Gender-Sensitive Research on Marketing Needs in Agro-processing

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List of Abbreviations

AAM	Albanian Association of Marketing
ACA	Agricultural Cooperation Association
ACN	Albanian Consultants Network
ADAMA	Albanian Dairy and Meat Association
AFI	Albanian Food Industry
AHP	Analytic Hierarchy Process
AIDA	Albania Investment Development Agency
ALL	Albanian Lek
AP	Agro-processor
AUT	Agricultural University of Tirana
B2B	Business to Business
BDS	Business Development Services
BSP	Business Service Provider
CARDS	Community Assistance for Rural Development Strategy
CDQ	Certificazioni di qualita
CESVI	Cooperazione e sviluppo (Italian Agency for Cooperation and Development)
EBRD	European Bank for Reconstruction and Development
EU	European Union
F&V	Fruits and Vegetables
FBTF	Faculty of Biotechnology and Food
FERT	French association for international cooperation for agricultural development in developing and emerging countries
FIBL	(Swiss) Research Institute of Organic Agriculture
GDP	Gross Domestic Product
GI	Geographical Indications
GIZ	Deutsche Gessellschaft fur Internationale Zusammenarbeit
GoA	Government of Albania
HACCP	Hazard Analyses in Critical Control Points
HR	Human Resource

IDRA	Institute for Development and Research Alternatives
INSTAT	Institute of Statistics (Albanian Public)
IPA	Instrument for Pre-Accession
IPARD	Instrument of Pre-accession for Rural Development
ISO	International Standards Organization
KMY	Meat Combinat in Yzbyrisht
LAG	Local Action Group
MAD	mountainous areas Development Agency
MAP	Medicinal and Aromatic Plants
MARDM	Ministry of Agriculture, Rural Development and Water Management
MT	Metric Ton
MFI	Micro Finance Institution
NFA	National Food Authority
NGO	Non-Governmental Organization
OSCE	Organization for Security and Cooperation in Europe
PDO	Protected Designation of Origin
PUMI	Dutch retired experts' programme
RDA	Regional Development Agency
SDC	Swiss Agency for Development Cooperation
SIDA	Swedish Agency for International Development
SME	Small and Medium Sized Enterprise
SNV	Dutch Agency for International Development
SWOT	Strengths, Weaknesses, Opportunities and Risks
TEULEDA	Teuta Local Development Agency
ToR	Terms of Reference
USAID	USA Agency for International Development
UT	University of Tirana

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Background

The agro-processing sector is an important sector of the Albanian economy generating a turnover of ALL 56,524[1] (Euro 403 million) as of 2011. This amounts to 25.1% of the total agriculture turnover or 5% of the total Albanian GDP[2] (Albanian Institute of Statistics: INSTAT 2012).

The sector has expanded significantly during last 10 years - its turnover has almost doubled between 2000 and 2011, while employment has increased by almost 20%[3], supported by a growing domestic demand for processed products. Even during the current crisis, the sector has kept on growing: for the period 2008-2013, turnover has grown by 3% and employment by 3.3% a year. Domestic demand will be strong in the following years as income rises and consumption shifts toward safer, convenient and quality products.

Despite the observed positive trend, agro processors face difficulties to grow and compete in the opening markets due to several constraints, including an underdeveloped marketing consultancy market. Problems in marketing relate mostly to an overall lack of awareness regarding value of integrated marketing strategies. Most service providers in this market do not have any agro-processing clients while at the same time, there is a lack of products and services tailored to agro-processors in the market[4].

Main study findings

Marketing products and services used by agro-processers

APs revealed demand[5] for marketing services offered by domestic BSPs is low and they are less inclined to pay for such services. In some cases, particularly in milk processing industry, APs pay only a small amount for technology improvement services. In other cases, APs have paid part of product/service cost to domestic BSPs but in the framework of some larger arrangement including APs, domestic BSPs, and a third party which is donor agency or in some rare cases a bank or Micro Finance Institutions (MFI). The focus in these cases is not the service *per se* but the benefit of another related product (loan or grant). Having said that, there are cases where APs, mainly in milk and wine processing industries, pay for international consultants, for assistance in technological processes and product development.

The main causes of such a low demand for marketing product and services offered by domestic BSPs are: lack of understanding of marketing value by owner and highest management level; partial understanding by APs owners/managers and technical staff of marketing concepts and lack on marketing strategies; lack of trust at domestic BSPs which is closely related to insufficient in house BSPs

[1] Ministry of Agriculture, Rural Development and Water Management (MARDWA) ,2013, Inter-sector Strategy for Agriculture and Rural development
[2] www.instat.al
[3] RISI, 2013, Formerly Making Labour Market work for Young People: First Subsector Analysis – Agro-processing
[4] RISI, 2013, Formerly Making Labour Market work for Young People: First Subsector Analysis – Agro-processing
[5] Already used services

expertise on marketing product and services; and low demand for marketing products and services at domestic market.

The level of APs satisfaction with products and services offered by domestic BSPs is rather low. Donor programs and sometimes even banks "recommend" BSPs to the clients or beneficiaries. This situation with only a few BSPs trusted to deliver services has led to standard "tried and tested" or worst "copy paste" *modus operandi*. Even in those cases when BSP were contracted by APs the level of satisfaction is generally low, due to "incompetency", "superficiality", or "donor oriented style" of BSPs. Hence, services by these organizations are considered often a "waste of money". Limited success stories are reported however in terms of product development, market linkage, technology coaching, and packaging. Addressing a relevant business problem through a high level expertise explains the success.

Typical marketing products and services that could benefit agro-processers

By subsector:

- Milk processing industry: development of product identity;
- Fruit processors: development typical products and Geographical Indications;
- Fruit and vegetables storing and distributing companies: export market information and linkages;
- Meat processing: consumer behavior studies aimed at product development;
- Wine producers: National promotional campaign in favor of "Albanian wine", "Blej Shqip"
- MAPs: post harvesting technical skills and traceability systems (export level).

By company size:

- Large companies: new product development (including consumers studies), export market information and linkages, certification, and marketing strategy.
- SMEs: improvement of technology process intended to result in consistent product, development of product identity, including branding, packaging and labeling, and development of GI trade mark.
- Producers' groups: improved market linkages, branding, packaging and labeling and standards to respect traditional technology, particularly for groups producing typical products.

Marketing products and services offered by BSPs

Supply of commercial marketing products and services is limited. BSPs have not managed to sell marketing products and services. One can, therefore, conclude that the marketing consultancy market is really weak in Albania. Though BSPs supply is limited, some products and services are offered[6]. A tentative taxonomy of services that they provide is as follows: companies dealing with certification and business to business facilitation; market research companies; process and product development – subsector oriented companies; BSP specialized in promotion, GI trademarks, and branding companies; regional BSP companies; and food technology and marketing education institutions.

[6] They have offered either in framework of donor projects, or in the framework of larger arrangements with donor projects or banks

Limited supply of commercial marketing products and services by BSPs is mainly due to following factors: BSPs do not always offer relevant products/services - information on business needs is limited because they provide often "tried and tested" or worst "copy paste" products*;* in house expertise is insufficient; network and partnerships are underdeveloped; and BSPs commonly do not have marketing strategies and marketing plans.

Marketing products and services needed by BSP

Based on a careful analysis, a comprehensive *plan intended to enable BSPs to supply high expertise relevant services to APs* may consider: support to increase BSPs in house capacities and expertise through joint provision of products and services by domestic BSPs and international experts is highly recommended as a strategy to increase in house BSPs capacities; built partnerships among domestic BSPs and the latest with international companies and individual experts; project support to BSPs to provide identified relevant product and services to APs (refer to list interventions); and support BSPs to develop strategic plans and signal them to APs.

1. Introduction

Sector background

The Agro-processing sector is an important sector for the Albanian economy generating in 2011 a turnover of ALL 56,524[7] (Euro 403 million). This amounts to 25.1% of the total agriculture turnover or 5% of the total Albanian GDP[8] (INSTAT 2012).

Agro-processing has expanded significantly during last 10 years. The sector turnover has almost doubled between 2000 and 2011, while employment has increased by close to 20%[9], supported by a growing domestic demand for processed products. Even during the current crisis, the sector has kept on growing: for the period 2008-2013, turnover has grown by 3% and employment by 3.3% a year. Domestic demand will be strong for years to come as income rises and consumption shifts toward safer, and quality products, and convenient products.

Agro-processors still serve a very small market which has already shown signs that meet domestic demand. In several industries, including milk processing, olive oil and others (filed interviews), there are unexploited capacities due to problems related to difficult sales; in these industries, production could be substantially increased without additional investment to increase capacities if new markets are. Hence, the opportunities to expand market's export are significant. Export could also be developed in areas where Albania has a competitive advantage based on climatic conditions and cheap labour costs.

[7] MARDWA,2013, Inter-sector Strategy for Agriculture and Rural development
[8] www.instat.al
[9] RISI, 2013, Formerly Making Labour Market work for Young People: First Subsector Analysis – Agro-processing

The Strategy for Agricultural and Rural Development, recently prepared by the Government of Agriculture (GoA), synthesizes the opportunities, challenges and major priorities for main agro-processing sectors (Table 1)

Table 1: Opportunities, challenges and priorities for main agro-processing subsectors in Albania

	Opportunities	Challenges	Priorities
Meat and meat products	– Still unutilized land resources for meat production – Expected increased demand – Consumer preferences for domestic meat	– High meat price due to lack of specialized farms and high feed price – Safety and environmental standards for slaughterhouses	– Import substitution – Safety and environmental standard
Milk and milk products	– High domestic demand for milk and dairy – Increased demand for quality products	– Safety and environmental standards	– Import substitution – Meeting safety standards – Support to packaging and labelling
Fruits and vegetables	– Suitable conditions for producing early fruits and vegetables coupled with important investment at both farm and processing level	– Safety and quality standards – Domestic market for fruits and vegetables will soon exceed domestic demand	– Export promotion by supporting value chain actors to meet standards – facilitate access (market linkages)
Olive and olive oil	– Existing processing capacity may absorb much larger olive production	– Domestic market for olive oil will be soon saturated – Low quality olive oil and too high price	– Export promotion at niche market

Adapted from MARDM, 2013, Inter-sector Strategy for Agricultural and Rural development

Meat and dairy industries will mainly produce for domestic market, while fruits & vegetables and olive sector have an export potential. All sectors need safety and quality standard upgrading and facilitation of market linkages.

Agro-processing employs around 11,300 people[10] in formal jobs and many more informally on seasonal basis. Additionally, agro processing represents important potential for women employment, particularly in some subsectors such as fruit and vegetable processing, milk processing, etc.

Study objectives and outputs

The study objective is:

- to conduct a market research on types of marketing services needed by agro-processers (AP) and how these services will lead to business growth, investments and ultimately to employment with particular focus to employment of women and youth;
- to identify potential Business Service Providers (BSPs) capable and interested to offer these services, analyze their strengths and weaknesses and their needed support to deliver such marketing services

[10] RISIAlbania, 2013, Agro processing study

The study outputs are:

- Conduct an analysis of current situation on (i) type of marketing used by AP investigating on satisfaction with services received and causes why they do not use marketing services (if this is the case; (ii) marketing products and services needed by AP and their potential impact; (iii) marketing product and services offered by BSP and investigation of success/failure determinants – ways to improve the marketing service provision. Special consideration is to be paid to company size (SME or large company) and gender
- Develop a strategy to attract and involve BSP to invest in new marketing products and services and sell them to AP. The strategy implies also identification of potential BSP who can deliver such new or improved marketing services and assessment of their capacities synthesized in SWOT analysis

Methods

The research team used a multiple cases approach with embedded design by including multiple units of analysis. The research includes large and smaller units on different levels, looking for consistent patterns of evidence across units. The aim is to identify: (1) similar results and (2) contrasting results for predictable reasons.

The analysis is organized on the basis of description of the general characteristics and relations of the phenomena in question. Investigating current services used by APs and identifying their needs and services offered by BSPs the research team provide RisiAlbania program with an exploratory analyses of current situation. A more in-depth analysis underlies the gap between products requested and capabilities of business service providers, identifying reasons for this gap. The research team identified the mismatch between demand and supply of marketing related services and by combining desk research, evidence collected, success stories and best practices suggests interventions to involve BSP in developing and offering new services adapted to agro-processors needs.

The discourse analysis chosen by the research team to analyze data was the most appropriate method to identify patterns (incl. temporal, interaction, etc.) and taxonomies.

Thirty APs have been included in nine agro-processing industries have been included in the study, namely milk processing, fruit and vegetables processing, fruit storage, meat processing, wine production, olive oil production, pasta production, MAPs collection and processing, chestnut processing. The selected companies represent a good balance in terms of company size, rural versus urban and geographical distribution. Out of 30 interviewed companies, 15 are large companies, 9 are Small and Medium Enterprises (SMEs[11]), 5 are producers' groups – out of which 4 are women groups, and 1 is

[11] Definition of SMEs in Albania using different criteria: (1) micro enterprises: 1 to 9 employees; small enterprises: 10 to 49 employees; medium enterprises: 50 to 249 employees; more than 250 employees are reputed as large companies; (2) By annual turnover - micro enterprises <10 million ALL; small enterprises <50 million ALL, medium enterprises <250 million ALL; (3) by ownership form: micro and small: 100 % of capital must be owned by individuals; medium: less than 25 % of capital can be owned by enterprises which are not classified as SME.

farmers cooperative; 17 interviewed companies are dislocated in rural or semirural areas and 13 are in urban areas. The sample represents an appropriate geographical balance. Companies interviewed come from Diber and Kukes (North-East), Shkoder (North-West), Permet and Gjirokaster (South), Korca (South-East), Tirana and Durres (Center Albania), and Berat (Center-East). Due attention has been paid to capture gender dimension – women groups, industries using intensively women labour and women-led businesses have been induced in the study.

Limitations

The study is qualitative in nature. Due attention has been paid in the sample design to sector dimension, size dimension, gender dimension and area dimension; and BSP with different focuses, in Tirana and other areas, the sample is not designed to be statistically representative. Having said that, the triangulation of information using multiple information sources (AP, BSP and expert interviews) has been used in order to provide reliable and valid information for the two populations studied.

2. Current situation

2.1. Marketing services used and needed by agro-processors

2.1.1. Services used: patterns, satisfaction and demand drivers

Marketing services used by agro-processing companies differ in various subsectors and vary based on the size of the company. The research revealed that APs use services that can be classified in six categories: (1) certification, (2) access to finance, (3) improve technology processes, (4) export market, (5) promotion (mainly brand awareness, packaging and labeling, (6) product development. These services are the main demand drivers in the market.

Types of services used by APs: main demand drivers

The types of services used by APs may be categorized in the following types: (1) certification, (2) access to finance, (3) improve technology processes, (4) export market, (5) promotion (mainly brand awareness, packaging and labeling, (6) product development

(1) Certification

The demand drivers in the market for certification are import regulations in the European Union (EU) based on strictly applied health and safety standards for food products, official certification imposed by state owned agencies (regulatory system), enforced standards by supermarkets and other retail chains (example: Fiks ltd, Shaka ltd, Cobo ltd, Sidnej ltd, etc). The certification process has led to some benefit for few companies but many of interviewed entrepreneurs and managers have argued that the certification process is expensive, not rigorous and has not led to benefits in terms of sales.

(2) Access to finance

The availability of finance, especially by guarantee funds or grant based programs is the current driver of demand for services from BSPs to assist APs in the production of the financial and marketing analysis (example: Cani Dairy, Shaka Dairy, Salkurti apple juice processing, etc) or/and necessary documentation related to securing a loan or investment (business plan), rather than the desire for companies in using a business plan as a "road map" to expand and grow.

(3) Improve technology processes

Many APs consider technology and processes improvement as a major priority to improve quality and standardize production. They (for example Libohova dairy, Kardhiqi dairy) have worked with Albanian BSPs, or have been supported with such services in the frame of donor projects (for example APs like Ndoni dairy, Sela diary). Most of them have not been sufficiently satisfied by local BSPs services and have turned to international BSPs for assistance (cases of APs like Libohova dairy, ADI). Wineries also use international expertise in terms of process planning and technology solutions. Working experience abroad (dairy and wine), partnership with international investors (dairy), or information provided by projects (dairy) are some of the ways APs establish links with international consultants.

(4) Export market

The existing and potential export market, especially for fresh fruits and vegetables sector is the main driver for the business services required to support exports. Those services that are needed to actually carry out the (1) process of exporting like certification, transport and logistics, documentation (border and customs) and explore international markets - such as market assessments, establishing business linkages (example: FruitAli ACA (Agricultural Cooperation Association), Muso Ltd, etc) and dealing with standard requirements in the target market. Some certification BSPs have diversified and serve as an intermediary agent (example: CDQ (Certificazioni di qualita – Quality Certification), AZ consulting) in the value chain as they provide services that support the core production activities of their clients.

(5) Promotion (mainly brand awareness, packaging and labeling)

The main clients for advertising, promotion, and graphic design and market research agencies are traditionally large companies (examples Shaka ltd, Brazil ltd, Culiqi ltd, Fiks ltd, Erzeni ltd, etc). However, recently there has also been an increased demand for such services by SMEs, as well as an increase in business-to-business advertising, especially business linkages facilitation (CDQ offers such services). The most innovative and some large APs consider promotion (in some rare cases even market research) as an "interesting" tool to compete, although there is still an overestimation of production operations in the overall performance of the company among the majority of APs.

(6) Product development

Some large APs have already developed a wide product mix based mainly on in-house know-how (example: Erzeni ltd, Brazil ltd, Fiks ltd). Although product development is considered as an important dimension of marketing strategies, APs tend to employ internal resources with few exceptions (example: Shaka ltd).

Sector patterns

A detailed consideration of marketing products and services used by APs, highlight differences by sectors and company (Table 2).

Table 2: Marketing services used by agro-processing companies, by subsector and size

Subsector	SME	Large	Producers' groups	Comments
Milk processing	– Labeling and packaging – Initiatives of GI trademarks – Business planning	– Product development – Branding initiatives – Supply chain management related to product quality – Hazard Analysis in Critical Control Points (HACCP) and other certification as "quality insurance" – Business planning	No producer groups identified	– Most services are offered in the frame of projects financed by donors; – APs in remote areas like Dibra or Kukes have no information and no access to BSPs;
Fruit and vegetables processing	– Labeling and packaging – Initiatives of Geographical Indication (GI) trademarks – Differentiate marketing channel targeting restaurants and hotels	– Product development – Branding initiatives – Supply chain management related to product quality – Promotion like – HACCP, ISO 22000 and other certification – Business planning	– Focus on "typical home made products" – Sales and promotion through fairs or specialized shops	– Most services are offered in the frame of projects financed by donors; – Strong competition (domestic and foreign products) is lowering mark ups and increasing stock motivating companies to explore Kosova and other markets[12]
Fruit and vegetables Storing	– No marketing services used – This target group is constituted mainly by farmers that store fruits and vegetables to exploit price fluctuations	– Branding initiatives – Supply chain management related to product quality; – Sorting and selection – HACCP and other certification as "quality insurance" – Business planning	– No marketing services used	– Some services are financed by donors – Export market as a main driver of change all along the supply chain – Increased control upstream
Meat processing	– N/ANo small meat processing company interviewed	– Branding initiatives – Sorting and selection – HACCP and other certification as "quality insurance" – Business planning	– N/A No producer groups identified	– Very consolidated sector – a few companies dominate – "Sophisticated" needs for customer behavior and customer attitudes studies
Wine production	– Labeling and packaging – Initiatives of GI	– Branding, packaging, labeling – Events, fairs, publicity	– N/A no producer groups	– Strong competition with Italian, Spanish, Argentinean brands

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[12] Many Albanian companies are exploring Kosova market in order to increase inventory turnover and lower stock levels rather than aiming to develop new markets. Transportation, transaction costs and competitive pricing lowers net earnings. Increased sales enable optimal capacity usage serving as a pressure valve to lower inventory levels and carrying costs associated to the stock.

	trademarks – New marketing channels	used to build brand awareness	identified	– Challenge to build awareness (no BSP able to deliver these services)
MAP	– No marketing services used – This target group is constituted mainly by collectors (resellers)	– Web site, booklets, participation in international fairs – Product traceability – HACCP, BIO, ASTA certificates	– No evidence of marketing services used – Mainly farmers selling their produce	– “Savage” competition and strong informality – Cultivation-focus only in some varieties of (Medicinal and Aromatic Plant) MAPs

<u>Functional patterns</u>

Technological process expertise. Large and medium sized companies have invested in new modern agro-processing technologies (example: Erzeni ltd, Shaka ltd, Fiks ltd, Cantina “Miqesia” ltd) consulted domestic technologists but – as a general case – they have remained unsatisfied by local consultants’ service. In some cases, they are willing to pay only part of consultancy fee or they are keen to ask assistance by international technologists and establish sustainable relationships with them. Smaller AP companies do not use neither local nor international consultancy due to lack of financial resources and awareness of eventual benefits. The same is also valid for women groups and women-led businesses.

Product development. Usually, dairy APs produce traditional products (white cheese, kachkaval, fruit jam and canned fruits and vegetables, olive oil, salami, etc*.).*The development of new products (cheese, jam, etc.) has been experimented but with no success (consumer response was weak). The main reason for failure given by APs is because “Albanian consumers don’t buy new products”. There is a strong belief that “whatever we do we will end up at traditional!” Exceptions exist however in meat processing (example: Fix Company) and wine industry (example: Cobo winery) where new products have been developed and launched with some success. No local or international expertise has been used to consumer preferences study which would help in designing products.

SMEs face some disadvantages competing with larger companies because they (1) fail to deliver quality and consistency (2) use inferior packaging (3) limited resources to invest in product development, hence they have some limits in product differentiation (4) limited use of consumer and marketing information.

Branding is not used as an effective marketing tool to “win” consumers and build customer loyalty. APs in general consider product features, dealers’ influence, price, and packaging as the main features considered by customers in choosing products. But some large APs consider availability, shop loyalty and brand customer loyalty as important tools to compete in the market and influence the purchase decision and consumer choice. In some cases packaging and labeling are carefully studied, especially when products have a high emotional value.

Marketing channels and distribution. Consolidated medium to large APs use downstream integration in order to ensure access to markets (mainly wholesaling and storage in important cities).There is evidence of partnership among companies to use each other distribution channels. Very few examples of collaboration between some distribution companies and APs, or between companies operating in different sectors have been identified in remote areas like Dibra where transportation costs are high.

Mr. Naci, president of one of the most important distribution companies, AGNA Group confirmed that there is an evident dichotomy in the market in terms of distribution. Imported products are distributed efficiently; meanwhile Albanian products are usually distributed by APs that invest heavily in logistics. The impact of such distribution strategies are evident – the distribution and storage cost amount to 25-30% of all total costs (in some cases are even higher). This dichotomy is related to diverse factors. Large companies have developed by building their own distribution channels while increasing their sales and reducing transaction costs (vertical integration has the advantage of low transaction cost). Exit barriers are high and level of trust in outsourced distribution is low and complexity of relationship is quite high. Other reasons that explain the lack of interest of distribution companies to collaborate with Albanian APs are related to small scale operation, need for specialized distribution due to specific transportation requisites for some products, inappropriate product mix, etc. SMEs face more challenges in terms of marketing. Store buyers are reluctant to deal with a multitude of small suppliers. Increased transaction costs and SMEs lack of contract discipline are major drawbacks to ensure product availability. A compete rather than collaborate attitude is another problem that increases operation costs.

APs that face more challenges in terms of cost management and access to markets are the ones that don't align their stage of development and the type and scale of their operations with suitable market outlets. This might be considered as one of the main challenges in distribution and market strategy.

Pricing. SMEs in agro-processing are generally price takers, usually following pricing strategies of large companies, which usually follow the trend imposed by large foreign conglomerates. There is evidence of such pattern especially for those markets and products where competition between Albanian and foreign companies is quite strong and competitive pricing[13] is a common strategy (meat processing for example). In some other markets, such diary, cost based pricing[14] is used by APs, although there is evidence of product line pricing[15]. Product differentiation and loyalty of Albanian customers to "local" and "typical" products seems to be the only possible strategy for SMEs to get a premium price[16]. Small size operations lead to higher costs per unit and low profitability. There is evidence of some exceptions in terms of pricing strategy (e.g. case of Cobo winery that uses premium pricing) especially for well marketed high emotional value[17] products like wine.

People. As a common case, there are no human resources allocated to marketing, except for salespersons which is the case of some large companies. Usually, marketing functions are performed by owners and managers.

In summary, it can be concluded that the APs revealed demand for marketing services offered by domestic BSPs is critically low. Field interviews inform that only in case of milk processing industry, APs pay only part of technology improvement service cost putting BSPs in major financial difficulties. In

[13] Setting a price in comparison with competitors.
[14] The firm takes into account the cost of production and distribution, they then decide on a markup which they would like for profit to come to their final pricing decision.
[15] Pricing different products within the same product range at different price points.
[16] The price set is high to reflect the exclusiveness of the product.
[17] The customer perceived value of a product is the difference between the prospective customer's evaluation of all the benefits and all the costs of an offering, in comparison to the perceived alternatives.

other cases, APs have paid part of product/service cost to domestic APs but in the framework of some larger arrangement including APs, domestic BSPs, and a third party which is donor agency or bank (rarely). The focus in these cases is not on the service *per se,* but on the benefit of another related product (loan or grant). No other case has been identified where APs have contacted and paid domestic BSPs for marketing services. Having said that, there are cases where APs pay for international consultants in milk and wine processing industries, mainly for assistance in technological processes and product development. (For an analysis of determinants of low revealed demand, refer to Determinants of APs low demand for marketing products and services)

Level of satisfaction

Donor programs and sometimes even banks "recommend" BSPs to the clients or beneficiaries. This situation with only a few BSPs trusted to deliver services has contributed to market distortion and lack of competition, where good ideas and new thinking based on market analyses and business needs are stifled by the standard "tried and tested" or worst "copy paste" *modus operandi*.

On the other hand, some of the business service requirements of APs are very specific. The comments of APs' representatives underline the fact that the "style" of BSP "lacks depth" and "fails to highlight the risks, benefits, real costs" or to provide a "meaningful analysis" of financial and market implications of the planned strategy. This clearly indicates that an opportunity exists to improve the performance of BSPs and to close the gap between expectation and delivery.

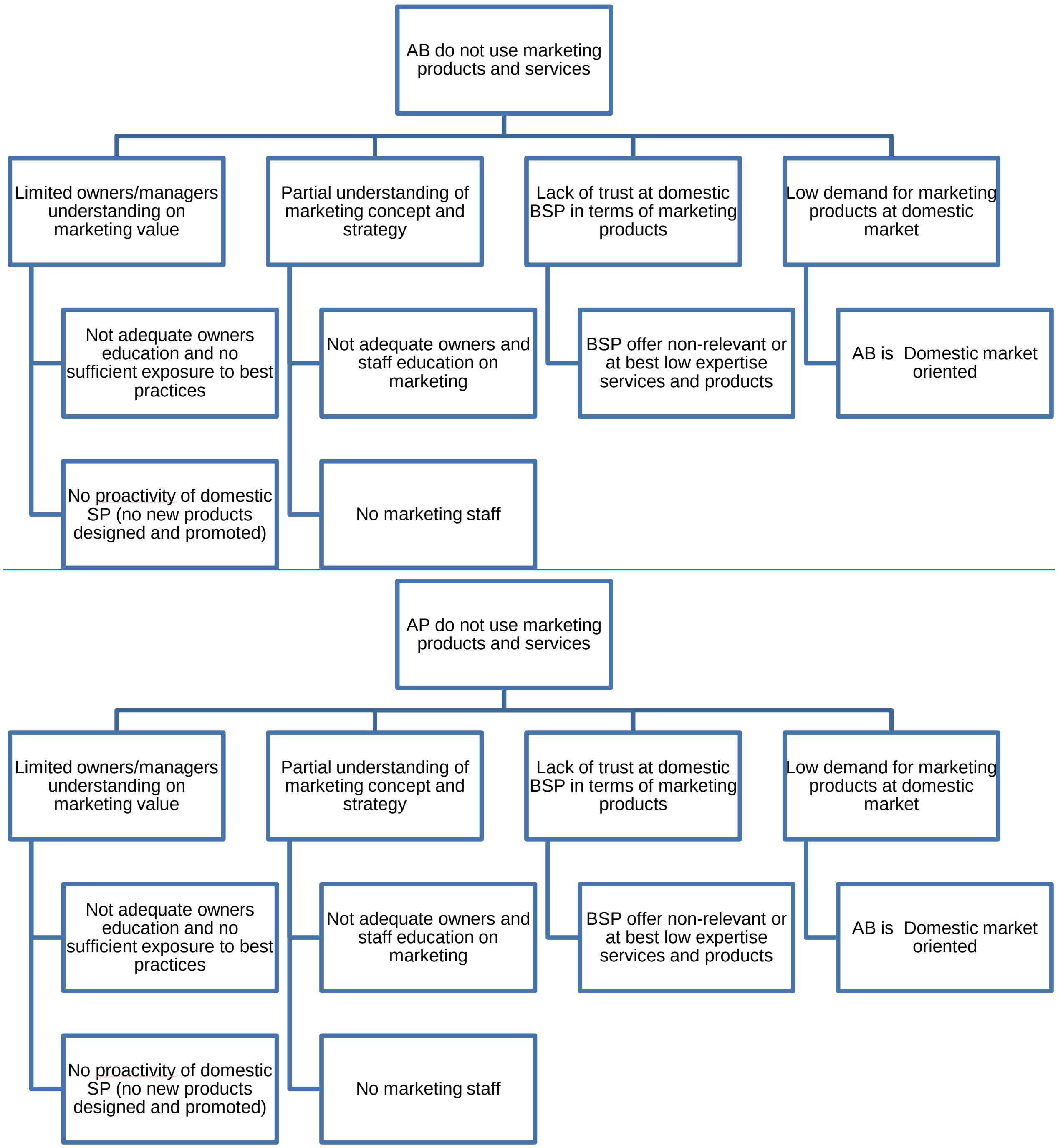
Even in those cases when BSP were contracted by APs the level of satisfaction is generally low, due to "incompetency", "superficiality", or "donor-oriented style" of BSPs.

Although level of satisfaction is not so high there have been donor programs (interviews with Shpresa Shkalla, Agrokoni ltd, FruitAli representatives, etc) and BSP that are considered successful in delivering marketing services to APs (women group of Diber, Shaka ltd, etc). New market linkage, successful product development, technology coaching are considered as important areas in which some BSPs and donor programs have been successful due to a effective combination of grant based programs and high quality business development services provided by both individual Albanian and foreign consultants.

2.1.2. Determinants of APs low demand for marketing products and services

The analysis that investigate causes why APs do not use marketing services reveals that major determinants leading to a very low demand for marketing product and services are (i) lack of understanding of marketing value by highest management level, (ii) partial understanding by AP of marketing concept, (iii) Lack of trust at domestic BSP in terms of marketing products, and (iv) low demand for marketing products at domestic market (Figure 1)

Figure 1: Determinants of AP low demand for marketing services



Understanding of AP business owners and management staff on marketing value is critically limited. Such limited understanding is due to at least two main reasons: lack of adequate education (the majority of AP owners have either technology skills/education or high school/basic education) and limited exposure of AP business owners/managers to peers that "are convinced" regarding an adequate value to marketing services, and the fact that BSP are no proactive and aggressive in terms of "demand creation" (refer to 2.2 Marketing products offered by BSP).

Understanding of marketing concept by AP staff is partial and marketing strategy is missing. For most APs owners and technical staff, marketing is limited to packaging, labeling and advertisement. No explicit marketing strategies are designed and marketing it is not understood as strategic choice to serve a specific segment of customers based on their needs. Some large companies, namely in wine production, have implicit marketing strategies (e.g. Cobo produces high quality wine to serve to high income customers, and Dama in Permet produces ordinary quality wine to serve to low income consumers). No marketing plans exist even for large companies. The latter have developed some elements of an implicit marketing plan, investing in branding, packaging, dislocating salespersons covering geographical areas, etc. Lack of adequate marketing education and common lack of designated marketing personal constitutes the causes of partial understanding of marketing concept and partly explaining the lack of marketing strategy.

Trust of APs on domestic BSPs in terms of marketing products is limited. Very often, marketing services have been supplied by BSPs in the frame of donor-funded projects without enough consideration for business needs. The level of satisfaction of APs from products and services offered is overall low, mainly due to insufficient in house BSPs capabilities and expertise. The most informative case is the advice, coaching and training provided on technological processes in milk processing sector. Low level of satisfaction has convinced many APs to establish stable and permanent relationships with international consultants. Only in rare cases, APs report to have been convinced by domestic BSPs, such as in case of Shkalla olive oil with individual expert from Faculty of Food Chemistry and Permet women group with services offered by AAM.

Domestic market has a low demand for marketing products and services. Sophistication of Albanian customer and her/his willingness to pay for new products and services (new processed food products, branding, packaging, labeling, convenience, service, etc.) is not such that motivates APs to invest in marketing. Hence, there is strong evidence of low level of demand for marketing services requested by APs.

2.1.3. Marketing product and services needed by agro processors and their impact

The demand for services increases proportionately with size of APs. Enterprises that have been in business for some time realize that the most important services are in management skills (training, coaching and consulting can serve as tools to upgrade their knowledge). Some APs like Shaka ltd have changed both their approach to marketing services and staff competencies, after benefited from BSPs that succeeded in product development and quality management. They have invested in a state of art packaging and labeling equipment, changed product label design and employed a young, innovative and dynamic economist who is respected by the owners. This example reflects an overall attitude of large APs that an increased understanding of benefits of coaching and detailed consulting in management issues can change the general misconception of enterprise owners and managers toward the use and consequential usefulness of the range of services offered by business service providers.

The evidence shows that the demand from start-ups, small family-owned businesses and cooperatives for business development services, is low. The services demanded vary depending on the stage of development of the APs and market experience. Usually they would like to upgrade their facilities, visit exhibitions to update their knowledge, participate in fairs to increase their market and expand their client base, improving promotional activities, "carefully calculate" costs and improving pricing strategies.

Marketing services needed by APs by subsector and company size are summarized in Table 3.

Table 3: Marketing services needed by agro-processing companies, by subsector and size

Subsector	SME	Large	Producers' groups
Milk processing	– Develop product identity – Build strong and reliable marketing channels in urban areas - wholesale outlets in Tirana and other main cities – Product and process development and product diversification – Packaging, branding and labeling	– Product development – Upgrading staff capabilities – Consumer preferences, attitudes and behavior studies – Promote traditional improved dairy product – Export market linkages – Certification	– No producer groups identified
Fruit and vegetables processing	– Labeling and packaging – Initiatives of GI trademarks – Marketing strategy based on a viable market segmentation	– Marketing and branding strategy including the following: packaging and labeling, brand awareness – Quality certification and GI – Distribution channels, quality management, technical advice, etc – Train managers and owners on marketing value and marketing concepts – Costumer behavior studies	– Respect traditional technology – Improve branding including packaging and labeling – Improve market linkages and marketing strategy
Fruit and vegetables storing	– No further investigation in terms of marketing services needed – This target group is constituted mainly by farmers that store fruits and vegetables to exploit price fluctuations.	– Facilitate business to business relationships with foreign buyers – Capacity building on process management and technology – Improve packaging and labeling – Certification and standardization – Export market information	– No producer groups identified
Meat processing	– No small meat processing company identified	– Brand consolidation – Costumer behavior studies – Certification – Marketing strategy	– No producer groups identified
Wine production	– Promotion through events and fairs – Packaging and labeling – Product development – GI trademark	– Publicity: TV programs that emphasize the quality of "Albanian wine", "Blej Shqip"; – Promotion through events and fairs; – Focus publicity on "Quality of Albanian products" – Brand awareness – Customer behavior studies	– No producer groups identified
MAP	– Build together with exporters traceability systems – Improve supply chain governance to reduce transaction costs	– New market linkages – Traceability at export and consolidator level – Improve supply chain governance to reduce transaction costs	– Work with group of farmers on product post-harvesting challenges such drying and storage – Product diversification

A close look at information in Table 3 reveals patterns both at industry subsectors level and company size level.

Main needs by subsector

- Milk processing industry: development of product identity comes out to be a critical need;
- Fruit processors: development of GI trade mark is an important marketing need which highlight the need to deal with typical products;
- Fruit and vegetables storing and distributing companies: export market information and linkages are desperately needed revealing the limits of domestic market;
- Meat processing: consumer behavior studies aimed at product development certification;
- Wine producers: National promotional campaign to emphasize the quality of “Albanian wine”, “Blej Shqip”
- MAPs: post harvesting technical skills to improve quality and traceability systems (export level)

Main needs by company size

- Large companies: new product development (including consumers studies), export market information and linkages, certification, and marketing strategy.
- SMEs: improvement of technology process intended to result in consistent product, development of product identity, including branding, packaging and labeling, and development of GI trade mark.
- Producers’ groups: improved market linkages, branding, packaging and labeling and standards to respect traditional technology, particularly for groups producing typical products.

2.2. Marketing product offered by service providers

2.2.1. Products and services - An overview

A key characteristic of the sector situation is the large role played by donors and NGOs. Donor programs and projects together with government agencies interventions constitute one of the major sources of capital financing and capacity building for APs. The biggest problem is the volume of the assistance in relation to the BSPs market, resulting in fairly extensive distortion of many service markets.

The other factor that influences markets includes laws, rules and regulations enforced by government and state owned agencies. Law empowerment in APs is crucial to the development of services such standard and quality certification, food safety (including packaging, storing, etc). Government agencies are not able to empower such a regulatory system in the APs market giving birth to an “anarchic” “law of jungle” market where “there is no room” for such “sophisticated” services due to lack of motivation to improve such standards. There is a strong concern among BSPs that state owned agencies are neglecting the role of BSPs and associations of producers as important factors in APs sector development. Competition without market rules motivate some APs to neglect some standards and cutting costs in order to compete. Some other services such seal of quality for example can be provided by BSPs and APs associations. State owned agencies are considered to be not collaborative at all in supporting initiatives to regulate the market or create a “favorable environment” for such development in the sector.

Social norms and the strongly conservative family-owned businesses create another barrier to sector development.

The majority of the players in the market are small, privately owned companies or NGOs and foundations. There are a few exceptions, like Institute for Development and Research Alternatives (IDRA) ltd to this sector pattern.

Following is a list (table 4) of general business services: business and strategic planning and training, business process engineering and product development, market research, standards and certification, marketing and promotion.

Table 4: Taxonomy of marketing services offered by BSPs

BSPs	Products and services offered	Demand – comments
Certification and business to business facilitators (AZ consulting and CDQ)	– International Standards Organization (ISO), HACCP, BRC certification – Market linkages for exporters especially in some European countries (Business to Business (B2B) services) – Advocacy, lobbing and consulting for large Albanian agro-processors on export documentation, standards, etc – Training on certification, standards, etc	– High demand for such certification services due to increased regulation in the market – High demand for services that facility access to export market
Market research companies (IDRA ltd)	– Market research, product concept, branding strategies, business environment research – B2B, marketing analysis and evaluation, segmentation studies, advertising assessment – Data warehouse and data processing, sales systems	– Increasing demand by large conglomerates (international or large Albanian companies) – Services characterized by high specialization and accountability are afforded only by some market players
Process and product development – subsector oriented (ADAMA)	– Product quality certification, seal of quality – Product development – Process planning and management – ISO, GNP, HACCP certification – Distribution and market linkages – Particular focus meat and milk processing sector	– Demand is stagnating – Low interest in product development – Product quality certification needs collaboration with Albanian authorities
BSP specialized in promotion, GI trademarks, branding (AAM)	– Regional branding ("Produkte Jugu" and "Produkte Alpesh"); – Marketing concept; – Training on regional brands; – Event management, like fairs, etc; – Creating market linkages – "from small producers to retailers" and foreign markets; – Particular focus on fruit processing and MAP;	– Stable demand from donor organizations – Small APs unable to pay for such services – Regional branding is appealing to some APs
Regional BSP (Teuleda, RDA Korce, RDA Tirana)	– Business planning for agro-processing companies – Build market linkages – Training and capacity building – Promotion, preparation of booklets, leaflets, etc – Strengthening supply chain cooperation – Territory promotion	– Stable demand from donor dependent organization – Strong networking and good knowledge of local actors and stakeholders
Universities (Faculty of Biotechnology and Food)	– Food technology education – bachelor, master and PhD study programs – Food processing technology - Experts specialized in food processing technology: milk processing, meat, olive oil, and wine production). Some consultancy experience – New product development - project developed to develop sheep and goat cheese new products	– Unique capabilities and competences of Universities are not exploited due to lack of organization flexibility – there is an unexplored potential to satisfy high demand for such services

Business Service Providers– main findings

BSPs welcome all profit-making opportunities. Many of BSPs diversify in a wide range of services even in those categories they might not have the necessary experience and know-how. BSPs are not actively trying to develop the market with their clients, rather many BSPs respond primarily to donor initiatives, selling to the donors rather than to the APs. There is evidence of a strong positive correlation between donor source of income and high level of service diversification. IDRA ltd can be considered an exception to this pattern – diversification came as a natural response to market trends. The company got bigger through organic diversification and restructuring.

Business Service Providers have some focus regarding products and services provided to APs. Although many BSPs try to adapt to donor's initiatives, some BSPs offer specific services.[18] Additionally, there are some that have developed their own core competencies (example: IDRA ltd, CDQ, etc). In these cases, there is evidence of management focus on human resource (HR) training and long-run vision.

BSPs level of commercialization is low. BSPs are not trying to develop the market for their services, either with the direct or indirect client. A common way to get new clients is word of mouth and networking. They do not advertise or promote their services but rely on existing relationships especially with some donor organization. Some exceptions, especially at a local level are evident in some remote areas like Dibra where BSPs maintain strong and continues relationships with APs. Promising – still to verify - is the initiative known as Albanian Consultants Network (ACN) whose main aim seems to be signaling – transmitting to businesses network member competencies and facilitate B2B contacts.

In house BSP capacities are low. BSPs lack practical experience in the technical requirement or markets knowledge. When dealing with planning, strategy, etc., BSPs seems to be unable to interpret the consequences of the outputs they offer and/or "translate" action into tangible results for APs. In some cases [example: Albanian Association of Marketing (AAM), IDRA, RDA Korce)], BSPs contract individual consultants or "technicians" to deal with difficult assignments or contracts, however, there is no evidence of remarkable effectiveness in the studies coaching their performance.

Overall, BSPs have not developed individual marketing strategies. Despite the fact that some of them are specialized on some area, BSPs do not have a strategy based on which they can capitalize on or position themselves in the market.

[18] IDRA- consume studies, AAM- typical products and event management, Regional Development Agencies (RDAs)- business planning, ADAMA- meat and milk processing technology, CDQ – certification and market linkages, etc

2.2.2. SWOT analysis for the whole BSP community with specific SWOT in Annexes

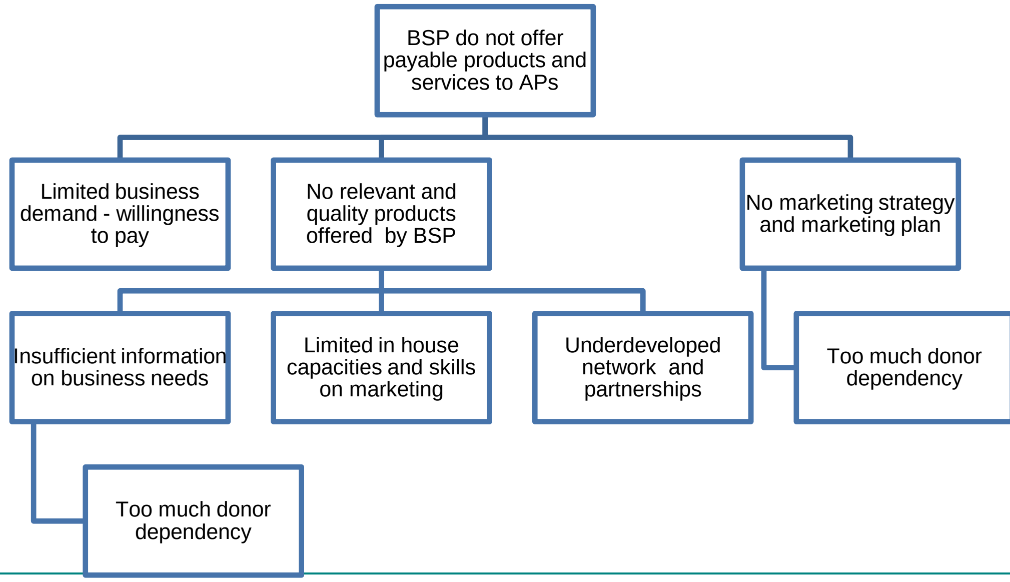
Table 5: SWOT Analysis for Business Service Providers - summary

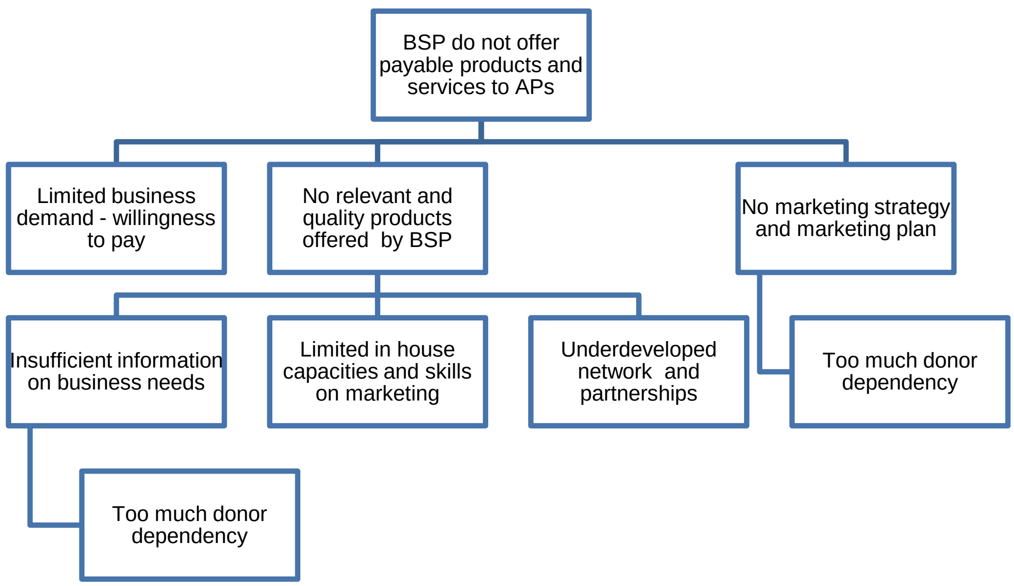
Strengths	Weaknesses
– Focus developed – each BSP has its main area of activity – A BSPs network – Albanian Consultants Network – is being developed	– No marketing strategy – Limited in house expertise – Limited partnership – Dealing with everything that generates income
Opportunities	**Threats**
– Some large APs companies have a latent demand for BDS – Export markets have very high standards in terms of product quality, packaging, supply chain management, etc. "forcing" APs to deal with such challenges	– Critically low demand from AP for marketing services – Excessive donor dependency

2.2.3. Determinants of limited marketing supply by BSps to Ap

Inputs from APs, BSPs and sector experts support that, in addition to business limited demand for marketing services (Refer to Determinants of APs low demand for marketing products and services), other important factors are relevance and expertise of products/services offered and the lack of a marketing strategy for products and services BSPs offer or plan to offer (Figure 2).

Figure 2: Determinants of limited supply by BSP to AP





BSPs do not always offer relevant products/services and in-house expertise is insufficient. BSPs have insufficient information on problems that businesses face (including marketing problems); therefore the products and services they offer are not relevant. As a general case, BSP offer products and services to APs ordered by a third party, mainly donors such as development agencies, development banks or even commercial banks. In numerous cases, BSP have provided services to APs ordered by development agencies such as USAID, SNV, GIZ, EBRD, Commercial banks, etc., and not by companies themselves. Only in one case, French food product international conglomerate Danone, has directly contracted an Albanian BSP (IDRA) to conduct a consumers' study on yogurt market. In-house capacities of Albanian BSPs are low despite the focus each of them has developed. In house marketing expertise is overall insufficient, expect for a couple of BSPs (IDRA for consumer studies and AAM for typical products). Partnership to enhance complementarities in areas of main focus is a "rare event", even when is reasonably obvious. BSPs market is relatively small and competitive making BSPs reluctant to collaborate with each other even in those cases were such partnerships may result effective. Lack of information about BSPs other than direct competitors is another reason why weak collaboration between different organizations is a pattern in this market.

BSPs commonly do not have marketing strategies and marketing plans. Though there is some focus in terms of products and services offered, BSPs do not have a marketing strategy as a way to supply APs with specialized products and services. There is a lack of product/service promotion as well as product/service development by BSPs.[19]A major reason explaining marketing strategy and plan is high BSPs dependency on donor agency funding.

As resulted, one of the biggest overall constraints to market development is the existing attitude of APs owners and managers toward the use and consequential usefulness of the range of services offered by business service providers. The distorted expectation of getting immediate benefits from the business development services rather than understanding the long-term benefits has caused many of APs to consider BSPs as inefficient partners.

2.2.4. What BSPS need?

A comprehensive plan intended to capacitate BSPs to supply relevant and high quality services to APs may be developed as follows: (1) support to increase BSPs in house capacities and expertise, (2) built BSPs partnerships (two ore more BSPs working in the same project), in order for them to provide relevant product and services to APs, and (3) support BSPs to develop strategic plans and signal them to APs.

Increase BSPs in-house capacities and expertise. Inputs from field interviews support that BSPs are not always able to meet the demand of APs for marketing products and services. There is therefore a need to support BSPs to develop expertise capitalizing on their strengths. Tailored capacity building activities may be designed taking into consideration common needs for groups of BSPs or even individual needs of BSPs. Engaging international experts (consultants), who have a good reputation among APs, to work together with domestic BSPs, may prove successful. Dutch Programme of Retired Experts (PUMI) or similar Swiss expert initiatives – but not limited to – may be considered.

Build partnerships among BSPs. Partnerships prove very difficult among domestic BSPs even in areas where benefit from partnership is obviously resulting in lost opportunities. From consultants' understanding, several reasons hamper partnership building, namely lack of trust to one another sometimes based on previous business relations, unease to expose to each other skills, capacities and most importantly to operating practices, and small consultancy market and a "tendency to have all for oneself". In more general terms, difficult partnerships are explained with determinants of concerted actions which are particularly difficult in Albania. Developing partnership among domestic BSPs in similar but complementary areas of expertise is expected to result in a *win-win* game for all partners involved. Supporting BSPs to provide relevant product and services to APs, making both sides (APs and

[19] IDRA is developing an online platform for market segmentation (offering studies for interested APs that might help them with market segmentation and eventually with positioning), AAM has developed regional branding, and ADAMA has developed the Seal of Quality

BSPs) assist in success experiences will help them both learn the benefits of working together; this is a major outcome in addition to solving a business problem.

Develop strategic plans for BSPs and signal them to APs. BSPs are businesses as well. As such, they should have their own strategy and marketing plan which does not seem to be the case. Hence, BSPs should be supported to develop a strategic positioning and marketing plan and signal to intended target group (s). The project may support them to start and implement a strategic and a marketing plan.

Gender considerations

The research team identified three main patterns of women involvement in agro-processing:

- Women groups – producing typical products like jam, compote, dried mushrooms, jufka, etc.
- Labor intensive tasks in milk and fruit & vegetables processing industries
- Women as production managers in small family businesses

Women groups

Innovation is the key to growth, development and success for this group of women. Successful interventions need to respond to change in order to prevent saturation and stagnation of the market experienced by some women groups like the ones in the regions of Korca and Diber. The challenge is to identify ways to develop and strengthen the skills of women groups to respond to change. Supporting access to finance and markets for these groups of women could be considered a point of entry for the RisiAlbania program. Another major bottleneck is the access to information on small-scale technologies that help producers store and supply value added products to the market. Identification and development of appropriate marketing channels like typical restaurants and hotels can be considered an effective approach to increase sales and ensure long-term employment.

Labor intensive tasks in milk and fruit & vegetables processing industries

Milk and fruits & vegetables processing industry use intensively women labor. While in fruit processing industry, women deal with low skill tasks such as fruits and vegetables washing, preparation for processing, disposing in jars, etc., in milk processing industry, women perform more qualified tasks, including milk supply admission, looking after technological processes, etc. Improving technological processes is an important intervention to be considered in dairy sector. Product development is an important intervention for both dairy and fruit & vegetables processing industries. These interventions are expected to increase sales and hence increase chances for women employment.

Women as production managers in small family businesses

Although many of the women are skilled in production, there is a need to also improve technical skills involved in innovation, like product development and process management. Coaching projects should be considered to respond to these needs. On the other hand, running and managing a business requires a range of skills and abilities including marketing and budgeting. In order to run a business effectively, it is essential to have access to reliable and such know-how information. Coaching should be performed considering not only the technical side but also the above-mentioned aspects of management.

Youth considerations

Interviews with APs revealed some success stories of young professionals specialized in management and marketing that have brought a new, innovative approach to the marketing purpose within these organizations. They are considered valuable human resource for some large companies. In some cases, owners complain about a lack of such trained professionals. The research team suggests that internships, education programs on technology and marketing can be considered in order to ease the recruitment process.

Three to six-month internship programs offer students with management, marketing or engineering qualifications the opportunity to gain first-hand experience. Mentoring and training, as well as six months of on-the-job experience, increases the potential of their permanent employment.

Host companies can enjoy direct benefit from having an on-site individual dedicated to identifying marketing (or other) opportunities.

3. Byproducts and Crosscutting issues

3.1 Byproducts

Access to Finance

Lack of appropriate business plans, management and support services, lack of organizational development skills and know-how related to technology and processes were some of the challenges identified during our research. Carefully targeting the needs of APs for business plans that fit the Instrument of Precession in Rural Development (IPARD) like criteria, or grant schemes launched by Payment Agency could result as a good approach to face finance and marketing challenges.

In the frame of European Union (EU) integration process of Albania, MARDWM is receiving support by the European Commission to strengthen the agricultural structures in production and processing of agricultural products. Within this objective the Ministry of Agriculture has launched a grant-scheme for the support of agriculture and processing of agricultural products in Albania for the years 2013-2014. The support is provided under a project which will be implemented under IPARD programme.

Payment Agency has already launched other grant schemes that will support cooperatives of farmers and APs. A clear business plan is considered a prerequisite to apply for such grants.

Many other donor organizations and in particular banks and MFI make their decisions, respectively on grant and debt financing, based on presentation of sound business plans by applicants.

Business planning with an emphasis to business modeling and marketing planning might result a valuable tool to ease access to finance for many startups or APs that are restructuring their organization in terms of production and marketing.

3.2 Crosscutting issues

The major challenges among APs remain (1) food safety as a mechanism to limit unfair competition, (2) certification issues, and (3) publicity campaigns for Albanian products.

Competitiveness of Albanian agro-processing companies in domestic and export market depends on a number of determinants such as : individual company size and development, coordination of value chain between private companies, public and private services supporting private actors and other more specific issues related to the role of state owned agencies, APs associations and BSPs can play in developing this sector.

Inputs from agro-processing companies, service providers and experts converge in highlighting that enforcing food safety and food quality standard, certification, and promotion of domestic products, meant as a national permanent commitment, are very important factors to BSPs market development.

Enforcing food safety and food quality standard has become a critical issue for many agro-processers, particularly in milk processing industry. Food safety problem affects directly product quality and its shelf life. Additionally, it prevents milk processers to improve dairy product quality. As Kongoli (2014; field interview) put it, “Milk processers cannot produce dairy products with less salt; they have to use too much salt to cover safety problems”. While cheese “falsification” (using amidon or skimmed milk) is a well known problem, in extreme cases processers have even used more dangerous materials (Uruci, 2014; field interview). The National Food Authority (NFA) has specific tasks such as: disciplining vaccination before beginning of milk season, or more generally enforcing labeling and checking the label content, enforcing hygiene conditions at food production establishments and so on. Developing synergies with APs associations, state owned agencies and other stakeholders to support, promote and strengthen best practices might constitute a first step to provide other APs with a model to be emulated.

Certification could not be effectively used as a marketing tool unless regulatory and inspection bodies, particularly NFA and Consumer Protection Agency radically improve their performance which will result in consumer trust in different types of certificates (ISO, HACCP, regional brands, Protected Designation of Origin (PDO) and GI, bio-products, quality seals, etc.). A convergence between advocacy and marketing-related interventions should be explored. For example, seal of quality should be supported not only by some APs associations but should gain the attention of government agencies too. Implementation of strategies that aim to provide information to customers about product quality, geographical indication might be very fruitful to those APs that produce value added products.

Promotion of domestic products should become a national priority. Private sector, government agencies, development agencies, and media – all have a role to play in promoting domestic products with special focus on food products. Though, important progress has been made with respect to import substitution, imports still remain unreasonably high due to the fact that Albanian consumers do not know enough about food processing industry in Albania. Selected large milk processing companies, wine producing companies, women groups in fruit processing, fruit and vegetables producers and store owners and other companies represent “the other Albania” which should promoted to Albanian consumers with the slogan “Purchase Albanian”.