

**Export Development Proposal  
R&D Committee, Fresh Tomato Product Group**

**1. Background**

The Research Committee of the Fresh Tomato Product Group is interested in exploring options for enhancing cooperation in the fresh tomato export sector. Taking the lead from the Horticulture Industry Strategy the committee considers that to improve success in export markets collective action throughout the supply chain will be important to maximizing value in export markets.

**2. Objective**

To create a forum to enable discussion of the options and feasibility of collective action in the export tomato industry as a means of gaining scale to compete successfully in export markets.

**3. Activities**

Market Collaboration Models

The Horticulture Industry Strategy contains a good discussion on the range of business models that can be used to gain scale. These models include for example a single desk marketer (eg ZESPRI, a Cooperative (eg Fonterra), Co-optition (eg AVANZA) and ad hoc collaboration. It is proposed to summarise these models (together with the HEA model) and assess the advantages and disadvantages from the perspective of the tomato industry.

Export Forum

The various approaches to achieving scale could be discussed and debated at an industry export forum. The objective of the forum would be to explore the willingness of growers and exporters to combine together to boost exports of fresh tomatoes. A similar forum was run for the potato industry and was facilitated by Michael Ahie of Shirlaws management consultants. Shirlaws use a specific analytical tool for comparing various business models that encourages participation in a forum setting. We consider that use of a facilitator is the best means of getting value out of the event.

**4. Costs**

Analysis of collaboration models for achieving scale and prepare summary for presentation at export forum and attendance at forum (Market Access Solutionz)	\$5,400 + GST
Travel expenses (estimate only)	\$400 + GST
Facilitator(Shirlaws)	\$4,000 + GST
Travel expenses (estimate only)	\$400 + GST
Total (including travel estimate )	\$10,200 + GST