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Eleonora Escalante Strategy
presents
the Summer Saga of the year

Cacao and Coffee 101.

Success strategies for Small Farm Holders

Episode 9.

Distribution Channels

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31/7/2026

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Next saga: Human Talent: From Feudal Slaves to Digital Beggars. As of October 1st

Outline Calendar *One Season: From May 22nd to September 11th, 2026*

22-May	29-May	5-June	12-June	17-22 June	26-June
Episode 1	Episode 2	Episode 3	Episode 4		Episode 5
Introduction	A new philosophy beyond circular economy	Sustainability: Beyond caring for the land Part I	Sustainability: Beyond caring for the land Part II	Teacher´s week Pedagogical Pause El Salvador	New Models of Ownership & Corporate Governance

3-July	10-July	17-July	24-July	31-July	07-August
Episode 6	Episode 6A	Episode 7	Episode 8	Episode 9	Episode 10
Customer Segments	Customer Segments Version 2.0	Value Propositions I	Value Propositions II	Distribution Channels	We will work on vacations Certifications Quality Control

14-August	21-August	28-August	04-Sept	11-Sept	18-September
Episode 11	Episode 12	Episode 13	Episode 14	Episode 15	Epilogue
Key Resources	Revenue Streams Cost Structure	Competitiveness, Research & Innovation	Financing & Access to Capital	Key Partnerships	Summary Conclusions Research Agenda

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

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Cacao and Coffee 101.
Success Strategies for Small Farm Holders

Distribution Channels

AGENDA

Cacao and Coffee 101. Success Strategies for Small Farm Holders

1. How the Distribution Channels already function?
2. What is an omnichannel Strategy?
3. What if the internet shuts down? A galactic war? A nuclear hecatomb? A climate change international hecatomb?
4. Incoherence of the Omnichannel Strategy for commerce, including cacao and coffee?
5. Be ready for everything…

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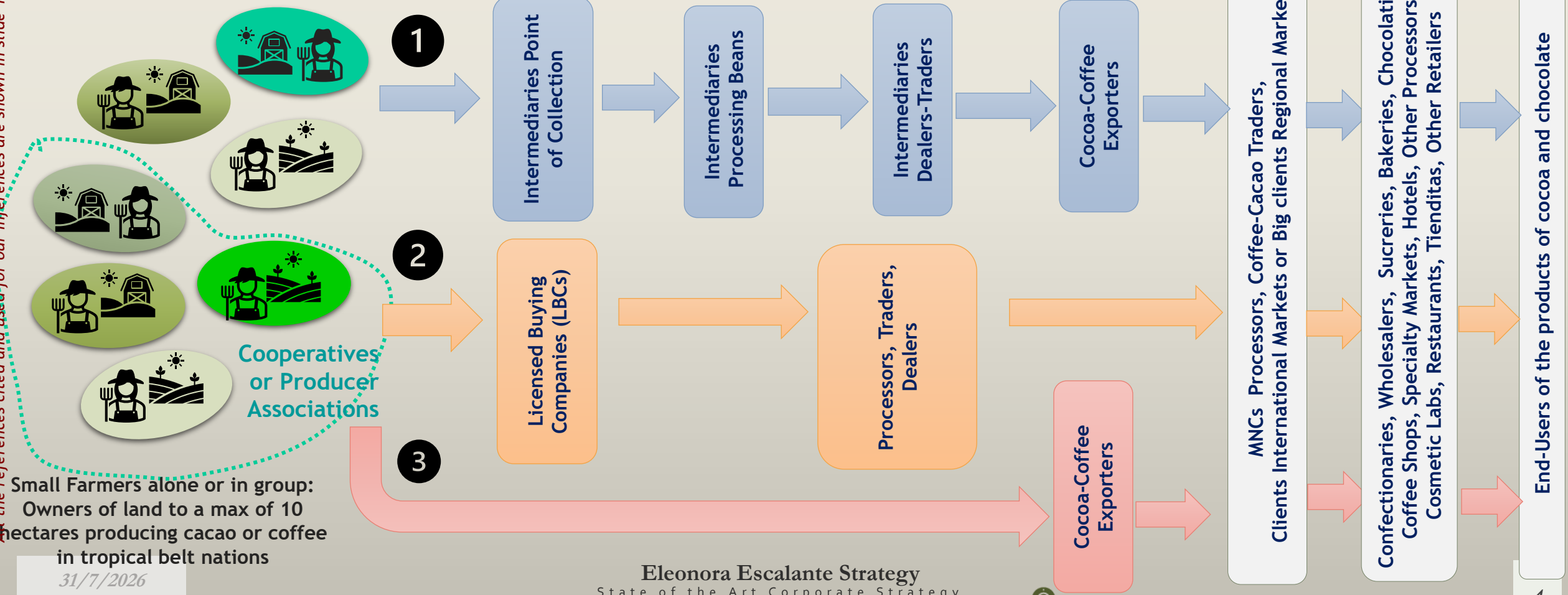
Distribution Channels

How the Distribution Channels already function?



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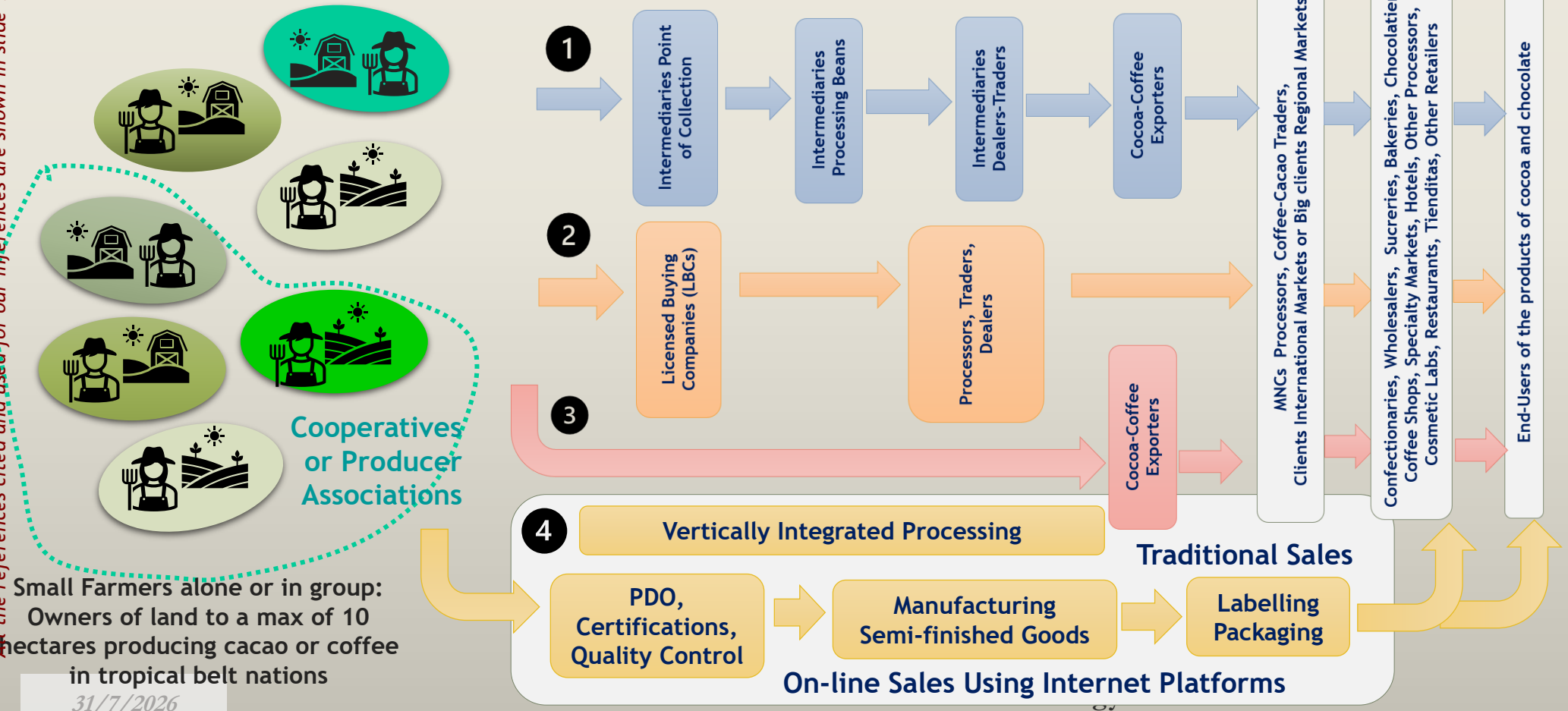
Distribution Channels

What is the solution of our saga for the small farmers?



Small Farmers alone or in group: Owners of land to a max of 10 hectares producing cacao or coffee in tropical belt nations

- An omnichannel sales strategy is a mix of traditional sales (brick-mortar) and on-line sales (using the company own internet platforms, third-party platforms (as amazon) and social media.
- The distribution of the product: from the point of production to the end-user changes.
- The omnichannel means to keep the traditional sales strategy plus the on-line sales strategy.
- The baseline of the omnichannel strategy is e-commerce.
- However, if the internet shuts down, the omnichannel strategy is lost. Business must rely on traditional channels then.

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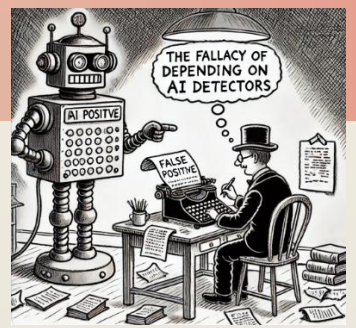

Photo source: https://www.linkedin.com/pulse/dangers-relying-too-heavily-ai-detectors-high-caliber-kelvin-otis-z6pcc

Distribution Channels

What if the internet shuts down?

A galactic war? A nuclear catastrophe? A climate change global hecatomb?

- Philosophically, human beings are always attracted by their quest to make their life easier. There is an historical legacy in our brain that has created inventions, factories, gadgets, and devices:
  1. To produce more in less time (the concept of productivity-efficiency),
  2. To replace our working role or put someone or something else to do our jobs (the concept of using people or invent technologies at low cost),
  3. To find repose to relax or look for pleasurable experiences (the concept of leisure).
- Our brains are tangled between our desire to be useful (work in something that makes us feel well about it) and do nothing.
- The Internet and e-commerce is the result of doing whatever it takes, no matter what, into a format of extreme capitalism that is taking us to a digital cannibalism, destroying every single industry that is based on knowledge.

As humans scale into the AI era, the more automated to the internet is a corporation or the more dependent to the Internet and AI is one portion of their value chains, then the more vulnerable are in the case of an Internet shut-down.
Once the Internet is gone, all the on-line content, e-commerce system, banking, logistics, aviation, cargo-transportation, communications, and information is totally gone.
To repair it, won't be easy. It will take a while, probably more than we can imagine.
Some philosophers consider that the world will go back to the 1930s.
Other strategists think it will be the split of the world of trade.
Others consider more wars, conflicts, famine, crime, and persecution is coming.
Eleonora Escalante Strategy believes that the more a company, industry, or nation depends on the Internet or AI, or trade from another nation to subsist, the more it will be affected in the case of an Internet catastrophe.

Coffee and Cacao small-farmers can't rely on online-sales "only" for the future. They should keep the traditional sales system in parallel to their internet wired efforts, considering all the edges and consequences if the Internet vanishes because of war or natural disasters.
Be ready to trade without the Internet, as it was done in the 1970s.

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Distribution Channels

What is an omnichannel strategy

The omnichannel strategy has cannibalized the value of everything.

The brick-mortar strategy for sales has been cannibalized by the omnichannel strategy in which there has been a validation of the model through reduction of costs, not an augmentation of value. There is a substitution of human power for Artificial Intelligence.

Philosophically, when we analyze the principles of value creation, the omnichannel strategy has been applied using the conceptualization of reduction of costs, not the augmentation of value. And this is the real cause of the present and future omnichannel cannibalization.

1. The replacement of physical stores for e-commerce platforms at fixed or variable pricing as online-auctions. (Amazon, Ebay, Alibaba,, etc).
2. The emergence of different social-media marketing showcase and social-media marketplaces.
3. The shrinkage or disappearance of human agents, customer service, human telemarketing, and intermediaries between upstream, midstream and downstream players. This is called disintermediation.
4. The substitution of real entertaining experiences by online-subscription services
5. The mobile payment systems as a transactional backbone for selling and buying
6. High level interconnectivity in a new system called Integrated transactional communications: buyers and sellers research, purchase, communicate, engage with, consume, and return products using online platforms and applications (mobile, social-media) and off-line physical systems. ***This is the definition of omnichannel strategy***.
7. The total codependency to the mobile as the store of the future.
8. Altered shopping norms based on product reviews (that could be fake or manipulating the buyers). A product review can alter the transparency of information about a seller and can alter the basic principles of pricing.
9. The redefinition of the channel power by shifting from human decision making to Artificial Intelligence decision making.
10. The advent of AI-driven enterprises where AI intelligent agents function not merely as tools, but as embedded players who are learning to substitute human jobs.

Coffee and Cacao small-farmers can´t rely on artificial intelligence for decision making and sales. Smarter companies must keep a business model ready to work when there is no internet, nor access to energy. Sooner or later, something may occur that there will be no internet or no-electricity.

Four Risks of High Internet Dependence:

- Internet System Failures
- Cybersecurity threats
- Over-reliance in Artificial Intelligence
- Loss or destruction of Data Repository Centers

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Distribution Channels

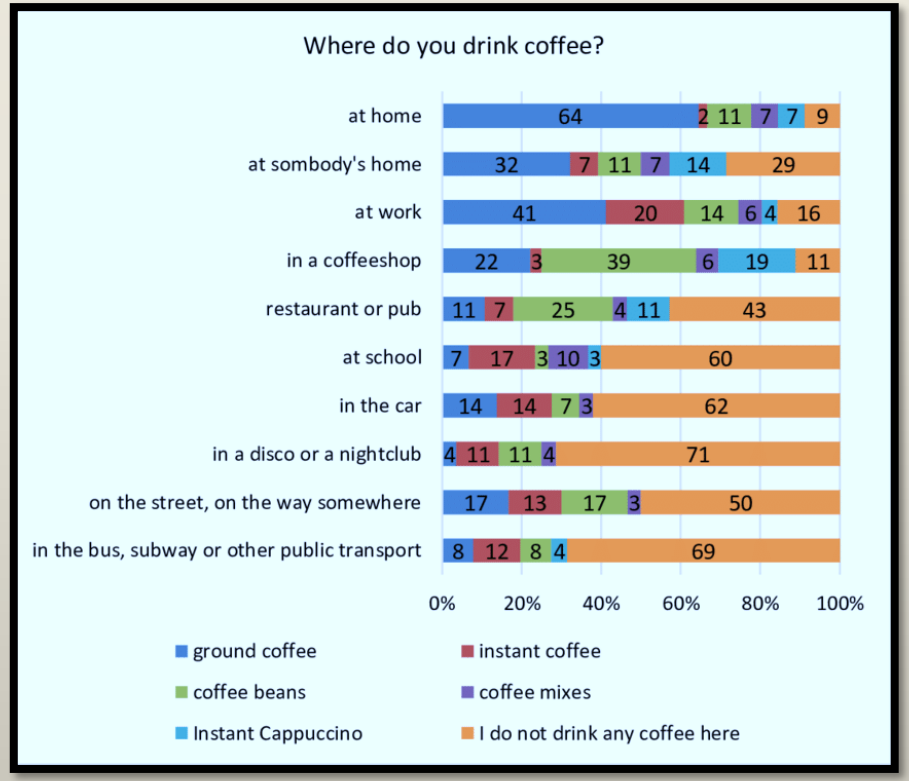
COFFEE

Incoherence of the Omnichannel Strategy

The omnichannel strategy has cannibalized the brick-mortar traditional model?.

Coffee behavior economics.

- In most of poor or non-developed countries to buy a coffee at a coffee-shop is an act of indulgence for a meeting occasion. Only a small portion of the population can afford a fancy coffee cup daily at retail stores as Dnkn, Peets, Starbucks or at the corner coffee shop of the local neighbor.
- On the contrary, in developed nations, anyone with a middle-class income can afford a daily cup of coffee bought coffee-stores, on-the-go, or delivery options. But every generation has its preferences.
- However, the bulk of coffee is positioned in the home-consumption patterns. Coffee becomes mandatory in the monthly shopping list: buy one pound of coffee (roasted-grounded or whole or instant) for home-consumption.



Source: Pelau et Al. Coffee Consumption in a Hurried Society. 2019.
https://www.researchgate.net/publication/350786086_Coffee_Consumption_Patterns_in_a_Hurried_Society

Every nation has a unique response to coffee consumption. Coffee represents a mix of different things for each culture on earth. However, there are general patterns that can help us to make an abstraction that might be helpful to comprehend the whereabouts of coffee as a global beverage.

Eleonora Escalante Strategy suggests that if a person has a higher income and socializes often, the more possibilities are for this person to experience coffee in multiple scenarios and formats.

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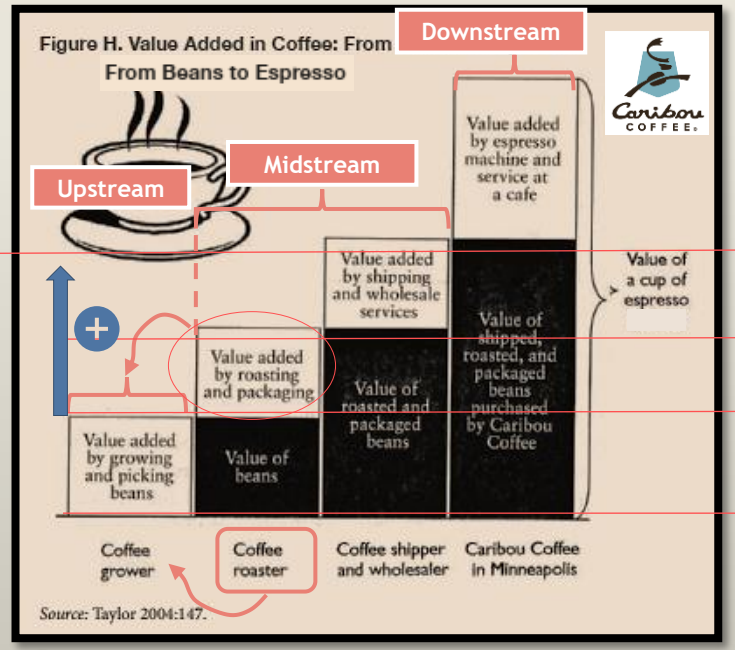
Distribution Channels

COFFEE

Incoherence of the Omnichannel Strategy

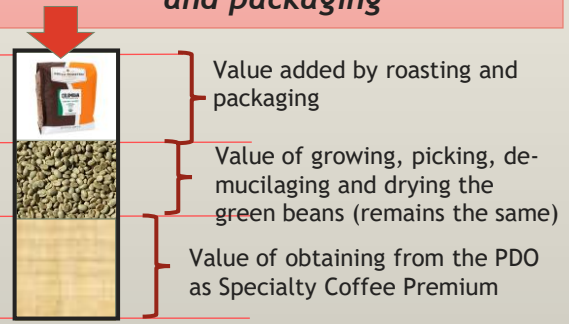
The omnichannel strategy when coffee growers raise the value of the beans through a PDO license, roasting, and packaging is not convenient at this moment.

Si se puede!. Through a differentiation strategy! Fixing a historical issue at the upstream level of a FCMG global value chain is possible without violence, chaos, collusion or coercion. It is well possible to negotiate, when we represent farmers with lovely specialty high-quality terroirs who produce lovely incredible high-quality beans!



Source: Skousen, Mark. The Structure of Production. 2015. New York University Press. https://nyupress.org/9781479848522/the-structure-of-production/

Towards a new aggregated value in the place of cultivation, production, processing, roasting and packaging



Coffee Growers value increases: they become growers and roasters, or they integrate with local roasters.

- To fix the historic mistake of the upstream section of the small coffee growers means to touch the original mercantilist philosophical structure of the whole coffee global value chain. It means to elevate the wages of the farmers. It means to empower them in the processing and roasting of their beans.
- It means that the midstream players will be forced to leave the small-growers to do the roasting-packing, while they will keep the big-ticket farms. It means to decide to lose a proportion of the imported green beans that belongs to small-growers, and over time, it means to reduce their income and profits tied to PDO small farmers.
- Small-growers (farmers with land of less than 10 hectares) should and must work together in associations to build their PDO licensing, using the grant of the European Union, and building possibilities of moving ahead roasting and packing their beloved beans.
- The omnichannel strategy is not going to help small-farmers to reach new clients, because we are fixing a historical issue at the philosophical level first.
- It is not going to be easy at first. But without a redesign of the upstream value chain anything else is just palliative.
- Eleonora Escalante Strategy doesn´t support an omnichannel strategy at this stage of the problem solving. It is too complex and a waste of money.

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Coffee behavior economics: What is driving coffee consumption?.

Distribution Channels

COFFEE

Incoherence of the Omnichannel Strategy

The omnichannel strategy when coffee growers raise the value of the beans through a PDO license, roasting, and packaging is not convenient at this moment.

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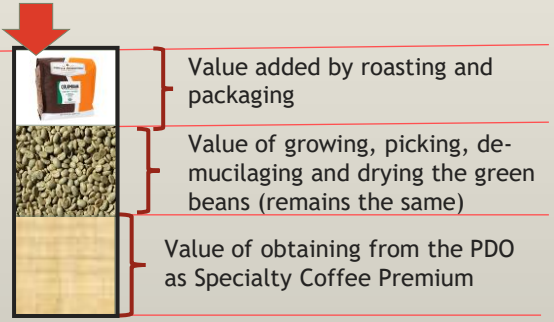
Towards a new aggregated value in the place of cultivation, production, processing, roasting and packaging



Coffee Growers value increases: they become growers and roasters, or they integrate with local roasters.

- There will be a transition from growers to business entrepreneurs.
- An omnichannel strategy implies to invest in a technological backbone that requires a new business model to deliver products to the clients.
- Small-farmers can´t hold everything at once given the change of the supply chain. Farmers must learn to become manufacturers.
- An omnichannel strategy has more inconvenient than a positive outcome when fixing historical issues as this one.
- Do not confuse a major change in a global supply chain at the upstream level with an omnichannel sales strategy. Two different things that should not be mixed at this time.
- Otherwise, with so much to handle, it will be a disaster for the farmers, and they will be lost in the intent.

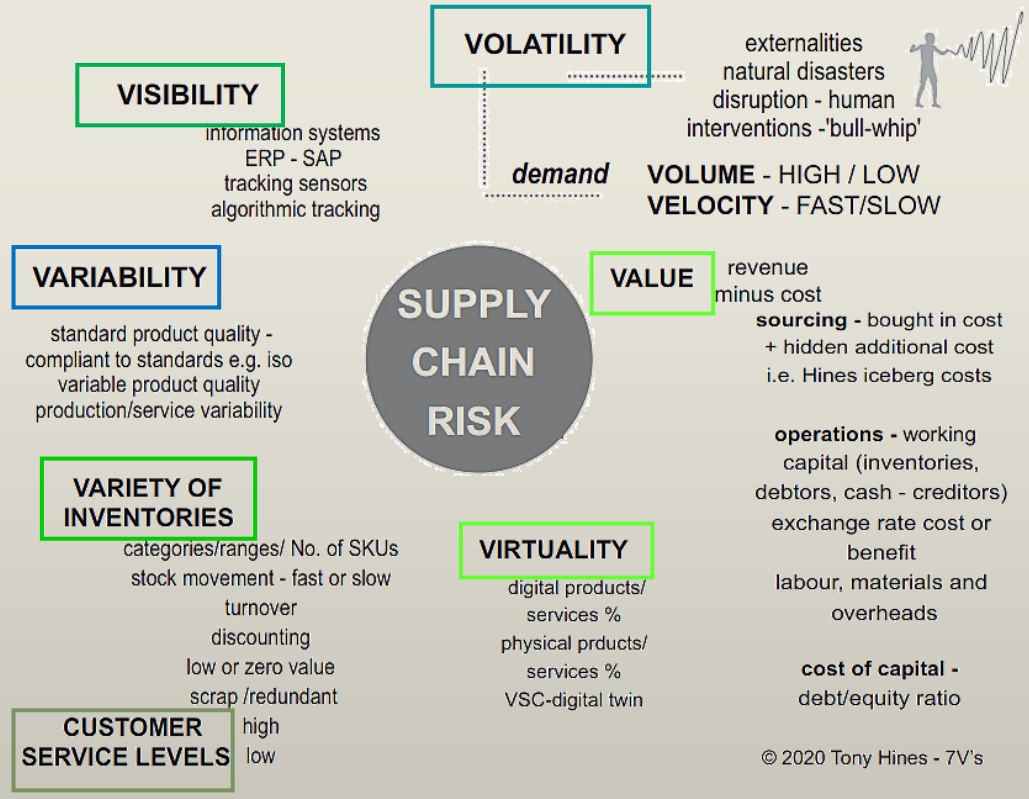


Figure 2.1 Hines 7V risk and value creation model

Coffee is a beverage of the FMCG: Fast-Moving Consumer Goods

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Hines, Tony: Supply Chain Strategies, Demand Driven and Customer Focused, 3rd. Edition. Routledge. 2024

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Coffee behavior economics: What is driving coffee consumption?.

COFFEE

Distribution Channels

Incoherence of the Omnichannel Strategy for upstream players to become Middle or Upstream entrepreneurs…

The reality of an Omnichannel Strategy goes beyond posting social media advertising or opening a website to sale online for delivery to an end-user of the product.

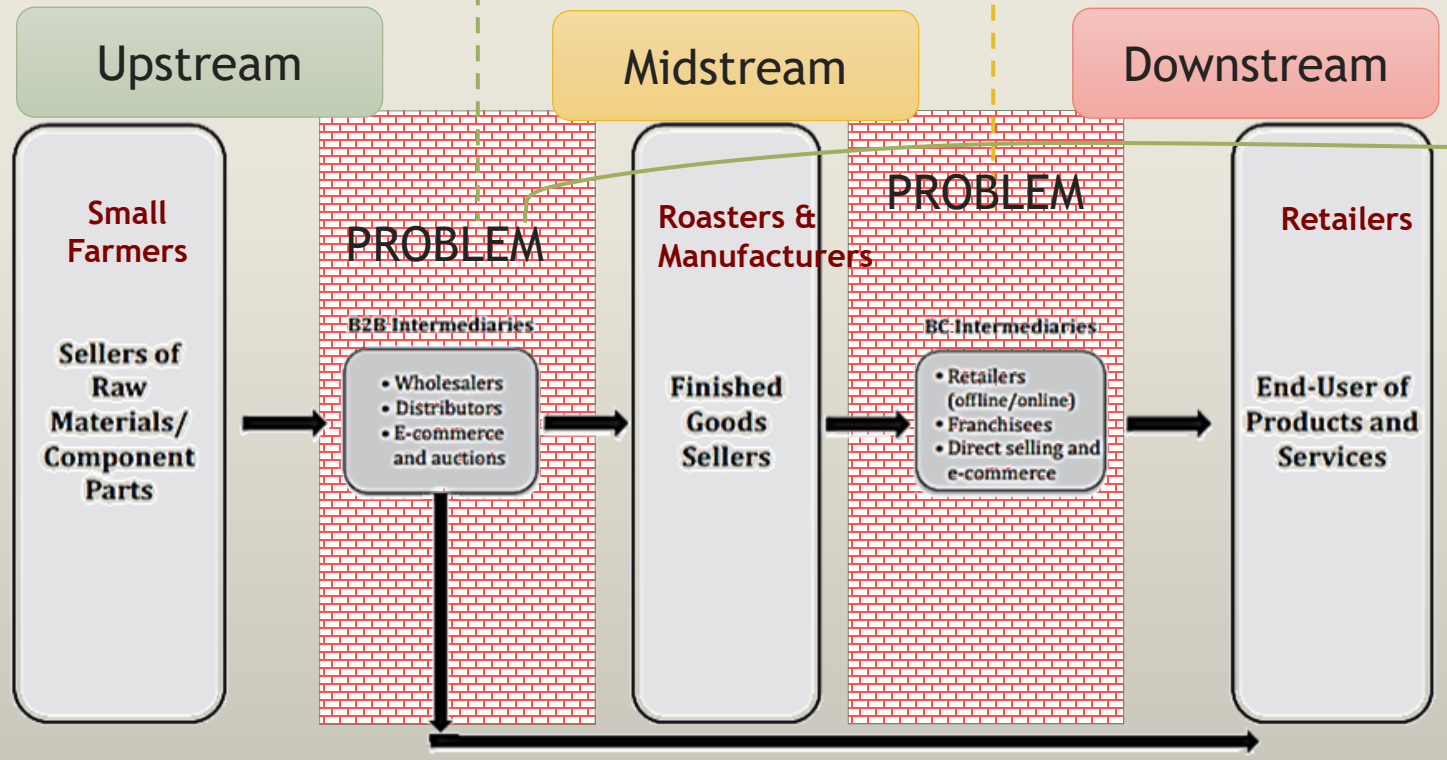
Towards a new aggregated value in the place of cultivation, production, processing, roasting and packaging

Value added by roasting and packaging

Value of growing, picking, de-mucilaging and drying the green beans (remains the same)

Value of obtaining from the PDO as Specialty Coffee Premium

Coffee Growers value increases: they become growers and roasters, or they integrate with local roasters.



How can small-farmers move ahead by integrating with the midstream activities without causing a disruption in the global chain?

Can you perceive the situation with clarity now? The omnichannel strategy is not the solution to this problem.

It will not offer enough revenues to small-farmers to leave poverty, many of them will end highly indebted and in huge troubles if they go ***alone with an omnichannel strategy.***

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Palmatier, R. et Al. Marketing Channel Strategy, An Omni-Channel Approach, 9th Edition. Routledge-Taylor & Francis. 2020.

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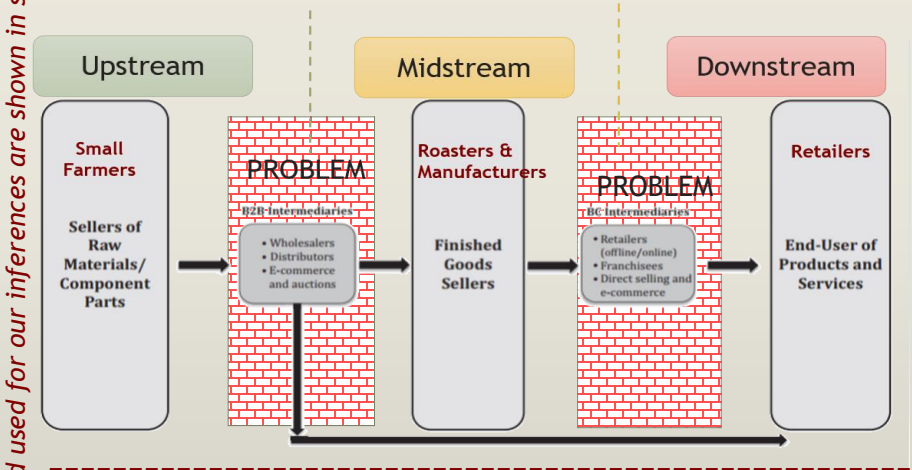
COFFEE

Distribution Channels

Incoherence of the Omnichannel Strategy for upstream players to become Middle or Upstream entrepreneurs…

When a small-farmer of green beans wishes to transform into a manufacturer of final roasted products to consumers



The combo of Internet, e-commerce ecosystems, ubiquitous smartphones, mobile payments, multiple on-line platforms (e-marketplaces, web-intermediaries, transactional applications), Artificial Intelligence Agents, Chat-bots, and social media have altered the whole traditional theory of distribution channels. Pricing using online platforms and AI is not a transparent tool for commerce, and small farmers could sink if something goes wrong.

- At the present time of writing this episode, there are numerous intermediaries acting as passive or active investors of small-farmers, with stakes in the roasting-processing midstream section, integrating their operations with the distribution channels, e-commerce platforms, and beyond.
- With e-commerce, multiple intermediaries are entangled directly or indirectly with the distribution channels. In consequence, the channel relationships are blurry showing consented collusion symptoms.
- In less than 20 years after the advent of the Apple Smartphone, the communication systems are integrated with marketing, payments, and distribution channels, in which the oligopolist risk has never been as higher in history.
- The "making digital" has altered the transparency of the channel distributions, with a cannibalization of one channel over the other one, usually competing in disadvantage for the weakest one.
- According to Palmatier, R. et Al. "Channel management becomes even harder in an omni-channel environment, which involves more varied actors, activities, and channels, often with conflicting interests" (1).
- After 20 years, the omni-channel distribution strategy has created an anticapitalist pricing model based on Artificial Intelligence tools, in which those without economies of scale are hurt (through cannibalization of the channels), because they do not have the power control of the midstream-downstream value chain. They do not own the electronic platforms in any possible way either.

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(1) Palmatier, R. et Al. *Marketing Channel Strategy, An Omni-Channel Approach, 9th Edition. Routledge-Taylor & Francis. 2020.*

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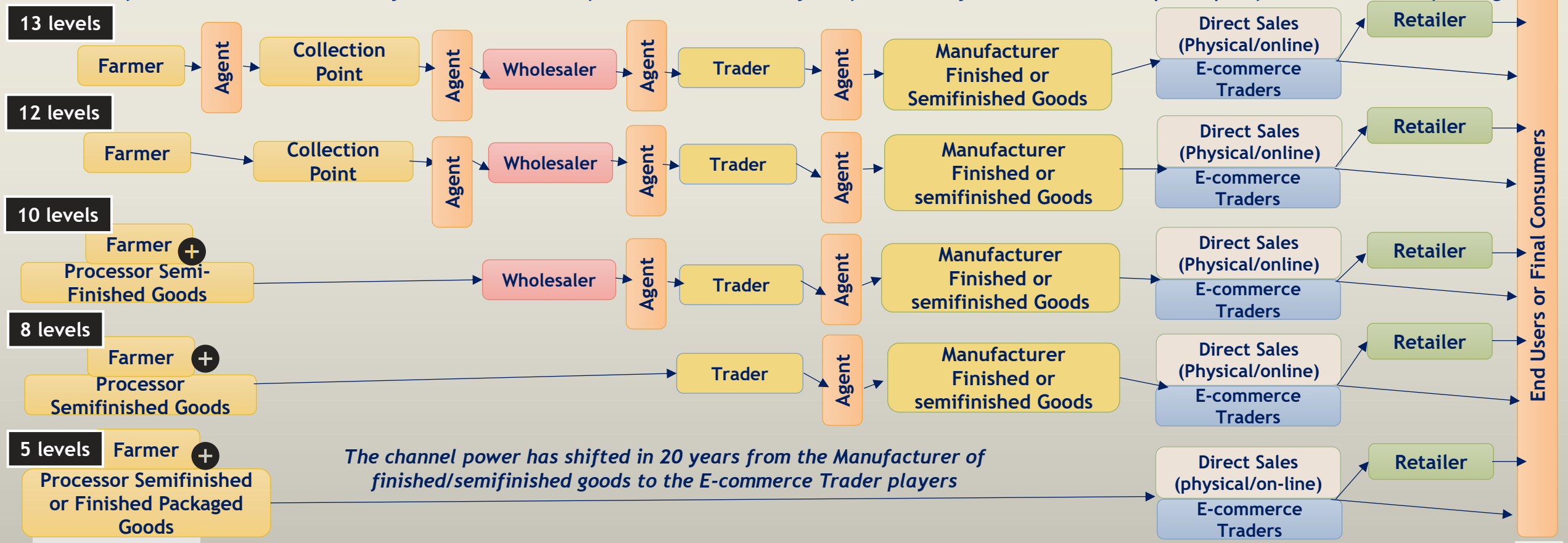
Why is it so hard to manage an Omnichannel Strategy nowadays?
Because the old physical intermediaries have added a new channel (on-line system) which is an e-commerce agent who has cannibalized the rest of the channels in a new altered anti-capitalist digital begging system. The traditional definition of "VALUE" has been altered, because the pricing is altered by internet-collusion and hyper competition at the e-commerce channel levels.

Distribution Channels

Incoherence of the Omnichannel Strategy for upstream players entrepreneurs… the battle of power occurs at the e-commerce trading level

The role of the intermediaries: They are the channels for sales without any confidentiality. The online multiple e-platforms dismantle pricing.



The channel power has shifted in 20 years from the Manufacturer of finished/semifinished goods to the E-commerce Trader players

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(1) Based on Rosenbloom, Marketing Channels: A Management View, adapted and modified by EEStrategy

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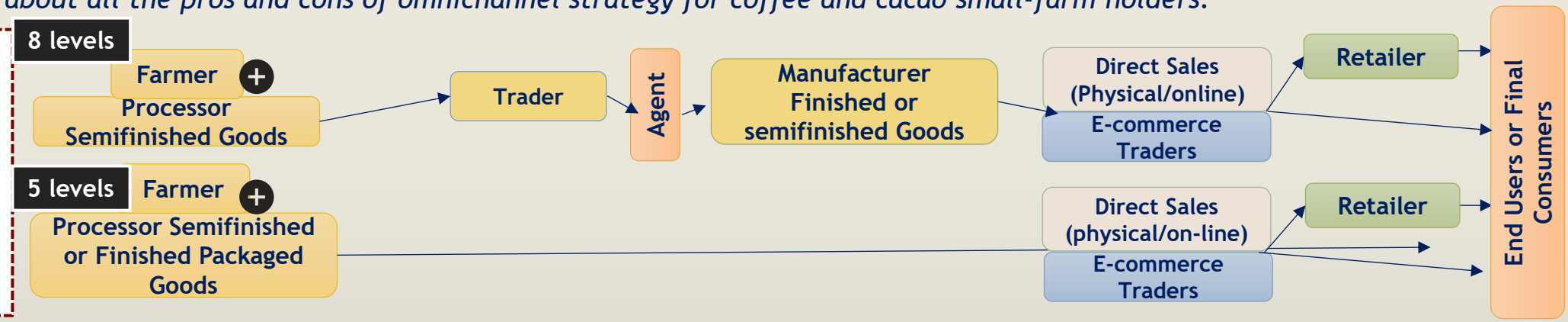
Distribution Channels

Incoherence of the Omnichannel Strategy for upstream players entrepreneurs… the battle of power occurs at the e-commerce trading level

The importance of learning about all the pros and cons of omnichannel strategy for coffee and cacao small-farm holders.

Online sales have decimated the physical sales because of the online integration of communication into the transaction payment & logistics part.
The mess occurs a the conceptual, institutional and systemic levels.
The codependency to the Internet is absolute.



- Farmers convert into processors of semifinished or finished packaged goods with a PDO certification.
- Farmers turn into market researchers to find exclusive or non-exclusive clients.
- Farmers become quality control specialists of their beans, semifinished, or finished products. They appraise and sort the beans, accumulate the raw materials, take samples for testing quality in each part of the manufacturing process, package the semifinished/finished products in warehouses
- Farmers shift to become efficiency-enhancing market makers. They take the role of merchant wholesalers, inventory managers, representatives, agents or brokers to the retailers. These activities imply an expense and dedication for the farmers.

- Farmers become branding specialists of their differentiated products leaving the bulk beans value proposition behind.
- Farmers become innovators of marketing strategies at the product level, according to different clients: through branding, private labels, tailor-made roasters, blenders, etc.
- Farmers engage in negotiations with buyers and set the terms of contracts, arrange for letters of credit for exports, ordering, payments, terms for delivery, etc.
- Farmers become internation export management companies to multiple retailers: department stores, supermarkets, specialty stores, convenience stores, coffee or chocolate shops, bakeries, franchising , warehouse clubs, direct customers, etc.

- Farmers bear all the costs of ownership (pilferage, spoilage, etc.)
- Farmers become distribution channel overseers: each channel looks for maximizing its profits.
- Farmers develop into managers of on-line sales, with all its advantages and limitations.
- Farmers emigrate to be customer relationship managers building trust and commitment with the real clients of their products.
- Farmers should be ready to work with and without the internet.

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Distribution Channels

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9. *Coffee industry growth. An opinion.* https://procoffeegear.com/blogs/articles/coffee-industry-growth-impact-analysis?
10. *Zamborita et al. Purchasing Decisions and Consumer Preferences of Millennials and Zoomers at Coffee Shops Journal of Consumer Sciences (2024), 9(1), 102-121.* https://www.researchgate.net/publication/377972568_Purchasing_Decisions_and_Consumer_Preferences_of_Millennials_and_Zoomers_at_Coffee_Shops
11. *Consumption of Coffee per nation* https://www.visualcapitalist.com/ranked-which-country-consumes-the-most-coffee/
12. *Coffee statistics-An opinion* https://cafely.com/blogs/research/coffee-statistics

All the variables measured by the AOC terroir assessment are sources of projects that will require climate change financing. Can you see the link that connects the harvests with possibilities of green finance?
Without a doubt we believe that all the farms on the tropical belt will benefit from an AOC system segmentation. Our contribution is to open the eyes to all the global value chain players about it. The upstream pricing commodity mistake must be fixed first. And with it, the transparence of the whole value chain will be correct for all, the upstream (farmers), midstream (European-American processors of the beans), downstream (Final transformers into experiences for the ultimate consumers).

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Distribution Channels

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