

The Netherlands

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Interviewed entities:

Region	Number of entities	Entity
Noord-Brabant	5	Den Elhorst
		Cagerito BV
		Bioboerderij 't Schop
		Province Noord-Brabant

MANAGEMENT AND SUPPORT

The companies joined in research have all linear organisational structure. One belongs to micro enterprise, two in small enterprise and the last in large enterprise. They have different legal form such as private company, farmer, partnership and regional government. None of them give out turnover.

STRATEGY PLANNING (VISION AND MISSION)

All of investigated companies have wrought a strategy plan. They have clear vision and mission of the company for the future. They approach responsibly for a strategic planning on regular basis.

TREND'S MONITORING

Except one, all companies run KPI's monitoring system. But only half of them have corrective action plan in any case of trends deviation, what is not very good.

CERTIFICATIONS

Three from four investigated companies mentioned that they are holders of different certificates according to the area of activity – production and services provided. This demonstrates a rational and responsible management approach not only to the company itself but also to customers and clients. It is one of the basic presumptions for building and consolidating the positive image of the enterprise in the eyes of the public.

MONETIZATION

All respondents have revenues stable and quite predictable. Companies have access to different favourable funds. One of them use only own-funding and other make use of different funds, for example EU fund or Rural Development Program.

REVENUE MODEL

None of respondents use specific tool within the pricing policy. They do not have space for application of these specific tools.

EMPLOYMENT

Three quarters of respondents are able to attract and retain a skilled workforce. None of investigated companies published their fluctuation rate or they do not have idea about this indicator. Half of the respondents have training program for their employee, for example Brabant Academy where employee can follow seminars for Excel, take management training or other seminars. Evaluation of labor force diversity shows up, that 50% of the respondents employ disables and also the same part employ seniors in their companies. All investigated companies accept students for an internship.

PARTNERS AND NETWORKS

75 % of respondents invest into the social community, through construction projects for education and care, sport events or stimulating cooperation between schools and businesses. All investigated companies participate in monetary community involvement and except one they are in a partnership with other companies. None of the respondents apply the HEI-company-research triangle, but all of them cooperate with local or regional government. Only one company process wastes from its production. 100% of respondents are in a partnership with social enterprise, for example with municipalities or Amarant organization which specializes in supporting people with intellectual disabilities and/or autism. All of them cooperate with universities such as HAS University, Radbound University, University Tilburg and Avans University. Investigated companies also participate in educational process through traineeships on schools. Only for half of respondents there are taught study programs tailor made their needs.

RESOURCES

The financial resources for the business are profit, loans and in one case POP program money. None of asked companies develop human resources but all of them encourage their employees to attend personal development. The critical skills of employees are being independent and innovative, tractor driver's licence, environmental awareness, contentable expert, politically sensitive, collaboration, good speaking skills and writing skills. 75% of respondents have proven and analysed structure of expenses and all of them make profit.

MARKETING SYSTEM

Marketing

The most used channels for marketing and promotion are website, social media, Facebook, television, internet, newspaper and information boards. 50% of respondents have a marketing strategy and only one respondent is considering to extend the strategy in the future through the internet.

Customers

The number of individual business customers is very diverse and is directly related to the focus of selected businesses. It moves between 1 to 2.5 million customers. Investigated companies focus on following customer segment: municipalities, medium sized companies, provinces, highly educated customers (30+ year) and everyone in Brabant. 75% respondents have target customers for 100% local and regional customers and rest respondent have target 20% local and regional, 60% national and 20% international customers.

INNOVATION SYSTEM

Offer

Three quarters of investigated companies apply the process of the product or service development with third part or organization development. 50% respondents consider

make their production more diversified (for example in herbs and grain) and for rest of respondents it's not relevant.

Value proposition

100% of respondents maintain relations with customers from the marketing point of view and they would improve them with making customer day or account and environment managers which will maintain relations with customers. Product is marketable for 75% of investigated companies. For the same part of companies can their customers clearly differentiate their product, and also is their brand meaningful in the customer perception. For the one company were these questions not relevant.

Sustainability

The investigated companies have a different market position, some of them have a leadership position, naturally built position, and they think more locally than globally. For one company it is not relevant. 50% of respondents can innovate more successfully than competitors.

BIOECONOMY PRODUCTION SYSTEM

Offer

The asked companies provides following products/services: sustainable innovations in services and processes, meet and experience, organic meet, vegetables and diary, grants, licensees, advices.

Capacity and capacity planning

75% of respondents have analysis of how many percentage of their capacity is filled with customers order. It is between 90% and 100%. It is not relevant for one respondent. 50% of respondents have process to balance the customer order fluctuation with their capacity.

Sustainability

The investigated companies remain sustainable with following: stay sharp and good monitoring, keep thinking about new possibilities, for the control of SKAL certificate and using environmental and management system.

Quality management

In this field were respondents very restrained and don't give us relevant answers.

Suppliers

For half of respondents are suppliers not relevant, one respondent have one key supplier. One respondent have own farm and colleagues biofarmers such as key suppliers and 50% of its performance depend on its suppliers.