

# **Subtropical Banana Industry Supply Chain Directory**

Jim Pekin  
Australian Banana Growers Council Inc

Project Number: BA12003

## **BA12003**

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# Final Report

HAL Project No: BA12003  
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Project Title: SUBTROPICAL BANANA INDUSTRY  
SUPPLY CHAIN DIRECTORY

Prepared for Subtropical Banana Industry  
and Horticulture Australia Limited

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December 2012

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The purpose of the following report is to provide detail on methodology, output and outcomes of Project BA12003 Subtropical Banana Industry Supply Chain Directory.

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## **MEDIA SUMMARY**

With the advent of a national levy for banana growers in July 2008, there emerged a small but significant banana-producing sector of the industry, based in the subtropical region of Australia.

The Subtropical Banana industry is comprised of six regional areas: Bundaberg, Caboolture, Tweed/Brunswick Heads/Richmond, Coffs Harbour/Woolgoolga, Nambucca and Carnarvon.

In 2011 a 3 Year Strategic Plan for Market Development for Subtropical Bananas was developed. As a result of this plan, and as a first stage initiative, funds were sourced for the development of an online Subtropical Banana Supply Chain Directory. The resulting Directory carries information pertaining to specific supplier contact details, as well as location, variety and niche market produce, transport arrangements, and in some instance links to supplier web sites.

The purpose of the Directory is to facilitate connectivity across the supply chain, initially in the immediate regions of production, and for the development of supply and demand alliances into the future.

Suppliers were initially contacted with an invitation to list on the Directory. Suppliers are still able to list on the Directory via a registry application on the Directory page.

The Directory will be hosted on the Australian Banana Growers Council web site at [www.abgc.org.au](http://www.abgc.org.au) from January 2013.

## INTRODUCTION

Although subtropical banana production figures are relatively small, subtropical producers remain a valuable component of the overall Australian Banana Industry given the vulnerability of tropical production to climatic influences, the threat of import competition, and the need to extend the banana category (Inovact Consulting, 2009).

In March 2011 the *3 Year Market Development Strategic Plan for Subtropical Bananas* was developed to address grower's long-term sustainability (Horticulture Australia Limited, 2011). It was established that stimulating local (short supply chain) interest and demand for Subtropical Bananas was imperative. There were five objectives identified in the strategic plan: 1. Differentiate Subtropical Bananas from tropical bananas; 2. Increase local demand in the specific regions of local production; 3. Engage proactively with wholesale and retail partners to build lasting, sustainable and mutually beneficial relationships; 4. Through increased consumer demand, achieve a higher price for subtropical bananas; 5. Through achieving Objectives 1-4, ensure a sustainable banana industry in the subtropics.

The online Subtropical Banana Supply Chain Directory (the Directory) has been the first initiative implemented after the development of the Strategic Plan. The project to develop the Directory ran from August to December 2012. The Directory is to be hosted on the Australian Banana Growers' Council (ABGC) redeveloped web site ([www.abgc.org.au](http://www.abgc.org.au)).

The Directory provides a central point from which future market development can derive information on suppliers of Subtropical Bananas. All commercial growers, by virtue of their geographical location in the region from Bundaberg, Queensland south to Yarrhapinni (south of Coffs Harbour), New South Wales and including Carnarvon, Western Australia were invited to list their contact and production details on the Directory. The subtropical growing regions can be broken down into six sub-regions: Bundaberg, Caboolture, Tweed/Brunswick Heads/Richmond, Coffs Harbour/Woolgoolga, Nambucca and Carnarvon.

Further to this, wholesalers and/or consolidators were sought in each growing region to list on the Directory. The term 'consolidators' has been derived from the Horticulture Australia Limited submission to the Australian Competition and Consumer Commission in 2008, which describes a 'consolidator' as falling into "...two categories 'grower' and 'non-grower' and are a collective of growers distributing from a central point". Consolidators are the result of major supermarket chains continuing to reduce the number of suppliers they deal with, and consolidation networks of smaller producers have found it beneficial to form these larger enterprises (CDI Pinnacle Pty Ltd, 2008).

The wholesalers/consolidators listing on the Directory collectively represent a substantial number of growers in the subtropical region who produce either Cavendish or Lady Finger varieties. Other listings on the Directory include individual growers, and those producing niche market products such as leaves, bells or specialist varieties.

The purpose of an online supply chain directory for Subtropical Bananas is to provide easily accessible information from a central web site search point, which provides up to date information on suppliers. This information is to facilitate communications for consistent and effective supply and distribution.

## **METHODOLOGY**

### **Online Subtropical Supply Chain Directory**

In order to address the objectives as laid out in the strategic plan for Subtropical Banana market development an initial strategy was to create an active online site for suppliers of Subtropical Bananas.

The aim of the site is to utilise modern information communication technology to provide comprehensive information across the subtropical banana supply chain, to facilitate sourcing of Subtropical Bananas.

Overall the Directory will:

- Be an active site, which provides a number of search fields to make finding the right information very specific.
- Make growers accessible via the web, to a wide range of interests including wholesalers and retailers seeking Subtropical Bananas.
- Give substantial weight to further promotions, as anyone seeking to source Subtropical Bananas will have a simple and direct line of contact.
- Develop alternative demand and new markets and facilitate these markets finding supply.
- Could be utilised in the future as a total supply chain directory providing a contact point for any number of contributors: wholesalers, suppliers, retailers, employment, research data, providing or sourcing planting material, limited only by imagination.
- Provide a consolidated site for utilising all networking opportunities across the supply chain and any media sources.

The methodology used to develop the Directory is as follows:

Project activities were delivered by an Industry Development Officer (IDO), Geraldine O'Flynn. A Working Group was formed, after an invitation was sent to representatives from the eastern growing regions. The final makeup of the Subtropical Bananas Working Group comprised seven grower and wholesaler representatives. The role of the Working Group was to inform and direct the industry development officer in the implementation of the initiative. Meetings were held monthly with one face to face, and three teleconferences.

An agreement was reached with Australian Banana Growers' Council to host the Directory on their upgraded web site. Following earlier consultation with industry advisors, a review of similar online fresh produce directories and in consultation with the web site designer, the style for the Directory was determined. The Directory was modelled on an existing directory used by the Australian Fodder Industry Association. The rationale being: the design allowed for simple initial search results, which then allowed more specific regional results, from where greater detail and specificity on supplier details could be found.

A pre-existing database of growers in the subtropical region was obtained from the Subtropical Bananas Communications Officer. The list had last been updated in 2010. Growers on the list were divided into key production areas: Tweed/Brunswick Heads, Richmond, Coffs Harbour/Woolgoolga, Nambucca, Western Australia, and South East Queensland. The information contained in the database consisted of name, address, telephone, and in some instances, email address.

## Subtropical Banana Supply Chain Directory 2012

After reviewing a number of online directories the most appropriate example was that of the Australian Fodder Industry Association (2011), as it included listings divided into an array of product types, across a diverse geographic location, and did not comprise a single long list but rather allowed the user to be more specific in their search details. From this site and in consultation with the Working Group a template for listing details was designed (appendix 1). In conjunction with this there was a short survey on the role of online directories (appendix 2). A covering letter was written, explaining the aim and proposed outcome of the project, also carrying the endorsement of the two ABGC Directors for New South Wales (appendix 3). A two-week turn-around for responses was projected.

Using information from the database growers were contacted either by post or email where available. These figures are to be regarded cautiously, as a number of growers have exited the industry, and a comprehensive review of the database is currently underway. Anecdotal evidence would suggest the current number of growers is far lower.

A reply paid addressed envelope was included for the return of the listing details and survey.

Table 1: Subtropical Banana Grower numbers by region contacted by post or email according to database 2010

Region	Total	email	post
Tw/Bruns	132	36	96
Richmond	35	13	22
Coffs/W'giga	155	42	113
Nambucca	37	11	26
WA	58	21	37
SEQ	28	10	18
Total	445	135	310

The IDO also met with growers at agricultural shows, providing an opportunity to discuss the Directory and encourage listing.

The response rate is listed below in Table 2.

Following on from the contact with growers, every effort was made to contact wholesalers in each of the identified growing regions. At least one major wholesaler was identified in each region, at which time they were made aware of the Strategic Plan. The invitation to list on the Directory was also extended to them. Seven wholesalers were contacted; four have listed on the Directory and three have indicated they will also list.

It was proposed that the project also target retailers of Subtropical Bananas to list on the Directory as well. A number of factors prevented this from eventuating: difficulty in connecting with wholesalers, from whom information on appropriate retailers was to be sought meant the project did not reach this objective; turnaround time for replies to mail out were much longer than anticipated, and as such the project timeframe did not allow for further information gathering on retailers. Further discussion on this is in section Evaluation and Measurement of Outcomes.

## **Building the web page**

In consultation with the ABGC web site designer, *Alyte Design*, and using pre-existing web based directories as examples, a design for the Directory was established. The design is to most closely reproduce a directory similar to that of the Australian Fodder Industry Association ([http://www.afia.org.au/hay\\_and\\_contractor\\_listings/grower\\_directory/](http://www.afia.org.au/hay_and_contractor_listings/grower_directory/)). By comparison to other online directories, this design was considered user friendly, simple, informative, region specific, with further information available where needed.

The ABGC web site is being designed with WordPress. There are online tutorials for the WordPress Content Management System (CMS), as well as ongoing support from the web designer.

To transfer the data collected for the Directory to the web designer, the information was transferred to an Excel spreadsheet, with the required fields as headings. At this point it was simpler for the designer to load the information. However, future listings can be included by the web site manager using the CMS. Enquiries to list on the Directory can be directed to the online registration available.

In designing the Directory an onsite registration system was also included, which allows for self-listing to the Directory via the web site. Built into this system is an editorial approval process before the listing is included in the Directory. The editorial approval is by way of the web site manager or a Subtropical Bananas Working Group representative, before the listing goes live. Editorial approval requires the listing to be relevant and specific to Subtropical Banana supply chain information.

Further to the self-listing, and in relation to all listings, the Directory is to carry a disclaimer which states:

*Disclaimer: This Directory is provided as a service, but does not indicate endorsement by the ABGC of those listed on the Directory. Links to other web sites are inserted for convenience and do not constitute endorsement of material at those sites, or any associated organisation, product or service.*

The Directory is to appear as part of the drop down menu for Subtropical Bananas provided on the ABGC web site.

## **Survey of Suppliers**

A short four-question survey accompanied the cover letter and listing template which was sent to growers and wholesalers (appendix 3).

The survey questions were designed to gauge supplier sentiment on the role of online directories for sourcing Subtropical Bananas, and to allow for further input from suppliers for other fields which may be included on the Directory.

Results of the survey appear in the section **Evaluation and Measurement of Outcomes**.

## EVALUATION AND MEASUREMENT OF OUTCOMES – IMPACT AND ADOPTION

### Online Subtropical Banana Supply Chain Directory

As outlined in the project proposal, the major outcomes for this project are:

- Directory and the associated information it carries
- Concise grower listing for Subtropical region
- Growers opting to take up the Subtropical market development materials

In addressing the evaluation and measurement of major outcomes, Table 2 (below) indicates the number of individual growers who have chosen to list on the Directory.

Table 2: Response rate - number of growers listing on Subtropical Banana Supply Chain Directory

Region	Number
Tweed/Bruns	20
Richmond	0
Coffs/W'g'lga	8
Nambucca	2
WA	3
SEQ	5
Total	38

The Subtropical Banana Supply Chain Directory produced as a result of this project carries specific information on suppliers pertaining to: supplier contact details, including links to web sites where applicable; production details, including varieties or specialist materials; transport details, including local distribution options; areas of distribution, both local and further afield.

The low number of initial responses does not, however, give a concise listing of Subtropical growers. Anecdotal evidence gathered during the project would indicate that growers supplying to a major regional wholesaler/consolidator have refrained from listing, preferring the wholesaler/consolidator to list.

Table 3: Number of growers potentially represented by wholesaler/consolidators on Subtropical Banana Supply Chain Directory

Region	No. of Wholesalers/Consolidators listed	No. of growers represented (approx.)
Coffs/W'g'lga	2	40
Gold Coast	1	10
WA	1	20
	No. of Wholesalers/Consolidators potentially listing	
Tweed	1	15
Bundaberg	1	4
WA	1	12
Richmond	1	6
Total	8	107

## Subtropical Banana Supply Chain Directory 2012

The suppliers listing on the Directory now indicate recognition of the Subtropical Banana regional identity, and as such can be specifically engaged for further market development initiatives in the future.

As per original project proposal the minor outcomes for this project are:

- Growers utilising the listings and the Directory
- Broader cross industry utilisation of the Directory
- Communications management across the Subtropical region via the Directory

In addressing the evaluation and measurement of the minor outcomes for this project over time, analysis of statistical data collected from the web page usage could indicate:

- future priorities for the Strategic Plan
- Strategic Plan being "on track"
- usage to indicate a trend in consumer sentiment
- identify new or underutilised distribution network opportunities within regions of local production, and possibly further afield

Proposed survey data from wholesalers and retailers was not obtainable due to time constraints, and difficulty in accessing wholesaler information. Survey data was collected from growers, pertaining to their perceptions and usage of online directories.

The response rate to the survey was 10% of surveys distributed. It is necessary to identify the non-response bias given the low response rate. There are potential limitations to these results, and given the low response rate results should be interpreted with caution.

## Survey Questions

The Survey questions 1 – 3 required a numerical response in the range of 1 – 5, 1 being no – 5 being yes. Question 4 required a written response. Survey responses were:

### Question 1. Do you see a role for online directories for fresh produce?

Of the 33 respondents 78.8% indicated a positive response to the question; 15.2% were neutral; 3% were negative; and 3% undecided.

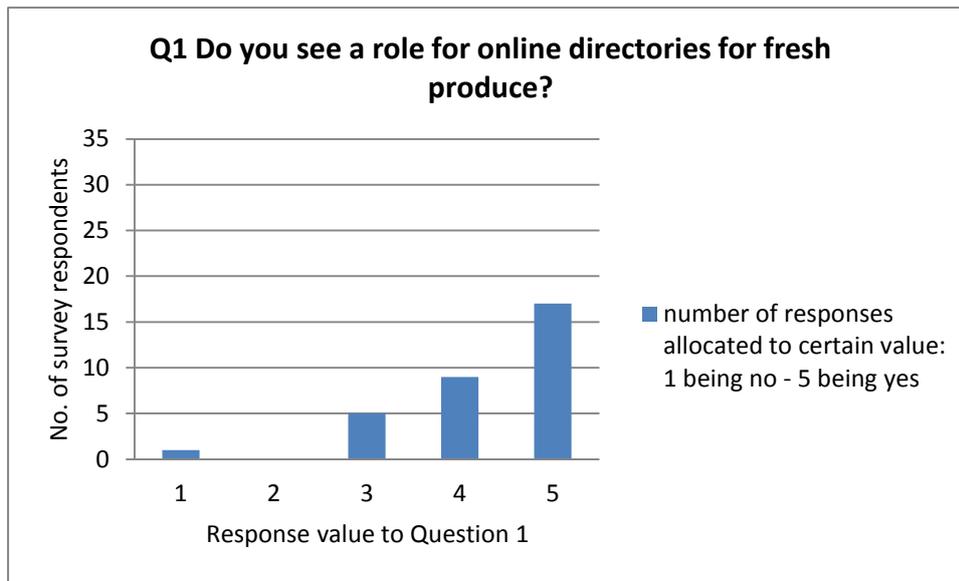


Figure 1: Question 1 of Subtropical Banana supplier survey

### Question 2. Have you considered listing anywhere else online as a banana producer?

Of the 33 respondents 88% indicated they had not considered listing anywhere else on line as a banana producer, whilst 12% had considered listing.



Figure 2: Question 2 of Subtropical Banana supplier survey

**Question 3.** Would being part of an online directory give you an advantage in selling your bananas?

Of the 33 respondents 39.4% indicated a positive response to the question; 30.3% were neutral; 27.3% responded negatively to the question; and 3% were undecided.

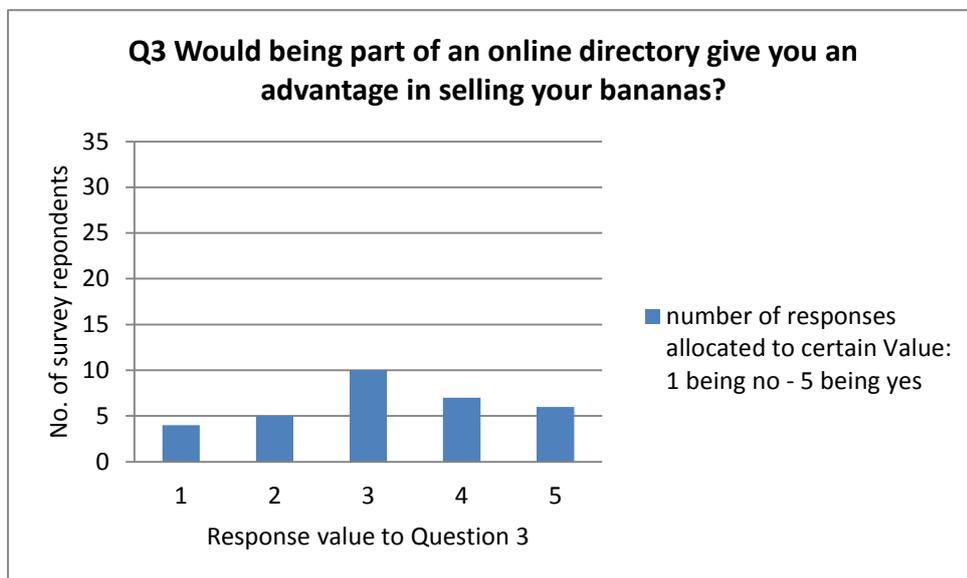


Figure 3: Question 3 of Subtropical Banana supplier survey

**Question 4.** Could you suggest any other fields to be included in the online Subtropical Banana Directory?

**Responses to Question 4:**

There were six responses to Q4. These were:

- logo
- this is very new territory for us – there may be something in the future
- all produce grown in subtropical areas should be linked to this web site, via their own site built by their local industry, including the meat industry, poultry, any company processing local only products
- projected future production e.g. 6 months, 12 months, 18 months
- (I currently sell banana bells and have sold leaves in the past) I think including more specialised products may be useful
- maybe avocados or whatever other produce is on the farm

## Working Group Feedback

Working Group members were sent a questionnaire at the completion of the project (Appendix 4). The questionnaire, assessing the outcomes and performance of the Industry Development Officer (IDO), was sent to all Working Group members with six of the seven members replying. Three areas were reviewed: knowledge, behaviours and impact. Feedback indicates a generally high level of satisfaction with the IDO and outcomes of the project.

Scored on a scale of 1 to 5: 1 being strongly disagree and 5 being strongly agree, average scores across the three areas were:

Table 4: Working Group Feedback on Project BA12003

### Knowledge 4.7

IDO related knowledge:	Individual score	Average score
-has good understanding of IDO role in general	4/5/4/5/5/4	4.5
-is aware of innovative applications and technologies and relevance for project	5/5/5/5/5/5	5
Business knowledge:		
-has good understanding of industry	4/5/5/5/4/4	4.5

### Behaviours 4.4

Leadership:	Individ. score	Ave. score
-identifies and focuses attention on key issues	5/5/4/5/4/4	4.5
-provides timely, practical actionable comments and advice	4/5/4/5/5/3	4.3
-follows through on commitments	4/5/4/5/5/5	4.7
Collaboration:		
-is visible and accessible	5/5/4/5/5/4	4.7
-listens carefully and non-defensively to others' ideas	5/5/3/5/3/4	4.1
-works to build open and professional relationship	4/5/4/5/4/4	4.3
-deals openly and constructively with differences of view and conflicts	5/5/4/5/3/4	4.3

### Impact 4.3

Profile and capabilities:	Individ. score	Ave. score
-has raised profile of industry sector	3/5/5/4/5/4	4.3
-has positively impacted profile across the sector	3/5/4/4/5/4	4.2
Business capabilities:		
has initiated, promoted, contributed to and delivered solutions to improve:		
-core service	4/5/4/5/5/3	4.3
-collaboration across regions and departments	4/5/4/5/5/4	4.5
-cost effective delivery	4/5/4/5/4/4	4.3

### Further Comments:

In my opinion Geraldine (IDO) has done an exceptional job. She has only fallen down in the area of collaboration where her approach to particularly the CHBGA has not been non-defensive. Even though I have agreed in general with her reaction under the circumstance, a far more conciliatory approach would have worked far better.

Geraldine (IDO) is excellent in her role and very trustworthy funds wise.

## DISCUSSION

Over the past ten years considerable research has been carried out, particularly in the Coffs Harbour region, which has highlighted the need for better communications across the supply chain. Needs analysis, situational analysis, consumer surveys and retailer surveys indicate a need for a comprehensive point of contact across the supply chain, particularly on a regional basis (Right Decisions Pty Ltd, 2007).

Of the 310 growers contacted by post 21 were returned to sender unopened. The names and contact details were forwarded to the Subtropical Bananas Communications Officer to assist in the task of updating details for the contact list. Also, through the contact details collected in this project, particularly current email addresses, the database of growers held by ABGC can be updated.

Further to this, according to recommendations from a report on current banana production and market information systems (Margetts 2011) there remains a need to further collect and collate information for the whole of supply chain participants, and to foster better communication and collaboration across the network.

Whilst the Directory, in its infancy, requires much stronger support and participation, early adopters can be seen to have embraced the use of information technology to engage proactively.

The Directory is an active site, which allows for future participants to list online, and take part in the benefits of a web based presence. As the Directory represents a new innovation for Subtropical Banana suppliers, there would appear to be early adopters who have decided to list. As the site has the capacity to continue listing suppliers, it would be feasible to predict that as more suppliers become aware of the site the number of participants will grow.

The Directory remains within the web site of the peak industry body, ABGC, and although a stand-alone web site for Subtropical Bananas was considered, it was deemed more suitable to remain a part of a more cohesive whole-of-industry organisation.

In anecdotal enquiry during the course of the project, many established growers (second and third generation) have stated that their supply chain relationships are stable, and their position in the industry is sustainable. Therefore, they saw no need to participate in further industry activities aimed at market development.

There was also difficulty in overcoming suspicion, and hesitancy to engage in a broader industry initiative from both growers and wholesalers. There is potential here for more face-to-face meetings between growers and wholesalers to facilitate communications. Many individual growers have established workable distribution networks such as direct to retailers, farmers markets, niche markets and supplying product for value adding. Wholesalers also indicated they have identified their key growers and will continue to deal only with these growers.

What appears to have emerged from the call for listings is the role of wholesalers/consolidators in representing groups of growers. As the trend to using fewer suppliers would suggest (CDI Pinnacle Pty Ltd, 2008), this could be a valuable move for more efficient short supply chain management, and also for managing issues of consistency and quality of Subtropical Bananas.

## **TRANSFER MECHANISM**

A number of activities were undertaken to facilitate the transfer of information in the course of the five-month project.

The Working Group convened for four meetings: an initial face-to-face meeting, followed by three teleconference meetings. As representatives of their regions, the Working Group members reported to their regional Associations, and engaged in actively transferring information about the Directory and developing support for the project.

Further to this there were four regional meetings of grower associations: two meetings in Coffs Harbour and two meetings in the Tweed/Brunswick region. These were attended by growers and industry affiliates, one meeting in each area attended by representatives of Australian Banana Growers Council. PowerPoint presentations were made at all meetings, with an opportunity for further collaboration with industry for input to the project. The Nambucca Banana Growers Association meeting was also attended.

A meeting was convened in the Caboolture area for growers and industry affiliates, also attended by Chief Executive Officer of Moreton Bay Regional Development Australia.

The timing of the project coincided with the regional Agricultural Show season in northern New South Wales. The Shows provided an opportunity to engage with growers and industry affiliates to further extend information dissemination. Shows attended were: North Coast National (Lismore) and Murwillumbah Show.

Other events attended for networking opportunities with other regional food producers and affiliates were: The *Tweed Banana Festival*, *Sample Food Festival* Bangalow, and *Foodie Fest* Murwillumbah.

Media coverage included Subtropical Banana Newsletter; ABC Regional Radio interview; and NBN Television coverage. Attempts were made to publish in local newspapers, but were unsuccessful in publishing.

There was further collaboration with regional food networks such as Northern Rivers Food, and other food networks initiatives where applicable, as developed by Regional Development Australia (RDA) in each of the subtropical growing regions. Each of the Subtropical Banana growing regions falls within a specific RDA area. Some of the RDA's have developed more proactive regional food networks, such as the Northern Rivers RDA, whilst Moreton Bay RDA is considering developing local food links.

Future transmission paths would include links to the Directory from other industry sites, as well as utilising industry and affiliate social/business media sites to inform industry and affiliates of the online Subtropical Banana Supply Chain Directory.

## RECOMMENDATIONS

Further encouragement across the supply chain to utilise the Directory will ensure ongoing participation. Follow up with growers and suppliers who indicated an interest in listing on the Directory would be recommended.

The use of social media and other online business links to raise awareness of the Directory would be recommended.

Other opportunities to raise awareness of the Directory could include improving collaboration with regionally based food networks, including Regional Development Australia (RDA) initiatives. One such example would be the RDA Northern Rivers *Food Projects* (2010).

Wholesalers/Consolidators outside the immediate local distribution areas could be encouraged to list on the Directory to further expand supply chain communications. Similarly, retail outlets, both within the immediate local distribution areas, and further afield could also list on the Directory, to provide greater linkage between growers and suppliers and food businesses.

Future market development could investigate the role of distributors, specifically those using online ordering systems.

As the Directory is an initial part of a wider market development plan, future projects for market development for Subtropical Bananas can continue to increase Directory listings, and build stronger supply chain relationships based on the contact details contained in the Directory.

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## **SUBTROPICAL BANANA INDUSTRY WORKING GROUP REPRESENTATIVES**

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Cherrille Hardman (Desert Sweet WA)  
Doriana Mangili (Sweeter Banana Co-Op WA)  
Sid Sidhu (Coffs Harbour)  
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**APPENDIX 1: Information Fields for Online Subtropical Banana Supply Chain Directory sent to suppliers (growers and wholesalers/consolidators)**

**Information Fields for Online Subtropical Banana Supply Chain Directory**

**Fill in as much information as you require**

<b>1. Search Fields</b>	
Region	
Variety	
Grower Name	
Business Name	

<b>2. Body of information</b>	
Name	
Variety	
Location	
contact	
web site	

<b>3. Further information</b>	
Contact Name	
Business Name	
Address	
Business Hours	
Phone Contacts	
Web Site	
Email	
Location	
Production details	
Distribution	
Transport/delivery	

Return to:  
 Geraldine O'Flynn  
 C/- Post Office  
 Burringbar NSW 2483

**APPENDIX 2: Grower Survey for feedback Online Supply Chain Directory.**

## **Subtropical Banana Market Development**

### Survey Questionnaire for Subtropical Banana Growers 2012

**The following questions are to gauge grower sentiment on the use and effectiveness of online directories.**

Please indicate on a scale of 1 – 5 (1 indicating the most negative response to the question, through to 5 being the most positive response to the question)

Column 1 the question

Column 2 the number between 1 and 5

Column 3 any further response or comment to the question

**Please return in envelope provided by Friday 2 November 2012.**

If you have any further enquiries please don't hesitate to contact me:

Geraldine O'Flynn

Subtropical Banana Market Development

Industry Development Officer

Mobile 0402308970

Email [goflynn@aapt.net.au](mailto:goflynn@aapt.net.au)

Thank you for participating in the Subtropical Banana Market Development survey. The information collected remains anonymous, and will be used to further inform and develop the future direction of Subtropical Bananas market development.

Subtropical Banana Supply Chain Directory 2012

QUESTION	ANSWER on a scale of 1 – 5 (1 BEING NO. 5 BEING YES)	COMMENTS OR FURTHER RESPONSE TO QUESTION
1. Do you see a role for online directories for fresh produce?		
2. Have you considered listing anywhere else online as a banana producer?		
3. Would being part of an online directory give you an advantage in selling your bananas?		
4. Could you suggest any other fields to be included in the online Subtropical Banana Directory?		

**APPENDIX 3: Cover letter and project information to suppliers**



In 2011 a *3 Year Strategic Plan for Market Development* was written, in consultation with grower representatives from the Subtropical Banana growing regions. As the Strategic Plan is now being implemented, the first project is to develop a common point from which market development can commence. This is being done in the form of an online Subtropical Banana Supply Chain Directory.

We would encourage all growers, big and small, to list their details with the Directory, in order to take full advantage of any future promotions and market development undertaken for Subtropical Bananas. The Directory will be a central point from which growers, wholesalers and retailers make contact, and communicate effectively.

In order to survive in hard times, and plan for the future of the Subtropical Banana industry, the Directory is just one tool in a box of market development initiatives. Future projects, programs and promotions in market development will rely on the Directory as a pivotal point of contact. As such, the Directory deserves to be supported by growers, and we would encourage that support.

**Stephen Spear**  
**Director ABGC**  
**(NSW)**

**Peter Molenaar**  
**Director ABGC**  
**(NSW)**

Please use the enclosed stamped addressed envelope to return the white page (Directory Information) and the blue page (Survey response) by last mail Friday 2 November 2012.

You do not need to be connected to the Internet to be listed on the Directory.

**Project BA 12003. Subtropical Banana Supply Chain Directory**

Subtropical Bananas is an overarching identity, not a brand, for growers located in the region from Bundaberg to Yarrhapinni. By using a specific regional identity anyone marketing their bananas produced in the subtropics has the benefit of the full ST Banana Industry, and associated promotions, behind their bananas, should they choose to utilise the identity in any form they think would benefit their business.

To date we have produced stickers and point of sale materials. Some growers have chosen to use these. Aside from this very specific industry initiative, there will now be a web based **Subtropical Banana Supply Chain Directory**. The Directory will be hosted on the ABGC web site.

Why an on line directory:

- easily accessible information
- centralised search point
- up to date information
- communication essential for consistent and effective supply
- consolidated, information packed resource
- uses keywords/phrases which can improve search engine results

The **Subtropical Banana Supply Chain Directory** is open to **all growers regardless of their choice to use the ST stickers**/use their existing markets/looking to expand/need to find new outlets/supplying different varieties/providing planting material/anything associated with Subtropical Bananas.

The Directory will:

- Be an active site, which provides a number of search fields to make finding the right information very specific.
- Make growers accessible via the web, to a wide range of interests including wholesalers and retailers seeking subtropical bananas.
- Give substantial weight to further promotions, as anyone seeking to source ST bananas will have a simple and direct line of contact.
- In developing alternative demand and new markets, facilitates these markets finding supply.
- Could be utilised in the future as a total supply chain directory providing a contact point for any number of contributors: wholesalers, suppliers, retailers, employment, research data, providing or sourcing planting material, limited only by imagination.
- Provide a consolidated site for utilising all networking opportunities across any media sources

The **Subtropical Banana Supply Chain Directory** is one of a number of initiatives being developed now and into the future, which aim to meet the objectives outlined in the **Subtropical Banana Strategic Market Development Plan** (available on the ABGC web site [www.abgc.org.au](http://www.abgc.org.au)) :

Objectives:

1. Differentiate ST bananas from tropical bananas.
2. Increase local demand in the specific regions of local production.
3. Engage proactively with wholesale and retail partners to build lasting, sustainable and mutually beneficial relationships.
4. Through increased consumer demand, achieve a higher price for ST bananas.
5. Through achieving Objectives 1-4, ensure a sustainable banana industry in the subtropics.

## Subtropical Banana Supply Chain Directory 2012

### For the Grower:

SAMPLE ONLY

What information will the **Subtropical Banana Supply Chain Directory** contain? Over the coming months growers will be contacted seeking their participation in the Directory. It is completely up to the grower how much information they wish to include

#### 1. Search Fields:

Region: Bundaberg  
Caboolture  
Tweed/Richmond  
Coffs Harbour/Woolgoolga  
Nambucca

Variety: Cavendish  
Lady Finger  
Other

Grower Name:

Business Name:

#### 2. After the search fields come the body of general information:

Region	Name	Variety	Location	contact	web site
Tweed	Joe Smith	Cavendish	Murwillumbah	02 66 777777	<a href="http://www.SmithInc.com">www.SmithInc.com</a>

#### 3. From here the site can link to more detail on individual contacts/web sites/further information

<b>Contact Name</b>	Joe and Mary Smith
<b>Business Name</b>	Smith Inc
<b>Address</b>	
<b>Business Hours</b>	
<b>Phone Contacts</b>	
<b>Web Site</b>	<a href="http://www.SmithInc.com">www.SmithInc.com</a>
<b>Email</b>	
<b>Location</b>	
<b>Production details</b>	Specialising in Cavendish, but some Lady Finger
<b>Distribution</b>	farm gate, Farmer's Markets, seeking local outlets

**APPENDIX 4: Working Group Feedback on Project BA 12003**

OUTCOMES AND PERFORMANCE OF IDO FOR PROJECT BA12003 AS ASSESSED BY WORKING GROUP December 2012		
	Criteria	Strongly agree 5 to Strongly disagree 1
KNOWLEDGE:	IDO related knowledge:	
	-has good understanding of IDO role in general	
	-is aware of innovative applications and technologies and relevance for project	
	Business knowledge:	
	-has good understanding of industry	
BEHAVIOURS:	Leadership:	
	-identifies and focuses attention on key issues	
	-provides timely, practical actionable comments and advice	
	-follows through on commitments	
	Collaboration:	
	-is visible and accessible	
	-listens carefully and non-defensively to others' ideas	
	-works to build open and professional relationship	
	-deals openly and constructively with differences of view and conflicts	
IMPACT:	Profile and capabilities:	
	-has raised profile of industry sector	
	-has positively impacted profile across the sector	
	Business capabilities:	
	has initiated, promoted, contributed to and delivered solutions to improve:	
	-core service	
	-collaboration across regions and departments	
	-cost effective delivery	
Further Comments:		