



Department of
Primary Industries and
Regional Development



Partnering for Customer Value snapshot: Greenyard Frozen

Greenyard is a global market leader in fresh, frozen and prepared fruit & vegetables. Its turnover in 2019 was ~4 billion euros, supplying to 19 of the 20 top retailers in Europe. Greenyard Frozen, focusing on frozen products for private label, food service and manufacturers, is the second largest frozen produce processor in Europe, with 10 production sites and over 2,000 employees.



Snapshot

Industry

Processed food

Location

Roeselare, Belgium

Timeframe

- Established: 1965
- Initiated this product development: 2014
- Introduced to market: 2017

Transformation

High food waste product increasingly under scrutiny in EU → new sustainable product introduced to market

Key investments

- Investment of time and resources in R&D collaboration for product development
- Leveraged funding from Institute for Innovation by Science and Technology, Finland

Key markets

Germany, Netherlands, Belgium, United Kingdom

Tools/Models

Used open innovation to access expertise from outside the business in order to innovate and develop a new whole product offering; cauliflower rice produced from previously wasted cauliflower hearts.

“The ‘Suskool project’, one of the candidates for the Food Heroes Award, is a good example of collaboration in the chain that leads to innovation in an efficient way...It is the result of the unique collaboration between cauliflower growing companies Tryvan and Flanders Green Farm bvba, machine building company Baekelandt, Greenyard Frozen, ILVO and Flanders’ Food.”

Yves De Groote, Vakmedianet

Concepts



Hard to replicate
advantage



Customer
development
model



Whole product
offering



Open
innovation

Critical Success Factors

1. Focus on using the customer development model, where new products are developed with direct feedback from customers and are designed to deliver value by meeting their needs

“We build strong relationships with our customers, putting our expertise at their service to jointly develop a product offering that enhances their business.”

Greenyard website

2. Focus on delivering a ‘whole product’ to customers; high quality products, innovative new solutions, excellent service and logistics, information on food trends, low waste packaging

“Thanks to its wide range of products and its in-depth expertise, Greenyard can help retailers and food service companies expand and diversify their offering, introduce new concepts and rapidly respond to ever-changing consumer trends.”

Greenyard website

3. Ability to identify, develop and leverage hard to replicate advantages in its whole product offering; utilising new technology to deliver a differentiated cauliflower rice product

“Our cauliflower rice has its own shape: it is irregular and resembles the shape of natural rice grains. The customers appreciate this and it is noticeably different from competing cauliflower rice on the market. The cut of competitors’ is more like small cubes, while our cut has an irregular, natural appearance. This is a great way to differentiate ourselves from the pack.”

Valentijn Verhaeghe, Convenience Business Unit Manager, Greenyard Frozen

4. Appreciation of the critical need for value chain partnerships to deliver value to each participant

“The question remained open regarding who would pay for the new machine after the project... It would potentially be a new business for Baeckelandt if competing frozen vegetables companies purchased machines... Greenyard granted Baeckelandt the option of selling the new machine to competing firms.”

Wim Vanhaverbeke, Author

5. Willingness to invest time and money in assembling cross disciplinary team from along the value chain to develop new whole product
6. Recognition of need to deliver initial ‘minimal viable product’ to customers to test its value proposition, before developing more complex and extensive range of products

Why you should read the full case study

- In-depth discussion of open innovation being applied in the real world
- Description of global roll out strategy for private label products

Greenyard Frozen full case study

➔ agric.wa.gov.au/p4cv

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