



Eleonora Escalante Strategy  
presents  
the Summer Saga of the year

*Cacao and Coffee 101.*  
*Success strategies for Small Farm Holders*

Episode 1.  
Introduction

[www.eleonoraescalantestrategy.com](http://www.eleonoraescalantestrategy.com)

22/5/2026

# Cacao and Coffee 101.

## Success Strategies for Small Farm Holders



### Outline Calendar

**One Season: From May 22<sup>nd</sup> to September 11th, 2026**

<p>22-May Episode 1 </p> <p>Introduction </p>	<p>29-May Episode 2</p> <p>A new philosophy beyond circular economy </p>	<p>5-June Episode 3</p> <p>Sustainability: Caring for the land </p>	<p>12-June Episode 4</p> <p>New Models of Ownership &amp; Corporate Governance </p>	<p>19-June Episode 5</p> <p>Customer Segments I </p>	<p>26-June Episode 6</p> <p>Customer Segments II </p>
<p>3-July Episode 7</p> <p>Value Propositions I </p>	<p>10-July Episode 8</p> <p>Value Propositions II </p>	<p>17-July Episode 9</p> <p>Distribution Channels </p>	<p>24-July Episode 10</p> <p>Fair-Trade Certifications Quality Control </p>	<p>31-July Episode 11</p> <p>Key Resources </p>	<p></p> <p>1-9 August Annual Holiday to Honor San Salvador the Divine Savior of the World</p>
<p>14-August Episode 12</p> <p>Revenue Streams Cost Structure </p>	<p>21-August Episode 13</p> <p>Competitiveness, Research &amp; Innovation </p>	<p>28-August Episode 14</p> <p>Financing &amp; Access to Capital </p>	<p>04-September Episode 15</p> <p>Key Partnerships </p>	<p>11-September Episode 16</p> <p>Epilogue Summary Conclusions Research Agenda </p>	<p></p> <p>Next saga: Human Talent: From Feudal Slaves to Digital Beggars. As of October 1<sup>st</sup></p>

22/5/2026



*This outline is subject to change if the author considers it appropriate for your learning experience.*

# Cacao and Coffee 101.

## Success Strategies for Small Farm Holders



“Life is like a box of chocolates. You never know what you're going to get.” Tom Hanks in *Forrest Gump*

“Coffee is always a good idea”. Anonymous

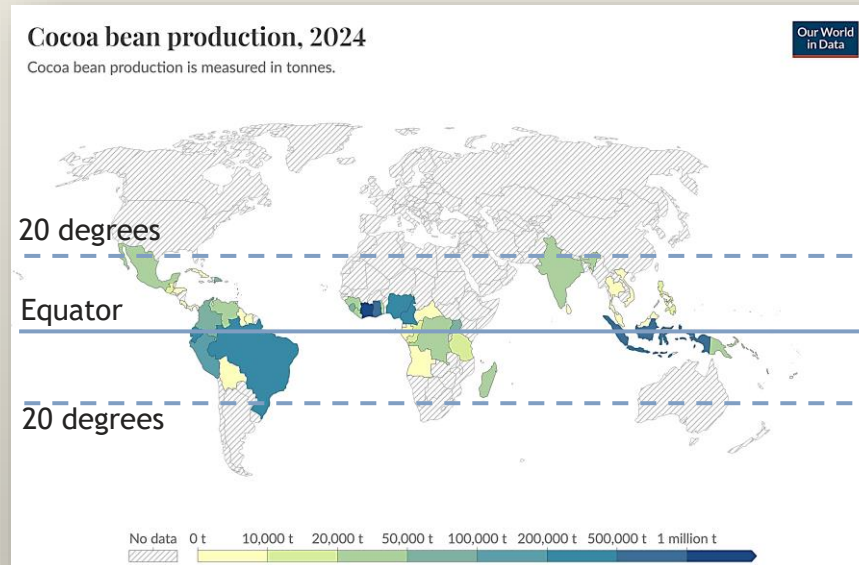
### Introduction

#### AGENDA

#### Cacao and Coffee 101. Success Strategies for Small Farm Holders

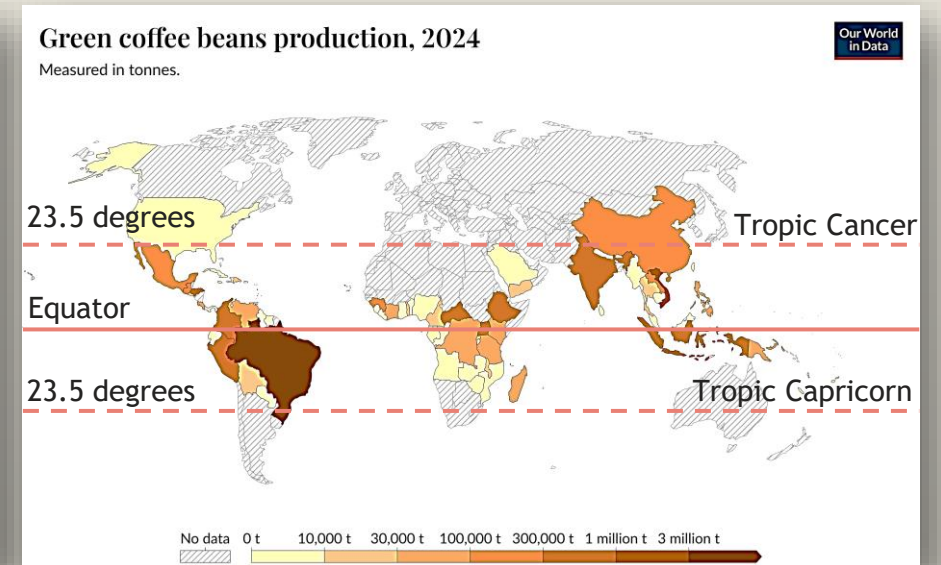
1. Rationale
2. Philosophy of the saga
3. Objectives
4. General Framework

#### Global Cacao Belt Production Regions



Source: <https://ourworldindata.org/grapher/cocoa-bean-production?time=2024>

#### Global Coffee Belt Production Regions



Source: <https://ourworldindata.org/grapher/coffee-bean-production>

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### Introduction

#### Rationale

##### » What is a rationale?

» A Rationale is an exposition of fundamental reasons, the basis of why are we writing this saga.

- After the finalization of the saga “Central America, a quest for the progression of economic value”, we decided that it was essential to produce a saga about coffee and cacao for all the small holders living in the cocoa and coffee suitable tropical belt regions.
- The reason for this is obvious: According to researchers Riccardi et Al (1), the smallholder farmers are defined as those who own land up to 2 ha or 4.921 acres (or 20,000 m<sup>2</sup> or a plot of land of 20 m x 1000 m). These small-holders use 24% of agricultural land to produce 29% of global crops (used for food, animal feed and fuel) and provide 32% of the world’s food.
- However, by the convention of the Food and Agriculture Organization of the United Nations (FAO), we decided to respect their definition of small-holders. For the FAO, smallholders of land are small-scale farmers, pastoralists, forest keepers, fishers of inland or coastal waters who manage areas of land from less than one hectare to 10 hectares (100,000 m<sup>2</sup> or 24.71 acres). These plots of land are used to generate production of food animal, food plantae (fruits and vegetables) and meadows-pastures related to the food security value chain. Our focus of attention will be coffee and cacao.
- Historically, coffee and cacao represent two basic permanent crops that have captivated global markets in their daily quotidian life.
- It is our aim to discover the coffee-cacao smallholders’ current challenges, to re-create new additional elements and problem-solving scenarios (at the strategic and business modeling levels) that might be of conceptual relevance to push for innovative prototypes of new business models to be tested and validated (or not) by the small-farmers.
- This saga is directly aligned with 8 of the 17 United Nations Sustainable Development Goals, and it is our contribution to bring quality of strategic management education to help coffee-cacao small farmers to become knowledgeable about the latest trend factors affecting their crops, to enhance profitability with diversified efforts, caring and sustaining their land for long-term value creation.



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### Introduction

#### Philosophy of this saga

» What is a philosophical approach?

» A Philosophy is a system of concepts, values, laws and principles by which a human lives the reality.

» Our philosophical approach is love and pursuit of integral value creation based on the truth.

- Our philosophical approach is the creation of integral value to help the agro-industrial smallholders to design, create, prototype, test and execute business models putting “love” for their products, services, the caring for the planet, clients and staff at the center of their endeavors.
- The saga “Cacao and Coffee 101-Success Strategies for Small Farm Holders” wishes to answer the question: how land smallholders could develop their innovation endless capacity to shift from “food planters” to “agro-ecological sustainers”, without losing their investments and maintain their families at a minimum of middle-class status.
- The philosophy of our saga is also concentrated in the recognition of helping each other through strategic alliances between land producers, consumers, policy-makers, environmentalists and financial originators to create new alternative solutions to the “old” trouble trilogy of Land Ownership-Labor-Access to Capital.
- Finally, our philosophical approach is not disconnected from the contemporary business modeling prototype design. It falls into the mental-model approach, which will help us to keep our theoretical corporate strategy domain without leaving new elements of business modeling design that require to be considered facing the most urgent contemporary issues as climate change, sustainability, racism, economic inequality, etc.
- Our saga wishes to honor the principles of Christianity and integral value; in consequence the challenge will be to elevate cacao and coffee current functional values and re-create them into emotional and inspirational elements of value for different type of consumers.



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#### Strategic Objectives

##### » What are Strategic Objectives?

- » An objective is usually defined as a goal, a specific aim to accomplish, something working toward or striven for.
- » A strategic objective is a goal aligned to the ultimate purpose of the business endeavor, and it should be clear decisive, with motivational impact, internal consistency, appropriate considering resources, compatible with the environment, workability, fit to values of the owner-employees, etc.

- **Objective 1:** Comprehension of the general current situation of the coffee-cacao small-holders that have prospered or not with their existing business models. We will explore and understand what are the most relevant key success factors of their business models and what have been their mistake factors or flaws.
- **Objective 2:** Fulfillment of 16 episodes based on academic research and using the mental-model approach. Our goal here is to explore, discover, ascertain and provide certain pertinent general patterns for each of the episodes that may help the business owners as corporate strategists of their own strategy formulation and implementation. The global cacao and coffee territorial plantations belt is so vast and ample, and it includes Asian, Spanish American, Caribbean and African nations; in consequence every episode will open the views to different nation examples that might enrich our readers to think beyond their own country borders.
- **Objective 3:** Examination of the main features of each episode using practical examples that might help the small-holders to create new business models beyond our theoretical contribution to the sector.
- **Objective 4:** Invitation to testing. Prototype at the theoretical level should trigger the testing of our premises as an experiment in the business modeling. Standing coffee and cacao smallholders have already their own strategy. New emergent planters will require to build one from scratch. Our goal is to provide suggestive examples in each episode that might open deliberate new choices to be tested by our readers at the prototype level.
- **Objective 5:** Urge the motivation to help the sector. We currently live in an indifferent world. The saturation of social media information has activated an uncaring, unresponsive disdain attitude of younger donors that do not trust nor want to aid the United Nations organizations, other Cooperation Agencies or the small-holders directly with established coffee-cacao programs. While there is a shift of mentality: from charity to investments for profit without mercy, it is crucial to help the land small-holders. However, historically, the small-holder entrepreneurs from the Cacao and Coffee Global Belt regions will require international support beyond technical assistance or microfinance solutions during the next century or so.

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### Introduction

#### General Frameworks

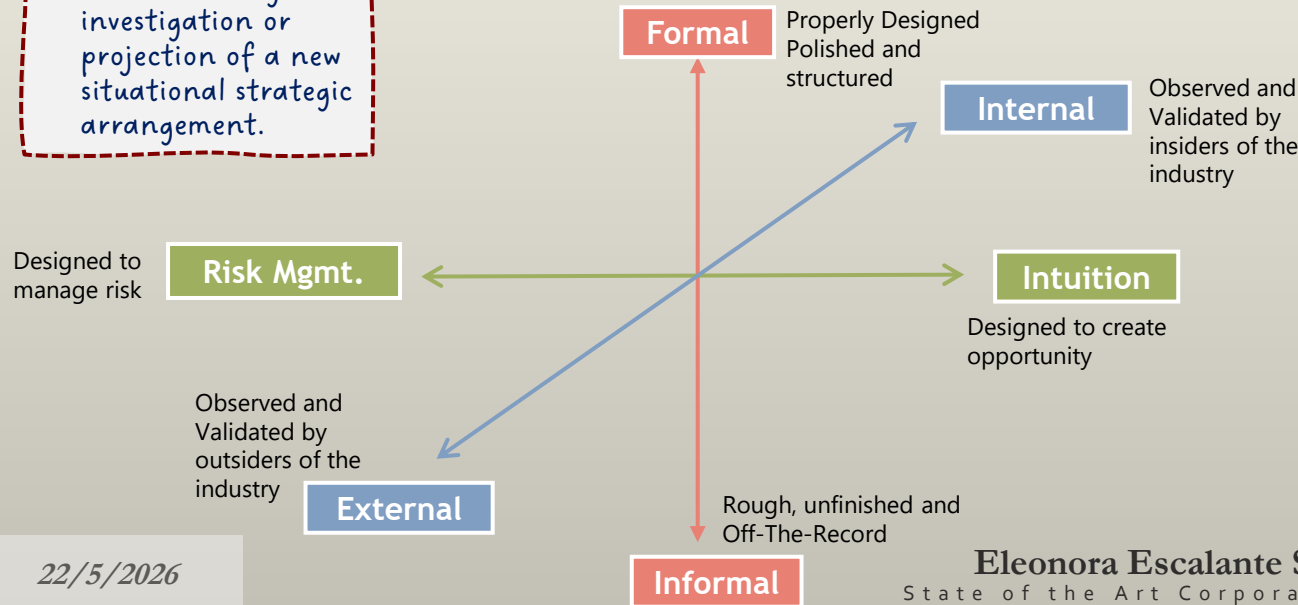
» What is a strategic framework?

» It is a theoretical scaffolding structure with all the elements required to support or enclose an analysis, understanding, investigation or projection of a new situational strategic arrangement.

- We will use two traditional referential frameworks and three modern contemporary frameworks for this saga. Our conviction is to respect the frameworks that were theoretically outstanding at the corporate strategy level or were theoretically robust at the prototyping level before the Y2K. These frameworks have been revised by our strategy house and will be adapted to our current conditions. These two traditional frameworks were philosophically molded without serving the recent NAIQs (*Nanotech, Artificial Intelligence, Quantum Computing and the Internet*). Our contribution is beyond the current technological communication tactics, keeping them as secondary functional, and always concerning the privilege of the underlying strategy above them.

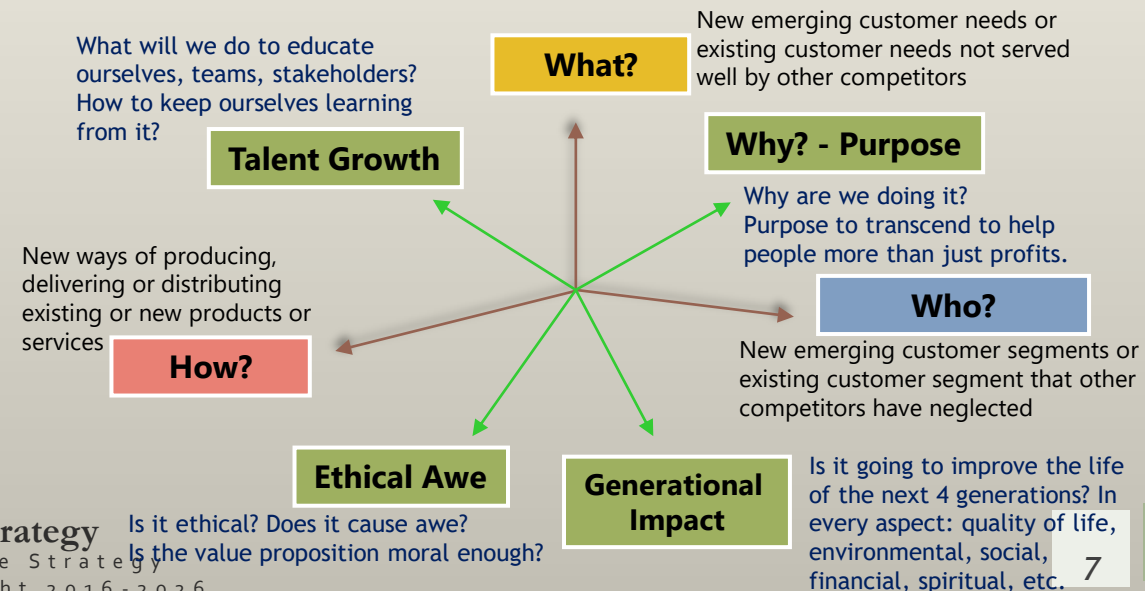
#### Framework 1

Role of Prototyping in Business Models (Schrage, 1993)



#### Framework 2

Strategic Innovation (C. Markides, 1997) adapted and improved by Eleonora Escalante Strategy (2020)



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All the references cited and used for our inferences are shown in slide 11.

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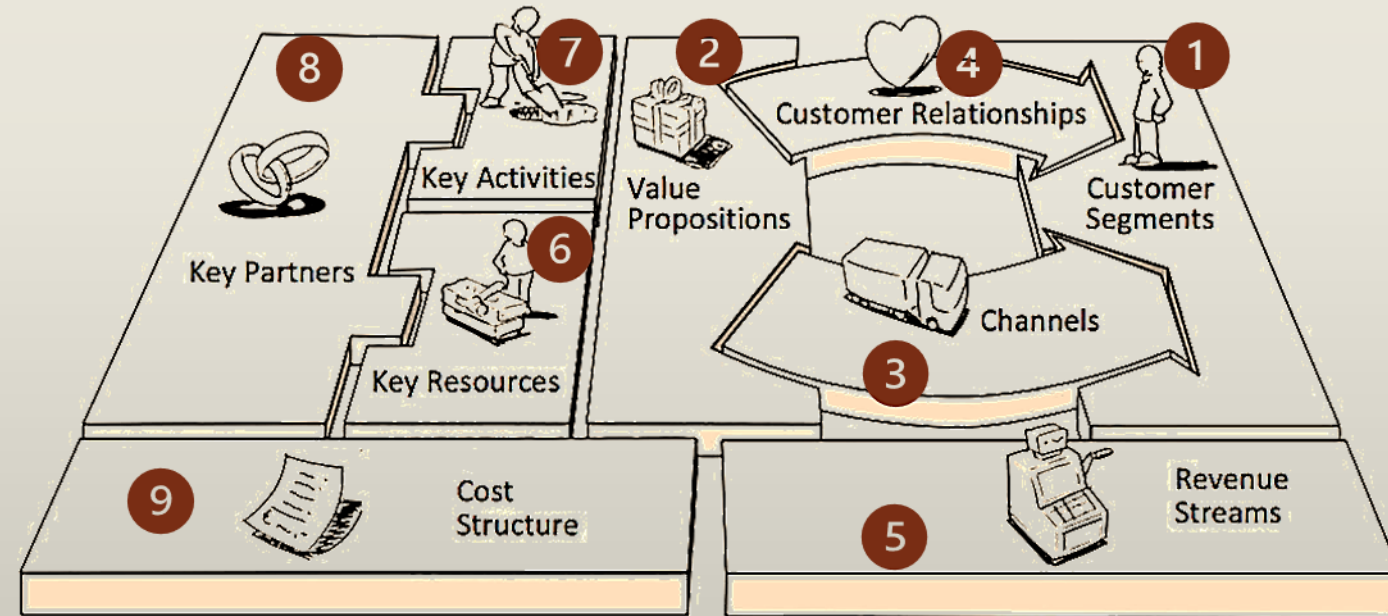
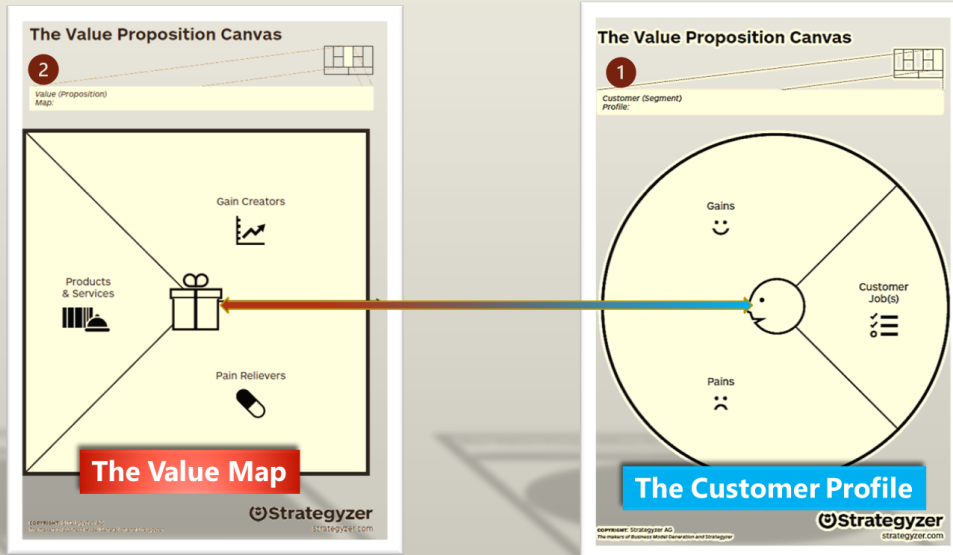
### Introduction

#### Contemporary Frameworks

- The following three contemporary frameworks most utilized by practitioners when it comes to business modeling.

#### Framework 3

Business Modeling Canvas (Osterwalder-Pigneur) and its respective Value Proposition (VP).



Source: <https://www.strategyzer.com/library/the-business-model-canvas>



Adapted from 'Business Model Generation', Alexander Osterwalder, Wiley 2012.  
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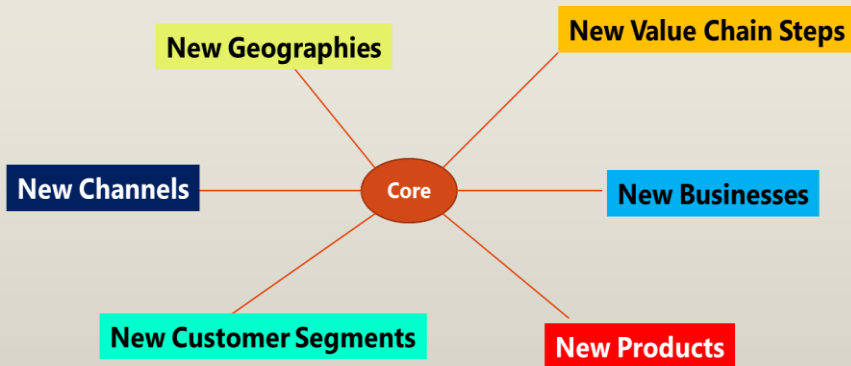
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## Introduction

### Contemporary Frameworks

#### Framework 4

Expansion Growth Model (Zook, 2004)

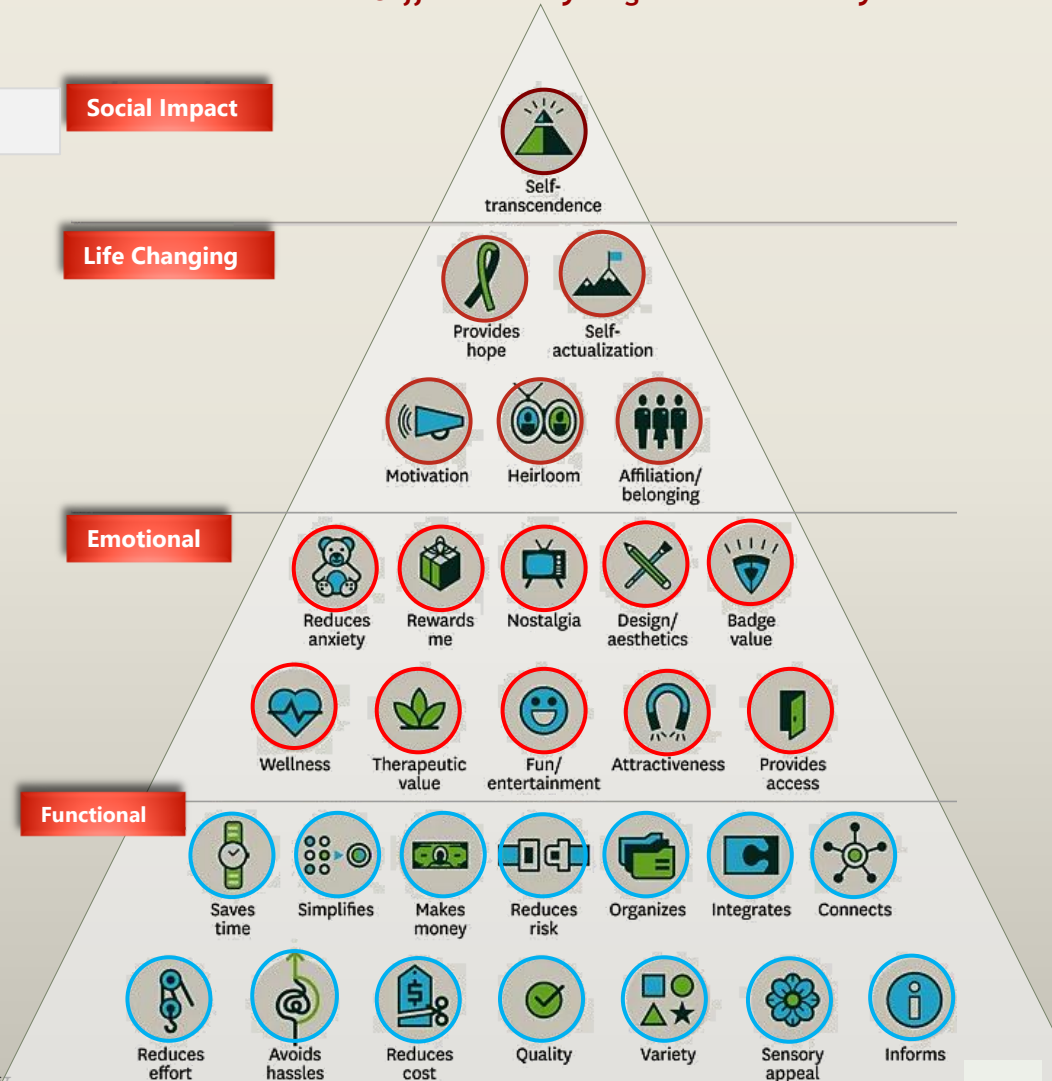


Source: <https://www.bain.com/insights/books/profit-from-the-core/>

#### Framework 5

Elements of Value Pyramid (Bain and Co)

There are two pyramids of value, the one to your right is B2C with 30 elements (2016).  
And a second one for B2B with 40 elements of value (2019)



Eleonora Escalante Strategy Source:

State of the Art Corporate Strategy <https://www.bain.com/insights/elements-of-value-interactive/>  
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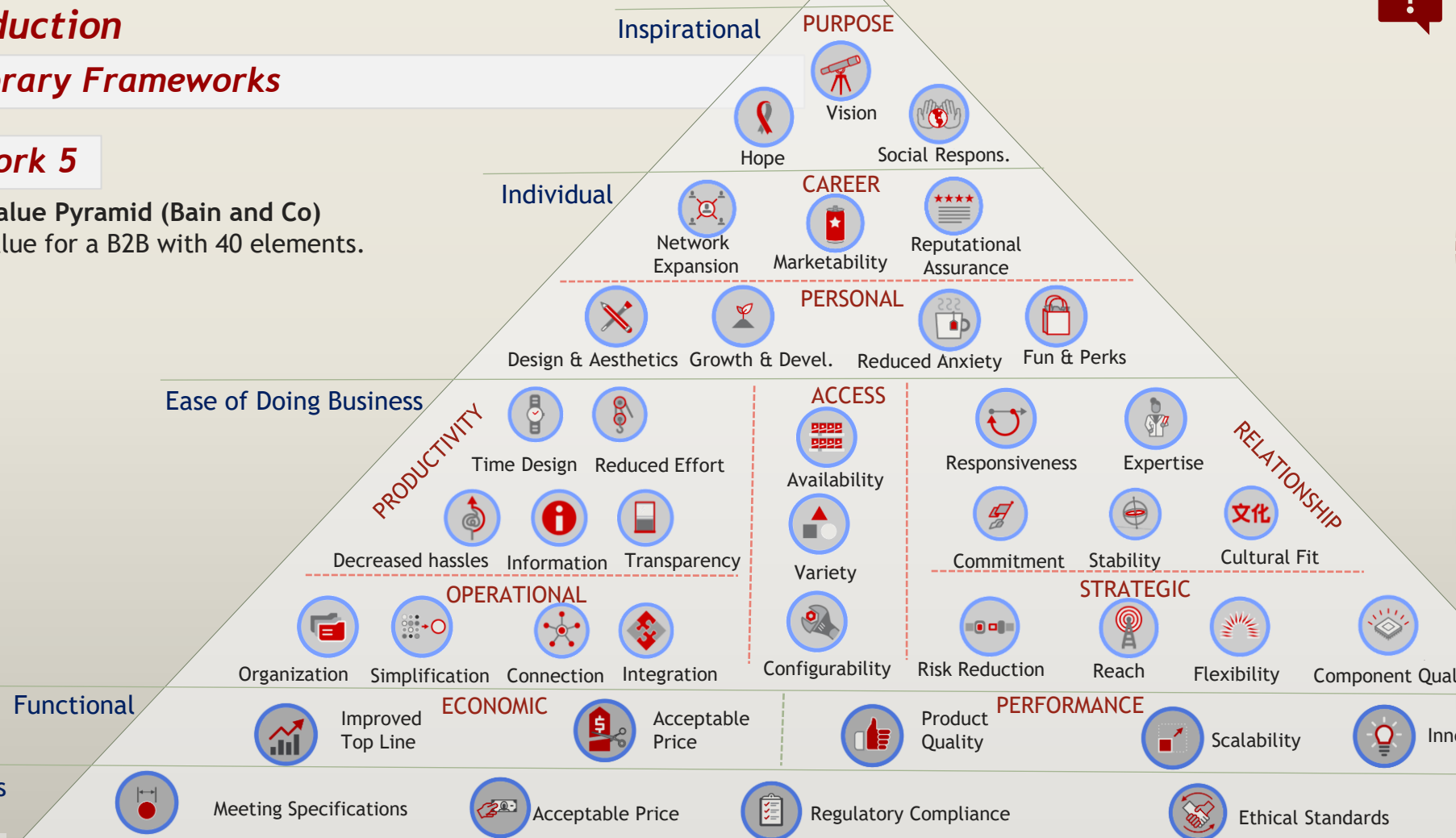
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### Introduction

### Contemporary Frameworks

### Framework 5

Elements of Value Pyramid (Bain and Co)  
Elements of value for a B2B with 40 elements.



**NOTE:**  
All these 5 frameworks will be modified accordingly to add ESG (Environmental Sustainability, Social and Governance aspects).  
Some examples:

- Water Stewardship
- Fair Sourcing
- Reduction Multidimensional Poverty Employees
- Wildlife Conservation
- 3R: Reduce, Reuse, Recycle
- Neighborhood Improvement

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Source: <https://www.vecteezy.com/photo/3084200-chocolate-coffee-and-cinnamon-sticks>



*Thank you*

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