

STRATEGIES REGARDING THE INCREASE OF FRUIT PRODUCTS IN THE NE REGION OF ROMANIA

STRATEGII PRIVIND CREȘTEREA PRODUCȚIEI DE FRUCTE ÎN REGIUNEA DE NE A ROMÂNIEI

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Abstract. *Orchards is an old human occupation which marks a special moment in the process of human communities stability, in the deepening of work social division and an important step in the evolution of human society. Along the 20th century, Romanian orchards met a few essential transformations. Thus, the surface occupied by fruit trees was of 340.100 ha in 1927, of 184.200 ha in 1950, of 428.400 ha in 1970 and of 239.900 ha in 1999. The total fruit production varied in these periods between 401.100 tones in 1950 and 2.183.000 tones in 1993. Despite the fact that in 1993 it was obtained the highest fruit production, the average fruit consumption / dweller was of only 35,7 kg, much lower than that considered to be the optimum for adults in temperate climate areas (62 kg / dweller). The main cause of this low consumption was the deficient variety structure in which the plum tree represented more than 40% of the total fruit trees in the country. Another cause could be represented by the low production on the surface unit at all the species and kinds of fruit trees planted in Romania in the past 30–40 years. Because of the continuous decrease of fruit trees surfaces, in the last years and taking in consideration the deficient variety structure, we can expect that, in the future, the average fruit consumption / dweller to decrease even more than the one recorded in 1993. The solutions to get over this situation are not numerous, but one of them is the substantial increase of average production / unit of surface, at all the tree species planted in Romania, at least up to the level of the productions obtained nowadays in the commercial orchards of the European Communion*

Key words: a strategies, fruit products, orchards

Rezumat. *Pomicultura este o veche îndeletnicire a oamenilor, care marchează un moment deosebit în procesul stabilității comunităților umane, în adâncirea diviziunii sociale a muncii și un pas important în evoluția civilizației societății omenești. Fiind o veche îndeletnicire a oamenilor, pomicultura marchează un moment deosebit în procesul stabilității comunităților umane, în adâncirea diviziunii sociale a muncii și un pas important în evoluția civilizației societății omenești. De-a lungul sec. XX, pomicultura României a cunoscut transformări fundamentale. Astfel, suprafața ocupată cu pomi fructiferi era de 340.100 ha în 1927, 184.200 ha în 1950, 428.400 ha. în 1970 și 239.900 ha în 1999. Producția totală de fructe a variat, în aceste perioade, între 401.100 tone în 1950 și 2.183.000 tone în 1993. În pofida faptului că în 1993 s-a realizat cea mai ridicată producție de fructe, consumul mediu de fructe/locuitor a fost de numai 35,7 kg, semnificativ mai scăzut decât cel considerat optim pentru indivizii adulți și, în zona temperată (62 kg/locuitor). Principala cauză a acestui consum scăzut a constituit-o structura varietală deficitară, în care prunul reprezenta mai mult de 40% din toți pomii fructiferi ai țării. O altă cauză ar fi*

reprezentată de producțiile scăzute la unitatea de suprafață la toate speciile și soiurile de pomi fructiferi cultivate în România în ultimii 30-40 de ani. Datorită scăderii accentuate a suprafețelor pomicole, în ultimii ani, și considerând în continuare structura varietală deficitară, ne putem aștepta ca, în viitor, consumul mediu de fructe/locuitor să scadă chiar și sub cel înregistrat în 1993. Soluțiile de ieșire din acest impas nu sunt multe, dar una din ele ar fi aceea a creșterii substanțiale a producțiilor medii/unitatea de suprafață, la toate speciile pomicole aflate în cultură în România, cel puțin până la nivelul producțiilor realizate în prezent în livezile comerciale din Comunitatea Europeană.

Cuvinte cheie: strategii, producția de fructe, livezi

INTRODUCTION

In the NE region of Romania, fruit tree growing is an economic activity with deep roots in history, and which, along the time, has experienced profound changes. Some of these mutations express the objective tendencies of fruit tree development at county and national level; others, on the contrary, mark a regression under the aspect of quantity, quality, and form of agricultural exploitation ownership.

From ancient fruit tree growing, associated with cultivation of other plants, with big distances between the rows of trees and between trees on the same row, it was proceeded, thanks to technical progress and requirements of fruit market as well as of fruit cost price, to specialized cultivation, orientated to thick plantations, using small trees, suitable for their intensive cultivation. In this context, it was necessary to move from parentstock coming from "wild" tree seeds of spontaneous flora or seeds from cultivated species (so-called "franc" parentstock) to vegetative parentstocks, clonally multiplied, characterized by little sap and a sensitive shortening of the period prior to their fructification process. Gradually, as social division of labour deepened, and products exchange appeared and distinguished itself, some peasant households developed the fruit tree growing for commercial purposes. Around the household and between the rural communities, fruit tree cultivation extended outside the rural areas, the surfaces occupied by fruit tree plantation increasing day by day.

The pomiculture crisis, deeper than in the other agricultural branches, affected the vital structural elements, such as: relations of ownership and dimensions of fruit tree exploitation; the economic and social structure of fruit tree exploitation owners; applied technologies; production, marketing relations, management and efficiency.

MATERIAL AND METHOD

Diagnostic and SWOT analysis proved the necessity to design a global strategy and strategies on fields of activity or organizational subdivisions (such as departments) so that the main strengths of fruit tree farms in the NE region and the main accessible opportunities not to be wasted.

RESULTS AND DISCUSSIONS

In general, the strategy of a fruit tree farm is a complex action which interpenetrates (associates) the business philosophy and its application on the market, taking as starting point the enterprise's objectives defined according to the market's characteristics, and as a final point, the identification of techniques and methods of action on the market in relation with the existing resources.

Table 1

TOWS matrix of fruit producer

	Strengths - S	Weaknesses - W
	1. Good management 2. Production guarantee 3. High quality products 4. Economic and financial situation 5. Organizational structure and organigrama 6. Labour and technical capacity of labour	1. A local weak market 2. Reduced storage capacity 3. High interest at lending 4. Weak production turn accounting
	SO Strategies	WO Strategies
1. Lifestyle of residents 2. Population's attitude regarding work 3. Consumers' loyalty 4. Unemployment rate 5. Productivity level 6. Number of fruit types 7. Influence of production technologies 8. Economic substantiation of soil maintenance works 9. Market and distribution of fruit tree products	S1/3- O4/6/8 Increase of production by a high productivity due to investment in research S2/4/5-O8/9/10- Development of business by selecting a professional manager who will rise the income level through an efficient strategy	O1/7-W2 Use of additional labour in order to develop new production capacities O3/9/10-W4 Increase of effective power that will turn account the fruit production by selling it near the area of production
	ST Strategies	WT Strategies
1. Influence of environmental factors 2. Life level of inhabitants 3. Government regulation 4. Credit's validity 5. Interest rates 6. Inflation rate 7. Price fluctuation 8. Fiscal policy 9. Legislative instability 10. Environmental law 11. Daily shopping 12. Diminution of leaseholders number	S3-T1 Finding new markets, possible export S1/3-T14 Production selling on new market niches S1/2/3/4/5-T1/12 It is preferred the direct competition due to higher general efficiency of an analysed farm	W1-T1/12 To maintain on the market, the solution is to reduce prices at the same time with costs W3-T6/7/14 The solution is finding alternative sources of income or liquidation of some assets that occur below the profitability level W4-T8/15 The urgent development of other activity sectors

The matrix allows the mapping at a time of interests crossing, likely to influence, in a more or less obvious manner, the strategy and the objectives of the industrial unit.

Regarding the products diversification, this can be applied on several levels:

1) product declension There are investigated other market segments for the same product;

2) range broadening. There are investigated other products for the same catalogue (for the same selling team or for the same product brand). The new products will have in common with the old ones, all or a part of the infrastructure of fruit tree farms, workshops, sale network, trade name, raw materials;

3) enterprise diversification. There is investigated another field of action where it will be possible to design and develop new activities based on farm's skills;

4) investment diversification. There are investigated other possible usage of capital, to reach the logic of conglomerate or reconversion.

Short-term objectives have as purpose the following aspects:

- growth and diversification of fruit production;
- endowment of company with new and modern equipment, to ensure the provision of some materials such as: labels, packaging;
- the analysis of economic and financial activity of the company and its image; participation in national and international fairs and exhibitions;

Medium-term objectives refer to:

- reduction of investment liquidation term;
- increase of company advertising level;
- increase of market share on internal and external market;
- increase of profit and its reinvestment;
- acquisition of a new printer in order to reduce the costs of labeling and packaging;
- improvement of staff labour efficiency and increase of its productivity;

Long-term objectives aim to:

- realize a durable fruit production;
- establish the market share by improving the fruit quality and to practice attractive prices; ensure an annual rate of profit of about 25%;
- increase the space destined to fruit marketing through establishment of shops and points of sale;
- establish new plantations with the species and varieties demanded by consumers;
- to diversify the way of presenting the products by pack quality improvement, by modulating the quantities on species, quality categories and varieties; with participation in national and international exhibitions.

Strategy formulation

After reviewing the general situation of fruit tree farms, there can be formulated several strategies including:

The synergy of fruit markets' clauses led to the need of investing in research in order to obtain products with absolutely outstanding qualities, that educates its new clients, proving to have characteristics that other product lacks.

Given the fact that labour market in the area is very favourable to business, cumulated with an increasing need of fruit storage capacities, it became necessary to build new deposits in order to ensure the fruit supply throughout the year.

Increasing the weaknesses of competitors, especially of external ones. Such a strategy involves the orientation of unit's business to geographical regions where the rivals have a low market and also a low competition level, to segments of customers which were not taken into consideration by the competitors, to fields or products' characteristics to which the rivals did not give much importance, although there is the ability of costumers to pay a supplementary price for facilities of this kind, or to cases in which the competitors offered less advantageous quality/price conditions.

If the fruit tree farm has the potential resources, but not a coherent strategy, then the business development can be realized by selecting a specialized manager who will, through an efficient strategy, rise the level of income.

Finding new markets is a strategic alternative which can be taken into consideration when the market will have too many competitors.

If competitors prove their inability on the market, then it is preferable to perform the direct competition due to higher general efficiency of the analysed enterprise.

Given the fact that access to credit is difficult, and investments are necessary, the solution is to find alternative sources of income or liquidation of some assets which are under the profitability level.

CONCLUSIONS

There were formulated theories that change the structure of the fruit tree farm, or, on the contrary, the strategy is chosen according to the existing structure, so that in the end to be agreed that the two elements of equation conditionate each other, and the structural adjustment can ensure the success of a strategically line, as a strategically line is more applicable to a distinct organizational structures.

To conclude, fruit tree growing as exploitation, regardless its dimension, must be designed and realized just as a modern factory, fact which involves engineering in its true sense. By its nature, fruit tree growing means and is, one of the most intensive agricultural activities. Compared with our way of operating, more or less traditional, with outturn of only 5,000- 10,000 kg of fruits/hectare, there must be, inevitably, adopted the European technology, with standardized harvest levels, which are constant year by year, of minimum 50,000-60,000 kg apples and pears, 25,000-30,000 kg peaches and apricots, 15,000-20,000 plums or cherries per unit of surface.

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