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# Finding Sustainable Economic Models in Urban Agriculture

## WORKSHOP 1: Identifying and communicating your value



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Adam Curtis - Nabolagshager AS  
Stephanie Degenhardt - Agency for Urban Environment (City of Oslo)

# AGENDA WORKSHOP 1: 30th of September 2021

**16.30 - 16.45** Registration of participants

**16.45 - 17.00** Greetings from the organizers

**17.00 - 17.20** The One Page Personal Plan - How writing down our goals can turn them into reality

**17.20 - 17.30** Coffee break

**17.30 - 18.40** Business Model Diamond to identify and communicate the value of your organization

**18.40 - 19.00** Evaluation and wrap-up by the organizers

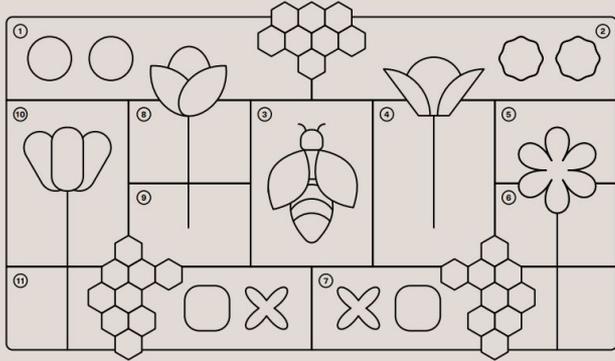


# Round of Introductions

- **Name of your Edible City initiative, organization or business**
- **What do you sell? Products and/or services**
- **To whom?**
- **Why is your product or service valuable?**

# EDIBLE CITY SOLUTIONS CANVAS

## GROWING JOBS IN URBAN AGRICULTURE



## PLAYBOOK

[Download here](#)

01 DESCRIPTION OF IDEA/CONCEPT/ORGANIZATION		02 VISION & MISSION		
10 KEY PARTNERSHIPS	08 KEY ACTIVITIES	03 VALUE PROPOSITION	04 CUSTOMERS	05 COMPETITORS
	09 KEY RESOURCES			
11 COST STRUCTURE		07 REVENUE MODEL		

# Finding Sustainable Economic Models in Urban Agriculture

**Workshop 1: Identifying and communicating your value. Date: 30th of September (from 16:30 to 19.00). Location: Linderud gård in Oslo.**

**Workshop 2 - Enhancing customer relations and strategic partnerships. Date: 21st of October (from 16:30 to 19.00). Location: Linderud gård in Oslo.**

**Workshop 3 - Focusing activities and resources for financial sustainability. Date: 11th of November (from 16:30 to 19.00). Location: Linderud gård in Oslo.**



Edible Cities Network

# Workshop 1: Identifying and communicating your value

**Urban food production is essential in the transition to more sustainable cities. However, a huge obstacle for producers is convincing customers of the value of their work and products. This workshop will focus on identifying and communicating that value. Specifically, we will look at how your work fits into the larger progress happening within the food system in Oslo, how you can align your own personal values and goals with those of your project, and how to communicate this value to the external world. The concept of value is the most important starting point in developing a strong case for economic sustainability, as value can be transferred into other resources you need, both financial and social.**



Edible Cities Network

## EDIBLE CITY SOLUTIONS CANVAS

01 DESCRIPTION OF IDEA/CONCEPT/ORGANIZATION	02 VISION & MISSION
03 VALUE PROPOSITION	

### WORKSHOP 1

### Identifying and communicating your value

- Description of idea/concept/organization segment
- Vision and mission segment
- Value proposition segment



# ONE PAGE PERSONAL PLAN

**The One-Page Personal Plan is a simple tool for structuring aspirations, activities and actions for your successful future.**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

		Relationships	Achievements	Rituals	Wealth (\$)
Faith	10-25 Years (Aspirations)				
	1 Year (Activities)				
Friends		Start	Start	Start	Start
Fitness	90 Days (Actions)	Stop	Stop	Stop	Stop
Finance					

Source: Gazellesc



Edible Cities Network

## Diamond Model User Guide

The Diamond Model works similar to the Business Model Canvas in supporting business model innovation and strategising. However, it is not restricted to commercial organisations. You can use it to analyse and strategise any type of organisation and initiative – neighbourhood groups, social enterprises, charities, to name a few examples.

[Download the user guide here](#)



**Edible Cities Network**  
Integrating Edible City Solutions  
for social, resilient & sustainably productive Cities

**DIAMOND  
MODEL**   
**USER GUIDE**

# DIAMOND MODEL

How can you keep doing what you love?



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**WAGENINGEN**  
UNIVERSITY & RESEARCH

# Introduction

- Who am I and why am I here?
- What we will do today

# Phase I: Values and Stakeholders

1. Who are your organisation's stakeholders?
2. Which values do the stakeholders see in the organisation?
3. Through which channels do the stakeholders first experience the values?
4. What do the stakeholders give to the organisation?

# Phase II: Sustainability and Continuity

5. What are your organisation's key social and physical resources?
6. How can the resources the organisation gets from the stakeholders flow back into key social and physical resources?
7. Which barriers block the value flow?
8. Which solutions make value flow?

# FLOWER GARDEN

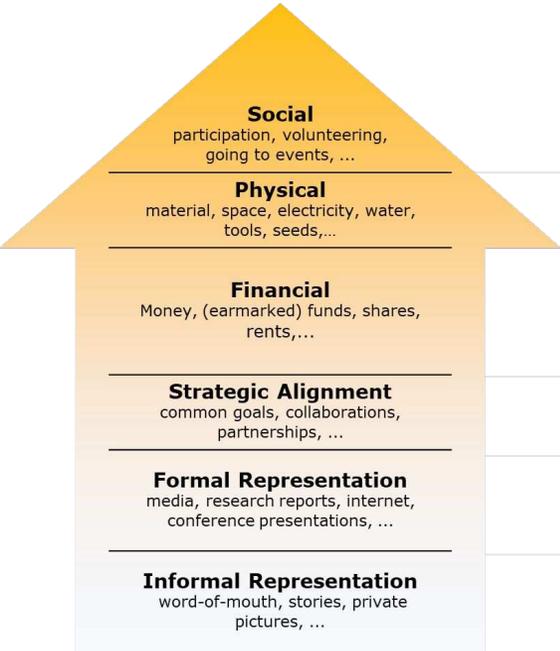


# 1. Who are your organisation's stakeholders?

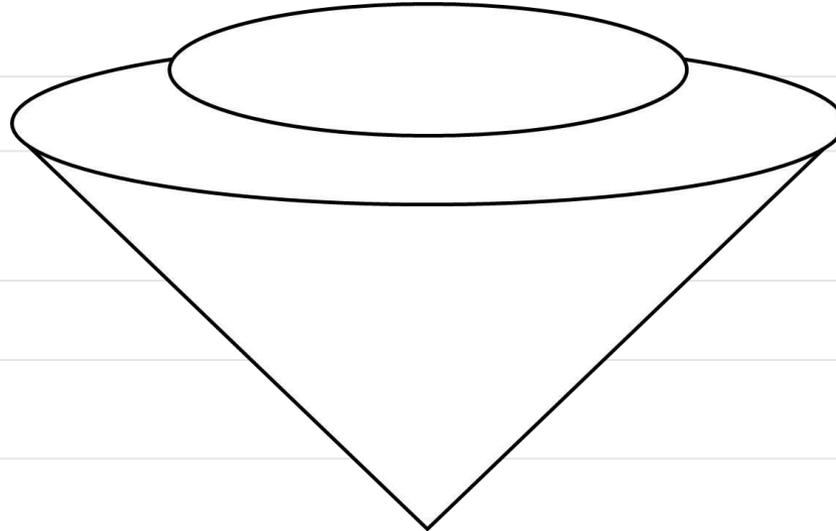
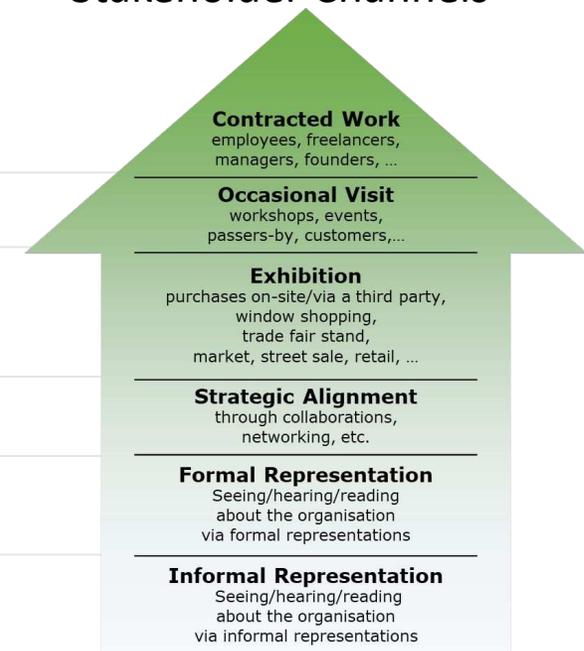
Stakeholder 1: Pick- your- own people

Organisation	<b>FLOWER GARDEN</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Resources

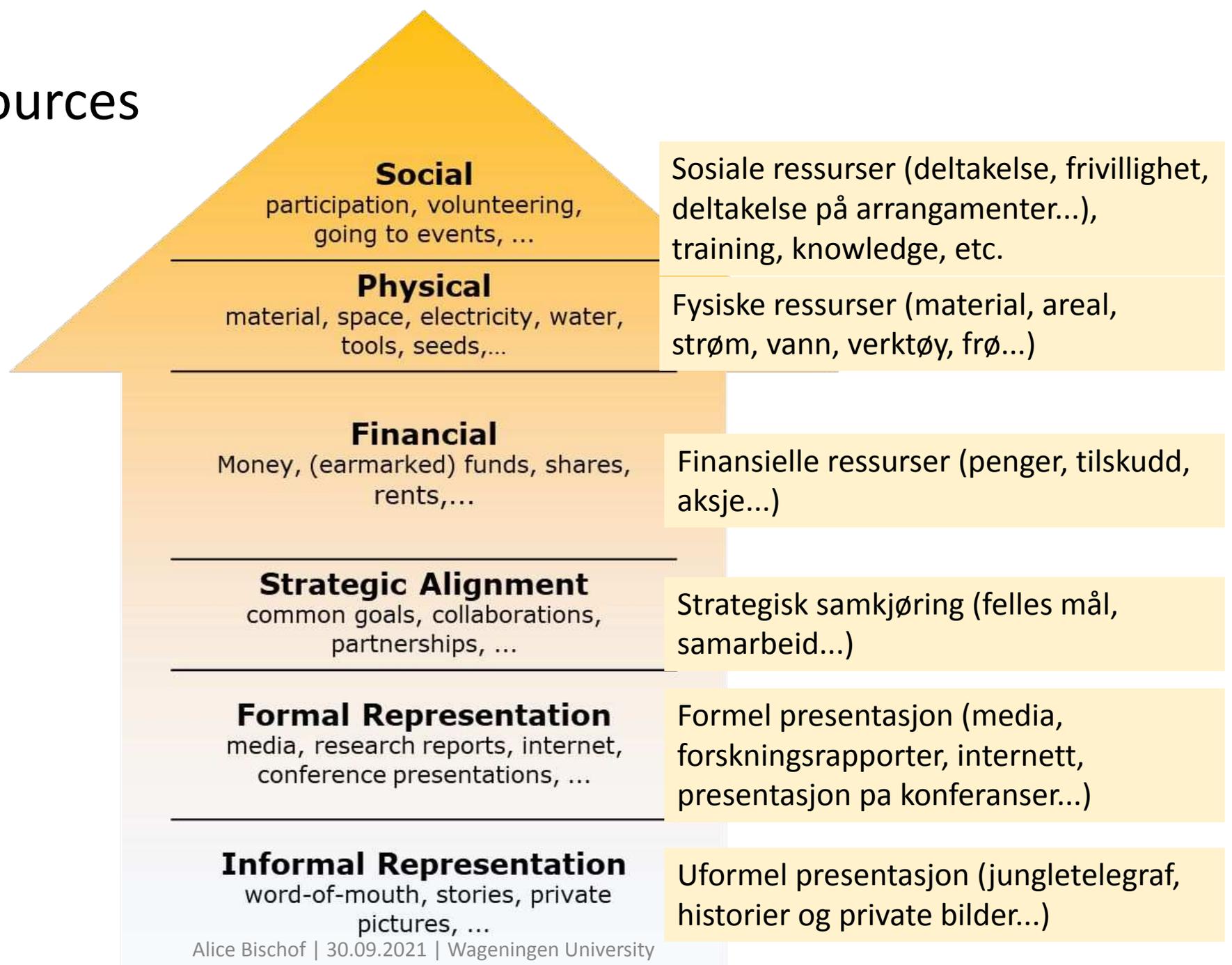


## Stakeholder Channels

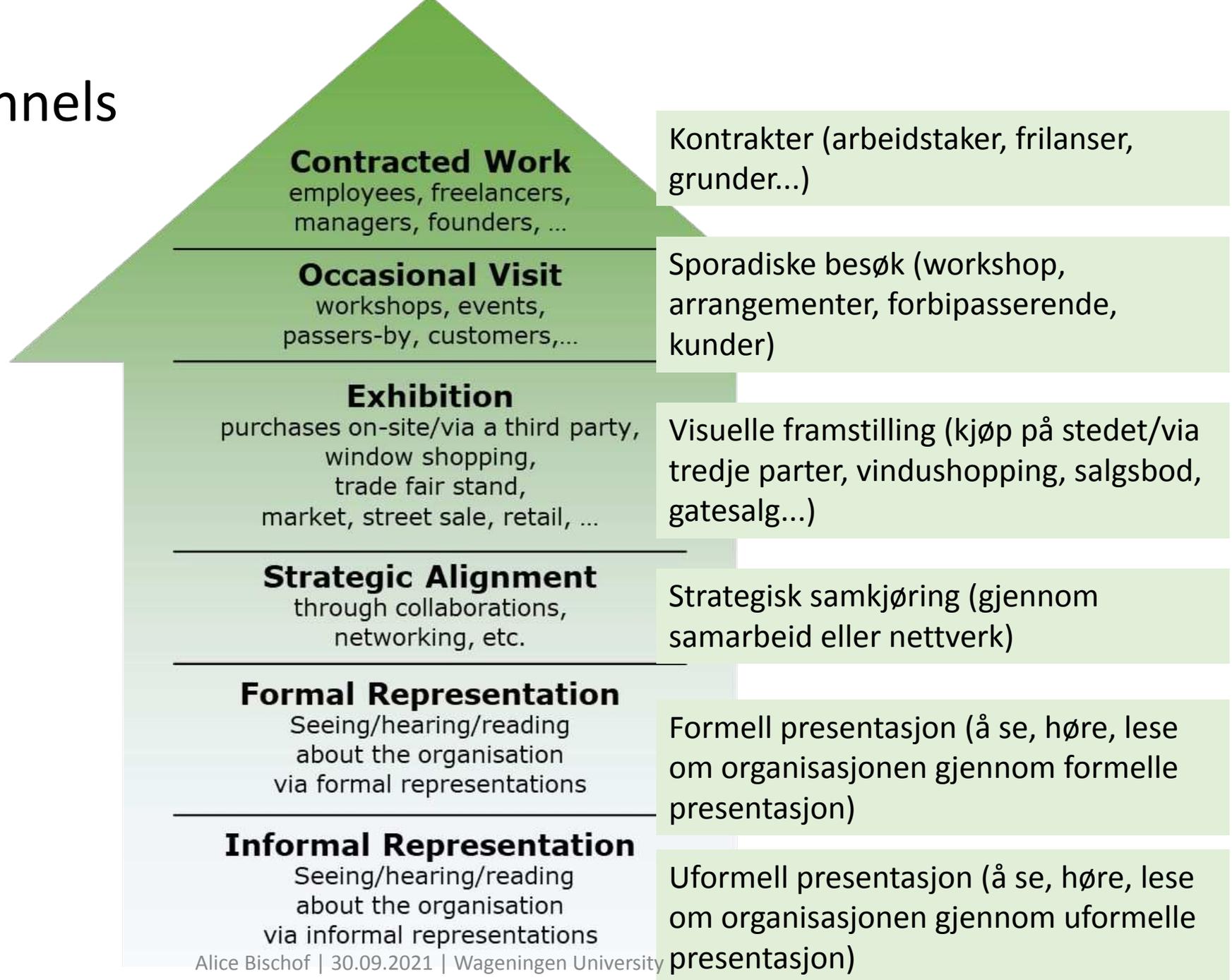


Type	Private customer				
Name	Pick-your-own People				
By choice	x				
No choice					
Regular					
Irregular	x				

# Stakeholder Resources



# Stakeholder Channels



# Stakeholder Resources

Sosiale ressurser (deltakelse, frivillighet, deltakelse på arrangementer...)  
going to events, ...

Fysiske ressurser (material, areal, strøm, vann, verktøy, frø...)

Finansielle ressurser (penger, tilskudd, aksje...)

Strategisk samkjøring (felles mål, samarbeid...)

Formel presentasjon (media, forskningsrapporter, internett, presentasjon på konferanser...)

Uformel presentasjon (jungletelegraf, historier og private bilder...)

# Stakeholder Channels

Kontrakter (arbeidstaker, frilansere, grunder...)  
employees, freelancers,

Sporadiske besøk (workshop, arrangementer, forbi passerende, kunder)

Visuelle framstilling (kjøp på stedet/via tredje parter, vindushopping, salgsbod, gatesalg...)  
market, street sale, retail, ...

Strategisk samkjøring (gjennom samarbeid eller nettverk)  
networking, etc.

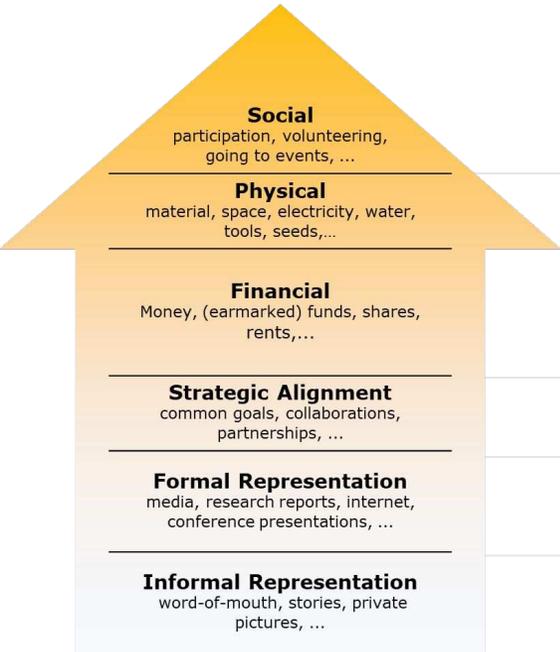
Formell presentasjon (å se, høre, lese om organisasjonen gjennom formelle presentasjon)

Uformell presentasjon (å se, høre, lese om organisasjonen gjennom uformelle presentasjon)

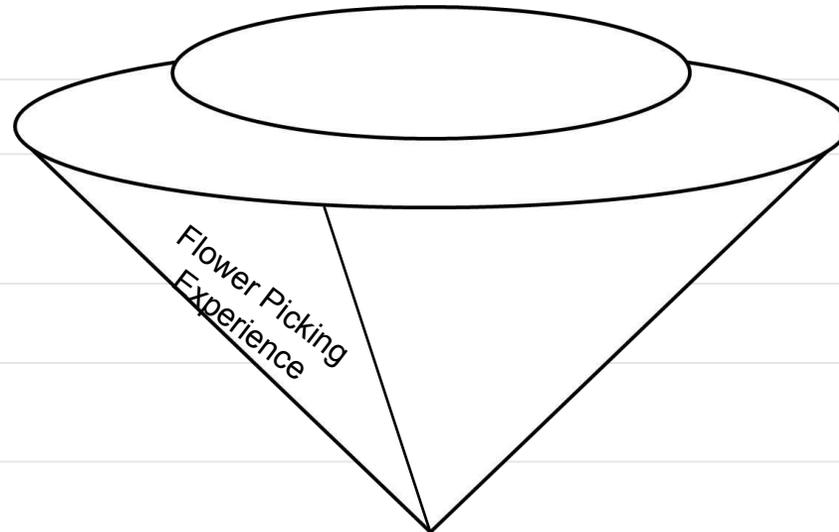
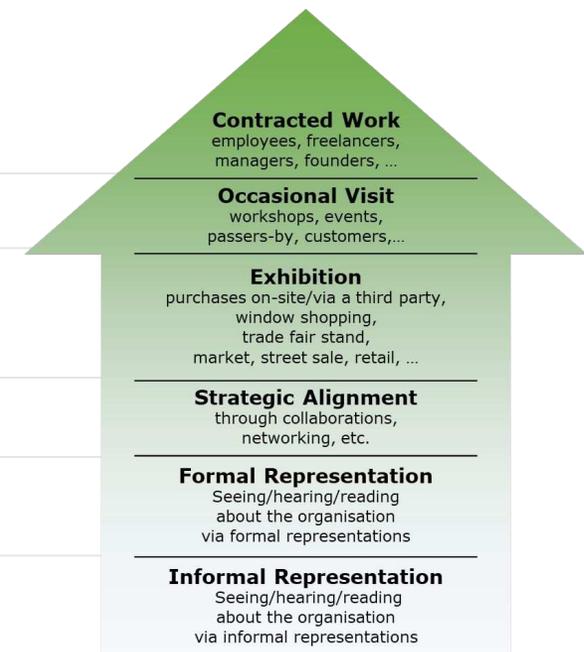
## 2. Which values do the stakeholders see in the organisation?

Organisation	<b>FLOWER GARDEN</b>
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources



### Stakeholder Channels

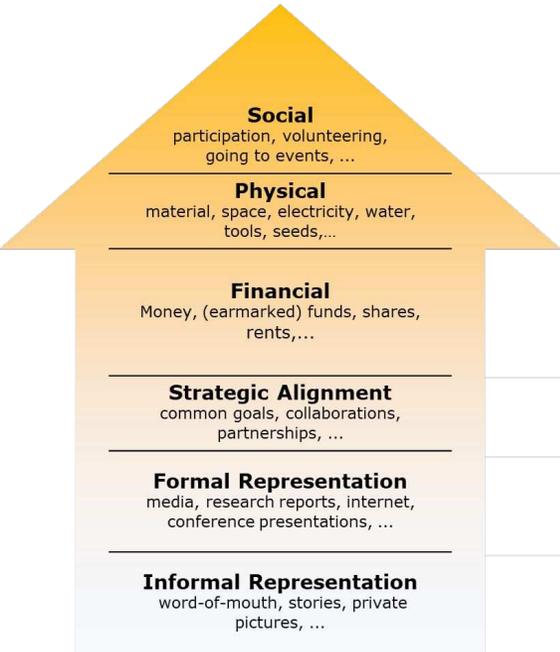


Type		Private customer			
Name		Pick-your-own People			
By choice		x			
No choice					
Regular					
Irregular		x			

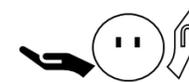
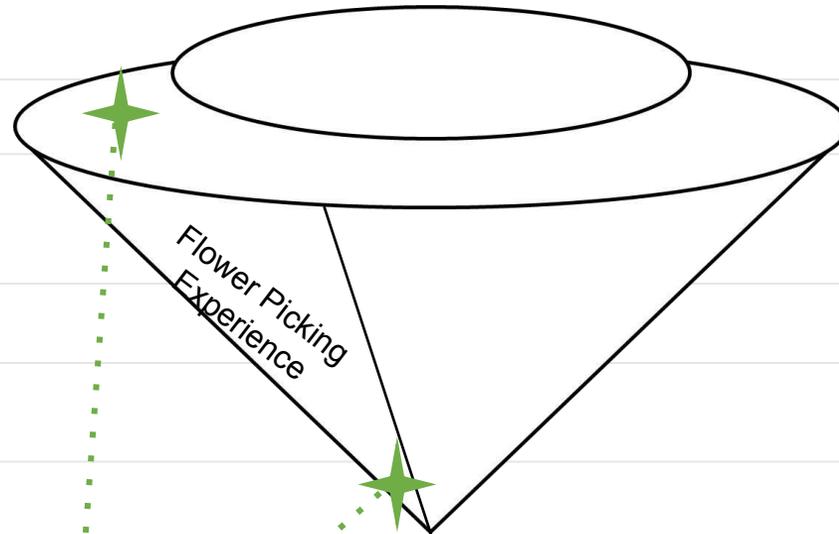
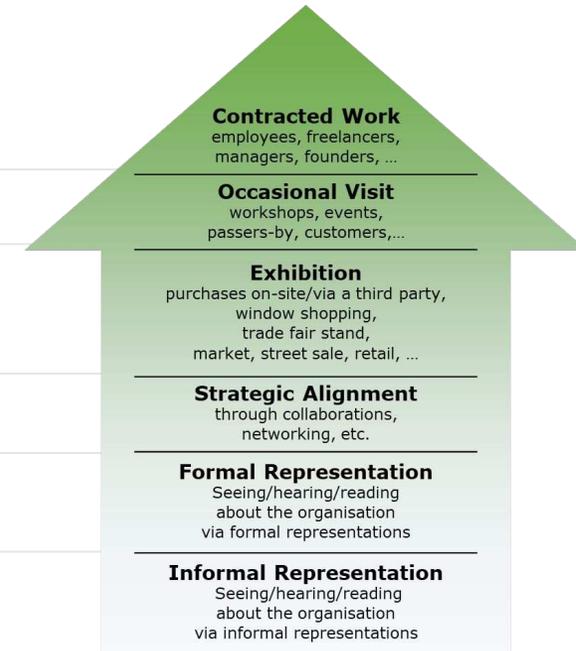
3. Through which channels do the stakeholders first experience the values?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources



### Stakeholder Channels

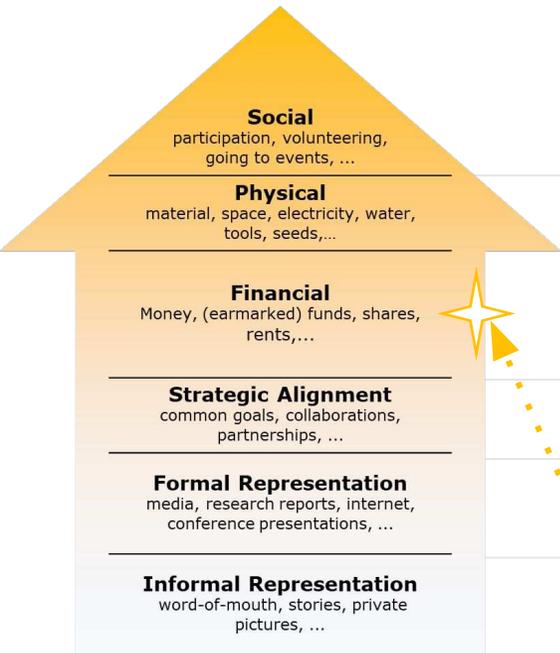


Type	Private customer				
Name	Pick-your-own People				
By choice	x				
No choice					
Regular					
Irregular	x				

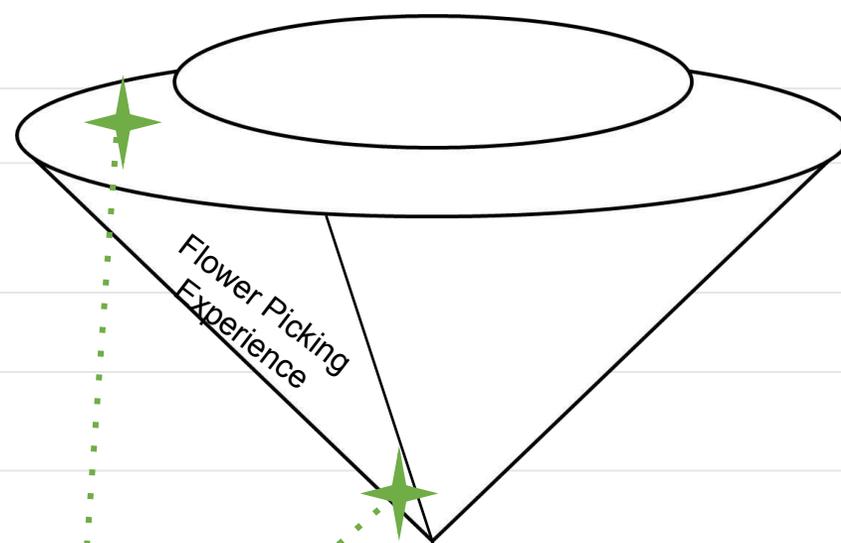
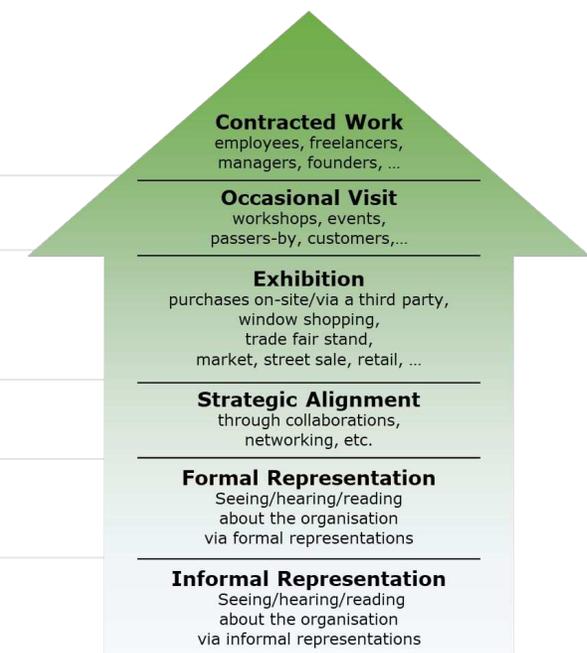
# 4. What do your stakeholders give to your organisation?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources



### Stakeholder Channels

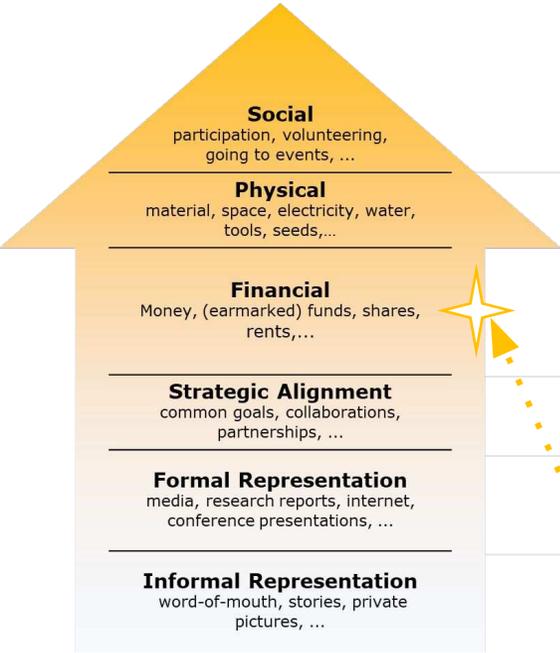


Type	Private customer				
Name	Pick-your-own People				
By choice	x				
No choice					
Regular					
Irregular	x				

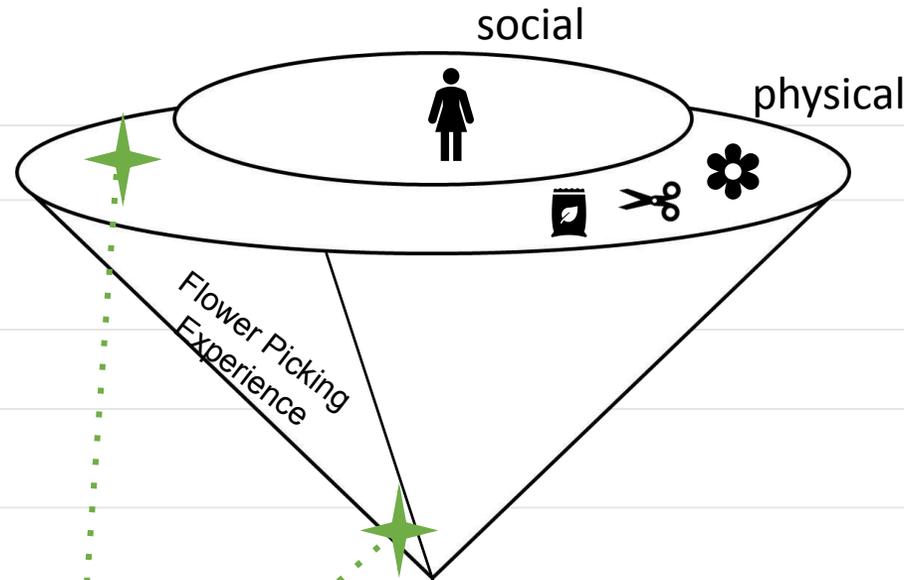
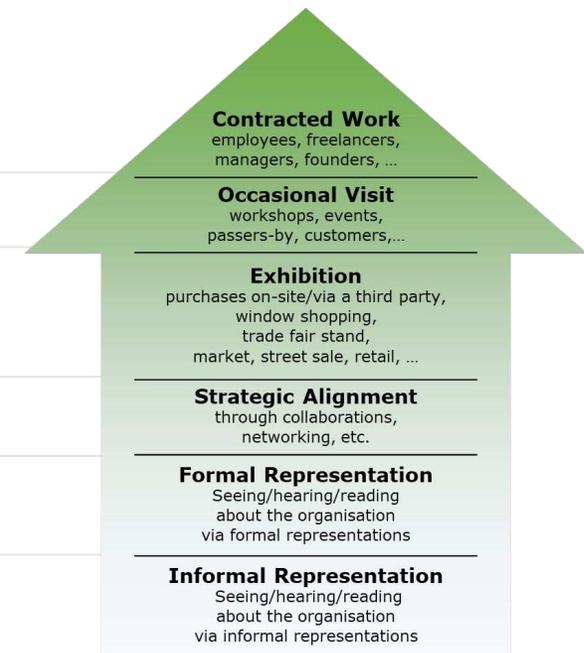
5. What are your organisation's key social and physical resources?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources



### Stakeholder Channels

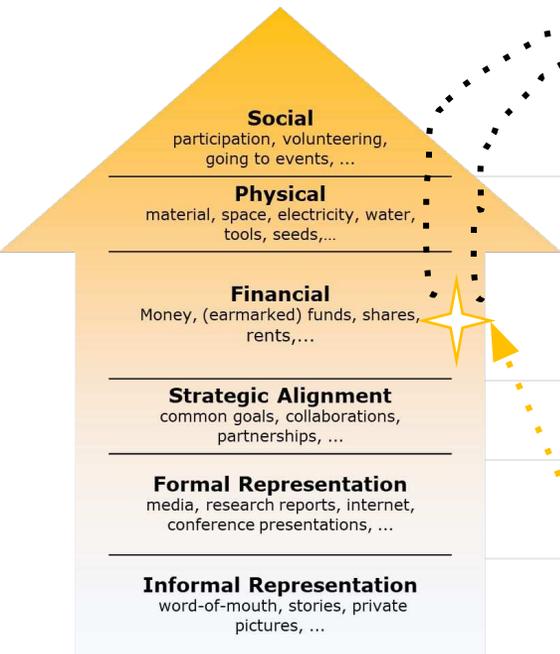


Type	Private customer				
Name	Pick-your-own People				
By choice	x				
No choice					
Regular					
Irregular	x				

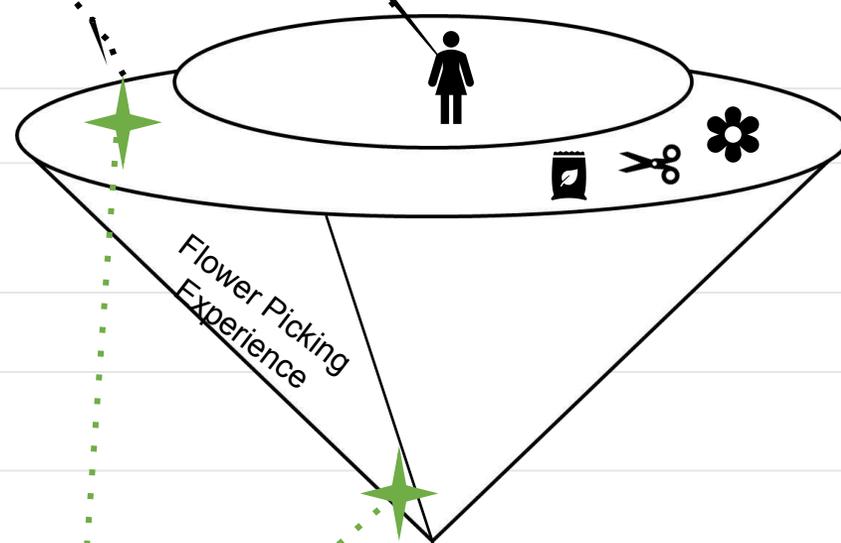
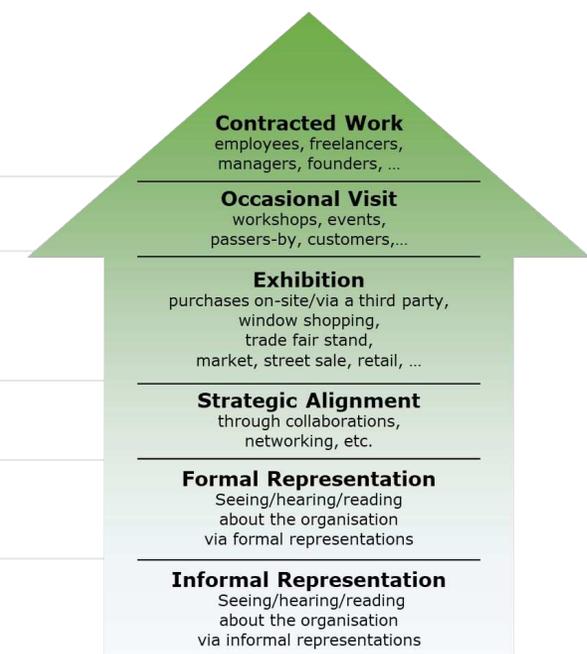
6. How can the resources the organisation gets from the stakeholders *flow back* into key social and physical resources?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources



### Stakeholder Channels



Type	Private customer				
Name	Pick-your-own People				
By choice	x				
No choice					
Regular					
Irregular	x				

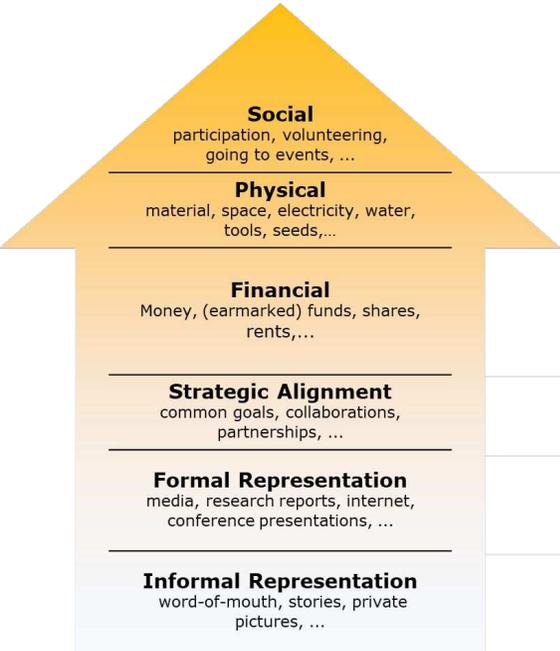
# Another Example

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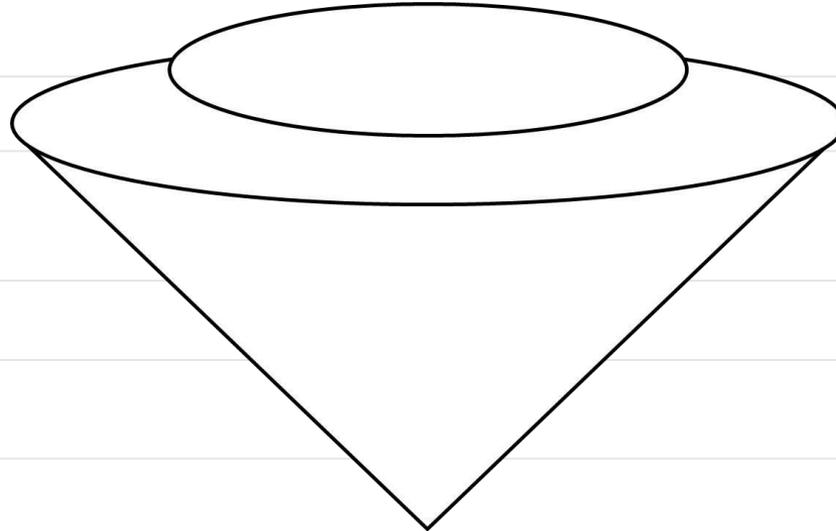
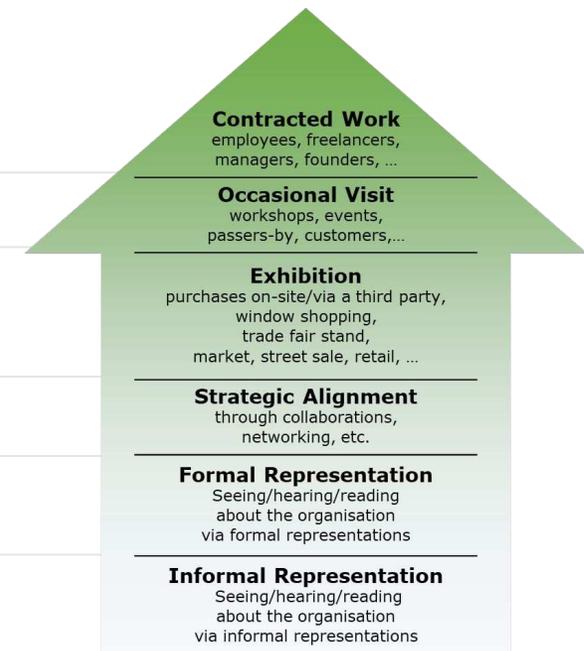
Stakeholder 2: Bouquet buyers

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels

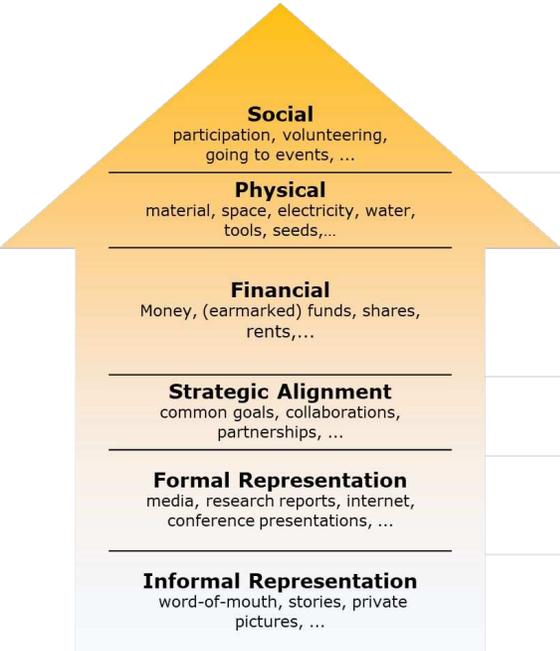


Type		Private customer	Private customer			
Name		Pick-your-own People	Bouquet Buyers			
By choice		x	x			
No choice						
Regular						
Irregular		x	x			

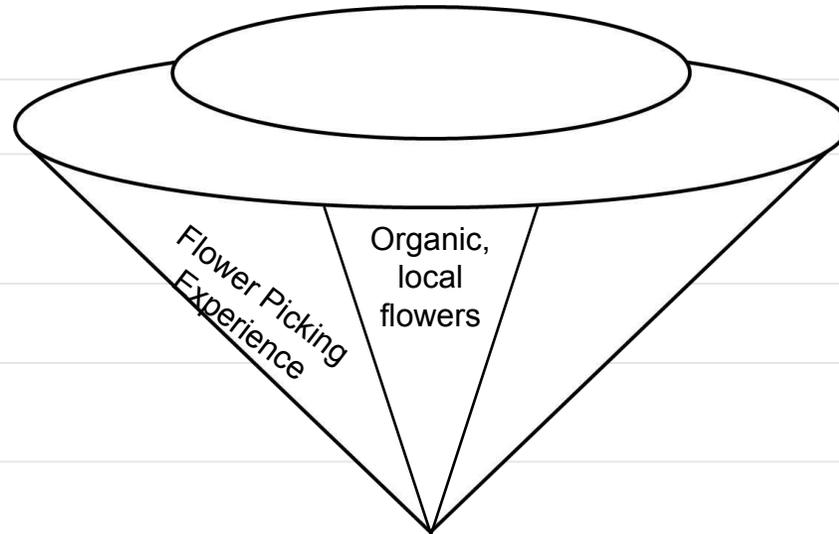
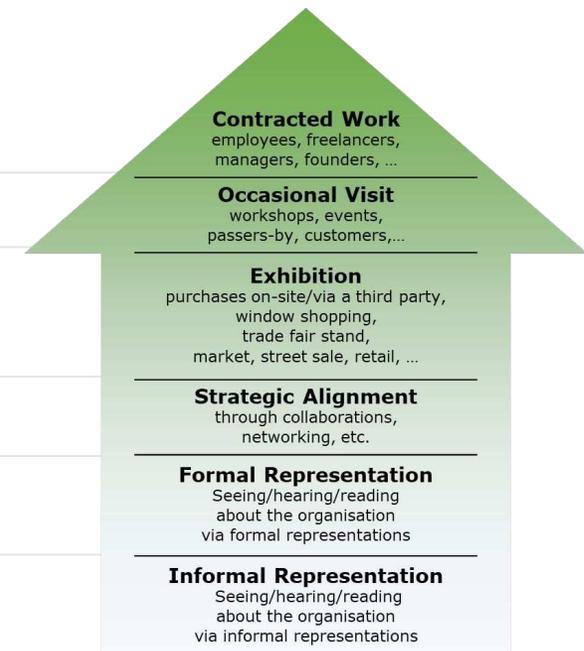
## 2. Which values do the stakeholders see in the organisation?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels

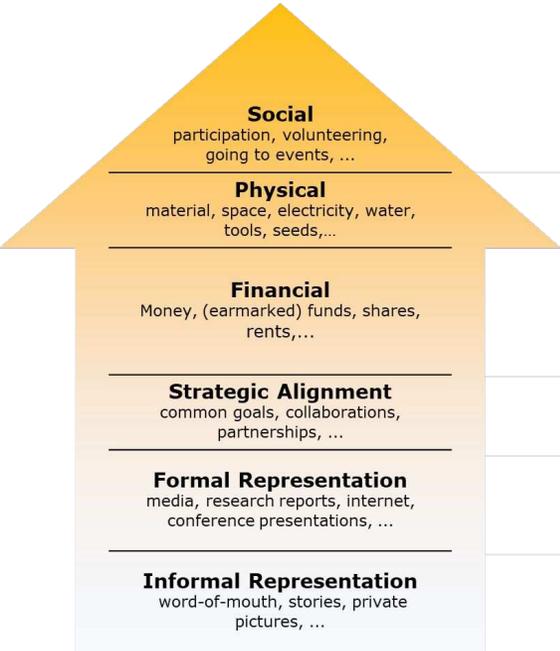


Type		Private customer	Private customer		
Name		Pick-your-own	People	Bouquet Buyers	
By choice		x		x	
No choice					
Regular					
Irregular		x		x	

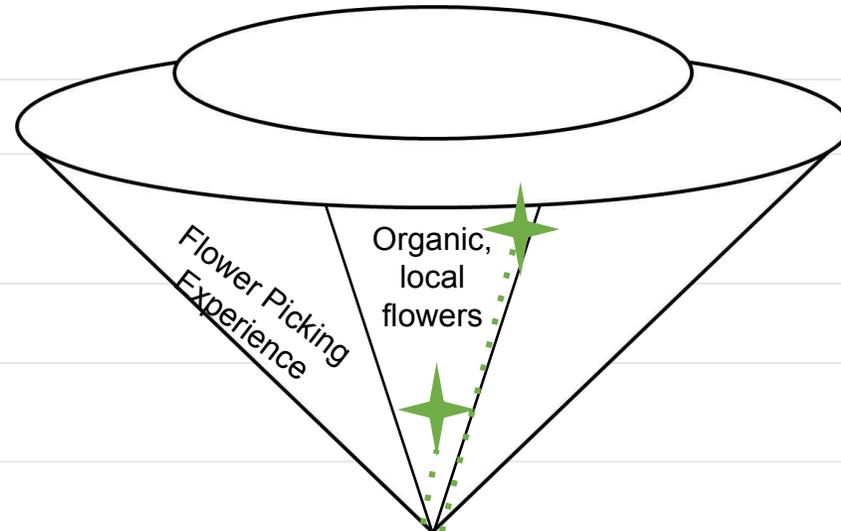
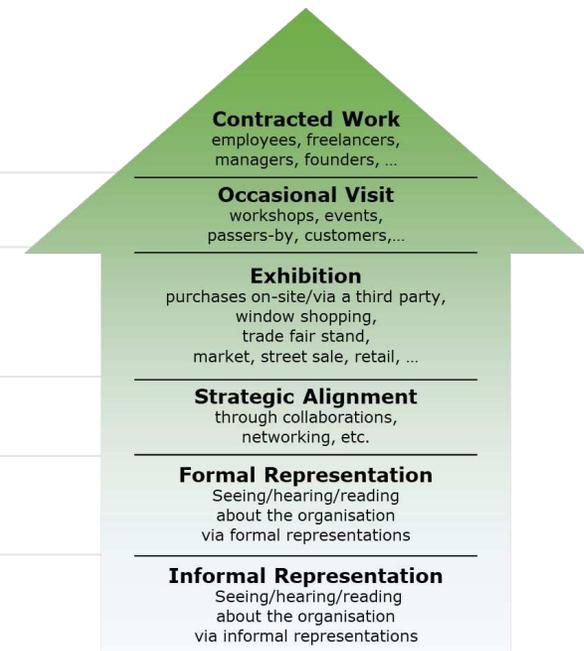
3. Through which channels do the stakeholders first experience the values?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels

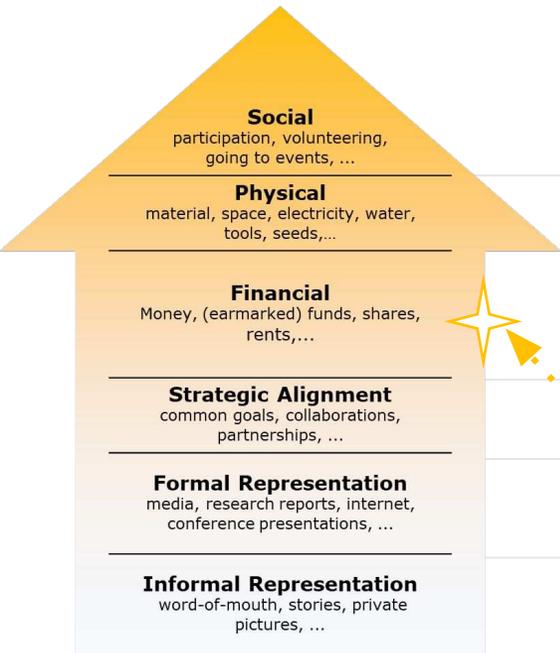


Type		Private customer	Private customer			
Name		Pick-your-own People	Bouquet Buyers			
By choice		x	x			
No choice						
Regular						
Irregular		x	x			

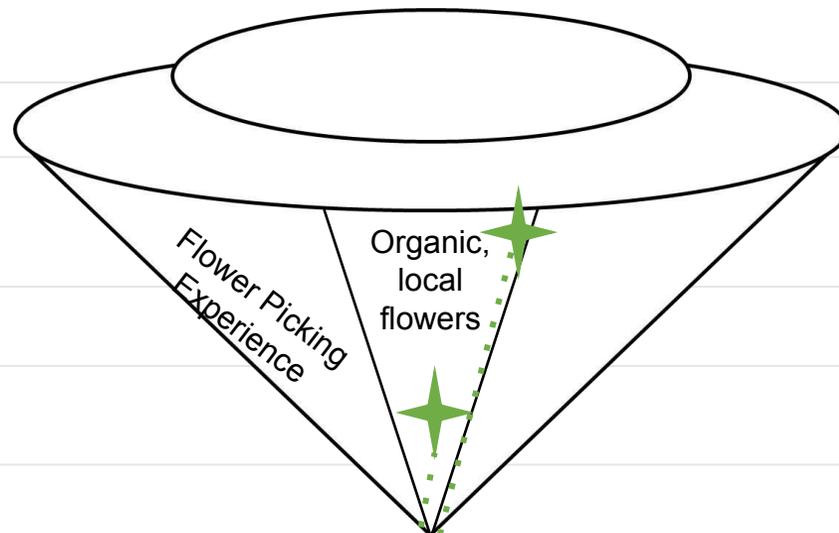
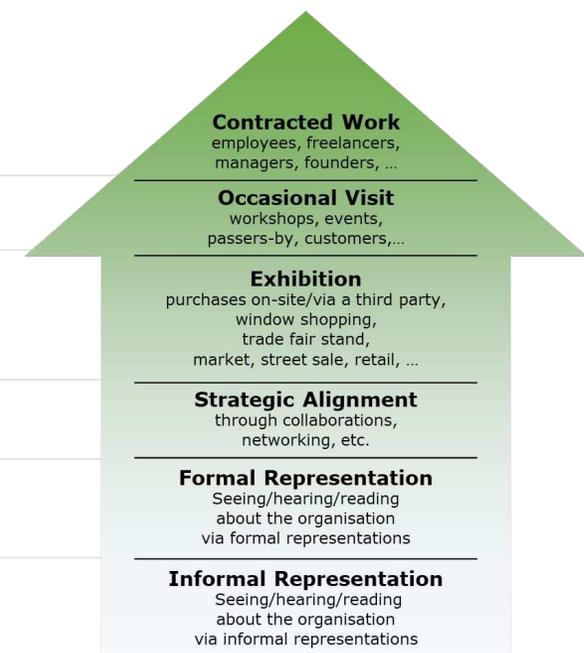
# 4. What do your stakeholders give to your organisation?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels

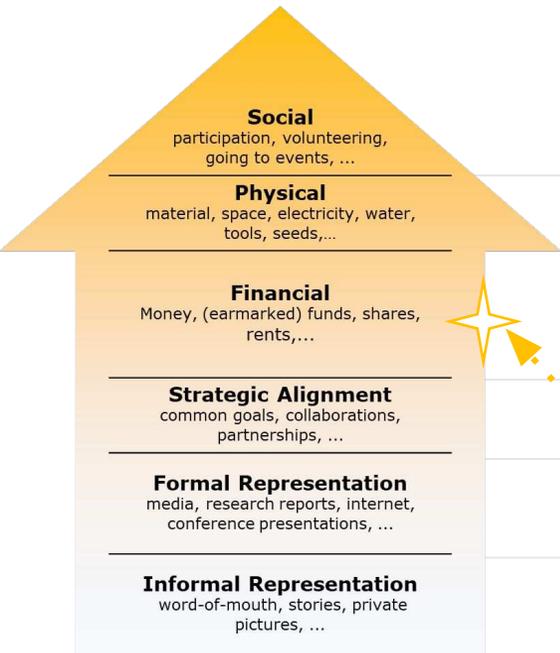


Type		Private customer	Private customer			
Name		Pick-your-own People	Bouquet Buyers			
By choice		x	x			
No choice						
Regular						
Irregular		x	x			

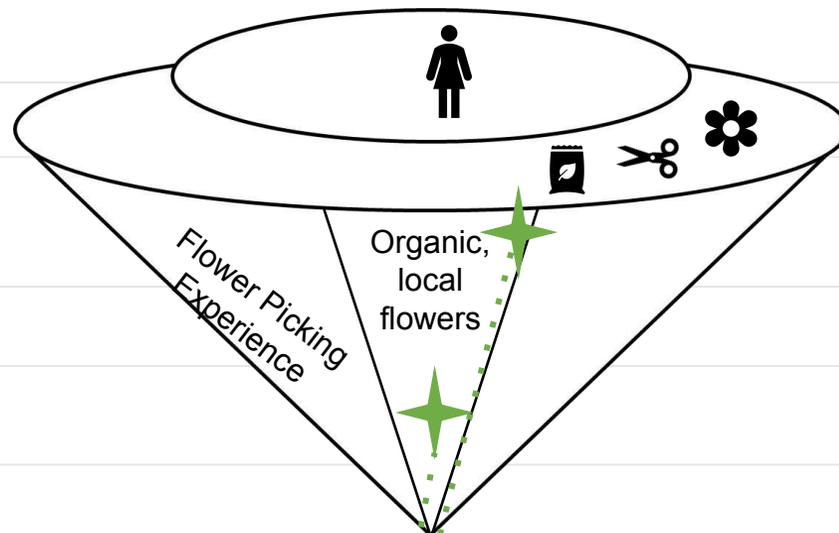
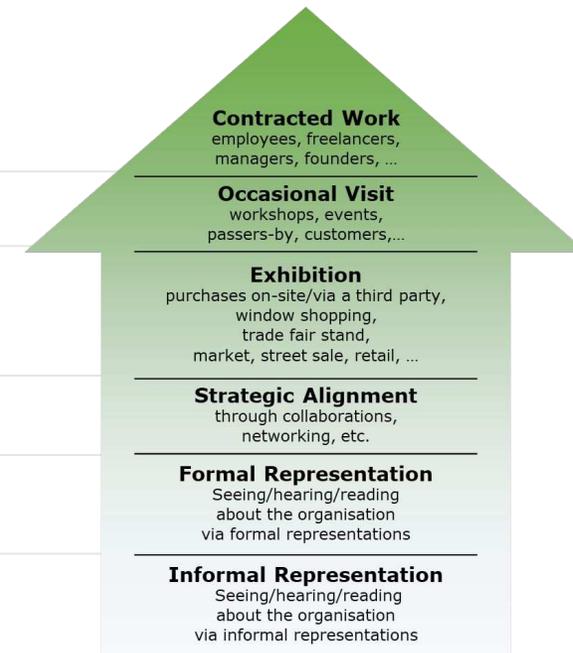
5. What are your organisation's key social and physical resources?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels



Type		Private customer	Private customer			
Name		Pick-your-own People	Bouquet Buyers			
By choice		x	x			
No choice						
Regular						
Irregular		x	x			

6. How can the resources the organisation gets from the stakeholders be translated into key social and physical resources?



7. Which barriers block the value flow?

8. Which solutions are there to making the values flow back to the social and physical key resources?

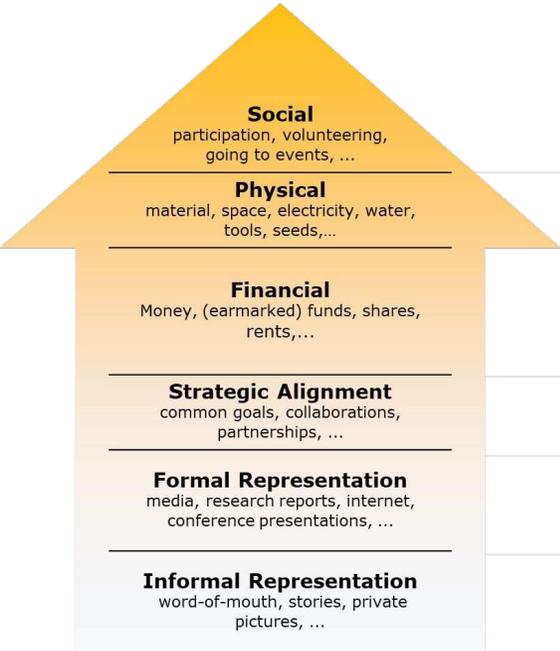
# Another Example

# 1. Who are your organisation's stakeholders?

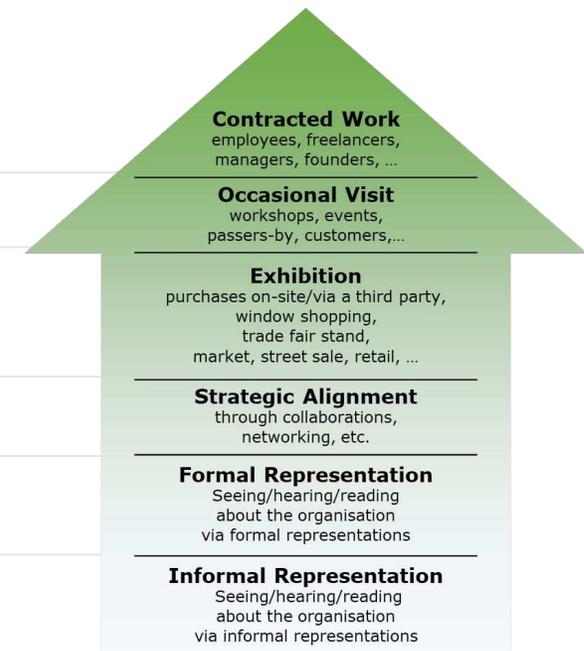
## Stakeholder 3: Wedding warrior

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels

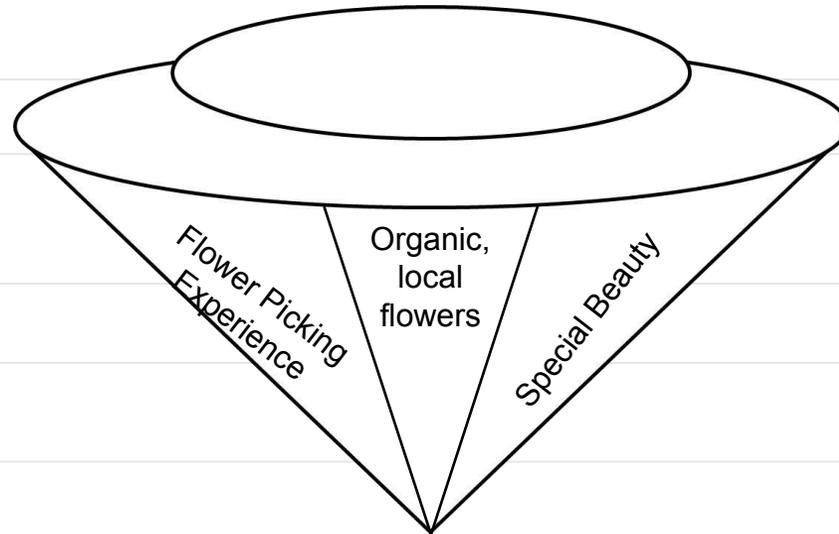
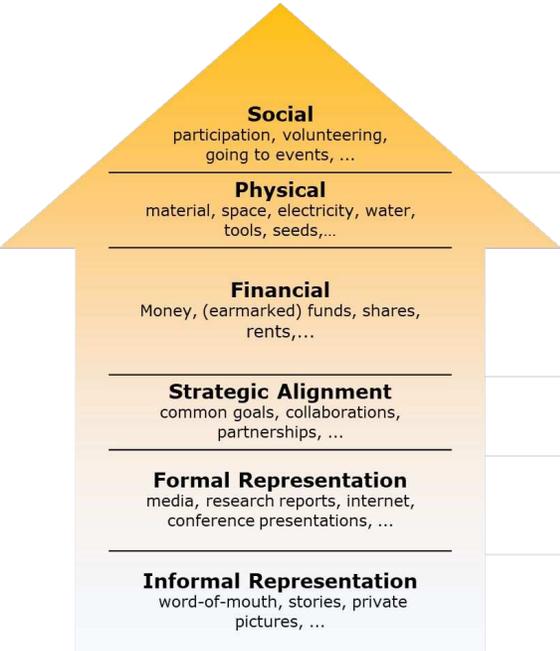


Type						
Name		Private customer Pick-your-own People	Private customer Bouquet Buyers	Private customer Wedding Warrior		
By choice		X	X	X		
No choice						
Regular		X				
Irregular		X	X	X		

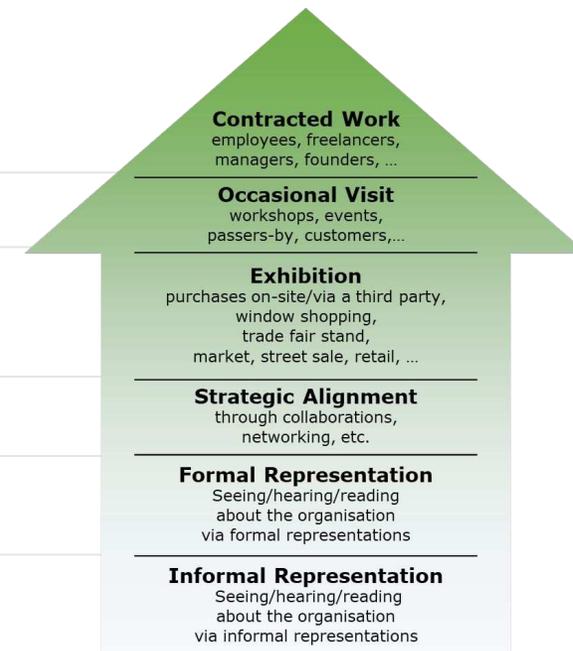
## 2. Which values do the stakeholders see in the organisation?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels

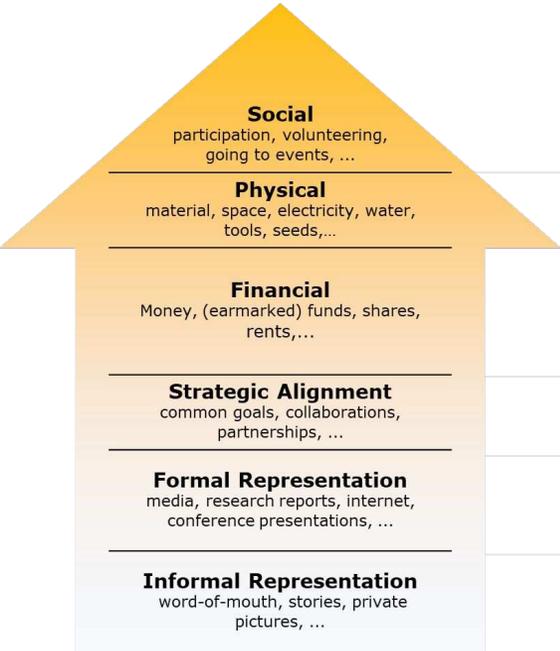


Type	Private customer	Private customer	Private customer		
Name	Pick-your-own	People	Bouquet Buyers	Wedding Warrior	
By choice	X	X	X		
No choice					
Regular	X				
Irregular	X	X	X		

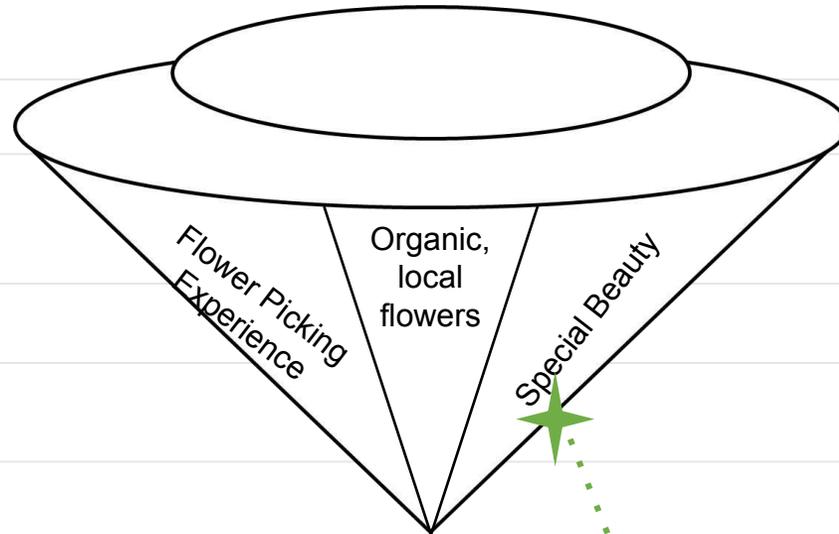
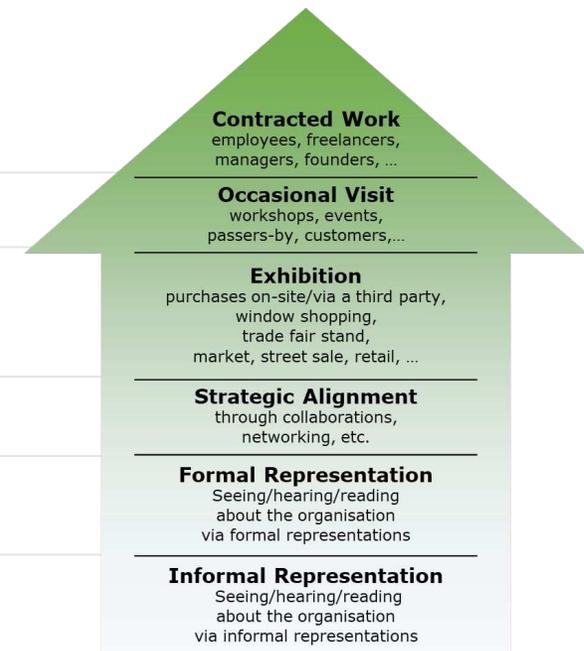
3. Through which channels do the stakeholders first experience the values?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels

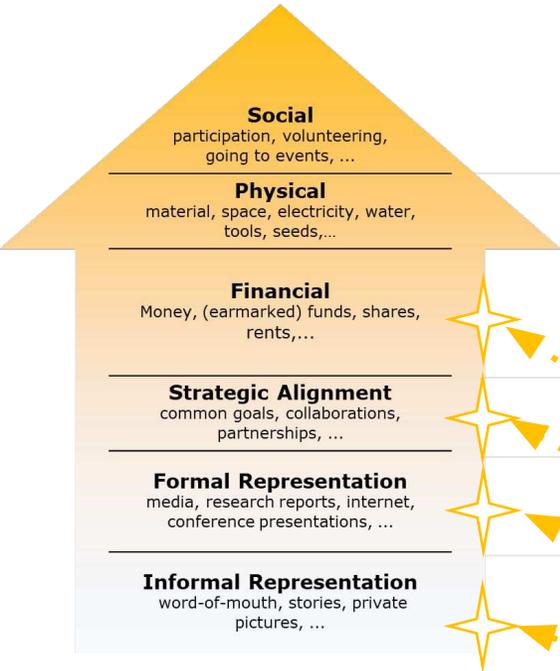


Type	Private customer	Private customer	Private customer		
Name	Pick-your-own	People	Bouquet Buyers	Wedding Warrior	
By choice	X	X	X		
No choice					
Regular	X				
Irregular	X		X	X	

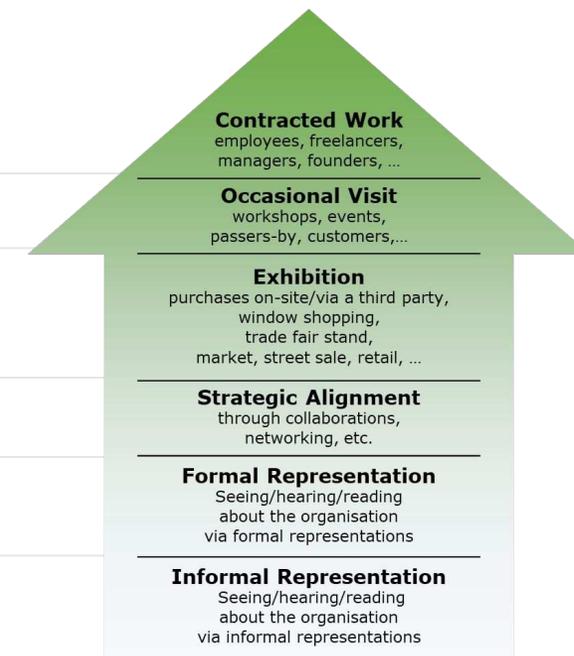
# 4. What do your stakeholders give to your organisation?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources



## Stakeholder Channels



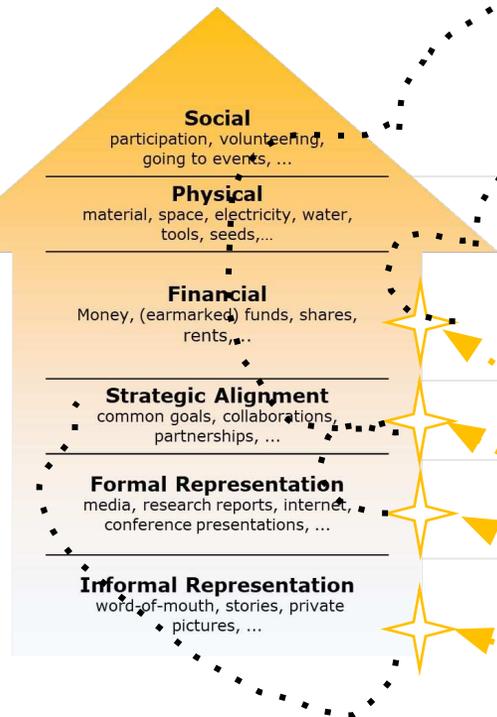
Type	Private customer	Private customer	Private customer		
Name	Pick-your-own	People	Bouquet Buyers	Wedding Warrior	
By choice	X	X	X		
No choice					
Regular	X				
Irregular	X	X	X		

5. What are your organisation's key social and physical resources?

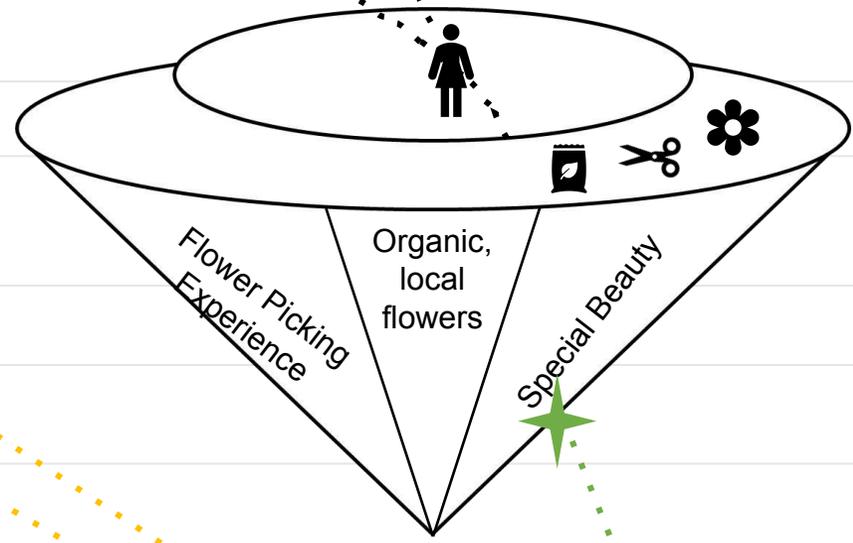
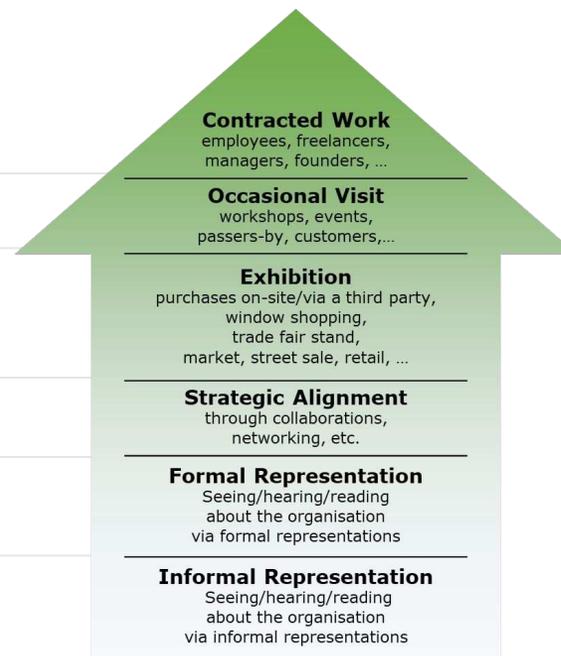
6. How can the resources the organisation gets from the stakeholders be translated into key social and physical resources?

Organisation	<b>Flower Garden</b>
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources



### Stakeholder Channels



Type	Private customer	Private customer	Private customer		
Name	Pick-your-own	People	Bouquet Buyers	Wedding Warrior	
By choice	X	X	X		
No choice					
Regular	X				
Irregular	X	X	X		

# 7. Which barriers that block the value flow?

- Seasonal business: Flowers grow only during a specific time of the year

## 8. Which solutions are there to making the values flow back to the social and physical key resources?

- Dried flowers to sell throughout the year?

BUT:

- Dried flowers have a different kind of beauty – would Wedding Warriors still see that value?
- Dried flowers require a lot of work and thinking ahead; different work than fresh flowers

# Strategies

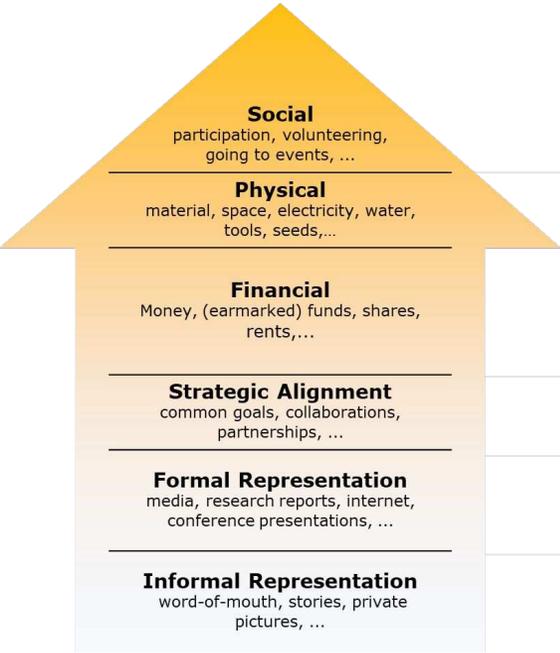
What would your ideal stakeholder look like?

- In terms of resources they give – are they in line with your organisation?
- In terms of values they see – are they in line with your organisation?

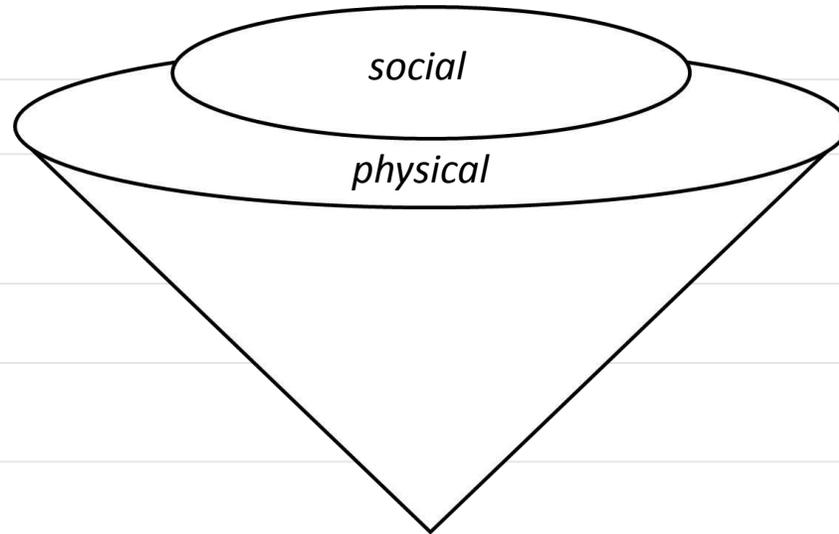
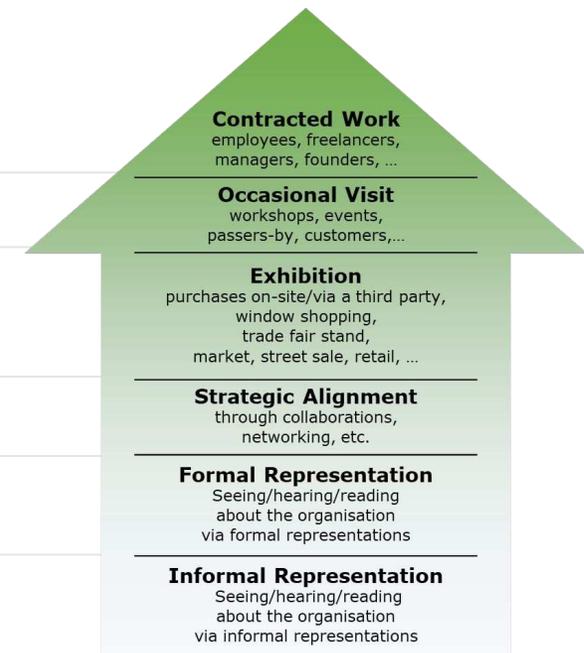


Organisation	
Legal Form	
Founded in	

### Stakeholder Ressources



### Stakeholder Channels



Type					
Name					
By choice					
No choice					
Regular					
Irregular					



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