

## DARMAN

Visited on 1<sup>st</sup> June 2019

A simple management tool of 4 Ps is used to diagnose where the company stood on a 5 point scale. 1 being poor, 5 being excellent.

P1: Product

P2: Packaging

P3: Plant

P4: People

### **P1. Product**

Most of the products tasted were good, and all of them were organic, which helps in the market place. The process of manufacturing was excellent. There were some weaknesses in the areas of drying, and these were discussed and explained. The owners were looking into new packaging material to keep the herbs once they were dried and manufactured to retain freshness. I tasted almost all of their products, and I felt that they would gain better acceptance in the market place, especially in Europe, if they reduced the number of herbs in a single blend. Instead, they should use a maximum of three to four varieties on the basis of the strength of their taste. Particle size was also an issue, and there seems to be blend separation in loose packets, where the smaller and larger particles would separate. These issues will need correcting. 4/5.

### **P2. Packaging**

Perhaps the best packaging seen in Armenia. The packets meet EU standards comfortably, in terms of layout and brand design, and they will stand out in the market place. I have recommended that they reorient their branding slightly, by taking the stance of “wellness” blends. The company has a lovely story as to why they went into the business, and this story spins very well with the presentation of the packets. The stance of wellness also gives a marketing opportunity in the market place. 4/5.

### **P3. Plant**

Very good factory. It is small; however, it is very clean. Good hygiene standards are maintained. They have a separate drying room and proper quality control procedures are in place. They also have recently added a tea tasting room and it was a pleasure to see such a place in operation. 4/5.

### **P4. People**

Darman is a husband and wife team, and both are involved in all aspects of the business. The company has their personal attention in detail, and they monitor the plant through cameras whilst they are in Yerevan. 4/5.