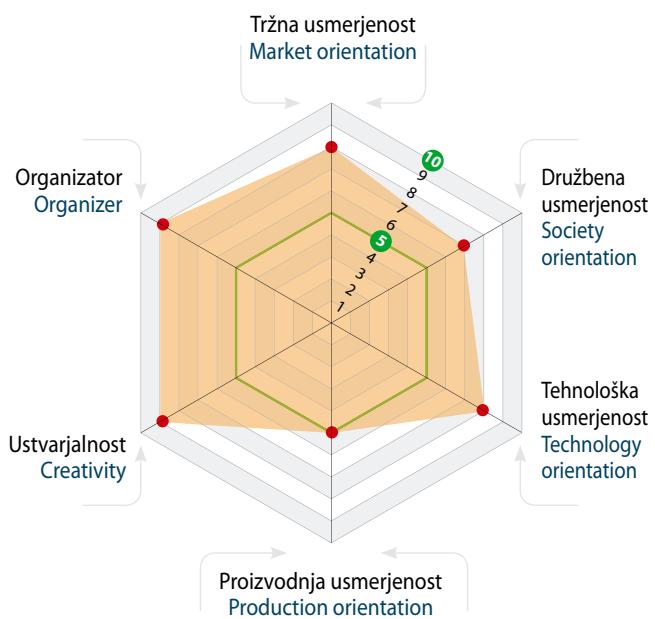
Glavne dejavnosti na kmetiji:

- Prireja mleka
- Reja bikovskih mater
- Vzreja plemenskih telic
- Pridelava žitaric
- Strojne usluge za druge kmete

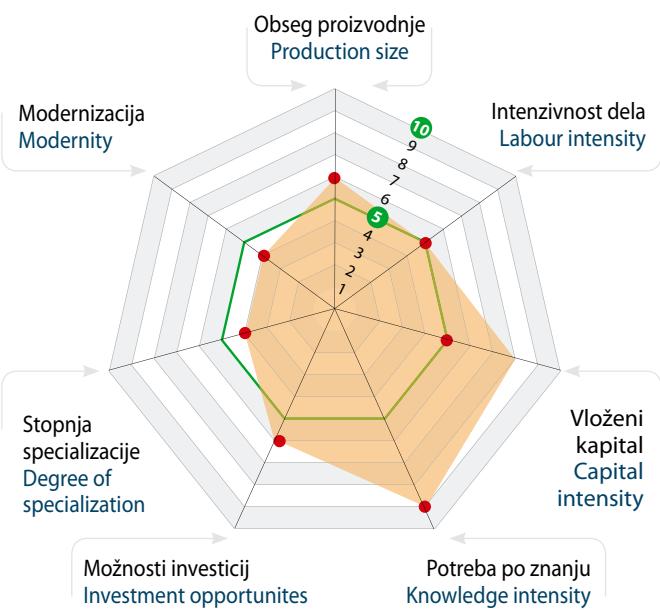
The main activities on the farm:

- Milk production
- Breeding of bull dams
- Rearing of breeding heifers
- Production of corn
- Work with machinery on other farms

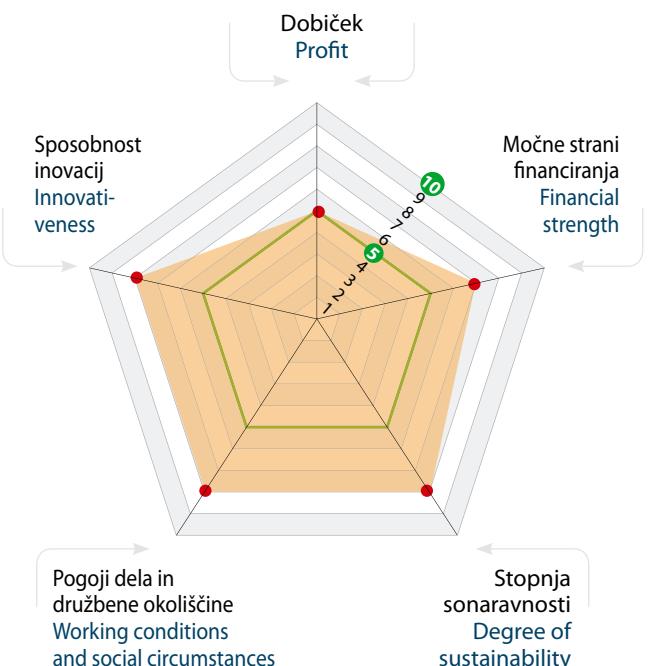
Sposobnosti kmeta The Competences of the farmer



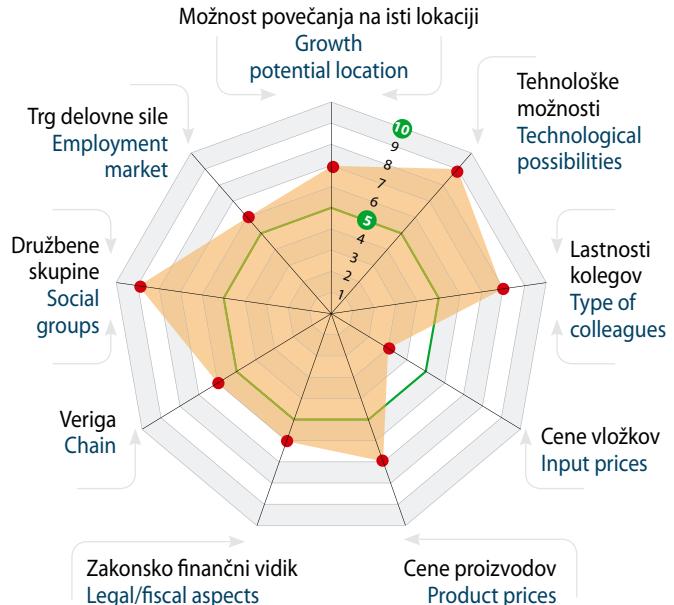
Poslovni dejavniki kmetije Business aspects of the farm



Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V 10 letih bi rad uresničil naslednje cilje:

- Povečanje zemljško strukturo kmetije do obvladljive velikosti, glede na prirejo mleka v smeri sonaravnega kmetovanja.
- Zmanjšanje stroškov poslovanja kmetije s povezovanjem z drugimi kmeti (združevanje zadrug).
- Obnova ostrešja govejega hleva s postavitvijo fotovoltaicnega sistema (solarne celice) – elektrika za prodajo

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični dejavniki uspeha so:

- Nezadostno število delovnih mest zunaj kmetijstva in s tem povezano nesproščanje kmetijskih zemljšč
- Nezanimanje drugih kmetov za povezovanja
- Visoki stroški naložbe in odvisnost od vremena za postavitev sončnega sistema

Možni strategiji sta:

Strategija 1

- Povezovanje znotraj kmetijskega sistema – mreža proizvajalcev, interesno povezovanje

Strategija 2

- Postavitev fotovoltaicnega sistema (sončne celice)

The goals of the farmer

In 10 years I want my business to look like this:

- To increase land structure of farm till size on which it is possible to manage farm regarding milk volume in a sustainable way
- To decrease costs of management of farm in connection to (association with) other farmers (also merging of cooperatives)
- Renovation (reconstruction) of roofing of cattle barn with construction of photovoltaic system (solar cells); electricity for selling

Critical success factors - in relation to my goals

My critical success factors are:

- Not enough working places outside of agriculture and as a consequence no agriculture land becomes available
- No interest of other farmers for working together (co-operation)
- High costs of investment for construction of solar system and dependence on weather

The possible strategies are:

Strategy 1

- Association (cooperation) within agriculture system – network of producers with interest in cooperation

Strategy 2

- Construction of photovoltaic system (solar cells)

Prednosti in slabosti obeh strategij

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> • Skupen nastop do trgovine • Nabava cenejšega repromaterila • Manjša odvisnost od globalizacije 	<ul style="list-style-type: none"> • Uspavanost ob morebitnem uspehu • Neprožnost sistema

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none"> • Večja dodana vrednost ob majhnem delu po naložbi • Možnost uporabe lastne električne energije ob poviševanju cen • Malo postavljenih sistemov 	<ul style="list-style-type: none"> • Visoki stroški naložbe v sistem • Dolga amortizacijska doba • Odvisnost od vremena

Kritični dejavniki uspeha obeh strategij

Strategija 1
<ul style="list-style-type: none"> • Vpliv določenih organizacij in posameznikov na razmišljanje kmetov in možnosti za povezovanje
Strategija 2
<ul style="list-style-type: none"> • Podražitev izvedbe sistema zaradi neznanih razmer, ker je še premalo sistemov

The advantages and disadvantages of both strategies

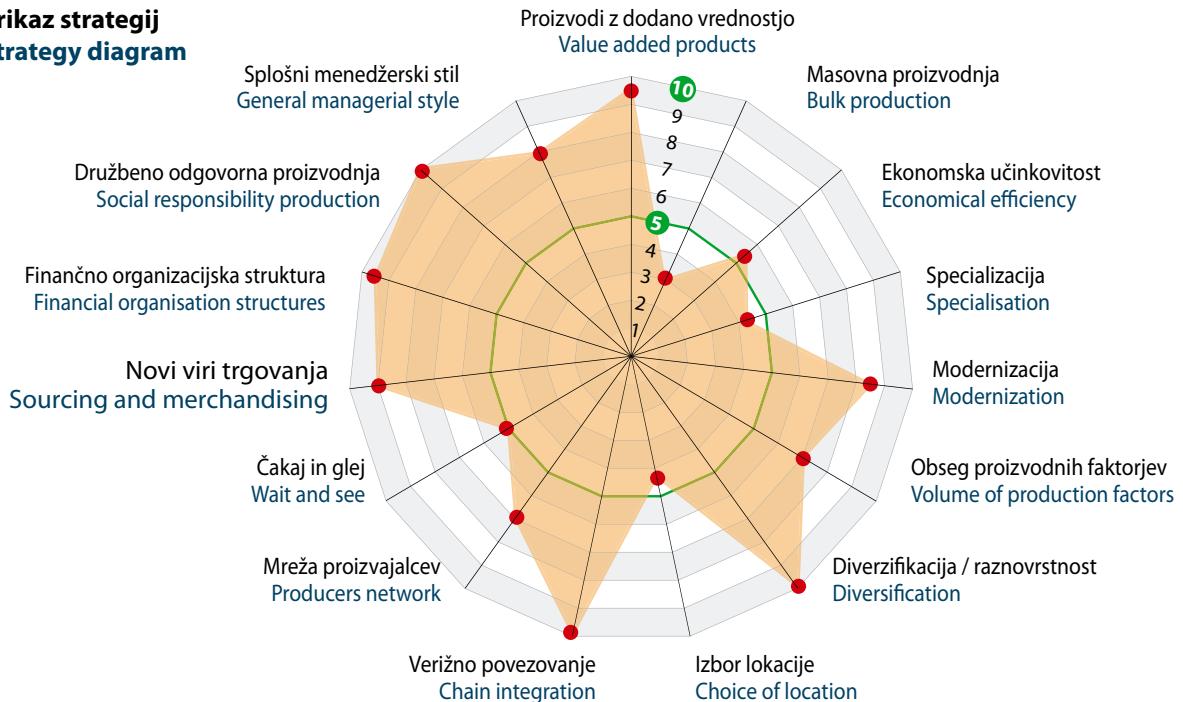
Strategy 1	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> • Common assumption of duties on the Market: strengthen the position towards the supermarkets • To realise buying of cheaper genetic material • Smaller dependency on globalization 	<ul style="list-style-type: none"> • Sleeping at possible success • Un-flexibility of system

Strategy 2	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> • Higher added value on base of small labour input after investment • Possibility to use own electricity in case of increasing electricity price • Low number of such systems have been constructed; low competition 	<ul style="list-style-type: none"> • High costs of investment in system • Long period of depreciation • Dependence on weather

Critical success factors - in relation to my strategies

Strategy 1
<ul style="list-style-type: none"> • Influence of organisations and individual persons on beliefs of farmers and chances for succeeding to realize association and cooperation
Strategy 2
<ul style="list-style-type: none"> • To raise the price of construction of such a system because of un-known situation – because there have been build a limited number of such systems

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- Povezovanje in sodelovanje znotraj sistema proizvajalcev

Razlogi za izbrano strategijo so:

- Glede na razdrobljenost kmetij bi bilo mogoče izboljšati trženje, pridobiti kapital in z njim izvesti drugo strategijo

Načrt aktivnosti

KDAJ:	KAKO:
Strategija 1 • 2007 Strategija 2 • 2008-2010	<ul style="list-style-type: none"> S srečanji kmetov Pomoč drugih kmetov Združitev zadrg in enoten nastop na trgu
Katero pomoč potrebujete?	Kritični dejavniki uspeha: <ul style="list-style-type: none"> Nezaupanje kmetov Egoizem posameznikov

Strategy, which I give priority

Selected strategy is:

- Association and cooperation within the system of producers

The reasons for this are:

- Looking at the split-up of farms (for instance a lot of small pieces of land), it would be possible to improve productivity and marketing by cooperation and to get capital for implementation of second strategy

Action plan

WHEN:	HOW:
Strategy 1 • 2007 Strategy 2 • 2008-2010	<ul style="list-style-type: none"> With meetings of farmers (networking) Help of other farmers To merge cooperatives and to realise a homogeneous and concentrated appearance on the market
What help do I need?	Critical success factors: <ul style="list-style-type: none"> Help of Extension Service to convince us of advantages of economics of association and cooperation Mistrust of farmers Egoism of individual persons

Scenarij v primeru najslabšega izida

V primeru, da želenih strategij ne bo mogoče uresničiti, je rezervni scenarij sledeč:

- Zaposlitev v gospodarstvu – to je ena od rešitev ker obvladam še kar nekaj stvari poleg kmetovanja, zlasti delo z računalnikom. Takšni kadri pa so danes iskani.

Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- Employment elsewhere in the economy – this can be a solution as I am a master in working with computers and I see few other viable possibilities outside of agriculture. Computer personnel is needed these days.



Kmetija: **Repečnik** - Rimahazi

Člani družine:

starša: Mirko in Nataša
otroci: Maja, Ana, Eva, Jure

Farm: **Repečnik** - Rimahazi

Family members:

parents: Mirko & Nataša
children: Maja, Ana, Eva, Jure



Predstavitev kmetije

Družinska kmetija (število članov / število delovnih moči)	6 / 2
Stalež govedi (skupaj):	160
- Število molznic	75
- Število telic (mlade živine)	85
Zemlja (ha): lastna + najeta	82
Prireja mleka v letu 2006 - skupaj	590.000 kg
Kvota mleka v letu 2006/2007	590.000 kg
Prireja mleka/kravi (v letu 2006)	8.500 kg
Pasma krav	črno-bela

Present situation on the farm

Family farm (no. of members / no. of labour unit)	6 / 2
Cattle (total):	160
- Dairy cows	75
- Heifers (young stock)	85
Land (ha): own + rent	82
Total milk production (in year 2006)	590.000 kg
Milk Quota (in year 2006/2007)	590.000 kg
Milk production/cow (in year 2006)	8.500 kg
Breed of cows	HF

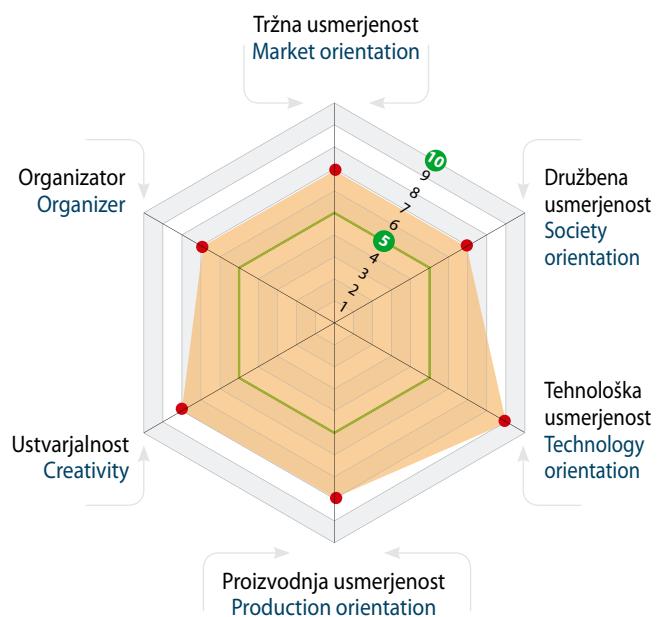
Glavne dejavnosti na kmetiji:

- prireja mleka,
- vzreja plemenskih telic

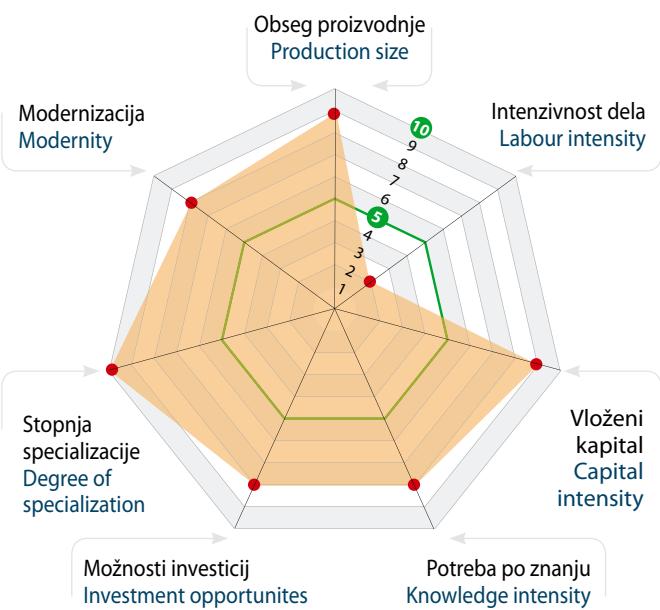
The main activities on the farm:

- Milk production
- Rearing of breeding heifers

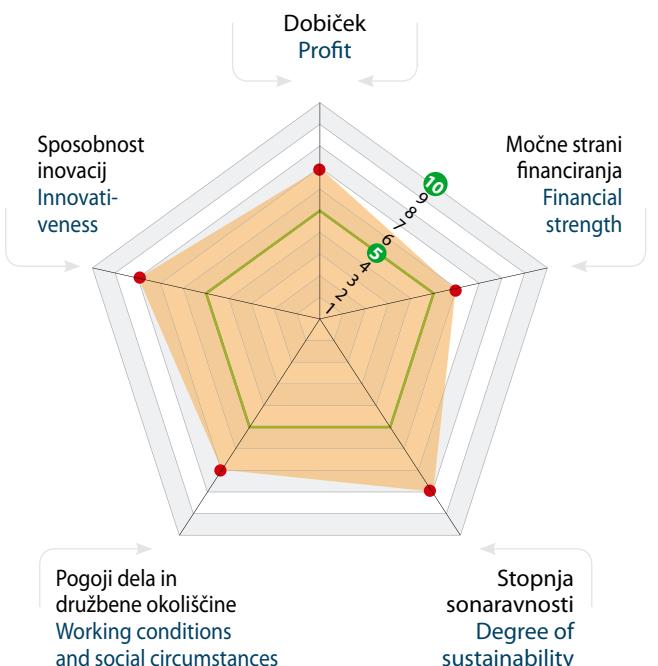
Sposobnosti kmeta The Competences of the farmer



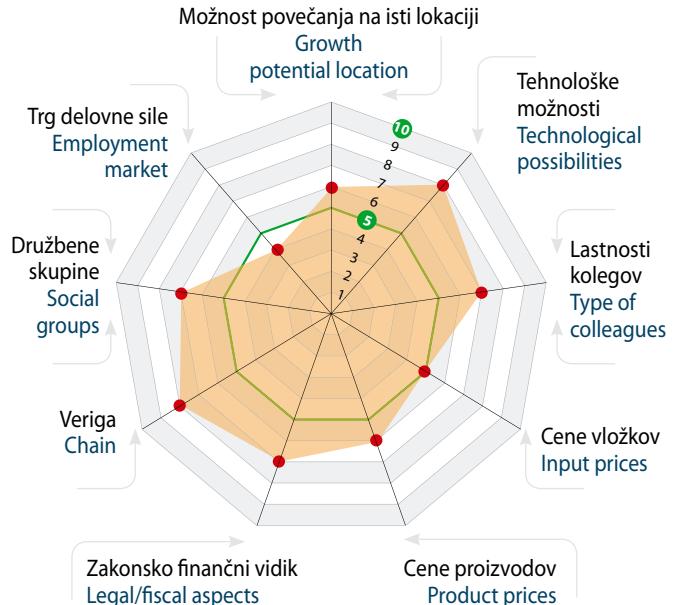
Poslovni dejavniki kmetije Business aspects of the farm



Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V desetih letih bi radi uresničili naslednje cilje:

- Povečanje prireje mleka
- Predelava mleka v izdelke z večjo dodano vrednostjo

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični faktorji uspeha so:

- Razpoložljiv delovni čas
- Veterinarsko-sanitarne zahteve
- Prodor na trg s kritično količino proizvodnje

Možni strategiji sta:

Strategija 1

- povečanje proizvodnje za 20 %
- izboljšanje gospodarjenja s čredo
- uvedba molže z robotom ali zaposlitev delavca za molžo
- najem strojnih storitev
- boljša izkorisčenost zmogljivosti hleva in genetskih sposobnosti živali

Strategija 2

- prireja na lastni lokaciji ali združevanje več kmetov pod skupno blagovno znamko - doseganje dodane vrednosti
- ureditev proizvodnje in lastna prodaja
- obnovitev proizvodnje in odkup blagovne znamke,
- združitev razočaranih in ogoljufanih kmetov

The goals of the farmer

In 10 years I want my business to look like this:

- To increase volume of milk production
- To process milk to milk products with higher added value

Critical success factors - in relation to my goals

My critical success factors are:

- Available working time
- Veterinary – hygienic requirements
- Entering a market with critical volume of products

The possible strategies are:

Strategy 1

- To increase milk production by 20 %
- To improve management on the farm
- Introduction of milk robot or to employ a worker for milking
- To rent machinery service
- Better usage of capacity of barn and genetic potential of animals

Strategy 2

- Production of milk products on own location and merge more farmers under common trade mark to reach added value
- To construct milk processing and own selling structures
- Buying of trade mark
- To unite disappointed and deceived farmers



Prednosti in slabosti obeh strategij

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none">Izkoriščenost hlevskih zmogljivosti in genetskih sposobnosti živali	<ul style="list-style-type: none">Nakup mlečnega robota ali zaposlitev delavca

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none">Pridobitev dodane vrednosti iz kakovostnega mleka	<ul style="list-style-type: none">Nakup tehnologije, zaposlitev delavcaOdkup blagovne znamke

The advantages and disadvantages of both strategies

Strategy 1	
Advantage:	Disadvantage:
<ul style="list-style-type: none">To make use of barn capacity and genetic potential of animals	<ul style="list-style-type: none">Investment in buying of milk robot or employment of milkers

Strategy 2	
Advantage:	Disadvantages:
<ul style="list-style-type: none">To obtain added value products on the base of quality raw milk	<ul style="list-style-type: none">Buying of technologyEmployment of workerBuying of trademark

Kritični dejavniki uspeha obeh strategij

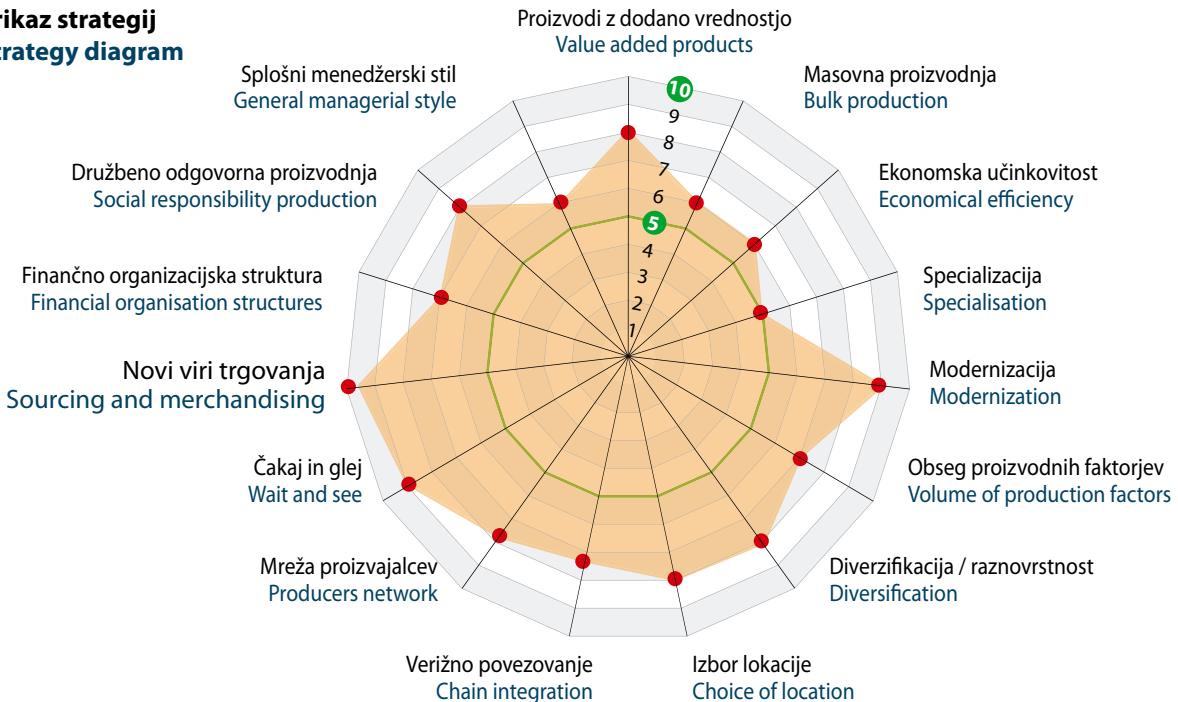
Strategija 1
<ul style="list-style-type: none">Delovna silaKapital
Strategija 2
<ul style="list-style-type: none">Delovna silaProdor na trgKapital

Critical success factors - in relation to my strategies

Strategy 1
<ul style="list-style-type: none">Work forceCapital

Strategy 2
<ul style="list-style-type: none">Work forceEntering in new marketCapital

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- predelava mleka

Razlogi za izbrano strategijo so:

- doseganje dodane vrednosti, ker so možnosti za širitev kmetije v prihodnje omejene
- kakovostno mleko
- Blagovna znamka - bližina Triglavskega naravnega parka

Načrt aktivnosti

KDAJ:	KAKO:
<ul style="list-style-type: none"> • 2007 – pridobivanje morebitnih partnerjev + blagovna znamka • 2008 – izbira tehnologije, izdelava projektov, iskanje finančnih sredstev • 2009 – zagon proizvodnje, promocija 	<ul style="list-style-type: none"> • Osebni pristop • Pomoč partnerjev • Banka
Katero pomoč potrebujete?	Kritični dejavniki uspeha:
<ul style="list-style-type: none"> • Izkušnje podobnih primerov • Informacije • Združenje sirarjev 	<ul style="list-style-type: none"> • Zadostna količina mleka • Delovna sila • Kapital

Strategy, which I give priority

Selected strategy is:

- Processing of milk in milk products

The reasons for this are:

- To achieve added value, because possibilities for enlargement of farm in future are limited
- To work with quality milk
- Trademark – to utilize the vicinity of Triglav National Park

Action plan

WHEN:	HOW:
<ul style="list-style-type: none"> • 2007 – looking for potential partners + trade mark • 2008 – choosing of technology, preparing of projects, looking for financial resources • 2009 – starting with milk processing, promotion 	<ul style="list-style-type: none"> • Personal contacts • Help of partners • Bank
What help do I need?	Critical success factors:
<ul style="list-style-type: none"> • Experiences of similar cases • Information • Association of small cheese makers 	<ul style="list-style-type: none"> • To have enough volume of milk • Work force • Capital

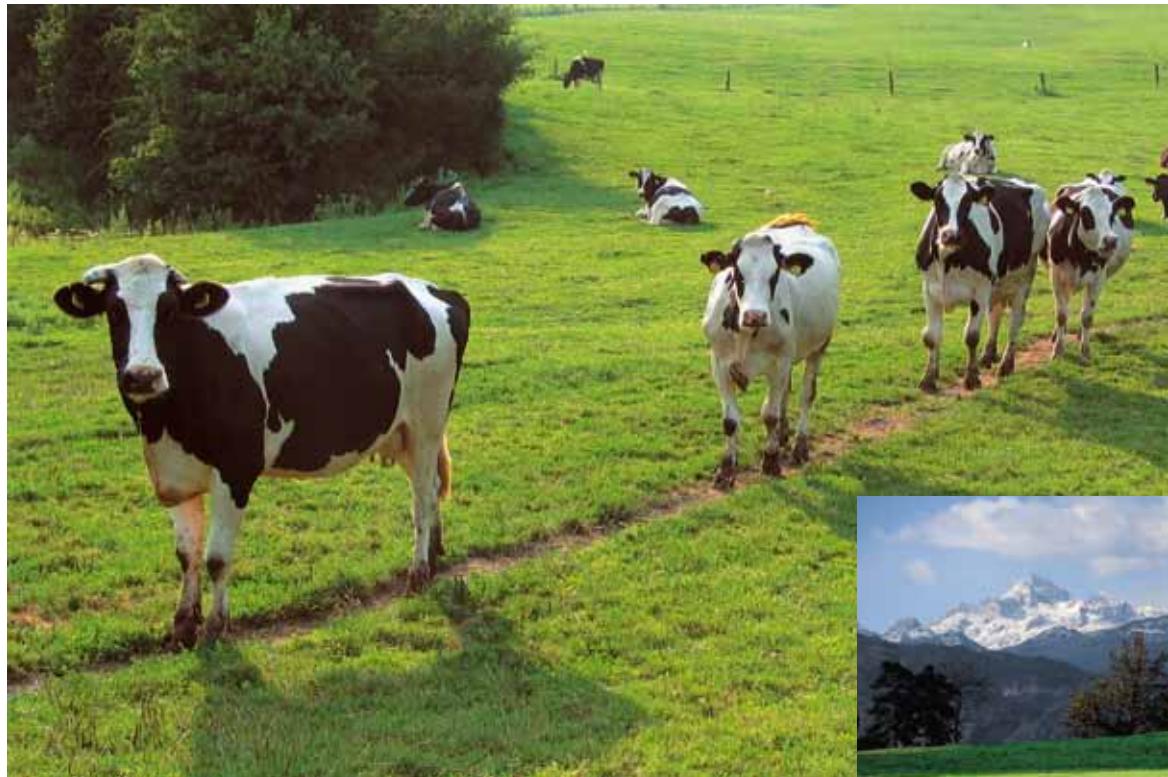
Scenarij v primeru najslabšega izida

- V primeru, če želenih strategij ne bo mogoče uresničiti, je rezervni scenarij sledeč:
- Izboljševanje vseh proizvodnih dejavnikov na kmetiji - napredovanje z majhnimi koraki

Worst case scenario - my disaster plan

In case we are not able to realise the preferred strategies, the reserve scenario can be:

- Improvement of all production factors on the farm – making progress with small steps



Kmetija: Zajc

Člani družine:

starša: Janez in Suzana
hčeri: Barbara in Maja
stari starši: Stanislav in Marija

Somentorica: Sonja Zidar Urbanija
KGZS - Zavod Ljubljana



Farm: Zajc

Family members:

parents: Janez & Suzana
daughters: Barbara & Maja
grandparents: Stanislav & Marija

Supervised by: Sonja Zidar-Urbanija
KGZS-Regional office Ljubljana



Predstavitev kmetije

Družinska kmetija (število članov / število delovnih moči)	6 / 2,2
Stalež govedi (skupaj):	73
- Število molznic	37
- Število telic (mlade živine)	35 + 1
Zemlja (ha): lastna + najeta	10 + 15
Prireja mleka v letu 2006 - skupaj	331.988 kg
Kvota mleka v letu 2006/2007	308.000 kg
Prireja mleka/kravi (v letu 2006)	9.010 kg
Pasma krav	črno-bela

Glavne dejavnosti na kmetiji:

- prireja mleka
- vzreja plemenskih telic
- reja bikovskih mater
- vzreja bikcev za osemenjevalni center

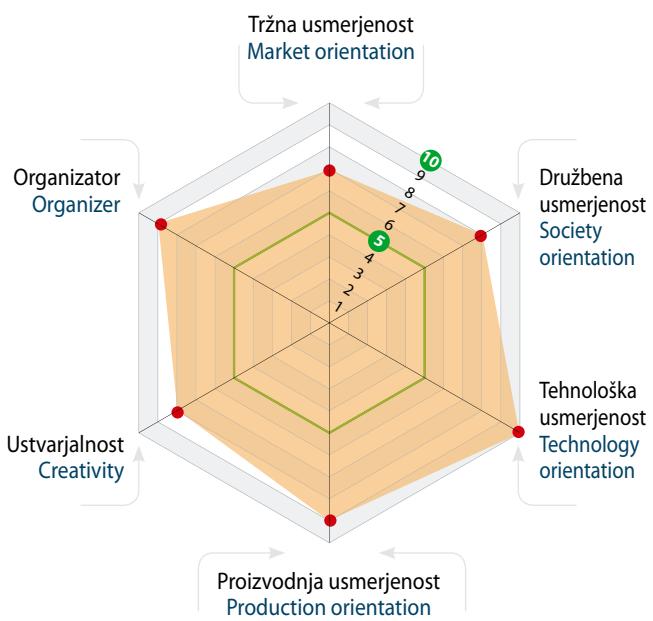
Present situation on the farm

Family farm (no. of members / no. of labour unit)	6 / 2.2
Cattle (total):	73
- Dairy cows	37
- Heifers (young stock)	36
Land (ha): own + rent	10 + 15
Total milk production (in year 2006)	331.988 kg
Milk Quota (in year 2006/2007)	308.000 kg
Milk production/cow (in year 2006)	9.010 kg
Breed of cows	HF

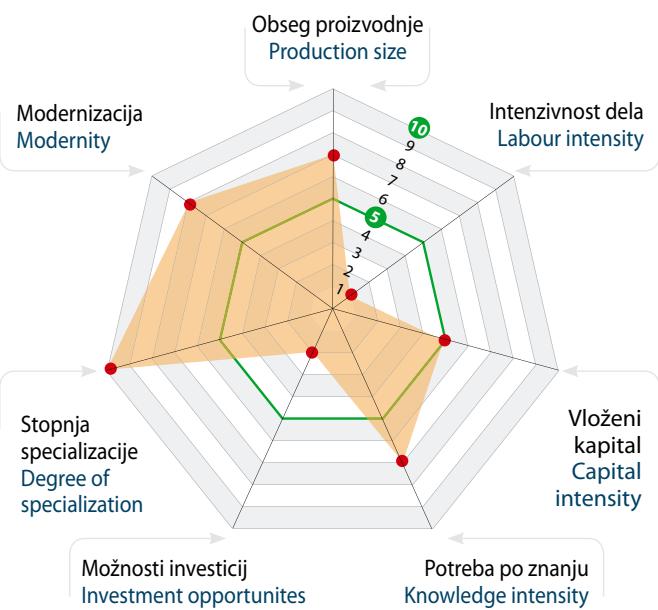
The main activities on the farm:

- Milk production
- Rearing of heifers for breeding
- Breeding of bull dams
- Young bulls from bull dams for AI

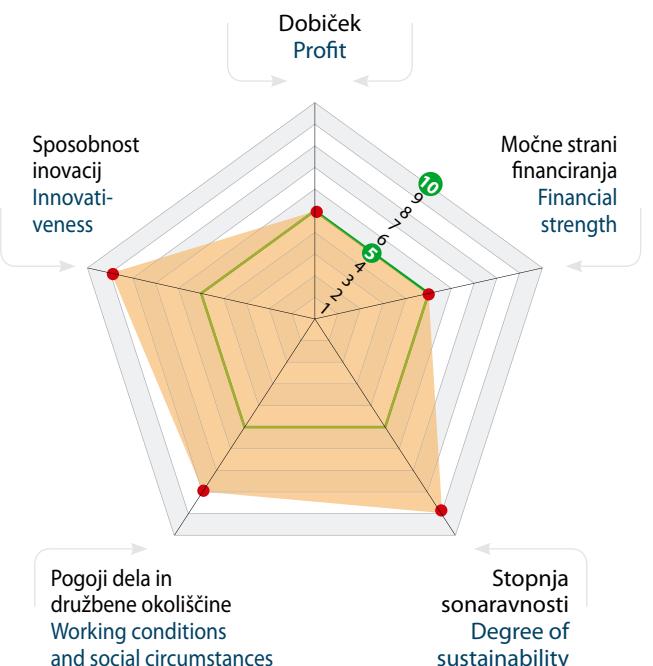
Sposobnosti kmeta The Competences of the farmer



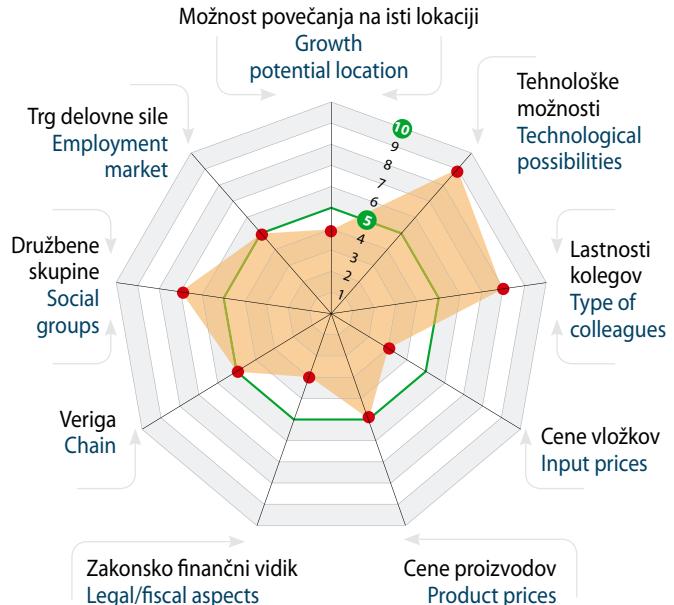
Poslovni dejavniki kmetije Business aspects of the farm



Notranji dejavniki kmetije Internal aspects of the farm



Zunanji dejavniki kmetije External aspects of the farm





Cilji kmetije

V desetih letih bi radi uresničili naslednje cilje:

- posodobitev molže z nabavo molznega robota
- povečanje osnovne črede
- posodobitev kmetijske mehanizacije
- gradnja koritastega silosa

Kritični dejavniki uspeha – v povezavi s cilji:

Kritični dejavniki uspeha so:

- visoka nabavna vrednost robota
- slabe možnosti za povečevanje kmetijskih zemljišč na našem območju
- zakonodaja na kmetijskem področju
- trg, cena mleka

Možni strategiji sta:

Strategija 1

- Posodobitev trenutne proizvodnje - nabava molznega robota (povečanje proizvodnje, zmanjševanje stroškov (?))

Strategija 2

- Preusmeritev kmetije (preureditev govejega hleva v "hotel" za konje

The goals of the farmer

In 10 years I want my business to look like this:

- Modernization of milking with buying of milk robot
- Enlargement of herd size
- Modernisation of agricultural mechanization
- Building of new silo

Critical success factors - in relation to my goals

My critical success factors are:

- High costs for milk robot
- Bad possibilities to enlarge farm with buying of agricultural land close to our farm (in our area)
- Legislation in agriculture
- Market; milk price

The possible strategies are:

Strategy 1

- Modernisation of current production – buying of milk robot (increasing of milk production, decreasing of costs (?))

Strategy 2

- To choose another route for farm: adaptation of cattle barn in "hotel" for horses



Prednosti in slabosti obeh strategij

The advantages and disadvantages of both strategies

Strategija 1	
Prednosti:	Slabosti:
<ul style="list-style-type: none">Manj fizičnega delaBoljši nadzor čredeVeč časa za opravljanje ostalih aktivnosti na kmetiji (družina)Boljše počutje živali (manj stresov in boljši pogoji reje)	<ul style="list-style-type: none">Visoki stroški nabave in vzdrževanja robota za molžo

Strategy 1	
Advantages:	Disadvantage:
<ul style="list-style-type: none">Less physical workBetter monitoring of herdMore time for other activities on the farm (family)Improvement of animal welfare (less stress and better conditions of cows)	<ul style="list-style-type: none">High costs for buying and maintenance of milk robot

Strategija 2	
Prednosti:	Slabosti:
<ul style="list-style-type: none">Manj intenzivnostiVeč časa za družino	<ul style="list-style-type: none">Neraziskani trg na tem področjuPotreba po novem znanju

Strategy 2	
Advantages:	Disadvantages:
<ul style="list-style-type: none">Less intensive work patternTo obtain more time for family	<ul style="list-style-type: none">Unknown marketNeeds (demand) for new knowledge

Kritični dejavniki uspeha obeh strategij

Critical success factors - in relation to my strategies

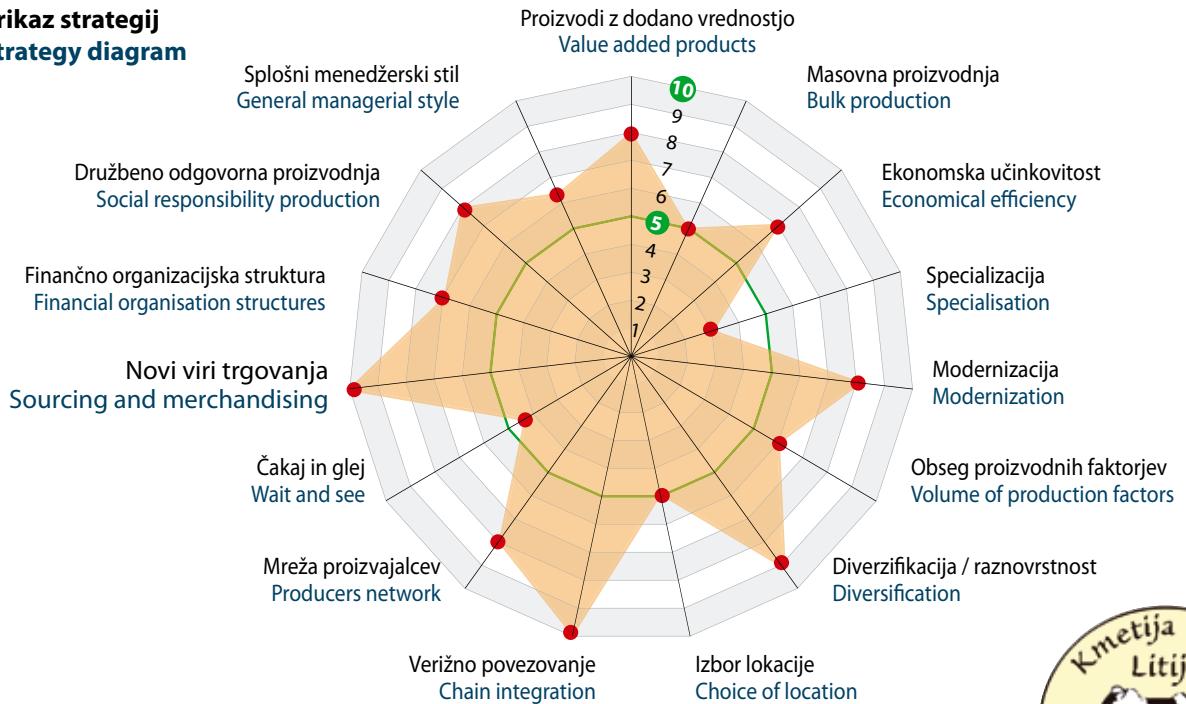
Strategija 1
<ul style="list-style-type: none">Kapital – finančna sredstvaVzdrževanje - servisPotreba po novem znanju

Strategy 1
<ul style="list-style-type: none">Capital – financial fundsMaintenance - serviceNeeds for new knowledge

Strategija 2
<ul style="list-style-type: none">Neraziskani trgVisoka naložbaSprejemanje novosti v okolju

Strategy 2
<ul style="list-style-type: none">Unknown marketHigh investmentAcceptance of novelty in surroundings

Prikaz strategij Strategy diagram



Strategija, ki ji dajete prednost

Izbrana strategija je:

- nabava robota za molžo

Razlogi za izbrano strategijo so:

- zmanjševanje fizičnega dela in posodabljanje proizvodnje
- podaljšanje življenjske dobe živali
- zmanjšanje stroškov

Načrt aktivnosti

KDAJ:	KAKO:
• V prvih 2 letih sprememba namembnosti nekaterih zemljišč in prodaja le teh za pozidavo (visoka cena)	• predhodna presoja naložbe in priprava poslovnega načrta
• V 5 do 10 letih - naložba v robota za molžo	• lastna sredstva + razpis strukturnih skladov
Katero pomoč potrebujete?	Kritični dejavniki uspeha:
• finančno	• ekonomski upravičenost (?)
• strokovno pomoč pri uvajanju tehnologije	• stroški vzdrževanja,
	• cena mleka na trgu v prihodnosti

Strategy, which I give priority

Selected strategy is:

- Buying of milk robot



The reasons for this are:

- Decreasing of physical work and modernisation of production process
- Improvement of life production and longevity of cows
- Reducing (decreasing) of costs

Action plan

WHEN:	HOW:
• In first 2 years changes in use of agricultural land and selling of this land for buildings (high price for building land)	• Preliminary judgement of investment + business plan
• In 5 to 10 years, investment in milk robot	• Own funds + Public competition for EU money from structural funds
What help do I need?	Critical success factors:
• Financial	• Economical justification (?)
• Professional help with introducing of new technology	• Costs of maintenance
	• Milk price on the market in future

Scenarij v primeru najslabšega izida

V primeru, da želenih strategij ne bo mogoče uresničiti je rezervni scenarij sledeč:

- Zaposlitev zunaj kmetijstva
- Registracija dodatne dejavnosti (popravilo kmetijskih strojev)
- Čistilni servis
-

Worst case scenario - my disaster plan

In case we are not able to realize the preferred strategies, the reserve scenario can be:

- Re-employment outside of agriculture
- Registration of supplementary (additional) activity on the farm (repair of agricultural machines)
- Cleaning service
-

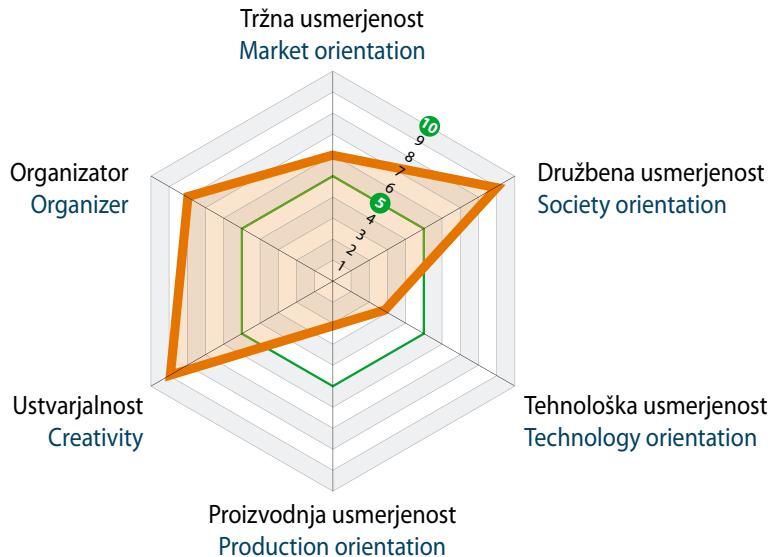


Priloga

Opis dejavnikov in strategij

V nadaljevanju so opisani faktorji in strategije, ki so bile predstavljene v poglavju "Uvod v metodo Interaktivnega strateškega razmišljanja". Opis pričenjamo z dejavniki in elementi, ki opisujejo sposobnosti podjetnika, zunanjo in notranjo analizo ter poslovno situacijo podjetja/kmetije (Priloga 1.1). Temu sledi razprava o alternativnih strategijah (Priloga 1.2).

Priloga 1.1: **Dejavniki**



A. Sposobnosti podjetnika

Ta dejavnik se osredotoča na to, v čem je podjetnik dober: na njegove sposobnosti, spremnosti ali osebne lastnosti.

1. Tržno usmerjen podjetnik

- se prilagaja potrebam (zahtevam) trga in tržnim nišam;
- 'vrzeli' na trgu zanj predstavljajo priložnosti;
- prednosti, zagotovljene s proizvodno mrežo izkoristi za zapolnitev teh vrzeli na trgu;

Appendix

Description of the factors and strategies

This appendix describes the factors and strategies introduced in the chapter "Introduction to Method of Interactive Strategic Management". We start with the various elements that play a role in the competences of the entrepreneur, the external analysis, the internal analysis and the business situation respectively (Appendix 1.1). This is followed by a discussion about the alternative strategies (Appendix 1.2).

Appendix 1.1 **The factors**

A. Competences of the entrepreneur

This factor focuses on what the entrepreneur is good at: his abilities or personal characteristics.

1. A market-oriented entrepreneur

- is attuned to the demands from segment and niche markets;
- regards 'gaps' in the market as opportunities;
- utilises the advantages provided by the production chain to fill these gaps;

- nasprotuje zajamčenim cenam in oskrbi (dobavi).

2. Družbeno usmerjen podjetnik

- se prilagaja potrebam in zahtevam družbe (ali posameznim delom družbe)
- vidi poti, ki lahko zadovoljijo potrebe družbe in ima tudi željo po tem;
- ima veliko družbenih stikov zunaj kmetijstva;
- ve, kako ločiti med bistveno pomembnimi in nepomembnimi javnimi zadevami;
- ne dopušča samodejno, da se vladne politike smatrajo odgovorne za zadeve javnosti in družbe;
- rad bi prispeval k ponovni gradnji povezovanja družbe, ki so bile izgubljene;
- verjame, da je družbeno odgovorna proizvodnja pomembnejša kot sam učinek kmetijske proizvodnje (kot so realizacija višje vrednosti proizvodnje po živali, hektarju kmetijske površine ali m²).

3. Tehnološko usmerjen podjetnik

- meni, da mu tehnologija zagotavlja najboljšo rešitev težav in izboljšanje stanja;
- ima 'občutek' in interes za tehnologijo;
- je na tekočem s tehnološkim razvojem ali celo sam vpeljuje nove tehnologije v svojem podjetju (na kmetiji);
- prevzame nove tehnologije, takoj ko so te (do neke mere) uporabne.

4. Proizvodno usmerjen podjetnik

- verjame, da je proizvodnja hrane enostavno najpomembnejša naloga v kmetijstvu; prizadeva si za visoko stopnjo storilnosti in stalno izboljševanje kmetijske proizvodnje ter verjame, da je širjenje posameznikovih pričakovanj velik nesmisel in da ne bo pridobil ničesar;
- meni, da je kmetijska proizvodnja (kot je npr. velika prireja po živali in/ali po hektarju ali m²) zelo pomembna;
- poskuša doseči to, čeprav le-to povzroči veliko povpraševanje po proizvodnih sredstvih (kot so krma in gnojila).

5. Ustvarjaljen podjetnik

- je odločen doseči svoj cilj;
- je odprt za ustvarjalne rešitve in ne omalovažuje kakršnih koli drugih možnih rešitev;

- is opposed to price and supply guarantees.

2. A society-oriented entrepreneur

- is attuned to the demands from society (or a specific segment thereof)
- sees ways to satisfy these demands and has the desire to do so;
- has many social contacts outside the agricultural sector;
- knows how to distinguish between fundamentally important and trivial public concerns;
- does not automatically assume that governmental policies are to blame for these concerns;
- would like to contribute to rebuilding the integration that has been lost in society;
- believes that socially responsible production is more important than agricultural performance (such as the realisation of higher rates of production per animal, hectare or m²).

3. A technology-oriented entrepreneur

- believes in technology as the most important solution to development problems;
- has a 'feeling' for and an interest in technology;
- keeps track of technological developments or initiates them himself and applies them to his business;
- adopts new technologies as soon as they are (somewhat) usable.

4. A production-oriented entrepreneur

- believes that food production is the single most important function of the agricultural sector; strives for high efficiency and continual improvement of agricultural production, and believes that broadening one's perspective is a lot of nonsense that will not earn him anything;
- considers agricultural performance (such as high production per animal and/or hectare or m²) to be very important;
- tries to attain this, even though it creates high demands on the means of production (such as feed and fertiliser).

5. A creative entrepreneur

- is determined to reach his goal;
- is open for creative solutions and does not disregard any potentially successful options;

- uživa v ustvarjalnosti in stalnem iskanju izvirnih rešitev kot izliv, ki mu ustreza;
- ni občutil v trenutnih strukturah.

6. Podjetnik, ki je dober organizator

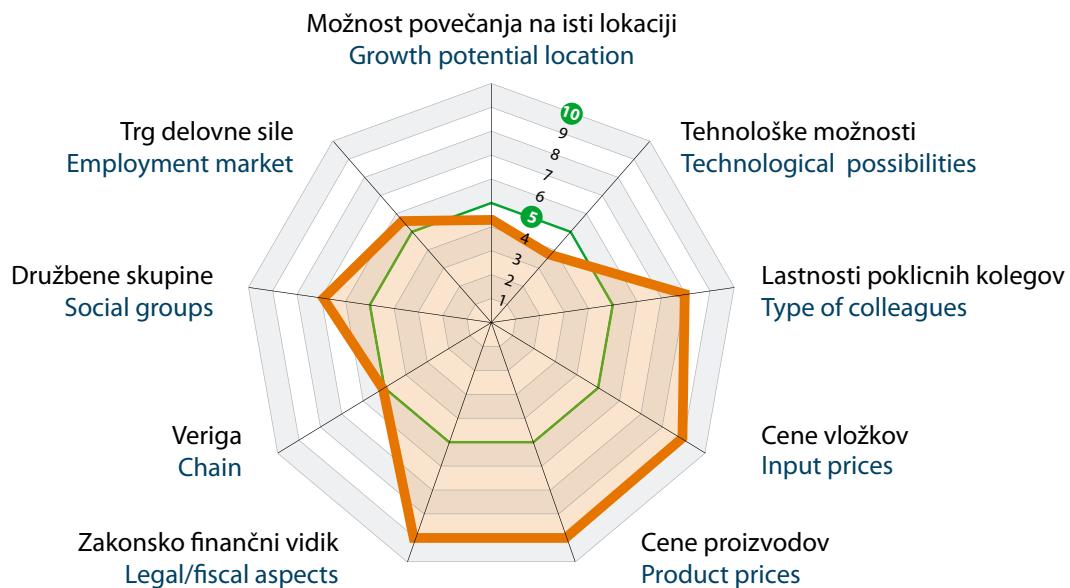
- z lahkoto vzpostavlja družbene stike, se dobro razume z drugimi, zna dobro ocenjevati značaje in ve kako spodbuditi ljudi;
- ima izkušnje z organiziranjem prireditev skupaj z drugimi in v tem tudi uživa;
- je izjemno dober v organizacijski strukturi dobro delujočega sistema (kot je npr. poslovna ali proizvodna veriga) in je dober pri načrtovanju in organiziranju različnih nalog;
- daje prednost delu v sodelovanju z drugimi (kot so kolegi, partnerji v verigi, soudeleženci v tržni verigi, družbene organizacije);
- z lahkoto zna prilagoditi organizacijo sistema novim zahtevam in pogledom.

- enjoys the creative and continual search for original solutions to the challenges that face him;
- is not bogged down in existing structures.

6. An entrepreneur who is a good organiser

- makes social contacts easily, gets along well with others, is a good judge of character and knows how to motivate people;
- has experience with and enjoys organising events together with others;
- is exceptionally good at setting up a well-functioning system (such as a business or production chain) and is good at planning and organising various tasks;
- prefers to work in cooperation with others (such as colleagues, chain partners, market actors, social organisations);
- can easily adapt the organisation of a system to new demands and insights.

B. Zunanja analiza



Pri zunanji analizi je poudarek na tem, kako podjetnik vidi njegovo okolje: kje vidi priložnosti in kje vidi nevarnosti? Priložnost pomeni, da določeni pričakovani razvoj podjetniku ponuja možnost za začetek želenega poslovnega razvoja. Nevarnost pa pomeni, da razvoj

This factor considers how an entrepreneur views his environment: where does he see opportunities and where does he see threats? An opportunity means that a certain expected development offers the chance to initiate an action concerning the business which is desired by the entrepreneur.

utegne iti v smeri dejavnikov, ki so kritični za uspeh podjetnika.

1. Možnost za povečanje podjetja/kmetije

Če trenutna lokacija podjetja/kmetije ponuja zadovoljive možnosti za povečanje:

- na trenutni lokaciji podjetja/kmetije je veliko prostora;
- podjetje/kmetija je dovolj daleč stran od drugih podjetij (kmetij), tako da ni napotil drugim in niti obratno;
- v bližini ni stanovanjskega naselja, ki bi lahko vplivalo in tudi nasprotovalo povečevanju v prihodnje;
- ni možnosti, da bi ta lokacija v prihodnje lahko bila namenjena za druge načine uporabe (npr. morebitne spremembe v področnih ali regionalnih prostorskih načrtih);
- na tem območju ni nobenih zaščitenih dejavnikov, ki bi bili lahko razlog in zadosten povod za preprečitev prihodnje širitev podjetnikovih/kmetovih poslovnih dejavnosti.

2. Tehnološke možnosti

- Tehnološki napredki spremenjajo veliko vidikov kmetijske proizvodnje (biotehnologija, novi sistemi mehanizacije, novi sistemi gradnje in ureditve hlevov z zelo kompaktnimi visokimi stavbami, napredni informacijski sistemi, ki uporabljajo računalnike in internet, idr.).
- Vprašanje je, ali podjetnik/kmet vidi ta razvoj kot priložnost ali kot nevarnost.

3. Značilnosti kolegov

Podjetnikovi kolegi so:

- morebitni partnerji;
- ljudje, od katerih se lahko veliko nauči;
- morebitni močni konkurenti;
- inovatorji na področju družbeno odgovorne proizvodnje od katerih se lahko veliko nauči;
- ljudje s popolnoma različnimi pogledi.

Tu se ponovno pojavi vprašanje, ali podjetnik vidi svoje kolege kot priložnost ali kot nevarnost.

4. Cene vložkov

- Ali pričakujete, da se bodo stroški pomembnih proizvodnih surovin (zemlja, kapital, delovna sila, znanje in naravni viri) v prihodnje povečali ali zmanjšali kot odziv na vladno politiko ali druge razvojne spre-

A threat means that the desired action may be hindered by factors that are critical to the entrepreneur's success.

1. Growth potential of the firm's location

If the firm's current location offers sufficient opportunities for expansion:

- there is plenty of space;
- the firm is located far enough away from other businesses to ensure that it does not get in their way, nor vice versa;
- there is no residential area close by that could be affected by and thus be opposed to future expansion;
- there is no possibility that the location could be designated to other or additional uses in the future (i.e. potential changes in the zoning or regional planning schemes);
- there are no protected elements in the area that could be seen as sufficient cause to prevent the future expansion of the entrepreneur's business activities.

2. Technological possibilities

- Technological advancements are transforming many aspects of agricultural production (biotechnology, new mechanisation systems, new housing systems involving very compact high-rise buildings, advanced information systems using computers and the Internet, etc.).
- The question is whether the entrepreneur views these developments as an opportunity or a threat.

3. Type of colleagues

The entrepreneur's colleagues are:

- potential partners;
- people from whom a lot can be learned;
- potentially strong competitors;
- innovators in the field of socially responsible production from whom a lot can be learned;
- people with a completely different perspective.

Here again, the question is whether the entrepreneur views his colleagues as an opportunity or a threat.

4. Input prices

- Is it expected that the costs of important production inputs (land, capital, labour, knowledge and natural resources) increase or decrease in the future in response to government policies or other developments?

membe?

- Ali podjetnik vidi to kot priložnost ali kot nevarnost?

5. Cene izdelkov

- Ali se pričakuje, da se bodo cene podjetnikovih lastnih izdelkov povečale ali zmanjšale?

6. Zakonski/finančni vidiki

- Ali so na voljo prilagodljive priložnosti za načrtovanje organizacije podjetja na tak način, da ustreza potrebam podjetnika? Ali obstajajo na tej poti formalne zakonske ovire (kot so, ko podjetnik želi formalno ločiti poslovne enote, vendar obdržati to znotraj delniške družbe ali ko podjetja želijo sodelovati, vendar z 'zaprtimi denarnicami')?
- Ali je za podjetje in poslovno enoto mogoče sodelovanje, ne da bi naleteli na formalne finančne ovire?
- Ali so zadostne možnosti za ustvarjalno financiranje in zadovoljitev podjetnikovih potreb?
- Ali podjetnik dobi dovolj pomoči s strani države pri načrtovanju razvoja njegovega posla?

Aktualne možnosti za prihodnji razvoj so lahko videne kot zadušljive in jemljejo pogum (nevarnost, grožnja) ali kot priložnost.

7. Proizvodna veriga

Kakovost verige je določena z:

- organizacijo (dolžina, notranja povezava in sodelovanje);
- učinkovitost (obrat proizvodov in stroškov);
- porazdelitev koristi med partnerji v proizvodni verigi: ali primarni proizvajalec zasluži veliko, ali več denarja zaslužijo drugi partnerji v verigi?
- preglednost: ali je jasno obema, proizvajalcu in potrošniku kaj se dogaja s proizvodom na celotni verigi (od proizvajalca do potrošnika)?
- ali imajo dobri izdelki jamstvo, ali je mogoče morebitnim kupcem predstaviti proizvod, ki jim bo na voljo?

Ali podjetnik vidi proizvodno verigo kot priložnost ali kot nevarnost?

8. Družbene organizacije

Potrošniki in družbeno pomembne skupine kažejo potrebo po kakovosti izdelkov, ki se nanaša na higieno, vsebnost in zunanjji izgled, pa tudi na sistem (način) proizvodnje. To so lahko zahteve ve-

- Does the entrepreneur view this as an opportunity or a threat?

5. Product price

- Is it expected that the prices of the entrepreneur's own products increase or decrease?

6. Legal/fiscal aspects

- Are there flexible opportunities available to design the business organisation in such a way that it fits the needs of the entrepreneur? Are there formal legal obstacles in the way (such as when an entrepreneur wants to formally separate business units but keep them within one holding company, or when businesses want to cooperate but with 'closed wallets')?
- Is it possible for businesses and business units to cooperate without running into formal fiscal obstacles?
- Are there sufficient possibilities for creative financing to meet the entrepreneur's needs?
- Does the entrepreneur receive sufficient support from the government in planning his business development?

The current possibilities for future development can be viewed as stifling and discouraging (threatening) or as an opportunity.

7. Production chain

The quality of the chain is determined by:

- the organisation (length, internal cohesion and coordination);
- efficiency (flow rate of the product and costs);
- distribution of the benefits among the chain partners: Does the primary producer receive much or is more money earned further upstream in the chain?
- transparency: Is it clear to both producers and consumers what happens to the product as it moves through the chain?
- are good product guarantees given? Is it possible to show potential customers the product that will be delivered?

Does the entrepreneur view developments in the chain as an opportunity or a threat?

8. Social groups

Consumer and social-interest groups make demands on product quality related to hygiene, content and appearance, but also on the manner of production. These can be demands shared by a large part of the

likega deleža družbe ali zahteve določene skupine potrošnikov ali skupine ki je pripravljena plačati več za določene lastnosti izdelka. Te zahteve so lahko videne kot priložnost ali kot nevarnost.

9. Trg delovne sile

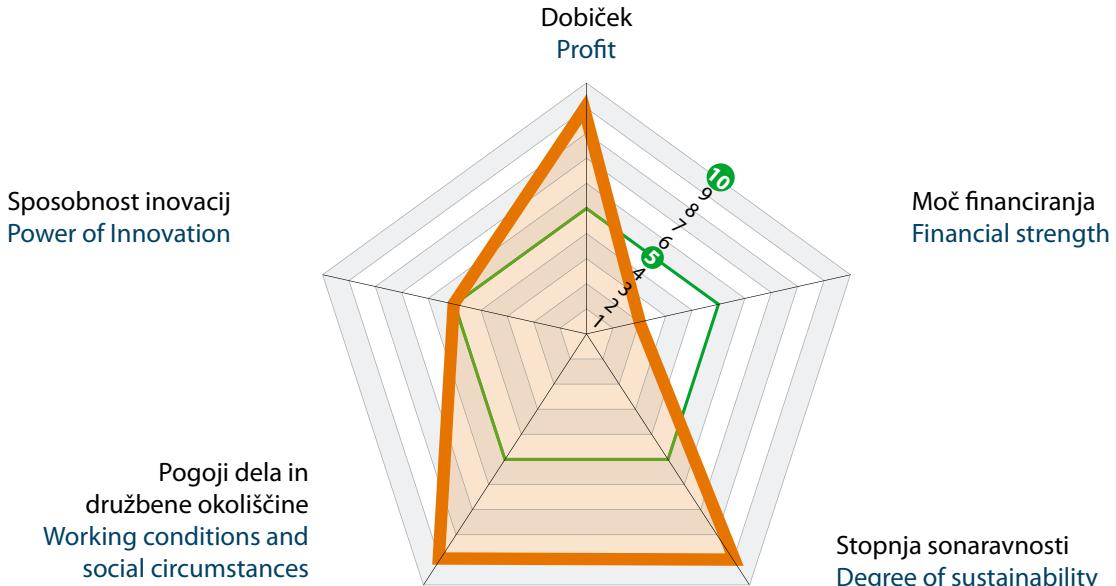
Delavec je drag in težko ga je najti. To lahko vodi v zmanjšanje delovne intenzitete; včasih se to dogaja hkrati s hitrim povečevanjem posla. Druga možnost je, da podjetnik lahko išče ustvarjalne načine, kako uporabiti svojo lastno mrežo in s tem pokrije potrebe po delovni sili v podjetju. Podjetnik lahko vidi bodoči razvoj na trgu delovne sile kot priložnost ali kot nevarnost.

society or demands shared by a certain segment of consumers or groups who are willing to pay extra for certain product attributes. These demands can be viewed as an opportunity or as a threat.

9. Employment market

Labour is expensive and difficult to find. This can lead to a trend of decreasing labour intensity, sometimes accompanied by rapid business expansion. Alternatively, an entrepreneur can look for creative ways to utilise his own network to satisfy the firm's labour requirements. The entrepreneur can view future developments in the Employment market as an opportunity or a threat.

C. Notranja analiza



Notranja analiza je na splošno analiza prednosti in slabosti trenutnih razmer glede na dobiček, planet (zemljo) in ljudi. Kako ocenjuje posel v primerjavi z drugimi pri naslednjih dejavnikih?

1. Dobiček

Dobiček je razlika med dohodki in vsemi stroški (vključno z izračunanimi stroški kot so amortizacija, obresti in lastni kapital podjetja/kmetije ter delo).

This factor asks for a general strength-weakness analysis of the current situation with respect to profit, planet and people. How does the business score compare to others on the following factors?

1. Profit

Profit is the difference between the returns and all costs (including calculated costs such as depreciation, interest, and one's own capital and labour).

2. Finančna odpornost

Stopnja finančne odpornosti kaže kako dobro lahko podjetje rešuje finančne ovire: Ali podjetje lahko sprejme udarce ali ne? To se lahko kaže med drugim tudi preko povezave med podjetnikovim lastnim kapitalom in skupnim premoženjem podjetja ter rastjo tekočega premoženja (letno povečanje razpoložljivega kapitala v gotovini in na banki).

3. Sonaravnost

”Sonaravnost“ je beseda, ki se lahko nanaša na veliko različnih stvari. V tem kontekstu imamo v mislih sonaravnost proizvodnega postopka v ekološkem in družbenem smislu (npr. ohranjanje ali izboljšanje okolja, tal, narave, naravnih virov in dobrega počutja živali ter izpolnjevanja več funkcij, kot je le proizvodnja hrane). Poudarek je na ekološkem in družbenem povračilu.

4. Pogoji dela in družbene okoliščine

To se nanaša na okoliščine, v katerih sodelavci delajo in živijo (prijetno delo, prijazno delovno okolje).

5. Inovativnost

Inovativnost podjetja kaže, kako prilagodljiv je podjetnik pri sprejemanju strateških prednosti spremnjanja okolja (nove priložnosti in nevarnosti), kot so spremembe javnega mnenja in spremenjanje vladne politike (mednarodne, nacionalne, regionalne ali lokalne). To zagotavlja splošno sliko stalnosti podjetja: njegova zmožnost nadaljevati delovanje pod ”katerimikoli“ okoliščinami.

Cilji

Notranja analiza prikazuje močne in šibke točke. Vprašanje, ki ostaja je, ali želi podjetnik narediti kakšne spremembe. V kolikor želi spremeniti določene elemente njegovega podjetja, je naslednja stopnja delo s pomočjo notranje analize in ponovna ocena teh elementov za želeno smer v prihodnje.

2. Financial strength

The degree of Financial strength indicates how well a business can deal with financial setbacks: Can the business take a hit or not? This can be indicated among other things by the relationship between the entrepreneur's own capital and the total assets of the business, and by the growth of liquid assets (annual increase in available capital on hand and in the bank).

3. Sustainability

”Sustainability“ is a catch-all word that can refer to many different things. In this context we mean the sustainability of the production process in ecological, societal and social terms (i.e. preserving or improving the environment, the soil, nature, resources and animal welfare, and fulfilling more functions than just the production of food). The focus is on ecological and social returns.

4. Working conditions and social circumstances

These refer to the circumstances under which co-workers work and live (enjoyable work, pleasant working environment).

5. Innovativeness

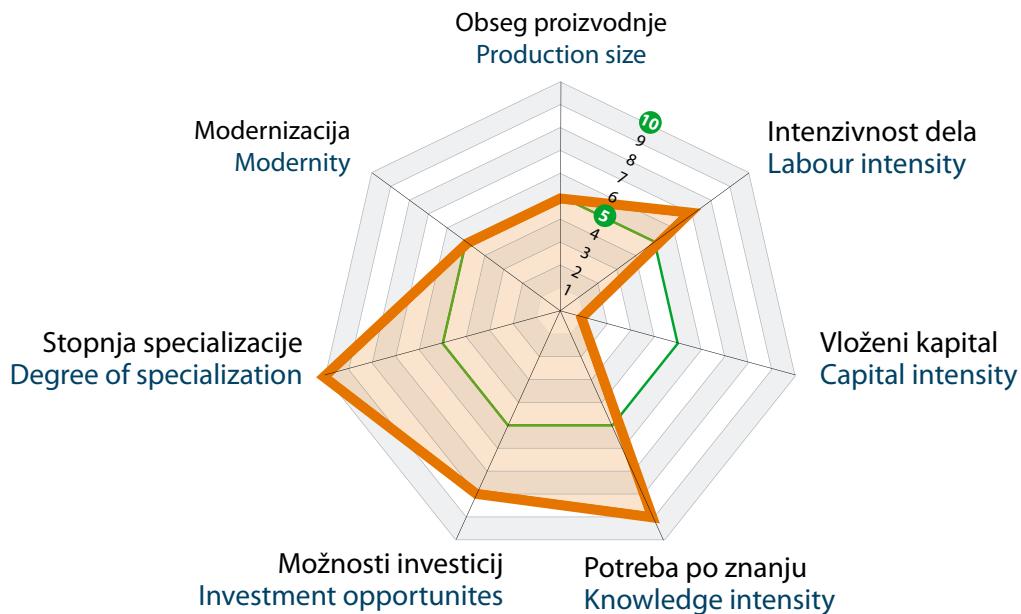
The innovativeness of the business indicates how flexible the entrepreneur is in taking strategic advantage of changes in the environment (new opportunities and threats), such as changes in public opinion and changes in governmental policies (international, national, regional or local). This provides a general indication of the continuity of the business: its potential to continue operating under “any” circumstances.

Objectives

The internal analysis reveals strong and weak points. The question that remains is whether the entrepreneur wants to make any changes. If he wants to change certain elements of his business, the next step is to work through the internal analysis again giving scores to the desired future direction.

D. Poslovna situacija

D. Business situation



Ta dejavnik se nanaša na opis zgodovinskega stanja podjetja oziroma kmetije. Kako podjetnik/kmet vidi svoje lastno poslovno situacijo v primerjavi s situacijo, ki jo imajo kolegi glede naslednjih dejavnikov?

1. Proizvodni obseg podjetja (izražen v letnem bruto dohodku)

Ali podjetnik vidi to kot velik ali majhen obseg proizvodnje?

2. Delovna intenzivnost

Ali so delovne potrebe podjetja velike ali majhne glede na ponudbo dela? Visoka delovna intenzivnost pomeni, da je v delovni shemi razpoložljiv omejen prostor.

3. Kapitalska moč

Kapitalska moč se nanaša na količino kapitala, ki je vložen v podjetje. Ali je vloženo veliko ali malo kapitala?

This factor relates to a description of the historical situation of the firm or farm. How does the entrepreneur view his own business situation compared to that of his colleagues with respect to the following factors?

1. Production volume of the business (as expressed in gross annual income per year)

Does the entrepreneur view this as large or small?

2. Labour intensity

Are the labour requirements of the business high or low in relation to the labour supply? High labour intensity means that there is limited space available in the labour diagram.

3. Capital intensity

Capital intensity refers to the amount of capital invested in the firm. Is much capital invested or only a little?

4. Potreba po znanju

Potreba po znanju je količina in pestrost potrebnega in razpoložljivega visoko stopenjskega znanja za izvedbo proizvodnih postopkov. Ali je to znanje razpoložljivo ali ne?

5. Možnosti naložb

Kazalniki za morebitne (velike ali majhne) investicijske možnosti vključujejo presežno vrednost (=stečajna vrednost minus neplačani dolgovi) in poslovne rezultate (boljši kot so, več je prostora za naložbo). Ali so možnosti velike ali omejene?

6. Stopnja specializacije

Visoko specializirano podjetje je usmerjeno na tako malo izdelkov ali proizvodnih postopkov, kot je le to mogoče (pogosto le na enega). Ta izdelek ali postopek je jedro poslovanja v podjetju. Ali je podjetje specializirano?

7. Modernizacija

Stopnja modernizacije je lahko izračunana tako, da delimo knjižno vrednost z nadomestno (amortizirano) vrednostjo in rezultat pomnožimo s 100. Ali je podjetje posodobljeno ali pa je podjetnik v zadnjih letih zanemaril redne in potrebne naložbe? Če je to zadnje primer, potem podjetje ni dovolj posodobljeno.

4. Knowledge intensity

Knowledge intensity is the amount and diversity of high-level knowledge needed and available for the production process. Is this knowledge available or not?

5. Investment opportunities

Indicators for potential (large or small) investment opportunities include the surplus value (liquidation value minus the outstanding loans) and the business results (the better they are the more room there is to invest). Are the opportunities extensive or limited?

6. Degree of specialisation

A highly specialised business focuses on as few products or production processes as possible (and often just one). This product or process represents the firm's core business. Is the firm specialised?

7. Modernisation

The degree of modernisation can be calculated by dividing the book value by the replacement value and multiplying the result by 100. Is the business modernised, or has the entrepreneur neglected to make periodic and necessary investments in recent years? If the latter is the case, the business is not sufficiently modernised.

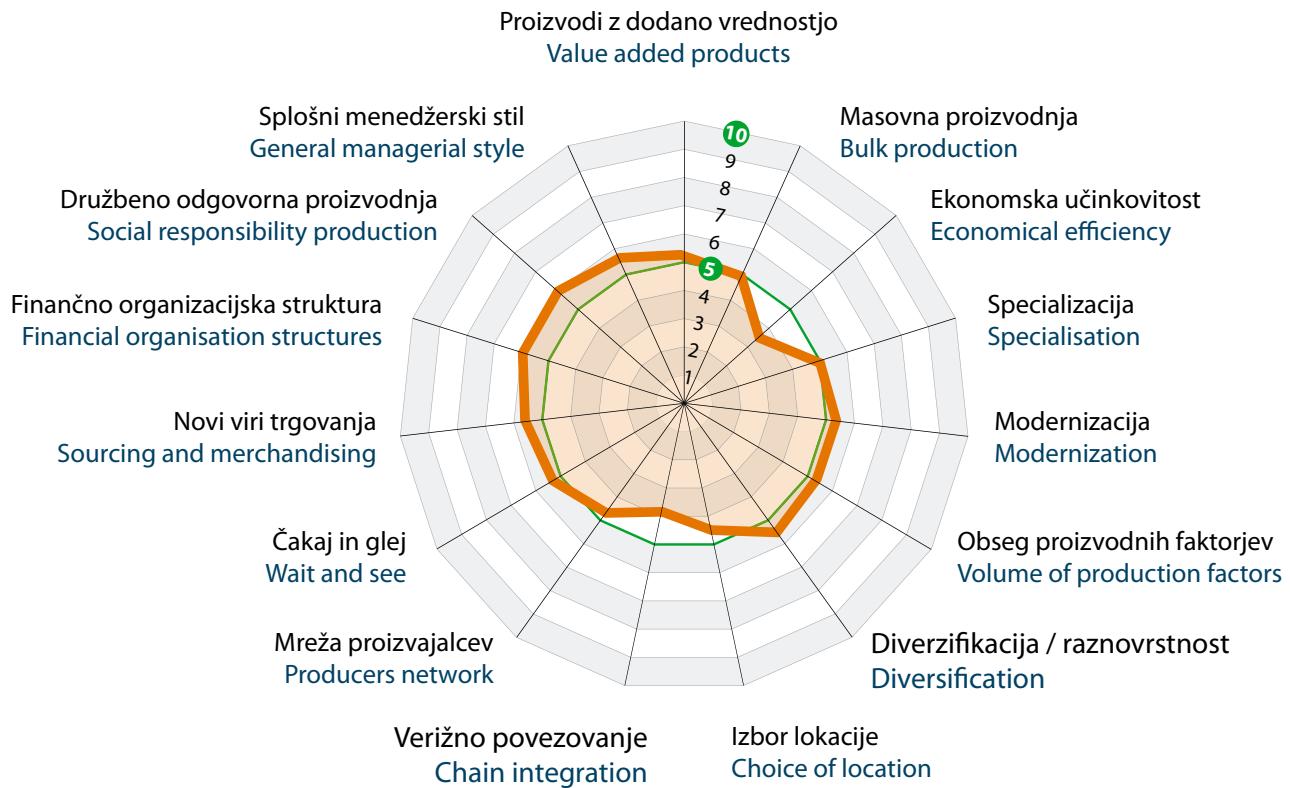


Priloga 1.2: Alternativne Strategije

V nadaljevanju sledi opis alternativnih strategij, ki bi lahko bile zanimive za podjetnika.

Appendix 1.2 Alternative strategies

This section describes the alternative strategies that could be adopted by an entrepreneur.



1. Proizvodni postopki z dodano vrednostjo (proizvodi ali proizvodni postopki)

Podjetnik se osredotoči na proizvodnjo izdelkov, ki imajo specifično dodano vrednost za določeno skupino potrošnikov. Dodana vrednost izdelkov ali proizvodnega postopka lahko izhaja iz tega, kako je izdelek narejen ali iz podobe, ki jo imajo potrošniki o načinu njegove proizvodnje. Taki izdelki so ekskluzivni, npr. rolls royce avtomobili ali hoteli Hilton.

1. Value-added production (product or production process)

The entrepreneur focuses on producing products that have a specific added value for a certain segment of consumers. The added value can be based on how the product is produced or the image consumers have of the type of business that produces it. The product is thus considered to be exclusive: Rolls Royce cars for example, or a Hilton hotel.

2. Masovna proizvodnja (ali proizvodni postopek)

Podjetnik se osredotoči na proizvodnjo enega izdelka, običajno z majhnimi ali minimalnimi spremembami, ki zadovoljujejo splošne zahteve po kakovosti, vendar pa pri potrošnikih ne veljajo za ekskluzivne izdelke ali izdelke visoke kakovosti: npr. izdelki, ki se prodajajo pri McDonald'su ali v supermarketih Aldi.

3. Ekonomsko učinkovita proizvodnja (proizvodi ali proizvodni postopek)

Podjetnik se osredotoči na proizvodno metodo, ki zahaja najmanjšo možno naložbo po proizvodni enoti (oboje je izraženo v denarnih enotah). Ta način se ne nanaša le na specifične stroške, ampak na celoten proizvodni postopek in način poslovanja.

4. Specializacija (področje podjetja ali panoge)

Podjetnik se usmeri v tisto, v čemer je dober: v bistvu njegovega posla. Eden od primerov bi lahko bil podjetnik, ki ponuja administrativne storitve, vendar ne vsem vrstam podjetij, temveč le podjetjem v avtomobilski panogi.

5. Modernizacija (proizvodnje ali predelave)

Podjetnik se osredotoči na modernizacijo proizvodnje in se navdušuje nad novimi tehnologijami: npr. proizvajalec električnih brivnikov, ki razvija nove proizvodne linije ali posodobi strojno opremljenost proizvodnega postopka.

6. Obseg proizvodnih dejavnikov (področje podjetja ali panoge)

Podjetnik se osredotoči na spremembe obsega poslovanja. S tem imamo v mislih kombinacijo potrebnih proizvodnih dejavnikov. Spremembe (v obeh smereh) lahko vplivajo na vsakega od proizvodnih dejavnikov: npr. lahko zahteva več kapitala, manj zemlje, več dela ali povečanje uporabnega znanja.

7. Diverzifikacija/raznovrstnost (trg, družba in veriga)

Podjetnik se osredotoči na raznovrstnost proizvodnje zaradi oskrbe različnih trgov ali tržnih segmentov. Glavni proizvod je razdeljen v številne pod-produkte, ki imajo vsi specifične potrebne proizvodne lastnosti. Če je npr. glavni izdelek milo, potem različice mila lahko vključujejo cenena mila skoraj brez vonja kot tudi mila z dragom embalažo in 'ekskluziv-

2. Bulk production (product or production process)

The entrepreneur focuses on the production of one product, usually with little or no variation, which satisfies general quality requirements but is not considered by consumers to be exclusive or of particularly high quality: products sold by McDonald's or the Aldi supermarket chain for example.

3. Economically efficient (product or production process)

The entrepreneur focuses on a production method that requires the investment of as little means as possible per product unit (both expressed in monetary terms). This approach relates not only to specific costs, but to the whole production process and manner of doing business.

4. Specialisation (scope of the business or branch)

The entrepreneur focuses on what he is good at: his core business. One example would be an entrepreneur who offers administrative services, not to all types of businesses but only to the automobile branch.

5. Modernising (product or production process)

The entrepreneur focuses on modernising production, and is keen on adopting new technologies: the producer of electric razors, for example, who develops a new product line or modernises the mechanisation of the production process.

6. Volume of production factors (scope of the business or branch)

The entrepreneur focuses on changing the scope of the business. By scope we mean the combination of required production factors. The change (in either direction) can affect each of the production factors: for example, it may require more capital, less land, more labour, or an increase in the available knowledge.

7. Diversification (market, society and the chain)

The entrepreneur focuses on the diversification of production with the objective of serving various markets or market segments. The main product is then split into a number of sub-products, which all have specific production requirements. If the main product is soap, for example, the variations may include inexpensive nearly odourless soap as well as expensively packaged

na' prijetno dišeča mila. Drug primer je podjetnik, ki ima posebna ali edinstvena znanja o specifični temi ali je posebej dober v predstavitev svojega znanja. Mogoče želi uporabiti to znanje ali nadarjenost z omejitvami njegovega lastnega posla: npr. posrednik želi voditi uporabne raziskave, ali podjetnik želi delati tudi kot plačan nameščenec v drugem podjetju.

8. Izbira lokacije (trg, družba in veriga)

Lokacija proizvodnje je zelo pomembna. Lokacija lahko ponuja možnosti, lahko pa tudi ogroža posel. Ali je širjenje dejavnosti mogoče na sedanji lokaciji? Ali je treba poiskati prostor nekje drugje? Ali bo podjetnik izbiral med različnimi lokacijami, ali bo celotno poslovanje preselil drugam? Poznejša izbira bo mogoče zahtevala izselitev, če bi širitev v lastni državi podjetnika postala predraga ali pa zaradi prevelikega števila omejitev (visoki stroški prevoza, vladni predpisi, itd.). Druga možnost je lahko tudi, da sedanja lokacija ponuja možnosti za različne izdelke ali proizvodne postopke: npr. turizem.

9. Povezovanje v verigi (trg, družba in veriga)

Podjetnik se osredotoči na povezovanje različnih stopenj v proizvodnji verigi znotraj svojega posla. Želi izkoristiti vse prednosti ponujenih možnosti z višjo ceno vzdolž dolge verige, kot so potrošnikove cene. To se lahko doseže le s pomočjo skupnih prizadevanj vseh njegovih sodelavcev in tudi v sodelovanju z drugimi podjetniki ali z udeleženci vzdolž celotne verige.

10. Mreža proizvajalcev (organizacijska struktura)

Podjetnik se osredotoči na delovanje skupaj z mrežo kolegov, zato da bi na trgu ponudil bolj poenoteno bistvo izdelkov ali proizvodnega postopka, ali uvedel skupno uporabo virov in na ta način zmanjšal stroške proizvodnje: primeri vključujejo skupen nakup, trženje znotraj panoge in skupno prodajo.

11. 'Čakaj in glej' (način razmišljanja in način življenja)

Podjetnik ohranja kritično oko na novih dogajanjih in se zaveda, kaj se dogaja okoli njega, vendar pa se obojavlja narediti kakrsnekoli odločitve.

and 'exclusively' scented soap. Alternatively, an entrepreneur who has specific or unique knowledge of a specific subject or is particularly good at presenting his knowledge, may want to apply this knowledge or talent beyond the limits of his own business: a real estate agent for example may want to conduct applied research, or an entrepreneur may want to also work as a salaried employee in another business.

8. Choice of location (market, society and the chain)

The location of production is very important. A location can offer opportunities, but it can also pose a threat. Is expansion possible at the current location? Or will it have to take place elsewhere? Will the entrepreneur then choose to operate in various locations, or will he move the entire business to a different location? The latter option may require emigration if expansion in the entrepreneur's own country would be too expensive or subject to too many restrictions (high transport costs, governmental regulations, etc.). Alternatively, the current location may offer opportunities for a different product or production process: tourism for example.

9. Chain integration (market, society and the chain)

The entrepreneur focuses on combining various steps in the production chain within in his own business. He wants to take full advantage of the possibilities offered by higher prices further on in the chain, such as the consumer prices. This can only be achieved through the concerted efforts of his co-workers, but also in cooperation with other entrepreneurs or with participants further on in the chain.

10. Producers' network (organisational structure)

The entrepreneur focuses on working together with a network of colleagues to offer a more unified entity of products or production processes on the market, or to make collective use of resources and thereby reduce the costs of production: examples include joint purchasing, branch marketing and joint sales.

11. 'Wait and See' (management style and lifestyle)

The entrepreneur keeps a critical eye on new developments and is aware of what is going on around him, but hesitates to make any decisions.

12. Viri in prodajna politika (trgovina, družba in veriga)

Podjetnik se osredotoči na politiko nakupa vložkov (produkcijskih sredstev) in/ali prodajo izdelkov s ciljem zmanjšati stroške ali povečati prodajno ceno.

13. Druge strukture (finančno organizacijska struktura)

Podjetnik se osredotoči na prilagoditev organizacijskih struktur poslovanja zato, da bi izkoristil prednosti na katerem koli področju. Primeri vključujejo uvedbo alternativnih oblik zaposlitve, v katerih delavci sami prevzamejo finančno odgovornost (prostovoljci ali posredovalnica z drugimi podjetji). Koristna utegne biti tudi sprememba pravne strukture podjetja (družba, korporacija, ali delniška družba z neodvisnimi podružnicami) ali uporaba mreže odjemalcev (strank). Tudi finančna struktura je lahko prilagojena spodbujanju povezovanja mrež ali sodelovanju med proizvajalcji ali povečanju zadržanega zneska izdelovalcev (sofinanciranje). Do teh ureditev lahko pride tudi zato, da se zmanjša tveganje ali zato da se izkoristi finančne ugodnosti.

14. Družbeno odgovorna proizvodnja (trg, družba in veriga)

Podjetnik ima po posvetu s svojim okoljem rad načela ekološko in družbeno odgovorne proizvodnje. To pomeni maksimiranje proizvodnje, dosežene s čim manjšim vložkom (npr. energije in mineralov), ter tudi doseči najboljše pogoje za zagotavljanje dobrega počutja živali in ohranjanje ali povečanje estetske vrednosti pokrajine. Podjetja naj bi sodelovala pri oblikovanju in iskanju teh ciljev.

15. Splošni upravljavski stil (način razmišljanja in način življenja)

Podjetnik daje prednost splošnemu upravljavskemu stilu. To pomeni, da namenja pozornost ne le tehničnim in ekonomskim vidikom podjetja, temveč veliko več. Vključevanje spremenjenih želja družbe v poslovanje podjetja je potreben del družbeno odgovornega podjetništva. To lahko vključuje tudi potrebne spremembe v organizaciji podjetja in izboljšanju delovnih pogojev ter družbenega stanja zaposlenih. Te naloge zahtevajo posebno usposobljenost podjetnika, ki se bo morala okrepliti predvsem na področjih, na katerih so pomanjkljivosti.

12. Sourcing and merchandising (market, society and the chain)

The entrepreneur focuses on the purchasing policy of inputs and/or the merchandising of products with the objective of reducing costs or increasing the selling price.

13. Other structure (financial organisational structure)

To take advantage of opportunities, in any area, the entrepreneur focuses on adjusting the organisational structure of the business. Examples include introducing alternative forms of employment, in which the workers take on part of the financial responsibility themselves (making use of freelancers or exchanging services with other businesses). It may be advantageous to change the legal structure of the business (to a partnership, corporation, or a holding company with independent subsidiaries) or to utilise a network of clients. The financial structure can also be adjusted to facilitate network integration or cooperation among producers or promote customer retention (co-financing). These adjustments can also be made to reduce risks or to benefit from fiscal advantages.

14. Socially responsible production (market, society and the chain)

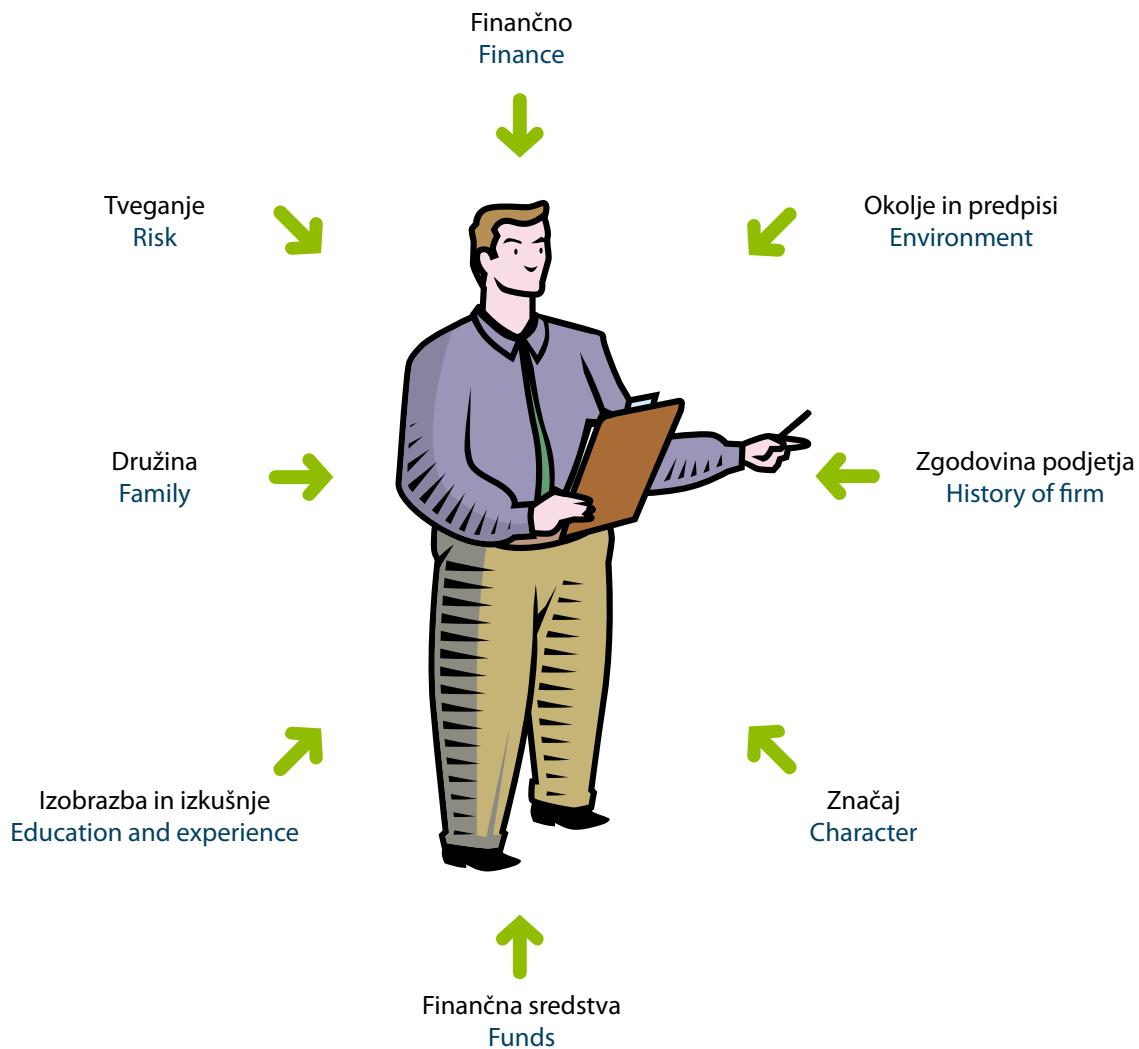
The entrepreneur chooses, in consultation with his environment, to adhere to the principles of ecologically and socially responsible production. This means maximising the output generated with a minimum of inputs (e.g. energy and minerals), as well as maximising animal welfare and preserving or increasing the aesthetic value of the landscape. Stakeholders are asked to participate in the formulation and pursuit of these objectives.

15. General managerial style (management and life-style)

The entrepreneur prefers a general managerial style. This means that he pays attention to more than just technical and economic aspects of the business. Integration of the changing wishes of society in business management is a necessary part of socially responsible entrepreneurship. It may also involve making necessary changes in the organisation of the business and improvements in the working conditions and social circumstances of the employees. These tasks demand certain competences from the entrepreneur, who will have to improve his skills in areas in which they are lacking.







Zaradi hitrih sprememb okolja je večji potmen dan podjetniškim odlikam. Osebo, ki je tržno usmerjena, imenujemo podjetnik. Strateško razmišljanje lahko pomaga razviti pravo strategijo, ki ustreza podjetniku, podjetju in okolju. Metoda Interaktivnega strateškega razmišljanja je razvita z namenom, da bi pomagala podjetniku pri iskanju najprimernejše strategije zanj. Metoda Interaktivnega strateškega razmišljanja je primer- na za vse ljudi in organizacije, podjetja in kmetije, ki se ukvarjajo s posameznim poslom. V tej knjigi bo izraz "podjetnik" uporabljen za izražanje široko uporabne metode, čeprav je v našem primeru metoda uporabljena za kmete. Strateško razmišljanje je precej pomembno za začetek razvoja idej in načrtov o prihodnosti. In to postaja vedno pomembnejše, od kar narašča število podjetij, ki niso usmerjene le na izdelek, ampak tudi na proizvodni postopek. Osredotočenje na postopek je povzročeno z rastjo vpliva zunanjih dejavnikov, ki niso bili pomembni v preteklosti. Primeri teh gibanj v družbi so zaslove, podobne "licenci za proizvodnjo" in "družbeno odgovorno podjetništvo".

Because of the rapid changing environment a stronger appeal is made for entrepreneurial qualities. We call persons, who are market oriented, entrepreneurs. Strategic thinking can help to develop the right strategy that fits with the entrepreneur, the firm and the environment. The Method of Interactive Strategic Management has been developed to support entrepreneurs in the process of finding their own strategy. The Method of Interactive Strategic Management is applicable to all persons and organisations, firms and farms dealing with business. In this book, the word "entrepreneur" is used to express the wide applicability of this method, while the method is applied in this case to farmers. Strategic thinking is quite important for the initial phase of developing ideas and plans for the future. It will become more and more important since an increasing number of companies focus not only on the product but also on the process. The focus on the process is caused by a growing influence of external factors, which were not so relevant in earlier days. Examples of this trend in the society are concepts such as "licence to produce" and "socially responsible entrepreneurship".