



# AILIMPO WEEKLY HIGHLIGHTS

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**"Change before you are forced to do so" (Jack Welch)**

## Fruit consumption in Spanish households

Some interesting data provided by the Ministry of Agriculture's report on household fruit consumption. **Per capita fruits consumption has increased by 18% in 20 years**, from 85 to 99 kilos per person per year. **These fruits have increased in price from 1.14 €/kilo to 1.71 €/kilo, i.e. the price has increased by 50%, but... voila! inflation in Spain has also been 50%, so eating fruit in Spain costs the same today as it did in 2000.** A healthy product, the best natural medicine, at a very affordable price, so what is the excuse for not increasing consumption? Food for thought.

Other interesting figures show that 33% of fruit is bought in supermarkets and another 33% in traditional fruit shops. While **the online channel only represents 2% of sales, where the price is also the highest**, exactly 14% more expensive than the average.

And another interesting and thought-provoking fact. **The segment of the population that consumes the most fruit in Spain is the retired with 187 kilos per person per year, almost double the national average.** We have a lot of work to do to incorporate fruit into the diet of the new generations.



## HOW UNCERTAINTY AND GEOPOLITICS AFFECT US

We live in a global world, where real-time information flies (we will talk about the quality of this information in due course), where everything is hyper-connected, and where political decisions that have little or nothing to do with our activity of producing, selecting or processing lemons and grapefruit, have immediate consequences on the normal development of our season. But normal seasons are already history. **We are a resilient, tough sector, used to the uncertainty caused by the fact that we produce in the open air**, and therefore subject to the weather, which, however much technology advances, continues to be unpredictable. Torrential rains, frost, hailstorms, winds .... are meteorological events that cause the day to become dark in a matter of minutes, and the whole planning of the campaign to go up in smoke.

On top of that, **we are faced with the vagaries of geopolitics that open or close markets to us in decisions that have nothing to do with us.** Let us remember the Russian veto on imports of fruit and vegetables into that market, which has been in force since 2014. Other vetoes have gone more unnoticed, such as the closure of the Algerian market since 2018, or the most recent import closure in Belarus barely a week ago. All this without forgetting the episode of the Trump administration's tariffs in 2019 that made exports to this gigantic market de facto unviable. On other occasions we suffer the economic effects of political decisions, such as the 65% devaluation of the Turkish lira in just three months, which gives a competitive advantage to Turkish citrus exporters who gain access to the EU at unbeatable prices.

We live in a volatile, uncertain, complex, ambiguous, fragile, anxious, and above all often incomprehensible world. **Planning is an almost impossible exercise because what works today will not work tomorrow. That is why we have to put our energy into focusing on what we can control.**

Reducing our costs, increasing productivity, digitalising, measuring, certifying processes, making logistics more efficient, getting the most of the talent in our organisations. **The challenge is to manage on the farm, in the warehouse and in the industry the product and processes that we can influence, and not to get distracted by everything external that we cannot influence.** In short: Prepare and improve, improve and improve.

