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## FINAL GRANTEE REPORT

**Name of Grantee: Regional Development Agency Zlatibor**

**Grant Number: 03IMCD-003UE**

**Activity Title: “Uzice IMC regional value chain-2 PHASE”**

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### BACKGROUND

In the first phase of the project titled *Regional value chain on the territory of intra-municipal cooperation*, thanks to the support of USAID *Sustainable Local Development Project - SLDP*, an analysis was made in 2013 regarding the offer and demand of local products in a tourism sector through surveys and interviews conducted with the representatives of producers (companies and rural households) on one hand, and tourists and the representatives of HoReCa sector on the other hand. The results of the analysis were tested also through focus groups, where the identified problems and challenges in the context of demand and offer were presented, related to hindrances to the entrance of the local products into the tourism market:

1. the offer is not based on the needs and expectations of tourists;
2. a low level of cooperation among local service providers, underdeveloped synergy among gastronomy, tourism, traditional crafts and other service providers;
3. a low utilization of tourism capacities and the capacities for food production and for manufacture of craft products;
4. low quality and quantity of products and services;
5. the legislation;
6. insufficient promotion of the local products;



Based on the identified problems, respectively obstacles for growth and improvement of the offer of the local products in the tourism offer, a set of measures was proposed that was harmonized with a model for professionalization of tourism marketing and management of the territory, which affect directly the development of performances and business running conditions of small producers, and also the development of authenticity and market success of a tourist destination on the whole. The objective of these measures which altogether make a program for competitiveness enhancement is to improve the conditions for production of the local (traditional) products, respectively to minimise the disadvantages that affect negatively the competitiveness of the local products segment, especially their sales in synergy with the tourism industry. The efficiency of public and private sectors is viewed through that prism, as they are both involved in the tourism development. With their implementation, the contribution will be given to creation of the territory at an adequate level and with quality standards that are offered, which will result in a good atmosphere and environment for local communities and for tourists. The following measures have been developed through the Action plan:

1. Improvement of the traditional products through establishment of the clubs of products and of cooperatives (agro cooperatiives or clusters) in a later phase;
2. Improvement of internal cooperation among the producers of local products and cooperation with other representatives of tourism industry in the region;
3. Branding of local products and establishment of the system of integrated marketing communications;
4. Specialization of the gastronomic offer of Western Serbia Tourist region

Taking into consideration the suggested measures and the Action plan for the next 4 years, the project phase (**Uziце IMC regional value chain-2 PHASE**) has foreseen the implementation of activities on branding of the local products and on specialization of the gastronomic offer, because a promotion is a key for success and market valorization. A poor promotion is an elementary hindrance for higher sales of local products in the tourism offer while their development towards becoming souvenirs is an imperative. Souvenirs are very important marketing tools and they are a vital component of a tourism offer. On the other hand, the introduction of innovations into the presentation of gastronomic specialties and special grouping of traditional dishes in the menus of hospitality facilities (hotels and restaurants), as well as a possibility of marking the hospitality services in the way which guarantees a specific and authentic quality, were the reasons for creation of the *Mountain breakfast* concept..



## IMPLEMENTATION

Result 1: Creation, establishment and promotion of the program „Mountain breakfast“ in hotels in the IMC municipalities



**ПЛАНИНСКИ  
ДОРУЧАК**

*Златибор • Тара • Златар*

*Graphic presentation of guarantee trademark Mountain breakfast at Mt.Zlatibor-Tara-Zlatar*

According to the planned activities of the project second stage, the Tourism organisation of the Western Serbia region has formed a Quality Consortium – an operative body in charge of the procedure of trademark granting and the control of trademark use. Besides the Zlatibor RDA and Tourism organisation of the Western Serbia region, the Quality Consortium members are the local tourism organisations, the Association of Zlatibor tourism economy and the company named „Zlatiborski Eko Agrar“ which is active in the field of agricultural production development. „Zlatiborski Eko Agrar“ was established by Municipality of Cajetina with the aim to support sustainable agriculture development in Cajetina Municipality. Quality Consortia had two meetings as it was foreseen by project proposal.

The competent institution for the trademark registration procedure is the Institute for Intellectual property of the Republic of Serbia, to which a request/application for the trademark registration is submitted together with necessary accompanying documentation. Thus the Consortium members were engaged in preparations of the Rule Book for the trademark use, which defines the elements necessary for initiating a protection procedure. Besides technical-administrative data, the characteristics of the products and services that could be marked with the guarantee trademark, the Rule Book defines the very procedure for granting of the trademark, the competences of certain actors, documentation that is needed to be submitted as an evidence on met criteria conditions and granting criteria, deadlines for settling of the submitted applications, as well as the system of control and sanctions for unauthorized uses of the trademark. Paralelly, a graphic element of the trademark has been designed, as an obligatory element of the application. In accordance with the instructions for the trademark registration, it is necessary to define the classes of the goods that will be marked with the trademark, harmonized



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with the International classification of goods and services, so called Nice classification. Producers, potential trademark holders are: Nova Varoš: SZTR Agro Zlatar, Varošanka DOO, Mlekara Zlatarka DOO, Poljoprivredno gazdinstvo Andrija Đokić, Zemljoradnička zadruga Zelenika plus; Užice: Poljoprivredno gazdinstvo Aleksandar Ristić, Med Jović; Čajetina: SZMR Stojanović plus, SZR Radojičić, SZR Širet, Stojanović proizvod, Mlekara Biljana Krin, Feniks slatka kuća doo, Stari zanati za novo doba; Prijepolje: Poljoprivredno gazdinstvo Rifat Hadžić, SZTUR Mitrovića vodenica, Poljoprivredno gazdinstvo Borko Milošević, Farma koza Dusković, Poljoprivredno gazdinstvo Mirsad Hodžić.

The key activities in specialization of the gastronomic offer /cuisine were focused on the professional management by the engaged consultant (a TV person who caused an increased interest of the target group of the project), the representatives of restaurants, hotels, producers, associations and tourism organizations through the process of identification of representative local dishes, ingredients and opportunities for their innovative interpretation. In the course of the project, there were held three rounds of workshops with municipalities - orientation, applied and final. 152 participants participated on organized trainings.



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At the first workshop, the raw materials and recipes were identified and then followed the cooking of the meals that were nominated by the participants in the name of their municipality. The second workshop was dedicated to practical work on the elements of the Mountain menu (for each municipality in addition to a characteristic breakfast, there were identified all the elements of the menu that were integral elements of the Cookbook, from appetizers to desserts). At the last workshop, all the recipes from the Cookbook were practically prepared and served, and also photographed by the agency hired for the design and promotion. The photos have been used for the web site, the cookbook, good practice examples and promotion material produced within the framework of the project (billboards, leaflets, posters)

Via the Tourism Organization of Western Serbia, the photos were given to be used in further promotion to all the local tourism organizations from the Zlatibor District.

In order to have the identified local products on the menus of hotels and restaurants, the Project organized a B2B event between hoteliers and restaurants. The B2B event was held at the Mona hotel on April 30<sup>th</sup>, 2015. 67 representatives from the private sector (hotels, restaurants), public sector (LED offices and Tourism organizations) and 18 producers of local products were presented. After presentations, B2B meetings were held in the Mona hotel lobby where each producer had a stand with branded products. Preliminary contacts between producers and hotels were realized and the initial negotiations were started.



The results achieved in the negotiations during the past two months relate to: Prijepolje Association of honey makers and the Mona hotel –a preliminary agreement for the supply of honey from September 2015, the estimated value of EUR 70,000; “Krin” Dairy company and the Zlatnik Hotel, the supply of milk cream( kajmak)- a monthly quantity of 20kg, the value of EUR 120; The Association of producers of medicinal herbs and the Mona hotel, FENIX pastry and sweet shop – the preparation according to the ordered recipes is in course- 200 EUR per month; Mr. Dasković, the producer of goat cheese- the Mona hotel, the Zlatnik hotel- announced a degustation at the Mona hotel during the summer season, with wine tasting, 20 kg per month by the Zlatnik hotel -EUR 200 / month; The Mitrovic Mill – the Konak restaurant, Blue Moon pastry shop; VAROŠANKA, - negotiations with the Mona hotel, the Zlatiborska Noc hotel, the Sargan eight

After defining the elements of the menu and the identification of the hotels / restaurants which are ready for their introduction, the hospitality facilities (hotels and restaurants) got the menu written in the Serbian and English languages and they are marked with the mountain breakfast logo on promotion boards. After that, the promotion campaign started (billboards were placed, media coverage of the developed concept has been provided)

Dissemination of the project experiences and results also was enabled by creating the examples of good practice from the IMC territory and the presentation at the Tourism Forum on Mt. Tara. About 50 representatives of the tourism organizations and the TOS director showed a high interest in the project concept since it is certainly the follow-up of the TOS concept titled „Soul Food Serbia”.

#### **Implemented activities:**

*Activity 1.1 : General Act on a guarantee trademark definition and a visual identity of the trademark creation*

*Activity 1.2: Starting with the process of trademark Guarantee protection*

*Activity 1.3: Organization of 15 workshops in 5 IMC municipalities*

*Activity 1.4: Organization of regional presentation and B2B event*

*Activity 1.5 : Branding of 10 hotels/restaurants with „mountain menu“ ( 1000 menus, markers)*

*Activity 1.6 A Review of good practices for IMC territories creation and printing*

*Activity 1.7 Promotional campaign ( 10 billboards, social media, TV and radio announcements)*

*Activity 1.8. Promotion of the good practice review in the TOS premises*

## **R2. Introduced and promoted concept of mountain kitchen/cuisine into the existing manifestations in IMC municipalities**

The workshops within the activity A1.3 resulted in the identification and preparation of the material for „Mountain cookbook”. The Mountain cookbook contains 30 thematic elements of the menu from each



IMC municipality. The Cookbook has been distributed to hotels, restaurants, tourism organisations, and will be used as a promotion instrument at tourism fairs and manifestations.

The whole project concept with identified mountain breakfasts for each IMC municipality was presented at a joint exhibition stand of the Tourism organization of the Western Serbia Region, where all the local tourism organizations of Western Serbia were present.

The Zlatibor RDA presented the Mountain breakfast concept on February 21st, 2015. During that presentation, the engaged expert named Nenad Gladic, prepared different breakfasts originating from Mt.Zlatibor, Mt.Zlatar, Uzice, Priboj and Prijepolje, which were offered for degustation to visitors and other present participants. In addition to breakfasts, a mountain tea made of local medical herbs was also offered to visitors.



There are numerous tourism manifestations (over 50) which in an inadequate manner, in the context of the contents and presentation, involve the local products and handicrafts at the considered destinations. Additional gastronomic contents in the existing manifestations at the destinations advertise them as gastro destinations, and they offer some extra contents based on the offer of the local products and handicrafts. After the evaluation of the existing position of the local products in the tourism manifestations/events, in each municipality there were selected those events which have already included the topic of the local products in a way.

Also, recommendations were given for combining several local initiatives/manifestations into one, which will then connect all the specifics of a micro area, which was accepted when it is a question of the manifestations organized in the village of Zlakusa. Namely, *Zlakusa International colony of art ceramics* has been organized for 20 years. This colony is a part of an author's project ZLAKUSA CERAMICS by the academic painter-ceramics artist named Sofija Bunardzic. The special feature of the colony is reflected in



the establishment of fine connections between traditional clay pottery making and modern tendencies in art ceramics. Using the same technology as it was applied in the old times, contemporary artists create their modern style artistic deeds. The colony is organized every year in August. On the other hand, a sports cultural-artistic manifestation or event called *Autumn in Zlakusa*, also has a tradition of two decades within which in the last few years there has been organized a fair of clay pottery named *Lončarijada* (Pottery fair). By synchronizing the activities, with the aim to promote tourism destinations on the territory of the city of Uzice, it is for the first time this year that the TO of Uzice in cooperation with the local community managed to link all the important manifestations during August into one unique event. In this way, art will be connected with the traditional crafts, but also with the culture, customs, tradition and gastronomy of Uzice municipality villages. Within the event, there will be also promoted Potpec cave, local restaurants, clay pottery production workshops, the local associations of women from the villages of Zlakusa and Potpece.

Besides Zlakusa village, the project supported a redesign of a concept and a visual identity of the event named “Prsutijada” (Prosciutto fair) in the village of Mackat in Cajetina municipality (by introducing a concept of education about buying and degustation of meat smoked products), “The Bridges of the Balkans” in Prijepolje (by introducing a part related to making of pies „Pitijada” ( a pie fair) which will be of a contest type and with participants from the neighboring municipalities, “Hills up” festival at Mt. Zlatibor (regional youth music festival at which it was suggested to organize, in cooperation with the Medical Spa association, creative workshops for making souvenirs ( massage items: small clay plates from Zlakusa village, massage items made of wool, wool and textile cloth pieces, wool SPA slippers), Zlatar fest at Mt. Zlatar at which there will be organized a presentation of recipes from the Mountain Cookbook which contain Zlatar cheese.

#### Implemented activities:

*Activity 2.1 Creation of the 30 themed menus and 5 culinary workshops*

*Activity 2.2 Cookbook creation and printing*

*Activity 2.3 Presentation at the Belgrade Tourism Fair*

*Activity 2.4 Redefinition of 5 events programs at IMC destinations*

#### Result 3: Establishment of the unique selling-presentation places for local products at IMC destinations: Mts. Zlatar and Zlatibor

In order to create a platform for the common sales of the local products produced by potential holders of the guarantee trademark *Mountain breakfast*, the project envisages also the support for the opening of the first specialized shop of the local traditional products. Taking into consideration the criteria in the context of transition, the location of the producers of local products and the willingness of partners





accordance with the applicable rules, could be stored without refrigeration units (honey, cereals, medicinal herbs, handicrafts, products made of processed fruits ...).

1. Hotel Mona
2. Hotel Zlatiborska noc
3. Sarganska osmica
4. Zlatarski zlatnik
5. Konak
6. Krcma Gajevi
7. Padrino, Prijepolje
8. Zlatni bor, Zlatibor,
9. Panorama, Zlatar
10. Lazarevi konaci

For the identified local products, future holders of the guarantee trademark *Mountain breakfast*, the design / redesign of packaging was done and over 100 pcs. of newly designed / redesigned elements of packaging were printed that are intended for sales in the specialized shop / corners, and during presentations at fairs / events.

The whole concept has been promoted, either via billboards, leaflets, media, and the Opening ceremony of the Zlatar shop which was attended by the representatives of hotels, restaurants, travel agencies, producers and tourism organizations.

#### **Implemented Activities:**

*Activity 3.1: Creation of the project for Zlatar shop interior redesign*

*Activity 3.2: 25 propositions and prototypes of packing materials creation*

*Activity 3.3 Creation of the proposal and prototype of souvenir boxes for hotels/restaurants facilities*

*Activity 3.4 Printing of 2500 pcs of designed packing material*

*Activity 3.5 Design, printing and distribution of leaflets and billboards*

*Activity 3.6 Zlatar shop opening ceremony*

*Activity 3.7 Purchasing of two refrigerators*

#### **Result 4: Design and placement of the on line Platform for promotion of local products**

On the Website page, which was created as an accompanying tool of the project and an instrument of its sustainability, *on-line shopping* is provided. Elaboration of a customized concept for the future of



*online shopping* will guarantee an added value for this market niche and will enable its further specialization in the context of broader protection and specialization of the products. ([www.planinskidoručak.rrazlatibor.rs](http://www.planinskidoručak.rrazlatibor.rs))

#### *Implemented Activities:*

Activity 4.1 Preparation of the website material content

Activity 4.2 Preparation of the photos per products

Activity 4.3 Creation and presentation of the website

### 5. Closing Conference

The final conference of the project as an instrument for dissemination of results and setting up the platform for its sustainability was held on June 9th, 2015 at the Palisad hotel at Mt. Zlatibor.

This event brought together over 150 participants from public, private and civil sectors in the territory of this tourism destination, the most notable was the high attendance of hoteliers and producers who have recognized their interest to participate in this project. A very important factor for the future sustainability is the institutional support from the national level, primarily by the Tourism Organization of Serbia and the Ministry of Trade, Tourism and Telecommunications, whose representatives spoke at the conference. Given that the concept of *Mountain breakfast* is in accordance with the priorities for improvement and development of the tourism offer of Serbia, the Director of TOS, invited the other regions to follow the example of Western Serbia and *Mountain breakfast* so as to present properly the tastes of our country to tourists.





## Achievements and Challenges

### Achieved Grant deliverables are:

- Quality trademark – “Mountain breakfast” registration process started
- 5 local menus within „Mountain breakfast concept” developed and introduced
- 10 hotels/restaurant with “Mountain breakfast” menus branded and promoted
- Promo campaign conducted( design and printing of billboard campaign-13 billboards for 3 themes(mountain breakfast, gastro shop and redefined manifestation); branding of hotels and restaurants, 7 000 leaflets, 250 posters,250 flags, 1000 menus; TV, radio and social media campaign
- Created of the Review of good practices contain recommendations and experiences in presentation and promotion of local products/handicrafts at manifestations (1000 pcs)
- 30 thematic menus and 5 cooking workshops created and 5 local manifestation programs redefined
- Cookbook made and printed (1000 pcs)
- 5 souvenir boxes placed in 5 hotels/restaurants
- Local gastro shop at Zlatar mountain opened and promoted
- 25 propositions and prototypes of packing materials made for 5 groups of the local products/souvenirs
- 2500 pcs of packing material printed
- 50 photos of local products and gastronomy prepared
- Website created and presented



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As it was foreseen by project proposal project was successfully implemented in terms:

- Implemented changes of the concept and content of the catering offer in hotels, restaurants and tourism events through innovative introduction of local products in the offer – mountain breakfast, thematic menus, manifestations
- introduction of new tools for sell and promotion of local products with minimal investment costs in terms of installation of boxes with local products in hotel lobbies, sustainable internet promotion and opening of selling point with all necessary infrastructure near regional road, whose owner is willing to make investment in cooperation and strong support of the local self government, what could lead to the establishment of public private partnership.

Challenges in implementing the project referred to :

- Low interest of some identified users to respond to their obligations in the implementation of the project- Priboj Tourism organization





The National Tourism organization of Serbia contacted the Zlatibor RDA with the information that they hired a gastronomy expert, the same hired by the Zlatibor RDA within SLDP project, who will present the elements of the Mountain menu – Zlatar breakfast and Zlatibor pie made of plums and fresh farm cheese at EXPO in Milan. The products for which the package design and visual identity were made - Zlatar cheese and Zlatibor kajmak (milk cream) and cheese were sent to Milan.

3. RDA was approved the funds from Attending Working Group for Rural development for printing of the Cookbook in the English and Serbian languages –in the Latin alphabet. The Zlatibor RDA translated the Cookbook text.
4. The state secretary to the Ministry of Tourism and trade, Ms. Lukrecija Djeri, showed the interest in the concept development in regard to replicating the idea possibly in other parts of Serbia. The General act on the guarantee trademark and an example of good practice which gives more information about the project, were submitted to the Ministry.
5. Zlatibor RDA was nominated by the tourism organizations, a tourist agency and the Mona hotel for „Turisticki cvet” (“Tourist flower”), a prestigious award in tourism which is granted every year by The National Tourism Organization of Serbia  
<http://www.srbija.travel/turisticki-cvet/>
6. Mountain breakfast is a part of the campaign „Moja Srbija”(“My Serbia”) by The National Tourism organization of Serbia and so far it was presented in Uzice, Novi Sad, Subotica. It will be presented in Kragujevac and Belgrade on July 11<sup>th</sup> and July 12<sup>th</sup>, 2015,

The great media coverage, a high interest from the private and public sectors and the support to the concept, they all tell in favor to the thesis that the project is a “successful story” which will certainly become even more sustainable through the establishment of the Mountain breakfast cluster.

**Report submitted by: Snezana Milisavljevic, project manager**

