

## Strategies and management instruments of growing organic food businesses & initiatives

- preliminary results of case study analyses -

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




Farm shop: the ‚easy‘ way of values-based organic food marketing

No ‚extra‘ values – no premium prices



How to manage?





HealthyGrowth

AT-Bio vom Berg – Cooperative Trading Platform	AT-Achleitner – Primary producer/Box Scheme
DE-Bohlsener Mühle – Processing enterprise	DE-Landwege – Producer-consumer cooperative
DK-Food communities – Box scheme	DK-Gram Slot – Primary Producer
FI-Polar Shitake – Primary Producer*	FI-Kiuruvesi – Public procurement initiative
FR-BIOCOOP – Producer & marketing cooperative	FR-Biovallée – Bio-region Initiative
LITH-EKO Žemaitija – Dairy cooperative	TUR-Sunder – Producer and processing enterprise
SE-Upplandsbondens – Farmer cooperative	SE- Ekolådan – Box scheme foundation
SLO-Ekodar label – Initiave	SLO-Planika Dairy – Processing enterprise
NO-Roros Dairy – Processing enterprise	NO-Roros Meat – Processing enterprise
NO-Kolonihagen – Box scheme enterprise	

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## First results (1)



- Typical challenges of growing organic+ food chains:
  - ✓ Legal framework
  - ✓ Different marketing partners / channels
  - ✓ Cooperation partners
  - ✓ Personnel development
- Strategies to cope with these challenges are mainly developed during the process, by trial-and-error / learning-by-doing...
- Recognition of the need to adopt professional management structures often lags behind reality

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## First results (2)

- a variety of management strategies and instruments are used, in the areas: Leading – Planning – Organisation – Personnel – Controlling
  
- **implicit business strategies**
  - were the basis of a successful growth process.
  - secured distinct values adapted to the chain and the type of products.
  - realized a strong integration of production, processing & marketing.
  - built on appropriate volumes of high-quality, differentiated, market-engaging food products.
  - drive the chain's development by trust, transparency and win-win relationships between chain partners.
  - have a nucleus of successful businesses at the center of the value-chain – acting as driving force.

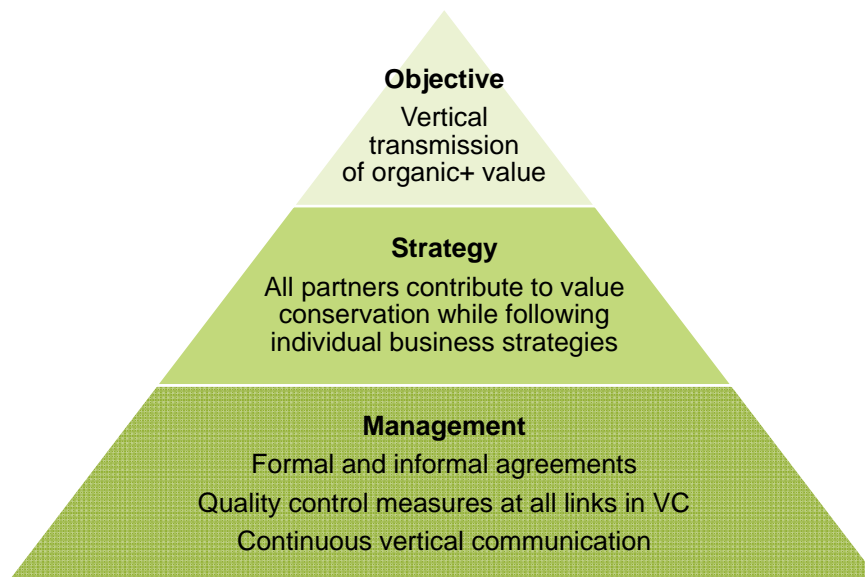
## First results (3)

- Typical adjustments during growth phases of initiatives are, e.g.:
  - ✓ Start-up farmers' groups focus on different aspects of cooperation, e.g. on joint processing
  - ✓ More mature farmers groups tend to function in economic association, e.g. focussing on product differentiation

## A) Strong vertical integration



## B) Independent enterprises



## C) Chain with “commons goals”



# Thank you!



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[www.coreorganic2.org](http://www.coreorganic2.org)  
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