



# *Turning Challenges into Opportunities*

Lebanon 



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# STATEMENT FROM THE EUROPEAN UNION DELEGATION TO LEBANON

The Private Sector is the backbone of the Lebanese economy and the EU-funded Project “Technical Assistance Facility for the Lebanese Private Sector (EU-TAF)”, implemented by DAI, came at a critical moment in the country’s history.

Aimed at supporting innovative Lebanese enterprises with internationalising potential in the productive sectors of Agri-food, ICT and Healthcare by improving innovation, technology, and competitiveness, helping them increase their market shares in regional markets and expand internationally.

The EU-TAF project is particularly important at this juncture as it fosters inclusive and sustainable economic growth for the participant enterprises.

# STATEMENT FROM THE TEAM LEADER, DECLAN GORDON CARROLL

For nearly three years, Lebanon has been hit by a wave of crises, all having direct consequences on its people, institutions, and businesses. The country is currently facing a significant economic crisis, which the World Bank says is one of the worst since 1850s. This is drastically affecting all sectors, especially the private sector, which was one of the main pillars supporting the Lebanese economy.

The “Technical Assistance Facility for the Lebanese Private Sector” (EU-TAF) project, funded by the European Union and implemented by DAI was launched in February 2020, just in time to support Lebanon’s productive sectors through hands-on expertise.

Companies were selected through an open process, resulting in the formation of two groups with a total of 21 dynamic and growth-oriented enterprises which received customised support to attain their business development objectives.

The EU-TAF project supported the beneficiary companies in strengthening innovation, implementing research and development (R&D) initiatives, as well as consolidating their competitive position and management capabilities. This support resulted in productivity improvements together with trade, and improved market access opportunities.

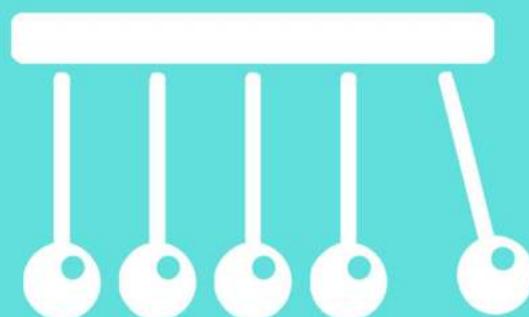
*Declan Gordon Carroll*

# THE IMPACT OF THIS PROJECT ON THE PARTICIPANT ENTERPRISES



**THE IMPACT OF THIS PROJECT ON THE PARTICIPANT ENTERPRISES**

# **GROUP ONE**



# AYADINA



## Ayadina

SINCE 1996

[www.ayadina.com](http://www.ayadina.com)

Ayadina is a family business established in 1996 by Mrs. Amale Harb and is currently being managed by her son Roy and his partner Nathalie who took over the business in 2019, just before the economic crisis started. Ayadina produces artisanal and homemade range of products including pickles, jams, preserves, condiments, syrups, and herbs. The business has created a network of suppliers of locally sourced ingredients and sells to a list of Point of Sale (POS) outlets in the Lebanese market and through online shops. Similarly, Ayadina handles regular orders from Lebanese retailers and specialty stores in various countries, some of which are shipped as white label products. In the past year, Ayadina has been approached by a growing number of Lebanese product resellers.

With the growing demand, Ayadina's sales activities are still mostly reactive and opportunistic. This was identified early as an issue by the EU-TAF Technical Assistance Team (TAT). In fact, the brand did not follow any structured plan for systematic marketing, sales, and distribution actions and seemed to lack a clear and strong identity, images, and presence online and offline.





### **AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:**

The TAT conducted primary and secondary research to identify specific market opportunities and completed a SWOT analysis of the internal and external situation, as well as a competitive bench-mark on the local level. Based on this benchmark, the team provided specific advice on the brand strategy, on which Ayadina worked to revamp its visual identity and promotional stance.

The EU-TAF project supported the company in developing and improving its supply chain and other internal operational processes including production, health and safety compliance, and staff training. The experts assisted Ayadina in completing its strategic Action Plan, focused on one market opportunity and its validation with specific Stock-Keeping Units (SKUs), that the business will use as a roadmap to follow and duplicate for other markets at a later stage.

The impact is substantial across the operations of the company and crucial in its ability to pursue specific clear strategic approaches to its overall growth and market development. This is done while still maintaining its ability to garner and exploit the opportunistic market sales which arise through the importance of the Lebanese diaspora within the manufacturing community.



# BENTA PHARMA INDUSTRIES (BPI)



[www.bpi.com.lb](http://www.bpi.com.lb)

Established in 2006 as a downstream integration by a pharmaceutical distribution company, Benta Pharma Industries (BPI) has grown significantly over the years becoming one of the top three pharmaceutical manufacturing companies in Lebanon. This company manufactures medical devices as well as pharmaceuticals, although most of these medical devices are physical delivery mechanisms for intravenous drugs and oncology treatment, sterile products, etc. BPI is a frontrunner in the manufacturing of enhanced formulations for the treatment of a variety of diseases, ranging from cardiovascular diseases, diabetes, and neurological to dermatological diseases.

The three major agreed objectives for the intervention were adapted to the changing circumstance of the company, as a result of the economic crisis:

- a. Global expansion through targeting a robust and complete product portfolio,
- b. Local optimisation of the production and supply chain to effectively meet the local demand,
- c. Talent retainment and acquisition.





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### AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The EU-TAF provided substantial support to this company given its place and position as the second largest indigenous pharmaceuticals provider in the Lebanese market. The Team has undertaken a root and branch evaluation of over 400 product portfolios to identify:

- a) What products can directly be exported,
- b) What products, in the domestic market, represent the highest return on investment, and which should be prioritised in the context of signal demand within the local market.

The TAT expertise has worked extensively at all levels of the organisation to help build the capacity of an ever numerically decreasing management team in order to identify and validate the opportunity and return on investment of the elements of its product portfolio.

The TAT, particularly the core sector experts, worked deeply to identify how to rebuild profitability within the local market, and identified and validated which product portfolios are robust enough, technically and legally, to be exported immediately. The TAT supported the elaboration of the Action Plan required to build BPI's export capabilities, and make recommendations concerning the re-establishment of the management team. The experts also supported the Senior Management Team in building the corporate group's strategy internationally.



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# CROWN FLOUR/ CROWN BAKE



**CROWN  
FLOUR  
MILLS**

**crownbake**

[www.crownbake.co](http://www.crownbake.co)

Established in 1952 with sales over \$40 million and 102 employees, the company has been looking to expand its business both locally and internationally increasing its export capabilities. The flour market in Lebanon is saturated with 12 mills in local production, of which Crown Flour holds 28% and is the largest player. The business has observed an opportunity and is getting into the market for bread improvers, ready mixes, and customised new product designs which are being sought for standard products in bakeries to reduce costs, improve

quality and reduce complexity. These products are highly technical and involve high-level formulation, introduction of enzymes, and interactive, customised, highly skilled technical solutions providers.

This new highly specialised, skills intensive arena requires significant product development. Crown Flour's main competitors are global, primarily from the United States of America (USA) and the European Union (EU), who are now looking to the Middle East and North Africa (MENA), Gulf Cooperation Council (GCC) and Africa for new markets. The company has built a reputation by offering continuous technical support and providing any requested tailor-made product. The business leaders support their marketing efforts by offering technical assistance, helping companies improve their quality, and promoting this through traditional and social media channels. This is also done in export markets, which to date, have been primarily in the Arab countries. At the start of the EU-TAF intervention, Crown Flour had almost reached \$1 million in terms of exports in the Saudi Market, demonstrating a big export potential.

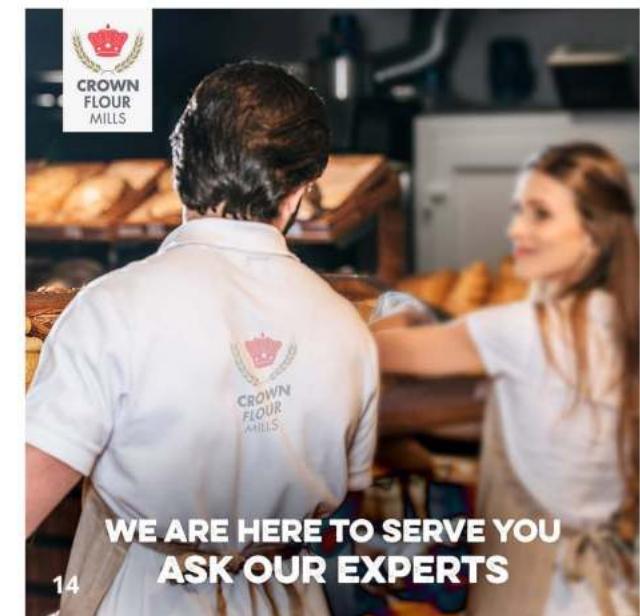




## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

At the early stage of TAT involvement, the company faced a significant impediment with the imposition of an embargo on Lebanese imports by Saudi Arabia and adopted an immediate change of business model. In a wide-ranging workshop with a complete management team, the EU-TAF proposed a solution-provider approach where the technical knowledge put together within Crown Bake could be formulated into a complete business process (and secure intellectual property rights, IPR), which could be then licensed, or partially implemented, in different markets through a manufacturing contract or Joint Venture. Crown Bake leaders embraced this concept and built on it, exploring various potentials and opportunities, and engaging with the EU-TAF Team on a constant and interactive basis.

The Team undertook significant internal diagnostics and conducted several strategic workshops on the company premises, resulting in an improvement of the business strategy development and implementation. Punctual and significant inputs were provided on how to protect their intellectual property, as well as on the market development plan.



# CAFE ABI NASR

بن أبي نصر  
CAFÉ ABI NASR

[www.cafeabinasr.com](http://www.cafeabinasr.com)

Established in 1956 with 83 employees, Cafe Abi Nasr's sales have grown significantly in 2019 with exports account 15% of sales. The company primarily produces for the Lebanese market a range of traditional Lebanese coffee, as well as different varieties of instant coffee including Americana. Despite the economic crisis, exports remained stable in terms of volume, but fell in percentage terms because of the increase in domestic sales (nearly 70% increase in nominal turnover which resulted in a loss in profitability due to the devaluation of the Lebanese lira and local market increases). The company competes as a second player to Cafe Najjar in a relative duopoly. Exports generally cover countries appreciating Lebanese coffee or having Lebanese expats.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

Ad-hoc expertise supported the completion of the strategic Action Plan, undertook secondary market research to explore new market opportunities in the United States of America (USA) and designed a market development strategy for the USA.

# GO BALADI



[www.gobaladi.com](http://www.gobaladi.com)

Established in 2016, Hajjar trading as "Go BALADI" is an authentic 100% natural and organic wild forage goat dairy company that produces organic fresh milk from the Baladi (Native Lebanese goats') ewes, and without any additives or preservatives, such as "Labneh Mkaazaleh", "Laban", "Halloumi", and "Kechek". The company has developed some export markets, particularly to the Gulf countries. However, in the absence of a trade agreement for dairy products exports to Europe cannot be envisaged as it's currently prohibited. Sales internationally are being constrained by the fresh nature of the product and its shelf life. In addition, its production capacity relative to the minimum order quantities that would be required by the large distribution chains within the Gulf countries represents an impediment. Therefore, Hajjar tried to improve their production while exploring new plant-based product markets.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The EU-TAF taskforce undertook a range of secondary market research missions to identify and exploit further market opportunities. Additional support was provided to refine the production and recipes, identify where and how to improve and build the production process.

Experts carried out specific market research for the plant-based product and advised the potential market opportunities across Europe.



# HOUSE OF LILIES



[www.facebook.com/familyfarmtyre/](https://www.facebook.com/familyfarmtyre/)

This company was established in 2019. Before that, it was a part-time farming proposition on long-term founder's land when in 2017 the founder decided to invest significantly in organic and sustainable products. However, the COVID-19 pandemic, and the Lebanese economic and financial crisis significantly affected their sales potential.

The EU-TAF support mainly focused on new product development. Essential oils, hydrosols, and onward value-added products such as aromatherapy and organic pesticides represent a potential for significant value-added in a very diverse organic farming operation with multiple products. These became the focus of research for the EU-TAF TAT with concrete support provided.



**AREAS OF INTERVENTION,  
REQUIRED SUPPORT  
AND EU-TAF IMPACT:**

Ad-hoc expertise supported by identifying the key potential markets for essential oils in order to match their capacity and growth to one that the project can validate, and by designing the appropriate production processes and layout infrastructures.



# NADA GHAZAL

## NADA GHAZAL

FINE JEWELRY

[www.nadaghazal.com](http://www.nadaghazal.com)

Nada Ghazal Fine Jewelry was established in 2004, following the success of Nada's first 25-piece collection. Nada Ghazal FJ creates hand-crafted contemporary and design-based fine jewelry. The company has established a good name in its home country, mostly through direct sales out of flagship outlets in ABC, the brand's own boutique store.

By 2018 the company's sales had grown significantly with almost 90% in Lebanon, which fell marginally in 2020 to 40% of previous sales with the onset of the economic crisis in 2019 and exacerbated by the Beirut Port explosion, which devastated their just-to-be opened flagship new Showroom in Saifi. As a result, the company strategically strengthened its efforts to focus on export markets.

In 2021, the United States of America (USA) became the main market generating sales for the brand with a 35% value share and 38% volume share, leading the sales growth with 108% and 155% percentage change, year-on-year, respectively.



### AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The company has engaged strongly with the EU-TAF Project and with the support and guidance of the experts has conducted a satisfaction survey with its international customers, to get a better understanding of the brand's perceived attributes, satisfaction levels buyer personas, and the list of competition as per the customers' and buyers' view.

The Team has worked with Nada Ghazal JF to get the breakdown of the sales report to identify brand opportunities. While Nada Ghazal FJ is witnessing growth in sales, the current sales activities are still to a certain extent opportunistic. The Team assisted the brand to understand what attributes and factors are generating sales, why and who is the target, identify and validate market opportunities, accordingly, focusing on the United Kingdom (UK) market as well. The Team worked on deeply analysing the sales data of the USA market and, on that base, extrapolate assumptions to work on sales structure, marketing, and distribution strategy in the UK.

# MEZZ MIX



[www.mezzmix.com](http://www.mezzmix.com)

Niman, trading as "Mezz Mix", was established in 2017 but only commenced full production and operations at the end of 2018. Niman produces a range of sauces and condiments that suits the Lebanese palette nationally, as well as its international diaspora and potentially a much broader demographic. Mezz Mix is working on developing new ways to package Garlic paste for consumers searching for means that have a long shelf life, utilising a squeezable, bottom-up package that can be stored without refrigeration. Mezz Mix garlic dip is a Lebanese garlic product, which offers different flavours, with no mayo, no eggs, and no dairy, therefore being suitable for a wide variety of dietary preferences.

## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The TAT provided support to acquire certifications and quality recognition, including International Organization for Standardization (ISO) certificate and Food Safety compliance certification (international/European certificate) as well as research and development (R&D) support in the development of a series of products/varieties, including Keto diet garlic/carb-free, cooking additive (garlic concentrate) and pasteurised "Toum" (a garlic light and fluffy condiment similar to Aioli). A R&D partnership has already been established for this purpose, including collaboration with specialised partners from six European countries (Portugal, Spain, Italy, Germany, France, and Turkey).

Market research is a priority for Niman to explore and identify the right opportunities. The EU-TAF has brought their project much further than the founders had originally thought possible. The promoter has grown in confidence and competence with the project support and is very appreciative of the systems and the impact achieved on his operations. The Action Plan was a fundamental shift in the promoter's strategic thinking and set out the growth potential for its operations, particularly with the successful realisation of the international R&D project.



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# SMARTLAND



[www.smartlandagri.com](http://www.smartlandagri.com)

SmartLand was established in 2019 to offer a smart irrigation and fertigation system to farmers, increasing their yield, maximising their revenues, and minimising their costs. SmartLand will serve different regions in Lebanon with a total available domestic market demand/potential exceeding \$50 million, in addition to the Middle East and North Africa (MENA) market with a size exceeding \$55 billion.

SmartLand manufactures an automated irrigation and fertigation system that integrates sensors, a control panel (Main Hub), a pump, and valves, in addition to the automated fertigation machine and Mobile application. The targeted domestic market covers all Lebanese land from South to North with the Mountains, and the Bekaa valley extending to the Gulf countries and MENA market.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

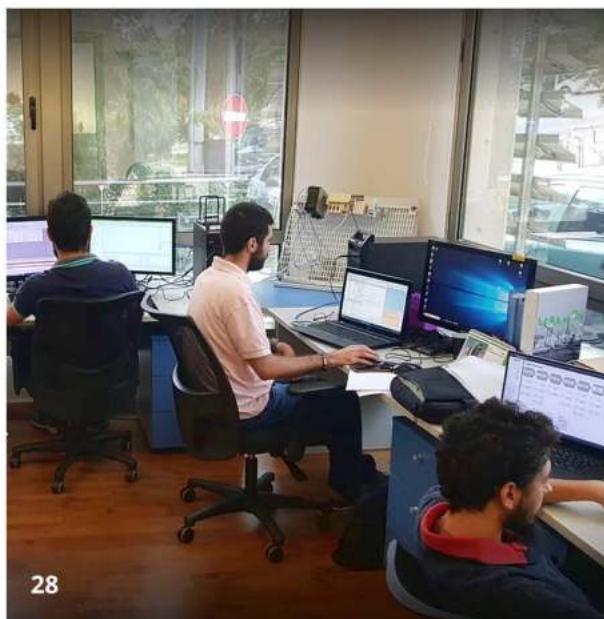
The EU-TAF project supported SmartLand with product development (including product benchmarking, similar product offerings, and elements for product improvement/offering), the identification of companies with similar and complementary technologies and offerings, drafting an action plan and roadmap, designing new marketing and communication strategies and stimulating new partnerships for marketing activities at the national level. In addition, the project helped the company explore research and development (R&D) funding opportunities for further product development, validate market opportunities and define a market entry strategy for SmartLand in the Kingdom of Saudi Arabia (KSA)/United Arab Emirates (UAE).

# TEKNOLOGIX

TEKNOLOGIX  
Industrial Automation Specialists

[www.teknologix-automation.com](http://www.teknologix-automation.com)

Established by Lucien Kazzi in 2008, originally as a freelance systems integrator for Siemens, then turned into a company bringing in other contractors as needed. By 2014, Kazzi had 100 system integrator competitors in the Gulf Cooperation Council (GCC) and recognised the need to innovate to build something meaningful and substantial in the future. In the same year, he created a new role for the business as a software solutions provider that would improve efficiencies, reducing waste and costs across all the elements of the business value chain. Despite the challenges due to COVID-19 and the Lebanese crises, the company's sales increased again in 2021, and today exports account for almost 70% of sales and will continue to rise.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

In the timeframe of its involvement with EU-TAF, the company has developed a solution focusing on three main challenges: Energy Efficiency, Performance Effectiveness, and Quality Improvement. With the project's support, it is now converting to a new platform which will be spun out as a separate business.

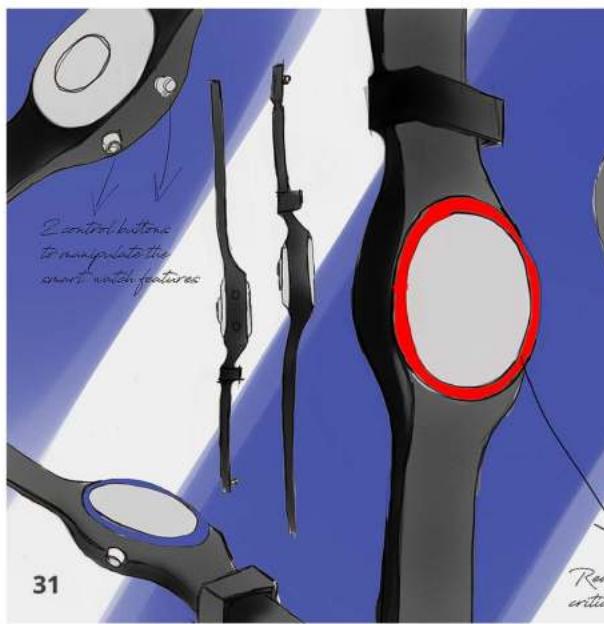
The EU-TAF supported the development of a strategic Action Plan and associated investment proposal for the new company. The TAT has already supplied it with an investment location market attractiveness matrix to evaluate different opportunities within Europe.



[www.weglo.net](http://www.weglo.net)

Established in 2016, the company has been in research and development (R&D) product development since then. The WeGlo product is a wearable smart wristwatch that measures the glucose concentration in the blood through sensors touching the skin in a continuous and non-invasive manner, allowing them to predict hyper/hypoglycaemia using artificial intelligence and a smart algorithm.

People suffering from type 1 and 2 diabetes need to monitor their glucose levels on an ongoing basis and this is usually done through a glucometer pricking their finger to draw blood. This is a cumbersome and invasive process and has considerable drawbacks in terms of accuracy and timeliness as hyper/hypoglycaemia can cause strokes, cardiovascular disease, kidney failure, etc. Diabetes is estimated to contribute to 11.3% of deaths globally, the lowest percentage of which is 6.8% in Africa while the highest globally is in the Middle East with 16.2%.



### AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

Market research has been performed taking into consideration existing companies operating in the same area and region with related products, approvals, authorisations, competitors, and relevant deals. By focusing the research only on the WeGlo-relevant non-invasive glucose monitoring methods, techniques, and devices, 64 patents were found to be currently active, out of which 54 fall under "diagnostic, analysis, and assay"; 6 are drug delivery devices and 3 are digital health devices and methods.

WeGlo required support in R&D, overall market positioning, and funding. The EU-TAF taskforce has suggested an investment plan and prospectus to be prepared with its contribution. In order to maximise the value of WeGlo and its promoters, the EU-TAF ventured into a valuation of the technology based on the potential market opportunity, registration of Intellectual Property Rights (IPR), and the completion of a commercial valuation and/or investment prospectus.

**THE IMPACT OF THIS PROJECT ON THE PARTICIPANT ENTERPRISES**

# **GROUP TWO**



# AGRO CEDRUS



[www.agrocedrus.com](http://www.agrocedrus.com)

Established in 2012, the company grows and provides 100% organic products to wholesalers and distributors across Lebanon. Agro Cedrus currently grows several different certified organic crops that include vegetables, fruits, and herbs in greenhouse tunnels, on top of several crop trees, especially carob and olives.

The company engaged with the EU-TAF project concerning a new production of organic herbal teas to supply to the Lebanese tea market (at least initially). Lebanon's Tea Market, which was worth \$78.50 million (calculated in retail prices) in 2015 had been forecasted to reach \$102.31 million (in retail prices) by 2025, although this may have been, subsequently, negatively impacted by the economic crisis.



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**AREAS OF INTERVENTION,  
REQUIRED SUPPORT  
AND EU-TAF IMPACT:**

The EU-TAF reviewed a promoter-supplied feasibility study completed a year ago and proposed to support them to conduct a more realistic detailed one in order to identify, quantify and validate the potential market opportunity in Lebanon, and undertake a detailed production design assessment. The project provided technical and advisory support in the framework of their investment strategy.



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# BIO MASS



[www.biomasslb.com](http://www.biomasslb.com)

Biomass, established in 2007, covers three product categories in organic farming: fruits and vegetables, fresh eggs, and organic grocery items. The majority of the turnover (85%) comes from the fresh categories. Biomass operates 11 farms (that represent 20% of total production for fruits and vegetables) and works with 40-50 certified organic farms under contract farming agreements (which accounts for 80% of total production).



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The company has demonstrated significant growth within the domestic market and has a strong management focus on building significant growth, particularly in international markets. The TAT committed to support this company with a biosafety training, smart processes and automation for packaging, increasing farming capacity and overall production, post-harvest automation and post-harvest handling of crops, as well as support in product labelling and packaging. In addition, some support was provided in terms of international market plan development.

# CAVE DES OURS



[www.cavedesours.com](http://www.cavedesours.com)

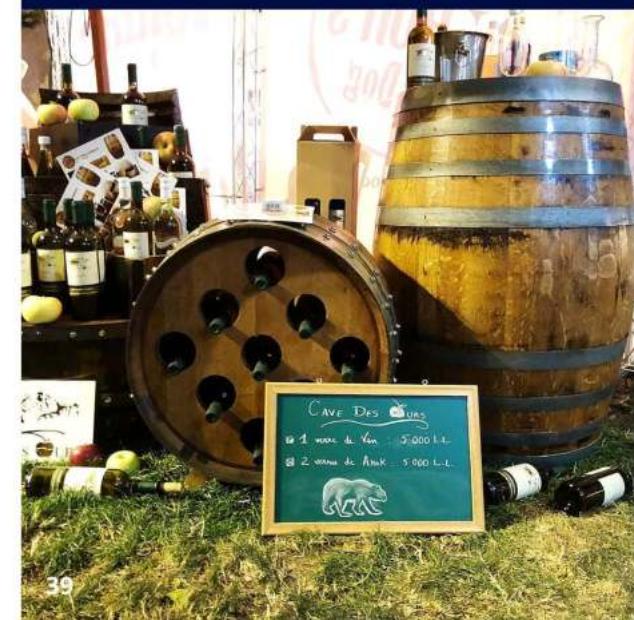
Established in 2018, the company started as a solution to address the crisis in apple farming, which has begun as a result of the Syrian conflict, when fresh Lebanese apples could no longer be exported.

During its first years, the company carried out extensive research and development to create recipes to utilise excess Apple crops. Currently, it produces over 20,000 bottles of wine, 10,000 bottles of Apple Arak, 3,000 bottles of apple vinegar, and 500 kg of honey. The business has increased its sales significantly in 2020 and has grown its exports to 20%.



**AREAS OF INTERVENTION,  
REQUIRED SUPPORT  
AND EU-TAF IMPACT:**

The EU-TAF supported secondary market research to identify markets, most notably in the United Kingdom (UK), Germany and France. Assistance was also provided for Cave des Ours to undertake a detailed survey of existing customers and consumers to identify key service attributes which are common and important to both groups, and which subsequently can be incorporated into a proactive marketing business model.



# CELOSIA



Celosia aims to adopt a circular model where hydroponics products are used in existing farms, operated by Celosia and Celosia's other site of the seedlings, adding to already existing agricultural assets such as 4,000 pine trees that contribute to the hydroponics system. The final product is cheaper than conventional fodders and has more health benefits and increases farm production. In fact, in hydroponic systems, it only takes 7-8 days for a seed to develop into fodder against 40-60 days under traditional systems.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The EU-TAF project supported Celosia with feasibility studies, market research, circular model management, meeting international standards of hydroponics, and establishment of operational manuals. Support was also provided to develop an action plan and prepare a sound operational plan for running the hydroponic facility taking into consideration environmental control measures.

# CIDRA



CIDRA

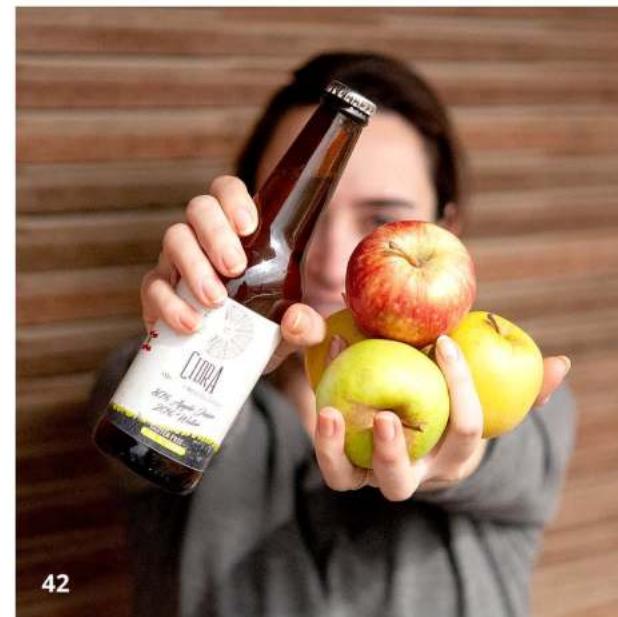
• CRAFT APPLE CIDER •

[www.cidralebanon.com](http://www.cidralebanon.com)

Established in early 2019, Cidra's three co-founders initially conducted research, surveys, and interviews to establish potential market solutions to address the decline in sales and exports faced by Lebanese apple farmers. Having decided to create their own enterprise to offset this decline, the co-founders transformed a summer house in the region of "Kfour" into a craft cider, producing and bottling apple ciders from 100% Lebanese apples. Cidra buys unsold and defected apple crates directly from farmers across different Lebanese regions and brings them to an independent pressing factory located in the same region. The extracted juice is later transported to Cidra's facility to produce sweet and dry cider, still and sparkling apple juice, all promoted as gluten-free and natural with no added sugar; Lebanese-produced cider/apple juice.

The brand is available in more than 65 Points of Sale, covering pubs, beach resorts, liquor stores and supermarkets, primarily in the coastal region stretching from Tripoli to Beirut. The sales are generated through direct contact with potential customers, and participation in fairs and festivals to create brand awareness.

The company is now mainly focused on product development aspects, increased technical capabilities across the company, and less on marketing and business development aspects.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The EU-TAF project assisted the company in assessing and guiding quality control processes, identifying and validating opportunities in one export market by conducting secondary and primary research, developing an export sale and marketing plan as well as the branding and communication plan with specific marketing and communication guidelines to achieve brand consistency.



# DARMESS



Darmmess

EXTRA VIRGIN OLIVE OIL

[www.darmmess.com](http://www.darmmess.com)

Established in October 2019, Darmmess olive oil was "born global" to compete on a world stage. Darmmess is a high quality, early harvest monovarietal cold extracted Extra Virgin Olive Oil (EVOO) with 24 hours of harvest. It is the only recognised high phenolic, high antioxidant Lebanese olive oil, is commonly referred to as the "Bordeaux of Olive Oils", produced in "Deir Mimas", in Southern Lebanon.

Darmmess achieved significant milestones in reaching out to a diverse set of customers/ distributors throughout its first year of establishment. The existing product is being sold in eleven countries, out of which four have distributors (the United Kingdom, France, the United Arab Emirates, and Kuwait). These distributor connections were facilitated by Lebanese economic attachés (except in France). The company is

trying to be the number one EVOO product in the local market and also increase its exports.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The EU-TAF project supported Darmmess in developing a market entry and pricing strategy and in building the brand story to promote it more widely. Additionally, the TAT supported the company in designing, certifying, resourcing, expanding the production facility, and achieving compliance certification with international regulatory requirements. The team undertook secondary market research, evaluating the appropriate market opportunities for high phenolic extra virgin olive oil, and providing advice accordingly. Some support was also provided in terms of business development and investment strategy.

# DAIRIDAY



[www.dairiday.com.lb](http://www.dairiday.com.lb)

Established in 2007, Dairiday was bought by the Mansour family in 2019 from its previous owners, MI Group. Since then, the family has made a complete overhaul of the company structure, its staffing, manufacturing, and selling strategies, as well as its product development. Business leaders have added a new research and development (R&D) department and successfully launched to market over 20 Stock Keeping Units (SKUs) in the past two years.

The company has already grown its local market share of a range of products from 1% to 30%, especially in the product arena of cream cheese.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The EU TAF team supported the company to identify real regional market opportunities across the Middle East and North Africa (MENA) region, with the management team validating their potential and appropriateness for existing development, as well as building the appropriate business model, marketing strategy, international market plan and associated action plan to exploit these opportunities effectively, efficiently, and profitably. The TAF delivered a strategic workshop with the management team to bring forward these plans, develop a brief secondary market research mission and agree on the required activity to engage in the next steps.

# DELTA



[www.deltagrouplebanon.com](http://www.deltagrouplebanon.com)

Delta is a company producing packaged and labelled herbs, spices, and ready mixed Lebanese cuisine spice mixes or full products such as falafel. The company has a range of more than 200 products in the local markets and exports other products in Qatar.

Sales have eroded over the last years and accelerated with the economic crisis and the operating environmental conditions in Lebanon. At this stage, the company needs to halt sales decline, by identifying new market and product opportunities, eliminating non-performing ranges, and addressing new opportunities.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The EU-TAF project provided support to improve the internal operations processes, evaluate market opportunities for specified products through secondary research in addition to one export market potential for best products, and identify export markets of opportunity.

# GREEN TRACK



[www.facebook.com/greentrack.lb](https://www.facebook.com/greentrack.lb)

GreenTrack is a social enterprise established in 2019 that follows an integrated waste management approach utilising the "sorting at source" concept. The distinctive component in the model is an approach that guarantees quality, a community engagement approach, and a package of incentives provided to stimulate the "sorting at source" and engagement. The most profitable products are plastic and metal.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

The EU-TAF project supported specifically GreenTrack in the action planning and strengthening business development skills to expand both in Lebanon and in the region.



# WONDERED



[www.wonderedhub.com](http://www.wonderedhub.com)

Established in 2017, WonderEd is an EdTech startup that has developed an educational approach together with physical products, enabling the teaching of programming logic (LOGO) to children between the ages of 3 and 6. This startup uses technology and science education to help kids grow into original thinkers and develop a sense of purpose.

The products consist of a book, a series of stickers and a mapped environment. The company has also developed a software curriculum primer for educationalists to use to deliver training to children and assess their development and performance. WonderEd also has an online app that offers an agenda where full-time education professionals can add their free time and are matched to pre-schools and schools to deliver the training.



## AREAS OF INTERVENTION, REQUIRED SUPPORT AND EU-TAF IMPACT:

Seeing that WonderEd is still an early-stage start-up with all the frailties and baggage that entails, the EU-TAF project considered the business as an accelerator or incubator.

Therefore, the support provided consisted mainly of mentorship in a given period, secondary market research, the definition of a business model, and the design of a marketing and communication strategy. Following EU-TAF advisory inputs, the start-up shifted from a Business-to-consumer (B2C) to a Business-to-Business (B2B) approach.

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