

HOW WILL SHEALTHY REVOLUTIONIZE THE FOOD SECTOR?

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EU GREEN WEEK 2021 PARTNER EVENT

ZERO #EUGreenWeek
POLLUTION
for healthier people and planet



The SHEALTHY Project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 817936

Shealthy Business Models: the transition into a new collaborative agrifood ecosystem for traditional, local and rural SMEs around EU

Setting the scene

Business models embedded in the Agrofood ecosystem:
Basic supply-value chain

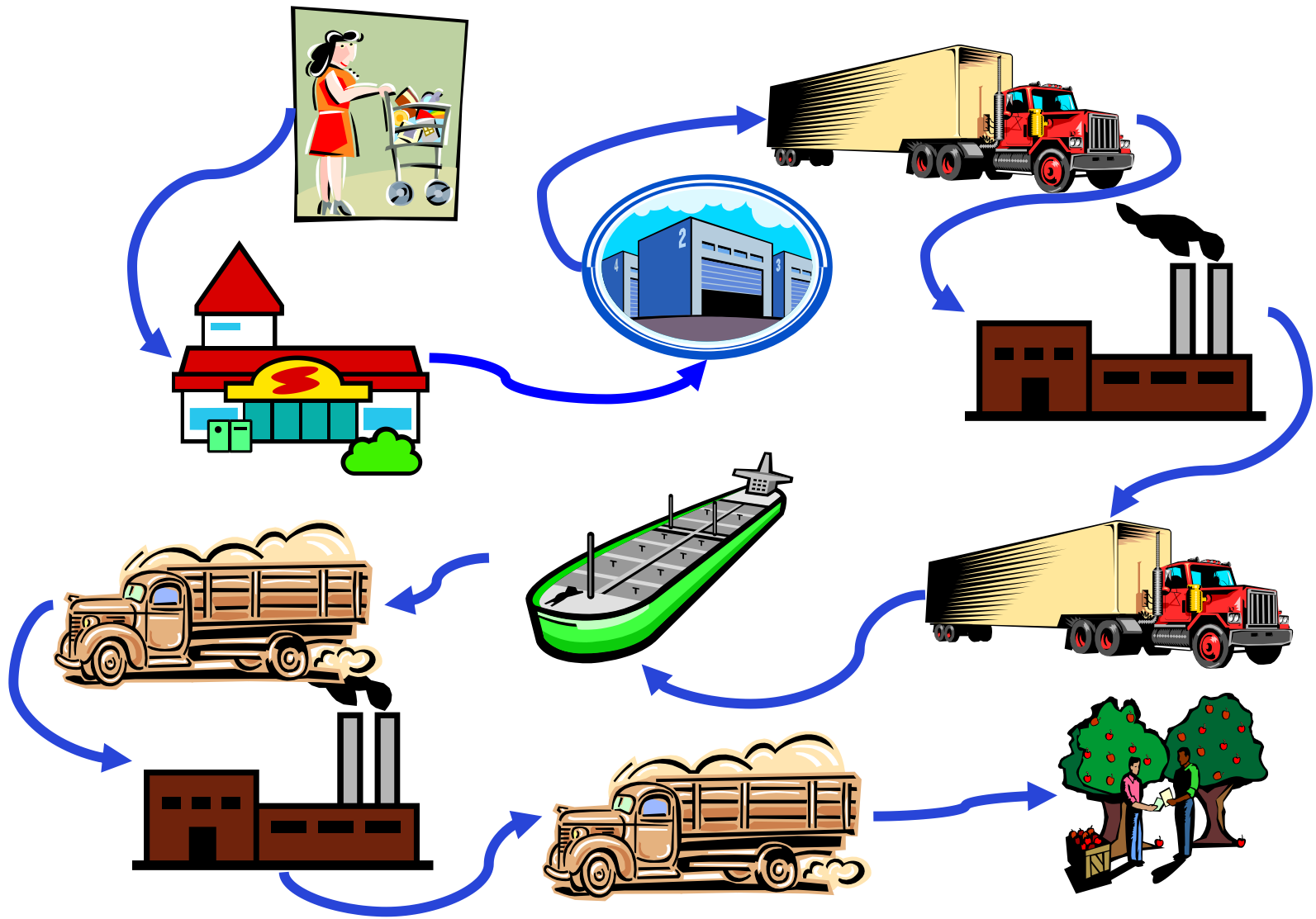


 NON-THERMAL PROCESS ARE:-

- Ohmic Heating
- Microwave heating
- Radiofrequency heating
- Infrared heating
- High Pressure Processing
- Pulsed Electric Field
- Ultrasonics
- Pulsed Light Technology
- Pulsed X-rays
- Irradiation
- Oscillating Magnetic Field

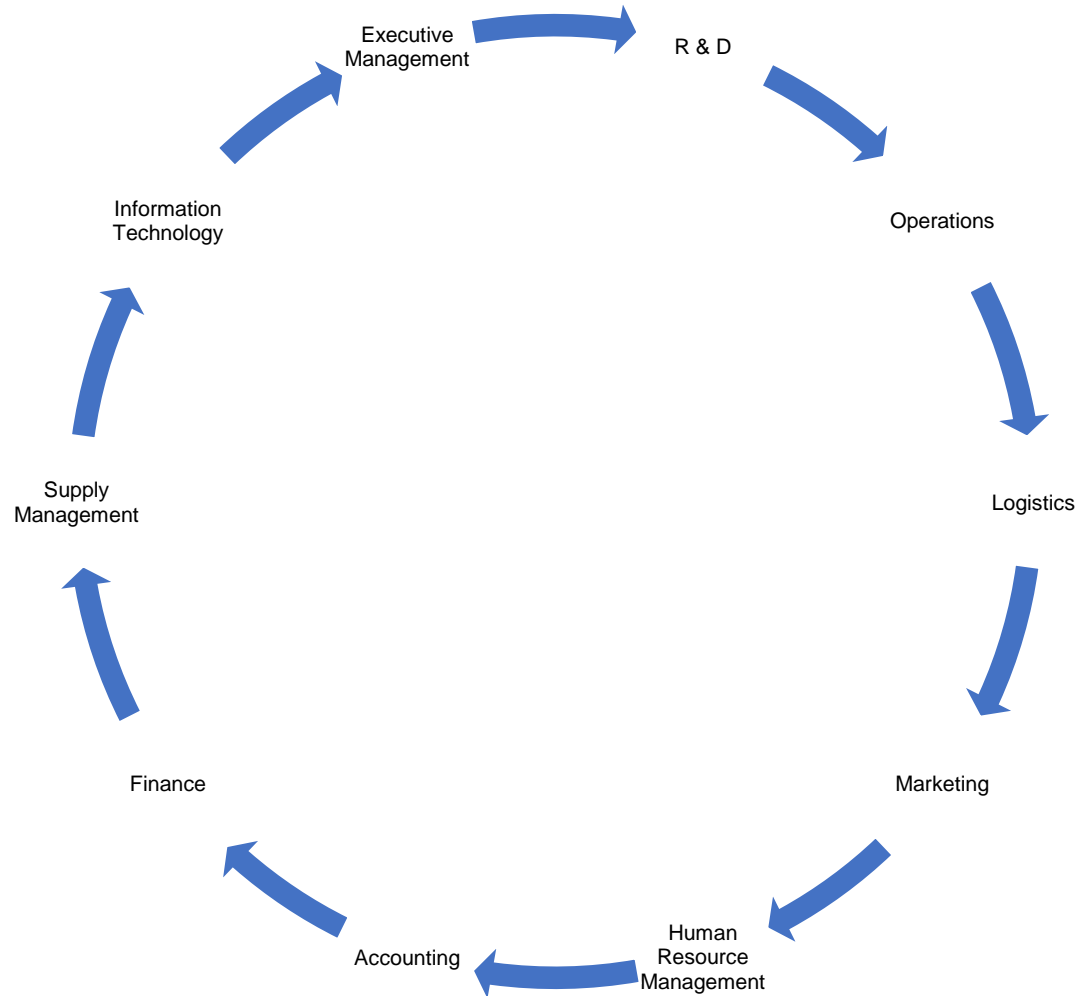


Majority of companies are SMEs

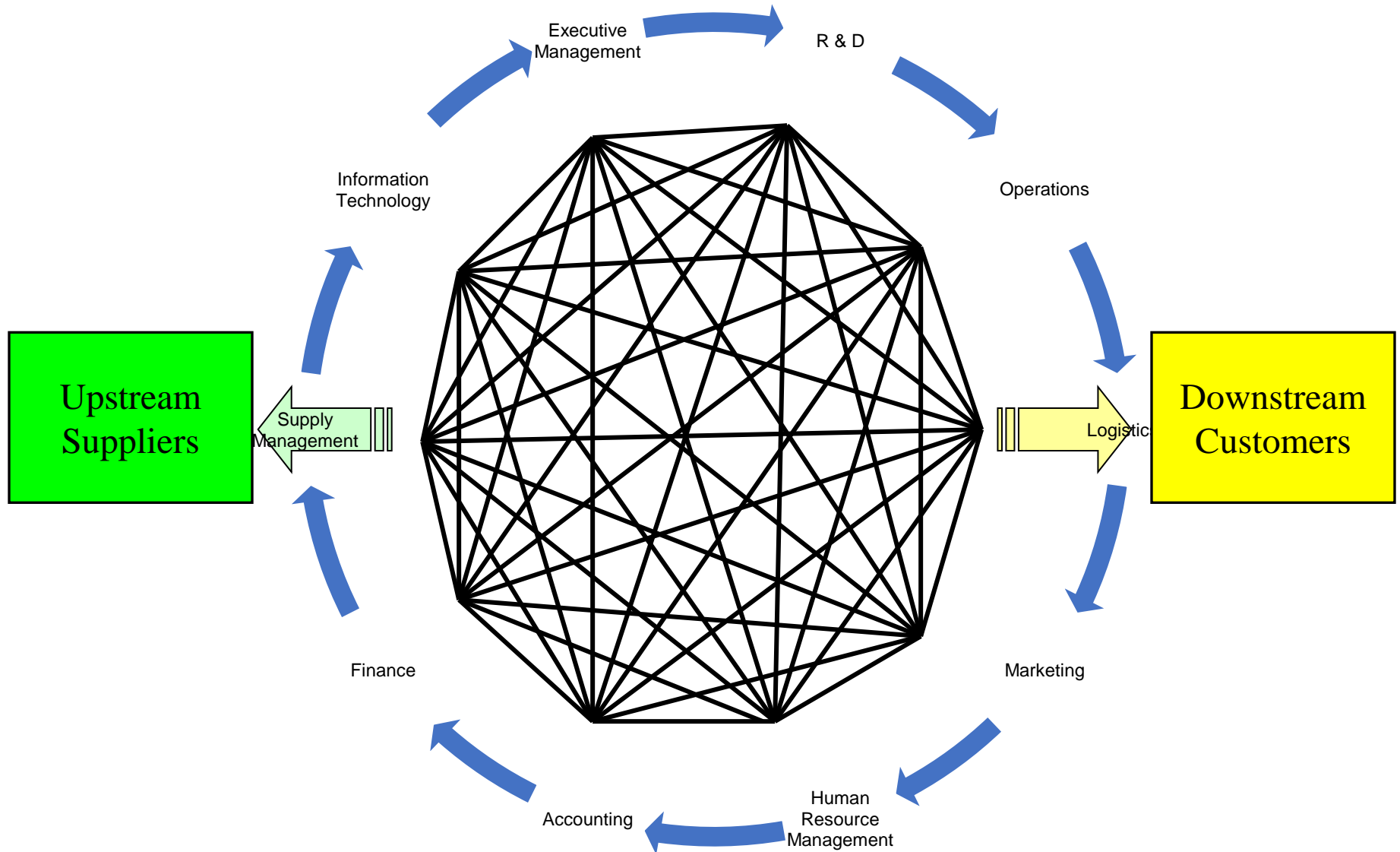


The modern (international) supply-value chain

Demarcating to the company: interdependency between the elements



And in connection to suppliers and customers: to create and capture the value



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When introducing new technology triggers benefits/new values: nutritional value, longer shelf life, healthier, ...

But as well: new technologies can cause changes in e.g.:

- Operations
- Human resources
- Suppliers
- Customer and consumer preferences
- Etc.

And think about their interdependency!



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When implementing a new technology triggers changes in processes, relations, distribution, other customers/consumers

Two management processes need to be dealt with in parallel to be able to create the new values and to capture them

- Technology assimilation
- Business Model Innovation

Technology assimilation can be defined as the process within organizations that includes the initial evaluation of a technology, its adoption, and its full-scale deployment in which the technology becomes an integral part of value chain activities (Zhu et al., 2006).

Business models represent the business logic of a company, describing how it creates, delivers and captures value (Teece, 2010)

BMI comprises changes in modes of value creation, value delivery and value capture in an existing business (Foss & Saebi, 2018)



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Technology assimilation: Factors influencing the assimilation of new technology

- Technology type
- Costs
- Complexity
- Previous experiences with technology/current level of technology in the company
- Knowledge about how to operate the technology (employees and owner managers)
- Managerial skills to support the innovation processes, commit the resources and shape the culture for innovation
- Current capabilities of the company (e.g., network capabilities, innovation capabilities, technological capabilities)

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Business model innovation: factors influencing the business model innovation

- Current business model of the company
- Being up to date with new technological developments and opportunities
- Previous experiences with technology
- Managerial skills to support the innovation processes, commit the resources and shape the culture for innovation
- Trends in industry in which the company operates
- Knowledge regarding marketing opportunities
- Collaboration with business partners (customers and suppliers)



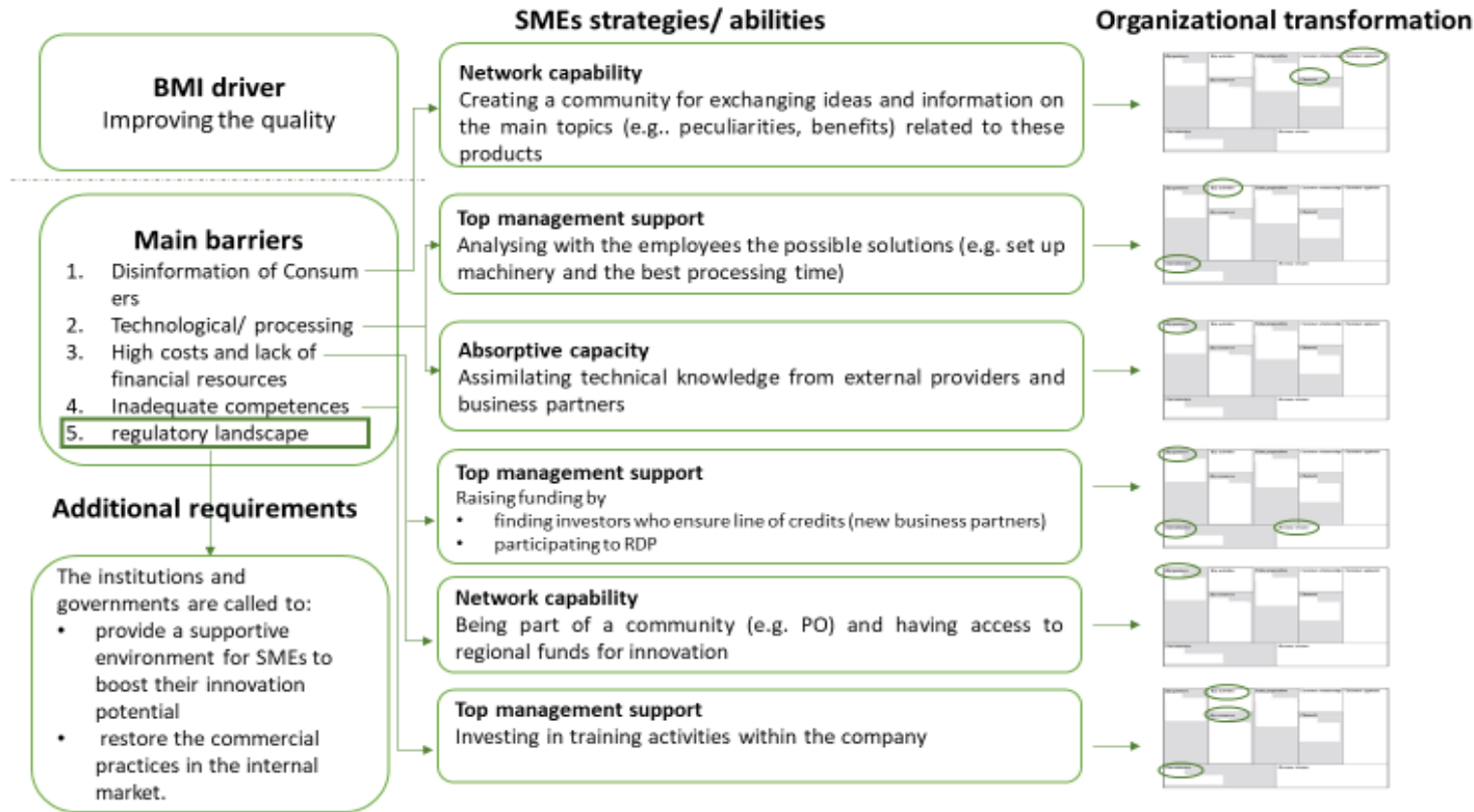
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First ideas of approaching BM

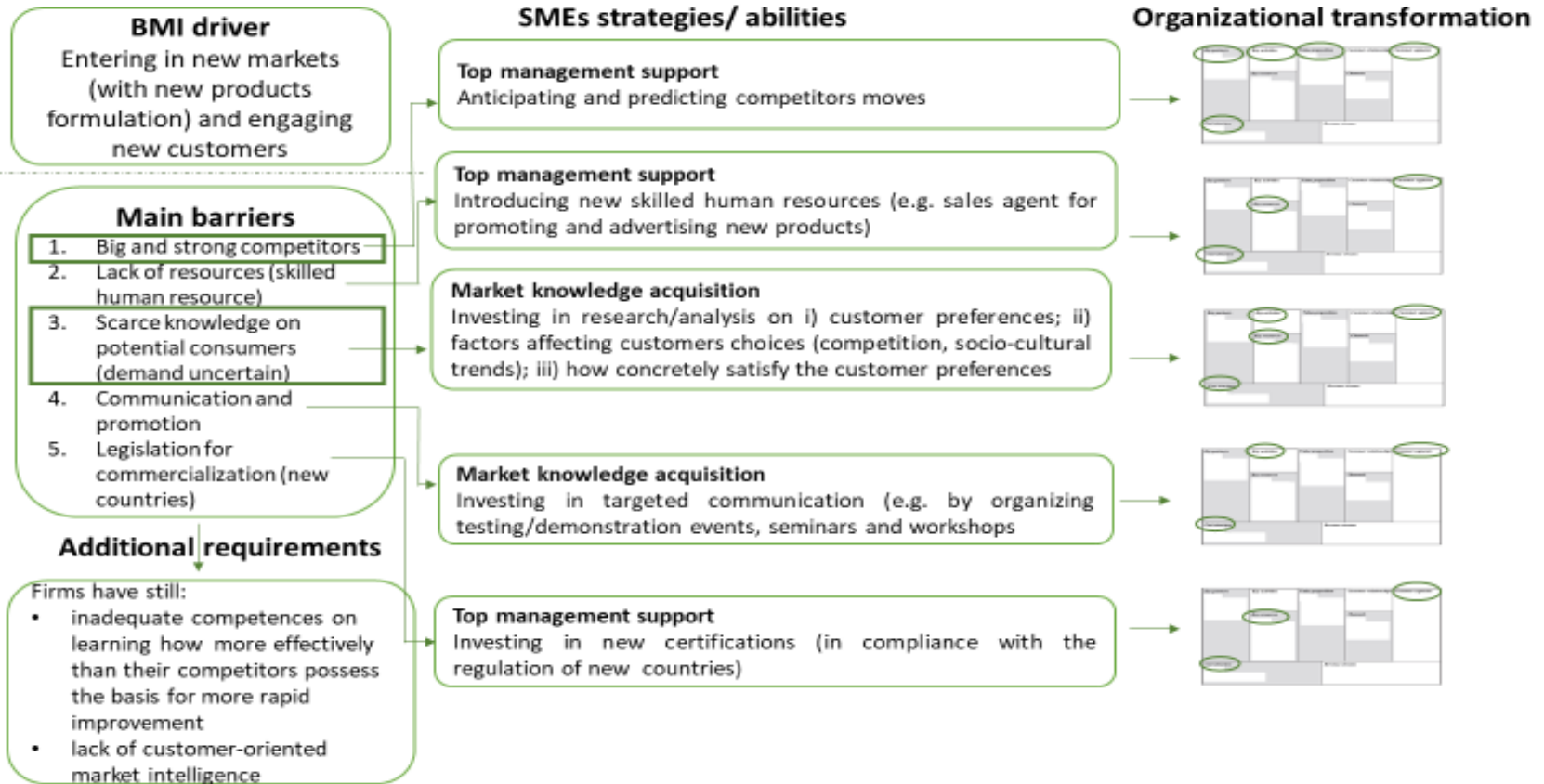
BM 1 Technology induced Incremental Quality improvement



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First ideas of approaching BM

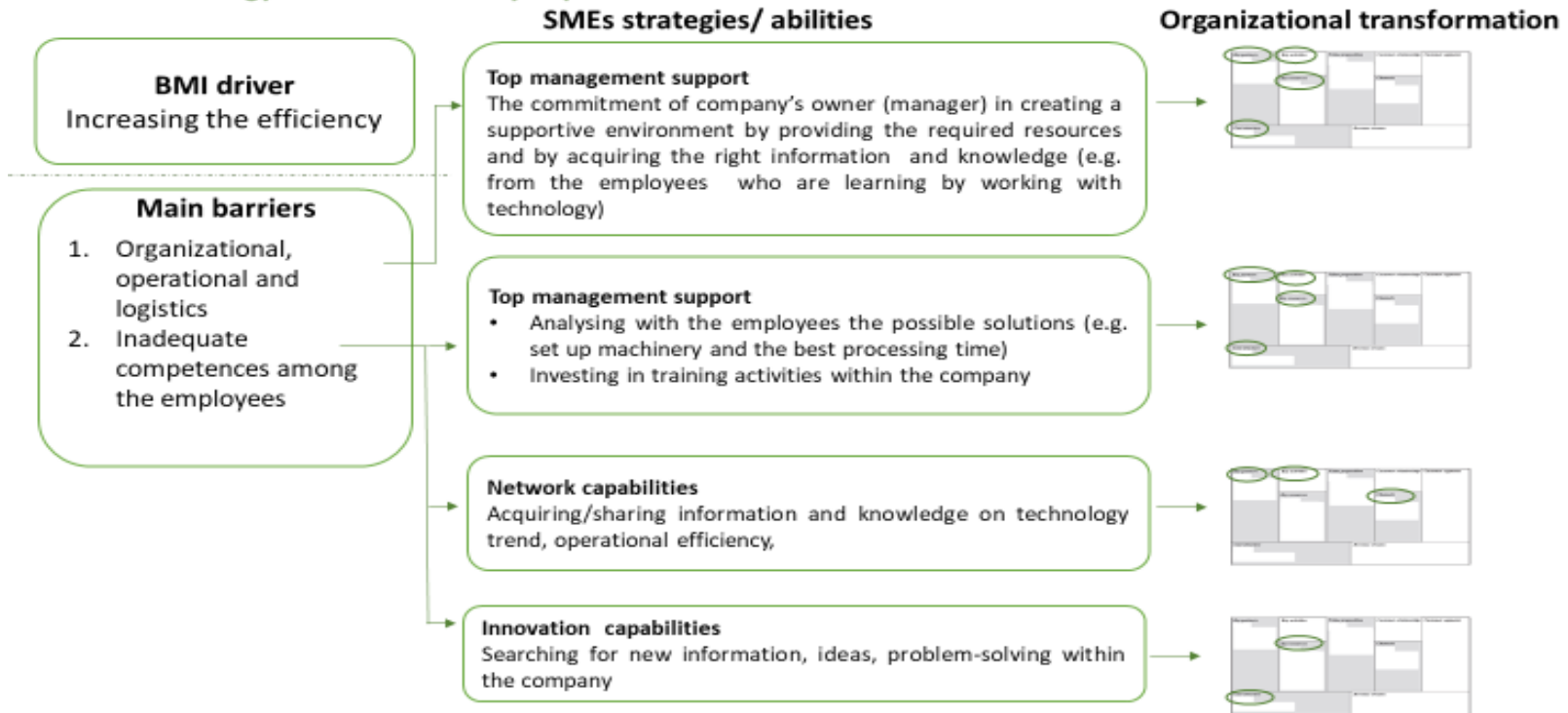
BM 2 Technology induced new product development



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First ideas of approaching BM

BM 3 Technology induced efficiency improvement



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These factors and approaches need to be dealt with by SME's
SMEs seem to lack resources to be able to deal with these changes:

Hence collaboration e.g. with the supplier of the new technology,
cooperation between companies to buy and implement the new
technology



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Concluding remarks:

A company and its environment are interdependent in its elements

Hence when introducing new technology this ecosystem needs to adapt, change in order to create the value promised by the new technology and to capture that value, reap the benefits

Our research is dedicated to support the processing fruit and vegetables companies to successfully adapt to the new technologies and serve the consumers in a profitable manner the newly processed fruits and vegetables.

Next step consists of the multi-disciplinary pilots: introducing processing technology to companies supported by a new business model.



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