

PROMPERU BENELUX & SCANDINAVIA

RESEARCH JUSTIFICATION

NADIA SÁNCHEZ PATAZCA

Student ID: 79215

Table of Contents

| | |
|--|-----------|
| Management summary..... | 1 |
| 1. Preliminary Research..... | 2 |
| 1.1 Company Analysis & Developments | 2 |
| 1.2 Background Information on the Cocoa Business | 3 |
| 1.3 Problem Analysis | 5 |
| 1.4 Project Aim | 6 |
| 1.5 Information Gaps..... | 6 |
| 1.6 Research Questions..... | 7 |
| 2. Research Approach..... | 8 |
| 2.1 Information gap 1: | 8 |
| 2.2 Information gap 2 | 9 |
| 2.3 Information gap 3 | 10 |
| 2.4 Information gap 4 | 10 |
| 2.5 Limitations | 11 |
| 3. Results | 12 |
| 3.1 Information gap 1..... | 12 |
| 3.2 Information gap 2 | 15 |
| 3.3 Information gap 3 | 16 |
| 3.4 Information gap 4 | 20 |
| 4. Conclusion..... | 22 |
| 5. Recommendations..... | 23 |
| References..... | 24 |
| Appendixes | 27 |

Management summary

This research aimed high since the beginning. The development process of it has had unfortunate circumstances and very difficult moments where it was believed lost the direction of this investigation. After many attempts, and the help of Promperu by providing information and insights I was able to carry on with the research but find a solution based on the needs of now regarding the pandemic of COVID-19. What we have all lived now will be recorded in history, and still in some countries the situation is like a nightmare.

This researched was covered by the analysis of trends, demands and certification information of Benelux and Scandinavia, also by the information obtained in the fair Chococ and literature review from the company. This process of finding the key problems of Promperu regarding the matchmaking between exporters-cocoa customers will lead to some recommendations. From the information recommended a digital solution will be provided to Promperu so they can increase the matchmaking traceability and provide market information to the Peruvian exporters. For this, it was necessary a dedicated amount of time in order to analyze the sector information and latest digital trends that allow an innovative solution which will be showed in the Professional Product.

With the aim of covering all the information gaps, which will be mentioned again later on, desk research was made, and an interview and a survey were conducted.

- (1) The types of cocoa certifications generally used in Benelux and Scandinavia
- (2) Digital marketing and communication strategies to keep the Peruvian cocoa exporters updated
- (3) Distribution channels for organic and certified cocoa in Benelux & Scandinavia
- (4) New opportunities for the digital matchmaking between cocoa supplier-customer

Furthermore, a conclusion was based on the finding on this research resulting in recommendations for Promperu to implement in order to promote and connect Peruvian cocoa exporters with the Benelux and Scandinavia customer.

1. Preliminary Research

1.1 Company Analysis & Developments

The Commission for the Promotion of Peruvian Exports and Tourism, also known as Promperú (Promperú, 2020), is a Specialized Technical Organization attached to the Ministry of Foreign Trade and Tourism (MINCETUR, 2020) in charge of promoting Peru in terms of exports, tourism and image (Promperú, 2020).

Their mission is to promote trade, investments, and tourism by developing strategies to position Peru as an attractive destination. Their vision is to be the number one export and tourism agency in Latin America (Promperú, 2020).

Promperu's functions are to design, coordinate and arrange policies and actions for the promotion of Peru and its export products. Moreover, they participate in the design, coordination, and execution of the strategic planning of investment promotion, in coordination with the competent entities. In addition, they manage and channel international technical and financial cooperation for the fulfillment of its functions. Finally, they also participate in the strategic planning of export promotion, in accordance with the provisions stated on the legislative decree D.L n°805 of the Peruvian Law (Legislative Decree N° 662, 1991).

Promperu has 30 offices worldwide: Commercial Offices of Peru Abroad (OCEX) are in charge of providing information to the export and touristic sector in order to be the link between them and potential clients or foreign investors (MINCETUR, 2020). The organization's structure chart shows the different management positions in Promperu (*Appendix A:*). Furthermore, they try to seek opportunities to collaborate with other organizations in order to promote export and tourism. They also establish strategic links with public and private institutions in the assigned countries.

The following research will focus on the Promperu's office located in Rotterdam, Netherlands (Promperu Benelux & Scandinavia, 2020), which is in charge of the promotion of exports such as traditional and nontraditional goods and services from Peru to Benelux and Scandinavia.

Promperu's office in Rotterdam focus is on the matchmaking between Peruvian and international companies from the already mentioned countries. To achieve this, they actively participate in international trade events, missions, seminars, fairs, and roundtables. They also provide information about the economic situation of the countries, market analysis, trends, news, etc. (Promperu Benelux & Scandinavia, 2020)

This office consists of five employees which cover the following positions: Director, Coordinator of Trade, Tourism Specialist and two Business Analysts in the search of potential Peruvian trade opportunities in these countries. Their role is to promote the following sectors: Agribusiness; Seafood; Fashion Industry and Tourism.

In order to promote Peruvian trade among these countries, Promperu has an approved initial budget from the Minister of Foreign Trade and Tourism of Peru for 2020 of 66.9 million EUR (266.5 million PEN), 38% more as of the initial budget of 2019 4.8 million EUR (192.9 million PEN), which was later modified to 82.5 million EUR (329,3 million PEN) for the rest of the fiscal year. This last budget increase is based on the transfer of funds to the Commercial Offices of Peru Abroad (OCEX), which receive 17.2 million EUR (68,7 million PEN) of the budget. Furthermore, they have implemented an Operative Tourism Plan 2020. (*Appendix B: Public sector budget for fiscal year, 2020*)

They also do partnerships with other companies and organizations such as the Chamber of Commerce of Lima and their recent collaborator AirEuropa. Furthermore, they collaborate with different companies and organizations to promote Peruvian cocoa.

Due to the new market tendencies in Europe inclined to sustainability and certified products, Promperu Benelux & Scandinavia is focusing more on researching and acknowledging which certifications are the most significant for each market by country. Therefore, they can provide information to Peruvian

companies that want to explore these markets about the demands, trends, and market entry requirements of these countries.

Promperu not only helps Peruvian companies to attract new customers but also works as a channel of information for the specific demands of sustainability and certifications in order to increase responsible and sustainable commerce. They bring information to the international companies about everything Peru has to offer regarding fresh, organic, and fair-trade products and tourism. Many of these companies are highly interested in establishing a more responsible consumption and choose to buy from fair and certified providers. The trend towards the demand for high-quality products and more frequent organic certification is developing on the market in the recent years.

Promperu's focus is also on tracing the results of their promotional activities. They elaborate trimestral reports with the information and results of the different promotional activities since they are the link between the Peruvian exporter companies and potential International customers.

One of the non-traditional products that Peru exports to Benelux and Scandinavia is: *Cocoa beans and derivatives* (Promperú, 2020) The European Union (EU) is one of the main destinations of Peruvian cacao (CBI, 2019).

Now, it is certain that there is still a lot to work on regarding a fair commerce in the cocoa sector concerning labor, social and environmental issues (CBI, 2019). For that reason, Promperu's aim is also to promote and expand a fair and sustainable commerce in foreign markets.

1.2 Background Information on the Cocoa Business

The top five cocoa exporters countries are: Nigeria; Ghana, Netherlands, Indonesia, Ecuador, and Belgium. (Appendix 4)

The Netherlands and the USA are the main importers of Peruvian cocoa beans. In 2018, they represented 21% and 13% of cocoa bean exports. (SIICEX , 2019) Cocoa is grown in 16 of the 24 departments of Peru, and in 2018 the national production was 135,000 tons along 160,0000 hectares. The cocoa productions areas are located in the departments of Cusco, Huánuco, Amazonas, Ayacucho, San Martín, Ucayali, which represent 93% of the total national production. are Nigeria and (Table 1.1). The top 5 import countries are The Netherlands, United States, Germany, Malaysia and Belgium (Table 1.2).

Table 1 Top 5 cocoa exporters countries (SIICEX , 2019)

| Nº | Country | %Var 18-17 | %Part 18 | Total Exp. 2018 (Million US\$) |
|----|-------------|---------------|-------------|-----------------------------------|
| 1 | Nigeria | 216% | 41% | 958.09 |
| 2 | Ghana | -5% | 27% | 2,071.56 |
| 3 | Netherlands | -22% | 6% | 537.65 |
| 4 | Indonesia | -37% | 5% | 614.5 |
| 5 | Ecuador | -27% | 5% | 471.65 |

Table 2: Top 5 cocoa import countries (SIICEX , 2019)

| N° | Country | %Var 18-17 | %Part 18 | Total Imp. 2018 (Million US) |
|----|---------------|---------------|-------------|---------------------------------|
| 1 | Netherlands | -23% | 21% | 2167.58 |
| 2 | United States | -30% | 13% | 1,468.13 |
| 3 | Germany | -32% | 12% | 1349.53 |
| 4 | Malasia | -13% | 11% | 1007.55 |
| 5 | Belgium | -17% | 7% | 723.55 |

According to the International Cocoa Organization (ICCO), 75% of Peruvian exports correspond to fine and flavor cocoa, being a differentiating attribute compared to other types of cocoa. (ICCO, 2019)

Likewise, 90% of cocoa production and its preparations are destined for export, mainly to the US markets and Europe. Peru remains the ninth world producer of cocoa beans and second world producer of organic cocoa, being the first one Dominican Republic. (ICCO, 2016)

As showed in the *Appendix C: Cocoa Infographic*, Peru dedicates 37% of their cocoa exports to The Netherlands and 25% to Belgium.

Peru has different institutions that regulate and promote fair Peruvian cacao trade:

- The Peruvian Association of Cocoa Producers (APPCACAO) represent the Peruvian cocoa agricultures in an international and national manner; with more than 30,000 cocoa producers, 25 cooperatives and 10 departments of Peru (APPCACAO, 2020).
- The Ecological Agriculture Network of Peru (RAE) promote the ecological agriculture development and its institutional capacity. Agrobiodiversity, food sovereignty, care and conservation of natural resources and climate change (FAO , 2015).
- National Association of Ecological Producers (ANPE), organic agriculture production has more than 30 chains of crops, with coffee being the main one, followed by cocoa, quinoa, banana, chestnut, avocado, mango and maca (ANPE Perú, 2020).

Cocoa beans are worldwide categorized between “fine or flavor” cocoa beans or “bulk” or “ordinary” cocoa beans. The Fine or Flavor cocoa beans are from *Trinitario* or *Criollo* cocoa trees varieties. Meanwhile the bulk or ordinary cocoa beans come from *Forastero* trees. The difference between these two cocoa beans is the flavor. The Fine or Flavored cocoa includes in its taste fruits, floral, herbal, nut as caramel notes. (ICCO, 2019)

The cacao of Peru has won many prizes for being one of the best in the world (International Chocolate Awards, 2019). Peru is mentioned in the list of 23 countries of fine and flavor cocoa exporters (ICCO, 2016). These characteristics allow different companies around the world to produce a unique and high-quality product such as chocolate or cocoa.

Every year Promperu participates and assists in different fairs, events, and roundtables around the world in order to promote Peruvian cocoa and be the connector between the Peruvian export companies and international companies. They actively provide information about the procedures and requirements for the events participation and help them creating agendas to meet possible new customers.

Since the beginning of 2020, they have participated in the following events involving *cocoa and derivatives*:

- **BioFach** (Nuremberg, Germany): Is the biggest organic fair worldwide (BIOFACH , 2020). Promperu had located a stand in the fair with 30 companies that travelled there to promote their business. This fair was held from February 12th-15th.
- **Cocoa Mission and Salon du Chocolat and Mission** (Brussels, Belgium): A Peruvian delegation of 8 companies participated in a mission organized by Promperu Rotterdam in order to visit different potential buyers and explore the new tendencies for the international market in the Salon du Chocolat in Brussels (Salon du Chocolat , 2020). They also attended to companies' headquarters and factories in order to receive workshops and more insights about the industry trends. This mission was held from February 14th-16th.
- **Chocoa** (Amsterdam, The Netherlands): The biggest sustainable fair and festival about chocolate and its derivatives which is held every year in the capital. This year took place in Beurs van Berlage from February 19th to 23rd (Chocoa , 2020). This event brings together from chocolate lovers to the biggest companies in the cocoa industry. Peru had a stand with 8 Peruvian export enterprises who had the opportunity to observe and analyze the tendencies of the European market and to attend participate in different tours, workshops, and lectures.

1.3 Problem Analysis

The spread of the COVID-19 pandemic has led to lockdowns in Europe and other international markets (CBI, 2020), causing many disrupts in the cocoa supply chain. In addition, stores and the catering industry closed during a period of time. Borders between Peru and the EU have remained closed with unexpected date for reopening. This leads to a problem not only for Promperu but also for Peruvian exporters who cannot travel to different events happening in Europe and the same way around for cocoa customers from Benelux & Scandinavia to visit promotional activities in Peru at the moment. It is forecasted by companies that a reduction in grind will happen of -5% for the second quarter of 2020 and -3% in the third quarter, leading to a higher supply than demand of cacao (CBI, 2020).

This pandemic has not only affected the cocoa supply chains, but some industries have collapsed, and many companies and organizations had decided to switch the whole business digitally. Some companies may have advanced their digitalization capabilities in the past few years. They sell online, invest more on social media advertisement, they do delivery and they organize online activities. Consumer patterns are changing and will continue to do so, regarding the increase of demand for organic products through online channels.

Although the problem arises from an external environment of the organization, it has only accelerated the process of Promperu adapting to new digital business trends and keep organizing and participating in digital activities for the promotion of Peruvian exports.

There is a lot for improvement regarding digital marketing implementations for Promperu at the moment. Because they are understaffed, the marketing content used is limited and it could be more specialized.

Moreover, Promperu wants to be able to share transparent information to Peruvian exporters and producers. In addition, they want to connect them with international customers and be able to trace this process. It is important that Promperu shares updated information about the cocoa certifications, trends, and requirements by country in order to facilitate the trade between these countries and Peruvian exporters.

At the moment, Promperu does not have someone specific in charge for social media promotion. They are currently focused on building an outsourced campaign of Superfoods, which are denominated to certain foods that contain high nutritional value, and cocoa is considered one (Promperu, 2020).

After the analysis of the main effects that COVID-19 has had in the cocoa industry regarding the promotion and connection of Peruvian exporters with international customers, it was important to consider the following main research question:

- *How can Promperu continue promoting and connecting Peruvian cocoa exporters with Benelux & Scandinavia customers in a digital way?*

1.4 Project Aim

The aim of this project is to present Promperu an specific analysis of the demand per country from Benelux & Scandinavia regarding fair and environmental certification. Furthermore, with the Professional Product, show the importance of adapting to digital innovation in order to maintain the matchmaking between the Peruvian cocoa exporters and Benelux & Scandinavia cocoa customers, even in these times of pandemic. The design of Chocoapp could be a way to continue promoting and connecting Peruvian cocoa exporters with Benelux & Scandinavia customers in a digital way since it would include workshops, webinars, information about trends and demands of the different countries and the possibility to match according to their interests and requirements. Chocoapp allows to have direct access to Peruvian and Benelux and Scandinavia cocoa buyers and seller. It is a free platform, that also will allow you to create a track record and visualize the “matches” made. Furthermore, Chocoapp will create efficient communication through real-time data sharing and is a user-friendly platform available in English and Spanish.

This app will inform the Peruvian exporters and European cocoa customers what is the best option to trade with among their requirements.

The goal of this project is to be able to provide more connections between the Peruvian exporters and Benelux & Scandinavia customers in the cocoa sector.

This will allow Promperu to trace the interests and characteristics of specific countries regarding; cocoa and derivatives products, cocoa bean variety; size of the company; amount of purchase per year; annual production capacity; cocoa beans origin.

Chocapp will be developed and analyzed for the period of one year, expecting to see results on the increase of exports for Benelux & Scandinavia for June 2021.

The solution provided for Promperu is to implement this online Platform (Chocoapp) which allows to connect the Peruvian exporters with the Benelux & Scandinavia cocoa customers, allowing Promperu to trace this matchmaking. The Professional Product (Chocoapp) covers the main needs from Promperu in order to measure results and still be the business connector between supplier-customer.

1.5 Information Gaps

In order to understand how Promperu could adapt towards a more digital way in order to be the connector between European cocoa customers and Peruvian exporters it was necessary to consider some information gaps, which were amplified into sub questions shown in 1.6.

The following information gaps were considered:

- (1) The types of cocoa certifications generally used in Benelux and Scandinavia
- (2) Digital marketing and communication strategies to keep the Peruvian cocoa exporters updated
- (3) Distribution channels for organic and certified cocoa in Benelux & Scandinavia
- (4) New opportunities for the digital matchmaking between cocoa supplier-customer

1.6 Research Questions

In order to facilitate the direction of this research, the information gaps were formulated into research questions which helped with the process of gathering and filtering information.

The research questions were as follow:

Information gap 1:

- 1.1 How important is a cocoa certification for the Benelux & Scandinavia customer?
- 1.2 What does it mean to get certified for a cocoa producer or Peruvian exporter in terms of convenience?
- 1.3 To what extend do Peruvian exporters benefit from obtaining certifications?

Information gap 2:

- 2.1 What are the expectations of Promperu's role in the promotion of cocoa fairs and promotional events?
- 2.2 To which extent is important the implementation of digital communication strategies for informing Peruvian exporters about the demand and trends of cocoa industry in Benelux & Scandinavia?

Information gap 3:

- 3.1 Which distribution channels of organic or certified cocoa are most used in Benelux & Scandinavia?
- 3.2 What are the distribution channels for organics and certified products in these countries?

Information gap 4:

- 4.1 What are the expectations of Promperu's role in the matchmaking of businesses between the Peruvian cocoa exporter and the European customer?
- 4.2 3.4.2 Which digital technologies could be implemented in order to connect Peruvian exporters and Benelux & Scandinavia cocoa customer?

2. Research Approach

Through this chapter it is shown the process on which each information gap was filled including data collection, data analysis, reliability and validity, results, and limitations. Furthermore, this approach helped develop the Professional Product with the information obtained during the desk and field research.

2.1 Information gap 1:

This research gap was approached by desk research and field research. The external and internal desk research conducted gave a list of different certifications generally used in the cocoa sector for Benelux & Scandinavia customers.

The external desk research was based on a study of The European market potential for certified cocoa (CBI, 2019). Furthermore, information was collected from “Market Profile: The sustainable value chain on Benelux and Scandinavia” (Promperu, 2020), which was elaborated for Promperu between the different tasks provided during the internship. The information gathered from this Market profile was divided into the following sections: Benelux and Scandinavia most used sustainable certifications; sustainable value chain in Benelux & Scandinavia; Fairtrade products demand; organic stores and supermarkets by country; sustainable initiative cocoa programs; import requirements; organic events and fairs; trends and innovations in the organic food market; plastic reduction; blockchain technology; season and local food. The information for filling this gap was obtained online from different international organizations, governments websites, local and international news.

The desk research also provided information on the trends and demands regarding certified cocoa in Benelux & Scandinavia, and how important these are for Peruvian exporters. Furthermore, it made emphasis in detailed information by region of which certifications should cocoa exporters think of when exporting to these countries.

Furthermore, with the aim of understanding better the assessment protocols and standards on which each certification works and to what extent it is accessible for Peruvian producers and exporters to implement these standards, information on the requirements per certification and type of assessment they provide was found available online on each certification company's website.

The field research was based on a semi-structured one-on-one interview. The information gathered from the desk research helped create the structure of the questions found in the appendix 8. This individual method can be very valuable on gaining insight into people's perceptions, understandings, and experiences (Ryan, F., Coughlan, M., & Cronin, P., 2013). This was crucial at the beginning of the research since there was still a lot of knowledge to acquire regarding the supply chain of this sector and its trends and demands. The purpose of this interview was to find more insights about organic cocoa trends, certifications, and knowledge about the cocoa supply chains in Peru. The interview was conducted to Rianne van der Bom, from *Progreso foundation* in Chocoma, which was held in Beurs van Berlage in Amsterdam, the Netherlands on February 16th, 2020.

The one-to-one interview conducted provided the reliability and validity on the results, since the aim of the interview was to know more about the interviewer's opinions, experience, understanding and feeling regarding what it means to get certified in terms of convenience for a Peruvian exporter and to what extent they can benefit from the implementation of the certifications. It also gave an overview of what Promperu should do in an attempt to adapt the organization to digital innovation. The questions for the one-to-one interview were open and were made during the desk research increasing the internal validity of the information found, which gave a better knowledge of what exact information was needed. (Appendix D: Interview questions for Rianne van der Bom)

2.2 Information gap 2

For this approach, internal desk research was performed in order to know which are the channels that Promperu is already using to communicate with Peruvian exporters in order to implement new communication strategies for informing Peruvian exporters about the promotional activities, demand and trends of cocoa industry in Benelux & Scandinavia.

In order to determine which are the best digital marketing and communication strategies to keep the Peruvian cocoa exporters updated for online promotional activities, observations were also conducted on how Peruvian export companies promote themselves to International cocoa customers. Moreover, the demands and questions of these attendees about the products and processes were shared with the researcher during the observation process. The observations held during *Chocoa* were possible by active participation during the fair with Peruvian export and customers from the Benelux & Scandinavia. The data obtained was analyzed upon the current situation of Peruvian cocoa exporters experience and opinions. Furthermore, conversations with attendees of the fair contributed to the develop of this research.

Moreover, a survey was conducted to the 8 Peruvian export companies during their participation in *Chocoa*, 2020 regarding their comments and recommendations regarding communication channels and promotion for informing them about trends and demands of cocoa industry in Benelux & Scandinavia. The survey was divided into: Business round identification; Participant identification; Activity performance rate; *Chocoa* 2020 fair evaluation; Expectations; Business summary; Improvement opportunities; Sales; Comments and recommendations.

Promperu conducts surveys after every promotional event in order to receive feedback of the participation. The surveys mentioned before were filled by the following 8 Peruvian exporter companies: Industria de Granos del Peru SAC; Kontiti; Pumatiy; Cooperativa Alto Urubamba; Paytiti; Organic Rainforest; Juan Laura; Cacao Life. These companies traded chocolate bars, cocoa beans, cocoa powder, cocoa butter, cocoa paste, and derivatives. The purpose of the surveys where to gain insights about Promperu's performance during their participation in the event and feedback. (Appendix E: Surveys *Chocoa* 2020)

The surveys conducted gave information on the expectations of Promperu's role in the promotion of cocoa fairs and promotional events. In addition, the survey contained some open questions in order to know the suggestions and comments from Peruvian cocoa customers regarding future events promotion and how important is the implementation of digital marketing and communication strategies to keep the Peruvian cocoa exporters updated and promote Peruvian exports to Benelux & Scandinavia customers.

For Promperu it is crucial to find the best digital solutions in order to get to the Benelux & Scandinavia cocoa customers and to easy share key information about trends and demands to the Peruvian exporters.

In addition, due to the pandemic of COVID-19, most of promotional activities are currently being held online, hence the importance to find the best digital ways to still be able to connect Peruvian cocoa exporters with Benelux & Scandinavia customers with the purpose of promotion Peruvian cocoa and help them sell their products.

2.3 Information gap 3

Promperu is always looking for new opportunities in the sustainable and certified products demand. Therefore, it is important for them to recollect updated data to be able to share this information with the Peruvian exporter companies that aim to sell to a specific target market.

An analysis of the distribution channels (organic stores and supermarkets) and certified products in these countries was performed.

This information was approached through desk research in order to find which distributions channels of organic and certified products are most used by customers in Benelux and Scandinavia.

The information gathered in the elaboration of the “Market profile: Sustainable Value chain in Benelux and Scandinavia” (Promperu, 2020) also provided a lot of data per country on which are the preferred distribution channels for customers and the organic market share per country.

The data analyzed was researched through different governmental institutions from Benelux and Scandinavia that helped with updated statistical information about demands and distribution channels per country.

2.4 Information gap 4

For the last information gap, another semi structured interview was conducted with Gesabel Villar, who is the responsible person for the economic analysis for the fine flavour cacao project from *Biodiversity International Peru*. The fine flavour cacao project consists of maintaining the genetics of the cocoa beans and with this, that the natural beans could prevail, recognizing the different type of cocoa beans you can find only find in Peru, like the *chuncho* bean (Villar, 2020). This interview was held June 4th, 2020, via Skype and gave insights on the new opportunities for the digital matchmaking between cocoa supplier-customer (Appendix F: Interview to Gesabel Villar from Biodiversity International Peru).

The initial approach of this research gap is based on the article “9 tips for finding buyers on the European cocoa market” (CBI, 2019) that gave an overview about new trends and demands from the different countries and what are their expectations of Promperu’s role in the matchmaking of businesses between the Peruvian cocoa exporter and the European customer. Moreover, the article “How to respond to COVID-19 in the cacao sector?” (CBI, 2020) gave different insights on what are the new opportunities Promperu has for the digital matchmaking between cocoa supplier-customer

It was necessary to define the offer and its potential; to know the European market for cocoa and chocolate; Identify the buyer profile and preferred market channel; participation in trade fairs: *Salon du Chocolate, Chocoa, Eurochocolate, Origina Chocolate Event*; visit the websites of the sector associations; Build and expand the business network; Team up with matchmaking programs and trade missions; invest in online marketing; contact your buyers with confidence.

2.5 Limitations

First, there was a miscommunication regarding the hours dedicated to this research, which made it more difficult for intern to continue working on both tasks: internship and research.

Furthermore, at the end of March of this year, the pandemic of COVID-19 arrived in Europe and working from home as a preventive measure implemented to avoid the spread of the virus. Due to this decision, information flow was harder due to communication was restricted. Also, some potential interviews with specialists on the topic had to be cancelled due to time, and since everything had to be online.

There were not only technical limitations during this research but also personal limitations regarding the time working from home due to the number of different tasks and frustrations as consequences of this pandemic. Nevertheless, a lot of effort and time was dedicated to this research due to the interest in the implementation of sustainability value chains and more fair commerce for Peruvian exporters and producers.

3. Results

The results from this research have been divided by information gaps through the information gathered from the different research methods used.

3.1 Information gap 1

The desk research for this gap presented the types of cocoa certifications most used on Benelux and Scandinavia.

3.1.1 How important is a cocoa certification for the Benelux & Scandinavia customer?

One of the European Union's goals is to create a sustainable food system with the aim of protecting the environment and ensure healthy food for everyone whilst ensuring farmer's livelihoods. (European Commission, 2020)

To achieve this, it must act in all areas including the food import sector. As a consequence, entry regulations to these countries are increasingly stringent respecting sustainable value chains and specific certifications requirements.

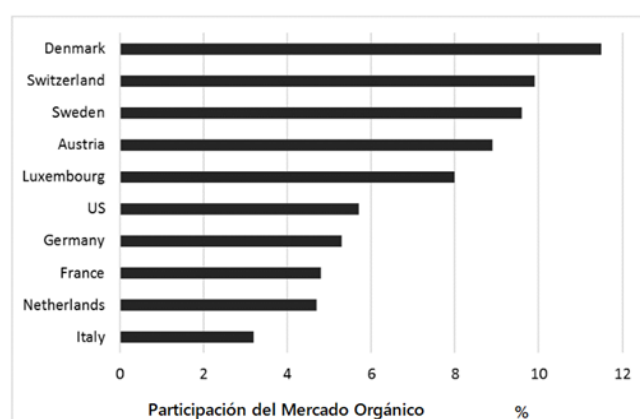
This is of utmost importance to importers and supermarkets as the end consumer is increasingly aware of the story behind each product and wants to contribute to a better planet with every purchase choice.

The certifications allow to work towards a more sustainable and organic products. The environmental benefits obtained from organic production, have clearly contributed to building a positive attitude on the part of the consumer, thus creating more demand for organic food and production.

Fairtrade and organic certifications are paramount for the EU since they rank second in consumption of organic products. In 2017, the world market for organic food and beverages reached 92 billion euros. The United States represents 47% of the global organic market, followed by the EU, with 37% (34.3 billion euros). In the last 10 years the organic market has doubled in size and continues to grow significantly (European Commission, 2019).

It is shown on Figure 1, the percentage of organic market share by country. The study "Market profile: Sustainability in the value chain in Benelux & Scandinavia" (Promperu, 2020) helped to provide a better idea of the demands and trends regarding sustainable and certified products including cocoa. The document was divided into the sustainable certifications more used in the countries, import requirements, organic products promotional events, and trends and innovations in organic food industry.

Figure 1.: Organic Market share in the EU (Organic Denmark, 2019).



Source: FiBL 2019

Key information was gathered explaining that cocoa customers are interested in certified cocoa for a matter of responsible consumption. They link certifications with a fairer commerce and that is why they look for them when looking a supplier. It is important to mention that sometimes Peruvian producers or agricultures cannot afford these certifications even though they might comply with the standards. (see 3.1.2). Although, European consumers and import companies increasingly demand high-quality, organic products.

An example of an organization with sustainable approach in the cocoa sector is IDH, The Sustainable Trade Initiative, with headquarters in the Netherlands, bring governments, companies, CSOs, and financiers together in action-driven coalitions. They orchestrate the powers of law, of entrepreneurship and investments to work together to create solutions for global sustainability issues at scale (IDH , 2020). This organization implements quality projects by creating, (co) financing, and implementing sustainable action plans (IDH , 2020). Thus, through which practices are encouraged to achieve better quality, which benefits both the rural economy and produces a higher quality valued by the importer, while the importer receives the desired product. Additionally, these types of projects have attached a quality premium that the importer, in this case, IDH, grants to encourage these good practices. These practices are based on the standards of organic certifications.

Table 3. Cocoa certifications most used in Benelux and Scandinavia (Promperu, 2020):

| Certification | Website | Country |
|-----------------------------|---|-----------------------|
| Fairtrade (organic) | https://www.fairtrade.net/ | Benelux & Scandinavia |
| Fairtrade Premium (organic) | https://www.fairtrade.net/ | Benelux & Scandinavia |
| Rainforest Alliance | https://www.rainforest-alliance.org/ | Benelux |
| UTZ | https://utz.org/ | Benelux |
| Global Gap | https://www.globalgap.org | Benelux & Scandinavia |
| EU-Ecolabel | https://ec.europa.eu/environment/ecolabel/ | Benelux & Scandinavia |
| Nordic swan label | http://www.nordic-ecolabel.org/ | Scandinavia |
| Bio-Letzebuerg | https://biovereenegung.lu/ | Luxembourg |
| Organic EU regulation | https://ec.europa.eu/info/food-farming-fisheries/farming/organic-farming/organics-glance/organic-logo_en | Benelux & Scandinavia |
| Demeter | https://www.demeter.net/ | Sweden |
| Ø-label | http://www.ecolabelindex.com/ecolabel/o-label-norway | Denmark |
| Krav | https://www.krav.se/ | Sweden |

3.1.2 What does it mean to get certified for a cocoa producer or Peruvian exporter in terms of convenience?

The interview conducted (*Appendix D: Interview to Rianne van der Bom from Progreso Foundation*) gave information on certification implementation for Peruvian cocoa producers.

Rianne van der Bom is originally Dutch but lived in Peru for more than ten years. As Program Manager of *Proclimate*, which is part of the *Progreso Foundation*, she researches into reforestation and restauration practices. *Proclimate* develops projects in analyze and promote a transition to landscape restoration and climate-resilient agricultural production systems. Together with four other Peruvians they set up the Amazonas NGO and started *Yanesha Coffee Producers Project*. This was directly funded by *Progreso Foundation*, with support from the DOEN and Rabobank Foundation (Van der Bom, 2020)

During the interview, (Van der Bom, 2020) mentioned the importance for the Peruvian exporter companies to first contact with the cocoa customers in the foreign and once the business is set for a long-term contract, they could be encouraged to get more types of certifications. This would depend on the size of the Peruvian export company and the capacity of annual production they sell. If they are too small, it is more expensive for them to get certification in order to “attract new customers” when their economic priorities are others (*Appendix D: Interview to Rianne van der Bom from Progreso Foundation*).

She continued the interview giving insights about the trends and demands from European markets regarding cocoa beans origin and certifications. European cocoa customers can be divided into traditional cocoa companies and cocoa consumers from bean-to-bar. The companies chose their cocoa supplier depending on the certifications they have. However, for consumers from bean-to-bar, certifications are not that necessary since the trust on the suppliers sometimes is enough for them (Van der Bom, 2020).

She commented on a trading platform based on blockchain technology created by *Progreso Foundation* called *Beyco*, that allows farmers, financiers, traders, and coops to be in one platform, facilitating interaction between coffee professionals.

Beyco makes it easier to trade and creates transparency in the worldwide coffee supply chain. In addition, it is free to use for coffee buyers and sellers (Van der Bom, 2020). *Beyco* is created in order to respond to the needs from coffee sellers to get in touch with international buyers and to the demand from coffee buyers to find reliable partners. Buyers and sellers from all over the world can connect directly with each other and trade their coffee on *Beyco*. By trading through the platform, data is stored safely and can be shared privately with other partners. This helps sellers and buyers to build up a track record and have all their information in a clear overview (Beyco, 2020).

3.1.3 To what extent do Peruvian exporters benefit from obtaining certifications?

Certification is a written guarantee given by an independent certifying agency that ensures the production process or the product meets the requirements established by different organizations or countries (ISO, 1996). These certification requirements may place greater importance on environmental issues (stories such as soil conservation, water protection, use of pesticides, waste management) or social issues (stories such as producer income, worker rights, health and safety in the work) or other aspects of production such as the health of products (FAO, 2014).

The application of these requirements can contribute to increase the protection of local resources, the protection of the health of workers and generate other benefits for producers, consumers, and farming communities.

There are many ways where Peruvian exporters can benefit from obtaining certifications, depending which market they are planning to target (Van der Bom, 2020). There is where Promperu needs to filter this information and be able to share it with the Peruvian exporters. This can be useful when a Peruvian company wants to sell to a company from Benelux and Scandinavia.

These certifications go hand in hand with the implementation of the Sustainable Development Goals, which cover much more than just the objective of sustainable consumption and production. Importance is also given to sanitation and water treatment; Gender equality; affordable and sustainable energy; the payment of a fair salary; innovation and infrastructure; the reduction of inequalities; creating sustainable cities and communities.

European consumers appreciate the social responsibility of food companies. Fairtrade certification is recognized as proof that the company assumes social responsibility throughout its supply chain. The prices they have on the Fairtrade seal are higher than the conventional ones since they are in charge of giving a fair price to the producers for their effort and dedication to the environment. It should be noted that products that have these types of certifications do not advertise them “extra”, since it is essential for these companies to have this type of standard as part of the sustainable value chain.

However, Peruvian exporters can benefit from commercializing with certified cocoa since it would allow to have a more sustainable agricultural practices following the standards of the certification chosen. The decision on getting certified still depends on many factors like the size of the company, annual production, annual export capacity, type of contract, etc (Van der Bom, 2020).

The demand of organic products may vary from region. With the purpose of providing more information to Peruvian exporters regarding market entry requirements, demands and trends, a list was executed mentioning all the certifications used by region.

The following graph shows the organic market penetration of organic products in western countries. This remarks how Nordic countries such as Denmark and Sweden are leading the least of highest rates on organic penetrations. From the figure below it can be shown that Scandinavia has a higher organic penetration on organic products than Benelux.

Figure 2: Organic penetration rated in Western Europe and the US (Rabobank , 2016)

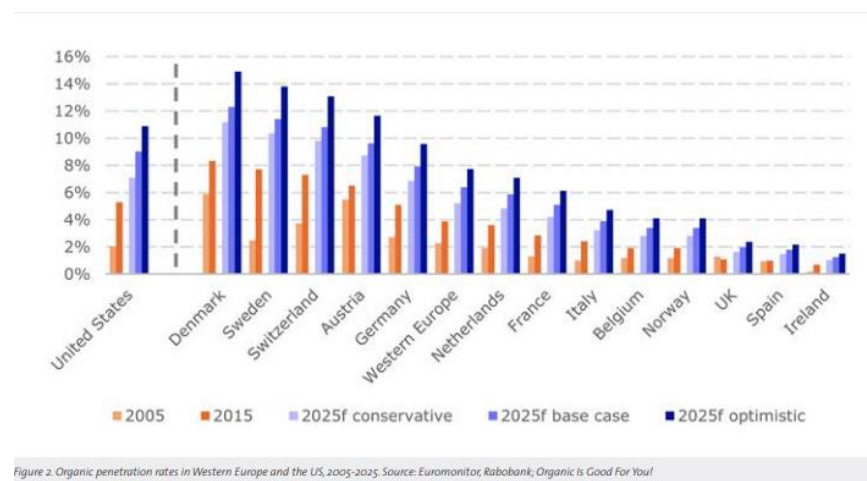


Figure 2. Organic penetration rates in Western Europe and the US, 2005-2025. Source: Euromonitor, Rabobank, Organic Is Good For You!

3.2 Information gap 2

3.2.1 What are the expectations of Promperu's role in the promotion of cocoa fairs and promotional events?

For the surveys conducted found in Appendix E: Surveys Chococa 2020, the questions were made inspired on a past fair survey model. The survey was divided into different parts, containing multichoice questions and open questions, in order to rate the opinion but also add any comment they might had.

The results of the surveys conducted to the 8 Peruvian export companies provided useful information for Promperu to develop different strategies in order to cover the needs of the Peruvian exporters and therefore, increase the promotion of the Peruvian cocoa exports.

From the surveys conducted to the Peruvian cocoa exporters (Appendix E: Surveys Chococa 2020). The answers from the survey conducted with the Peruvian exporters provided information for the results of the activities. On a side note, many participants decided not to answer the question of how much the expected sales are with possible clients.

The recommendations and comments from the Peruvian exporters regarding the planning and organization of the event were obtained from the surveys are as follows (Appendix E: Surveys Chococa 2020):

- Schedule more personal appointments with European cocoa customers
- Implementation of audiovisual material

- Online diffusion of the events and their participation
- Elaboration of lists including chocolate stores and participant companies in order to contact them in advance
- Promote “Peruvian Cacao” more than “SuperFoods Peru” in the marketing material during the fair promotional design
- Organization of meetings with potential European customers

3.2.2 How important is the implementation of digital communication strategies for informing Peruvian exporters about the demand and trends of cocoa industry in Benelux and Scandinavia?

In order for Promperu to implement new digital communications strategies to inform Peruvian exporters, it was necessary to first examine the communication channels they are currently using to share information about the demand and trends of cocoa industry in Benelux and Scandinavia.

The digital communication strategies more used by Promperu are:

- Newsletters: For two different types of sectors: Peruvian Export Companies and Benelux and Scandinavia tour operators.
- Webinars: These webinars were made for the textile industry in order to provide the new alpaca trends.
- Social media Marketing: Promperu started to implement on their feed the campaign called “*Meatless Monday*” where they share different recipes from Peruvian vegetarian meals in order to promote a flexitarian mode of living for people who are interested in reducing their negative impact and aim for a more sustainable way of life.

Furthermore, the active participation during *Chocoa* gave knowledge on how Promperu could improve regarding the promotion of cocoa fairs and promotional events. Furthermore, the participation at this fair together with the Peruvian exporters help provide an overview of what Promperu could implement regarding digital promotion, diffusion, and organization.

3.3 Information gap 3

3.1 Which distribution channels of organic or certified cocoa are most used in the Benelux and Scandinavia?

The Eastern European market does not differ much from Western Europe in terms of segmentation and channels. The below analysis looks into current developments in the three segments of the Eastern European cocoa market (CBI , 2020).

Chocolate confectionery:

This sector in Eastern Europe is very concentrated by a few large companies, including Mars, Mondelez, Nestlé, Hershey, and Ferrero. Moreover, Supermarkets make up the most important channel for the sale of chocolate products to consumers in Eastern Europe. The leading brands in the Eastern European confectionery sector include *Orbit*, *Kinder*, *Milka*, *Snickers* and *Alenka*.

Food industry

Cocoa beans and derivatives are also important ingredients for the Eastern European food industry. Hungary and Poland are among the leading agricultural and food processing locations in the region. Companies producing biscuits, ice cream, pastries and other bakery products are some of the main users

of cocoa products. Naturally, chocolate manufacturing companies in Eastern Europe such as *Bonbonetti* in Hungary, and *Wedel* in Poland, also use cocoa products (CBI , 2020).

Cosmetics industry

The beauty and personal care market in Eastern Europe grew steadily at an average annual growth rate of 5.9% in the 2013–2018 period, reaching approximately € 22 billion in 2017 (CBI , 2020). The cosmetics industry processes cocoa butter in products such as creams and soaps.

3.3.2 What are the distribution channels for organics and certified products in these countries?

From the desk research results the following information on the distribution channels per country was gathered, in order to share this information to Peruvian exporters. In order to keep this information for the organization, was implemented in the “Market Profile: Sustainable and Value Chain in Benelux and Scandinavia (Promperu, 2020).

The results are divided by country and region (Promperu, 2020):

Benelux

1. Netherlands: Supermarkets and organic stores

Ekoplaza, Natuurwinkel and Odin are the main specialty supermarket brands in the Netherlands.

- Udea: It has Ekoplaza and Natuurwinkel as supermarket chains.
- Ekoplaza: It is a chain of organic supermarkets and they have 75 stores nationwide and 39 collection points. This store was awarded as the most sustainable brand in the Netherlands. They have a certification (EKO Quality mark), which guarantees a 90% range of organic products.
- Organic food for you: They have 3 stores nationwide, and it was founded in 2004.
- Gimse: It is an independent store, located in Rotterdam that has the Eko Quality Mark certificate.
- Marqt: They have 18 establishments nationwide.
- Odin: They have 35 stores in the Netherlands.
- Holland & Barret: It is a store of hygiene products, food supplements and organic that has 182 stores only in the Netherlands.
- AH: 835. It has its own organic AH Organic brand.
- Dirk: 123
- Aldi: 500 Has its line of organic products Simply Nature
- Lidl: 420

Finally, it is worth highlighting ‘BIONEXT’, founded in 1993 (BIONEXT, 2020). It is a Dutch organic agriculture and food organization that promotes organic agriculture through events, campaigns, research projects and trade fairs. In this way, the organization is in charge of connecting the entire organic chain from the farm to the table.

Bionext is supported by three associations: Biohuis for farmers and producers; BioNederland for trade and processing; BioShop Association for organic specialty stores.

2. Belgium: Supermarkets and organic stores

- Bio-planet: It has 30 establishments nationwide.
- Biocap: 5 stores in the country.
- Carrefour: The first 100% organic Carrefour store in the country.

- Bioshop: 6 stores
- Origin'O: 15 stores nationwide
- Sequoia Bio: 10 establishments in the country.

3. Luxembourg: Supermarkets and organic stores

- Naturata (Bio-Marché): It has 11 stores in Luxembourg.
- Luxcaddy.lu: Online supermarket with more than 5000 products.
- Naturalis: Online organic store.
- Cactus: 84 establishments in Luxembourg.

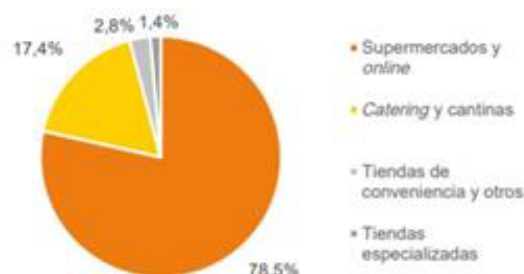
Scandinavia

4. Denmark: Supermarkets and organic stores

The main organic food supplier countries to Denmark are European countries since for a product to be considered organic, both its production, preparation and distribution must be equally organic, which is why they decide to opt for nearby countries where transport to Denmark does not In case of damage to the environment, this is also verified with statistics in 2016 92% of Danish imports of organic food came from the EU, with Germany, the Netherlands, Italy, Sweden and Spain being the main suppliers.

Furthermore, it should be noted that the main distribution channels for organic food in Denmark are supermarkets and online stores. That is why most supermarkets have a wide range of organic products. For example, Lidl opened in 2015 the greenest store in Europe in the Danish capital, so we can see the interest of international chains in adapting to local markets.

Figure 3: Main distribution channels on organic food products in Denmark in 2017 (ICEX, 2016).



Fuente: Økologisk Markedsnotat 2018 Økologisk Landsforening.

As for the consumption of organic food in Denmark, this trend has been almost tripled in the last decade. Due to the creation of new habits and the implementation of healthy consumption and social awareness of product prices and the environmental impact of the food industry. This has been encouraged by the government and the different associations that ensure a more sustainable industry.

- Lidl: 98 stores
- Aldi (It has its own organic brand: ECOLIVET): 244 establishments in the country.
- Salling group:
 - o Føtex: They have more than 88 stores and offer food and textiles.

- o Netto: They have more than 500 establishments in the country.
- Coop Denmark: 1,100 establishments within this group are
 - o Irma: It has more than 71 stores in Denmark.
 - o SuperBrugsen: 230 stores
 - o Kuickly: 81 stores
 - o Fakta: 420 stores
- Rema 1000: 317 stores
- Bilka: 17 stores
- Loubjerg: 16 stores

5. Sweden: Supermarkets and organic stores

In Sweden, the responsible authority for primary organic production, organic aquaculture and seed import is the Swedish Board of Agriculture (Jordbruksverket). The National Food Agency is the competent authority for organic food. This regulates the organic food process, as well as the import of these.

Organic products from outside the EU can be imported into the EU and can be labeled with reference to organic agriculture and the organic logo if they meet the legal requirements of the legislation.

Organic Sweden is made up of a large number of companies and organizations that demand a platform for the organic market. They have a total of 70 members who work together to increase sales

- Coop: 114 stores in Sweden. The chain sold organic food worth 3 billion kroner in 2019 and they have an ecological share of 9.2%
- Handlar'n: 217
- Hemkop: 187
- Lidl: 170. They have an ecological participation of 6.07% and the sale of organic food products has grown by 2.7%
- Ica: 82 stores. It has decreased by 2% and is driving the new product campaign to restore confidence.
- Eko: 5
- Netto: 159

6. Norway: Supermarkets and organic stores

In line with that of its Nordic neighbors, awareness of organic food is increasingly present, although Norway is behind in consumption. The Norwegian government, aware of the importance of food for its population, set a goal in 2013 of organic production and consumption of at least 15% by 2020.

In the case of Norway, it is more complex to maintain stability in organic production due to the short production seasons they have, this also makes the consumer have a longer adaptation period due to this discontinuity.

The retail market, meanwhile, continues to grow with more and more companies switching from conventional to organic.

In 2018, Norwegians bought organic food worth € 300 million, an increase of eight percent compared to 2018. According to the Norwegian Agricultural Council report, 4.2% of the total agricultural area in Norway is now organic (Organic Europe, 2019).

In 2018, the increase in conventional companies that switched to organic could be seen. One of the main reasons is that organic food prices show an increase compared to conventional ones. Within Scandinavia, Sweden and Denmark lead the market share for organic products.

The market share for organic production is proportionally less than the share of the total agricultural area that is organically grown. Most organic products are sold through supermarkets. A 76% of organic products are sold in supermarkets and 23% in other market channels. Direct sales are 1%. The Debio Ø logo is supported by the authorities; It is used in both domestic and imported products.

Norway has subsidies for organic plant production and organic animal production. The Norwegian action plan: Økonomisk, agronomisk - økologisk! (Economic, Agronomical - Organic!) aims to ensure that 15% of food production (crops and livestock) and 15% of consumption (imported and domestic products) are organic by 2020 (Økonomisk institutt (ØI), 2020).

In 2018 sales of organic food in Norwegian grew 8% reaching a value of 2.9 billion Norwegian kroner (Organic Europe, 2019). The main organic supermarkets in Norway are:

- Kiwi: They have 652 stores in Norway
- Meny: 195 establishments in the country.
- Sunkost: 122 stores

3.4 Information gap 4

3.4.1 What are the expectations of Promperu's role in the matchmaking of businesses between the Peruvian cocoa exporter and the European customer?

In order to know what the expectations regarding matchmaking connections between supplier and buyer are, information was gathered from the Interview conducted to Gesabel Villar, who is the responsible for the economic analysis for the fine flavour cacao project from Bioversity International Peru.

It was paramount to find another solution for Promperu to still be able to connect Peruvian exporters with Benelux & Scandinavia customers but be transparent about the future possibility of trade between them in order to trace the progress of these matchmaking sessions and promotional participation (CBI, 2019).

During the interview, it was argued how Biodiversity is currently doing a research on types of buyers in order to match them with Peruvian cocoa exporters (Villar, 2020).

Biodiversity Peru uses or combines biodiversity, sustainability, and engagement with the native cocoa production market. The project works in Cuzco and Piura, in Cuzco with *chuncho* cocoa beans and in Piura with white cocoa beans. Currently, they are investigating the whole market share and a demand analysis with buyers and the producers and cooperatives. "The idea is to make a "match" between them, between what they specifically want according to the type of buyer and who might have the capabilities or are closest to having the capabilities to meet the requirements of these types of buyers. That is in general." (Villar, 2020)

With the implementation of *Chocoapp*, 2020, Promperu would have a better overview of the relationship between supplier-customer, and this would facilitate the process for the traceability of business in a long term. The information gathered in order to fill this gap gave a better overview of the steps that Promperu needs to implement in order to track the promotional activities results in terms of matchmaking between the Peruvian exporters and Benelux and Scandinavia customers.

Chocoapp allows Promperu to be able to know how much is the demand of the Benelux & Scandinavia cocoa customer per year regarding cocoa beans and derivatives is; with this information new recommendations could have been made from the analysis of the participants during the fair.

The importance of the analysis of characteristics at the time of the matchmaking process from Promperu is crucial. Since Promperu wants to be the link between exporter-customer, it is important to know different data as sales volume per year; number of workers; size of the company; capacity of production.

3.4.2 Which digital technologies could be implemented in order to connect Peruvian exporters and Benelux & Scandinavia cocoa customer?

The Blockchain technology is a shared database that functions as a book for the record of purchase-sale operations or any other transaction (Investopedia , 2020). It consists of a set of notes that are in a shared online database in which the operations, quantities, dates, and participants are registered by codes. By using cryptographic keys and being distributed by many computers (people), it has security advantages against manipulations and fraud. A modification in one of the copies would be useless, but you have to make the change in all the copies because the base is open and public (Xataka, s.f.).

Blockchain technology tries to assure real traceability of transactions and products in an efficient way. This technology skips the brokers allowing to save time and costs during transactions, encouraging to the operators. It works as a large data base that allows you to do any type of transactions. It is estimated that two out of ten main chains would implement this technology in their processes in 2025 in order to provide visibility to production. This technology can help provide confidence to the end consumer and thus ensure their loyalty. Companies that are implementing this technology include Unilever, Carrefour, and Nestlé (Rapley, 2020).

This modern tool facilitates the process of sharing information and documents, and companies allow the EU to have a better sight of the suppliers they are looking for, having control and traceability over these activities. (CBI , 2020).

That is exactly the main virtue of blockchain technology: it provides reliable information for the buyer, separating exactly the origin of the item that he purchases in the supermarket (El Pais, 2019). Simply by scanning a QR code with their mobile phone, the consumer can know the name of the farmer who grew the cocoa from which the chocolate bar was made, as well as the remuneration he received and the percentage of the final price that goes to his pocket. With this system to track the reach, the project promoters hope to build a loyal and committed clientele that is willing to pay more for a product with a more fair and transparent value chain.

Promperu aims for a similar approach, to be able to provide the information in a digital platform but also encourage business connections between the exporter-customer.

4. Conclusion

There is a long path still in order to achieve a desired and fair level of sustainability for Peruvian exporters in the cocoa sector.

Promperu wants to promote and connect Peruvian cocoa exporters with Benelux & Scandinavia customers in a digital way, this process has been seemed accelerated due to the limitations on presential promotional activities caused by the pandemic of COVID-19.

The information gathered from the research methods gave insight on how Promperu should adapt to the digital tendencies in order to promote Peruvian cocoa to customers from Benelux and Scandinavia; The poor social media participation has led to a lack of presence on the customers from these countries; Lack of traceability between the exporter-customer connections, and this is important for Promperu to measure results of their operational activities. There is a Lack of innovative promotional digital activities of Peruvian cocoa at the moment. Therefore, the Professional Product provided to the organization aims to implement new and more digital promotional activities for Peruvian export companies..

The conclusions rely in the results of the research conducted and observational participation. Through this process knowledge about how sustainability impacts the demands from organic products allows to have a broader view on how this affects also to Peruvian exporters and producers regarding obtaining certification.

Furthermore, the research provided an analysis on the types of cocoa certifications generally used in Benelux and Scandinavia, the digital marketing and communication strategies to keep the Peruvian cocoa exporters updated, the distribution channels for organic and certified cocoa in Benelux & Scandinavia and the new opportunities for the digital matchmaking between cocoa supplier-customer.

The research showed that certified cocoa demand is increasing, therefore Promperu needs to implement more digital communication ways to keep promoting and connecting Peruvian cocoa exporters with Benelux & Scandinavia customers.

It can be determined that Promperu should focus in the promotion of Peruvian cocoa in more active way which will allow to help to producers and exporters to have the necessary information to contact cocoa customers from Benelux & Scandinavia and to enter to these markets.

5. Recommendations

Based on the information gathered from this research, the recommendations are as follows:

Firstly, it is recommended that Promperu implements new digital marketing and communication strategies to promote cocoa fairs and create matchmaking sessions with anticipation. This is suitable because from the results from the surveys in Appendix E, Peruvian exporters are expecting more promotion on the fair Chocoa and Salon du Chocolat.

Secondly, for a better flow of transparent information between the organization and the Peruvian exporters, webinars regarding the demands and trends from Benelux and Scandinavia should be hosted by Promperu.

Finally, it is recommended to Promperu conduct future research on blockchain technologies and the implementation of one for the cocoa sector. This last recommendation would allow not only to provide transparent information but to also help Peruvian agricultures who still do not have access to financial institutions.

For more recommendations see the video [here](#).

References

- ANPE Perú. (2020). *Asociación de Productos Ecológicos* . Retrieved from <https://www.anpeperu.org/>
- APPCACAO. (2020). *The Peruvian Association of Cacao Producers* . Retrieved from <https://appcacao.org/en/>
- Beyco . (2020). Retrieved from <https://beyco.nl/>
- BIOFACH . (2020). *World's Leading Trade Fair for Organic Food*. Retrieved from <https://www.biofach.de/en>
- BIONEXT. (2020). Retrieved from <https://bionext.nl/>
- Business News Daily . (2018). Retrieved from <https://www.businessnewsdaily.com/10950-sustainability-certifications-guide.html>
- CBI . (2019). The European market potential for certified cocoa .
- CBI . (2020). *Blockchain in Europe*. Retrieved from <https://www.cbi.eu/market-information/outsourcing-itobpo/blockchain>
- CBI . (2020). *Exporting cocoa beans to Eastern Europe* .
- CBI. (2019). 9 tips for finding buyers on the European cocoa market.
- CBI. (2019). *What is the demand for cocoa on the European market?* Retrieved from <https://www.cbi.eu/market-information/cocoa/trade-statistics>
- CBI. (2020). How to respond to COVID-19 in the cacao sector?
- CBI. (2020). *The bittersweet impact of COVID-19 on the cocoa and chocolate market* . Retrieved from <https://www.cbi.eu/news/bittersweet-impact-covid-19-cocoa-chocolate-market/>
- Chocoa . (2020). *Sustainable Chocolate & Cocoa Business Events* . Retrieved from www.chocoa.nl
- El Pais. (2019). La barra de chocolate 'blockchain' que fomenta el desarrollo en Ecuador. Retrieved from https://elpais.com/elpais/2019/07/12/planeta_futuro/1562925431_432145.html
- European Comission . (2020). *Creating a sustainable food system: the Eu's strategy*.
- European Commission . (2019). *Organic Farming in the EU*. Retrieved from https://ec.europa.eu/eurostat/statistics-explained/index.php/Organic_farming_statistics
- FAO . (2015). Retrieved from Organización de las Naciones Unidad para la Alimentación y la Agricultura : <http://www.fao.org/agroecology/database/detail/es/c/443168/>
- FAO. (2014). Sustainability Assesment of Food and Agriculture Systems.
- Freshplaza . (2018). Organic food consumption continues to increase in Europe.
- ICCO. (2016). *ICCO Panel recognizes 23 countries as fine and flavour cocoa exporters*. Retrieved from <https://www.icco.org/about-us/icco-news/319-icco-panel-recognizes-23-countries-as-fine-and-flavour-cocoa-exporters.html>
- ICCO. (2019). *Fine or Flavour Cocoa* . Retrieved from <https://www.icco.org/about-cocoa/fine-or-flavour-cocoa.html>

- ICEX. (2016). Denmark ecological market profile 2016.
- IDH . (2020). *IDH* . Retrieved from The Sustainable Trade Initiative : <https://www.idhsustainabletrade.com/about-idh/>
- International Chocolate Awards. (2019). *International Chocolate Awards Winners*. Retrieved from <https://www.internationalchocolateawards.com/2019/07/peru-competition-2019-winners/>
- Investopedia . (2020). Retrieved from <https://www.investopedia.com/terms/b/blockchain.asp>
- ISO . (1996). Retrieved from <https://www.iso.org/certification.html>
- Legislative Decree N° 662. (1991). Retrieved from https://www.proinversion.gob.pe/RepositorioAPS/1/0/arc/DECREE_662/LD%20662-1991%20ENG.pdf
- MINCETUR . (2020). *OCEX* . Retrieved from https://www.mincetur.gob.pe/wp-content/uploads/documentos/Comunicaciones/Boletines_Ocex/boletin-ocex-mayo-11-eng.html
- MINCETUR. (2020). *Ministerio de Comercio Exterior y Turismo* . Retrieved from <https://www.gob.pe/mincetur>
- Økonomisk institutt (ØI). (2020). Retrieved from <https://www.sv.uio.no/econ/>
- Organic Denmark . (2019).
- Organic Europe. (2019). *Norway: Country Report*. Retrieved from <https://www.organic-europe.net/country-info/country-info-norway/country-report/country-info-norway-report.html>
- Promperú . (2020). *La Comisión de Promoción del Perú para la Exportación y Turismo* . Retrieved from <https://www.promperu.gob.pe/>
- Promperu. (2020). Perfil de Mercado: Sostenibilidad en la cadena de valor en Benelux y Escandinavia .
- Promperú. (2020). *Superfoods*. Retrieved from www.peru.info/superfoods
- Promperú. (2020). *Superfoods* . Retrieved from <https://peru.info/en-us/superfoods/detail/super-cacao>
- Promperu Benelux & Scandinavia . (2020). Retrieved from www.perutrade.nl
- Rabobank . (2016). *Organic is Good for You*. Retrieved from <https://research.rabobank.com/far/en/sectors/consumer-foods/Organic-Is-Good-for-You.html>
- Rapley, K. (2020). *Blockchain Revolutionizing The Chocolate Industry*. Retrieved from <https://businessblockchainhq.com/business-blockchain-news/blockchain-revolutionizing-the-chocolate-industry/>
- Ryan, F., Coughlan, M., & Cronin, P. (2013). Interviewing in qualitative research: The one-to-one Interview.
- Salon du Chocolat . (2020). Retrieved from <https://www.salon-du-chocolat.com/?lang=en>
- SIICEX . (2019). *Sistema Integrado de información de Comercio Exterior* . Retrieved from <http://www.siicex.gob.pe>

Van der Bom, R. (2020).

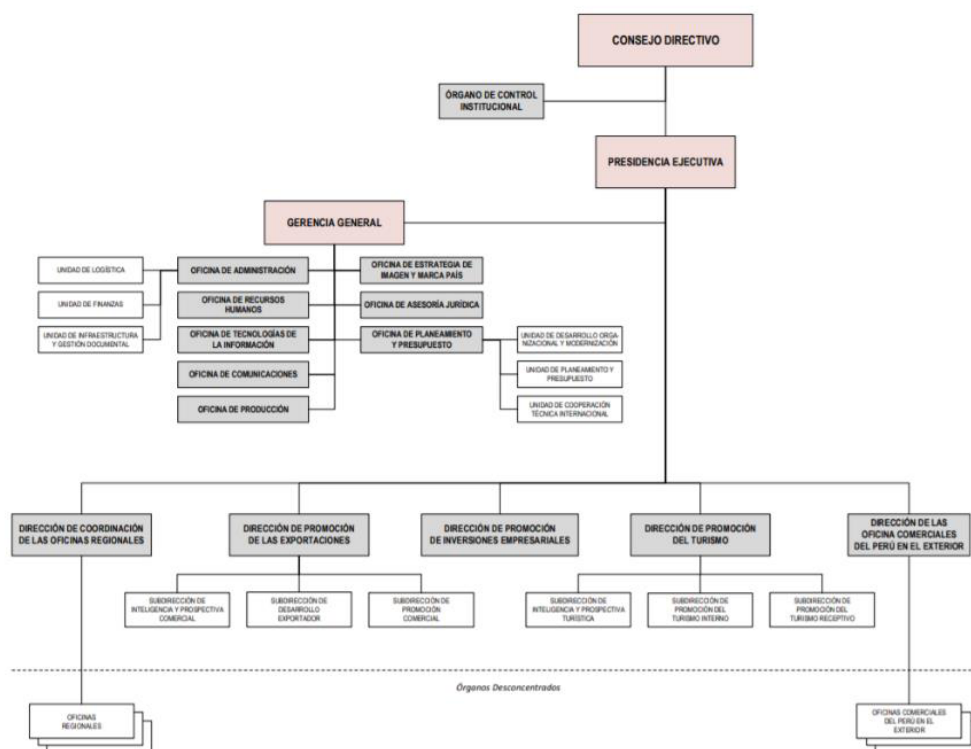
Villar, G. (2020).

Xataka. (n.d.). *¿Qué es blockchain?* Retrieved from <https://www.xataka.com/especiales/que-es-blockchain-la-explicacion-definitiva-para-la-tecnologia-mas-de-moda>

Appendixes

Appendix A

Promperu's Organizational Chart



Source: Mincetur, 2020

Appendix B

Public Initial Budget for 2020

Figure 4. Public Budget 2020

PRESUPUESTO DEL SECTOR PÚBLICO PARA EL AÑO FISCAL 2020

COMISION DE PROMOCION DEL PERU PARA LA EXPORTACION Y EL TURISMO - PROMPERU

| | |
|---|--------------------|
| GASTOS CORRIENTES | 265 852 353 |
| 1 PERSONAL Y OBLIGACIONES SOCIALES | 17 931 444 |
| 2 PENSIONES Y OTRAS PRESTACIONES SOCIALES | 1 886 259 |
| 3 BIENES Y SERVICIOS | 246 034 650 |
| GASTOS DE CAPITAL | 652 000 |
| 6 ADQUISICION DE ACTIVOS NO FINANCIEROS | 652 000 |
| TOTAL PLIEGO : | 266 504 353 |

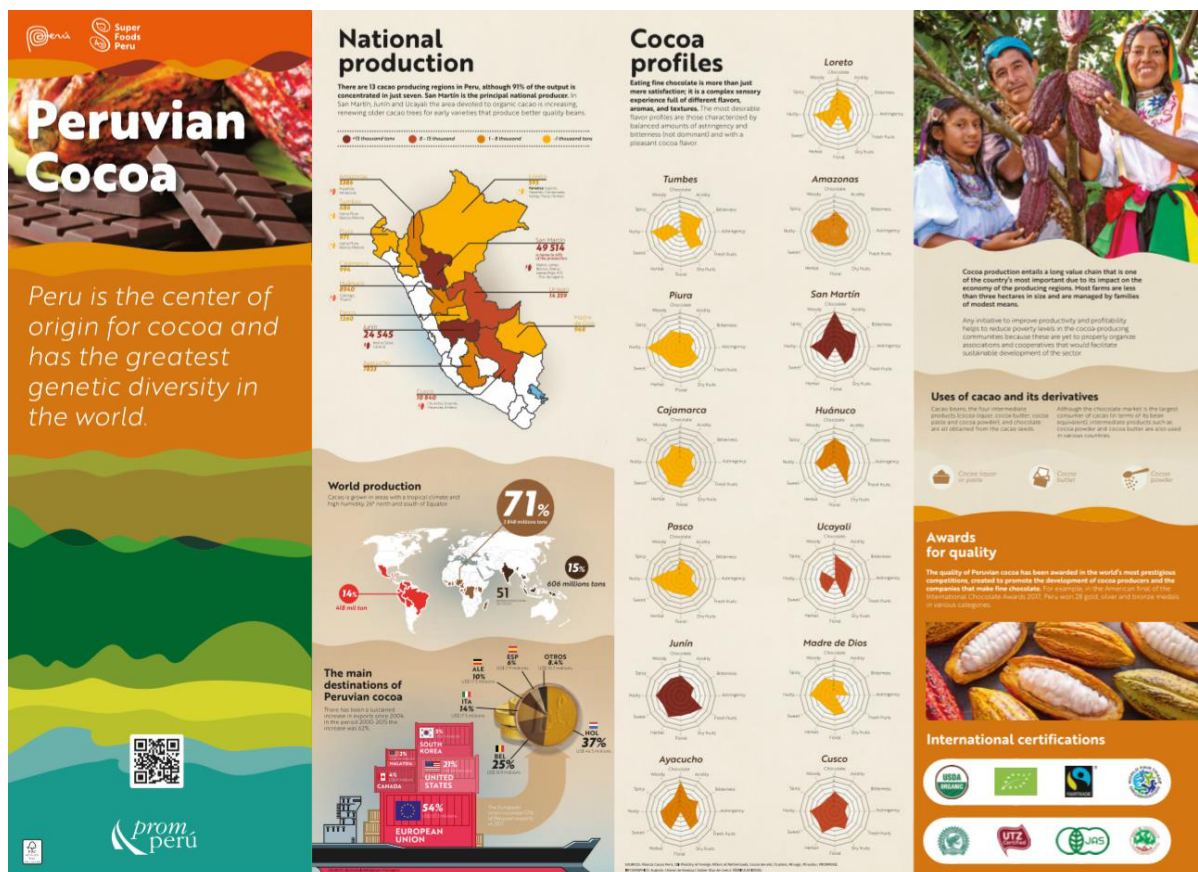
Source: Portal de Transparencia, Mincetur, 2020

Figure 5. Operative Tourism Plan 2020



Source: Portal de Transparencia, Mincetur, 2020

Appendix C: Infographic Peruvian cocoa



Source: Promperu, 2020

Appendix D

Interview to Rian van der Bom from Progreso Foundation

Interview questions

Rianne van der Bom – *Progreso Foundation*

CHOCOA 2020

1. ¿Cuál es la demanda de las certificaciones orgánicas en Benelux y Escandinavia (Europa)
2. ¿Qué tan importante son las certificaciones para los consumidores europeos de cacao?
3. ¿Cómo beneficia el tener certificaciones al exportador peruano?
4. ¿Qué tan difícil es para un productor peruano obtener certificaciones orgánicas o de Comercio Justo en términos económicos?
5. Preguntas abiertas de acuerdo con el curso de la entrevista.

Figure . Interview Progreso Notes

Interview Rianne van der Bom
Chococa
20/02/2020

① → ¿Cuál es la demanda para cacao certificada en Benelux & Scandinavia (Europa)?

② → ¿Qué tan importante son las certificaciones para consumidores europeos de cacao?

③ → ¿Cómo beneficia el tener certificaciones al Exportador peruano?

④ → ¿Qué tan difícil es para un productor peruano obtener certificaciones orgánicas o de Comercio Justo? (económicas)

→ preguntas abiertas de acuerdo al curso de la entrevista.

Rianne Van der Bom 20/02/20

- Holandesa, vivió en Perú por 10 años.
- Program manager de Proclimatic, es parte de la Fundación Progreso.

* Con 4 otros peruanos empezó Amazonas NBO Progreso.
- Yanosha Coffee Producers Project.

① Depende del consumidor europeo y de la compañía tienen dif. requerimientos para proveedores.

↓

② Depende del tamaño, pero sí son muy importantes ya que el consumidor europeo busca sostenibilidad y comercio justo en los productos que compra.
(#Consill / Tony's Chocolate...)

③ Beneficia si son cooperativas, NO si son muy pequeños.
El futuro no sería como "atracción de nuevas compañías".

④ herramienta de "atracción de nuevas compañías".
Debido a que sus prioridades económicas son otras.

Appendix E Surveys Chococoa 2020

Figure. Chococoa evaluation survey

| ENCUESTA DE EVALUACIÓN CHOCOCOA 2020 | | | | | | | | | | | |
|---|-----------------------|--|--|-------------|----------|---|--|-------------|-----------|-------------|---------|
| | | | | | | | | VERSIÓN 01 | | | |
| | | | | | | | | PÁG. 1 DE 1 | | | |
| I. Identificación de la rueda de negocios | | | | | | | | | | | |
| Evento | | CHOCOCOA- HOLANDA | | | | | | | | | |
| Lugar y Fecha | | Ciudad | País | Inicio | | | Fin | | | | |
| | | AMSTERDAM | PAISES BAJOS | 21 | 2 | 2020 | 25 | 2 | 2020 | | |
| II. Identificación del Participante | | | | | | | | | | | |
| Razón Social | | | | RUC | | | | | | | |
| Nombre del representante | | | | | | | | | | | |
| Cargo | | | | e-mail | | | | | | | |
| III. Valoración Convocatoria | | | | | | | | | | | |
| Por favor, marcar con una "X" en el espacio en blanco : | | | | | | | | | | | |
| 3.1 ¿Cómo se enteró del evento? | | a. Convocatoria de Promperú | | | | b. En ediciones anteriores de la feria. | | | | | |
| c. En la página Web del Organizador | | d. Por medio de una asociación o gremio al que pertenece | | | | e. Otros: Indicar | | | | | |
| 3.2 La información que recibió sobre el evento, antes de asistir considera que fue: | | a. Recibió más información de la esperada | | | | b. Satisfactoria | | | | | |
| a) Suficiente | | b. Incompleta | | | | a. Otros: Indicar | | | | | |
| IV. Valoración de la feria Chococoa 2018 | | | | | | | | | | | |
| Según su experiencia valore lo siguiente (por favor, marca con una "X") : | | | | Excelente | Bueno | Regular | Malo | Muy Malo | | | |
| 4.1 Stand de Perú (ubicación, decoración etc.) | | | | | | | | | | | |
| 4.2 Organización del evento | | | | | | | | | | | |
| 4.3 Servicios brindados durante el evento: agendas, apoyo... | | | | | | | | | | | |
| 4.5 Fecha de la feria Chococoa | | | | | | | | | | | |
| 4.5 Difusión de la feria Chococoa | | | | | | | | | | | |
| 4.6 Agendas entregadas | | | | | | | | | | | |
| 4.7 La nueva App de la feria para agendas B2B | | | | | | | | | | | |
| 4.8 Formación Academia de mercados. | | | | | | | | | | | |
| 4.9 Otros: | | | | | | | | | | | |
| V. Expectativas | | | | | | | | | | | |
| Por favor, marcar con una "X" en el espacio en blanco : | | | | | | | | | | | |
| 5.1 ¿Su participación cumplió con el objetivo planteado? | | | | SI | NO | De que manera: | | | | | |
| 5.2 ¿Piensa participar en la próxima versión de este evento? | | | | SI | NO | | | | | | |
| Clasifique del (1 al 5) donde 5 es Excelente y 1 es Malo | | | | 5 | 4 | 3 | 2 | 1 | | | |
| 5.3 ¿Cómo considera este evento para la captación de nuevos negocios? | | | | | | | | | | | |
| 5.4 Evaluación general del evento | | | | | | | | | | | |
| VI. Resumen negociaciones | | | | | | | | | | | |
| N° de reuniones y contactos realizados durante evento | | | | comentarios | | | | | | | |
| TIPO DE EMPRESA | Clientes Actuales | Nuevos Contactos | Contacto Fuera de Agenda (solo para Rueda) | | | | | | | | |
| Importador | | | | | | | | | | | |
| Exportador | | | | | | | | | | | |
| Agente / Trader | | | | | | | | | | | |
| Agente | | | | | | | | | | | |
| Minorista / Distribuidor | | | | | | | | | | | |
| Otros (especificar) | | | | | | | | | | | |
| Número de Citas en Total | 0 | 0 | 0 | | | | | | | | |
| VII. Oportunidades de Mejora | | | | | | | | | | | |
| Recibió por parte de los compradores alguna sugerencia o inquietud para mejorar (por favor, marca con una "X" en el espacio en blanco): | | | | | | | | | | | |
| 7.1 Presentación de productos | NO | SI | Especifique | | | | | | | | |
| 7.2 Empaque | NO | SI | Especifique | | | | | | | | |
| 7.3 Volumen | NO | SI | Especifique | | | | | | | | |
| 7.4 Precio | NO | SI | Especifique | | | | | | | | |
| 7.5 Otros: | | | | | | | | | | | |
| VIII. Ventas | | | | | | | | | | | |
| Agradecemos indique las ventas concretadas y expectativas de ventas | | | | | | | | | | | |
| Partida Arancelaria (llenado por Promperú) | Descripción Comercial | Ventas concretadas por producto (Miles USD) | | | | | Expectativas de negocio a 12 meses (Miles USD) | | | | |
| | | < 5 | 5 a 20 | 20 a 50 | 50 a 100 | > 100 | + 50 | 50 a 100 | 100 a 500 | 500 a 2,000 | + 2,000 |
| | | | | | | | | | | | |
| Según su opinión, ¿Qué aspectos del Evento se deberían mejorar? | | | | | | | | | | | |
| Agenda de reuniones: | | | | | | | | | | | |
| Convocatoria: | | | | | | | | | | | |
| Evento | | | | | | | | | | | |
| Stand | | | | | | | | | | | |
| Otros: | | | | | | | | | | | |

| ENCUESTA DE EVALUACIÓN MISIÓN CACAO BRUSLAS 2020 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|---|--------------------------------------|--------------------------------|--------------------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|---|--------------------------------------|---|---|---|---|---|---|---|---|---|----|
| I. Identificación de la fuente de información | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Fuente | | CHOCOA - CHILIMBI | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lugar y Fecha | | Lima, 23/02/20 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| II. Características del Participante | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nombre Real | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nombre del representante | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cargo | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| III. Valoración General | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ¿Puede recomendar este "X" en el aspecto de calidad? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <tr> <td>1. ¿Cómo califica el producto?</td> <td>2. ¿Cómo califica el servicio?</td> <td>3. ¿Cómo califica el precio?</td> <td>4. ¿Cómo califica el empaque?</td> <td>5. ¿Cómo califica el sabor?</td> <td>6. ¿Cómo califica el aroma?</td> <td>7. ¿Cómo califica el color?</td> <td>8. ¿Cómo califica el tamaño?</td> <td>9. ¿Cómo califica el tipo de chocolate?</td> <td>10. ¿Cómo califica el tipo de leche?</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> </tr> </table> | | | | | | | | | | 1. ¿Cómo califica el producto? | 2. ¿Cómo califica el servicio? | 3. ¿Cómo califica el precio? | 4. ¿Cómo califica el empaque? | 5. ¿Cómo califica el sabor? | 6. ¿Cómo califica el aroma? | 7. ¿Cómo califica el color? | 8. ¿Cómo califica el tamaño? | 9. ¿Cómo califica el tipo de chocolate? | 10. ¿Cómo califica el tipo de leche? | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 1. ¿Cómo califica el producto? | 2. ¿Cómo califica el servicio? | 3. ¿Cómo califica el precio? | 4. ¿Cómo califica el empaque? | 5. ¿Cómo califica el sabor? | 6. ¿Cómo califica el aroma? | 7. ¿Cómo califica el color? | 8. ¿Cómo califica el tamaño? | 9. ¿Cómo califica el tipo de chocolate? | 10. ¿Cómo califica el tipo de leche? | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | | | | | | | | | | | | | | | | | | |
| IV. Comentarios y sugerencias | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| [Handwritten notes: "Me gusta el sabor", "El empaque es bonito", "El precio es bueno", "El servicio es bueno", "El aroma es bueno", "El color es bueno", "El tamaño es bueno", "El tipo de chocolate es bueno", "El tipo de leche es bueno"] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| ENCUESTA DE EVALUACIÓN MISIÓN CACAO BRUSLAS 2020 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|---|--------------------------------------|--------------------------------|--------------------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|---|--------------------------------------|---|---|---|---|---|---|---|---|---|----|
| I. Identificación de la fuente de información | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Fuente | | CHOCOA - CHILIMBI | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lugar y Fecha | | Lima, 23/02/20 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| II. Características del Participante | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nombre Real | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nombre del representante | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cargo | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| III. Valoración General | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ¿Puede recomendar este "X" en el aspecto de calidad? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <tr> <td>1. ¿Cómo califica el producto?</td> <td>2. ¿Cómo califica el servicio?</td> <td>3. ¿Cómo califica el precio?</td> <td>4. ¿Cómo califica el empaque?</td> <td>5. ¿Cómo califica el sabor?</td> <td>6. ¿Cómo califica el aroma?</td> <td>7. ¿Cómo califica el color?</td> <td>8. ¿Cómo califica el tamaño?</td> <td>9. ¿Cómo califica el tipo de chocolate?</td> <td>10. ¿Cómo califica el tipo de leche?</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> </tr> </table> | | | | | | | | | | 1. ¿Cómo califica el producto? | 2. ¿Cómo califica el servicio? | 3. ¿Cómo califica el precio? | 4. ¿Cómo califica el empaque? | 5. ¿Cómo califica el sabor? | 6. ¿Cómo califica el aroma? | 7. ¿Cómo califica el color? | 8. ¿Cómo califica el tamaño? | 9. ¿Cómo califica el tipo de chocolate? | 10. ¿Cómo califica el tipo de leche? | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 1. ¿Cómo califica el producto? | 2. ¿Cómo califica el servicio? | 3. ¿Cómo califica el precio? | 4. ¿Cómo califica el empaque? | 5. ¿Cómo califica el sabor? | 6. ¿Cómo califica el aroma? | 7. ¿Cómo califica el color? | 8. ¿Cómo califica el tamaño? | 9. ¿Cómo califica el tipo de chocolate? | 10. ¿Cómo califica el tipo de leche? | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | | | | | | | | | | | | | | | | | | |
| IV. Comentarios y sugerencias | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| [Handwritten notes: "Me gusta el sabor", "El empaque es bonito", "El precio es bueno", "El servicio es bueno", "El aroma es bueno", "El color es bueno", "El tamaño es bueno", "El tipo de chocolate es bueno", "El tipo de leche es bueno"] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

23/02/20

Firma: [Handwritten Signature]

Nombre: [Handwritten Name]

| ENCUESTA DE EVALUACIÓN MISIÓN CACAO BRUSLAS 2020 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|---|--------------------------------------|--------------------------------|--------------------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|---|--------------------------------------|---|---|---|---|---|---|---|---|---|----|
| I. Identificación de la fuente de información | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Fuente | | CHOCOA - CHILIMBI | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lugar y Fecha | | Lima, 23/02/20 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| II. Características del Participante | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nombre Real | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nombre del representante | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cargo | | [Redacted] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| III. Valoración General | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ¿Puede recomendar este "X" en el aspecto de calidad? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <tr> <td>1. ¿Cómo califica el producto?</td> <td>2. ¿Cómo califica el servicio?</td> <td>3. ¿Cómo califica el precio?</td> <td>4. ¿Cómo califica el empaque?</td> <td>5. ¿Cómo califica el sabor?</td> <td>6. ¿Cómo califica el aroma?</td> <td>7. ¿Cómo califica el color?</td> <td>8. ¿Cómo califica el tamaño?</td> <td>9. ¿Cómo califica el tipo de chocolate?</td> <td>10. ¿Cómo califica el tipo de leche?</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> </tr> </table> | | | | | | | | | | 1. ¿Cómo califica el producto? | 2. ¿Cómo califica el servicio? | 3. ¿Cómo califica el precio? | 4. ¿Cómo califica el empaque? | 5. ¿Cómo califica el sabor? | 6. ¿Cómo califica el aroma? | 7. ¿Cómo califica el color? | 8. ¿Cómo califica el tamaño? | 9. ¿Cómo califica el tipo de chocolate? | 10. ¿Cómo califica el tipo de leche? | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 1. ¿Cómo califica el producto? | 2. ¿Cómo califica el servicio? | 3. ¿Cómo califica el precio? | 4. ¿Cómo califica el empaque? | 5. ¿Cómo califica el sabor? | 6. ¿Cómo califica el aroma? | 7. ¿Cómo califica el color? | 8. ¿Cómo califica el tamaño? | 9. ¿Cómo califica el tipo de chocolate? | 10. ¿Cómo califica el tipo de leche? | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | | | | | | | | | | | | | | | | | | |
| IV. Comentarios y sugerencias | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| [Handwritten notes: "Me gusta el sabor", "El empaque es bonito", "El precio es bueno", "El servicio es bueno", "El aroma es bueno", "El color es bueno", "El tamaño es bueno", "El tipo de chocolate es bueno", "El tipo de leche es bueno"] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

23/02/20

Firma: [Handwritten Signature]

Nombre: [Handwritten Name]

Appendix F

Interview to Gesabel Villar from Biodiveristy International Peru

Interview questions

Gesabel Villar – *Biodiversity International Peru*

1. ¿Qué opinas de las certificaciones ya sean orgánicas o de comercio justo que sean implementadas por los agricultores en Perú? O sea, ¿crees que es un paso muy difícil o piensas que simplemente sólo empresas grandes pueden lograrlo?
2. ¿Hace cuánto estás trabajando en *Biodiversity*?
3. ¿Es en esta investigación donde escuchaste sobre el “Tinder” para compradores-proveedores de cacao?
4. Por ejemplo, si yo soy un importador de Holanda, a mí me interesa saber cuánto me puede vender un productor o la cooperativa en general al año, cuáles son los certificados que tienen o qué tipo de grano de cacao tienen, o cosas por el estilo. ¿Qué es lo que le interesa al exportador peruano?
5. ¿Qué tipos de certificado son los que piden más a las cooperativas, aparte del certificado orgánico por ejemplo o de comercio justo?
6. ¿Qué opinas de la situación del cadmio ahora? Me comentaron que sucede más en las zonas de Piura que en Cuzco, por ejemplo.
7. ¿qué opinas de la participación de Promperú en el sector cacao, piensas que están ayudando o haciendo méritos logrando hacer matchmaking, actividades promocionales acá?
8. ¿Crees que es buena idea la implementación de webinars por parte de Promperú para también informar a los peruanos sobre las tendencias y certificaciones orgánicas de los compradores por país?

Interview transcription

Gesabel: Nosotros queremos usar o juntar biodiversidad, sostenibilidad y enganche al mercado de producción nativa de cacao. El proyecto trabaja en Cuzco y en Piura, en Cuzco con el cacao chuncho y en Piura con el cacao blanco. Estamos investigando exactamente toda la parte del mercado, un análisis de demanda con compradores y un análisis de oferta con productores y cooperativas. La idea es hacer un “match” entre ellos, entre qué específicamente quieren según el tipo de comprador y quiénes podrían tener las capacidades o están más cerca de tener las capacidades para cumplir los requerimientos de estos tipos de compradores. Eso es en general.

Nadia: Actualmente también estoy averiguando sobre las certificaciones. Estuve conversando con los de Progreso, no sé si los conoces, es una ONG también. ¿Qué opinas de las certificaciones ya sean orgánicas o de comercio justo que sean implementadas por los agricultores en Perú? O sea, ¿crees que es un paso muy difícil o piensas que simplemente sólo empresas grandes pueden lograrlo?

Gesabel: Nosotros hasta donde hemos trabajado con productores, ellos tienen certificaciones vía cooperativas. No conozco a un productor individual que tenga una certificación propia. Entiendo que son costos muy caros y como se maneja es vía cooperativa. Si te sirve también hay muchos compradores de chocolate que están dispuestos a comprar sin tener certificación orgánica, simplemente confiando en la palabra del productor y de la cooperativa que tienen producción orgánica, sin certificación, igual compran.

Nadia: Pero ¿en grandes cantidades igual?

Gesabel: No, para hacer las grandes cantidades si se necesita una certificación, pero hay todos los bean-to-bar que pueden encontrar un micro lote que están buscando y dada la relación que construye con el comprador-productor compran a buenos precios, confiando digamos en esta relación que establecen entonces no pueden pagarse una certificación orgánica pero la certificación es básicamente confianza, entonces basada en esta relación, compran producción orgánica sin certificación.

- Nadia:** Cuando hacen este tipo de negociaciones como bean-to-bar, ¿el comprador siempre va a Perú, o no necesariamente?
- Gesabel:** Hay muchos que vienen, sí. Hay incluso tours.
- Nadia:** ¿Hace cuánto estás trabajando en *Biodiversity*?
- Gesabel:** En *Biodiversity* tengo exactamente un año.
- Nadia:** Me comentó Viviana que estabas trabajando en un proyecto, ¿es en esta investigación donde escuchaste sobre el “Tinder” para compradores-proveedores de cacao?
- Gesabel:** Sí, como parte del proyecto tenemos que hacer tipologías de compradores, ¿verdad? Porque queremos hacer este match con comprador-productor, entonces, conversando con algunos chocolateros, ellos refieren que ya existe este “Tinder”.
- Nadia:** Estuve buscando bastante, si vi una aplicación similar, pero de café. No funciona como un “Tinder”, pero funciona como una plataforma digital donde no solamente el productor está, pero también la entidad financiera para hacer préstamos y cosas por el estilo. Están todos en esta plataforma, es de *Progreso. Beyco*, se llama. Y ellos querían hacer una parecida de cacao, pero justo como pasó esto, quedó en nada supongo. Pero por eso creo que sería una buena oportunidad, porque también es difícil para los productores o exportadores peruanos, venir ahora porque no pueden viajar y todas las actividades están canceladas. Entonces, ¿por qué no hacerlo online?
- Gesabel:** Pues sí, esta temporada todo tiene que ser vía e-commerce. La única pregunta para el que lo vaya a desarrollar es: ¿cómo van a trabajar con las cooperativas para migrar toda esa información que ellos tienen en el e-commerce? Hay muchas cooperativas que están mucho más cerca de eso, pero hay muchas que todavía necesitan ser fortalecidas.
- Nadia:** Sí, es cierto. Esto es una idea, todavía no está bien configurado, ni nada. Por eso quiero saber, qué están buscando los exportadores peruanos. Por ejemplo, si yo soy un importador de Holanda, a mí me interesa saber cuánto me puede vender un productor o la cooperativa en general al año, cuáles son los certificados que tienen o qué tipo de grano de cacao tienen, o cosas por el estilo. ¿Qué es lo que le interesa al exportador peruano?
- Gesabel:** Los intermediarios compran granos, muchos tienen granos de acopio, o acopiadores. Trabajan con cooperativas directamente y algunos tienen como micro acopiadores, digámoslo así que trabajan colectando granos de diferentes productores. Trabajan a dos niveles: o pueden acopiar directamente de la cooperativa, o compra directamente de la cooperativa, o acopian con productores. ¿Qué buscan? Pues según la norma de exportación tienen cacao tipo A1 y tipo A2. Compran de los dos tipos, dependiendo a quiénes les van a vender. Las más grandes tienen de ambos y por ejemplo ahora hay muchas como tratando de entrar al tema de los nativos, ¿no? Muchos exportadores están explorando si es que van a poder como una de sus líneas o variedades de grano a exportar los nativos. Porque hasta ahora, el grano volumen de exportación es un grano, como el común.
- Nadia:** Juan Laura es nativo, ¿no?
- Gesabel:** Sí, del VRAE, ellos trabajan sus granos de origen, son cacaos especiales, sí.
- Nadia:** ¿Qué tipos de certificado son los que piden más a las cooperativas, aparte del certificado orgánico por ejemplo o de comercio justo?
- Gesabel:** Esos son los dos más grandes, los que tienen la mayoría de las cooperativas. Ahora estamos en una etapa de empezar trabajos con cooperativas, entonces a este punto no te puedo decir mira tanto por ciento de cooperativas tienen este certificado, porque estamos empezando la encuesta con ellos.
- Pero, están los Rainforest Alliance, certificación de pequeños productores, en temas de certificaciones hay un abanico amplio. Pero ¿cuál es la más común aquí?, pues por intuición podemos decir que la del orgánico y precio justo, pero no tenemos el dato justo porque estamos empezando a hacer las encuestas con las cooperativas.
- Nadia:** De hecho, estuve trabajando en eso, estuve estudiando cuáles son los certificados que más usan por país en Benelux y Escandinavia para poder también dar esa información a los productores peruanos.

Entonces, por eso quería saber, porque, como ahora cada vez más hay más certificaciones. Entonces por ejemplo en Escandinavia, utilizan algunas que son diferentes a acá en Holanda. Varía un poco, porque si es diferente región, pero dentro de la Benelux sí utilizan las mismas. Pero esa información también es necesaria, creo yo, si un exportador o un productor tiene un mercado destino, puede investigar y ver qué certificados podría sacar para vender.

Gesabel: La certificación va de acuerdo con el premium que puedes pagar. Entonces, si estás viéndolo del lado del productor, pues optaría por la que más premium me va a dar, por el precio, por el incremento de precio que me va a dar.

El cacao chuncho es más caro basado en sus propiedades organolépticas. Tiene el valor agregado que es nativo, y le asignan como sabores únicos, la calidad del cacao per sé, uno esperaría que sea mejor y por ser chuncho y nativo, tienes algo adicional que contar en el marketing que siento un cacao común. Entonces esto les da viéndolo desde un punto de vista como un chocolatero, me da muchas opciones o beneficios que ofrecer al mercado. Pero no está amarrado a que sea una certificación, eso de por sí es por el grano, pero ahora si a eso le agregas un premium por tener certificación orgánica y un premium por ser fair trade. También exploramos esa opción de ver datos de exportación y tratar de hacer tipologías haciendo datos de exportación, lo cual se complicó bastante para nosotros porque nuestra primera intuición fue, bueno hacemos un corte para los datos y los precios: El 10% más alto o el quintil más alto, entonces preguntamos a varios expertos, y dijimos podemos asumir o partir el análisis asignando a este quintil más alto como los nativos y los chunchos y la respuesta es que no, no se puede. Ya que muchas otras variables que pueden hacer que el precio sea más alto. Entonces el sector chocolate es tan diverso que donde puedes hacer un filtro más puro sobre el precio es en el bean-to-bar. Si hay un micro lote específico de chuncho, puedes hacer una relación directa del precio alto y calidad de cacao. Pero si barres solo exportaciones, hay muchas variables mezcladas que la data que existe no te permite disgregar. Empezando que el código de exportación es único, entonces no podemos hacer esa distinción, por ahora.

Nadia: ¿Qué opinas de la situación del cadmio ahora? Me comentaron que sucede más en las zonas de Piura que en Cuzco, por ejemplo.

Gesabel: Cadmio, parte por la regulación que pusieron en Europa, es un agente natural, entonces...

No es que la producción se añada el cadmio, sino que es parte de los suelos y producción. Es natural.

Entonces, Biodiversity sí que tiene un estudio en el cadmio, y está haciendo ensayos. Ha hecho un diseño experimental para ver, en qué lugares hay cadmio y cómo se podría solucionar y llegar a niveles para cumplir la norma de la UE. La que está manejando ese proyecto en Biodiversity es Rachel, si quieres contactarla, ella te puede dar más información sobre ese proyecto. A líneas gruesas, lo que yo te puedo decir, es el rebote de los resultados de ella, pero ella te puede decir muchísima más información sobre eso, sí hay cadmio en Piura, pero no es generalizado. Hay zonas específicas donde han encontrado cacao con niveles de cadmio que pueden pasar la normativa en Europa, pero, no es muy preciso decir que Piura tiene Cadmio.

La regulación de cadmio ya tiene 2 años, qué tanto entiende el productor del cadmio, si sabe si su zona tiene y sabe qué hacer. Pero si quieres profundizar más en eso, Rachel es la persona indicada.

Nadia: Mónica me comentó que ustedes hicieron entrevistas a Benelux y Escandinavia, o de Holanda al menos.

Gesabel: Viviana hizo las entrevistas a nivel internacional. Los datos están en análisis, los resultados preliminares sí. No ha sido un estudio por país.

Nadia: Última pregunta: ¿qué opinas de la participación de Promperú en el sector cacao, piensas que están ayudando o méritos logrando hacer matchmaking, actividades promocionales acá?

Gesabel: Bueno, como yo veo el rol de Promperú para el sector cacao es el pivot, ¿no? Es quien junto con el Ministerio de Agricultura deberían ser los dos brazos articuladores del sector en temas de comercialización. Y el ministerio de agricultura tiene el brazo más de organización, y de soporte técnico también. Pero Promperú claramente tiene un rol de pivot, pero también tiene la posibilidad de hacer un rol mucho más potente como articulador de todo. Ellos organizan el salón, claramente están haciendo un buen trabajo. Pero siempre hay opciones para ser un articulador mucho más

grande. No solamente con productores, no solamente con empresas. Pueden ser un articulador como muy fuerte si vinculan a Academia. Es un gran espacio para Promperu, y que todos estaríamos de acuerdo con que Promperu tomé ese rol, porque necesitan también un pivot que genera confianza en todos los sectores. Y creo que Promperu tiene todos los checks para eso.

El tema es cuan cerca pueden estar los productores de las cooperativas si ese es el público objetivo del curso. Productores, bases muy amplias que no es para Promperu.

Yo no creo que Promperu tenga que hacer todos los pasos de la cadena, pero sí, articularlos. Si se engancha a academia, al ministerio que llega más al trabajo de bases, entonces sí podrían tener más difusión.

Nadia: ¿Crees que es buena idea la implementación de webinars por parte de Promperu para también informar a los peruanos sobre las tendencias y certificaciones orgánicas de los compradores por país?

Gesabel: Respuesta de economista: A más información en el mercado, mejor desempeño. Mientras más información nos puedan proveer es mejor, y lo otro es que también siendo Promperu están poniendo una información de calidad. Ustedes tienen todos los checks para hacer el rol de articulador, porque muchas otras instituciones pueden hacer webinars, pero si tienen el respaldo viene de Promperu, hay una segunda validación para generar confianza en el mercado. Si la información de mercado viene de Promperu, entonces el nivel de confianza en el mercado incrementa.

Nadia: Muchas gracias por tu tiempo Gesabel, me has ayudado muchísimo la verdad.