

Innovative consumer driven fruit supply chains

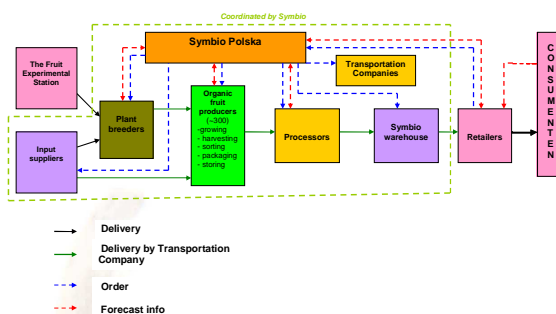
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Objective

To identify suitable organization and management structures that maximize supply chain performance and innovativeness.

Figure 1: Coordinated chain links



Results case studies: Organization

Bullets 'i' refer especially to innovativeness

Strategy & tactics

- Most links focus on direct customers only
- Product quality most important, then cost, service & flexibility
- i Mainly new products are seen as innovation (marketing, process, and organizational innovations are hardly mentioned)
- i Most have no innovation strategy

Management

- Links hardly co-operate as one chain; most function individually vs. coordinated links (see fig 1.)
- i Structured intelligence gathering lacks
- i Procedures for innovation lack

Actors – Suppliers & Customers

- Longterm relation, ie. cooperative-processor
- Price, quality & quantity most important
- Customers expect new products
- i Most have joined-idea-generation activities for innovation but innovate on their own.

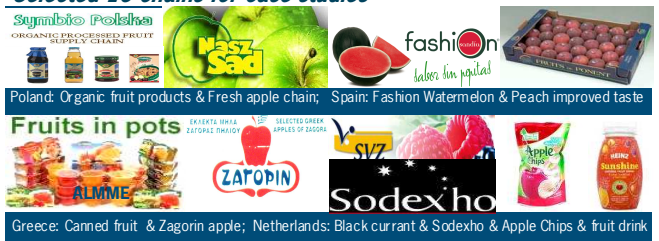
Business process

- Production is most important
- Quality control not mentioned

Resources

- Human capital & facilities are critical

Selected 10 chains for case studies



Conclusions on innovativeness

A chain will respond quicker to changing consumers' demands with (see also fig 2.):

- an innovation strategy
- market intelligence collection
- procedures for innovation on new products, processes, marketing and organization)
- the right expertise put together
- careful implementation

The more chain functions are coordinated (fig 1.), the higher the level of adaptation seems in a changing environment.

Figure 2: Chain as a network for innovation



The facilitator governs production, information collection and innovation

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