

Terms of Reference

Title	: Market linkage for PHT
Client	: Phuc Thinh Cooperative (PHT)
Country	: Viet Nam
Project number	: 23HDAR-9607
Assignment number	: ADV.20531
Period	: 1st - 15th August, 2025 (including 5 days in the field: 4-8 August 2025)
Cooperative advisor (CA)	: Tran Thanh Ha
Mode of Agripool involvement	: <input type="checkbox"/> Remote (Online) only <input type="checkbox"/> Field visit included

Introduction cooperative

The PHT is a pineapple cooperative with 20 members working on 50 ha of pineapple in their community (100% of the 50 ha is VietGap certified), and another 150 ha of associate members. PHT has its Board of Directors (BODs) including 3 people: the chairman and 2 members. They are also the director and 2 vice directors of the Board of Management (BOM) of the cooperative. PHT have a Board of Inspection (BOI), including 1 leader and 1 member. Under the BOM, there are 4 positions: 1 accountant, 1 cashier, and 2 technical staff. In 2023, the cooperative has a revenue of 4.4 billion VND and a profit of 74 million VND. Currently, the main business includes input provision such as fertilizers, young pineapple trees, pesticides, internal credit, and buying and selling pineapple. The co-op has reliable and long-term relationships with suppliers, buyers and government bodies.

In response to the need of Phuc Thinh Agriculture Cooperative (PHT), Tran Thanh Ha - Cooperative Adviser (CA) of Agriterra Vietnam conducted a mission on facilitating and coaching PHT to formulate its 5-year business plan for the period of 2025-2029 during the last week of October 2024 in Hau Giang province.

Background of the assignment

As mentioned at the business strategy of PHT for the period of 2025-2029, PHT need to be well-prepared to be able to successfully produce and sell its pineapple in the markets as follows:

Period of 2025-2027: PHT will partner with an experienced company who has been successfully producing and selling pineapple products in the market.

Period of 2028-2029: PHT will be well prepared to produce and sell pineapple products of its own in the market with or without the partnership with the company.

This assignment is one among key activities of PHT during the period of 2025-2027. The key purpose of the assignment is to find out a right partner (an experienced company who is successfully producing and selling pineapple products in the market) who is willing to

build up partnership with PHT in order to effectively produce and sell pineapple products in the market. Expectedly, this partnership will enable the 2 parties to strengthen their own strengths and responsibilities as follows:

PHT's strengths and responsibilities:

- PHT will provide the storehouse for storing fresh pineapple harvested from the field nearby, so that the pineapple could be used right after harvesting. The fresh pineapple will be used to produce pineapple products.
- PHT will provide the factory house (close to the storing house) to be the venue of producing pineapple products.
- PHT will be responsible for selecting, collecting, and delivering the pineapple harvested from the field to the storing house.
- During this time period, PHT will learn from the company in terms of product development, business management, financial management, marketing and sale, aiming to enable PHT to run the business of producing and selling pineapple products in the market by its own in the future.

The strengths and responsibilities of the company to be partnered with PHT:

- The company will provide the machine/equipment/facilities to be placed at the factory house to produce pineapple products.
- The company will be in charge of producing pineapple products and using the fresh pineapple of PHT for their production material.
- The company will be in charge of marketing and selling the pineapple products in the market based on their current distribution channels.

Main objective

Agriterra support PHT to catalyze its growth and generate employment. We help PHT meet industry standards and market requirements, support supply chain integration, secure opportunities for value addition in domestic value chains. We advise and mentor PHT on product quality, design, pricing, and packaging and marketing for target markets. Through visiting actors of pineapple value chain such as processors, final-product producers, distributors, retailers, and business-to-business networking, we facilitate lasting business relationships between PHT (a pineapple producer) and its key clients including processors, final-product producers, distributors, retailers.

Specific objectives

- To enable PHT to understand the market via market research in Ho Chi Minh city. The research will be conducted to identify pineapple products' characteristics demanded most by distributors, retailers, and consumers, as well as the consumption trend in the markets in the coming years.
- To assist PHT to meet and discuss with at least 5 potential partners who are producers and distributors of pineapple products currently available in the markets in Ho Chi Minh city. The discussion will focus on the business opportunities for the both parties to work together (based on the strengths of each party) to sustainably produce and sell pineapple products in the markets in the years to come.

- To assist PHT to develop a feasible Business Model and Financial Projection for the partnership between PHT and the most potential partner based on the findings of the market analysis and meetings with potential partners.

Expected results

1. **Meeting with 3 experienced pineapple product producers who currently have market shares in Ho Chi Minh city and other provinces.** This activity needs to be arranged by a local consultant who will be hired by Agriterra for this assignment.
2. **Visiting 3 wholesalers and 5 retailers of pineapple products in Ho Chi Minh city.** This activity needs to be arranged by the local consultant.

3. Market research presentation for the management of PHT.

A meeting with PHT's management will be facilitated by Agriterra with the participation of PHT's management for the purpose of presenting the findings and conclusions of the market research as a basis for the formulation of PHT's follow-up action plan related to market linkage and business partnership development of PHT.

Assignment details

- Composition of the Agriterra assignment team:
 - Tran Thanh Ha, Agriterra Cooperative Advisor, CA lead
 - Le Thi Thu Hien, Agriterra Cooperative Advisor cum Country Representative
 - A local consultant (to be hired by Agriterra for this assignment)
 - *Mr. Nguyen Quoc Doan (PHT's Chairman cum Director) and Mr. Truong Thanh Hien (PHT's Vice Director) will participate in the whole process of this assignment.*
- Duration of the assignment: The time frame of the assignment will be in the period of 1st -15th August, 2025. Including 5 days in the field: 4th -8th August 2025.
- Arrangements: (alternative options)
 - ATVN will arrange and cater for flight, hotel, transportation, programme for the Agriterra assignment team.
- Responsibilities Agriterra: logistics
- Responsibilities client: PHT

The role of the local consultant and the profile s/he should have:

The consultant will play specific roles on this assignment as follows:

- To arrange the meetings of the team with 3 experienced pineapple product producers who currently have market shares in Ho Chi Minh city and other provinces.
- To arrange the visits of the team with 3 wholesalers and 5 retailers of pineapple products in Ho Chi Minh city.
- To prepare and present the key findings and conclusions of the market research as a basis for the formulation of PHT's follow-up action plan related to market linkage and business partnership development of PHT.
- To prepare and finalize the assignment report in consultation with the team.

The local consultant should have her/his profile as follows:

- Proven capacity and business relationship in pineapple sector to well play the roles of the local consultant as mentioned above.
- Minimum 7 years' experience in sustainable agriculture, value chains, SME or cooperative development.
- Proven experience supporting commercialization of fruit products and/or developing market-oriented solutions for fruit enterprises.
- Advanced degree in business administration, rural development, or a related field.
- Strong analytical, facilitation, communication, and writing skills in English.

Tentative programme

Day	Time	Programme	Available
Before August 1 st		Online preparation meeting between PHT and Agriterro CA s	CAs and PHT's Team
Monday, August 4 th	Morning	- CAs: Flight to Ho Chi Minh city - PHT's team will go from Hau Giang to Ho Chi Minh city by car	CAs, PHT's Team, LC
	Afternoon	- Meeting with PHT's team to agree on the assignment activities/agenda	
Tuesday, August 5 th	Morning	Meeting with 1 experienced pineapple producer/distributor in Ho Chi Minh city	CAs, PHT's Team, LC
	Afternoon	Meeting with 1 experienced pineapple producer/distributor in Ho Chi Minh city	
Wednesday, August 6 th	Morning	Meeting with 1 experienced pineapple producer/distributor in Ho Chi Minh city	CAs, PHT's Team, LC
	Afternoon	Visit 3 retailers of pineapple products in Ho Chi Minh city	
Thursday, August 7 th	Morning	Visit 3 retailers of pineapple products in Ho Chi Minh city	CAs, PHT's Team, LC
	Afternoon	Visit 3 wholesalers of pineapple products in Ho Chi Minh city	
Friday, August 8 th	Morning	Follow-up meeting: - Briefing on the key findings of the trip - Coming up with a follow-up plan of PHT regarding the effort of partnership development and market linkage	CAs, PHT's Team, LC
	Afternoon	- CAs: flight to Hanoi - PHT's team: travel to Hau Giang	

CA = Agriterro Cooperative Advisor
LC = Local Consultant

Agriterra, for cooperatives

We are a purpose-driven organisation, aimed at strengthening farmer cooperatives in 13 countries in Africa and Asia. Agriterra's wheel of impact depicts how strong farmer cooperatives contribute to societal development and the relevance to many of the Sustainable Development Goals of the United Nations.

Positively impacting farmer cooperatives is at the heart of our identity and is reflected in our legal entity as a Dutch non-profit foundation.



Agriterra provides high quality and hands-on advice, training and exchange services to farmer cooperatives with maximum impact to support dynamic, economic and sustainably strong and productive rural areas. We draw on a century of cooperative knowledge in the Netherlands shared through our extensive network in the Dutch agri-food sector. These Agripool experts from farmer organisations across the world work with Cooperative advisors from our country offices, supported by staff teams in the Netherlands.

In 2022 Agriterra worked together with 579 farmer organisations, trained 8,989 people and 3,808,366 farmers were reached.