

Business Plan for a Snails Farm in the Republic of Moldova

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- Compile the theoretical information about a business plan for agricultural farm.

II. Practical part

- Do market research for snails industry in Europe and Republic of Moldova.
- Prepare the business plan for the farm.
- Submit the project to risk and cost analysis.

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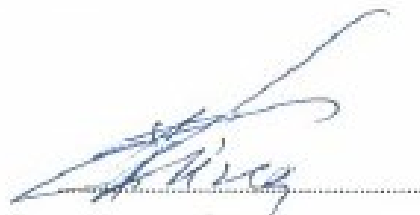
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ABSTRAKT

Cílem projektu je tvorba business plánu šnečí farmy v Moldávii se zaměřující se na export šnečích produktů na evropský trh. Přestože je poptávka po tomto produktu na místním trhu téměř nulová, v některých evropských zemích nejsou šnečí produkty i přes poptávku dostupné. Většina produktů bude určena k exportu, budou však nabízeny i na moldavském trhu.

Teoretická část popisuje jednotlivé části business plánu, zejména z pohledu tzv. plátna business modelu, typy šneků a životního prostředí, analytické nástroje pro podnikání a legislativní požadavky. Druhá část analyzuje šnečí trh z globálního hlediska, detailněji je rozebrán evropský trh. Třetí část tvoří samotný business plán, zahrnující veškeré využití kroky a aktivity, časový rozvrh a analýzu rizik.

Klíčová slova: business plán, Canvas Business Model, Snails farming, SWOT analýza, PESTEL analýza, Porterova analýza

ABSTRACT

The aim of this project is to create a business plan for a snails farm in the Republic of Moldova, with the purpose the export the product to the European market. Although the demand is almost inexistent on the local market, there is a need of snail products that is not covered in some European countries. Most of the products will be intended for export, but there will also be offers for the Moldovan market.

The theoretical part describes the components of a business plan, with a special focus on Canvas Business Model, the snails types and environment, the analytical tools for a business and the legal requirements. The second part analyses the snails market on the global level, with a focus on the European market. Third part is the business plan itself, with all the activities and steps to be implemented and time frame and risk analysis.

Keywords: Business Plan, Canvas Business Model, Snails farming, SWOT analysis, PESTEL analysis, Porter analysis.

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INTRODUCTION

For starting a business nowadays is crucial to have a business plan, as it states the mission and objectives of the startup. Also, it shows a clear image of the market, who is the competition, what are the cost, where the revenues will come from, which distribution channels to use and how to make a good marketing strategy in order to sell the products or services. At the same time, it is important to make analysis of the business and of the industry at each step.

My Master's thesis is dedicated to creating and developing a business plan for a snails farm, that will be located in the Republic of Moldova, but the products are intended for export. This industry is almost not developed in the country, because of the lack of the local demand. On the other hand, there is a need in some European countries that is not covered by the current supply. Snails' farming is a new and profitable business that requires low investments and generates profit in a short period of time.

The project aims to analyze the current situation in the industry, first on the global level and then more focused on the European market. This will help to develop a proper plan for building the strategy of the business.

From the legal and economical point of view, the Republic of Moldova is a profitable country for an agriculture business, as prices are cheap and bureaucracy is not high. At the same time, there are incentives for agricultural startup, such as tax free in the first years of activity.

The business plan will be structured according to the Canvas Business Model, having all nine blocks that describes each area of the startup. There will be analyzed the key activities of the startup and the needed resources, the value that will be brought, who are the customers, the relationship with them and by which channels to reach them, who are the partners to build the business with. Also, the financial side is analyzed by the costs structure and revenue streams.

The project includes the risk that must be taken into consideration and how to avoid or diminish them in order not to affect the business,

OBJECTIVES AND METHODS OF MASTER THESIS PROCESSING

The main objective of this Master thesis is to create a business plan for a snails farm in the Republic of Moldova.

Subsequent objectives of the Master thesis are as follows:

- Compile the theoretical information about a business plan for agricultural farm.
- Do market research for snails industry in Europe and Republic of Moldova.
- Prepare the business plan for the farm.
- Submit the project to risk and cost analysis.

During the preparation of the project were used the following tools and methods: Benchmarking, PESTEL analysis, SWOT (EFE/ IFE), Breakeven point, Porter's Five Forces analysis. To conduct the time analysis there was used the software QM for Windows, PERT-CPM Module.

I. THEORY

1 BUSINESS PLAN

According to the Business Dictionary, a business plan is a “Set of documents prepared by a firm’s management to summarize its operational and financial objectives for the near future (usually one to three years) and to show how they will be achieved”. Generally, it is a model to draw company’s strategies and policies. Although the plan is usually set in details before the business starts its activity, in time it is modified to adapt to the changes, as new opportunities and threats might appear.

The business plan is made for the company’s management. Still, when it is prepared for external audience (for example: creditors, possible investors) it details the past, present and expected performance of the company. In this case, it usually includes pro-forma balance sheet, cash flow statement and income statement, to show the impact of the investment over the company’s financial position.

1.1 Business plan – concept and types

A business plan is a document that states in detail how a business will achieve the wanted goals. The business plan emphasizes the marketing, financial and operational tools and steps. It should present a clear plan for costs and drawbacks that is caused by each decision.

A business plan is used either for a startup before starting the business, so it would give directions, or by established businesses, that want to release a new product or service, or plans to move in a new direction.

The business plan is made for a specific period of time and it includes:

- The summary of the business and products or services provided by the firm,
- Market analysis,
- Marketing strategy,
- Financial plan: funding requirements, budget, planned/ expected revenues and operating costs,
- How the goals will be achieved and the expected performance,
- Potential risks and mitigation actions.

Even though a business might start or develop on a new direction without a plan, it's still risky, especially that a business plan provides some benefits:

- The opportunity to test a good or service
- The chance to think the idea in every detail and analyze it before investing the money in it
- Make a clear analysis of the competition and benchmarking

1.2 Elements of the business plan

As there are no businesses that are the same, so the plans differ one from the other. There is information that each of them include, still the detailed characteristics are different. A template usually has the following compartments:

1. Executive summary: vision, mission and objectives of the company; products and services; strategy and financial forecast; timing;
2. Basic business information: title; contents; contact info; definitions and legal structure;
3. Current business situation: current state of the business and of the market; core competencies; business organization and infrastructure;
4. Strategic analysis: political, technological, social and economic and their impacts; uniqueness; value chain; operation resources, human resources, financial resources; organizational resources; industry structure; competitor analysis; SWOT analysis;
5. Strategic plan: sources of sustainable competitive advantage; market positioning; brand strategy; portfolio strategy; business design;
6. Marketing plan: market segments, size and growth; description of potential customers and their needs; product positioning, marketing mix; description of products and services provided by the firm; pricing and discounting offers and packages; advertising and promotional; channel and distribution strategy; after-sales service and customer care; comparison with competition; performance and marketing forecasts;
7. Operations and production: physical location of the firm; make or buy considerations; production process; facilities, equipment and machinery needed for production processes; design; quality control standards; staffing requirements; sources of supply of needed materials for operations and production;

8. Research and development: objectives; organization; plans; resources;
9. Management and organization: organization chart; management and qualifications to deliver the plan; staffing; recruitment; training; working facilities; employment and related costs;
10. Forecast and financial data: performance ratios; sales forecast; profit and loss account (income statement); balance sheet; cash flow statement; benchmarks;
11. Financing: funds required and timing;
12. Risk analysis: risk overview; limiting factors; critical success factors; alternative scenarios and strategic responses, specific risks and risk-reduction strategies;
13. Business controls: information technology; financial; sales and marketing; operations and other controls.

As timing is important for a business and in order to face a difficult situation and minimize risks, a firm should define actions according to their importance and urgency. For this, the management matrix can be used:

Table 1: Management matrix (Stephen Covey, 1989)

| | URGENT | NOT URGENT |
|---------------|--|---|
| Important | Quadrant I Crises Pressing problems Deadline driven projects | Quadrant II Relationship building Identifying opportunities Business planning |
| Not important | Quadrant III Some reports Some meetings Popular activities | Quadrant IV Tidying the desk Some mail Pleasant activities |

This matrix model clearly divides the company's activities into ones that are urgent or not urgent, and according to their importance. It can serve as an indicator for the business whether it has a poor or a good planning. A company that has most of the activities in the Quadrant I has a bad planning, as it has to continuously react to activities to which it is not well prepared. Being permanently in this position, a business might fail to achieve even the short-term goals. The company has a good planning for activities in the Quadrant II, as they are important, but not urgent. In order to focus on the most important tasks, a business should diminish the time for Quadrant III and IV.

1.3 Canvas Business Model – an alternative to the traditional plan

One Business plan that is clearly structured from visual point of view is the Canvas Business Model. It is considered as a template that is not very traditional and it is focused on the value that the company is planning to provide to its customers. It is designed as a chart with 9 blocks, describing the firm’s value proposition, infrastructure, customers and finances. An easy way to plan the business using the Canvas Model is to answer the questions in the template table:

Table 2: Canvas Business Model (Harvard Business Review)

| | | | | |
|---|---|--|--|--|
| <p>KEY PARTNERS</p> <p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from our partners? Which key activities do partners perform?</p> | <p>KEY ACTIVITIES</p> <p>What key activities do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?</p> | <p>VALUE PROPOSITIONS</p> <p>What value do we deliver to the customer? Which one of our customers’ problems are we helping to solve? What bundles of products and services are we offering to each segment? Which customer needs are we satisfying? What is the minimum viable product?</p> | <p>CUSTOMER RELATIONSHIPS</p> <p>How do we get, keep, and grow customers? Which customer relationships have we established? How are they integrated with the rest of our business model? How costly are they?</p> | <p>CUSTOMER SEGMENTS</p> <p>For whom are we creating value? Who are our most important customers? What are the customer archetypes?</p> |
| | <p>KEY RESOURCES</p> <p>What key resources do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?</p> | | <p>CHANNELS</p> <p>Through which channels do our customer segments want to be reached? How do other companies reach them now? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> | |
| <p>COST STRUCTURE</p> <p>What are the most important costs inherent to our business model? Which key resources are most expensive? Which key activities are most expensive?</p> | | <p>REVENUE STREAMS</p> <p>For what value are our customers really willing to pay? For what do they currently pay? What is the revenue model? What are the pricing tactics?</p> | | |

Each building block of the model describes the activity of the business:

- Value Propositions: it is what distinguishes itself from its competitors and includes the business’s portfolio that would meet the needs of its customers. It provides value through various elements: newness, performance, customization, "getting the job done", design, brand/status, price, cost reduction, risk reduction, accessibility, and convenience/usability. The value propositions might be:

- Quantitative – price and efficiency
- Qualitative – overall customer experience and outcome
- Key Activities: the most important activities in executing a company's value proposition.
- Key Resources: resources that are necessary to create value for the customer. They are considered very important for the company, as are needed to sustain and support the business. These resources are human, financial, physical and intellectual.
- Partner Network: to optimize operations and reduce risks, firms may develop buyer-supplier relationships so that it can focus on the core activity. Complementary business alliances may be joint ventures, strategic alliances between competitors or non-competitors.
- Customer Segments: To build an effective business model, a firm must set a target group or several target groups. Different types of customers can be segmented based on the various needs and characteristics in order to ensure appropriate implementation of corporate strategy meets the demands of selected group of clients. The different types of customer segments include:
 - Mass Market: there is no specific customer segmentation for a company and it includes a wide view of potential clients.
 - Niche Market: customer segmentation is based on specific characteristics and needs of clients.
 - Segmented: the firm applies an additional segmentation within existing customer segment. In this case, the company might further distinguish its clients based on gender, age, and/or income.
 - Diversify: the business produces for a variety of customer segments with different characteristics and needs.
 - Multi-Sided Market: the company serves mutually dependent customer segment.
- Channels: effective channels will distribute a company's value proposition to its customers fast, efficient and cost effective. The business can reach its clients through its own channels (store front), partner channels (major distributors), or a combination of both.
- Customer Relationships: the firm must identify the type of relationship it aims to build with customer segments. There are different forms of customer relationships:

- Personal Assistance: employee-customer interaction performed either during sales, after sales, and/or both.
 - Dedicated Personal Assistance: it is a personal assistance where a sales representative is handling all the needs and questions of a specific group of customers.
 - Self Service: company provides the tools needed for the customers to serve themselves easily and effectively.
 - Automated Services: similar to self-service, still more personalized as identifies individual customers and their preferences.
 - Communities: produces a scenario where knowledge can be shared and problems are solved between different clients.
 - Co-creation: customer's direct input in the final outcome of the company's products/services.
- Cost structure: describes the monetary consequences. Classes of Business Structures:
 - Cost-Driven – focuses on minimizing all costs and having no unnecessary extra features or embellishment.
 - Value-Driven – less concerned with cost, focuses on creating value for services and products.
- Characteristics of Cost Structures:
- Fixed Costs – costs are unchanged across different applications (salary, rent).
 - Variable Costs – costs vary depending on the amount of production of goods or services.
 - Economies of Scale – costs for products go down as the amount are ordered or produced.
 - Economies of Scope – costs decrease due to incorporating other businesses that have a direct impact to the original product.
- Revenue Streams: The way a company makes income from each customer segment. There are various ways to generate a revenue stream:
 - Asset Sale – selling ownership rights to a physical good (retail corporations). It is the most common type.
 - Usage Fee – money resulted from the use of a specific service.

- Subscription Fees – income generated by selling a continuous service.
- Leasing/ Lending/ Renting – giving the right to a good for a determined period of time.
- Licensing – financial means generated from charging for the right of use of a protected intellectual property.
- Brokerage Fees – money resulted from an intermediate service between 2 parties.
- Advertising – Revenue from charging fees for product or service advertising.

As the Canvas Business Model allows representing the idea in one page, it offers the possibility of thinking about the company in an intuitive and visual way. A modified version of Canvas provides a clearer image for the startup cases, as it divides the model into 2 parts: the product and the market.

Table 3: Canvas Business Model (Quora)

| | | | | |
|--|--|---|---|--|
| Problem Top 3 problems | Solution Top 3 features | Unique Value Proposition Single, clear, compelling message that states why you are different and worth buying | Unfair Advantage Can't be easily copied or bought | Customer Segments Target customers |
| | Key Metrics Key activities you measure | | Channels Path to customers | |
| Cost Structure Customer Acquisition Costs Distribution Costs Hosting People, etc. | | Revenue Streams Revenue Model Life Time Value Revenue Gross Margin | | |
| PRODUCT | | MARKET | | |

The left side, which is the product, represents part that is under the control of the business holder; while the market is not under his/ her control.

2 ANALYTICAL TOOLS FOR STRATEGY DEVELOPMENT

In order to start a business and to analyze the activities, but also the competition and the situation on the market, there are some tools that efficiently summarize all these factors.

2.1 Benchmarking

According to the Business Dictionary, benchmarking is “a measurement of the quality of an organization’s policies, products, programs, strategies, etc., and their comparison with standard measurement, or similar measurement of its peers”.

Benchmarking improves performance of the company by identifying and applying best demonstrated practices to sales and operations. Managers compare the performance of their products or processes externally with the ones of competitors’ and successful companies in the industry and internally with other operations within the company that perform similar activities. The goal of Benchmarking is to find examples of better performance and to understand the practices processes driving that performance. Company then improves its performance by tailoring and incorporating the best practices into its own operations. This improvement is done not by imitating, but by innovating.

The benchmarking objectives are:

- To identify what and where improvements are needed,
- To analyze how other companies in the market achieve high performance levels,
- To use all the information gathered to improve the company’s performance.

Companies use Benchmarking to:

- Improve the performance by identifying the methods of improving operational efficiency and product design;
- Understand their relative cost position and identify opportunities for improvement;
- Gain strategic advantage by focusing on capabilities;
- Increase the rate of organizational learning by bringing new ideas into the company and sharing the experience.

Although there are different types of benchmarking, they can be classified in four categories, according to Lankford (1999):

- **Internal benchmarking** is when a company already has established and proven best practices and it just wants to share them. This category of benchmarking also might be necessary if comparable industries are not readily available.
- **Competitive benchmarking** - when a company wants to evaluate its position within the industry. At the same time, competitive benchmarking is used when a company needs to identify industry leadership performance targets.
- **Strategic benchmarking** is used for identifying and analyzing world-class performance. This form of benchmarking is used most when a company wants to enlarge the portfolio outside of its own industry. Usually, this type of benchmarks is obtained from outside industries.
- **Cooperative and collaborative benchmarking** – here the information is shared among the groups of firms within the market.

Steps for the benchmarking:

- Select the product, service or process for benchmarking;
- Identify the key performance metrics;
- Choose companies for external benchmarking of internal areas to benchmark;
- Collect the relevant data on performance and practices;
- Analyze the collected data and identify opportunities for improvement;
- Implement and adapt the best practices, set reasonable goals and ensure the acceptance within the company.

2.2 Porter's Five Forces Model

Porter's Five Forces model helps a company to identify and analyze the 5 competitive factors that shape every industry and to make a corporate strategy. It then helps to determine the industry's weaknesses and strengths. This model is widely used by worldwide companies to measure competition intensity, attractiveness and profitability of a given market.

This analyses scheme was created by Harvard Business School Professor Michael E. Porter, who published it in his book “Competitive Strategy: Techniques for Analyzing Industries and Competitors” (1980).



Figure 1: Porter's Five Forces Model (Porter, 1980)

Three forces relate to the industry participants:

1. The threat of new entrants analyzes the ease of entry for new participants in the marketplace. In case the entrance in the industry is easy, then this force indicates a high level of competition.
2. The rivalry among existing competitors evaluates the number and activity of the company's rivals. Consequently, the more established rivals, the greater the competition. Still, the company has to assess the likelihood that a rival can dominate the market in detriment to all the other participants.
3. Threat of substitute products or services represents the possibility of a new good or service coming into the market and taking a part of sales of the established products.

The other two forces refer to the vertical participants – suppliers and consumers:

4. Bargaining power of the industry suppliers – if there are few suppliers who provide a scarce resource to the companies in the industry, competition might get heavy for this resource. This means that the supplier will increase the cost, which will lead to the decrease of profits for the company. At the same time, the fewer number of suppliers and the more a company depends upon a supplier, the more power a supplier holds.
5. Bargaining power of buyers – in case the consumer has a strong bargaining position, this will lead to the decrease of the price for the final product, which consequently means that will decrease the profitability. Here is also included the aspect of how much it would cost a customer to switch from one company to another.

Later, there was created a new analytical tool – The Six Forces Model, which adds to the Porter's Five Forces model a new area: the Complementary Products that shows the impact of related products and services already in the market.

2.3 SWOT

SWOT is an acronym for strengths, weaknesses, opportunities and threats. It is an analytical framework that identifies the strong and the weak parts. SWOT also helps companies face their greatest challenges and find its most promising new markets.

The main objective of a SWOT analysis is to help organizations develop a full awareness of all the factors involved in a decision. This method was created in the 1960s by Edmund P. Learned, C. Roland Christensen, Kenneth Andrews and William D. "Business Policy, Text and Cases" (R.D. Irwin, 1969).

SWOT analysis typically looks like a table split up into four columns to list each impacting element side-by-side for comparison.

Table 4: SWOT matrix (Learned, Christensen, Andrews, William, 1960)

| | | |
|----------------------|---------------|------------|
| Internal Environment | Strengths | Weaknesses |
| External Environment | Opportunities | Threats |

The strengths and weaknesses refer to **internal factors** within the company that can be managed. Usually they are:

- Financial resources (investment opportunities, losses, sources of income, funding);
- Physical resources (equipment, facilities, location);
- Human resources (target audience, employees, volunteers);
- Current processes (employee programs, software systems, department hierarchies);
- Access to natural resources, copyrights, trademarks and patents.

Strengths describe what an organization excels at and differentiate it from the competition (strong brand, loyal customer support base, unique technology, etc.).

Weaknesses are things that stop a company from performing at its optimum level and the business has to improve in order to remain competitive (high level of debts, lack of capital, inadequate supply chain, etc.).

Opportunities and threats are related to the **external forces** and are factors that the company cannot control. They might be:

- Market trends (new products and technology, shift in consumer's need);
- Economic trends (local, national and international financial trends);
- Demographics;

- Relationship with suppliers and partners;
- Political, environmental and economic regulations;
- Funding (donations, legislature and other sources).

Opportunities describe the positive external factors that a company can use to get a competitive advantage.

Threats are the factors that might have a negative impact on the company.

Strengths and weaknesses won't typically match listed opportunities and threats. Still, they should correlate since they are connected in some way. Managers should analyze together external threats (risks) with internal weaknesses, because it may highlight the most serious issues faced by a company.

The next step after SWOT analysis is to find the recommendations and strategies based on the results. It is better to focus on leveraging strengths and opportunities to overcome weaknesses and threats.

Although there are other analytical tools than SWOT, it can be considered that SWOT includes them. PEST (political, economic, social and technological), for example, is analyzed in the external factors of SWOT.

2.4 Breakeven point

Breakeven point is when gains or revenue equal the money spent to earn the gain or revenue. The breakeven point is calculated by the formula: $(\text{total overhead expenses}) / (\text{gross margin percentage})$.

Break-even analysis shows how many sales it takes to pay off the costs of doing business in order to break-even. In other words, it the point where total cost and total revenue are equal. Sales after this point will bring profit.

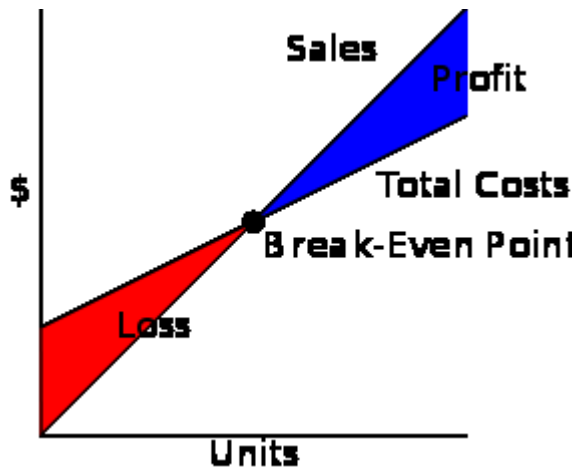


Figure 2: Breakeven point

In order to make the break-even analysis, there must be known:

- Fixed costs,
- Variable cost to produce each unit, and
- Price per unit charged to customers.

Break-even = Fixed costs / (Retail price per unit – variable cost per unit)

3 INTERNATIONAL MARKETING

International marketing is the application of marketing tools and principles to more than one country. It applies when the company wants to extend further than the original borders and wants to penetrate other markets in different countries. This extension implies adaptation of more processes of the company to the new target markets. It is not just about the language, but also about market saturation, consumer behavior, culture, history, habits, social, political and economic situation.

International marketing is the extension of a business' local marketing strategy, with special attention paid to marketing identification, targeting, and decisions internationally. It refers to the company's marketing strategies to:

- identify and target the market,
- selecting the entry modes,
- marketing mix and
- strategic decisions to compete in the international markets.

3.1 International marketing – definition, concept and its importance

"Global/transnational marketing focuses upon leveraging a company's assets, experience and products globally and upon adapting to what is truly unique and different in each country" (Keegan, 2002).

Some specialists consider that international marketing and global marketing are similar terms. "Rather than focusing on country markets, that is, due to the physical location of customers groups, managers concentrate on product markets, that is, groups of customers seeking shared benefits or to be served with the same technology, emphasizing their similarities regardless of geographic areas in which they are located" (Muhlbacher, Helmut, and Dahringer, 2006).

At the same time, others think that there is a difference between the global and the international marketing. "Global marketing refers to marketing activities coordinated and integrated across multiple country markets" (John K. Johansson, 2000). According to Johansson, global marketing is a wider process than international marketing, and it has a characteristic of more of an extension.

According to Doole and Lowe there is a difference between international marketing (which is a simple mix changes) and global marketing (that is more complex and extensive). "At its simplest level, international marketing involves the firm in making one or more marketing mix decisions across national boundaries. At its most complex level, it involves the firm in establishing manufacturing facilities overseas and coordinating marketing strategies across the globe" (Doole and Lowe, 2001).

To emphasize a clear meaning of the international marketing from the variety of definitions, it can be simply explained as the application of marketing principles to more than one country.

Nowadays it is important for companies to extend internationally, in order to gain new markets, partnerships and customers, which would lead to the growth and development of the business. The trend of globalization shows that the volume of international merchandise trade increased 33 times between 1951 and 2010, according to the World Trade Organization.

Consumers according to the country of origin perceive some products and brands as qualitative from the beginning (ex: Columbian coffee).

When taking into consideration globalization, there are great opportunities for companies, but there are also many challenges. Because consumers have so many more options for similar products, companies must ensure that their products are high in quality and affordability. At the same time, companies must always take into consideration that same products cannot be marketed identically across the globe, as there are examples of big companies that failed with marketing when penetrating a new market.

There are several steps that the company should follow when creating its international marketing plan:

- **Research.** Determine the size of the market for the product in each country to which the company will expand, this including the analysis of the competition. It is also important to learn the laws governing business and marketing in those countries.
- **Build the infrastructure.** This step includes activities such as registering trademarks, reserving international domain names, etc.

- **Adapt the current marketing strategy.**
- **Localize the product and marketing materials.** Translating and tailoring messages to appeal to new demographics, according to the cultural characteristics.
- **Reevaluate and adapt.** As domestic markets are constantly changing, so are international markets. This means that the company must continuously conduct market research and adapt marketing strategies.

A decision that the company has to make once it decided to extend to a new market is the entry mode, which are of 3 types:

- Exporting, which can be direct or indirect. Direct is when the company is shipping the goods directly to the new market. Indirect exporting refers to using a channel/intermediate that would disseminate the product in the foreign market.
- Joint ventures that are combined effort among two or more companies, with the goal of each benefiting from the given business activity.
- Direct investment is when the company is building for manufacturing product in the foreign country.

3.2 The marketing mix in the international marketing

According to the American Marketing Association (AMA) "international marketing is the multinational process of planning and executing the conception, pricing, promotion and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives". This means that in this case the 4P can be applied:

- Product policy,
- Price,
- Promotion (advertising) and
- Place (distribution).

Each component of the marketing mix has several characteristics to develop what each of them emphasizes and describes:



Figure 3: Marketing mix (the 4Ps)

Product is:

- Tangible good that is getting marketed through the program. They may be items like consumer goods (Toothpaste, Soaps, Shampoos) or consumer durables (Watches, TVs).
- Intangible product, that is service based (tourism industry and IT based services) or codes-based product (cell phone load and credits).

Successful businesses find out what clients want or need and after that develop the right product with the right level of quality to meet consumers' expectations, as for the present, so for the future. So, the company must understand that it has to produce goods or provide services that potential clients need and want, not what the company think that the customers might want. The perfect product provides value for the customer.

An important factor is the product design, which leads to the product attributes. Packaging here also needs to be taken into consideration. More than that, in the recent years, some

considers packaging the 5thP, because of its great importance for the marketing of the product.

To keep the product's competitiveness in the market, continuous product extensions by innovation and differentiation is a must and is one of the strategies to differentiate a product from the competitors.

Price is the amount a customer pays for the product. It must be set according to the level of satisfaction that will be given to the consumer. In case the price is higher than the perceived benefits for an individual, then the perceived value of the offering will be low, so it will be unlikely to be adopted. At the same time, if the benefits are perceived as greater than their costs, chances of trial and adoption of the product is greater. The price needs to be competitive.

Startups or small businesses can compete with larger companies by offering a more personal service, value-adds or better value for money. In the marketing mix, price is the only component that generates revenues, the others – only costs.

When setting the price for the product or service, it is important to look at it from the customer's side:

- Price positions the company in the marketplace - it shows to the customers where to place the company in relation to the competitors.
- The higher the price is, the more value or quality company's customers will expect for their money. If the firm is the most expensive provider in a specific market, customers will expect from it to provide the best product and/ or service.
- Existing consumers are generally less sensitive about price than new ones.

Place (or distribution channel) represents the location where a product can be bought. There are 2 types of placement:

- physical store (supermarket, departmental stores) and
- virtual stores (e-markets and e-malls) on the Internet.

The product must be available in the right place, at the right time and in the right quantity for the customer. This applies rules apply for physical stores, but is even more important in e-commerce.

Surveys show that delivery performance is one of the most important criteria for customers when choosing a supplier. Place is a way of displaying the product to customer groups. It must be in a visible place for the consumer's sight (a shop window, but it could also be online).

E-commerce operations that sell only online must focus even more emphasis on the company website and other online activities, as there are fewer places where the customer will interact with the company. At the same time, it is important for firms that sell online to consider how the product will be delivered to the consumer, even if this is handled by an intermediate.

For e-commerce is very important to have the website optimized for the mobile users, as it is an increasingly important purchasing channel for consumers. It should conform to the latest standards. This is because the biggest search engine, Google penalizes websites that are not optimized for mobile, potentially making it more difficult for consumers to find the company.

Promotion represents all of the communications that a marketer may use in the marketplace to increase awareness about the product and its benefits to the target segment.

Promotion has four distinct elements:

- branding,
- advertising (specialty packaging to showcase products, utilizing promotional products for the company, or online ads),
- public relations,
- corporate identity,
- social media outreach,
- exhibitions,
- personal selling and
- sales promotion (here a major role is played by the sales staff – they pass the knowledge about the value and attributes of the products to the customers).

A company may use not just one promotion tool. A crossover occurs when promotion uses the four principal elements together.

Promotion must give the customer a reason to choose the company's product rather than the competitor's. So, it must gain attention, be appealing, send a consistent message. Promotion should communicate the benefits that a customer receives from a product, not just its features. The important principle is to always advertise where the target consumer would reach the message.

The classical marketing mix consists of 4Ps, which is for products. In the case of services, there are applied 7 Ps. The other 3Ps are People, Process and Physical evidence.



Figure 4: Marketing mix (the 7 Ps)

People are the staff members with whom the customers come into contact, so they create the first impression about the company. Many customers cannot separate the product or service from the company employee who provides it, so people will have an important effect — positive or negative — on customer satisfaction.

Also, people play an important role for the brand's reputation. They must be trained, motivated and have the right attitude. All employees who have contact with customers must be well-suited to the role.

Nowadays social media is very important for promoting a product, service, company or brand. Through social media every employee can potentially reach a mass audience. A company must have a well-defined policy for online interaction.

Satisfied customers are excellent promoters for the business. Superior after sales support and advice adds value to the product or service, and can give a competitive edge. Over time, these services might become more important than price for many customers.

The **Process** of delivering the product or service, and the behavior of those who deliver it, are crucial to customer satisfaction. There are a lot of customers who no longer just buy a product or service - they invest in an entire experience that starts from the moment they discover the company and lasts through to purchase and beyond.

Customers satisfaction is influence by an user-friendly internet experience, waiting times, the information given to customers and the helpfulness of staff.

Physical evidence is the certainty of the consumers for what they are buying. Choosing an unfamiliar product or service is risky for the consumer, because they don't know how good it will be until after purchase. The physical evidence demonstrated by an organization must confirm the assumptions of the customer. In order to know client's expectations, companies engage customers and ask for their feedback, so that they can develop reference materials. After this, new customers can then see these reviews and if they are positive, they are more likely to purchase with confidence.

4 THE SNAILS MARKET – TYPES AND PROCESSES

4.1 Types of snails

Snails are being used not only as a food product (and is considered a delicacy), but also for medical purposes, as it contains calcium, magnesium, zinc, copper, manganese, cobalt, iodine. Snail meat provides a large amount of protein and is comparable to poultry, pork, and beef for protein content. Further, there will be described the types of snails that are used as food:

- a. *Helix Aspersa Maxima* – the brown garden snail, originally from the Mediterranean coast (especially France and Spain). Each weights approximately 25 grams. Length – 40-55 mm. Can be raised in farms.



- b. *Helix Hortensis* – garden snail, originally from Central Europe. Length – 20 mm. Can be raised in farms only in special conditions.



- c. *Achatina Fulica* (The giant African snail) – originally from south Sahara and eastern Africa. Can reach a length of 325 mm and up to 500 grams. Although it can reach high dimensions, it was declared illegal to be raised, as it caused huge damages.



- d. *Helix Nemoralis* (The forest snail) – originally from Central Europe. Length – 25mm. It is not a type of snail recommended for farming, as it feeds with dead plants, snails and worms.



- e. White Jade Snails – originally from China. Its meat is full of proteins and no fats and cholesterol. This type of snails cannot grow in Europe.



- f. *Aspersa* – it is a species of snails that easily adapts to different climates. For this reason, it shows less risk for a business. Natural environment – forests, gardens, fields.



- g. *Helix Pomatia* – it is one of the most preferred types of snails for food, because of its taste and size. Length – 45mm. Natural environment: mountains, gardens, vineyards.



- h. *Helix Lucorum* – originally from Turkey, Balkans. Length 40-55mm, weight 22-45grams. It is a species that grows in the snails farms.



Nowadays not just the meat of the snails is considered as a food product, but also the snail's eggs, which are called the "Snail Caviar" or the "White Caviar". It is a product that the farmers are not focusing very much on, as it is risky and very expensive. Still, there are few farmers who decided to develop this area and sell the snails' eggs.



4.2 The process of breeding, transporting and processing snails for food industry

Snails are harvested only two months per year - April and May, and sometimes, when weather conditions are favorable, the period may extend even in the first few weeks of June. Snails can be harvested throughout the whole year, except in winter (when hibernat-

ing), but important quantities are found only in the two months of spring, favorable to the conditions of snail development. Over 80% of the quantity of processed snails for export is harvested during this period.

The amount of raw materials also depends on the weather conditions in the two months favorable for this activity. Snails come out of shells to look for food when outside is warm, when the weather is sunny and humidity (after rain and morning, on dew). Climate factors are very important for identifying the ideal collection period. The optimal temperature when the snails are on the surface is around 18 to 20 degrees when it alternates the rain period with heat. When it's too cold or too hot, snails stay hidden, even if there is a full harvest season. The day of collecting large quantities of snails is in the morning and in the evening when the sun is not strong, or during the day when the sky is covered with clouds.

Also due to soil moisture, snails are best harvested between 6 am and 9 am, that is, after the day is lit and the sun appears. When the two months of harvesting are dry, the amount of snails drops a lot, with losses of up to 35% of the average harvest. Snails are found in large quantities at the forest clearing, in the fruit-tree orchards, in the meadows and the hills with trees or other shrubs shadows. Moisture is the main clue for the presence of snails, and the place must be lit and protected from the too strong sun.

Reception of snails is done in covered, hygiene, heat-free space, equipped with weighing and measuring, with storage and transport equipment. These spaces can be arranged in former buildings belonging to former agricultural cooperatives or in halls, paved or concrete courtyards. They must be covered and fenced with a wire mesh smaller than the shell of a pipe to ensure perfect ventilation. Because the snails' shelters occupy a fairly large storage area, the spaces in which they are stored must be of a fairly large size, that is, at least 50 square meters.

Snails should be transported in plastic, wood or metal boxes, provided with ventilation spaces to avoid suffocation, so they can not get out. Selection of dead snails and broken shells is a first criterion for snail reception. Dead snakes are recognized by their position in the shell. The live ones are then weighed and passed through the selection screen to remove those that do not match the required size. When transporting and manipulating, the entire body retracts into the shell, only its sole can be seen at the base of the shell, the dead snails remain with the body outside the shell.

Cleaning and preparing live snails for cooking involves several processes which include storing the snails in bucket or sack in a shaded and cool place for up to 4 days without food, to enable the snails to discharge all aliments in their intestinal tract (Cobbinah et al., 2008). Upon extraction of the snail meat from its shell, the snail requires washing with vinegar or lime or lemon juice several times to remove the slime on its body. Then it requires parboiling with salt and vinegar to kill any likely bacteria (Cobbinah et al., 2008).

5 LEGAL ASPECTS TO CONDUCT A BUSINESS IN THE REPUBLIC OF MOLDOVA

Every company has to have all the documents in order to start and run a business. As the business idea is for a farm in the Republic of Moldova with the main customers abroad, it must follow the internal and international law.

5.1 Legal requirements for starting a business in the Republic of Moldova

The legislation of the Republic of Moldova requires a set of documents and steps in order to start and run a business. There are different types of organizing a business, according to activity, number of employees and invested money.

5.1.1 Types of legal entities in the Republic of Moldova

According to the Moldovan legislation there are the following types of legally organizing a business:

- A. As a physical person:
 - a. with the formation of a juridical organizing type:
 - Individual Enterprises (IE)
 - Peasant Farm (PM)
 - b. without the formation of a juridical organizing type:
 - Patent of entrepreneur
 - Simplified fiscal conditions for physical persons who have independent activities
- B. As a legal entity:
 - Limited Liability Company (LLC)
 - Joint-stock Company (JSC)
 - Company in Collective Name
 - Partnership Company
 - Production Corporation
 - Entrepreneur Corporation

5.1.2 Documents required for starting an agricultural business in the Republic of Moldova

The most common type of business for a startup in the Republic of Moldova is the Individual Enterprise. Generally, there are specific of registering a firm that must be followed in the exact order:

1. Decide exactly the field of the business, identify the idea and evaluate it
2. Choose the juridical organization form.
3. Name the business and have an official address for it.
4. Apply to register the business idea at the State Board of Registration (SBR). The document needed there is an ID and pay a fee of 544 MDL (25 Euros) to 5000 MDL (190 Euros) according to the juridical organization of the business.
5. Create a temporary bank account.
6. Conclude the registration documents.
7. Verify the name of the business.
8. Get the statistical and fiscal codes.
9. Make the stamp.
10. Publish the information about the registration of the business in the Official Bulletin of the SBR.
11. Get the registration document.
12. Register the new business at the SBR.
13. Register for the fiscal evidence.
14. Register for the payment of:
 - the mandatory state social contributions,
 - the mandatory contribution for medical assistance.
15. Opening the bank account of the firm (with the minimum amount of 5.400 MDL (210 Euros)).
16. Get the license, in case the activity legally requires it.
17. Obtain the authorizations needed for the specific business (ex: sanitary, for building), in case it is required.

Usually, for all these steps it takes from 3 days to register the business as a physical person, but it is longer in the case of legal entity.

5.2 Legal requirements for exporting products from Republic of Moldova to EU countries

Republic of Moldova is an eligible third country to export to European Union (EU) countries. Still, there is a procedure that requires some testing and documents for this.

From the Republic of Moldova's side, in the case of snails export, there are needed the following documents for exporting, required at the customs:

- Certificate that shows the safety of the product for the consumers (Department of Food Safety) and
- Commercial documents (invoices, documents about the business, contracts).

At the same time, because snails are food products, they need to be tested before exporting to EU. These tests can be done in the Republic of Moldova, as mentioned in the Regulation (EC) No 882/2004, but it requires laboratories that are engaged in verifying compliance with EU food standards to be accredited. Such laboratories may be private laboratories that have been designated for the purpose of verifying compliance with EU food standards by the body in charge of official controls.

Of course, quality documents are a big plus for a business. In case of the snails farm, the quality standard needed is ISO 9001 and ISO 22000:2005 Snails Farming, Processing, Packaging and Distribution.

II. ANALYSIS

6 ANALYSIS OF THE SNAILS MARKET

6.1 Global analysis of the snails market

Statistical data regarding snails industry is very poor, as this field is not so worldwide developed as the others. This is why there is a discrepancy in the data. Still, further there will be analyzed the data from different sources. Although there is a difference in numbers, countries that trade, produce and/ or consume snails products are the same in all documents analyzed.

According to Touchstone Snail Technologies Limited (a company from Cyprus that is specialized in all stages of snails industry, and now is present in more than 19 countries in Europe and Africa), the annual total consumption of snails is of several hundred of thousands tons. According to their report, in 2014, the snails products consumption market was estimated around 450.000 tons and reached 12 billion dollars. The quantity was received from:

1. Snails breeding units – 15% (67.500 tons) and
2. Collected from nature in poor countries – 85% (382.500 tons), where this activity found a great resonance.

Different reports show that for the last 10 years the ratio is approximately the same for the source of snails. Because of the fact that the largest amounts of snails traded in the market come from nature, in some countries, particularly in Europe, due to the hand-pick activity many edible species have already disappeared, according to Technological Educational Institute of Crete – School of Agricultural Technology. For this reason, there are some countries that regulate by law the collection of snails and there are only some months in the year when it is allowed.

In the same report of the Cypriot company is stated that the increasing demand for snails, especially in Europe has generated market conditions that will guarantee the sale of the quantity produced.

With more than 80% of the market share, the commonly consumed snail type is *Helix Aspersa*, which is well known for being an excellent and highly appreciated gastronomic product thanks to the quality of its meat and slime.

The same company mentions that advanced market research expected a 500% growth in snail demand in the upcoming 20 years.

In a research Aristotle University of Thessaloniki „Feasibility Study for snail breeding units 2013” is mentioned that snail that end up to consumers as:

- fresh product is 30%,
- 47% frozen product and
- 23% canned snails.

According to the study of the University of Thessaloniki, Far East, notably Japan, USA and developing Arab states are increasingly turning to snail’s product because it is a characteristic of the Mediterranean cuisine – diet and because it is consistent with the dietary fashion.

„Snail Farming Economic Analysis Unit and Sales Piraeus Bank” states that it is difficult to measure the total world consumption of snails due to the large percentage that represents the hand-picked snails for personal consumption. Here it is also said that due to the increased penetration of the Italian and French cuisine in countries like the US, Japan, China and Germany, there is a growing demand in these countries too.

According to the trade statistics of the Department of Economic and Social Affairs of the United Nations, snails industry is in a continuous growth. Further, according to the UN data, the global snail’s trade will be analyzed. From the beginning it must be mentioned that this statistics are official, but data from independent institutions mentioned above show some differences in the information.

6.1.1 Statistical data of import of snail’s meat

Globally, imports of snails constituted 20.747 tons in 2012 (Appendix 1). In a year, it increased by 23% and the total amount of imports of snails was 24.660 tons in 2013 (Appendix 2). In 2014, the globally imported amount was less by 435 tons comparing to the previous year, and was of 24.225 tons (Appendix 3). The highest amount of importer snails was in 2015, when the total quantity was of 25.770 tons (Appendix 4). For the year 2016, the preliminary data show that the imported amount of snails’ meat globally was of 22.609

tons (Appendix). Still, here is must be taken into consideration that some data is missing, since it was not yet gathered or processed.

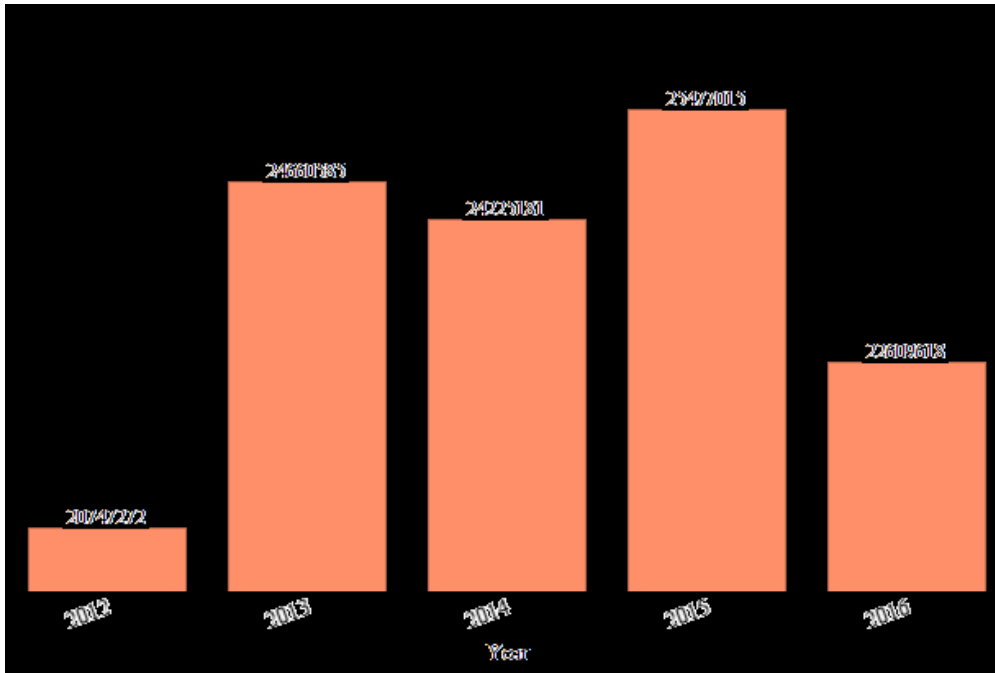


Figure 5: Global import of snails (kg). Source: UN statistics

As about the money invested in the past 5 years, it can be noticed that it has an increasing trend, with the exemption of the year 2015. The highest value was registered in 2014, with almost 70 millions USD. Here must be mentioned that the data for 2016 is not complete, so the final value is expected to be higher as soon as all the information will be gathered and processed.

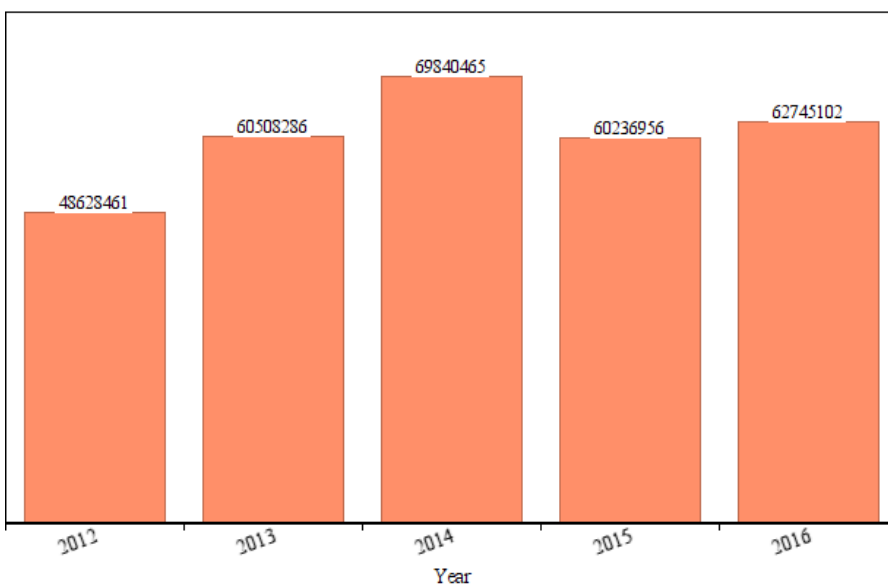


Figure 6: Global import of snails (USD). Source: UN statistics

In 2012, the leading countries of snails meat import in terms of quantity were from Europe. The biggest amount was imported by Spain - 10.790 tones. It was followed by France – 2.000 tones; Portugal, Greece, China.

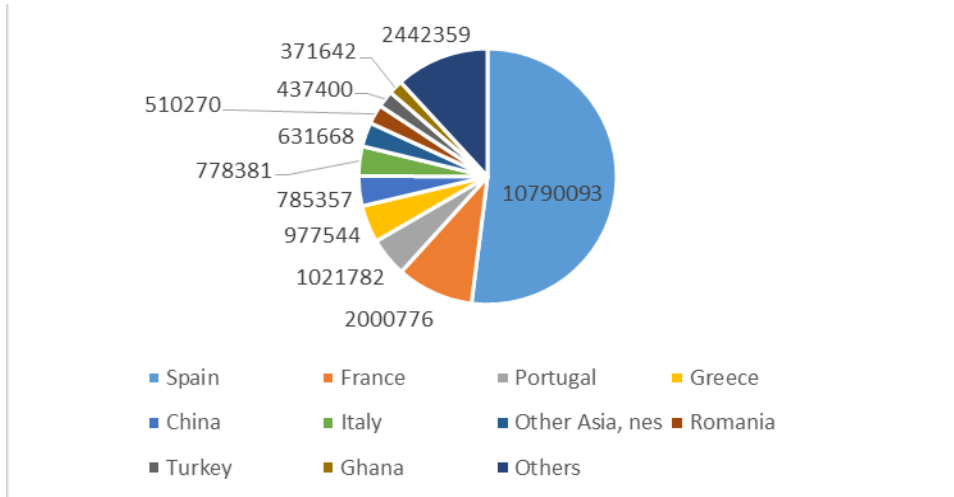


Figure 7: Import of snails by country (kg), 2012. Source: UN statistics

In term of money, France was the country that paid the most for the import of snails – 14.970.737 USD, even though it did not import the highest amount of meat. It was followed by Spain, with 8.927.029 USD; Italy, Romania and China.

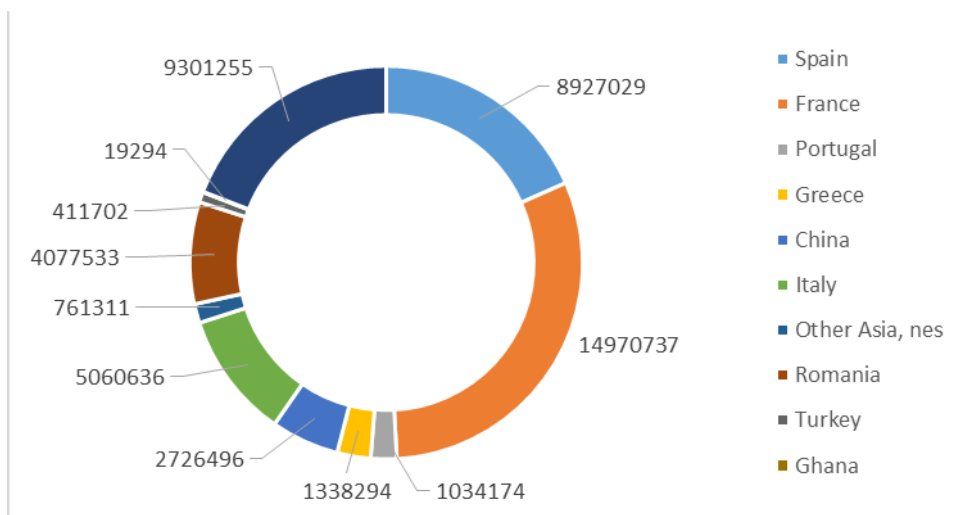


Figure 8: Import of snails by country (USD), 2012. Source: UN statistics

In 2013, Spain was still the leader of the quantity of the snails meat import, with 52% of the total globally amount, which means 12.725 tons. France was the second one, with 2.592 tons; followed by Portugal, Greece, Italy.

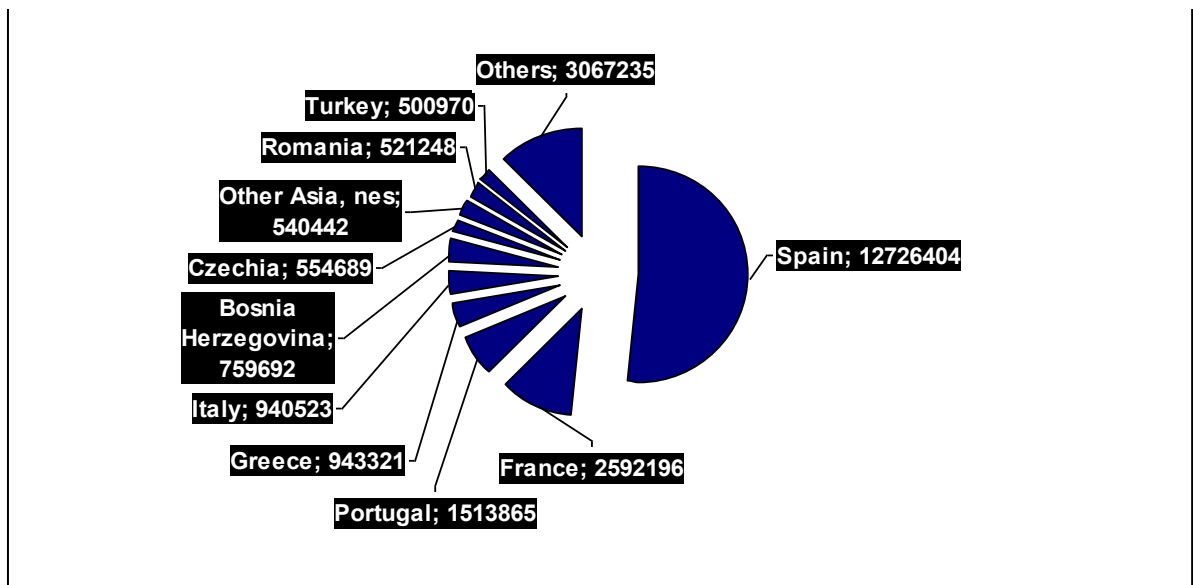


Figure 9: Import of snails by country (kg), 2013. Source: UN statistics

As the previous year, in 2013 France is the country that paid the highest price for the snails' meat – 21.175.294 USD. Again, although Spain imported the highest amount, it invested in the import of snails two times less than France – 10.750.513 USD. It was followed by Italy, Romania and Portugal. In the top 10 investors in importing snails on the global level there was only one country out of Europe – Turkey.

In 2014, Spain was still the leader among all the countries that imported snails – 11.463.118 tons. Still, comparing to 2013, it was not importing more than half of the total amount globally. France was the second country, with 3.089.502 tons, followed by Bosnia and Herzegovina, Greece and Portugal.

In terms of money invested, France was again the country that paid the highest price for the import of snails – 26.536.829 USD. This means that the money paid for one kg was 8,6 USD. It was followed by Spain, that paid for imported snails 9.497.455 USD, followed by Romania, Italy and Greece. In the top 10 leaders that invested in the import of snails' were only Turkey and Malaysia that are outside Europe.

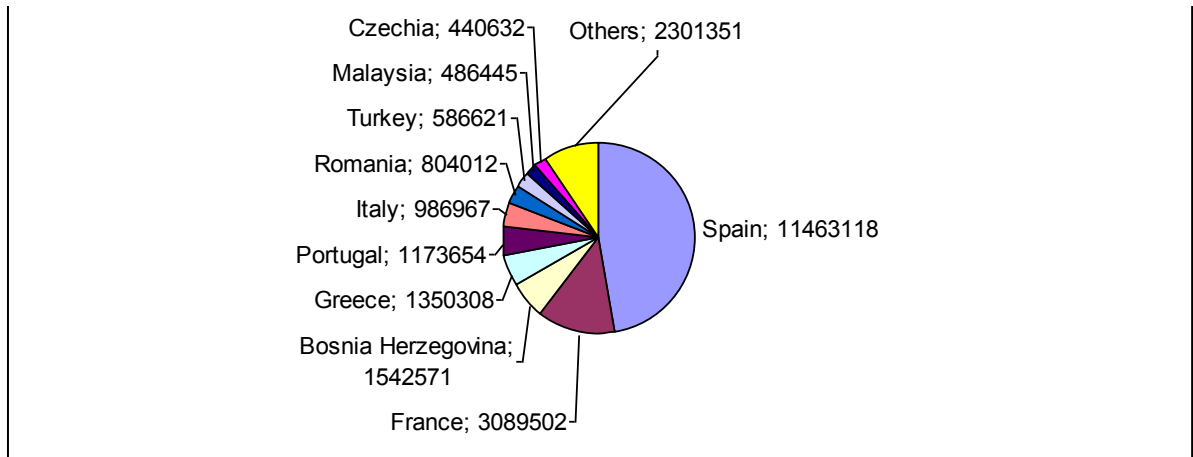


Figure 10: Import of snails by country (kg), 2014. Source: UN statistics

In 2015, Spain and France were still the leaders of the import of snail meat. Spain imported 11.363 tons, while France importer 2.791 tons. The 10 main importers included countries from Europe, with the exception of Turkey, showing that Europeans are the most interested in snail’s meat. But this is just in terms of import, not taking into consideration the local production that was distributed on the local market.

As about the money invested in the import of the snails, France paid 20.297.290 USD, followed by Spain, Romania, Italy and Greece.

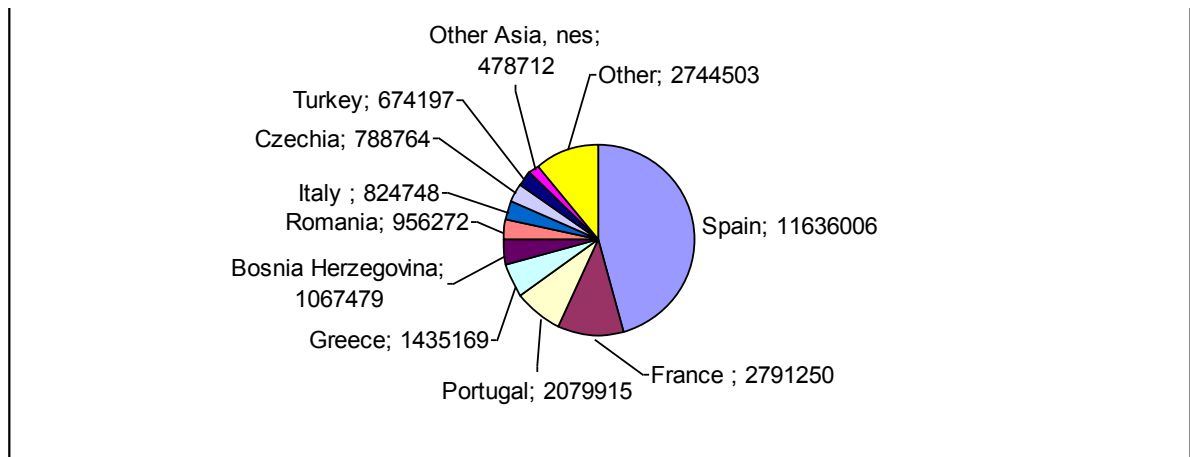


Figure 11: Import of snails by country (kg), 2012. Source: UN statistics

For the year 2016, there is still not available the full data, but preliminary results indicate that Spain remains the main importer, as it was for the previous five years. The available data show that it imported 10.207 tons of snails. The Iberian Peninsula is the biggest importer of snails in the world in 2016, as Portugal imported 1.645 tons of snails. This means that Spain and Portugal taken together imported more that a half of the global snail’s pro-

duction. The second biggest importer is still France, with 3.132 tons of snail. The UN statistics for 2016 show that European market was the main importer of snails, as main 10 countries are European.

France was still the country that invested in the import of snail's meat, with 22.311.900 USD, followed by Spain, Romania and Italy.

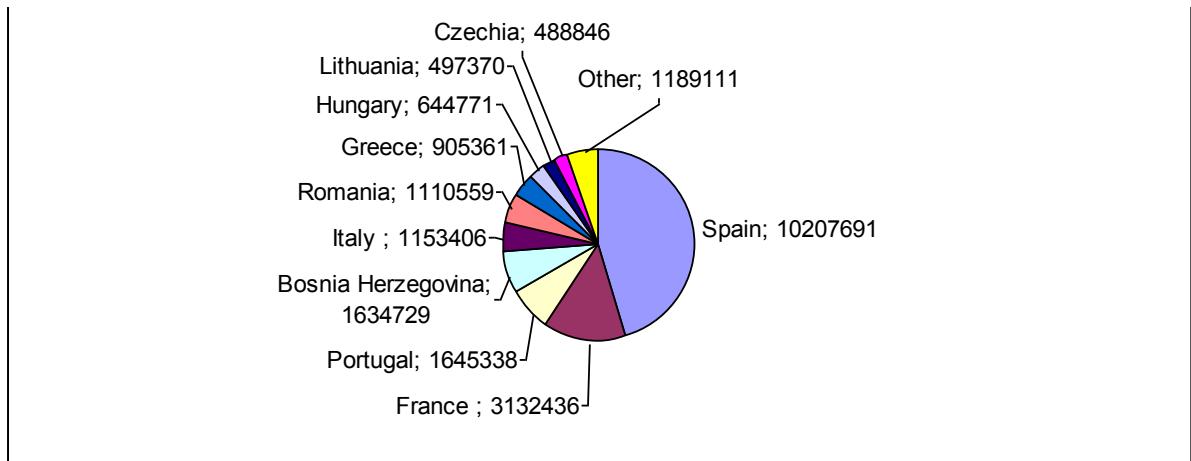


Figure 12: Import of snails by country (kg), 2016. Source: UN statistics

6.1.2 Statistical data of export of snail's meat

According to the UN statistics, global exports dynamics of the snails' meat were a bit different than imports. Generally it has an increasing trend in the last five years. In 2012, the total amount of the exported snails was of 20,919 tones (Appendix 6). In 2013 it increased by 18% comparing to the previous year, registering a total amount of 24,563 tones of snails (Appendix 7). In the next year, 2014, the exports of snails increased by 10% comparing to 2013, and the total quantity was of 26.819 tons (Appendix 8). In 2015 there was a decrease of 7% for the exports of snails, comparing to 2014 (Appendix 9). In the last year, 2016, the total quantity of exported snails was of 10.724 tones (Appendix 10). It cannot be compared with the previous years, because as mentioned above, this is not the final data, as there is still some information missing.

Although the UN data is official and a reliable one, it can be noticed that the import and export numbers are a bit different. So, there should be taken into consideration an error rate, some data missing or misprocessed.

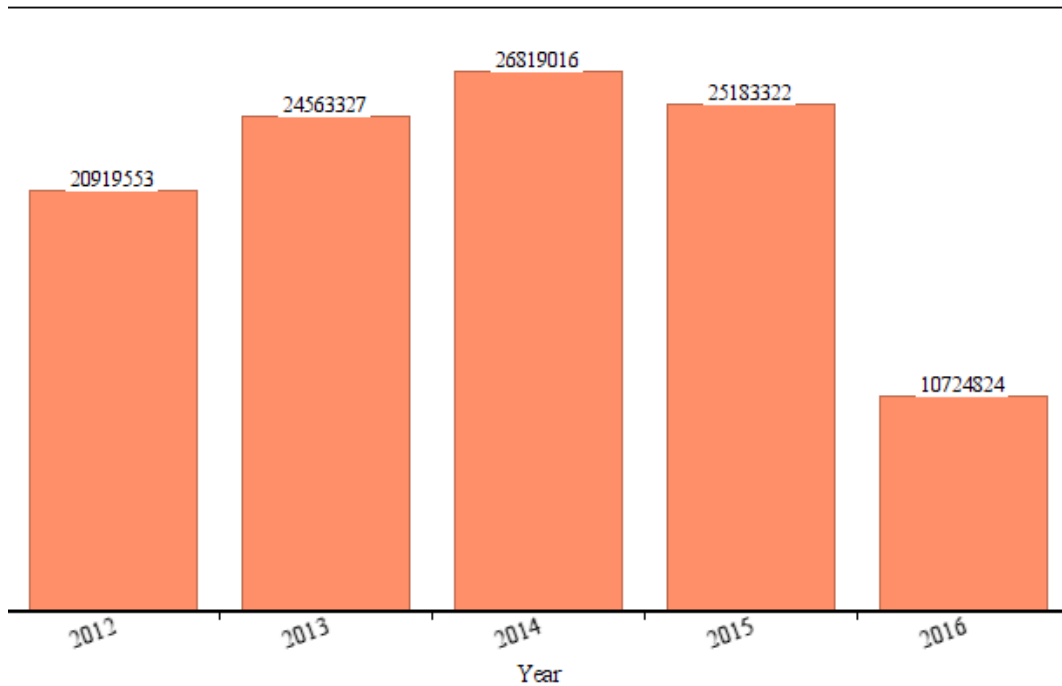


Figure 13: Global export of snails (kg). Source: UN statistics

From the financial point of view, the dynamics is the same as the quantity. In 2012, the flow was of 64.119.631 USD for the snails’ meat. It increased in 2013 till 82.403.360 USD. In the next year, 2014, the export value increased by 3 million USD, but it decreased in 2015 by 12 million USD. In 2016, the total global preliminary value of exports of snails is 58.146.750.

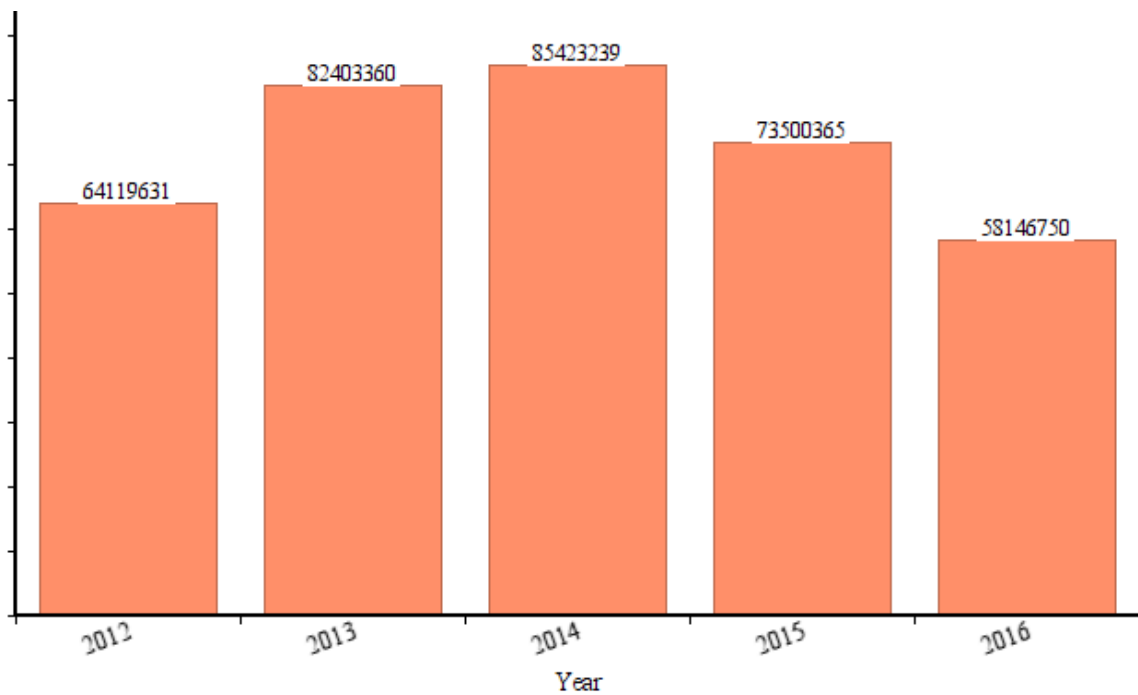


Figure 14: Global export of snails (kg). Source: UN statistics

Analyzing export of snails for the last five years, it shows that the leaders are not anymore from Europe, as it was in the case of Europe, at least till 2015, as the data will show. So, in 2012, Morocco was the country that exported the biggest quantity of snails – 7.089 tons. Indonesia was the second one, that exporter 2.654 tons. On the third place there is a European country, Hungary, which exported snails in quantity of 1.405 tons. It was followed by India, Canada, Thailand, Canada.

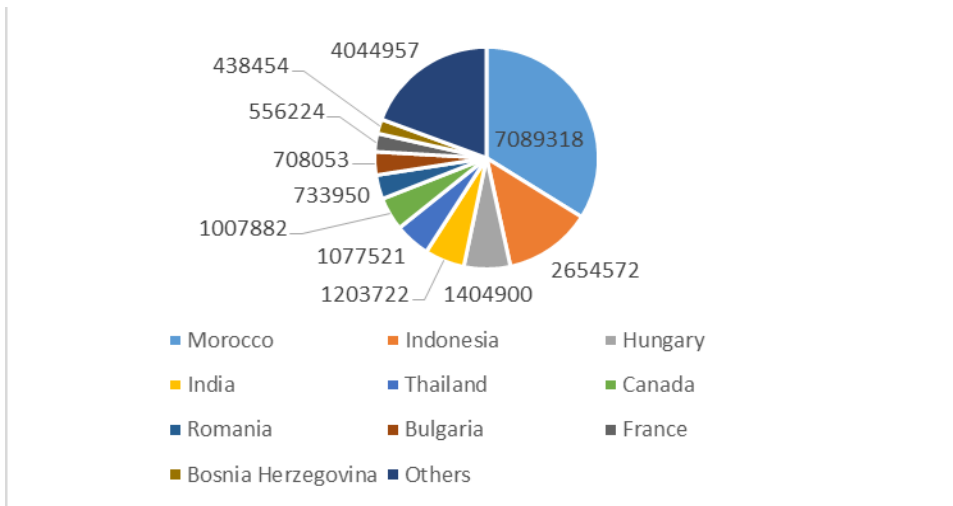


Figure 15: Export of snails by country (kg), 2012. Source: UN statistics

From the financial point, Canada registered the highest amount from the export of snails in 2012 – 7.438.017 USD. It was followed by Hungary, with 6 million USD, then Romania, Indonesia and Morocco.

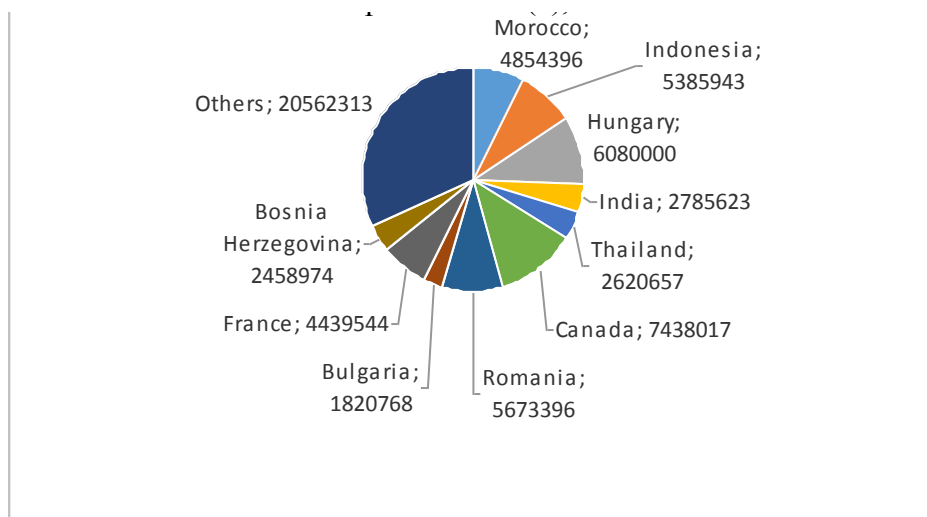


Figure 16: Export of snails by country (USD), 2012. Source: UN statistics

In the next year, 2013, Morocco was again the leader in exporting snails, with a total quantity of 8.661 tons. The second country was Indonesia, that exported a snail’s quantity of 3.146 tons, followed by India, Bulgaria, Turkey.

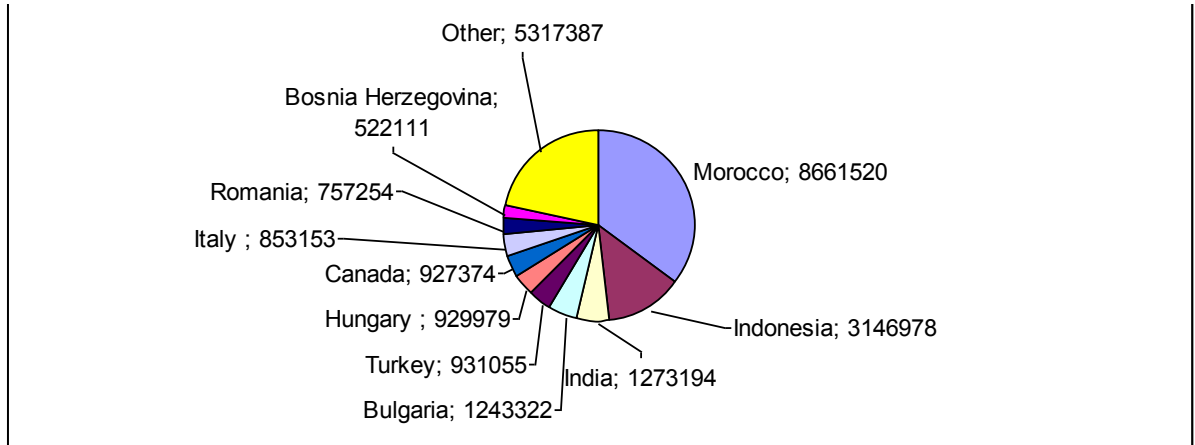


Figure 17: Export of snails by country (kg), 2013. Source: UN statistics

Indonesia was the country that registered the highest revenues from the exports of snails in 2013 – 8.892.236 million USD. The second country was Turkey, with 6.879.261 USD, followed by Romania (6.506.810 USD), Morocco (6.090.148 USD), Hungary (5.777.688 USD) and Canada (5.495.200 USD).

In 2014, Morocco was still the main county in terms of exporting snails, with a quantity of 11.014 tons. Indonesia exported five times less in comparison with Morocco, and the total amount was of 2.176 tons. It was followed by two European countries – Bulgaria (1.203 tons) and Italy (1.245 tons).

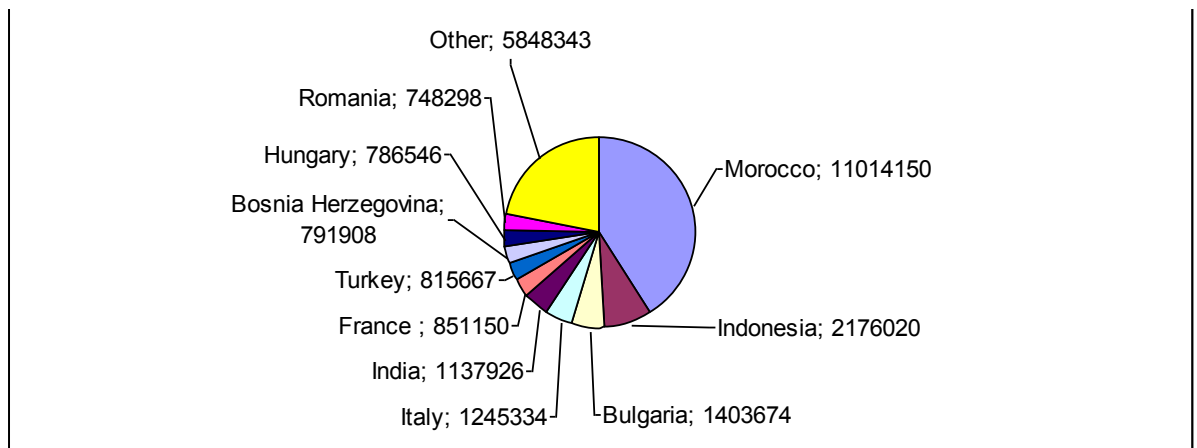


Figure 18: Export of snails by country (kg), 2014. Source: UN statistics

From the financial point of view, France registered the highest revenues from exporting snails, a total of 8 million USD. Morocco gained 7.3 million USD, followed by Romania (6.8 million USD), Italy (6.7 million USD) and Turkey (6.2 million USD).

In the next year, 2015, half of the snails export was covered by Morocco, with 9.775 tons; and Indonesia, with 2.694 tons. The third country that exported the highest quantity of snails was Bulgaria (1.276 tons), Romania (1.0577 tons) and Lithuania (908 tons).

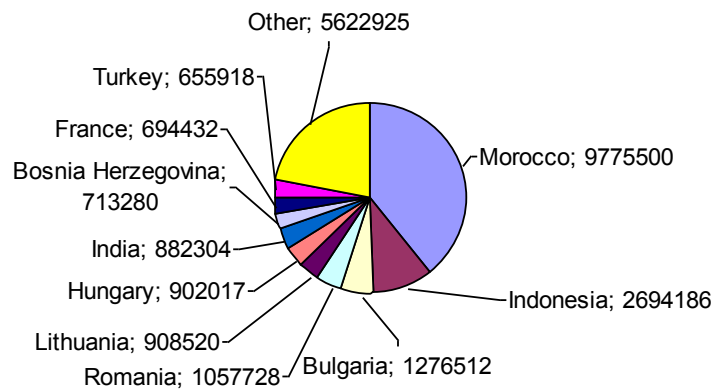


Figure 19: Export of snails by country (kg), 2015. Source: UN statistics

According to the UN statistics, Romania was the country that registered the highest revenue from snails export in 2015, a total of 7 million USD. Indonesia received 6.3 million USD from snails export, followed by Morocco (6.2 million USD), France (6.18 million USD) and Lithuania (5.15 million USD).

In 2016, the global distribution of snails export changed. It must be mentioned again that there are some data missing and it must be taken into consideration that Morocco and Indonesia are not yet included in the UN statistics for the last year. At the same time, the numbers that are next to the countries that are already in the list might increase as some new information may be received and added by the UN's Department of Economic and Social Affairs.

According to the preliminary statistics for year 2016, France exported 1.802 tons of snails. Romania exported a total quantity of 1.294 tons, followed by Bosnia and Herzegovina (1.263 tons), India (831 tons) and Hungary (804 tons).

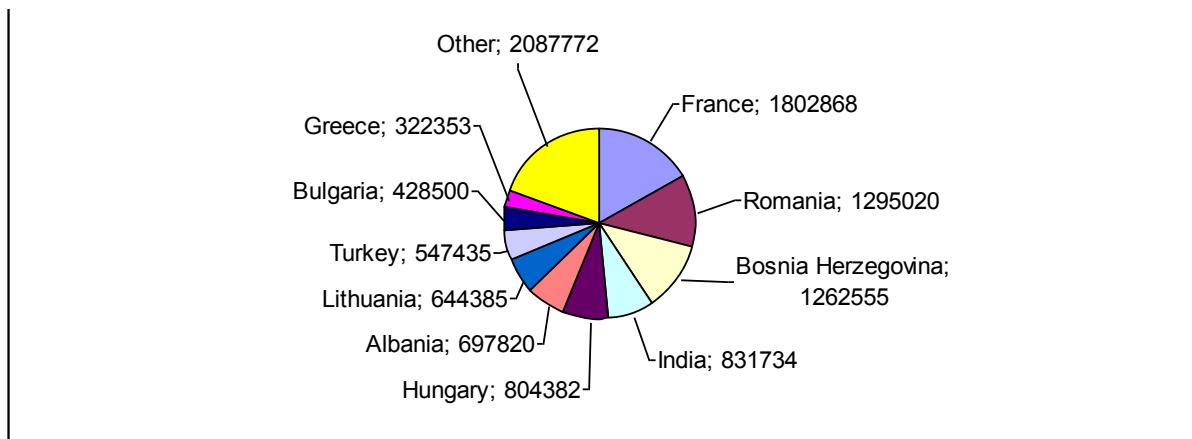


Figure 20: Export of snails by country (kg), 2016. Source: UN statistics

In terms of revenues from the snails exporting in 2016, France registered 10.5 million USD, Bosnia Herzegovina – 8.7 million USD, Romania – 8.7 USD and Romania – 8.6 million USD.

6.2 Analysis of the snails market in Europe

In the previous subchapter there was analyzed the global trade of the snails, according to UN statistics, which included some European countries, as they are among leaders of the snails trade.

According to the research of Aristotle University of Thessaloniki „Feasibility Study for snail breeding units 2013”, the European snails market is in deficit at 60.000-80.000 tons per year. This means that the demand is higher than the supply and there is a need that has to be covered. This means that it would be easy to sell the snails products on the European market.

Another study, „Snail Farming Economic Analysis Unit and Sales Piraeus Bank” states that the largest snail’s consumer markets are in Europe, mainly in France, Italy and Spain. All these three countries are heavily in deficit of snails products. Specifically, in France more than 80% of domestic consumption is covered by imports, in Italy about the 65% whereas in Spain the 55%. Other markets are in Portugal, Belgium and Switzerland and due to the increased penetration of the Italian and French cuisine in Germany, there is a growing demand in these countries too.

Further there will be the focused only on the European snails market, on the main countries of this industry.

France

France is the main country that consumes snail’s products. France is known for developing the snails cuisine. It has the biggest contribution to the development of food processing technology on a large scale, being the most important business center dedicated to the transformation of snails.

France is the main country in snail’s consumption in the broad culinary use of the product and its commercialization by making imports. There are approximately 300 farms in the country that produce Escargots (cooked land snails).

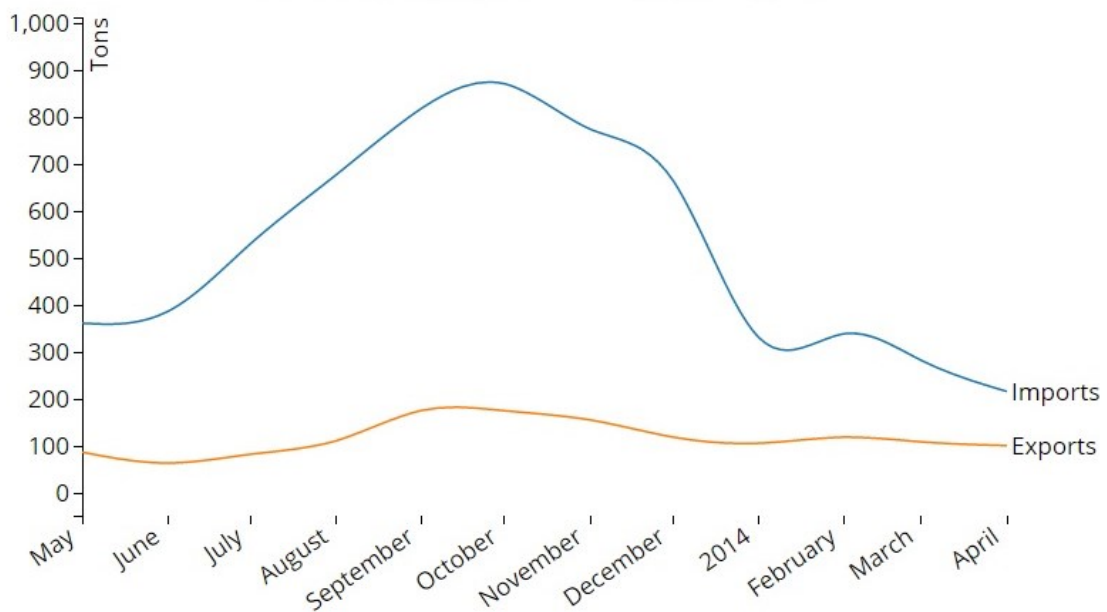


Figure 21: Snails imports and exports in France, 05/2013-04/2014. Source: Datadouane

Production in France does not satisfy the need of French consumers who mostly rely on imports. Imports peak just before the end of the year as Escargots remains a traditional festive dish, largely consumed during Christmas. Regarding exports, they stay low and mostly go to usual France partners like Germany, Italy or Spain.

Regarding imports, France mostly has the snails supply from Greece, Turkey, Romania, Belgium and other countries, mostly from Europe.

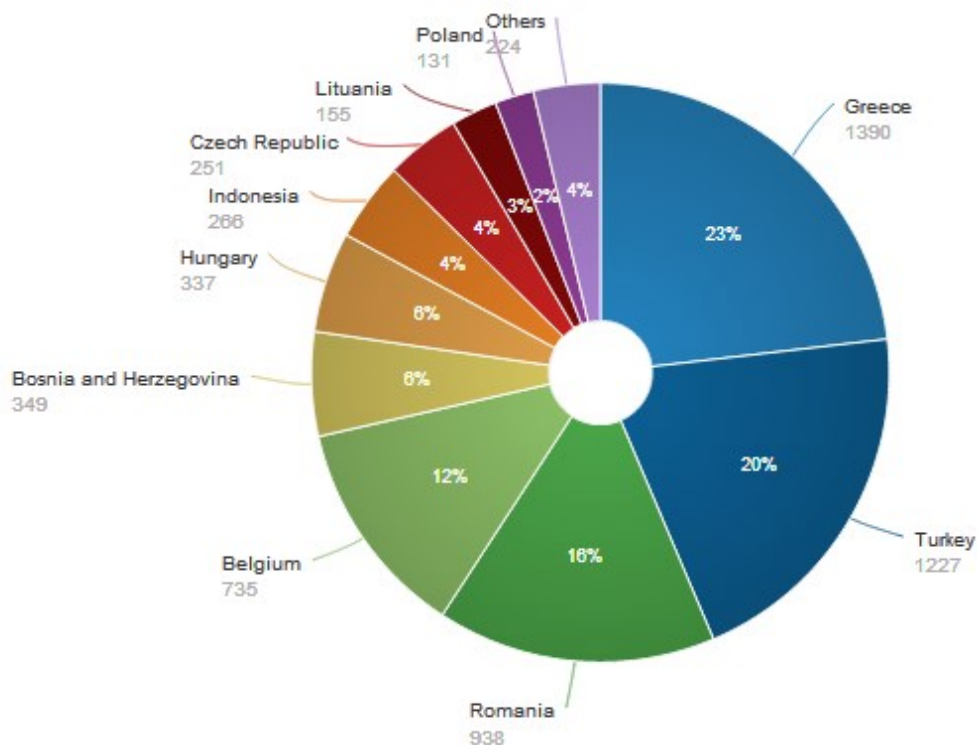


Figure 22: Origins of French snails imports (tons), 05/2013-04/2014. Source: Datadouane

A report of Touchstone Snail Technologies Limited states that in 2010 there was a lack of 90.000 tons of snails due to high consumption. In the same report it is said that based on this information, it is expected that the need for snails in France will not be covered even in the next 10 years. This means that at least till 2020 the demand for snail’s products will be higher than the supply can cover.

Another research, conducted by Aristotle University of Thessaloniki „Feasibility Study for snail breeding units 2013” states that France has always been in the top position, not only for the worldwide consumption of snails but also for the industrial processing of snails that is exported globally.

Data stipulated in the research are from 2010 and refer to more than 150.000 tons of processed snails products allocated as follows: 60% in cans, 35% was deep-frozen snails and only 5% of the total quantity was of fresh and live snails.

Iberian Peninsula

Spain and Portugal are among the biggest European consumers of *Helix Aspersa* snails. Over 80% of the product marketed and consumed is derived from nature and it is imported from Morocco and Algeria. In this area, snails are usually sold live or frozen, less in cans.

The annual consumption is estimated at 60,000 tons, according to Feasibility Study for snail breeding units 2013 – Aristotle University of Thessaloniki. 4.000 tons are consumed in Portugal, the rest – in Spain.

Italy

Italy ranks second in the list of EU snail meat consumer, after France according to a study „The industry of heliciculture Italy 2011”, Embassy of Greece, Rome, Economic and Commercial Affairs Office. More specifically, Italians have consumed 37.000 tons of snail’s meat during 2010, compared to 4.700 tons consumed during the 70’s and 80’s, which means an increase of almost 700%.

According to the same study, in 2010, Italian consumers spent more than €125 million for purchases related to the total snail industry, spending about 6.5% more when compared with the previous year.

The annual consumption per person was about 180 grams.

Greece

Although Greece is not one of the countries that is importing, exporting or processing the highest quantity of snails, it is registering the highest consumption of snails per person. It is about 40,000 tons in 2015, with a consumption of more than 500 grams, as it is related in a study of Technological Educational Institute of Crete – School of Agricultural Technology 2011.

At the same time, in Greece according to the Presidential Act 67/81 (FEK 43/A/ 1981) collecting snails from nature is permitted only from March until June. So, Greece is one of the country that regulates by law the collection of snails from nature.

Romania

The average price for the snails export from Romania in the past five years was 6.2 Euros/kg. Even though statistics show that Romania is one of the countries that imports a big amount of snails in the past years, administrators of business of snails industry say that there is a very low local demand for snails. The high numbers associated with the imports of snails is explained by the fact that Romania import snails from other countries (including Moldova), then it processes the meat, packages it and sends it to other countries, usually in Europe.

Rolux, one of the biggest companies that process the snail's meat in Romania, say that it exports all of the products to France. From France, a part of the goods go to other markets, such as Germany.

6.3 Analysis of the snails market in the Republic of Moldova

There is no official number about the farms of the consumption of the snails in the Republic of Moldova. The Minister of Agriculture explains the lack of data about this as this area is poor developed in the country. So, the demand for the snails is low and the number of snails farms is also low.

Data available on the trade statistics of the Department of Economic and Social Affairs of the UN show a continuous growth of exports of snails meat from the Republic of Moldova in the past five years. According to the data available, in 2012 from the Republic of Moldova were exported 1.6 tons of snails. In the next year, 2013, the export of snails increased by 337% and constituted 7 tons. In 2014, the growth was of 500 kg – 7.5 tons. A considerable increase of snails exported quantity from the Republic of Moldova was registered in 2015, the growth was of 460%, meaning 42 tons. According to the preliminary data, in 2016 there were exported 43.5 tons of snails, with 1.5 tons more than the previous year.

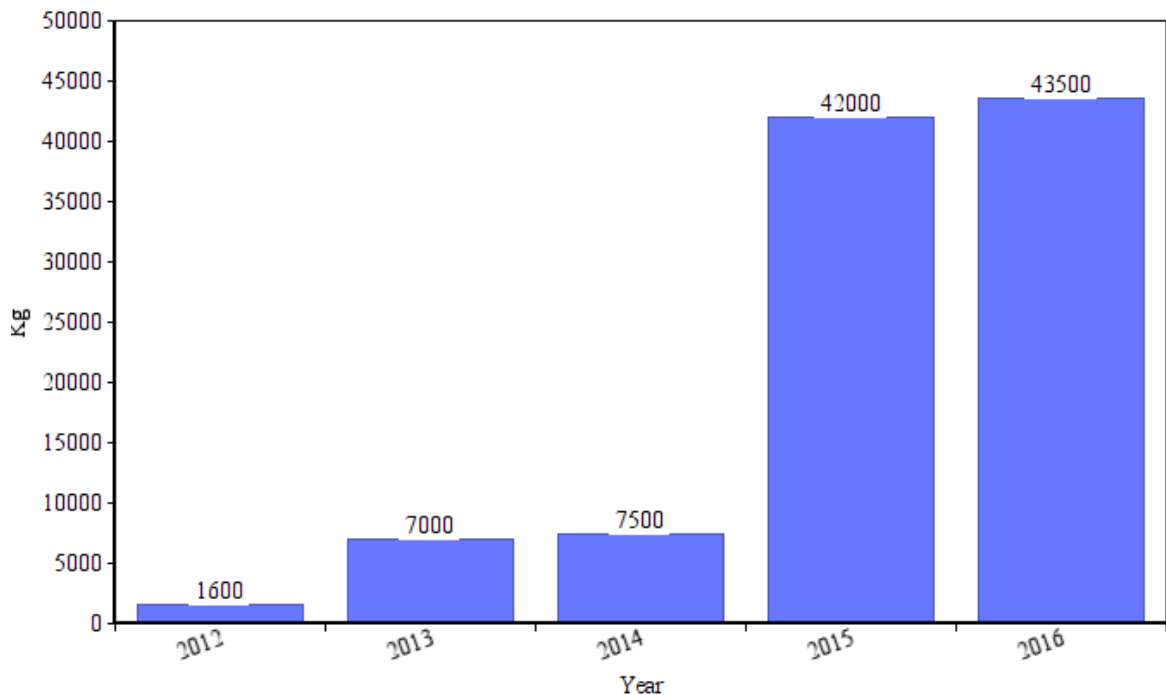


Figure 23: Annual export of snails (kg) from Moldova. Source: UN statistics

Regarding the imports of snails, according to the UN statistics, for all the period of data collection, Republic of Moldova started to import snails only in 2016. The quantity imported was of 67 kg.

6.3.1 The offer for consumers

The snails industry is low developed in the Republic of Moldova. Taking into consideration that the citizens mostly prefer the traditional cuisine, Republic of Moldova is not a market that would need industrial quantities of snails meat.

Still, there are few restaurants (which are considered as luxury) that have snails dishes in the menu. Most of the snails are imported from the West European countries. Usually, the price for one plate of snails of 12 pcs. starts from 150 MDL (7,5 Euros), the average price is 15-20 Euros.

There is also an online shop that delivers snails and snails dishes – straus.md. It has special discounts for snails Escargots: the price depends on the quantity. For a portion that costs up to 200 MDL (10 Euros), the delivery is 50MDL (2,5 Euros); if asking for a portion from 200 MDL up to 500 MDL (25 Euros), the delivery is 25 MDL (1,2 Euros); if the portion

exceeds the sum of 500 MDL, then the delivery is for free. This offer is for the area of the capital Chisinau and it is within one hour.

The online shop also provides 4 types of dishes with snails:

Burgundia Snails – 12 Pcs. (70/116 gr.) for 100 MDL (5 Euros),

Dijon Snails – 13 Pcs. (130 gr.) 100 MDL (5 Euros),

Sails in mushrooms sauce – 13 Pcs. (130 gr.) 100 MDL (5 Euros),

Snails in wine – (116/70 gr.) for 150 MDL (7,5 Euros)

Lately, there seem to be an arising interest for dishes with snails. A proof of that a gastro-nomic studio that has some master classes about how to cook, but for the snails meat there was only an event organized.

6.3.2 Snails farms in the Republic of Moldova

As it was mentioned, the officials do not have a number about the snails farms in the Republic of Moldova. The unofficial information shows that there are three snails farms in the country.

One of them is located in Gratiesti, a village not far from the capital. It was created in 2012 on an area of 40.000 square meters. For that, he owner brought the snails from Italy when started the business.

The total initial investment, including all the utilities for the farm and the snails from Italy (2 types: Helix Aspersa and Helix Pomatia) were of 30.000 Euros.

The owner says that the snails business is very profitable. He is exporting the snails as wholesale to Italy. For one kg. of snails meat the price is 7 Euros. At the same time, on 10.000 square meters, the yearly production of snails is 10.000 kg. This means that the revenue per year on the area of this farm is 280.000 Euros (40.000 kg * 7 Euros).

At the same time, the owner says that exporting is more convenient, as the demand in the exporting country is much higher than in the Republic of Moldova. It is not convenient to sale the snails on kg., but as wholesale. Still, for exporting, besides transportation, snails must be cleaned and packed, which also implies costs.

Another snails farm is located in Peresecina village, Orhei area which was created in 2013. The initial investment was of 22.000 Euros, including the price for buying the land of 1.800 square meters for the farm, a car for transportation, refrigerators for transporting the snails, a system of irrigation and for preparing the conditions for the snails growth.

First snails to start the business were brought from Ukraine. First year, the production was of 2.000 kg, but after that the production was of 5.000 kg. This is explained by the fact that a snail need 2 years to reach maturity and have the dimensions for cooking.

From the total production, more than 90% is for export and this is the only snails farm in the country that is supplying the local restaurants with snails meat, selling 10 kg. each month.

The third snails farm, "Helix exporter" is located in Peresecina village, Orhei area, which was created in 2009. The initial investment was of 436.460 MDL (22.000 Euros). The total area is smaller than the ones of the previous two farms – 5.000 square meters. On the farm there are three types of snails: Helix Pomatia Linne, Helix Lucorum Linne and Helix Al-bescens. Each year, the total amount of snails collected is 50.000 kg, says the business holder.

6.4 Benchmarking

Benchmarking shows the competition's position and in comparison with our company. There were selected some of the most successful firms in the industry in Europe. The key performance metrics are the quality of service, level of price, communication, location, brand, marketing and experience on the market.

The company that has the best indicator according to the analyzed factors is Aqualande. It is a company located in France, that is the market's leader in quantity produced every year, with an experience of 35 years on the market. Over this time, it managed to create the brand and to position itself on the market. Aqualande produces not only snail products, but also sea food, and it has some advanced technologies for processing the products. The company states that on the base of the success is the human, meaning the employees. Each farmer is being listened in order for the experience and knowledge to be shared. At the same time, the company says that it puts a huge value on solidarity, trust, responsibility and excellence in the profession among all the employees.

The service quality at Aqualande is very high and the company again mentions the human factor, that is by the mutual efforts that the company managed to get at this point. The price of the products is the highest among analyzed competition, but still the products are sold, based on the quality. At the same time, Aqualande has a very good location – France, where is the highest consumption for this products. At the same time, it managed to build a brand and to have a good marketing strategy.

Table 5: Benchmarking (own source)

| BENCHMARKING | | | | | | | | |
|--------------------------|-------------|----------------|--------------------|--------------|---------------------|------------------------|-----------|------------------|
| | OUR COMPANY | VAS Escar-gots | Touch-stone snails | Snail palace | Snails Green Valley | Ferme du vieux tilleul | Aqualande | Karch snail farm |
| Quality of service | 2 | 4 | 5 | 4 | 3 | 3 | 5 | 3 |
| Level of price | 5 | 3 | 2 | 3 | 4 | 3 | 1 | 3 |
| Communication | 5 | 5 | 5 | 3 | 4 | 2 | 5 | 3 |
| Locations | 3 | 3 | 2 | 3 | 4 | 4 | 5 | 4 |
| Brand | 1 | 5 | 5 | 3 | 3 | 2 | 5 | 3 |
| Marketing | 5 | 4 | 5 | 3 | 3 | 2 | 5 | 4 |
| Experience on the market | 1 | 4 | 5 | 3 | 4 | 4 | 4 | 3 |
| Total | 22 | 28 | 29 | 22 | 25 | 20 | 30 | 23 |

Another company that is successful in the snails industry is Touchstone snails, which is located in Cyprus, but it has 19 snails farm in Europe, Africa and Middle East. It has an experience on the market of 15 years, but besides the snails breeding, it also provides consultancy services in the industry. The quality of service is at a high level and over the time it managed to have a good marketing strategy and brand position.

6.5 PESTEL analysis

The PESTEL analysis emphasizes the external factors that might have an effect over the snails farm. Factors are political, economic, legal, social and environmental. At the same time, it is forecasted the time frame when it might affect the business, the type of factor (positive or negative) and its importance.

Table 6: PESTEL analysis (own source)

| PESTEL factor | Note | Potential impact | Implication | | | |
|---------------------------|--|------------------|-------------|------|--------|---------------------|
| | | | Time frame | Type | Impact | Relative importance |
| POLITICAL FACTORS | | | | | | |
| Internal political issues | Supporting energy saving technologies; reduction of food wastage; improvement of information to consumers. | L | 24+ | + | = | Unimportant |
| ECONOMIC FACTORS | | | | | | |
| Demand on snails | Advanced market research expected a 500% growth in snail demand in the upcoming 20 years. The increase demand for snails especially in Europe has generated market conditions that will guarantee the sale of the quantity produced. | H | 0-6 | + | < | Critical importance |
| Economic situation | Like other continents, the wealth of Europe's states varies, although the poorest are well above the poorest states of other continents in terms of GDP and living standards. Most European states have GDP per capita | M | 6-12 | + | = | Unknown |

| | | | | | | |
|------------------|---|---|-----|---|---|-------------|
| | <p>higher than the world's average and are very highly developed (Liechtenstein, Luxembourg, Monaco, Andorra, Norway, Sweden, the Netherlands, Switzerland).</p> | | | | | |
| Inflation | <p>Consumer prices in the Euro Area rose 1.5 percent year-on-year in March of 2017, easing from a 2 percent increase in the previous month and matching preliminary estimates. It is the lowest inflation rate in three months, due to a slowdown in prices of fuels for transport, heating oil and vegetables and a drop in cost of package holidays. Inflation Rate in the Euro Area averaged 2 percent from 1991 until 2017, reaching an all time high of 5 percent in July of 1991 and a record low of -0.70 percent in July of 2009.</p> | L | 24+ | - | = | Unimportant |
| Purchasing power | <p>According to the GfK study, a total of approximately €9.18 trillion is available to European consumers in 2016 for spending and saving. This corresponds to an average per-capita purchasing power of €13,672 for the 42 countries evaluated in the study, which is a nominal increase of</p> | M | 0-6 | + | = | Unknown |

| | | | | | | |
|-------------------|---|---|-----|---|---|---------------------|
| | approximately 0.3 percent. | | | | | |
| Unemployment rate | Unemployment levels in the European Union falling slightly from a peak in early 2013, they remain high, especially in comparison to what the rates were before the worldwide recession started in 2008. This confirms the continuing stagnation in European markets, which hits young job seekers particularly hard as they struggle to compete against older, more experienced workers for a job, suffering under jobless rates twice as high as general unemployment. In 2017 unemployment rate in EU is 8 %. | L | 24+ | = | = | Unknown |
| Competitors | France has always been in the top position, not only for the worldwide consumption of snails but also for the industrial processing of snails that is exported globally. | M | 0-6 | - | < | Critical importance |

| | | | | | | |
|-----------------------|--|---|-----|---|---|---------------------|
| Snails farming market | The snail market can no longer be content with its local perspective. Its export and import aggregates across more than 150 key country markets. Intense interest has been manifested over the last years to extend snail farming with high specific and technical standards. | M | 0-6 | + | < | Critical importance |
| Snails consumption | The largest consumer markets are in Europe, mainly in France, Italy and Spain. All three countries are heavily in deficit. Specifically, in France more than 80% of domestic consumption is covered by imports, in Italy about the 65% whereas in Spain the 55%. Other markets is that in Portugal, Belgium and Switzerland and due to the increased penetration of the Italian and French cuisine in countries like the US, Japan, China and Germany, there is a growing demand in these countries too. | L | 24+ | + | < | Critical importance |
| LEGAL FACTORS | | | | | | |
| Employment law | As regards labor law, the EU complements policy initiatives taken by individual EU countries by setting minimum standards. In accordance with the Treaty - particularly Article 153 | L | 24+ | = | = | Unimportant |

| | | | | | | |
|-------------------------|--|---|-------|---|---|---------------------|
| | - it adopts laws (directives) that set minimum requirements for working & employment conditions, informing & consulting workers. | | | | | |
| General taxation issues | With a real tax rate of 57.53%, France topped the list in 2016. Belgium was second, and Austria came in third. Sweden rounded up the top ten with a real tax rate of 47.13%. | L | 6-12 | = | = | Unimportant |
| SOCIAL FACTORS | | | | | | |
| Trend in snails farming | With more than 80% of the market share, the commonly consumed snail type is Helix Aspersa. It is well known for being an excellent and highly appreciated gastronomic product thanks to the quality of its meat and slime. Mediterranean countries benefit from climatic conditions, which completely satisfy all breeding conditions for this type of snails. | M | 0-6 | + | < | Critical importance |
| Population level | The population of the European Union (EU) was 508 million as of 2015. As it stands now, around 12% of the world's people live in Europe, but if demographic trends keep their pace, its share may fall to around 7% | L | 12-24 | = | > | Unimportant |

| | | | | | | |
|---------------------------------|--|---|-----|---|---|---------------------|
| | in 2050. | | | | | |
| Health | Snail meat is high in protein and irons, low in fat, and contains almost all the amino acids needed by humans. Recent studies have shown that the glandular substances in snail slime, rich with collagen, could be of value to human health life. In consequence, the Snail Pharma Industry is expected to prosper dramatically in the near coming years in Pharmaceutical, Nutraceutical and Health Food production. | L | 0-6 | + | < | Critical importance |
| Consumer attitudes and opinions | Escargots are usually served as a starter in Portugal, Spain and in France, and are a typical dish in the Catalan region of Spain. The word escargot is also sometimes applied to the living snails of those species which are commonly eaten in this way. | L | 0-6 | + | < | Critical importance |
| ENVIRONMENTAL FACTORS | | | | | | |
| Climate | EU climate is suitable for snails farming. Snails adapt well to cooler climates with temperature ranges from - 4°C to a | L | 24+ | + | = | Unknown |

| | | | | | |
|--|------------------|--|--|--|--|
| | maximum of 30°C. | | | | |
|--|------------------|--|--|--|--|

6.6 SWOT – IFE and EFE analysis

The IFE and EFE analysis will show the main internal and external factors that might affect positively or negatively the business, but also each impact on the firm. It analyzes the importance of the SWOT factors.

IFE shows the internal factors that are of a positive impact over the firm – strengths, and those who have a negative impact – weaknesses.

Regarding the strengths, the company will use them to increase its position on the market and consequently the sales and the brands.

As about the weaknesses, it should be analyzed its impact over the business. In case it is high, then there should be found solutions either to diminish the weakness or to transform it into strength.

Table 7: IFE analysis (own source)

| STRENGTHS | | | |
|--------------------------|--------|--------|-------|
| Internal Factors | Weight | Rating | Total |
| Communication | 0,2 | 4 | 0,8 |
| Level of price | 0,1 | 4 | 0,4 |
| Marketing | 0,2 | 4 | 0,8 |
| WEAKNESSES | | | |
| Internal Factors | Weight | Rating | Total |
| Locations | 0,05 | 2 | 0,1 |
| Quality of service | 0,25 | 1 | 0,25 |
| Experience on the market | 0,05 | 1 | 0,05 |

| | | | |
|--------------------|-------------|---|-------------|
| Brand | 0,15 | 1 | 0,15 |
| TOTAL SCORE | 0,95 | | 2,45 |

Location is a weakness, as the farm is in the Republic of Moldova, and the products must be transported to long distances, if talking about exports. The impact over the business is very low and there are other factors that compensates it, such as cheap labor force, cheap land and low costs.

Quality of service is a weakness as the farm is a startup, with no experience. With time, it will be transformed into strength, as experience will be gained.

Experience on the market is related to the above mentioned factor. This weakness will be diminished with experience on the market.

Brand – as it is a new entrant on the market, there is no positioning, but the marketing strategy and the quality of products and services will transform this weakness into strength.

EFE analyses the external factors – opportunities and threats. There are a lot of opportunities on the snails market that must be taken into consideration. There is a high European demand that is not covered by the current supply, and this represents a great opportunity for the snails business.

Health – snails are known for their healthy meat, full of proteins, iron, contains almost all the amino acids needed by humans, and low/ inexistent fat and cholesterol. Besides that, snails meat has a lot of minerals and benefic components. It is an opportunity that must be taken into consideration when marketing the product to the final consumer.

Purchasing power of people – income is high in Europe, so population can afford to buy snails products.

Unemployment rate is falling in the past four years in the European countries, which is an opportunity for the snails industry.

Trend in snail farming – the snails industry is in a continuous growth and statistics show that. Lately more farms are being built to cover the demand.

Inflation is decreasing in the last period in Euro Area, because of decrease of the prices of fuels.

Economic situation in Europe is good in comparison with other countries. Most European states have GDP per capita higher than the world's average and are very highly developed.

Snails consumption - the largest consumer markets are in Europe, mainly in France, Italy and Spain. All three countries are heavily in deficit, which is a big advantage for a new snails farm.

Consumer attitude and opinion – snail products are usually served as a starter in Portugal, Spain and in France, and are a typical dish in the Catalan region of Spain. This is an opportunity, as it means that in these regions there will be a demand.

Population level – now around 12% of the world's people live in Europe. Although it is estimated that this percentage may decrease, for the moment it is a good market.

Internal political issues are an opportunity, as it is supporting energy saving technologies; reduction of food wastage; improvement of information to consumers

Table 8: EFE analysis (own source)

| OPPORTUNITIES | | | |
|---------------------------------|---------------|---------------|--------------|
| External Factors | Weight | Rating | Total |
| Demand on snails | 0,15 | 4 | 0,6 |
| Health | 0,08 | 3 | 0,24 |
| Purchasing power | 0,06 | 3 | 0,18 |
| Unemployment rate | 0,05 | 3 | 0,15 |
| Trend in snail farming | 0,1 | 4 | 0,4 |
| Inflation | 0,03 | 2,5 | 0,075 |
| Economic situation | 0,1 | 4 | 0,4 |
| Snails consumption | 0,1 | 4 | 0,4 |
| Snails market | 0,1 | 4 | 0,4 |
| Consumer attitudes and opinions | 0,02 | 4 | 0,08 |

| | | | |
|---------------------------|---------------|---------------|--------------|
| Population level | 0,05 | 2,5 | 0,125 |
| Internal political issues | 0,01 | 2,5 | 0,025 |
| THREATS | | | |
| External Factors | Weight | Rating | Total |
| Employment law | 0,02 | 2 | 0,04 |
| General taxation issues | 0,1 | 2 | 0,2 |
| Competitors | 0,05 | 1 | 0,05 |
| TOTAL SCORE | 1 | | 3,325 |

There are some threats for a snails farm that must be taken into consideration. As the products will be exported to European countries as final destination, this market must be analyzed.

Employment law - the EU adopts laws (directives) that set minimum requirements for working & employment conditions, informing & consulting workers.

General taxation issues – EU countries have a high taxation system. France’s real tax rate is 57.53%, the highest in Europe, followed by Belgium and Austria.

Competitors – as the snails industry is in a continuous growth, there are being built more and more farms. At the same time, France has been always on top for the industrial processing of snails that is exported globally. Although it is a threat, it must be seen as a development if the industry and technology and to keep the pace with the competition.

6.7 Porter’s Five Forces analysis

According to the Porter’s Five Forces, the company can analyze its position and determine a strategy according to five factors that may have a direct impact on the business. In this specific case, the will be analyzed from a snails farm perspective:

1. Rivalry – Snails farming is a new and profitable business, that requires a low investment, there are three snails farm in the Republic of Moldova, mentioned in the

above subchapter. For the local market, it is a serious competition, as the demand is very low, so even one farm would be too much for the Republic of Moldova.

As for the European market, because there is a need of snails that is not yet covered, competition is a benefic factor, as it develops the industry and technology.

2. Threat of substitution – there are a lot of products from the sea food that can be a substitute for the snails. One of them is the fish and this is a serious threat, as the fish market is more developed, not only locally, but worldwide. In order to overcome this threat, there must be settled a good marketing strategy.
3. Buyer power - in the Republic of Moldova there are only few restaurants that have snails meat in the menu, so the buyer power is very low and it is a financial disadvantage. In other countries, as France, Spain, Italy, instead, the demand is high and the price offered for the snails is high as well.
4. Supplier power – at the local level, there are not competitive suppliers. Still, the suppliers of snails, because this is the main and specific resource of the business, in the Republic of Moldova can be considered only the competition. At the European level, there are much more suppliers and this is why the cost is pretty stable in the past years.
5. New entrants – at the local level it is not a threat yet, as this industry is very poor developed and as the demand is very low, the interest is low too. Another thing is that because it is a poor and undeveloped industry, most of the people do not take this opportunity into consideration.

7 BUSINESS PLAN FOR A SNAILS FARM IN THE REPUBLIC OF MOLDOVA

During the analysis it was pointed out that globally there is already a high demand of snails products that is not covered by the current supply. It must be taken into consideration that this situation is only in certain countries. The European market is the most convenient one for creating distribution channels and to export products too. At the same time, it is clear that the Republic of Moldova is not a proper market for snails, as the consumption is very low. Still, there will be created some opportunities for creating partnership with local restaurants and supplying products to final consumers.

It is convenient to create the snails farm in the Republic of Moldova, as costs and prices are much lower than in other European countries, so the investments will be less. At the same time, for the beginning, there will be created partnerships with Romanian distributors, as there is already created such a channel. The firm's name is "Codobelc" S.R.L.

7.1 Snails farm business plan – Canvas Model

The business plan for the snail's farm is created based on Canvas model, which consists of all the basic aspects for a business startup. These aspects include the financials, partnerships, operations, customers, and other important topics to consider when establishing a solid baseline for a business. The firm's name is "Codobelc" S.R.L and the farm will be located next to the village Leuseni, Hancesti district, Republic of Moldova.

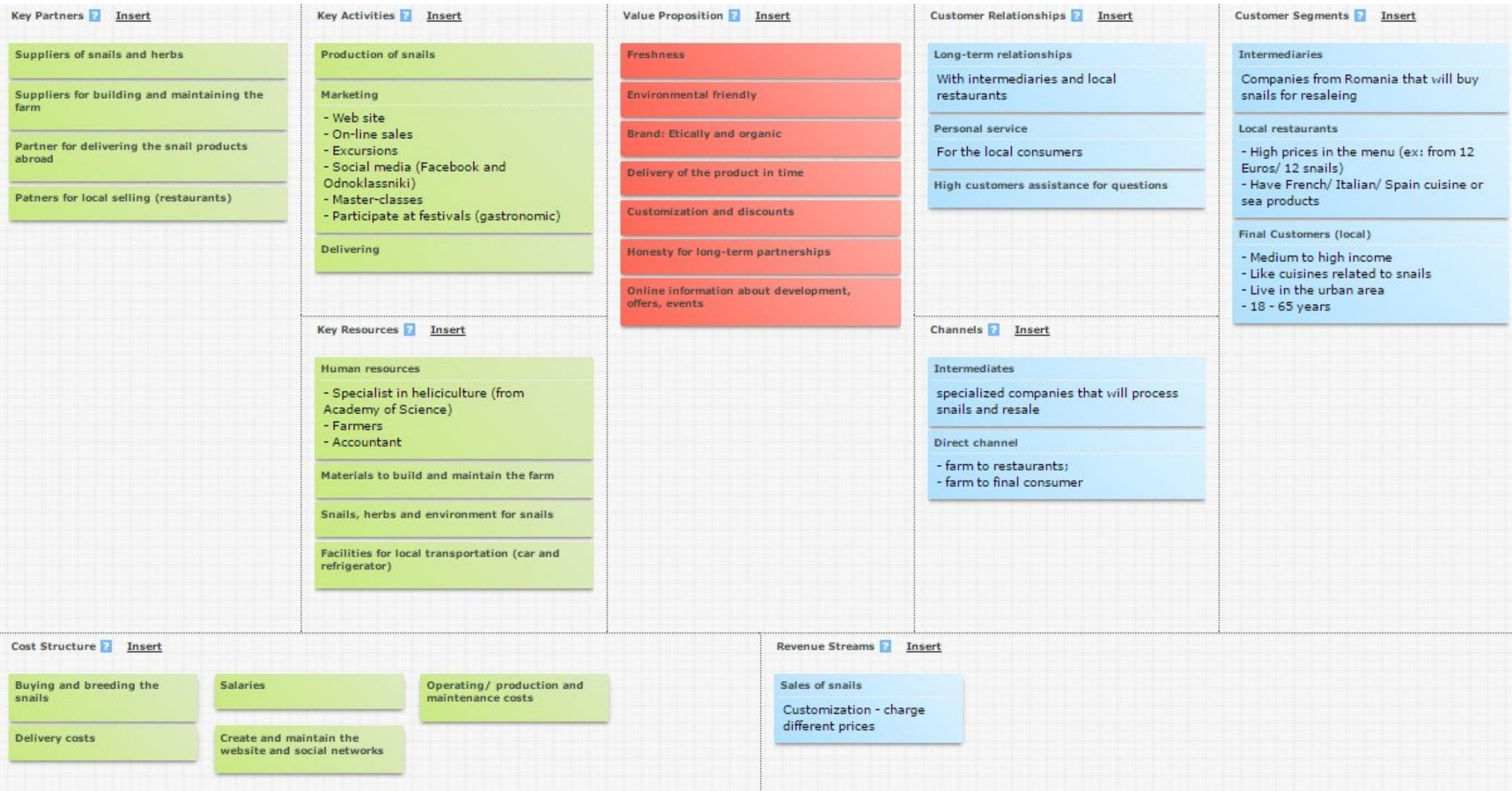


Figure 24: Canvas Business Plan for the snails farm “Codobelc” S.R.L (own source)

Further there will be described in details each part of business plan.

7.1.1 Customer segment

The customer segment of the Business Model Canvas (BMC) helps establish who our most important customers will be and where they are located. For the Snails Farm there were distinguished three customer segments:

1. Intermediaries – companies based in Romania to whom the snails will be delivered for further processing and resale on the European market. There was chosen the enterprise S.C. Rolux S.R.L., which is located in Romania, Alba Iulia, Ariesului Street, nr.29. It is ready to receive the production of snails and pay 5,7 Euros/ kg. The conditions were negotiated on the phone with the manager of purchases and acquisitions – Catalin Coman. When the farm will be build, the contract will be concluded.
2. Local restaurants – this segment is characterized by high prices in the menu, that have French/ Italian/ Spain cuisine. At the moment, they all have contracts for supplying the need, but are open for future collaboration.
3. Final customers – with a medium or high income, who live in the urban area and are employed (18-65 years). They can ask for snails delivery on the website or by contacting us on the social media.

7.1.2 Value Proposition

The value proposition answers the questions “What value do we deliver to the customer?”, “Which one of our customers problems are helping to solve?”, and “What bundles of products and services are we offering each customer segment?”. To answer these questions, it was determined the core values of the snail business would be as listed:

- Freshness of the snails
- Environmental friendly farming
- Brand: Ethically and organic products of the farm “Codobelc” S.R.L.
- Delivery of the product in time

- Customization and discounts
- Honesty for long-term partnerships
- Online information about development, offers, events and e-sales for the local customers.

What makes our farm stand out more than any other snail business will be the ability to bring a food product that is made fresh and organically, making it more attractive than competitors, canned snail manufactures. We would be able to continuously keep in close contact with customers.

7.1.3 Customer Relationship

Our goal is to develop large, long-term relationships with consumers and partners by having a professional attitude and deliver the products in time and being able to react promptly in case of necessity. The contact will be kept via email and phone. This is for all our customer segments.

For the local consumer there will be provided personal service, by delivering the product and assisting with any questions related to snails. The web site and social media pages will be an opportunity for customers to get in contact with us.

7.1.4 Channels

There will be two channels by which our products will reach the consumer:

- The service of intermediates – the enterprise in Romania, that will buy our snails and process them, then sell the final product in the European market.
- Direct channel:
 - From the farm to the local restaurants,
 - From the farm to the final consumer (who will order on-line).

The delivery will be done by concluding a contract with a local transportation company – IM MoldRomUkrTrans S.R.L. It has cars and trucks with incorporated refrigerators to transport food products. Their main destinations are Romania and Ukraine, so they have a

large experience in exporting abroad. The responsible person from the company, with whom the conditions were negotiated is the director Vladimir Ciobanu.

While transporting, there will be assured a temperature of 15- 18 Celsius degrees, with a proper humidity for the snails, as to deliver as live snails. It is very important to transport the snails in plastic, wood or metal boxes, provided with ventilation spaces to avoid suffocation, so they can not get out. Each box will contain 5 kg. of live snails. It is forbidden to transport snails in bags, as they can be destroyed.

7.1.5 Key partners

There were identified four key partners for starting and running the business:

- Suppliers of snails and herbs – the first snails in order to start the business will be bought from a local farmer, who already has the business for five years. The snails type is *Helix Aspersa*, for which is the highest demand on the European market. Herbs for the snails will be bought from Diolsem S.R.L (representative for supplying Viorica Loghin).
- Suppliers for building the farm - the company Pine Tale S.R.L (sales manager – Alexandru Formuzal) will be a partner for providing all the necessary materials and install them in order to have the farm built.
- Partner for delivering the snails abroad – here were already mentioned the transportation company and the processing enterprise in Romania.
- Partners for local selling – as mentioned above, there are some restaurants that have snails dishes in the menu, but they have contracts for the next year. They are taken into consideration as future partners.

7.1.6 Key activities

The key activities are required to deliver the company's value proposition. These activities will aid to the distribution channels, customer relationships, and revenue streams of the Snails farm. The key activities determined are:

- Production of snails - building containment structures, and purchasing, breeding, growing and maintaining snails. The production of snails aims to generate the reve-

nue goal. It is clear that the production of snails is what would make the company successful.

- Marketing through website, online sales, excursions for those interested, social media (Facebook and Odnoklassniki), master-classes, participation at festivals (gastronomic).
- Delivery of the snails, meaning the sales, what will bring the money to the firm.

7.1.7 Key resources

The key resources of a company tie together all the other factors; without the resources a company cannot perform. This part of the Canvas Business Model questions who are the Snails farm key partners and suppliers are along with what key resources are acquired from partners and what activities do these partners perform. The following key resources for HGF were determined based on what would make a successful performing company:

- Human resources and here we will need in total four full-time employees and three part-time:
 - a. Owner – Chief operating officer, full-time (Creates the organization’s vision, mission, and overall direction – i.e. leading the development and implementation of the overall organization’s strategy; increases management’s effectiveness and evaluates the success of the organization; and responsible for signing checks and documents on behalf of the company).
 - b. Specialist in heliculture, part-time (from the Academy of Science of Moldova),
 - c. Farmers who will also have the role of guardians, 3 full-time employees (responsible for feeding snails as instructed by the specialist; cleaning the snail farm/ cage; assists in handling the breeding and harvesting of snails),
 - d. Accountant, part-time (responsible for the financial activities, reports, budget, ensures compliance with taxation legislation; handles all financial transactions for the company; serves as internal auditor for the company),
 - e. Jurist, part-time employee, who will take care of the documents and legal activities,

- f. IT specialist, part-time employee, who will create and maintain the website and the pages on the social media.
- Snails, herbs and environment for snails. In order to make the product organic, we will focus on herbs/feed for snails and a specific environment without conventional pesticides. The snails must be maintained in a safe and healthy environment; they will be protected from predators in an escape-proof containment structure.
- Facilities for local transportation (car and refrigerator),
- Land for building the farm. For the beginning, it was selected to buy a land of 2.000 square meters next to the Leuseni village, Hancesti district, Republic of Moldova. It is a plane land, that has all the necessary characteristics for snails breeding, including the type of soil – chernozem
- Materials to build and maintain the farm.

7.1.8 Cost analysis

The most important cost inherent in our business model is the production expenses; the snails will be living in structures designed with various materials. The soil always needs to be full of moisture so they will require a sprinkler system.

The parent snails will initially be bought from a local farmer. The snail is the product we are looking to sell so they are the most important priority.

The key resources that could up being expensive are transportation, for which a contract will be concluded with a transportation company.

Our business will be cost driven; depending on the leanest cost structure, lowering production costs over time and using more recycled material over time.

The costs are divided fixed or variable, but here were calculated the initial investments costs:

Table 9: Initial investment (own source)

| Initial investment | Cost per unit | Total cost |
|----------------------------------|----------------------|-------------------|
| Buy the parent snails (1.200 kg) | 4 Eur/ kg | 4.800 Euros |
| Build and maintain the farm | | 4.000 Euros |

| | |
|---|---------------------|
| Buy a car | 2.000 Euros |
| Buy a portable refrigerator | 700 Euros |
| Documents necessary for starting the business | 170 Euros |
| Buy the land (2.000 square meters) | 300 Euros |
| Create the web-site | 500 Euros |
| Total investments | 12.470 Euros |

And further the costs that will be each year according to the current planning:

Table 10: Yearly costs (own source)

| Activity | Cost per unit | Cost/ year |
|--------------------------------------|----------------------|---------------------|
| Snails food and maintenance * 6 tons | 1,26 Euros/ kg | 7.560 Euros |
| Water | 10,41 Euros/ month | 125 Euros |
| Electricity | 8,33 Euros/ month | 100 Euros |
| Salaries: | | |
| Owner | 350 Euros/ month | 4.200 Euros |
| Specialist | 50 Euros/ month | 600 Euros |
| Farmer * 3 | 100 Euros/ month | 3.600 Euros |
| Accountant | 100 Euros/ month | 1.200 Euros |
| Jurist | 50 Euros/ month | 600 Euros |
| IT & social media responsible | 50 Euros/ month | 600 Euros |
| Payment for transportation * 4 | 170 Euros | 680 Euros |
| Total | | 19.265 Euros |

It must be mentioned that there are no taxes for agricultural startups in the Republic of Moldova for the first three years of activity.

The investment money will be allocated from the personal saving of the founder and owner of the snails farm “Codobelc” S.R.L.

So, for the first year the total cost will be $12.470+19.265=31.735$ Euros. The next years the costs will be of 19.265 Euros.

7.1.9 Revenue streams

The Snails farm revenue stream is directly connected to the profits from selling snails. The firm will sell only live snails. The most important partner that we will sell the snails is the Romanian enterprise, that is ready to buy the live snails for 6 Euros/ kg.

From an area of 2.000 square meters, in each year can be harvested at least 6 tons of snails. This means revenue of 22.800 Euros. This result will be achieved in the second year of business. In the first year, there will be harvested 3 tons, which means 11.400 Euros revenue.

The revenues look like:

Table 11: Revenue streams by years (own source)

| | |
|-------------|--------------|
| First year | 18.000 Euros |
| Second year | 36.000 Euros |
| Third year | 36.000 Euros |
| Forth year | 36.000 Euros |
| Fifth year | 36.000 Euros |

The local demand is expected to be low from on-line sales, approximated of 10 kg/ year. Still, it is created a customized offer:

Table 12: Customized offer for the local market (own source)

| | | | |
|-----------------|-------------|---------------|---------------|
| Quantity | <5 kg | 5 -10 kg | > 10 kg |
| Price | 8 Euros/ kg | 7,5 Euros/ kg | 6,8 Euros/ kg |

7.2 Breakeven point

The breakeven point is the time when the total costs and revenue are equal. After this, there is profit.

Table 13: Breakeven point (own source)

| YEAR | COST | REVENUE | CALCULATION | PROFIT |
|-------------|--------------|--------------|----------------------------|-----------------|
| First year | 31.735 Euros | 18.000 Euros | $18.000 - 31.735$ | (-)13.735 Euros |
| Second year | 19.265 Euros | 36.000 Euros | $36.000 - 19.265 - 13.735$ | 3.000 Euros |
| Third year | 19.265 Euros | 36.000 Euros | $36.000 - 19.265 + 3.000$ | 19.735 Euros |
| Forth year | 19.265 Euros | 36.000 Euros | $36.000 - 19.265 + 19.735$ | 36.470 Euros |
| Fifth year | 19.265 Euros | 36.000 Euros | $36.000 - 19.265 + 36.470$ | 53.205 Euros |

According to the cost, revenues and calculations, the Breakeven point will occur in the second year of the business and it is forecasted that it will also be the year of the first profit of 3.000 Euros.

7.3 Time analysis of project implementation

Scheduling the basic stages is important part of each project. It helps to determine overall project length and identify critical steps that can impact the timings. For building the snails farm there was developed a list of activities.

Table 14: List of main activities for project realization (own source)

| Step | Description |
|------|-----------------------------------|
| A | Decision of starting the business |
| B | Current market situation analysis |

- C Business plan
- D Find buyers of the product
- E Make the documents for the business
- F Find and buy the land
- G Find a firm that builds farms
- H Build the farm
- I Find employees
- J Find a reliable source to buy the Helix snails
- K Find a company from which to buy the food for the snails
- L Buy the food
- M Buy the snails
- N Create the website and social media pages
- O Find a company that delivers food products abroad
- P Conclude the contract with the transportation company
- Q Conclude contracts with the buyers
- R Deliver the first snails
- S Evaluation of business
- T Improvement of the business activities

For calculation of project length QM for Windows program was used. Length of each step and its predecessors were defined. After that the data was inserted into the software.

| Activity | Activity time | Predecessor 1 | Predecessor 2 |
|----------|---------------|---------------|---------------|
| A | 1 | | |
| B | 1 | A | |
| C | 4 | A | B |
| D | 6 | C | |
| E | 1 | C | |
| F | 1 | E | |
| G | 1 | E | |
| H | 4 | F | G |
| I | 1 | F | |
| J | 2 | E | |
| K | 1 | J | |
| L | 1 | K | |
| M | 1 | L | |
| N | 4 | I | |
| O | 1 | M | |
| P | 1 | O | |
| Q | 1 | P | |
| R | 30 | Q | |
| S | 2 | R | |
| T | 3 | S | |

Figure 25: Defining length and predecessors of steps (own source, QM)

In time, the activities will look like in the Gantt chart generated by the program:

Gantt chart (Early times)

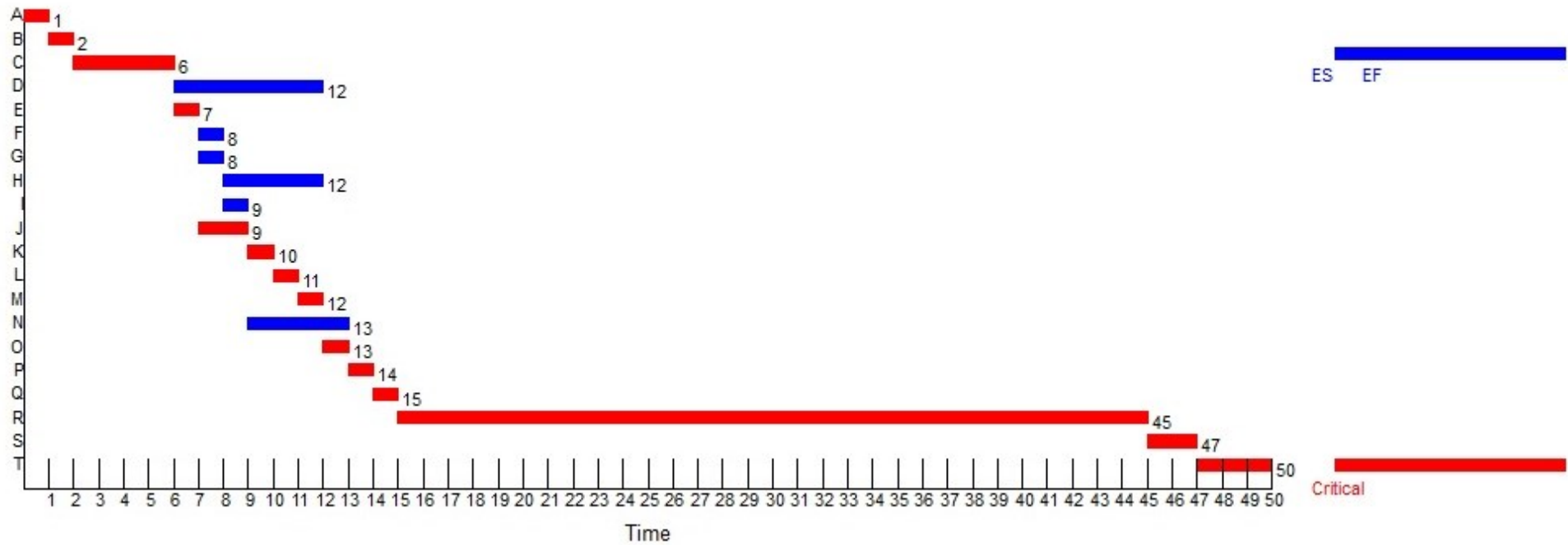


Figure 26: Gantt chart (own source, QM)

According to the QM for Windows program, the total time of the project realization is 50 weeks. Critical path, on which depends overall project length, contains the following activities: A, B, C, E, J, K, L, M, O P, Q, R, S, T.

This time is just from the beginning till the first delivery of snails and activities analyses. The business will not stop its activities here

7.4 Risk analysis

The risk analysis is done in order to indentify potential risks that may affect the business, what is the probability of occurrence and the importance, and the significance of each risk. At the same time, it helps to have a plan that would minimize or eliminate each of the risks that might affect the business.

For the business with a snails farm, the following risk were defined:

Table 15: Risk analysis (own source)

| RISK | PROBABILITY | IMPORTANCE | SCORE | RATING |
|--------------------------------|-------------|------------|-------|--------|
| Delay in payment from partners | 0.3 | 2 | 0.6 | 7 |
| Snails poisoning | 0.1 | 5 | 0.5 | 8 |
| Issues with export documents | 0.4 | 4 | 1.6 | 1 |
| Weather extreme conditions | 0.1 | 5 | 0.5 | 8 |
| Insufficient food for snails | 0.2 | 3 | 0.6 | 7 |
| Fire | 0.2 | 5 | 1.0 | 3 |
| Predators | 0.3 | 3 | 0.9 | 4 |
| Snails escape | 0.1 | 2 | 0.2 | 11 |
| Theft from the farm | 0.2 | 2 | 0.4 | 9 |
| Installation break | 0.7 | 1 | 0.7 | 6 |

| | | | | |
|--|-----|---|-----|----|
| Lack of demand on the local market | 0.8 | 1 | 0.8 | 5 |
| Refrigerator brake | 0.1 | 2 | 0.2 | 11 |
| No availability of car with refrigerator from partners | 0.4 | 3 | 1.2 | 2 |
| Problems with water supply | 0.3 | 1 | 0.3 | 10 |

Further there will be analyzed each of the mentioned risks and what would be the solution for each of them:

1. Delay in payment from partners – the intermediaries that buy the products for processing and then resale it might have some delays in transferring the money. In this case, there will be concluded a contract from the beginning in which will be stipulated the penalties in case of not respecting the agreement. At the same time, there will be paid a certain amount of money before the delivery as a guarantee.
2. Snails poisoning – this risk is low, as there will be a closed area for the farm. Still there will be insured the necessary herbs that would fight a possible danger of poisoning, according to the advices from the specialist from the Academy of Science.
3. Issues with export documents – as a solution, there will be an agreement with a jurist, who will handle all the documents issues and in case of need, will act promptly to solve any problem related to his area.
4. Weather extreme conditions – this risk is low, as the Republic of Moldova has a proper climate and weather conditions for a snails farm. Still, to have insurance, there will be an area, that if necessary will be fully covered and a part of snails will be brought there.
5. Insufficient food for snails – in order to prevent this risk, there will be brought with 5% more herbs than necessary. In case this situation will occur, herbs will be bought from neighborhood area.
6. Fire – it is a risk with low probability, but with a high impact in case of occurrence. For this matter, there will be extinguishers.
7. Predators – this is a risk that would have a high impact on the farm, as there are birds that feed themselves with snails. For this, there will be guardians watching non-stop over the farm and in case of appearance of a flock of predators, he will

shoot in order to disperse it. Another solution is to install several scarecrows on the area.

8. Snails escape – it is a low risk, as the installation that will be used will not allow them to clamber on them to go out of the farm area.
9. Theft from the farm – as mentioned above, there will be a guardian who will watch over the farm.
10. Installation break – this refers more to the irrigation system. In this case, there will be called a specialist to repair it. If it will take longer, then it will be used hoses.
11. Lack of demand on the local market – all the quantity will be intended for export, if necessary, new contracts will be concluded for export.
12. Refrigerator brake – in this case it must be repaired immediately, but if it takes more time, ask our partners to store the products. Another solution is insurance.
13. No availability of car with refrigerator from our partner – it refers to the partner that will assure the transportation of snails abroad. For this matter, there will be concluded a contract with exact dates. At the same time, as a second option, we can contact other firms that have such transportation services.
14. Problems with water supply – have a reserve stored that would be enough for two days, time in which the problem should be solved.

CONCLUSION

The aim of the project was to design a business plan in the Republic of Moldova. The model chosen was Canvas, with all nine blocks detailed in order to have a good performance. The project was submitted to time, cost and risks analysis.

The current market analysis shows that on the global level this is an industry that is continuously growing and developing. The forecasts show that in the next 20 years, the demand will increase by 500%. Still, even now there is a need of snail's products that is not covered. This is a very good indicator for a business.

In order to sell the products, according to the business plan, they must be transported to an enterprise in Romania. There the snails will be processed and sold as final product on the European market (France, Italy, Iberian Peninsula). In order not to have too high initial investment, a transportation company is contacted to provide the services.

The business is mainly focused on the export, but there are some customized offers for the local market, according to the amount ordered. Also, the e-sales are available. The online promotion will include a website and pages on the social media, where will be posted all the updated information, achievements, development, events and special offers.

There are planned some offers for the local market, as to try to develop this industry in the local level. Also for this, as a marketing action, it is planned to participate at events where the brand and products can be promoted (such as gastronomic festivals).

In order to create a brand, it is planned to position the farm as an environmental one, without using pesticides or any other chemical that might damage the surrounding. At the same time, to increase the awareness, there will be organized excursions in the farm for all who are interested with a pre-registration.

At the end the project was submitted to time, cost and risks analysis. Also, the breakeven point was calculated and it was shown that the company will start to have the first profit starting with the second year of business.

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LIST OF ABBREVIATIONS

| | |
|-----|--------------------------------|
| AMA | American Marketing Association |
| BMC | Business Model Canvas |
| EU | European Union |
| GDP | Gross Domestic Product |
| IE | Individual Enterprise |
| IT | Information Technology |
| JSC | Joint-stock Company |
| LLC | Limited Liability Company |
| MDL | Moldovan Leu |
| PM | Peasant Farm |
| SBR | State Board of Registration |
| UN | United Nations |
| US | United States |
| USD | United States Dollar |

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Appendix V: Global imports of snails in 2016 (UN statistics)

Appendix VI: Global exports of snails in 2012 (UN statistics)

Appendix VII: Global exports of snails in 2013 (UN statistics)

Appendix VIII: Global exports of snails in 2014 (UN statistics)

Appendix IX: Global exports of snails in 2015 (UN statistics)

Appendix X: Global exports of snails in 2016 (UN statistics)

APPENDIX P I: GLOBAL IMPORTS OF SNAILS IN 2012 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|----------------------|---------|----------------|--------------------|----------------|
| Spain | World | 030760 | \$8,927,029 | 10,790,093 |
| France | World | 030760 | \$14,970,737 | 2,000,776 |
| Portugal | World | 030760 | \$1,034,174 | 1,021,782 |
| Greece | World | 030760 | \$1,338,294 | 977,544 |
| China | World | 030760 | \$2,726,496 | 785,357 |
| Italy | World | 030760 | \$5,060,636 | 778,381 |
| Other Asia, nes | World | 030760 | \$761,311 | 631,668 |
| Romania | World | 030760 | \$4,077,533 | 510,270 |
| Turkey | World | 030760 | \$411,702 | 437,400 |
| Ghana | World | 030760 | \$19,294 | 371,642 |
| Thailand | World | 030760 | \$476,087 | 371,102 |
| Malaysia | World | 030760 | \$590,708 | 272,499 |
| TFYR of Macedonia | World | 030760 | \$268,068 | 232,173 |
| Belgium | World | 030760 | \$1,719,706 | 212,342 |
| Serbia | World | 030760 | \$225,901 | 183,565 |
| Lithuania | World | 030760 | \$665,806 | 150,365 |
| China, Hong Kong SAR | World | 030760 | \$625,034 | 129,436 |
| Czechia | World | 030760 | \$580,340 | 102,074 |
| Bosnia Herzegovina | World | 030760 | \$98,696 | 99,690 |
| USA | World | 030760 | \$448,212 | 86,462 |
| United Kingdom | World | 030760 | \$554,384 | 80,444 |
| Tunisia | World | 030760 | \$153,254 | 76,037 |
| Canada | World | 030760 | \$304,225 | 56,891 |
| Indonesia | World | 030760 | \$46,768 | 48,880 |
| Germany | World | 030760 | \$572,711 | 48,037 |
| United Arab Emirates | World | 030760 | \$118,977 | 36,503 |
| Slovenia | World | 030760 | \$51,813 | 31,698 |
| China, Macao SAR | World | 030760 | \$276,531 | 31,173 |
| Bahrain | World | 030760 | \$50,229 | 27,711 |
| Switzerland | World | 030760 | \$308,560 | 20,263 |
| Seychelles | World | 030760 | \$4,376 | 15,306 |
| Netherlands | World | 030760 | \$138,412 | 14,721 |
| Singapore | World | 030760 | \$90,059 | 14,720 |
| Luxembourg | World | 030760 | \$185,754 | 14,488 |
| Cyprus | World | 030760 | \$24,125 | 8,557 |
| Namibia | World | 030760 | \$35,410 | 8,221 |
| Russian Federation | World | 030760 | \$68,867 | 6,657 |
| Angola | World | 030760 | \$46,319 | 6,147 |
| Mexico | World | 030760 | \$77,527 | 5,301 |
| Sweden | World | 030760 | \$52,715 | 5,231 |
| Finland | World | 030760 | \$68,631 | 4,988 |
| Australia | World | 030760 | \$30,042 | 4,628 |
| Andorra | World | 030760 | \$22,118 | 3,721 |
| New Caledonia | World | 030760 | \$13,853 | 3,520 |
| Bahamas | World | 030760 | \$26,009 | 3,508 |
| Norway | World | 030760 | \$21,968 | 3,318 |
| Albania | World | 030760 | \$21,153 | 3,137 |
| Cameroon | World | 030760 | \$993 | 2,486 |
| Slovakia | World | 030760 | \$7,047 | 1,275 |
| Comoros | World | 030760 | \$805 | 1,200 |
| Estonia | World | 030760 | \$8,622 | 1,176 |

| | | | | |
|-----------------------|-------|--------|----------|-------|
| Cabo Verde | World | 030760 | \$2,169 | 1,047 |
| Japan | World | 030760 | \$23,865 | 1,000 |
| Philippines | World | 030760 | \$230 | 984 |
| Croatia | World | 030760 | \$12,635 | 945 |
| Ireland | World | 030760 | \$5,177 | 945 |
| Nigeria | World | 030760 | \$299 | 905 |
| Austria | World | 030760 | \$10,190 | 818 |
| Poland | World | 030760 | \$13,305 | 675 |
| Iceland | World | 030760 | \$5,811 | 419 |
| Turks and Caicos Isds | World | 030760 | \$678 | 400 |
| Greenland | World | 030760 | \$8,744 | 377 |
| Morocco | World | 030760 | \$9,603 | 370 |
| Zambia | World | 030760 | \$1,238 | 361 |
| Congo | World | 030760 | \$1,395 | 357 |
| Denmark | World | 030760 | \$4,779 | 334 |
| New Zealand | World | 030760 | \$1,170 | 322 |
| French Polynesia | World | 030760 | \$3,751 | 310 |
| Hungary | World | 030760 | \$4,000 | 267 |
| Lebanon | World | 030760 | \$4,813 | 233 |
| Kazakhstan | World | 030760 | \$5,430 | 217 |
| Zimbabwe | World | 030760 | \$2,531 | 154 |
| Antigua and Barbuda | World | 030760 | \$327 | 133 |
| Botswana | World | 030760 | \$899 | 124 |
| Panama | World | 030760 | \$187 | 124 |
| Chile | World | 030760 | \$3,713 | 120 |
| Ethiopia | World | 030760 | \$2,807 | 102 |

| | | | | |
|-----------------------|-------|--------|----------|-----|
| Georgia | World | 030760 | \$3,838 | 101 |
| Barbados | World | 030760 | \$477 | 98 |
| Maldives | World | 030760 | \$2,992 | 90 |
| Sao Tome and Principe | World | 030760 | \$401 | 82 |
| Burundi | World | 030760 | \$123 | 69 |
| Côte d'Ivoire | World | 030760 | \$1,023 | 52 |
| Bulgaria | World | 030760 | \$2,045 | 33 |
| Mozambique | World | 030760 | \$7,900 | 32 |
| Niger | World | 030760 | \$584 | 32 |
| Rep. of Korea | World | 030760 | \$399 | 16 |
| Brazil | World | 030760 | \$1,373 | 12 |
| Malta | World | 030760 | \$110 | 11 |
| Latvia | World | 030760 | \$282 | 10 |
| Armenia | World | 030760 | \$143 | 6 |
| Montserrat | World | 030760 | \$19 | 6 |
| Kyrgyzstan | World | 030760 | \$51 | 4 |
| Ukraine | World | 030760 | \$958 | 4 |
| Belize | World | 030760 | \$240 | 3 |
| Costa Rica | World | 030760 | \$2 | 2 |
| Brunei Darussalam | World | 030760 | \$3 | 1 |
| South Africa | World | 030760 | \$35 | 1 |
| Bermuda | World | 030760 | \$12,134 | 0 |
| Dominican Rep. | World | 030760 | \$11,553 | 0 |
| Mauritius | World | 030760 | \$4,157 | 0 |
| Viet Nam | World | 030760 | \$39,853 | 0 |

APPENDIX P II: GLOBAL IMPORTS OF SNAILS IN 2013 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|----------------------|---------|----------------|--------------------|----------------|
| Spain | World | 030760 | \$10,750,513 | 12,726,404 |
| France | World | 030760 | \$21,175,294 | 2,592,196 |
| Portugal | World | 030760 | \$1,707,825 | 1,513,865 |
| Greece | World | 030760 | \$1,572,575 | 943,321 |
| Italy | World | 030760 | \$5,538,802 | 940,523 |
| Bosnia Herzegovina | World | 030760 | \$1,323,703 | 759,692 |
| Czechia | World | 030760 | \$1,643,053 | 554,689 |
| Other Asia, nes | World | 030760 | \$687,350 | 540,442 |
| Romania | World | 030760 | \$4,402,392 | 521,248 |
| Turkey | World | 030760 | \$790,616 | 500,970 |
| Malaysia | World | 030760 | \$1,709,397 | 449,545 |
| Ghana | World | 030760 | \$82,603 | 407,836 |
| TFYR of Macedonia | World | 030760 | \$337,070 | 383,666 |
| Thailand | World | 030760 | \$1,090,652 | 265,078 |
| Serbia | World | 030760 | \$211,665 | 198,634 |
| Lithuania | World | 030760 | \$821,679 | 183,275 |
| USA | World | 030760 | \$975,793 | 180,070 |
| China | World | 030760 | \$551,839 | 147,780 |
| Bahrain | World | 030760 | \$247,052 | 134,067 |
| Belgium | World | 030760 | \$1,331,316 | 130,322 |
| China, Hong Kong SAR | World | 030760 | \$489,241 | 101,771 |
| Ethiopia | World | 030760 | \$143,366 | 101,341 |
| United Kingdom | World | 030760 | \$367,136 | 67,002 |
| Canada | World | 030760 | \$288,245 | 48,180 |
| Slovenia | World | 030760 | \$64,407 | 39,131 |
| Germany | World | 030760 | \$488,919 | 36,197 |
| Namibia | World | 030760 | \$65,981 | 19,312 |
| Netherlands | World | 030760 | \$89,952 | 19,142 |
| Qatar | World | 030760 | \$76,294 | 17,302 |
| Switzerland | World | 030760 | \$248,060 | 17,036 |
| Hungary | World | 030760 | \$76,773 | 16,571 |
| Luxembourg | World | 030760 | \$206,507 | 12,540 |
| Singapore | World | 030760 | \$89,936 | 11,860 |
| Tunisia | World | 030760 | \$24,723 | 11,495 |
| Angola | World | 030760 | \$91,624 | 8,559 |
| United Arab Emirates | World | 030760 | \$84,194 | 6,742 |
| Mexico | World | 030760 | \$108,382 | 5,955 |
| Finland | World | 030760 | \$69,662 | 4,676 |
| New Caledonia | World | 030760 | \$28,036 | 4,193 |
| Sweden | World | 030760 | \$58,805 | 4,000 |
| Albania | World | 030760 | \$34,259 | 3,852 |
| Bahamas | World | 030760 | \$29,282 | 3,580 |
| Bermuda | World | 030760 | \$10,300 | 2,593 |
| Norway | World | 030760 | \$8,831 | 2,381 |
| Cabo Verde | World | 030760 | \$3,138 | 2,369 |
| Andorra | World | 030760 | \$14,586 | 2,158 |
| Japan | World | 030760 | \$56,971 | 1,642 |
| Austria | World | 030760 | \$19,908 | 1,375 |
| Ireland | World | 030760 | \$7,386 | 1,309 |
| Guinea | World | 030760 | \$1,841 | 1,122 |
| Greenland | World | 030760 | \$25,278 | 1,079 |

| | | | | |
|---------------------|-------|--------|----------|-------|
| Iceland | World | 030760 | \$16,742 | 1,064 |
| South Africa | World | 030760 | \$1,312 | 1,000 |
| Algeria | World | 030760 | \$4,831 | 807 |
| Kuwait | World | 030760 | \$1,566 | 660 |
| Slovakia | World | 030760 | \$4,176 | 621 |
| Russian Federation | World | 030760 | \$31,726 | 556 |
| Madagascar | World | 030760 | \$1,037 | 513 |
| New Zealand | World | 030760 | \$808 | 496 |
| Botswana | World | 030760 | \$7,092 | 470 |
| Denmark | World | 030760 | \$4,484 | 469 |
| Estonia | World | 030760 | \$2,777 | 435 |
| Zimbabwe | World | 030760 | \$941 | 432 |
| Mozambique | World | 030760 | \$1,880 | 421 |
| Bulgaria | World | 030760 | \$3,847 | 307 |
| Poland | World | 030760 | \$14,093 | 282 |
| Morocco | World | 030760 | \$5,477 | 219 |
| Cambodia | World | 030760 | \$2,652 | 199 |
| Barbados | World | 030760 | \$847 | 187 |
| Seychelles | World | 030760 | \$993 | 180 |
| Maldives | World | 030760 | \$4,604 | 161 |
| Burundi | World | 030760 | \$84 | 135 |
| Aruba | World | 030760 | \$447 | 100 |
| Trinidad and Tobago | World | 030760 | \$950 | 98 |
| Congo | World | 030760 | \$266 | 88 |
| Panama | World | 030760 | \$139 | 76 |
| Solomon Isds | World | 030760 | \$555 | 68 |

| | | | | |
|-----------------------|-------|--------|----------|----|
| Lebanon | World | 030760 | \$1,894 | 63 |
| Côte d'Ivoire | World | 030760 | \$1,061 | 52 |
| Malta | World | 030760 | \$290 | 52 |
| Mongolia | World | 030760 | \$640 | 50 |
| Uruguay | World | 030760 | \$1,549 | 38 |
| Brazil | World | 030760 | \$1,504 | 28 |
| Mauritius | World | 030760 | \$651 | 28 |
| Georgia | World | 030760 | \$1,054 | 27 |
| Kazakhstan | World | 030760 | \$383 | 22 |
| Malawi | World | 030760 | \$80 | 20 |
| French Polynesia | World | 030760 | \$473 | 19 |
| Rep. of Korea | World | 030760 | \$308 | 12 |
| Indonesia | World | 030760 | \$51 | 11 |
| Niger | World | 030760 | \$325 | 10 |
| Brunei Darussalam | World | 030760 | \$56 | 10 |
| Montenegro | World | 030760 | \$120 | 6 |
| Sao Tome and Principe | World | 030760 | \$96 | 1 |
| Ukraine | World | 030760 | \$357 | 1 |
| Croatia | World | 030760 | \$126 | 1 |
| Latvia | World | 030760 | \$38 | 1 |
| Nicaragua | World | 030760 | \$31 | 1 |
| Sri Lanka | World | 030760 | \$419 | 0 |
| Dominican Rep. | World | 030760 | \$2,425 | 0 |
| Viet Nam | World | 030760 | \$56,817 | 0 |

APPENDIX P III: GLOBAL IMPORTS OF SNAILS IN 2014 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|----------------------|---------|----------------|--------------------|----------------|
| Spain | World | 030760 | \$9,497,455 | 11,463,118 |
| France | World | 030760 | \$26,536,829 | 3,089,502 |
| Bosnia Herzegovina | World | 030760 | \$1,901,716 | 1,542,571 |
| Greece | World | 030760 | \$2,245,423 | 1,350,308 |
| Portugal | World | 030760 | \$1,695,539 | 1,173,654 |
| Italy | World | 030760 | \$5,636,308 | 986,967 |
| Romania | World | 030760 | \$6,285,327 | 804,012 |
| Turkey | World | 030760 | \$815,489 | 586,621 |
| Malaysia | World | 030760 | \$1,555,885 | 486,445 |
| Czechia | World | 030760 | \$1,487,393 | 440,632 |
| Other Asia, nes | World | 030760 | \$456,376 | 344,576 |
| China, Hong Kong SAR | World | 030760 | \$1,259,131 | 259,720 |
| Serbia | World | 030760 | \$329,217 | 210,055 |
| Thailand | World | 030760 | \$678,065 | 206,512 |
| China | World | 030760 | \$555,476 | 165,511 |
| Belgium | World | 030760 | \$1,213,902 | 122,975 |
| Hungary | World | 030760 | \$459,858 | 119,473 |
| USA | World | 030760 | \$827,998 | 112,273 |
| Lithuania | World | 030760 | \$928,178 | 110,380 |
| Netherlands | World | 030760 | \$395,417 | 88,499 |
| Kazakhstan | World | 030760 | \$4,393 | 68,013 |
| United Kingdom | World | 030760 | \$429,594 | 63,428 |
| Philippines | World | 030760 | \$16,274 | 47,268 |
| Canada | World | 030760 | \$217,325 | 41,245 |
| Germany | World | 030760 | \$561,042 | 39,243 |
| Slovenia | World | 030760 | \$85,772 | 32,768 |
| Bulgaria | World | 030760 | \$262,231 | 31,743 |
| TFYR of Macedonia | World | 030760 | \$50,833 | 29,255 |
| Bahrain | World | 030760 | \$36,283 | 27,783 |
| China, Macao SAR | World | 030760 | \$424,847 | 26,594 |
| Switzerland | World | 030760 | \$312,294 | 25,149 |
| Luxembourg | World | 030760 | \$200,888 | 14,013 |
| Australia | World | 030760 | \$74,816 | 8,995 |
| Angola | World | 030760 | \$60,416 | 7,936 |
| United Arab Emirates | World | 030760 | \$96,303 | 7,841 |
| Namibia | World | 030760 | \$22,816 | 7,009 |
| Lebanon | World | 030760 | \$25,716 | 6,571 |
| Ireland | World | 030760 | \$19,359 | 6,353 |
| Panama | World | 030760 | \$13,657 | 6,062 |
| Finland | World | 030760 | \$81,231 | 5,155 |
| Rwanda | World | 030760 | \$1,050 | 4,300 |
| Mexico | World | 030760 | \$98,696 | 4,264 |
| Denmark | World | 030760 | \$86,678 | 4,218 |
| Cyprus | World | 030760 | \$13,721 | 4,056 |
| New Caledonia | World | 030760 | \$35,133 | 3,894 |
| Norway | World | 030760 | \$20,261 | 3,526 |
| Cambodia | World | 030760 | \$33,262 | 3,404 |
| Montenegro | World | 030760 | \$4,974 | 3,100 |
| Sweden | World | 030760 | \$59,594 | 3,068 |
| Andorra | World | 030760 | \$19,863 | 2,890 |
| Kuwait | World | 030760 | \$11,197 | 2,815 |

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|-------------------------|-------|--------|----------|-------|
| Bermuda | World | 030760 | \$11,712 | 2,155 |
| Bahamas | World | 030760 | \$16,672 | 2,066 |
| Austria | World | 030760 | \$19,352 | 1,725 |
| Japan | World | 030760 | \$66,953 | 1,632 |
| Cabo Verde | World | 030760 | \$1,877 | 1,376 |
| South Africa | World | 030760 | \$1,599 | 1,280 |
| Albania | World | 030760 | \$19,441 | 1,130 |
| Greenland | World | 030760 | \$25,098 | 892 |
| Mozambique | World | 030760 | \$3,720 | 889 |
| Estonia | World | 030760 | \$5,685 | 746 |
| Poland | World | 030760 | \$24,875 | 738 |
| Latvia | World | 030760 | \$4,175 | 720 |
| Iceland | World | 030760 | \$9,120 | 584 |
| Russian Federation | World | 030760 | \$22,220 | 437 |
| Qatar | World | 030760 | \$2,257 | 353 |
| Madagascar | World | 030760 | \$637 | 247 |
| Cameroon | World | 030760 | \$683 | 244 |
| Zambia | World | 030760 | \$650 | 238 |
| El Salvador | World | 030760 | \$310 | 227 |
| Slovakia | World | 030760 | \$1,175 | 192 |
| New Zealand | World | 030760 | \$1,916 | 190 |
| Congo | World | 030760 | \$682 | 187 |
| United Rep. of Tanzania | World | 030760 | \$1,265 | 167 |
| Chile | World | 030760 | \$3,432 | 105 |
| Mauritius | World | 030760 | \$1,257 | 104 |
| Oman | World | 030760 | \$663 | 95 |

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|-----------------------|-------|--------|-------------|----|
| Trinidad and Tobago | World | 030760 | \$670 | 83 |
| Maldives | World | 030760 | \$534 | 82 |
| Georgia | World | 030760 | \$2,596 | 79 |
| Morocco | World | 030760 | \$2,837 | 66 |
| French Polynesia | World | 030760 | \$495 | 57 |
| Antigua and Barbuda | World | 030760 | \$481 | 53 |
| Malta | World | 030760 | \$3,191 | 51 |
| Sao Tome and Principe | World | 030760 | \$338 | 48 |
| Fiji | World | 030760 | \$825 | 41 |
| Côte d'Ivoire | World | 030760 | \$723 | 35 |
| Botswana | World | 030760 | \$432 | 30 |
| Guatemala | World | 030760 | \$276 | 27 |
| Niger | World | 030760 | \$62 | 17 |
| Sri Lanka | World | 030760 | \$411 | 15 |
| Seychelles | World | 030760 | \$164 | 9 |
| Saint Lucia | World | 030760 | \$73 | 5 |
| Nicaragua | World | 030760 | \$60 | 1 |
| Dominican Rep. | World | 030760 | \$7,508 | 0 |
| Viet Nam | World | 030760 | \$1,429,642 | 0 |
| Ukraine | World | 030760 | \$250 | 0 |

APPENDIX P IV: GLOBAL IMPORTS OF SNAILS IN 2015 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|----------------------|---------|----------------|--------------------|----------------|
| Spain | World | 030760 | \$9,005,044 | 11,636,006 |
| France | World | 030760 | \$20,297,290 | 2,791,250 |
| Portugal | World | 030760 | \$2,139,079 | 2,079,915 |
| Greece | World | 030760 | \$2,262,766 | 1,435,169 |
| Bosnia Herzegovina | World | 030760 | \$1,224,196 | 1,067,479 |
| Romania | World | 030760 | \$5,771,432 | 956,272 |
| Italy | World | 030760 | \$3,651,727 | 824,748 |
| Czechia | World | 030760 | \$2,080,518 | 788,764 |
| Turkey | World | 030760 | \$1,158,404 | 674,197 |
| Other Asia, nes | World | 030760 | \$610,213 | 478,712 |
| Hungary | World | 030760 | \$1,196,998 | 387,782 |
| Malaysia | World | 030760 | \$490,485 | 338,737 |
| Lithuania | World | 030760 | \$1,267,678 | 278,841 |
| China, Hong Kong SAR | World | 030760 | \$1,068,624 | 276,153 |
| China | World | 030760 | \$775,176 | 258,269 |
| Serbia | World | 030760 | \$236,265 | 241,844 |
| USA | World | 030760 | \$1,325,436 | 173,154 |
| Belgium | World | 030760 | \$956,920 | 114,619 |
| Netherlands | World | 030760 | \$350,672 | 88,216 |
| United Kingdom | World | 030760 | \$450,280 | 81,416 |
| Canada | World | 030760 | \$393,312 | 78,450 |
| Saudi Arabia | World | 030760 | \$91,733 | 54,000 |
| China, Macao SAR | World | 030760 | \$774,318 | 41,551 |
| Germany | World | 030760 | \$538,845 | 41,329 |
| Thailand | World | 030760 | \$474,789 | 40,468 |
| Switzerland | World | 030760 | \$385,298 | 35,233 |
| Australia | World | 030760 | \$72,672 | 25,394 |
| Azerbaijan | World | 030760 | \$16,132 | 20,462 |
| Bulgaria | World | 030760 | \$36,162 | 18,549 |
| Slovenia | World | 030760 | \$62,203 | 17,764 |
| Philippines | World | 030760 | \$11,420 | 14,321 |
| Morocco | World | 030760 | \$12,255 | 12,953 |
| Luxembourg | World | 030760 | \$167,975 | 11,463 |
| TFYR of Macedonia | World | 030760 | \$9,198 | 11,402 |
| United Arab Emirates | World | 030760 | \$116,947 | 8,703 |
| Viet Nam | World | 030760 | \$59,108 | 8,365 |
| Finland | World | 030760 | \$76,902 | 5,742 |
| Cambodia | World | 030760 | \$34,827 | 5,230 |
| Mexico | World | 030760 | \$77,507 | 4,408 |
| Sweden | World | 030760 | \$56,915 | 4,111 |
| Albania | World | 030760 | \$31,019 | 4,020 |
| Cyprus | World | 030760 | \$10,581 | 3,472 |
| Cabo Verde | World | 030760 | \$3,805 | 3,387 |
| Aruba | World | 030760 | \$24,156 | 3,173 |
| Bahamas | World | 030760 | \$14,677 | 2,614 |
| Norway | World | 030760 | \$12,430 | 2,599 |
| Denmark | World | 030760 | \$30,275 | 2,436 |
| Angola | World | 030760 | \$18,167 | 2,050 |
| Japan | World | 030760 | \$67,657 | 2,009 |
| Austria | World | 030760 | \$27,524 | 2,000 |
| Jordan | World | 030760 | \$29,654 | 1,900 |

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|-----------------------|-------|--------|----------|-------|---|
| Bermuda | World | 030760 | \$10,097 | 1,781 | \ |
| South Africa | World | 030760 | \$720 | 1,000 | \ |
| Panama | World | 030760 | \$2,040 | 879 | \ |
| Dominican Rep. | World | 030760 | \$5,913 | 837 | \ |
| Algeria | World | 030760 | \$8,583 | 792 | \ |
| Poland | World | 030760 | \$37,572 | 773 | \ |
| Maldives | World | 030760 | \$5,953 | 737 | \ |
| Greenland | World | 030760 | \$19,195 | 709 | \ |
| Iceland | World | 030760 | \$5,609 | 685 | \ |
| New Zealand | World | 030760 | \$2,496 | 673 | \ |
| Kuwait | World | 030760 | \$591 | 652 | \ |
| Mozambique | World | 030760 | \$3,744 | 618 | \ |
| Bahrain | World | 030760 | \$6,666 | 581 | \ |
| Seychelles | World | 030760 | \$5,301 | 561 | \ |
| Ethiopia | World | 030760 | \$4,791 | 452 | \ |
| Singapore | World | 030760 | \$12,748 | 410 | \ |
| Niger | World | 030760 | \$200 | 407 | \ |
| Kazakhstan | World | 030760 | \$5,886 | 346 | \ |
| Trinidad and Tobago | World | 030760 | \$2,686 | 335 | \ |
| Estonia | World | 030760 | \$2,891 | 330 | \ |
| Mauritius | World | 030760 | \$2,444 | 321 | \ |
| Qatar | World | 030760 | \$2,215 | 252 | \ |
| Madagascar | World | 030760 | \$529 | 249 | \ |
| Rwanda | World | 030760 | \$1,622 | 229 | \ |
| Russian Federation | World | 030760 | \$14,933 | 222 | \ |
| Sao Tome and Principe | World | 030760 | \$738 | 219 | \ |

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|---------------------|-------|--------|---------|-----|--|
| Egypt | World | 030760 | \$1,544 | 219 | |
| Croatia | World | 030760 | \$2,608 | 166 | |
| Côte d'Ivoire | World | 030760 | \$2,247 | 151 | |
| Georgia | World | 030760 | \$2,018 | 67 | |
| Barbados | World | 030760 | \$392 | 60 | |
| Slovakia | World | 030760 | \$800 | 46 | |
| Ukraine | World | 030760 | \$226 | 32 | |
| Armenia | World | 030760 | \$737 | 24 | |
| Benin | World | 030760 | \$18 | 20 | |
| French Polynesia | World | 030760 | \$585 | 19 | |
| Antigua and Barbuda | World | 030760 | \$105 | 15 | |
| Cameroon | World | 030760 | \$222 | 12 | |
| Solomon Isds | World | 030760 | \$374 | 8 | |
| Fiji | World | 030760 | \$193 | 7 | |
| Rep. of Korea | World | 030760 | \$24 | 5 | |
| Latvia | World | 030760 | \$47 | 5 | |
| Brazil | World | 030760 | \$981 | 3 | |
| Colombia | World | 030760 | \$15 | 2 | |
| Malta | World | 030760 | \$11 | 2 | |
| Botswana | World | 030760 | \$10 | 1 | |

APPENDIX P V: GLOBAL IMPORTS OF SNAILS IN 2016 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|----------------------|---------|----------------|--------------------|----------------|
| Spain | World | 030760 | \$9,407,128 | 10,207,691 |
| France | World | 030760 | \$22,311,900 | 3,132,436 |
| Portugal | World | 030760 | \$2,155,909 | 1,645,338 |
| Bosnia Herzegovina | World | 030760 | \$3,359,699 | 1,634,729 |
| Italy | World | 030760 | \$5,097,355 | 1,153,406 |
| Romania | World | 030760 | \$7,636,575 | 1,110,559 |
| Greece | World | 030760 | \$1,448,008 | 905,361 |
| Hungary | World | 030760 | \$1,093,096 | 644,771 |
| Lithuania | World | 030760 | \$1,134,050 | 497,370 |
| Czechia | World | 030760 | \$1,801,553 | 488,846 |
| China, Hong Kong SAR | World | 030760 | \$1,492,056 | 397,178 |
| USA | World | 030760 | \$1,152,554 | 148,011 |
| Belgium | World | 030760 | \$1,198,838 | 133,500 |
| Malaysia | World | 030760 | \$685,246 | 117,234 |
| Canada | World | 030760 | \$572,591 | 96,617 |
| United Kingdom | World | 030760 | \$391,682 | 71,061 |
| Ireland | World | 030760 | \$169,873 | 56,055 |
| Turkey | World | 030760 | \$341,147 | 51,290 |
| Germany | World | 030760 | \$539,801 | 42,620 |
| Switzerland | World | 030760 | \$205,107 | 15,729 |
| Luxembourg | World | 030760 | \$172,885 | 11,631 |
| Philippines | World | 030760 | \$8,721 | 9,980 |
| Australia | World | 030760 | \$35,967 | 7,251 |
| Denmark | World | 030760 | \$52,326 | 5,941 |
| Mexico | World | 030760 | \$100,370 | 5,246 |
| South Africa | World | 030760 | \$5,688 | 5,088 |
| Sweden | World | 030760 | \$31,554 | 2,432 |
| Bermuda | World | 030760 | \$15,707 | 2,402 |
| Japan | World | 030760 | \$41,759 | 2,011 |
| Cyprus | World | 030760 | \$8,559 | 1,820 |
| Norway | World | 030760 | \$6,821 | 1,597 |
| Poland | World | 030760 | \$41,861 | 1,183 |
| Iceland | World | 030760 | \$8,341 | 848 |
| Mauritius | World | 030760 | \$5,808 | 820 |
| Kazakhstan | World | 030760 | \$2,779 | 528 |
| Croatia | World | 030760 | \$2,957 | 296 |
| Zimbabwe | World | 030760 | \$264 | 192 |
| Botswana | World | 030760 | \$37 | 130 |
| Slovakia | World | 030760 | \$2,578 | 129 |
| Rep. of Moldova | World | 030760 | \$538 | 67 |
| Georgia | World | 030760 | \$1,674 | 65 |
| Latvia | World | 030760 | \$461 | 48 |
| Bulgaria | World | 030760 | \$2,252 | 36 |
| Estonia | World | 030760 | \$390 | 25 |
| Sri Lanka | World | 030760 | \$111 | 17 |
| Chile | World | 030760 | \$263 | 14 |
| Armenia | World | 030760 | \$252 | 9 |
| Antigua and Barbuda | World | 030760 | \$4 | 7 |
| Kyrgyzstan | World | 030760 | \$7 | 3 |

APPENDIX P VI: GLOBAL EXPORTS OF SNAILS IN 2012 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|-------------------------|---------|----------------|--------------------|----------------|
| Morocco | World | 030760 | \$4,854,396 | 7,089,318 |
| Indonesia | World | 030760 | \$5,385,943 | 2,654,572 |
| Hungary | World | 030760 | \$6,080,000 | 1,404,900 |
| India | World | 030760 | \$2,785,623 | 1,203,722 |
| Thailand | World | 030760 | \$2,620,657 | 1,077,521 |
| Canada | World | 030760 | \$7,438,017 | 1,007,882 |
| Romania | World | 030760 | \$5,673,396 | 733,950 |
| Bulgaria | World | 030760 | \$1,820,768 | 708,053 |
| France | World | 030760 | \$4,439,544 | 556,224 |
| Bosnia Herzegovina | World | 030760 | \$2,458,974 | 438,454 |
| Turkey | World | 030760 | \$2,642,834 | 436,105 |
| Malaysia | World | 030760 | \$310,918 | 411,969 |
| Lithuania | World | 030760 | \$2,340,341 | 362,583 |
| Tunisia | World | 030760 | \$3,111,026 | 354,850 |
| Côte d'Ivoire | World | 030760 | \$15,556 | 257,259 |
| TFYR of Macedonia | World | 030760 | \$219,047 | 236,560 |
| Algeria | World | 030760 | \$712,726 | 228,350 |
| China | World | 030760 | \$1,700,900 | 201,350 |
| United Kingdom | World | 030760 | \$875,537 | 195,074 |
| Ireland | World | 030760 | \$1,038,011 | 182,993 |
| Poland | World | 030760 | \$1,157,420 | 175,058 |
| Czechia | World | 030760 | \$1,474,132 | 174,624 |
| Greece | World | 030760 | \$1,118,895 | 156,246 |
| Honduras | World | 030760 | \$882,193 | 74,014 |
| Belarus | World | 030760 | \$348,600 | 65,425 |
| Serbia | World | 030760 | \$209,111 | 63,071 |
| Mexico | World | 030760 | \$123,915 | 52,246 |
| Albania | World | 030760 | \$80,041 | 51,743 |
| Latvia | World | 030760 | \$75,150 | 50,754 |
| Gambia | World | 030760 | \$42,662 | 42,560 |
| Chile | World | 030760 | \$300,145 | 29,068 |
| Slovenia | World | 030760 | \$51,231 | 28,402 |
| Netherlands | World | 030760 | \$256,210 | 27,942 |
| Peru | World | 030760 | \$43,856 | 27,864 |
| Germany | World | 030760 | \$200,870 | 25,208 |
| United Arab Emirates | World | 030760 | \$30,266 | 24,080 |
| Belgium | World | 030760 | \$87,393 | 19,500 |
| Rep. of Moldova | World | 030760 | \$16,016 | 16,000 |
| Portugal | World | 030760 | \$78,493 | 15,413 |
| Spain | World | 030760 | \$73,717 | 13,070 |
| Croatia | World | 030760 | \$31,606 | 12,462 |
| United Rep. of Tanzania | World | 030760 | \$769 | 8,000 |
| South Africa | World | 030760 | \$29,907 | 7,187 |
| Nepal | World | 030760 | \$8,596 | 5,690 |
| Philippines | World | 030760 | \$50,720 | 5,632 |
| Italy | World | 030760 | \$65,698 | 5,543 |
| Austria | World | 030760 | \$5,691 | 4,758 |
| China, Hong Kong SAR | World | 030760 | \$11,988 | 3,510 |
| USA | World | 030760 | \$18,763 | 2,449 |
| Sweden | World | 030760 | \$4,723 | 1,057 |
| Luxembourg | World | 030760 | \$21,574 | 861 |

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|-----------------------|-------|---------------|-----------|-----|
| Sao Tome and Principe | World | <u>030760</u> | \$197 | 675 |
| Rep. of Korea | World | <u>030760</u> | \$5,842 | 644 |
| Denmark | World | <u>030760</u> | \$8,145 | 395 |
| Guyana | World | <u>030760</u> | \$142 | 272 |
| Slovakia | World | <u>030760</u> | \$1,542 | 212 |
| Ghana | World | <u>030760</u> | \$169 | 180 |
| Costa Rica | World | <u>030760</u> | \$1,820 | 96 |
| Ecuador | World | <u>030760</u> | \$1,400 | 91 |
| Cameroon | World | <u>030760</u> | \$86 | 90 |
| Other Asia, nes | World | <u>030760</u> | \$6,891 | 66 |
| Singapore | World | <u>030760</u> | \$1,259 | 40 |
| Botswana | World | <u>030760</u> | \$46 | 24 |
| Finland | World | <u>030760</u> | \$344 | 14 |
| Bahrain | World | <u>030760</u> | \$82 | 12 |
| New Caledonia | World | <u>030760</u> | \$92 | 5 |
| Tonga | World | <u>030760</u> | \$44 | 5 |
| Colombia | World | <u>030760</u> | \$247 | 5 |
| Estonia | World | <u>030760</u> | \$27 | 1 |
| Viet Nam | World | <u>030760</u> | \$666,691 | 0 |

APPENDIX P VII: GLOBAL EXPORTS OF SNAILS IN 2013 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|-------------------------|---------|----------------|--------------------|----------------|
| Morocco | World | 030760 | \$6,090,148 | 8,661,520 |
| Indonesia | World | 030760 | \$8,892,236 | 3,146,978 |
| India | World | 030760 | \$3,014,192 | 1,273,194 |
| Bulgaria | World | 030760 | \$1,549,629 | 1,243,322 |
| Turkey | World | 030760 | \$6,879,261 | 931,055 |
| Hungary | World | 030760 | \$5,777,688 | 929,979 |
| Canada | World | 030760 | \$5,495,200 | 927,374 |
| Italy | World | 030760 | \$4,123,527 | 853,153 |
| Romania | World | 030760 | \$6,506,810 | 757,254 |
| Bosnia Herzegovina | World | 030760 | \$4,264,958 | 522,111 |
| Lithuania | World | 030760 | \$4,260,507 | 518,273 |
| France | World | 030760 | \$4,713,123 | 516,818 |
| Ireland | World | 030760 | \$2,689,676 | 447,684 |
| Thailand | World | 030760 | \$1,850,842 | 427,995 |
| Côte d'Ivoire | World | 030760 | \$43,461 | 402,493 |
| Malaysia | World | 030760 | \$1,403,273 | 293,696 |
| United Kingdom | World | 030760 | \$1,461,123 | 279,567 |
| Czechia | World | 030760 | \$1,823,174 | 257,712 |
| Greece | World | 030760 | \$1,724,233 | 253,701 |
| Serbia | World | 030760 | \$852,850 | 244,594 |
| Tunisia | World | 030760 | \$2,412,471 | 241,709 |
| Poland | World | 030760 | \$1,620,714 | 218,846 |
| Algeria | World | 030760 | \$585,010 | 183,379 |
| Viet Nam | World | 030760 | \$770,440 | 172,439 |
| TFYR of Macedonia | World | 030760 | \$190,895 | 167,529 |
| China | World | 030760 | \$1,006,957 | 144,840 |
| Albania | World | 030760 | \$98,163 | 131,769 |
| USA | World | 030760 | \$448,416 | 77,815 |
| Norway | World | 030760 | \$70,061 | 52,292 |
| Mexico | World | 030760 | \$133,939 | 39,843 |
| Belarus | World | 030760 | \$273,800 | 34,215 |
| Belgium | World | 030760 | \$97,864 | 29,579 |
| Chile | World | 030760 | \$182,608 | 26,202 |
| Netherlands | World | 030760 | \$223,498 | 21,879 |
| Portugal | World | 030760 | \$115,629 | 20,006 |
| Spain | World | 030760 | \$240,984 | 19,285 |
| Nicaragua | World | 030760 | \$144,000 | 12,846 |
| Peru | World | 030760 | \$40,896 | 11,127 |
| South Africa | World | 030760 | \$66,456 | 10,027 |
| Germany | World | 030760 | \$111,455 | 9,030 |
| United Rep. of Tanzania | World | 030760 | \$4,279 | 8,200 |
| Rep. of Moldova | World | 030760 | \$9,333 | 7,000 |
| Ghana | World | 030760 | \$8,456 | 6,568 |
| Bahrain | World | 030760 | \$9,959 | 5,960 |
| Nepal | World | 030760 | \$5,520 | 5,208 |
| Guyana | World | 030760 | \$4,658 | 3,330 |
| Ukraine | World | 030760 | \$3,653 | 3,180 |
| Other Asia, nes | World | 030760 | \$28,012 | 3,127 |
| United Arab Emirates | World | 030760 | \$11,709 | 2,494 |
| Denmark | World | 030760 | \$23,598 | 1,124 |
| Cameroon | World | 030760 | \$424 | 933 |

| | | | | |
|----------------------|-------|--------|----------|-----|
| Luxembourg | World | 030760 | \$24,707 | 893 |
| New Zealand | World | 030760 | \$1,948 | 500 |
| Austria | World | 030760 | \$2,057 | 460 |
| Slovakia | World | 030760 | \$2,449 | 340 |
| Rep. of Korea | World | 030760 | \$2,749 | 285 |
| Sweden | World | 030760 | \$921 | 206 |
| China, Hong Kong SAR | World | 030760 | \$787 | 176 |
| Japan | World | 030760 | \$2,080 | 70 |
| Russian Federation | World | 030760 | \$3,871 | 70 |
| Finland | World | 030760 | \$331 | 24 |
| Singapore | World | 030760 | \$1,055 | 20 |
| Uruguay | World | 030760 | \$208 | 16 |
| Botswana | World | 030760 | \$7 | 9 |
| Latvia | World | 030760 | \$422 | 4 |

APPENDIX P VIII: GLOBAL EXPORTS OF SNAILS IN 2014 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|-------------------------|---------|----------------|--------------------|----------------|
| Morocco | World | 030760 | \$7,265,512 | 11,014,150 |
| Indonesia | World | 030760 | \$5,715,147 | 2,176,020 |
| Bulgaria | World | 030760 | \$1,737,009 | 1,403,674 |
| Italy | World | 030760 | \$6,689,144 | 1,245,334 |
| India | World | 030760 | \$2,915,783 | 1,137,926 |
| France | World | 030760 | \$7,936,697 | 851,150 |
| Turkey | World | 030760 | \$6,225,513 | 815,667 |
| Bosnia Herzegovina | World | 030760 | \$6,059,156 | 791,908 |
| Hungary | World | 030760 | \$5,366,159 | 786,546 |
| Romania | World | 030760 | \$6,792,890 | 748,298 |
| Serbia | World | 030760 | \$1,841,047 | 682,647 |
| Canada | World | 030760 | \$2,896,169 | 464,429 |
| Malaysia | World | 030760 | \$1,032,751 | 455,200 |
| Ireland | World | 030760 | \$2,047,830 | 388,204 |
| Lithuania | World | 030760 | \$3,246,719 | 387,905 |
| Greece | World | 030760 | \$2,167,606 | 365,421 |
| Thailand | World | 030760 | \$1,637,276 | 362,440 |
| United Kingdom | World | 030760 | \$1,438,267 | 286,540 |
| Algeria | World | 030760 | \$746,391 | 269,809 |
| Czechia | World | 030760 | \$1,785,380 | 259,801 |
| Tunisia | World | 030760 | \$2,471,935 | 250,407 |
| Côte d'Ivoire | World | 030760 | \$98,883 | 242,893 |
| Poland | World | 030760 | \$2,187,587 | 232,340 |
| Belarus | World | 030760 | \$689,600 | 188,645 |
| Spain | World | 030760 | \$892,601 | 179,957 |
| Viet Nam | World | 030760 | \$834,752 | 132,493 |
| Croatia | World | 030760 | \$175,173 | 114,651 |
| Philippines | World | 030760 | \$78,342 | 83,907 |
| China | World | 030760 | \$692,341 | 80,235 |
| Netherlands | World | 030760 | \$546,677 | 72,661 |
| Ukraine | World | 030760 | \$70,511 | 57,950 |
| Belgium | World | 030760 | \$181,890 | 53,528 |
| TFYR of Macedonia | World | 030760 | \$78,571 | 39,630 |
| Slovenia | World | 030760 | \$81,884 | 31,572 |
| Portugal | World | 030760 | \$108,408 | 23,577 |
| Bahrain | World | 030760 | \$31,711 | 23,350 |
| United Rep. of Tanzania | World | 030760 | \$40,233 | 18,350 |
| Mexico | World | 030760 | \$84,694 | 15,714 |
| Gambia | World | 030760 | \$11,011 | 15,200 |
| USA | World | 030760 | \$53,326 | 10,869 |
| South Africa | World | 030760 | \$27,765 | 9,489 |
| Norway | World | 030760 | \$15,324 | 7,953 |
| Rep. of Moldova | World | 030760 | \$8,113 | 7,500 |
| Chile | World | 030760 | \$121,973 | 6,918 |
| Germany | World | 030760 | \$56,475 | 6,061 |
| Nepal | World | 030760 | \$43,177 | 5,845 |
| Other Asia, nes | World | 030760 | \$59,310 | 5,083 |
| China, Hong Kong SAR | World | 030760 | \$11,030 | 1,532 |
| Luxembourg | World | 030760 | \$33,437 | 1,330 |
| Austria | World | 030760 | \$35,409 | 1,310 |
| Denmark | World | 030760 | \$31,807 | 1,201 |

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|-----------------------|-------|---------------|---------|-----|
| Palau | World | <u>030760</u> | \$9,263 | 920 |
| Guyana | World | <u>030760</u> | \$431 | 883 |
| Sao Tome and Principe | World | <u>030760</u> | \$1,003 | 570 |
| Peru | World | <u>030760</u> | \$1,500 | 500 |
| New Zealand | World | <u>030760</u> | \$1,852 | 375 |
| Japan | World | <u>030760</u> | \$3,041 | 240 |
| Honduras | World | <u>030760</u> | \$300 | 227 |
| Russian Federation | World | <u>030760</u> | \$4,550 | 203 |
| Finland | World | <u>030760</u> | \$753 | 102 |
| Slovakia | World | <u>030760</u> | \$582 | 87 |
| Cameroon | World | <u>030760</u> | \$73 | 72 |
| Sweden | World | <u>030760</u> | \$292 | 46 |
| Latvia | World | <u>030760</u> | \$2,093 | 34 |
| Cyprus | World | <u>030760</u> | \$200 | 25 |
| Belize | World | <u>030760</u> | \$242 | 24 |
| Australia | World | <u>030760</u> | \$137 | 18 |
| Tonga | World | <u>030760</u> | \$38 | 5 |
| United Arab Emirates | World | <u>030760</u> | \$503 | 5 |

APPENDIX P IX: GLOBAL EXPORTS OF SNAILS IN 2015 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|----------------------|---------|----------------|--------------------|----------------|
| Philippines | World | 030760 | \$9,775 | 10,315 |
| Guyana | World | 030760 | \$9,448 | 4,426 |
| Albania | World | 030760 | \$890,605 | 401,484 |
| Algeria | World | 030760 | \$370,262 | 197,775 |
| Australia | World | 030760 | \$3,112 | 1,950 |
| Austria | World | 030760 | \$9,056 | 202 |
| Bahrain | World | 030760 | \$3,377 | 2,550 |
| Belgium | World | 030760 | \$184,918 | 42,384 |
| Bosnia Herzegovina | World | 030760 | \$4,489,088 | 713,280 |
| Bulgaria | World | 030760 | \$1,607,228 | 1,276,512 |
| Belarus | World | 030760 | \$991,400 | 269,945 |
| Cameroon | World | 030760 | \$516 | 380 |
| Canada | World | 030760 | \$2,754,614 | 402,813 |
| Sri Lanka | World | 030760 | \$59,321 | 11,300 |
| China | World | 030760 | \$249,789 | 44,134 |
| Croatia | World | 030760 | \$76,040 | 58,937 |
| Czechia | World | 030760 | \$2,817,152 | 219,281 |
| Denmark | World | 030760 | \$18,698 | 815 |
| France | World | 030760 | \$5,161,961 | 694,432 |
| Germany | World | 030760 | \$69,654 | 6,780 |
| Greece | World | 030760 | \$2,310,184 | 466,037 |
| China, Hong Kong SAR | World | 030760 | \$5,357 | 619 |
| Hungary | World | 030760 | \$4,961,633 | 902,017 |
| Indonesia | World | 030760 | \$6,293,050 | 2,694,186 |
| Ireland | World | 030760 | \$694,397 | 151,696 |
| Italy | World | 030760 | \$375,452 | 81,976 |
| Côte d'Ivoire | World | 030760 | \$54,111 | 111,247 |
| Japan | World | 030760 | \$3,669 | 90 |
| Rep. of Korea | World | 030760 | \$858 | 90 |
| Latvia | World | 030760 | \$9,067 | 82 |
| Lithuania | World | 030760 | \$5,157,286 | 908,520 |
| Luxembourg | World | 030760 | \$25,789 | 1,228 |
| Mexico | World | 030760 | \$303,516 | 55,435 |
| Other Asia, nes | World | 030760 | \$55,716 | 6,300 |
| Rep. of Moldova | World | 030760 | \$42,155 | 42,000 |
| Morocco | World | 030760 | \$6,188,792 | 9,775,500 |
| Netherlands | World | 030760 | \$419,555 | 64,422 |
| New Zealand | World | 030760 | \$1,411 | 291 |
| Norway | World | 030760 | \$35,614 | 10,753 |
| Palau | World | 030760 | \$2,294 | 511 |
| Peru | World | 030760 | \$23,722 | 5,149 |
| Poland | World | 030760 | \$1,927,118 | 240,149 |
| Portugal | World | 030760 | \$90,220 | 24,019 |
| Romania | World | 030760 | \$7,059,385 | 1,057,728 |
| Russian Federation | World | 030760 | \$61 | 5 |
| Senegal | World | 030760 | \$1,069,251 | 270,702 |
| Serbia | World | 030760 | \$1,499,273 | 539,464 |
| India | World | 030760 | \$2,035,527 | 882,304 |
| Slovakia | World | 030760 | \$79 | 13 |
| Viet Nam | World | 030760 | \$2,687,990 | 411,637 |
| Slovenia | World | 030760 | \$23,043 | 12,833 |

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|-------------------------|-------|--------|-------------|---------|
| South Africa | World | 030760 | \$20,682 | 11,099 |
| Spain | World | 030760 | \$1,132,788 | 226,429 |
| Sweden | World | 030760 | \$1,898 | 291 |
| Thailand | World | 030760 | \$1,579,308 | 293,703 |
| Tunisia | World | 030760 | \$1,041,153 | 135,866 |
| Turkey | World | 030760 | \$4,371,829 | 655,918 |
| Ukraine | World | 030760 | \$266,379 | 260,050 |
| TFYR of Macedonia | World | 030760 | \$125,620 | 157,389 |
| United Kingdom | World | 030760 | \$1,291,652 | 313,986 |
| United Rep. of Tanzania | World | 030760 | \$8,626 | 3,312 |
| USA | World | 030760 | \$528,841 | 48,582 |

APPENDIX P X: GLOBAL EXPORTS OF SNAILS IN 2016 (UN STATISTICS)

| Reporter | Partner | Commodity Code | Trade Value (US\$) | Netweight (kg) |
|----------------------|---------|----------------|--------------------|----------------|
| France | World | 030760 | \$10,407,466 | 1,802,868 |
| Romania | World | 030760 | \$8,571,796 | 1,295,020 |
| Bosnia Herzegovina | World | 030760 | \$8,726,381 | 1,262,555 |
| India | World | 030760 | \$1,618,273 | 831,734 |
| Hungary | World | 030760 | \$4,724,231 | 804,382 |
| Albania | World | 030760 | \$1,122,874 | 697,820 |
| Lithuania | World | 030760 | \$3,916,907 | 644,385 |
| Turkey | World | 030760 | \$3,435,866 | 547,435 |
| Bulgaria | World | 030760 | \$555,241 | 428,500 |
| Greece | World | 030760 | \$1,722,422 | 322,353 |
| Czechia | World | 030760 | \$3,549,743 | 302,556 |
| Belarus | World | 030760 | \$816,900 | 271,670 |
| United Kingdom | World | 030760 | \$1,479,377 | 268,072 |
| Canada | World | 030760 | \$2,270,537 | 249,925 |
| Spain | World | 030760 | \$1,703,508 | 206,094 |
| Croatia | World | 030760 | \$156,822 | 137,985 |
| Poland | World | 030760 | \$1,019,765 | 128,934 |
| TFYR of Macedonia | World | 030760 | \$96,567 | 102,195 |
| Ireland | World | 030760 | \$337,261 | 68,862 |
| USA | World | 030760 | \$736,414 | 68,140 |
| Mexico | World | 030760 | \$268,714 | 49,586 |
| Italy | World | 030760 | \$204,247 | 47,145 |
| Rep. of Moldova | World | 030760 | \$45,528 | 43,500 |
| Norway | World | 030760 | \$171,774 | 37,250 |
| Portugal | World | 030760 | \$128,835 | 31,763 |
| Belgium | World | 030760 | \$113,189 | 27,809 |
| Senegal | World | 030760 | \$83,573 | 25,992 |
| South Africa | World | 030760 | \$17,188 | 8,822 |
| Germany | World | 030760 | \$79,227 | 7,059 |
| Luxembourg | World | 030760 | \$24,521 | 1,200 |
| Latvia | World | 030760 | \$13,952 | 1,018 |
| China, Hong Kong SAR | World | 030760 | \$7,861 | 861 |
| Denmark | World | 030760 | \$12,265 | 574 |
| Japan | World | 030760 | \$4,162 | 342 |
| Sweden | World | 030760 | \$1,754 | 298 |
| Peru | World | 030760 | \$57 | 102 |
| Botswana | World | 030760 | \$15 | 10 |
| Barbados | World | 030760 | \$1,500 | 5 |
| Brazil | World | 030760 | \$37 | 3 |