

MARKETING AND COMMUNICATION ROADMAP FOR NEW INNOVATIVE ENTERPRISES

ALBANIA

ILIR REMBECI

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0. Introduction of the Project

This report is prepared on the framework of the project "Balkanet", a project financed under the INTERREG Programme, through the sub-programme "Balkan Mediterranean" 2014-2020 funded by the European Union.

The objective of the Project "Balkanet" is supporting the agro-food industry.

The Balkan Network of Ideas for Sustainable Innovations in the Agri-Food Sector ", aims to improve the innovative capacity of the agri-food sector and specifically of SMEs that face some challenges in their development in the regions where the project operates. The project supports innovation processes in three areas of different themes, in order to create innovative territories. The main challenges can be mentioned: (i) external migration; (ii) high unemployment (especially youth); (iii) social cohesion; (iv) the inability of the labor market to create new and sustainable jobs; (v) difficulties in consolidating start-ups; (vi) potential difficulties in SME growth: (vii) competition and difficulties in opportunities for regional cooperation.

Since agriculture is a relevant economic field of the BMP area, the importance of the project is mainly focused on the development of the agri-food market through a transnational pilot model of the Local Stakeholder Network (SMEs, institutions, research centres, young innovators and civil society) and the transfer of innovative best practices.

The report provides an overview on the issues regarding to marketing and communication tools to be used by the point of view of the new innovative enterprises to give them a Roadmap as tools for following and improvement of their marketing and the communication issues within the enterprise considering different components that have impact on the strategy of the company to stay in the market, to develop and expand that in the local and the international market.

The report presents also a case study of the marketing and communication tools implemented by an Albanian company operation in the agro-processing sector.

1. Introduction to the Roadmap tool

There are some definitions of a Roadmap. It is used in different fields, but, before given the clarification on the roadmap concept, firstly the report will try to explain the difference of roadmap concept versus planning concept, in business field.

Hence, any company acts in two directions: planning and plan implementing. The planning requires investment in a considerable amount of time and resources in conducting researches till

to reach in preparation of the detailed plan. The benefits of a company from planning is that it can set goals, breaks down them in the specific objectives, organize and coordinate activities of all employees, measure performance, decide the most efficient use of resources, communicate with teams on how their work contributes to the overall organizational target and undertake actions needed to reach a goal.

In this way, the company needs to communicate the strategy to their staff. Therefore, the roadmaps serve to give the staff a clear strategic overview to ensure that everyone on company shares the same understanding of the goals and help everyone to be in line with the planning. Also, a project plan is prepared considering the details on the activities, the time when they will be delivered, how much the cost of delivery will be, and who is potentially in charge for delivering the activities/project. The tool to present a project plan could be a Gantt chart.

2. Literature Review

There are different definitions for marketing formulated by authors, researchers and marketing institutions. This report will cite the definitions formulated by the father of modern marketing Kotler and Armstrong. In (2010) they gave this definition:

*“Marketing is the social process by which individuals and organizations obtain what they need and want through creating and **exchanging value** with others”.* This definition was improved by considering marketing *“The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return”.*

In both definitions, it is recognised the importance of exchange values and establishment of a longer-term relationship with the customer.

The traditional marketing field or the new recent ones, as service marketing, business-to business, etc have the approaches that suggest always the interactions between suppliers and customers, so this interaction is important in the marketing. But, when the new marketing fields have emerged the influence of marketing is changing in time.

In the Marketing Theory, (Baker M, & Saren M, 2016, page 43), the author creates a relation between the marketing theory and time, cited *“marketing theory is not immune from the spirit of the time”.* On the positive side its fast-moving tendencies enable it to develop new theories to quickly and adapt more easily to change in the economic and social environment. On the other hand, this tendency orientates the marketing theorists to follow the latest trends.

Based on above, it looks that also the marketing theories chasing the fashion. On a historical journey, it is learned that the theories have been developed, enhanced, but in short terms, as due to the changing of the condition, they are replaced by others. Proven marketing strategies to be effective for business growth are B2B and B2C, depending on how they match to the business situation.

Although, these theories did not consider the customer research, they are replaced by C2C and P2P (peer to peer). Also the classic 4Ps of Marketing are not staying for a long period as it was expanded with 5P, 7Ps and even 9Ps.

Some of the Marketing theories applicable to the agro-food sector are mentioned below out of a number of Marketing theories. These theories, can be selected to be adaptive and applicable based on specific sector, internal and external environments on which the businesses operate.

Below there are explained in details some theories that are applicable on the agro-food sector:

1. **Ansoff matrix**, it is used to develop strategic options for businesses
2. **Balanced Scorecard**
3. **Marketing Mix**
4. **SWOT Analysis**
5. **Stakeholder Mapping**

There are other theories used in Marketing, but, this report reviews only some of the theories that are mostly relevant to be used in the agro-food sector.

1. Ansoff Matrix

It was invented by Igor Ansoff in 1965 and is used to develop strategic options for business growth. This matrix is one of the most commonly used tools for this type of analysis. It is simple and easily to use. The diagram gives four possible scenarios, or strategies for future development of product and company's market activities. It is a Growth strategy model that is used as a method for defining which way a company should develop and grow. It opens up for four basic strategies for company development dependent on the priority between **existing and new products and markets**. It is not a question of either/or selecting one combination and excluding the rest, but in which strategy to be focused on and prioritised during a certain period.

There are different ways in which the strategies are selected related to a company's development phases but each company must find its own way depending on the situation.

	Existing Products	New Products
Existing Markets	Sales development (Increase market share)	Product development (Expand product range and improve existing products)
New Markets	Market development (Enter new markets)	Diversification (Start new business areas)

Table: Ansoff Matrix

Sales Development (Market Penetration)

This strategy focuses on increasing the volume of sales of existing products to the same existing market of the company. To develop this strategy, the company should look for **defending the existing market share with possibilities for growing**

Product Development

This strategy focuses on reaching the existing market with new products. Through this strategy, the company should look for **expanding the product portfolio by modifying or creating new products.**

Market Development

This strategy focuses on reaching new markets with existing products in the company's portfolio. To develop this strategy, the companies should look for **extending to the existing market, development of new market sectors or through new geographical areas.**

Diversification

This strategy focuses on reaching new markets with new products. It can be related diversification or unrelated diversification, respectively meaning that the business stays within a market they have familiarity with or the business can move into a market that they have no experience before with. The diversification, is considered a high risk strategy.

Visually, the four strategies can be seen as the open window from which the company meets the environment and the demand from potential markets with its products developed and supported by the internal resources and facilities to meet the competition.

The growth strategy model can also be included in the business analysis model to form a dynamic company and develop a strategy including all the internal and external elements from the marketing plan which are interrelated and which influence the strategy. This is one of the growth strategies models for the companies in agro-food sector. Ansoff matrix, can help the business to design their strategies resulting by analysis of all these four situations. But in this analysis there are not taken into account external factors that influence in the growth strategy of the business, so it is recommend to use this tool as part of a larger marketing tool kit.

2. Balanced Scorecard

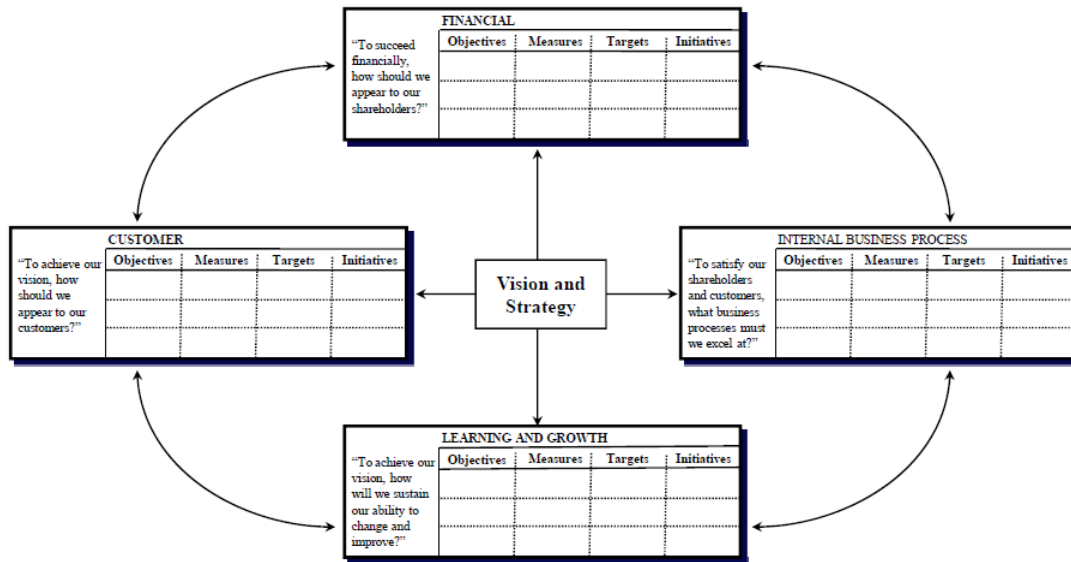
The balanced scorecard is a strategy planning and performance management tool created by Kaplan R.S and Norton in 1992, which is reviewed after the implementation by a number of companies. This allows to measure how well the business is based on the objectives of the company, by the monitoring of staff and the execution of planned activities.

It sets objectives in four perspectives and for each of them should set indicators, values to measure and take initiatives for fulfilment and improvement. Below are mentioned on how the business should perform or take measures looking at and analysing of the four perspectives:

- Financial
- Customer
- Internal business process
- Learning and growth

Figure No. - Original structure for the Balanced Scorecard (BSC)¹

¹ Conceptual Foundations of the Balanced Scorecard, Kaplan R.S (2010)



The Four Perspectives:

Learning and Growth

This perspective involves human resource development through learning and training in order to improve their knowledge and skills. The managers have to identify where to invest for personnel development by using different approaches from training, training-on-job, mentoring schemes and improving communication amongst staff.

Internal Business Processes

Looking at the internal processes is very important for managers to recognise how well their business is performing. It is very important to monitor whether their products and services are meeting the customers' needs.

Customers:

Nowadays the companies are marketing-orientated business compare to sales-orientated businesses. Therefore, the issue on customer satisfaction is becoming more and more important for every business. They know that poor performance in this area leads to customers switching to alternative suppliers and if this is not addressed a future decline will continue.

Financial:

The balanced scorecard is a useful tool as it looks at areas other than finance to judge the performance of a business. This does not mean however that traditional financial metrics should be ignored. Still the financial metrics are still important to see exactly how profitable the business is, such as ROI, Cash flow and financial results.

By implementing a balanced scorecard any the business can hope to achieve improved processes and customer satisfaction, more motivated staff and clear positive financial results.

By using this tool, it helps to give a balanced overview of the company measuring it against its own mission and vision. It can be quite simple to design and implement as actions are directly matched to the desired outcomes. This is a tool which can be used for short, mid and long term performance measurement.

For the large companies may not be one scorecard, but many scorecards for each department. This will also encourage cross departmental integrated communications and the sharing of information to benefit everyone.

3. The Marketing Mix

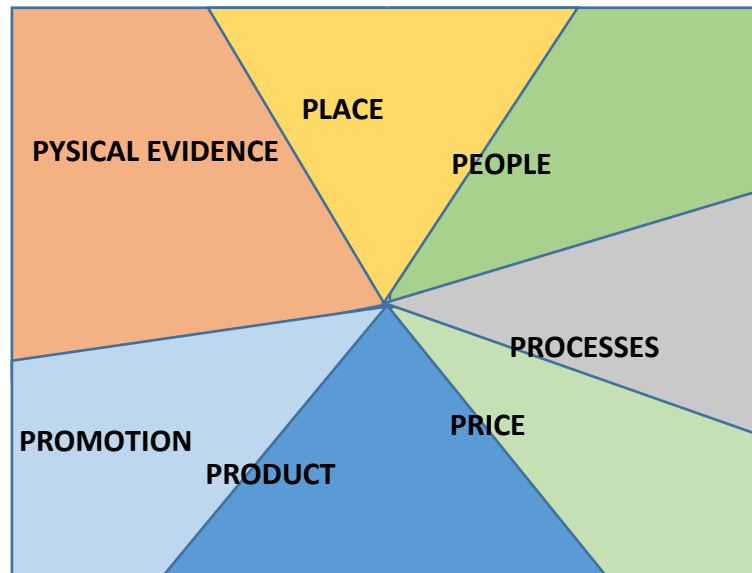
The 4 Ps has been created by E. Jerome McCarthy in 1960. Marketing is a discipline that is in continually changing and as such the companies should follow the trends, otherwise the companies can find themselves behind the competition. The basic Marketing mix of 4Ps (Product, Price, Product and Promotion), as a tool used by businesses to help them determine their Marketing strategy, has undergone fundamental changes

The basic principles are explained below as they still consist of the core of Marketing in agro-food sector.

The Marketing Mix 4 Ps:

- **Product** – means that the Product should fit the of what the consumers are expecting to get.
- **Place** – means the product should be available where are the costumers, in shops, mail order or the more current option via e-commerce or an online shop.
- **Price** – means that the product should always be seen as representing good value for money. It does not necessarily be the cheapest because the customers are usually happy to pay a little more for something that works really well for them.
- **Promotion** – This P of marketing mix is related to advertising, PR, Sales Promotion, Personal Selling and Social Media as all key communication tools for a company.

The Extended Marketing Mix has been created in 1981 Booms & Bitner, where 3 new elements are added to 4Ps and product is considered not just physical things, as it considers as products also the services.



The extended 7 Ps:

- **People** –meaning the staff from front line sales/production to the Managing Director are essential because they are a part of the business a considerable asset for companies
- **Processes** –The delivery of the products/services is usually done with the customer present so how the service is delivered is once again part of what the consumer is paying for.
- **Physical Evidence** – Almost all services include some physical elements.

4. SWOT Analysis

SWOT analysis as a method for planning is produced by Albert Humphrey, an American business and management consultant (1960 – 1970). The theory seems simple enough. It is used to evaluate the **Strengths, Weaknesses, Opportunities** and **Threats** that are involved in a marketing or business project. After objectives specification a business can identify the internal and external factors that have a positive or negative impact on the objective achievement.

Generally, the companies should set the final objective after completing the SWOT analysis. The reason for this is to ensure that the objectives are achievable and not unrealistic given the current internal and external environments. Each business has to deal with both internal and external factors that affect them.

The first two sections (Strengths and Weaknesses) are related to the internal factors, which are important to be analysed by businesses.

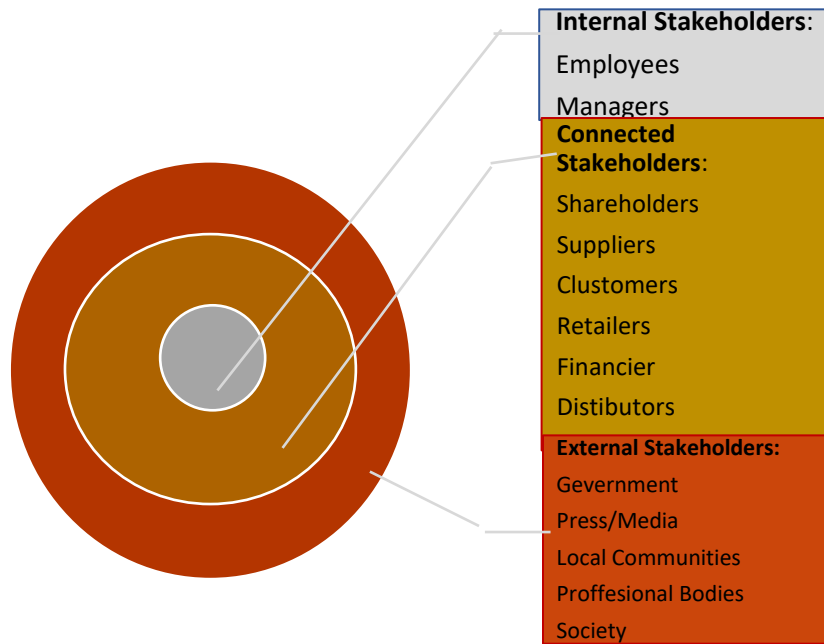
The second two sections (Opportunities and Threats) are used to identify all of the external factors that have impact on the business.

To prepare a SWOT analysis realistic and achievable is important to address the right questions, which lead to formulate the realistic and valuable objectives for the business.

SWOT ANALYSIS		
	HELPFUL	HARMFUL
INTERNAL	STRENGTH	WEAKNESS
EXTERNAL	OPPORTUNITIES	THREATS

5. Stakeholder Mapping

Each business should map the stakeholders with the organisation at the centre. This is important to better understand who are the stakeholders for the business and to analysis the impact of certain stakeholders on the business that could have been overlooked in the past. This theory is important as the business can consider not only the internal factors but mostly the external factors that influence in the business.



Graph: Stakeholder Mapping

The Marketing Environment. It is quite connected to the stakeholder mapping. But in this image it is quite clear, how it is positioned the company within its micro-environment and macro-environment, both of them has specific positive or negative impact for each company.

3. Linkages with the Agro-food sector

3.1 Agro-food sector in Albania

The agro-food sector is an important sector for Albanian economy. The EC (2007) has defined the agro-food sector as a combination of the primary sector (agriculture, hunting and forestry) and the food industry including (production of food products, beverage and tobacco). These sub-sectors are facing strong competitions in the internal market from the imported products coming from neighbour countries and EU countries. Whereas in going international in export market they are competing with strong players in the value chain. Therefore, many businesses in the agro-sector need to adopt new ideas and approaches to be able to compete in the increasing competition.

Agro-food market in Albania is represented by these main actors, which have a different weight in the value chain:

- Farmers and horticulture
- Fisheries
- Food and Beverages manufacturers
- Wholesalers and suppliers
- Retailers
- Consumers (end-users)

Based on INSTAT, on the "Statistical Registry of Enterprises (2018), the Agriculture sector is represented by 42,099 enterprises, out of them 41,946 are considered as the micro-sized companies with 1-4 employees. This is an indicator that shows that in Albania in 99.64% is characterised by a smallholder farmers and only 0.36% of the enterprises/farm in small-sized companies with more than 4 employees. Respectively 76 enterprises with (5-9 employees), 63 with (10-49) and only 14 has over 50 employees.

The description of the situation on the size of companies in agriculture shows that this sector in Albania is characterised by micro farms that mostly are functioning on the family basis. As such, they cannot really be considered as enterprises. This sector in Albania should pass through the direction of closing up or merging small farms to create larger farms, because the experience has shown that production in scale can provide profitability for the sector. They produce for their family and the exceeding quantities are sold in the market. These categories cannot be part of this report as they do not apply any business model to reach to the customers, they are interested only for selling the products and do not consider the meeting the customer' needs.

On the other side, another factor that is dominant in Albania is the farming culture and mentality, together with less education level became strong and very resistance that impede the farming entrepreneurs to be adaptive to the new challenges.

The categories of the organised structures in agricultural sector are the farming, production of different fruit and vegetables, which are developed in the most productive zones of Albania. These companies have introduced new applications or technology of the new know-how in the sector.

The Increased number of greenhouses has given a boom in the expansion of the agricultural production and the increase of export with the different countries in EU and wider. Growing the olives and production of olive oil, horticulture and wine production, the livestock farms and dairy industries are sector of agro-food in the value chain that through big efforts still have difficulties to implement the growth strategies by entering into the EU market.

3.2 Marketing theories to be applied to the agro-food sector

Marketing theories have been developed and adopted in changing circumstances when the sector is facing tremendous changing related to differentiation of customs behaviour, market liberalization and globalization, demography, the urbanization, economic income level, policies in local region and international level, environmental issues, the development of technologies and digitalization and specific situation as it is posed in the recent times due to the pandemic situation of Covid 19. These challenges require *"the need to understand the situation more clearly in order to assist and advocate for a more equitable marketing systems"* (A strategy paper: territorial approach to rural agro-enterprise Development, page 4)

The traditional marketing methods are on the basis of marketing strategies and the farmers/agro-food producers to be successful need to become more market-oriented in response to the challenges that they are facing, *as countries become more market-driven, the input and marketing systems become more complex and sophisticated* (Market orientated farming: an Overview, David K 2013)

Successful businesses are marketing oriented. Today, there are new contemporary perspective on marketing to agricultural and food sector under the point of view of variety of authors.

3.3 Analysis of existing business models

In an analysis of the business model (BM) on agro-food sectors, published in the Article *in International Journal of Social Ecology and Sustainable Development* · April 2016, it is mentioned that the business model is related closely to the characteristic of the sectors. The idea about business model is introduced by Peter Drucker, who advocated that a good BM answers a number of questions, mainly who are the customers and what is valuable for them (Magretta 2002)²

² Article *in International Journal of Social Ecology and Sustainable Development* · April 2016, page 3

Business Models has been applied from different traditional commercial activities to e-commerce in all sectors. Some definition of BMs considered it as a concise description of a system interrelated activities and their contents. the BMs are referred to architecture, a conceptual tool or model a structural template, etc. But BMs are perceived by managers as tools used to design, implement, operate, change and control their businesses. In all definitions given so far, the BMs are defined as blueprint, framework, abstract conceptualisation of how companies create, deliver and capture value.

Several studies on the transition from BM to Business Model Innovation (BMI) are focused on large companies or technology. Less attention is given to micro-small companies as farms that have low technological products. Most of agricultural entrepreneurs have their focus limited only on how to grow and market the products at lower cost and less are involved in product innovations. This demonstrate that managers often lack of capacities to adapt to the unpredictable changes in its environment.

The agro-food sector, especially agriculture is highly labour-intensive, but in many EU countries the farm production has been developed to large scale production and application of mechanization and new technologies have resulted to higher production and less employment. This has brought in creation of larger farms by reducing the number of small farms. Agricultural entrepreneurs consider themselves as producers and suppliers and not as contractor, operators or product developer. In this situation the entrepreneurs should find other new innovative ways to meet the needs of the market, but this require the changing also in the mindset.

But, among the farmers there is a traditional mindset that do not consider changes, as necessary. It is evident that there is improvement in technology, efficiency capacity, etc., but in business term there are minor changes in the sector. Although agro-food industry has low tech and less innovation in comparison with other sector, actually there are interest in the agro sector for innovation of different types, including product, processes and service innovation.

The literature emphasizes the need for organizations to quickly adapt their BMs in response to industry change and the appearance of new opportunities. But this is not quite easy for all the business to respond to such external events. However, organizations often encounter barriers, which can be divided into internal and external barriers. Internal barriers relate to company leadership, mindsets, and other human factors while external barriers relate to company environment such as the behavior of competitors, consumers, and governments (Sandberg & Aarikka-Stenroos, 2014).

4. Road-mapping: analysis, typology, method, advantages & benefits

The roadmap is a communication tool that **outlines the strategic direction, goals and strategic plan within time frame for a business**, which in the contrary of the project plan does not give details on exactly how this might be achieved, as the list of activities, costs and intended delivery dates, responsible staff/department, etc.

The roadmap in business field is considered **as a strategic overview of a significant business initiative**. It is a structured approach to analysis the company business environment. Being a central overview, the roadmap is as reference point for a business and when the business initiative requires changes, it is easier to alter or update the priority of tasks and milestones.

The importance of implementing an effective roadmap is that it delivers value to customers and the organization, it is optimized for learning and avoids making promises that can't be kept.

Roadmaps are usually used by specific managers of the companies, strategic manager, product manager and project manager, marketing manager to manage the development of a new product or the overall implementation of the company initiative. Therefore, it is in the benefit of the company having a roadmap, as it keeps the staff/departments/ managers in the same direction to the scope, objectives and timelines of the business and it is a tool that can easily communicate the changes. Based on above, the roadmaps can be updated frequently and should serve as a living working document to be simple, easily understandable to share will all stakeholders when it is needed

4.1 Analysis of the different Roadmap models:

There are different types of marketing road-maps Some of these types are:

- strategy roadmap,
- product roadmap
- activities roadmap,
- portfolio roadmap,
- Custom roadmap

Strategy roadmap

A strategy roadmap shows how strategic marketing initiatives tie to your overall goals. This type of roadmap is useful when you need to show leadership or board members how your marketing initiatives and programs contribute to the company's objectives. They display the high-level efforts that need to complete to achieve company's goals. They are used to present planned initiatives to executives and other stakeholders and to provide progress updates. Also, it helps internal teams understand how releases contribute to the overall business strategy and drive the product forward.

Product roadmap

A product roadmap can have projects embedded within it, but each project will have a clear timeline with agreed start and end dates. A product roadmap timeline is much more dynamic and more changeable, allowing for shifts or updates as priorities change.

Portfolio roadmap

The portfolio roadmap is a graphical depiction of the portfolio shown on a timeline. It can be a powerful tool for communicating of what is the work to be done and when work is expected to be completed.

The portfolio roadmap is an important communication tool both for senior leadership and for the rest of the organization. It is important that companies prepare good portfolio roadmaps, as they can be easily understood, otherwise they have a poor communicating strategic performance across the organization.

A portfolio roadmap is used in the case when a company want to display the planning for multiple products in a single view. They are very useful, for example, when it is needed to provide a strategic overview of your plan to shareholder or executive. The portfolio roadmap can help the internal staff or teams understand the relationship between different projects to other different teams.

Activities roadmap

The activity roadmap will keep teams, such as sales and support, informed about exactly what is coming and when. It shows when the next campaigns and product launches are happening and provide specific details about new marketing assets that will be delivered.

Custom roadmap

Marketing roadmaps can be tailored to support a wide variety of use cases. For example, it can be used to show how your marketing plans support different customer segments or products.

Releases roadmap

A releases roadmap is used to plan your product releases. They are perfect for displaying the key activities, such as phases and tasks that need to happen to bring your release to market. They are also great for communicating and coordinating release activities with other teams, such as marketing, sales, and customer support. They align everyone around what is coming, what needs to be done, and when.

5. Communication / Marketing road map model

At this point the focus should be placed upon the communication / management road-map. Possible topics to be covered could be the following:

5.1 What is a communication / marketing roadmap:

A marketing roadmap highlights the key projects and priorities for a marketing team. Marketing strategy roadmaps often chart priorities across different channels, such as content, digital, advertising, events and hiring. Marketing teams are typically project-oriented, with many deliverables and initiatives unfolding at once. Roadmaps create clarity from the chaos, surfacing the highest-priority tasks and keeping everyone on track. They also serve as a key communication tool for marketing teams to share their plans across the organization.

Marketing is the engine that drives most business today. But for many marketing teams, it can be difficult to connect corporate strategy to the tactical work the team plans to get done. It is a visualization of how your activities will meet a set of business objectives.

Most marketing teams are still fairly reactive today, shifting between priorities and racing to meet near-term deadlines. It can be hard to know where to focus longer term while completing day-to-day activities.

A marketing roadmap helps you organize the chaos. It defines what you want to accomplish and shows what you will do to get there and when. As you get clear on what you want to achieve, your marketing roadmap will also help you communicate the team's overall strategic direction.

5.2 Benefits of communication / marketing roadmap

The marketing roadmap **aligns** the team around the "why" of your marketing strategy and the work required to achieve it. Coordination, Visibility, Impact, Communication
Also, it is very important, as it **coordinates** each team function, program, or customer segment so each group can deliver the work in synchronized way and on schedule.

It can make **visible** for the entire organization and informed of when the next marketing campaigns and product launches are happening.

It helps to track progress and show the **impact** of your marketing efforts against the overall business objectives. Therefore, it is important to share and **communicate** the company plans to show marketing direction and progress to company leadership and internal teams.

5.3 Guidelines and criteria to create a communication / marketing roadmap

It is important to identify the audience of the road map and possible target groups. They are mostly the internal, but also external. The target groups are Executive leadership, **sales, customer support, IT and development, marketing teams, etc,**

The elements of a communication / marketing roadmap serve to establish the information that needs to be presented in a structured way. At a high-level, a roadmap provides a visual overview of the plans on a timeline. Therefore, it includes items that are necessary to planned in a roadmap:

- a timeframe
- measurable goals
- initiatives to be taken towards the accomplishment of the goal
- schedule of the activities that are currently being implemented
- activities such as press releases or sales tools, in order to project what is to be expected
- status indicators for goals, initiatives, plans, and activities

6. Analysis of proposed roadmap phases and activities

6.1 Marketing road-map: phases and proposed activities

Characterization of the company: description of the contextual environment

The agriculture and agro-food companies in Albania are characterised by micro farm and small-processing companies that mostly functioning on the family basis. But the growing demand for food has led to intensive productive system that many small farms/companies that cannot really be considered as enterprises to be converted to large-scale enterprises. This sector in Albania should pass through the direction of closing up or merging small farm to create larger farm, because on conclusion of different studies have been concluded that the production in scale can provide profitability for the sector. They produce for their family and the exceeding quantities are sold in the market. These categories cannot be part of this report as they do not apply any business model to reach to the customers, they are interested only for selling the products and do not consider the meeting the customer's needs.

The agricultural production reflects the element of culture and regional identity, biodiversity, cultivated landscape which are authentic for each country. Sometimes this factors are dominant also in Albania, including the farming culture and mentality, together with less education level can become stronger and very resistance that impede the farming entrepreneurs to be adaptive to the new challenges.

As above, the saying usually used that farmers must either "get big or get out" is being challenge by the emergence of innovative marketing strategies and innovative practices. Therefore, it is possible that small farm/agro-food companies can stay small or mid-size but still can be successful using the innovative marketing strategies, by adding value to the local products, approaching to the new markets.

Today in Albania there are some good examples of the cooperation between farmers, local food producers, processors and tourism facilities. They use to work together to develop a competitive market position. In recent years it was evident the increased in the agricultural and agro-food export volumes due to an increase of the investment in the sector, local and foreign initiative, supported as well through the State aid scheme and the EU funds such as the IPARD scheme.

Still, the pressure of the costs of inputs and market prices is continuing and the introduction of innovative marketing practices both to promote agricultural product and to connect food processing/production with marketplace is becoming increasingly important.

The categories of the organised structures in agricultural sector are the livestock farming and greenhouse. Although this agricultural industry has coped very difficulties in setting up,

development and maintenance, there are some initiatives of the big farms that are supporting the industry of milk processing industry.

Recently, the production of different fruit and vegetables are developed in the most productive zones of Albania. The increased number of greenhouses have given a boom in the expansion of the agricultural production and the increase of export with the different countries in EU and wider. These production has been supported by the storing capacities through building of warehouses which created possibilities for export of the variety of the fruit and vegetables product in EU countries and the regions.

Agro-processing industry, closely related to production of wines, olive oil, dairy products, meat processing are some companies that have introduced new applications or technology and the new know-how in the sector. Although in small production volume, in Albania there is the production of strawberries and berries, honey, mushrooms, snails, medicinal plants, etc., which still have high potentials for increase the production and exporting.

The "BALKANET" Project supported the development of some new innovative ideas from the students and young entrepreneurs from the respective countries in the Programme areas, which through exchanges of know-how between each other and other mentors have developed further their ideas.

But, before starting a new innovative idea, it is quite important to plan the marketing strategies, product development and marketing, costumers, the target audiences in order to be understandable for the internal personnel, which should follow the strategy and external ones.

The develop a realistic analysis, it is important to relate that to a specific sector and the type of product. Although it will be a theoretical analysis, it will be based on a company, producer of the Albanian wine in an Eastern region of Albania with concrete phase and specific activities undertaken for each phase of a Marketing Roadmap.

Marketing roadmap is the best way to create a long-term view of how the company will promote its product or service to reach the right customers. This aligns the entire organization around what you want to achieve — so you can focus on delivering the right programs and advertising campaigns to get there.

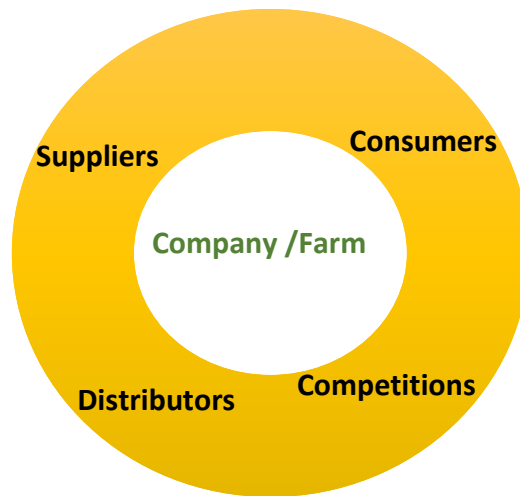
A Marketing Roadmap for the companies starts with the analysis of the contextual environment in which the company is operating. The **Marketing Environment** is quite connected to the **stakeholder mapping**. The company is positioning within its micro-environment and macro-environment, both of them have specific positive or negative impacts for a company.

Firstly, the company will analysis carefully the micro-environment or the industry analysis which are tightly connected to the companies as **Suppliers, Customers, Distributors and Competitors**.

It has to document current strategies of the primary competitors in a given industry and to utilise this information to formulate its market positioning strategy. Through this analysis of the actors operating in the same industry they can provide a solid basis for marketing decision making.

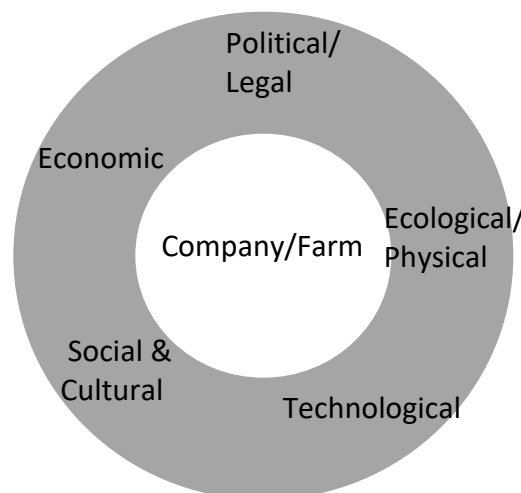
The first phase when a company is starting new venture is conducting of a Marketing Research, by **Internal analysis** of the strengths and the weaknesses of the company and **external analysis**: opportunities and threats that surround the market environment (in micro and macro environment)

Micro-Environment



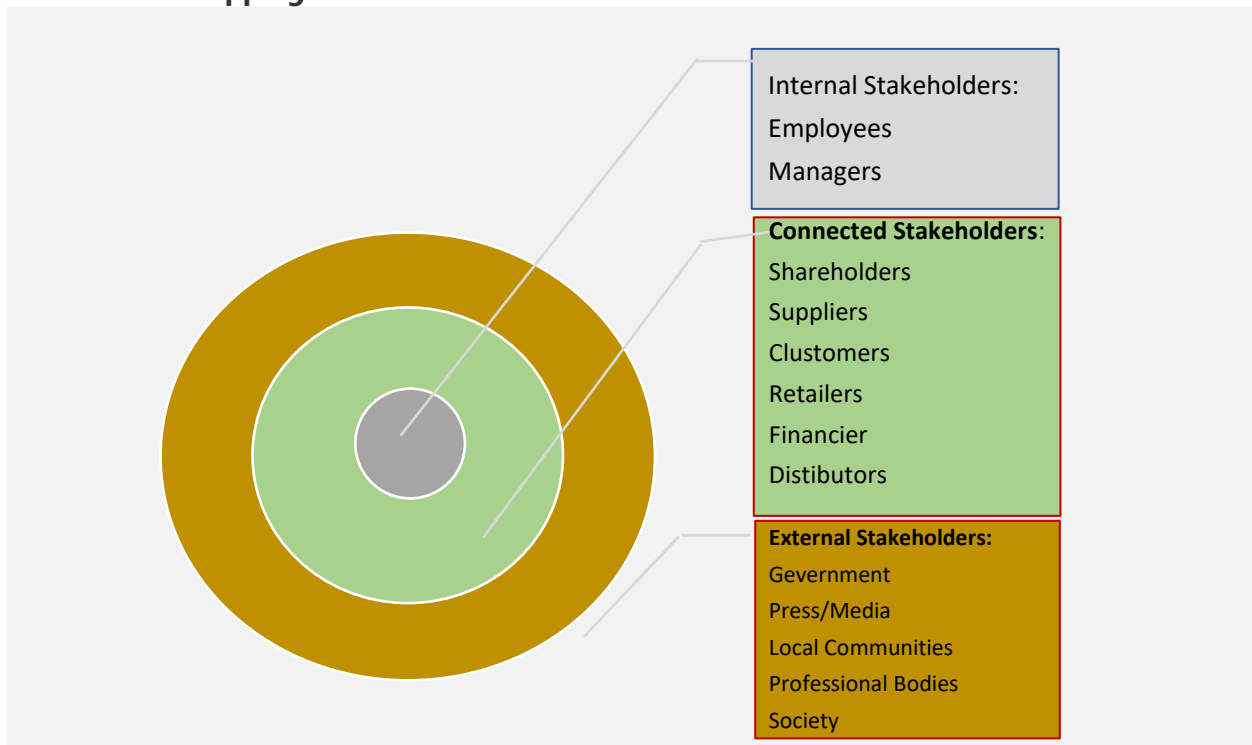
In the macro-environment analysis, the farm/agro-food companies will take in consideration also the external factors which sometime have a great impact on the development or the failure of the company. The macro-environment elements consisting of: Economic factors, political, legal framework, ecological and physical, technological and social and cultural facto

Macro-Environment



It is important that Marketing Environment analysis to be done together with the mapping the stakeholders, with the company at the centre. This is important to better understand who are the stakeholders for the business and to analysis the impact of certain stakeholders on the business/farm. This theory is important as the business can consider not only the internal factors but mostly the external factors that influence in the business.

Stakeholder Mapping



Before designing the Marketing Roadmap, the company will consider what are the key strengths of the companies, which can be considered as the advantages for companies to build the Marketing Strategy. All the factors that have influence on the behaviour of the company in the market should be analysis if they represent strong factor for the companies or they represent weakness. This is quite important for the analysis, as the strong factors of the company can analysis as opportunities in the external analysis, whereas the weakness of the company can be analysis well as they can be translated on the threads that surround the market environment. After analyzing the environment in which the company will operate it defines the goals and vision of the business model.

6.1.2 Design

The Design phase consists essentially in the creation/ development of new business models. A lot of other barriers are existing on the creation of an innovative business model in agro-food sector. To discuss, which is the connection of the business model concept with the profile of the businesses involved in the agro-food sector let explain below the Business Model Canvas.

A BM consists of nine interconnected elements visualised in a **Business Model Canvas**:

1. Key partners
2. Key activities
3. Key resources
4. Value propositions
5. Customer Relationship
6. Channels
7. Customer segmentations
8. Cost structure
9. Revenue streams

The Business Model Canvas starts with examination of the existing business model and then continue with a new business model that requires innovation. Micro-small companies with low technological products face many barriers to BMI. Among these barriers are the high cost of fixed assets, many government regulations, weather and the tradition. The farmers and agricultural entrepreneurs who manage family farms have additional barriers that can be called as farming mentality and culture. They do not see themselves as business manager, although they are facing the same issues and concerns as all manager. The farming culture and mentality are very resistance to change.

From the experience of the author of this report, the agricultural entrepreneurs are comfortable in description of their business model of farming operation, but they have more difficulty in creating a new BM. Their focus was always in their own farms and not on meeting customers' needs. But the customers should be in the heart of all business activities. The Business Model Canvas is very helpful for mapping existing business model, but it is not easy for a company to develop a new business model.

The agro-food sector should consider the "position in the value chain" as an important component of BMI although the BM Canvas does not address this component. The farmers are at the beginning of the value chain, but they have less influence on how the industry is organised, so they cannot make changes due to the fact that they are depending from suppliers and customers. The experience shows that agricultural entrepreneurs who wants to create new business model are limited in what they can really accomplish. Also, the BM should consider the importance of government regulations and policies in the agricultural sector. In fact, the Business Model Canvas

does not address such regulations and policies, which in fact are real barriers and key elements of business model that should be explored and evaluated.

The design phase is comprising of activities like team establishment.

Building a marketing roadmap is a collaborative effort. The first step is to consider the company's overall business objectives. Speak with managers across the organization to understand where marketing support is needed. Gathering this input upfront will help you build a roadmap that aligns with efforts from other cross-functional teams.

Next, it is important to identify your audience so that you can choose what to include on your marketing roadmap. This starts with understanding how the information will be used and the elements you need to include to effectively convey your message. Then, you can create different types of roadmaps to support a wide range of scenarios.

Some marketing teams use spreadsheets, presentations, and other documents to create marketing roadmaps. The company staff can benefit from greater visibility into marketing plans. But each team will have a different focus and interest based on how the marketing plans impact their work.

Below are listed the **common audiences** for a marketing roadmap.

Customer support teams: The managers that interact directly with customers want to know what marketing messages are being shared so they can anticipate customer response. For example, an email campaign might spawn a flurry of tickets. Sharing a marketing roadmap that includes activities with the potential to spark customer outreach will help these teams prepare accordingly.

Executive leadership: Management wants to see how marketing programs and campaigns roll up to the corporate strategy. Presenting these planned efforts in context with your strategic goals and initiatives helps you visualize to executives how that work will impact the business.

IT and development teams: You need to keep your IT team informed of marketing work that may impact technology infrastructure. Creating a roadmap helps you coordinate your implementation timeline with IT.

Marketing teams: the entire marketing team benefits from an integrated plan that shows what you want to accomplish and when. Visualizing upcoming marketing activities on a roadmap improves collaboration and focuses the team on the work required to achieve your strategic goals.

Product teams: Product and marketing teams need to work closely together to drive product success through effective launches. Building a go-to-market roadmap is an effective way to coordinate the timing of marketing campaigns with product launches so you can maximize promotional opportunities.

Sales teams: Sales teams want to know what marketing activities are happening and when. Communicating this information on a marketing roadmap is an effective way to share key events (such as a webinar or tradeshow) as well as the availability of new tools — such as an updated competitor analysis or success story.

Here are the key elements that are commonly included in marketing roadmaps:

Timeframe: Roadmaps typically include dates to show when program and campaign activities will be completed. Choose the time scale (such as days, weeks, months, and quarters) depending on the level of detail you need to share.

Goals: These are measurable, time-bound objectives. Display your marketing goals on a roadmap to show what you want to achieve and the criteria for success.

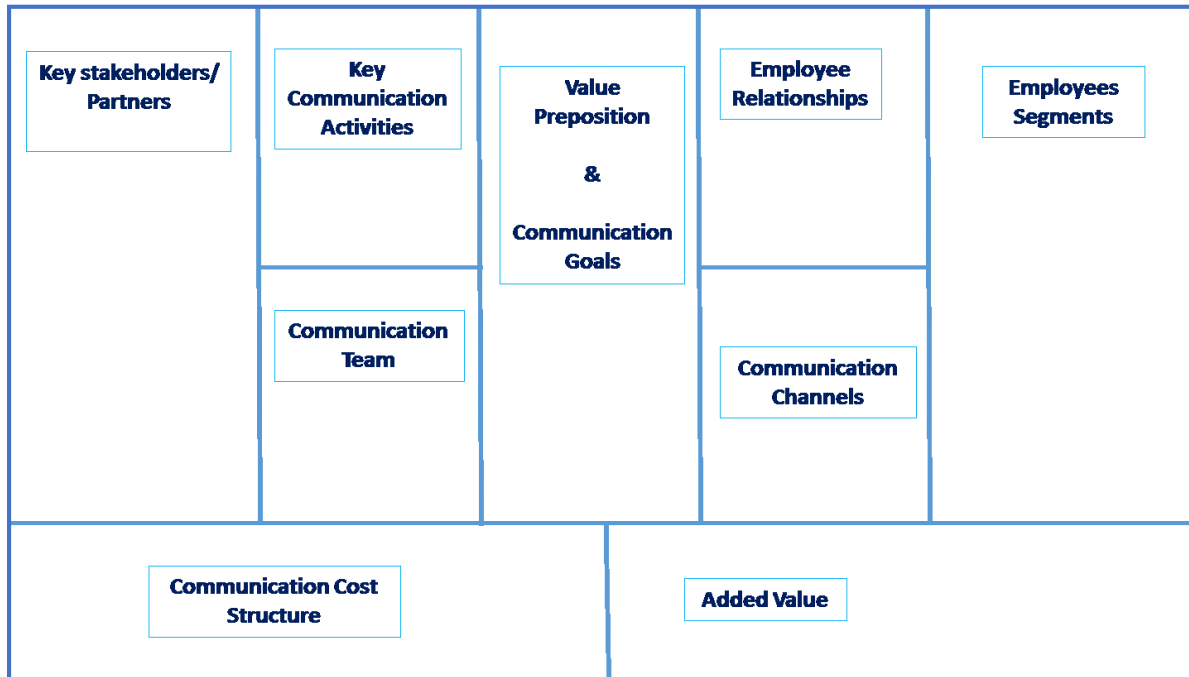
Initiatives: Initiatives are the big efforts or themes of work. Include them on your roadmap to show the key focus areas that are required to achieve your goals.

Schedules: Visualize your major programs, campaigns, and events on a roadmap to communicate what is happening and when.

Activities: Marketing activities represent discrete units of work that are required to deliver your plans. Include activities, such as landing pages, press releases, or sales tools on your roadmap to provide more details about what is coming.

Status: Status indicators for goals, initiatives, plans, and activities are a useful way to show how the team is progressing against your roadmap.

Company's Internal Communication Plan



6.1.3. Implementation

It is about the operational activities such as definition of working plans and schedules. Possible activities: planning, communication, execution and monitoring.

6.1.4 Evaluation

During this phase one must compare the results that were obtained with the expected performance and draw conclusions, in order to make changes in the current business model. Possible activities: preparation to evaluation, current business model evaluation and action propose.

6.2. Communication road-map: proposed steps

Finding new ways to generate ecommerce sales is getting tougher. Competition is fierce. And simply having a presence and a nice looking web store is no longer enough to make you stand out. Winning nowadays requires strategy and squeezing the most out of every opportunity.

As described above before formulation of the business model, the company can communicate the value of your organization, but first you need to understand who you are, and exactly how

your company serves the audiences you want to reach. Therefore, each company should create a brand statement (or a brand definition). e.g Our company exists to provide [benefit], and [benefit] to [audience] through [product or service]

6.2.1 Identification of the target audiences

The next step is to find your target audience or audiences. These are the people/customers that your company is trying to reach. Our target audience is the group of people who are most likely to purchase the company's products or services. Therefore, it is needed to identify who they are and what makes them to be our target, so we can create messages that connect with them.

Here are a few ways to learn more about your target audiences: Survey current customers to learn more about them. Try using tools like SurveyMonkey or Google Forms to gather data from your audience. Ask demographic style questions to gather the information you are looking for.

Search through your competitors' social media followers to see who they appear to be attracting (and compare that to your company own followers). Once you've gathered the data, you need to create a one to two sentence description about your audience. It could look something like this:

Our target audience is made up of professional 20 to 28-year-olds who have just started their first job after graduating from college with a four-year degree.

Remember to keep it brief, as you'll go into more detail later. Record these statements in your communication roadmap. You might need also to communicate with people and entities other than customers, depending on your products/services. Some examples might include: News media, Government agencies, Other organizations.

You don't need to get too in-depth yet. For your purposes at this stage, you're just looking to be mindful every possible target audience your communications strategy may need to consider

6.2.2 Selection and establishment of the information to be provided

To craft effective communication, you need to know your unique selling proposition. Your USP is what makes your business and its products/services different. It's what you offer different from the others whether in higher quality, a lower price, a better customer experience or a new technological innovation.

If the company can't identify your USP, it will be difficult convincing prospective customers to buy from your company instead of your competitors.

The next step in this process is to identify business objectives that are goals your company or organization needs to hit to be successful. Every goal sets need to contribute back to these objectives. After the company define its objective and what makes you unique, and who interacts with your brand or company than your company could be linked with your audience by identifying the messages you need to communicate about your brand/company.

To formulate the messages, the company has to get back to what makes the company interesting and what value do we offer to the world? The messages delivered should be directly linked back to achieving the company's goal.

Everything that do marketing and communications-wise is going to connect and give answer to these questions:

- What are the most important things people need to know about my company?
- What are some common misconceptions the company need to combat against?

6.2.3 Identification of the communication channels and timing

In the [International Journal of Market Research](#), M. Nick Hajili wrote: *"Trust, encouraged by social media, significantly affects intention to buy. Therefore, trust has a significant role in ecommerce by directly influencing intention to buy and indirectly influencing perceived usefulness."*

The next step in the company's communication plan process is choosing the channels that you're going to share your message on. Depending on the sector, but commonly in agro-food industry the channels of communication to be used are the same as in other industries. Below there are mentioned different channels of communication:

✓ **Social Media**

If you decide to use social media (Facebook, twitter, Instagram), ensure that your company is using the best channels for your purposes. Here are some facts to keep in mind about each network: You can also choose the company's networks based on where your audience would be most active.

✓ **The Company Blog**

Some of companies in their website develop a Blog rubric. Featuring a blog as a key part of your website increases your chance of better search engine rankings by 434%.

Blog posts are great for establishing authority, by sharing news and events of company or share information about the products/new products:

✓ **Email Marketing**

Email is considered another channel option. Some common types of email you might send include:

- Email Newsletters: Keep your audience up to date with your latest content and news.

- Sales Offers: Having a limited time offer to entice your customers to buy from you? Let them know with a quick email blast that encourages them to buy.
- Outreach: This includes PR,
- ✓ **SMS Marketing**
SMS marketing is another great way to get a direct line with your audience. Some practical use cases include event reminders, sales announcements, and discount offers
- ✓ **Media Relations**
This is core to any communications strategy. You need to find the write media that covers your sector and the best editors you need to build relationships with. Some specific TV inserts are dedicated to the promotion of the agro-food industry in Albania
- ✓ **Print Collateral**
This could include printed flyers, brochures, in-store signage, direct mail, and other materials you might provide for your audience or potential customers.
- ✓ **Podcast Advertising**
It's important to understand that the brands should have appreciation when it is consistently being heard by loyal listeners in a format that holds people's attention for 30 to 60 minutes
- ✓ **Traditional Advertising**
Print and television advertising are still active and play an important role even as modern marketing goes increasingly digital. Still, people are watching TV and print media is enjoying a resurgence as a niche product.
- ✓ **Formulate the message**
Preparation a messaging is putting together what the company has planned in the previous steps. This is a document that outlines the following:
 - Brand Statement: What value do you provide?
 - Target Audience: Who benefits from that value?
 - Core Problem or Issue: Which problems do you solve for each of your audiences?
 - Key Messages: How do you communicate that value?

Before planning this out yourself, let's take a look at a hypothetical example for a winery canteen Let's say this canteen has three main audiences:

- ✓ People at the age-group over 30-70.
- ✓ Wholesales of different cities
- ✓ Supemarkets

The message needs to reach each of these audiences may be dramatically different. The best ways to reach each of those audiences might be different too.

So to say the canteen has a different message or value proposition for each audience, which looks something like this:

- ✓ Long tradition in production

- ✓ The capacity of storage that guarantee the continuation of the delivery
- ✓ The company deliver the products (wine) directly to their establishment

This bank would then execute campaigns focused on communicating each one of these individual messages, through the channels best suited to reach each audience.

So, considering what they know about social media demographics and knowledge of how these different groups consume information, they tailor their execution to meet each one's needs. Here's how that might break down:

- ✓ young adults: Organic and paid social (Instagram, Facebook, and Twitter), in-store signage, SMS marketing.
- ✓ Home buyers: Television ads, print ads, direct mail, in-store signage.
- ✓ Wholesale and supermarket: Brochures, in-store signage, television ads, direct mail.

This is an example but the idea is clear: different messaging, for different audiences, on different channels, all focused on communicating the canteen's value to potential customers.

6.2.4 Determine Your Important Events and Campaign Plans

It is also important to plan the essential events to the company communication plan and to keep track of throughout the year. You'll also want to start formatting the campaign plans for each of those events, such as Christmas and Easter, Valentine's Day, Halloween, New Year's Day, Fiesta of Wine

6.2.5 Set Your Communication Goals

The next step in your communication process is to set goals that your communications team needs to reach. These goals should relate back to the business objectives the company has identified earlier

For example, let's say that your business objective is to increase the sales of wine by 20%. So a communications goal for your team could be: increase the number of event signups by 40% from last year.

Each goal that you create should also be SMART:

- ✓ Specific.
- ✓ Measureable.
- ✓ Actionable
- ✓ Relevant.
- ✓ Time-bound.

Try this fill in the blank template when you're creating your goals:

So, in practice, it could look something like this:

Our communications team will organise 20 events by December 2020

Organize and execute your communications strategy with a marketing calendar. This will make it easier to enforce deadlines, deliver organization-wide visibility into what your team is doing, and help your staff understand what needs to be done and when.

6.3 Detailed budget design and allocation

The budget is linked to the marketing calendar events prepared by the team. Each item in the plan should be costed and budgeted in the company budget projection to be able to implement and reach the objectives.

Schematic Communication Roadmap

	Content	Digital Marketing	Branding	Events & PR	Admin
Q 1	Target audience	Keyword research	Define value Proposition	Pitch speaking	Jobs posted
	Set up social channels	Set up Dashboard	Crete style	Medis relation strategy	Evaluate applications
	Build content calender				
Q2	Newsletter	Keyword oprtimisation	Create logo	Event Planning	Hire: Digital Marketing Manager
	Email Marketing	SEO Optimization	New website	Fiesta of wine	Selecting tools
	Flyers	Ad Trials: Facebook, Istagram	New branding rollout		Budgeting
Q3					Hie Content Marketing Manager

6.4 Monitoring and Evaluation

Measuring each component of your communications plan is critical to understanding how well your efforts are moving to reach the objectives and produce results. How you do this exactly depends on the channels and tactics and use, but in general, a strong communications plan should help you gauge public perception and understanding of your company. This goal needs to determine a metric. The metrics are data points that show whether or not you are reaching your

goals. These metrics facilitate to easily monitor and evaluate the impact. E.g. the number of people participated or reached by the company are metrics in order to keep track.

7. Case study and outcomes

Based on the above described of the Marketing and Communication Roadmap, the report will provide a Marketing strategy prepared by a company operating in the agro-food sector that is the production of wine. The company is "VERA LIBRAZHD" which is in the phase of reconsidering its new investment in infrastructure and technology, products and a new marketing strategy to respond to the new development of the company. There are described in details some marketing and communication plan of the company.

7.1 General information

"Vera Librazhd" is one of the oldest and traditional factories in the Albanian market, established in 1960. In 1993 the state-owned factory was privatized and in 2004 it changed its name to "Vera Librazhd" in the private ownership of two shareholders. "Vera Librazhd" is a traditional producer due to the grape varieties that are cultivated in this area such as Cabernet, Tokai, Cabernet Savinjon, which is mainly collected in the district of Librazhd. The products have a good quality, which is maintained since its inception and these products have a good history and name in the domestic market.

The theoretical production capacity of the factory is 10,000 HL wine / year. Currently, the factory operates with a partial capacity of about 10-20%, which means the maximum in the best times 1,500-3,000 HL / year.

The location of the facility at the entry of the city does not pose a problem for the transport of grapes near the factory and also facilitates the distribution of wine among the company's customers. The facility has a parking space for suppliers and customers, which makes it possible to move at a special speed of the raw material, grapes, at the peak time of its production. Also, the infrastructure is suitable also the power supply line directly connected from the high voltage line through the transformer installed near the factory.

The products of this company are sold in the districts of Tirana, Librazhi, Pogradec, Elbasan, Gramsh and Durres. Red wine accounts for about 80% of total wine production and it is of the Cabernet type, while white wine is Tokai. The brandy is of Moscow type and traditional from the grapes of the area.

Note: The factory has produced for many years' other alcoholic beverages such as brandy or wine cider, but in the new plans these product categories will not be its main focus.

Currently the company has a project for investment in new lines, reconstruction of the plant, tanks for holding the final product and grape juice. It is cooperating with a factory in Foggia Italy for the project of re-construction of technological lines and relevant changes in the infrastructure (layout) of their installation.

In order to realize the investment, the company is mobilizing funds with the final goal of structuring the establishment diversifying the production portfolio, improving the quality, increasing the production capacity, thanks to the improvement of the production technology. The factory consists of the main buildings (Wine Production Plant, Raw Material Warehouse, Former Boiler and Company Offices) supplied directly from the main electricity line.

The need for technological water and for other needs is provided by the public water supply line, supported by the company itself, which provides almost uninterrupted water supply.

The sewers are internal with pipes inserted underground and then discharged into the discharge channel.

7.2 Survey and diagnoses for the Vera Librazhd company

Production technology of the Company "Vera Librazhd" shpk is a technology of the 70s. The construction of grape processing factories for wine and brandy production is located in strategic geographical areas where the tradition of the vineyard was in support of grape processing according to the grape varieties of the area. Thanks to the lines of this technology, the company still continues to operate in the market but the technology and many lines or layouts of buildings need to be renewed with a concept for the future.

Note: This reconstruction will be subject of innovation and technology auditing for the company implemented by RDA Tirane during August-September 2020

There are a total of 56 tanks for storage the wine juice or cider, which will undergo an internal reconstruction with retosin coating as by foreign Italian specialists are considered a good asset for the factory that should not be demolished or replaced with stainless steel tanks.

The maximum designed production capacity of the factory was 10,000 HL of wine / year. But this capacity has never been reached by the company. Over the years a capacity of 2,00-4,000 HL has been reached. It has fill a small part of the market in the country with wine, cider and brandy until the opening of the market when started the import of wines.

The company has obtained the ISO 22000 certificate and is in the application phase to establish the HACCP system. The company will also undergo a auditing program by a foreign accreditation body to gain this quality certification, which enables to export the products to foreign markets (Kosovo or North Macedonia).

The previous investment done and the new reinvestment by the company are supported by grants from two lines IPARD LIKE and National Schemes of ARDA. Recently, the company is working hard to be identified as a producer with its brand "Vera Librazhd" for this product category.

The owner of the firm has a very long experience in running the factory (Mr. Rahman Gjeta was the chief technologist of the factory in the years before the opening of the market). Production and sales were not in the parameters that the factory leadership would like. Despite its participation in local fairs and quality improvement one aspect that requires attention is the new strategic look in the field of marketing.

The market, in which the company operates is characterized by customers with middle and low economic level or in other words the purchasing power is low in the regions, where the company is present (marketing is not oriented to its stable customers).

The lack of application of long-period contracts, the difficulty in collecting money from customers and in particular the impact of the market on cheap and illegally imported products, have created some premises to follow an efficient tactic such as applying for a direct payment after the goods are delivered to the sales units by the company "Vera Librazhd".

The company does not have financial obligations to suppliers of raw materials, as well as no liabilities from partners or unpaid payments to it. But the slow sales of the products put the company in solvency in the peak time of grape purchasing, resulting a small capacities for processing.

Despite this fact, the company is investing in additional new lines that were conceived after the creation of a trust of its "Niche" clientele.

7.3 Actual position of the company in local market

Currently in the domestic market the presence of the products of the factory "Vera Librazhd" is limited. The distribution of the company's product for Tirana is mainly represented by a single commercial unit set up in Tirana, as well as by sales to private individuals according to personal relationships. The firm has some agreements with various sales units based on oral contracts (not signed with regular contracts with obligations of the parties), but these contract still provide continuous sales throughout the year.

The company does not have an efficient marketing strategy and has not set up a product distribution network, which has affected the limited presence of the company's products in points of sale such as supermarkets or hotels and restaurants.

The very strong competition that is faced today in the domestic market for the wine product, the changes in infrastructure and technology, the improvement of the methods used in the market for their distribution and sale, are all factors that necessarily require the construction of a modern marketing plan.

7.4 New markets

The current market of the company is the central region of Albania, i.e Tirana, Librazhd, Pogradec, Elbasan, Gramsh, Durres, etc. The tendency to expand the presence of "Vera Librazhd" products is to the market of coastal cities where red, white and raki is consumed more in mountainous areas. So Vlora, Saranda, Fier or Lezha, etc. will be a new destination for trading of "Vera Librazhd" products under a designed marketing and distribution plan.

Other potential markets will be the area of Korca, Gjirokastra and not leaving behind Tirana region, where the shares will be extended in the direction of central supermarkets such as QTU, City Park, TEG in which Carefur and Conad operate. A new market in the future will be expanded to export to Macedonia and Kosovo.

7.5 Competitive Advantages, new vision and the potential capacities for expansion

Over the years the factory has inherited a tradition of processing local varieties of the area and the products are produced under the name "Vera Librazhd".

Librazhd winery has storage capacities for the grapes and its remains for the maximum theoretical capacity of 10,000 HI per year. The tanks are installed (56 pieces) and according by foreign specialists are considered as an asset that should not be destroyed but renovated and to be part of the general restructuring of the factory.

The factory staff and its leadership have valuable experience in wine production and their "know-how" is transmitted to young people with the relevant education profile (there are two young technologists who are perfecting together with its managers to continue the successful tradition of production.

The buildings are easily to be adapted for restructuring. Thus, the brandy packaging and raki boiling department will be completely reformatted. Warehouses of raw materials and final products that are outside the factory will be restructured, as well.

The product portfolio accounts 10 products but it can be expanded with the diversification of processed grape varieties.

The strategic advantage of the production line is related to the location of the winery canteen in the area that is distinguished for the cultivation of grapes of different types known as Shesh I Zi, Tokai and Cabernet Sauvignon. The reconstruction that will be carried out in the premises of the wine canted as well as in other auxiliary facilities will create quality working conditions and adequate hygienic facilities in accordance to the European standards. Consequently, the wine products will be of good quality and safety. This will give trust to customers for the company's products and will be as a great competitive advantage for them.

8 Marketing Analysis

8.1. Products

The main products of the company "Vera Librazhd" and the its production volumen for 2013 are:

1. Red wine, (in 75 MI bottles and 5 Lit cartons)
2. White wine (in 75 MI bottles and 5 Lit cartons)
3. Brandy (50 MI, 75 MI and 1 liter)
4. Cider (50 MI)
 - o Red wine for 2013 were traded around 763 HL with an average factory price of ALL45,000 per HL
 - o White wine for 2013 were traded around 268 HL with an average factory price of ALL 35,000 per HL

The main raw material is used grapes that are provided locally from the areas of the district of Librazhdi, Pogradec, Gramsh, Elbasan, Lushnja, etc. The main varieties are Shesh I Zi, Tokai and Cabernet Sauvignon which is mainly collected in the district of Librazhd. The applied average purchase prices of grapes are 32-43 lek / kg and it depends a lot on the grape variety and the time of purchase (the main purchase period is September-October).

The final product (wine) is sold in the districts of Tirana, Librazhd, Pogradec, Elbasan, Gramsh and Durres. Red wine accounts for 90% of total wine production and is of the Cabernet type, while white wine is Tokai.

8.2. Price

From the observations carried out in the market, the selling prices for consumers of local wine products vary from ALL 500-1,000 per bottle, while the selling prices from the factory for the points of sale is ALL 300-350 per bottle. It is important that the factory applies a unified pricing policy for both points of sale and distributors.

Currently the selling prices will not change, but after the reorganization and covering the points of sale the company will increase the sales volume. Therefore, the investment in the sales sector will increase the sales volumes. Sales prices of wine with less alcohol (Red wine is 50 lek higher than white wine)

Wine Canteens	Sales Price in the factory/ALL	Retail Price/ALL
VERA LIBRAZHD	500	650

COBO	1,100	1,400
LUANI	580	780
ARBERI	900	1,250
XHODA	450	750

The selling price of the wine packed in cartoon of 5 litra

Wine Canteens	Sales Price in the factory/ALL	Retail Price/ALL
VERA LIBRAZHD	500	650
VRANAC	1,000	1,400
XHODA	450	1,400

From the above data of wine prices, it is noticed that the prices applied by Vera Librazhd are competitive in the market, not only because of their level but also in maintaining and guaranteeing the profitable balance of price and quality.

Note: In these conditions we suggest that the company should be oriented towards the improvement of distribution methods. The cost / investment that accompanies the expansion of the distribution network should not "touch" the current price since these costs will be covered by the increase in revenue as a result of the increase in expected sales volume.

8.3. Distribution Channels

The distribution of the product by the company is realized through:

1. Sporadic preliminary agreements, ie not with regular annual contracts.
2. The company has established a fixed point of sale in Tirana, where it is worth noting that the selected area is not well-known as commercial area, thus minimizing the possibility of a high presence of these products in commercial units.

The main buyers are:

- ✓ Bar-Restaurants, Hotels
- ✓ Commercial units, Markets and Supermarkets
- ✓ Private persons of the above districts

We also emphasize that the main customers are usually from middle-income society, for which the company has to guarantee a good quality of the wine produced by paying special attention to the standardization of production.

8.4 Promotion

The best promotion for the company's products, in conditions when the competition is tough, is the quality of the products and the effectiveness in the distribution network of wine products. Keeping in touch and constantly caring for customers is an effective promotion. A completed technological line, qualified technical and administrative staff are some of the factors that have influenced in a good and stable performance of the company. This has impact also on the maintaining of the sales volume in the domestic market, despite the economic crisis. The company will continue to pay special attention to promotion, having as main objective the creation and in particular the preservation of a better image for the company.

Note: Developing a successful marketing plan and allocating funds to the marketing budget will be an innovation that will increase the sales volume of the company's products.

In September 2020, the Factory will organize a promotional event of the type "Grape and Wine Festival" in the factory, where the squeezing of the grapes will be organized in a demonstrative way. There will be delivery in special bottles and there will be guests who will taste the old products according to types Cabernet or Tokai.

8.5 Company's main focus in the future

The company Vera Librazhd aims in the future to penetrate more strongly in markets such as supermarkets, bars and restaurants. To achieve this goal, the company will invest in the reconstruction of all canteen facilities to meet EU standards and meet the requirements for high quality and food safety. It is also foreseen to take a transport vehicle that can be used for the transport of finished wine products, equipped with the relevant logo of the subject, which will also serve for marketing campaigns.

In addition to these new investments, the company envisages that with its own funds, it will expand its experimental vineyard of 2-3 hectares with a qualitative grape variety to make the brand of wine "Vera Librazhd" better known in the domestic market. So far, an experimental vineyard of 1 Ha has been set up.

One of the company's new effective strategies for penetrating new markets will be offering a free quantity of product to important customers in Tirana, including large hotels and well-known restaurants.

8.6 Main directions for communication of the Marketing Strategy

Competition at the level of production and service:

- ✓ Vera Librazhd enjoy a good experience in the field of wine production and trade, will focus on service quality indicators and mainly to enhance the reliability and delivery time of the product / service to its customers
- ✓ Another way of consolidating the service is to increase the number of customers and expand geographically the product distribution
- ✓ To differentiate its offer from those of other competitors, it can offer additional services

Image resizing:

- ✓ Professional and fast service for a local and foreign clientele on the Albanian coast during tourism seasons is considered as an important point, to which special attention should be paid.
- ✓ Focus on the company's identity and further improve the image during the first year using the motto "Quality Product, Fast Service - Satisfied Customer"
- ✓ Strengthening alliances should be done with those partners, suppliers and companies that raise the image of Vera Librazhd to a higher level that gives the company a competitive advantage in various fields, as more convenient locations, multiple destinations, access to new locations and markets throughout the region.

Partnership

- ✓ Concentration and consolidation of relationships with its partners and suppliers by concentrating forces in cooperation with the partner on the company's strongest points.

Gradual development

- ✓ Development of competitiveness through the modernization of production and services thanks to new growing investments by placing emphasis on the most attractive segments of the market and business.

Selective investment and growth

- ✓ Identification of segments with growth potential and investing in promotion for the expansion and consolidation of services in the yacht sector.

Monitoring client sustainability through surveys

- ✓ Vera Librazhd will collect information on customer satisfaction for a certain period of time. This information will help the company to assess the loyalty of the clientele and its satisfaction with the products / services of the company and ultimately to determine the main factors that should be taken into account in the future for the improvement of the product / service to the client.

Good management will be the core of the company's development, and will be achieved through:

- ✓ Permanent market research and evaluation
- ✓ Re-dimensioning of the functioning of Vera Librazhd website

Vera Librazhd will rebuild its functional Web site to provide and provide information about the market and its services. market. At the same time the Website will enable drawing the opinions, feedbacks and suggestion form the customers for the recent services in the market.

Use of social media

Another strategic element will be the use of social media to strengthen the image and name of the company in public relations. Activation of the social media: LinkedIn, Twitter, Instagram and FB will be part of this digital strategy. Through the use of social media will be achieved a larger audience navigating and benefiting from the products and services of Vera Librazhd, as well as receiving feedback from customers / citizens on its services.

Continuous application in new investments of modern technology

Step by step, with the awareness of the clientele and the strengthening of its management capacities, Vera Librazhd will invest in the implementation of the modern technology of new lines and equipment of the ICT system in the factory.

8.7 Marketing strategy and effective communication

A very important element of the marketing strategy is the harmonization of its four P-s in order to have a better communication with its customer. In the foreground remains the external appearance of the product - its image.

To be successful in the market it is necessary for the company to have the best possible presentation of its products in the market. This starts with the standardization of the product, its quality, packaging and branding, with the way of communication with the points of sale and with its customers or final consumers. For this, special attention should be paid to all those measures that guarantee the quality and image of the product, starting from the investment in technology, raw materials with good quality, efficient packaging of the product, etc. For a good packaging and according to the standards to cope the competition, some elements must be considered. Specifically, in the current packaging of the wine product, the bottle material should be in very good quality, as well as the bottle cork. Changes should be made to the product label to make it more attractive (color, size, structure and information) without losing the image inherited over the years so that the consumer can:

- ✓ Immediately identify the factory product, from the competition products.

- ✓ Awaken the memory of old customers.
- ✓ Create a positive impulse for new consumers.
- ✓ Present all the prices and medals that the product has received over the years and further increasing the value of the product
- ✓ The date of establishment of the factory should be evident

To accomplish all of the above steps it is best to collaborate with an agency specializing in art design. On the other hand, it is recommended that the products, depending on the different selling channels, (consumer groups) have different labels, which means that for the supermarket group the product should have a different label from the one used for the Horeca group, etc.

This is a new practice in the local market, but it has resulted effective in foreign markets. Of course this will be accompanied by the use of different prices, so for the supermarket channel it will be a lower price while for the Horeca channel, the price will be higher. This is done for the reason that the consumer does not identify the same label with different prices, creating confusion to the consumer regarding the quality of the product and its status.

Sales Strategy

In order to increase the sales volume in the local market, it is necessary to work in parallel in several main directions:

- ✓ Maintaining and further improving the quality of products;
- ✓ Building a marketing plan, part of which is the creation of a sales system to respond to market demands.
- ✓ To build and develop a marketing campaign as efficient as possible
- ✓ To diversify the product range

Given the limitations of the current product distribution system as well as the sales volume, the company should consider several variants of product distribution as follows:

- ✓ Contracts with distributors in different districts of the country
- ✓ Direct sales from the factory, with the transport means of the company to the commercial units as well as the creation of fixed points of sale in well-known commercial areas
- ✓ Combining the above methods, i.e direct sales and distributors

The above product distribution variants have their advantages and disadvantages.

Note: The company will apply as a possible option the 3rd alternative, through which it can be combined as direct sales using its own means of transport, the addition of fixed points of sale built in the main cities of the country and the conclusion of contracts. periodic previews with other distributors.

In the case of significant customers, who regularly purchase substantial quantities, the company should apply the bidding system and prices differentiated from other points of sale.

8.8 Marketing Campaign

The company "Vera Librazhd" Sh.p.k after the new investment will apply an aggressive promotional strategy. It will allocate a dedicated fund in its budget to carry out an extensive digital campaign in order to promote current products and services, but also new ones widely reach, to identify their successful company in the wine market.

This strategy has been chosen to launch or make popular this high-quality Albanian wine to become more present in the Albanian market. The first phase of the promotional campaign will be based on extensive advertising campaign, which will have as its primary goal the recognition of the brand and the creation of the image. The type of advertising that will be used will be informative, emphasizing the main characteristics of the product, high quality and relatively lower price compare to those imported brands. In addition to the investments in the Factory and in the new shopping unit in Tirana according to the plan the following activities will be carried out for the implementation of the Digital Marketing Strategy:

Nr	The activity to be performed	Respons Person.	Quantity	Cost	Timeschedule
1	Reconstruction and management of the website	Marketing Manager	1	600 Eur	10/05/2020
2	Editing and updating the website, in three foreign languages	Studio Graphic	1	500 Eur	10/05/2020
3	Digital marketing strategy, (Linkedin, FB, Instagram, et.c)	Vera Librazhd	1	300 Eur	10/05/2020
4	Brochure with photos and info on the products of the Vera Librazhd factory	Marketing Mng	1000	2,000 Eur	June 2020
5	Brochures with the logo of the Company and products / services	Marketing Mng.	500	4,000 Eur	June 2020
6	Aggressive marketing strategy	RDA	1	2,500 Eur	May 2020
7	Workshop for promotion and education	Vera Librazhd	Quarter	400 Eur	Quarter
9	Promotion campaigns and participation in local fairs	Vera Librazhd			
10	New showroom design for the company's products	Vera Librazhd			

8.9 Management and the communication of the strategic marketing plan

For the implementation of the new strategic marketing plan and the diversity of products/services will be taken a series of measures by Vera Librazhd and its leadership in a two-year period.

Activities	Time Period	Responsible Person
The decision of the Company leadership for the staff in function of the new project, the approval of the organizational chart and its business plan	May 2020	Owner
Approval of the new investment plan and application to the commercial banks for financing	September 2020	Owner/Finance Manager
Approval of the Marketing Strategy	June 2020	Owner
Building a new Website website and promotional materials to provide customer information on Vera Librazhd products, services	April 2020	Marketing Manger
Redesign of raw material reception facilities, production, internship, storage, packaging and promotion of the final product.	June 2020	Marketing Manager
Installation of computer equipment and related programs in the offices of the enterprise.	June 2020	Director, Consultant and Service Manager
Redesign of the Show room for products and services	July 2020	Vera Librazhd
Investing in new technology	July 2021	Service Manager
Impact assessment of products / services for the first year (after investment)	July 2022	Service Manager
Start of the Sales Unit in Tirana	July 2021	Service Manager

The company Vera Librazhd Ltd has an optimal financial activity and performance and a turnover of 300.00-450,000 Euros per year.

To increase its activity to a new stage thanks to new investments worth 291.00 Euros, it will do it step by step in two years. In the first year they will invest 191,500 Euros and will do it with two sources of financing a loan of 130,000 Euros and its own financing in the amount of 60,000 Euros.

In the second year it will invest again in a value of 10.000 Euros for infrastructure works in the new sales unit in Tirana.

8.10 New ideas, suggestions and recommendations

Direct sales

Sales with its own transport means and increase of points of sale.

Tirana with its network of commercial units of hotels and bars-cafes and restaurants represents a very potential area, the use of which will increase the sales volume of the company.

More specifically, the network of commercial units in Tirana includes approximately 7,400 points of sale, of which 60% are coffee restaurants (HORECA) (approximately 3,800 points of sale). Of all these HORECA's points about 30% are bar-restaurant, restaurant and hotel, while the rest is bar or cafe bar (approximately 1,140 bar-restaurant, restaurant, hotel) and 40% are supermarkets and markets (approximately 2,500 point of sale).

Implementation of these recommendations requires the development of a careful investment plan related to the provision of additional means of transport, but also in finding suitable facilities and qualified personnel who will be engaged in the sale of wine products.

Note: Reconstruction by the company Vera Librazhd of a central sales unit in Tirana, but investing as well in other new points of sale in Tirana and locating them near the streets known as trade areas, will greatly increase the presence of these products in commercial units, thus increasing the expected sales volume.

Indirect sales

Indirect sales have as a working philosophy, the supply of wine products, to local distributors.

Note: Periodic contracts for cooperation with commercial units, restaurants and hotels applying promotional offers and differentiated prices, represent the best commercial means to guarantee the continuation of the sales

It is important to establish relations with these points of sale and more specifically: Tirana, should be divided into four sales areas, according to its main axes, and in each area to have a seller with a van that is equipped with a trading license and fiscal cash register. The seller will have possibility to contact all customers in its area and presenting all the products to buyers to carry out the sales. For special customers for both sales channels, cooperation contracts will be concluded with the terms and conditions agreed in advance between the point of sale and the factory.

In these contracts, are generally defined the ways of supply, the quantity of the product, the preferential prices, the offers and bonuses that the factory offers for these points of sale, the

presentation of the products on the shelves. Also the obligation to use of promotional materials that the factory uses at the point of sale to identify and increase visibility of the product at the point of sale to ensure the largest possible sales volume. It is also important the participation in the various catalogues to promote the products and payment for the Bar-code of the products that will to be traded in these points of sale, etc. Such contracts can be executed with commercial units such as:

Supermarkets

- Big Market, 41 points of sale throughout the country,
- Spar and One Stop, 18 points in Tirana
- Eco Market, 8 points in Tirana, Conad, etc.

The following actions will be performed:

- Placing the logos of the Librazhd wine product in visible places of the points of sale (outside the environment and inside the environment)
- Placing product in shelves on the visible places.
- Setting product prices at each point of sale.

Contract with Restaurants

These contracts will be concluded with those restaurants that have good sales volumes, such as: Restaurant Petrela, Restaurant Mondial, Gourmet, Saporito, Era, Taiwan, Sofra e Ariut, Princ Park, Il Gusto, Fiore, Villa Belvedere, Borova, Far East, Villa Tafaj, Restaurant Austria, La Perla, Millennium, Lion Park, Bujitina e Gjelit, La Taverneta, Ujvara, Serenata Korcare, Green House, Valde Verde, Chateau Linze Complex, Dreri Restaurant, Grill House, Villa Embassy Chocolate, etc.

Contract with hotels

Contacts will be intensified with hotels where the company has conducted meetings and agreements in the past and has traded sporadically, i.e with irregular sales volumes over the years. New focus will be Hotels such as Sheraton, Tirana, Karlsberg, Rogner, Ambassador, Bristol, Hotel Europa, Grand Hotel, Hotel Mondial, Villa Gold, Nirvana, Florence, California, Hotel Balkan, Hotel Lugano, etc.

Also, for the whole HORECA group will be prepared information materials as follows which are very efficient and low cost:

- Preparation of product leaflets accompanied by relevant explanations on how to use and accompany wine with other food products.
- Equipping the point of sale with various advertising materials with the company logo (such as bottle openers, trays, ice coolers, wine bottles, etc.)

Other forms of marketing will also be used such as:

- ✓ participation in various fairs organized in our country,

- ✓ Different decorations will be organized in different places and points of sale to promote the company's products.
- ✓ Organizing promotions for the company's product at the national level, etc.

9 Expected results by the successful implementation of the marketing strategy in the future

- ✓ Consolidation of the current market of the company
- ✓ Successful entry into new markets, mainly in Tirana, through new fixed points
- ✓ Increasing the presence of the company in a geographical coverage as effective as possible, towards the surrounding areas by being strongly supported by local distributors.
- ✓ Applying bonuses versus increasing sales volume, which will stimulate sales agents to become more motivated to increase sales.
- ✓ Improvements in technology that will affect the improvement of product quality as well as the practical implementation of new marketing strategies and good management of the distribution scheme will affect revenue growth.
- ✓ Putting into operation an aggressive marketing campaign, will affect not only the increase of the presence of wine products but also the increase of the sales volume of this product.
- ✓ Designing a serious and modern marketing plan, which should be expanded year after year is another important way that will positively affect the increase of sales volume
- ✓ Bonuses will be given to retailers (pizzerias, restaurants and new mini markets) that result in increased sales above that planned by the company. This will also encourage the company to increase production by orienting the range according to customer demand.
- ✓ A novelty for the company will be the development of direct contacts with Big Market, Spar, One Stop, Conad and other supermarkets by introducing its product in shopping malls. Bonuses will be applied if sales in these units increase above the projected one.
- ✓ Periodic market studies will be conducted to closely follow the performance of the product alongside domestic or imported products.
- ✓ Surveys will be conducted simultaneously to assess consumer taste (blind test, etc.).
- ✓ The aim will be to improve the distribution scheme after reflecting the remarks of our agents with each trading unit in the first three years to then move on to a long-term strategy.
- ✓ A more modern communication with the customer for the induction of the company image; It will be a continuous action starting with summer activities, making occasional sponsorships, in various events or promotional campaigns in supermarkets or markets where the company will be present. While advertising tools such as social media, print and electronic (radio, local TV), promotional materials such as posters, leaflets, firm identification tools, will be tools that should be used continuously and not just seasonal campaigns.
- ✓ Leaflets, brochures and other promotional materials will be continuously produced to increase consumer interest in wine products.
- ✓ Enrichment and good management of the Company Website.

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