FOSTERING TYPICAL PRODUCTIONS THROUGH STRATEGIC COLLABORATION: TRUFFLES MARKET IN CAMPAUNIA

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Abstract
This paper aims to describe truffles market in Campania highlighting the actors and their interactions and drawing the market structure. Market analysis is finalized to detect development opportunities and limits to grow expansion. The goal is to suggest managerial solutions in order to promote market development.

The research work starts with a preliminary examination of the industry features through the use strategic management approach. The industry has been studied using the Porter's five forces model defining its attractiveness for all business actors. Truffles market in Campania has relevant growth opportunities as shown by economic data collected. Consumer behaviour and needs for typical products corroborate findings in economic data analysis. The productive chain shows several inefficiencies related to the presence of information asymmetries among the actors involved. These inefficiencies represent the principal factor delaying market development. To remove these inefficiencies collaborative strategies among principal actors represent the solution recommended. The consortium between producers, local agencies, and other relevant actors is the way suggests to encourage the collaboration.

This work belongs to literature analysing typical productions effects for development of territories through marketing and strategic management tools.

In this literature, truffles market analysis in Campania represents a first original contribution of this paper. Solutions suggested may be considered a helpful methodological guideline for all industry actors in order to foster typical productions through strategic collaboration.

Key Words  Truffle | Typical productions | Agricultural market development | Strategic collaboration | Consortium | Campania.

Introduction
The research work belongs to theoretical framework that aims to analyse the industries of typical productions through the guiding principles and
tools of business administration. The Managerial implications are orientated to rural areas development.

Analysis focuses on Truffles market in Campania, one of the most wide and populous region in south of Italy.

Typical production valorisation is one of the most important development opportunities for local economies, especially for some territories which belong to Mediterranean European countries. In fact, in these countries several regions base their economies on agricultural and tourist industries.

One of the main guideline of European Union about agricultural policy in last few years is, in fact, encouraging rural development through genuineness and high quality of typical agricultural productions; that means focusing on differentiation as defence strategy from threats provided by low cost agricultural productions of South America, Africa and Asia. In the Mediterranean area the morphology of territory, in fact, does not allow to obtain cost economies related to exploitation of capital, labour and land.

Transferring traditions and competences of a land in the typical production, represents the most critical step in the valorisation process and needs to be suitably regulated.

Several directives have been issued, in last years, by European Union and local Governments about typical productions. These rules refer to the legal protection of quality and geographical indication labels such as Protected Designation of Origin (PDO) and Protected Geographical Indication (PGI) or Traditional Speciality Guaranteed (TSG) and the Union Label. At local level several laws regulate the harvesting, production and selling of agricultural products.

The scenario of typical productions shows high heterogeneity in commercial diffusion and a different level of “success” of market for products. Several products, in fact, such as Italian and French wines or diary-goods are developed in to global and well known brands; other products, on the contrary, are known and distributed only in the production areas.

This non-homogeneous success of rural productions is an interesting starting point in order to evaluate successful causes and the market development opportunities.

This paper aims to describe the truffles market in Campania highlighting the actors and their interactions and the design of the market structure. Market analysis is finalized to detect development opportunities and the limits to the grow. The goal is to suggest managerial solutions in order to promote market development.
1. Conceptual framework

The research work belongs to economic–agricultural studies that analyse the typical productions. These studies highlight several topics; some studies (Canali 1996; Zucchi 1999) are focused on the definition of typical product and its features; others studies (Giacobini 1997; Arfini and Mora 1998) are seeking the effects of the relation between typical products and production areas; others (Boccaletti and Moro 1993; Canali 1996; Cantarelli 1999; Antonelli 2001) examines the market features and the marketing strategies useful to valorise the productions.

The point of view of this paper is study the market of typical products trough the business economics patterns and tools. In particular the approach of this work considers the typical production area and theirs actors as a single object of study: a firm or a group of firms.

According to theoretical approach of this paper, it is possible to identify for each local area and for each typical production a specific set of tangible and intangible assets, similar productive processes and homogeneous productions (see fig. n. 1)

The sustainable competitive advantage, for typical productions, is based on the uniqueness of natural and cultural resources of the area and on the competences on combining these resources. The uniqueness of resources and the competence in combining resources are the most important elements in realising a successful strategy based on differentiation (Barney 1991, Peteraf 1993).
Starting from this theoretical framework, this work studies the truffles market in Campania and its development capabilities using an appropriate adaptation of Porter’s five forces model (Porter 1982). Other relevant theoretical framework has been the studies about firms collaboration (Williamson 1975, 1985) and collaborative strategies (Parente 1992, Manfredi 2003), useful to identify the solutions of market reorganization.

2. Methodology

The study of truffles market in Campania has been realized using an appropriate adaptation of Porter’s five forces model. In this framework, the attractiveness of a sector is the result of the intensity level of the five competitive forces present within the sector. The Five forces are: the threat of the entry of new competitors; the intensity of competitive rivalry; the threat of substitute products; the bargaining power of customers; the bargaining power of suppliers.

The analysis required the preliminary identification of the geographic area and type of product which limit the study.

2.1 Geographic field of analysis

As the considerable studies (Roca 2008) highlight, the most important production areas of truffles in Campania are identified with mountains of the Middle - Southern Appennino. The main picking points are: the district of Avellino, the Sannio mountains and in the internal areas of the district of Salerno. Districts of Napoli and Caserta are characterised by a low production in truffles.

Two are the principal events related to the industry of truffles in Campania: The “mostra mercato di Colliano” in the district of Salerno and the “sagra della Castagna e del Tartufo” in Ariano Irpino in the district of Avellino. These two small towns represent the most important points of truffle production and the biggest markets of truffle in Campania.

The geographic field of analysis has been limited to the whole territory of Campania, excluding the neighbouring areas out of region, considering that a regional law regulates the picking and distribution process for all the regional actors.

The analysis results primarily refer to the industry structure and the actors features, of the most relevant production areas.
2.2 Product specification

In Italy there are nine different species of truffles that can be picked, cultivated and sold. The most famous species are: the rarest Tuber Magnatum or white truffle; the valuable black truffles of Norcia, the common black Truffles and the Tuber Aestivum usually called Scorzone. The Truffles species are substantially different because of organoleptic features, selling prices, distribution channels, and demand. These differences would require to consider different markets and different strategic initiatives for each species of truffles, nevertheless Campania produces mainly two species of truffles: the common black truffles (tuber mesentericum) and the summer truffles (tuber aestivum). The analysis of truffles market in Campania refers to this two species and has been lead considering the market as whole, therefore the results of the analysis are only attribute to these two species produced in Campania.

<table>
<thead>
<tr>
<th>SCIENTIFIC NAME</th>
<th>COMMERCIAL NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuber magnatum</td>
<td>Tartufo bianco or Tartufo di Alba and Aquilagna</td>
</tr>
<tr>
<td>Tuber melanosporum</td>
<td>Tartufo nero pregiato or Tartufo nero di Norcia</td>
</tr>
<tr>
<td>Tuber mesentericum</td>
<td>Tartufo nero ordinario</td>
</tr>
<tr>
<td>Tuber aestivum</td>
<td>Tartufo estivo or scorzone</td>
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<tr>
<td>Tuber borchii</td>
<td>Tartufo bianchetto or marzuolo</td>
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<tr>
<td>Tuber uncinatum</td>
<td>Tartufo di Borgogna or sugareccio</td>
</tr>
<tr>
<td>Tuber macrosporum</td>
<td>Tartufo nero liscio</td>
</tr>
<tr>
<td>Tuber brunale</td>
<td>Tartufo nero invernale or trifola nera</td>
</tr>
<tr>
<td>Tuber brunale moschatum</td>
<td>Tartufo moscato</td>
</tr>
</tbody>
</table>

2.3 Dimension of analysis model

The industry has been studying using a set of analysis parameters; each parameter has been evaluated in terms of impact on the competitive intensity. The considering parameters are:
- threat of the entry of new competitors;
- intensity of competitive rivalry;
- threat of substitute products;
The threat of the entry of new competitors
The threat of the entry of new competitors in this industry has been referred to the existence of barriers to entry in economy of scale, product differentiation, distributor agreements, government regulations; cost advantages independent of scale.
These dimensions of competition have been analysed redefining the productive process, the working conditions and the distribution model of firms operating in the industry. Useful sources of data have been the web and some studies concerning Italy and other foreign countries with features similar to Campania. Moreover has been analysed the national and regional regulation about truffles picking and distribution.

The intensity of competitive rivalry
The intensity of rivalry between competitors in the industry has been analysed considering:
- The structure of competition in terms of number and size of firms.
- The growing rate of the industry, namely sales, prices and export levels.
- The structure of industry costs, based on dedicated web site information.
- Degree of differentiation, also based on dedicated web site information.
- Exit barriers, analysed redefining the typical productive process of firms operating in the industry.

The threat of substitute products
The threat of substitute products has been limited at the analysis of supply and demand of other national and regional productions of truffle and at import rate.
In the consideration that to parity of products the elements of differentiation are the ability of the firms of the industry to transfer the content of typical feature from the territory to the products

The bargaining power of customers;
The evaluation of the bargaining power of customers has been conducted through a preliminary individualization of the distribution process that characterizes the industry with the purpose to individualize the different actors with which interact the manufacturing firms and the truffles hunters.
For each subject, the evaluation of bargaining power has referred to these parameters:
- average volume of purchase of product for category of buyers, determined with a re-processing statistic data;
- presence of switching costs for customers, on the base of distribution process;
- importance of the product for the productive process of the buyer, defined on the base of the conclusions of other studies and searches conducted on the theme
- availability of information detailed on the product and on the productive process from the buyer, also it appraised on the base of other studies and searches conducted on the theme

**The bargaining power of suppliers**

The evaluation of the bargaining power of the suppliers as for customers has been effected through a deepened analysis of the productive and distributive process; the parameters of analysis considered are: level of concentration of the market of the suppliers, presence of substitutive products; presence of switching costs and threat of integration from and suppliers. All preceding parameters have been valued on the base of the elaborate information about the structure of the productive process and in base to the information retrieved on the specialized web sites.

### 3. Truffles market in Campania

All the parameters of the evaluation model have been estimated considering the impact on the industry attractiveness. The aim of analysis is to draw the industry structure and the relations between its actors finalized to obtain useful information about the elements able to increase or reduce the industry attractiveness.

The analysis is referred to the most relevant areas of production in Campania (Irpinia, Sannio e Alto Sele Salernitano) and is focused on the typical species of these territory the common black truffles and the summer truffle.

The processed data have been provided by the national and local statistic institute (ISTAT and Regione Campania). The information about actors, relations and structure of the industry have been provided by other studies (Roca 2008; Marotta and Varricchio 2007) conducted on this field. Other relevant source of information was the web.
3.1 The market attractiveness evaluation

The threat of the entry of new competitors

The threat of entry of new competitors in a sector is related to the existence and intensity of barriers to entry such as product differentiation, cost advantage or the existence of specific asset.

In the truffles market in Campania the differentiation among the products is weak; the picking activity is made directly by the truffles hunters that sell the fresh truffles without any processing activity.

The analysis suggest that there are not costs advantage for the firm of the industry, because the production process does not have relevant fixed costs. Barriers to entry of new competitors are the intangible assets necessary for the picking activity that can not be easily acquired by the new competitors.

First of all the picking of truffles in Campania is allowed only for the truffles hunters that have obtained a specific licence. This licence is released by the local government (the district) after a specific examination testing the truffles hunter capabilities and skills.

Other relevant intangible asset for a truffles hunter is the specific knowledge of territory and picking areas. Usually the location of a natural picking area is the main secret of a truffles hunter. The knowledge of territory represents for a truffles hunter the core competence and the source of its competitive advantage because it difficult to copy for the new competitors.

Further barriers are represented by the access to distribution. There are two mainly distribution channels: the direct channel (from truffles hunter to consumer) and the indirect channel (truffles hunter – broker – consumer). The main part of production is sold through the indirect channel that is the most relevant. The knowledge of distribution channel and a trusting relationship with customers are some of the most important intangible assets for the firm of the industry.

The threat of new competitors is moderated for competitors operating in other industries due to the relevant barriers to entry. By the opposite for the truffles hunters coming from neighbouring regions (Molise, Lazio) or coming from regions with efficient markets and distribution channels (Emilia – Romagna e Umbria) there are not barriers to entry. The selling data about Campania truffles market show that a part of truffles production of Campania is sold in other regional markets.
The intensity of competitive rivalry
The intensity of competition in the industry is directly related to the capability of competitors to obtain appropriate competitive space. There are about 650 – 700 licensed truffles hunters; their distribution along the regional territory is not homogeneous with a wide difference among the districts (450 in the district of Avellino, 40 in the Benevento district). The total amount of production in Campania in 2002 was about 4,700 kilograms. The numbers of competitors and rate of concentration of supply do not represent relevant element that increase the competitive rivalry.

The diversity among competitors is low and also the differentiation of productions is low. The differences among truffles are related to the species and size of truffles and do not depend by the capability of truffles hunter or by the quality of production process.

In Campania no one competitors enforce differentiation strategies as truffles hunters make in other regions (ex. white truffle of Alba and the valuable black truffles of Norcia).

Exit barriers are absent and the production costs are low (annual cost of licence, excavation utensils and truffle-dog). These elements do not have remarkable effects to the intensity of competition.

For how much it concerns to the data related to the trend of demand, the analysis of the volumes of sale describes a demand in constant growth during the years; also the course of the prices of detail selling show an increasing trend. The researches on the behaviours of purchase of the European and American consumers show that their choices of purchase are directed toward products with elevated genuineness, typical essence and quality.
These characteristics of the demand (rate of growth and its characteristics) reduce the competitive intensity in the sector. Insofar it is possible to affirm that the presence of ample borders of growth of the sales increases the attractiveness of the sector.

**The threat of substitute products**

The analysis of the threat of substitutive products has been conducted considering the industry of truffles in Campania in competition with other regional areas of production of truffles. The evaluation of the threat of substitute products has been made comparing the level of competitiveness of the different areas of production through two variables: the volume of production and the average selling price for kg.

Based on these two parameters the matrix in figure 2 has been built. This matrix describes the competitive ability of a territorial system, in the first quadrant (High - High) there are the regions with elevated capability to valorise the truffles resource and with high levels of production, in the second quadrant (High - Low) there are the regions with elevated aptitude in increasing the value of productions but with low volumes of production, the III quadrant (Low - Low) is the quadrant of regional systems with the worse competitive skills and with the lowest levels of production, in the IV quadrant (Low - High) there are the regions with low ability on developing resource value and with a elevated level of production.

As the matrix show the regional system of Campania show a limited com-
petitive ability in relationship to the other regional systems. The elevated level of threat of substitutive products determines a diminution of the rate of attractiveness of the sector.

The bargaining power of customers

The structure of the distributive channel influences in conclusive way the contractual power of the customers.

The information about distribution describe two main distributive channels: the direct channel Truffles Hunter - Consumer (often restaurateur) through which is distributed around 20% - 30%, of the total production and the indirect channel Truffles Hunter - Broker - Consumer, through which is allocated 60% - 70% of the production.

The small number of truffles brokers, all coming from extra-regional areas, and the elevated quantity of production distributed by them, point out the elevated contractual power from these actors. In fact, in the indirect distribution channel the price is established by brokers. The elevated bargaining power of truffles broker for the industry of truffles in Campania is a critical element in the industry that reduces the attractiveness of industry.

The bargaining power of suppliers

The bargaining power of suppliers has a limited impact on the attractiveness of industry, because the products purchased by suppliers do not represent critical asset in the productive process of truffles hunter.

The most important productive assets are the tools for excavation and the truffles-dogs. These productive factors are characterized for an elevated level of specialization but there are no switching costs and elevate concentration ratio in the supply industry.

Also moderate is the threat of forward integration by suppliers.
The moderate bargaining power of suppliers contributes to increase the level of sector attractiveness.

<table>
<thead>
<tr>
<th>ANALYSIS DIMENSION</th>
<th>SCORE</th>
<th>EVALUATION</th>
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<tbody>
<tr>
<td><strong>The threat of the entry of new competitors</strong></td>
<td></td>
<td></td>
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<tr>
<td>Cost advantages</td>
<td>Low</td>
<td>Increase the threat</td>
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<tr>
<td>Product differentiation</td>
<td>Low</td>
<td>Increase the threat</td>
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<tr>
<td>Access to distribution</td>
<td>Restricted</td>
<td>Reduce the threat</td>
</tr>
<tr>
<td>Government policies</td>
<td>Patent Required</td>
<td>Reduce the threat</td>
</tr>
<tr>
<td>Specific assets</td>
<td>High</td>
<td>Reduce the threat</td>
</tr>
<tr>
<td><strong>The intensity of competitive rivalry</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of competitors</td>
<td>High</td>
<td>Increase the intensity</td>
</tr>
<tr>
<td>Rate of industry growth</td>
<td>High</td>
<td>Reduce the intensity</td>
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<tr>
<td>Fixed cost</td>
<td>Low</td>
<td>Reduce the intensity</td>
</tr>
<tr>
<td>Product differences</td>
<td>Low</td>
<td>Increase the intensity</td>
</tr>
<tr>
<td>Exit barriers</td>
<td>Absent</td>
<td>Reduce the intensity</td>
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<tr>
<td><strong>The threat of substitute products</strong></td>
<td></td>
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<tr>
<td>Perceived level of product differentiation</td>
<td>Low</td>
<td>Increase the threat</td>
</tr>
<tr>
<td><strong>The bargaining power of customers</strong></td>
<td></td>
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<tr>
<td>Buyer concentration to firm concentration ratio</td>
<td>Low (costumer) High (intermediary)</td>
<td>Increase bargaining power</td>
</tr>
<tr>
<td>Buyer switching costs</td>
<td>Low</td>
<td>Increase bargaining power</td>
</tr>
<tr>
<td>Degree of dependency upon existing channels of distribution</td>
<td>High</td>
<td>Increase bargaining power</td>
</tr>
<tr>
<td>Buyer information availability</td>
<td>Low</td>
<td>Reduce bargaining power</td>
</tr>
<tr>
<td><strong>The bargaining power of suppliers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplier concentration to firm concentration ratio</td>
<td>Average</td>
<td>Reduce bargaining power</td>
</tr>
<tr>
<td>Presence of substitute inputs</td>
<td>Low</td>
<td>Increase bargaining power</td>
</tr>
<tr>
<td>Threat of forward integration by suppliers</td>
<td>Low</td>
<td>Reduce bargaining power</td>
</tr>
<tr>
<td>Supplier switching costs relative</td>
<td>Low</td>
<td>Reduce bargaining power</td>
</tr>
</tbody>
</table>
3.2 The productive chain

One of the most relevant elements for the development of truffles market in Campania is the management of relationships along the distributive channels. Therefore a deep analysis of the supply chain is a necessary activity to individualise the problems of the distribution and for detect suitable managerial solutions.

As previously tells, the number of truffles hunters in Campania is between 650 and 700 unities (our elaboration) usually the truffles hunters are resident in the picking zones and the truffles hunting is not their exclusive activity. The quantity of daily maximum harvest for truffles hunter has fixed in 2 kilograms, although not always the limit is respected. The distribution of fresh picked product happens through direct sale from the same truffles hunter to final consumers or restaurateurs for around 20% -30% of the quantity harvested. This distribution way can be made only in the zones of picking and is based on the net of relations of truffles hunter.

In the principal zones of production, as the town of Bagnoli Irpino and Colliano, About the 10 % of production is sold to specialized dealers or during the trade fairs of sector.

Around 60% - 70% of the local production are distributed instead through intermediaries specialized that come from other regions. These truffles brokers reside in the regions that have the greatest national markets of distribution of truffles and truffles-based products: these regions are: Piemonte, Umbria and Emilia- Romagna. The truffles brokers of those regions allocate the production of truffles picked in Campania for a the percentage of 18% - 20% at the food industry, for the 10% - 15% at restaurateurs and for the percentage of 30% - 35% are distributed through specialized retailers or sold at national and foreign final consumers.

The distribution through the channels of LSR is absent on the all national territory.

The contribution margin is divided along the distributive channel in the following way: around 30% - 40% stay to the truffles hunter, the 35% - 40% are gotten by brokers and the 25% -30% to the other subjects.

The analysis of the distributive chain shows the relevant role of the truffles broker in the distribution process. Besides in Italy there are around 40 specialized truffles broker and nobody is present on the territory of Campania.

According to the analysis result of distributive chain it is possible to affirm that in Campania exists an oligopoly of distribution held by truffle broken
coming from other regions. These brokers have a dominant influence on the principal variables of market: price and distributive quantity.

3.3 Preliminary conclusion about truffles market in Campania

The structure of the distributive chain and the role of broker allow effecting the following conclusion regarding the possibilities of development of the market of truffles in Campania.

First of all the presence in the sector of truffles hunters with limited financial availabilities and with scarce managerial competences represents a limit to develop differentiation strategies of local productions. The differentiation strategies can be pursued through promotional initiative (fairs and feasts) or through initiatives of creation and promotion of product image (mark of production or territorial).

The development of a local brand can be a successful strategy if can realize a process of endorsement of the natural and cultural resources of the territory in the value of truffles.

The development of local brand for the truffles productions can also reduce the informative asymmetries between consumers and producers increasing the level of trust among these subjects.

The ineffectiveness in the process of distribution represent an other limit to the development of industry. A high percentage of local production is, in fact, distributed on extra-regional markets, this way, more often, repre-
sents the only alternative for the access to these consumers with the more interesting strategic perspectives of development (foreign consumers, alimentary industries).

Besides, the absence of a real regional market of distribution does not consent the control of the quantities and quality of productions and does not allow managing the sale price.

Therefore the analysis of industry detects the following strategic requirements that have to be satisfied for guaranteeing the development of the market of truffles in Campania, they are:

- to develop a collective local brand: which can be able to transfer the value of cultural and natural resources from the territory in to the truffles image and can increase the loyalty of consumers towards truffles hunters of Campania.

- To develop a new distribution channel: which can eliminate or reduce the strong contractual power of the truffles brokers against producers and consumers and can be able to guarantee the access to new territories (national and international markets) and to new customers (LSR)

- To carry out strategies of resources sharing: the sharing of resources among all truffles hunters consent to obtain cost economies, to pursue successful promotion strategies and to improve the competences and the knowledge of the market.

4. Fostering typical productions through strategic collaboration: a propose for the truffles

The paradigm of the collaborative competition foresees the definition of a set of processes through which the firms that belong to a same competitive environment, find solutions that increase their effectiveness and efficiency.

Manifold can be the pushes that bring the firms to collaboration, among these, the definition of a common objective and the realization of a shared vision represent those that mostly adapts to the market analysed in the this work.

The possibility to make decisions that lead to a “more than zero sum games”, where all the participants earn, pushes the enterprises of the sector to undertake collaborated processes in order to satisfy a common interest.

Agreements of collaboration can be contracted, among the actors of truffles industry (consumers, restaurateurs, local government), to the purpose of go beyond the obstacles of truffles market development detected by the analysis.
Every single firm is not able to engrave in conclusive measure on the structural elements of the market because do not have enough resources and competences.

From this point of view the realization of a Consortium among producers constitutes an essential passage in the main lines of strategic development of territory.

The analysis of sector and the examples of success of other national typical productions (agricultural and food chain of the wine and cheese) and the initiatives of development of the productions of truffles from Piemonte (truffles of Alba) and Umbria (truffles of Norcia) confirm that the following factors are critical for market development:

- to create and manage the signals of the local specialty also through the development of a collective brand able to valorise the resource and its content of local features;
- to manage and develop the relationships with all the subjects of the productive chain in order to control the behaviour of producers and other subjects to safeguard the quality of productions.

A based relationship on a “contract” (formalized or not formalized) between the consumers and the public and private operators of the sector it is necessary, therefore, to valorise the latent potential of the productions and to turn the potential demand into behaviours of purchase.

After the realization of consortium among truffles hunters, the structure of distribution chain is rearranged as in the scheme in figure number 5. In base of this proposal, the consortium has the assignment to guarantee:

- the development of promotional initiatives;
- the control and guardianship of the processes of production and sale;
- the development of product image through the management of the collective brand.

The management centralized of production and of the prices of sale, and the improvement of the trust in the relationships with the customers allows, besides, accessing to new markets as for instance the LSR and the foreign markets.

Assigning to the consortium the brokerage activities, in past executed by the brokers, allows a new division of the margins of contributions along the weaving factory, and consent an increase of the expected level of profitability by the truffle hunters.

Moreover, the increase of the average prices of sale achieved by the producers of truffle, caused by the consortium, allows the development of initiatives of cultivation of truffles, not a lot diffused at the moment, due to the low levels of profitability expected.
Conclusion

Sector structure analysis made with Porter’s Five Forces model shows an elevated level of attractiveness due to the market demand characteristics. Development limitation is mainly due to:

- the structural characteristics of the firms of the industry. The truffles hunters are, usually, men with not adequate resources and competences to realise strategies of differentiation;
- the bargain power among the structure of distributive chain is strongly unbalanced; the power of truffles brokers come from other regions is high and the brokers have no interest in the development of truffles market in Campania.

The foundation of a Consortium among producers and the realization of cooperative strategies are solutions to guarantee market development, through removing actual growth limits.

The data analysis confirms the convenience of collaboration among the actors of the territory of Campania.

The success of the other experiences of collaborative strategies confirm the validity of theoretical model (e. g. other typical productions; or Alba’s truffle).

The present work shows only the theoretical validity of the planned solution, but there are operational elements that have to be faced and solved to assure the success of collaborative strategies.
First of all, different actors have to be adequately informed about benefits of the implementation of cooperating strategies.
Secondly all actors have to be ready to develop a culture of collaboration and have to be disposed to share their knowledge.
The consortium must have appropriate tools to detect and to repress the behaviours opportunistic finalized to the embezzlement of the consequential competitive advantages from the common resources.
The success of the initiative of creation and to the operation of the consortium can be facilitated by the direct involvement of the public agency and local government.

NOTES

1 Legge Regionale n. 13 del 20 giugno 2006 “Disciplina della raccolta, coltivazione e commercio dei tartufi freschi o conservati destinati al consumo e tutela degli ecosistemi tartufigeni”

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