

AMOR BENAMOR: INDUSTRIAL TOMATOES

Algeria | Guelma

Key Company Facts

Get to know the company:

- **Products**
Tomato paste, semolina, pastas, couscous
- **Main Activities**
Food transformation
- **No. of Employees**
3726 permanent employees
- **Production Volume**
(3000 t/year)
- **Type of Ownership**
Private/Family owned business founded in 1984
- **Mission and Vision**
The success in becoming a national leader, achieved through the dedication of everyone within the company, is our pride. It fuels the firm's ambition to ultimately earn the trust of the international market.

Company's ecosystem

*farmer → processor →
wholesaler*

Company's competitive advantage

- **Vertical integration with local suppliers and a focus on technological innovation**
- **Adaptation to regional consumer preferences and innovation in product development**



Business Model(s) and Stakeholders

Business Operations

- **Contract Farming Model:** Amor Benamor contracts with farmers to grow tomatoes, provides essential inputs like seeds and fertilizers, and guarantees to purchase the produce at agreed prices.
- **Marketing:** Products are marketed as high-quality and sustainable, highlighting support for local farmers and stability through pricing guarantees.
- **Sourcing and Finance:** Inputs are directly provided to farmers, with financial support possibly from sales revenue and external financing.

Alignment with a Contract Farming Business Model

- **Contract Farming Principles:** Amor Benamor's business model aligns with contract farming principles through sustainable farming practices, fair pricing, and risk reduction for farmers

Integration of Business Model Characteristics

- **Member Ownership and Democratic Control:** Reflects the core principles of a cooperative, ensuring that each member has a say in significant decisions and benefits equitably from the association's success.
- **Education, Training, and Information:** AMAPs commits to educating its members about sustainable practices and high-quality production methods through partnerships with research institutions, enhancing the overall knowledge base and capabilities of its members.
- **Concern for Community:** The cooperative model supports local agriculture and the growth of the community by stabilizing local economies and preserving cultural agricultural practices.

Sustainability, Health & Fairness

Fairness attributes

- **Fair Price for Farmers:** Amor Benamor ensures farmers receive a fair price for their agricultural products, which is a key component of their contract farming model. This pricing protects farmers against market volatility and provides them with a stable income, aligning with the fairness dimension of providing fair prices to farmers.
- **Information on Procedure:** The company's use of contract farming inherently provides transparency about the procedures resulting in price distribution. Contracts specify terms clearly, including the prices and conditions under which farmers operate, which supports procedural fairness by ensuring that both parties understand and agree to the terms.
- **Technology Innovation:** Amor Benamor's interest in integrating technologies such as blockchain for traceability, supports procedural fairness by enhancing transparency and trust across the agro-food chain.
- **Relationship between Farmers and Other Chain Actors:** The structured contract farming approach fosters strong, long-term relationships with farmers. By engaging directly with farmers and providing them with necessary inputs and guaranteed market access, the company builds strong, trustful relationships, which are crucial for interactional fairness.

Food quality

Chemical profile

Nutritional Analysis	
Protein	4.20 g/100 g of tomato paste
Sugars	15.0 g/100 g of tomato paste
Fat	0.20 g/100 g of tomato paste
Polyphenols (total)	99.12 mg eq gallic acid/100 g of tomato paste
Flavonoids (total)	15.16 mg quercetin/100 g of tomato paste
Antioxidant capacity DPPH/FRAP	49.13%/608.80 µM Trolox/100 g of tomato paste
Ascorbic acid	62.11 mg/100 g of tomato paste
Lycopene	2.47 g/100 g of tomato paste
Aflatoxins	< 1 µg/kg of tomato paste
Deoxynivalenol	< 100 µg/kg of tomato paste
Zearalenone	< 20 µg/kg of tomato paste
Ochratoxin A	< 2 µg/kg of tomato paste
Pesticides residues	Not detected

Environmental attributes

The environmental attributes identified are based on a Life Cycle Assessment (LCA). Key attributes are as follows:

- The area-related emissions are lower than for the reference product due to lower resource use, but the product-related results are higher due to lower yields.
- Although Amor Benamor has achieved a significant increase in yield over the last 20 years, it is still difficult to compete with the optimized cultivation process in Spain.
- Processing makes only a minor contribution to total product-related emissions.

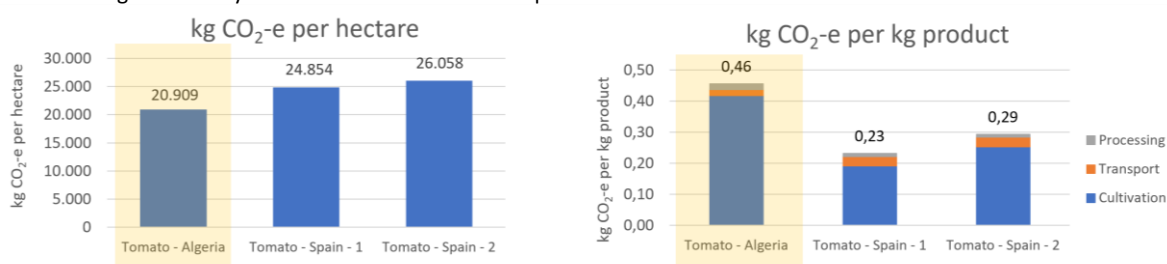


Figure: Climate Change in CO₂-Equivalents for Amor Benamor and industrial scale reference products. The figure on the left shows cultivation emissions per area. The figure on the right shows emissions per kg product. Amor Benamor is highlighted in orange.

Socio-Economic attributes

Success factors separated in the time periods past and future based on a socio-economic assessment

	Past		Future	
	Internal	External	Internal	External
Success Factors	<ul style="list-style-type: none"> • Investment in productive crop varieties and irrigation systems. • Training of farmers in mechanization and building foil tunnels. • Increase product portfolio 	<ul style="list-style-type: none"> • Return of Amor Benamor's investment in its farmers in the form of the farmers' commitment to the company. 	<ul style="list-style-type: none"> • Enhancing the trust of farmers. • Pursue the diversification of the product portfolio to profit and invest in new sales markets. 	<ul style="list-style-type: none"> • With the capability to invest in technologies or new varieties, farmers will have an additional incentive to build a good relationship with Amor Benamor.

Value Proposition

Fairness

Stable and Fair Compensation:

- **Benefit:** Ensures farmers receive a fair and stable price for their production, safeguarding them from market price volatility.
- **How It Is Delivered:** Through contract farming agreements that specify pricing guarantees and market access, Amor Benamor mitigates financial risks for farmers, which aligns with the fairness dimension of fair revenue distribution.

Transparent and Equitable Business Practices:

- **Benefit:** Promotes transparency and accountability in agricultural practices and business operations.
- **How It Is Delivered:** The integration of blockchain technology provides clear tracking of the production from farm to consumer, ensuring that all stakeholders have access to the same information and fostering trust across the supply chain.

Enhanced Sustainability and Community Support:

- **Benefit:** Supports environmental sustainability and contributes to the welfare of the farming communities.
- **How It Is Delivered:** Amor Benamor encourages sustainable farming by providing environmentally friendly inputs and supporting water conservation practices. Additionally, the model promotes community development through stable, long-term employment opportunities and economic stability in rural areas.

Food quality

Food Quality Enhancements:

- **Nutrient Enrichment:** Advanced agricultural practices elevate protein and vitamin C content.
- **Safety Standards:** Free from mycotoxins and pesticides, with rigorous testing of soil, water, and plants.
- **Antioxidant Benefits:** Selected varieties high in antioxidants, which improve health benefits, including combating oxidative stress.
- **Lycopene Rich:** High lycopene levels linked to health benefits, like reduced cancer risk.
- **Superior Flavor:** Caramel notes associated to a high amount of aldehydes

Environmental aspects

- **reduce transports**
due to local tomato production emissions resulting from transport of imported products can be reduced
- **promotion of agrobiodiversity**
cultivation of different high yielding tomato varieties
- **protection of biodiversity**
small field size and high diversity in landscape as well as lower fertilizer use per area

Socio-Economic aspects

- **reduce dependence on import**
An important achievement of Amor Benamor is its contribution to significantly reduce Algeria's dependence on tomato imports by counteracting the shortage of tomato production in Algeria.
- **strengthening of rural communities**
Support local farming communities with introducing new cultivation techniques, mechanization and the construction of foil tunnels.

Improvement Strategy and Suggestions

- **Value Chain Functionality Enhancement:** Integrate blockchain for enhanced transparency and traceability from seed to supermarket.
- **Business Model Adjustments:** Shift towards direct sales via online platforms or farmers' markets to boost farmer profits.
- **Food Quality:** Develop tomato varieties with higher nutritional value, targeting health-conscious markets.
- **Fairness Enhancements:**
 - Expand education on sustainable farming practices.
 - Implement performance-based incentives for quality and sustainability.
- **Sustainability Initiatives:**
 - Implement water-efficient irrigation systems.
 - Transition to renewable energy sources, like solar or wind.