



# Shouf Biosphere Reserve

## Marketing & Business Plan for Shouf Biosphere Reserve Rural Products



**GTZ Project:** Al-Shouf Cedar Nature Reserve - 2010

**Project title:**

“Restoration of income generation affected by the war to support conservation of Shouf Biosphere Reserve”.

**Expert:** Pascal Abdallah/Responsible Mobilities

**Project Manager:** Nizar Hani

**Project Assistant Manager:** Wissam Abou Daher

**Technical Assistant:** Kamal Abou Assi

**Revised by:** Faisal Abu-Izzeddin



# Executive Summary



ACS launched its Rural Development Program in 1999, to support local communities by providing training and marketing outlets for their products. However, the program did not generate a lot of revenues, primarily because it developed and expanded spontaneously over the years. It was also hampered by the volatile political and security situation in Lebanon, which negatively impacted the ecotourism sector in Lebanon and the Reserve. In view of the current situation, ACS selected ECODIT to conduct a marketing and business plan for its rural products in order to improve the program and increase revenues to ACS and the local community.

## Current Situation

There are currently 82 products carrying the Shouf Biosphere Reserve label, which are produced in a traditional way by local community households. Production is currently being shifted and centralized in three (3) workshops provided and owned by ACS (located in Mristi, Baadarane, and Jbaa). ACS is not directly involved in the rural production process; Mr. Rizkallah Mahmoud, a program agent / coordinator who was contracted by ACS to oversee the rural program, is currently in charge of production, distribution and marketing. The agent contacts individuals (primarily women) from the local community to participate in the production process. They are reimbursed for their raw material and they receive payment for their services, while the agent provides any other needed supplies including jars and bottles.

Products are primarily sold at two (2) reserve entrances (Barouk and Maasser el-Shouf), where Reserve guides are responsible for product sale and promotion, and hence receive 15% of the total revenues from entrance sales as incentive pay. The ACS receives 10% of total revenues and the program agent receives approximately 25%, while the cost of production –i.e., income to local community- is estimated to represent the remaining 50% of gross revenues. In 2008, revenues from entrance sales amounted to about \$28,000; the “best sellers” were cedar and oak honey.

## Proposed Marketing Strategy

ECODIT proposes that ACS expands production gradually and seeks new outlets while maintaining the territorial image and uniqueness of the SBR. The marketing strategy is based on “selection and selectivity” (in terms of product range, distribution channel, and target market). ECODIT

suggests a more focused product range, in order to capture niche markets, focus on and improve product quality, and maximize returns. The new product range was based on a Boston matrix developed to classify products into **Stars**, **Cash Cows**, **Question marks** and **Dogs**, based on sale values for 2005-2008 - Stars are products that sold more than 300 items; Cash cows sold 150-300 items ; Question marks sold 100-150 items; and Dogs sold less than 100 items.

ECODIT proposes a new product range as follows: (1) a “Permanent collection” of 28 high-profit or promising items (Stars, Cash Cows, and Question marks), (2) an “Organic” collection of three items, (3) a collection of “new items” for product testing –no more than two items per year, and (4) a collection of “special orders”.

Product Prices were also modified, based on “**premium pricing**”, i.e. pricing near the high end of similar products from other initiatives, with an occasional 15% mark-up on select SBR products. Products that are exclusive to SBR can fetch even higher prices (e.g. wild thyme with pine seeds, Cedar honey). See new categories and products in Exhibit 1.

Exhibit 1- Selected List of “Permanent” Products

New Category	Products
Jams	Apricot   Bitter orange  Grape + almond   Fig   Fig + almond   Rose Fig preserve   Mulberry   Walnut
Honey	Cedar honey   Oak honey   Honey with bees wax   Honey in pottery
Syrups	Mulberry   Rose
Distilled water	Orange blossom   Rose
Vinegar	Apple
Herbs	Pollen seeds   Sumac   Thyme with sesame   Thyme + wild pine   Coriander capsicum and garlic
Dairy & olive products	Labneh - Baladi – cow   Labneh – Baladi – goat   Olives with Labneh
Others	Carob molasses   Pomegranate molasses

At present, ACS relies mostly on the summer season to sell SBR products, which should become a year-round activity to increase revenues. We reviewed possible marketing and distribution outlets in Lebanon and overseas, including (1) Reserve entrances (2 existing and 2 proposed/future entrances), (2) Wild Shops that ACS will establish near the Shouf Biosphere Reserve area, (3) Specialty outlets located in urban centers, (4) Exclusive outlets, (5) Guesthouse corners, (6) weekend stands during summer fairs and festivals, (7) and sales through established networks including **arcenciel** (5-8 items) and (8) Fair Trade Lebanon for export (1-3 candidate items).

## Program Responsibilities and Action Plan

The roles and responsibilities for ACS and the Program Agent are currently not well defined; this is a source of tension and potential conflict in the future. ECODIT consulted with ACS and the Program Agent to find the best distribution of roles and responsibilities that would help develop and sustain the Rural Development Program. The Program Agent will assume lead responsibility for Production, Marketing, and Distribution. He will work directly with the local community to ensure sound and efficient production, and will be responsible for product marketing and distribution inside and outside the SBR. Production, marketing and distribution can be assumed

by one person so long as the production output remains small to medium size (say less than \$100,000 per year). In the future however, when production exceeds current a certain threshold (say >\$100,000/year), ECODIT recommends that production is separated from marketing & distribution. ACS will continue to manage the overall Rural Development Program, ensure quality control, compliance with relevant social/economic/environmental standards, and will make all executive decisions.

Building on the above, ECODIT proposes the following action plan (period 2009 to 2014):

*Exhibit 2- Proposed Action Plan (2009-2014)\**

<i>Issue</i>	<i>Action</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Implementing Body</i>
<b>Administration &amp; Quality Assurance</b>	- Adopt marketing strategy	2009-2010	A	ACS board
	- Review and approve allocation of responsibilities between program agent and ACS (incl. management and operation)	2009-2010	A	ACS/ECODIT
	- Brand Registration at Ministry of Economy and Trade	2009-2010	A	ACS/MoET
	- Implement QA procedures	2009-2014	A	ACS/Program Agent/ LibanCert
	- Create / Improve financial records (production costs, sales, returns, revenue distribution, sales outside the Reserve (fairs, exhibitions, etc.))	2010-2011	A	ACS/Program Agent
	- Re-do the Boston matrix based on accurate profit margins and market share studies	2011-2013	B	ACS/ECODIT
<b>Production</b>	- Adopt new/reduced product line based on suggested collections	2009-2010	A	ACS
	- Shift production from community households to community workshops	2009-2011	A	ACS
	- Assess production (incl. wild cultivation) capacity for sustainable use of natural resources.	2009-2012	A	ACS
	- Create product tracking system (barcode or unique numbering per batch produced, etc.)	2010-2011	B	ACS
<b>Marketing &amp; Distribution</b>	- Create attractive label and package	2009-2010	A	ACS/Design consultant
	- Improve shelf display at reserve entrances	2009-2010	A	ACS
	- Finalize product orders from FTL, aec, etc.	2009-2010	A	ACS
	- Create mailing list of current and potential customers	2009-2010	A	ACS/Program Agent
	- Prepare short-list of profitable fairs and exhibitions (annual participation)	2009-2010	B	ACS/Program Agent
	- Create webpage for SBR products under SBR website.	2010-2011	B	ACS/Program Agent
	- Examine and promote package offers/deals.	2010-2014	B	ACS/Program Agent
	- Establish contacts and set up "wild shops" in the Shouf area.	2009-2010	A	ACS/MoT/other
	- Setup "SBR" corners at Shouf guesthouses (Niha, Khreibeh, etc.)	2009	A	ACS/Guesthouse owners
	- Launch sales at the <i>Park House</i>	2009-2011	B	ACS
	- Finalize agreement with Fair Trade Lebanon	2009-2011	A	ACS/FTL

(\*) 2009 is considered a transition year.

# Business Plan



To increase sales, we believe that ACS need not invest much in promotion, but rather focus on ways to improve product display by redesigning the label, disclosing product ingredients, improving shelf display at Reserve entrances, displaying attractive advertisement posters at Reserve entrances, and creating “Biosphere Delights” package offers.

ECODIT developed a Business Plan for the period of 2010-2014. We have assumed that 2009 is a transition year during which ACS will deplete stocks not included in the new collection (i.e., select “questions marks” and all “dogs”) and revamp its administrative procedures including forms and record-keeping. Program revenues will be generated from sales at several possible outlets, which are based on conservative assumptions, summarized below:

**Sales inside the Reserve;** depends on visitor numbers, which is expected to reach 41,400 visitors in 2014. ACS will retain 10% of total revenues while Reserve guides will receive 15% (incentive pay).

**Reserve entrances 1, 2 (Barouk and Maasser el-Shouf).** Based on visitor forecasts (exhibit 3), we assumed that 20% of visitors will purchase at least one item each from the rural collection.

**Reserve entrances 3, 4 (Niha and Ain Zhalta).** We assumed that the Niha and Ain Zhalta entrances will have a starting sale of 1,000 items per year (starting 2011), which would increase by 10% every year thereafter.

**Park House** (which will be established in Maasser el-Shouf by 2012). We have assumed that the Park House will sell 1,000 items the first year, subject to 10% yearly increase.

*Exhibit 3- Reserve and Guesthouse Visitor Projections (2010-2014)*

Description	2008 2009	2010	2011	2012	2013	2014
% yearly increase		10%	10%	15%	15%	20%
Reserve visitors	21,543*	23,697	26,067	29,977	34,474	41,368
Guesthouse visitors	496*	546	600	690	794	952
Auberge St Michel visitors	450*	495	545	626	720	864

\* Source: ACS, 2009

**Sales outside the Reserve;** ACS will retain 10% of total revenues.

**Fixed outlets,** such as AZIZ, Mir Amine, Le Bristol, Zahr el-Laymoun restaurant, and aec outlets, which will sell 500 items in 2010, increasing 5% annually thereafter.

**Fairs and exhibitions,** in Lebanon, assuming the program agent participates in at least four fairs per year (e.g. Garden Show, Food and Feast, Beiteddine festivals, and AWTTE), with at least 100 items sold per event.

**Private orders,** assuming these will amount to 200 items per year at least.

**Guesthouse.** We assumed that 20% of guesthouse visitors will purchase at least one item from ACS rural collection. These items will be displayed in so called “guesthouse corners”. Sale in guesthouse corners will also start in 2010, assuming ACS makes the necessary agreements and installs the display corners in 2009. Current guesthouses in the SBR region include Barouk, Maasser el-Shouf, Khreibeh, Baadarane, and Niha; we have assumed that sale in guesthouses, which also depends on visitor number, will increase at the same rate as the number of Reserve visitors.

**Auberge St. Michel,** which can accommodate a larger number of guests than local guesthouses, and can greatly boost product sales. Here also, we assumed that 20% of guests will buy one item each from ACS rural collection.

**Wild Shops,** preferably within SBR limits, assuming that one shop will be established by 2011, selling a total of 600 items (150 items per month, and four months of operations, i.e., summer season mainly). A second wild shop should be setup by 2012, also selling 600 items per year. Sales in these wild shops will increase by 5% every year. During 2009-2010, ACS should work on establishing contacts, planning, and preparing the setup of these wild shops (e.g. in Beiteddine, Kefraya winery, etc.)

**Fair Trade Lebanon,** assuming FTL will purchase 2,000 units of one item, starting 2012.

#### Exhibit 4- Sale Forecasts for 2010-2014

Forecast - Items		2008/2009	2010	2011	2012	2013	2014
<b>A</b>	<b>Inside the Reserve</b>						
1	Reserve entrances 1, 2	<b>3,008</b>	4,739	5,213	5,995	6,895	8,274
2	Reserve entrances 3, 4	0	-	1,000	1,100	1,210	1,331
3	Park House	0	-	-	1,000	1,100	1,210
<b>TOTAL no. of items sold</b>		<b>3,008*</b>	<b>4,739</b>	<b>6,213</b>	<b>8,095</b>	<b>9,205</b>	<b>10,815</b>
<b>Gross Revenues A</b>		<b>\$27,534</b>	<b>\$47,395</b>	<b>\$62,134</b>	<b>\$80,954</b>	<b>\$92,047</b>	<b>\$108,147</b>
<b>ACS share (25%)</b>		<b>\$6,884</b>	<b>\$11,849</b>	<b>\$15,534</b>	<b>\$20,239</b>	<b>\$23,012</b>	<b>\$27,037</b>
<b>B</b>	<b>Outside the Reserve</b>						
4	Fixed outlets (AZIZ, aec, etc.)	NA	500	525	551	579	608
5	Fairs in Lebanon	NA	400	420	441	463	486
6	Private orders	NA	200	210	221	232	243
7	Guesthouses	0	109	120	138	159	190
8	Auberge St. Michel	0	99	109	125	144	173
9	Wild shops (seasonal)	0	-	600	1,200	1,260	1,323
10	Fair Trade Lebanon	0	-	-	2,000	2,000	2,000
<b>TOTAL no. of items sold</b>		<b>NA</b>	<b>1,308</b>	<b>1,984</b>	<b>4,676</b>	<b>4,836</b>	<b>5,023</b>
<b>Gross Revenues B</b>		<b>0</b>	<b>\$13,081</b>	<b>\$19,839</b>	<b>\$46,760</b>	<b>\$48,362</b>	<b>\$50,234</b>
<b>ACS share (10%)</b>		<b>\$0</b>	<b>\$1,308</b>	<b>\$1,984</b>	<b>\$4,676</b>	<b>\$4,836</b>	<b>\$5,023</b>
<b>Gross Revenues (A+B)</b>		<b>\$27,534</b>	<b>\$60,476</b>	<b>\$81,973</b>	<b>\$127,714</b>	<b>\$140,409</b>	<b>\$158,380</b>
<b>TOTAL Revenues to ACS</b>		<b>\$6,884</b>	<b>\$13,157</b>	<b>\$17,517</b>	<b>\$24,915</b>	<b>\$27,848</b>	<b>\$32,060</b>
<b>% annual increase</b>			91%	33%	42%	12%	15%

(\*) Corresponds to 82 products. From 2010 onwards, ACS will offer a reduced selection of approximately 30 products.

For the first year (2010), the total number of items sold will almost double due to improved packaging, advertisement, and more focused production (approximately 30 products, down from 82 products in 2008), as well as additional outlets (guesthouse corners and new fixed outlets). Sales will continue to increase in further years, but at a slower rate. Gross revenue will also increase with the increased number of items sold and increased product prices, reaching \$160,000 in 2014.

Concerning Revenues to ACS, it was derived by multiplying the number of items sold by the average price per product. We have determined this average unit price to be equal to \$10, up from \$9 in the past year, based on a recommended new price list in addition to product weighting factor.

ECODIT conducted an economic analysis to show costs and revenues for ACS in relation to the Rural Development Program, which is described in more detail below:

Gross Revenues to ACS: These comprise 25% of total revenues generated from sales inside the Reserve, and 10% from sales outside the Reserve.

#### Investment Costs:

Brand Registration at Ministry of Economy and Trade (MoET). Creating a trademark for ACS products and registering the label at MoET will cost about \$500, which will be covered by the GTZ fund.

Guesthouse Corners. We assumed that each corner (shelves or small stand) would cost about \$300, and will also be covered by the GTZ fund. This includes stands at five guesthouses and the Auberge St. Michel.

Wild Shops. We propose to establish two Wild Shops, one in 2011 and one in 2012. Each Wild Shop will cost about \$5,000, including stand, lighting, maintenance, etc.



## Operating Costs:

**Administrative Cost.** We assumed that ACS staff spends variable time and effort to manage or coordinate the Rural Development Program (communication, transportation, coordination with Program Agent, LibanCert and producers). This was estimated to cost about \$500 per month (subject to 5% annual increase), and will be paid by the Program Agent.

**Incentive pay to Rangers (entrances 1, 2).** This constitutes 15% of Gross Revenues from the sale at Reserve entrances 1 and 2 (Barouk and Maasser el-Shouf).

**Incentive pay to Rangers (entrances 3, 4).** Likewise, this constitutes 15% of Gross Revenues from the sale at Reserve entrances 3 and 4 (Niha and Ain Zhalta), which are scheduled to start selling in 2011.

**Wild Shop Salesperson.** For a period of 4 months only (summer season), each Wild Shop will require one salesperson, who will be paid by the Program Agent a basic salary of \$600 per month (subject to 5% annual increase).

**Organic and QC Certification.** The annual cost of Certification for three workshops is \$750 (paid to LibanCert), including inspection. For the first two years, this cost is covered by the GTZ fund.

**Commercial Barcode.** This will cost up to \$450 per year, but will not be necessary for the proposed scale of operations or sale outlets. Therefore, we have indicated a value of \$0 in our cost table.

**Miscellaneous.** This is equivalent to 5% of Operating Costs.

### A. Net Revenues:

As shown in Exhibit 5, Net Revenues to ACS [Gross Revenues – (Investment costs + Operating costs)] will be about \$16,350 in 2014. This value is significant if we factor-in the revenues to the Biosphere community including producers (women) and the Program Agent.

*Exhibit 5- ACS Costs and Revenues regarding the Rural Development Program 2010-2014*

Year		2008/2009	2010	2011	2012	2013	2014
<b>A.</b>	<b>Gross Revenues to ACS</b>	<b>6,884</b>	<b>13,157</b>	<b>17,517</b>	<b>24,915</b>	<b>27,948</b>	<b>32,265</b>
<b>B.</b>	<b>Investment Cost (One-time only)</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
1	Brand registration at MoET*	500	0	0	0	0	0
2	Setup of 6 Guesthouse Corners*	1,800	0	0	0	0	0
3	Setup of 2 Wild Shops	0	0	5,000	5,000	0	0
<b>C.</b>	<b>Operating Costs (Recurring)</b>	<b>4,374</b>	<b>7,502</b>	<b>10,574</b>	<b>11,963</b>	<b>13,552</b>	<b>15,915</b>
1	Administrative cost**	0	0	0	0	0	0
2	Incentive pay to Rangers (entr. 1,2)	4,130	7,109	7,820	8,993	10,342	12,411
3	Incentive pay to Rangers (entr. 3,4)	0	0	1,500	1,650	1,815	1,997
4	Wild Shop Salesperson (4 months)**	0	0	0	0	0	0
5	Organic & QC Certification*	750	750	750	750	750	750
6	Commercial Barcode***	0	0	0	0	0	0
7	Miscellaneous	244	393	504	570	645	758
<b>D.</b>	<b>Net Revenues</b>	<b>2,509</b>	<b>5,655</b>	<b>1,944</b>	<b>7,952</b>	<b>14,396</b>	<b>16,350</b>

\* Activities subsidized by the GTZ fund (not included in Costs calculation). QC Certification is covered for the first 2 years only;

\*\* Costs covered by the Program Agent;

\*\*\* ECODIT recommends that ACS does not acquire a barcode for the time being (not needed for current production level).

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# 1. Introduction



AL-Shouf Cedar Society (ACS) launched its rural development program in 1999, to **support local communities** by providing marketing outlets for their products. However, the program did not generate a lot of revenues, primarily because it developed and expanded spontaneously over the years. It was also hampered by the volatile *political and security situation in Lebanon*, which negatively impacted the ecotourism sector in Lebanon and the Reserve. In view of the current situation, ACS selected ECODIT to conduct a marketing and business plan for rural products at the Shouf Biosphere Reserve (SBR). This project activity is financed through a grant from Environmental Fund for Lebanon (EFL), which is currently funded by the German Government through GTZ and managed by the Lebanese Council for Development and Reconstruction.

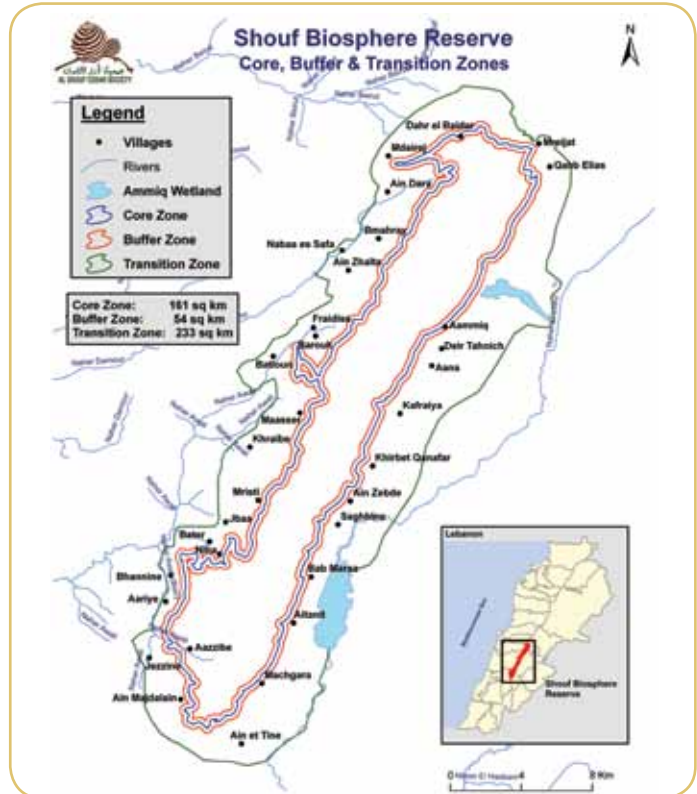
## 1.1 Objective:

The purpose of this Marketing and Business Plan is to improve ACS rural production program in order to increase revenues to ACS and the local community. This will be achieved by assessing the current situation, understanding production constraints, and identifying new opportunities for product marketing. The proposed marketing and business plan will increase revenues in support of rural development.

## 1.2 Shouf Biosphere Reserve

The Shouf Biosphere Reserve (SBR) is the largest protected area (with the most extensive cedar stands) in Lebanon. SBR includes the Al-Shouf Cedar Nature Reserve, which was declared an Important Bird Area (IBA) by Birdlife International in 1994, declared a protected area in 1996 (Law no. 532), and finally designated an UNESCO Biosphere Reserve in 2005. SBR is managed by ACS (established in 1994), which relies on tourism and other funds to generate income and sustain its operations. SBR covers 50,000 ha, divided into a *core area*, a *buffer zone*, and a *transition zone*. The core area represents the Nature Reserve, which can be accessed at any of four entrances: Barouk, Maasser el-Shouf, Ain Zhalta, and Niha fort. The buffer zone lies 500 meters from each side of the core area boundary. Finally, the transition zone comprises 24 towns located outside the buffer zone (Barouk, Ain Zhalta, Maasser el-Shouf, Niha, etc.), with a total population of about 70,000 people. The main economic activity in these towns is agriculture and small-scale industries.

## Shouf Biosphere Reserve Limits



## 1.3 Relevant Previous Studies

A number of studies were carried out for the development of SBR, the two most pertinent being the 2004 **Revised Business Plan** and the **Program Portfolio** in 2008.

The **Revised Business Plan**<sup>1</sup> provided a summary of previous costs and revenues (2000-2003 –see Exhibit 1) and presented estimated costs and revenues for the Reserve between 2004 and 2009.

Costs were divided into three categories: investment costs, costs of sale items and activities, and running costs. On the other hand, Reserve income was generated from the following: 1) visitor entry fees, 2) sale of gift items and rental of facilities, 3) activities at Victoria center, 4) income from complementary activities (fundraising and donations), and 5) contributions from the Ministry of Environment.

Exhibit 1- Previous Revenues between 2000 and 2003

Description	Previous Revenue			
	2000	2001	2002	2003
Visitor contribution	31,366	35,873	43,046	42,033
Sale of souvenir items, educational material & rural products	5,958	6,149	5,765	6,942
Environmental education activities	6,308	7,350	5,022	2,191
Donations	6,330	21,727	114,729	23,169
Local authorities contribution	106,796	104,539	101,781	16,667
Fund raising events	85,626	105,342		
Other revenues	1,821	792	975	
<b>TOTAL Revenues</b>	<b>244,205</b>	<b>281,772</b>	<b>271,317</b>	<b>91,001</b>

Source: Revised Business Plan, 2004

The study projected 16,200 visitors in 2004, reaching 36,500 in 2008. However, the 2004 business plan, like any other economic and marketing study, did not take into account the *volatile political situation in Lebanon*, and its impact on ecotourism, nor did it anticipate the war in Lebanon in 2006. In fact, after receiving about 28,000 tourists in 2004, visitors

thereafter receded gradually to 21,000 in 2005, 17,200 in 2006 and 14,000 in 2007. This number increased again in 2008, reaching 21,500 visitors (but is still very far below the projected estimate of 36,500). Visitors were assumed to contribute \$3.2 each (entrance fees), on average, and were divided as follows:

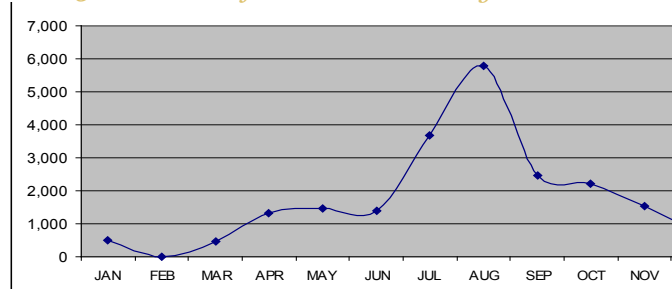
Exhibit 2- Past Projections for Yearly Visitors between 2004 and 2009

Visitor	% of total	No. of visitors					
		2004	2005	2006	2007	2008	2009
Students and scouts	31.5	5,100	6,120	7,650	9,563	11,475	13,196
Families, NGOs, local community	49.4	8,000	9,600	12,000	15,000	18,000	20,700
Groups (eco-tours, etc.)	18.5	3,000	3,600	4,500	5,625	6,750	7,763
Scientists and Researchers	0.6	90	108	135	169	203	233
<b>TOTAL no.</b>	<b>100%</b>	<b>16,190</b>	<b>19,428</b>	<b>24,285</b>	<b>30,356</b>	<b>36,428</b>	<b>41,892</b>
<b>TOTAL contribution</b>		<b>52,301</b>	<b>62,761</b>	<b>78,452</b>	<b>103,505</b>	<b>117,677</b>	<b>135,329</b>

Source: Revised Business Plan, 2004

The chart below shows the visitor numbers in 2008, by month, as recorded at three entrances (Barouk, Maasser el-Shouf, and Ain Zhalta). Records show that peak visitor number is always recorded during the month of August.

Exhibit 3- Evolution of Visitor Numbers by Month in 2008



Source: ACS, 2009

The study predicted that *community rural products and handicrafts would secure “substantial” income to the reserve*, estimated at \$7,500 in 2004. This was directly linked to tourist activity in the Reserve, where sale of rural products and handicrafts would constitute 12% and 15% of total visitor contribution + sale of souvenir items.<sup>2</sup> This fraction would increase to 18% between 2006 and 2009.

Projected revenues between 2004 and 2009 are presented in Exhibit 4.

*Exhibit 4- Past Projection of Revenues between 2004 and 2009*

<b>Description</b>	<b>Revenue Projection</b>					
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Visitor contribution</b>	52,301	62,761	78,452	103,505	117,677	135,329
<b>Sale of souvenir items</b>	10,524	16,028	24,285	37,991	44,396	51,055
<b>Sale of rural products, handicrafts, &amp; awareness booklets</b>	7,539	11,818	18,493	25,469	29,173	33,549
<b>Camping &amp; Victoria center</b>	9,578	16,318	25,896	30,295	35,474	38,314
<b>Recreational &amp; educational activities</b>	5,230	6,276	7,845	10,350	11,768	13,533
<b>Fairs &amp; exhibitions</b>	903	1,392	2,139	3,173	3,678	4,230
<b>Fund raising dinner (300 persons)</b>	10,500	10,500	10,500	10,500	10,500	10,500
<b>Sale of calendars</b>		12,000	14,000	16,000	20,000	20,000
<b>Collection day campaign</b>	10,000	10,000	10,000	10,000	10,000	10,000
<b>TOTAL Revenues</b>	<b>106,575</b>	<b>147,094</b>	<b>191,609</b>	<b>247,283</b>	<b>282,667</b>	<b>316,510</b>

Source: Revised Business Plan, 2004

The Program Portfolio focuses more on assessing management gaps and providing solutions.<sup>3</sup> It emphasizes the uniqueness of the SBR and the need to promote and exploit it further, to reach the desired development and conservation targets, specifically regarding:

- The Lebanese Cedar, a globally recognized “Nature icon”,
- The Biosphere Reserve, an international prestigious designation.

It recognizes the Shouf area as having better socio-economic status than other parts of the country, but that it still faced several challenges hindering economic development (political instability, government neglect, etc.). The report identifies a downscaling trend for traditional agriculture activities, due to poor marketing in addition to decreased soil fertility from intensive use of chemicals, among others. The program portfolio also identified several gaps in the rural development and awareness projects implemented by ACS in the past 10 years. Four solutions were identified:

<sup>2</sup> Souvenir items include T-shirts, caps, mugs, pins, postcards

<sup>3</sup> Marco Pagliani, 2008

Finally, the study concluded that the potential to increase the number of visitors was “limited”, and that the Reserve could not rely on income from entrance fees alone to sustain it (although it represented 49% of reserve income). The study further recommended that more effort be made to *set an attractive program of income generating activities year-round*, including aggressive advertising, and it emphasized the importance of donors and sponsors in sustaining the management of the Reserve.

1. Obtain funding to restore and conserve SBR biological diversity.
2. Invest more in grassroots economic development. The largest investment made in this program so far is \$100,000 whereby implemented projects had little quantitative impact.  
More financial support is needed to a) strengthen entrepreneurship of the local community (especially women and youth); b) help locals diversify traditional productions and improve quality and supply; c) improve image of local products and services through advertising and communication; and d) initiate pilot, fast-track actions with a tangible economic impact.
3. Decrease dependency on political power, and rely more on community support (grassroots), now part of the SBR ensemble.
4. Upgrade institutional support to the SBR (human and financial) as government grant is not sufficient to ensure adequate and dedicated management.

The program portfolio identified four pillars for strategic interventions: 1) Taking care of capital, 2) empowering caretakers, 3) putting the Shouf on the global map, and 4) supporting the shareholders. The last pillar concerns SBR villagers, whose livelihoods depend on the integrity and productivity of the Reserve, and includes supporting traditional economy and tourism-related services. The study requested that the Reserve encouraged micro-enterprises and production chains for a limited number of best-selling local handicrafts. To achieve this, several measures were proposed, and which can be applied for rural food products:

- Carrying out a quantitative and qualitative inventory of available and potential products,
- Writing promotional leaflets on al-Shouf areas handicrafts,
- Evaluating best opportunities for new production chains.
- Increasing awareness of local citizens on the economic potential of handicraft.
- Creating the Shouf Plants nursery and Botanic Garden, to secure plant availability from selected native trees and herbs, which can be used in plant conservation field work and community-based production and marketing of edible/aromatic/medicinal plants.

## 1.4 Methodology

ECODIT adopted a work methodology based on consultation with stakeholders from similar marketing initiatives in Lebanon and the region, in addition to decision makers from ACS. We also visited Reserve entrances and interviewed all key staff involved in the rural development program. In specific, ECODIT:

- Requested, obtained and analyzed data provided by ACS (past records on reserve visitors and sales at 2 Reserve entrances)
- Visited the reserve entrances and talked to the staff and consumers
- Consulted with other stakeholders and like-minded organizations
- Organized a roundtable at ECODIT with ACS to review progress, discuss difficulties, and options for SBR marketing
- Met with other senior board members of ACS (Noura Jumlat, etc.)

- Visited relevant stores and websites to look at other, similar, products and compare prices

### 1.4.1 Consultation

ECODIT carried out consultations with some of the producers listed in section 2.7, who shared part of their experience and lessons learned (see summaries in Annex A). Producers contacted are Atayeb al-Rif, Fair Trade Lebanon, Souk el-Tayeb, arcenciel, and Campania / BioCOOP Loubnan. The general outcome of this consultation was that ACS should narrow down its current product line, and focus on more unique products.

ECODIT also facilitated a decision-making process for ACS executive committee (10 March 2009), in order to define marketing vision and objectives, and set new marketing guidelines.

ACS members agreed that the ultimate objective of this marketing study should be in finding ways to maximize returns to the local communities, without unanimity regarding the best marketing channels to reach objectives. Some members found that any channel could be adopted as long as profit was maximized, while others specifically expressed their objection to selling SBR products in massive distribution channels (supermarkets) or under other labels. On the other hand, it was collectively agreed that the current status-quo needed to be improved and developed, but not in a way that makes the rural development program a “commercial” one. Other identified needs include:

- Need to create a management structure including human resources needed and logistics with clearly defined roles and responsibilities.
- Need to protect trademark “Shouf Nature Reserve” product, to differentiate it from other “Shouf” products.
- Need to develop an action plan with tangible and simple steps, and priority actions.
- Investigate e-shopping through Shouf website or other websites
- Challenge: Can production capacity withstand market development (new markets, more demand, steady production, etc.).

ACS members also showed interest in having an organic line instead of the current wild collection, since the term “wild” may have negative implications (overexploiting SBR wilderness and natural resources).



### 1.4.2 Study Limitations

This marketing and business plan was constrained by the following factors:

- Lack of reliable financial records, especially regarding production, distribution, and marketing costs. Costs used in Section 5 are back-of-the-envelope calculations provided by the program agent. Costs are fundamental for determining product profitability (product range should be selected based on product profitability, as opposed to gross revenues or number of items sold). In this study, we assumed that products with highest amount sold are those generating the highest profit.
- Lack of documentation for sales outside the Reserve (i.e., fairs and private sales). Therefore, we assumed that registered sales at Reserve entrances to be the total product sales, and used it as a base for the new marketing strategy.

### 1.5 Report Organization

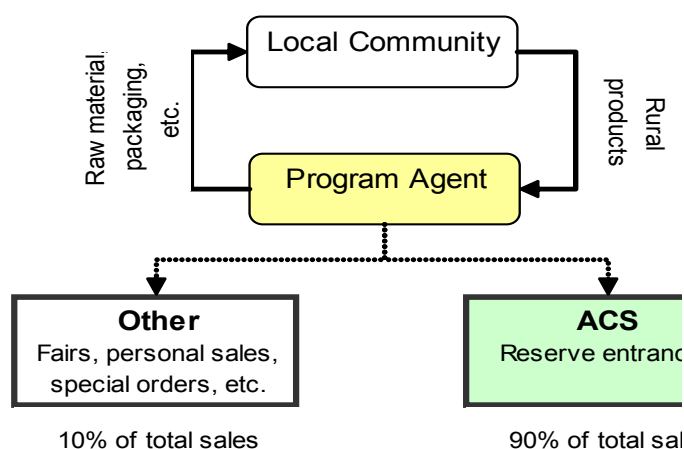
The marketing and business plan report is organized into 7 chapters, as follows:

1. Executive summary
2. Introduction§
3. Situation analysis
4. Methodology
5. Marketing strategy
6. Business Plan (pending)
7. Conclusions and Recommendations.

## 2. Situation Analysis

The rural development program implemented by ACS started in 1999 with seed funding from the Canadian Embassy.<sup>4</sup> The program aims to support local communities and rural handicrafts produced in the newly designated Transition Zone. The program comprises three (3) main entities: SBR / ACS, the local community (production), and the program agent (distribution and marketing) (see Exhibit 5).

*Exhibit 5- Current Production and Distribution System for SBR Rural Products*



### 2.1 Production:



Up until 2008, rural production was carried out in a traditional way at local community households, with no quality control, and normal hygiene levels (“home-made”). Production is currently being shifted and centralized in three (3) workshops provided, equipped, and owned by ACS (located in Mristi, Baadarane, and Jbaa), which should contain all rural production for the 2010 season (operations not started yet). Workshops in Mristi and Baadarane were donated by the municipalities, while the Jbaa workshop was a private household. Some production will also still be carried out in community households in Niha. So far, the program has supported more than 40 families by marketing different rural products at the main

<sup>4</sup> Sale of rural products started in 2002. Total revenues in 2002 were \$2,768 and \$3,988 in 2003 (Revised Business Plan, 2004).

entrances of the reserve (ACS, 2009).

There are currently 82 different products carrying the Shouf Biosphere Reserve label. These are produced using raw material from SBR, and processed in a traditional way by the local community. Products are currently divided into nine groups: jams, compote, honey, syrups, distilled water, vinegar, herbs, dairy and olive products, and “others” (see complete list in Exhibit 6). The current rural collection also includes a line of “wild” products; i.e., natural products which are not cultivated /domesticated:

- Thyme (صعتر), used to produce thyme mix, thyme with sesame, thyme with wild pine, thyme syrup, and thyme water.
- Pine (صنوبر بري), used to produce wild pine nuts.
- Sage (قصعين), used to produce sage syrup and sage water.
- Akkoub (عكوب)
- Sumac (سماق)
- Eryngo (قرص عتة), used to produce distilled Eryngo water
- Nettle (فراص) , used to produce distilled Nettle water

Exhibit 6- Current Line of Products at SBR

Category	Products
<b>Jams</b>	Apple   Apricot   Bitter orange (bousfeir)   Cherry   Grape   Grape + almond   Prunes Fig   Fig + almond   Fig + molasses   Fig preserve   Quince   Rose   Strawberry   Peach Mulberry   Jazariyeh   Pumpkin   Walnut   Eggplant
<b>Compote</b>	Apricot   Cherry   Mulberry   Peach   Pear
<b>Honey</b>	Cedar honey   Oak honey   Honey with bee wax   Honey in pottery
<b>Syrups</b>	Otr   Bitter orange   Cherry   Mint   Mulberry   Peach   Grenadine   Rose   Sage   Thyme
<b>Distilled water</b>	Otr   Orange blossom   Rose   Laurel   Lavender   Mint   Nettle   Sage   Fennel   Thyme   Eryngo
<b>Vinegar</b>	Apple   Grape
<b>Herbs</b>	Akkoub   Pollen seeds   Sumac   Thyme mix   Thyme + sesame   Thyme + wild pine
<b>Dairy &amp; Olive</b>	Cheese Baladi   Cheese with thyme mix   Labneh – cow   Labneh – goat   Shankleesh Green olives   Olive oil   Olives filled with chili   Olives filled with Labneh
<b>Others</b>	Apple molasses   Carob molasses   Fig molasses   Grape molasses   Pomegranate molasses   Coriander, capsicum and garlic   Hot pepper   Tomato paste   Keshek   Peas with walnut Sweet capsicum paste   Meat sauce   Ketchup   Pine nuts   Stuffed eggplant

Source: ACS, 2009

## 2.2 Program Agent

ACS is not directly involved in the rural production process; Mr. Rizkallah Mahmoud, a program agent / coordinator who was contracted by ACS in 2000 to oversee the rural program, is currently in charge of production, distribution and marketing. The agent contacts individuals (primarily women) from the local community to participate in the production process. They are reimbursed for their raw material and they receive payment for their services, while the agent provides any other needed supplies including jars and bottles. The agent stores products at a small warehouse in his own house, or transports end products to Reserve entrances. Revenues are divided between the agent and ACS.

Mr. Mahmoud, a remarkable resource person, currently has no legal status within the ACS organization; nor does he have a clear job description. This lack of institutionalization has led to certain problems and difficulties in the past and will need to be seriously addressed to avoid future misunderstandings or bottlenecks.

## 2.3 ACS

The role of ACS is to promote products at Reserve entrances, and ensure that rural production is being carried out equitably (engaging the maximum number of people). ACS guides are the ones responsible for product sale and promotion at the entrances. Sales are manually registered (see image below), and the log is delivered to ACS accounting on monthly basis.

التنمية الريفية

جريدة

اسم المركز:   
 التاريخ:   
 *Handwritten signature and date*

الرقم	نوع البضاعة	الكمية	ملاحظات
٦٠٠٠٠	نوع البضاعة	٦٠٠٠	
٥٥٤٠٠٠	نوع البضاعة	٥٥٤٠٠٠	
٧٢٠٠٠	نوع البضاعة	٧٢٠٠٠	
٢٦٤٠٠٠	نوع البضاعة	٢٦٤٠٠٠	



## 2.4 Marketing

### Current Points of Sale and Marketing Tools:

SBR rural products are primarily sold at two (2) Reserve entrances (Barouk and Maasser el-Shouf), where Reserve guides are responsible for product sale and promotion, thus requiring a simple distribution system, carried out by the program agent. Distribution is currently carried out by the Program Agent, consisting of transporting products from workshops or warehouse to the reserve entrances. Products are also sold based on private orders as well as in local or international fairs and exhibitions (e.g. Garden Show, AWTTE, Beiteddine Festival, etc.), where the program agent participates under the name of ACS.

In 2008, ACS explored package offers during Ramadan and Christmas, which was not a successful experience, mainly due to lack of planning (short notice) and thorough price analysis. Three package offers were suggested and sent to ACS mailing list:

- One item: Akkoub in a wooden box for \$20 (individual item price is about \$11),
- Two items: Rose syrup and cherry jam in a basket for \$30 (total item price is about \$11),
- Six items: thyme with wild pine, cedar honey, grape molasses, fig jam with almonds, grape jam with almonds, and Labneh baladi goat for \$100 (total items price is about \$50).



### Product Label and Package:

The current package is simple, consisting of a white label with Al-Shouf Cedar Society (ACS) logo and the product name in English and Arabic, in addition to contact details (no mention of production date, expiry date, ingredients, etc.). The package has a Raffia rope for embellishment. Shelf display at the entrances is also simple, as shown in Exhibit 7.

*Exhibit 7- Product display and label*



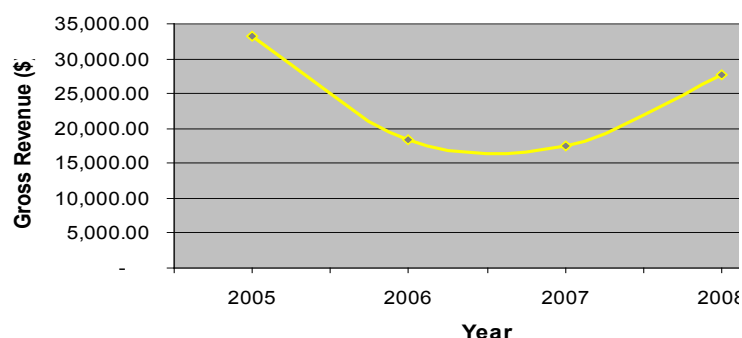
## 2.5 Revenues

Product sales at Reserve entrances represent 90% of total sales. The remaining 10% of production is sold in fairs and exhibitions, in addition to private sales (ACS, 2009). In 2008, gross revenues from entrance sales amounted to about \$28,000, which is almost equal to the value projected in the 2004 Revised Business Plan for the sale of rural products, handicrafts, and booklets (\$29,173) – see total sales and revenues in 2008, as obtained from ACS in Annex B. The “best sellers” in 2008 are cedar honey (more than 2,000 units sold), oak honey (650 items), thyme with wild pine (650 items), and distilled orange blossom water (450 items).

A tentative distribution of revenues is presented below:<sup>5</sup>

- 25% to ACS:
  - 10% to ACS administration
  - 15% as “incentive pay” to local guides and rangers manning the Reserve entrances.
- 25% to the program agent
- 50% to the local community producing the products (i.e. to cover production costs).

*Exhibit 8- Sales Pattern between 2005 and 2008 (2 entrances)*



Source: ACS, 2009

It is worth noting that ECODIT was not able to generate a Profit and Loss worksheet for SBR products, which should be normally developed for each product, and should include all cost items such as raw material, packaging, labor, profit margins, transportation, etc. A rough P&L (four products only) is displayed below:<sup>5</sup>

<sup>5</sup> ECODIT was not able to verify the actual revenue distribution between ACS and the program agent.

Exhibit 9- Sample Profit & Loss Statement

		Honey (Cedar)*	Honey (Oak)*	Thyme + wild pine	Water (Orange blossom)
Sales	volume/quantity of product sold	460.0	224.0	250.0	156.0
	unit price of product sold	\$15.3	\$10.0	\$9.3	\$6.7
	<b>total sales</b>	<b>\$7,053.3</b>	<b>\$2,240.0</b>	<b>\$2,333.3</b>	<b>\$1,040.0</b>
Costs	unit cost of product or materials used	\$12.5	\$6.7	\$6.0	\$5.3
	Cost of Package (container, label, Rafia)	\$0.6	\$0.6	\$0.6	\$0.3
	Other expenses (travel, delivery, etc.)	NA	NA	NA	NA
	<b>total costs</b>	<b>\$6,011</b>	<b>\$1,620</b>	<b>\$1,642</b>	<b>\$884</b>
Profit	<b>Gross profit (sales minus cost of sales)</b>	<b>\$1,043</b>	<b>\$620</b>	<b>\$692</b>	<b>\$156</b>
	<b>Percentage gross profit</b>	<b>15%</b>	<b>28%</b>	<b>30%</b>	<b>15%</b>

(\*) Sale records (ACS) for Cedar and Oak Honey did not show items sold per size (500g or 1Kg). We assumed the total amount sold to belong to the 500g size.

## 2.6 Consumer Satisfaction and Perception

SBR products enjoy an excellent reputation among its customers and rank very well compared to its competitors; although SBR products are marketed through completely different channels. In fact, during *arcenciel's* participation in the First Food & Wine festival in 2008, consumers showed a lot of interest in SBR products, thanks to the source, quality and taste. aec tested different rural products including three from the ACS selection: Honey (Cedar), Grape jam with almond, and grape molasses. All three products ranked highest in terms of sales at the aec stand during that event.

## 2.7 SWOT Analysis

SBR rural development program has its strengths and weaknesses, related to program management and the nature of production.

The program's main strength lies in the “**territorial image**” of the products, being linked to the most prominent nature /Biosphere Reserve in Lebanon. This can be a powerful appeal to consumers, and ACS should strengthen this image and use it to increase product sales and returns to the local community. A strong territorial image will also dissociate SBR from any potential competitors. Another major strong point is the devoted ACS team (guides and administration), as well as a supportive local community, who are all keen on the program success.

On the other hand, the lack of an administrative structure to manage or coordinate the program creates a serious weakness. ACS should be more involved in the production cycle, costs and revenues, and should start considering this program as a good source of income.

Growth opportunities for the rural development program are numerous, but will require increasing production capacity, which would exert more pressure on natural resources. ACS can explore new local and export markets, only if production capacity can withstand market development, i.e. be able to meet the higher demand and provide products all year-round.

ACS should also protect its products and image from being exploited by other private investors in the Shouf area, especially for unique or exclusive products (e.g. Cedar honey, and Thyme with wild pine). A trademark or Geographic Indicator (GI) label can be developed for these products, allowing them to be produced at SBR and for ACS only, and protecting them from potential competition.

SWOT analysis, related to product marketing, is summarized in the following table:

<b>S</b>	<ul style="list-style-type: none"> <li>- Territorial image</li> <li>- Product innovation (ongoing)</li> <li>- Good feedback re product quality</li> <li>- Availability of raw material</li> <li>- Increased support from local community</li> <li>- Devoted and committed working team</li> </ul>	<b>W</b>	<ul style="list-style-type: none"> <li>- Inadequate management structure</li> <li>- Lack of direct marketing experience.</li> <li>- Lack of proper record keeping (costs, sales)</li> <li>- Lack of quality control certification</li> <li>- Large product range (no control)</li> <li>- Seasonality of production</li> </ul>
<b>O</b>	<ul style="list-style-type: none"> <li>- Possibility to develop new products</li> <li>- Niche market</li> <li>- Potential to increase profitability and community revenues</li> <li>- Partnership with other producers or distribution agencies</li> <li>- Possibility to export</li> </ul>	<b>T</b>	<ul style="list-style-type: none"> <li>- Over-exploiting natural resources</li> <li>- Ability to provide a continuous supply chain</li> <li>- Political instability in the region</li> <li>- Boycotting by some consumers from opposing political groups</li> <li>- SBR image abused by other Shouf producers</li> </ul>

## 2.8 Similar Marketing Initiatives

Rural development programs are undergoing notable increase since the past decade in Lebanon. These are either self-financed (mymouné, Adonis Valley) or kick-started using seed funding from several agencies and organizations. The programs support different population segments and regions. Below is a selection of similar

marketing initiatives from Lebanon and the region; some of those initiatives and products are direct competition to SBR products. However, these initiatives are mostly not categorized as competitors, especially when considering the territorial image of SBR products, as opposed to all other products in Lebanon.



**برنامج التنمية الريفية**  
محمية الشوف المدنى الحيوى

**شهادة المنتجات العضوية**

إن جمعية أرو الشوف استجابت لمتطلبات منظمة فاعلة من الشهادات الجارية وذلك بالتعاون مع شركة كياتسبروت الشهيرة لإصدار الشهادات في الزراعة العضوية. تقوم شركة كياتسبروت مع فريق متخصص برقابة جميع المراحل التي يمر بها المنتج من موقع الأرض التي تجمع هذه النباتات الوعية. تجميعها، تصنيعها وحسن عرضها إلى المستهلك. كما تقوم كياتسبروت بإعتمادات وإقرارات للشهادات عن كيفية تطبيق شروط الزراعة العضوية والحفاظ على الشهادات.

**Quality Control**

SBR organic products are certified by LibanCert According to EU Regulation EC 734/2007 & Lebanese Norms UN 724-1:2003. Quality Assurance includes all stages of production from planting, to cultivation, processing and packaging.



**نقاط البيع:**

مدخل المحمية (إسقاط لستة) - فندق الأمير (بيت الدين) - فندق الستات (بيدري) - فندق البريستون (الحمرا) - فندق قصر الشاطئ (عاليه) - مطعم المصير (عاليه) - الشوف (بيدري) - عرمرعرات (وسط الشوف) - مطعم زهر البون (الصبية)

Reserve entrances (mainly) - Al Bustan Hotel (Beit Mer) - Mt. Amin Palace (Beit

**برنامج التنمية الريفية**

بشرت جمعية أرو الشوف بتطبيق برنامج التنمية الريفية في العام 1999 وبمساعدة من دكتور أوجنتش لثاني عبر المحافظة على الحرف والتراثات التقليدية وتطويرها. وقد دعم البرنامج أكثر من 40 عائلة من خلال ترويج منتجاتهم على مناسبات التنمية وفي المعارض وبعض نقاط البيع الأخرى. كما ولقحت الجمعية بتدريب النساء على الطرق الصحيحة لتصنيع وحفظ المنتجات المحلية (مثل وعربات ومقطرات وغيرها).

وأشادت جمعية أرو الشوف ثلاث مناسبات في القرن الماضية للمنظمة أجيالاً من مربي - مصوري - مهندسين - مهندسات - بالهندسة الضرورية لعملية حفظ وتعليب المنتجات التي توفر الترويج للصناعة والحفاظ على التراثية النوعية من قبل أعضائهم في هذا المجال.

**The Rural Development Program**

ACS launched its Rural Development Program in 1995, to support local communities by providing training and marketing outlets for their products. ACS established and equipped three ateliers in 2009 (Misti, Baiderane and Jboal) to produce jams, honey, syrups, distilled water, herbs and other items, in a safe and hygienic environment. Today, SBR visitors can enjoy a taste of its culinary traditions through a diverse selection of natural foods, cultivated and processed with care and respect for the environment.





Exhibit 10 – Selection of Similar Production and Marketing Schemes in Lebanon and Jordan

<p><b>Mymouné</b></p> 	<p><u>What is it?</u> <i>Mymouné</i> is a commercial family business, founded in 1989 in Ain el Kabou (Metn area).</p> <p><u>Products:</u> It currently has 29 products, including jams, compote, syrups, distilled products, vinegar, herbs, and others.</p> <p><u>Where to buy:</u> <i>Mymouné</i> products are mainly marketed in supermarkets in Lebanon, UAE, UK, Paris, and USA.</p>
<p><b>Atayeb al-Rif</b></p> 	<p><u>What is it?</u> Atayeb al-Rif is a Lebanese cooperative, established in 2002 by YMCA to support rural women.</p> <p><u>Products:</u> It currently markets 37 products, including jams, syrups, distilled products, pickles, oil, vinegar, dairy products, and others.</p> <p><u>Producers:</u> The items are produced by 36 women cooperatives in different areas of Lebanon, benefiting a total of 700 families.</p> <p><u>Where to buy:</u> <i>Atayeb al-Rif</i> products are available in supermarkets in Lebanon, Jordan, Kuwait, KSA, Oman, and online.</p>
<p><b>Souk el Tayeb</b></p> 	 <p><u>What is it?</u> Souk el Tayeb is a Lebanese “farmers market”, bringing farmers, small producers and consumers together. It started in 2004.</p> <p><u>Products:</u> Products include fresh and processed foods (organic and non-organic). Souk el Tayeb also has a brand name “Dekenet Souk el Tayeb”, a selection from all Souk el Tayeb producers, comprising distilled waters, jams, herbs, and oil.</p> <p><u>Producers:</u> These are farmers or manufacturers of agriculture produce, organic and non-organic, from any part of Lebanon.</p> <p><u>Where to buy:</u> The market is held on Saturdays in Saifi Village parking, and Wednesdays in ABC mall Ashrafiyeh. <i>Dekenet Souk el Tayeb</i> products are sold at Artisans du Liban et d’Orient (Ain el Mreisseh). About 1,500 visitors come to Souk el Tayeb (Saifi and ABC) every week.</p>
<p><b>BioCOOP Lubnan</b></p> 	<p><u>What is it?</u> BioCoop Lubnan is the first national organic agriculture cooperative in Lebanon, responsible for growing and selling organic produce. It was established in 2001.</p> <p><u>Products:</u> in addition to its fresh produce, BioCoop Lubnan also markets 23 products (Campania label), comprising cereals, jams, oil, vinegar, etc.</p> <p><u>Producers:</u> Certified organic farmers and producers in Lebanon.</p> <p><u>Where to buy:</u> Biocoop products (fresh produce and Campana products) are marketed in Lebanon supermarkets as well as other outlets (Hotel Dieu hospital, Beit el Soha, Coin dietetique, healthy basket, etc.)</p>

<p><b>arcenciel (aec)</b></p> 	<p><u>What is it?</u> arcenciel is a Lebanese NGO, founded in 1985. Its mission is to promote sustainable development through 7 main social, economic and environmental programs all over Lebanon. Our interest is in aec's agricultural program, <i>Increasing Lebanese Agriculture Competitiveness</i> (ILAC), including agribusiness and marketing initiatives.</p> <p><u>Products:</u> the program will include a range of processed rural products and wine, including 4 products from the SBR: Cedar honey, Grape molasses, Grape jam with almond, and Thyme with wild pine.</p> <p><u>Producers:</u> up until the writing of this report, aec was planning to support about 10 producers (target of 25), including cooperatives, individual producers, and the Shouf Biosphere Reserve.</p> <p><u>Where to buy:</u> Products will be marketed in specialty shops in Lebanon, to sell fresh and processed products, conventional and organic</p>
<p><b>Adonis Valley</b></p> 	<p><u>What is it?</u> Adonis Valley is a private business started and managed by Fadi Daou, in 2005 in Fatri. The brand name stresses creative, authentic, and pure aspects of rural production.</p> <p><u>Products:</u> a diverse line of processed products including organic tomato products (ketchup, puree, paste, sundried), organic grape molasses, apple vinegar, and jams, in addition to herbs such as capers, oregano mix, fleur de sel with herbs, and others.</p> <p><u>Where to buy:</u> Adonis Valley products are sold in Souk el Tayeb, in Fatri, in health outlets, and some Italian restaurants in Lebanon, in addition to KSA and France.</p>
<p><b>Fair Trade Lebanon</b></p> 	<p><u>What is it?</u> Fair Trade Lebanon is a Lebanese NGO, dedicated to support rural communities (small producers and cooperatives) by <u>exporting</u> their agricultural products. It was established in 2003, but officially founded in 2006, after partnering with a French importer, Artisanat SEL.</p> <p><u>Products:</u> Fair Trade Lebanon products include a variety of olive oils and olives, cereals and legumes, jams, compote, fruit syrups, herbal infusions, and distilled water (orange blossom and rose). Products are packaged and labeled for <u>Fair Trade Lebanon: Terroir du Liban</u>.</p> <p><u>Producers:</u> Rural communities: COOPs, NGOs, women associations, small industries, etc., covering all of Lebanon.</p> <p><u>Where to buy:</u> Products are only found outside Lebanon, including France and Canada.</p>
<p><b>Equitable Gourmet</b></p> 	<p><u>What is it?</u> Equitable Gourmet is a private company that supports rural producers and link them to developed markets. It links local communities in Lebanon and South Africa to NGOs and donor agencies, and offers a solid market channel for local products. 25% of profit is ultimately redistributed to the local community.</p> <p><u>Products:</u> the current range includes 18 products, 9 of which are from Lebanon, including molasses, distilled waters (rose, orange blossom), extra virgin oil (with rosemary, oregano).</p> <p><u>Producers:</u> include individuals or cooperatives in Lebanon and South Africa, such as <i>Olive Trade</i> in Akkar, <i>Hallousiyeh Women Cooperative</i> in South Lebanon, and <i>Joseph Menhem establishment</i> in Anfeh.</p> <p><u>Where to buy:</u> Products are sold in England and online.</p>

## Wild Jordan



What is it? Wild Jordan is the “business arm” of the Royal Society for the Conservation of Nature (RSCN), which manages socio-economic programs in Jordan. It was created in 2003, to develop nature-based businesses within and around RSCN’s protected areas, generate socio-economic benefits to local communities and create public support for nature conservation. Revenue contributes directly in biodiversity conservation in Jordan.



opened a nature center (and café) in downtown Amman to sell and promote its crafts and ecotourism programs. This center allows people to contribute in saving Jordan’s wildlife without leaving the city. The center also uses energy-efficient technology (insulation, solar heating, grey water reuse, recycling, composting, etc.)

Wild Jordan Where to buy: Wild Jordan products are available at the nature reserves and at the Wild Jordan Nature Center in Amman.

## e-shopping

What is it? Online gourmet stores expose and market Lebanese products worldwide, without involving producers in export procedures.

Products: Food products include Arabic sweets, confectionery and jams, nuts, herbs, and beverages. Some websites also provide non-food products such as jewelry, music, magazines, books, and handicrafts.

Producers: Food producers using the online marketing service include Mymouné, Atayeb al-Rif, Kassatly, and Al-Wadi al Akhdar.

The most pertinent websites in this regard include:

- <http://www.buylebanese.com>
- <http://www.lebaneseproducts.com>
- [http://www.lebanonpath.com/lebanese\\_food\\_products](http://www.lebanonpath.com/lebanese_food_products).

The above list is not exhaustive, as community development programs in Lebanon are numerous, including a recent initiative by Caritas Liban “Intajouna”, and other initiatives by “Al Majmoua” (Lebanese Association for Development).



## 3. Marketing Strategy



### 3.1 Marketing Goal & Philosophy

This marketing and business plan will optimize benefits to the communities located inside the Transition Zone. ACS is seeking to increase return to local community while using resources and investments wisely.

ECODIT proposes that ACS expands production gradually and seeks new outlets while maintaining the territorial image and uniqueness of the SBR. The marketing strategy is based on “selection and selectivity” (in terms of product range, distribution channel, and target market). SBR rural product range shall not seek to satisfy all consumers; instead, it will strive to build a niche by providing only special goods to a select consumer range.

### 3.2 Target Market

This marketing plan targets non-rural markets: Reserve visitors and supporters of ecotourism and rural development. The target market is not related to any political groups or economic / social standing. It does not only include all consumers of rural products, but focuses on individuals or groups of people who are primarily concerned with product quality, equitable resource use and local development, as well as consumers who wish to support SBR and natural resource conservation.

The following marketing strategy is presented based on: Product (content, brand, label, etc.), Price, Place (distribution), and Promotion, also known as “Marketing Mix”. A market research (consumer survey, competitors, prices...) should be conducted in the future in order to select the best marketing and promotion tools and distribution channels, on scientific grounds.

### 3.3 Products

#### 3.3.1 Product Range

From the current variety of about 82 products, sale figures (two entrances) show that at least 30 products sold less than 10 items in 2008, 13 products sold 50-100 items, while only five products sold more than 100 items (Annex B). ECODIT suggests a more focused product range, in order to capture niche markets, focus on and improve product quality, maximize returns, and offer a diverse, yet “different” range of products as compared to other conventional products.

ACS is also interested in having an **organic line**, which will require tedious administrative work on behalf of ACS, and

carries added costs (certification, etc.), but will inevitably add value to the current “wild collection”, by allowing for increasing product price by at least 25%.<sup>6</sup> Consultation between ACS and LibanCert is already underway to receive organic certification for about **12 products** (thyme mix, thyme with sesame, thyme with wild pine, thyme syrup, thyme water, wild pine nuts, Sumac, Akkoub, sage syrup, distilled Sage water, Eryngo water, and Nettle water).<sup>7</sup> In the absence of a detailed consumer and market study and detailed cost records we used sale values at Reserve entrances, between 2005 and 2008, to define a new product range. Products were divided into 4 categories, following the BCG (or Boston) matrix, **Stars, Cash Cows, Dogs, and Question marks**. The Boston matrix has two (2) dimensions: market share and market growth, which are used to assess existing and newly developed products in terms of market potential. *The larger the market share of a product or the faster it grows is better for the company.*

Current market share for SBR products is relatively small, which is not enough to create a Boston matrix, but we developed a classification system based on actual sales (amount sold) between 2005 and 2008, whereby we designated Stars as products that sold more than 300 items between 2005-2008; 150-300 items for Cash cows; 100-150 items for Question marks; and less than 100 items for Dogs.

- Stars typically have a high market share in a strong and growing market. These products have low competition, high demand, and high profitability. Only four Star items exist in the current product range (items with highest sale values). If rate of growth declines, then these items will be moved to the Plough Horse quadrant, and new rising stars should be identified and developed from Question Mark items.
- Plough Horses (or Cash Cows) have a high market share and low market growth rate, with 18 items identified in ACS collection. Products in this quadrant need sound management and maintenance instead of investment in growth (it has little or no growth).
- Dogs have a low market share and low growth rate. The market is stagnant, and may cause the collapse of the business in question. Production of Dog items should hence be discontinued. Exhibit 11 below shows that ACS has 53 items in its product range that fall in the Dog quadrant (based on number of items sold)
- Question Marks have a low market share but a growing market potential (mostly new products). Six items from SBR collection are located in this quadrant,

<sup>6</sup> LibanCert

<sup>7</sup> 2009 LibanCert is an organic inspection and certification body that provides organic certification services to organic farming operators (farmers, Processors, traders) in collaboration with Bio Inspecta, an internationally accredited Swiss organic certification body, for re-certification services, and with FIBL the Swiss Organic Agriculture Research institute for consultancy services.

which need more effort to increase their market share (through research, advertising, and market education) and promote them to the Star status (i.e. “Rising Star”).

Based on market observation for similar products, and the experience of several NGOs and organizations already established on the market, we strongly recommend that ACS reduces the range to no more than 30 items, tentatively listed in Exhibit 12. For flexibility, we provided ACS with a “permanent collection” along with three other production options:

1. “Permanent collection”, comprising Stars, Cash Cows (high profit), and Question mark items (to be turned to cash cows or stars!) for a total of 28 promising items (Exhibit 12).
2. “Organic” collection. In case ACS decides to carry on with organic certification, this line can include three (3) items with highest recorded sales in decreasing order:
  - Thyme with wild pine

- Thyme with sesame
- Sumac

These items are already included in the “Permanent collection”.

3. “New items” collection, for product testing based on an expression of interest from ACS. This collection should not comprise more than two (2) items per year.
4. “Special orders” collection. In addition to the three collections listed above, ACS may receive additional orders for special events and private sales. This collection can include items perceived by ACS as being highly demanded, although sale records at Reserve entrances show the opposite, which is mainly due to the lack of sale records outside the Reserve. This collection can include Tomato molasses, Apple molasses, Shoushiyeh jam, Tayoun water, Shoumar water, Cherry syrup, Shankleesh, Nettle and Sage water, etc.

Exhibit 11- Boston Matrx for SBR Products <sup>8</sup>



Low Market Share		High Market Share	
Growing Market	Question Marks	Stars	
	<ul style="list-style-type: none"> <li>- Apricot jam</li> <li>- Coriander, capsicum and garlic**</li> <li>- Sumac*</li> <li>- Labneh - Baladi – cow</li> <li>- Grape + almond jam**</li> <li>- Carob molasses</li> </ul>		<ul style="list-style-type: none"> <li>- Cedar honey**</li> <li>- Thyme with wild pine *</li> <li>- Oak honey</li> <li>- Orange blossom water</li> </ul>

8 (\*) Organic products ; (\*\*) unique products



<b>Mature Market</b>	<b>Dogs</b>	<ul style="list-style-type: none"> <li>- Strawberry jam</li> <li>- Pumpkin jam</li> <li>- Quince jam</li> <li>- Eggplant jam</li> <li>- Peach jam</li> <li>- Apple jam</li> <li>- Cherry jam</li> <li>- Prunes jam</li> <li>- Grape jam</li> <li>- Shoushieh jam</li> <li>- Bitter orange syrup</li> <li>- Cherry syrup</li> <li>- Peach syrup</li> <li>- Otr syrup</li> <li>- Thyme syrup*</li> <li>- Mint syrup</li> <li>- Grenadine syrup</li> <li>- Sage syrup*</li> <li>- Sage water*</li> <li>- Shummar water**</li> <li>- Eryngo water*</li> <li>- Mint water</li> <li>- Thyme water</li> <li>- Otr water</li> <li>- Nettle water*</li> <li>- Laurel water</li> <li>- Lavender water</li> </ul>	<ul style="list-style-type: none"> <li>- Apricot compote</li> <li>- Cherry compote</li> <li>- Mulberry compote</li> <li>- Pear compote</li> <li>- Peach compote</li> <li>- Green olives</li> <li>- Olives with chili</li> <li>- Olive oil</li> <li>- Cheese – Baladi</li> <li>- Cheese with thyme</li> <li>- Shankleesh</li> <li>- Akkoub**</li> <li>- Pine nuts</li> <li>- Thyme mix*</li> <li>- Grape vinegar</li> <li>- Sweet capsicum paste</li> <li>- Tomato paste</li> <li>- Meat sauce</li> <li>- Ketchup</li> <li>- Hot pepper</li> <li>- Apple molasses</li> <li>- Grape molasses</li> <li>- Fig molasses</li> <li>- Stuffed eggplant</li> <li>- Keshek</li> <li>- Peas with walnut**</li> </ul>	<b>Cash Cows</b>	<ul style="list-style-type: none"> <li>- Fig jam</li> <li>- Fig + almond jam**</li> <li>- Bitter orange jam</li> <li>- Rose jam</li> <li>- Mulberry jam</li> <li>- Walnut jam</li> <li>- Fig preserve</li> <li>- Honey with bees wax</li> <li>- Honey in pottery</li> <li>- Mulberry syrup</li> <li>- Rose syrup</li> <li>- Rose water</li> <li>- Apple vinegar</li> <li>- Pomegranate molasses</li> <li>- Thyme + sesame*</li> <li>- Labneh – Baladi – goat</li> <li>- Olives filled with Labneh</li> <li>- Pollen seeds</li> </ul>

ACS should phase out items that belong in the Dog category, *unless* these are confirmed to be “sellable” using previous sale records. Also, and in order to be able to market certain products that are widely available in the

transition zone (such as Apples, Peaches, Mint, Eryngo, etc.), ACS should encourage new and innovative recipes that would promote these products and ensure they can be sold on the market.

*Exhibit 12- Selected List of “Permanent” Products*

New Category	Products
<b>Jams</b>	Apricot   Bitter orange   Grape + almond   Fig   Fig + almond   Rose Fig preserve   Mulberry   Walnut
<b>Honey</b>	Cedar honey   Oak honey   Honey with bees wax   Honey in pottery
<b>Syrups</b>	Mulberry   Rose
<b>Distilled water</b>	Orange blossom   Rose
<b>Vinegar</b>	Apple
<b>Herbs</b>	Pollen seeds   Sumac   Thyme with sesame   Thyme + wild pine   Coriander capsicum and garlic
<b>Dairy &amp; olive products</b>	Labneh - Baladi – cow   Labneh – Baladi – goat   Olives with Labneh
<b>Others</b>	Carob molasses   Pomegranate molasses



### 3.3.2 Quality Assurance

ACS does not follow strict quality control protocols during production, yet. With the operation of the three new workshops, ACS will be able to control product quality by providing a workplace with the proper hygiene and equipment. Producing unique products in every workshop will also improve quality control. ACS should create a product tracking mechanism (per product category and provider), which would not only assist in quality assurance (tracking source of deficient product), but would also allow for more accurate sale records. The use of a Barcode is not suggested for the current or proposed marketing system; sales at reserve entrances or guesthouses can be manually registered, while commercial outlets use their own barcode system to register sales.

Moreover, quality control and certification is an important consideration for formal distribution channels (especially commercial gourmets and supermarkets, which require addition of an expiry date, ingredients list, nutrition facts, etc.).

Production should follow a preset calendar, depending on seasonal availability of raw material. Raw materials for most products are harvested between May and September, while Eryngo is cultivated and processed during winter (January-February). The workshops will operate accordingly, and production in the three workshops will be as given in Exhibit 12.

*Exhibit 13 – Production Calendar (To be updated by ACS)*

Workshop	Products	Production Calendar
Mristi	Jam (Apple)	May-September
	Distilled water (Eryngo)	January-February
	Thyme with Sesame	May-September
	Sumac	May-September
	Molasses (Apple)	May-September
Baadarane	Jam (fig)	May-September
	Vinegar (apple / grape)	May-September
	Molasses (Tomato)	May-September
Jbaa	Jam (fig / apricot)	May-September
	Sumac	May-September
	Olives with Labneh	May-September
Niha (individual houses)	Distilled water (Lavender / Mint / Thyme / Sage)	May-September
	Syrup (Mint / Thyme / Sage)	May-September

Source: ACS, 2009

### 3.4 Price

Price is the main factor which generates revenue. In general, SBR product price has been set roughly to equal twice the production cost (i.e., sales price = production cost x 2). However pricing goods should be based on more solid and scientific judgment, which requires a detailed feasibility study for all products.

There are several ways to set a price on goods, based on quality, demand, etc. An easy approach to assess and review current prices is to consider those of similar products from similar initiatives (see Exhibit 13). ECODIT proposes a new pricing strategy for SBR products based on “**premium pricing**”, i.e. pricing near the high end of similar products from similar initiatives, with an occasional 15% mark-up on select SBR products. Products that are exclusive to SBR can fetch even higher prices. This is based on the assumption that price is not the driving factor for consumers of SBR products, and builds on the territorial image of SBR which, for its consumer, is worth paying more.

Item	Price LBP	Item	Price LBP
<b>Honey</b>		<b>Syrups (500ml)</b>	
Cedar honey/850gm	45000	Mint syrup	9000
Cedar honey/450gm	23000	Mulberry syrup	10000
Oak honey/850gm	30000	Rose syrup	9000
Oak honey/450gm	15000	Oregano syrup	9000
Honey in beeswax/450g	25000	Sage syrup	9000
Honey in pottery/450g	18000	<b>Distilled water (250ml)</b>	
<b>Dairy &amp; Olives (350g)</b>		Eryngo water	7000
Green olives	5000	Nettle water	9000
Labneh- cow	8000	Orange blossom water	10000
Labneh -goat	10000	Rose water	10000

Exhibit 14 – Price Comparison between SBR and other Similar Products

		Size	Current Price (ACS)	Competitor Price / Size
<b>Jams</b>	Apricot	500g	6,000	7,500
	Bitter orange	500g	6,000	9,000
	Fig	500g	6,000	8,500
	Fig + almond	500g	8,000	NA
	Fig preserve	500g	7,000	10,000 (fig in sugar syrup)
	Grape + almond	500g	10,000	NA
	Mulberry	500g	8,000	9,000
	Rose	500g	10,000	8,000
	Walnut	500g	10,000	NA
<b>Honey</b>	Honey with bees wax	500g	25,000	-
	Oak honey	500g	15,000	17,000
<b>Syrups</b>	Rose	750ml	8,000	6,000
	Mulberry	750ml	10,000	6,500
<b>Distilled water</b>	Orange blossom	350ml	10,000	10,000
	Rose	350ml	10,000	8,500
	Sage	750ml	8,000	NA
<b>Vinegar</b>	Apple vinegar	350ml	5,000	3,000 (500ml)
<b>Herbs</b>	Thyme with sesame	500g	9,000	7,850
	Pollen seeds	500g	22,000	-
	Sumac	500g	5,000	7,500
<b>Dairy and olive products</b>	Labneh - goat	500g	10,000	12,000
	Labneh - cow	500g	8,000	-
	Olives with Labneh	500g	5,000	9,000 (Green olives)
<b>Others</b>	Pomegranate molasses	350ml	12,000	13,000 (600ml)
	Carob molasses	350ml	8,000	7,000 (800g)

Based on the suggested pricing strategy and price comparison between SBR products and other similar products on the market (Exhibit 14), we suggest a revised price list for SBR items, as given in Exhibit 15 below:

Exhibit 15- Suggested Price Change for SBR Products

New Category	Products	Current Price	New Price	% Change
<b>Jams (500g)</b>	Apricot	6,000	8,000	33.3
	Bitter orange	8,000	8,000	0.0
	Grape + almond	10,000	10,000	0.0
	Fig	6,000	8,000	33.3
	Fig + almond	8,000	10,000	25.0
	Rose	10,000	10,000	0.0
	Fig preserve	7,000	9,000	28.6
	Mulberry	8,000	10,000	25.0
	Walnut	10,000	10,000	0.0

<b>Honey (500g)</b>	Cedar honey	23,000	25,000	8.7
	Oak honey	15,000	20,000	33.3
	Honey with bees wax	25,000	25,000	0.0
	Honey in pottery	18,000	20,000	11.1
<b>Syrups (750ml)</b>	Mulberry	10,000	10,000	0.0
	Rose	8,000	10,000	25.0
<b>Distilled water (350ml)</b>	Orange blossom	10,000	10,000	0.0
	Rose	10,000	10,000	0.0
	Sage (750ml)	8,000	10,000	25.0
<b>Vinegar (350ml)</b>	Apple	5,000	5,000	0.0
<b>Herbs</b>	Pollen seeds	22,000	20,000	-9.1
	Sumac	5,000	8,000	60.0
	Thyme + sesame	9,000	10,000	11.1
	Thyme + wild pine	14,000	16,000	14.3
	Coriander capsicum and garlic	9,000	10,000	11.1
<b>Dairy &amp; olive products</b>	Labneh – Baladi – goat	10,000	10,000	0.0
	Labneh - Baladi – cow	8,000	10,000	25.0
	Olives with Labneh	5,000	5,000	0.0
<b>Others</b>	Carob molasses	8,000	10,000	25.0
	Pomegranate molasses	12,000	12,000	0.0

### 3.5 Place (Distribution)

At present, ACS relies mostly on the summer season to sell SBR products, which should become a year-round activity to increase revenues. We reviewed possible marketing and distribution outlets in Lebanon and overseas, which are presented below:

#### 3.5.1 Lebanon

Marketing in Lebanon includes selling directly under ACS name and label (permanent and seasonal outlets), or selling indirectly via other vehicles / labels, including:



Reserve entrances. Products are mainly sold at two reserve entrances. Future sales will include 2 other entrances, Niha and Ain Zhalta.

- Wild Shops, which will be established at touristic sites,

mainly within or near the Shouf Biosphere Reserve area, such as Beiteddine Palace, Deir el Qamar, Moussa Palace, etc. or Chateau Kefraya<sup>9</sup> Depending on the selected location and available budget, these Wild Shops can be wooden stands installed within an existing structure or building, or independent wooden huts as shown in the side picture.

- Specialty outlets located in urban centers, selling rural products or healthy goods, such as Beit el Sohat in Ashrafieh, Diet centers, or arcenciel boutiques. In the future, ACS can establish its own specialty outlets or expand the wild shops concept to include other parts of Lebanon.
- Exclusive outlets, such as Al-Bustan hotel, AZIZ, Mir Amine Palace, Beirut International Airport, etc.
- Guesthouse corners, comprising five guesthouses: Barouk, Maasser el-Shouf, Khreibeh, Baadarane, and Niha, with a varying capacity of 10-15 beds. This in addition to Auberge St. Michel, managed by arcenciel, which can account for 90 or more guests per night.
- Supermarkets, with more than 100 large outlets in Lebanon (in addition to a number of medium-scale grocery stores such as the new Dekkaneh (دكانة) outlets, Goodies and Smith's).
- e-shopping, or online marketing which allows selling rural products overseas. ACS can use the current

<sup>9</sup> The wild shops concept was first introduced in 2008 (Program Portfolio), which suggested setting a wild shop in Niha to sell local goods.





Shouf Reserve website (<http://www.shoufcedar.org>), or other domains such as <http://www.buylebanese.com>, [http://www.lebanonpath.com/lebanese\\_food\\_products](http://www.lebanonpath.com/lebanese_food_products).

- Seasonal stands in fairs, exhibitions, festivals (especially in the Shouf area, e.g. Beiteddine, Deir el Qamar, Food & Feast / Jabalna, etc.)

Other marketing vehicles include (label other than ACS):

- arcenciel. 5-8 items from the current SBR collection can be of interest for aec's ILAC project. Products will carry a specific label for quality, and will be marketed in aec boutiques, which will include products from "Mountajat Deir Taanayel" and "BioCoop Loubnan - Campania", as well as other small-medium producers.
- Dekenet Souk el Tayeb. Here the product is labeled under the brand name of Dekenet Souk el Tayeb, with recognition of the original producer name or brand. Dekenet Souk el Tayeb products allow consumers to purchase their desired Souk el Tayeb products during weekdays (not only on Saturdays).
- Campania (BioCoop Loubnan), which produces and markets organic products only. Depending on ACS decision to add an organic line to its rural collection, a number of items can hence be discussed for marketing under the Campania label, with mention of ACS name.

### 3.5.2 Export

Export of food products from Lebanon to Europe is relatively low, compared to the potential and the limited competition, for high-value processed foods, from neighboring countries (MoE, 2004). We extracted some export figures from the Lebanese customs webpage, which includes all food items in the "Prepared foodstuffs; beverages, tobacco" category, ranking 6<sup>th</sup> in terms of export in 2008, with a yearly average of \$221,000 (or 7% of total exports).

Marketing overseas requires a continued effort to follow up on latest requirements and guidelines, depending on the destination country, including:

- Package and label: material used (reused, recycled or recovered content), and labeling (ingredients, source, nutrition facts, etc.),
- Accredited organic certification for organic products,
- Processing method used,

This is in addition to other important considerations such as:

- Export / Import restrictions and other regulations,
- Market demand for products exported, and market structure,
- Existing competition,
- Costs related to shipment, tailored package and label, communication, insurance, distribution in destination country, etc.
- Ability to supply constant and adequate amounts of the exported products, which is the biggest challenge for exporters of all food products.

A good option for marketing SBR products overseas is through Fair Trade Lebanon (discussed in section 2.7). SBR can market some of its products outside Lebanon through FTL, which will greatly enrich the repertoire of products sold by FTL. FTL products however are sold without an SBR reference on their label.

The new marketing strategy will continue with and strengthen existing channels for distributing and selling SBR products, which are here emphasized as territorial products. Products will be primarily sold at the source, i.e., at Reserve entrances in addition to a number of "wild shops" that can be set by ACS in the Shouf area, which would further strengthen the territorial image of SBR products.. Distribution will be carried out by the current program agent, which should evolve to a more sophisticated system in the future (as production and marketing expands).

Concerning using more extensive marketing channels such as supermarkets, it is not recommended since it may disintegrate and jeopardize SBR uniqueness, despite increasing sales. It would also increase production costs by requiring specific labels, package, and barcode, in addition to shelf and display charge, transportation cost, among others. Selling in supermarkets also requires an extensive production and distribution system to procure a steady, year-round supply of products, which cannot be ensured for all ACS products.

Finally, we do not recommend that ACS ventures into the export market on its own, at this stage. If desired, export can be done through already-established marketing firms or through marketing channels listed in section 2.7 (fair trade, Equitable Gourmet, etc.). Fair trade Lebanon is interested in marketing only one or two products from SBR collection, which will be decided upon at a later stage. However, this requires large production volumes, and is limited by the production capacity. Can ACS meet the quantity and quality requirements by Fair Trade Lebanon? This needs to be thoroughly investigated, and will not be adopted for the immediate marketing phase.



Exhibit 16- General Export Figures from 1/1/2004 to 31/12/2008

Short Description	2004	2005	2006	2007	2008	2004-2008	Yearly average %
100 All primary products	455,377	442,134	519,767	625,565	524,762	5,053,220	644,264 11.7%
110 Primary products, minerals and metals	254,159	228,179	215,265	431,202	510,713	3,894,930	429,027 14.6%
120 Minerals and metals in bulk form	222,062	178,735	222,000	431,202	510,713	3,894,930	373,800 12.7%
130 Minerals and metals in primary forms	32,097	149,444	93,265	0	0	1,059,337	204,896 19.1%
140 Products of the chemical or allied industries	107,101	170,049	191,472	194,471	477,491	1,294,702	258,940 9.7%
150 Agricultural products, botanical	157,109	166,649	191,126	294,353	122,577	1,904,854	271,291 7.7%
160 Agricultural products and preparations	152,808	157,775	184,541	274,812	120,091	1,730,969	267,122 9.7%
170 Medicinal, vegetable, mineral, chemical preparations	4,291	8,874	6,585	19,541	2,486	62,885	14,169 4.6%
180 Products of animal products	78,111	86,332	101,009	138,467	170,391	604,321	118,874 9.9%
190 Products of other animal products	13,402	57,249	9,519	137,307	114,430	406,930	108,530 9.7%
200 Manufactures	83,696	77,497	89,622	119,405	134,547	802,124	160,426 1.9%
210 Manufactures, mechanical	57,108	60,729	73,599	93,104	119,019	613,559	122,718 2.9%
220 Manufactures, electrical	26,488	16,768	16,023	26,301	15,528	208,570	41,710 2.9%
230 Manufactures, chemical	23,810	25,749	15,821	19,178	35,007	453,120	90,620 1.7%
240 Manufactures, other	22,490	23,749	15,999	19,100	35,014	427,952	86,980 1.9%
250 Manufactures, other	19,307	17,322	14,391	19,100	19,314	44,704	17,757 1.7%
260 Manufactures, other	13,122	8,389	6,600	27,800	18,890	77,822	15,564 1.7%
270 Manufactures, other	18,891	14,857	14,843	17,873	11,771	68,320	13,666 0.9%
280 Manufactures, other	8,077	8,864	15,512	14,399	10,040	46,349	11,586 1.0%
290 Manufactures, other	1,617	476	200	719	1,101	2,816	562 0.1%
Total	5,196,072	5,196,072	5,196,072	5,196,072	5,196,072	5,196,072	5,196,072

Source: [http://customs.gov.lb/customs/trade\\_statistics/5year/search.asp](http://customs.gov.lb/customs/trade_statistics/5year/search.asp)

### 3.6 Promotion

Promotion consists of diffusing information about goods or producers / companies, including advertising in addition to product branding and image. Common promotion strategies comprise the media, sponsorships, mailing lists, or personal sale, among others. We believe that ACS does not need to invest much in promoting SBR products by any of the common methods, but rather focus on ways to ameliorate the current product presentation, display, and image.

Products are currently labeled and presented in a simple format, under the name of ACS. However, we believe that SBR, being one of the most prominent natural landmarks in Lebanon, should be strengthened as a Lebanese icon. Products should also go by this line to reflect and earn the icon image. We recommend the following:

#### 1. Label:

- State that the product is produced in the "Shouf Biosphere Reserve", along with a clear note that it is "MADE IN LEBANON", especially for people who do not know the reserve or for export markets.
- Add a leaflet on products, describing its usage (e.g. for medicinal extracts), and its producers (e.g. "hand-

picked by women in Mristi"). This will personalize the product and make it more appealing to consumers.

- Add product details: ingredients, net weight, production date, and nutrition facts (if possible). This should give a more "serious" image to the products.

#### 2. Package and Display:

- Revamp shelf display to attract more consumers.
- Include list of all ACS products in addition to contact details and a "thank you" note with every order or purchase made.

#### 3. Offers:

- Create package offers to push the sale of "slow" items, which can be promoted under "Biosphere Delights", and can contain 2-4 items, with a set price that is less than the total of all products in the package (e.g. Star item + 2 Question marks, or Star item with 2 plough horses and one new item, etc.).
- Package offers should be adopted to consume existing stock of items that were not included in the "permanent collection", such as "buy one get one free", etc. (e.g. buy one plough horse and get one dog item for a reduced price or for free.)

#### 4. General:

- Create a mailing list for all current and potential customers, with all addresses and contacts
- Display attractive posters at Reserve entrances to attract visitors.
- Send list of products and promotions to the mailing list, twice per year, to allow placing orders at an early stage and manage needs in terms of human resources and raw materials.
- Participate in fairs and exhibitions (about 15 days per year), but focus only on those related to rural production and ecotourism. This will save time and effort, and lead to more effective marketing, by directly targeting the desired range of consumers.

Exhibit 17- Tentative List of Fairs and Exhibitions in Lebanon

Fair / Exhibition	Schedule	Focus / Specialty	No. of visitors in 2008
Arab Tourism	Annual: April (4 days)	Latest attractions and travel destinations in Lebanon and the region (hotels, airlines, tour operators).	
Arab World Travel & Tourism Exchange	Annual: December (4 days)	For travel industry professionals and participants.	6,000
Beiteddine festivals	Annual: July-August	Music and cultural festivals	
Food and Feast (Jabalna in Maaser el Shouf)	Annual: Mid September	Promote local traditions and food specialties.	2,000-3,000
Food and Wine festival	Annual: December	Rural products and wine. Organized by <i>grappe club</i> since 2008	
HORECA	Annual: March-April (4 days)	Hospitality & Foodservice industries in Lebanon and the Middle East.	10,000
Souk el Tayeb	Weekly: 2 days	Marketing of rural and organic products	1,500/week
The Garden Show	Annual: May (5 days)	Horticulture and nature-based industries.	20,000

## 4. Program Responsibilities And Action Plan

As mentioned in Section 2, the roles and responsibilities for ACS and the Program Agent are currently not well defined; this is a source of tension and potential conflict in the future. ECODIT consulted with ACS and the

Program Agent to find the best distribution of roles and responsibilities that would help develop and sustain the Rural Development Program.

Exhibit 18-Distribution of Role and Responsibilities between ACS and Program Agent

	Al Shouf Cedar Society	Program Agent
Administration / QA	<ul style="list-style-type: none"> <li>Oversee program implementation and make sure it is meeting strategy targets.</li> <li>Improve and refine the rural program through market research.</li> <li>Obtain QA and organic certification from relevant certification bodies.</li> <li>Facilitate certification and inspection procedure for producers who have acquired certification.</li> <li>Solicit customer feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Implement marketing strategy adopted by ACS.</li> <li>Implement QA protocols at production workshops.</li> <li>Report to ACS, on program development, including items produced, program beneficiaries, revenues to local community, problems, customer feedback, etc. <i>We recommend a quarterly reporting cycle.</i></li> </ul>
Production	<ul style="list-style-type: none"> <li>Assess production capacity (especially for wild plants), to ensure sustainable cultivation and production.</li> <li>Provide, equip, and manage production workshops.</li> <li>Coordinate and provide training for staff, program agent, and producers as needed</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a production calendar.</li> <li>Identify and engage local producers.</li> <li>Oversee production at all workshops.</li> <li>Encourage innovative recipes.</li> <li>Supply packaging (textile bags, bottles, jars) and label.<sup>1</sup></li> <li>Identify training needs for producers.</li> <li>Keep accurate and up-to-date cost and sale logs.</li> </ul>
Marketing & Distribution	<ul style="list-style-type: none"> <li>Maintain and protect the SBR brand and label.</li> <li>Improve product label and display.</li> <li>Facilitate product marketing at all Reserve entrances.</li> <li>Recommend new sale outlets and marketing channels.</li> <li>Consolidate sales records from reserve entrances.</li> <li>Modify or update product range, based on sale records and market trends.</li> </ul>	<ul style="list-style-type: none"> <li>Plan, coordinate, and participate in promotional activities, shows, and fairs.</li> <li>Identify and pursue new markets, in consultation with ACS.</li> <li>Revise prices, as needed, based on actual earnings, in consultation with ACS.</li> <li>Provide ACS with sale logs for sales outside the Reserve entrances.</li> </ul>

The Program Agent will assume lead responsibility for Production, Marketing, and Distribution. He will work directly with the local community to ensure sound and efficient production, and will be responsible for product marketing and distribution inside and outside the SBR. Production, Marketing and Distribution can be assumed by one person so long as the production output remains small to medium size (say less than \$100,000 per year). In the future however, when production exceeds current a certain threshold (say >\$100,000/year), ECODIT recommends that production is separated from marketing & distribution.

ACS will continue to manage the overall Rural Development Program, ensure quality control, compliance with relevant social / economic / environmental standards, and will make all executive decisions.

### 4.1 5-year Action Plan

Exhibit 19 below gives the five-year Action Plan, proposed to meet targets and objectives. The Action Plan shows the timeline of activities, in addition to priority level, and implementation body.

Item	Price (L)	Item	Price (L)	المنتج (ل)	الكمية (ل)	الوقت (س)
Honey			Synops (300ml)			الوقت (س)
Cedar honey/350gm	4000	Miss synops	9000	العسل	5000	
Cedar honey/350gm	2500	Mulberry synops	10000	عسل الأرز	5000	ع
Cedar honey/350gm	3000	Rose synops	9000	عسل سنديانة	5000	ع
Cedar honey/350gm	15000	Orange synops	9000	عسل ساجو	5000	ع
Honey in bottles/350g	25000	Sage synops	9000	عسل القيقب	5000	ع
Honey in pottery/350g	18000	Distilled water (250ml)		عسل النعنع	5000	ع
Dairy & Olives (350g)			Drying water			الوقت (س)
Greek olives	5000	Textile water	9000	عسل القيقب	5000	
Lavender soap	8000	Orange blossom water	10000	عسل القيقب	5000	ع
Lavender soap	18000	Rose water	10000	عسل القيقب	5000	ع
Olives with salted	18000	Sage water	8000	عسل القيقب	5000	ع
Jams (400g)			Vinegar (250ml)			الوقت (س)
Apple jam	8000	Apple vinegar	5000	عسل القيقب	5000	
Apricot jam	8000	Grape vinegar	4000	عسل القيقب	5000	ع
Other orange jam	8000	Other Products			عسل القيقب	ع
Spiced jam	8000	Thyme 350g	5000	عسل القيقب	5000	ع

Exhibit 19- Proposed Action Plan (period 2009 to 2014)<sup>11</sup>

Issue	Action	Timeframe	Priority	Implementing Body
<b>Administration &amp; Quality Assurance</b>	- Adopt marketing strategy	2009-2010	A	ACS board
	- Review and approve allocation of responsibilities between program agent and ACS (incl. management and operation)– see Exhibit 18	2009-2010	A	ACS/ECODIT
	- Brand Registration at Ministry of Economy and Trade	2009-2010	A	ACS/MoET
	- Implement QA procedures	2009-2014	A	ACS/Program Agent/LibanCert
	- Create / Improve financial records (production costs, sales, returns, revenue distribution, sales outside the Reserve (fairs, exhibitions, etc.)	2010-2011	A	ACS/Program Agent
	- Re-do the Boston matrix based on accurate profit margins and market share studies	2011-2013	B	ACS/ECODIT
<b>Production</b>	- Adopt new/reduced product line based on suggested collections	2009-2010	A	ACS
	- Shift production from community households to community workshops	2009-2011	A	ACS
	- Assess production (incl. wild cultivation) capacity for sustainable use of natural resources.	2009-2012	A	ACS
	- Create product tracking system (barcode or unique numbering per batch produced, etc.)	2010-2011	B	ACS
<b>Marketing &amp; Distribution</b>	- Create attractive label and package	2009-2010	A	ACS/Designer
	- Improve shelf display at reserve entrances	2009-2010	A	ACS
	- Finalize product orders from FTL, aec, etc.	2009-2010	A	ACS
	- Create mailing list of current and potential customers	2009-2010	A	ACS/Program Agent
	- Prepare short-list of profitable fairs and exhibitions (annual participation)	2009-2010	B	ACS/Program Agent
	- Create webpage for SBR products under ACS website.	2010-2011	B	ACS/Program Agent
	- Examine and promote package offers/deals.	2010-2014	B	ACS/Program Agent
	- Establish contacts and set up “wild shops” in the Shouf area.	2009-2010	A	ACS/MoT/other
	- Setup “SBR” corners at Shouf guesthouses (Niha, Khreibeh, etc.)	2009	A	ACS/Guesthouse owners
	- Launch sales at the <i>Park House</i>	2009-2011	B	ACS
	- Finalize agreement with Fair Trade Lebanon	2009-2011	A	ACS/FTL

<sup>11</sup> 2009 is considered a transition year.



## 5. Business Plan



To increase sales, ACS will develop a distinguished collection of rural products. Attractive packaging, product display and targeted promotion (posters, mailing list, etc.) will help increase sales further. In addition, ACS has to register all sales inside and outside the Reserve, in addition to examining and recording all costs related to production and marketing, in coordination with the Program Agent.

ECODIT developed a Business Plan for the period of 2010-2014. We have assumed that 2009 is a transition year during which ACS will (1) deplete stocks not included in new collection (i.e., select “questions marks” and all “dogs”); (2) revamp its administrative procedures including forms and record-keeping, and (3) explore and pursue new avenues for exports and certification. This preparatory work will help ACS develop a detailed Profit and Loss (P&L) statement, for each product, including revenues (based on sales forecasts), and expenditures (cost of raw material, packaging, marketing, etc.).

### 5.1 Program Revenues

In order to assess the progress over the next five years, we identified potential outlets and presented conservative sale estimates for the years 2010-2014,

*Exhibit 20- Reserve and Guesthouse Visitor Projections (period 2010 to 2014)*

Visitors	2008	2010	2011	2012	2013	2014
% yearly increase		10%	10%	15%	15%	20%
Reserve visitors	21,543*	23,697	26,067	29,977	34,474	41,368
Guesthouse visitors	496*	546	600	690	794	952
Auberge St Michel visitors	450*	495	545	626	720	864

\* Source: ACS, 2009

Revenues were derived by multiplying the number of items sold by the average price per product. We have determined this average unit price to be equal to \$10, up from \$9 in the past year, and based on a recommended new price list in addition to product weighting factor.<sup>13</sup> Exhibit 21 summarizes expected revenues from sales inside and outside SBR for the period 2010 through 2014.

### Assumptions:

#### A. Sale inside the Reserve:

1. Reserve entrances 1, 2 (Barouk and Maasser el-Shouf). Based on visitor forecasts (Exhibit 20), we assumed that 20% of visitors will buy at least one item each from the rural collection.
2. Reserve entrances 3, 4 (Niha and Ain Zhalta). We assumed that the Niha and Ain Zhalta entrances will have a starting sale of 1,000 items per year (starting 2011), which will increase by 10% every year thereafter.

taking into consideration the volatile socio-political situation in Lebanon. Our forecasts recognize two types of sales:

- Sales inside the Reserve; depends on visitor numbers, which is expected to reach 41,400 visitors in 2014 (see Exhibit 20). In addition to the current two Reserve entrances, and based on consultation with ACS, we have assumed that the remaining entrances (Niha and Ain Zhalta) will open to the public and begin to sell rural products in 2011.

In addition to Reserve entrances, we have included the “Park House”, to be established in Maasser el-Shouf by 2012, in this category because it will be owned and operated by ACS.<sup>12</sup>

- Sales outside the Reserve; includes many categories including fixed outlets, fairs, private orders, sale in guesthouses, wild shops, and sale through Fair Trade Lebanon. We have assumed that sale in guesthouses, which also depends on visitor number, will increase at the same rate as the number of Reserve visitors. ACS share from these sales is 10%.

3. Park House.<sup>14</sup> We assumed that the starting sale at the Park House will be 1,000 items, which will increase by 10% every year thereafter.

#### B. Sale outside the Reserve:

4. Fixed outlets, such as AZIZ, Mir Amine, Le Bristol, Zahr el-Laymoun restaurant, and aec outlets, which will sell 500 items in 2010, increasing 5% annually thereafter.
5. Fairs and exhibitions, in Lebanon, assuming the program agent participates in at least four fairs per year (e.g. Garden Show, Food and Feast, Beiteddine festivals, and AWTTE), with at least 100 items sold per event.
6. Private orders, assuming these will amount to 200 items per year at least.

<sup>12</sup> 25% of revenues from sales inside the Reserve will go to ACS (of which, 15% will be paid to the guides).

<sup>13</sup> The new price list includes items ranging from \$3.3 (LBP 5,000) to \$16.7 (LBP 25,000). Products with highest weighting are those with highest sale values.

<sup>14</sup> In Arabic: بيت الحمية

7. Guesthouse. We assumed that 20% of guesthouse visitors will purchase at least one item from ACS rural collection. These items will be displayed in so called "guesthouse corners". Sale in guesthouse corners will also start in 2010, assuming ACS makes the necessary agreements and installs the display corners in 2009. Current guesthouses in the SBR region include Barouk, Maasser el-Shouf, Khreibeh, Baadarane, and Niha.
8. Auberge St. Michel, which can accommodate a larger number of guests than local guesthouses, and can greatly boost product sales. Here also, we assumed that 20% of guests will buy one item each from ACS rural collection.
9. Wild Shops, preferably within SBR limits, assuming that one shop will be established by 2011, selling a total of 600 items (150 items per month, and four months of operations, i.e., summer season mainly). A second wild shop should be setup by 2012, also selling 600 items per year. Sales in these wild shops will increase by 5% every year. During 2009-2010, ACS should work on establishing contacts, planning, and preparing the setup of these wild shops (e.g. in Beiteddine, Kefraya winery, etc.)
10. Fair Trade Lebanon, assuming FTL will purchase 2,000 units of one item, starting 2012.<sup>15</sup>

*Exhibit 21- Sale Forecasts for 2010-2014*

<b>Forecast - Items</b>		<b>2008/2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>A</b>		<b>Inside the Reserve</b>					
1	Reserve entrances 1, 2	<b>3,008</b>	4,739	5,213	5,995	6,895	8,274
2	Reserve entrances 3, 4	0	-	1,000	1,100	1,210	1,331
3	Park House of	0	-	-	1,000	1,100	1,210
<b>TOTAL no. of items sold</b>		<b>3,008*</b>	<b>4,739</b>	<b>6,213</b>	<b>8,095</b>	<b>9,205</b>	<b>10,815</b>
<b>Gross Revenues A</b>		<b>\$27,534</b>	<b>\$47,395</b>	<b>\$62,134</b>	<b>\$80,954</b>	<b>\$92,047</b>	<b>\$108,147</b>
<b>ACS share (25%)</b>		<b>\$6,884</b>	<b>\$11,849</b>	<b>\$15,534</b>	<b>\$20,239</b>	<b>\$23,012</b>	<b>\$27,037</b>
<b>B</b>		<b>Outside the Reserve</b>					
4	Fixed outlets (AZIZ, aec, etc.)	NA	500	525	551	579	608
5	Fairs in Lebanon	NA	400	420	441	463	486
6	Private orders	NA	200	210	221	232	243
7	Guesthouses	0	109	120	138	159	190
8	Auberge St. Michel	0	99	109	125	144	173
9	Wild shops (seasonal)	0	-	600	1,200	1,260	1,323
10	Fair Trade Lebanon	0	-	-	2,000	2,000	2,000
<b>TOTAL no. of items sold</b>		<b>NA</b>	<b>1,308</b>	<b>1,984</b>	<b>4,676</b>	<b>4,836</b>	<b>5,023</b>
<b>Gross Revenues B</b>		<b>0</b>	<b>\$13,081</b>	<b>\$19,839</b>	<b>\$46,760</b>	<b>\$48,362</b>	<b>\$50,234</b>
<b>ACS share (10%)</b>		<b>\$0</b>	<b>\$1,308</b>	<b>\$1,984</b>	<b>\$4,676</b>	<b>\$4,836</b>	<b>\$5,023</b>
<b>Gross Revenues (A+B)</b>		<b>\$27,534</b>	<b>\$60,476</b>	<b>\$81,973</b>	<b>\$127,714</b>	<b>\$140,409</b>	<b>\$158,380</b>
<b>TOTAL Revenues to ACS</b>		<b>\$6,884</b>	<b>\$13,157</b>	<b>\$17,517</b>	<b>\$24,915</b>	<b>\$27,848</b>	<b>\$32,060</b>
<b>% annual increase</b>			91%	33%	42%	12%	15%

(\*) Corresponds to 82 products. From 2010 onwards, ACS will produce and display only 30 products (highest selling)

For the first year (2010), the total number of items sold will almost double due to improved packaging, advertisement, and more focused production (approximately 30 products, down from 82 products in 2008), as well as additional sale outlets / channels (guesthouse corners and new fixed outlets). Sales will continue to increase in further years, but at a slower rate. Gross revenue will also increase with the increased number of items sold and increased product prices, reaching \$160,000 in 2014.

<sup>15</sup> FTL is interested in marketing some SBR products, provided ACS acquires international Quality Assurance and food hygiene standards.

## 5.2 Economic Analysis

ECODIT conducted an economic analysis showing costs and revenues for ACS in the Rural Development Program, over a period of five years (see Exhibit 22). This analysis takes into account all assumptions discussed in the previous section, and is described in more below.

- A. **Gross Revenues to ACS:** These comprise 25% of total revenues generated from sales inside the Reserve, and 10% from sales outside the Reserve.



## B. Investment Costs:

1. Brand Registration at Ministry of Economy and Trade (MoET). Creating a trademark for ACS products and registering the label at MoET will cost about \$500, which will be covered by the GTZ fund.
2. Guesthouse Corners. We assumed that each corner (shelves or small stand) would cost about \$300, and will also be covered by the GTZ fund. This includes stands at five guesthouses and the Auberge St. Michel.
3. Wild Shops. We propose to establish two Wild Shops, one in 2011 and one in 2012. Each Wild Shop will cost about \$5,000, including stand, lighting, maintenance, etc.

## C. Operating Costs:

1. Administrative Cost. We assumed that ACS staff spends variable time and effort to manage or coordinate the Rural Development Program (communication, transportation, coordination with Program Agent, LibanCert and producers). This was estimated to cost about \$500 per month (subject to 5% annual increase), and will be paid by the Program Agent.

2. Incentive pay to Rangers (entrances 1, 2). This constitutes 15% of Gross Revenues from the sale at Reserve entrances 1 and 2 (Barouk and Maasser el-Shouf).
3. Incentive pay to Rangers (entrances 3, 4). Likewise, this constitutes 15% of Gross Revenues from the sale at Reserve entrances 3 and 4 (Niha and Ain Zhalta), which are scheduled to start selling in 2011.
4. Wild Shop Salesperson. For a period of 4 months only (summer season), each Wild Shop will require one salesperson, who will be paid by the Program Agent at a rate of \$600 per month (subject to 5% annual increase).
5. Organic and QC Certification. The annual cost of Certification for three workshops is \$750 (paid to LibanCert), including inspection. For the first two years, this cost is covered by the GTZ fund.
6. Commercial Barcode. This will cost up to \$450 per year, but will not be necessary for the proposed scale of operations or sale outlets. Therefore, we have indicated a value of \$0 in our cost table.
7. Miscellaneous. This is equivalent to 5% of Operating Costs.

*Exhibit 22- ACS Costs and Revenues regarding the Rural Development Program 2010-2014*

Year		2008/2009	2010	2011	2012	2013	2014
<b>A. Gross Revenues to ACS</b>		<b>6,884</b>	<b>13,157</b>	<b>17,517</b>	<b>24,915</b>	<b>27,948</b>	<b>32,265</b>
<b>B. Investment Cost (One-time only)</b>		<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
1	Brand registration at MoET*	500	0	0	0	0	0
2	Setup of 6 Guesthouse Corners*	1,800	0	0	0	0	0
3	Setup of 2 Wild Shops	0	0	5,000	5,000	0	0
<b>C. Operating Costs (Recurring)</b>		<b>4,374</b>	<b>7,502</b>	<b>10,574</b>	<b>11,963</b>	<b>13,552</b>	<b>15,915</b>
1	Administrative cost**	0	0	0	0	0	0
2	Incentive pay to Rangers (entr. 1,2)	4,130	7,109	7,820	8,993	10,342	12,411
3	Incentive pay to Rangers (entr. 3,4)	0	0	1,500	1,650	1,815	1,997
4	Wild Shop Salesperson (4 months)**	0	0	0	0	0	0
5	Organic & QC Certification*	750	750	750	750	750	750
6	Commercial Barcode***	0	0	0	0	0	0
7	Miscellaneous	244	393	504	570	645	758
<b>D. Net Revenues</b>		<b>2,509</b>	<b>5,655</b>	<b>1,944</b>	<b>7,952</b>	<b>14,396</b>	<b>16,350</b>

\* Activities subsidized by the GTZ fund (not included in Costs calculation). QC Certification is covered for the first 2 years only;

\*\* Costs covered by the Program Agent;

\*\*\* ECODIT recommends that ACS does not acquire a barcode for the time being (not needed for current production level).

## H. Net Revenues:

As shown in Exhibit 22, Net Revenues to ACS [Gross Revenues – (Investment costs + Operating costs)]

will be about \$16,500 in 2014. This value is significant if we factor-in the revenues to the Biosphere Reserve community and the Program Agent.

### EFL Investments in the Rural Development Program

The Environment Fund for Lebanon is investing \$195,000 to develop and improve activities related to ACS and the Shouf Biosphere Reserve. In particular, investments can be grouped in 4 categories: (1) Rangers activities - \$34,000, (2) Production and Marketing of rural products - \$56,000, (3) Ecotourism

activity - \$50,000, and (4) administrative issues - \$55,000.

Regarding the Marketing and Business Plan for rural products, EFL is financing the study itself, equipment and rehabilitation of production workshops, training and capacity building, and product certification and packaging, as summarized below:

Exhibit 23- EFL Investments in Relation to Marketing of Rural Products

OUTPUT / ACTIVITY	Budget Amount
<b>Activity 1 - Develop and complete Marketing and business plan (MBS)</b>	<b>€10,000</b>
Task 1.1 Organize different meetings on the local and national levels with several stakeholders such as Fair Trade Lebanon, and Mymouné.	€2,000
Task 1.2 Conduct the first draft of the Marketing and Business Plan	€5,000
Task 1.3 Conduct the finale draft of the Marketing Plan	€3,000
<b>Activity 2 - Equip and rehabilitate the ateliers with light equipment</b>	<b>€15,000</b>
Task 2.1 Rehabilitate the Mristi Atelier based on the bio-certification requirements	€10,000
Task 2.2 Identify and purchase the needed equipment for the Atelier	€5,000
<b>Activity 3 Training based on marketing and business plan</b>	<b>€3,000</b>
Task 3.1 Organize a training course for the women based on the Bio-certification conditions and Marketing plan	€3,000
<b>Activity 4 Support three local festivals in the surrounding area of the Reserve</b>	<b>€6,000</b>
Task 4.1 Support three local festivals that aim to promote the rural products and the eco-tourism activities in the Shouf BR	€6,000
<b>Activity 5 Inviting Fair Trade Jordan to build capacity in Lebanon</b>	<b>€2,000</b>
Task 5.1 Contact and get offer from Fair Trade Jordan	
Task 5.2 Organize two days visit for the FTJ team for sharing their experience with rural development program partners on the local and the national levels	€2,000
<b>Activity 6 Certifying the products and packaging them</b>	<b>€20,000</b>
Task 6.1 Obtain bio-certification from LibanCert for the ateliers and several products	€2,000
Task 6.2 Improve the label and create new package for the rural products	€2,000
Task 6.3 Produce 40,000 labels and 30,000 cover stickers for 40 rural products	€3,000
Task 6.4 Provide 1000 textile bags (Small and big)	€5,000
Task 6.5 Provide 1000 high quality paper bags	€2,000
Task 6.6 Provide 10 woody stands to exhibit the products in the different outlets identified in the MBS	€6,000
<b>Sub-total for Output 2</b>	<b>€56,000</b>

## 6. Conclusions & Recommendations

This study presents ACS with a Marketing and Business Plan to improve the rural production program and increase revenues in support of rural development. It also gives an objective and thorough overview of the current situation, which was important to identify program gaps and new opportunities for product marketing.

We analyzed the program in terms of the “four P’s”: Product, Price, Place, and Promotion:

- We proposed a reduced product range, not exceeding 30 items, in order to increase competitiveness, improve product quality, and maximize returns. Items were selected based on a Boston Matrix, developed from sale values at Reserve entrances between 2005 and 2008.
- We reviewed the current item prices and compared them with other similar products on the market. This resulted in a revised price list for SBR products, based on premium pricing, i.e. pricing near the high end of existing product price ranges. New prices increase by 0-60% from current prices, and the new average item price is \$10 as opposed to the current average of \$9.
- Concerning the selling place, we suggest expanding on the current status-quo (sale at Reserve entrances) by selling SBR products through other vehicles such as FTL and aec, in addition to sale at future wild shops, SBR corners at local guesthouses, private events, and others.

- Finally, we emphasize the importance of improving product label, packaging, and display.

Over the coming five years (2010-2014), we predicted sales and gross revenues from all foreseen outlets and marketing channels, based on conservative estimates. Gross revenue will increase from \$27,500 (in 2008) to \$160,000 in 2014. Net revenue to ACS will be \$16,000 in 2014 (after dispensing incentive pay to Reserve guides).

Finally, we find that the Rural Development Program has a promising potential for growth, but needs to be well managed and organized. In particular, we would like to highlight the following:

- Importance of dividing roles and responsibilities for each of the Program Agent and ACS, while working as one team, to ensure success of the rural program.
- Importance of adequate record keeping for sales, costs, and revenues.
- Assessing production capacity (in terms of natural resources) for sustainable market development, and the feasibility of growing herbs in-situ.
- Importance of protecting product trademark and strengthening territorial image to distance SBR products from potential competitors.

## Annexes

### ANNEX A: Notes from the consultation process

#### 1. Meeting with Fair Trade Lebanon (05 January 2009)

##### Attended by:

(Philippe Adaimy (Fair Trade Lebanon)  
(Nizar Hani (SCNR)  
(Joy Jadam (ECODIT)  
(Ramez Dalli (guest

- What is Fair Trade Lebanon (FTL)? Lebanese NGO (since 2003). Goal is to promote Lebanese products abroad.
- Services. Deals with Marketing, Promotion and QC. FTL also procures production or processing tools when not present or not compliant to norms (e.g. olive press, etc.)

- Suppliers. Rural communities: COOPs, NGOs, women associations, small industries, etc. (no individuals). Started with South Lebanon, now covering all Lebanon.
- Brand. Products are packaged and labeled for Fair Trade Lebanon: Terroir du Liban. No mention of original supplier (to avoid competition with local products)
- Prices. 20-30% higher than those of original supplier in Lebanon.
- Cooperation? No cooperation with MoI or Export Lebanon.
- Product norms. Adopt norms of destination country. Applied to all aspects of production and processing + final product constituents. - Olive oil, cereals, herbs are considered easy products /easily accepted.

- Quantity / Shipments. Each product should be supplied from one source. No mixing. => It has to produce enough for export. Minimal shipment (container) should contain at least 2,000 product units.
- Product line. Find a niche. Products that are not available in the destination country. Products to fit the taste and preference of consumers outside Lebanon.
- Social contribution. About 3% of revenue should go to charity. FTL chose St. Vincent de Paul. Fair Trade requires that revenue be spent in the same region as supplier community.
- Notes for SCNR.
  - Work on packaging, which should be attractive (not sophisticated) + easily found in Lebanon (e.g. (e.g. aluminum cap for olive oil, basic shaped glass bottles - during 2006 and 2007 conflicts, special glass bottles could no longer be found in Lebanon).
  - FTL is interested in few products from SCNR (e.g. thyme+ pine mix).

## 2. Meeting with YMCA / Atayeb Al Rif - (05 February 2009)

### Attended by:

Joe Awad (YMCA); May Traboulsi (YMCA); Mario Rebeiz (YMCA)

Joy Jadam (ECODIT); Karim El-Jisr (ECODIT)

- About Atayeb Al Rif (<http://www.atayebalrif.com>)
  - Registered Lebanese coop (since 2002).
  - Currently markets 37 products (down from a peak of 80 products).
  - Products are produced by 36 centers (women coops) in different areas of Lebanon. Total number of beneficiaries is about 700 families.
  - Atayeb Al Rif helped start the coops and train rural women on food processing, hygiene, etc.
  - Purpose is not to compete with larger industries (Cortas, Wadi el Akhdar, etc.) but to benefit rural women / producers and give an added value to their products.

### About the women coops

- Coops (centers and equipment) are owned by the women, not by Atayeb Al Rif.
- Coops set their own product price and decide on marketing avenues (e.g., MAFCO or others), etc.
- But they almost always consult with Atayeb Al Rif on prices, problems with suppliers, customers, dealers, etc.
- While all the coops share the same mandate and have the same organizational structure (نظام أساسي), each coop has its own set of bylaws (نظام داخلي).
- Each coop has one representative on the Atayeb Al Rif coop.

### About MAFCO (Housam Kayal)

- MAFCO is a marketing vehicle for Atayeb Al Rif, triggered by the Atayeb Al Rif project.

### Marketing in supermarkets

Supermarkets (Spinney's, Bou Khalil, Charcutier Aoun, etc.) charge producers several fees:

- Fixed fee per shelf or stand (e.g. \$150 per shelf)
- Entrance fee for each product (e.g. LBP 250,000 at Bou Khalil).
- In addition to a mark-up (profit) on each product (added to the preset retail price).

### Cooperation with Shouf Biosphere Reserve

- YMCA (Maya Traboulsi) provided training for Mristi women in food processing.
- ACS purchased food processing tools that were found to be unsuitable for local production methods. By contrast, most of the equipment used by YMCA was manufactured in Lebanon and customized to local and artisanal production.

### ➤ Lessons learned:

- Do not go for large industrial scale of production





since these machines are not efficient unless processing huge amounts per day

- Local production (fresh products) is not sufficient (keeping quality constant)
- Even if fresh products were procured, they'd be a marketing burden.
- It defeats purpose of rural development!
- Account for all costs in processing and marketing, including transportation of fresh products to workshop, electricity, water, etc.
- Better to narrow line of production
- Sell products that have high consumer demand as symbol of Lebanon, e.g. on MEA, etc.

### 3. Meeting with **Arc en Ciel** - (11 February 2009)

#### Attended by:

Aline Farah (arc en ciel); Joy Jadam (ECODIT).

#### - **About the AEC agricultural program**

- Aims at increasing the competitiveness of Lebanese agricultural products through:
  - Extension services,
  - agri-business and management support, and
  - marketing initiatives,
  - etc.
- Started with only organic producers, which was found to be unfeasible. Scope was then widened to include other producers (including wine).
- Current selection includes about 10 producers (target is 25), including COOPs, individual producers, and Shouf Biosphere Reserve.
- No QA, unless producer already has it (LibanCert, etc.)
- No decision made on how to label products (keep name of producer, or name of aec, etc.), or on marketing outlets.
- Marketing in Lebanon only (Medium-long-term).

#### - **Experience from the First Food & Wine festival** (Zouk, December 2008) - under the ILAC project funded by USDA and MoET.

- Display, tasting, and sale of different products, including **3 products from Shouf reserve**: Honey (Cedar), Grape jam with almond, and grape molasses.
- General feedback on Shouf products:
  - High level of trust wrt the source (Shouf Biosphere Reserve)
  - People generally like the products and are willing to pay a higher price for it.
- Sales figures (by quantity)
  - Cedar honey = 8% from total aec sales
  - Grape molasses & grape jam with almonds = 4.5 % each.
- According to aec, the jars / labels on Shouf products do not indicate::
  - Content weight
  - Constituents, energy content, etc.
  - Date of production

#### - **Interest in Shouf products**

- aec is interested in marketing the following 4 products from the Shouf: Cedar honey, Grape molasses, Grape jam with almond, Thyme with wild pine nuts.

### 4. Visit to **Souk el Tayeb** – Saifi Village - (21 February 2009)

#### Contact:

Chadi Saiid. TEL: 70917084 – 01567436 (Zeinab or Kamal Mouzawak)

#### - **About Souk el Tayeb** (<http://www.soukeltayeb.com/>)

- Started in 2004 (garden show, then moved to Sofil, then Saifi).
- Weekly Lebanese “farmers market”
- Products vary from fresh produce to processed and cooked foods, organic (certified) and non-organic.



- **Schedule and Location**

- Every Saturday in Saifi Village parking,
- Every Wednesday in ABC Ashrafiyeh L3 parking.
- Currently seeking a permanent location in Beirut.

- **Exhibitors and visitors**

- About 45 stands, 4-20 large tents
- Tents and stands + banners are set up by the Souk el Tayeb management.<sup>16</sup>
- Charge is \$50 per stand in Saifi Market, and \$20 per stand in ABC.
- 1<sup>st</sup> time exhibitors are charged \$100 the first time, which includes production of a banner with their name on.
- Exhibitors can also share a stand and divided the costs (2 exhibitors per stand).<sup>17</sup>
- An average of 1,000 visitors in Saifi market every week (less in ABC)

- **Dekenet Souk el Tayeb**

- A food selection from all Souk el Tayeb producers, comprising distilled waters, jams, herbs (thyme, sumac, etc.), and oil.
- The product is labeled under the brand name of dekenet souk el tayeb, with recognition of the original producer name or brand.
- It allows consumers to purchase their desired Souk el Tayeb products during weekdays (not only on Saturdays).
- Prices are almost the same as those set by original producer (500-1,000LBP difference).

5. Telecom with **BioCoop Lubnan** (25 February 2009)

**Contact:**

Isam Ghibril. TEL 01897719 - 03629736

**BioCOOP:** (<http://www.biocooplubnan.com/>)

- **Who can join?** Any organic (CERTIFIED) farmer or producer in Lebanon.

- Cost? Symbolic entrance fee of (~20,000 LBP)

- **Can SBR become a member of BioCOOP?** Yes!

- **Services provided to farmers:**

- Weed management (free service)
- An engineer to oversee production and provide advice on what to plant (they developed a production calendar) (free service)
- Product marketing (free service). BioCoop can buy surplus from farmer or help him market his produce.
- Certification: *They used to help farmers on becoming certified, but the project ended.* Now they can help farmers by giving them the “special rate” they have for certification

- **What certification?** Libancert or IMC (they favor IMC since it is better known internationally and involves an easier process (application and production))

- **Marketing: How and where?**


- Fresh or processed products are marketed by BioCoop.
- Sold in supermarkets and BioCoop “corners”
- SBR can market its organic products through BioCoop (depending on product). These will be labeled with Campania, but they would add “produced by SBR”.

<sup>16</sup> Each tent is 3x3m or 3x4.5m, and comprises 2 tables (60x120cm)

<sup>17</sup> This charge is used to cover parking rental fees (from SOLIDERE), cost of labor to set up tents and stands, and electricity.

**Annex B**  
Product Sales in 2008

Rank	Item	TOTAL no. of units sold	Gross Revenue (\$)
1	Cedar honey	460	6,900
2	Oak honey	224	5,077
3	Thyme + wild pine*	250	2,333
4	Honey with bees wax	66	1,100
5	Orange blossom water	156	1,040
6	Pomegranate molasses	105	840
7	Honey in pottery	70	840
8	Pollen seeds	52	763
9	Mulberry syrup	69	460
10	Rose water	69	460
11	Mulberry jam	86	459
12	Pine nuts*	26	381
13	Coriander capsicum and garlic	61	366
14	Labneh – Baladi - goat	53	353
15	Rose syrup	66	352
16	Fig + almond jam	58	309
17	Akkoub (gundelia)*	28	299
18	Walnut jam	43	287
19	Fig jam	67	268
20	Labneh - Baladi - cow	44	235
21	Hot pepper	33	220
22	Olives filled with chili	47	219
23	Sumac*	65	217
24	Rose jam	31	207
25	Apple vinegar	61	203
26	Grape + almond jam	30	200
27	Eggplant jam	32	171
28	Distilled sage water*	31	165
29	Keshek	31	165
30	Grape molasses	30	160
31	Apricot jam	38	152
32	Strawberry jam	28	149
33	Fig preserve	26	121
34	Olives filled with Labneh	36	120
35	Cherry jam	22	117
36	Stuffed eggplant -marinated	24	112
37	Thyme syrup*	19	101
38	Olive oil	15	100
39	Carob molasses	24	96
40	Bitter orange syrup	18	96
41	Cheese – Baladi	16	96
42	Mulberry compote	23	92
43	Bitter orange jam	22	88
44	Peach syrup	13	87



Rank	Item	TOTAL no. of units sold	Gross Revenue (\$)
45	Peach jam	21	84
46	Thyme mix*	23	77
47	Apple jam	18	72
48	Cheese with wild thyme mix	13	69
49	Apricot compote	17	57
50	Quince jam	14	56
51	Thyme with sesame*	9	54
52	Green olives	16	53
53	Cherry syrup	10	53
54	Shankleesh	8	48
55	Fig molasses	10	47
56	Pumpkin jam	11	44
57	Tomato paste	7	42
58	Prunes jam	9	36
59	Mint syrup	6	32
60	Peas with walnut	9	30
61	Grape jam	5	27
62	Otr herb syrup	5	27
63	Sage syrup*	4	21
64	Thyme water*	7	19
65	Grape vinegar	5	13
66	Distilled Nettle water	2	12
67	Distilled mint water*	4	11
68	Ketchup	2	7
69	Meat sauce	1	6
70	Sweet capsicum paste	1	6
71	Lavender water	2	5
72	Distilled Otr water	1	3
73	Grenadine syrup	-	-
74	Distilled laurel water	-	-
75	Shummar water	-	-
76	Cherry compote	-	-
77	Peach compote	-	-
78	Pear compote	-	-
80	Apple molasses	-	-
81	Jazariyeh (Pumpkin)	-	-
82	Eryngo water*	-	-
<b>TOTAL</b>		<b>3,008</b>	<b>27,534</b>

Source: ACS, 2009





(٨-٥ منتجات) و(٨) التصدير عبر الجمعية اللبنانية للتجارة العادلة (FTL) Fair Trade Lebanon (٣-١ منتج مقترح).

المنتجات وتوزيعها في محيط المحمية الحيوي وخارجه. يمكن لشخص واحد أن يعنى بالإنتاج والتسويق والتوزيع طالما أن الإنتاج يظل مترواحاً بين الحجم الصغير والمتوسط (أي ما يقل عن ١٠٠٠٠٠ \$ في السنة). أما في المستقبل، وعندما تتخطى نسبة الإنتاج حداً معيناً (لنقل أكثر من ١٠٠٠٠٠ \$ في السنة)، تنصح إيكوديت بأن يتم فصل الإنتاج عن التسويق والتوزيع. أما الجمعية فستستمر بإدارة برنامج التنمية الريفية بإطاره الواسع لضمان الجودة والالتزام بالمعايير الاجتماعية والاقتصادية والبيئية. كما ستتخذ كافة القرارات التنفيذية. وإستناداً على ما سبق، تقترح إيكوديت خطة العمل التالية (للفترة الممتدة من ٢٠٠٩ إلى ٢٠١٤):

### مسؤوليات البرنامج وخطة العمل

قامت إيكوديت بالتشاور مع جمعية أرز الشوف ومنسق البرنامج. لإيجاد التوزيع الأمثل للأدوار والمسؤوليات. والذي من شأنه المساعدة على تطوير برنامج التنمية الريفية واستمراره. سوف تقع على عاتق المنسق مسؤولية الإنتاج والتسويق والتوزيع. وسيعمل مباشرة مع المجتمع المحلي لضمان انتاج سليم وفعال. وسيكون مسؤولاً عن ترويج

### الجدول 2 - خطة العمل المقترحة (2009-2014)

الموضوع	التحرك	الإطار الزمني	الأولوية	الجهاز المنفذ
الإدارة وضمان الجودة	- اعتماد استراتيجية تسويق	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف
	- مراجعة توزيع المسؤوليات بين وكيل البرنامج وجمعية أرز الشوف والموافقة عليها (بما في ذلك الإدارة والتشغيل)	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف/إيكوديت
	- تسجيل العلامة لدى وزارة الاقتصاد والتجارة	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف/وزارة الاقتصاد والتجارة
الإنتاج	- تطبيق إجراءات ضمان الجودة	٢٠٠٩-٢٠١٤	أ	جمعية أرز الشوف/وكيل البرنامج / LibanCert
	- وضع/تحسين البيانات المالية (تكاليف الانتاج، المبيعات، العائدات، توزيع الإيرادات، المبيعات خارج المحمية)	٢٠١٠-٢٠١١	أ	جمعية أرز الشوف/وكيل البرنامج
	- إعادة وضع «مصروفة بوسطن» عبر الارتكاز على هوامش الربح الدقيقة والدراسات المتعلقة بحصة السوق	٢٠١١-٢٠١٣	ب	جمعية أرز الشوف/إيكوديت
	- اعتماد خط انتاج جديد/مختصر يركز على المجموعات المقترحة	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف
	- نقل الانتاج من الأسر إلى المشاغل المركزية الثلاث	٢٠٠٩-٢٠١١	أ	جمعية أرز الشوف
التسويق والتوزيع	- تقييم القدرة على الإنتاج (بما في ذلك الزراعة البرية - wild cultivation) بغية التوصل إلى استخدام مستدام للموارد الطبيعية.	٢٠٠٩-٢٠١٢	أ	جمعية أرز الشوف
	- ابتكار نظام لتتبع المنتجات (رموز الأعمدة المتوازية أو ترقيم موحد بحسب المجموعة المنتجة، الخ)	٢٠١٠-٢٠١١	ب	جمعية أرز الشوف
	- ابتكار ملصق وغلاف ملفتان	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف/مصمم
	- تحسين العرض على الرفوف في مداخل المحمية	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف
	- وضع الصيغة النهائية لطبائيات المنتجات من Fair Trade Lebanon 'arcenciel' الخ	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف
	- وضع لائحة بريدية تتضمن كافة الزبائن الحاليين والمحتملين	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف/وكيل البرنامج
	- تحضير لائحة مختصرة تضمّ المهرجانات والمعارض المربحة (اشتراك سنوي)	٢٠٠٩-٢٠١٠	ب	جمعية أرز الشوف/وكيل البرنامج
	- إنشاء صفحة الكترونية لمنتجات محيط المحمية الحيوي ضمن موقع المحمية الالكتروني	٢٠١٠-٢٠١١	ب	جمعية أرز الشوف/وكيل البرنامج
	- دراسة عروض/صفقات المجموعات وترويجها	٢٠١٠-٢٠١٤	ب	جمعية أرز الشوف/وكيل البرنامج
	- جلب المعارف وإنشاء «متاجر الحياة البرية» في منطقة الشوف	٢٠٠٩-٢٠١٠	أ	جمعية أرز الشوف/وزارة السياحة/غيرها
	- إنشاء زوايا خاصة بمحيط المحمية الحيوي في دور ضيافة في منطقة الشوف (نيحاء، الخريبة، الخ)	٢٠٠٩	أ	جمعية أرز الشوف/مالكو دور الضيافة
	- إطلاق المبيعات في دار المنتزه	٢٠٠٩-٢٠١١	ب	جمعية أرز الشوف
	- وضع اللمسات الأخيرة على الاتفاق مع الجمعية اللبنانية للتجارة العادلة	٢٠٠٩-٢٠١١	أ	جمعية أرز الشوف / FTL

\* تعتبر سنة 2009 سنة انتقالية.



## خطة عمل وتسويق للمنتجات الريفية لمحمية الشوف المدي الحيوي

### لخص تنفيذي

أطلقت جمعية أرز الشوف عام ١٩٩٩ برنامجها الخاص بالتنمية الريفية لدعم المجتمعات المحلية عبر تقديم منافذ للتدريب على منتجاتها وتسويقها، غير أن هذا البرنامج لم يحصد الكثير من الإيرادات بما أنه تطوّر وتوسّع بشكل عفوي على مرّ السنوات وأعاقه الوضع السياسي والأمني المتقلب في لبنان الذي انعكس سلبيًا على قطاع السياحة البيئية في لبنان والمحمية. في ظل الوضع الراهن، قامت جمعية أرز الشوف بتوكيل شركة إيكوديت ECODIT لوضع خطة عمل وتسويق لمنتجاتها الريفية بهدف تحسين البرنامج وزيادة إيرادات الجمعية والمجتمع المحلي.

### الوضع القائم

يوجد حاليًا حوالي ٨٢ منتجًا يحمل علامة محمية الشوف المدي الحيوي Shouf Biosphere Reserve تقوم أسرار المجتمع المحلي بإنتاجها بطرق تقليدية. ويتمّ حاليًا نقل عمليّة الإنتاج ومركزتها في ثلاث مشاغل تملكها جمعية أرز الشوف (في مرستي وبعدران وجباع).

لا تتدخل الجمعية مباشرةً في عمليّة الإنتاج الريفية. حيث تقع مسؤولية الإنتاج والتوزيع والتسويق على عاتق منسق البرنامج السيد رزق الله محمود الذي كلفته جمعية أرز الشوف بتنفيذ البرنامج الريفي. يقوم المنسق بالاتصال بالأفراد (خاصة النساء) من المجتمعات المحلية لحثهم على المشاركة في عمليّة الإنتاج. حيث يُستدّ لهم ثمن المواد الأولية الخاصة بهم ويدفع لهم بدل عن الخدمات التي يقدمونها. كما ويقوم بتأمين آية لوازم أخرى كالأوعية والقناني.

تُباع المنتجات أولاً على مدخلين من مداخل المحمية (مدخل الباروك ومدخل معاصر الشوف). حيث يكون المرشدون السياحيون مسؤولين عن بيعها وترويجها مقابل ١٥٪ من مجموع إيرادات المبيعات المحققة على المدخل كمحفز لهم. في حين تحصل الجمعية على ١٠٪ من مجموع الإيرادات. ومنسق البرنامج على حوالي ٢٥٪. أما تكلفة الإنتاج، أي ما يرد للمجتمع المحلي، فتقدّر بـ ٥٠٪ من إجمالي الإيرادات. في العام ٢٠٠٨، بلغت إيرادات المبيعات على المداخل حوالي \$٢٨٠٠٠ حيث ترأس عسل الأرز والسنديان لائحة المبيعات.

### استراتيجية التسويق المقترحة

تقترح إيكوديت أن تقوم جمعية أرز الشوف بتوسيع الانتاج بشكل تدريجي وإضافة منافذ جديدة لزيادة البيع. مع الحفاظ على صورة مدي المحمية الحيوي وتفردها. تقوم استراتيجية التسويق على مبدأ الانتقائية (من حيث تشكيلة المنتجات وقناة التوزيع والسوق المستهدفة). كما تقترح إيكوديت حصر تشكيلة المنتجات بغية التمكن من استهداف الأسواق المتخصصة، والتركيز على نوعية المنتجات وتحسينها وزيادة العائدات. وقد ارتكزت إيكوديت في وضعها لتشكيلة المنتجات

الجديدة على مصفوفة بوسطن (Boston Matrix) التي صنّفت المنتجات وقسمتها إلى أربع فئات (نجوم وأحصنة ونقاط استفهام وكلاب). مرتكزة بذلك على قيمة المبيعات للسنوات ٢٠٠٥ إلى ٢٠٠٨ والتي حددت على الشكل التالي: فالنجوم هي المنتجات التي بيع منها أكثر من ٣٠٠ منتج، والأحصنة بيع منها من ١٥٠ إلى ٣٠٠ منتج، ونقاط الاستفهام بيع منها من ١٠٠ إلى ١٥٠ منتج، والكلاب هي تلك التي بيع منها أقل من ١٠٠ منتج.

تقترح إيكوديت أن تكون تشكيلة المنتجات الجديدة كالتالي: (١) "مجموعة دائمة" تتضمن ٢٨ منتج عالي الربح أو واعد (من ضمن فئات النجوم والأحصنة ونقاط الاستفهام). (٢) مجموعة "عضوية" تتضمن ٣ منتجات. (٣) مجموعة "منتجات جديدة" تطلق بهدف الاختبار. حيث لا تتضمن أكثر من مادتين في السنة. و(٤) مجموعة "الطلبات الخاصة".

كما تمّ تعديل أسعار المنتجات بحسب "التسعير العالي". أي التسعير المقارب للسعر الأقصى لمنتجات مشابهة معروضة في السوق. مع إضافة عرضية تبلغ ١٥٪ على بعض المنتجات المختارة من مدي المحمية الحيوي. ويمكن أن تُخصد المنتجات الحصرية لحيط المحمية الحيوي أسعار أعلى (كالصعتر البري مع بذور الصنوبر وعسل الأرز). أنظر إلى الفئات والمنتجات الجديدة في الجدول رقم ١.

الجدول ١ - لائحة مختارة من المنتجات "الدائمة"

المنتجات	الفئة الجديدة
الشمش  الليمون المر  العنب + اللوز  التين  التين + اللوز  الورد  التين الكامل  التوت  الجوز	مرّي
عسل الأرز  عسل السنديان  عسل بشهده  عسل في فخار	عسل
التوت  الورد	شراب
زهر الليمون  الورد	مياه مقطرة
التفاح	خل
بذور اللقاح  السّاق  الصعتر والسمسم  الصعتر + الصنوبر البري  الكزبرة والفليلة والثوم	أعشاب
لبنة البقر البلدية  لبنة الماعز البلدية  زيتون محشو باللبنة	ألبان ومنتجات الزيتون
ديس الخروب  ديس الرمان	غيرها

تعتمد جمعية أرز الشوف حاليًا بشكل أساسي على موسم الصيف لبيع منتجات المحمية، وهو مصدر دخل ينبغي استثماره على مدار السنة لزيادة الإيرادات. وقد درست إيكوديت بعض منافذ التسويق والتوزيع المحتملة في لبنان وخارجه. بما في ذلك (١) مداخل المحمية (هناك مدخلان حاليان وآخران سيتم تجهيزهما في المستقبل). (٢) دكاكين لتسويق المنتجات البرية (wild shops) التي ستقوم الجمعية بإنشائها في محيط المحمية. (٣) الأسواق المتخصصة في المدن. (٤) المنافذ الإستثنائية. (٥) زوايا في بيوت الضيافة. (٦) الأكشاك التي تُنصب في المعارض و خلال المهرجانات والاحتفالات الصيفية. (٧) البيع من خلال بعض الشبكات القائمة بما فيها أركانسيسال arcenciel



١٠. **الجمعية اللبنانية للتجارة العادلة (Fair Trade Lebanon):** إن افترضنا أن الجمعية سوف تشتري ٢٠٠٠ وحدة من المنتج الواحد اعتباراً من العام ٢٠١٢.

خلال السنة الأولى (٢٠١٠)، سوف يبلغ مجموع عدد المنتجات المباعة حوالي الضعف بفضل التغليف المحسّن والترويج والإنتاج المحدد (حوالي ٣٠ منتج بدل ٨٢ عام ٢٠٠٨). إضافة إلى منافذ إضافية (أركان في بيوت الضيافة ومنافذ ثابتة جديدة). سوف تظل المبيعات تزداد خلال

السنوات التالية. لكن بنسبة أقل. كما ستزيد الإيرادات الإجمالية مع ازدياد عدد المنتجات المباعة وارتفاع أسعار المنتجات لتبلغ \$١٦٠٠٠٠ سنة ٢٠١٤.

أما بالنسبة لإيرادات الجمعية، فقد تأتت من ضرب عدد المنتجات المباعة بالسعر الوسطي لكل منتج. وقد حددنا سعر الوحدة الوسطي بـ \$١٠ بعد أن كان \$٩ السنة الماضية. وذلك بناءً على لائحة جديدة بالأسعار بالإضافة إلى عامل وزن المنتج.

الجدول ٤ - توقعات المبيعات للأعوام ٢٠١٠-٢٠١٤

التوقعات/المنتجات		٢٠١٤	٢٠١٣	٢٠١٢	٢٠١١	٢٠١٠	٢٠٠٩/٢٠٠٨
أ	داخل الحمية						
١	مدخلا الحمية ١ و ٢	٨٢٧٤	٦٨٩٥	٥٩٩٥	٥٢١٣	٤٧٣٩	٣٠٠٨
٢	مدخلا الحمية ٣ و ٤	١٣٣١	١٢١٠	١١٠٠	١٠٠٠	-	.
٣	بيت الحمية	١٢١٠	١١٠٠	١٠٠٠	-	-	.
	مجموع عدد المنتجات المباعة	١٠٨١٥	٩٢٠٥	٨٠٩٥	٦٢١٣	٤٧٣٩	*٣٠٠٨
	إجمالي إيرادات أ	\$١٠٨١٤٧	\$٩٢٠٤٧	\$٨٠٩٥٤	\$٦٢١٣٤	\$٤٧٣٩٥	\$٢٧٥٣٤
	حصة جمعية أرز الشوف (١.٢٥)	\$٢٧٠٣٧	\$٢٣٠١٢	\$٢٠٢٣٩	\$١٥٥٣٤	\$١١٨٤٩	\$٦٨٨٤
ب	خارج الحمية						
٤	الاسواق الثابتة (عزيز أركانسيال. الخ)	٦٠٨	٥٧٩	٥٥١	٥٢٥	٥٠٠	غير متوفر
٥	معارض ومهرجانات في لبنان	٤٨٦	٤٦٣	٤٤١	٤٢٠	٤٠٠	غير متوفر
٦	الطلبية الخاصة	٢٤٣	٢٣٢	٢٢١	٢١٠	٢٠٠	غير متوفر
٧	بيوت الضيافة	١٩٠	١٥٩	١٣٨	١٢٠	١٠٩	.
٨	نزل سان ميشال	١٧٣	١٤٤	١٢٥	١٠٩	٩٩	.
٩	دكاكين المنتجات البرية (الموسمية)	١٣٢٣	١٢٦٠	١٢٠٠	٦٠٠	-	.
١٠	الجمعية اللبنانية للتجارة العادلة	٢٠٠٠	٢٠٠٠	٢٠٠٠	-	-	.
	مجموع عدد المنتجات المباعة	٥٠٢٣	٤٨٣٦	٤٦٧٦	١٩٨٤	١٣٠٨	غير متوفر
	إجمالي إيرادات ب	\$٥٠٢٣٤	\$٤٨٣٦٢	\$٤٦٧٦٠	\$١٩٨٣٩	\$١٣٠٨١	.
	حصة جمعية أرز الشوف (١.١٠)	\$٥٠٢٣	\$٤٨٣٦	\$٥٦٧٦	\$١٩٨٤	\$١٣٠٨	\$٠
	إجمالي الإيرادات (أ + ب)	\$١٥٨٣٨٠	\$١٤٠٤٠٩	\$١٢٧٧١٤	\$٨١٩٧٣	\$٦٠٤٧٦	\$٢٧٥٣٤
	مجموع إيرادات جمعية أرز الشوف	\$٣٢٠٦٠	\$٢٧٨٤٨	\$٢٤٩١٥	\$١٧٥١٧	\$١٣١٥٧	\$٦٨٨٤
	نسبة الزيادة السنوية	%١٥	%١٢	%٤٢	%٣٣	%٩١	

\* بالنسبة لـ ٨٢ منتج. أما من العام ٢٠١٠ وصاعداً، ستقدّم الجمعية مجموعة مختارة من حوالي ٣٠ منتجاً.

جارية لمنتجات الجمعية وتسجيل الماركة لدى وزارة الاقتصاد والتجارة يكلف حوالي \$٥٠٠. يغطيه صندوق GTZ.

٢. **بيوت الضيافة.** لقد افترضنا أن كلّ بيت (أكان يحوي ركن أو كشك صغير) يكلف حوالي \$٣٠٠. يغطيه كذلك صندوق GTZ. ويتضمن ذلك أكشاك في ٥ بيوت ضيافة وفي نزل سان ميشال.

٣. **دكاكين لتسويق المنتجات البرية.** تقترح إيكوديت إنشاء دكاكين. أحدهما في العام ٢٠١١ والآخر في العام ٢٠١٢. سيكلف كل دكان حوالي \$٥٠٠. بما في ذلك المنضدة والإضاءة والصيانة. الخ.

قامت إيكوديت بدراسة تحليلية اقتصادية لإظهار تكاليف وإيرادات الجمعية المتعلقة ببرنامج التنمية الريفية. وتفصيلها كالآتي:

**أ. إيرادات جمعية أرز الشوف الإجمالية:** تتضمن هذه الإيرادات ٢٥٪ من مجموع الإيرادات المتأتية من المبيعات داخل الحمية. و ١٠٪ من المبيعات خارج الحمية.

#### ب. تكاليف الاستثمار:

١. **تسجيل الماركة لدى وزارة الاقتصاد والتجارة.** إن ابتكار علامة





## خطة العمل

لزيادة المبيعات، يتوجب على جمعية أرز الشوف التركيز على إيجاد طرق لتحسين مظهر المنتجات عبر إعادة تصميم الماصقات (label) والكشف عن محتويات المنتج (ingredients) وتحسين العرض على الرفوف (shelf display) عند مداخل المحمية وعرض الملصقات الإعلانية الملفتة على مداخل المحمية وابتكار عروض تتضمن مجموعات «أطياب المحيط الحيوي» (بدلاً من الاستثمار كثيراً في مجال الترويج).

وضعت إيكوديت خطة عمل للفترة الممتدة بين الأعوام ٢٠١٠ و٢٠١٤، حيث افترضت أن سنة ٢٠٠٩ هي سنة انتقالية تقوم خلالها جمعية أرز الشوف باستنفاد ما لديها من مخزون باستثناء المجموعة الجديدة (أي منتجات «علامات الاستفهام» المختارة وكافة منتجات «الكلاب») وتحديث الإجراءات الإدارية التي تتبعها، بما فيها النماذج وطريقة حفظ البيانات. أما

الجدول ٣ - توقعات أعداد زوار المحمية ودور الضيافة (٢٠١٠-٢٠١٤)

الوصف	٢٠٠٨/٢٠٠٩	٢٠١٠	٢٠١١	٢٠١٢	٢٠١٣	٢٠١٤
نسبة الزيادة السنوية		٪١٠	٪١٠	٪١٥	٪١٥	٪٢٠
زوار المحمية	٢١٥٤٣*	٢٣٦٩٧	٢٦٠٦٧	٢٩٩٧٧	٣٤٤٧٤	٤١٣٦٨
زوار بيوت الضيافة	٤٩٦*	٥٤٦	٦٠٠	٦٩٠	٧٩٤	٩٥٢
زوار نزل سان ميشال	٤٥٠*	٤٩٥	٥٤٥	٦٢٦	٧٢٠	٨٦٤

\* المصدر: جمعية أرز الشوف، ٢٠٠٩

ب. **البيع خارج المحمية:** تحتفظ الجمعية بنسبة ١٠٪ من إجمالي الإيرادات.

٤. **الأسواق الثابتة:** مثل عزيز المير أمين، البريستول، مطعم زهر الليمون، ومنافذ أركانسيسال، التي ستقوم ببيع ٥٠٠ منتج في ٢٠١٠، بحيث يزيد هذا العدد بنسبة ٥٪ سنوياً بعد ذلك.

٥. **المهرجانات والمعارض:** في لبنان، إن افترضنا أن منسق البرنامج يشارك سنوياً في ٤ مهرجانات على الأقل (أمثال Garden Show، Food and Fest، مهرجانات بيت الدين وAWTTE) حيث يباع على الأقل ١٠٠ منتج في كل منها.

٦. **الطلبات الخاصة:** على افتراض أن هذه الطلبات ستبلغ ٢٠٠ منتج في السنة على الأقل.

٧. **بيوت الضيافة:** لقد افترضنا أن ٢٠٪ من زوار بيوت الضيافة سيشترون منتجاً واحداً على الأقل من المجموعة الريفية للجمعية، وسيتم عرض هذه المنتجات في "أركان مخصصة" في كل بيت ضيافة. سيبدأ البيع في بيوت الضيافة في العام ٢٠١٠ إن افترضنا أن الجمعية تكون قد عقدت كافة الاتفاقات وجهزت هذه الأركان عام

إيرادات البرنامج فتكون من خلال المبيعات في مختلف المنافذ الممكنة وترتكز على توقعات محافظة كالتالي:

**أ. المبيعات داخل المحمية:** تعتمد على عدد الزوار الذي يتوقع أن يبلغ ٤١٤٠٠ زائر عام ٢٠١٤. تحتفظ جمعية أرز الشوف بـ ١٠٪ من إجمالي الإيرادات في حين يحصل أدلاء المحمية على ١٥٪ (كمحفزات).

١. **مدخلا المحمية ١ و٢ (الباروك ومعاصر الشوف):** إستناداً إلى توقعات أعداد الزوار (الجدول ٣)، نتوقع أن يقوم ٢٠٪ من الزوار بشراء منتج واحد على الأقل من المنتجات الريفية.

٢. **مدخلا المحمية ٣ و٤ (نيحا وعين زحلنا):** لننتظر أن يبدأ مدخلا نيحا وعين زحلنا ببيع ١٠٠٠ منتج في السنة (اعتباراً من سنة ٢٠١١). بحيث يزيد هذا العدد بنسبة ١٠٪ كل سنة تبعاً.

٣. **دكان لتسويق المنتجات البرية (الذي سيتم إنشاؤه في معاصر الشوف بحلول العام ٢٠١٢):** لقد توقعنا أن يبدأ هذا الدكان ببيع ١٠٠٠ منتج في السنة بحيث يزيد هذا العدد بنسبة ١٠٪ سنوياً.

٢٠٠٩. ومن ضمن بيوت الضيافة الحالية في منطقة المحيط: الباروك، معاصر الشوف، الخربة، بعذران ونيحا. وقد افترضنا أن نسبة البيع في بيت الضيافة، والتي تعتمد على عدد الزوار، ستزيد بالنسبة عينها التي تزيد بها نسبة زوار المحمية.

٨. **نزل سان ميشال:** الذي يستوعب عدد أكبر من الضيوف مقارنةً ببيت الضيافة بإمكانه زيادة نسب مبيعات المنتجات بشكل لافت. نتوقع أن يقوم ٢٠٪ من زوار هذا النزل بشراء منتج واحد من مجموعة الجمعية الريفية.

٩. **دكاكين لتسويق المنتجات البرية:** التي يفضل إنشاؤها ضمن حدود المحيط الحيوي، إن افترضنا أنه سيتم إنشاء دكان واحد بحلول العام ٢٠١١، وأن يقوم هذا الدكان ببيع ٦٠٠ منتج (١٥٠ منتجاً في الشهر على امتداد ٤ أشهر أي موسم الصيف بشكل أساسي). كما يتوقع إنشاء دكان ثان بحلول العام ٢٠١٢، وأن يقوم هذا الدكان كذلك ببيع ٦٠٠ منتج في السنة. سوف تزيد مبيعات هذه الدكاكين بنسبة ٥٪ سنوياً، أما خلال العامين ٢٠٠٩-٢٠١٠، ينبغي على الجمعية أن تعمل على إنشاء معارف والتخطيط والتحضير لإنشاء هذه الدكاكين (مثلاً في بيت الدين ومصانع النبيذ في كفرنا، الخ).

## ج. تكاليف التشغيل:

٥. شهادة في الزراعة العضوية ومراقبة النوعية. تبلغ هذه الكلفة للمشغل الثلاث \$٧٥٠ سنوياً (تدفع لـ LibanCert). بما في ذلك التفتيش. وللسنتين الأوليين، يغطي صندوق GTZ هذه التكاليف.

٦. رموز الأعمدة المتوازنة التجارية. تكلف هذه الرموز حوالي \$٤٥٠ في السنة، لكنها لن تكون ضرورية بالنسبة لحجم الإنتاج أو منافذ البيع المقترحة. لذلك وضعت إيكوديت مبلغ صفر \$ لهذه الغاية في جدول التكاليف.

٧ متفرقات. تعادل ٥٪ من التكاليف التشغيلية.

## د. صافي الإيرادات

كما يظهر الجدول ٥، سوف يبلغ صافي إيرادات الجمعية [الإيرادات الإجمالية - (تكاليف الاستثمار + تكاليف التشغيل)] حوالي \$١٦٣٥٠ عام ٢٠١٤. وتعتبر هذه النسبة جيدة إن أخذت بعين الاعتبار الإيرادات المباشرة وغير المباشرة المحققة لدى المجتمع المحلي بمن فيهم المنتجين (النساء) والمنسق

١. التكاليف الإدارية. افترضت إيكوديت أن موظفي جمعية أرز الشوف بمضون وقتاً وببذلون جهداً لإدارة برنامج التنمية الإدارية أو تنسيقه (اتصالات وتنقلات وتنسيق مع المنسق LibanCert والمنتجين). وقد توقعت أن يكلف ذلك حوال \$٥٠٠ في الشهر (تزيد ٥٪ سنوياً). وتدفع من قبل المنسق.

٢. المحفزات المدفوعة لمأموري الأحراش (المدخلان ١ و ٢). تشكل تلك المحفزات ١٥٪ من إجمالي إيرادات المبيعات على مدخلي الحمية ١ و ٢ (الباروك ومعاصر الشوف).

٣. المحفزات المدفوعة لمأموري الأحراش (المدخلان ٣ و ٤). تشكل تلك المحفزات كذلك ١٥٪ من إجمالي إيرادات المبيعات على مدخلي الحمية ٣ و ٤ (نيحا وعين زحلتا). التي ستبدأ البيع عام ٢٠١١.

٤. الباعة في الدكاكين. لفترة ٤ أشهر فقط (موسم الصيف). يوظف كل دكان بائع واحد. يقوم المنسق بدفع راتبه الأساسي البالغ \$١٠٠ في الشهر (يزيد بنسبة ٥٪ سنوياً).

الجدول ٥ - تكاليف وإيرادات جمعية أرز الشوف في ما يتعلق ببرنامج التنمية الريفية ٢٠١٠-٢٠١٤

السنة	٢٠٠٩/٢٠٠٨	٢٠١٠	٢٠١١	٢٠١٢	٢٠١٣	٢٠١٤
أ. إيرادات جمعية أرز الشوف الإجمالية	٦٨٨٤	١٣١٥٧	١٧٥١٧	٢٤٩١٥	٢٧٩٤٨	٣٢٢٦٥
ب. تكلفة الاستثمار (لمرة واحدة فقط)	٠	٠	٥٠٠٠	٥٠٠٠	٠	٠
١ تسجيل الماركة لدى وزارة الاقتصاد والتجارة	٥٠٠	٠	٠	٠	٠	٠
٢ إنشاء أركان في ٦ بيوت ضيافة*	١٨٠٠	٠	٠	٠	٠	٠
٣ إنشاء دكانين لمنتجات الحياة البرية	٠	٠	٥٠٠٠	٥٠٠٠	٠	٠
ج. تكاليف التشغيل (متكررة)	٤٣٧٤	٧٥٠٢	١٠٥٧٤	١١٩٦٣	١٣٥٥٢	١٥٩١٥
١ التكاليف الإدارية**	٠	٠	٠	٠	٠	٠
٢ المحفزات المدفوعة لمأموري الأحراش (المدخلان ١ و ٢)	٤١٣٠	٧١٠٩	٧٨٢٠	٨٩٩٣	١٠٣٤٢	١٢٤١١
٣ المحفزات المدفوعة لمأموري الأحراش (المدخلان ٣ و ٤)	٠	٠	١٥٠٠	١٦٥٠	١٨١٥	١٩٩٧
٤ باعة الدكاكين (٤ أشهر)**	٠	٠	٠	٠	٠	٠
٥ شهادة في الزراعة العضوية ومراقبة النوعية*	٧٥٠	٧٥٠	٧٥٠	٧٥٠	٧٥٠	٧٥٠
٦ رموز الأعمدة المتوازنة التجارية***	٠	٠	٠	٠	٠	٠
٧ أمور أخرى / متفرقات	٢٤٤	٣٩٣	٥٠٤	٥٧٠	٦٤٥	٧٥٨
د. صافي الإيرادات	٢٥٠٩	٥٦٥٥	١٩٤٤	٧٩٥٢	١٤٣٩٦	١٦٣٥٠

\* يدعم هذه النشاطات صندوق GTZ (غير متضمن في حسابات التكاليف). أما تكاليف مراقبة النوعية فهي مغطاة للسنتين الأوليين فقط:

\*\* يغطي منسق البرنامج هذه التكاليف:

\*\*\* ننصح إيكوديت ألا تقوم جمعية أرز الشوف بالحصول على رموز الأعمدة المتوازنة في الوقت الحالي (حيث أنها غير ضرورية نظراً لحجم الإنتاج الحالي).