Value Chain Assessment

Case study on the bee’s value chain

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November 2013
**ABSTRACT**

The document contains an example of the application of the ILS LEDA methodology for analysing a value chain, its potentiality and its perspectives.

It is a revision and adaptation for dissemination of a work done in El Salvador for the bee value chain.

It is done through a participatory approach, including the different actors that are or can be involved in the value chain, and through four meetings/workshops of the focus group and desk analysis carried on by the local economic development agency (LEDA).

It is articulated in the following chapter, that represent the methodological process, and include the results of each one of them.

The steps/chapters are

1. The focus group
2. The methodology
3. The value chain analysis: the products and subproducts, the inputs, the tools and equipment, the services for each component of the value chain
4. The product/market assessment, including the product/market mix, the competitive advantages, and the perspective goals
5. The analysis of the obstacles for the full valorization of the value chain, including identification and prioritization
6. The elaboration of the strategic guidelines
7. The action plan

1. **THE FOCUS GROUP**

The participants to the focus group were:

7 beekeepers cooperatives

1 wak producer

1 equipment supplier

1 agriculture department (research center)

2. **METHODOLOGY**

The work was realised according to the following steps, and through 4 workshops lasting about 4 hors each.

1. **STEP 1: Value chain identification (1st focus group workshop)**
   - The group was called by the LEDA, according to its knowledge of the producers, and service providers
The group all together went through the identification of the virtual/target value chain. i.e. all the activities can be carried on starting from the core product, that is honey, and all the other subproducts (including the subproducts of the subproducts), the necessary inputs, the equipment and tools used in any process), the needed services (tables 1)

Three main existing products were identified: honey, wak, and cosmetic creams. Other were indicated as potential, mainly in the cosmetic, and pharmaceutical sector. (tables 1)

The information came in a first step from the knowledge of the group itself, and through a search on google. It was not necessary to contact a specialist, due to the basic knowledge of the ministry of agriculture researcher. The google research was carried on by the LEDA.

2. **STEP 2: Market assessment (second meeting)**
   - The results of the first meeting and the google research were systematized by the LEDA (table 1, and figure 1) and discussed in the group. No main revisions were provided.
   - The focus group identified in a collective brainstorming the market destination of each of the three main product (local, national regional, international), according to table 2.
   - It was foreseen to understand better the market trends according to the consumers’ potential demand, through contacting a specialist, but, for reason of time, it was postponed in a second time.
   - It was asked to each participant his/her ambition or perspective in terms of product/market, and it was reported in a synthetic table. (table 3)

3. **STEP 3: Assessment on the constrains to the full valorization of the value chain (third meeting)**
   - A first sheet (table 4) was done distributed to each one of the participant, where each one should identity the constrains according to established typologies. The result of this exercise was the identification of 21 constrains (table 5)
   - A second sheet was distributed to each participant with the aim of prioritizing the most relevant constrains by the identified 21. (table 6)
   - Each participant should make scores: seven high scores (value=3), seven medium score (value=2) and seven low score (value=1) in order of importance. The total being 420, the average (=420/21) being 20, the prioritized obstacles resulted those with score equal or above 20 (marked in red).
   - The result was the identification of 11 constrains
   - A new sheet was then distributed to the participant, including the list of the 21 major constrains, and asking for identifying not more than 2 elements that had possibly caused them, according to a pre-established list of causes (table 7). The results was the major causes be lack of governance, lack of services, and lack of knowledge.

4. **STEP 4: Assessment on strategic guidelines (fourth workshop)**

The strategic guidelines include 5 main areas: product-market mix (deriving from the exercises 1 and 2), Governance, services, knowledge (all deriving from the all previous exercises). See table 8

This document does not include the plan of action, since it is in course of discussion

3. **STEP 1: VALUE CHAIN ANALYSIS**
The following table were filled up during the 1st focus group meeting.

<table>
<thead>
<tr>
<th>Table 1a: Main product : Monoflower Honey</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Does it exist in the area?</strong></td>
</tr>
<tr>
<td>INPUT 1</td>
</tr>
<tr>
<td>INPUT 2</td>
</tr>
<tr>
<td>INPUT 3</td>
</tr>
<tr>
<td>HERRAMIENTA1</td>
</tr>
<tr>
<td>HERRAMIENTA2</td>
</tr>
<tr>
<td>HERRAMIENTA3</td>
</tr>
<tr>
<td>HERRAMIENTA4</td>
</tr>
<tr>
<td>HERRAMIENTA5</td>
</tr>
<tr>
<td>HERRAMIENTA6</td>
</tr>
<tr>
<td>COMPLEMENTARY ACTIVITY</td>
</tr>
<tr>
<td>SERVICE 1</td>
</tr>
<tr>
<td>SERVICE 2</td>
</tr>
<tr>
<td>SERVICE 3</td>
</tr>
<tr>
<td>SERVICE 4</td>
</tr>
<tr>
<td>SERVICE 5</td>
</tr>
<tr>
<td>SERVICE 6</td>
</tr>
<tr>
<td>SERVICE 7</td>
</tr>
<tr>
<td>SUBPRODUCTO 1</td>
</tr>
<tr>
<td>SUBPRODUCTO 2</td>
</tr>
<tr>
<td>SUBPRODUCTO 3</td>
</tr>
</tbody>
</table>
### Table 1b: SUB PRODUCT 1: Cera

<table>
<thead>
<tr>
<th></th>
<th>¿Existe?</th>
<th>WEAK</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>INPUT 1.1</td>
<td>Same as before</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EQUIPMENT 1.1</td>
<td>Honeycombs,</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>EQUIPMENT 1.2</td>
<td>Kettles</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>SERVICE 1.1</td>
<td>Same as before</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUB PERODUCTO 1.1.1</td>
<td>Candles</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>SUB PERODUCTO 1.1.2</td>
<td>Cosmetics,</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>SUB PERODUCTO 1.1.3</td>
<td>Furniture polish</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

### Table 1c: SUB PRODUCTO 2: Cosmetics (soaps, shower gel and shampoo, creams for the face, hands, feet and body, masks for face, after-sun products, depilatory waxing, after shave lotions, balms and creams for men)

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>WEAK</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>INPUT 2.1</td>
<td>Honey,</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>INPUT 2.2</td>
<td>Royal Jel</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>INPUT 2.3</td>
<td>Propoli</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>INPUT 2.4</td>
<td>Pollen</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>INPUT 2.5</td>
<td>Manpower</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>OTHER INPUTS</td>
<td>Oils and plant extracts: wheat germ oil, avocado oil and jojoba oil, and glycolic extracts of arnica, aloe.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>EQUIPMENT H2.1</td>
<td>Mixer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SERVICE 2.1</td>
<td>As before</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Table 1d: EQUIPMENT 1: Hives

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>WEAK</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>INPUT H1.1</td>
<td>Wood</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>INPUT H1.2</td>
<td>Manpower</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>EQUIPMENT. H H1.1</td>
<td>Filter Net</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>COMPLEMENTARY ACTIVITY H1</td>
<td>Wood cutting</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>SERVICE H1.1</td>
<td>Training</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

### Table 1d: EQUIPMENT 2: Tour for uncapping, knives, forks

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>WEAK</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>INPUT H2.1</td>
<td>Stainless steel</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manpower</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>SERVICE H2.1</td>
<td>Vocational and entrepreneurial Training</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

### Table 1e: EQUIPMENT: Glass Jars

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>WEAK</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>INPUT H3.1</td>
<td>Silicon</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>INPUT H3.2</td>
<td>Additives</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>INPUT H3.3</td>
<td>Oven</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>INPUT H3.4</td>
<td>Manpower</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>COMPLEMENTARY ACTIVITY</td>
<td>Recycling</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>H3.1</th>
<th>Service</th>
<th>Training</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Purchasing inputs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 1f: SUB-PRODUCTO 1.1.1: Candle**

| INPUT 1.1.1 | Wax      | X |
| INPUT 1.1.2 | Additives | X |
| INPUT 1.1.3 | Manpower |   |
| EQUIPMENT H1.1 | Heater | X |
| SERVICE H1.1.2 | Purchasing inputs | X |
| SERVICE H1.1.2 | Maintainance | X |
| SERVICE H1.1.3 | Training | X |
4. **PRODUCT/MARKET ASSESSMENT**

The P/M assessment was done through separated meetings with each one of the 3 products entrepreneurs, and the results are shown in the following tables 2.

**CURRENT MARKETS**

**Table 2a: HONEY**

<table>
<thead>
<tr>
<th>Monthly Sales</th>
<th>LOCAL</th>
<th>NATIONAL</th>
<th>REGIONAL</th>
<th>INTERNATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Consumers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial chains</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Institutions (schools, hospitals, Canteens)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private institutions (catering, canteens, hotels)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Intermediaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special market niches (biologic, Gourmet, Fair trade, slow food)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 2b: WAX**

<table>
<thead>
<tr>
<th>Monthly Sales</th>
<th>LOCAL</th>
<th>NACIONAL</th>
<th>REGIONAL</th>
<th>INTERNATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Consumers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial chains</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Institutions (schools, hospitals, canteens)</td>
<td></td>
<td>Scools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private institutions (catering, canteens, hotels)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Intermediaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special market niches (biologic, Gourmet, Fair trade, slow food)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 2c: Cosmetic Creams**

<table>
<thead>
<tr>
<th>Monthly Sales</th>
<th>LOCAL</th>
<th>NACIONAL</th>
<th>REGIONAL</th>
<th>INTERNATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Consumers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial chains</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Institutions (schools, hospitals, canteens)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private institutions (catering, canteens, hotels)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Intermediaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
More information about the market trend is needed, with particular reference to the specific consumers demand, niche markets in the gourmet and slow food sector, for assessing possible quantitative potential demand in the future.

It will be done through contacting national experts.

**COMPETITIVE ADVANTAGE**

The competitive advantage is relative to the differential characteristics a resource/product/value chain has in comparison with similar products/resources/value chains.

The following table 3 shows the results of the focus group assessment about the competitive advantage for the three prioritized resources.

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>COMPETITIVE ADVANTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honey</td>
<td>Coming from tropical spontaneous flowers grown on a land with special geological characteristics, that give special lovable taste (not too sweet, not too bitter. Skilled artisanal process No use of chemical additives</td>
</tr>
<tr>
<td>Wax</td>
<td>Coming from tropical spontaneous flowers Particularly resistant, due the artisanal skilled process</td>
</tr>
<tr>
<td>Cosmetics</td>
<td>Coming from tropical spontaneous flowers Driven by the honey image and goodness</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>Coming from tropical spontaneous flowers Driven by the honey image and goodness</td>
</tr>
</tbody>
</table>

**PERSPECTIVES**

In order to measure the business and territorial constrains for the sustainable development of the value chain, it is mandatory to have a target, a goal: if one wants to arrive somewhere what does he/she needs?

Needs change if I want to go to France, to China or to Syria!

The participants were requested about their market positioning goals in a realistic short-medium range perspective, provided the starting point is the table 2 and the strength the table 3.

The results are illustrated in the table 4.
Table 4: Product/Market Mix Goals

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honey</td>
<td>Increase sales on national market</td>
</tr>
<tr>
<td></td>
<td>Better positioning on regional and international markets</td>
</tr>
<tr>
<td>Wax</td>
<td>Increase sales on national market</td>
</tr>
<tr>
<td>Cosmetics</td>
<td>Enter en the local and national market</td>
</tr>
<tr>
<td>Farmaceutics</td>
<td>Enter in the international market</td>
</tr>
</tbody>
</table>

5. **Constrains analysis and prioritization**

Identification of constrains by typology

The following sheet was provided to each participants, and each one filled it up (in the column: description), according to its own evaluation and the relationship goal/advantages.

Table 5: Obstacles to the full valorization of the value chain

<table>
<thead>
<tr>
<th>Constrains typology</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>Roads, Energy</td>
</tr>
<tr>
<td>Information</td>
<td>About legislation, About financing, About market trends</td>
</tr>
<tr>
<td>Production Services</td>
<td>Commercialization, Management</td>
</tr>
<tr>
<td>Finance</td>
<td>Access to credit</td>
</tr>
<tr>
<td>Individualism</td>
<td>Lack of cooperativeness, Lack of culture</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>Little aptitude to risk, Lack of education</td>
</tr>
<tr>
<td>Commercialization</td>
<td>Strong intermediaries, Lack of education to consumption</td>
</tr>
<tr>
<td></td>
<td>Difficulty to participation to fairs, Illegal competition</td>
</tr>
<tr>
<td></td>
<td>Lack of capacity</td>
</tr>
<tr>
<td>Technological Capital</td>
<td>Lack of knowledge</td>
</tr>
<tr>
<td></td>
<td>Lack of finance</td>
</tr>
<tr>
<td>Legal Framework</td>
<td>Lack of incentives</td>
</tr>
<tr>
<td></td>
<td>Permission of exploiting forests and land, building constructions</td>
</tr>
</tbody>
</table>
Prioritization

The prioritization is necessary because it is quite difficult to remove all the obstacles at once, and because it is necessary to get rid of those obstacles in minority.

Since the total number of constraints resulted 21, the group decided each one should give seven high scores (value=3), seven medium score (value=2) and seven low score (value=1) in order of importance.

The total being 420, the average (420/21) being 20, the prioritized obstacles resulted those with score equal or above 20 (marked in red).

The result is illustrated in the following table, with the red box prioritized.

<table>
<thead>
<tr>
<th>Constrain typology</th>
<th>Prioritization Scores</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ind. 1</td>
<td>Ind. 2</td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Information</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Production Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Individualism</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Commercialization</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technological Capital</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Legal Framework</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>Average</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>
**Cause of the obstacles**

The identified obstacles were submitted to a further assessment, this time for identifying by which they were causes, according to pre-selected and agreed options.

Each individual (a,b,c,d, e,f,g,h, I, l) made maximum two choices for causes of obstacles for each item

<table>
<thead>
<tr>
<th>Service Typology</th>
<th>Priorities</th>
<th>Governance TOT</th>
<th>Capital TOT</th>
<th>Social context TOT</th>
<th>Services TOT</th>
<th>Culture TOT</th>
<th>Knowledge TOT</th>
<th>TOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indormation</td>
<td>About market trends</td>
<td>adfil</td>
<td>5</td>
<td>ch</td>
<td>2</td>
<td>i</td>
<td>1</td>
<td>abdefgil 7 e 1 ch 2</td>
</tr>
<tr>
<td>Production Services</td>
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The result is main issues generating obstacles are governance, services, and knowledge (red boxes)

**6. Strategic Guidelines**

1. **Matrix product/market**
   - Improve quality
   - Increase arnie, and enterprises
   - Create new enterprises in hole of the chain:
     ✓ Specialised cosmetics (natural honey idratant creams)
✓ Specialised farmaceutics (pollen, propoli)
✓ Production of tools (arnie, smielatori, forchette e coltelli, centrifuche, vasche, contenitori in vetro, packaging)
- improve national and international positioning, through common market and brand, valorizing competitive territorial advantage
- Improve entrepreneurship
- Improve technical skills

2. Governance
- Create a Value Chain Forum, including all the actors for:
  ✓ Common purchasing
  ✓ Common marketing, and creation of a local denomination brand
  ✓ Lobbying with national and international organisms
  ✓ Establishing common strategies for service and training support
- Participation to the LEDA and contribution to the LED strategies, including honey value chain development

3. Services
- Bee queen Seekness Control
  ✓ Make agreement with ministry of agriculture for investigation and solution skilled team, and look for funding its creation and training
- Quality Control
  ✓ Create a quality control laboratory, managed by the partnership Forum-Leda, and look for funding its creation and training
  ✓ Improve the quality of the products, to achieve international standards
- Marketing
  ✓ Create a local denomination brand, in collaboration with the LEDA
  ✓ Establish a territorial marketing strategy, in collaboration with the Leda, for disseminating the competitive advantage value, through caring the image, promoting the products, participating to international fairs, and establish contact with international distribution
  ✓ Realise a national beekeeping product in the department capital
- Credit
  ✓ Establish a guarantee fund, in collaboration with the Leda, and microfinance institutions
- Technical assistance
  ✓ Establish an agreement with the ministry of agriculture for assigning at least one specialist to work together with the Forum, the Leda, and the laboratories (sanitation, quality control)

4. Knowledge building
- Create a Knowledge Center for monitoring the innovations, disseminating knowledge, benchmarking, and looking for funding the investment
- Create a Craft Academy, where the local and possibly foreign beekeepers can transfer their knowledge to the new generations, and update their capacities, and looking for funding the investment
7. **THE PLAN OF ACTION**

The plan of action is organized in three areas of intervention:

1. Organizational building
2. Project implementation
3. Service delivering

**Organizational Building**

**Targets**

1. At least 20 beekeepers involved in the network
2. At least 1 agreement for common purchasing signed and implemented
3. At least 1 commercial agreement with commercial chain signed

**Actions**

1.1 Organise an institutional network at beginning on the base of voluntary base
1.2 Organise common procurement/purchase
1.3 Organise common commerce of products

**Project implementation**

**Targets**

At least a project elaborated and submitted to finance

**Actions**

2.1 Form three project teams
2.2 Elaborate a project for a quality control center
2.3 Elaborate a project for a craft academy
2.4 Elaborate a project for a research laboratory for innovation

**Service delivery**

3.1 *Provide technical assistance for improving competitiveness, quality, and commercialization*

**Targets**

i. All the enterprise of the networked submitted to business check up, and trained
ii. At least 30% of the business supported with specialized assistance
iii. New businesses or/products realised

**Actions**

3.1.1 Identification of a roster of sectoral experts
3.1.2 Business check up
3.1.3 Deliver technical assistance through the experts
3.1.4 Build capacity and knowledge about the quality standards, through experts
3.1.5 Provide follow up by the LEDA staff
3.1.6 Prepare ideas for new businesses for filling the hole of the value chain: **Pharmaceutics**: propolis, pollen, Royal Jel, Poisson; **Cosmetics**: soaps, shower gel and shampoo, creams for the face, hands, feet and body, masks for face, after-sun products, depilatory waxing, after shave lotions, balms and creams for men; **wax products**: Furniture polisher by wax; **equipment**: Centrifugal honey extractors, filter nets, Hot room, mixing tanks; **inputs**: Oils and plant extracts: wheat germ oil, avocado oil and jojoba oil, and glycolic extracts of arnica, aloe; **other**: Warehouses storage
3.1.7 Find potential entrepreneurs and investors and/or promote diversifications of products with existing entrepreneurs
3.1.8 The LEDA find out and implement agreements with commercial chains, fair trade, large enterprises

3.2 **Marketing**

**Targets**

i. Territorial brand established for the beekeepers

ii. Territorial marketing strategy established

**Actions**

3.2.1 Establish a protocol/disciplinary describing the productive procedure to respect, including regulations for achieving the desired product quality and working security,
3.2.2 Train all the entrepreneurs of the value chain
3.2.3 Realise all the investment needed for achieving the respect of the disciplinary
3.2.4 Realise a logo for the brand
3.2.5 Identify the procedure for controlling the respect of the disciplinary
3.2.6 Make a brochure and all the communication strategy: media, events, national and international partnerships, testimonials, highlighting the importance of the territory on the competitive advantage