

## The supply chain governance model of apple and pear clubs: factors of success and failure in Belgium and The Netherlands?

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### MOTIVATION

- Apple and pear clubs in BE and NL: examples of “collaborative supply chains” (Fearne, 1998; Leat and Revoredo-Giha, 2008)
- Collaboration both horizontally (among producers) and vertically (producer-wholesaler)
- Goal: create differentiated goods as opposed to commodities
- Observed: both successes and failures

#### Research question

- Success factors for this type of collaborative supply chains?
  - Generalisation possible based on observed successes and failures?

### CONTEXT

- A & P farming in Belgium and The Netherlands: intensive, highly specialized
- A & P growers typically entrepreneurial and business-oriented
- Very high consolidation at initial wholesale level: cooperative auctions
- Strong dependency on export  
+ Market contraction since Russian embargo (2014)
- Loosing market share to Pink Lady®: foreign club apple variety

In search of commercial options

### A & P CLUBS

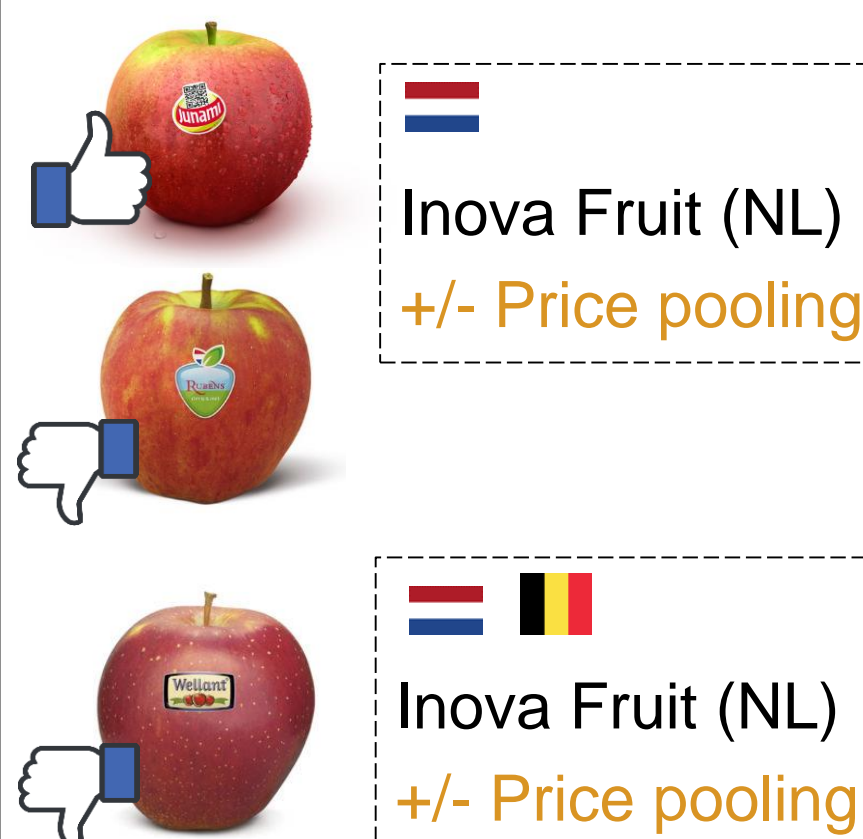
- Licensed production: pay royalties to patent holder
- Supply control: license holder controls planting of trees by growers
- Openness membership may vary (over time)
- Supply level based on market studies: upper market segment
- Branding
- Strict selection on quality: profit to grower depends on % accepted
- Some cases: price pooling (per size & quality class)
- Friction with food retailers' interests



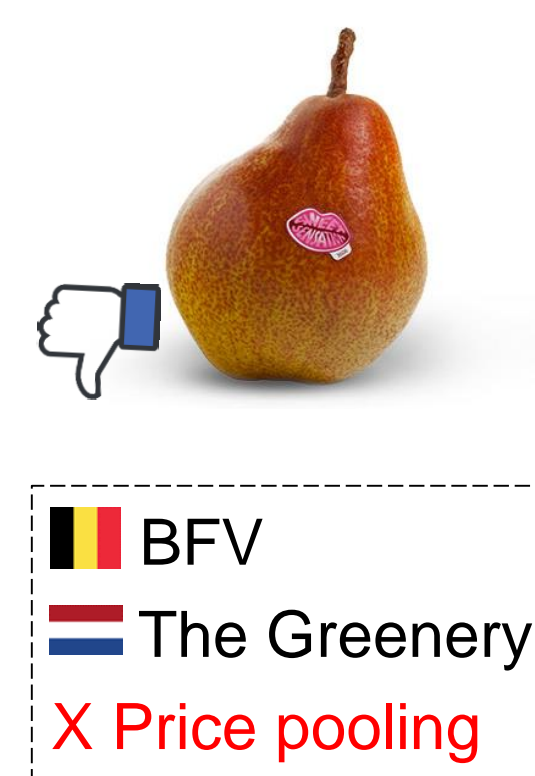
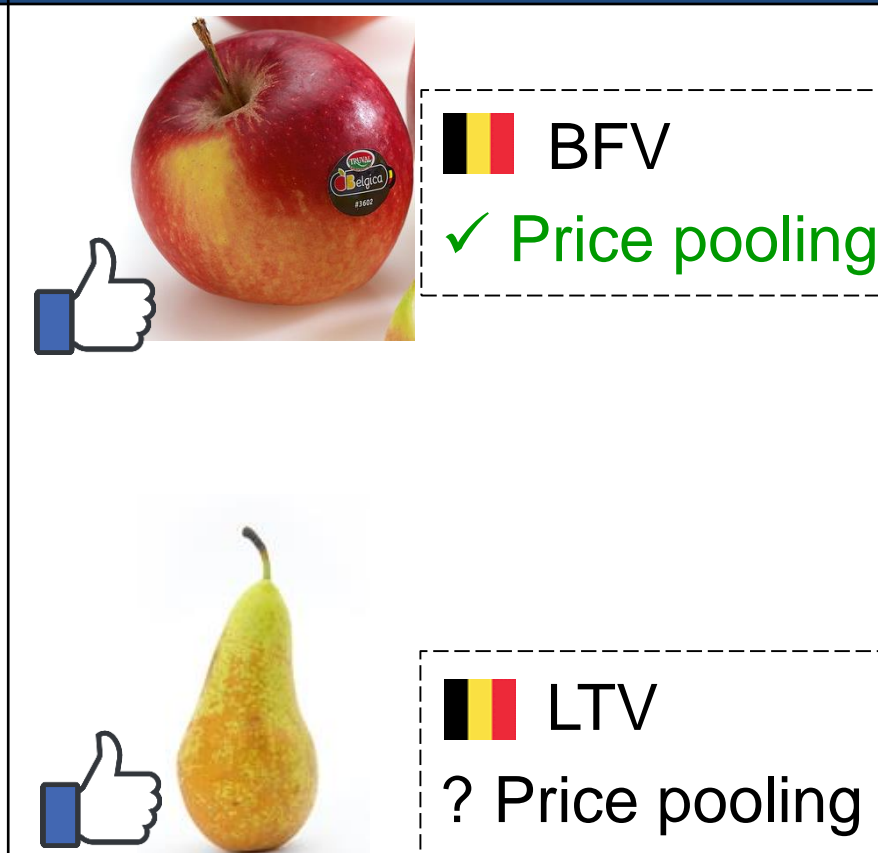
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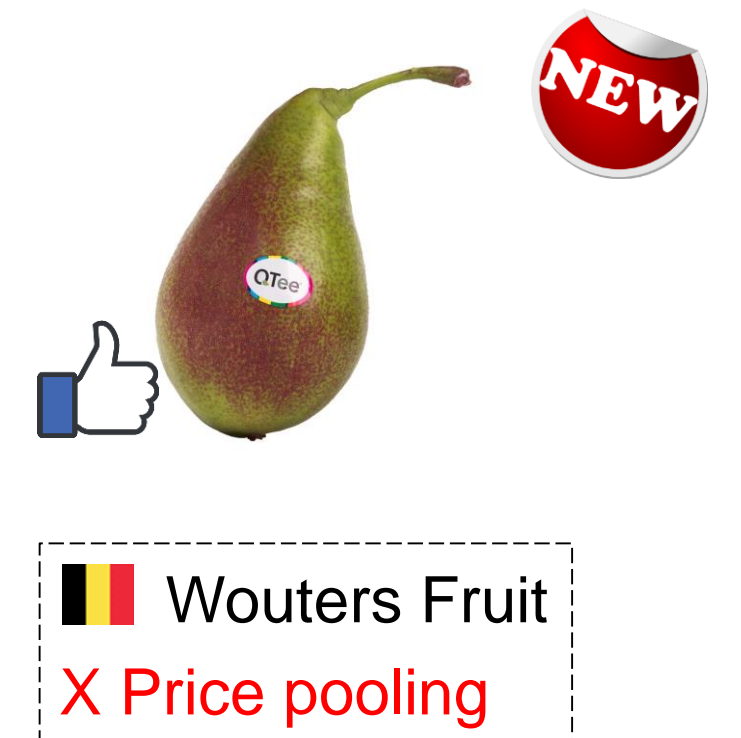
#### License franchisee



### Single PO



### Private trader



### FINDINGS

#### Explorative empirical data on Belgium

1. Focus groups and interviews to understand sales channels' (attributes)
2. Farmer survey: detailed farm- and farmer characteristics

- Little awareness by stakeholders on control & coordination differences: understood as one “governance model”
- Much confusion on success and failure of apple and pear clubs

#### Secondary data on The Netherlands (e.g. thesis Hoffmans, 2012)

- Cases of failure more common, and wider recognition by stakeholders

### NEXT STEPS

- Suitable conceptual framework for assessing this type of supply chain collaboration?
  - Meaningful typology of apple and pear clubs
- Expand empirical data collection to The Netherlands