

STEPPING STONES

The Priva ambition is "Find a way to compare worldwide horticultural industries and identify the most promising countries where Priva can support horticultural entrepreneurs in their next step".

1. Integrated business optimization

Central in the 'stepping stones' model is the phase "Integrated Business Optimization" with three vectors: Growth, Site, Chain Management. In the GSC-model management is the central issue. The scope of thought must be wider than the production functions of every-day operations. Growth Management is about the process in and around the plant. Site Management is about the organization of activities around the enterprise. Chain Management is self-explanatory.

This model is used to assess the development phase in which a horticultural enterprise or the local sector are in. of course this can change per region on earth.

2. Climate zones

In the figure a rough division of the regions is given with relation to the focus the grower has: either climate (heat) or water as scarce resource.

3. Professionalization of horticultural industry

Market demand (chain)
Political policy
Buying power horticultural entrepreneurs

4. Availability of critical resources (water, energy, e.g.)

5. Outside climate (environment)

Of course is this related to 2, but also to the specific site parameters as height.

6. Stepping stones in perspective

Every step in the model must be based on an earlier step. This does not only apply to the technological steps, also the grower him/herself and the personnel must go through the steps. Otherwise experience and knowledge are not synchronized with the technology and mismatches are likely to happen.

Knowledge transfer and (hands-on) training will facilitate a quicker walk over the steps than e.g. a Dutch grower has made. Because for this grower, the next step was beyond state-of-the-art and therefore asked costly learning trajectories.