

# Green Entrepreneurship

## Successful business cases of Green Entrepreneurs in the Mediterranean



Regional Activity Centre  
for Cleaner Production



Generalitat de Catalunya  
Departament de Territori  
i Sostenibilitat

### Frutiera Doo: Production of natural fruit bread and cakes in Montenegro

33

**Name:** Frutiera Doo  
**City, country:** Podgorica, Montenegro  
**Name of entrepreneur/  
founder:** Radojka Ražnatovi

**Description** Production of natural fruit bread and cakes on the basis of wheat flour and dried fruit.

**Investment** Production started with minimal investment and using the available equipment in the household. With the increase of production also the investments increased.

**Stakeholders** Knowing the fact that it's a family business, all family members as well as the clients.

**Employment generation** In the beginning the company employed two workers. Current number of employees is five. They all possess a middle school diploma.

**Timeline**  
2008: The idea of producing fruit bread.  
2008: Market Research.  
2009: The company is registered.  
2010: The company is registered as Frutiera Ltd.  
2011: The company started considering possibilities for export (Russian market).

**Feasibility study** Immediately after the emergence of ideas, the owner exercised feasibility testing of its implementation. During the 4 years of testing it was recognized that it was possible to start production activities based on customer reactions on first products. The product is an innovative, all-natural and can be included in a group of healthy food.

**Geo-social-economic setting** Not available.

**Key features**

- Natural organic raw materials from the area of Montenegro (flour, dried fruit).
- Manual production.
- Dried fruit that maintains the nutritional value.

**Overall rational and motivation** To create a recognizable brand and promote environmental and sustainable business in Montenegro.

**Strengths**

- The business is conducted in compliance with all eco requirements .
- High-quality products.
- Unique products.

<b>Challenges and constraints</b>	<ul style="list-style-type: none"> <li>• Relationship with the smaller domestic producers.</li> <li>• Problems with payment collection.</li> <li>• Barriers to export small quantities of products.</li> <li>• Very difficult access to finance for micro and small enterprises in Montenegro.</li> </ul>
<b>Direct activities and Impacts</b>	<p>The relationship with suppliers is sufficient and there is a mutual satisfaction. The company respects and develops an ethical manner of business with everyone. All products are 100% organic. Turnover from year to year increases.</p>
<b>Use of innovative Technologies</b>	<p>Production takes place in the traditional way which contributes to the quality of the product and makes them unique. The product range includes: Fruit bread, buckwheat bread, Fugača, Londoner, Fružita, buckwheat biscuits.</p>
<b>Evidence of a holistic approach/world view</b>	<p>The product is refined and meets all standards. Quality control is conducted by the Institute of Public Health of Montenegro.</p>
<b>Scale of benefits</b>	<p>The turnover from year to year increases. Turnover in 2011 amounted to EUR 50,000.</p>
<b>Policies, incentives and regulations needed</b>	<p>The producer believes that there should be subsidies and incentives for this type of production (Green Entrepreneurship). The government also could invest more in the promotion of micro and small businesses. It should also promote more domestic products.</p>
<b>Lessons and recommendations</b>	<p>It is necessary to pay more attention to small and local producers and find ways to stimulate, support and constantly monitor and listen to small business and market trends. Joint dialogue to reach a satisfactory solution is needed.</p>
<b>References:</b> Tel: +382 69 596 339 / +382 20 643 500 e-mail: frutiera@t-com.me www.frut.me	