

## ABSTRACT

The doctoral thesis entitled "**Study regarding the strategic management of growing producer in Moldova**", consists of two parts: one part of theoretical foundation and one for research and has the following structure: summary (in Romanian and English), introduction, 7 chapters, conclusion and recommendation and the bibliography.

The first part, has one methodological and theoretical character, regarding the research stadium on in intern and international plan, general consideration concerning strategic management, analyses of general natural condition of research area, material and research methods.

The chapter 1. General consideration concerning the fruits market is acknowledged of a presentation consideration concerning the concept of market, the reproducibility character of consumptions and the relation among needs and consumption.

Chapter II of the work is concerning about theoretical and practical aspects regarding strategic management, the particularities and economic efficiency of fruit production. It was presented in general terms the role of marketing strategies for touch the firms objectives.

The characteristic of orchards, which is an advantage, is that labour, in this branch is rationally used during the year. The social-cultural function refers to the formation and extension of complex relations between the direct participants in the agricultural activities, between these and the ones practising the mentioned activities downstream and upstream the agriculture, but also of the ones having associative activities of economic, ecological or cultural nature. It is thus ensured, not only the creation of the conditions to take essential decisions concerning the production and its use, but also the expansion of the general knowledge sphere of the population and the rural localities.

The diagnosis analysis and the SWOT analysis proved the necessity of conceiving a global strategy and some strategies on fields of activity or on organizatorial subdivisions (such as departments) so that the strong items of the industrial unit and the main oportunities which are accessible to it not to be wasted.

As a general meaning, „the strategy of the industry” is a complex action which connects the business philosophy with the market practice, having as starting point the industry's objectives defined according to the market's characteristics and as a final point, the identification of techniques and methods of acting on the market referring to the existent resources. In other words, the strategy is to interface with whose help the industrial units maintain and to conquer new markets and it has as objective the answer to the following questions:

- a) What do we do and where do we go?
- b) Where do we want to get?

Without a clear answer to these questions, an industrial unit is lacking market orientation and will act venturesome in an undefined direction.

Through the diagnosing studies, which are complex and complete, it is spotlighted the strong items and the weak items of the industry's activities and / or of the environment in which it acts and where it elaborates the strategic and tactic recommendations that can be used for the reinforcement of the industrial unit's strategy. The diagnosis analysis or the SWOT analysis concentrates over the past and the present situation of the industry, bringing to the management the main opportunities and threatenings of the industrial unit and of the surrounding environment, which are to be used or eliminated through strategic projections. In the figure 43 are highlighted the stages of strategy planning.

Thus, the importance of the industry's strategy defining results the following items:

- defining the supported strategies and giving meaning to the industry's mission (without clearly defined strategies, the industrial units lack the means which have as purpose to concentrate and to organize their efforts);
- the strategies help the industrial unit to obtain a connection between different levels of decision taking and between different departments;
- the strategies stimulate the efforts being the base of the individual motivation (by defining the result which is to be obtained);
- strategies represent the control power in an industrial unit.

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.

Being at first a simple occupation of humans, orchards became a tradition and an important source of population existence in different parts of the world, including the one dwelling in the present time on the national territory. In time, as a result of observing the fruit trees species in different regions and accumulation of experience by the ones involved in fruit tree growing, there were established more rules, principles and specific methods of cropping, orchards becoming thus, science and even art, which applied, ensure progress in the tree growing field.

The fruits are simply processed or associated with other substances in order to gain new properties and it is used as addition in fabrication of a great number of other products: juices, canned fruits, syrups and others. For this reason, in the structure of fruit

offer production must be taken into account the characteristics of advantage taking in every species.

The fruits represent an essential aliment in human nutrition, being known as great source of energy, the vitamins essential for maintaining the vital functions of the body. In Romania, the number of can factories decreased, but developed the small specialized industrial units, equipped according to the European standards, which perform animal slaughter in certain regions.

„The success is the continuous achievement of all the proposed objectives which are of any importance for a person” (Colin Turner).

The alimentary, dietetic and therapeutic value of fruits is world-wide accepted, as a result of their content rich in organic and mineral substances but especially in vitamins and other bioactive substances. These substances get unaltered in the human organism as they are consumed fresh. The fruit trees and shrubs crop on the territory of Romania has been practiced for thousands of years, having a different evolution according to the historical period, with a permanent tendency of modernization and intensification. Located at equal distance between the Equator and the North Pole, Romania has a privileged place for temperate climate species growth, the fruits being distinguished by chemical composition, colour, taste and flavour as almost unmatched.

All these virtues are expressed by the fruit trees through species, adequate crop technology and are strongly influenced by the surroundings.

Orchards represents one of the main sectors of agriculture in general and horticulture in particular, being one of the most intensive branch of vegetal production and occupying one of the leading places in economic efficiency. The efficiency increase in this branch of agriculture, being given the conditions of market economy, represents an important desideratum in the present time.

Thus, any economic activity including tree growing must have as result a high economic efficiency. This thing imposes the effectuation of quantity and quality calculation, with a prevision and resulting character, in order to establish how many the efforts of economic agents can contribute to the setting of a certain economic efficiency level.

This type of calculation is made especially on costs of production, as they represent one of the main indicators which characterize the activity of the fruit producer, being the basic element of the economic efficiency and establishment of the future development strategy.

The importance of tree growing results, firstly, from the alimentary and therapeutic value of the fruits.

While the interests and the actions of the humans were meant to suffer profound transformations, as a result of social needs satisfaction and materializing in diversification, specialization and integration of human activities, generated by the objective process known as labour social division. Given these conditions, at a certain historical moment some people started taking interest in fruit trees planting, and thus appeared a new economic occupation known as orchards. In time, the orchard activity met permanent improvements these representing today a part of the economic system with different roles and functions in the national economy ensemble.(Tabelul 1)

**Table 1**

**The assortment and the main components of fruits  
(after Gherghi and partners, 1983)**

Specia	Wather	Sugar total	Amidon	Protein	Aciditate	VitaminaC	Ashes
	%	g/100 s.p.*)	g/100 g s.p.	g/100 g s.p.	Titrate ml NaOHn/10	mg/100 g s.p.	g/100 g s.p.
Gooseberry	83-92	3,0-11,2	1,0-3,9	0,6	23 C	100-300	0,61
Nut tree	4-10	1,3-2,8	6,8-8,5	13,9	urme	-	0,61
Apricot	74-95	5,7-16,8	0,2-1,9	1,1	1,19 M	3-20	2,5
Strawberry	81-93	3,5-12,7	0,7-1,6	0,8	1,09 C	20-120	0,23
Black currant	80-89	3,8-11,2	urme	-	0,68 M	3-400	0,3
Cherry	74-90	6,5-17,9	2,0-5,8	0,9	0,68 M	0,4-17,8	0,15
Guince	73-88	5,6-14,2	1,0-2,0	0,48	0,87 M	16,0-38,2	0,28
Apple	77-90	6,5-18,0	0,6-3,2	0,54	0,47 M	1,0-58	0,1
Nutmeat	5-8	1,8-3,2	12,0-15,0	19,8	urme	10-45	0,2
Pear	75-86	6,2-15,8	4,0-6,0	0,42	0,29 C	0,5-26	0,1
Piersic	80-92	5,4-13,5	1,0-2,1	0,72	0,65 M	3,1-40	0,31
Plum	73-88	6,8-19,8	2,0-5,8	0,85	1,46 M	0,2-18,1	0,4
Cherry tree	77-89	6,3-14,5	1,0-3,8	0,84	1,38 M	1,0-20	0,37

\*) Fresh substance

From the data presented in the table results that the highest weight is represented by water, the other components variety depending on the species. The studies showed that in the same pedoclimatic conditions and in the same year, the chemical composition of fruits is much more different from one species to another. The chemical tests showed that the sour or the sweet taste of different species of sour cherries is determined, not only by the sugar content, but by the balance that exists between this and acidity. Apricots and sweet briar are characterized by a high content of pro-vitamin A, while at apple, cherry, strawberry, currant, nut, lemon, grapefruit and oranges, this chemical element does not reach 1%. The fruits with high vitamin C content are: sweet briar, black currant, strawberry, lemon, oranges, while plum, apricots, cherries, red currant, nuts, bananas, grapefruit and peaches possess lower quantities. Vitamin B is found in a significant proportion in oranges, nuts, plums, lemons, grapefruit and peaches and in a small proportion in sweet briar, strawberries, apricots and bananas. Some fruit species as apricots, peaches, have a high content of vitamin B2, but a lower one up to 50g-100g, the apple, red currant, grapefruit, sweet briar. Only plums and apples contain some quantities of biotin.

In order to obtain quality products and in order to maintain the alimentary value and the organoleptic characteristics unaltered, in the manufacturing process, must be taken in consideration the fruit composition and the proportion of different components as: sugar, acids, peptic substances, vitamins and aromatic substances. The human organism does not have vitamin deposits as it has for glucoses. The fruits differentiated according to the species and the harvesting period contain almost all the nourishing substances necessary to the organism in forms easily to be assimilated. Thus, the fruits and the vegetables ensure 90-95% of the vitamin C necessary, 60-80% of vitamin A, 20-30% of vitamin group B, 90-100% of vitamin group P and a big part of vitamins E and K. At the same time, fruits have high content of Ca, Fe, P, K, Mg, salts, elements that help the forming of the skeleton, different tissues of the human body or contribute to the balancing of the gastric juice reaction.

As a result of fruit importance in the alimentation of humans, some characteristics of fruits can be seen as it follows:

- fruits have a special role in the maintenance of physiological balance, thanks to the high content of minerals and vitamins;
- fruits are perishable products, their storage requiring the existence of microclimate special conditions;
- fruits are obtained in all the country regions, in a great diversity;
- the natural conditions favourable to a lot of crops increases the forming of areas, depressions and pomicultural centres of great tradition;
- the population's way of consumption is influenced by the existence of famous fruit tree areas, as a result of different production structure on species;
- unlike the vegetables, fruits are season produce. The internal offer is supplemented in the other periods of the year by imports from Turkey, Greece, Spain, Italy, Israel, etc.
- fruits are being grown in the households of the population and ensure a high level of self consumption;
- thanks to the different destinations of fruits (fresh consumption, depositing, industrializing, export) is necessary to use specific ways of distribution;
- in the European Union, The Common Organization of Fruits and Vegetables Market has at the base, The Council Settlement nr. 2200/1996, amended with The Council Settlement nr. 2699/2000 and The Committee Settlement nr. 1492/2003, which establishes the surfaces warranted for nuts;