



Cacao Peruano

Aprovechamiento de oportunidades Comerciales en ruedas de negocios



Contexto global y regional

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	Costa de Marfil	Ghana	Ecuador	Camerún	Nigeria	Indonesia	Brasil	Perú	Colombia	República Dominicana	México	Mundial
2005/06	1408	741	118	171	210	585	162	31	37	46	34	3808
2006/07	1229	615	124	169	220	545	126	31	30	42	33	3430
2007/08	1382	729	113	185	230	585	171	34	38	45	28	3737
2008/09	1223	663	135	224	250	490	157	36	36	55	23	3592
2009/10	1242	633	150	209	235	550	161	43	40	58	27	3634
2010/11	1511	1025	161	229	240	440	200	54	35	54	21	4309
2011/12	1486	879	198	207	245	440	220	61	43	72	28	4095
2012/13	1449	836	192	225	238	410	185	70	48	68	28	3943
2013/14	1746	897	232	211	248	375	228	81	49	70	30	4370
2014/15	1796	740	261	232	195	325	230	92	51	82	28	4252
2015/16	1581	778	232	211	200	320	140	105	53	80	27	3994
2016/17	2020	969	300	246	245	290	174	116	55	57	27	4768
2017/18	1964	905	287	250	250	240	204	135	55	85	28	4647
2018/19	2154	812	322	280	270	220	176	141	59	75	29	4794
2019/20	2105	771	342	280	250	200	201	151	64	75	29	4735
2020/21*	2248	1047	365	290	290	170	200	158	70	75	30	5226
2021/22**	2200	822	370	280	280	180	210	150	67	80	28	4955

* Estimaciones

** Previsiones

Fuente: ICCO

Producción mundial de cacao en grano

El 75% de la producción mundial de cacao proviene de África Occidental, y menos del 20% del continente americano.

Perú produce el 1.7% del cacao en el mundo. 8vo a nivel mundial. 3ro en LATAM.

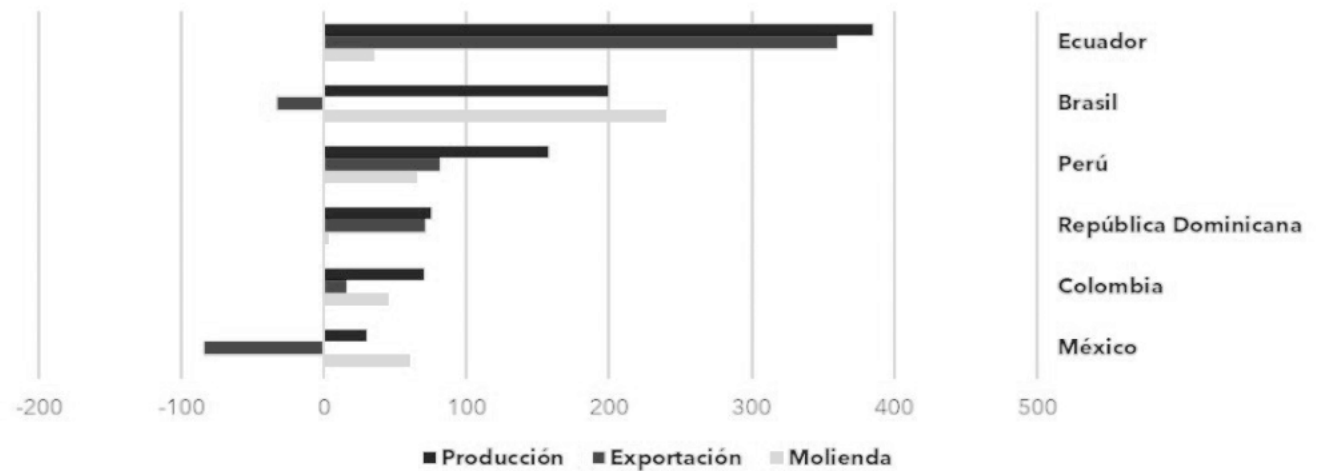
Perú: mercado con alto potencial de valor agregado doméstico e internacional.

Cultivar árboles de cacao es una cosa, otra muy distinta es tener una industria de cacao y chocolate. Ecuador es, por mucho, el mayor productor de cacao, pero muele menos del 10% de su cosecha en el país.

Perú y Colombia también tienen tanto una industria local de molienda como un consumo local de chocolate importantes

La mayoría del valor se añade al producir y vender el chocolate. Establecer una industria chocolatera es mucho más fácil si el país cuenta con una clase media amante del chocolate, ya que esto se traduce en un elevado consumo interno.

Gráfico 1: Producción, exportación y molienda de cacao en América Latina 2020/21 en toneladas



GUÍA PARA APROVECHAMIENTO DE RUEDAS DE NEGOCIO. PASO 1

PROPUESTA DE VALOR INSUPERABLE



Cacao del Perú - Conformación de la propuesta de valor

Elementos validadores



#2

PRODUCTOR DE
CACAO ORGÁNICO
EN EL MUNDO

1 | PEQUEÑOS PRODUCTORES

Small Farm Sourced

Dependencia de intermediarios que mezclan variedades y calidades. Necesidad de desintermediación para precios más justos.

2 | CRECIMIENTO SOSTENIDO

150.000 Toneladas anuales promedio

Ha contribuido a crecimiento en las exportaciones y a incremento en consumo local de 25.000 toneladas año.

3 | ALTOS RENDIMIENTOS

90.000 agricultores en 150.000 hectáreas

Rendimiento de 840Kgs por hectárea.
Superior a otros países productores debido a plantaciones jóvenes con variedad CCN51.
USAID impulsó crecimiento de FFC.

4 | CACAO ORGÁNICO CERTIFICADO

Segundo productor en el mundo

Algunas cooperativas tienen doble o triple certificación

5 | SUSTITUCIÓN DE CULTIVOS ILÍCITOS

Caso exitoso en América Latina

Trabajo en distribución de plántulas de alta calidad, desarrollo de capacidades, hacer frente a legislación de materiales pesados (Cadmio) UE

SABOR A FRUTAS, percibido con mayor intensidad semejante a frutas cítricas como limón, mandarina, naranja y toronja. Este tipo de sabor es característico del cacao de las zonas de San Martín, Huánuco, Ucayali, Junín, Pasco y Tumbes.

SABOR A CACAO, el sabor del cacao y el chocolate, a veces como chocolate con leche. Este sabor es característico en la zona de Cusco, Ayacucho, Junín, San Martín y Huánuco.

SABOR A FRUTOS SECOS, se percibe como nueces, maní, almendras, pecanas. Característico en la parte norte de Perú, Tumbes, Piura, Cajamarca, Amazonas.

SABOR DULCE, a veces dulce como el azúcar, la panela, en otras como la miel. Este tipo de sabor se puede encontrar en las áreas de Cusco, Piura, Amazonas, Cajamarca y Junín.

SABOR FLORAL, flores frescas y a veces hervidas frescas, se pueden encontrar en Cusco, Piura y Tumbes.



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UNA PALETA DE SABORES DIFERENCIADA GEOGRÁFICAMENTE



PASO 2

Lista de chequeo

LISTA DE CHEQUEO TRADICIONAL PARA MINORISTAS, DISTRIBUIDORES Y MAYORISTAS

PASO 2



TIEMPO DE VIDA ÚTIL Y FICHA TÉCNICA

Indispensable manejo y manipulación del producto



¿MODELO DE NEGOCIO?

Marca tercera, marca privada, Bean-to-Bar, HORECA.



PRECIO SUGERIDO DE VENTA AL MINORISTA

Tipo de precio por estrategia de venta



SEGMENTO DE RETAIL DE INTERÉS

Premium, Hard Discount, Masivo



CERTIFICACIONES DE CALIDAD

¿Alguna dentro del estándar GFSI o HACCP?



¿CERTIFICACIÓN DE AUDITORÍA SOCIAL?

Ejemplo SMETA



¿CERTIFICACIONES DE ATRIBUTO DE PRODUCTO?

USDA Organic, ECOCERT, Non-GMO



CAPACIDAD DE PRODUCCIÓN MENSUAL

En toneladas, Kgs, piezas, lotes.



¿CONOCIMIENTO DE LA CADENA DE VALOR?

Márgenes percibidos

LISTA DE CHEQUEO TRADICIONAL PARA MINORISTAS, DISTRIBUIDORES Y MAYORISTAS

PASO 2



**¿PRESUPUESTO DE
MERCADERO DISPONIBLE?**

Rebates o TPRs



**¿IMAGENES EN ALTA
CALIDAD O VIDEOS
PROMOCIONALES?**



**DISPONIBILIDAD DE
MUESTRAS**



¿CÓDIGO DE BARRAS?

UPC (12 dígitos) o EAN (13
dígitos)



CÓDIGOS QR

Para descarga del catálogo y
datos de contacto



**CONSTRUCCIÓN DEL PERFIL
DE COMPRADOR**

Punto único de venta.
Requerimientos especiales.



**¿ETIQUETA CONFORME A
LEGISLACIÓN NACIONAL?**



**¿TARJETAS DE
PRESENTACIÓN?**

Paso 3 Fijación de **precios**.



Estrategia de precios

5 estrategias habituales para fijación de precios

Estrategia	Descripción	Ventajas	Desventajas	Estrategia de Mercadeo
Costeo basado en precio	Costo + beneficio - precio	Funciona bien para las compañías con volúmenes altos	Para las compañías pequeñas es difícil competir con las más grandes, dado que son más eficientes	Utilizado para atraer consumidores que compran basados en precio
Punto de equilibrio	Provee la cantidad mínima requerida para alcanzar el punto de equilibrio y cubrir todos los costos	Fácil de determinar cuando se conoce el detalle de los costos	Para las compañías pequeñas es difícil competir con las más grandes, dado que son más eficientes	Utilizado para ganar cuota de mercado
Precios basados en la competencia	Los precios se fijan basados en los competidores	Fácil de determinar	Podría no cubrir todos los costos	Utilizado para ganar cuota de mercado
Precios en función del cliente	Los precios se fijan basados en la disposición al pago por parte de los consumidores	Captura nuevos mercados objetivo	Requiere investigación de mercado	Utilizado para acceder a nichos de mercado específicos
Precios en función de prima de valor	La diferenciación se basa en la percepción de calidad o características especiales del producto	Oportunidad para capturar precios más elevados basándose en la mayor calidad percibida del producto	Requiere investigación de mercado	Utilizado para capitalizar tendencias, por ejemplo, "consumidores prefieren comprar local"

INPUTS ==>

BOTTOMS UP PRICING CALCULATOR

Product Cost	\$	5.00
Product Margin Target		35%

CHANNELS	WHOLE FOODS	HEB/ALBERTSONS	7-ELEVEN	CAFES	TARGET (DIRECT)	AMAZON
Wholesale Price	\$ 7.69	\$ 7.69	\$ 7.69	\$ 7.69	\$ 10.26	\$ 15.69
Distributor Margin	15%	20%	25%	40%		
Distributor Price	\$ 9.05	\$ 9.62	\$ 10.26	\$ 12.82		
Retail Margin	43%	38%	50%	50%	30%	
Projected Shelf Price	\$ 15.88	\$ 15.51	\$ 20.51	\$ 25.64	\$ 14.65	\$ 15.69

TOP DOWN PRICING CALCULATOR

Target Shelf Price	\$	15.00
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CHANNELS	WHOLE FOODS	HEB/ALBERTSONS	7-ELEVEN	CAFES	TARGET (DIRECT)	AMAZON
Shelf Price	\$ 15.00	\$ 15.00	\$ 21.00	\$ 30.00	\$ 15.00	\$ 15.00
Retail Margin	43%	38%	50%	65%	30%	
Distributor Price	\$ 8.55	\$ 9.30	\$ 10.50	\$ 10.50		
Distributor Margin	8%	15%	25%	25%		
Wholesale Price	\$ 7.87	\$ 7.91	\$ 7.88	\$ 7.88	\$ 10.50	\$ 15.00

Projected Wholesale Price	\$	7.87
Product Margin Target		50%
Product Cost Target	\$	3.93

Provide the cost of your product, which includes all expenses involved in producing a single unit

Specify the desired profit margin for your product

Enter the estimated distributor profit margins for various trade channels

Enter projected retail margins

Provide the desired selling price for your product.

Enter projected retail margins

Enter the estimated distributor profit margins for various trade channels

Specify the desired profit margin for your product

Bottoms up: Begin by calculating your product costs and add a desired margin to determine the target wholesale price. From there, factor in distribution costs and any additional margin expectations.

Top down: Start with your target shelf price and work backward to determine the wholesale price needed to achieve that price point. Then, calculate the target product cost that will allow for the desired margin expectations.

PASO 4

Preparación de la propuesta comercial y discurso de venta

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Elementos clave de la propuesta comercial

Tomaremos como ejemplo un caso conocido del sector café

FICHA DE LA COMPAÑÍA

Se acompaña de una ficha de producto

ELEMENTOS DIFERENCIADORES + PROPUESTA DE VALOR

Se incorpora claramente la diferenciación de la competencia en una ficha comercial

RELATORÍA DEL MODELO DE NEGOCIO INCLUYENDO MODELOS ADICIONALES

Se integra el discurso o "pitch" de venta - No superior a 1 minuto "hablar más no significa vender más"

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Exercise 1.1: Company Profile

Company Name:

Business Description:

Country

Industry

Preferred Currency

Year of Establishment

Affiliations

Company Tagline:

Company Logo

Annual Sales in Dollars

Website

Number of Employees

Office Address

Company Certifications

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Juan Valdez is the most recognized Colombian brand in the world, in the US Market the brand has been present since 2005 generating 8M of sales within the market

Company Name:
NFCGC Retail LLC (Juan Valdez)

Company Tagline:
100 % Premium Colombian Coffee

Business Description: Since 2005, Juan Valdez in the United States has operated through a subsidiary called NFCGC Retail LLC. The channels currently handled are: Retail (independent and department stores) e.g. Walmart, institutional e.g. Spirit, e-commerce e.g. Amazon and franchises. We have presence in all states, concentrated in FL, TX, CA, NY, NJ, NC with the following products: Whole bean coffee, ground, freeze dried (instant) and Keurig capsules.



Country
Colombia

Industry
Food and beverage

Annual Sales in Dollars
\$8.000.000 USD

Website
www.juanvaldezcafestore.com

Preferred Currency
USD

Year of Establishment
2005

Number of Employees
200

Office Address
Calle 73 # 8-71 Bogotá, CO

Affiliations

Colombian Coffee Growers Federation

ANDI

Company Certifications

FDA Approved

Kosher, Halal, B Corp.

USDA Organic

NOP, UE, FLO, UTZ, Rainforest Alliance, Bird Friendly, JAS

Exercise 2.1: Company Offerings – Describe the candidate offering for expansion in detail, so probing questions for the target market can be created

<u>Offering Name:</u>	<u>Offering Picture:</u>	<u>Target Market:</u> •		
<u>Short Offering Description:</u>				
<u>Why are they winning:</u>		<u>Local Competitors:</u>	<u>Global Competitors:</u>	<u>Substitutes:</u>
<u>Sources of Competitive Advantage:</u>				

Juan Valdez chosen candidate offering for expansion is Colina Ground Coffee 12oz Medium Roast. Currently is the best seller in the United States

Offering Name:

- Colina Ground Coffee 12oz

Short Offering Description:

Each Colombian Coffee harvest produces among its fruits a small percentage of "Caracolito" beans. These beans are recognized by their small size and round shape, attributes that result from the formation of a single seed inside the coffee cherry. From this exotic bean, Juan Valdez® has developed "Colina," a balanced coffee with smooth texture, silky broaden body and notes of toasted nuts.

Offering Picture:



Target Market:

- Young people between 17 and 30 years old
- We open the spectrum of people to those who speak Spanish, are immigrants, children of immigrants, friends of immigrants. In one way or another they have had contact with the brand or the premise "Colombian Coffee the best in the world", either by direct contact or references.
- Women and man above 35 years old

Why are they winning:

100% Colombian coffee, represents 540.000 coffee grower families. It's a balanced coffee perfect for all the tastes.

Sources of Competitive Advantage:

We are the Colombian coffee growers brand Economies of scale with strong local production and product offering, backed by good branding

Local Competitors:

- Peets
- Dunkin
- Intelligentsia
- Starbucks
- Green Montain
- Mc Café
- Carobou

Global Competitors:

- Bustello
- Lavazza
- Illy
- Gevalia

Substitutes:

- Matcha
- Teas
- Green tea
- Mate
- Hot chocolate

Exercise 2.3: Buying Criteria – *List the customer buying criteria (external) and rank their respective impact in order to be created probing questions regarding sources of differentiation in the target market*

Customer Buying Criteria (External to the company)	Nice to Have	Must Have	Differentiating
	✘		
	✘		
	✘		
	✘		
	✘		
	✘		
	✘		

Mark with an ✘ if each criteria will be "Nice to Have" "Differentiating" and/or "Must have"

Customer Buying Criteria (External to the company)	Nice to Have	Must Have	Differentiating
Price			✘
Social Mission	✘		
Quality		✘	
Trusted Brand			✘
Widely Available		✘	
Cup profile			✘
Roast	✘		

Mark with an ✘ if each criteria will be "Nice to Have" "Differentiating" and/or "Must have"

Competitor Offering Comparison

<p>Client Offering :</p> 	<p>Starbucks Offering :</p> 	<p>Dunkin Donuts Offering :</p> 	<p>Blue Bottle Offering :</p> 	
<p>Price: US \$12</p>	<p>Price: US \$10,99</p>	<p>Price: US \$8,45</p>	<p>Price: US \$16,45</p>	
<p>Main Characteristics: High quality coffee bean Acidy, fruity taste Suitable for pour over/black coffee</p>	<p>Main Characteristics: Offering many options and flavors Standardized quality Fitting the taste of NA market Trusted brand from coffee shop</p>	<p>Main Characteristics: Cheapest price in major brands Variety of product lines and flavor Trusted brand from donuts chain</p>	<p>Main Characteristics: High-quality, high-end coffee Representing good taste Popular among gourmet coffee lovers</p>	
<p>Main Similarities (Repeated Features)</p>		<p>Main Differences (Distinct Features)</p>		<p>Key Features</p>
<ul style="list-style-type: none"> • Packages • General Price range • Major flavor are medium roast • All having coffee shops 		<ul style="list-style-type: none"> • Variety and focus on the products • Sales • Brand image • Marketing Channel 		<ul style="list-style-type: none"> • Flavor • Quality of beans • Packaging • Taste • Product lines • Channels

This table provides a comprehensive comparison between the current business and alternatives that, if implemented, could potentially increase market share, profits, and the company's competitive advantage

	Partners/ Pricing Models	Production	Offering	Delivery	Market
Current Business	Partners: Suppliers, Distributors, Social Media Pricing Models: Buy more/Pay less	Coffee beans are grown and packaged in Colombia before they are imported into the US	Premium Colombian Ground, Whole Bean, and Instant Coffee as well as Keurig K-cups	Online (website, Amazon, Walmart), Retail (CVS, Whole Foods, Walmart), Storefronts	Latins and People who like to make coffee at home located in the W, NE, and SE regions of the US
Different things to do	Premium Pricing, Value Based Pricing Model- Customers pay for the value of quality coffee	Increase awareness of B-Corp Certification status by placing it on packaging to gain customer trust	Focus on selling Keurig K-cups instead of ground coffee	Sell through wholesale clubs (ex. Sams, Costco) to maximize on economies of scale and taste testing	Enter different Market (Puerto Rico)
	Partner with social media apps through targeted advertising	Increase the variety of premium and specialty coffee produced	Offer seasonal (ex. fall, winter) coffee flavors	Open more stores in the W (California, Oregon, Washington) and SE (Florida) regions of the US	Focus on adults 25-39 in W (California, Oregon, Washington) and SE (Florida) regions of the US
	Vertical Integration: repurchase and eventual elimination of franchises	Add zipper to side-gusset bag so that coffee will taste fresher for longer	Branding/marketing around coffee quality and social/ environmental mission to best align with US customers	Delivery via subscription boxes (Coffee Tour of Colombia)	Focus on adults 60+ in W (California, Oregon, Washington) and SE (Florida) regions of the US

through a value-based pricing model, and increased freshness by adding a zipper to the side-gusset bag



Juan Valdez should focus on highlighting its coffee's excellent taste, Colombian beauty, and its commitment to its social and environmental mission when selling to its US target market

Five Key Elements of a Good Sales Pitch

Sales Pitch: Juan Valdez's Colina Ground Coffee is characterized by its delicious taste, delectable aroma, and its ability to immerse consumers in the beauty of Colombia, re-energizing them for the day ahead. Furthermore, by drinking Juan Valdez coffee an individual becomes part of a family that values delivering a high quality, premium product as much as it values pursuing its environmental and social mission

What problem you are trying to solve for the customer?

Although the US population has increasingly emphasized the importance of work life balance, this does not necessarily mean they have a relaxed daily schedule. From young professionals to young parents, individuals wake up early every day, run around trying to complete numerous tasks, go to sleep late, and repeat. This routine is physically exhausting. Therefore, it is essential for these individuals to start their morning by consuming something that will give them energy, tastes and smells good, and helps them start their day off right.

What solution you are providing for the problem?

Colina Ground Coffee is a premium Colombian coffee whose smooth texture, silky broaden body, and notes of toasted nuts provides consumers with a delicious taste and delectable aroma that transports them from their mundane morning routine and immerses them in the beauty of Colombia. This break from reality re-energizes consumers, preparing them for the day ahead. Juan Valdez provides consumers with more than just a solution, it creates an experience.

What impact this will have ?

The Juan Valdez experience will not only expose US consumers to the different types of Colombian coffee, it will also provide an insight into the Colombian environmental and cultural landscape. Furthermore, by drinking Juan Valdez coffee, an individual becomes more than just a consumer, they become part of a family that embodies passion, kindness, spontaneity, sincerity, hospitality, drive, and hard work, values that guide Juan Valdez in everything they do.

Why are we different?

The national federation of coffee growers created Juan Valdez to represent 100% Colombian premium coffee. The most prestigious and passionate coffee growers from around the country and the highest quality land are employed to painstakingly produce and package Juan Valdez's coffee. Unlike other coffee shop chains around the world Juan Valdez does not thrive off temporary trends of popularity, it is founded on inviting the world to experience the quality of the coffee of an entire country, the coffee of Colombia.

Why can we win or sustain in the market?

Juan Valdez can win the US market because it offers its ideal target market of adults age 25-39 in the western region, California, Oregon, and Washington, and southeastern region, Florida, with a high quality, premium coffee experience that not only provides them with energy, delicious taste, and delectable aroma, the company has also dedicated itself to its environmental mission of creating a sustainable supply chain and its social mission of improving the lives of its coffee growers.

¿Preguntas?

