

BUSINESS PLANNING AS A TOOL FOR MANAGING SOCIALLY RESPONSIBLE ENTERPRISES IN THE FRAMEWORK OF THE CONCEPT OF SUSTAINABLE DEVELOPMENT OF THE AGRICULTURAL SECTOR: IMPLEMENTATION OF THE CASE STUDY APPROACH

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The concept of sustainable development of the agricultural sector is aimed at rational use of natural resource potential, taking into account future needs, reducing environmental risks and the destructive impact of production on the environment, improving food security and quality of life. Undoubtedly, studying the list of scientific sources, we have identified certain challenges for the agricultural sector, including climate change, land degradation, biodiversity loss, socio-economic inequality in rural areas, and the ability to adapt to a changing market and natural environment.

Thus, we have the following main approaches and implementation strategies: first, the introduction of the latest agroecological practices: organic farming, agroforestry, integrated pest management; second, the use of climate-smart technologies: drought-resistant varieties, efficient water management; third, government support and development of partnerships for innovation and investment in the sector; fourth, harmonisation of economic activity with environmental and social goals.

The concept of sustainable development of the agricultural sector achieves a balance between three key components: economic, social, and environmental.

Economic component: ensuring stable economic returns, maintaining the competitiveness of agricultural business, introducing innovative technologies, improving production efficiency, and product quality.

Social component: fair distribution of resources, inclusiveness, creation of new jobs, improvement of the welfare of rural communities, support for small farmers, and ensuring social equality.

Environmental component: rational use of natural resources, preservation of soil, water, biodiversity, environmentally friendly technologies, minimisation of negative environmental impact, and adaptation to climate change.

The relevance of business planning in the context of sustainable development is a multifaceted issue that requires careful consideration of various factors. Effective business planning can significantly improve the performance of enterprises, especially in achieving the Sustainable Development Goals (SDGs). However, traditional feasibility study methods may not adequately address the complexities of sustainability-related businesses. The following sections discuss key aspects of this topic.

The importance of business planning is as follows:

- ✓ Business plans serve as an important tool for forecasting production and aligning with customer needs, especially in family-owned small and medium-sized enterprises (FOSMEs) (Lubawa, 2022).

- ✓ Planning facilitates the integration of sustainable development into business strategies, promoting industrialisation and improving living standards (Lubawa, 2021).

✓ Traditional feasibility methods, such as cost-benefit analysis, often rely on restrictive assumptions, limiting their effectiveness in real-world applications (Papageorgiou & Ness, 2021).

✓ The dynamic nature of sustainability challenges requires advanced modelling techniques to accurately assess the viability of entrepreneurial ideas (Papageorgiou & Ness, 2021).

✓ An integrated planning strategy can increase the resilience of the SME FIs by linking them to public support systems, thereby contributing to economic growth and the achievement of the SDGs (Lubawa, 2022) (Lubawa, 2021).

While business planning is crucial for sustainable development, some argue that reliance on formal plans can stifle entrepreneurial intuition, which can be more responsive to changing circumstances. Balancing structured planning with flexibility can be important for navigating the complexities of sustainable enterprises.

Implementing effective planning in the agricultural sector means introducing and implementing strategies, business practices, methods and tools that help optimise production processes, manage resources and ensure sustainable development in agriculture. This may include:

1. Data analysis: The use of modern technologies to collect and analyse information on yields, weather, markets and consumer needs.

2. Strategic planning: Developing long-term strategies that take into account changes in environmental, economic and social conditions.

3. Resource management: The efficient use of land, water and other natural resources to maximise productivity.

4. Implementation of innovations: Using the latest technologies such as precision agriculture, biotechnology and process automation.

5. Financial planning: Developing budgets, financing projects and managing risks to ensure stability and profitability.

6. Cooperation with partners: Establishing cooperation with other agricultural producers, research institutions and government agencies to share experiences and resources.

The main idea of the business is to breed snails on specialised farms to sell their meat, caviar and mucus. The business is popular due to several factors. Snail meat is low-calorie, hypoallergenic, high in protein and amino acids, and therefore interesting from the point of view of a healthy lifestyle and proper nutrition. Snail mucus has regenerative properties and is used in the cosmetic and medical industries.

In 2021, there were already more than 100 snail farms in Ukraine. They are located in different regions of the country, including tourist destinations in the west - in Zakarpattia, Lviv region, as well as in Rivne, Poltava, Kyiv, Odesa, and Mykolaiv regions.

The snail business in Ukraine is a promising area for both the domestic and foreign markets, as modern consumers are increasingly paying attention to environmentally friendly products. In Europe, snails are consumed for 400 million euros, while the share of imports is only 60%. The export potential is over €300 million. But, as in any business, it is important to conduct thorough market research and develop an effective strategy.

In addition, there is such a little-known business area as the sale of snail caviar. It has an unusual taste and is an expensive delicacy.

Snails are rich in various amino acids and biologically active substances, which makes them attractive for use in cosmetics and pharmaceuticals.

Studies have shown that the secretion secreted by snails has high regenerative properties and quickly restores skin cells. Natural creams containing snail mucus can effectively heal scars after injuries and burns, slow down skin aging, and increase skin elasticity. And some beauty salons even offer snail massage: live mollusks are simply planted on the clients' faces, so during the procedure, the snails crawl calmly, leaving behind "rejuvenating" mucus.

Given the huge demand for snail products, setting up a snail farm can be a successful business project. In addition, Ukraine does not yet have fierce competition in such a promising area as snail

meat processing and the production of caviar and mucus. And exotic snail dishes can become a highlight of any cafe or restaurant and attract tourists to Ukrainian towns and villages.

Today, the world consumes more than 850,000 tonnes of snails, with a market worth about \$12 billion. Only 15% of all mollusks are farmed, the rest are collected in the wild.

China is the leading buyer of snails with a share of over 40% of global imports. It is followed by European countries famous for their exotic cuisine, such as Italy and France.

Experts say that in the next decade, the demand for heliciculture products in Asia and the European Union will be just as high.

Snail imports to the US include fresh, cooked, chilled and frozen mollusks. The main exporters are France, Indonesia, Greece and China. In turn, the United States exported live, fresh, chilled or frozen snails to 13 countries, with the largest exports to Japan, the Netherlands and the United Kingdom.

Interestingly, the largest buyer of Ukrainian shellfish is Lithuania, which imported more than 98% of total snail exports in 2017.

Poland accounted for another 1.5%. However, Lithuania mainly processes semi-finished products purchased in Ukraine and sends them to Italy, Spain, France, and Hungary. Belarus, on the other hand, mainly sells snails to end consumers.

A kilogram of snails in a Ukrainian supermarket costs between UAH 1,050 and 1,200. Snails are sold in stores with fish and seafood departments. Snail dishes can be found in cafes and restaurants.

In Ukraine, HoReCA buys mollusks for 250-450 UAH/kg, and menu prices start at 300 UAH for a portion of 12-15 snails. Europeans pay €8-12/kg in bulk.

Thus, it is worth considering the business plan of a snail farm.

1. The Executive Summary:

1. Breeding snails for consumption is a very promising business direction in agriculture today. The popularity of snails as a delicacy and a useful food product is growing in the world. Snail meat is rich in proteins and contains all the necessary amino acids. Therefore, many farmers start breeding these mollusks. The main arguments in favor of the business prospects of growing snails for consumption are:

Growing demand. In many countries of the world, there is a growing interest in the consumption of snails as a delicacy. This especially applies to European countries. Therefore, the sales market is constantly expanding (Apostolou K., Staikou A., Sotiraki S., Hatzioannou M., 2021).

High profitability. The costs of breeding and maintaining snails are relatively small. With proper business organization, profitability can be achieved at the level of 100-150% (Apostolou K., Klaoudatos D., Staikou A., Sotiraki S., Hatzioannou M., 2023).

Simple equipment and maintenance. Snail breeding does not require complex equipment and structures. The main costs are the arrangement of enclosures. Care also does not require special skills.

Environmental friendliness. Snails are an environmentally friendly natural product. Their breeding does not harm the environment. This corresponds to the trend for eco-products.

Possibility of year-round production. Unlike seasonal agricultural crops, snails can be bred and harvested throughout the year. This ensures business stability.

In general, it can be concluded that the snail breeding business has good prospects for development and generating stable profits.

2. Target market for snail breeding and sales business:

- Restaurants and hotels. Snails are considered a delicacy, so restaurants are the main consumers of the products.

- Exporters. The main demand for live snails and snail meat is observed in EU countries, where it is a popular ingredient in dishes.
- Private farms and farmers. May be interested in both consumption and further breeding of snails.

Main competitors:

- Large specialized farms with imported snails. They have scale, but a higher price segment.
- Small farms. They compete at the expense of lower prices.

Marketing strategy:

- Focusing on quality characteristics and environmental friendliness of products.
- Development of own brand, packaging and corporate style.
- Cooperation with restaurants and chefs to popularize snails on the menu.
- Active work with exporters and participation in international food industry exhibitions.
- Use of digital tools and social networks for promotion.

3. The main operational points regarding the organization of snail breeding and sales business:

✓ **Legal status and form of ownership.** At the initial stage, the business will be registered as a natural person - an entrepreneur, and later, in the event of an increase in production volumes, it will be transformed into a limited liability company (LLC).

✓ **Office location.** Given the specifics of the business, the office will be located directly on the farm where snails will be bred. This will ensure operational management and control.

✓ **Online component.** The online direction of the business will develop - a website will be created, pages in social networks will be created for attracting customers, promotion, orders through the online store, conducting promotions.

✓ **Sales markets.** At first, we will focus on the local market (restaurants, supermarkets, private farms), and then we will gradually plan to enter the regional and national level by concluding supply contracts and with existing wholesalers. The next step will be to enter foreign markets.

✓ **Personnel and administration.** At the beginning, 2-3 employees will work in the business - the owner, an accountant, a zoo technician-veterinarian-engineer. Over time, the staff will be expanded according to the need for the volume of production. We will outsource marketing and legal services to third-party contractors (private entrepreneurs, outsourcing).

4. Show forecasting

Table 1. Calendar plan for the sale of finished products

Denomination	Months												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Sale of chilled snail, kg									1500	2500	3000	2000	9000
Sale of snail caviar, kg				3	3	1							7

Table 2. Calendar plan of financial income from the sale of finished products, EUR

Denomination	Months												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Proceeds from the sale of chilled snails, EUR									4650	7750	9300	6200	27900
Income from the sale of snail caviar, EUR				6600	6600	2200							15400

Based on the given tables, the following conclusions can be drawn regarding financial income from the sale of finished products:

1. The total revenue from the sale of chilled snail meat for the year will be 27,900 euros. The main volume of sales falls on 9-12 months.

2. Revenues from the sale of snail caviar for the year will amount to 15,400 euros. The main volume of caviar sales falls on 4-6 months.

3. The total amount of income from the sale of products for the year will be 43,300 euros. Thus, the share of revenues from the sale of chilled meat is 64%, and the share from the sale of caviar is 36%.

So, it can be concluded that the main financial result of the enterprise is obtained from the sale of finished snail products in the autumn-winter period. At the same time, the sale of snail meat directly takes a larger share in the total revenue.

The calculated payback period indicates that the investment will pay off in 1 year 4 month, which is quite acceptable for such an investment project.

5. Detail your investment needs.

Table 3. Investments for the opening of a greenhouse with an area of 150 sq.m.

Denomination	Quantity	Price, EUR
Polycarbonate film greenhouse	1	1,200.0
Installation of the heating system (solid fuel boiler, heating pipe network, expansion tank, control system)	1	1,400.0
Snail breeding stock	750	1,658.8
Irrigation system	1	600.0
Wooden racks for snails	6	250.0
Total		5 108.8

Table 4. Investments for the opening of a field farm with an area of 30 acres

Denomination	Quantity	Price, EUR
Snail fry, kg	35	11,850.0
Automated field irrigation system, pcs	1	1,200.0
Preparation of the field for monoculture sowing (Perko)		90.0
Perko seeds, kg	10	80.0
Barrier fence made of mesh	1	340.0
Wooden shields on the field, pcs	1200	2,550.0
Chalk, kg	2000	80.0
Combined fodder, kg	100	45.0
Total		16,235.0

6. Products and services

Describe the main product/service:

Our main products are live snails of the species: small gray (*Helix aspersa* Muller):

- Live snails in their own shells. We will sell them to restaurants, retail chains and other consumers.

- Snail meat preserved in its own juice. Convenient packaging for supermarkets, packed in 0.5 kg.

- Frozen snails in shells for chefs and cooks.

- Snail caviar packaged in 30 g.

Related services:

- Consultations on the cultivation and breeding of snails.

- Supply of equipment and supplies for snail breeding farms.
- Educational seminars and master classes on preparing dishes from snails for cooks.

Our products are unique in that they:

- Ecologically clean and natural;
- High quality and freshness;
- Supplied year-round without seasonal restrictions.

Such a production process allows us to satisfy the demand for delicate products from picky restaurants and private customers.

Cost and price:

Table 5. Current costs of feeding a snail

Denomination	Euro
Salary fund with accruals for the year, EUR	14,360.2
Utility payments for the year, EUR	592.4
Logistics costs per year, EUR	355.5
Marketing expenses for the year, EUR	829.4
Perko seeds per year, EUR	80.0
Compound feed for snail fattening per year, EUR	3,838.9
Total per year, EUR	20,056.3

Intellectual Property: To create our own trademark and brand for our snail breeding and sales business:

Name: "Ravlyk.com" (This is a snail in Ukrainian).

Logo: A stylized image of a snail in a shell with the brand name underneath. Black snail on a grey base and yellow background

Slogan: "Natural snails for your table"

Legal protection of the brand:

- Trademark registration in the State Intellectual Property Service of Ukraine for 10 years.
- Development of corporate style and packaging design under the Ravlyk.com brand. Their copyright protection.
- Registration and protection of the Ravlyk.com domain name.
- Use of the TM protection mark next to the name.

This will allow you to secure the rights to a unique brand, protect it from copying, and confirm the quality and environmental friendliness of products in the eyes of customers. In the future, it is planned to actively promote the Ravlyk.com brand.

7. Market research

Market environment

The market for breeding and sale of snails for consumption in Ukraine is at the stage of formation, but has good prospects for growth.

The main trends and indicators of the market:

- The total market volume (TAM) is estimated at \$5-7 million, of which approximately \$3 million is export.
- The actual realized volume (SOM) is about \$2 million (Ukrainian Snail Farming Cluster, 2024).
- Available market for capture (SAM) - \$3-4 million.
- Average market growth rates - 15-20% per year.
- Over 50% of Ukrainian snails are exported to EU countries.

Main trends:

- Growing interest in environmentally friendly products.
- Promotion of snails as a delicacy among restaurants.
- Development of shellfish breeding farms.

Target audience: restaurants and HoReCa establishments, supermarkets, exporters, the public.

So, there are all prerequisites for successful entry into this market segment (Official website HoReCa).

As for the European snail market, it is quite developed and promising. Snails are traditionally considered a delicacy in Europe.

Main indicators and trends of the European market:

- Total market volume (TAM) - about \$850 million (V. Tytar, N. Makarova, 2015).
- Realized volume (SOM) - \$630 million.
- Market available for capture (SAM) - \$750 million.
- Average annual growth rate - 5-7%.
- The largest markets: France, Italy, Spain, Germany (Gogas, A., Hatzioannou, M., 2003).
- More than 80% of consumers are restaurants and catering establishments.

Key trends:

- Growing demand for environmentally friendly food products.
- Increasing interest in local farm brands.
- Increasing the share of organic snails.

So, the European market is quite capacious and attractive for the export of Ukrainian products and the development of one's own business.

Table 6. SWOT Analysis

Strengths <ul style="list-style-type: none"> • High business profitability • Ecological and natural products • Low requirements for keeping snails • Growing demand in Ukraine and the world 	Weak sides <ul style="list-style-type: none"> • Little awareness of the population • Seasonal fluctuations in demand • The need for significant volumes for export • Many manufacturers lack experience
Opportunities <ul style="list-style-type: none"> • New EU markets for exporting products • The product range is expanding; • Cooperation and collaboration with restaurant chains and outlets, both wholesale and retail; • Government support and development of a niche 	Threats <ul style="list-style-type: none"> • Increasing competition; • Reduction of purchase prices by importers; • Risks of exchange rate changes; • It is possible to introduce additional veterinary restrictions.

Based on the results of the SWOT analysis, we will conduct TOWS to determine business development strategies taking into account the relationship between strengths and weaknesses and opportunities and threats:

Use of strengths and opportunities (SiO):

- Access to new EU export markets due to environmental friendliness and high profitability of products (C1, C2 + M1)
- Expansion of the assortment due to snail caviar products and slime-based cosmetics (C3 + M2)

Overcoming weaknesses through opportunities (W&O):

- Conducting a large-scale information campaign on the benefits of snails with the involvement of famous personalities and chefs (S11 + M3)
- Attracting investments from state support funds for increasing farm capacities (C13 + M4)

Using strengths to overcome threats (S&T):

- Conclusion of long-term export contracts to minimize currency risks (C1, C2 + C4)
- Implementation of a product quality control system to prevent possible limitations (C3 + C5)

Minimization of weaknesses and prevention of threats (W&T):

- Signing agreements with large domestic supermarkets to reduce dependence on exports (S13+S1)
- Attracting qualified specialists to improve technological competences (S14 + S2)

PESTEL analysis*Table 7. PESTEL analysis*

	Problem	Impact on business
Political	State support of the industry	<ul style="list-style-type: none"> • Support of the agricultural sector at the state level • Tax benefits for small businesses • Simplification of export procedures
Economic	Economic risks and prospects	<ul style="list-style-type: none"> • Rising food prices • Exchange rate fluctuations • Lowering the cost of credit resources
Society/ Culture	Formation of new socio-cultural trends	<ul style="list-style-type: none"> • Growing demand for eco-products • Promotion of healthy food • Increasing the number of HoReCa establishments
Technological	Technological development of agricultural production	<ul style="list-style-type: none"> • Implementation of innovative growing technologies • Development of food engineering • Automation of logistics and accounting
Ecological	Increasing environmental requirements for the production of this type of product	<ul style="list-style-type: none"> • Strengthening of environmental requirements • Favorable natural conditions • Possibilities of waste disposal
Legislation	Improvement of regulatory and legal support of the industry	<ul style="list-style-type: none"> • Adoption of new veterinary regulations • Harmonization of standards with the EU • Simplification of permit procedures

Analysis of competitors*Table 8. Analysis of competitors*

Name, location and the size of the business	Product/service	Price	Strengths	Weak sides
FG RAVLIK-2016 , Chutivsky district, Poltava region, Ukraine. 50 tons/year https://ush.ua/	Cultivation and processing of Helix Aspersa Muller and Helix Aspersa Maxima snails	3.0 Euro/kg	considerable experience and a developed network of sales and export of products, forms large batches of products, has its own representative	Requires cooperation with other manufacturers of similar products
Eco-snail , Kyiv, str. Vasyl Stus, building 5, office 4. 17-20 tons/year http://escargot.com.ua/	Cultivation and processing of Helix Aspersa Muller and Helix Aspersa Maxima snails	2.6-2.8 Euro/kg	Considerable experience in business, own production and processing, Internet trade	It does not export its own products to foreign markets, it is focused only on the Kyiv market
Transcarpathian snail farm , village Nizhnye Selishche Khustsky district, Transcarpathian region, Ukraine 5-7 tons/year https://www.facebook.com/groups/1534112039980776/	Cultivation and processing of snails	2.6 Euro/kg	Own production and processing	There are no representative offices in other places of Ukraine, there is no online trade, there is no export of products, cooperation with other manufacturers is needed

SFG "Western Snail", Solonka village, Pustomyiv district, Lviv region, Ukraine 5-10 tons/year https://www.zakhidnyy-ravlyk.com/	Cultivation and processing of snails	2.4-2.6 Euro/kg	Own production and processing	There are no representative offices in other places of Ukraine, there is no online trade, there is no export of products, cooperation with other manufacturers is needed
Ravlikelf, Bucha, Kyiv Region, Ukraine 1-2 tons/year https://www.facebook.com/ravlikelf	Cultivation and processing of Helix Aspersa Maxima snails	2.4-2.6 Euro/kg	Own production and processing	There are no representative offices in other places of Ukraine, there is no online trade, there is no export of products, cooperation with other manufacturers is needed

Resource: created by the author on the basis of the Internet resource

This is by no means an exhaustive list, but these are notable players in the field. Many farms and homesteads also breed snails, but on a smaller scale.

Summary

The proposed type of business is developing quite dynamically, has high profitability and a quick return on investment, the market environment is not saturated enough, there is a lot of room for our own development. The products are in demand both on the domestic and foreign markets.

8. Target customers

Customer segments

Domestic market:

Restaurants and HoReCa establishments (50% of demand). According to the association of restaurateurs, there are more than 15,000 establishments in Ukraine, of which about 2,000 are focused on haute cuisine and can be potential customers.

Retail chains and supermarkets (25%). More than 20 large retail chains operate in Ukraine. Given the growing demand for organic products, they may be interested in selling natural snails.

Natural persons – consumers of tourist services who use food tourism services (gastronomic tourism).



Export:

Suppliers for restaurants and catering establishments in EU countries (15%). There is a strong demand for snails as a delicacy.

Wholesale exporters of food products to the EU (10%). More than 50 specialized export-oriented companies work in Ukraine.

Customer Personas.

Table 9. Detailing the client's personality

Number	Person visualization	Characteristic	Features	Objective
Person 1		A typical consumer of snails as a delicacy in Ukraine is a wealthy person aged 25-55 who appreciates quality and leads a healthy lifestyle. The financial capabilities of such consumers allow them to regularly visit elite restaurants and buy expensive natural products. Also vegetarians.	They are attracted to snails by a combination of the following factors: 1. An exotic delicacy. Snails are perceived as a chic epicurean product for gourmets. This emphasizes the status of the consumer. 2. Useful properties. Snail meat is rich in proteins and minerals, useful for nutrition and health, which is important for this audience. 3. Ecological component. The demand for organic and eco-products is growing all over the world. Snails are perceived as a pure natural product.	So, the combination of status, health benefits and environmental friendliness makes snails an attractive product for wealthy people who value quality of life and their diet.
Person 2		A family aged 28-45, with children 5-18 years, young people middle class, with an income of 500 to 1000 euros per month.	These consumers pay attention to their diet and quality. In most cases, they cook their own food at home. Such consumers pay attention to their diet, monitor the quality of food. They are quite conscious of their health and nutrition. Snails are interesting to them for several reasons:	So, the combination of benefit, naturalness, acceptable price and gastronomic appeal determines the choice of consumers in favor of snails as an element of their rational, balanced and tasty diet.
Person 2			Compared to other meat, snails have more useful substances, and their maintenance is more ecological. 2. Taste. Snails are perceived as a delicate, tasty product, an exotic dish. This is the variety of the diet. 3. Affordable price compared to other delicacies.	
Person 3		A typical consumer is a man or woman aged 55-80, a wealthy representative of the middle or upper class with an income of more than 1,000 euros per month.	Tasting elite dishes in restaurants and buying delicacies, they value above all the quality and benefits of products. For them, healthy food is both a taste pleasure and self-care. Snails attract such gourmets precisely because of the combination of exotic delicacy and benefits for the body. Unlike other shellfish or seafood, snails are perceived as a more useful and dietary product. Their high protein and mineral content is especially appreciated.	So, from the point of view of a well-off gourmet who actively cares about health, snails are taste, pleasure and benefit in one bottle. This is what determines the choice in their favor compared to other delicacies

Sales forecast

Certain **seasonality** in the business of breeding and sale of snails is still present.

Thus, in the summer, there is an increase in demand for live snails and snail meat. This is due to the activation of catering establishments in resort areas and tourist centers.

In the spring, there is a mass reproduction of snails. This season is optimal for collecting young snails and their further rearing and breeding.

The winter period is a time of slow life activity of snails. Accordingly, the volumes of implementation are slightly reduced due to natural cycles.

However, in general, the snail business can still be year-round. This especially applies to the supply of products for export, where the demand is more uniform and stable throughout the year.

Table 10. Calendar plan of financial income from the sale of finished products

Item	Months												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Proceeds from the sale of chilled snails, EUR									4650	7750	9300	6200	27900
Income from the sale of snail caviar, EUR				6600	6600	2200							15400

9. Marketing plan

Marketing strategy

Domestic market:

1. Active cooperation with restaurants and catering companies. Tastings, discounts for restaurants that will introduce dishes with snails to the menu.

2. Promotion in social networks among food bloggers. Information about the benefits and culinary features of snails.

3. Participation in food exhibitions.

4. Advertising in lifestyle publications for a well-heeled audience.

Export:

5. The SIAL international exhibition of food products in Paris.

6. Search for distributors and wholesalers in EU countries through trade missions and business contacts.

7. Work with European restaurants of Ukrainian cuisine - promotions for them.

The main idea is promotion through mass media, chefs and opinion leaders to popularize snails.

Unique Selling Point (USP)

Table 11. Unique Selling Point

USP	Description
Organic snails	We do not use pesticides, non-GMO feed, no growth hormones. The products are positioned as premium eco-products.
Farm snails	A small farm produces products that guarantee high quality, naturalness and authenticity of taste.
The tastiest breeds of snails	The most delicious snail breeds. Helix Aspera Muller snail breeds have taken a leading position in terms of consumer taste preferences.

Pricing

Table 12. Unit price and expected profit

Denomination		Price per 1 kg, EUR	Price, euros
Finished products (chilled snail 1 grade), kg	9000	3.1	27900
Snail roe, fresh, chilled, kg	7	2200	15400

Marketing plan

Stages of business implementation of breeding and sale of snails for consumption in Ukraine and sale of chilled snails for export:

Attention. With the help of advertising and PR, we achieve awareness among potential customers about the possibility of consuming snails.

Interest. We create interest among consumers with articles about the benefits of snails, reports from farms, and tastings.

Desire. We generate interest among consumers with articles about the benefits of snails, reports from farms, and tastings.

Action. We motivate the target audience to buy our products through promotions, special offers for restaurants, contests.

Table 13. Channels for working with clients

Channel and Consideration	Relations and Key messages	Potential coverage	Budget (EUR)
Direct sales (supply to wholesale customers)	Agreements and contracts for the supply of goods with restaurants and other catering establishment	35%	
Official website (online store)	Operation of the online store, promotional offers	15%	300,00
National and international electronic trading platforms	Participation in sales	10%	200, 00
Social networks (Instagram, Facebook)	Promotions of own products	10%	200, 00
Tasting areas in shopping malls.	Cooperation with national retail chains	10%	130, 00

10. Operations and Logistics

Business Process Flow Chart



Fig. 1. Business Process Flow Chart

Production / Distribution / Provision of services

The process of production and distribution of products, as well as related services at the snail breeding and sales enterprise is as follows:

1. Production:

- cultivation of snails in farming conditions with observance of maintenance and feeding technologies;
- regular replenishment of the brood stock by purchasing young or own reproduction;
- collection of adults, their sorting and packaging.

2. Distribution/realization:

- wholesale and retail sale of live snails in Ukraine;
- export of chilled snails to the EU;
- shipment through own online store.

3. Provision of services:

- consulting on maintenance and breeding of snails;
- supply of equipment and inventory for snail farms;
- staff training and open seminars.

Such a comprehensive approach allows you to maximize business efficiency in this industry.

a. Payment Methods / Terms

In Ukraine, for companies engaged in breeding and selling snails, there are the following main methods of payment for products:

1. Non-cash settlement for legal entities - payment of the bill to the company's current account. This is the main method of settlement with wholesale buyers.
2. Cash payment upon shipment or receipt of goods. Used for retail and small batches.
3. Online payment by bank cards on the company's website. Convenient for an online store when selling to individuals.
4. Payment through payment systems (Portmone, LiqPay, EasyPay) is also available in online shopping.
5. Export deliveries can be paid through international payment systems (PayPal, etc.) or by bank transfer in foreign currency.

Thus, there is a wide choice of settlement options with both domestic and foreign clients and partners.

b. Premises

The following basic premises and facilities are required for a snail breeding and sales enterprise:

- 1. Production areas (farm).** Aviaries and platforms made of polycarbonate and nets for holding snails. Must have protection from predators, optimal microclimate.
- 2. Processing and packaging workshop.** The premises are equipped with water supply and sewage. Requirements for temperature regime, ventilation and sanitary and hygienic standards.
- 3. Refrigeration chambers.** Designed for storage of finished packaged products. Maintain a temperature of 0-5°C and air humidity of 85-90%.
- 4. Storage facilities.** For storing containers, packaging materials, inventory, etc.
- 5. Administrative and household building.** Office, changing rooms and showers for staff. Must comply with SES and labor protection regulations.

All premises must be equipped in accordance with the norms and rules governing activities in this field.

Transport

The following vehicles are required for a snail breeding and sales enterprise:

- 1. Cargo vans.** Designed for transportation of live snails, finished packaged products, containers and packaging materials. They must comply with sanitary and hygienic standards and ensure compliance with the temperature regime.

2. Passenger vehicles. For staff trips (veterinarians, technologists, managers, etc.) for the purpose of control, delivery of samples, visits to partners and customers.

Basic requirements for all transport:

- Technical condition and cleanliness of the body, absence of extraneous odors;
- Compliance with the conditions of transportation of live snails and food products;
- Availability of overalls and hygiene products for drivers and forwarders;
- Documentary confirmation of the conditions of sanitary treatment of transport.

Such requirements are a guarantee of safe transportation of products both in Ukraine and for export.

Suppliers and partners

Table 14. Suppliers and partners

Name, URL and Location of Supplier/Partner	Items/Activities Required and Prices (€)	Payment Arrangements	Reasons for Choosing Supplier/Partner
FG "Ravlikiya", https://youcontrol.com.ua/catalog/company_details/42757790/ , Ukraine, 53612, Dnipropetrovsk region, Pokrovsky district, Malomykhailivka village	Purchase of snail fry, purchase of compound feed, purchase of Perko seeds	Cashless account when purchasing snail fry	A reliable partner, positive recommendations from other manufacturers
Snail FARM Maxi Snail, https://maxisnail.com.ua/ , Kyiv region, village Baranovka	Purchase of parent herd of snails, Consultations on the arrangement of a greenhouse for the production of snail roe Cooperation in the establishment of foreign relations for the sale of snail roe and chilled molluscs	Non-cash account	A reliable partner, positive recommendations from other manufacturers

Table 15. Equipment

		If Being Bought:		
Item:	Already own?	New or Second hand?	Purchased From:	Price (EUR)
1. Land area, 2 ha	YES			
2. Processing and packaging shop, warehouses, administrative and household building	YES			
3. Own automobile transport	YES			
4. Greenhouse equipment	No	New, Fenix boiler Series C mechanics 27 kW	https://centr-tepla.com.ua/ua/kotel-fenyks-seryia-s-mekhanyka-27-kvt/	1280,00
		New, Polycarbonate Greenhouse, 150 m ²	https://tmmzahid.com.ua/product-category/teplytsi/	1266,00
		A new AVERS-AGRO irrigation system for a greenhouse	https://avers-agro.com.ua/ukr/orositelnye-sistemy	640,00
		New AVERS-AGRO irrigation system for the field	https://avers-agro.com.ua/ukr/orositelnye-sistemy	1266,00
		Perko seeds,	FG "Ravlykia",	80,00
		Barrier fence made of mesh	https://rozetka.com.ua/ua/106000083/p106000083/	360,00
		Wooden shields	https://midero.com.ua/katalog/pro/shhyt-meblevyj-18x3000/	3000,00

Technological management

Email:

- Creation of corporate addresses on your own domain (for example, Ravlyk.com@gmail.com)
- Mail server with anti-virus and anti-spam protection

Website:

- The site should be adaptive, easy to use
- Integration with the CRM system and analytics tools
- Regular update and publication of news

SAAS and the cloud:

- Deploy accounting and analytical applications in the cloud (1C, CRM)
- Regular backup of data to external services

IT security:

- Protection of the network perimeter and critical servers with a firewall
- Creation of password policies, roles and access rights restrictions for staff
- Authentication of users, encryption of data transmission channels

Legal requirements

1. Registration of a business entity (Individual entrepreneur or legal entity).
2. Obtaining an export license for the supply of products abroad.
3. Observance of veterinary and sanitary standards for keeping, processing and transporting

snails.

4. Certification and laboratory quality control of products.
5. Tax accounting and reporting on financial and economic activity.
6. Compliance with occupational health and safety regulations by employees.
7. Compliance with requirements for environmental protection.

The relevant activity is clearly regulated by both national and international legislation.

Insurance requirements

1. Registration of a business entity (individual entrepreneur or legal entity).
2. Obtaining an export licence to supply products abroad.
3. Compliance with veterinary and sanitary standards for keeping, processing and transporting

snails.

4. Passing certification and laboratory quality control of products.
 5. Tax accounting and reporting on financial and economic activities.
 6. Compliance with labour protection and safety standards by employees.
- In addition to the above, additional voluntary insurance of other risks is possible.

The relevant activity is clearly regulated by both national and international legislation

Quality management

- Compliance with technologies and sanitary and hygienic norms at all stages of production
- from breeding to processing and packaging.
- Ensuring constant veterinary and sanitary control of the condition of snails and their conditions of keeping.
 - Laboratory analysis of the quality and safety of snail products according to microbiological, chemical and other indicators.
 - Certification of the quality management system for compliance with the DSTU ISO 9001 standard or implementation of the HACCP system.
 - Monitoring of effectiveness and adequacy of quality management measures, analysis of defects and inconsistencies, corrective measures.
 - Constant verification of compliance with requirements and norms by inspection bodies (moratorium).

Compliance with these requirements is mandatory for both the domestic and export markets.

Management

Management structure

1. Director (owner).

Responsible for strategic development, key decision-making, external relations and promotion of the company.

2. Financial manager (accountant).

Carries out financial accounting and control, tax reporting, and cash flow management.

3. Commercial director.

Responsible for marketing, sales, search and work with customers and suppliers.

4. Livestock technologist (veterinarian).

Controls the maintenance, feeding, and health of snails, as well as compliance with sanitary standards.

5. Production staff.

Directly involved in snail care, harvesting, processing and packaging of products.

This structure covers all key business processes of the company.

6. Compliance with labour protection and safety standards by employees.

7. Compliance with environmental protection requirements.

8. Possession of a trade patent for retail trade (if required).

The relevant activities are clearly regulated by both national and international legislation.

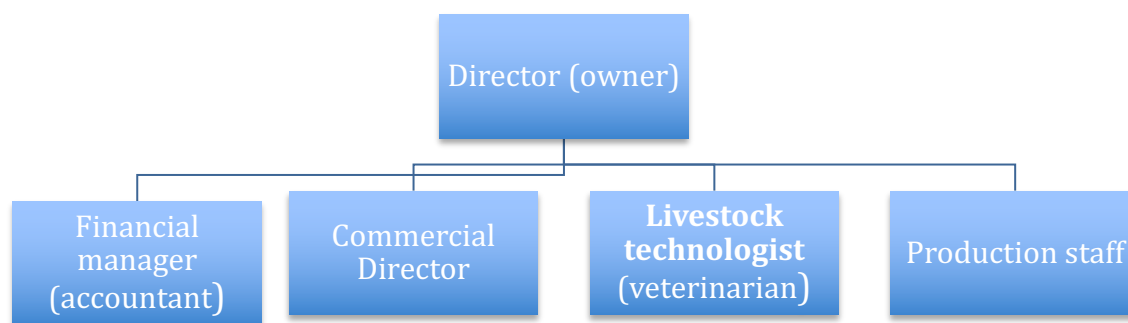


Fig. 2. Management Structure of «Ravlyk.com»

Business Founder

The motivation of the founders of the business of breeding and selling snails is the desire to realize their entrepreneurial potential and establish a stable, ecological and profitable business in the field of agriculture.

The competence of the founders lies in the presence of experience in snail cultivation and management, as well as knowledge of the market and customer needs.

Main expectations:

- To achieve break-even and payback within 1-3 years of the enterprise's operation;
- Take a significant share of the market in Ukraine;
- Start supplying products to Europe

Key values that are guided by:

- Quality and naturalness of products
- Respect for customers and partners
- Constant development and acquisition of new knowledge

The founders want to realize their business potential and create an efficient, ecological company in agriculture.

A cash flow forecast for a 7-year snail farming and selling business project is presented.

At the beginning of the project, significant investments are foreseen for opening a field farm (16,235 euros) and a greenhouse (5,109 euros). Salary expenses (8,616 euros) and other current expenses are also planned for the first year. The total amount of investments is 29,960 euros.

Starting from the first year, it is expected to receive income from the sale of chilled snails (€27,900) and snail roe (€15,400). The total annual income will be 43,300 euros.

At the end of the first year, the net cash flow will be negative and will amount to -6,716 euros. However, already in the second year, the project will start to bring profit in the amount of 16,528 euros, which will grow every year.

According to forecasts, the payback of the initial investment will take place within 1.28 years. At the end of the 7th year, the cumulative cash flow will be 132,746 euros.

So, given the forecast, this project is profitable and has good prospects. Its implementation will allow you to get a significant income within 7 years.

8. Team CV's

The team of like-minded people, which plans to create and develop a snail breeding and sales business, consists of 5 people:

1. Oleksiy is the main initiator of the project. He has entrepreneurial experience in the field of agriculture. His motivation is to build a profitable business that will ensure the financial stability of his family. He has leadership qualities, is purposeful and hardworking.

2. Ivan is a Livestock technologist by education, has thorough knowledge of biology, including snails. He is interested in applying his knowledge in practice and conducting further research in this field. Ivan is creative, detail-oriented and analytical.

3. Marina - commercial director, economist, will be responsible for financial planning and analysis of the project. Strives to implement own ideas regarding business. She is characterized by rationality, attention to details, and discipline.

4. Olena is an accountant by education, will be responsible for the company's accounting, a balanced and disciplined person.

5. Pavlo and Oleg - animal husbandry technologists with experience in raising poultry and rabbits. Interested in professional growth by mastering a new direction of animal husbandry. They are noted for hard work, perseverance in achieving the goal.

Therefore, the team combines specialists with different experience and competences, united by a common goal and motivated by both personal and professional ambitions. This will provide a comprehensive approach to creating and running a profitable snail breeding business.

Job Instructions

So, the main job descriptions in the team for creating a business for breeding and selling snails can be as follows:

1. General Director (Aleksii)

- General management of the company, definition of strategic goals and objectives
- Formation of development plans, control of their implementation
- Making key management decisions

Required competencies: leadership, strategic vision, management skills.

2. Animal husbandry technologist (Pavlo and Oleg)

- Organization of the snail breeding and fattening process
- Selection of optimal feed, compliance with animal hygiene standards
- Monitoring of the condition of animals and prompt response

Necessary knowledge: biology of snails, technologies of animal husbandry.

3. Zootechnical engineer (Ivan)

- Study of the biological features of reproduction and growth of snails
- Development of recommendations for optimizing housing and feeding conditions
- Consulting on disease prevention

Necessary knowledge: biology, physiology, genetics of snails.

4. Commercial Director (Marina)

- Financial planning and analysis of performance indicators
- Finding optimal sources of financing for the project
- Establishing commercial relations with international consumers of the company's products
- Development of measures and their control to maximize the payback of the project

Necessary knowledge: finance, accounting, taxation.

5. Accounting (Olena)

- Accounting and analysis of the main performance indicators
- Cost control, optimization of tax payments

Necessary knowledge: accounting, taxation.

Therefore, the distribution of roles and responsibilities will ensure the efficient functioning of all business processes and the achievement of planned business results.

Market Research

The snail market in Ukraine has a good potential for development, taking into account the following factors:

1. **Domestic consumption.** Snails have not yet gained widespread popularity among Ukrainians, but interest in this delicacy is gradually growing. According to experts, the potential capacity of the domestic market is 5-7 thousand tons per year.

2. **Export potential.** The global snail market is valued at more than \$1 billion and continues to grow. Snails are in the greatest demand in France, Italy, and Spain. Ukraine has all the opportunities to increase the export of these products.

3. **Favorable natural and climatic conditions.** Soil and climate zones in many regions of Ukraine are ideal for breeding and fattening snails. This significantly reduces maintenance costs.

4. **Low competition.** There are currently about 30 small snail farms in Ukraine. This creates market entry opportunities.

Therefore, the snail market in Ukraine has significant growth potential. With the introduction of modern technologies, the production and export of these products can become a profitable business.

Legal Documents

To register a snail breeding and sales business in Ukraine, the following basic legal documents must be issued:

1. Statute or founding agreement. These documents establish the basic provisions of the company's activity: name, organizational and legal form, location, subject of activity, distribution of shares among the founders, etc.

2. Documents for registration of a legal entity. For this, an application, a copy of the original (notarized copy) of the founding document, an extract from the UDR regarding the amount of the authorized capital, a receipt for payment of the registration fee are submitted.

3. Documents for registration of a single tax payer or general taxation system. Among them are an application, a copy of the charter, a copy of the passport, a certificate from the bank about opening an account, etc.

4. Permit for production and/or circulation of food products of animal origin. Issued by the State Production and Consumer Service.

5. Certificate of conformity. Confirms the safety of products for human life and health. Required for export.

Therefore, for the legal conduct of this type of business, a number of legal documents and permit procedures are required. Their compliance will ensure the possibility of both domestic sales and export of products

Financials

Investments for the opening of a greenhouse with an area of 150 sq.m. - 5,108.8 euros

Investments for the opening of a field farm with an area of 30 acres - 16,235.0 euros

It is planned to attract financial resources from participation in state programs and grants, as well as attract private investments.

Thus, a snail farm can be an important element of sustainable development due to its environmental, economic and social benefits. Here are some aspects that illustrate this concept:

Environmental benefits:

1. Low resource consumption: Snails require significantly less water and feed compared to traditional animals such as cows or pigs.
2. Renewable resources: The snail farm can use agricultural waste (e.g. vegetable waste) as feed, which reduces the amount of waste.
3. Biodiversity: Snail farming can contribute to the conservation of certain species, especially if farmers practice ecological farming methods.

Economic benefits:

1. Low maintenance costs: Snail farms require less feed and maintenance costs compared to other animals.
2. High profitability: The demand for snails, especially in gastronomy, can provide high profits.
3. Development of the local economy: Farms can create jobs and support local communities.

Social benefits:

1. Ensuring food security: A snail farm can be a source of healthy protein for the population.
2. Education and awareness: Farmers can conduct educational programmes on sustainability and environmental practices.
3. Supporting local traditions: Snail farming can be part of the cultural heritage of a region.

Conclusions:

A snail farm can be an example of a successful combination of economic profit, environmental responsibility and social sustainability. With the right business approach, such a farm can play an important role in sustainable agricultural development and food security.

Business planning serves as an important tool for managing socially responsible entrepreneurship, providing a structured approach to assessing feasibility, allocating resources and measuring social impact. It helps to align business goals with social goals, ensuring that businesses can effectively meet the needs of society while maintaining financial viability.

Sustainable development of the agricultural sector is an integrated approach that ensures the simultaneous achievement of economic prospects, social justice and environmental safety. It can only be achieved if the interests of all stakeholders are harmonised, innovations are implemented and natural resources are treated appropriately.

The implementation of effective planning in the agricultural sector helps to increase productivity, reduce costs and improve product quality, which in turn ensures the competitiveness of the agricultural sector.

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