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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 7.

Value Propositions 1

www.eleonoraescalantestrategy.com

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
Introduction

29-May — Episode 2
A new philosophy beyond circular economy

5-June — Episode 3
Sustainability: Beyond caring for the land Part I

12-June — Episode 4
Sustainability: Beyond caring for the land Part II

17-22 June
Teacher´s week
Pedagogical Pause
El Salvador
Happy Teacher's Day

26-June — Episode 5
New Models of Ownership & Corporate Governance

3-July — Episode 6
Customer Segments

10-July — Episode 6A
Customer Segments Version 2.0

17-July — Episode 7
Value Propositions I

24-July — Episode 8
Value Propositions II

31-July — Episode 9
Distribution Channels

07-August — Episode 10
We will work on vacations
Certifications
Quality Control
FAIRTRADE

14-August — Episode 11
Key Resources

21-August — Episode 12
Revenue Streams
Cost Structure

28-August — Episode 13
Competitiveness, Research & Innovation

04-Sept — Episode 14
Financing & Access to Capital

11-Sept — Episode 15
Key Partnerships

18-September — Episode 16
Epilogue
Summary
Conclusions
Research Agenda

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

Value Propositions Part I

AGENDA

Cacao and Coffee 101. Success Strategies for Small Farm Holders

1. The Fairy Godmother in Action
2. Customer Profile 1 Cocoa beans Specialty-High quality Ecuador
3. Customer Profile 2: Cocoa Butter Perú
4. Customer Profile 3: Roasted Coffee Central America -→ Work in Progress. For NEXT WEEK.

Photo Source: Adobe

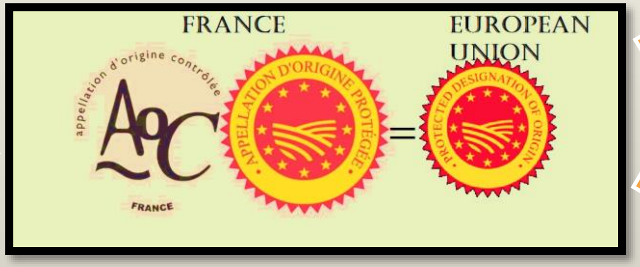
Value Propositions Part I

The Fairy Godmother in Action

The Fairy Godmother in action:
Let´s assume that the whole process for obtaining the AOC* or PDO* for each cacao or coffee small farmer will be donated by the European Union as one element of the total financing deal. The requisite is that each small farmer must own a plantation of coffee or cacao in a plot of land of 10 hectares minimum to 30 hectares maximum. The small farmers should reside an operate the production business in tropical belt nations. Let´s not worry now about how much the AOC/PDO process will cost, nor how the sources of funds will be captured by the EU.

The Fairy Godmother in action:
Just know that the money to pay for the AOC/PDO expenses for each farmer will be granted in total and will be donated without asking for reimbursement. Only if the farmers agree to be part of the project and will commit to raise the quality of the beans with integrity.

$



Appellation D´Origine Controlée (AOC) in France, is the same called Protected Designation of Origin (PDO) PDO of the European Union

COFFEE

CACAO

All the references cited and used for our inferences are shown in slide 36-37

Customer Profile 1

Cocoa beans
Specialty-High quality
Ecuador

Value Propositions Part I

CACAO: Our goal for today´s masterclass is to create three customer profiles

All the references cited and used for our inferences are shown in slide 36-37

The Fairy Godmother in action:
Let´s assume that the whole process for obtaining the AOC* or PDO* for each farmer will be donated by the European Union to all the small farmers with land < 10 hectares residing in tropical nations that harvest cocoa and coffee. Let´s not worry now about how much that process will cost, nor how the sources of funds will be captured by the EU.
Just know that the money is totally available for each farmer and will be donated without asking for any reimbursement.
Appellation D´Origine Controlée, is called PDO by the European Union: ***Protected Designation of Origin (PDO)***

Cacao

Customer Segment 1: Cocoa beans Specialty-High quality Ecuador
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: Cocoa butter, Peru
A cocoa intermediary wants to buy 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 butter 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: Roasted Coffee-not decaf Central America
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

Value Propositions Part I

CACAO: Customer Profile for Customer Segment 1.

What is the purpose of the MNC (the client) of this Customer Profile 1?

- a) Elevate the quality of cacao
- b) Help to recover the Ancient National cacao genetic cluster
- c) Improve the existing cacao local PDO for Ecuador, including all the missing elements of terroir for obtaining a European Union PDO for Ecuador cacao.

FRANCE EUROPEAN UNION

Cacao

Customer Segment 1: Cocoa beans Specialty-High Quality Ecuador

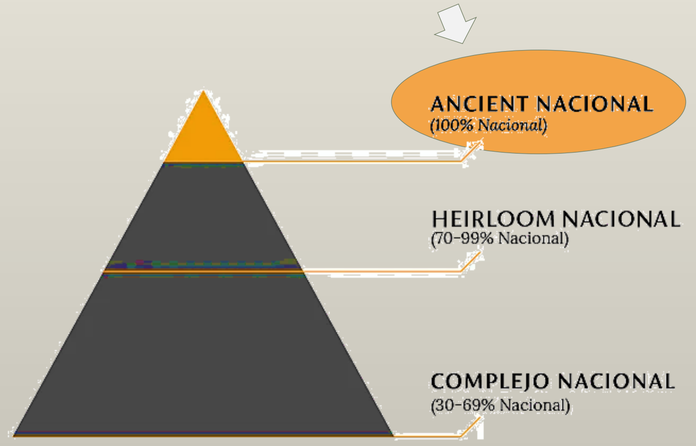
A MNC that wants to buy a mix of Ecuadorian Heirloom and Ancient Nacional and other varieties of cacao with Floral and Nutty flavors, fairtrade organic, while obtaining a Protected Designation of Origin (PDO) validated by the European Union.
The MNC wants to work with 300 small farmers (aggregated total 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.
Let´s understand the rationale behind the request of the client.

Oversimplification of Cacao Ecuador Classification System

Toak-Third Millenium Alliance

General Designation	Particular Designation	Grade	Percent of total Ecuadorian Cacao Production	Yield relative to the CCN 51
Fine Flavor	Heirloom	Ancient Nacional (100%)	Fraction of 1%	6-8 X less
Fine Flavor	Heirloom	Heirloom Nacional 70-99% Nacional crossed with Trinitario	5%	
Fine Flavor		Complejo Nacional 30-69% Nacional crossed with various varieties introduced in 1978	25%	2-3 X less
Bulk		CCN-51 (Colección Castro Naranjal 51) 1% Nacional, crossed with six varieties.	70%	Not Applicable

This specie is what the client wants to recover



Source: https://toakchocolate.com/blogs/news/the-different-grades-of-ecuadorian-cacao

All the references cited and used for our inferences are shown in slide 36-37

Value Propositions Part I

CACAO: Customer Profile for Customer Segment 1.

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Appellation d´Origine

Customer Segment 1: Cocoa beans Specialty-High Quality Ecuador

The process of obtaining an appellation of origin of Cacao started in 1605. It is not new…

1605	1623	1630	1725	1737	1754	1765
First citation in botanical literature. Charles de l'Écluse (Clusius) refers to the Cacao appellatum	K. Bauhin mentions the Cacao appellant as Guatemalensis Avellana Mexicana	Hernandez Rerum Medicarum Thesaurus classifies *cacahoatl* (cacao seeds) under 4 Mexican varieties: *Quauh, Meca, Xochi, and Tlalca*. He identified the *Quauhpatachtli* as cacao criollo.	Sloane describes the Cacao Tree of Jamaica with abundant information about cultivation, varieties, geography and trade.	Linnaeus introduces cacao baptizing it under the name of *Theobroma* "Food for the Gods". He mentions two species: *Cacao foliis integerrimis* and the *foliis serratis Guazuma*.	Linnaeus includes and validates the values of the Theobroma *foliis integerrimis*: fatty, bitter, nutritive, aphrodisiac, & warming	Hoffmann presents the "Potus Chocolatae" thesis to the Swedish Royal College of Medicine. First excellent review of composition, preparation of Chocolate, nutritional and medical values.

1775	1826	1830	1869	1882	1892	1899
French Guiana wild species classification introduced by Aublet: *Cacao Guianensis* and *Cacao Sylvestris*. The cultivated cacao was named as *Cacao Sativa*.	Sprengel modifies the Linnaeus System listing 5 species of Theobroma, and other 5 species of *Bubroma (guazuma)*.	Martius introduces that more species of Theobromas were growing wild in Brazil: *T. Subincanum Mart.*, *T. Sylvestre Mart.* and *T. Microcarpum Mart.*	Between 1830 to 1870 new species and varieties from South America are introduced in the scientific classifications. The first monograph of Theobroma by the Swiss Bernoulli: His contribution was to classify all the known species of Theobroma: 18 of them until 1878.	Morris in Jamaica, publishes the first known classification of cacao based on the best estates of Trinidad. This classification still is the precursor used by the ICCO.	Hart modifies the Morris classification. Hart validates that the finest cacao is produced by the Criollo Variety.	Jumelle and De Wildeman advance the classification of origin of the Theobroma based on Hárt classification.

All the references cited and used for our inferences are shown in slide 36-37

Value Propositions Part I

CACAO: Customer Profile for Customer Segment 1.

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Appellation d´Origine

Customer Segment 1: Cocoa beans Specialty-High Quality Ecuador

The process of appellation of origin of Cacao started in 1605. It is not new… what is new is the connection of the terroir with the "quality" of the beans of each specie and the potential of the blend quality of the varieties.

Bernoulli Classification 1869

T. Cacao

1. T. Cacao
2. T. Pentagona-Cacao Lagarto, Guatemala
3. T. Leiocarpa- Cumacao-Guatemala
4. T. Saltzmanniana, Bahia-Brazil

T. Oreanthes

5. T. Speciosa Willd
6. T. Quinquenervia, Brazil
7. T. Spruceana, Brazil

T. Rhytidocarpus

8. T. Bicolor (Humb & Bonpl)
9. T. Glauca Karst.

T. Telmatocarpus

10. T. Microcarpa Mart.

T. Glossopetalum

11. T. Angustifolia DC
12. T. Subincana Mart.
13. T. Sylvestris Mart.
14. T. Macrantha, Brazil
15. T. Berruginea, Peru
16. T. Obovata-Brazil
17. T. Alba, British Guyana
18. T. Nitida, Brazil.

Morris Classification 1882

Class I. Cacao Criollo (Red)

Class II. Cacao Forastero

1. Cundeamor, Yellow rough Cerasee
2. Cundeamor, Red rough Cerasee
3. Liso Amarillo, Smooth Yellow
4. Liso Colorado, Smooth Red
5. Amelonado Amarillo, Yellow Melon
6. Amelonado Colorado, Red Melon
7. Calabacillo amarillo, Yellow Calabash
8. Calabacillo Colorado, Red Calabash

Hart Classification 1892 -1911

Criollo (6 varieties)	Trinidad Criollo: (a) amarillo, (b) colorado Venezuelan Criollo: (a) amarillo, (b) colorado Nicaraguan criollo: (a) amarillo, (b) colorado
Forastero (6 varieties)	Cundeamor Yellow warted Cundeamor Red warted Ordinary Yellow Forastero Ordinary Red Forastero Amelonado Yellow Amelonado Red
Calabacillo (2 varieties)	Yellow Red
Theobroma Pentagona	Alligator Cacao

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Value Propositions Part I

CACAO: Customer Profile for Customer Segment 1.

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Appellation d´Origine

Customer Segment 1: Cocoa beans Specialty-High Quality Ecuador

The process of appellation of origin of Cacao started in 1605. It is not new… what is new is the connection of the terroir with the "quality" of the beans of each specie and the potential of the blend quality of the varieties.

1901

Preuss publishes the first field report "ever" about all the varieties of cacao, conditions of cultivation, ways of preparation and products in Central and South America. *This is a remarkable historic source of reference for those interested in helping to recover the original native varieties of cacao.*

1902

De Wildeman provided a compilation of 10 varieties: within three grand groups

1. Criollos:
   Amarillo and Colorado
2. Forasteros: Cundeamor verrugosa Amarillo, cundeamor verrugosa Colorado, Amarillo, Colorado, amelonado Amarillo and amelonado rojo.
3. Calabacillos: Amarillo and colorado

1908

Chevalier publishes his studies about cacao crops in Africa, with a new specie Theobroma sphaerocarpa.

1911

Hart states that there is only one specie of Theobroma Cacao, with multiple varieties. See last slide to comprehend his classification system.

1914

Van Hall publishes the first well-known textbook for cacao growers, students and agronomists.

1925

Pittier presents a new theory that all forms of cacao varieties are the result of hybridization between two initial species: Theobroma Cacao L. known as Criollo, and Theobroma Leiocarpum Bernoulli (Calabacillo). He publishes a new classification in 1930.

1946

Chevalier publishes a monographic revision of Theobroma, with 13 species. IN 1960, the taxonomy of Theobroma recognizes 19 species in the Hardy´s Cacao Manual.

The continuous contribution to understand the Theobroma species and varieties has continued to our days.

All the references cited and used for our inferences are shown in slide 36-37

Value Propositions Part I

CACAO: Customer Profile for Customer Segment 1.

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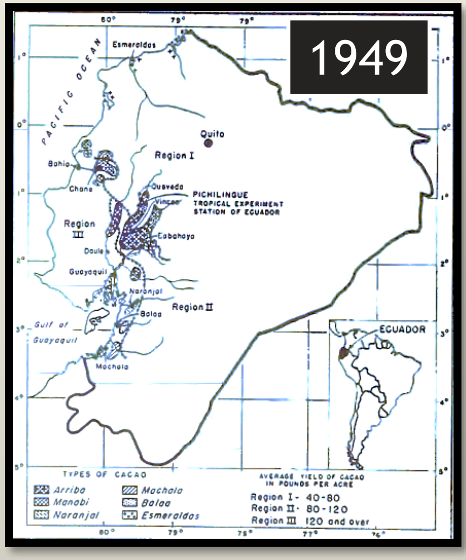
Appellation d´Origine

Customer Segment 1: Cocoa beans Specialty-High Quality Ecuador

***By 1949, Fowler-Lopez compiled the origin of the cacao industry of Ecuador and its producing cacao regions** (Foreign Agriculture Report, US Department of Agriculture, Washington D.C.)*

Infographic of Ecuador Cacao situation in 1949	
Principal Growing Areas	Provinces of Los Ríos, Guayas, Manabi, El Oro, and Esmeraldas.
Cacao Producing Regions Each principal growing region is referred to the local commercial name of the cacao produced therein	Arriba Balao Naranjal Bahía de Caraquez Machala
Total area under active cacao cultivation	321,000 acres with 65 million trees
Main species grown in Ecuador haciendas	1. Cacao Ancient Nacional (66%) – Amazonian Forastero 2. Cacao Venezuela (33%) – Trinitarios hybrid group of several varieties. 3. Cacao Criollo- Only in the Province of Esmeraldas
Harvest seasons	February to August – First Grade quality beans December through February- Second grade quality beans All year – Third grade quality.

- Cacao Ancient Nacional produces one crop, harvested from February to May.
- Cacao Venezuela produces two crops, from July to October and a second light one harvested during April May.
- Cacao destined for the European Market is usually graded more carefully as to size, shape of the beans, and type of flavor. In 1949, a premium of several dollars per hundred pounds was paid for these choice grades.
- In Ecuador, before 1949, the highest production of cacao occurred in 1916, with 49,600 tons.
- Yields: Production on best haciendas: 250 pounds dry cacao beans/acre. On average (1949) the production was 82 pounds dry cacao beans/acre.



Export Commercial Names 1949	Quality
Selected Superior Red Summer Arriba	1st Grade: Pure Ancient Cacao Nacional from Arriba region
Superior Red Summer Arriba	1st Grade: Ancient Cacao Nacional
Cosecha Navidad-Christmas Harvest	Second grade: Also contained cacao Nacional
Cacao Epoca, Cacao corriente or Seasons Arriba.	Third Grade quality. Mostly Cacao Venezuela.

All the references cited and used for our inferences are shown in slide 36-37

Value Propositions Part I

CACAO: Customer Profile for Customer Segment 1.

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Appellation d´Origine

Customer Segment 1: Cocoa beans Specialty-High Quality Ecuador

The Ecuadorian Institute of Intellectual Property (IEPI) submitted the Cacao Arriba Grading Classification in 2007,and it was approved in 2013 as a PDO (under Ecuadorian designation of origin). From the perspective of an EU strict international PDO convention, the domestic Cacao Arriba Ecuadorian system still misses certain variables to comply with the EU PDO standards.

Cocoa Arriba Designation of Origin System ruled by the Ecuadorian INEN 176-177

Ecuadorian Cocoa Arriba FINE FLAVOR								BULK
Agronomic Aspect	**Requirement**	**Unit**	**ASSPS** **Arriba Superior Summer Plantation Selecto**	**ASSS** **Arriba Superior Summer Selecto**	**ASS** **Arriba Superior Selecto**	**ASN** **Arriba Superior Navidad**	**ASE** **Arriba Superior Epoca**	**CCN-51** **Collection Castro Naranjal 51**
Weight	Weight of 100 Grains	grams	135-140	130-135	120-125	110-115	105-110	135-140
Fermentation minimum %	Good Slight Total	%	75 10 85	65 10 75	60 5 65	44 10 54	26 27 53	65*** 11 76
Bio-physical grains	Violet-Purple Slate Mold	%	10 4 1	15 9 1	21 12 2	25 18 3	25 18 4	18 5 1
Quality over 500 g	Grains defective maximum	%	0	0	1	3	4**	1

All the references cited and used for our inferences are shown in slide 36-37

Eleonora Escalante Strategy
State of the Art Corporate Strategy

Value Propositions Part 1

What are we going to do at this masterclass?

We will apply the following methodology to build three customer profiles: 2 for cacao and 1 for coffee

Always use sticky notes over a whiteboard or white paper of 22 inches x 28 inches (56 cm x 70 cm) adhered to a wall. I do it in PowerPoint only to teach on my website. In reality, I use sticky notes, a whiteboard, and dry-erase markers. It helps enormously!!!

The Customer Profile Process

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 produce, 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

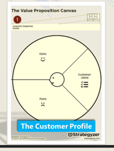
Categorize jobs, pains and gains in a prioritization column, as you can see in slide 14.

All the references cited and used for our inferences are shown in slide 36-37

Customer Profile 1

Value Propositions Part 1.

Customer Gains



Customer Profile 1: Cocoa beans Specialty-High quality Ecuador

All the references cited and used for our inferences are shown in slide 36-37

Required Gains These are the must gains

- Recover the high quality of the Original Ecuadorian Cacao Ancient Nacional as it was before 1926 (year the witches´ broom disease began).
- Support the existing efforts of Ecuador to obtain a European Union standards PDO for Cacao.
- Elevate the premium high-quality raw inputs (cocoa beans) supply for its delicatessen top formula blend of chocolate designed for the existing luxury market.

Desired Gains These are the wish-wanted gains.

- Gain direct access to the unique sources of the Original Ecuadorian Cacao Ancient Nacional
- Evangelization and installment of the culture of Terroir: Help the Ecuadorian cacao small planters to understand all the unique different terroir variables beyond the existing ones DO variables.
- While recovering the essence of the 100% pure National variety, prepare the farmers to do not lose it again while facing climate change
- Obtain the PDO for Ecuador at the European Union standards

Expected Gains These are the additional added value gains.

- Reduce the disease susceptibility of the Ancient Cacao Nacional (which has been in risk of extinction).
- Raise the standards of operational and financial management of the small-farmers
- Include the small-farmers as candidates for access to the green financial fund (working capital, re-financing to remove the land as a collateral from previous loans, etc.).

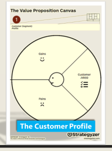
Unexpected Gains These are nice to have gains

- Solve the existing issues of drainage, irrigation, and rain-fall water management of the small-farmers
- This project is not about raising yields or productivity, but to recover the ancient original quality of the cacao that was existing in Ecuador during the 17th century.
- Reposition the original value of Ancient National in the palate of the connoisseurs of high-quality cacao.

Customer Profile 1

Value Propositions Part 1.

Customer Pains



Customer Profile 1: Cocoa beans Specialty-High quality Ecuador

Undesired Outcomes Unwished results the client don´t crave

- Negative response from the farmers who are involved in raising other high-yield productive varieties.
- Commercial Trade-off between high-quality and lower-yields
- No interest from the small-farmers to invest time and dedication to get a real PDO with European standards.
- Not wanting to shift from Arriba or CCN-51 varieties to Ancient Nacional cultivation

Obstacles These are the blockers of the project

- Confusion between cocoa producers, traders, processors and distributors to international markets about the purpose of the project.
- Rejection of the project by the farmers with current Cocoa Arriba Denomination of Origin at the Superior classifications.
- Frustration of the farmers to initiate the PDO process given the lack of enough trees of pure Ancient National
- Distrust of the farmers in the MNC

Unwanted Problems Additional troubles the client don't need

- Lack of education of the Cocoa workers in matters of sustainable farm management for their specific soils
- Lack of methods to stop cross pollination with other varieties
- Reforestation of the cocoa land not an element regulated by the state

Potential Risks These are risks with negative consequences.

- Not enough donors to cover all the testing for all farmers of the project: the Ecuadorian INEN standards, the sensorial testing (Guittard and Cirad lab standards), the biochemical compounds tests, the soil and moisture control tests, etc.
- Lack of long-term engagement of the farmers when facing Ancient Nacional slower growing, less yield crops
- Lack of robust support from the Government of Ecuador

All the references cited and used for our inferences are shown in slide 36-37

Customer Profile 1

Customer Jobs

Value Propositions Part 1.

Customer Profile 1: Cocoa beans Specialty-High quality Ecuador

All the references cited and used for our inferences are shown in slide 36-37

Functional

- Get enough quantity of Ancient Nacional beans for their chocolate production
- **Create a formula of fine chocolate with the Ancient Nacional of Ecuador**
- Reposition the Ancient Nacional in Ecuador as a core specie in the Plan or the Agro-Industry Development of the Cocoa-Chocolate Chain 2019 based on a differentiation strategy (quality-price)
- Reforest the ecosystems of the regions where the Ancient Nacional was thriving before the 1900 diseases.
- Create a Latin American revival for the Specialty-High Quality Ancient cacao species.
- Buy the beans produced by the farmers to create a unique chocolate luxury segment of historic high-grade line, never appreciated before.

Social

- To recover all the original cacao lost species and other cacao top quality endangered species in Central America, MX, and Caribbean as they were known in the 16th century.
- To promote the "caring for the cocoa land" in the local small-farmers
- To elevate the quality of life of the small-farmers by showing off that it is possible to pay wages of $20 pppd if the right global cocoa supply chain is in place
- To leave a legacy of "love" for excellent cacao production in Spanish America within 10 years
- Connect the high-quality of the chocolate with the well-being of the buyers, while fixing structural poverty and providing a middle-class citizenship to the farmers.

Personal/Emotional/Sensorial

- The MNC is engaged to find the "best" historic blend of high-quality chocolate as it was in the 16^{th} century in terms of sensorial valuation variables.
- Feel, perceive, smell, taste, and see the perfect chocolate from a mix of historic cacao species at the ultimate perfection (with the original existing varieties of the 16^{th} century).
- The CEO and Board of Directors of the MNC personally search for a unique legacy emotional experience to sell to the luxury segment market niche.

Support

- Recover the virgin cocoa species available in the 16^{th} century only occurs by recuperating the habitat ecosystems of those species
- Support the existing Manabi pilot project of TOAK-Third Millennium Alliance (TMA) in Ecuador, to replicate it in other regions
- Create a robust sounding board for traceability and productivity with the purpose to establish the green financing program for the farmers.
- Stamp of approval of a prototype project that can be used for other endangered orchards of the world
- Comply with 8 of the 17 UN SDG goals: **(1) No Poverty, (2) Zero Hunger, (3) Good Health & Well Being, (4) Quality Education, (8) Decent Jobs and Economic Growth, (10) Reduced Inequalities, (12) Responsible production and Consumptio and (15) Life on Land**

Customer Profile 1

Value Propositions Part 1

Customer Profile 1: Cocoa beans Specialty-High quality Ecuador

All the references cited and used for our inferences are shown in slide 36-37

Customer Jobs

Level of Job Importance

+Important

- Recover the high quality of the original Ecuadorian Cacao ancient Nacional variety
- Reposition the Ancient Nacional as a priority in the government plans of Ecuador
- Reforest and sustain the ecosystems of the regions selected
- Find the best historical blend of high-quality chocolate in the world
- Build a Legacy by creating the perfect chocolate historical blend for high-end luxury clients
- Elevate the quality of the small farmers to $20pppd
- Create a formula of fine chocolate with the Ancient Nacional of Ecuador
- Comply with the 8 SDG Goals of United Nations
- Connect the high-quality of the chocolate made with Ancient Nacional with the well being of the buyers.

- Insignificant

Customer Gains

Grade Gain Relevance

+ Essential

- Get excellent and enough quantity of raw beans Ancient Nacional Ecuador
- Elevate the premium high-quality of cocoa beans by helping farmers to plant Ancient Nacional
- Shift the mentality of the farmers from low-cost CCN-51 to premium-high quality Ancient Nacional
- Establish the PDO for the micro-regions of Ancient Nacional
- Solve the existing issues of drainage, irrigation, rain-fall water management of the small farmers
- Prepare the farmers for climate change
- Reduce the disease susceptibility of the Ancient Cacao Nacional
- Support the existing efforts of Ecuador to obtain the EU PDO

- Nice to Have

Customer Pains

Degree Pain severity

+ Extremely high

- Farmers not wanting to engage in the project
- Not convincing the farmers that the AOC-or PDO is a tool to raise value for the beans.
- Farmers not wanting to change from CCN-51 bulk to high value grading of cacao varieties
- Lack of education of farmers in matters of sustainable farm management
- Lack of regulations-laws to keep the project alive for future generations
- Impatience from the farmers to see short term profits
- Lack of robust support from the Government of Ecuador
- Not enough donors to cover all the testing and analysis for all farmer to obtain the AOC-PDO

-Moderate or low

Customer Profile 1

CACAO

Value Propositions Part 1

Customer Segment 1: Cocoa beans Specialty-High Quality Ecuador version 1.0

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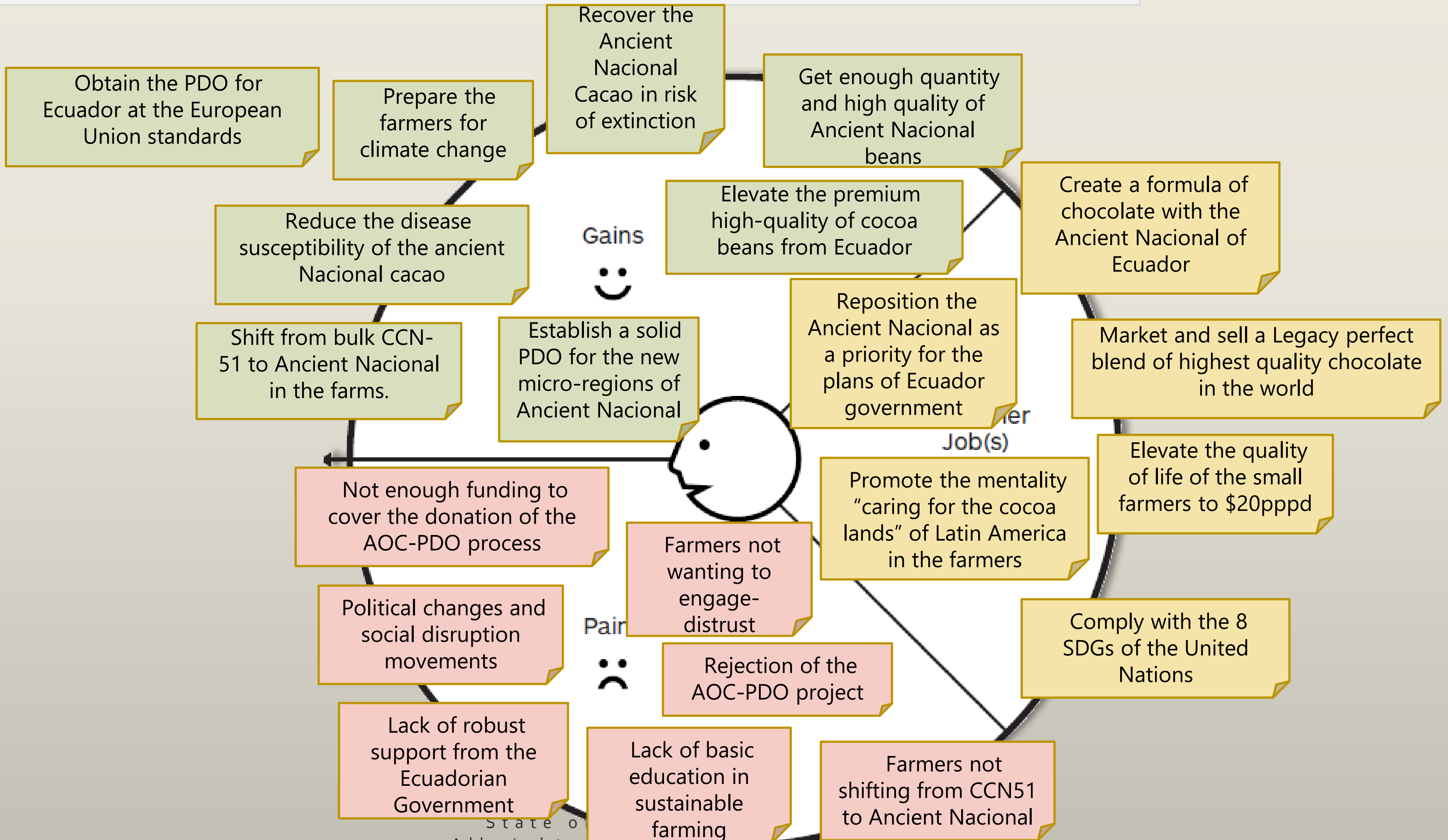

Cacao and Coffee 101.
Success Strategies for Small Farm Holders

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Value Propositions Part I

CACAO: Customer Profile for Customer Segment 1 in its version 1.0 has been completed. Next. Let´s continue…

The Fairy Godmother in action:
Let´s assume that the whole process for obtaining the AOC* or PDO* for each farmer will be donated by the European Union to all the small farmers with land < 10 hectares residing in tropical nations that harvest cocoa and coffee. Let´s not worry now about how much that process will cost, nor how the sources of funds will be captured by the EU.
Just know that the money is totally available for each farmer and will be donated without asking for any reimbursement.
Appellation D´Origine Controlée, is called PDO by the European Union: ***Protected Designation of Origin (PDO)***

Cacao

Customer Segment 1: Cocoa beans Specialty-High quality Ecuador

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: Cocoa Butter, Perú

A cocoa intermediary wants to buy 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 butter 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: Roasted Coffee-not decaf Central America

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 Profile 2

Cocoa Butter Perú

Value Propositions Part 1

Customer Profile 2. Cocoa Butter, Perú

All the references cited and used for our inferences are shown in slide 36-37

The Cocoa butter is a precious raw material used in several industries:

1. Cosmetics and Make up products
2. Facial and body Moisturizers and skin regenerating lotions
3. Hair products
4. Pharmaceuticals
5. Bakery
6. Confectionary products (including chocolate)

Customer SegmenX 2: Cocoa Butter, Perú

A cocoa intermediary wants to buy cocoa butter directly to 500 Peruvian small farmers associated under a cooperative in the production of cacao (aggregated total land between 4,000 to 6,000 hectares).
The company wants the cocoa butter coming from a mix of 5 different varieties: amelonado, Iquitos, marañon; nanay and Forastero CCN-51. The prerequisite: All farmers must agree to set a PDO program with the same elements listed above.

Who is the client?

The customer of the Peruvian farmers is an “intermediary” that works as a reliable agent for two types of companies.

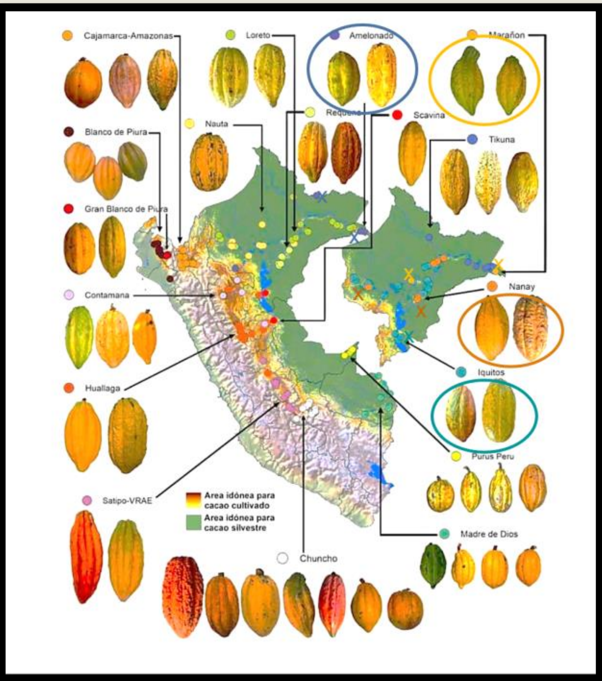
1. A top facial/body cocoa butter moisturizers production company in USA
2. A cosmetics-make up production company targeting high-end segment in Japan

Why does the client want cocoa butter from 5 varieties?

The cocoa butter with an FFA (Free Fatty Acid) made from the varieties of Amelonado, Iquitos, Marañon and Nanay has shown certain particularities that are prized by the manufacturers. Additionally, the two companies wish to help the communities of the farmers from these regions to rise from poverty.

Why do the 2 companies rely in the intermediary?

The intermediary is a former cacao Peruvian farmer with experience as a trader of beans and holds a strong multifaceted trust from the farmers of those 4 communities.



Customer Profile 2

Value Propositions Part 1

Customer Profile 2. Cocoa Butter, Perú

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Why do these 2 companies want Forastero varieties and the CCN-51? For cosmetics?

This is the first question to ask ourselves?

Source: https://www.researchgate.net/figure/The-distribution-of-cacao-genetic-groups-in-their-center-of-origin-based-on-Motamayor_fig2_366691772

FRANCE EUROPEAN UNION

- Central and South America, particularly the region of the Amazon rainforest, where Perú is located, has been identified as the cradle of the wild cacao species that later spread all over.
- Cacao diversified genetically in Western Amazonia (the round red in the maps) and was first domesticated in the region of Northern Peruvian Amazon, South Ecuador, before it was introduced into Central America.
- All the autochthonous clusters of wild cacaos of Perú are Forasteros, including the robust hybrid high yielding clone CCN-51 (Castro Naranjal 51)
- The Appellation d´Origine Controlée (AOC) or PDO should start with the native cacao varieties, those which were living in the zones of origin.
- Each cacao variety of Perú of the Amazonia North part has different biochemical profiles, which have been identified by the two corporations (the cosmetics and the skin products).
- The cacao butter of these native varieties have different proportions of the Free fatty acids (FFA): glycerol, stearic acid, palmitic acid and oleic acids.
- The companies are interested in blends of FFA from the cocoa butter of these 5 varieties.

All the references cited and used for our inferences are shown in slide 36-37

Customer Profile 2

Value Propositions Part 1

Customer Profile 2. Cocoa Butter, Perú

All the references cited and used for our inferences are shown in slide 36-37

The Cocoa butter is a precious raw material used in several industries:

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FRANCE = EUROPEAN UNION

Customer Segment 2: Cocoa Butter, Perú

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The company wants the cocoa butter coming from a mix of 5 different varieties: amelonado, Iquitos, marañon; nanay and Forastero CCN-51. The prerequisite: All farmers must agree to set a PDO program with the same elements listed above.

Components of the project to be managed by the intermediary (agent of the 2 corporations)

Soil, moisture, rainfall water, air-quality, waste-residual, shade, wind mitigation management training and implementation

Obtaining the PDO for each region of fine-flavor cacao

Environment regulations, compliance and AOC laws in place

Planting -Rejuvenating the farms with fine-cacao varieties

Grafting of old existing trees

Harvesting

Beans Processing

Factory Cocoa butter

Agent obtains cocoa butter and pays farmers at a premium price

Logistics to USA and Japan midstream companies

Green financing for working capital, financial restructuring of the farms, and factory CAPEX, OPEX

Replacing the CCN-51 bulk trees

Shade agroforestry recovery and best ecosystem practices (pest control, pollination, climate change)

Customer Profile 2

The real clients are the two corporations.
The intermediary is the agent of the Japanese cosmetic company and the American Skin-dermatological corporation.

Value Propositions Part 1

Customer Gains

Customer Profile 2: Cocoa butter Perú

All the references cited and used for our inferences are shown in slide 36-37

Required Gains

These are the must (need) gains

- Access to high-quality cocoa butter coming from the original native fine-cacao pods of Nanay, Iquitos, Marañon, Amelonado; and the bulk of the CCN-51. The proportion is 50% fine cacao-50% CCN-51for a required softness for the formulas of final products.
- The corporations want the producers to comply with the international standards (not yet regulated under an AOC) or origine.
- The companies want to elevate the standard of living of the farmers by helping to raise the net wage per person per day to $15 pppd (net after official retentions) after 3 years of initiated the project.
- The companies demand the cocoa butter production process to increase the FFA content extracted at 1.75% which is max. legal limit within the European Union/ Codex standard cocoa butter CAC CXS 86-1981 Rev. 2016.

Desired Gains

These are the wish (wants) gains

- The two companies want to help the Peruvian government strategy to recover the fine quality of the authentic Amazonian Cacao of the 19th century. It is a corporate strategy instruction to help to elevate the local Peruvian status of DO (Denomination of Origin) to PDO.
- The companies want to invest in enhancing the biodiversity, surrounding landscapes, and promote the shaded cacao agroforestry of the zones of the farmers growing Nanay, Iquitos, Marañon, and Amelonado.
- The companies wish the farmers to shift the mentality from high-yield productivity (with the CCN-51) to high-quality deliverables for the cosmetic-skin industry. Shift from bulk low price to high quality price is desired.

Expected Gains

These are the additional added value gains.

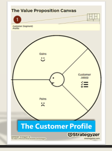
- Organize the selected farmers to comprehend the importance of high-quality differentiation products toward an environmental green financing.
- Farmers could relate to the AOC system as a source of differentiation and higher price of the cocoa-butter of high-quality processing.
- Help the farmers to indirectly choose a mix of grafting old trees and seedling to rejuvenate fine-cacao variety plantations
- Farmers trained in cocoa butter preparation from beans of the origin source.

Unexpected Gains

These are nice to have gains (would love to)

- The two corporations would love to help the farmers to gain access to financing capital for replacing the high yield CCN 51 plantations to fine-flavour native varieties (Nanay, Iquitos, Marañon and Amelonado) as the ultimate goal.
- The cocoa butter from the Peruvian Amazonian beans is unique in their softness for skin and cosmetics products. Helping open other new markets for fine-cacao farmers is also an ultimate unexpected gain.

Customer Profile 2



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Value Propositions Part 1

Customer Pains

Customer Profile 2: Cocoa butter, Perú

All the references cited and used for our inferences are shown in slide 36-37

Undesired Outcomes
Unwished results the client don´t crave

- Do not have access to the projected quantity of fine cocoa required for the products elaboration after the project is in place
- The lack of enough funding from donors to pay for the cacao AOC (PDO) for each small farmer region of native fine flavor cacao.
- The lack of hope/resilience of the farmers when waiting to see enough cashflows and working capital to raise of the workers´ wages after 3 years of initiating the project.

Obstacles
These are the blockers of the project

- The lack of faith of the farmers in the long-term vision of the project: rejuvenating with new seedlings and grafting cacao old-trees productivity will require a few years.
- The intermediary agent (the one in which the farmers have placed their trust) could die (he is an old native man).
- Migration from the sons/daughters of the farmers to other cities or Lima.
- Political change in Perú or social disruptions because of political uncertainty

Unwanted Problems
Additional troubles the client don´t need

- No adequate control of pest and diseases that could hurt the harvests.
- Lack of comprehension that the cocoa butter FFA (fatty acids) requires a factory processing investment in which all the farmers are shareholders. This factory is the only collateral of the project, since the land is not considered as such.
- Deficiencies in training the farmers about the importance of FFA measures.

Potential Risks
These are risks with negative consequences.

- High social-psychological load of fear in the farmers in the transition from planting cacao as a bulk commodity to harvesting from fine-flavor cacao
- The risk of not convincing the farmers of the benefits of changing from low cost to a differentiation strategy based in highest pricing of the native cacao varieties.

Customer Profile 2

The real clients are the two corporations.
The intermediary is the agent of the Japanese cosmetic company and the American Skin-dermatological corporation.

Value Propositions Part 1

Customer Jobs

Customer Profile 2: Cocoa Butter, Perú

All the references cited and used for our inferences are shown in slide 36-37

Functional

- Raise profits with the cosmetics-lotions by using good quality cocoa butter
- The agent must build the trust in the project with the farmers from the start.
- Under the supervision of the agent:
    - Identify the genetic diversity of each farm while preparing all the requirements to apply for the AOC-PDO
    - Obtain the integral terroir analysis of the farm
    - Get the PDO for the farm
    - Access to the green financing funds according to a timeline of deliverables
    - Start the transition from CCN-51 to the amelonado, nanay, marañon or Iquitos, depending on the soil-terroir analysis
    - Get trained and Implement the soil, rainfall water, air quality, waste residual, shade, wind, and climate change mitigation/management.
- Build the factory for cocoa butter production.
- Cocoa butter manufacturing starts with qualified standards required by the client

Social

- The clients are pursuing a pro green benefactor-corporate strategy in which the 25% of the profits are fully dedicated to the upstream producers of the organic raw-inputs. It is part of their integral core elements
- The clients are genuinely pursuing a new business model to show-off that it is possible to help the deprived members of the upstream value chain to raise out of poverty through a well-planned strategy
- The clients are trying to be a “role-model” to other corporations about the importance of helping others, “doing good beyond the skin lotions or cosmetics”.
- The clients want to leave a legacy that it is possible to be responsible for the upstream suppliers (small farmers of Perú) and profitable at the same time.

Personal/Emotional/Sensorial

- The clients (the American and Japanese companies) monitor the whole process of transformation of the farmers: their goal is to become indirect vehicles of change for the communities.
- The client's good judgment thrive by the improvements of the Peruvian farms' ecosystems while facing the AOC/PDO licensing to each of the farmers
- Joy by watching how the farmers engage in their own process to leave out the poverty
- Satisfaction of helping the Peruvian rural cacao farmers to increase the salaries to $15pppd after 4 years of initiating the project.
- Pull additional funds for the communities' schools' improvement and infrastructure.

Support

- Stamp of approval of a prototype project that can be used for other endangered orchards of the world through the cosmetics industries.
- Comply with 8 of the 17 UN SDG goals: (1) No Poverty, (2) Zero Hunger, (3) Good Health & Well Being, (4) Quality Education, (8) Decent Jobs and Economic Growth, (10) Reduced Inequalities, (12) Responsible production and Consumption, and (15) Life on Land
- The clients can support their customers by offering excellent cocoa butter of premium FFA soft-less comedogenic content.
- Co-creators of value by adding a green strong component from the source of raw inputs, to the hands of the women who use the moisturizers and cosmetics.

Value Propositions Part 1.

Customer Profile 2: Cocoa Butter, Perú

All the references cited and used for our inferences are shown in slide 36-37

Customer Jobs

Level of Job Importance

+ **Important**

- Manufacture premium cosmetics-moisturizing products with cacao butter from Peru.
- Implement the milestones to produce enough cacao butter for the companies
- Build the factory for cacao butter production
- Construction of trust through the agent with the small farmers
- Role model to other corporations to save orchards in risk of extinction.
- Joy to see farmers engage in their own process to leave poverty behind
- Comply with 8 SDGs of United Nations
- New business model pays off both companies
- Clients good judgment

- **Insignificant**

Customer Gains

Grade Gain Relevance

+ **Essential**

- Access to high quality cocoa butter
- AOC-PDO of origin should be in place
- Raise the wages of the farmers
- AOC embraced by the farmers as a system to add value to their plantations and production
- Planting: grafting old trees and rejuvenate with new seedlings.
- Biodiversity-shaded agroforestry
- Comply with the EU FFA requirements.
- Engage the farmers to a long-term view
- Help open other market opportunities for the farmers

- **Nice to Have**

Customer Pains

Degree Pain severity

+ **Extremely high**

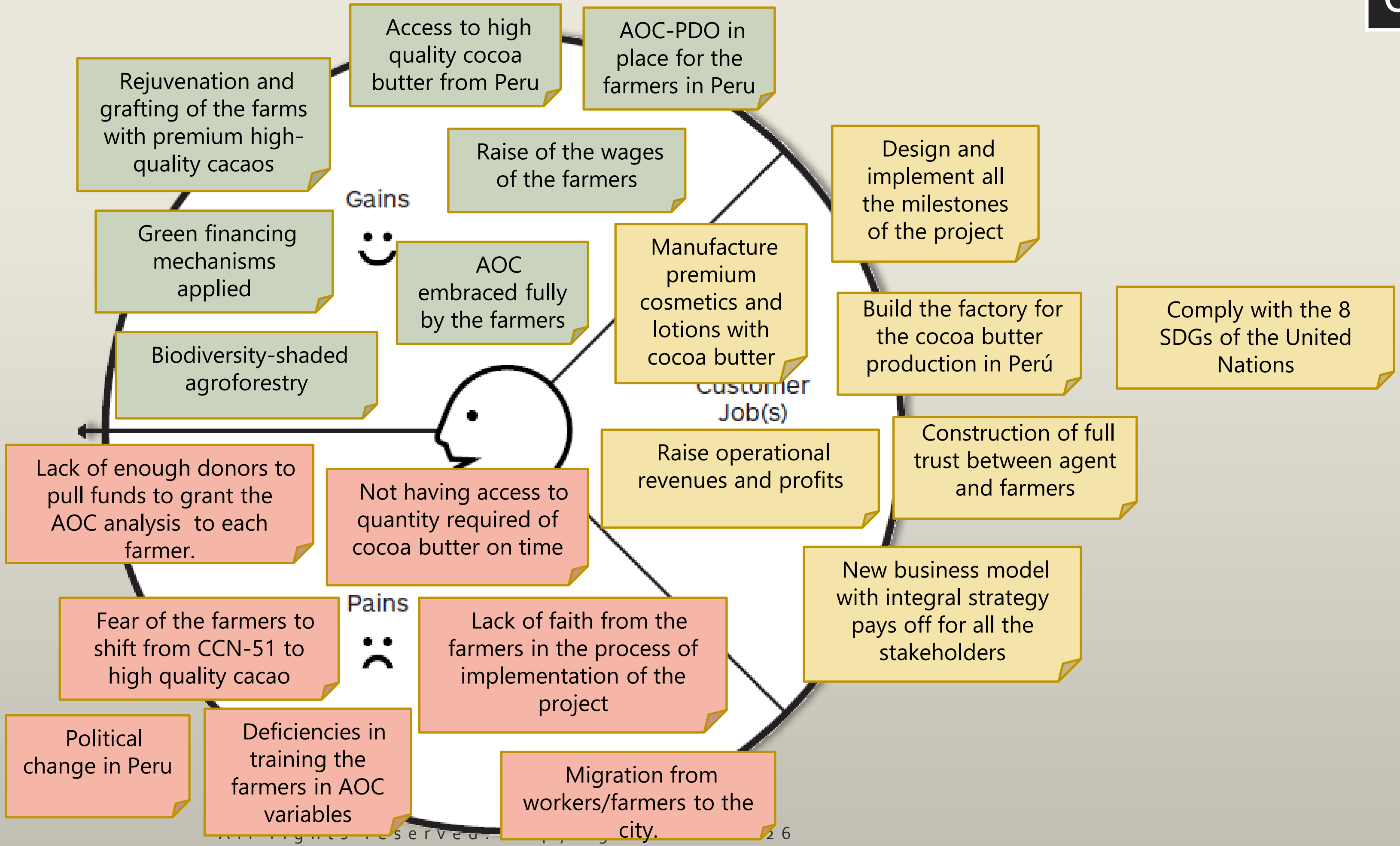
- Not having access to the quantity required high-quality cocoa butter
- Lack of faith of the farmers in the project
- Political change
- Deficiencies in training the farmers
- Impatience of the farmers
- Regulations not in place to enforce quality.
- Lack of donors to pay for the AOC-PDO as a grant for the farmers
- High fear in the farmers to make the transition from CCN51 to native fine cacao

-Moderate or low

CACAO

Value Propositions Part 1

Customer Profile 2: Cocoa butter, Perú. Version 1.0



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Cacao and Coffee 101.
Success Strategies for Small Farm Holders

Value Propositions Part I

CACAO: Customer Profile for Customer Segment 1 in its version 1.0 has been completed. Next. Let´s continue…

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Cacao

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Coffee

Customer Segment 3: Roasted Coffee-not decaf Central America
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.
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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

Your assignment for NEXT WEEK

NEXT WEEK

As an assignment for next week, we invite the coffee-lovers to fill the following five slides with the elements that may know. We will provide our solution on our next publication. Next week we will complete the three value propositions.

Customer Profile 3

Roasted Coffee-not decaf Central America

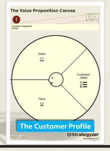
Blend Matrix

Customer Profile 3

Value Propositions Part 1

Your assignment for NEXT WEEK

Customer Gains



Customer Profile 3: Roasted Coffee Blended Central America

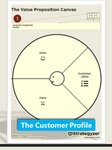
Required Gains These are the must gains • .	**Desired Gains** These are the wish-wanted gains.
Expected Gains These are the additional added value gains.	**Unexpected Gains** These are nice to have gains

All the references cited and used for our inferences are shown in slide 36-37

Customer Profile 3

Your assignment for NEXT WEEK

Customer Pains



Value Propositions Part 1.

Customer Profile 3: Roasted Coffee Blended Central America

All the references cited and used for our inferences are shown in slide 36-37

Undesired Outcomes These are unwished results the client don´t want	**Obstacles** These are the blockers of the project
•	•
Unwanted Problems These are additional troubles	**Potential Risks** These are risks with negative consequences.
•	•

Customer Profile 3

Value Propositions Part 1.

Your assignment for NEXT WEEK

Customer Jobs

Customer Profile 3: Roasted Coffee Blended Central America

Functional	Social
Personal/Emotional/Sensorial	**Support**

All the references cited and used for our inferences are shown in slide 36-37

Customer Profile 3

Value Propositions Part 1

Your assignment for NEXT WEEK

Customer Profile 3: Roasted Coffee Blended Central America

All the references cited and used for our inferences are shown in slide 36-37

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

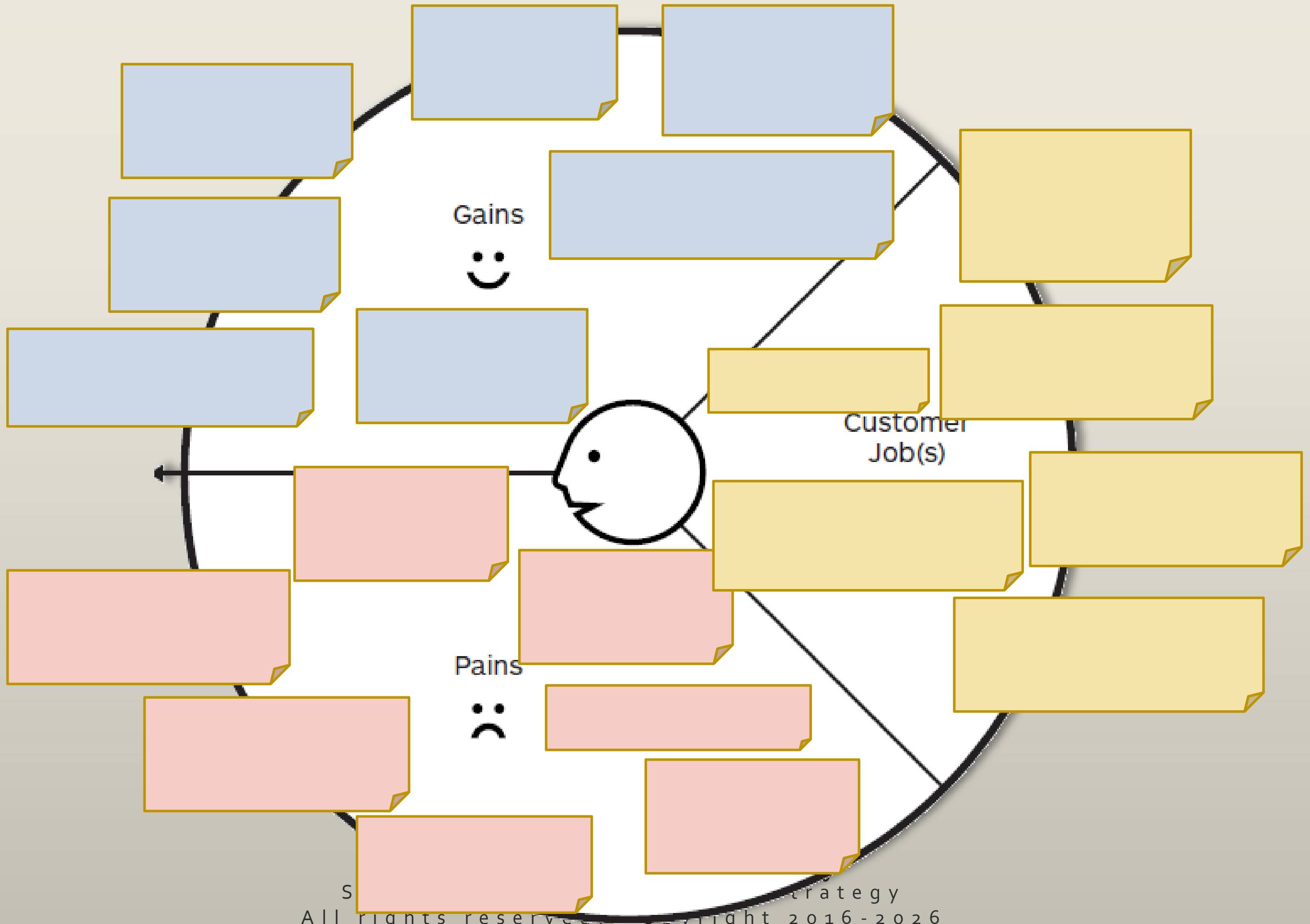
Cacao and Coffee 101.
Success Strategies for Small Farm Holders

Value Propositions Part 1

Your assignment for NEXT WEEK

Customer Profile 3: Roasted Coffee blended Central America

All the references cited and used for our inferences are shown in slide 36-37



Value Propositions I

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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?

Value Propositions 1.

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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?

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Thank you

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