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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 6.

Customer Segments

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3/7/2026

Cacao and Coffee 101.
Success Strategies for Small Farm Holders

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 Episode 1 ✓	29-May Episode 2 ✓	5-June Episode 3	12-June Episode 4 ✓	17-22 June	26-June 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 Episode 6 ✓	10-July Episode 7	17-July Episode 8	24-July Episode 9	31-July Episode 10	
Customer Segments	Value Propositions I	Value Propositions II	Distribution Channels	Certifications Quality Control	1-9 August Annual Holiday to Honor San Salvador the Divine Savior of the World
14-August Episode 11	21-August Episode 12	28-August Episode 13	04-Sept Episode 14	11-Sept Episode 15	18-September Episode 16
Key Resources	Revenue Streams Cost Structure	Competitiveness, Research & Innovation	Financing & Access to Capital	Key Partnerships	Epilogue Summary Conclusions Research Agenda

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

Eleonora Escalante Strategy
State of the Art Corporate Strategy

Customer Segments

AGENDA

Cacao and Coffee 101. Success Strategies for Small Farm Holders

1. What is imported by the midstream & downstream? What is exported by the upstream, and re-exported by the midstream?
2. Selection of 3 possible customer segments for Small-Farm holders using the AOC/PDO system
3. Next week: Construction of the 3 CVPs

Photo Source: Microsoft Stock Images

Customer Segments

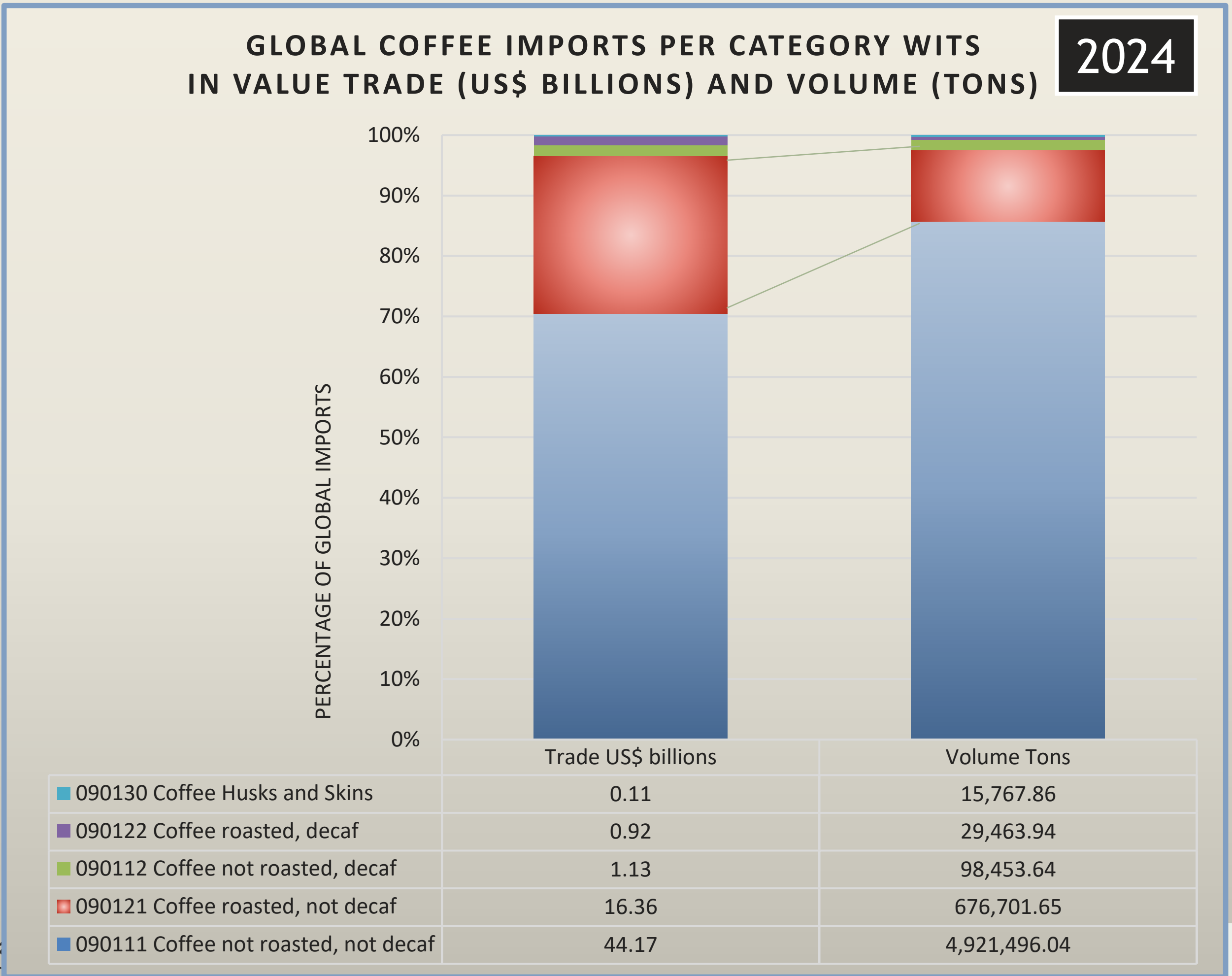
What is imported by the midstream & downstream?

The selection of customer segments is based by the customer preferences and the proven demand of the final product.
The small farmers of the tropical belt nations are required to rethink in the products,
A shift in the imports will happen, and inevitably, the midstream players will need to reconsider their procurement and respective value chains.

Coffee Global Imports 2024

Eighteen countries imported the 80% of coffee not roasted, not decaf (green beans) during 2024.
These nations are: the European Union, United States, Germany, Italy, Japan, Spain, Switzerland, France, Canada, China, Korea, Rep., Netherlands, United Kingdom, Belgium, Poland, Australia, Sweden, and the Russian Federation.
The green coffee beans (category coffee not roasted-not decaf) represent 70% in trade (USD), and 86% in weight (kg). The categories used in imports are related to the variety (Robusta or Arabica), and if coffee is roasted, not roasted, decaf or not decaf.
The price per kg is CIF.

Code WITS	*Category*	*Trade US$ billions*	*Volume Tons*
090111	Coffee not roasted, not decaf	44.17	4,921,496.04
090121	Coffee roasted, not decaf	16.36	676,701.65
090112	Coffee not roasted, decaf	1.13	98,453.64
090122	Coffee roasted, decaf	0.92	29,463.94
090130	Coffee Husks and Skins	0.11	15,767.86
090140	Coffee substitutes containing coffee	Not relevant to consider	
	Total with +/- 8% error margin	$ 62.69	$ 5,741,883.14



Customer Segments

What is imported by the midstream & downstream?

The most important lesson about imports of green beans of coffee from the Tropical belt nations:

1. The European Union as a unified market and the individual nations import in total between 65% to 70% of all the global coffee.
2. The rest is imported by Asian nations and Oceania.
3. The USA imported only 14% of the green beans.

Small farmers must acknowledge that premium markets for their coffee beans must be adapted to the European Union demand. Specific niches in Asia should be considered.

Coffee Global Imports 2024

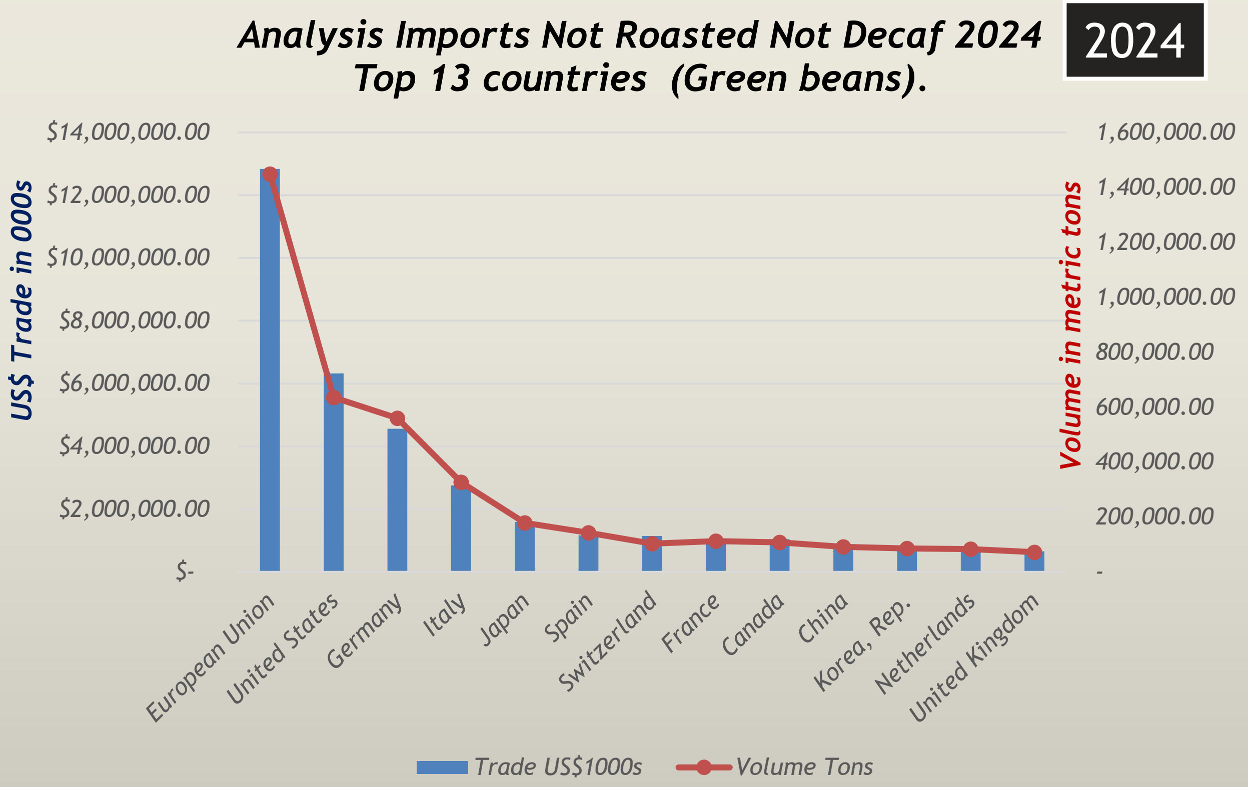
Which are the countries importing 80% of the global production of green beans in 2024 (category: Not roasted, not decaf)?

There are 13 nation-states. The European Union is positioned as the leading importer of green beans (30%). The EU block has the legal capacity to import as a unified regional market. And as a regional group, the EU block evaluates, negotiates, and prices its annual imports trade of coffee. Guess from where are mainly the green beans arriving to EU ports? Mainly from Brazil, a nation that sells at the lowest price. See the next slide of coffee exports.

Another discovery: If we sum the trade import values of the EU, Germany, Italy, Spain, Switzerland, France, the Netherlands and the UK, we reach 60% of the total imports. As a whole region, Europe is interested in green beans, to then roast them locally for each nation consumption, and re-export it to intl. markets.

Europe is the largest and most relevant coffee market. All together as a block plus individual nations, they account for a robust power of negotiation, and the trend in the youth is to look for more sophisticated blends, specialized premium mixes in the future.

Now, most of the green bean's robusta and Arabica varieties are flooding the EU marketplace.



Source of data:
https://wits.worldbank.org/trade/comtrade/en/country/ALL/year/2024/tradeflow/Imports/partner/WLD/product/090111.
Eleonora Escalante Strategy Research division has reviewed and extrapolated the missing data from other trusted sources.

Customer Segments

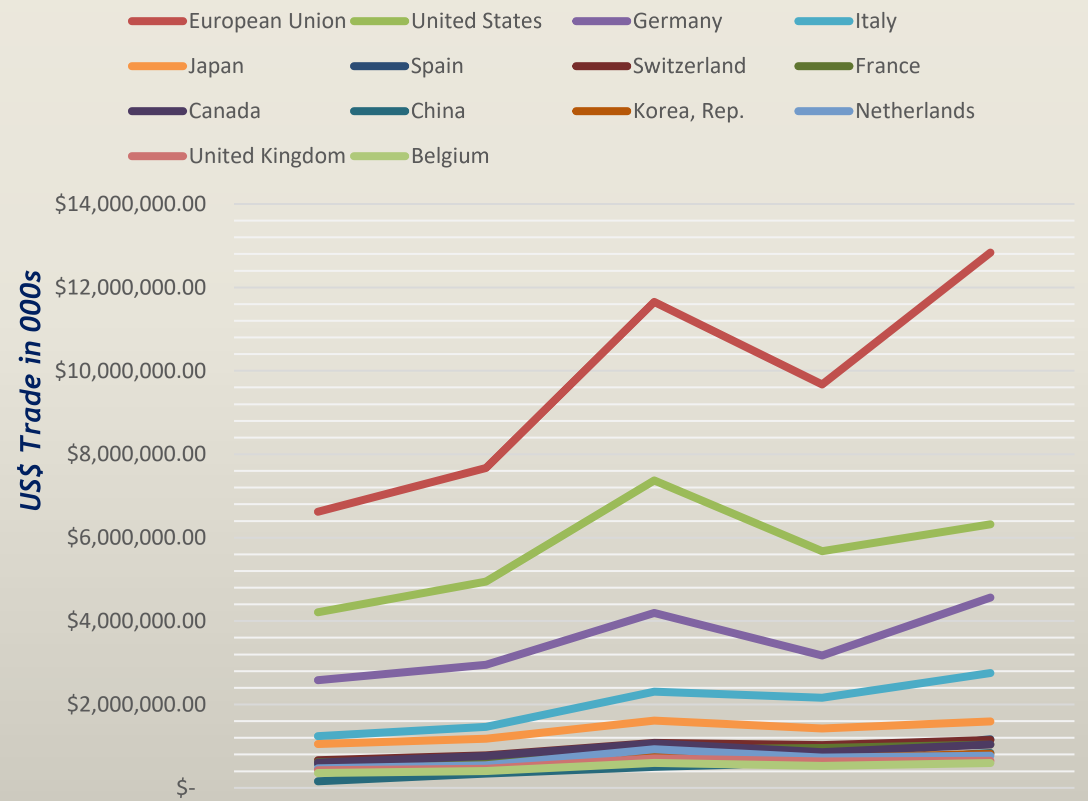
What is imported by the midstream & downstream?

Europe (as an EU block and individual nations) are not interested to import roasted or decaf coffee.
They are experts in blending and roasting the beans, to control the quality of flavors and taste.
In consequence, the PDO (which is the equivalent of the AOC in France) should be considered.
If Europe is the main client of green beans, to build a future with a PDO system should disrupt the Europeans with quality, or open new clients in Asia.

Coffee Global Imports
Horizontal Growth last 5 years

The graph at your right shows how the demand of coffee green beans has increased, despite the pandemic year and the Ukraine-Russia geopolitical issues. In the year 2022, the imports were stabilized to levels before the COVID 19 disaster. Coffee downstream consumption is affordable for any European individual, and Midstream roasters will continue importing green beans because tariff duties are not levied on green coffee.
In consequence, small farmers improvement of the quality of the bean value could happen only at a “protected designation of origin”, because Europe won´t import roasted beans because of trade duties.
We can observe in the graphic, how Europe (as a unity market block) dominates the demand in comparison to other nations.
And the demand for green beans continues to grow year over year (between 15% to 30%).
The taste profile depends on the roasters located in Europe which make this market extremely competitive.
Germany is the largest coffee trade hub, being Hamburg its main port of entry. European companies import all the beans directly from the tropical belt nations (around 95%). About 16% of green beans are re-exported to other European nations. The Neumann Kaffee Gruppe (NKG) is operating from there.
Belgium (the EU block hub) re-exports green coffee mainly to the Netherlands, France, Spain; Germany and Poland.

Trade Coffee Green Beans not roasted not decaf
Horizontal analysis (2020-2024)



Source of data: https://wits.worldbank.org/trade/comtrade/en/country/ALL/year/ for green beans (09011), for years 2020, 2021, 2022, 2023,2024.
Eleonora Escalante Strategy Research division has reviewed and extrapolated any missing data from other well trusted sources. Our margin of error is of 7 % standard deviation. This margin of error is generally acceptable for exploratory research, pilot studies and general picture description of a situation.

Customer Segments

What is imported by the midstream & downstream?

The main category of coffee exported are also the green beans (not roasted, not decaf). 85% of the 2024 global exports volume in tons is exported in that format. Most of the coffee roasted not decaffeinated is re-exported.

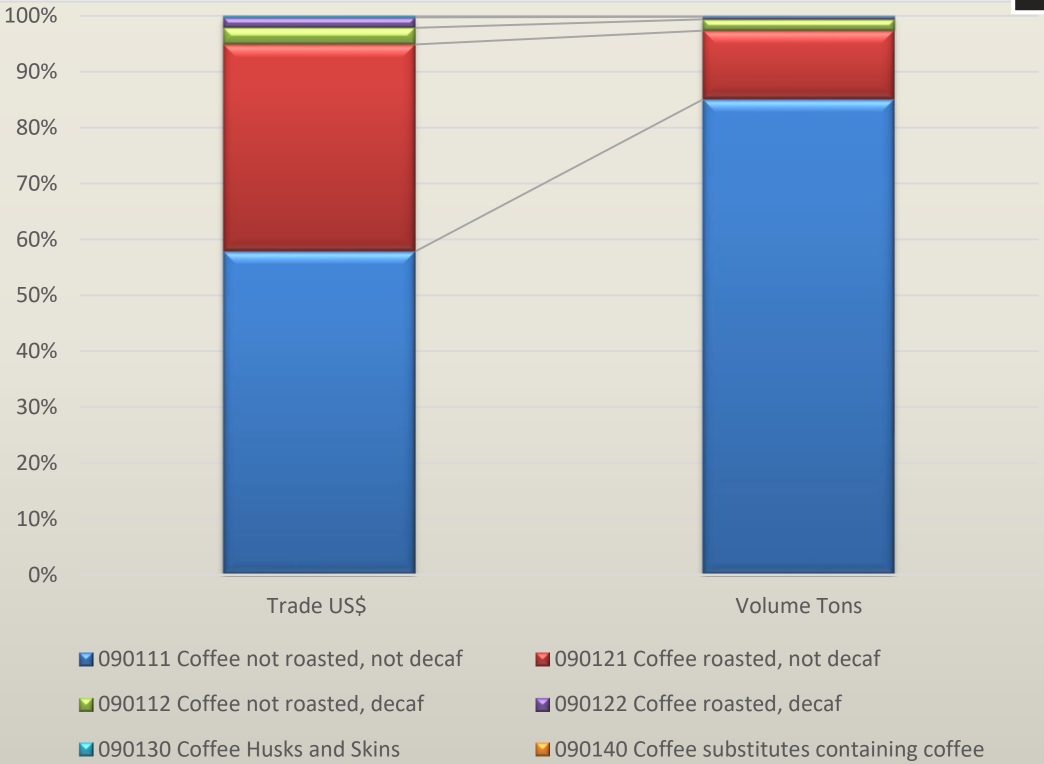
Coffee Global Exports 2024

The graph at your right is from 2024. You can perceive what is the situation with the producers (the upstream exporters) and the re-exporters. Around 56% of the exports trade represent more than 45% of the weight of green beans.
The total exports of 2024 were 47.17 billion USD, representing 6,224,051 tons.
The main supplier of green beans of coffee is Brazil (42% in trade, 68% in weight), followed by Colombia and Indonesia.
Brazil sells its beans at a super cheap price. Let´s see next slide, please

	Coffee EXPORTS GLOBAL		
Code WITS	***Category***	***Trade US$ billions***	***Volume Tons***
090111	Coffee not roasted, not decaf	$ 27.28	5,292,834.56
090121	Coffee roasted, not decaf	$ 17.46	764,992.66
090112	Coffee not roasted, decaf	$ 1.40	126,196.58
090122	Coffee roasted, decaf	$ 0.88	28,816.66
090130	Coffee Husks and Skins	$ 0.14	11,210.58
090140	Coffee substitutes containing coffee	not relevant	
	TOTALS	**$ 47.17**	**6,224,051.05**

Global Exports of Coffee 2024
In Value Trade (US$ billions) and Volume (tons)

2024



Source of data: https://wits.worldbank.org/trade/comtrade/en/country/ALL/year/ for exports green beans (09011), Eleonora Escalante Strategy Research division has reviewed and extrapolated any missing data from other well trusted sources. Our margin of error is of 7 % standard deviation. This margin of error is generally acceptable for exploratory research, pilot studies and general picture description of a situation.

Cacao and Coffee 101.
Success Strategies for Small Farm Holders

Green beans

Customer Segments

What is imported by the midstream & downstream?

90% of the exports of green beans is in the shoulders of 12 countries: Brazil, Colombia, Indonesia, Uganda, Honduras, India, Peru, Germany (Re-exports), Guatemala, Nicaragua, México, and Costa Rica.

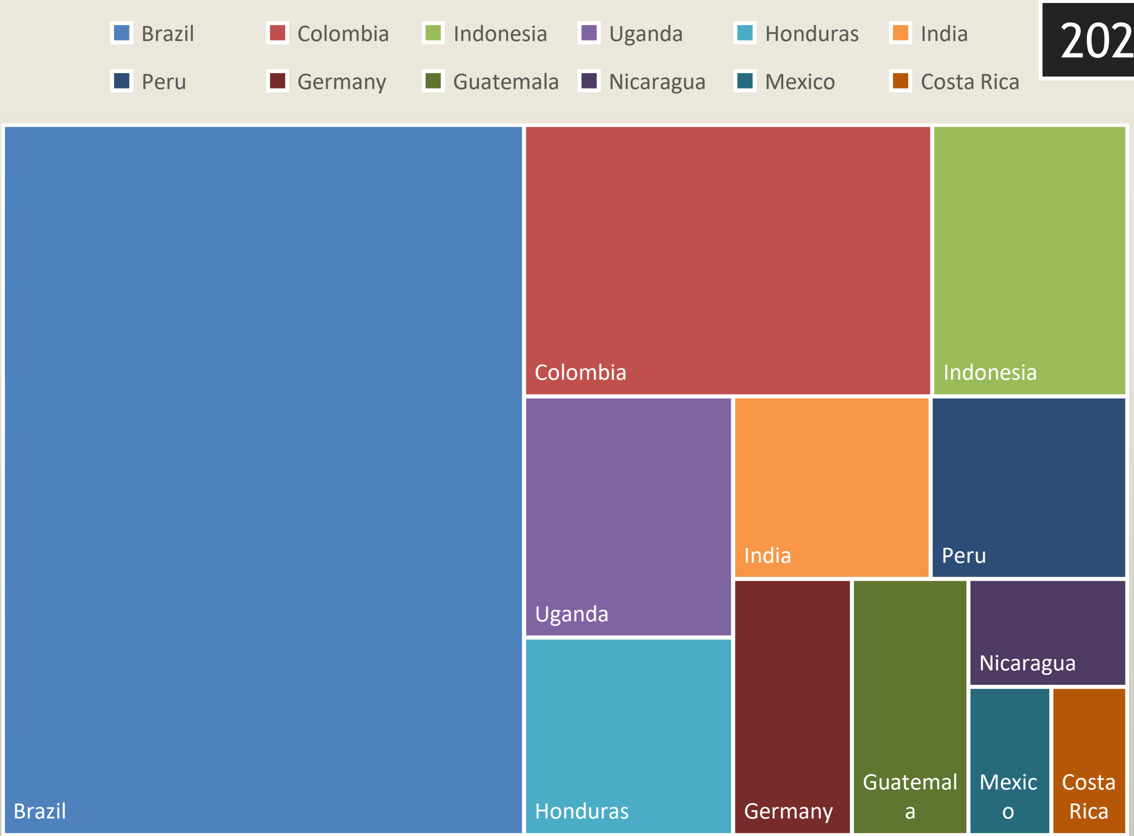
Coffee Global Exports 2024

The most interesting thing about coffee exports is to see the Marimekko graph at your right.
Brazil represents 42% of the total exports, but 68% in terms of weight.
The 2024 total exports of green beans was 27.3 billion USD (5,308,652 tons).
Do you want to know the Brazilian CIF price per kg? $1.57/Kg, while the average of the rest of the top 12 nations is $4.70/kg.

090111	*Analysis EXPORTS per countries Coffee Not roasted Not Decaf - Top 12 countries*				
	Country	*Trade (US$ 1000s)*	*Quantity tonnes*	*% Trade*	*% Volume*
1	Brazil	$ 11,337,471.66	3,606,370.00	42%	68%
2	Colombia	$ 3,393,408.91	323,981.00	12%	6%
3	Indonesia	$ 1,623,115.24	156,373.50	6%	3%
4	Uganda	$ 1,546,969.76	192,956.00	6%	4%
5	Honduras	$ 1,266,341.33	145,705.00	5%	3%
6	India	$ 1,105,554.32	127,212.50	4%	2%
7	Peru	$ 1,100,414.27	119,138.50	4%	2%
8	Germany	$ 931,655.66	100,000.50	3%	2%
9	Guatemala	$ 913,179.11	94,746.00	3%	2%
10	Nicaragua	$ 524,478.33	60,994.50	2%	1%
11	Mexico	$ 376,926.26	37,512.20	1%	1%
12	Costa Rica	$ 344,704.31	31,825.00	1%	1%
	Subtotal 90%	**$ 24,464,219.16**	**4,996,814.70**	**90%**	**94.4%**
	Total	**$ 27,284,628.47**	**5,308,651.29**		
		90%	94%		

Analysis EXPORTS per countries Coffee Not roasted Not Decaf - top 12 countries exports Trade (US$ 1000s)

2024



Source of data: https://wits.worldbank.org/trade/comtrade/en/country/ALL/year/ for exports green beans (09011), Eleonora Escalante Strategy Research division has reviewed and extrapolated any missing data from other well trusted sources. Our margin of error is of 7 % standard deviation. This margin of error is generally acceptable for exploratory research, pilot studies and general picture description of a situation.

Customer Segments

What is imported by the midstream & downstream?

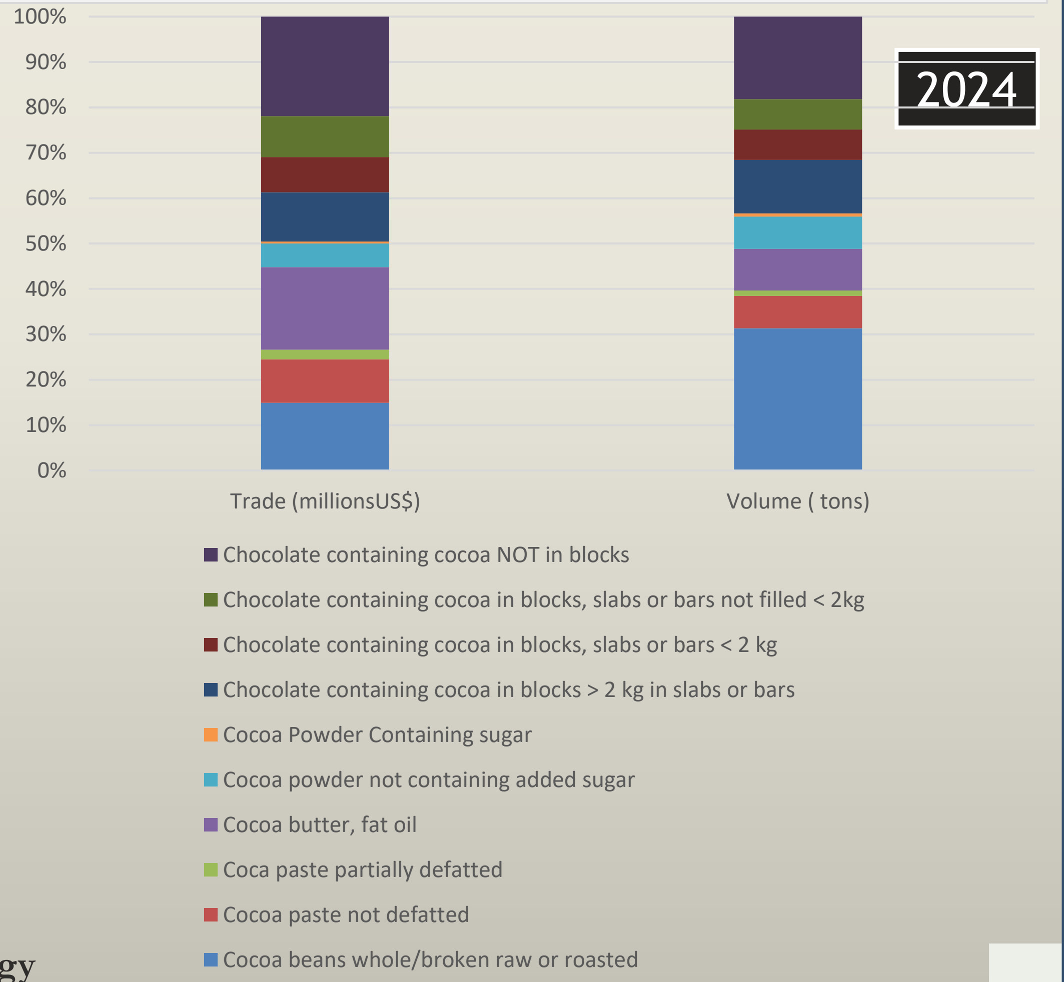
Right now, the value of the cacao beans imported from the tropical belt nations is the foundation for more than 73 billion dollars in aggregated revenues value trade.

Cacao Global Imports 2024

80% of imports of the cacao beans whole/broken raw or roasted is done by the European Union, the Netherlands, USA, Malaysia, Germany, Indonesia, France, Turkey and the UK.
The table below shows the categories of imports of cacao: cacao beans (15%), cacao paste (12%), cocoa butter (18%), Chocolate containing cocoa in blocks, slabs and bars > 2kg (11%), Chocolate containing cocoa not in blocks (22%). Look at the stacked figures at your right). The price per kg is CIF.

Analysis per category Cacao IMPORTS 2024			
Code	*Name Product*	*Trade (millionsUS$)*	*Volume (tons)*
180100	Cocoa beans whole/broken raw or roasted	$ 12,929.37	2,393,088.88
180310	Cocoa paste not defatted	$ 8,297.82	541,230.85
180320	Cocoa paste partially defatted	$ 1,866.71	298,140.42
180400	Cocoa butter, fat oil	$ 15,750.31	700,558.41
180500	Cocoa powder not containing added sugar	$ 4,503.14	541,645.66
180610	Cocoa Powder Containing sugar	$ 377.58	50,890.38
180620	Chocolate containing cocoa in blocks > 2 kg in slabs or bars	$ 9,452.04	901,072.36
180631	Chocolate containing cocoa in blocks, slabs or bars < 2 kg	$ 6,667.19	512,267.99
180632	Chocolate containing cocoa in blocks, slabs or bars not filled <	$ 7,863.27	510,093.84
180690	Chocolate containing cocoa NOT in blocks	$ 18,984.54	1,385,481.80
	Total Imports 2024	**$ 86,691.96**	**7,834,470.57**

Analysis per category Cacao IMPORTS 2024



2024

Customer Segments

What is imported by the midstream & downstream?

There are three relevant categories of cacao now (with higher value in terms of imports):

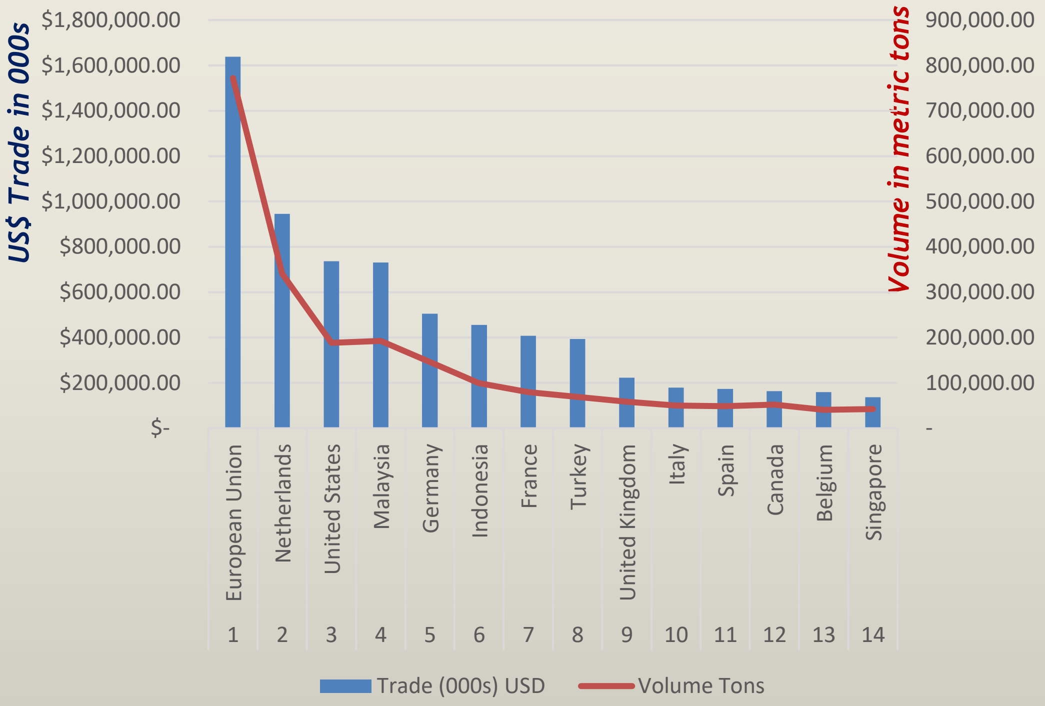
1. Cacao beans (whole or broken, raw or roasted).
2. Cocoa butter (solid fat or oil)
3. Chocolate Containing cocoa not sold in blocks (see the categories next slide)

Cacao Global Imports 2024

Again, if you observe the graph at your right:
The EU, the Netherlands, the US, Malaysia, Germany and the nations below import 90% of cocoa beans.

2024 Cacao Imports 180100 Cocoa bean		Trade (000s) USD	Volume Tons	% trade	% volume
1	European Union	$ 1,638,115.56	772,045.00	32.75%	32.26%
2	Netherlands	$ 945,692.85	340,653.50	14.03%	14.23%
3	United States	$ 736,129.12	188,537.00	7.94%	7.88%
4	Malaysia	$ 731,440.83	192,341.00	7.52%	8.04%
5	Germany	$ 505,141.22	146,025.50	6.09%	6.10%
6	Indonesia	$ 455,247.59	99,419.00	3.91%	4.15%
7	France	$ 407,667.51	79,741.50	3.53%	3.33%
8	Turkey	$ 393,413.18	68,735.00	2.64%	2.87%
9	United Kingdom	$ 223,400.81	58,231.00	2.42%	2.43%
10	Italy	$ 179,188.81	49,759.45	2.34%	2.08%
11	Spain	$ 173,498.50	48,765.80	2.03%	2.04%
12	Canada	$ 162,966.78	51,886.00	2.00%	2.17%
13	Belgium	$ 158,819.15	40,621.40	1.80%	1.70%
14	Singapore	$ 136,412.89	42,232.16	1.76%	1.76%
	Total 90 % of the total impo	**$ 6,847,134.80**	**$ 2,178,993.31**	**90.76%**	**91.05%**

90 % Global Cacao Imports 2024 top 14 nations
Cocoa beans whole or broken, raw or roasted



Average price per kg of cacao beans imports is CIF $2.70/kg

Customer Segments

What is imported by the midstream & downstream?

The upstream producers and retailers represent a robust category.
Let´s understand what they do in terms of trade and volume (weight).

Cacao Global Imports 2024

2024

What are the products with chocolate that contain cocoa not in blocks?

180690 Chocolate containing cocoa not in blocks

- 9010 Chocolate and Chocolate Products (bars and candies)
- 9011 Chocolates including pralines whether or not filled, containing alcohol, or not, and others.
- 9031 Chocolates Others
- 9040 Cocoa Spreads
- 9050 Sugar confectionery and substitutes containing cocoa: halva and others.
- 9060 Spreads containing Cocoa (in immediate packings not exceding 1 kg and others)
- 9070 Preparations containing cocoa for making beverages (in immediate packings not exceding 1
- 9090 Other food preparations containing cocoa (malt-based foods, protein powders, etc)

Analysis per category Cacao IMPORTS 2024

Code	*Name Product*	*Trade (000sUS$)*	*Trade (billion USD)*	*Volume (Kg)*	*Volume Tons*	*% Trade*	*% weight*	*Price per kg average*
180100	Cocoa beans whole/broken raw or roasted	$ 12,929,365.70	$ 12.93	4,786,177,752.58	2,393,088.88	15%	31%	$ 2.70
180310	Cocoa paste not defatted	$ 8,297,824.84	$ 8.30	1,082,461,698.16	541,230.85	10%	7%	$ 7.67
180320	Cocoa paste partially defatted	$ 1,866,710.60	$ 1.87	596,280,842.22	298,140.42	2%	4%	$ 3.13
180400	Cocoa butter, fat oil	$ 15,750,307.17	$ 15.75	1,401,116,815.13	700,558.41	18%	9%	$ 11.24
180500	Cocoa powder not containing added sugar	$ 4,503,143.47	$ 4.50	1,083,291,321.76	541,645.66	5%	7%	$ 4.16
180610	Cocoa Powder Containing sugar	$ 377,578.38	$ 0.38	101,780,758.24	50,890.38	0%	1%	$ 3.71
180620	Chocolate containing cocoa in blocks > 2 kg in slabs or bars	$ 9,452,041.40	$ 9.45	1,802,144,714.02	901,072.36	11%	12%	$ 5.24
180631	Chocolate containing cocoa in blocks, slabs or bars < 2 kg	$ 6,667,188.82	$ 6.67	1,024,535,976.62	512,267.99	8%	7%	$ 6.51
180632	Chocolate containing cocoa in blocks, slabs or bars not filled < 2kg	$ 7,863,267.03	$ 7.86	1,020,187,672.20	510,093.84	9%	7%	$ 7.71
180690	Chocolate containing cocoa NOT in blocks	$ 18,984,535.44	$ 18.98	2,770,963,595.85	1,385,481.80	22%	18%	$ 6.85
	TOTAL IMPORTS 2024	***$ 86,691,962.85***	***$ 86.69***	***15,668,941,146.78***	***7,834,470.57***	***1***	***1***	

Cacao and Coffee 101.
Success Strategies for Small Farm Holders

Customer Segments

What is imported by the midstream & downstream?

The Exports of cacao and products manufactured with cocoa or chocolate subproducts is 93 billion USD (2024)

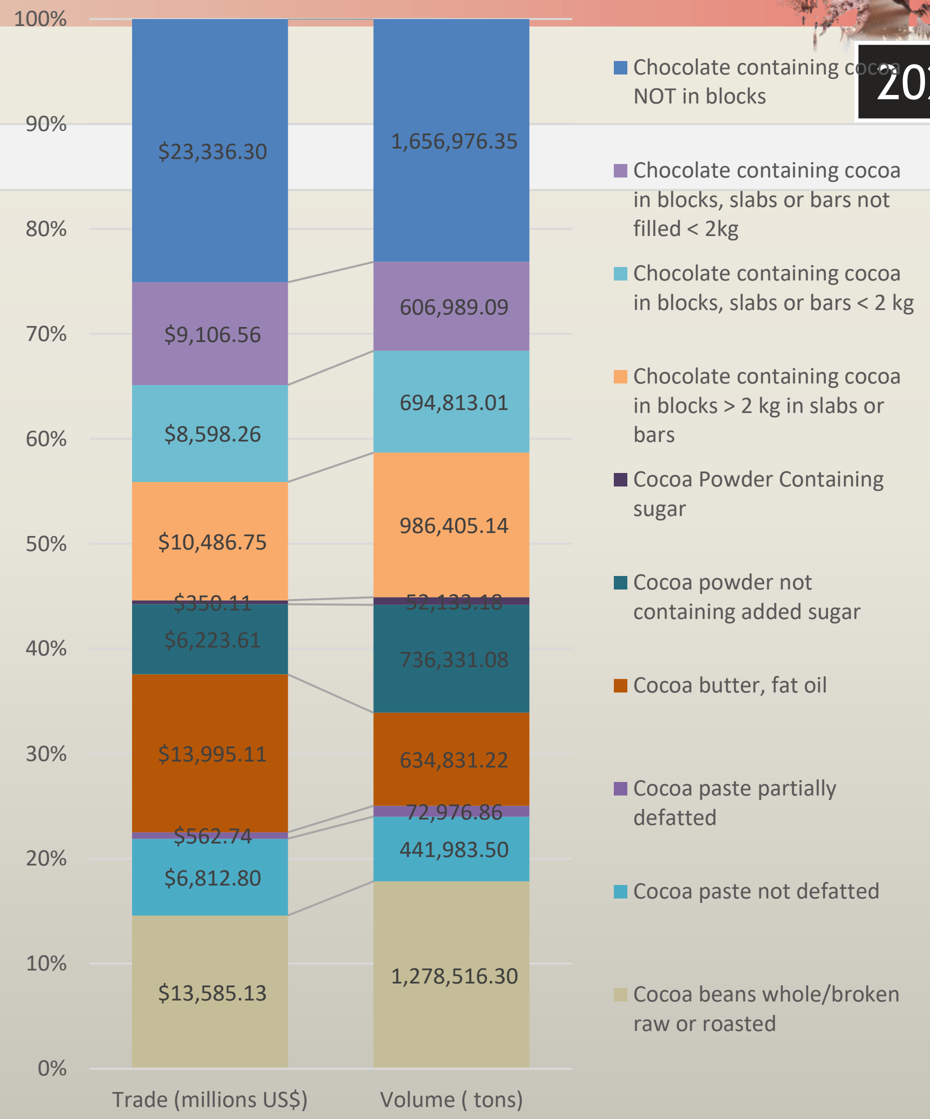
Cacao Global Exports 2024

Again, if you observe the graph at your right:
By category of cacao exports, we can observe that the core category is the Chocolate containing cocoa not sold in blocks. These are the products manufactured by the downstream players which can buy the cocoa beans directly with the farmers, or the cocoa paste or any other subproducts to fabricate their portfolio offer.

Analysis per category Cacao EXPORTS 2024			
Code	Name Product	Trade (millions US$)	Volume (tons)
180100	Cocoa beans whole/broken raw or roasted	$ 13,585.13	1,278,516.30
180310	Cocoa paste not defatted	$ 6,812.80	441,983.50
180320	Cocoa paste partially defatted	$ 562.74	72,976.86
180400	Cocoa butter, fat oil	$ 13,995.11	634,831.22
180500	Cocoa powder not containing added sugar	$ 6,223.61	736,331.08
180610	Cocoa Powder Containing sugar	$ 350.11	52,133.18
180620	Chocolate containing cocoa in blocks > 2 kg in slabs or bars	$ 10,486.75	986,405.14
180631	Chocolate containing cocoa in blocks, slabs or bars < 2 kg	$ 8,598.26	694,813.01
180632	Chocolate containing cocoa in blocks, slabs or bars not filled < 2kg	$ 9,106.56	606,989.09
180690	Chocolate containing cocoa NOT in blocks	$ 23,336.30	1,656,976.35
	Total EXPORTS 2024	**$ 93,057.39**	**7,161,955.74**

Analysis Cacao Exports 2024 per product category

2024



Customer Segments

Let´s observe what is imported by the midstream & downstream

Currently, the 5 most important importers of coffee and cacao are:

1. MNCs Vertically Integrated conglomerates: Starbucks, Nestlé, etc.

2. Country level Intermediaries: National coffee or cacao associations, Big cooperatives.

3. Midstream Semifinished Processors: As Cocoa Paste or cocoa butter products, as Coffee Roasters/Decaf specialists.

4. Bean Traders: Intermediaries who buy the beans and transfer it to other midstream or upstream players. Example: Cargill, Olam, Ecom, etc.

5. Downstream Big retailers: Confectionary big manufacturers, Bakeries, etc.

What is important for the midstream and downstream players?

1. Source of origin of the beans (Geographic Indicators)
2. Traceability.
3. Beans come from certified planters
4. Beans are fairtrade-organic
5. Beans come from one single farm
6. Good food-safety measures of the remotion of mucilage and the quality of the fermentation-drying process of the beans
7. Plantations are environmentally friendly
8. Specialty Beans are of high quality-formula: the flavor & aroma characteristics = genetics of the variety + terroir + cultivation practices.
9. Variety of the plant
10. No diseases

There is a mismatch

Despite the importance of the certifications and geographic Indications, most of the trade is passing through all the filters of the midstream-downstream players. The intermediaries (Bean traders) rely on other intermediaries, and the transference of information about the quality of the beans (cacao or coffee) is not all the time transparent.

However, the beans are commercially traded, imported and categorized using the following categories now:

Coffee beans:

Roasted Decaf	Not Roasted Decaf
Roasted not Decaf	Not Roasted Not Decaf

Cacao beans:

Cocoa beans whole/broken raw or roasted

Cacao and Coffee 101.
Success Strategies for Small Farm Holders

FRANCE — EUROPEAN UNION

AOC = PDO

Customer Segments

Selection of 3 possible customer segments for Small-Farm holders using a new PDO system

Currently, the 5 most important importers of coffee and cacao are:

1. **MNCs Vertically Integrated conglomerates:** Starbucks, Nestlé, etc.
2. **Country level Intermediaries:** National coffee or cacao associations, Big cooperatives.
3. **Midstream Semifinished Processors:** As Cocoa Paste or cocoa butter products, as Coffee Roasters/Decaf specialists.
4. **Bean Traders:** Intermediaries who buy the beans and transfer it to other midstream or upstream players. Example: Cargill, Olam, Ecom, etc.
5. **Downstream Big retailers:** Confectionary big manufacturers, Bakeries, etc.

Cacao

Customer Segment 1:

A MNC that wants to buy a mix of Ecuadorian Heirloom and Ancient Nacional and other varieties of cacao with Floral and Nutty flavors, fairtrade organic, with a Protected Designation of Origin (PDO) validated by the European Union.
The MNC wants to work with 300 small farmers (aggregated total land of 3,000-4,000 hectares).
The MNC wants all the small farmers to set a PDO program with the following elements: Air quality control, moisture control, rainfall management, waste residual management, sunlight-shade management, temperature control, wind mitigation, and testing of the mix of varieties for the flavor required.

Customer Segment 2:

A cocoa intermediary wants to buy cocoa paste and cocoa butter directly to 500 Peruvian small farmers associated in the production of cacao (aggregated total land between 4,000 to 6,000 hectares).
The company wants the cocoa paste coming from a mix of 5 different varieties: amelonado, Iquitos, Marañon; Nanay and Forastero.
The prerequisite: All farmers must agree to set a PDO program with the same elements listed above.

Coffee

Customer Segment 3:

A MNC wants to buy a specific mix of coffee of at least 7 varieties from Central America, to help them to reach a PDO program.
The MNC wants to work with 300 small farmers (aggregated production from a total land of 3,000-4,000 hectares).
The MNC wants to build a matrix using different blends from the varieties to establish a relationship between 3 types of roasting and 5 types of flavors

Blends Matrix of 7 varieties

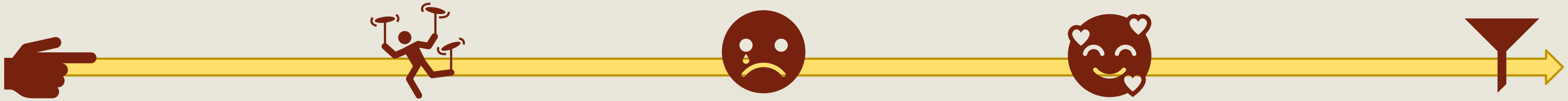
Flavors:
1. Nutty
2. Floral
3. Earthy
4. Fruity
5. Spiced

Roasted:
1. Light
2. Medium
3. Dark

Customer Segments

Next Week: Generic CVPs for Small Farm holders

The Customer Profile



Select customer segment

Select a Customer Segment that you want to profile

Identify Customer Jobs

Ask what tasks your customers are trying to complete. Map out all their jobs by writing each one on an individual sticky note or Post-it. Use the criteria explained to classify them

Identify Customer Pains

What pains do your customers have? Write down as many as you can come up with, including problems, unresolved requests, lack offs, obstacles and risks Use sticky notes.

Identify Customer Gains

What improvements or value-added features and benefits do your client want to achieve? Write down as many gains as you can find. Use sticky notes

Prioritize jobs, pains and gains

Categorize jobs, pains and gains in a prioritization column, as you can see in slide 14.

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Customer Segments

Next Week: Generic CVPs for Small Farm holders

The Customer Profile

Customer Jobs

Customer jobs describe:
- What customers are trying to achieve?
- What activities are they trying to accomplish?
- What jobs are the clients to get done?
- What chores or duties or responsibilities are they trying to succeed?
- What assignments or lines of work are they trying to complete?

Customer Gains

Gains or wants are described as:
- Benefits or results that clients **want**
- Upshots the clients **crave** essentially to perform the jobs
- Advantages or improvements that will make the client happy
- Gains can be required, expected, desired or unexpected.
- Gains are benefits, results, outcomes, advantages or characteristics that customers wish.

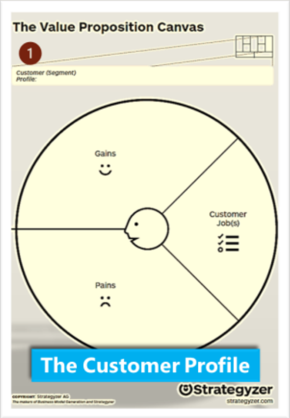
Customer Pains

Pains are described as:
- Anything that annoys or cause anguish/upset or displease the client before, during and after he/she is trying to get a job done.
- Obstacles that prevent the client to accomplish an activity or endeavour.
- Pains are undesired outcomes
- Pains are problems
- Pains are undesired characteristics of the job the realize
- Pains are also risks or undesired potential outcomes or negative consequences.
- Pains are Lack of something, or an absence, deficiency, or a necessity not fulfilled.

Customer Segments

Next Week: Generic CVPs for Small Farm holders

The Customer Profile



Customer Jobs

Actions

What are the activities or tasks undertaken by the customer

Senses

speak
see
write
hear
perceive
smell
taste
touch
move

What and how does the client perform those tasks?

Emotions

What does she/he feel or/and think ?

Rationale

?

Why does she/he accomplish the task?

Basic Segmentation

- Behavioural
- Geographic
- Demographic
- Psychographic

Customer Segments

Next Week: Generic CVPs for Small Farm holders

The Customer Profile

The prioritization of the features of jobs, gains and pains can only occur if we describe them as concrete as possible under specific contexts for the customer segment in demand.

Customer Jobs

Level of Job Importance

+Important

- Insignificant

Customer Gains

Grade Gain Relevance

+ Essential

- Nice to Have

Customer Pains

Degree Pain severity

+ Extremely high

-Moderate or low

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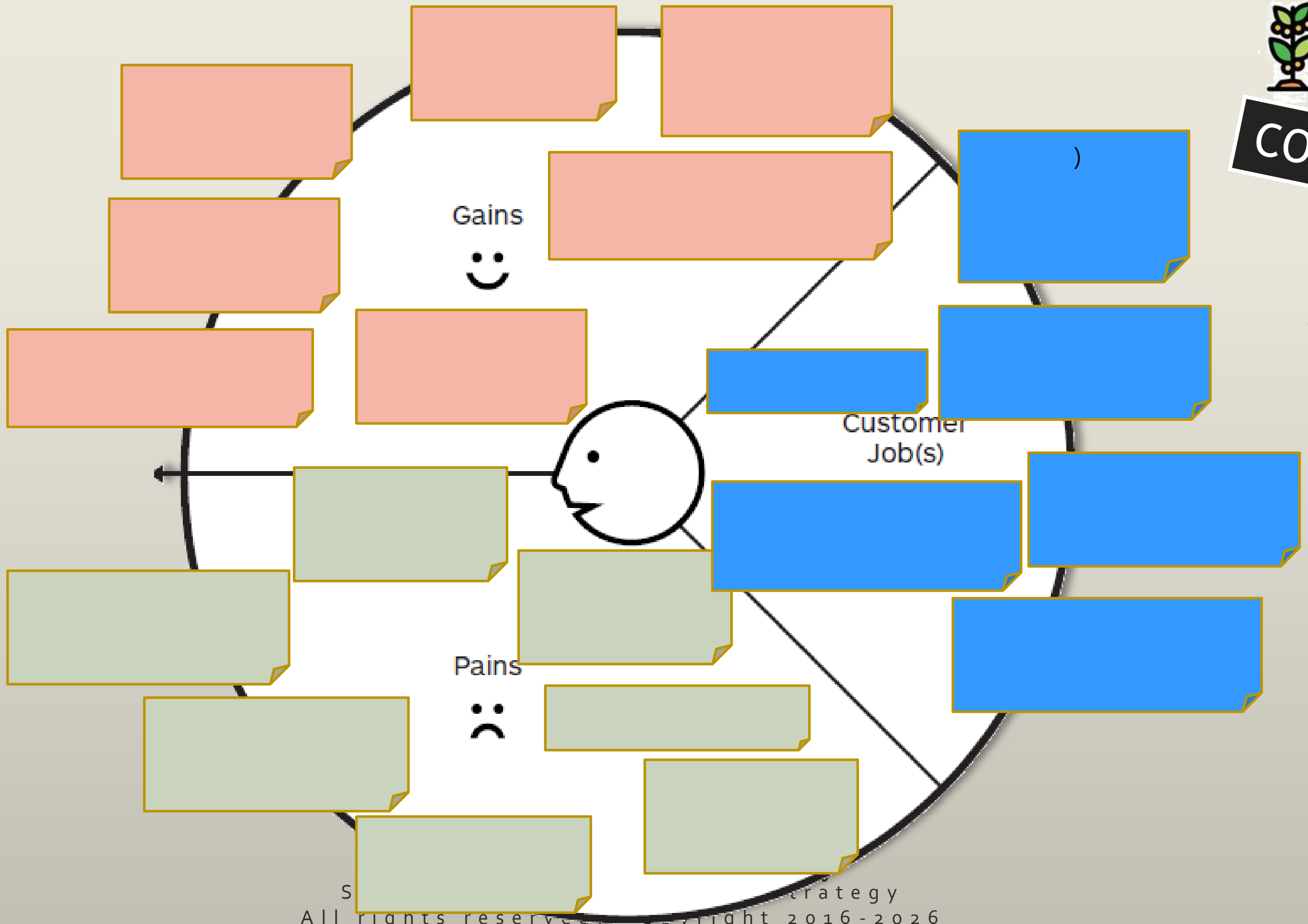
Customer Segments

Next week: Generic CVPs for Small Farm holders



The Customer Profile

Next Week
We will build 1 CVP for coffee and 2 CVPs for Cacao

Customer Segments

Bibliography 1/2

1. *It will be added when we post the strategic reflections on Monday*

All the variables measured by the AOC (Appellation origin controlee) 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).

Photo from Microsoft Stock Images

Thank you

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https://eleonoraescalantestrategy.com/