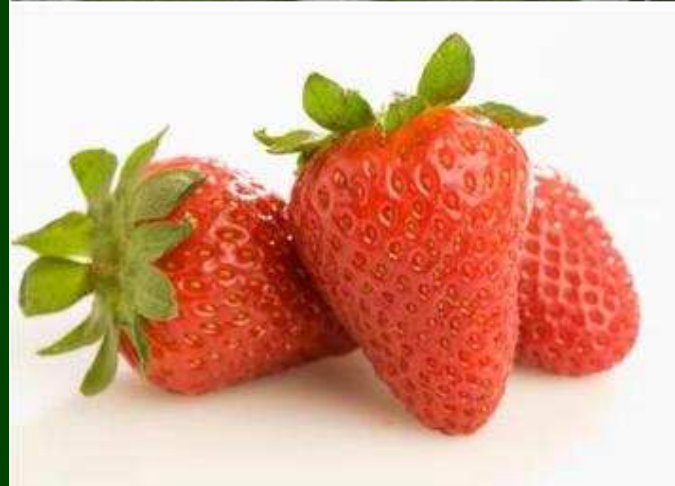




**Unión Europea**  
Fondo Europeo Agrícola  
de Desarrollo Rural



# Direct workforce in the Huelva Strawberry industry value chain. Crop year 2009/2010



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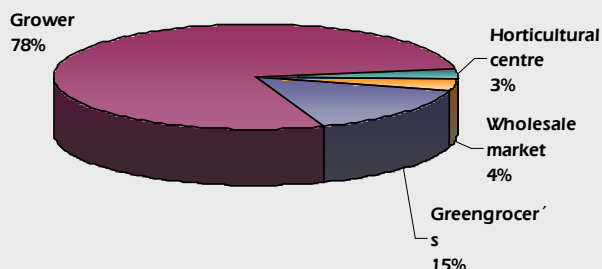
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## Objective

In the current context of high competitiveness in the agri-food sector, the Regional Ministry of agriculture and fisheries of Andalusia has decided to carry out this study on the analysis of costs throughout the supply chain of the Huelva Strawberry industry in the 2009/10 crop year. To this end, the direct workforce and activities carried out in every link of the two main channels of marketing, traditional and modern, are analysed.

## Direct workforce costs in the traditional distribution channel

Direct workforce represents 27% of the sale price (VAT not included). The total unit cost of the strawberry traditional distribution channel amounts to 0.62€/Kg, which is distributed by percentage in the chart below:



Harvesting, packaging and transport to the horticultural centre are activities carried out in the strawberry farm. This fact, together with the production decline in 2009/10 campaign, has, as a consequence, an increase in the importance of the workforce in this link, reaching 78% of the workforce of the channel.

Production costs do not depend on the channel by which the product is marketed.

## Time spent by direct workforce in the traditional distribution channel

The time taken by direct workforce in the traditional distribution channel is obtained from the salary costs per hour in each link.

Hourly costs represent the basic salary, calculated from the salary tables for each professional category in the crop year 2010. These costs are included in the corresponding collective agreement and are increased by the cost of social security paid by the employer.



Time spent by direct workforce (hours / tonne)

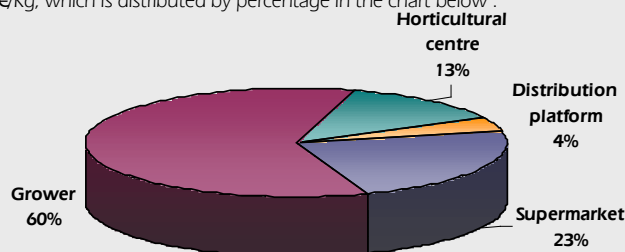
69.78	3.09	3.95	12.36
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The time spent by direct workforce employed in the distribution of one kilogram of strawberries through the traditional channel stands at 5.35 minutes.

## Direct workforce costs in the modern distribution channel

The importance of workforce is 32% with regard to the price (VAT not included).

The total unit cost of the strawberry modern distribution channel amounted to 0.79€/Kg, which is distributed by percentage in the chart below:



The costs of the cooperative are increased with regards to the traditional channel as a consequence of the change of the farm packaging. Products are pre-packed in the farm, usually in trays as it is the most common packaging in modern distribution, however, this packaging is ended at the horticultural centre by closing the tray with a lid or flow-pack.

## Time spent by direct workforce in the modern distribution channel



Time spent by direct workforce (hours / tonne)

69.78	15.44	3.80	20.36
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In the modern distribution channel, strawberries require 6 and a half minutes per kilo marketed.

## Conclusions

- One-third of the total costs generated along the strawberry distribution channel corresponds to direct workforce, being this proportion similar in both channels.
- With regard to the **direct workforce** required by the links involved in marketing, the **farm** stands out; it manages the production, harvest, packaging or pre-packaging and transport to the horticultural centre.
- Strawberry direct workforce in the farm is 100% and the time spent on the farm-is between 78% and 64% of the total time of the traditional and modern distribution channels, respectively. These figures represent, approximately, 70 hours of workforce per tonne of product.
- The **retailer** is the second in importance concerning direct workforce. This link represents 14% of the total in the traditional distribution channel and 19% of the total in the modern distribution channel.
- The marketing of strawberries in the modern distribution channel generates significantly more wages than the traditional distribution channel, **109 hours against 89 per tonne of product**, respectively.