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MARKETING DEIR

AI-MUKHALLES ORGANIC PRODUCE”

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DEDICATION

*Dedicated to my Ideal Mother
To my Father
And my Lovely Sisters*

... With Love...

ABSTRACT

The spoiled food scandals that shocked the Lebanese public opinion increased the awareness regarding the organic produce healthy benefits. Despite its shy presence on the Lebanese market, an oligopoly provided it and some monasteries. Among these monasteries, Deir Al-Mokhalles produced and sold in its locality around 150 diversified organic produce thanks to the organic agriculture it is adopting in its huge lands.

This research would try to formulate a red ocean marketing strategy to market Deir Al-Mokhalles organic produce on a national scale. This would be done through studying and matching the supply and demand of organic produce in Lebanon thanks to mixed methods. In fact, the qualitative techniques identified the oligopoly of the six providers of organic produce in Lebanon thanks to NGOs and to international cooperation programs. As for the demand, it identified and measured its demand.

Matching both supply and demand showed that the organic produce should be addressed to a niche of consumers who would buy it for its health benefits regardless its price and advertisement components. Based on these elements a market penetration strategy was developed and its implementation was configured in a way that would place Deir Al-Mokhalles organic produce in a blue ocean strategy. This would be a new research horizon.

Keywords: organic produce, red and blue ocean marketing strategies, demand, supply, niche, national scale

ÖZET

Lübnan kamu oyunu sarsan bozuk gıdaskandalları, ilgiyi organik ürünlerin sağlıklı yararlarına çekmiştir. Lübnan pazarında çekingen bir varoluş sergilese de organik gıdalar bir oligopol ile bazı manastırlarca sağlanmaktadır. Bu manastırlar arasında, geniş topraklarında benimsediği organik tarım dolayısıyla Deir Al-Mokhalles kendi yerelinde 150 dolayında organik ürün üretilip satmıştır.

Bu araştırma Deir-Mohalles organik ürünlerini ulusal ölçekte pazarlamak için bir kıvılcık okyanus pazarlama stratejisi formüle etmeye çalışacaktır. Karışık yöntemlerle, Lübnan'daki organik ürünlerin arz ile talebi incelenip eşlenecektir. Hatta, Lübnan'da altı organik gıda sağlayıcısı, nitel yöntemler kullanılarak, STÖler (sivil toplum örgütleri) ile uluslararası arası dayanışma programları yardımıyla belirlenmiştir. Organik ürünlere olan talep de belirlenip ölçülmüştür.

Organik ürünleri arz ile taleplerinin eşleştirilmesi göstermiştir ki bu ürünler fiyat ya da reklam etkenlerine bakmaksızın niş tüketicilerine hitap etmelidir. Bu etmenler ışığında, pazara yayılma stratejisi geliştirilmiş, uygulamada ise Deir Al-Mohalles organik ürünleri bir mavi okyanus stratejisi altına getirmiştir. Bu da yeni bir araştırma ufku açmış olacaktır.

Anahtar sözcükler: organik ürün, kıvılcık ve mavi okyanus pazarlama stratejileri, talep, arz, niş, ulusal ölçek

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LIST OF ABBRIVIATIONS

MSG	Monosodium Glumate
ERS	Economic Research Service
USA	United States of America
FiBL	Forschüngsinstitut für BiologischenLandbau (German: Research Institute of Organic Agriculture)
RAIF	Regional Agro-Industries Forum
MENA	Middle East and North Africa
FAO	Food and Agriculture Organization
AUB	American University of Beirut
MOA	Ministry of Agriculture
NGO	Non-governmental Organization
YMCA	Young Men Christian's Association
ICU	Instituto per la CooperazioneUniversitaria
CSA	Community Supported Agriculture
WVL	World Vision Lebanon
SARD	Sustainable Agriculture and Rural Development
USAID	United States Agency for International Development
GTZ	German Technical Cooperation
IMC	InstitutoMediterraneo Di Certicaszione
ALOA	Association for Lebanese Organic Agriculture
EC	European Commission
MOAN	Mediterranean Organic Agriculture Network
LIBNOR	Lebanese Standards Institution
EBS	Entrepreneurial Business School
IMC	Integrated Marketing Communication
SPSS	Statistical Package for social Sciences
PCA	Principle Components Analysis
MOI	Ministry of Industry
EEC	European Economic Community
ACS	AL Chouf Cedar Nature Reserve
SMART	Stimulating Markets and rural Transformation
MAFCO	Mediterranean Authentic Food Company
GDP	Growth Domestic Products
EU	European Union

Chapter 1: Introduction

As scandals and near-panic spread concerning food and environmental problems, new concerns emerged regarding the health, food safety, situation of farmers and the environment worldwide. These problems appeared due to the dramatic threat from the agriculture and the types of manufactured food people daily consumed. They originated in the chemical substances and pesticides added to food [Lockeretz (ED.), 2007].

The researcher “Claude Labrey” and Dr. Charles Abou Samra ensured after their studies that colors, preservatives, flavorings, and other additives such as the meat glue as revealed by Dr. Kosaify, and the monosodium glutamate (MSG) were used to change the taste, flavor, expiry date or even the ingredients of food as well as the chemical substances and fertilizers added to the agriculture for more yields. These additives definitely depleted the nutritional content of foods and exposed out health to risk. Furthermore, these additives harmed humans with minimal side effects such as allergic reactions to the extreme of causing different kinds of cancer (Labrey, Gulgtalk, 2005; Abou Samra 2011; Kosaify, 2012).

Many facts worldwide concerning this issue ensured the concerns mentioned before; such as the food scandals in Germany in 2013, the spoiled meat in China in 2013, and the tainted food in USA in 2013 (Bloomberg, DW, Fenby, 2013). In addition to many other Arab countries that faced the scandals of using such prohibited substances with no expiry dates and warnings about the ingredients such as Palestine in April 27, 2012, Tunis in April 2013, and Egypt October 12, 2012 (Atiyya & Jobran 2012; Dahshour,2013).

On the same level, Lebanon was one of the Arab countries which faced food scandals and high levels of pesticides in its agricultural sector which were the main reasons for the development of the organic agricultural sector (Ghanem, 2011).

As a matter of the food scandals, organic agriculture in Lebanon was an opportunity not only to face food quality and environmental problems but also to develop new markets in order to provide new perspectives for the agricultural sector (Khoury,2004).

Although the demand for organic produce had been increased after the food scandals, and this had been revealed by the total number of items of such produce sold in “Al Shouf Cedar Nature reserve” from 1,308 in 2010 till 4,836 in 2013 (Hani, 2010), and in “Deir Al-Mukhalles” that witnessed a rapid running out of stock which disturbed customer’s incoming from far regions in Lebanon and abroad (Haddad, 2015). However, the marketing strategies of organic produces were still poor for spreading the organic concept among the Lebanese consumers on the national scale (Sebaaly, 2011; Libancert,2012).

There were many research and projects conducted by researchers and scientists about the sustainable development of the organic produce and the organic agricultural sector, and its best strategies and practices concerning their market development worldwide. The following historical background would show that organic produce revolution really started in Lebanon and worldwide.

The Economic Research Service (ERS) in USA was one of the researches done that studied the emerging of organic produce sector, on which its growth and development had been driven by consumer demand. The sales increased from \$7 billion in 2001 to \$26 billion in 2011(Greene, 2013).

Another research was conducted by the Research Institute of Organic Agriculture (FiBL) in Switzerland in 2013 that worked on developing innovative cost effective solutions to boost agricultural productivity while never losing sight of environmental, health and socio-economic impacts (FiBL, 2013).

None the less, the Regional Agro-Industries Forum (RAIF) for the Middle East and North Africa (MENA) was held in Beirut in 2011 and organized by the Food and Agriculture Organization (FAO) was successful in uplifting local economies and raising awareness about the roles of organic farming in achieving sustainable development (Rome,2011).

The previous overview showed that it was worthy to conduct a research concerning the marketing of the Lebanese organic produce on the national scale. Deir Al- Mukhalles was the selected monastery because it was one of the main producers of organic produce in Chouf, Mount-Lebanon that was visited from and out of the monastery (Al Hajjar, 1990). This research would examine the national marketing possibilities for the organic produce of Deir Al-Mukhalles. This required matching its demand and supply for the purpose of its penetration into the Lebanese market on the national scales with respect to the use of adequate marketing strategies and best practices in the field.

By applying the available marketing strategies, it would be expected to help the monastery in penetrating the Lebanese market to the national scale. However, this study had to know first if these organic produces were needed and going to be purchased by the Lebanese citizens, why did they care of it, who cared for buying it, how did they care about launching these produces and what did they count when buying such products.

In order to answer these questions, mixed methods were used. These consisted of qualitative and quantitative techniques. In the qualitative techniques, the interviews should be conducted in order to understand and study the market of the organic produces. As for the quantitative ones, a survey would be conducted by a self-administered questionnaire to confirm/infirm two research questions in order to address the problem statement. The first one was if this marketing of organic produce should address people who cared about healthy life. As for the second, it would tackle if this marketing strategy should address people who were price sensitive and considered it as main factor for purchasing Deir Al-Mukhalles organic produces.

The results and recommendations of this research could be later used by similar agricultural projects. If successful and replicated elsewhere, it could play a role in maintaining the cultural heritage of vintage foods as well as presenting a new economic activity and direction.

What differentiated this research from the other research was the formulation of marketing strategies and its implementation on the Lebanese national scale, knowing that these researches were poorly conducted in Lebanon for monasteries. Once done, this study would hopefully increase the Lebanese awareness toward such products. May be this study would contribute on the short and long run to decrease health problems and environment pollution and degradation.

Once all these questions would be answered positively, the problem would be solved with great modesty. In order to answer this problem statement through its two research questions, the thesis would consist of the following chapters.

Chapter two consisted of the literature review which was divided in two parts. The first one studied the history of organic produce in Lebanon and worldwide, the current situation in Lebanon and why to go organic as well. As for the second part, it would tackle the marketing strategies for the purpose of penetrating the organic produce of Deir Al-Mukhalles on the national scale.

As for chapter three, it detailed the methodology of this research. In fact, this thesis employed the pragmatic paradigm which used both qualitative and quantitative techniques. The collected material would be based on secondary data through reading the writings of other researches and report in the field, using the internet and browsing for finding materials related to the field, and through reading books. As for the qualitative techniques it would be used for the purpose of primary data by conducting interviews with experts to be more adapted with the field. As for quantitative techniques, a self- made questionnaire would be developed. Therefore, a survey would be conducted with one hundred Lebanese citizens chosen on a random sample to examine if the penetration of Deir Al-Mukhalles organic produce on the national scale would serve their needs.

Chapter four used the analytic narratives technique to combine the literature review, the qualitative and quantitative techniques findings. Therefore, it would tell a story about these findings in a continuous and coherent way with some pictures in order to answer the research questions for the purpose of confirming/infirming the problem statement. The findings would include reports and facts about food scandals in Lebanon, the Lebanese organic produce market, the results of the interviews and questionnaires and an overview about Deir Al-Mukhalles organic produce for the purpose of formulating the suitable marketing strategies for Deir Al-Mukhalles organic produce based on matching the demand and supply findings.

Finally, chapter five was the conclusion. It would summarize the entire thesis and link each chapter to the next one. In addition, it would mention the problem statement for the last time for the purpose of confirming/infirming it based on the answers of the research questions. Moreover, it would address the limitations that didn't allow a better conduction of the thesis or the field. Finally, the recommendations would dress the implementation of proper marketing strategies for the purpose of penetrating Deir Al- Mukhalles organic produce successfully into the Lebanese national scale. This would be a big opportunity for the monastery for new future research horizons which would place it in a blue ocean strategy environment.

Chapter 2: Literature Review

Organic produce was recognized since old times as healthy. Nowadays, commercial food products submerged markets thanks to their packages, promotions, and attractive advertisement. According to nutritionists, organic produce improved health while commercial ones would increase the rate of people suffering chronic diseases.

Historically, organic produce was very popular in Lebanese rural areas. Households manufactured, consumed, and sold them. Lacking effective marketing almost made organic produce and its consumption trivial in urban areas. To expand the penetration of organic produces to Lebanese markets, their marketing should match their supply by producers and demand by consumers given their benefits on different scales.

To address the Lebanese local organic produce marketing, this literature review consisted of two parts. The first was related to organic produce narrated its story and presented the benefits of organic agriculture and produce. Moreover, it displayed the Lebanese organic certification and the Lebanese market of such produce. The second part tackled marketing strategies and theories such as the marketing mix and marketing plan.

PART I ORGANIC PRODUCE

Why go organic? The following narration would answer this question.

2.1 History of Organic Agriculture

Rodale (Morgera et al., 2011) used his magazine “Organic farming and gardening” to diffuse since 1841 the benefits of organic farming in the United States. Lord Northbourne developed later the term “Organic” in England and believed that an integrated farm was a “dynamic living organic whole” (Thilmany, 2006).

Organic agriculture delivering organic produce used no chemical fertilizers and preservatives. Based on organic fertilizers and on crop rotation, it reduced soil pollution and thus improved human health. Ex post World War II, traditional agriculture was replaced by engine-powered tractors, synthetic chemicals, and many environmental harmful chemical substances (Morgera et al., 2011).

Individual unregulated farms applied organic agriculture which expanded thanks to local and regional networks. The last thirty years witnessed the expansion of organic produce thanks to sketching national organic agriculture and produce standards, increasing ecological concerns, and growing consumer demand (Kuepper, 2010).

Organic farming crops witnessed a growth as it was applied in 160 countries with more than 37 million hectares of organic agricultural land distributed among Oceania (12.1 million hectares), Europe (10 million hectares), and Latin America (8.4 million hectares). The countries with the most organic agricultural land were Australia, Argentina, and the United States [Willer, (Eds.) 2012]. Let us turn now to Lebanon.

2.1.1 Organic sector history in Lebanon

The agricultural sector suffered official neglect. The 1975-1990 war eradicated traditional export markets. In order to survive, some farmers grew illegal crops which were officially prohibited with no replacement ex post war.

In parallel, organic agriculture emerged in Lebanon in the 1990s to reduce the use of fertilizers and chemicals in order to restore the ecological balance and its corollary the quality of crop production. Hence, organic produce attracted more Lebanese and increased its local market demand (FiBL, 2008).

As a matter of fact, this awareness increased thanks to NGOs' efforts. In the early 2000s, the Ministry of Agriculture (MOA) collaborated with the private sector [American University of Beirut (AUB), Young Men Christian's Association (YMCA), World Vision, and Instituto per la Cooperazione Universitaria (ICU)] to launch and support organic agriculture programs through the Community Supported Agriculture Program (CSA). The team of the Faculty of Agricultural and Food Sciences at AUB founded this program branded Healthy Basket in 2001 as a non-profit partnership to achieve rural development. Moreover, the NGO called World Vision Lebanon (WVL) established the Sustainable Agriculture and Rural Development (SARD) in 2002. USAID assisted this program where farmers produced, branded, and sold their organic produce Campania through Bio Coop Lubnan in forty outlets (Khoury, 2004).

Furthermore, the cooperation between the private sector and the municipality of Beirut created in 2004 "Souk el Tayeb" or Beirut's first real farmers' market. This market started selling organic produce to consumers in 2005 (Holman, 2012).

In March 2004, Green Line Association with the support of German Technical Cooperation (GTZ) planned the Lebanese Standards for Organic Farming. A technical committee at the Lebanese Standards Institution “Libnor” reviewed and approved these standards to promote Lebanese organic farming and to prepare the legal framework of a certification system (Holman, 2012). 2004 witnessed the creation of the first certification body “IMC Lebanon” which collaborated with “IMC Italy”. In 2005, the law on organic agriculture was drafted in compliance with EEC Regulation 2092/91 and reviewed by a national committee formed of organic experts, under the supervision of the MOA. Consequently, the trade group association for Lebanese Organic Agriculture (ALOA) was established to raise the awareness of Lebanese organic agriculture within Lebanon and to promote it on the national market.

In 2006, LibanCert, a new organic certification body was claimed in cooperation with AUB for monitoring the organic agriculture. During that time, the Swiss Ministry of Economic Affairs funded the Lebanese Ministry of Economy to release an organic certification to develop the Lebanese organic produce markets. In 2007, NGOs created many organic certified cooperatives such as, Women Cooperatives of “Wadi El Taym” and “WADA” in Bekaa. In 2008, Lebanese farmers gained EU accreditation and certification to sell their produce within the EU according to the European standards EC834/2007 and EC889/2008 (Holman, 2012; Sebaaly, 2012; Tabbara, 2015). Libancert delivered till now 327 certifications for organic farmers concentrated in south and north Lebanon. Mediterranean Organic Agriculture Network (MOAN) statistics (2009) revealed that Lebanon had approximately 9,444 hectares of organic farmland (Sebaaly, 2012). Now, let us turn to more recent organic developments.

2.1.2 Current situation of the organic sector in Lebanon

Growing Lebanese organic agriculture since the early 1990s remained a niche given its small crop area and official neglect. In fact, MOA and “LIBNOR” drafted a law on organic agriculture with FAO funding which the Parliament never voted. The 9,444 ha were covered by 302 organic farms (Sebaaly, 2012; Tabbara, 2015).

Table 1

Organic land area	Area in ha	% of
Total certified area	9,444	100
Permanent grasslands	6,125	64.9
Fresh vegetables and melons	570	6.0
Cereals	494	4.7
Olive	301	3.2
Plants harvested green	290	3.1
Grapes	267	2.8
Wild collection	111	1.2
Fruit trees	21	0.2
Nuts	8	0.1
Permanent medicinal and aromatic plants	3	0.0
Berries	1	0.0
Seeds and seedlings	1	0.0
Citrus	0.4	0.0
Other	1,306	13.8

Source: (MOAN, 2009)

According to the minister of Agriculture Hussein Hajj Hassan (2012), 85% of consumed organic produce (vegetables, fruits, bread, baby food, cereals, jams, herbs and a wide variety of food and beverages) were imported. Four units located in Merjayoun, Bent Jbeil, Chouf, and Bsharri manufactured some of these products which were used in Lebanese cuisine (olive oil, oregano mix, orange blossom water, and traditional Lebanese jams, sun-dried tomatoes, capers and pomegranate vinegar, tannour bread, etc.). Moreover, Souk El Tayeb promoted fruits and vegetables, “mouneh”, dairy products, ready-to-eat food and sweets alongside with traditional and handmade crafts and many other organic farms (Holman, 2012). The next paragraphs would answer why go organic?

Organic agriculture increased global interest socially, economically, and environmentally through preserving biodiversity, animals and plants.

Figure 1

Why go organic?



Source: Nada (2015)

2.1.3 Why go organic?

Modern agriculture delivered high yields but degraded the environment, eroded the soil, polluted the water, soil, and air, deteriorated biodiversity, and expanded desertification. Thus, global warming accentuated. On the contrary, organic agriculture used an individualized approach to preserve the land natural ecosystem through consuming less energy and reducing the pollution risks (Morgera et al., 2012). While rejecting cruelty tests for animals, organic agriculture led to more adequate space, fresh air and suitable shelter for animals (MSPCA–Angell, 2013).

As for the social benefits, organic farming employed more people in rural communities to replace synthetic fertilizers and pesticides. Hence, organic farming labor was 10% to 20% higher than in conventional farming. This cost cutting in synthetic pesticides and fertilizers made farmers financially self-sufficient.

Finally, all these factors behind organic agriculture led to an increased consumer safety and healthier way of life but with a higher price as organic produce was relatively more expensive than the conventional one. Consequently, economic development increased dramatically organic produce demand (Morgera, al., 2012).

After telling the story of organic produce in Lebanon, let us now move to part two of this literature review which dealt with marketing strategies.

PART II MARKETING STRATEGIES

2.2 Marketing Strategies and the 5Ws

This thesis aimed at elaborating a marketing strategy to facilitate the successful penetration of Deir al-Mukhalles organic produce on a national market scale. Hence, measuring effective marketing was based on successful marketing plan and strategies and the number of deals and of new clients generated each year. Therefore, marketing was an overall plan supporting business objectives (Schulaka, 2011). Nevertheless, marketing strategy, the main driving force of successful business, gathered and analyzed market data to reach marketing information (EBS, 2004).

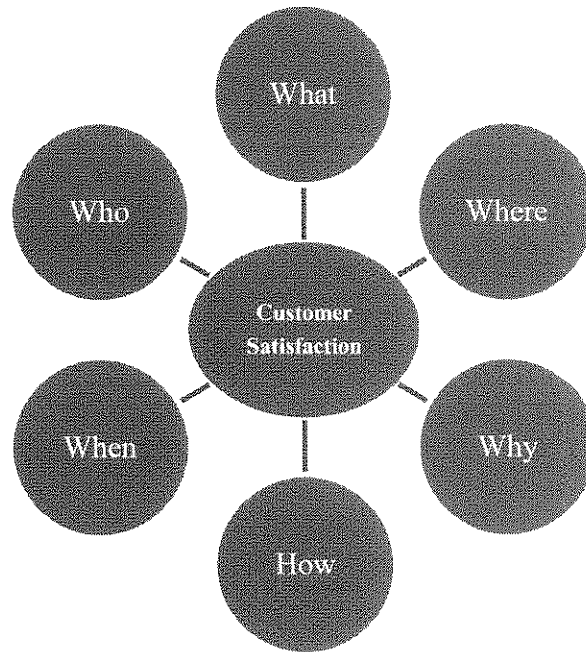
The marketing strategy, concept, and value focused on the customer's needs and desires. According to Olson and Peter (2005), marketing strategy designed, implemented, and controlled a plan to fulfill corporate objectives and to gain a competitive advantage over rivals. Therefore, the marketing strategy defined the target market segments, positioning, marketing mix and allocation of resources (Mooradian et al., 2012).

Therefore, this marketing strategy asked the following questions:

- Who are the customers and the segments the business would serve?
- Why would they buy the product?
- What were the needs that the business would meet?
- When would the product be launched?
- Where would the product be sold or what were the product geographic markets?
- How the customers' needs would be served better than competitors?

Figure 2

Marketing strategy and the 5 Ws and H questions



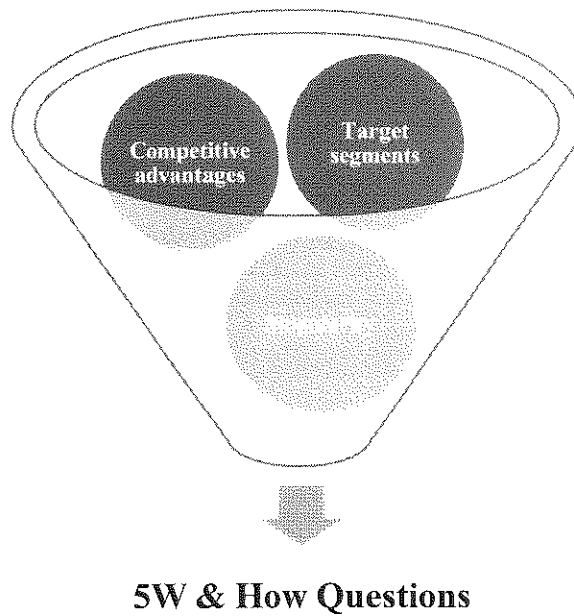
Source: Nada (2015)

The above six questions could be summarized as three high-level decisions:

1. Target Segments: by asking who, where, when and what.
2. Competitive advantages (Resources or Capabilities): by asking how and why.
3. Singularity (Uniqueness): by asking how to be unique and different from competitors.

Figure 3

Marketing strategy decisions

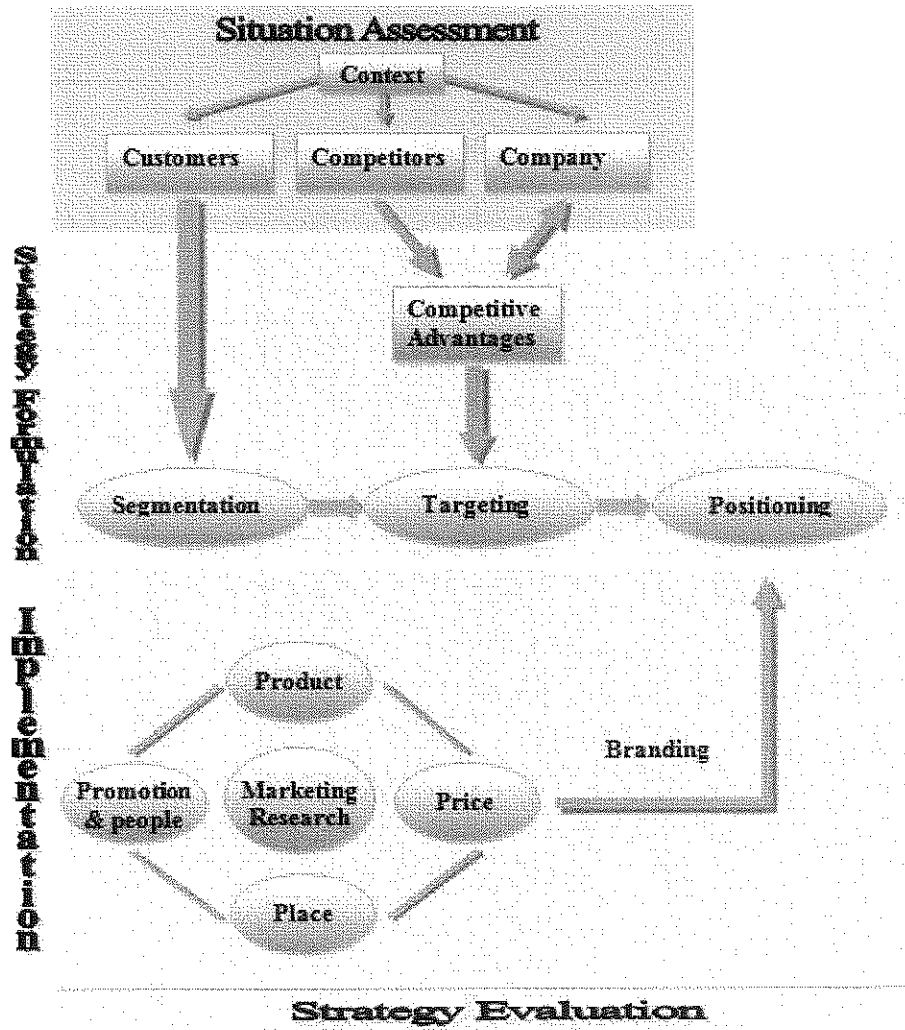


Competitive advantage meant differentiation and uniqueness among competitors. Hence, building and developing marketing capabilities sensed and satisfied customers' demand and motivated them to buy the product (Kaufmann and Roesch, 2012).

Facilitating the penetration of Deir al-Mukhalles organic produce to the national market, targeting the right niche customers was based on a marketing plan and a strategy process.

Figure 4

Marketing Plan and Strategy Process



The following parts would detail the marketing plan and strategy process steps.

2.3 Situation Assessment

Situation assessment assessed the environment and the firm including its core competencies and resources. It would allow the choice of the right and effective strategies. It could also include the 4Cs (Customers, Competition, Context and the company) (Mooradian et al., 2012).

2.3.1 Context

The firm external factors, product or brand affected its strategy. These macro-level factors included the political, economic, social and technological factors (PEST) analysis. They might lead to problems or opportunities according to the external environment fluctuations (Mooradian et al., 2012).

The political and legal factors affecting the marketing decisions were laws, regulations, government agencies, taxes and pressure groups. They would limit or increase business opportunities. Marketing strategies were also affected by some economic factors such as the gross domestic product, inflation, unemployment rate, and currency exchange rates. The social factors were the demographic variables, culture, and lifestyles of consumers. Lifestyles included psychographics which allowed a better analysis of the consumer's behavior and hence, would better segment and target customers and markets. Finally, the technological factors related to technology and innovation might impact the exploited strategies. In fact, some products might become obsolete because of a newest technology; this could affect or alter the supply chain. Besides, social media would change the corporate communication with the consumer (Armstrong and Kotler, 2001; Peter and Olson, 2005; Mooradian et al., 2012). Let us now turn to the customer's analysis.

2.3.2 Customer's Analysis

Marketing identified and satisfied the customer through creating a value which made customers loyal and increased the firm products demand (Kotler and Keller, 2012).

Figure 5

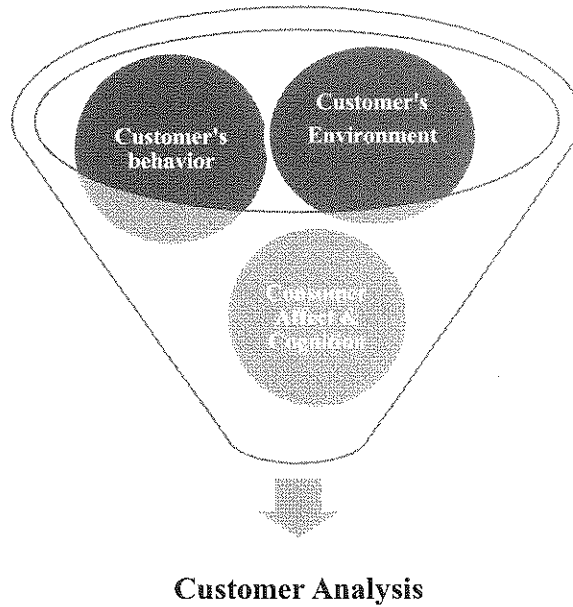
Role of the customer's analysis in the marketing strategy



Source: Olson and Peter (2005)

The development of marketing strategies was based on the analysis of the customer's behavior, environment, affect, and cognition (Olson and Peter, 2005).

Figure 6
Customer's analysis



Source: Olson and Peter (2005)

Developing a marketing strategy relied on the customer's continuous and dynamic research and analysis. These showed what and how a customer thought and felt and what to do to satisfy him / her based on the firm changing capabilities and the competitors' changing offers. The best tailored sensory cues and the marketing mix influenced the customer (Olson and Peter, 2005).

Customer's behavior

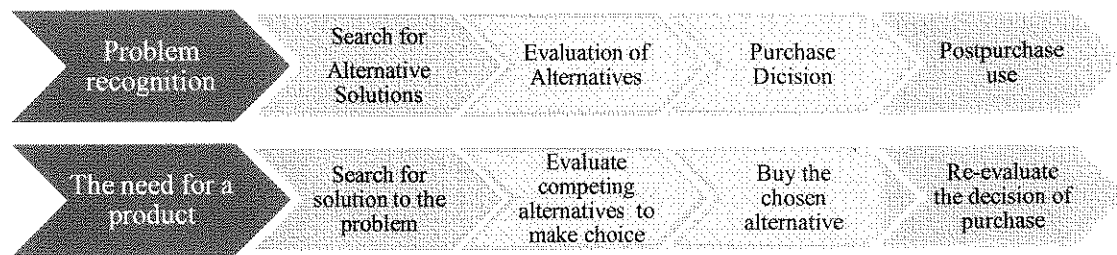
The customer's analysis turned from affect "feelings/emotions" and cognition "beliefs and attitudes" to behavior (Olson and Peter, 2005). Customer's behavior studied who acquired, consumed and disposed of products, where, when, how, and why they did so (Etzel et al., 2001). In other words, it consisted of the thoughts, feelings, and actions of people incoming from other customer's experience, advertisements, price, packaging, product appearance, brands, sounds, smells, and other sensory cues that were stimuli influencing their affect, cognition, and behavior. As well, the actions of other cultures, subcultures, social classes, reference groups, and families, and physical stimuli (products, ads, signs and brands) changed the customer's thoughts, feelings and actions. Marketing strategies formulation and implementation achieved these tasks (Olson and Peter, 2005).

Purchasing decision making as problem solving

Marketers considered a customer who did not buy their product as a problem. Therefore, they should discover what satisfied the customer and pushed him / her to buy. For a better understanding of the customer's analysis and perceptions, they divided this process into sub processes(OlsonandPeter,2005).

Figure 7

Consumer analysis and process



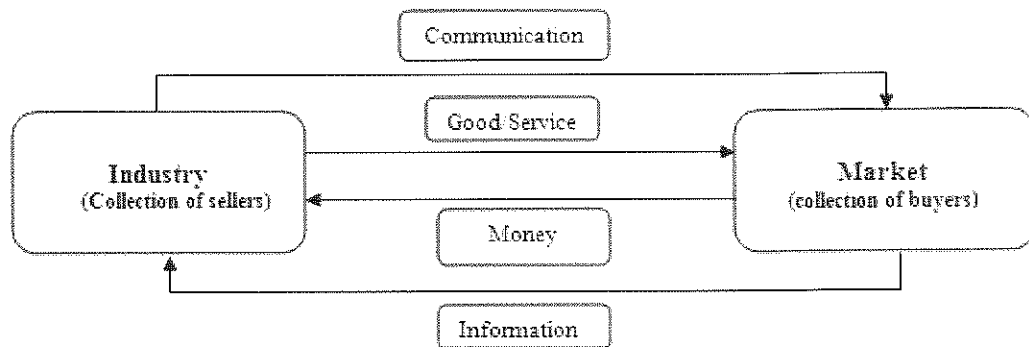
Source: Olson and Peter (2005)

The relationship between the industry and the consumers

The market was a physical place where buyers and sellers gathered to exchange goods. Figure 8 showed that the sellers sent good and services and communications to the market by using the integrated marketing communications tools; in return they received money and information (Kotler, 2012).

Figure 8

The market as viewed by marketers



Source: Kotler (2012)

In a competitive market, businesses competed for satisfied customers. Therefore marketing researcher focused on how organizations understood the customers' voices in order to meet their requirements, needs, and expectations. This meant delighted and loyal customers and provided the firm with consumers' market behavior and sustained it on the market (Mooradian et al., 2012). To satisfy the customers, the marketers should set the right level of expectations based on the customers' values (Kotler, 2006).

2.3.3 Competitor Analysis and Competitive Advantages

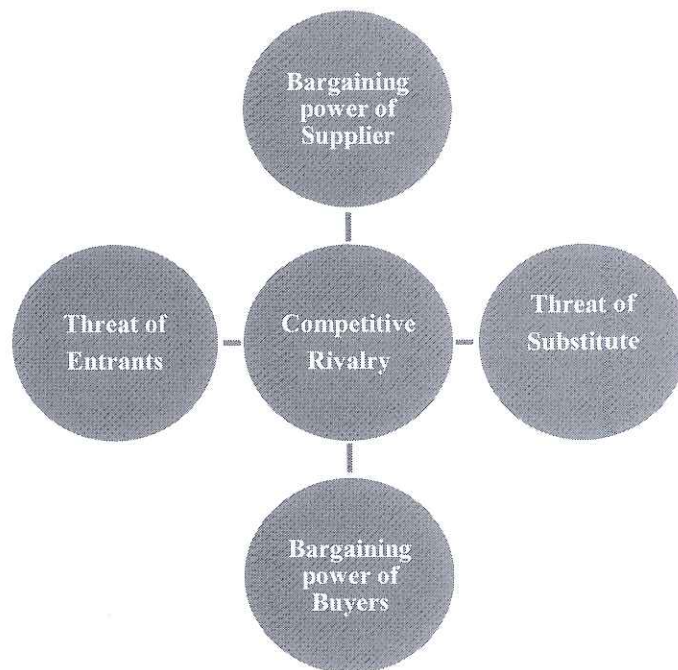
Business suffered hyper competition as **"If you're not part of the steamroller, you're a part of the road"** (Gregory Rawlins, 2011). Therefore, strategic planning focused on analyzing the strengths and weaknesses of the current and potential competitors'. This led to a superior knowledge of a firm's competitors and to a corporate competitive advantage. Hence the customer received a superior value (Kotler, 2003)

2.3.4 Industry Analysis

An industry consisted of firms with close substitute market products. Hence, its analysis before its entry was a must through understanding Porter's five forces model, the competitive structure and attractiveness of a market (Riley, 2012; Richard, 2013).

Figure 9

Michael Porter's five forces model



Source: Mooradian et al. (2012)

Rivalry of existing competitors led to price wars, increased differentiation efforts, a higher speed of innovation, and decreased the industry profitability. Hence, they used red ocean strategies to attract more customers.

The threat of entry affected badly the competition because of strong economies of scale, learning effects, strong product differentiation, difficult distribution, customers' easy switch among brands, and strong capital requirements. Hence, an attractive segment had high entry barriers and low exit barriers. Substitution would threaten an industry through reducing its attractiveness and profitability. Moreover, technology advances and increased competition of substitute industry products decreased the industry prices and profits.

The bargaining power of buyers made a segment unattractive as they looked constantly for lower prices, better quality, and more product features and services. When buyers gained more information about the industry, they lobbied. As they were price-sensitive, they switched products when the undifferentiated product represented a significant fraction of their revenues.

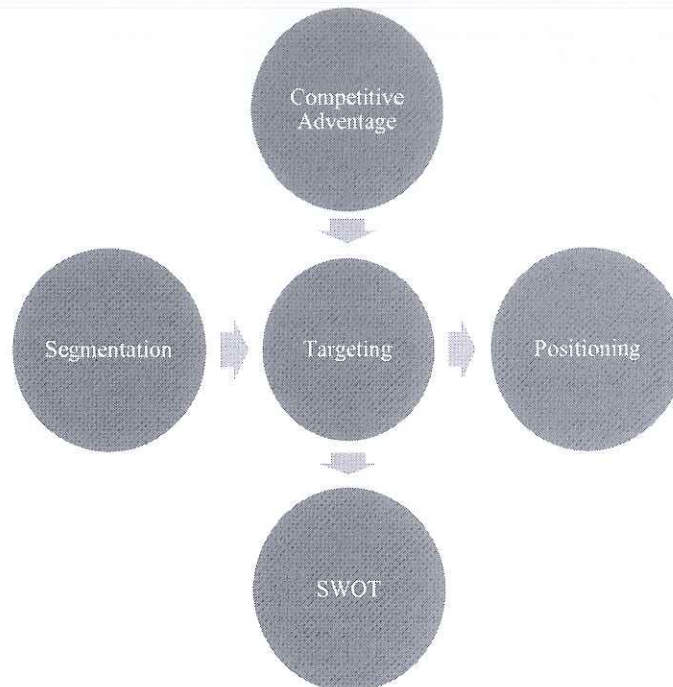
Finally, the suppliers' strong bargaining power made a segment unattractive when they raised the prices or reduced the supplied quantity. Hence, when few substitutes existed, the costs of switching substitute products were high, and the suppliers influenced the producing industry (Boyd et al., 1996; Lima, 2006; Kotler and Keller, 2012; Mooradian et al., 2012). Let us now turn to the company assessment through strategy formulation and implementation.

2.4 Firm Assessment - Strategy Formulation

Strategy formulation was the core of the marketing strategy process. The marketing strategy plan included four sub steps to capture more customers and to gain their loyalty.

Figure 10

Marketing strategy formulation



Source: Mooradian et al. (2012)

2.4.1 Competitive Advantage Identification

Every firm tried to adopt core competencies to be different, unique, better than its competitors, and therefore to have a sustainable competitive advantage. Hence, its product(s) might be valuable in the market, have unique resources and capabilities, and not imitable by competitors (Mooradian et al., 2012; Kotler and Keller, 2012).

2.4.2 Market Segmentation

Based on customers' different needs, tastes, preferences, and buying behavior, markets were segmented. Companies tailoring their offers to customers' preferences gained a sustainable competitive advantage (Mooradian et al., 2012). An important tool to achieve segmentation was marketing mix which provided a clear picture about the competitors' of the same segment (Kotler, 2003). Hence, segmentation was applied at one of four levels: segments, niches, local areas, and individuals (Kotler, 2001).

Niche markets

A niche, a more narrowly defined group, looked for a distinctive mix of benefits and needs. A niche might pay a premium to the firm that best satisfied its needs. Niche markets were attractive to specialized small business competing against large competitors achieving scale economies such as organic products (Thilmany, 2008; Kotler, 2003). According to Thilmany (2008), a successful niche marketing strategy had three steps:

1. Know your customer by segmenting the whole market to target the right people.
2. Reach new customer segments, lower marketing costs and secure premium pricing.
3. Matching the niche marketing with the resources, capabilities and preferences. In order to do so, several steps should be respected.

Useful and effective segmentation

A useful and profitable segment was internally homogeneous where the segment customers had similar needs and behaviors. It was also externally heterogeneous where the customers differed from all other segments. Segment customers should be accessible and addressable in order to serve them. The segment target should be also measurable to determine the size, needs and the buying power of the segment. This segment should also be substantial or big enough to make profits. Finally, it should be actionable to serve the target effectively and efficiently (Mooradian et al., 2012).

Bases for segmenting consumer markets

Market segmentation or breaking the market down into groups could be done based on geographic, demographic, psychographic and behavioral variables. Any firm should consider all or some of these variables in order to tailor its products according to the needs of the market segments (Mooradian et al., 2012).

Figure 11

Market segmentation variables

Geographic	Demographic	Psychographic	Behavioral
<ul style="list-style-type: none"> • Region • City Size 	<ul style="list-style-type: none"> • Age, Gender, nationality • Social class, family size • Income, Occupation • Education and social status 	<ul style="list-style-type: none"> • Personality Traits • Lifestyle • Value 	<ul style="list-style-type: none"> • Benefit sought of product • Response to the product • Attitude toward the product

Source: Mooradian et al. (2012)

Geographic variables might be considered at the end of any segmentation due to the stronger availability of global brands and mobility of consumers. Therefore, a firm might operate in one or/and few geographic areas while paying attention to local variations.

As for demographics, the market could be segmented based on age, family size, gender, income, occupation, education, nationality and social class. Hence, consumers' needs, desires, preferences, and usage rates should be associated with these demographics. This would constitute homogeneous or different groups of variables (Kotler, 2003; Mooradian et al., 2012).

Psychographic segmentation divided buyers based on their lifestyle, personality or values as consumers' tastes differed in their attitudes, interests, activities, and beliefs.

Finally, the behavioral segmentation divided buyers based on their knowledge, attitude toward the product, use of it, and their response to it. In order to construct the segment, occasions, benefits, user status, usage rate, loyalty status, buyer-readiness stage and attitudes should be used (Kotler, 2003).

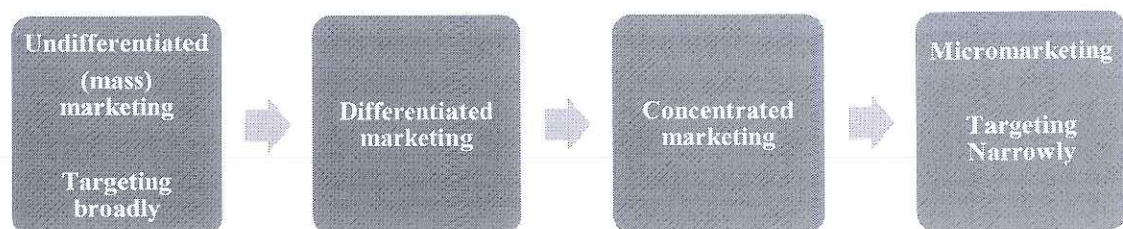
2.4.3 Targeting

A marketer should rely on a well-founded research in order to target the right people who would really buy the product (Etzel et al., 2001). Targeting followed the situation assessment, environmental scanning, competitive analysis and segmentation. It identified the segments offering value and meeting the customers' needs better than the competitors while realizing a profit. To match the market segments and the competitive advantages, marketers relied on the Strengths/weaknesses (corporate internal factors) – opportunities/threats (corporate external factors) (SWOT) matrix and marketing mix (Kotler, 2001; Mooradian et al., 2012).

Deciding which buyers to target and how to position the firm's products for each market target were the core dimensions of market driven strategy, guiding the entire firm's efforts to provide superior customer value. Effective targeting and positioning strategies gained and sustained superior corporate organizational performance (Kotler, 2005). Four strategies contributed to targeting purposes as shown in the figure below.

Figure 12

Targeting strategie



Source: Armstrong and Kotler (2006).

In the undifferentiated marketing, a firm targeted the whole market with a single offer and ignored the market segments. Products would not be tailored to answer special consumers' needs. On the contrary, standard products were supplied to attract the biggest number of consumers. As for differentiated marketing, the firm targeted several market segments to design for each a different supply. Its aim was higher sales and stronger position within each market segment. According to the concentrated marketing, this strategy is used when the resources are limited. The firm focuses on a few segments or niches. Finally, a firm exploiting micromarketing would tailor products and marketing campaigns to answer the needs of specific consumers; this was local and individual marketing (Armstrong and Kotler, 2006).

2.4.4 Positioning

Positioning, the final step in the strategy formulation process, meant that a firm developed a market offering for each target in order to deliver benefits to prospect buyers (Kotler and Keller, 2012). In this regard, the firm focused on the market segment and the positions it would like to occupy in such segment. Therefore, positioning focused on designing the offering and the image to anchor in the minds of the target market consumers. This would create a customer-focused value proposition or the motive behind buying a specific product that would satisfy the customers' needs (Kotler, 2003; Armstrong, 2006). Hence, positioning focused on the consumer's perceptions rather than on the product reality. It would tackle an entire firm, a mix of products, a specific line of products, or a particular brand (Kotler, 2012)

Moreover, target marketing focused on the firm's target market competitors, own competitive advantages and differentiation points. While positioning focused on target market needs. Consequently, target marketing preceded positioning (Ehrlich and Fanelli, 2004; Mooradian et al., 2012).

According to Ehrlich and Fanelli (2004), several ways were used to differentiate based on tangible points (price, selection, terms, and delivery time) and intangible points (quality, expertise, image, value, and status).

In addition, four tools were used in positioning. The first tool was semantic scale in which customers rated alternatives with regard to some specific attributes. The second was the customer value map positioning the product or brand in the mind of customers according to value, quality and price. The third one consisted of the perceptual maps and multidimensional scaling depending on the similarities among close brands. Finally, the fourth was the positioning statement expressing the singular characteristic of a product or brand to establish unique, sustainable, and positive associations in the minds of customers. Hence, the positioning statement was: To target group, our brand was concept, that point of difference (Mooradian et al., 2012).

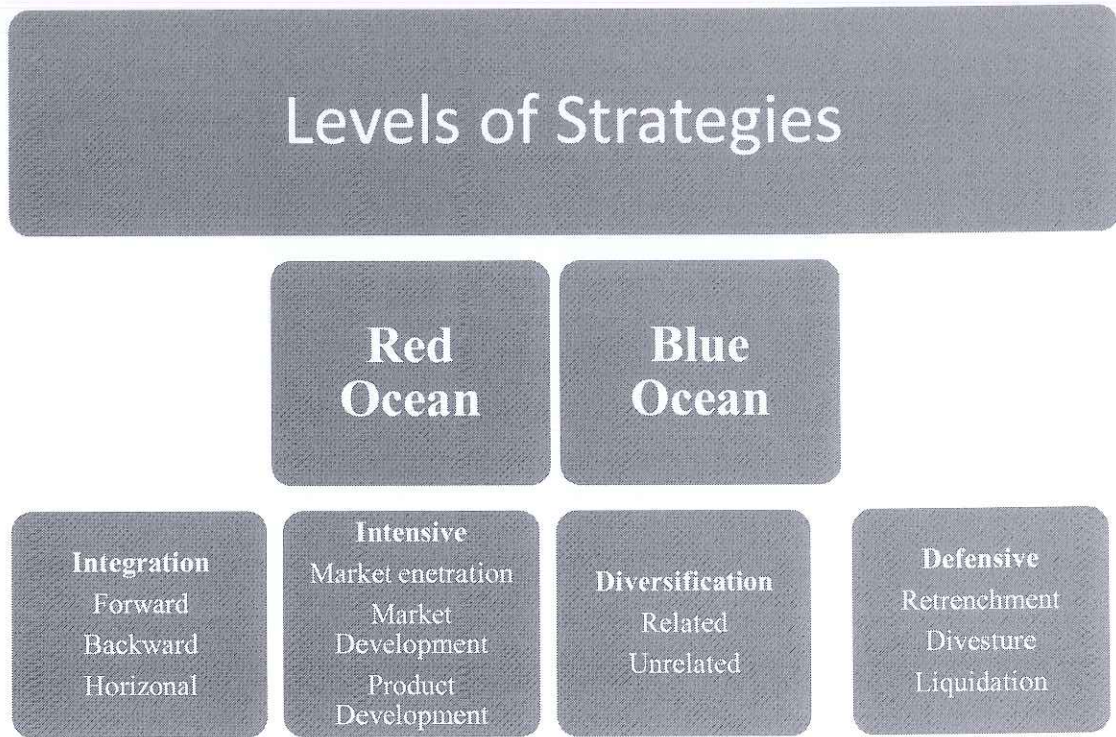
When developing and communicating a position, the marketing mix efforts must support the positioning strategy through attributes, value quality, price, distribution using important dealers, and media advertising (Armstrong and Kotler, 2006).

2.4.5 Strategies conception

A firm used red or blue marketing strategies to achieve target marketing and positioning.

Figure 13

Levels of strategies



Source: David (2011)

Red and blue ocean strategies were used by firms to achieve a corporate competitive advantage. They could be applied in marketing. Researchers identified eleven red ocean strategies which were mostly used by firms. Red ocean led to deadly corporate wars as many fishermen tried to catch the same fish on the same market. Therefore, the crowded market space reduced profits and growth prospects. In fact, firms used low cost and differentiation strategies in order to beat the competitors and exploit to the maximum the existing demand. As for blue ocean strategy, the competition was irrelevant as the rules of the game were waiting to be set as the market space was untapped and a new demand was created. Hence, profit and growth were easy opportunities (Terry, 2009; Kim and Mauborgne 2012).

This research exploited three red ocean strategies (market penetration and development for old products and diversification for old and new products) that must be applied by Deir al-Mukhalles in order reach a blue ocean strategy in organic produce.

In fact, Deir al-Mukhalles organic produce existed years ago. They were locally sold. In addition, the Lebanese who undertook domestic tourism discovered these produces and purchased them. But not all Lebanese knew about them. The convent organic products were much diversified and if introduced to the Lebanese market, they might propel the healthy way of life awareness and might be later on exported to reduce the Lebanese trade balance deficit. Therefore, penetrating, developing, and expanding the market would increase the monastery sales. But before reaching this step, this convent should dig to reveal its target's needs and desires in order to tailor a demand taking into account these personal attributes and their purchasing power.

Regarding market penetration, it increased the exerted marketing efforts to increase the market share of the existing products. This could be done by increasing the sales force, advertising expenditures, sales promotion items, or publicity efforts.

As for market development strategy, it delivered the existing products to new markets or sub-sectors within the original market. Hence, the firm would exploit new and may be risky distribution channels, routes or partners. If this strategy was to succeed, it would be very attractive as it might increase the market share and the products range and move to associated markets or segments.

Concerning product development strategy, it would increase sales through introducing new products or modifying existing ones in existing markets. Such strategy would entail huge expenditures.

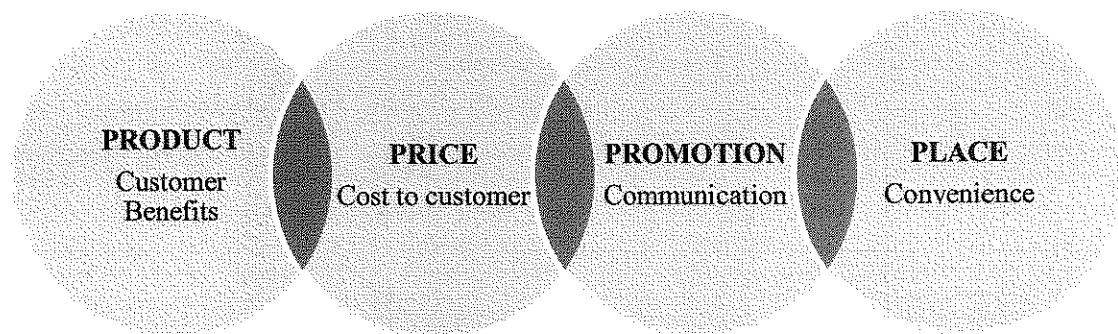
Finally, diversification strategies could be related and unrelated. Related meant business value chains possessing competitively valuable similar products. Unrelated meant that business value chains were so dissimilar in the production. This latter was risky as the products and the new markets would be unknown and new distribution channels or routes would entail to market. This needed testing and piloting (David, 2011)

2.5 Implementation - Marketing Mix

Marketing mix selected the target customers and figured how to serve them. Later, it placed the product on the market through selecting the appropriate product, price, place and promotional efforts. These were the four Ps, when once mixed, they were named marketing mix. Recently, they increased to reach the seven Ps through adding the people, physical environment and process (Armstrong and Kotler, 2006).

Figure 14

Marketing Mix



2.5.1 Product strategies

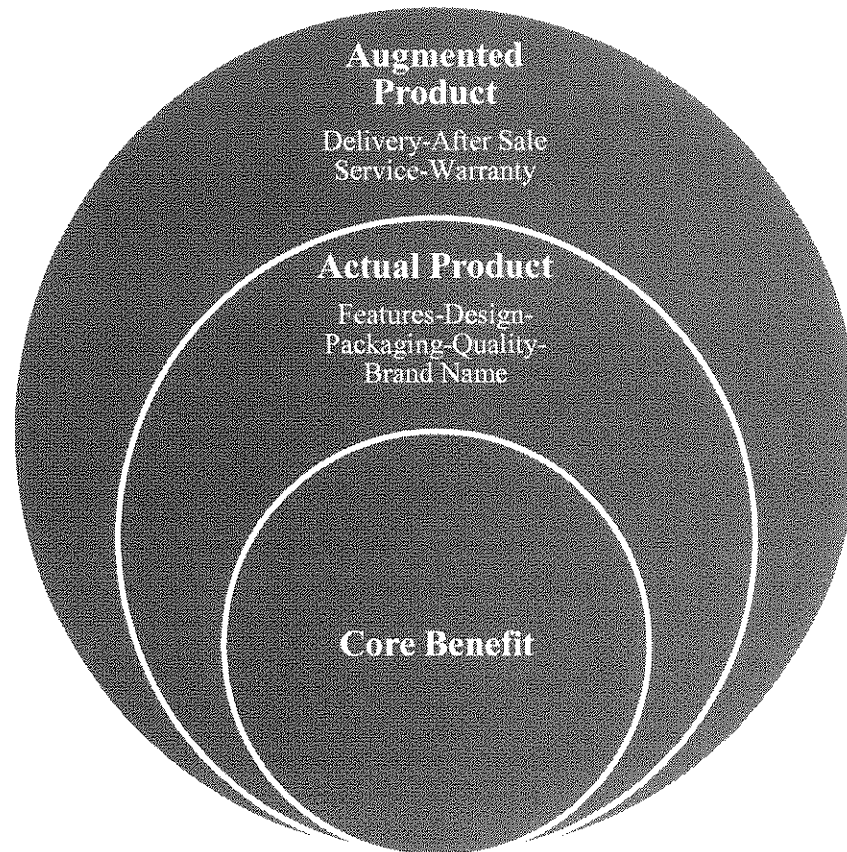
A firm offered products to the target market upon its customers' demand to satisfy their needs. Marketing did not provide products and changing benefits to the changing needs and demands of the customer. Hence, product strategies started with a corporate vision (Kotler, 2005).

Levels of Products

Planners considered three products levels to launch products demanded by the target group (Armstrong and Kotler, 2006)

Figure 15

Levels of products:



Source: Armstrong and Kotler (2006)

These levels increased the target groups' value and satisfied their needs. When planning to introduce a product to the market, marketers and product planners always asked: What was the buyer really buying? The consumer's benefit was the answer.

Turning this core benefit into an actual product satisfied the customer's needs. Hence, the product features, design, packaging, quality and brand name should be developed. Additional services and benefits should accompany this augmented product such as delivery, after sale service, warranty, and installation. These would create loyal customers (Armstrong and Kotler, 2006).

Brands and Branding

A brand might be a name, term, sign, symbol, or design, or a combination of these descriptions to identify the goods of one seller or group of sellers and to differentiate them from those competitors. Based on the customer's perception toward the product, branding might add value to a product. Brand names identified products to customers and identified the sellers through their product quality. In Lebanon, brands must be registered in the Ministry of Economy to protect the product features. Patents protected the manufacturing processes and copyrights protected packaging. This stopped the competitors of copying a firm intellectual property (Armstrong and Kotler, 2006; Keller and Kotler, 2012; Krayyem, 2015; Abdelkarim, 2015).

Brand Equity

Brand equity was the product added value. Customers viewed it based on what they saw, read, heard, learnt, thought, and felt about the brand over time and their positive or negative response toward the brand (Keller and Kotler, 2012). This might build and sustain a strong brand (Armstrong and Kotler, 2006).

Brand Positioning

As manifests in an offering's characteristics, brands identified the product and anchored its value in the customer's mind. Brands could be positioned at any of the three levels. The lowest level positioned the brand on the product attributes. This least desirable level meant imitating the attributes easily among the competitors as the benefits and not the attributes interested the customers. The second level positioned the brand on the product desirable benefits. The third level positioned the product based on the customer's values and beliefs through depending on the emotional wallop on the long run (Armstrong and Kotler, 2006; Mooradian, et al., 2012).

Brand Name Selection

Brand name selection should consider six issues. First, it should show the product benefits and qualities. Second, this name should be easy to pronounce, recognize and remember. Third, it should be distinctive. Fourth, it should be extendable to other categories. Fifth, it should be easily translated to foreign languages. Finally, it should be registered and legally protected in order not to be copied (Armstrong and Kotler, 2006).

Brand Sponsorship

Three sponsorship options could launch a brand. The first one was the brand manufacturer and the private brands. Sometimes, retailers and wholesalers would create their own private brands and might resell them to a reseller, store or distributor brand. The second one was licensing which avoided costly brand name creation. Hence, some companies would license names or symbols previously created by other manufacturers. Finally co-branding occurred when several companies associated their brands related to a unique product (Ehrlich and Fanelli, 2004; Armstrong and Kotler, 2006).

Brand Development

Line extensions, brand extensions, multi-brands, or new brands were strategies tackling the brand development (Armstrong and Kotler, 2006).

Figure 16

Brand development strategies

		Product Category	
		Existing	New
Brand Name	Existing	Line Extension	Brand Extension
	New	Multibrands	New Brands

Source: Kotler and Armstrong (2006)

Line extensions added new forms, colors, ingredients, package, etc. to an existing brand and product. As for brand extensions, they tackled a new product in an existing brand. Multi-brands were the opposite of brand extensions. As the product would carry a different brand, it would lock up more space on the resellers' shelves. Finally, new brands tackled new products and brands (Armstrong and Kotler, 2006).

Supporting and Communicating Brand

Brands management meant brand communication to customers to create brand awareness, knowledge, name recognition, preference, and loyalty. Public relations, internal communications with employees, vendors and investors, firm history and leadership, image projected by employees, and corporate identity system (name, logo, symbol, color and typography) were tools used to communicate and position brands (Ehrlich and Fanelli, 2004; Armstrong and Kotler, 2006).

2.5.2 Price and Pricing Strategies

The price, or amount of money charged, was the sum of all the customers' exchanged values to benefit or use the product. Customers might buy a product according to its price. Hence, four elements built a product price. First, no price existed without fixed and variable costs. The second was the customer's perceived value and the willingness to pay the price. The firm should be aware of the competitors' prices and costs. Finally, price should consider legal and ethical considerations. Finally, low or high pricing was a sales loss (Armstrong and Kotler, 2006; Mooradian et al., 2012).

Among all Ps which were costs, the price alone generated revenues. Hence, the product development should be followed by the price calculation. Nevertheless, price was flexible. In fact it might rapidly change because of market considerations, supply, and demand. Hence, reducing a price generated more sales, while convincing a customer that a higher price reflected higher product quality and value was difficult. Usually, companies committed the error of being cost-oriented rather than customer-value oriented as the customer should always be the main business focal point. Therefore, when firms mastered the way of creating a unique value for each customer, they might acquire and retain more customers (Armstrong and Kotler, 2006).

Pricing Strategies

Pricing increased the firm revenues, built and protected the market share. The pricing strategy framework combined the customer, cost, competitors, and legal aspects (Mooradian et al., 2012).

Table 2

Pricing strategies

Pricing Strategy	Definition
Penetration pricing	Low price for high quality products to enter the market. Once the market share was captured, the firm might increase the price
Skimming Pricing	Decreasing slowly a high price to make a low quality product available to a wider market
Economy Pricing	Low price for a low quality product to challenge the current price of current competitors. Offered product with no frills or fancy features.
Premium Pricing	High price → Unique and high quality product to be sold in small quantities → Luxury products with no price sensitivity customers
Competition Pricing	Price set based on competitors' prices
Product line Pricing	Pricing complementary products that were packaged together to boost the customer's value
Bundle Pricing	Discounted price grouping several items together for sale to liquidate overstocks
Psychological Pricing	Price set based on the customer's emotional response to encourage sales
Cost Based Pricing	Price = Costs of manufacturing and providing the product + Percentage
Cost Plus Pricing	Price = Costs to produce the product + Profit margin
Value Pricing	Understands customers more than competitors to base the price on the product quality as perceived by the customers

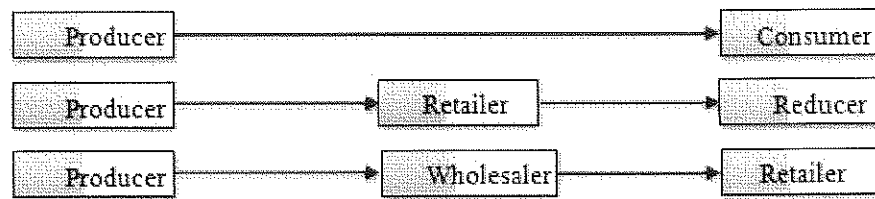
Source: Armstrong and Kotler, 2006; Roth, 2007; Edward, 2013; Macdivitt, 2013

2.5.3 Distribution Channels

Producing and making available a product to buyers needed to build relations with the customers and key suppliers in the firm supply chain. Some producers sold their products to consumers through intermediaries or distribution channels which indicated the distribution channel length and transactions number. Distribution channels could be direct or indirect marketing (Armstrong and Kotler, 2006).

Figure 17

Distribution channels



Source: Armstrong and Kotler (2006)

Distribution Strategies

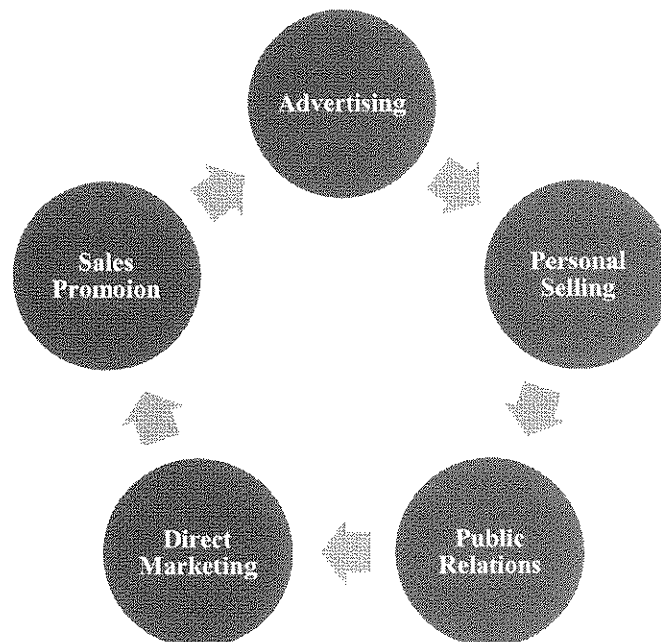
According to Armstrong and Kotler (2006), three distribution channel strategies were used. Producers used the **intensive distribution** strategy to make available their low price, convenience, and frequently purchased products in many outlets for consumers use. Producers used the **exclusive distribution** strategy to limit the number of the intermediaries who distributed their specialty and luxury products with high price. Finally, the **selective distribution** strategy used some of all the intermediaries who wanted to conduct a firm shopping for durable products with higher price.

2.5.4 Promotion Mix

The promotion mix or the marketing communication mix consisted of advertising, sales promotion, public relations, personal selling, direct marketing, publicity releases, and sponsorships of events tools. These tools promoted the offered products to prospects and customers, either each alone or through the integrated marketing communication process (Rossiter and Percy, 1987).

Figure 18

The integrated marketing communication



Source: Rossiter and Percy (1987)

A paid sponsor advertised a product to promote its ideas to customers. The sales promotion was a short-term incentive to encourage the purchase or sale of a product. As for public relations, they built a good corporate image in the public opinion's eyes in order to face undesired rumors and to obtain a favorable publicity. Regarding the personal selling, corporate sales persons made a personal presentation in order to build relationships with customers and to sell. Finally, direct marketing, communicated directly with the target audience in order to obtain its feedback by telephone, email, fax, internet, and other tools (Armstrong and Kotler, 2006).

Conclusion

This chapter illuminated the benefits of organic produce and tried to formulate a marketing strategy to market the organic produce of Deir Al-Mokhalles on the Lebanese market.

Regarding the marketing strategy, it should meet the customers' needs and desires in order to satisfy them, gain and increase their loyalty and demand as well. Hence, a marketing plan had to be sketched through answering the 5Ws: Who, what, when, where, why and how.

The start was the environmental situation assessment while stressing the four Cs "context, customers, competition, company". In addition, the opportunities, threats, weaknesses, strengths of all the market stakeholders had to be identified. The PEST and Porter's five forces model models would be of great help. Besides, customers should be satisfied and loyal. This meant a big strategic competitive advantage and might lead to a blue ocean strategy.

The second step was the strategy formulation through the identification of the competitive advantage by adopting the core competencies, the market segmentation and good targeting. Once this was done, positioning had to be undertaken to anchor the products in the mind of the target customers based on specific attributes, value, quality, price, and similarities among close brands and positioning statement.

Several red ocean strategies might be adopted in the case of Deir Al-Mokhalles to reach ultimately a blue ocean strategy. These strategies might be market penetration, market development and diversification.

Serving the customers and satisfying their needs could be done through the marketing mix. Brands were part of the product strategies that identified the product and differentiated it from those of competitors. Moreover, it added value based on the customer's perception toward the product.

In order to generate revenues, a product should be sold on the market thanks to an attractive and profitable price. Therefore, the product should provide a value to the customer while being competitive to the competitors. Therefore, marketers could use many pricing strategies to sell the products in the market. Some of these strategies were the penetration pricing, skimming pricing, economy pricing, premium pricing, competition pricing, product line pricing, bundle pricing, psychological pricing, cost based pricing, cost plus pricing and the value pricing.

In addition, the company should adopt some distribution channels to make its product available for all consumers. Hence, the distribution adopted some strategies which could be intensive, exclusive and selective, based on the type of products supplied and the target consumers in the market.

A further step would be the promotion to anchor the product in the customers 'minds thanks to marketing communication mix campaign.

Finally, this literature review chapter showed the importance of organic produce and spotted light on its theoretical marketing elements. In order to formulate and may be later implement a marketing strategy for Deir Al-Mokhalles organic produce, a methodology should be adopted to apply the theoretical knowledge detailed in this chapter. This would be the objective of the next chapter which would sketch a research paradigm and the correspondin gmethodology(ies).

Chapter 3 – Methodology

This research aimed at formulating a marketing strategy for Deir Al-Mokhalles organic produce. This monastery was one of the main producers and providers of such product in Chouf-Mount-Lebanon. It was also the most visited convent by individuals and groups incoming from its locality and region, from all Lebanese regions, and from all over the world (Al Hajjar, 1990).

In order to do so, we had to match both the supply and demand of organic produce in Lebanon. Therefore, the supply identified the main producers of organic produce in Lebanon including Deir Al-Mokhalles. As for the demand, it was concerned with the people's demand regarding the convent organic produce. In fact, it aimed at discovering if the convent organic produce was needed and if it was going to be purchased.

Once both supply and demand were crossed, and based on what was written about the marketing strategy in the literature review chapter, formulating a marketing strategy for this convent would be feasible.

Therefore, this study would determine the communication messages of such strategy and the potential target customers. Hence, how should we segment such a market? Should it consist of the customers considering Deir A-Mokhalles organic produce as a healthy way of life? Or was it only composed of price sensitive customers regarding Deir Al-Mokhalles organic produce?

Answering these two questions should be done through a methodology prescribed by a research paradigm. This thesis was anchored in pragmatism which allowed the use of mixed methods.

3.1 The research paradigm

In order to formulate a marketing strategy for Deir Al-Mokhalles organic produce, we had to be very pragmatic in order to collect the maximum needed qualitative and quantitative data from the field. The major paradigm which allowed the use of mixed methods was pragmatism. It focused on the most appropriate lines of actions and useful points connecting the supply and demand of organic produce. This was done through the use of mixed methods.

Such research methods meant that results only counted as they showed what interested the people and what was of value for them. Hence, the researcher did not need to identify invariant prior knowledge, laws, or rules governing what was recognized as true or valid (Cresswell and Clark, 2007).

3.2 Mixed methods

Mixed methods consisted on using qualitative and quantitative techniques which both allowed using primary data sources. In addition, further readings and research on the Internet and social media provided us with secondary data.

The main qualitative technique used was the interview which identified the supply on the market of the Lebanese organic produce. As for the quantitative techniques, they consisted of conducting a survey by a self-made and administered questionnaire regarding this produce in order to identify its demand. Both techniques identified the holistic image of the market of Lebanese organic produce. The compiled qualitative and quantitative data needed more treatment to be transformed into information, in other words to formulate the marketing strategy of Deir Al-Mokhalles organic produce.

In the following paragraphs, we would develop the notions of primary and secondary data. As for the qualitative techniques, we would develop the tool used which was the interview and the treatment and writing of its data. Regarding the quantitative techniques, we would map the self-made and administered questionnaire but we would also emphasize the statistical tools used in this regard such as the univariate and multivariate descriptive statistics.

3.2.1 Primary and secondary data

In any research, the researcher would start searching for data through writings wrote or taped by others and which were available on the web and on social media. Once the researcher was more knowledgeable about his/her topic, he/she might move to getting a more tailored primary data. Therefore, what did secondary and primary data mean? The following writings would answer such question.

As secondary data were historically and already assembled, therefore, the researcher would not need to access the respondents. Unfortunately, as secondary data were not designed to meet the research specific needs, therefore, the researcher should be very careful when dealing with them and especially when it came to their accuracy and to their pertinence. Consequently, the researcher should sometimes try triangulation to cross-check the data content, validation, and transformation.

Nevertheless, primary data were gathered and assembled specifically for the project at hand. They could income through the use of qualitative techniques such as interviews, focus groups, collages, sentence completion, etc. In addition, quantitative techniques such as a database and a survey could generate those (Zickmund et al. 2010).

Based on these writings, this research relied heavily on secondary data retrieved from the Internet when it came to the identification of the producers and suppliers of the Lebanese organic produce. We also relied on social media when we addressed the food scandals that shocked and poisoned the public opinion in Lebanon.

As for primary data, we relied on a qualitative technique which was the interview. This allowed gathering all the Lebanese organic produce regulatory environment data. It also helped in familiarizing the reader with Deir Al-Mokhalles history and its organic produce. As for the demand of such produce, we relied on a survey by a self-made and administered questionnaire to get the maximum data.

Let us detail in the following writings the qualitative and quantitative techniques used, the treatment and writing of the mixed methods material collected.

3.2.2 Qualitative techniques

The qualitative research extracted meaning from unstructured responses in order to discover the inner meanings of new insights. Therefore, it interpreted a phenomenon without depending on numerical measurement.

Qualitative techniques consisted of several items varying from the focus group interview to thematic appreciation/cartoon tests and passing by the depth interview, conversation, semi-structured interview, word association/sentence completion, observation, and collages. This research relied on interviews found on social media websites and on self-made interviews.

Gathering qualitative data: the interview

We undertook two types of interviews in order to gather all the qualitative material identifying the supply of the Lebanese organic produce on the market. The first one was the telephonic interview which provided this research about such produce and its regulatory issues. As for the second type, it consisted of a visit to Deir Al-Mokhalles in order to examine all its sold products and to undertake face-to-face interviews with the monastery seller and a monk who told us everything about this convent economic activity. In addition to the face-to-face interview that was conducted with an agricultural engineer in the ministry of agriculture. One question should be answered in this regard: why did we choose the interview?

In fact, the interview would allow gaining considerable insights from each individual regarding a phenomenon under study especially when it came to case studies. The questions would be organized based on the funnel technique, or starting from the most general to the most specific. An interview was also divided into several themes or topics to get the maximum amount of information from the respondent who should have a great experience in the field. As for the interview content interpretation, it would be very research dependent who would guide its results to match the purposes of the research topic (Zikmund et al., 2010).

Once the qualitative material was collected, how to treat it in order to write it later in a very attractive way for the reader? These questions would for sure be answered in the following paragraphs.

Treating qualitative material: Floating attention

Comprehensive research would deliver a very rich, diversified, and huge material. In order to treat such an abundant material and have the most beneficial information, the researcher should adopt the floating attention in order not to be influenced by the existing theories. Therefore, how did floating attention work?

This technique started by reading continuously the entire qualitative material. This process was repetitive as it would push the research to privilege and understand the whole material and not a part or some parts of it. Once the researcher understood and assimilated holistically the document, he/she would be able to retrieve some themes related to the topic. Thus, the researcher would be able to organize the research based on several consecutive and/or independent parts (Dumez, 2013).

Let us move now to writing the qualitative material, the only observed part by the reader.

Writing qualitative material

Writing the qualitative material should be done in the most attractive way as an incentive to push the reader to read the text without skipping any part or even any word. Therefore, narrate your text and it would be very tempting for people to read it. So what were the main elements of the narration?

Ricœur considered the narration in 1980 as a story describing a series of actions undertaken by some characters. Therefore, the narration tried to understand the successive actions, thoughts, and feelings representing a particular direction. As in every story, the conclusion was the pole of attraction of the entire process. Nevertheless, the narrative conclusion would never be deducted nor predicted like in a story. Consequently, the narration should be read from the beginning to the end. In addition, a narration was theory independent but it allowed discussing existing theories and developing new ones. How does the narration work?

In fact, the narration established sequential chronologies contributing in understanding the dynamics of action which could be technological, political, environmental, regulatory, etc. Therefore, the story might start with a state of equilibrium that might be disturbed by an unexpected event and that might generate another state of equilibrium which could be different or the same of the original one but never identical (Dumez, 2013). In fact, organic produce existed in Lebanon *ex ante* the country existence as our grandmothers used to manufacture it to insure the family's survival. But most Lebanese did not pay a great attention to its importance. Suddenly the food scandals shocked the public opinion and pushed them to think about going organic. The first equilibrium tackled the presence of organic produce; the second equilibrium caused by food scandals tackled the importance of organic produce. Both equilibriums tackled the same product but were never identical as the first one emphasized its presence, while the second focused on its importance.

In addition, in a narration, two points of view should be considered: the actors and the researchers regarding the dynamic action (Dumez, 2013). In fact, the researcher knew well the importance of organic produce but what about the consumers? Did they understood the real meaning of going organic or was it an emerging and urgent need after the food scandals that shocked Lebanon?

3.2.3 Quantitative techniques

In order to reveal the consumers' demand regarding the Lebanese organic produce, a survey by a self-made and administered questionnaire was addressed to one hundred people selected randomly in Lebanon.

The following paragraphs would map the questionnaire, address the software used to process the data, spot light on the types of variables, the used statistical techniques, and finally about writing the statistical results, again in a very attractive way or friendly-user way.

Gathering quantitative data

A survey was conducted by a self-made and administered questionnaire to reveal the demand of the Lebanese organic produce. This questionnaire consisted of four themes that respected the funnel technique through asking questions going from the most general to the most specific. The following figure would map the questionnaire in order to better understand its analysis.

Figure 19

The self-made questionnaire themes



To treat such a questionnaire, we processed the data while using the Statistical Package for Social Sciences (SPSS) in order to generate results. Once organizing and summarizing these results, we would move from data to information through telling a story about the findings.

Treating quantitative material

As we did not want to generalize the results of this survey from the sample to the population, as a sample of 100 people would never be highly representative of all the residents in Lebanon, we had to discard probabilities.

Therefore we preferred to remain in the sample through using descriptive statistics. Such results would reveal the expectations of people when it came to the Lebanese organic produce. In addition, these descriptive results would be the basis of may be a survey conducted later on by Deir Al-Mukhalles regarding its organic produce marketing strategy.

Anyway, as we had all types of variables and especially the Likert scale variables, we had to use univariate and multivariate descriptive statistics. Let us detail their processing and the kind of information they would produce in the following paragraphs.

Univariate descriptive statistics

Univariate descriptive statistics treated each variable alone. This was meant to organize and summarize the data in the sample. How? In fact, we had qualitative and quantitative variables.

Regarding the qualitative variables, we had nominal and ordinal ones. To treat such variables, we had to calculate two indicators which were the valid relative frequency and the mode.

We also had in this category the multiple choice questions which needed a special treatment. As a start, we had to define a set of these variables and then to treat them and read the results while focusing on the main frequent classes.

As for the quantitative variables, we had the discrete and the continuous ones. In order to organize and summarize them, we had to use two sets of indicators. The first one consisted of the central tendency indicators such as the mode, mean, and median. As for the second set, it encompassed the variability indicators such as the most important ones or the standard deviation and the minimum and maximum (Dodge, 2004).

Having summarized the sample data thanks to the univariate descriptive statistics, it would be time to segment the market of the Lebanese organic produce.

Market segmentation

As we had Likert scale ordinal variables in the sample, we could use multivariate descriptive statistics techniques to segment the market. Two techniques among many others were used in this thesis: the principle components analysis (PCA) and the clustering.

The PCA compacted all the Likert scale ordinal variables to regroup them into a model consisting of two components in this thesis. This model was based on the decreasing order of the sum of rotated variance for both components which was the model validity explaining the reality up to 60.0% at least. In English, this would mean delivering the communication messages in any marketing strategy.

Now we had to choose one component out the two because of money, time, and human resources cost constraints. Which one to choose?

The clustering would answer this question through a decision tree called the horizontal dendogram. Such tree would divide the sample into three homogeneous groups of respondents. In order to identify the characteristics of these groups and in the case of too many similarities, we had to focus on their differences. This could be done through crossing each group with all the questionnaire variables.

Once the three groups of respondents, or Lebanese organic produce consumers were identified, we had to fit each one of the principle components to the most suitable group. Once this was done, we would be able to select the communication message that would address the most suitable group (Tabachnick and Fidell, 2007).

In addition, the Chronbach's alpha had to be calculated in order to express the reliability of the model. A reliable model meant that this estimate of multiple-item scale reliability had to be higher to 0.6 (Zikmund et al., 2010). Now, how should we present such results in an attractive way for the commons?

Writing quantitative material

All the previous quantitative processing helped the researcher to move from data to information. Regarding their presentation, it should be through writing stories about the numbers. This friendly-user presentation of statistics would use tables and boxes to visualize the statistical results. In addition, telling a statistical story would not focus on data description. On the contrary, the story in this case written based on the journalistic inverted pyramid would help in finding a meaning in the statistical findings. Therefore, such a story should brief these findings and focus on how they would affect the commons and not the specialists.

Hence, if the readers could relate the information to some important lived personal and social facts, they would feel better informed and this would help them in a rational decision-making [PARIS 21– Statistics Norway (2009)].

3.3 Writing the marketing strategy

Finally, to formulate the marketing strategy for the Lebanese organic produce of Deir Al-Mukhalles, we had to cross-match the mixed methods results. In other word, this matched the supply and the demand and exploited the literature review elements that should figure in any strategy formulation.

Conclusion

In order to study the penetration of Deir Al-Mukhalles organic produce into the Lebanese market and formulate its suitable marketing strategies to match the supply and demand of such produce, the pragmatic paradigm was adopted. It allowed using qualitative and quantitative techniques to gather secondary and primary data.

Firstly, the qualitative methodology tackled the supply of the organic produce in the Lebanese market. Its tools were the face to face and telephonic interviews with experts in order to generate primary data. While retrieved interviews from social media websites contributed in gathering secondary data. To process qualitative data, we used the floating attention. However, we narrated the qualitative findings in an attractive way for the reader.

Secondly, the methodology used for identifying the demand of organic produce was quantitative by conducting a survey through a self-made questionnaire. This tool was addressed to a sample of 100 respondents. The data was processed on SPSS and it delivered a full market segmentation of the organic produce customers. To move from data to information, we had to tell stories about our numerical findings in order to present them in a friendly-user way.

Finally, we will be confronting the qualitative and quantitative findings in order to formulate Deir Al-Mokhalles organic produce marketing strategy.

The next chapter would apply all what was written in this chapter.

Chapter 4 – Findings

Several expired and spoiled food scandals shocked many Lebanese and harmed others. Lebanese panicked as in the era of insecurity and car blasts they did not need food to harm or even to kill them. The question that Lebanese kept asking was: what should we eat in order not to be poisoned? Some experts led us to our grand ma's healthy and tasty organic produce. But where could we find a real Lebanese organic produce? Such a produce existed in many specialized shops and in monasteries, especially Deir Al-Mokhalles where it lacked marketing.

Therefore, this thesis would with great modesty try to formulate a marketing strategy for Deir Al-Mokhalles Lebanese organic produce based on the consumers' demand. Why Deir Al-Mokhalles? The paragraphs to come would answer this question.

As for the marketing strategy, it would be formulated through confronting the supply and demand of such a national produce on the Lebanese market. In fact, qualitative techniques and social media pointed the supply, while the quantitative techniques highlighted the demand of such a produce. Hence, this marketing strategy would be sketched once the supply and demand were confronted and based on what was written in the literature review. But first, what about the food scandals in Lebanon?

4.1 Food scandals in Lebanon

Social and mass media were very active in spotting light on scandals which tackled expired food and chemical substances added to fresh and spoiled food. Unfortunately, this was not an official concern although it existed long time ago in Lebanon. As a proof, Prime Minister Najib Mikati addressed lately food safety when the wife of an important politician was poisoned because of spoiled food she ate with her guests. Disregarding this incident, no official cared about the tragedy of the commons.

Thanks to the media, several cases would be highlighted in the following writings. Let us start with the Ministry of Economy Consumer Protection monitors who seized some restaurants in Tarik Al Jadida, Ashrafieh, Hamra, Sad Al Baouchrieh, and Jal Al Deeb. The main reason was serving the consumers expired and spoiled food products (Hashash, 2011). But what happened later on? The answer was unknown.

This story was the head of the iceberg. The ideal solution would be eating at home to avoid cheating restaurants. But what do we have to eat at home? Fresh vegetables? Fresh meats? Imported canned food? Delicious Lebanese Pastry? The fairy tale of healthy food would start here!

Who said fresh vegetables were healthy in Lebanon? Who could grant their irrigation with fresh water instead of sewerage water? Who could grant not submerging them with fertilizers? NO ONE! In fact, such substances used heavily in agro food in Lebanon would accumulate in the human body and cause cardiac diseases, disturbances in the nervous system, precipitations in bones, suffocation, paralysis, cancer, etc. according to the environmental health specialist May Jerdi (Khawand, 2011).

OK, let us leave the fresh vegetables aside and try to get some fresh red meat from the butcher's nearby or white meats (fish and chicken) from the supermarket. Sorry, who said fresh meat? Was it really fresh? What about the meat glue?! Butchers would mix this white powder with spoiled meat, fish, and chicken to stick, become cohesive, and seem like fresh and juicy ones. In addition, water and chemical injections would increase the volume and weight of meat. This would fool the consumers who would pay expensively these spoiled products taken for fresh ones. Even the best chemical experts could never discover the meat glue when used in a piece of meat (Kossaify, 2012). Therefore, dear consumer, please do panic!

Ok, to avoid all these substances, let us eat imported canned food from reliable countries. Keeping good intentions about the Lebanese traders who might not change the expiry dates –although this might be a dream which might never come true – imported canned food was not healthy at all. In fact, food flavor enhancers, such as the Monosodium Glumate, could affect badly the brain. According to Dr. Charles Abou Samra, the head of Lotus Organization for Natural Medicine, and Dr. Russel Blaylock, this substance would also cause obesity, heart attack, migraine, diarrhea, joint pain, depression, dizziness, slurred speech, insomnia, anxiety, fetus damage, epilepsy, etc. In addition, this substance also called E621, would lead when consumed to non-saturation. Hence, the consumer would demand more canned food, snacks, chips, chocolates, nuts to become finally an E621 addict (Blaylock, 2009; Abou Samra, 2011). So imagine its damage!

Ok, let us discard fresh and canned food, and let us eat the delicious Lebanese pastry. Yummy! But please do pay attention to excessive sugar consumption as it might lead to excess weight and thus cholesterol, triglycerides and diabetes! Ok, let's eat sweet 'n low pastry. Please, do not overreact! Salmonella would surprise you and might kill you! Kalam Nas footage with a salmonella victim, Mr. Joe Roufayel would shock and rock you! In fact, Mr. Roufayel consumed pastry in 2012 from a famous Lebanese pastry. He was attacked by salmonella which absorbed all the vitamins and the potassium of his body. He had one solution: to be driven immediately to the hospital or to die. Luckily he was admitted in a hospital on the spot as he might had enough money or an insurance to pay the hospital, or wasta to be healed before reimbursing the hospital! He spent three weeks in the hospital to be cured and to avoid having heart diseases.

Ok, let us discard fresh and canned food and pastry from our menu. Therefore, to live, we had two solutions: drink water or live like Indian Navahos!

Who said water? What water should we consume? Was it the public utility water provided by the four Lebanese Water and Wastewater Establishments or by private merchants such as Sohat, Nestlé, Sannine, Tannourine, etc. and some private water filtering shops? What about the quality of such waters in the absence of effective official quality control? Even if this official control existed, was it efficient? Nobody knew!

Ok, this would leave us with the final solution or the Navahos'. These considered that air was the source of all energies in the world. Great solution: AIR! But was our Lebanese air fresh and healthy? Of course not at all as it was polluted and overloaded with chemical substances with no pollution level measurements!

Unfortunately, all the previous writings carried one alarming message: Lebanese, do not panic but try to find healthy food!

According to Dr. Russel Baylock, this healthy food was the organic produce and especially the dark green vegetables highly concentrated in magnesium. Even if the E621 substance and the cosmetic added to the food were consumed, dark green vegetables could block their bad impact (Baylock, 2013).

Therefore, organic produce was the ideal solution. But what about the supply of the Lebanese organic produce in Lebanon?

4.2 The supply of Lebanese organic produce in Lebanon

According to the agricultural engineer, Mr. Mazen Tabbara (2015), the organic produce was new and a niche in the Lebanese market due to its tiny size and higher price. As our national economy was always that of services and of trade even long before the existence of Lebanon, the agriculture was officially neglected. In fact, the Lebanese Gross Domestic product grew by 7.1% to reach 55,965 billion LBP in 2010 compared to

2009. Unfortunately, the part of the agriculture and of the living stock sector decreased between both years as it constituted 5.1% of the 2009 GDP and 4.7% of the 2010 GDP (Kasparian, 2011).

Therefore, to keep breathing, the agricultural sector, and mainly the organic agriculture process and marketing had to rely on the private initiative. Hence, this production suffered mainly the lack of regulation problem. However, it was able to overcome it and to be sold in several places thanks again to the private sector and the NGOs major initiatives and some shy official initiatives.

The lack of regulation

Organic certification was a process that controlled the flow of the produce from primary production at farm level to the final consumer. Certifying the organic produce maintained its integrity and prevented its fraud inspection. In addition, anyone who operated the organic produce from production to marketing could be certified as organic (Tabbara, 2015).

Unfortunately, the organic sector in Lebanon has been lacked since its early beginnings national legislation and local certification services. Its limited capacities affected badly the marketing and development of its products (FiBL, 2008).

The Lebanese national standards were prepared by the Lebanese Standards Institution (LIBNOR), a public organization attached to the Ministry of Industry (MOI) (Khoury, 2004). These standards were discussed and prepared by technical committees for the purpose of public health protection, public safety and environment as well as facilitation of trade. Moreover, the Lebanese standards for organic farming was drafted by Green line Association with the support of (GTZ) and approved in March 2004 (Khoury, 2004).

Moreover, a law on organic agriculture was drafted and reviewed by a national committee formed of organic experts, under the supervision of the Ministry of Agriculture (MOA) in 2005. This law was planned to be in compliance with EEC Regulation 2090/91 in order to allow the certified producers of Lebanese organic crops to export their products to the EU without an export certificate starting July 1, 2012 (Farrell, 2012; Tabbara, 2015). This law focused on certification, regulation and trade standards. In 2011, it was submitted to the Lebanese Parliament and was still waiting for final approval (Tabbara, 2015).

In Lebanon, two certifiers delivered this organic certification: LibanCert and the Instituto Mediterraneo Di Certicazione (IMC-Liban). These certifications followed the European standards for their guidelines (Souk El Tayeb, 2013).

LibanCert, an organic certification company, was launched on 30 March 2006. It operated under the auspices of the American University of Beirut (AUB), with the support of the Swiss Government and FiBL, the Swiss Research Institute of Organic Agriculture. Located in Beirut, its services covered Lebanon and the neighboring countries such as Syria and Jordan (Sfeir, 2010).

According to Roula Fares, the manager of LibanCert, “Due to the collaboration with the Swiss certification body, bio.inspecta, LibanCert was able to offer certification for all relevant markets including the European Regulation for Council regulations EC 2092/91 and the US National Organic Program” (Tabbara, 2015).

LibanCert operated in Lebanon as a certification body and the Lebanese IMC worked under the umbrella of IMC Italy. In 2012, IMC delivered 74% of the certifications in the Lebanese market, while LibanCert provided the rest (Rafei, 2006; Sebaaly, 2012). Both IMC and LibanCert visited lands and tested the soil to make sure that no chemicals were used (Halawani, 2009). In addition, they already certified 327 producers as organic according to EU regulations. This might enhance the trust in the Lebanese organic produce (Gatten, 2011; Tabbara, 2015).

In order to identify the Lebanese organic produce, branding was a prerequisite. Such intellectual property could be protected if registered in the Ministry of Industry. This would allow a legal marketing and selling of any organic produce in addition to other elements that should figure on its package such as the production source, the producer's address and phone number, the ingredients, and the production and expiry dates (Kobeisy and Franjeye, 2015).

After addressing the Lebanese organic produce regulation and certification, what should we say about its market?

4.2.2 The market of organic produce in Lebanon

According to Haifa Abbas, the marketing manager of Al-Marej organic food store, organic food remained a niche market, with products sold in only some supermarkets and specialty stores (Halawi, 2009). It was also made and sold in monasteries and by households. Organic produce consisted of vegetables, fruits, bread, baby food, cereals, jams, herbs and a wide variety of food and beverages. Some Lebanese organic farmers marketed directly their food through on-farm selling; hence they were middlemen independent (Halawi, 2009). As for the price of organic produce in the Lebanese markets, it was between 30% and 70% higher than the price of the conventional produce (Touma, 2003).

Anyway, the main certified producers/merchants of organic produce in Lebanon were few such as BioCoop Lubnan, Healthy Basket, Souk El Tayeb, Atayeb Al Rif, Adonis Valley, and Al Chouf Cedar Nature Reserve (ACS). Let us address these producers in order to spot light later on their most important features.

BioCoopLubnan

BioCoopLubnan was the first Lebanese cooperative for organic agriculture. Established in 2001, it introduced organic farming to Lebanon and sold its produce thanks to the support of WVL and to the assistance of USAID. It regrouped 160 farmers– the largest gathering of organic producers in Lebanon– spread in 61 Lebanese villages covering an approximate area of 471 hectares.

The Organic Farming committee along with BioCoop Lubnan contacted a French Certification Organization "Qualité France". This French association for quality control, management, and promotion of organic products contributed in the certification of the Lebanese organic produce. This Organic Farming Committee produced, marketed, and distributed organic produce to local supermarkets under the brand name of "Campagna". IMC certified Campagna as organic. Consumers could reach these farmers out in five centers located in North-Lebanon (Bsharre district), the Bekaa (Zahle district), and South-Lebanon (East Sidon, Nabatieh/Marjayoun, and Bent Jbeil) (Greenline, 2007; BioCoop Lubnan, 2010).

BioCoop Lubnan was organic as its products were healthy, nutritious, genetically modified free, safe for consumers and farmers, and encouraged the biodiversity and the soil. In addition, it sustained the economy through creating sustainable job opportunities for the suffering Lebanese farmers (BioCoopLubnan, 2006). The main products of BioCoopLubnan were vegetables and fruits.

Figure 20

Organic brand (Campagnia)



Source: Sebaaly (2012)

The vegetables consisted of green beans, broccoli, sugar beet, cabbage green, cauliflower, celery, cherry tomatoes, chicory, kohlrabi, coriander, cress, cucumber, dried garlic, dried onion, eggplant big and small, beans, green onion, green pepper, hot pepper, leek, and lettuce (frisee, Batavia, iceberg, lollorosso, lolloverde, oak leaves green).

As for the fruits, they were grapes, annona cherimoya, apricot, avocado, cherries, figs, grapefruit red and white, kaki, kiwi, loquat, melon, nectarine, orange, peach, plums red and white, pomegranates, pomelo, pomelorus, strawberries, water melon and apples. We could add cereals, jams, oil, vinegar, etc... (BioCoopLubnan, 2006).

BioCoop products prices were relatively higher than those of conventional ones. It marketed and distributed its products in Lebanon via intermediaries to supermarkets and other outlets in Beit El Soha, Hopital Hôtel Dieu de France, Bou Khalil - Hazmieh and Ras Beirut, Coin diététique - Mar Elias, healthy corner - Chiyah/Moawad street, Golden star - Jounieh, Macrodetete - Achrafieh, all TSC branches, Naturalia - Hazmieh, and Organically - Jal El Dib (BioCoopLubnan, 2010).

Healthy Basket

The Faculty of Agricultural and Food Sciences at the American University of Beirut (AUB) initiated in 2001 the Healthy Basket project to improve the livelihood of Lebanese farmers in rural areas. This would preserve the environment and protect human health through releasing organic produce to the market certified by LibanCert. Healthy Basket did not own a farm but worked with several small-scale farmers scattered all over Lebanon.

Moreover, Healthy Basket covered 135 ha of the organic area. It was specialized in home deliveries through its Community Supported Agriculture (CSA) program. By joining this program, customers received a weekly basket of fresh organic fruits and vegetables of the season at their doorstep. In addition to the CSA program, HB operated a retail shop in “Hamra” and a weekly stand in Beirut’s farmer’s market “Souk El Tayeb”. In addition it exports fruits and vegetables to Dubai (Khoury, 2004; Healthy Basket, 2007; Sebaaly, 2012).

Healthy Basket packed 120 baskets weekly with its local organic products to 120 shares in Beirut. The baskets content varied according to what was available seasonally in farms, in addition to supplements, vitamins and several lines of body care, books and others. Consumers who preferred choosing their own produce, had to move to specific shops and to “Souk el Tayyeb”. The produce was purchased directly from 40 small-scale farmers scattered all over Lebanon, seven of which were regular suppliers. The others were seasonal growers of fruit trees and olive. Farmers incoming from all over Lebanon dropped-off their produce in Healthy Basket shop in Beirut three times per week. Most of them used their own vehicles to transport the products. In some clusters, small farmers cooperated to transport their products with the farmer who owned a vehicle. The harvested quantities and amounts were usually agreed upon with the Healthy Basket staff based on the advanced orders by the CSA customers and the estimation of the cash sales in the shop. The Healthy Basket team made sure to receive the good quality produce (Touma and Zourayk, 2004).

Figure 21

Healthy Basket



Source: AUB, (2007)

Souk El Tayeb



Kamal Mouzawak created this first farmers' market in Lebanon, specifically in Beirut downtown in 2004. Mouzawak intended to create a "souk" with the same vital energies than traditional "souks" to preserve the old Lebanese food traditions for future generations to enjoy. Mouzawak wanted to promote the consumption of local organic produce to give value to small-scale farmers. The literal translation of Souk el Tayeb meant "the good market" which also intended good taste, good energy, and healthy life in general.

In summer 2008, Kamal met the consultant Christine Codsí in Corporate Strategies and Business process across the MENA region. They enlarged Souk el Tayeb project in November 2009. Therefore, they established the TAWLET, a farmers' kitchen near the market area where cuisine was prepared with the market products and where the chefs were the farmers themselves (Mereatur et al., 2012).

Figure 22

Organic Farmers' market in Beirut (Souk al-Tayeb)



Source: Sebaaly (2012)

Souk el Tayeb Farmers' Market had both organic and conventional produce and foodstuffs. To make things easy for customers at the market, organic produce was clearly color-coded with a green "certified organic" label delivered by IMC and LibanCert (Souk el Tayeb, 2013).

Figure 23

Organic Farmers' market in Beirut (Souk al-Tayeb)



Source: Sebaaly (2012)

Consequently, producers were involved through their products. In fact, Souk el Tayeb focused on creating means for rural producers to show their products to urban clients. Vendors were farmers and producers incoming from different Lebanese regions. These could be individuals, households, groups or associations. The market flourished and grew steadily from ten producers in 2004 to seventy in 2011. They sold high quality certified products with higher price than conventional products.

These products were fresh fruit and vegetable, dried fruits and herbs, fresh juice, poultry and dairy products, homemade food products (mouneh), meat and fish products, bakery products, nuts, honey, eggs and soap.

Souk El Tayeb was held every Saturday from 9 am to 2 pm at downtown Beirut. For nearly a year, in 2010, they have tried a 2nd day in a different location (ABC mall in Achrafieh), every Wednesday from 4 pm to 8 pm (Mereatur et al. 2012).

Atayeb Al Rif

The Young Man Christian Association (YMCA) established in 2002 Atayeb Al- Rif in Beirut through the Stimulating Markets and Rural Transformation (SMART) program. USAID funded this project to support rural women in Lebanon with income generation opportunities (YMCA, 2013).

The program established centers across Lebanon housing over 1600 women working away to produce the food. These centers were linked to Atayeb Al Rif coop for marketing their high quality produce. The production took place in Deir El Ahmar, Kfardebian Village, Kafar Helda, Akkar El Atika, Ferzol, Kossaibeh, Fakiha, Tikrit and Hasbayaand in the Mediterranean authentic food company (MAFCO sal,) (atayebelrif, 2008; YMCA, 2013).

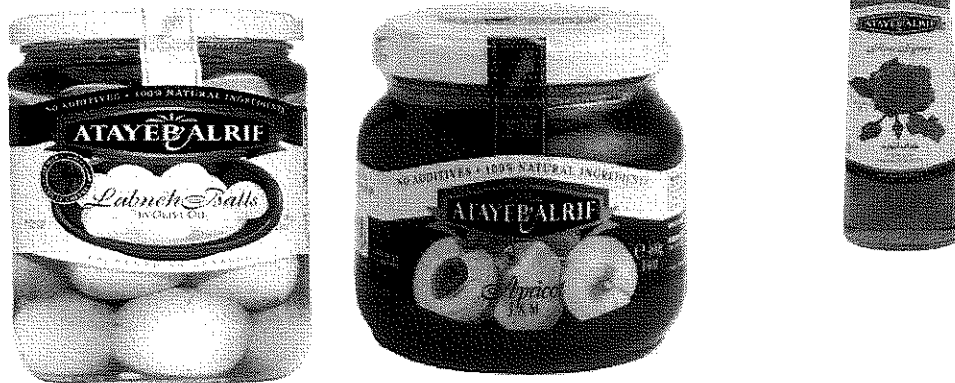
Atayeb Al Rif products were more expensive than the conventional products. They included oil, olive oil, jams, sweet syrup, distilled products, pickles, vinegar and acidic, sweets and delicacies and miscellaneous.

In addition, these products were available almost everywhere. On a local scale, they were sold within the village, to neighboring villages, within the local hubs; Beirut, Sidon, Tripoli and Tyr. On a national scale, they existed in Monoprix, Spinneys, Bou Khalil, Idriss, Farm Superstores, Geant Casino, Le Charcutier Aoun, Smith's, and Storium Saliba. On an international scale, these products were exported to the Kingdom of Saudi Arabia, Kuwait, Jordan, Oman, UK, Canada, and USA. Moreover, Atayeb Al Rif organic produce are sold (atayebelrif, 2008; Sayyah, NA).

On a marketing scale, branding and private labeling were used in order to minimize marketing costs and increase sales in addition to fairs exhibitions and trade shows. Atayeb Al Rif also advertised its products while using 1,000 billboards throughout Lebanon (Sayyah, NA).

Figure 24

Atayeb Al Rif Organic Produce



Source: Atayeb Al Rif (2008)

Adonis Valley

Fadi Daou started and managed Adonis Valley in Fatri in 2005. This private business was growing organic since 1998.

The brand name stressed creative, authentic, and pure aspects of rural production. It aimed to protect the Lebanese food heritage through sustainable agricultural and rural development in order to provide customers with organic tasty food and to ensure high ethics throughout the chain of production. Households and employees manufactured these brand products in the farm house in Fatri and in Adonis Valley Factory in conformity with the EU Regulations for organic agriculture (EC) N. 834/2007 and N.889/2008. The Italian certification body "IMC" controlled and certified both the process and the products. Its organic operator certification code was L 0206 (Adonisvalley, 2009).

Adonis Valley products were more expensive than conventional products. They consisted of organic tomato sauce with oregano, organic tomato puree, organic ketchup, organic tomato paste, organic sun dried tomatoes, wild capers, zaatar, pickled green tomato wedges, moussaka, jams, oca stew, organic grape molasses spread, chili paste, vinegar, honey, plain fleur de sel, fleur de sel with garlic, diet jams, fleur de sel with herbs (Adonisvalley, 2009; Daw, 2015).

Figure 25

Adonis Valley Organic Produce



Source: Adonisvalley, (2009)

The Adonis Valley product family can be purchased by visiting Specialty Stores, diet centers, catering companies, restaurants or delivered via ARAMEX as an intermediate client to any household or business in Lebanon. The specialty shops were Live Organic and Le Carpaccio in Naccache, Calories & Co. in Kousba, Fleuron de Fadel, Organic in Jounieh, Fleur de Lait in Fatri, Organically in Jal el Dib, The Natural shop in Mazraat Yacho3, Naturalia and Le regal in Hazmieh, Muse de la Soie in Bsous, A New Earth, Macrodet, Beit El soha, Malbanet Deyr Taanayel and Al Marj in Achrafieh, Beit El Afia and Healthy Basket in Hamra, Carla's good food in Corniche el Mazra, and Hammam saida in Saida.

Moreover, these products could be found in restaurants and catering companies such as Casper and Gambini, Zaher El Laymoun in Dbayeh, Bread in Jemaizeh, Bread Republic in Achrafieh, Grewen in Hamra, Mandaloun café in Achrafieh, Casablanca in Ain El Mreisseh, Olio in Jemaizeh/Hamra, DT Kaslik and Beirut, Audi catering in Rabieh, and Cat and Mouth in Dekwane.

Al Chouf Cedar Nature Reserve (ACS)

ACS launched its rural development program in 1999 to support local communities by providing training and marketing outlets for their organic products funded by German government GTZ. There were eighty-two certified products by Libancert carrying the Chouf biosphere reserve label, which were produced traditionally by local households. Located in mristi, Baadarane and Jbaa, the production was owned by ACS. Mr. Rizkallah Mahmoud was a program agent who provided the needed supplies including jars and bottles for producers (primarily women).

These products were sold in “Barouk”, “Maasser el chouf”, “Niha and AinZhalta” started in 2011, Park House which was established in Maasser el-Shouf in 2012. In addition to that, ACS sold its products outside the reserve in fixed outlets such as Aziz, Mir Amine, Le Bristol, Zahr el Laymoun restaurant and AEC outlets.

ACS sold its products also in fairs and exhibitions such as Garden Show, Beiteddine festivals etc. and in the private orders and guesthouse visitors in Barouk, Maasser el Chouf, Khreibeh, Baadarane and Niha.

The reserve products were jams, honey, syrups, distilled water, vinegar, herbs, dairy and olive products and others, these products were more expensive than conventional products (Hani, 2010).

Figure 26

ACS Organic Produce Prices

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

Source: Hani (2010)

Figure 27

ACS Organic Produce



Source: Hani (2010)

After addressing these six main producers and providers of organic produce, let us shed more light on their most salient features.

The six agents' distinguished characteristics

The six agents sold Lebanese organic produce. But what were their most unique characteristics?

Starting with the year of establishment, Adonis Valley was the oldest as it started in 1998. Regarding the project initiator, Souk El Tayeb was established based on an individual initiative, that's of Kamal Mouzawak. In addition, both Adonis Valley and Souk El Tayeb did not have a project supporter.

As for the production location, BioCoop Lubnan was the most distinguished as its products were located in 61 Lebanese villages and where 160 farmers collaborated in this task. But Atayeb Al Rif was distinguished by the fact that 1,600 household women produced its products. This was a main incentive for these women to stick to their home villages and to earn some money. Such revenues were a good support to the economic cycle in such villages.

All had their brands and certification except for Atayeb Al Rif which had a private labeling and a non-defined certification. As for clients, the six producers had their intermediary clients. Adonis Valley was an exception as it delivered its products through Aramex which would allow a national and an international expansion. In addition, Atayeb Al Rif had its own coop.

As for sales outlets, diet centers characterized BioCoop Lubnan and Adonis Valley; while Healthy Basket sold its products in Souk El Tayeb among others. ACS could be a niche by itself as it sold its products in luxury food shops and restaurants, fairs and exhibitions, private orders, and in guest house visitors.

When it came to the purpose of establishing such producers, BioCoop Lubnan wanted to introduce the organic produce to the market. As for Adonis Valley, it wanted to protect the Lebanese food heritage through sustainable agriculture and rural development to provide consumers with organic food.

Finally, when talking about these six producers' production, all of them produced Lebanese organic produce and all of them had their brands.

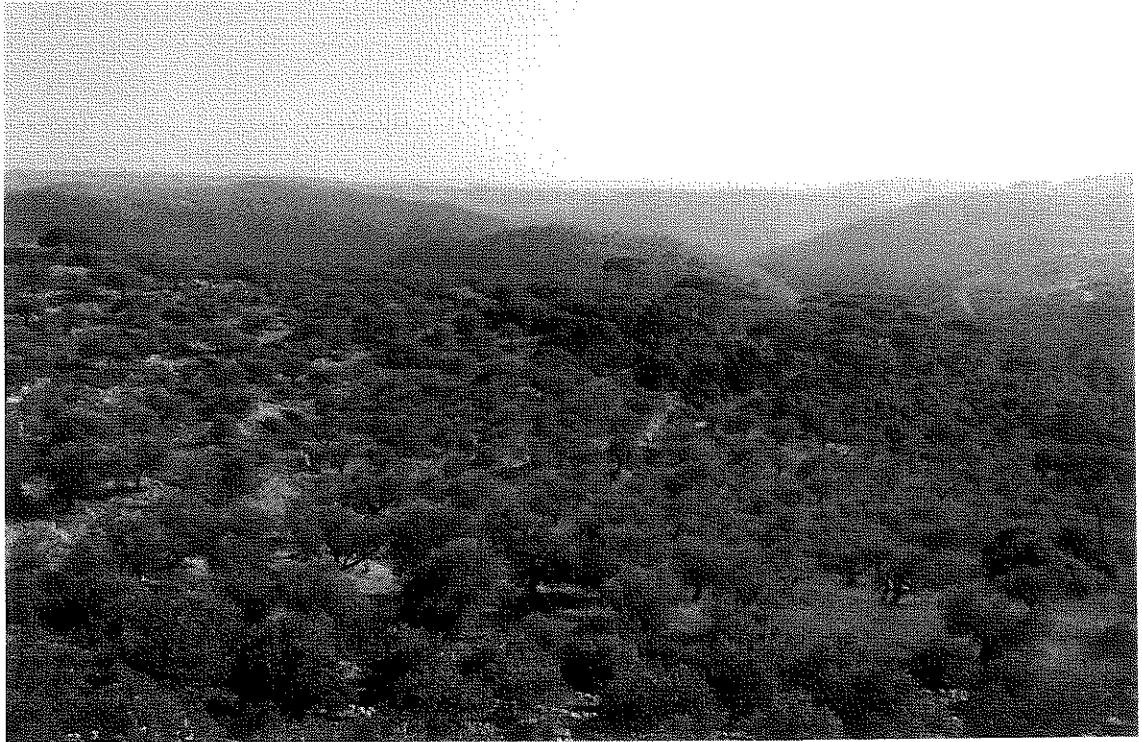
Now, why did we choose Deir Al-Mokhalles to formulate a marketing strategy for its organic produce? The following paragraphs would clarify the reasons behind such a choice.

4.2.3 Deir Al-Mokhalles as a producer of organic produce

If we had to get back in time, we could say that Deir Al-Mokhalles produced long time ago organic produce. In fact, the monks who moved from Saida built this monastery in the eastern side of Joun in South-Lebanon in the year 1700. Located at 50 Km to the South of Beirut, this convent was 400 meters above the sea level and possessed a land area covering 480 hectares. It was and still covered with pine, forests, Vineyards, olives, and carob trees (Iqlimonline, 2007).

Figure 28

Piece Deir Al-Mukhalles agricultural area

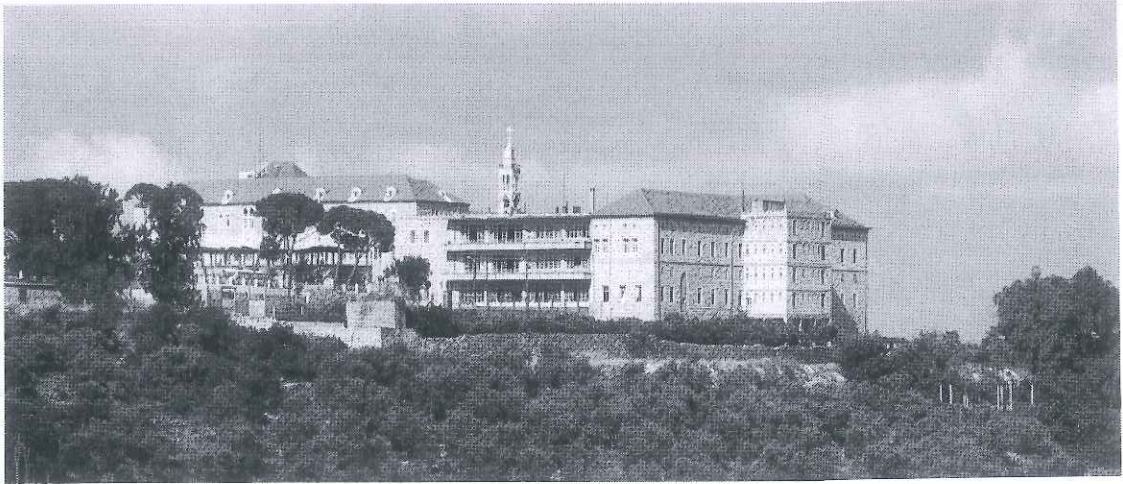


Source: Nada (2015)

The monastery lands were the main source of living for the monks. Growing and harvesting the crops allowed the monks to survive with the lowest living standards without requesting any charity or external support. As every human wanted to improve its living standard, these monks decided to exploit these lands for their own consumption purposes and for selling their production to people living around the monastery. Thus, their commercial activity started in 1731 with one purpose: improve the monks' below average living standards. Earning profits was out of question (Haddad, 2015).

Figure 29

The Monastery of the St. Saviour



Source: Basha (2014)

Figure 30

The Production Building



Source: Nada (2015)

Therefore, this commercial activity was related to organic farming since centuries in this convent. Currently, they were selling around 100 organic produce products which were produced traditionally, manually, and mechanically by local community households and by the monks themselves. This production was centralized in a specific building in the convent (Haddad, 2015).

Figure 31

Households of Deir Al-Mukhalles Organic Produce



Source: Nada (2015)

Figure 32

Production place



Source: Nada (2015)

As for the six main producers of organic produce, Deir Al-Mokhalles monks started and still selling their Lebanese organic produce in the convent to neighboring and surrounding monasteries and villagers. When this commercial activity for non-profit purposes succeeded, the monks sold their product extra-muros convent, more specifically in places related to the monastery such as schools, agencies, and specific shops in Mar Mkhayel, Ammiq, Keddisa Takla, Dar Al Inaya in Salheya, and in Jeita. Priests supplied these places with the monastery products. They were free of charge service intermediaries (Haddad, 2015).

Figure 33

St. Bchara Abou Morad

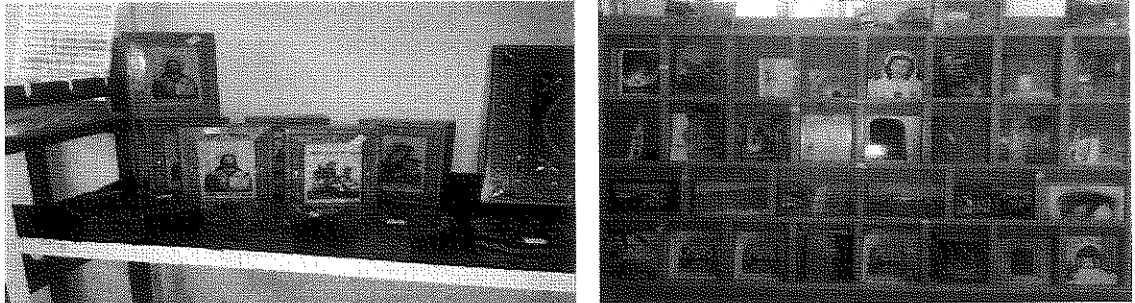


Source: Deir Al-Moukhalles (2014)

Luckily, the convent enjoyed other customers' incoming from all over Lebanon and from all over the world. Besides, religious tourism and people who believed in Saint Bchara Abou Morad and in his miracles increased the convent sales. Nevertheless, the word of mouth and the participation in exhibition expanded the sales of Deir Al-Mokhalles. In addition to its Lebanese organic produce, it also sold religious handcraft souvenirs and books (Haddad, 2015).

Figure 34

Handcraft Souvenirs and Books



Source: Nada (2015)

In fact, the monastery clients could benefit all the organic produce health and environment benefits especially that these convent products were extremely diversified and could be used in all types of Lebanese cuisine. Moreover, the monastery was reputed for its high quality, accurate, and clean products with affordable prices if compared to conventional food products (Haddad, 2015).

Figure 35

Some Priced organic produce of Deir Al-Mukhalles



Source: Nada (2015)

However, what did affordable prices mean? To price an organic produce, the monks took into account the production costs, the quantity produced, the labor and needed materials. Therefore, the convent organic produce prices were a bit more expensive than conventional produce and less expensive than the six main producers' prices. Once again, this reflected the fact that this convent sold organic produce for self-sufficiency and not for profit purposes (Haddad, 2015).

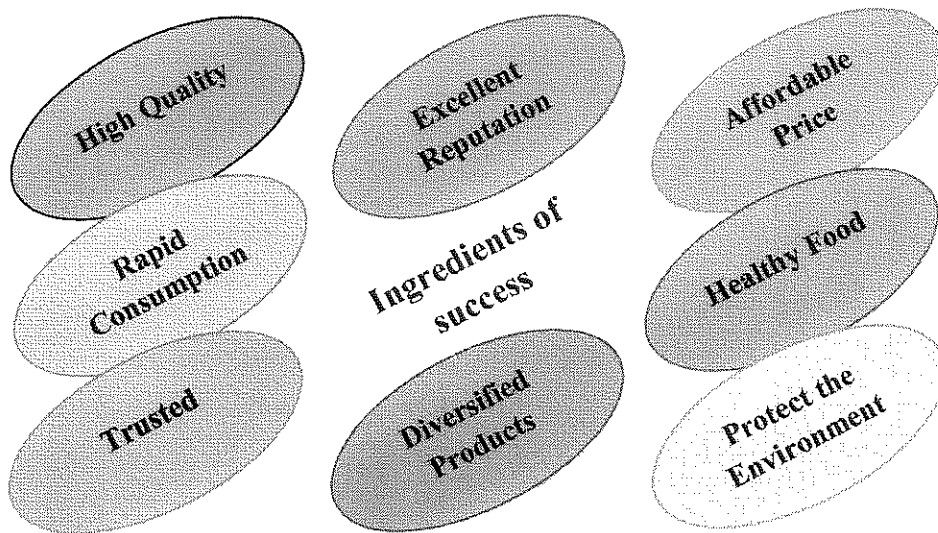
All these mentioned benefits increased Deir Al-Mokhalles fame regarding organic produce. As the monks were not marketers but only people thinking about self-sufficiency, the good reputation of the convent pushed its customers to reserve their products even before being produced. To understand what was written, just visit this convent on Sunday morning and see how people rush to buy all its products especially its vegetables and dairy products. Regarding the latter, you had to book your order, two or three weeks *ex ante*. This meant unfortunately running out of stock. Being ahead of the competition on the long run with organic produce, Deir Al-Mukhalles should also sketch a marketing strategy in order to avoid running out of stock which disturbed the customer's incoming from far regions in Lebanon and abroad (Haddad, 2015).

Therefore and among others, Deir Al-Moukahlles should create a brand name and label its products. This meant differentiating its organic produce of other producers in Lebanon and enhancing its self-image was well to have a market position and market share. The organic produce design and package and the expansion of its selling outlets should be also on the marketing strategy menu.

In other words, the following figure exhibiting the success ingredients of Deir Al-Mokhalles organic produce should be coupled with the consumer demand to sketch its marketing strategy (Haddad, 2015).

Figure 36

Ingredients of success of Deir Al-Mukhalles organic produce



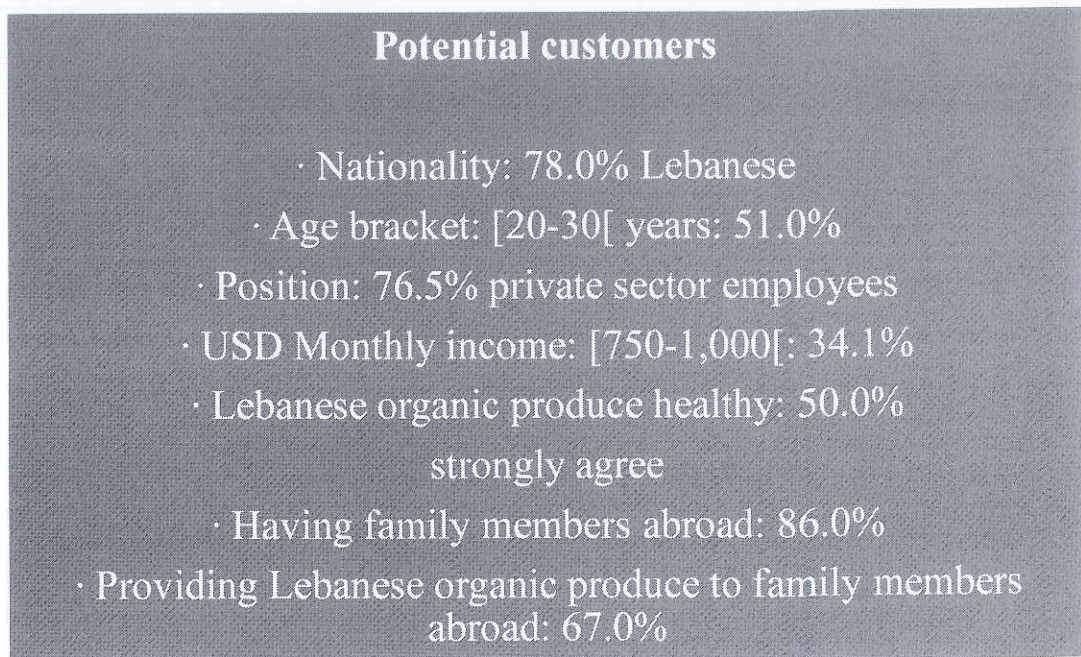
Source: Haddad (2015)

Now let us turn to the consumer's demand ingredients regarding organic produce. Once this is done, we could match the market supply and the consumers' demand of organic produce and use the literature review elements to sketch Deir Al-Mukhalles Lebanese organic produce marketing strategy.

4.3 Consumer's demand of organic produce

A survey conducted by a self-made questionnaire with one hundred consumers of organic produce contributed to identify its demand. The questionnaire consisted of several themes. But first, who were the potential customers of organic produce?

4.3.1 The potential customers



These customers had personal and residential, educational and professional, and emigration characteristics.

Regarding the personal status, the big majority (78.0%) consisted of Lebanese. 33.0% were born in Beirut and 36.0% lived in Mount-Lebanon, the biggest Mohafazat in the country. 50.0% lived in urban areas.

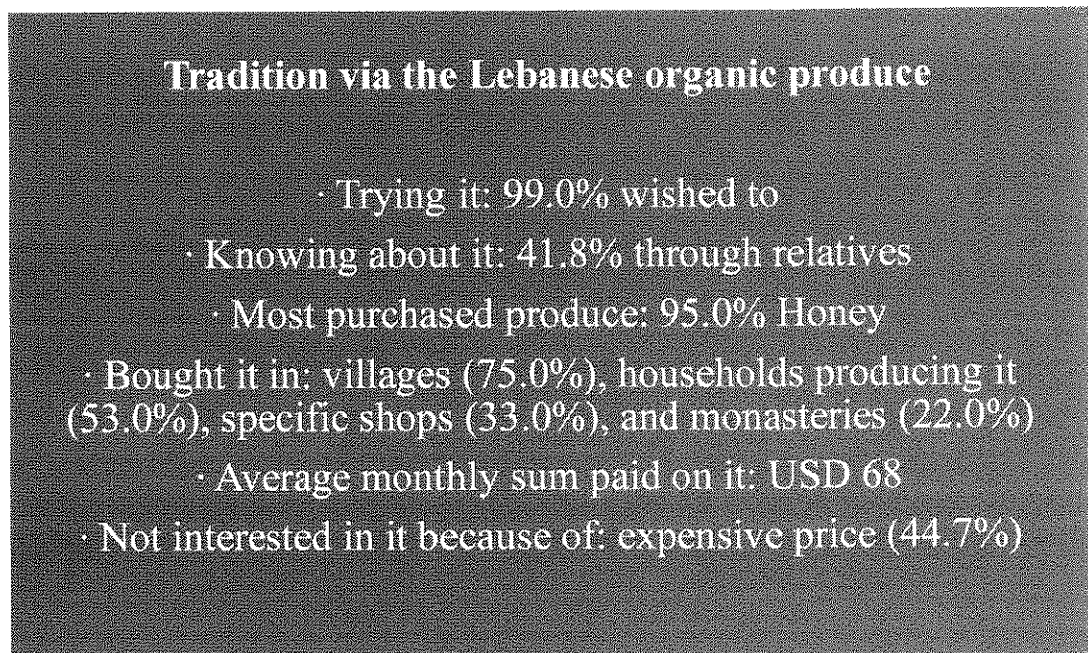
In addition, 56.0% were females and 51.0% were aged between 20 and 30 years. Hence, 66.0% were single and therefore, the majority (72.0%) did not have children. This would reflect nowadays society where young people were single because of economic causes which prevented them from getting married such as the expensive real estate. Therefore, 25.3% lived in households consisting of four persons and 86.0% lived with their family. Luckily for them, 62.0% did not have parents on their charge, but maybe they were on their parents' charge.

As for the educational and professional characteristics, 13.0% were students. As for their occupation, 57.0% were employees and where 34.1% received a monthly wage varying between USD 750 and USD 1,000. This would be normal as 41.0% had a BA/BS degree.

Regarding the sector of economic activity, 76.5% worked in private companies, 19.0% in higher education, and 27.0% in the administration. This reflected the economic structure of any country where most of the people were employed in the private sector, the basics of any economy.

Moreover, despite that 77.0% did not suffer health problems, 50.0% strongly agreed that Lebanese organic produce reduced health problems. Therefore, they did not consume only locally the Lebanese organic produce but they exported it somehow to their relatives. As a matter of fact, 86.0% had family members living abroad as many Lebanese had and 67.0% provided them with Lebanese organic produce. Now what should we say about these respondents' tradition via the Lebanese organic produce?

4.3.2 Tradition via the Lebanese organic produce



99.0% of the respondents liked to try and 97.0% liked to learn about the Lebanese organic produce. But how did these consumers know about it? In fact, 41.8% knew about it through relatives, 34.7% through parents producing it and also TV, 31.6% through friends, 26.5% in supermarkets, and 15.3% through the word of mouth.

In addition, 84.0% think that it was produced in villages, 59.0% by households, 31.0% in specific shops, and 28.0% in monasteries. Therefore, the respondents were aware of the specialized shops and monasteries producing and selling such a produce. Luckily, 60.0% of the respondents were interested in such a produce since more than three years. They bought mainly honey (95.0%), oils (90.0%), healing waters (Rose, flowers, etc.), (89.0%), fruits and vegetables (86.0%), bakery products and eggs (83.0%). These people bought this produce from villages (75.0%), Households producing it (53.0%), specific shops (33.0%), and monasteries (22.0%).

Besides, 34.0% bought it on a weekly basis and 84.0% were willing to drive to buy it. 23.5% of the respondents spent between USD 75 and USD 100 to buy such a produce. On average the respondents were willing to pay around USD 68 per month to buy such a produce; while some did not wish to pay more than USD 10 per month and other wished to spend USD 125 monthly on the Lebanese organic produce. Being aware of its benefits on all scales, 49.0% thought that its price should be higher than that of the conventional produce.

As for the respondents who were not interested in the Lebanese organic produce, the main reason was its expensive price (44.7%) and 38.0% agreed that its price was an important factor in deciding to buy it.

After identifying the potential consumers of organic produce and we saw that they were aware of its supply especially when it came to specific shops and essentially to monasteries and after identifying their tradition in this regard, it should be worthy to undertake such produce market segmentation.

4.3.3 The Lebanese organic produce market segmentation

To undertake market segmentation, let us identify the expectations of customers when it came to the Lebanese organic produce. We would then proceed with identifying the consumers' groups of such a produce. Once this was done, cross-matching the expectations and the groups would tell who wanted what from the Lebanese organic produce, in other words, defining the demand. All this was done thanks to the Likert scale variables.

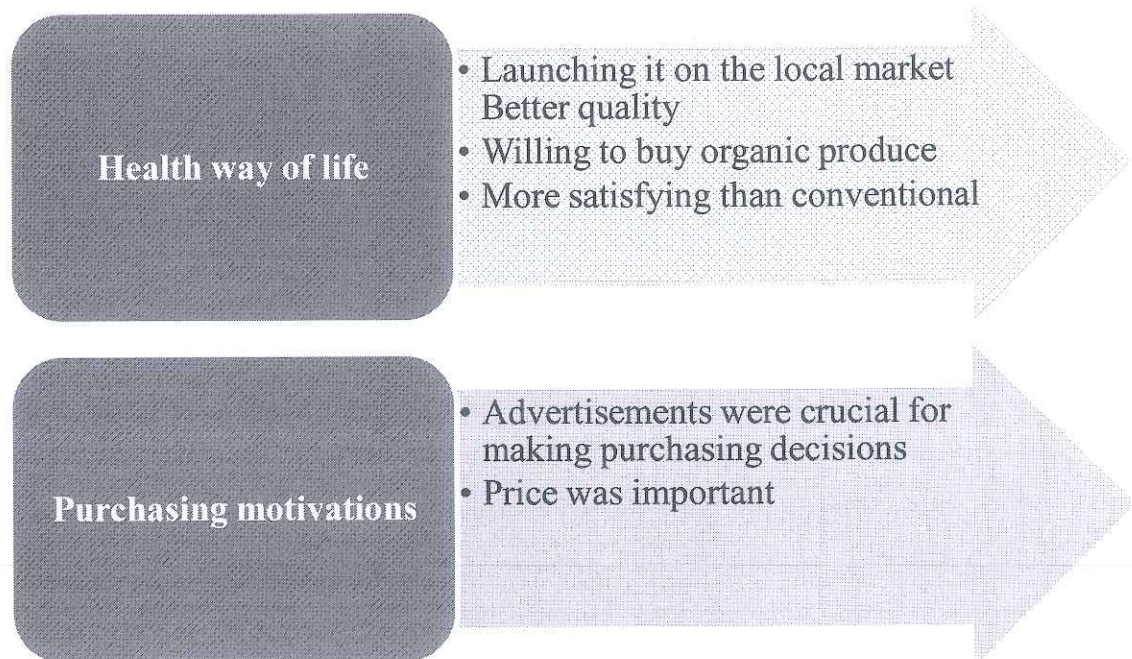
4.3.4 Consumers' expectations of the organic produce

The principle components analysis delivered a valid model up to 63.0% with two components summarizing the consumers' expectations. In addition, it was reliable up to 79.9% based on Chronbach's Alpha value. What were both expectations of such a model?

The first component regarding the organic produce was that it provided a healthy way of life (explaining 44.0% of the model). As for the second, it consisted of its purchasing motivations (explaining 19.0% of the model). The following figure would express better the variables regarding each of these components.

Figure 37

Lebanese organic produce consumers' expectations



Let us move now to see who our consumers' groups were.

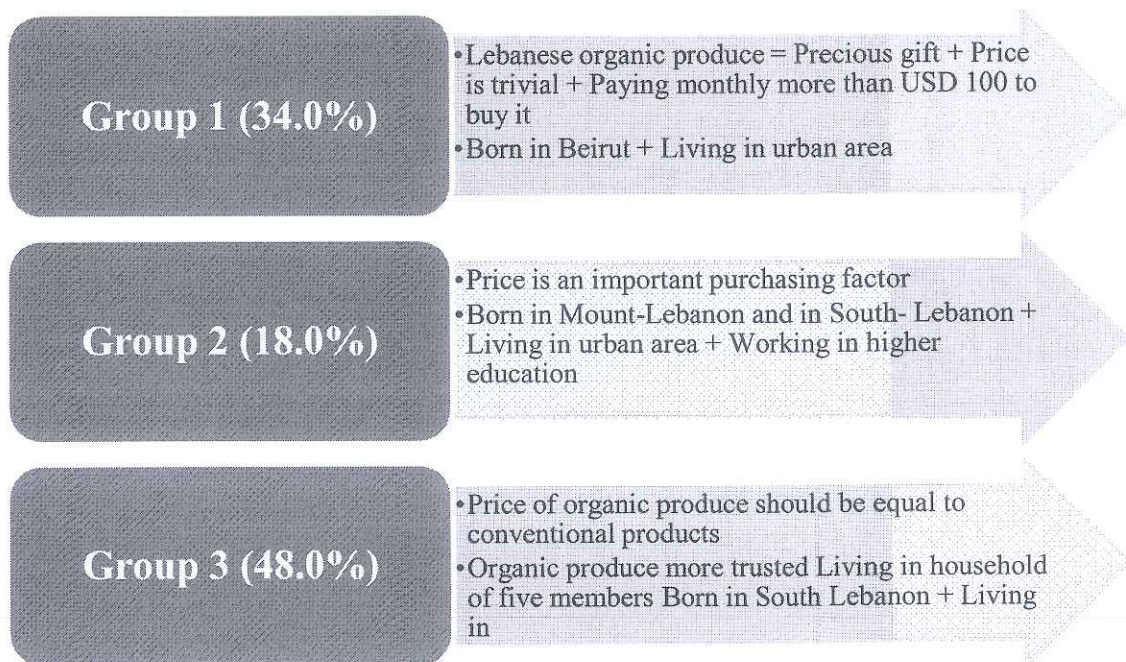
4.3.5 Organic produce consumers' groups

The clustering technique divided the one hundred respondents into three homogeneous groups which agreed on several items but differed on a few. Therefore, similarities among the groups would not be emphasized. The differences would be only considered.

The three groups were different in size. In fact, the first group encompassed 34.0% of the respondents. The second was the smallest (18.0%) and the third was the biggest (48.0%). The following figure displayed the main characteristics of these groups.

Figure 38

The Lebanese organic produce three groups of consumers



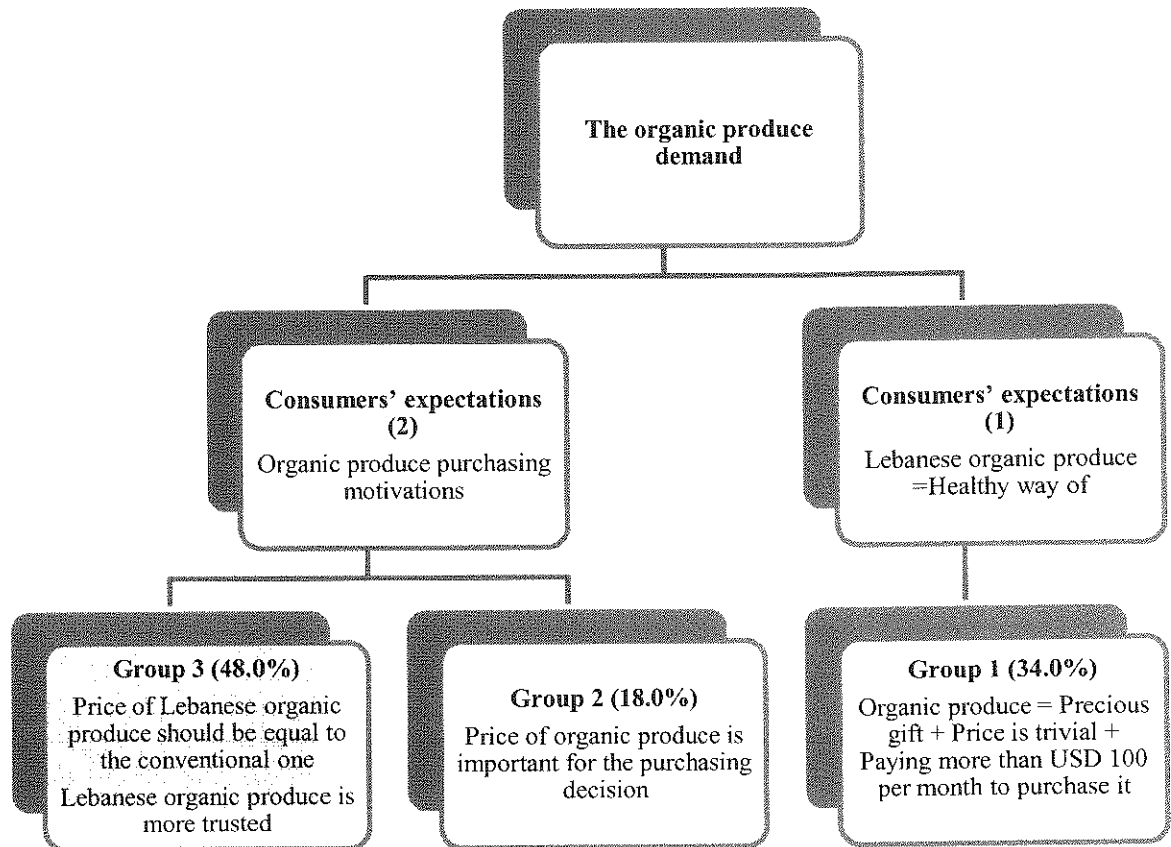
Now, it should be worthy to define the demand of the Lebanese organic produce as seen by the one hundred respondents.

4.3.6 The organic produce demand

In order to identify the demand of the organic produce based on the expectations of the consumers, let us sum up what was written in the previous paragraphs through the following figure.

Figure 39

The organic produce demand



As we could see, Group 1 (34.0%) appreciated the Lebanese organic produce and paid monthly more than USD 100 to buy it. As for Group 2 (18.0%) and Group 3 (48.0%), they paid too much attention to the price of the Lebanese Organic produce.

Therefore, we could say that Group 1 (34.0%) would be a niche buying the Lebanese organic produce if compared to both groups 2 and 3 (66.0%). Therefore, the first component regarding the Lebanese organic produce as a healthy way of Life should be addressed to the niche group 1 (34.0%). As for groups 2 and 3, the advertisers should emphasize the price and advertisement in their marketing strategy.

4.4 Marketing strategy of Deir Al-Mukhalles organic produce

The study wished to formulate the suitable marketing strategies for the successful penetration of Deir Al-Mukhalles organic produce into the Lebanese market.

According to the penetration of these organic produce, a coherent strategy formulation should be sketched based on the confrontation of the supply and demand, starting with the situation assessment, moving in to the competitive advantages, segmentation and targeting, then positioning this produce in the mind of customers. Moreover, this penetration required some red ocean strategies. The two following figures would express better this strategy formulation.

Figure 40-Application of the situational assessment

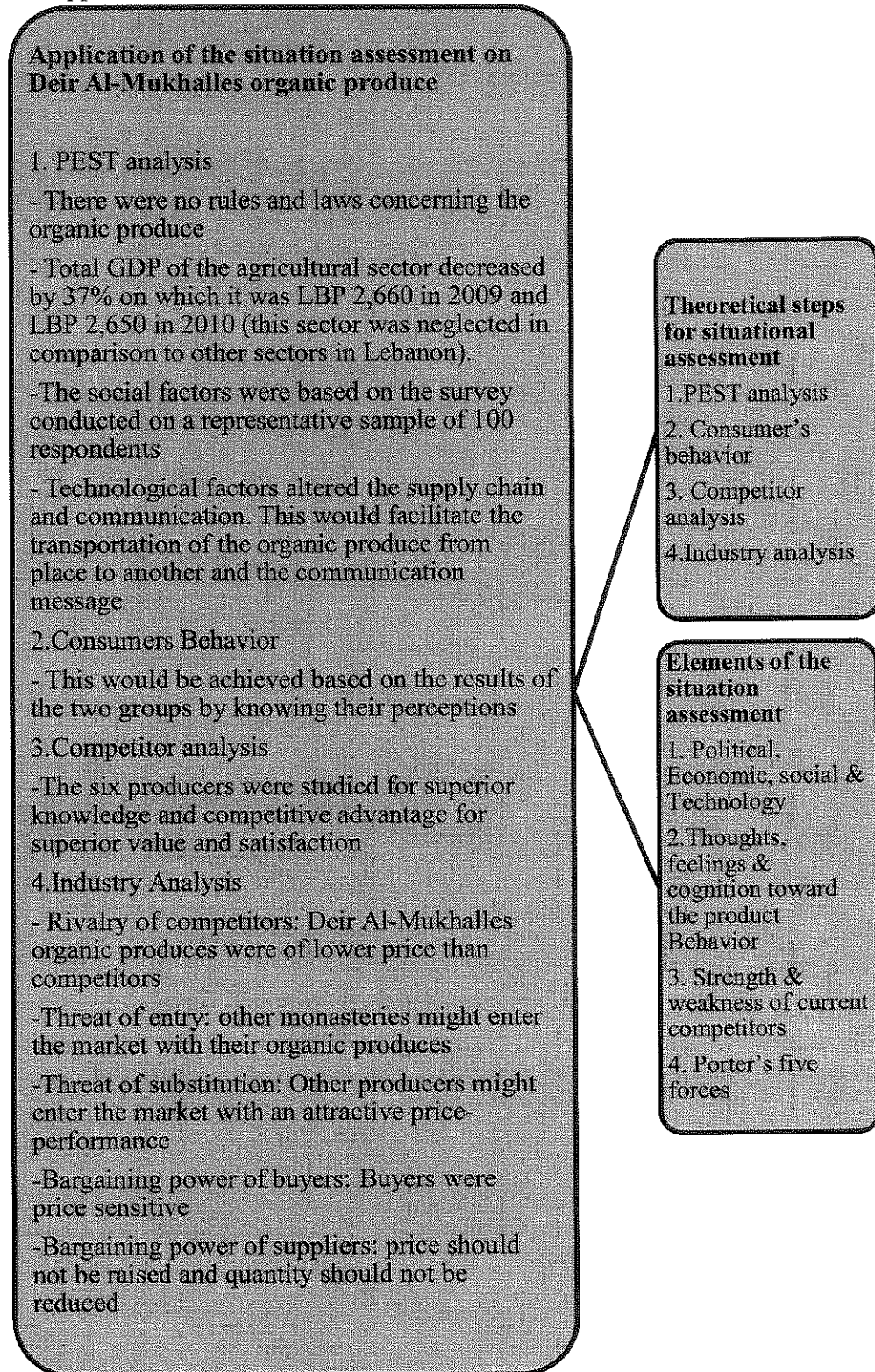
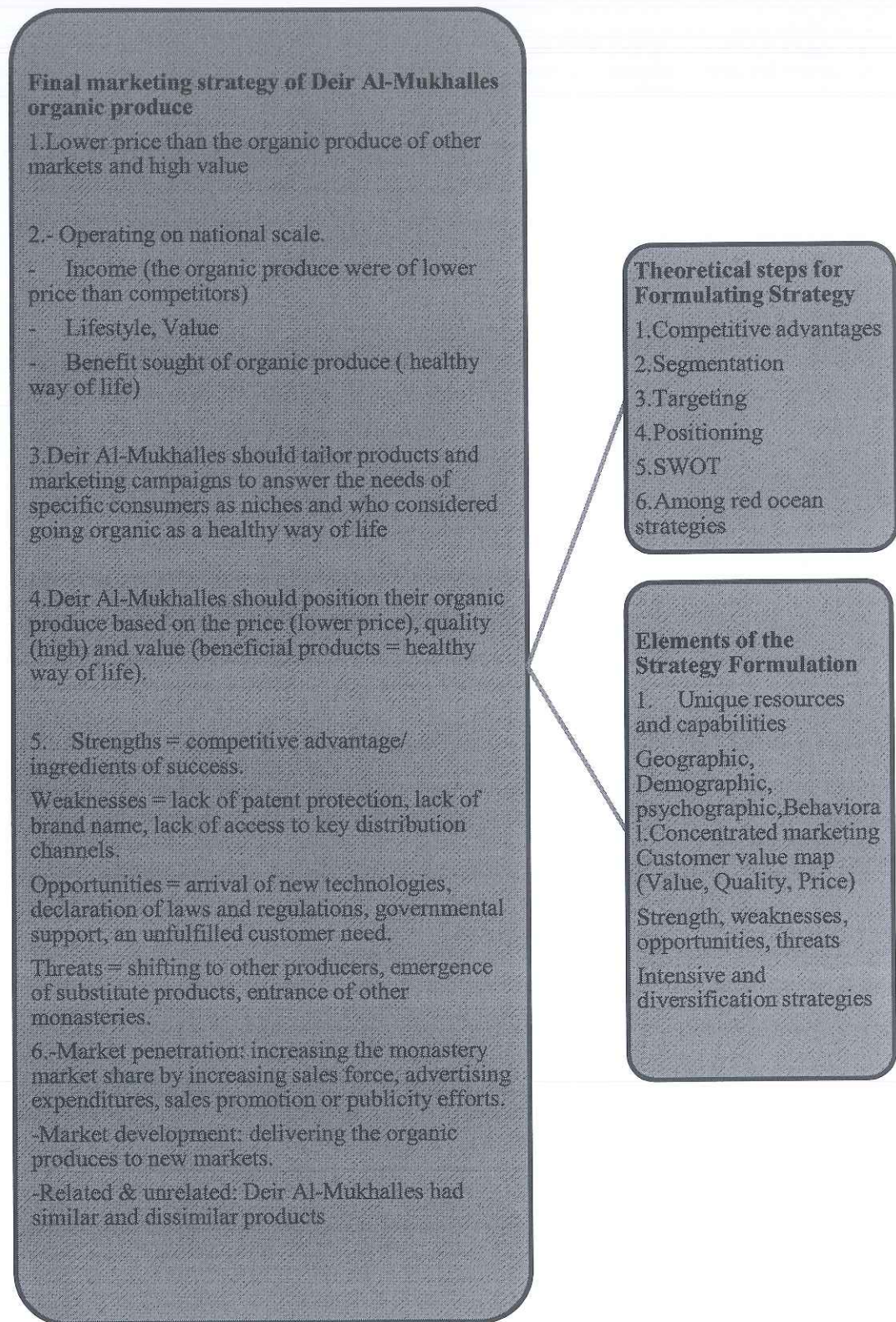


Figure 41-Strategy Formulation of Deir Al-Mukhalles organic produce



Figures 40 and 41 summarized the situational assessment and strategy formulation of Deir Al-Mukhalles for marketing their organic produce.

As for the application of the theoretical steps of the situational assessment, there were four steps taken into consideration: the PEST analysis, consumer's behavior, competitor analysis and the industry analysis. As for the first concerning the political and legal factors, the organic produce had no governmental rules and laws for their declaration on which the private sectors were responsible for it. Moving into the economic factor, the Total GDP of the agricultural sector decreased by 37% on which it was LBP 2,660 in 2009 and LBP 2,650 in 2010 (this sector was neglected in comparison to other sectors in Lebanon). According to the social factors, these were based on the survey conducted on a representative sample of 100 respondents. The latter one was the technological factor; this altered the supply chain and communication. It facilitated their transportation and the communication message.

Consumers' behavior was the other step to be assessed for marketing the organic produce of Deir Al-Mukhalles. This would be achieved based on the results of the two groups of the model by knowing their perceptions toward the product.

The third step was the competitors' analysis. This step tackled the study of the six other producers of organic produce as competitors for the monastery for superior knowledge and competitive advantage for superior value and satisfaction.

The final step in this assessment was the industry analysis which consisted of five elements; the rivalry of competitors on which Deir Al-Mukhalles organic produce were of lower price than competitors. The threat of entry, so that other monasteries might enter the market with organic produce. The threat of substitute; other producers might enter the market with an attractive price performance. Then the bargaining power of buyers; they were price sensitive. And finally, the bargaining power of suppliers, so that the price should not be raised and quantity should not be reduced.

Now it's worthy to move into the other part of the marketing plan which was the formulating strategy and its application on Deir Al-Mukhalles organic produce. The first theoretical step was the competitive advantages. Deir Al-Mukhalles organic produces were of lower price than competitors and high value.

The second step was segmentation. The market was segmented based on the four elements; the geographic to operate on the national sale, the income to study their ability to afford, the life style based on the value their organic produce provided and its benefit sought as a healthy way of life.

After segmentation, targeting was the next step to tailor the products for. Concentrated marketing were selected to answer the needs of specific consumers as niche and who considered going organic as a healthy way of life. As for positioning, Deir Al-Mukhalles should anchor their organic produce based on their lower price, high quality and value.

Finishing the four theoretical steps of strategy formulation, didn't mean that the marketing plan was over. The SWOT analysis was the tool for identifying matches between the target and competitive advantages. Starting with the strengths of Deir Al-Mukhalles organic produces, this had several ingredients of success mentioned in the previous part in figure 37. Moving into its weaknesses, their organic produce suffered from the lack of patent protection, lack of brand name and lack of access to key distribution channels. According to the opportunities, there might be an arrival of new technologies, declaration of laws and regulations, governmental support and an unfulfilled customer need. Finally the threats might be the shifting of consumers into other producers, emergence of substitute products and entrance of other monasteries.

These were not all about the strategy formulation. We should not forget the most important part which was the selection of suitable red ocean strategies to attract more customers by using low cost and differentiation strategies in order to beat the competitors and exploit to the maximum the existing demand. So, according to Deir Al-Mukhalles organic produces, three strategies were employed among the eleven for their penetration into the Lebanese national scale. The first strategy was the market penetration for increasing the monastery market share by increasing sales force, advertising expenditure, sales promotion or publicity. The second was market development for delivering the organic produce into new markets. The third one was the diversification strategy on which Deir Al-Mukhalles had similar and dissimilar products.

Conclusion

Matching the demand and supply was important to formulate a marketing strategy allowing the penetration of Deir Al-Mukhalles organic produce into the national market. In the era of food scandals, launching on the Lebanese market, the Deir Al-Mokhalles organic produce was a must. Unfortunately, this sector was officially neglected because of the lack of regulation. Luckily, the private sector and the organic certification for the prevention of fraud inspection revived this produce market in Lebanon. The qualitative techniques showed that six private producers were certified to be the main providers of organic produce on the Lebanese market. They would be the competitors of Deir Al-Mukhalles organic produce because of their presence on the national scale. After studying the features of these producers, Deir Al-Mukhalles would be able to penetrate the Lebanese market strongly with its competitive advantages that differentiated it from the others especially that it produced almost 150 organic produce.

According to the demand side studied and identified thanks to the quantitative techniques multivariate descriptive statistics, we got a model of two marketing strategy components that was valid up to 63% and reliable up to 79.9%. One component revealed that people would buy organic produce as it was healthy. While the second displayed that some consumers were price sensitive; therefore, the price and the advertisement components would be crucial when it came to their purchasing decision. The clustering delivered three groups of respondents. We cross-matched them with all the questionnaire variables to regroup them later in two groups based on the results: niche and generalist groups.

Therefore, matching the principal components and the clustering results delivered grosso modo a marketing strategy addressing the organic produce as a healthy way of life for the niche group as these people were not food price sensitive but food quality sensitive.

Hence the following and final chapter should try to answer the problem statement and to sketch new research horizons in the field of marketing Deir Al-Mokhalles organic produce on a national scale.

Chapter 5: Conclusion

5.1 Problem Statement and proving the Research Questions

This empirical research examined the penetration of Deir Al-Mukhalles organic produce into the Lebanese market on the national scale after matching its supply and demand. The confirmation/ non-confirmation of this penetration possibility based on a comprehensive literature review, employed mixed methods, presented, and analyzed the major findings and results of this research. Finally, it formulated the suitable marketing strategies based on the literature review.

To confirm/infirm the problem statement, two research questions were asked:

RQ1: Did the people consider the organic produce as a healthy way of life?

The study showed that the niche group considered that the organic produce consumption regardless its price could be a healthy way of life.

RQ2: Was the price of organic produce an important factor for the individual's purchasing decision?

As for the generalist/big group, it was price and advertisement components sensitive when it came to the organic produce purchasing decision

If these questions were positively answered, they would confirm the problem statement. So how did we work in order to answer such a problem statement?

The study consisted of a literature review, a methodology, and the findings analysis.

The literature review was divided into two parts. The first one defined the organic produce and its history worldwide and locally as well as its current situation in Lebanon. It also answered the question why go organic on three beneficial scales which were the social, economic and environmental. In its second part, this review defined the marketing strategies to be applied on Deir Al-Mukhalles organic produce when penetrating the Lebanese market. The marketing strategies were planned as a process which started with the situation assessment moving into strategy formulation then implementation.

To move from the idea to the findings, a methodology had to be used. It consisted of mixed methods as this was an empirical marketing research. This thesis used the mixed methods in order to answer the research questions and to validate the problem statement

The qualitative techniques which were telephonic, face-to-face and social media interviews and footages identified the demand and the re regulation side of the organic produce in Lebanon. As for the quantitative methodology, it relied on a self-made and administered questionnaire addressed to 100 respondents selected randomly. The questionnaire encompassed all types of variables including Likert scale ones. This quantitative methodology which identified the demand side relied heavily on univariate and multivariate descriptive statistics. Therefore, it helped the reader to move from data to information and to sketch a marketing strategy based on two communication messages and that should be addressed either to a niche or to a generalist market segment.

The multivariate descriptive statistics delivered through the principal components analysis two communication messages which answered the two research questions: the organic produce was a healthy way of life and some people were price sensitive when it came to its purchasing motivations.

The multivariate descriptive statistics segmented also the sample into three groups thanks to the clustering technique. The first one was a niche (34.0% of respondents), while the other two groups were quite similar and thus were regrouped into one big group (66.0% of the respondents).

Therefore, it was worthy to cross match the communication messages and the groups. The study showed that the niche group considered that the organic produce consumption regardless its price could be a healthy way of life. As for the generalist/big group, it was price and advertisement components sensitive when it came to the organic produce purchasing decision.

These evidences answered the two research questions and therefore, confirmed the problem statement about matching the supply and the demand in order to dress a strategy that should allow a healthy marketing of Deir Al-Mokhalles organic produce on the Lebanese market. These evidences helped also in selecting the appropriate marketing strategies for this penetration thanks to some selected components figuring in the literature review.

As there was no research without limitations, this mixed methods thesis was not an exception. Hence, let us detail these limitations in the next section.

5.2 Limitations of the research

Although the study had been conducted, however it was not free of challenges and limitations. As for the first one, it was related to the organic produce prices compilation. In fact, the prices of Deir Al-Mokhalles organic produce were visible to everyone. This was not obvious in the case of the organic produce of the main producers which constituted an oligopoly with no clear regulatory system or even regulation. This limitation did not allow the comparison of Deir Al-Mokhalles prices with the oligopoly prices. The second consisted in the impossibility to have statistics or even reports of people harmed with poisoned and spoiled food in Lebanon. Social media was the only recourse to shed some light on these cases.

Anyway, these two limitations might constitute an incentive for further research. Now what about the recommendations? The next writings would detail them.

5.3 Recommendations for future research

Implementing the suitable marketing strategies for the penetration of Deir Al-Mokhalles organic produce was an important step to succeed. But how could this be done and what were the elements of implementation recommended to be employed?

The following figure would contribute in implementing such red ocean strategies.

Figure 42

Implementation of the strategy

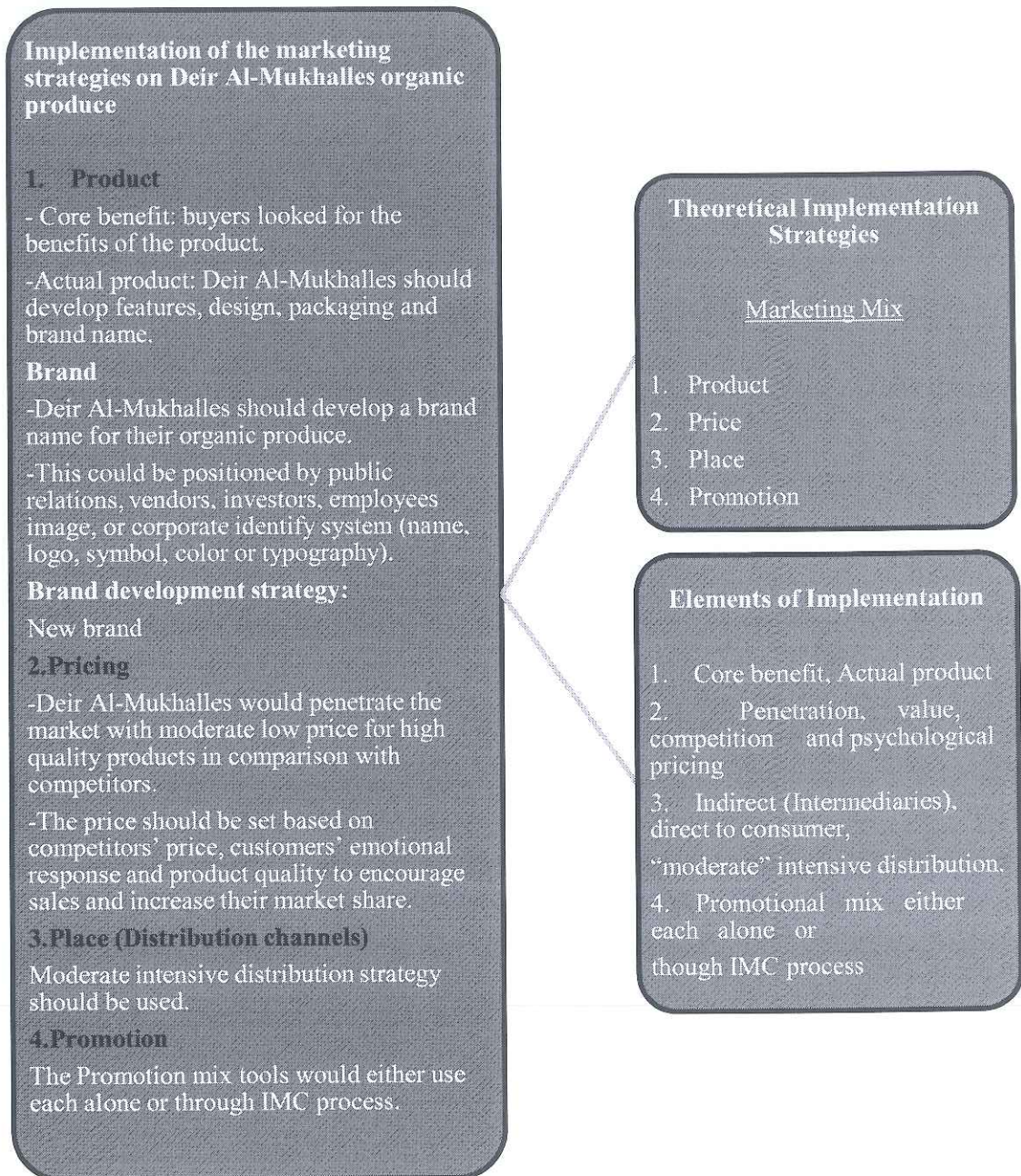


Figure 42 tackled the implementation of the suitable strategies for marketing Deir Al-Mukhalles organic produce on a national scale. The theoretical implementation strategies were the marketing mix which were the four Ps; product, price, place and promotion. Selecting the suitable elements of the marketing mix would figure how to serve the target customers.

As for the product strategies, two product levels should be used for launching the products demanded by the target group. These levels were: the core benefit as organic produce could provide a healthy way of life, and the actual products for developing the features, design, packaging and brand name.

Deir Al-Mukhalles should develop a brand name for its organic produce to add value to the product and to identify the products to customers. After that it should register the brand in the Ministry of Economy to protect the product features. It should have a patent to protect the manufacturing process and copyrights to protect the packaging. Moreover, it could position the brand on the product benefit and customer's value. This could be positioned by public relations, vendors, investors, employees image, or corporate identify system (name, logo, symbol, color or typography). The brand development strategy would be the new brand because the organic produce had no brand and it would be considered as new products coming to the market.

As for the pricing strategies, Deir Al-Mukhalles would penetrate the market with moderate low price for high quality products in comparison with competitors. The price should be set based on competitors' price, customers' emotional response and product quality to encourage sales and increase their market share.

Now let's move to the distribution channels. Deir Al-Mukhalles should use the moderate intensive distribution strategy to make available its moderate price products, convenience, and frequently purchased in many outlets for consumers use.

Finally, to anchor the product into the mind of customers and to make them aware of the organic produce of Deir Al-Mukhalles, it was worthy to employ the promotional mix tools either each alone or through the IMC process.

Once these strategies were implemented properly, the organic produce of Deir Al-Mukhalles would penetrate the Lebanese market strongly and successfully, and this monastery would move from the red ocean strategy to the blue ocean strategy, because it might create new demand instead of exploiting the existing demand thanks to the value innovation and to the large number of its much diversified products. This strategy encouraged to go where profits and growth were and where the competition wasn't!

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[44a5-ba2d-c0cf49a35e51/sessionfiles/4b4f4f4f-4373-4a9c-b883-](http://www.best-marketing.ee/images/publicationimages/77d2d798-26c2-44a5-ba2d-c0cf49a35e51/sessionfiles/4b4f4f4f-4373-4a9c-b883-02dc848f6bbc/Harry%20Macdivitt.pdf.pdf)

[02dc848f6bbc/Harry%20Macdivitt.pdf.pdf](http://www.best-marketing.ee/images/publicationimages/77d2d798-26c2-44a5-ba2d-c0cf49a35e51/sessionfiles/4b4f4f4f-4373-4a9c-b883-02dc848f6bbc/Harry%20Macdivitt.pdf.pdf)

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APPENDICES

Appendix A – Lebanese Local Natural Products questionnaire.

Appendix B – Face to face interview with the monk of Deir Al-Mukhalles organic produces “Michael Haddad” in 10 Feb. 2015.

Appendix C – Face to face interview with the agricultural engineer Mazen Tabbara in 20 Feb. 2015.

Appendix D – Telephone interview with the owner of Adonis valley organic produce company in 20/3/2015.

Appendix E – Telephone interviews with the lawyer Antoine Abd Al Karim and the head of price indexes in the ministry of economy Mousa Krayyem in 24/3/2015.

Appendix F – Tables of organic produce of the six producers markets.

Appendix G – Table of Deir Al-Mukhalles organic produce and their prices.

Appendix H – SPSS analysis tables for the questionnaire.

Appendix A

The Lebanese Organic Produce Survey

Questionnaire number _____

Dear Respondent,

My name is Nada Shehadi and I'm an NEU Master student. I'm conducting this survey in order to get my Master Degree in Marketing.

This questionnaire helps to check if people know about, are willing to consume, and to buy **Lebanese Organic Produce**.

We would like to inform you that the questionnaires will be kept anonymous and will be analyzed to reach global results.

Relying on your understanding and help, we would like to thank you for your cooperation.

Theme 1 - Familiarizing With The Lebanese Organic Produce

1. Can you define Organic Produce?

1 Yes 0 No

2. Would you like to try Lebanese organic produce?

1 Yes 0 No

3. Would you like to learn about Lebanese organic produce?

1 Yes 0 No

4. How did you know about Lebanese organic produce? (Multiple Choice Question)

- 1 Friends 2 Relatives 3 Parents produce it 4 Billboards
 5 TV 6 By coincidence 7 Radio 8 Word of mouth 9 Supermarkets
 10 Others: please, define _____

5. Lebanese organic produces are:

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

Healthier	1	2	3	4	5
Of better quality	1	2	3	4	5
A way of life	1	2	3	4	5
Show off	1	2	3	4	5
Precious gift	1	2	3	4	5
Contribute to environmental protection	1	2	3	4	5

Theme 2 – Producing and Buying Lebanese Organic Produce

1. Where do you think Lebanese organic produce are produced? (Multiple Choice Question)

- 1 Specific shops 2 Monasteries 3 Villages 4 Charities Associations
 5 Households producing Lebanese organic produces 6 others

2. How long have you been interested in Lebanese organic produces?

- 1 One year 2 Two years 3 Three years 4 More than three years

3. Did you ever purchase any Lebanese organic produce? Please fill the following table

Lebanese organic produces	I already purchase Lebanese organic produces (Please indicate which products you have already purchased)
Fruits and vegetables	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Cereals	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Bakery products	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Sweets	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Oils	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Meat	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Chicken	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Dairy Products	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Waters (Rose, Flowers, etc...)	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Honey	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Eggs	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Soap	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Cosmetic Products	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Herbal Drinks (Tea)	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No
Other	1 <input type="checkbox"/> Yes 0 <input type="checkbox"/> No

4. If you are not interested to purchase Lebanese organic produces please indicate the reasons (Multiple Choice Question)

- 1 I don't know where to find organic produces
- 2 Expensive product
- 3 I don't trust their production process and quality
- 4 I'm not interested in organic produces
- 5 No packaging incentives
- 6 Not available where I shop
- 7 I don't like its taste
- 8 Other reasons (Specify): _____

5. Where do you buy Lebanese organic produces? (Multiple Choice Question)

- 1 Specific shops
- 2 Monasteries
- 3 Villages
- 4 Charities Associations
- 5 Households producing it
- 6 Supermarkets
- 7 Exhibitions
- 8 Other

6. You will buy Lebanese organic produces

- 1 Strongly Disagree
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

7. The price of Lebanese organic produces is an important factor in your buying decision

- 1 Strongly Disagree
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

8. Should the price of Lebanese organic produces be

- 1 Cheaper than non- organic produces
- 2 Equal to the price of non- organic produces
- 3 Higher than the price of non- organic produces
- 4 Much higher than the price of non- organic produces

9. Frequency for buying Lebanese organic produces

- 1 Daily
- 2 Weekly
- 3 Monthly
- 4 Seasonally
- 5 Yearly

10. How much dollars do you spend monthly on buying Lebanese organic produces?

- 1 [0-20[
- 2 [20-50[
- 3 [50-75[
- 4 [75-100[
- 5 [100 and more[

11. Are you willing to drive for buying Lebanese organic produces?

- 1 Yes
- 0 No

Theme 3 – Launching The Lebanese Organic Produce

1. Lebanese organic produces should be launched on the local market

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

2. Launching Lebanese organic produces satisfies you more than the non- organic produces

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

3. There is a market for launching Lebanese organic produces

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

4. Lebanese organic produces can be trusted more than non- organic produces

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

Advertisements are crucial for making purchase decisions of Lebanese organic produces

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

5. Advertised Lebanese organic produces can be trusted more than those that are not

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

Theme 4 – Who Is Our Anonymous Respondent?

1. Gender

1 Male

2 Female

2. Age in years: _____

3. Nationality:

1 Lebanese

2 Gulf countries

3 Arab

4 Middle Eastern

5 Far Eastern

6 European

7 American

8 African

9 Australian

10 Palestinian

4. Job type

1 NGO

2 Public Administration

3 Private company

4 International organization

5 International family business

5. Educational level

1 Primary

2 Elementary

3 Secondary

4 BA/BS

5 Masters

6 PhD

7 Post Doc

8 Vocational

6. Position

1 Employee

2 Manager

3 Business owner

4 None

7. Income level

1 [0-250[

2 [250-500[

3 [500-750[

4 [750-1000[

5 [1000-2000[

6 [2000-5000[

7 [5000 and more [

8. Number of your household members _____

9. Personal status

1 Married

2 Divorced

3 Widow

4 Separated

10. Number of Children: _____

11. Place of birth

1 Beirut

2 Mount-Lebanon

3 North-Lebanon

4 Bekaa

5 South-Lebanon

6 Nabatieh

7 Abroad

12. Place of residence

- 1 Beirut 2 Mount-Lebanon 3 North-Lebanon 4 Bekaa
5 South-Lebanon 6 Nabatieh 7 Abroad

13. Type of residence are

- 1 Urban 2 Rural

14. Living

- 1 With family 2 Alone in an owned apartment 3 Renting an apartment
4 Renting a dorm 5 In a company compound

15. Parents on your charge?

- 1 Yes 0 No

16. Do you have family members living abroad?

- 1 Yes 0 No

If yes, do you provide them with organic produces?

- 1 Yes 0 No

17. Do you have health problems?

- 1 Yes 0 No

18. Lebanese organic produces reduce health problems

- 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

19. Sector of economic activity

- 1 Agriculture 2 Industry 3 Commerce 4 Administration
5 Financial intermediaries 6 Health 7 Government 8 Environment
9 Services 10 Education (School) 11 Education (University)
12 Computer 13 Justice 14 Construction 15 Student 16 Unemployed

Thank you for your cooperation.

Appendix B

A face to face interview was conducted in 10/2/2015 with a monk in Deir al-Mukhalles in order to have primary data.

History

1. When did this commercial activity begin?
2. What is the purpose of establishing this activity?
3. Has any study been conducted about your activity?

Customers

4. How many people does this monastery host?
5. Who are the consumers of this monastery?

Products

6. Do you produce your organic produce by yourself or someone else?
7. What are the things that motivate consumers to buy your products?
8. What are the things that prevent customers to buy your products?
9. Is the selling of organic produce a strategy that differentiates you from others?
10. Is there any increase in the growth rate of your organic produce?
11. Who are the producers of your organic produce?
12. Where the production does takes place?
13. Does the production process take place mechanically or manually?
14. Are there any obstacles that hinder the production process?

Suppliers

15. Which type of suppliers do you deal with?
16. What do you do if there was a deficiency in the production materials?
17. Do you have any agents that supply you with these materials?

Marketing

18. How do communicate your organic produce with customers?
19. What is the reason of not having trade mark for your products?
20. Do you have the intent to have a trade mark?
21. Are you interested in promoting your products to people by advertising campaigns?
22. Do you have the intent to work on the packaging and design of your products?
23. Do you think that selling organic produce could be a good marketing differentiation strategy for the monastery?

Sales

24. Is there an increase in the volume of sales year after year?
25. Do you sell only products produced by your monastery or you buy the products of other monasteries?
26. Are your products more expensive or cheaper than other products?
27. What is the reason of the increase in the volume of sales?
28. On what bases do you determine the price of your products?
29. Do you take into consideration the price or the benefits when selling such products?
30. Do consumers take the price into consideration when buying your products?

Competition

31. Who are your competitors?
32. What is the competitive advantage that differentiates you from competitors?

Finance

33. Are there any financial assistants that support your commercial activity?

Appendix C

A face to face Interview was conducted in 20/2/2015 with the agricultural engineer Mazen Tabbara in the ministry of agriculture in Lebanon in order to gather primary data about the research.

1. What is the current situation of the organic produce in Lebanon?
2. On what bases do people buy the organic produce?
3. Is the organic produce expensive? Why?
4. Which section is responsible for the organic sector in Lebanon? The private or the public sector? Why?
5. Are there any law or regulation and conventions in Lebanon concerning the organic produce and its trade? Does the government support the organic agricultural section in Lebanon? How?
6. Is there any intent for the declaration of law concerning the organic produce?
7. Does the government control and test the validity of the organic produce? Does it monitor the production places of organic produce?
8. Does the government promote the organic produce as done in Europe?
9. What is the role of the organic certification in Lebanon?

Appendix D

A telephone interview was conducted with the owner of Adonis valley organic produce company “Fadi Daw” in 20/3/2015 to gather some information about their organic produce.

1. Who are the producers of Adonis valley organic produces?
2. Who are the intermediaries of Adonis valley organic produces?
3. Where does the production take place?
4. Where do you sell your organic produces?
5. Is the price of your organic produces lower, equal or higher than conventional products?
6. Is the price lower, equal or higher than the other organic produces?
7. Do you have a brand name and trade mark for your products?
8. Do you have certification for your organic produces?

Appendix E

Telephone Interviews were conducted in 24/3/2015 with the lawyer Antoine Abd Al Karim; an office for lawyers “Karim Kobeisy and Hala Franjeje” and with the head of price indexes Mousa Krayyem in the Ministry of Economy in Lebanon in order to gather primary data about the research.

1. Are monasteries allowed to have brand for their organic produce?
2. Are they allowed to make advertisements?
3. Do regulations allow products to be sold without preservative and expiry dates for organic produce?
4. Is there any regulations concerning the organic produce?
5. Are there conventions related for the trade of organic produce?

Appendix F

Table 3

The six producers of organic produce

Markets	Year of Establishment	Project initiator	Project supporter
BioCoop Lubnan	2001	World Vision Lebanon	USAID
Healthy Basket	2001	AUB	
Souk El Tayeb	2004	Lebanese "Kamal Mouzawak"	
Atayeb Al Rif	2002	YMCA	USAID
Adonis Valley	1998/2005	Lebanese "Fadi Daw"	
ACS	1999	ACS	GTZ/ Rizkallah Mahmoud

Markets	Production Location	Producers	Products
BioCoop Lubnan	61 Lebanese villages	160 farmers	Vegetables, fruits, cereals, jams, olive, vinegar, etc...
Healthy Basket	Farms in North, south, east and west	Farmers from north, south, east and west	Basket content varies according to what is available seasonally in farms from Fruits and vegetables, in addition to supplements, vitamins and several lines of body care, books and others
Souk El Tayeb	Farms in different regions in Lebanon	Farmers from different regions in Lebanon	Fruits, vegetables, dried fruits, fresh juice, poultry, meat, mouneh, fish, bakery products, nuts, honey, eggs and soap
Atayeb Al Rif	<ul style="list-style-type: none"> • Deir al Ahmar, kfardebian, Kfarhelda, Akkar, Ferzol, Kossaibeh, Fakiha, Tikrit and Hasbaya • Mediterranean authentic food company asl, MAFCO 	<ul style="list-style-type: none"> • 1600 households (women) • Employee 	Oil, olive oil, jams, sweet syrup, distilled products, pickles, vinegar and acedic, sweets and delicacies, dairy products and miscellaneous
Adonis Valley	<ul style="list-style-type: none"> • Farm house in fatri • Adonis Valley Factory 	<ul style="list-style-type: none"> • Households • Employee 	Sauce, puree, honey, vinegar, oca stew, fleur de sel, jams, moussaka,

diet jams, pickles, zaatar, dried tomato and ketchup

ACS	Mristi, Jbaa, Baadarane	Households	Jams, honey, syrup, distilled water, vinegar, herbs, dairy & olive products and others
Markets	Brands	Certification	Intermediate Clients
BioCoop Lubnan	Campagna	IMC	Intermediaries
Healthy Basket	Healthy Basket	Libancert	<ul style="list-style-type: none"> • Intermediaries • Farmers themselves by their own vehicles
Souk El Tayeb	Souk El Tayeb	IMC/Libancert	Farmers themselves
Atayeb Al Rif	Atayeb al Rif	Not defined/ private labeling	<ul style="list-style-type: none"> • Atayeb al Rif coop • Intermediaries • Aramex
Adonis Valley	Adonis Valley	IMC	<ul style="list-style-type: none"> • Aramex
ACS	Chouf Biosphere Reserve	Libancert	Intermediaries
Markets	Sales Outlets	Price	Purpose
BioCoop Lubnan	<ul style="list-style-type: none"> • Diet center • Hypermarkets 	Higher than conventional products	To introduce organic produce to market
Healthy Basket	<ul style="list-style-type: none"> • CSA program • Souk el Tayeb • Retail shop • Export to Dubai 	Higher than conventional products	To improve the livelihood of Lebanese farmers in rural areas
Souk El Tayeb	<ul style="list-style-type: none"> • Beirut • ABC Achrafieh 	Higher than conventional products	To preserve the environment and protect human health by releasing organic produce to the market
Atayeb Al Rif	<ul style="list-style-type: none"> • Hypermarkets • Export markets 	Higher than conventional products	To promote the consumption of local organic produce
Adonis Valley	<ul style="list-style-type: none"> • Aramex (mail) • Restaurants • Catering companies • Diet centers • Specialty stores 	Higher than conventional products	To introduce organic produce to the market
ACS	<ul style="list-style-type: none"> • Luxury food shops • Luxury restaurants • Fairs and exhibitions • Private orders • Guest house visitors 	Higher than conventional products	To protect the Lebanese food heritage through sustainable agricultural and rural development to provide customers with organic food
			To introduce organic produce to the market

Appendix G

Table 4

Deir Al-Mukhalles organic produce and prices

Year of establishment	Initiators	Supporter	Producers
1731	Monks of Deir al-Mukhalles	Agents from Deir al-Mukhalles	Households living in the monastery
Production Location	Intermediate clients	Purpose	Sales outlet
Building in Deir al-Mukhalles	Priests from the monastery	To provide healthy food on health and environmental levels and to ensure their lowest living standards	Schools and specific shops in Mar Mekhayel, Ammique, Keddisa takla, Al mozayreaa, Dar Al Inaya in Salheya, Jeitta
Products	Price (L.L)		
Inula water bottle	10 000		
Arak bottle	10 000		
Arak gallon	50 000		
Apple vinegar	4 000		
Rose water bottle	12 000		
Water fragrance bottle	10 000		
Hosrom juice big bottle	10 000		
Hosrom juice small bottle	6 000		
Water diskette bottle	10 000		
Rosemary bottle	12 000		
Orange blossom bottle	15 000		
Kassaan bottle	5 000		
Rose syrup bottle	7 000		

Raspberry syrup bottle	7 000
Strawberry syrup bottle	7 000
Abou sfeir syrup bottle	5 000
Grape vinegar bottle	4 000
Thyme water bottle	10 000
Hawthorn water bottle	15 000
Basil water bottle	15 000
Condensed wine bottle	10 000
Blossom Jam	20 000
Raspberry Jam	10 000
Carrot Jam	10 000
Apricot Jam	10 000
Figs Jam	10 000
Rose Jam	12 000
Date Jam	12 000
Milk	
Yoghurts (Laban, Labni)	10 000
30 Eggs (Baladi)	15 000
Mar2ou2	2 000
Four Soaps	7 000
Kishk	25 000
Thyme	25 000
Sumac	22 000
Algal	5 000
Hot sauce	5 000
Tomato paste	10 000
Carob molasses (2 Kilos)	12 000
Pomegranate molasses	22 000
Grape leaves	6 000
Honey	40 000
Pickles	5 000

Cornichon	7 000
Mikdos	12 000
Thym pickles	10 000
Oil	
Vegetables	
Fruits	
Souvenirs (Handicrafts)	

Appendix H

Table 5

The respondents of group I (34.0%)

Variable	Group I	Group II	Group III	
Organic produces are: Of better quality	Strongly Agree	Neutral	Agree	
Organic produces are: Precious gift	Strongly Agree	Neutral	Neutral	
Organic produces are: Contribute to environmental protection	Strongly Agree	Neutral	Agree	
You will buy Lebanese organic produces	Strongly Agree	Agree	Agree	
The price of Lebanese organic produces is an important factor in your buying decision	Neutral	Agree	Agree	
Frequency for buying Lebanese organic produces	Monthly	Weekly	Weekly	
How much dollars do you spend monthly on buying Lebanese organic produces?	[100 and more[[20-50[& [75-100[[50-75[
Lebanese organic produces should be launched on the local market	Strongly Agree	Agree	Agree	
Lebanese organic produces can be trusted more than non-organic produces	Agree	Agree & Neutral	Strongly Agree	
Gender	Male & Female	Male	Female	
Number of your household members		4	3	5
Place of Birth	Beirut	South Lebanon	South Lebanon	
Place of Residence	Mount Lebanon	Mount & South Lebanon	South Lebanon	
Sector of Economic Activity	Administration & Student	Education (University)	Administration	
How did you know about Lebanese organic produce?				
Relatives	Yes/No	No	No	

Table 6

The respondents of group II (18.0%)

Variable	Group I	Group II	Group III
Organic produces are: Healthier	Strongly Agree	Agree	Strongly Agree
Organic produces are: Of better quality	Strongly Agree	Neutral	Agree
Organic produces are: A way of life	Agree	Neutral	Agree
Organic produces are: Contribute to environmental protection	Strongly Agree	Neutral	Agree
How much dollars do you spend monthly on buying Lebanese organic produces?	[100 and more[[20-50[& [75-100[[50-75[
Launching Lebanese organic produces satisfies you more than the non- organic produces	Strongly Agree	Agree	Strongly Agree
Lebanese organic produces can be trusted more than non-organic produces	Agree	Agree & Neutral	Strongly Agree
Advertised Lebanese organic produces can be trusted more than those that are not	Agree	Neutral	Agree
Gender	Male & Female	Male	Female
Educational Level	BA/BS	Masters	BA/BS & Masters
Number of your household members		4	3
Place of Residence	Mount Lebanon	Mount & South Lebanon	South Lebanon
Lebanese organic produces reduce health problems	Strongly Agree	Agree	Strongly Agree
Sector of Economic Activity	Administration & Student	Education (University)	Administration
Where do you think Lebanese organic produces are produced?			
Specific shops	No	Yes/No	No
Where do you buy the Lebanese organic produces			
Households producing it	Yes	No	Yes

Table 7

The respondents of group III (48.0%)

Variable	Group I	Group II	Group III
Organic produces are: Of better quality	Strongly Agree	Neutral	Agree
Organic produces are: Contribute to environmental protection	Strongly Agree	Neutral	Agree
Should the price of Lebanese organic produces be ----- than non- organic	Higher	Higher	Equal
How much dollars do you spend monthly on buying Lebanese organic produces?	[100 and more[[20-50[& [75-100[[50-75[
Lebanese organic produces can be trusted more than non-organic produces	Agree	Agree & Neutral	Strongly Agree
Gender	Male & Female	Male	Female
Educational Level	BA/BS	Masters	BA/BS & Masters
Number of your household members		4	3
Place of Residence	Mount Lebanon	Mount & South Lebanon	South Lebanon
Type of Residence	Urban	Urban	Rural
Sector of Economic Activity	Administration & Student	Education (University)	Administration
Did you ever purchase any Lebanese organic produce? I already purchase:			
Cereals	Yes	Yes	No
Meat	Yes	Yes	Yes/ No

Table 8

The three groups of respondents

Variable	Group I (34.0%) of respondents	Group II (18.0%) of respondents	Group III (48.0%) of respondents
Can you define an organic produce	Yes	Yes	Yes
Would you like to try Lebanese organic produce?			
Would you like to learn about Lebanese organic produce?	Yes	Yes	Yes
Organic produces are: Healthier	Strongly Agree	Agree	Strongly Agree
Organic produces are: Of better quality	Strongly Agree	Neutral	Agree
Organic produces are: A way of life	Agree	Neutral	Agree
Organic produces are: Show off	Neutral	Neutral	Neutral
Organic produces are: Precious gift	Strongly Agree	Neutral	Neutral
Organic produces are: Contribute to environmental protection	Strongly Agree	Neutral	Agree
How long have you been interested in Lebanese organic produces?	More than 3 Years	More than 3 Years	More than 3 Years
You will buy Lebanese organic produces	Strongly Agree	Agree	Agree
The price of Lebanese organic produces is an important factor in your buying decision	Neutral	Agree	Agree
Should the price of Lebanese organic produces be ----- than non- organic	Higher	Higher	Equal
Frequency for buying Lebanese organic produces	Monthly	Weekly	Weekly
How much dollars do you spend monthly on buying Lebanese organic produces?	[100 and more[[20-50[& [75-100[[50-75[
Are you willing to drive for buying Lebanese organic produces?	Yes	Yes	Yes
Lebanese organic produces should be launched on the local market	Strongly Agree	Agree	Agree
Launching Lebanese organic produces satisfies you more than the non- organic produces	Strongly Agree	Agree	Strongly Agree
There is a market for launching Lebanese organic produces	Agree	Agree	Agree
Lebanese organic produces can be trusted more than non-organic produces	Agree	Agree & Neutral	Strongly Agree
Advertisements are crucial for making purchase decisions of Lebanese organic produces	Agree	Agree	Agree

Advertised Lebanese organic produces can be trusted more than those that are not	Agree	Neutral	Agree	
Gender	Male & Female	Male	Female	
Age	[20-30[[20-30[[20-30[
Nationality	Lebanese	Lebanese	Lebanese	
Job Type	Private Company	Private Company	Private Company	
Educational Level	BA/BS	Masters	BA/BS & Masters	
Position	Employee	Employee	Employee	
Income Level	[750-1000[[750-1000[[750-1000[
Number of your household members		4	3	5
Personal status	Single	Single	Single	
Number of Children		0	0	0
Place of Birth	Beirut	South Lebanon	South Lebanon	
Place of Residence	Mount Lebanon	Mount & South Lebanon	South Lebanon	
Type of Residence	Urban	Urban	Rural	
Living	With Family	With Family	With Family	
Parents on your charge	No	No	No	
Do you have family members living abroad	Yes	Yes	Yes	
If yes, do you provide them with organic produces?	Yes	Yes	Yes	
Do you have health problems	No	No	No	
Lebanese organic produces reduce health problems	Strongly Agree	Agree	Strongly Agree	
Sector of Economic Activity	Administration & Student	Education (University)	Administration	
How did you know about Lebanese organic produce?				
Friends	No	No	No	
Relatives	Yes/No	No	No	

Parents produce it	No	No	No
Billboards	No	No	No
TV	No	No	No
Coincidence	No	No	No
Radio	No	No	No
Word of Mouth	No	No	No
Super markets	No	No	No
Others	No	No	No
Where do you think Lebanese organic produces are produced?			
Specific shops	No	Yes/No	No
Monasteries	No	No	No
Villages	Yes	Yes	Yes
Charities associations	No	No	No
Households	Yes	Yes	Yes
Others	No	No	No
Did you ever purchase any Lebanese organic produce? I already purchase:			
Fruits and vegetables	Yes	Yes	Yes
Cereals	Yes	Yes	No
Bakery products	Yes	Yes	Yes
Sweets	Yes	Yes	Yes
Oils	Yes	Yes	Yes
Meat	Yes	Yes	Yes/ No
Chicken	Yes	Yes	Yes
Dairy Products	Yes	Yes	Yes

Waters (Rose, Flowers, etc...)	Yes	Yes	Yes
Honey	Yes	Yes	Yes
Eggs	Yes	Yes	Yes
Soap	Yes	Yes	Yes
Cosmetic Products	No	No	No
Herbal Drinks (Tea)	Yes	Yes	Yes
Other	Yes	Yes	Yes
If you are not interested to purchase Lebanese organic produces please indicate the reasons			
I don't know where to find organic produces	No	No	No
Expensive product	No	No	No
I don't trust their production process and quality	No	No	No
I'm not interested in organic produces	No	No	No
No packaging incentives	No	No	No
Not available where I shop	No	No	No
I don't like its taste	No	No	No
Other reasons	No	No	No
Where do you buy the Lebanese organic produces			
Specific shops	No	No	No
Monasteries	No	No	No
Villages	Yes	Yes	Yes
Charities associations	No	No	No
Households producing it	Yes	No	Yes
Super markets	No	No	No
Exhibitions	No	No	No

Others

No

No

No

Principal Components with two factors

1. Model Validity = 63%

Component I = Healthy life

CI = 0.815 X Lebanese organic produces should be launched on the local market
+ 0.810 X Lebanese organic produces are of better quality
+ 0.807 X you will buy Lebanese organic produces
+ 0.800 X launching Lebanese organic produces satisfies you more than non-organic
+ 0.729 X Lebanese organic produces are healthier
+ 0.610 X Lebanese organic produces contribute to environmental protection

Component II = Purchasing motivations

C2 = 0.850 X Ads are crucial for making purchase decisions of Lebanese organic produces
+ 0.819 X Price of Lebanese organic produces is an important factor in buying decisions

2. **Component I** explains 44% of the model
3. **Component II** explains 19% of the model
4. **Reliability** of the model with two components = 0.799% which is > 0.6 on which this means that this **model is very reliable**
5. As a conclusion **the model is valid and reliable.**