

SMALL PRODUCERS, INTEGRATED BY A BIG COMPANY PROVIDER OF INPUTS AND TECHNOLOGY, MAKE DIFFERENTIATED COFFEES, NOT AS A COMMODITY, CREATING VALUE AND STILL LEAVING THEIR LIFE HISTORIES AROUND THE WORLD. A CASE OF SUCCESS PRESENTED AT THE 23RD FORUM OF INDUSTRIAL MARKETING



The same, different

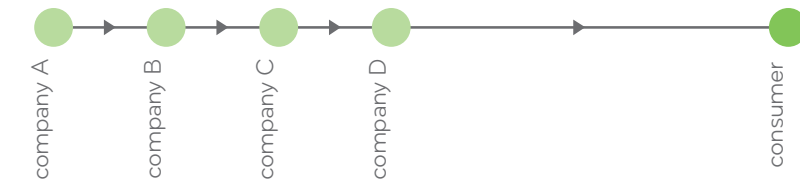
ANDRÉA FORTES AND DANIEL FRIEDLANDER

B2B (business to business) is, by definition, a relation between two companies, one providing products or services to another, which, from these inputs, composes its offers to another company or to the final consumer, configuring already, in the latter case, a B2C (business to consumer) relation. To divide the commercial relations in categories (B2B/ B2C) is important because it helps to focus and to deal with different issues in a different way. However, many times, the company, for its vice of especialization, starts to observe only the next link of the chain, trying to understand (and often trying to guess) what the customer needs or would like to receive, in a classical example of focus ON the customer. As we know well, it's necessary to look beyond, in an exercise of focus OF the customer.

The focus OF the customer, after all, allows an amplified vision of the process, when looking at the chain as a whole, also eliminating the barriers that separate relations B2B of the B2C. It will always have, in some place of the world, a customer of the customer of the customer, who is a person of flesh and blood, black, white, brown, blue eyes, almond or wide eyes, who will consume the product or service originated from all this productive chain. To look at the market from these eyes brings a new dimension of possibilities.

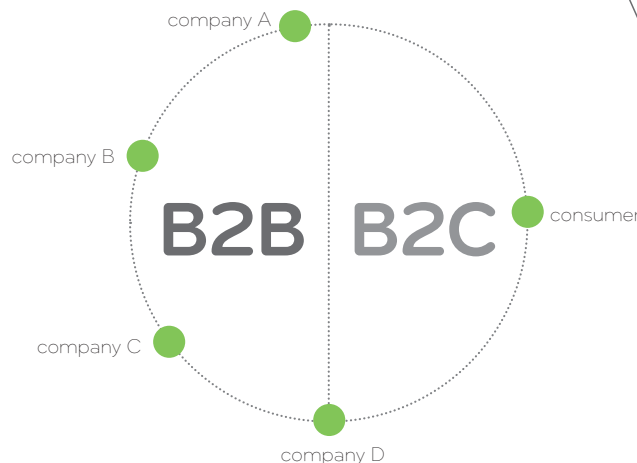
Many of the things that pass through our lives seem equal. Clothes, food, cars, houses, people. But why, many times, this equal manages to be so different? Where is the differentiation in fact? Perhaps in the gaze. The communication can help in this new gaze for the signalling of value for a company or product. It cannot have the pretension to create something that does not exist, but it can, yes, to present new perspectives to the different public of contact with a company and show this value, which in fact already exists. If it weren't so, we would not have so emblematic cases of construction of brands, which have been

LINEAR VIEW



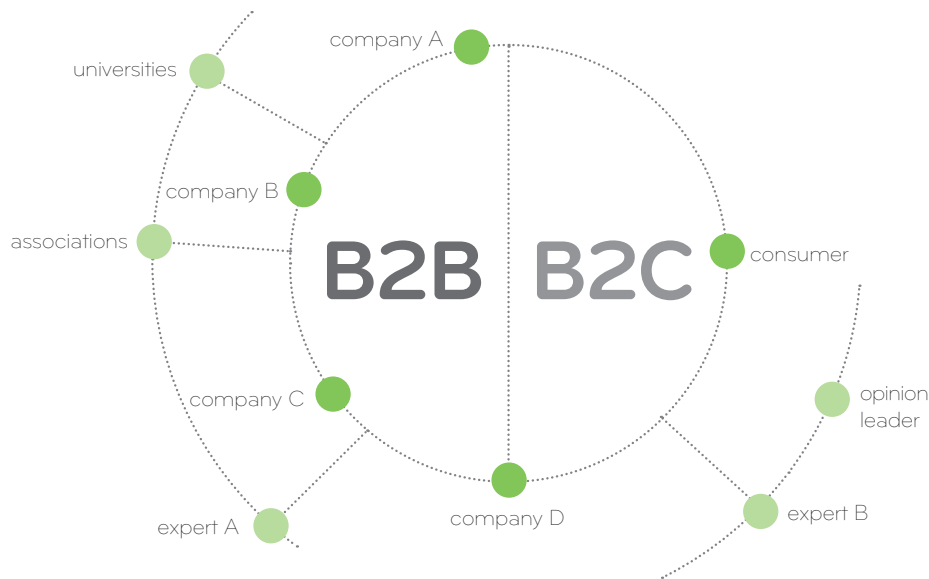
Picture 1

GLOBAL VIEW



Picture 2

Picture 3



able to differentiate products said equal and make them true icons for their public, less for the product than for the experience that they provide in each contact with the company.

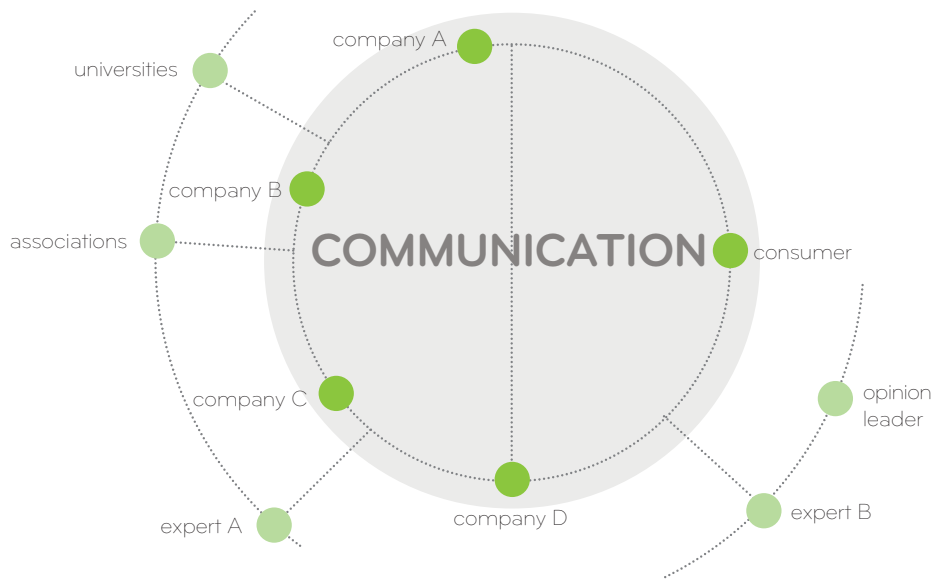
To get to know the whole you need to know the parts. Still it is not possible to know the parts without knowing the whole, that will always be greater than the sum of them. It is also necessary to observe the weak signals, coming from other places, often without direct relation with the chain in which the company is inserted, but with potential to impact the system. This overall understanding makes it easier to develop prototypes of products and services that generate significant experiences, capable of modify the parts and create value for the whole.

NUCOFFEE, an initiative of Syngenta, is doing it and differentiating itself in a sector that has all the requirements to make everything equal, the one of the coffee. Coffee, strictly speaking, is a commodity, and, as such, a product with features more or less uniform, with price regulated by the

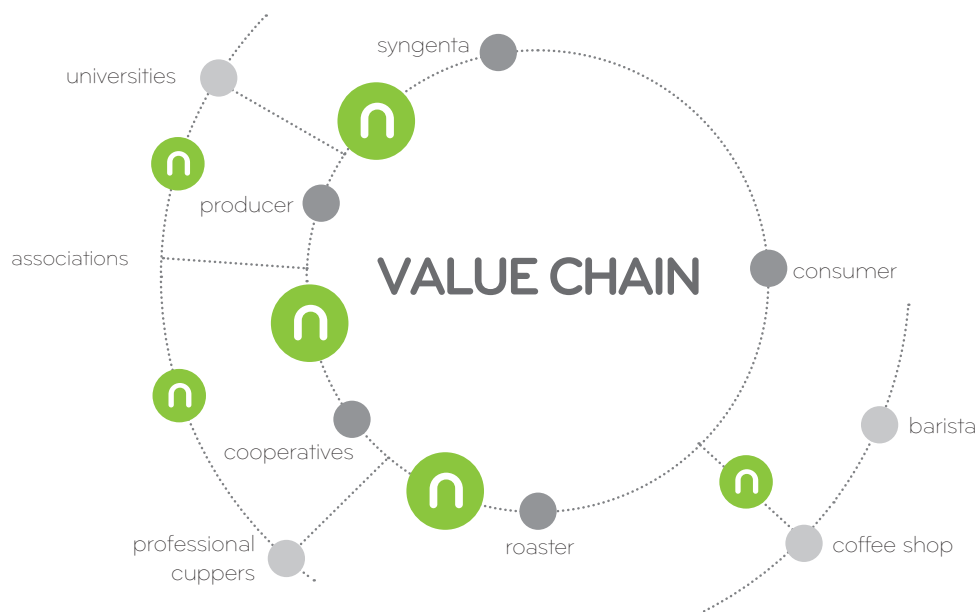
market. But not necessarily has to be that way. There are other ways to do the same, only different.

GLOBAL VISION

In a universe B2B, there is communication with suppliers, with costumers, but, rarely the costumers of the costumers of the costumers is heard or perceived. The final costumers, after all. We are talking about people who relates with one another, interacts and, little by little, constructs a final product. To look at these people, in a global vision, and understand how to discern value where these people give true value can create solutions really differentiated at the end. It is not only reason, nor only emotion. It is a little bit of it all. It is that simple. We are the ones that make it complicated. The process of communication of NUCOFFEE with the market has a bit of this. It has worked, since its conception, with an amplified vision and constructed, over the years, a consistent relation of Syngenta with the whole chain of coffee. From the farm to the



Picture 4



Picture 5

cup, the commodity has gained value and constructed histories.

THE REAL VALUE OF THE COFFEE

The chain of the coffee was always very typical. A traditional market, used to sell the coffee through complex routes and that lost, on the way, its identity and its nuances. The process of communication of NUCCOFFEE

was designed from a global vision. And it searched, for one thing, all the current and potential public of influence, from the grain to the consumer's house, inside and outside Brazil. Communication, used as strategy, has served as the basis to bind all these relations and to make space for the brand to manifest itself.

In a first draft, the key public was mapped

Many of the things that pass through our lives seem equal. Clothes, food, cars, houses, people. But why, many times, this equal manages to be so different? Where is the differentiation in fact? Perhaps in the gaze.

(producer, cooperatives, associations and the roaster), and NUCOFFEE proposed to be a bridge to establish a constructive relation among them. Then came the filling and new agents were inserted, among them, universities, tasters, coffee shops, baristas until the consumer. A consumer in transformation, more demanding, conscious, in search of sustainable products. It was thus, from inside to outside, with a global view, that came out the histories and the value of NUCOFFEE.

A “NEW” WORLD



An initiative from **syngenta**®

NUCOFFEE appeared about 5 years ago, when some professionals of Syngenta, active in the area of the coffee, started to make new connections within the chain and noticed important opportunities for approximation of the producer with the market. Syngenta, which apparently did not have to worry about the chain in such an embracing way, understood that to take the coffee until the consumer could be different and much more complete. From a meeting with focus on innovation, an important embryo appeared and the beginning of a new history within Syngenta. Nova, new, nu. NUCOFFEE. Following this initiative, it was drawn the strategy of communication to approximate the publics and, little by little, construct the history of NUCOFFEE.

THE HISTORIES

The first step of the communication process was to search information with the producer. Personal interviews were conducted in profundity, with the initial objective of supplying the data bank of NUCOFFEE with data of the farm, of the production and more specificities. During the interviews, the producers, moved by being heard, started to bring histories, tales and “stories” from the farms, thus giving rise to the background of the entire communication: “Coffees with histories to tell.” More than to speak of the initiative NUCOFFEE, of its pillars and of the advantages of the project, communication gave voice to the producer and started to carry, along with its differentiated products, a little of the farm to the world. Today, the producers with lots of specialty coffees have, through NUCOFFEE, the opportunity to commercialize their coffees directly to international roasters. Grains no longer

leave in large batches as a commodity, and the producer can find his name, his brand, his history, if he was to a large cafeteria in a trip abroad. Not all of the Brazilian production (and the same occurs anywhere in the world that someone produces coffee), obviously, has all of this differentiated value and quality, but, little by little, through NUCOFFEE, the producers start to see new possibilities and work for a better coffee, with a larger profitability potential.



A WORLD OF POSSIBILITIES

Brazilian grain, despite of all its fame, is still very far of its potential while specialty coffees. Market data indicate that our coffee is still one of the less valued coffees in the international market and, therefore, it has a lot to learn.

Looking at the history of NUCOFFEE and the first fruits that have already started to be harvested, what really differentiates the coffee of the producers linked to the NUCOFFEE is the value that the coffee has to the people who are part of the process. The NUCOFFEE initiative transformed this value in services and, more than this, in experiments, with workshops, post-harvest days, cuppings (tasting of coffees), certificates of destination and other initiatives that show to the producer who bought his coffee.

In a universe B2B, there is communication with suppliers, with costumers, but, rarely the costumers of the costumers is heard or perceived. The final costumers, after all. We are talking about people who relates with one another, interacts and, little by little, constructs a final product.

The sum of the solutions of Syngenta and the services of NUCOFFEE in the pre and post harvest serve today as guides for improvements in the farms and in the quality of the coffee as a whole, which, through the management and commitment of the producer with the full process, can lead to a potential for total revenues of up to 70%.

Many of the commodities that we produced today can have an infinity of new possibilities. Are we thinking about an extended vision of our products or are we still imprisoned to our B2B chains? This case, still under construction, is only a history. And it can inspire many others out there. ■

ANDRÉA FORTES, PARTNER AND DIRECTOR OF SARAU, THE FIRST BRAZILIAN AGENCY WITH EXCLUSIVE DEDICATION TO THE COMMUNICATION BETWEEN COMPANIES, IS A PROFESSOR AT THE SCHOOL OF INDUSTRIAL MARKETING

DANIEL FRIEDLANDER, A LOVER OF THE TASTE AND HISTORIES OF COFFEE, IS MARKETING MANAGER OF NUCOFFEE