

**WORLD
CASHEW
CONVENTION
& EXHIBITION**

JNEC-CI
Journées Nationales
des Exportateurs
de Cajou
de Côte d'Ivoire

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AEC-CI
ASSOCIATION DES EXPORTATEURS
DE CAJOU COTE D'IVOIRE

12-14 Feb, 2020
Radisson Blu Hotel
Abidjan, Cote d'Ivoire

PROCESSING IN AFRICA

HOW TO SCALE IT UP SUSTAINABLY

Harm L.H. Voortman, CEO

Anatrans SA

13 February 2020



Introduction

Scaling cashew processing in Africa



- Competitive Strategy
- Clients
- Risk Management
- Operations



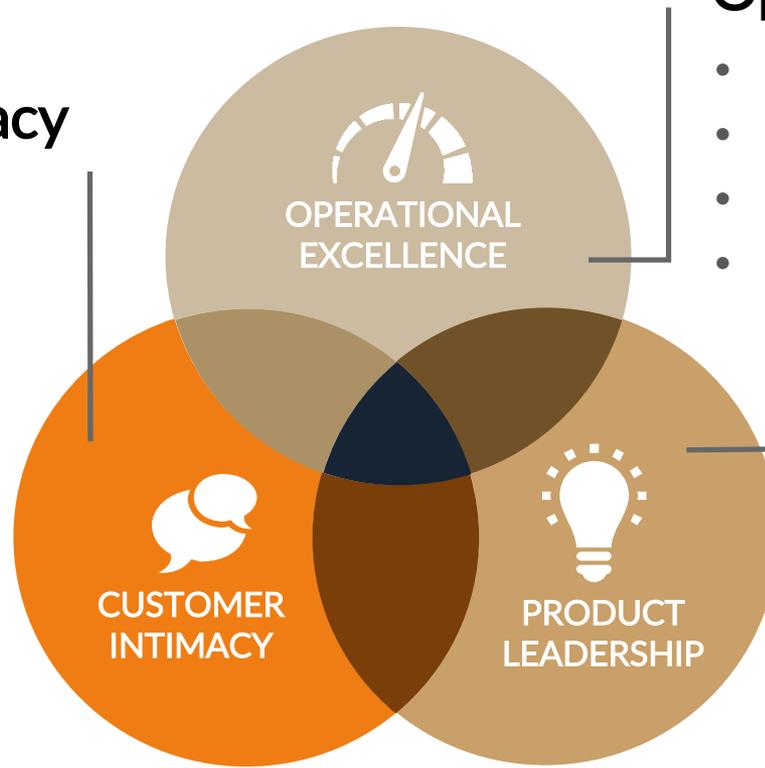
Competitive Strategies

M. Treacy & F. Wiersema (1997) three generic strategies



Customer Intimacy

- Unique product
- Personalization / customization
- 'Solution'



Operational excellence

- Client expectations
- No failures
- Delivery on time
- Cost-efficiency

Product leadership

- Superior product
- Premium prices
- 'Experience'

Clients

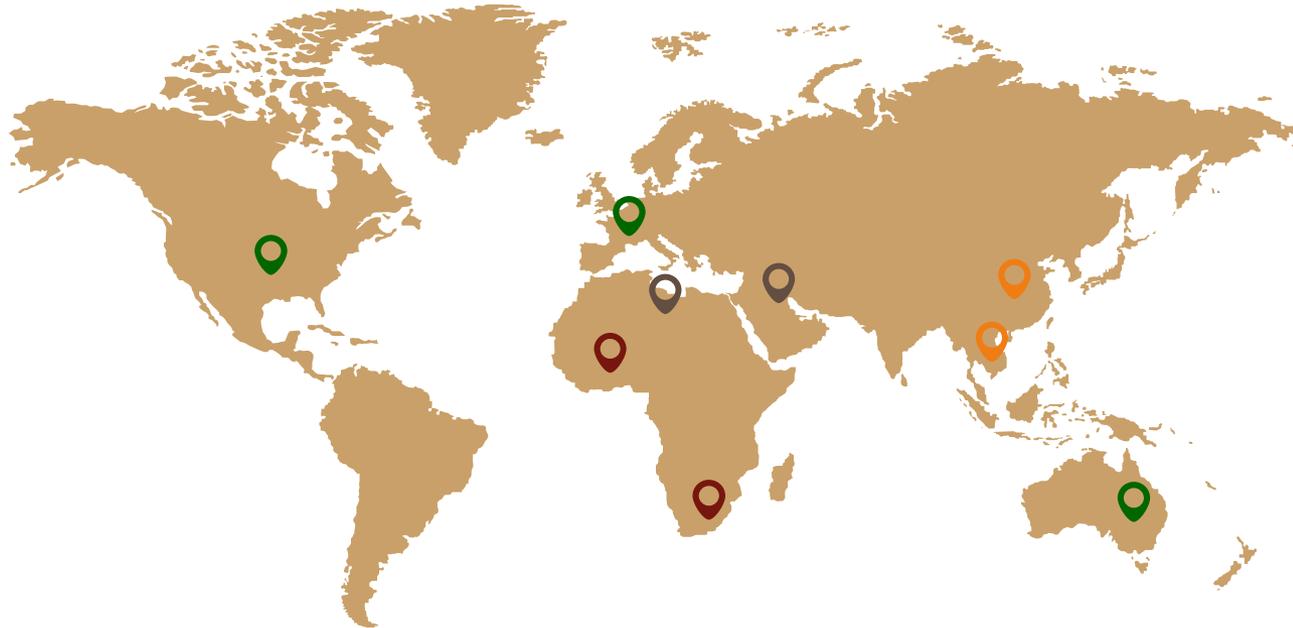
Which markets, which segments & market access

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 Local

 Western

 Middle East & N. Africa

 Asia

Risk Management

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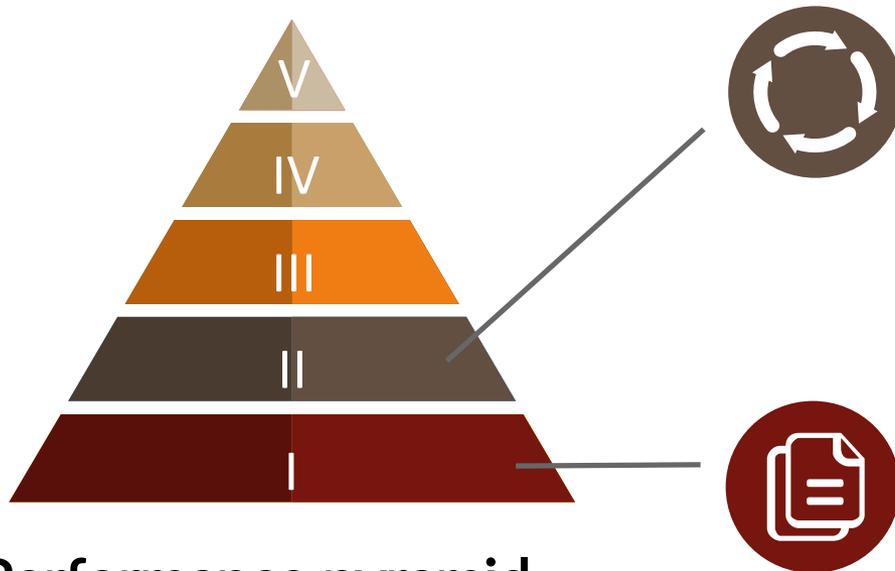


- Price risk
- Exchange rate risk
- Country risk



Operations

Performance levels I and II lean six sigma H Theisens (2016)



Performance pyramid

Continuous improvement

- Kaizen
- Short interval management
- Work in progress control

Foundation

- Organized work environment
- Standardized work
- Quality control & assurance

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