



Sustainable Precision Agriculture
Research and Knowledge for Learning
how to be an agri-Entrepreneur

PORTUGAL

AZEVINHO CAMPESTRE

BUSINESS MODEL CANVAS
in the field of SUSTAINABLE
PRECISION AGRICULTURE

STUDY CASES COLLECTION



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INFO COMPANY

AZEVINHO CAMPESTRE UNIPessoal LDA

Address: Boicilhos do Meio s/n, 2100-371 Couço, Coruche

Founding date: 2010

Extension: 116 ha

Crops: Rice

Number of employees: 2 permanents and 4 temporary

Contact

Name: António Palminha

Email: apalminha@gmail.com

WebSite:

Social:

Date of the interview: 20 December 2018

Name of the interviewed person (specifying his/her role in the company): António Palminha, company owner

Name of the interviewer: Manuela Correia

INFO PA introduced

What kind of PA innovation was introduced in the company? *(see WP1 Questionnaire for farmers Part I – I.2)*

Auto track GPS.

When? 2013.

Why? What was the motivation / problem to solve?

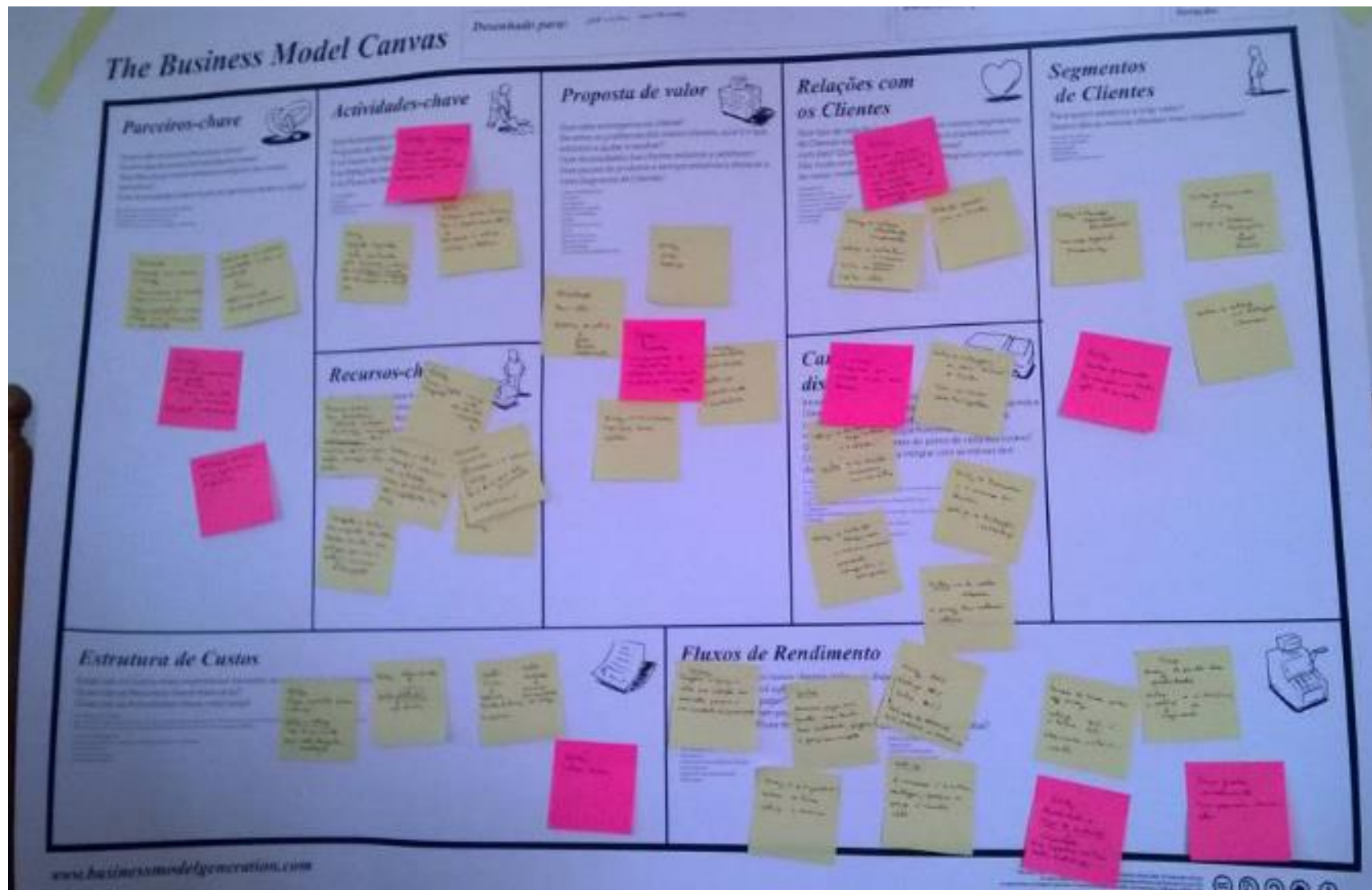
Avoid overlapping rows in herbicide application.

How did you learn about these new technological solutions?

From equipment company.

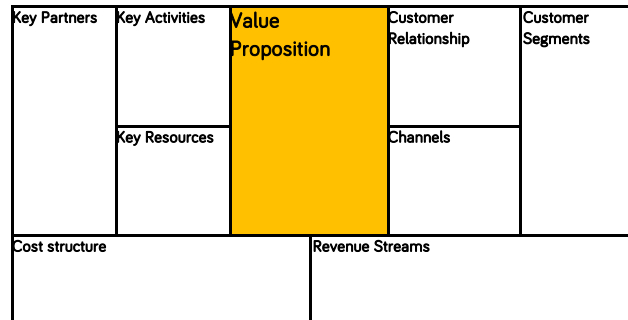
Have you been supported / assisted / trained by someone?

Had some support from the seller company, but mostly learned by myself.



BMC - report

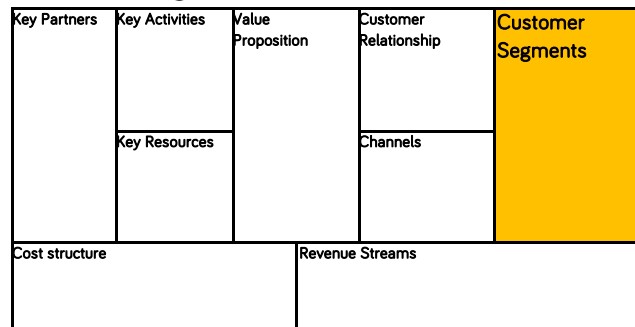
Value Proposition



- Rice.
- Cork
- Fire wood

To fire wood and cork businesses, the company buys dead trees, removes the cork and cut the wood for fire. Rice is a specific cultivar, used for the Spanish Paella. For rice production several practices of Precision Agriculture (PA) are applied.

Customer Segments



- Rice goes directly to the Spanish market through a Spanish company. It wouldn't sell in Portugal, for example, because it is a very specific product and fits to a niche market.
- Cork is sold to Portuguese factories that supply Russian and Japanese markets.
- Fire wood is directly sold to local customers.

Distribution Channels

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
	Key Resources		Channels	
Cost structure		Revenue Streams		

- Rice production is collected on the farm by the buyer. This is the most important distribution channel but is not under the farmer responsibility.
- Cork is sold to the best price and faster payer and Azevinho Campestre transports it to the factory.
- Azevinho Campestre also provides transport for fire wood but some clients come to the farm and carry the wood themselves. Transportation is often made together with other tasks, so the cost is low.

Customer Relationship

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
	Key Resources		Channels	
Cost structure		Revenue Streams		

- For rice production the deal is agreed after each campaign, always with the same company. During the campaign, this company makes product quality control visits to the farm.
- To sell cork Azevinho Campestre contacts the buyer.
- For fire wood the customers pass the word and they contact the farm to buy.

Customer relationship as no costs.

Revenue Streams

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
	Key Resources		Channels	
Cost structure			Revenue Streams	

- Rice is a special product, so the price is higher compared to the normal rice varieties. The price is set annually but has small changes. The payment is deferred.
- Fire wood and cork have dynamic prices.
- Cork has a high value, so, Azevinho Campestre is in advantage to negotiate the price.
- Wood has a good market price because it has quality.

Rice production stands for 60% of company revenue, cork represents 35% and wood the remaining 5%

Key Activities

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
	Key Resources		Channels	
Cost structure		Revenue Streams		

- The key activities for rice production are all the cultural operations, like ploughing, sowing, spraying and harvesting. Other post-harvest operations are done in the farm, like drying.
- For wood and cork production the main key activities are buying the trees, removing cork and cutting the wood

Key Resources

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
	Key Resources		Channels	
Cost structure		Revenue Streams		

- The key resources for rice production are land, which is rented, water and equipment. Equipment's are the least important resources. Other resources are seeds, fertilizers, facilities for drying and storing rice.
- For wood, the key resources are equipment to cut, load and storage.
- Human resources include the entrepreneur, two permanent and four temporary workers.
- Financial resources are European Union funding, bank loans and leasing

Key Partners

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
	Key Resources		Channels	
Cost structure		Revenue Streams		

- For rice production key partners are the buyer company that also supplies the seeds, and other suppliers for fertilizers and agrochemical products
- The farm has a partnership for rice certification with a producers' association
- Partnerships are a way to assure income and to ease resources acquisition

Cost Structure

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
	Key Resources		Channels	
Cost structure		Revenue Streams		

- For rice production, fixed costs are land, salaries and equipment; variable costs include water, seeds and agrochemicals. Land is the most important.
- For cork and wood, 60% of the costs are related to cutting and transport and 40% represent trees acquisition.
- Rice and cork are more value driven businesses while wood is cost driven

IMPACT ANALYSIS

