

Strategies for medium-sized values-based food chains during growth processes

Susanne von Münchhausen, Anna Maria Häring, Kristin Schulz

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und Landwirtschaft

Overview

- Introduction
- Business development strategies
- Case study results
- Conclusions

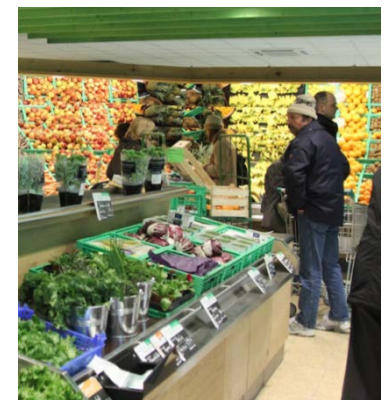
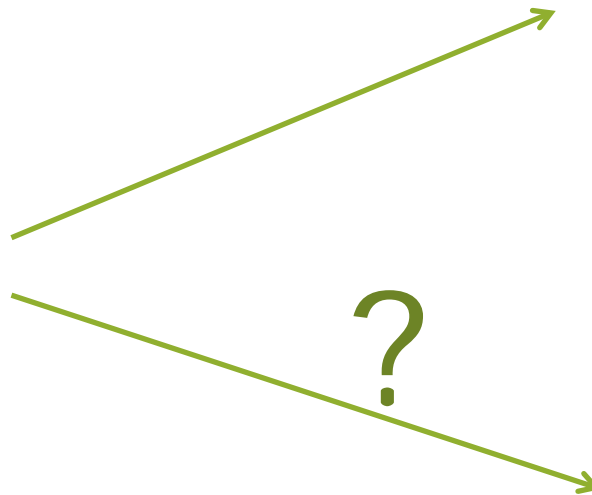


How to manage the growth process without losing the „organic plus“ values?

Standard organic: No extra values – no premium prices



Easy values-based food marketing



Who to realise?

Values-based organic food businesses

- Standard organic is not enough for a successful growth of small and medium-size businesses and initiatives.
- „Organic-plus“ is important for the realisation of the marketing of high quality products and premium-prices.
- But! The extra values have to be transmitted to the consumer successfully.
- Common issues for growing businesses and initiatives:
 - Trust (consumers, chain partners)
 - Fairness (staff, upstream, downstream chain partners, animals)
 - Reliability and good cooperation between chain partners

 Good strategies and well-working instruments are needed!

Objective and methodology

Objective

- Analysis of business strategies which are put in place for the management of growth processes of values-based organic food chains.

Methodology

- Literature review on typical challenges and used business strategies

Testing: Analysis of the strategies of 3 case study businesses asking, „Which strategies are put in place in the real businesses? and Have the strategies been working as expected? „

Business development strategies

- Establishment of efficient and flat organisational structures, professionalization of management
- Marketing measures
 - High quality production
 - Pricing policy based on fairness, stability/flexibility
 - Promotion
- Sustainability
 - Strengthening the market position
 - Nature conservation, environmental protection, reduced emissions
 - Social engagement, regional development
- Cooperation/good communication with business partners
 - Trust, fairness
 - Transparency, controlling

*Some Examples from
the review!*

Testing!

Case study Bohlsen Mill Ltd

Case 1	Type of business	Main values	Strategies
Bohlsener Mühle GmbH & Co. KG (www.bohlsener-muehle.de)	<ul style="list-style-type: none">• Organic mill• Bakery products: flour, seeds• End-user products: cereals, cookies, bread• Employees 160	“We are a lively part of the society. Our core values are responsibility, trust and openness. ”	<ul style="list-style-type: none">• Sustainability concept based on organic principles• Excellent product qualities• Open for improvements• Reliable business relationship: close cooperation with producers’ associations, organic bakeries and Naturkost shops• Regional engagement, socio-cultural events• Appreciative attitude towards staff• Fostering corporate ID

Bohlsener Mühle GmbH



Bohlsener MÜHLE

Bohlsener MÜHLEKeks – vom Korn zum Keks, alles aus einer Hand

Bohlsener MÜHLEKeks
Dinkel-Gebäckmischung
Schokolade – Vanille
e 125g

Produkte Unternehmen Chancen Kontakt Presse

The banner features a green navigation bar with the following items: 'Produkte', 'Unternehmen', 'Chancen', 'Kontakt', 'Presse', a magnifying glass icon, and a search input field. The background is a scenic view of a golden wheat field with several round hay bales under a bright blue sky with scattered white clouds. On the left, there is a logo for 'Bohlsener MÜHLE' featuring a smiling sun with a face and a wheat stalk. On the right, a brown and white bag of 'Bohlsener MÜHLEKeks' is shown, with the text 'Dinkel-Gebäckmischung Schokolade – Vanille' and 'e 125g'.



Testing!

Rinklin Naturkost Ltd

Case 2	Type of business	Main values	Strategies
<p>Rinklin Naturkost GmbH www.rinklin-naturkost.de</p>	<ul style="list-style-type: none">• Organic wholesaler for fresh foods, groceries, drinks, chemist's products, natural cosmetics; >200 employees; 600 customers	<ul style="list-style-type: none">• "To be reliable partner: restaurants, shops, catering!"• "Regional organic food is our first choice!"• „Our logistic systems are up to date"• "Providing local income and employment"	<ul style="list-style-type: none">• Fostering trust: open, fair internal/external communication, participation in decision making, reliable trade partnerships• Efficient new cooling and transport systems• Informing chefs: "Gastro-Events" on organic food/ cooking for chefs• Positive image in the area: local vegetables/ fruits, bakery, meat products

Rinklin Naturkost GmbH



Testing!

Kräutergarten Pommern-land cooperative

Case 3	Type of business	Main values	Strategies
Kräutergarten Pommern-land e.G. (www.kraeutergarten-pommernland.de)	<ul style="list-style-type: none">• Agricultural cooperative with 76 members• Production and marketing of herbal tea mixtures	“Growing together!” Cooperation and trust for job creation (team of 10 women)	<ul style="list-style-type: none">• Production of organic health/wellness products from local agriculture and well known partners• Cooperative spirit between within the team based on fairness and good communication

„Herb Garden“ Pomerania

Kräutergarten Pommerland eG
Am Sonnenacker 3 - 5
17440 Lassan OT Pulow, Germany
Fax: +49(0)38374 - 80 99 15



Kräutergarten Pommerland

Köstliche Kräutertee-Mischungen aus dem Lassaner Winkel
* mit Bio-Zutaten von eigenen Feldern und ausgewählten Partnern



- HOME
- WEB-SHOP
- SIRUP
- AKTUELL
- ÜBER UNS
- SEIEN SIE DABEI!
- PRESSE
- KONTAKT



POMMERLAND KLASSIKER



JAHRESZEITEN TEES



FASTEN- & WELLNESS TEES



Neu! Fünf beliebte Sorten jetzt auch im Kannenbeutel



... für alle, die morgens noch zu müde sind, um losen Tee abzufüllen, sich gerne eine große Portion mit an den Schreibtisch nehmen oder ihren Tee am liebsten zu zweit trinken!

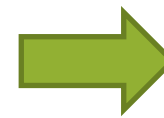


The case studies

- ...show successful businesses representing the centre of an organic values-based food chain and driving the chain.
- Bohlsen Mill and Rinklin grew out of local niche production up to businesses handling significant volumes.
- Kräutergarten has realised the integration of production, processing & marketing; the cooperative's strengths: a strong team, local embeddedness and over-regional marketing.
- All businesses sell organic products with “additional” values: “organic plus”.



+



Organic
premium
product
marketing

Clearly defined business strategies of the three cases

- ... were the basis of a successful growth process.
- ... secured distinct values adapted to the chain and the type of products.
- ... built on appropriate volumes of high-quality, differentiated, market-engaging food products.
- ... are coupled with value-adding stories of the region and regional practices.
- ... are drivers of the chain's development enhanced by trust, transparency and win-win relationships between chain partners.

Finally

- Successful food value chains show effective supply chain management and environmentally friendly production and logistic systems.
- Values-based food chains
 - relate to social and regional economic engagement, and
 - aim to claim regional embeddedness of businesses and initiatives.

Thank you!



Dr. S. v. Münchhausen
03334-657355

susanne.vonmuenchhausen@hnee.de

www.coreorganic2.org oder www.hnee.de/HealthyGrowth

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