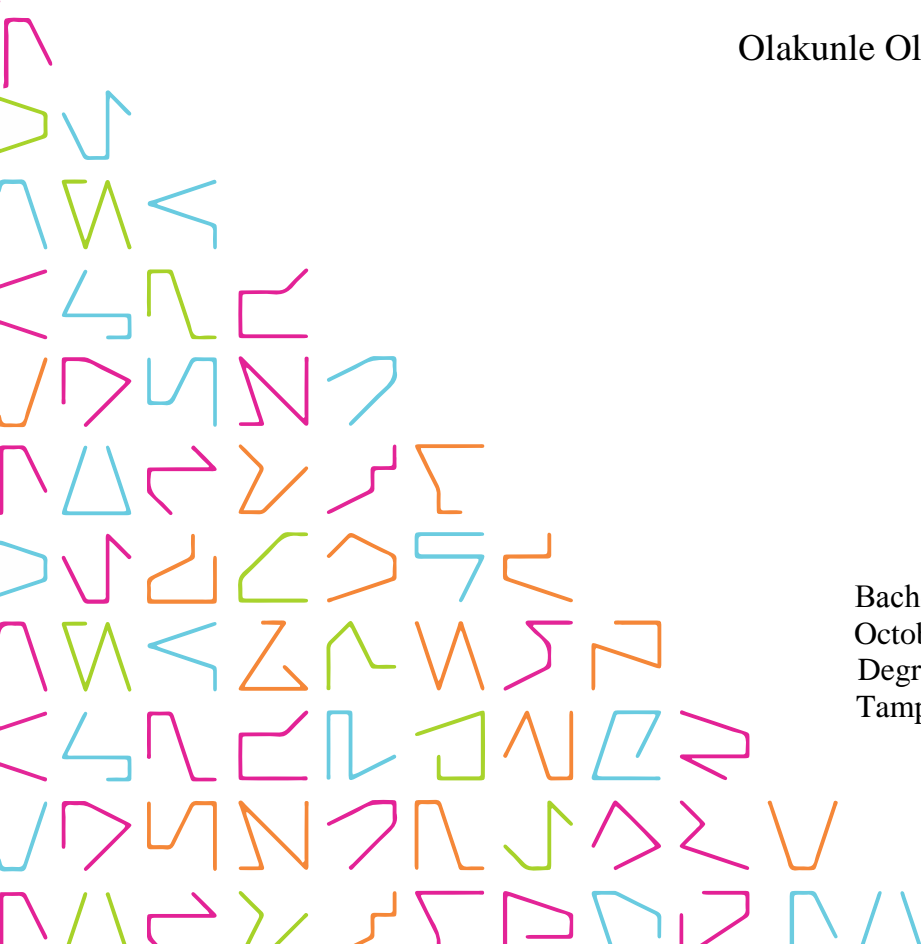


BUSINESS PROCESS PLAN

Of the option to include Cameroon cocoa
into marketing and production

Case: Dammenberg Chocolate Factory.
Finland

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Bachelor's Thesis
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ABSTRACT

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Title Business Process Plan – of the option to include Cameroon cocoa into the marketing and production. Case: Dammenberg Chocolate Factory. Finland

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The purpose of this thesis was to study and finding ways to improve and integrate the existing business process at Dammenberg Chocolate Factory. This thesis identifies the current business process through existing information, and tries to prepare a realistic business process plan as a match with the existing process.

The first chapter introduces the thesis work, the background of the project, the objectives, and the framework of the study. The second chapter also introduces cocoa beans as a commodity crop describing the history and origin in this part.

Cocoa regulations and standards was described in the next chapters, together with the cocoa global statistics analyzed step by step.

A very important part of this thesis consists the business process, and the business model part, which was designed for Dammenberg chocolate factory where vital factors that could affect the business chain positively was mentioned.

Basic methods used in this thesis include desk research, existing theoretical information made available by Mr. Gael and Mr. Iso-Kungas (Dammenbeg), supported by books and online materials.

Key words: Cameroon, cocoa beans, business process, fair trade,

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1 INTRODUCTION

Learning and evolution plays a vital role in everything we do, right from our embryo stage till the time we were born and after, we learn to walk when we are toddlers, cycle when we are slightly older, and read and write during our student life. The same process continues in our personal lives as we grow old. The working life is certainly not excluded from this learning process, as loads of important skills are learnt at the workplace and carry us all through our professional lives. Learning is a continuous process that modifies our capacities and provides us with new tools with which we can solve, integrate and create new solutions and ideas to enrich as well as to ease our lives.

This final thesis takes a deep look into the business process of Dammenberg chocolate factory. Focusing on the business process implementation plan, of the options to include Cameroon cacao into the production and marketing process of Dammenberg. As aforementioned, the thesis will explain the basic steps of a business process, e.g, what these steps are, i.e., benefits, what they possess, how to establish them and how to accomplish them. It will also look into what is already established and what can be added, and make good decisions to better constitute a distinctive process.

Meanwhile, studying at TAMK, especially in the TCA (Tamk Consulting Academy) is all about learning the fundamental process of a project development, diagnose them, and find solutions to company's problems. Finding solution to these problems and linking them to the theoretic part of learning can channel ways with reasonable ideas on how to approach and implement a project. Once all these pieces have been combined and explored, it becomes much easier to contribute effectively to the workplace and our future work challenges.

The aim of this final thesis is to design a well-structured business process plan, of the option to include Cameroon cacao into the production and marketing of Dammenberg. This thesis will further identify both the current business process, and projected business process at Dammenberg, as well as focusing on options that could be introduced. In addition to this, the thesis will fashion out the suitable option and the cost effective business practice and how it can fit perfectly into, and possibly overhaul the current business module at Dammenberg

1.1 Background of the study

This project was introduced during the (TCA) class in the spring of 2016, on behalf of one of the International Business student (Gael Njekuma). The objective of the project was to find a medium-sized local chocolate company, preferably in the Pirkanmaa region. The aim was to design a cocoa business baseline from Cameroon to Finland, and to build a business relationship between (Gael) and a local chocolate company.

A broad research was conducted on cocoa production in general to get the knowledge of how chocolate business is done. Business proposals were sent to chocolate companies, but only few companies showed interest and Dammenberg chocolate company was selected based on location and financial stability.

A meeting was set up with Mr. Iso-Kungas (Dammenberg) and presented to him the business proposal. He welcomed the idea with keen interest. According to Mr. Iso-Kungas, he had wanted to expand his chocolate business by acquiring new concept with cacao from different region. But due to the dominance of the top cacao players especially in the African market and lack of reliable contacts, he has not been able to establish any business relationship in the region.

1.2 Objectives of the thesis

The primary objective of this final thesis is to design a “business process plan for Dammenberg chocolate factory” how to continue with the existing business process, how to improve it, and in the end produce feasible and realistic options to make it better. A pragmatic and well-structured business relationship across the Atlantic will be established.

The thesis will identify and evaluate the current business process as earlier mentioned, and also distinguish between various business processes available. The aim of these options is to find the suitable mechanism that best support the whole business process plan.

In addition, another important goal of this project work includes comparing these options in terms of labour costs, benefits, cost effective, technology, and sourcing are major aims of the thesis.

1.3 Research problem and solution

Just like many other final paper works, this thesis also faces some hurdles. Given the fact that qualitative research method was used by the virtue of combing out the best matching making business processes, the short period of time was inadequate to process the vast amount of information sourced from books, journals, e-books, articles and interviews. The interview questions can be seen in Appendix 1. It would have been great if the time frame was fair enough to allow a thorough in-depth and visits to various locations for a concrete finding.

However, since the objective of this thesis was to continue on the existing business plan by mapping out various business processes and marketing options. The thesis topic coupled with the research method chosen clutched well with the existing theories and was enough to provide a quite reasonable process options.

1.4 Framework structure

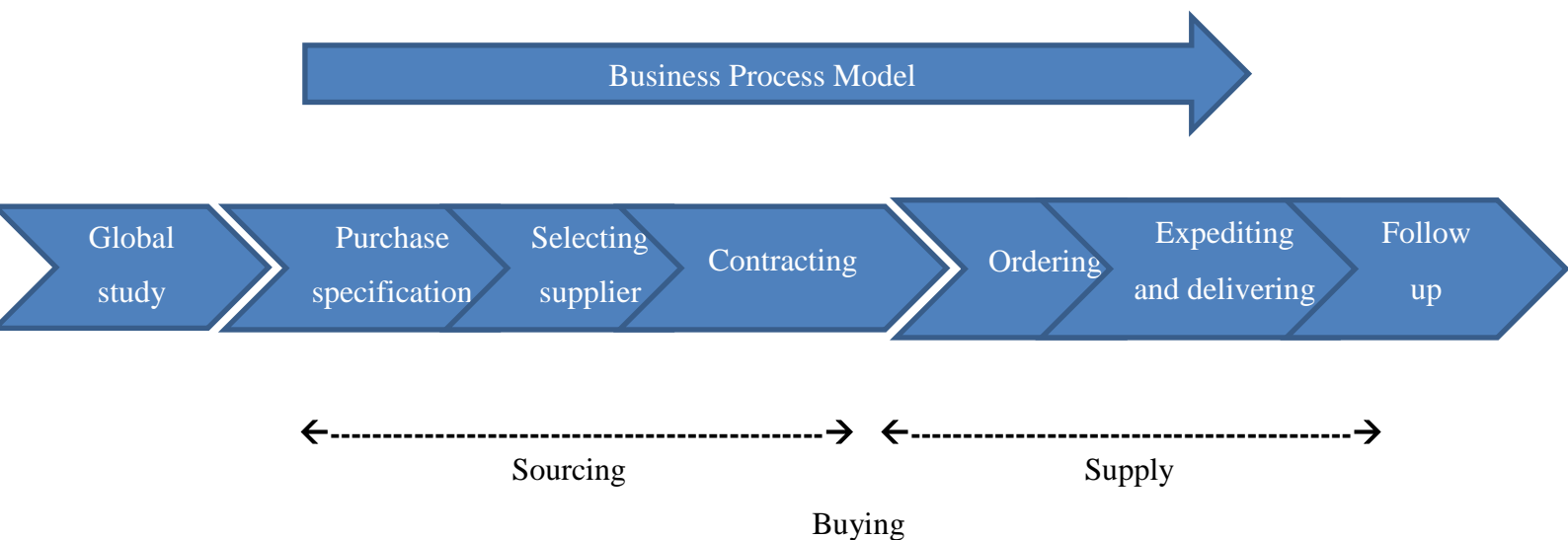


Figure 1 – Extracted from Van Weele process model

(Van Weele, 2010: 5th edition)

This thesis will begin with the conceptual introduction of the product, started by the history and origin of the product, followed by the current global statistics of the product. The overall ideology derived from the careful study of the commodity crop (cacao) will be followed by a core look into the company at hand, and their current situation. The current

business process at Dammenberg will be stated, together with the visible solution. The follow up section and distribution will not be discussed in this thesis.

Meanwhile, the company's introduction (Dammenberg) was included under the methodology part, since this final thesis is all about continuation and integration of an existing business process, thus, making it suitable with the qualitative research method used in this final thesis

Above all, the framework structure, together with the existing business process will be analysed to give a formidable import process in achieving the overall objective of the thesis.

A business model will be established that will describe the import process from the specification of the product to the delivery of goods. Other things that will be considered are, sourcing, terms and conditions, local and international policies.

2 PRODUCT ANALYSIS: COCOA BEANS

2.1 Product background

Cocoa has been a famous commodity around the world for centuries. *Theobroma cacao* is known as the scientific name of cocoa. History holds that cocoa first appeared centuries ago in the natives Americas in the Andes and Orinoco, and had since remained an important commodity.

Nowadays, chocolate manufacturers have options to select their cocoa beans from the three main varieties of cocoa trees that exist.

- Forastero represents 80% of the total global production. It can be found in Ecuador, Peru, and West-Africa
- Criollo, which produces good chocolate only represents 5% of the global production, and considered to be the ancient of cocoas (Best). It can be found in Mexico, Peru, Venezuela and West-Africa.
- Trinitario, the last, only represents 15% of the global production. Trinitario is from the cross between Forastero and Criollo.

A cocoa tree is arguably a fragile plant that triggers a good result at temperatures between 24-26 celtitude, but suffer below 18 celtitude. Known to be sensitive to wind and sun, it must be planted under the shelter of large trees (Heveas)

The cocoa tree requires a proper attention, supported with soil rich in phosphorous, organic matter and potassium. A standard cocoa tree is about 8-10 meters in height and each of cocoa pods grown on the tree contain 30-40 seeds. The longevity of cocoa trees depends on the upkeep and protection provided by the farmers. A cocoa tree can live more than five decades. (Cocoa background: befair)



Cocoa plant with fresh cocoa pods on it

Figure 2 - Extracted from world atlas articles

2.1.1 History of cocoa beans in Europe

Cocoa the valuable crop can now be enjoyed in an endless array of products around the world, this cash crop has history that's equally rich and compelling, as stated by the world cocoa foundation. (Cocoa history: world cocoa foundation)

The Aztecs and Mayas produced what is considered the earliest form of chocolate. It was a ritual beverage that string between chocolate and romance. In 1502, Christopher Columbus brought the primary cocoa beans to Europe, to King Ferdinand and Queen Isabella after his journey in the Americas, but the monarchs were not interested in the gesture. It was not until Cortes Hernan returned to Spain in 1528 with the beans, chocolate recipe that the King and Queen noticed the strange bean.

For nearly a century, the Spanish kept the production secret from the rest of Europe. By the 1600s, the valuable crop had established a firm spread popularity to other European territories. However, it was considered as a delicious healthy food consumed only by the wealthy. (Cocoa history: WCF & Godiva chocolates)

World production of cocoa beans (thousand tonnes)

Country	1945/46	1955/56	1965/66	1975/76	1985/86
Africa					
Cameroon	15	54	79	96	118
Equatorial Guinea	17	19	35	12	6
Gabon and Congo	-	3	3	7	5
Ghana	212	241	417	397	215
Ivory Coast	28	71	113	231	570
Nigeria	105	116	185	216	120
Sao Tome	10	8	9	8	3
Sierra Leone	1	2	4	6	10
Togo	3	6	15	18	8
Zaire	1	4	4	4	4
Other Africa	2	1	2	6	20
	414	525	866	1,001	1079
America					
Bolivia	2	3	3	3	3
Brazil	140	171	173	258	372
Colombia	11	15	18	26	43
Coasta Rica	5	7	7	6	7
Ecuador	17	32	36	63	85
Mexico	4	14	25	33	40
Panama	2	2	1	1	1
Peru	3	4	2	3	12
Venezuela	18	24	20	15	18
Other America	1	2	2	2	3
	203	274	287	410	594
West Indies					
Cuba	2	2	2	1	4
Dominican Republic	25	28	28	30	40
Grenada	2	1	2	3	2
Haiti	1	2	3	3	3

Jamaica	1	2	2	1	3
Trinidad and Tobago	4	9	4	3	2
Other West Indies	1	1	1	-	-
	36	45	43	41	54
Asia and Oceania					
India	-	-	-	-	6
Indonesia	-	1	1	3	28
Malaysia	-	-	1	17	125
Papua New Guinea	-	1	18	32	30
Philippines	1	1	4	3	5
Sri Lanka	2	3	3	2	2
Vanuatu	2	1	1	1	1
Western Samoa	2	4	2	2	1
Other Asia	-	-	-	-	1
	7	11	30	60	199
World total	600	855	1,226	1,512	1,926

World production of cocoa beans 1945 - 1986

Figure 3 - Wood, G. A. R & Lass, R. A 2008, 543

The picture above identifies the significant rise in world production of cocoa bean since the Second World War, which has since increased from 600,000 tonnes to 1.9 million tonnes, a sharp rise of 310 per cent.

A bulky production from the five leading producers comprising, Ivory Coast, Brazil, Ghana, Nigeria and Cameroon, contributed immensely in order of magnitude for several decades. (Wood, G. A. R & Lass, R. A 2008, 544-546)

2.1.2 Quality of cocoa beans

The two broad categories of cocoa beans recognized in the world cocoa market are fine or flavour cocoa, and the bulk or ordinary cocoa. Fine flavour cocoa beans are produced from Criollo or Trinitario cocoa tree varieties, which contains special aroma, fresh and brown, as well as rich and balance chocolate bases. The share of fine or flavour cocoa in the total world production is considered to be about 5 percent, with Ecuador and Trinidad

& Tobago being the main fine or flavour cocoa producers. Meanwhile, the bulk or ordinary cocoa beans are produced from Forastero trees, and represent 90 percent of the world cocoa production.

However, the difference between fine or flavour cocoa and bulk cocoa is in the flavour rather than in other quality factors. They include the genetic origin of planting material, colour of the cocoa beans and nibs, and acidity. (Cocoa quality: ICCO 2016)

2.1.3 Largest producers and consumers

Over the years, cocoa trade has triggered globally, with ninety percent of the cocoa global production coming from the top producers, mainly, Ivory Coast, Ghana, Indonesia, Ecuador, Cameroon, Brazil and Nigeria.

Ivory Coast represented more than 35 percent of the world cocoa production in 2011. In 2013, they produced about 1.4 million metric tons of cocoa beans, valued at 1.5 billion dollars. The country is projected to produce almost 1.7 million metric tons of cocoa beans during the 2015/2016 cocoa season. (Cocoa statistics: Statista)

Cocoa is considered as a major lever for development in producing countries. It is a food-stuff that serves as a basis for the development of several southern countries. (Enzo Barattini)

Though, cocoa beans are grown in the developing countries, and emerging markets, but widely consumed in the western world.

In 2010, United States and Germany were the main consumers, for a combined 20 percent of the world's cocoa consumption. (Cocoa statistics: Statista)

	2013/2014		2014/2015 (estimates)		2015/2016 (forecasts)	
Africa	3119	73.20%	3068	72.50%	3063	73.70%
Cameroon	211		232		230	
Cote d'Ivoire	1746		1796		1690	
Ghana	897		740		840	
Nigeria	248		195		200	

Others	97		105		103	
America	2	16.60%	760	18.00%	714	17.20%
Brazil	228		230		210	
Ecuador	234		250		230	
Others	264		280		274	
Asia & Oceania	447	10.20%	401	9.50%	377	9.10%
Indonesia	375		325		300	
Papua New Guinea	36		36		36	
Others	36		40		41	
World total	4372	100.00%	4230	100.00%	4154	100.00%

Global cocoa production

Figure 4 - ICCO Quarterly Bulletin of Cocoa Statistics, Vol. XLII, No. 1, Cocoa year 2015/2016

2.2 Cocoa Trading

Cocoa trading is the process whereby the ownership of cocoa beans is transferred from the grower to the chocolate manufacturer.

Although, with a scientific name like Theobroma, which means “food for the gods” cocoa is a commodity considered as a valuable cash crop product that serves as a basis for development. (UNCTAD). This is why it falls under the International trade and traded on the commodity market. These commodity prices are relatively to the actual or physical markets and the futures or terminal markets. Majority of all the cocoa coming from the origin countries is sold through the physical market. It is typically the kind of business place that most people think of when it comes to commodity trading.

The other market that has to be considered is the terminal or future market where the cocoa and future contracts are traded. The current terminal trading markets are the ICE (Intercontinental Exchanges, New York), the NYSE LIFFE (New York Stock Exchange London International Financial Futures and Options Exchange, London) and the CME EUROPE (London). It is understood that cocoa future contract was only traded in British

pound sterling and United States dollars until March 2015, when it began trading in three currencies. This backdrop came as arguably half of the cocoa traded comes from Cote d'Ivoire, Cameroon and Togo, whose currencies are pinned to the Euro, and a large portion of the world cocoa production is processed in the Euro zone.

Thus, the ICE, CME and the NYSE LIFFE markets are essential for future contracts cocoa trading. Not only because of the prices, they provide the facility and configure a trading platform that brings buyer and sellers together to ensure a transparent trading in a competitive environment. In regard to this, all bids and offers must traverse the exchange clearing house, which is acting as the buyer to the sellers and the sellers to the buyers.

Furthermore, for a broker to be able to foster a transaction with the exchange's clearing house, a specified amount of money called initial margin must be deposited as to guarantee his or her commitment to the terms of the contract agreement. This deposit is a small portion of about 2-10 per cent of the contract's total value. (Cocoa market: ICCO 2010)

3 ICCO & Fair trade

3.1 Icco

The international cocoa organization (ICCO) is a global organization, made up of both cocoa producers and consumers countries. It was established in London in 1973 after the first international cocoa agreement in Geneva was negotiated. According to the ICCO, there have been seven cocoa agreements. The seventh one came into force in October 2012. The ICCO identifies their major breakthroughs such as the establishment of an explicit mandate on a sustainable world cocoa economy, and the birth of the Consultative Board on the World Cocoa Economy. (Cocoa organization ICCO 2012)

The ICCO is committed towards a sustainable world cocoa economy. This concept includes work on customs tariff on cocoa beans imports, taxes on cocoa consumption and manufacturing costs of production in various countries and regions. They also provide adequate market information and price risk management for the cocoa farmers through cooperatives (Cocoa International body: ICCO 2015)

Membership of the International Cocoa Agreement, 2001 (as at October 2010)		
Exporting Countries	Importing Countries	
	European Union	Non-European Union
Brazil	Austria	Russian Federation
Cameroon	Belgium	Switzerland
Cote d'Ivoire	Bulgaria	
Dominican Republic	Cyprus	
Ecuador	Czech Republic	
Gabon	Denmark	
Ghana	Estonia	
Malaysia	Finland	
Nicaragua	France	
Nigeria	Germany	

Papua New Guinea	Greece	
Sierra Leone	Hungary	
Togo	Ireland	
Trinidad & Tobago	Italy	
Venezuela	Latvia	
	Lithuania	
	Luxem- bourg	
	Malta	
	Netherlands	
	Poland	
	Portugal	
	Romania	
	Slovakia	
	Slovenia	
	Spain	
	Sweden	
	United Kingdom	

Membership of the International cocoa agreement, 2001

Figure 5 - ICCO 2016

3.2 Fair trade

Fairtrade is an alternative baseline designed to stimulate trade between producers and the consumers. With Fairtrade terms, producers can have a better deal from their trade. Basically, it helps producers get a better ratio from their produce, as well improve the trade terms. Through fair trade, the producers can have the opportunity to plan and upgrade their lives.

All in all, fair trade serves as a mechanism to consumers by reducing poverty through every Fairtrade product they purchase.

The primary Fairtrade label was established in 1988, and it was branded Max Havelaar. After which the first Fairtrade coffee from Mexico was put up for sale in Dutch shops. It is described that in the early 90s, fair trade became a unique and unified trade mark across Europe and several other markets in other parts of the world. (Fair trade: Fairtrade International 2011)



Figure 6 - Culled from fairtrade org

4 COCOA STANDARDS AND REGULATIONS

Cocoa beans as a merchantable quality crop is being guided by some certain international standard rules in model ordinance and the code of practice. (Lass & Wood)

4.1 Cocoa grading and packaging

Cocoa beans must pass through a grading stage and this process differs from producing and consuming countries. In recent times, a well-developed and standard practices was constituted by the International cocoa trade association, (FCC & CMAA) as to distinguish between cocoa grades through the cut test. There are two grades in all. The good fermented cocoa beans and fair fermented cocoa beans. The possessed quality of a good fermented cocoa beans must be 5% less in mould, 5% less in slate and 1.5% of foreign matter. The fair fermented cocoa beans must have less than 10% mould, 10% less in slate and less 1.5% of foreign matter, they must be uniform in size, broken and damaged beans free. (Cocoa quality: ICCO)

4.1.1 Cocoa samples

Graded cocoa beans must be well bagged not more than 25 tons and officially sealed. Thus, showing the producing country, grade of “ss” and other required identification marks in accordance with the national practice. (Lass & Wood, Agathe Boulnois, 2012)

Parcelled cocoa is subjected to inspection with analysis obtained through the quantity of samples randomly taken from the cut test. The test involves counting and examining them lengthwise through the middle. (ICCO & Lass & Wood)

4.2 EU policies and regulations on cocoa

The European Cocoa Association (ECA) was established in April 2000, in wake to the rising European political and economic integration and consolidation in the cocoa sector.

ECA is a trade association that chairs the entire cocoa industry chain of the European cocoa sector. From cocoa bean trade and processing and other related activities. Such as

customs issues and European policy on transport. According to ECA, its members are made up two-thirds of Europe's cocoa bean grinding, 50% of Europe's chocolate industrial production and 40% of the world production of cocoa liquor, butter and powder.

The association ensures adequate updates are available to its members on regulatory issues and developing matters that could positively affect the cocoa sector. Most importantly, ECA watches closely the implementation and future development of EU legislation on contaminants and pesticides. The body also ensures its members are updated of negotiations on economic partnership agreements with EU, Andean community and the ASEAN region. (EU cocoa policy: ECA)

Meanwhile, the EU cocoa and chocolate products chain are governed and regulated by the directive 73/241/EEC, having the regard to the treaty establishing the European community, relating to cocoa and chocolate products intended for human consumption. The aforementioned directive was introduced in 1973, thus designed to establish common rules in regards to the composition, manufacturing, packaging and labelling of cocoa and chocolate products to ensure and guarantee their free movement into different regions. (Cocoa regulation: EUR-Lex)



Selected cocoa beans for counting



Bagged cocoa beans

Figure 7 - Extracted from ICCO

5 RESEARCH METHODOLOGY

Today's business process is more challenging and demands from customers are high compared to what it used to be in the past. Business owners invest a lot of money to meet up with demand and supply but the quality of supply are ever increasing, which out rightly triggers expectations to rise.

In other words, to keep alive the current standards, there must be a robust improvement in business activities aiming for growth. Be it manpower or mechanism. Because if an organization fails to improve or upgrade, the competitors will. We can see that in today's business companies merging with one another to forming a realistic partnership in a bid to achieving their potential goals.

“Humans in organization and businesses

Can achieve extraordinary

Performance if certain conceptual

Conditions are created

That conceptual space is created

In the interaction between humans”

(Robert Easton, Senior Manager @ Accenture)

A qualitative research approach method was used in his final thesis, as regards to the existing business process at Dammenberg chocolate factory. Various information was collected from multiple sources, such as books, journals, e-books, articles and interviews. The interview conducted with Mr. Iso-Kungas (Dammenberg) was used in finding out formal information about the current business process at Dammenberg chocolate factory. The interview was conducted by the author of this thesis to help in identifying the existing business process method, and to determine what needs to be designed, with the aim of integrating the existing business process into the new one. The questions concerned the interview can be seen in Appendix 1.

5.1 Analysis of the interview questions

Analysing the answers gathered from the short interview conducted with the Managing Director of Dammenberg chocolate factory, Mr. Iso-Kungas, combined together with the

company's current framework are important in order to identify what needs to be improved. In order to come up with realistic suggestions and conclusions, the answers need to be analysed so that visible results can be achieved.

5.2 Company's Introduction

Dammenberg is a Finnish speciality diet products manufacturer specialized in confectionery. Dammenberg has been in the chocolate business since 1994. The chocolate factory is located in Lempäälä Sääksjärvi, near the city of Tampere. The company's products are mainly exported to Germany, England and Switzerland.

In the year 2003, Dammenberg became the first European chocolate manufacturer, whose factory is completely nuts, gluten-free, egg free. In addition, to its wide range of varieties, they produce organic products, as well as milk-free products completely non-dairy production line. (Dammenberg chocolate company)

5.2.1 Existing business model and possible options

Dammenberg gets its raw materials supplied from the South-America, with the cacao beans already crumbled into the required nibs he need for easy and smooth production. Cacao nibs are simply chocolate in its purest form, before anything else is added. They are dried and fermented bits of cacao beans.



Figure 8 - Cocoa nibs. Culled from Barry-Callebaut

Potentially, Mr Iso-Kungas would like to enlarge his chocolate business trade across the Atlantic plus acquiring a cocoa roaster for grinding the beans into the preferred 3-4mm of cocoa nibs, which will make Dammenberg a potential competitor in the chocolate industry that source his raw materials directly from the local farmers and to process it independently. In reality, it is doable, in practice, a clear vision must be set. Firstly, to acquire a used cocoa roaster as a small medium Scale Company is quite expensive, plus the installation, maintenance and space it requires. It will also need time to learn and skills to operate. Secondly, consulting a machinery company to build the equipment involves cost of production and will take a lengthy period of time to accomplish. After a lot of desk research and brainstorming with Mr Iso-Kungas, subcontracting the raw materials for processing through a third-party based inside the European Union will be the suitable option. It is cost effective and affordable. It will also allow Dammenberg the access to the EU single market trade.

5.3 Cocoa bean roaster

Since the great improvement of the steam engine, it is astonishing to what a variety of manufacturers this useful machine has been applied: yet it does not a little excite our surprise that one is used for the trifling object of grinding chocolate. It is, however, a fact, or at least, we are credibly informed, that Mr. Fry, of Bristol, has his new manufactory

one of these engines for the sole purpose of manufacturing chocolate and cocoa. (Berrow's Worcester Journal, June 7th, 1798)



Figure 9 - A used tostador gruber 120kg cocoa roaster

Knowing that roasting requires experience and discretion, the managing director of Dammenberg, Mr Iso-Kungas later suggested a well-established grinding company he seems to know very well. The company is based in Marseille, France. They have a recommendable history of cocoa roasting.

Roasting is a delicate operation requiring experience and discretion. Even in these days of scientific management it remains as much an art as a science. It is conducted in a revolving drums to ensure constant agitation, the drums being heated either over coke fire or by gas. Less frequently the heating is effected by a hot blast of air or by having inside the drum a number of pipes containing super-heated steam. (Knapp, Arthur William)

5.4 Cocoa as a crop from the farm to the consumer

There are more than five million family farms in specific countries like Cote d'ivoire, Cameroon, Indonesia, and Brazil that produces about three million tons of cocoa beans annually. (Cocoa processing: world cocoa foundation)

5.4.1 Growing

Farmers grow cocoa trees on small farms in tropical environments, within 15-20 degrees north and south of the equator. Cocoa is a delicate and sensitive crop, and farmers must protect trees from the wind and sun. They must also fertilize the soil and watch for signs of distress including attack from pests and disease. With proper care, most cocoa trees begin to yield pods at peak production levels by the fifth year, which can continue for another 10 years. (Cocoa processing: world cocoa foundation)

5.4.2 Harvesting

The growing season in the tropics is continuous. Ripe pods may be found on cocoa trees at any time, however, most countries have two periods of time per year of peak production. By practicing careful pruning, farmers can maintain shorter trees to make harvesting easier. The outer husk of the pod is split with a sturdy stick and discarded along with the inner white pulp of the pod. A farmer can expect 20-50 beans per pod, depending on the variety of cocoa.

In most cocoa areas, the main harvest lasts several months. Another smaller harvest – the mid-crop – lasts for several additional months. Changes in weather can dramatically affect harvest times, causing fluctuations from year to year, even on the same farm.

Cocoa farmers use long-handled, mitten-shaped steel tools to reach the pods and snip them without wounding the soft bark of the tree. They can also use cutlasses to remove pods growing closer to the ground. All pods are dropped to the ground and typically, a farmer, family members and neighboring farmers work together to collect pods in baskets. (Cocoa processing: world cocoa foundation)

5.4.3 Fermenting & Drying

Once the beans have been removed from the pods, the farmer packs them into boxes or heaps them into piles. The piles are covered with mats or banana leaves. The layer of pulp that naturally surrounds the beans heats up and ferments the beans. Fermentation is an important step, lasting three to seven days, that produces the chocolate flavor we know when the beans are roasted. The beans are then dried. In the sun, this usually takes several days.

The heap method is typically found in Africa and the box or basket method is typical in Asia and Latin America. In some months, the cocoa farmer can dry his beans simply by laying them on trays or matting and leaving them to bask in the sun. Sometimes farmers use solar dryers to help dry the crop. (Cocoa processing: world cocoa foundation)

5.4.4 Marketing

After the beans are dried and packed into sacks, the farmer sells to a buying station or local agent. The buyer then transports the bags to an exporting company. The exporting company inspects the cocoa and places it into burlap, sisal, or plastic bags. The cocoa is trucked to the exporter's warehouse near a port. Sometimes additional drying is necessary at this point. (Cocoa processing: world cocoa foundation)

5.4.5 Packing & Transporting

The exporting company finalizes the time and place for shipment and the beans are loaded onto ships. Once the ship reaches its destination, the cocoa is removed from the hold and taken to a pier warehouse. Details of export process vary by country. Cocoa is stored in bags or bulk in the warehouse. The buyer will conduct a quality check to accept delivery and cocoa is usually stored until requested by the processor or manufacturer. Trucks or trains carry the cocoa in large tote bags or loose in the trailer to the manufacturer's facility on a "just-in-time" basis. (Cocoa processing: world cocoa foundation)

5.4.6 Grinding &Roasting

Beans are first thoroughly inspected and cleaned. The inside of the cocoa bean is called the nib. Depending on preferences, beans can be roasted with the shell intact, or the nib can be roasted alone. Once the beans have been shelled and roasted (or roasted and shelled), the nib is ground into a paste. The heat generated by this process causes the cocoa butter in the nib to melt and creates “cocoa liquor.”

Cocoa liquor does not contain alcohol. It can be further refined, sold as unsweetened baking chocolate, or used in chocolate manufacturing. Cocoa liquor is solid at room temperature.

The cocoa processor has the option of treating the cocoa liquor with an alkali solution (alkalizing), which reduces the acidity. This treatment is also known as “dutching” and produces “Dutch processed cocoa”. By alkalizing the liquor, it becomes darker and has a milder, but more chocolaty flavour, and stays in suspension longer in liquids such as milk (Cocoa production: world cocoa foundation)

5.4.7 Pressing

The cocoa liquor is fed into hydraulic presses that divide liquor into cocoa butter and cocoa cakes. The cocoa cake can be sold into the generic cocoa cake market, or ground into a fine powder.

The cocoa processor has the option of treating the cocoa liquor with an alkali solution (alkalizing), which reduces the acidity. This treatment is also known as “dutching” and produces “Dutch processed cocoa”. By alkalizing the liquor, it becomes darker and has a milder, but more chocolaty flavour, and stays in suspension longer in liquids such as milk. (Website of world cocoa foundation)

5.4.8 Chocolate Making

To make chocolate, cocoa liquor is mixed with cocoa butter, sugar and in some cases, milk. The mixture is then placed into conches—large agitators that stir and smooth the

mixture under heat. As a rule, the longer chocolate is conched, the smoother it will be. Conching may last for a few hours to three full days, or even longer. After conching, the liquid chocolate may be shipped in tanks or tempered and poured into moulds for sale in blocks to confectioners, dairies, or bakers. (Website of world cocoa foundation)

5.4.9 Consumer

Today, people around the world enjoy chocolate in thousands of different forms, consuming more than 3 million tons of cocoa beans annually. Each country still has its own preferences and distinctive blends for candy and desserts.

The cocoa, chocolate, and confectionery industry employs hundreds of thousands of people around the world and is a key user of other agricultural commodities such as sugar, dairy products, nuts, and fruits. (Cocoa consumer: world cocoa foundation)

6 BUSINESS PROCESS

Meanwhile, trading international business nowadays is different from what it used to be in the past. In today's international business, certain rules have to be applied, while the suitable theoretic elements must be implemented.

Excellence is process, not just an outcome.

Sure, we have to hold out for high standards in

The products or services we provide. The goods

Must be more than "good enough." But so

Must our approach – you know, our

Methodology, the way we do business and deal

With people. How the ends could be considered

Excellent if we can't be proud of the means? (Price Pritchett)

6.1 Supplier selection

Relationships between sellers and buyers have changed, most especially in the case of a cash crop like cocoa. A buyer has to be extremely careful when choosing a supplier. The criteria for selecting a potential supplier must be solid. In order to select a suitable supplier, the buyer has to have a basic knowledge and information about the target country, security, accessibility, product availability, delivery terms, market stability, language and price. All these can be accomplished through a proper basic research via the chambers of commerce, embassy, trade union, business associates, and internet. Based on this, a well-structured business transaction could be fashioned out.

According to Bob Burg "Internalize the Golden Rule of sales that says: All things being equal, people will do business with, and refer business to, those people they know, like and trust" (Bob Burg)

Moreover, it is very important for the buyer to bear in mind that having a single supplier could be dangerous, for instance, if the quantity of supply falls short and the supplier cannot meet up with demands. Therefore, before selecting the suppliers, the buyer has to

be sure of the amount of raw materials he wants and how many suppliers he needs. As this will give the buyer easy control and competitive advantage.

6.2 Request for quotation

At this point, the buyer has to send a Request for quotation (RFQ) to the preferred selected suppliers. RFQ, is a standard business negotiation approach whereby the buyer requests for a price quotation and product from the potential supplier. (See appendix 1 for an example of Request for quotation). RFQ, allows the supplier to have a clear picture of the buyer's demand and providing the possible solution to the requirements. (Agathe Boulnois 2012)

6.3 Offer/Quotation

The supplier then replies with an offer once he has received the quotation. An offer is basically a direct answer to the RFQ-, which includes terms and conditions of the business involved. An offer has to be precise and detailed as to allow the buyer to have a clear understanding of the supplier. (Agathe Boulnois 2012)

6.4 Contract of sale

Once the potential supplier has been selected and both parties agree on terms and conditions regarding commodity goods, a contract agreement has to be signed. A sales contract documents the terms and conditions of sales agreement between a buyer and seller. It must be clearly drafted in an understandable language. (Agathe Boulnois 2012)

In addition, if the contract is done outside the EU or involves a distant party, it will be considered as an International contract. Which will be back up by the United Nations resolution on International goods.

According to the United Nations Conventions on Contracts for the International Goods, the purpose of the CISG is to provide a modern, uniform and fair regime for contracts for the International sales of goods. (See appendix 2 for an example of contract of sale). Thus, the CISG contributes significantly to introducing certainty in commercial exchanges and decreasing transaction costs. (CISG, VIENNA, 1980)

6.5 Purchase order

After the both parties have officially agreed to the terms and conditions of the contract the buyer can put through a purchase order. A purchase order, also known as (PO) is a business offer document submitted by a buyer to a seller, describing types of products and services, quantities, agreed prices, payment terms, shipment.

(See appendix 3 for an example of purchase order). Once the PO is acknowledged and accepted by the seller, it becomes a commercial contract on both parties. (Agathe Boulnois 2012)

7 BUSINESS MODEL

The primary goal of this business model is to integrate and at least balance the entire chocolate business chain of Dammenberg vertically from commodity source to the consumer. It literally means sourcing its raw materials (cocoa beans) directly from the local farmers straight to the processor (outsource roasting), and finally to Dammenberg chocolates for transformation. The diagram below illustrates further the business model supply chain.

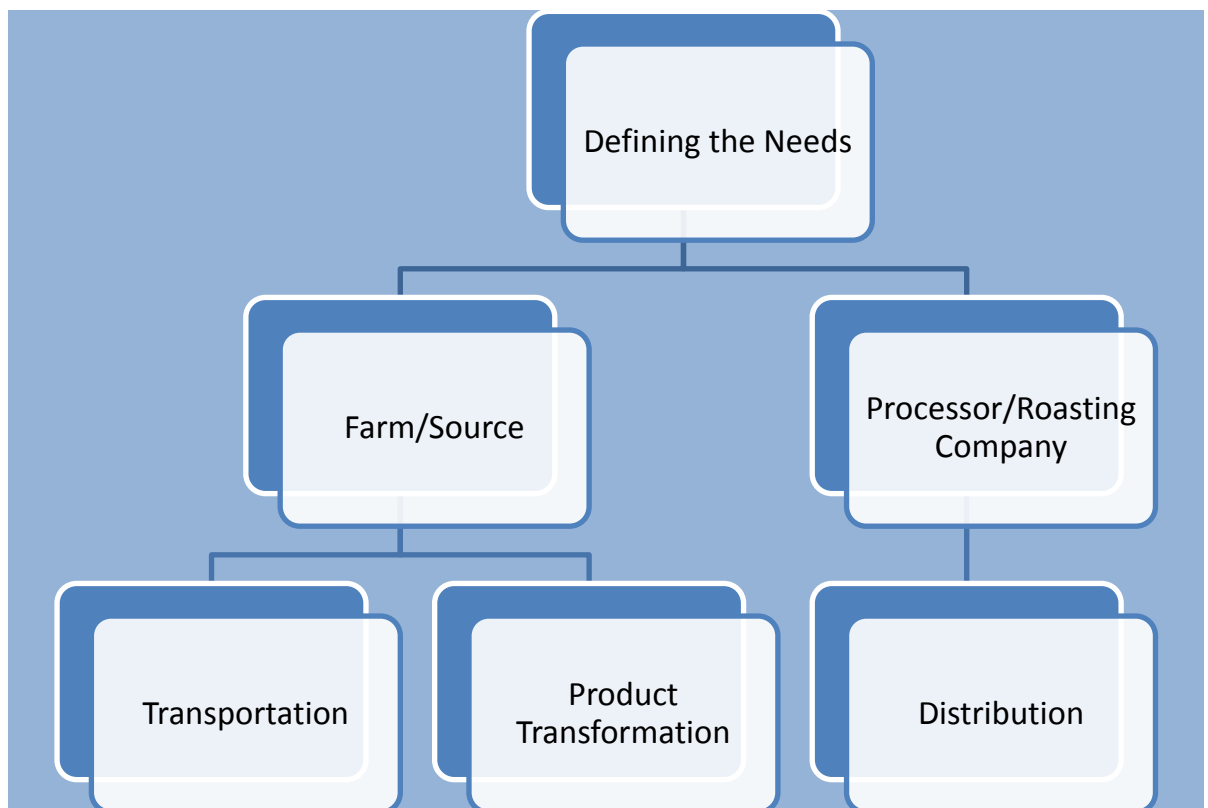


Figure 10 - Business model supply chain for Dammenberg

7.1 Defining the needs

As earlier mentioned, Dammenberg, the importer, is a Finnish chocolate manufacturer specialized in hand made chocolates. Dammenberg was the first European chocolate manufacturer, whose factory is completely nuts, gluten-free, egg free. In addition, to its wide

range of varieties, they produce organic products, as well as milk-free products completely non-dairy production line.

The chocolate factory is located in Lempäälä Sääksjärvi, near the city of Tampere. The Finnish company currently source its raw materials from South America, but would like to establish a business relationship with a local supplier in Africa (Cameroon) with the aim of the fair trade policy.

Dammenberg understands the competitiveness in the Finnish market and the dominance of the big players in the African market. Which is why the company wants to establish a direct contact with the local farmers and process the raw materials through a roasting company.

7.2 Origin of product (Fondjomekwet)

Fondjomekwet is a rural commune in the Haut-Nkem department in the western Cameroon. It is located and surrounded by Magnificent Mountains, which offers a distinctive landscapes of territories in the region.

Farming is the major source of income in Fondjomekwet with majority coming from cocoa cultivation. Most of the producers sell directly to an intermediary named locally Cockseur.

The Fondjomekwet are trustworthy business people and the region is known for fine cocoa produce. On like some other cocoa producing countries, majority of Cameroonians cannot eat chocolate because it processed product is considered expensive. (Cocoa farm: Fondjomekwet)

7.2.1 History of the farm

The farm is of a royal family heritage, having being managed by five generations. The farm span at about 30 hectares' field of cacao and organic cacao (Forester) and coffee plantation. This particular farm is among the five million family farms around the world that contributes to the three million tons of cocoa beans produced annually by the family farms. (Gael White)

7.2.2 Cocoa background in Cameroon

Cocoa production is believed to have been introduced in Cameroon in 1892 from the Latin Americas, during the German era. Cocoa covers about 38% of the total cultivated soil of the country. Cameroon has historically been one of the largest producer of cocoa, with about 256,000 tons, and the fifth largest producer on the world chart.

Cocoa has played a significant role, and remain an essential part in the economy of Cameroon. Cocoa production rose 130,000n tons to 256,000 metric tons within the last decade. (Website of ONCC)

7.2.3 Overview of Cameroon's import and export situation

Cameroon, officially the Republic of Cameroon is a country in Africa. It is a beautiful and diverse country, in culture, nature and ethnicities. Cameroon is home to more than 1738 linguistic groups. French and English are the official languages. This beautiful country has a population of over 23 million people living on a land that spans about 475.440 sq. km. Cameroon is the only country in the West-African region that has a population growth rate of about 2.6%. Its gross domestic product (GDP) is 33.17 billion Euros. Major natural resources of Cameroon are, iron, ore, petroleum, bauxite, timber, etc.

Cameroon major exports are crude oil and petroleum products, lumber, cocoa beans, aluminum, coffee, cotton, rubber generating about 6.10 billion Euros in exports of goods. The country's major export partners are China 15.2%, Netherlands 9.7%, Spain 9.1%, India 8.6%, Portugal 8.1%, Italy 6%, US 5.5%, France 4%. Food, fuel, machinery, electrical equipment, transport equipment are the top major imports. The total import revenue of goods is about 6.910 billion Euros. The top import partners are China 18.7%, France 14.9%, Nigeria 12.3%, Belgium 5.2%, US 4.4%, India 4.2%. (Website of indexmundi)

7.3 Mode of transportation and delivery terms

Regarding the entire business chain and the origin of the product, also in accordance with the delivery terms on the contract of sale, the best suitable shipping approach adopted was the sea freight. After, which the cocoa beans have been selected from the farm, packaged in a good condition that adhere to environmentally sound farming practices condition, then weighed to determine the exact tonnes ready for shipment. Raw materials will

be transported to the port of Douala, and then shipped to the port of Marseille (FOB). Thereafter, the processed raw material would be transported from the roasting company in Marseille, France, to Tampere, Finland (Dammenberg). The preferred transportation mode in this case, will be determined by the roasting company and Dammenberg.

In other words, the mode of delivery will be an easy and flexible decision since the inter-delivery is happening inside EU, which allows free movement of goods inside the European Union.

“The European Single Market”

The single market refers to the EU as one territory without any internal borders or other regulatory obstacles to the free movement of goods and services. As clearly defined and stated by the policy makers, a functioning single market stimulates competition and trade, improves efficiency, raises quality, and helps cut prices. The European single market is considered one of the EU’s greatest achievements. It has fuelled economic growth and made the everyday life of European businesses and consumers easier. (Website of European Union)

7.3.1 Transportation documents

There are quite a lot of International shipping documents under export trade. Export control system for certain product category in some countries may be vary. Some countries or even the buyer can require extra documents, for example, (Inspection certificate). (Marita Tuomala, International trade and contracts).

While some of the basic shipping documents are negotiable and some are not negotiable, only the mostly required ones in sea freight will be explained as a transportation mode of this business process.

Bill of lading (B/L)

The bill of lading is one of the most important key element of transportation document. It is a must have and a required document to move a freight. (See the bill of lading in appendix 4)

It identifies the mode of transport, and details about the shipment. It also serves as a receipt of freight, a contract between a freight carrier and shipper. (Anasse Bouhlal. Transportation Management)

Packing list (P/L)

The packing list also known as the weight list is a shipping document that comes with delivery packages. (See the packing list in appendix 5). It includes the details of the goods such as weight details, marks, dimension, and does not include price details. (Anasse Bouhlal. Transportation Management)

Certificate of origin

The certificate of origin is a document stating evidences and declaring in which country goods was manufactured. It usually contains information regarding the good's destination and country of export. (See the certificate of origin in appendix 6). The certificate is prepared by the seller's local chamber of commerce, and is required by many treaty agreements before being accepted into another country. (Anasse Bouhlal, Marita Tuomala)

Invoice

An Invoice is a commercial document that is prepared by the seller to the buyer. It includes the quantity details and costs of the goods. (See the Invoice in appendix 7). In another terms, the buyer sometimes requests an advanced form of commercial invoice, which is known as proforma Invoice. (Anasse Bouhlal. Marita Tuomala)

7.3.2 Incoterms 2010

Incoterms is International business transaction rules for the interpretation of the commonly used trade terms in foreign trade (ICC). Incoterms rules are universally recognized standard and used worldwide in International sales of goods. They are combination of three letters for example, CIF, which defines the rights and obligation of a seller and a buyer, CIF New York. (ICC, Incoterms 2010).

While Incoterms is applicable to the contract of sale that defines delivery of goods from the seller to the buyer, Incoterms rule of FOB, was adopted for this business process. Free on board (FOB) means the seller delivers the goods on board the vessel, the risk passes when the goods are on board the vessel. The rule is only applicable on sea transportation.

7.3.3 Terms of payment

There are different payment methods in International trade. The choice of negotiating payment terms will be defined based on the type of goods ordered, which will further decide the currency plus the amount of payment, place of payment, time of payment, for example (14 days, 30 days' net, 45 days net, at sight, 90 days after bill of lading date).

The most preferred payment term to an exporter is cash in advance/advance payment. Other payment methods are open account payments, (International payment order), documentary payments (letter of credit). (Marita Tuomala, International trade and contracts)

Only the letter of credit will be defined in details since it was the payment terms adopted for this business project.

The letter of credit is a written commitment made by a bank on behalf of the buyer to pay to the seller of goods or services a specified amount only after certain presentation of stipulated documents within a prescribed period of time are made, such as bill of lading, Invoice, certificate of origin, and certificate of inspection. (Marita Tuomala, International trade and contracts)

7.3.4 Estimated price calculation

The estimated price of cocoa adopted for this project is not a fixed price, and not by anyway related to the terms and agreement between the seller and the buyer. It was only extracted from a desk research.

The price of cocoa beans is as follows:

CIF London: 1686FcFa/kg

FOB Douala: 1587/kg

Buying price of Douala-based exporters:

Mini: 1225FcFa/kg

Maxi: 1400FcFa/kg

(Cocoa price: ONCC)

7.4 Projected Swot analysis for Dammenberg

<p>Strength</p> <ul style="list-style-type: none"> • Good quality products which are consumer favourites • Customer focused • Packaging • Diversification of products range 	<p>Weakness</p> <ul style="list-style-type: none"> • Lack of machinery to produce independently • Sale trend to be seasonal • Lack of competitive strength
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase in varieties of product range • Organic and eco trends • Access to direct supply of raw materials 	<p>Threats</p> <ul style="list-style-type: none"> • Many big players in the market, e.g. Fazer, and Marabou • Mature markets • Huge investment on ads by the other brands

The above swot analysis was created as a catalyst to project and identify the current and future trends of Dammenberg chocolate factory. It reflects the whole business chain process, especially on know-how, to forecast, improve, develop, and further position the structure of the company.

8 CONCLUSIONS AND RECOMMENDATIONS

Excellent business practicality on the other hand is one great quality in achieving great business results. By approaching real situations, services with the right tools goes from theory into process and becomes the architect of the problem solving

Cocoa beans as a commodity cash crop is a god on its own. Plenty are the potential qualities a cocoa tree can offer, plenty the challenges of a cocoa production or study in general. They challenges are clear, in order to understand cocoa as a whole, one must have a knowledge of the crop. Another smart idea to know about cocoa is by fetching information from the internet, but there are plenty of mixed information on cocoa production, thus making it difficult to have a distinct comprehension about the crop. For example, the puzzle on who brought cocoa beans to Europe from the Americas still remained unsolved.

Nevertheless, I managed to comb out some useful information about cocoa history, production, global statistics, and consumption. Which was very helpful, and support this thesis. I wished I could extend the timeframe for the thesis so that I could do more on the marketing part of this final thesis.

As for designing a business process plan for Dammenberg, it is impossible to produce a permanent and a complete business plan. Creating an executive business plan is up to the company as a whole, and how to execute the plan. The fundamental process baseline was established as well as how to promote the cocoa beans to Dammenberg chocolate factory. As a major solution the roadmap to grinding and roasting of the cocoa beans into the required nibs was created to make it easier and sustainable.

All in all, creating a business process plan for Dammenberg, as my final thesis would not be possible without the keen interest shown by Mr Iso-Kungas plus the super support from Dr. Mauri Gronroos. And since the main goal of this final thesis was to design a “business process plan for Dammenberg chocolate factory” how to match the new business process with the existing business process, how to improve it, and in the end produce feasible and realistic options to make it better. A well-structured business relationship across the Atlantic has been established. A realistic business model has been moulded out. Hopefully, this can be further developed and well structured.

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APPENDICES

Appendix 1

Final Thesis: Interview with Mr. Iso-Kungas (Managing Director of Dammenberg chocolate factory)

Date: 20/06/2016

Questions:

1. Where do you source your current raw materials from?
2. How many suppliers do you have?
3. Why do you source your raw materials from the region?
4. What distinguishes you from other chocolate producers?
5. Why do you produce handmade chocolate?
6. Do you support Fairtrade in cocoa business?
7. Where do you see your company in 5 years' time?

Appendix 2. Title: Request for quotation template

RFQPro . com	RFQ37
SAMPLE – REQUEST for QUOTATION	

Your Company Name
[Insert your logo here]

Procurement Division
Fax Number: (XXX) XXX-XXXX

Date: _____

REQUEST FOR QUOTATION
XXXX/2008

To,
Vendor

Dear Sir/ Madam,

1. The **Your Company Name** requests your price quotations for the item(s) specified in this Request for Quotations (RFQ).
2. Your quotation should be received on or before ---- hrs, (PST) on either by fax (at the fax number given above) or by any other means (through post, courier or by hand- delivery) at the address given below:
Postal Address:

Procurement
Your Company Name
Address, Country, Zip

Address for delivery:

Procurement Division
Your Company Name
Street
City, Country, Zip
3. Quotations not transmitted by fax should be enclosed in an envelope that should be subsequently sealed and addressed to the Purchaser at the address given above. **The envelope should have the RFQ number and date of opening boldly and conspicuously identified.**
 - 3.1. It is the exclusive responsibility of the bidders to ensure that the fax/ sealed envelope containing the quotation is faxed/ reaches the above address before the time and date indicated in paragraph 2 above. If being delivered by hand, the quotations must be delivered at the above address during the working hours of the Bank from 7.30 hrs to 12.30 hrs and from 14.00 hrs to 16.30 hrs, Monday through Friday except for holidays being observed by the **Your Company Name**. Delivery to any other office of the **Your Company Name** will be at the risk of the bidder and will not constitute timely delivery. Proposals received after the above mentioned closing time or deadline will be rejected.

RFQPro.com Your address, Your Country (999) 999-9999 – Fax: (999) 999-9999 – Internet: www.RFQPro.com

Source: (https://www.google.fi/search?q=request+for+quotation+template&biw=1017&bih=489&source=lnms&tbn=isch&sa=X&ved=0ahUKEwjYwuu5lsLPAhVfiwKHcGIBJIQ_AUIBigB#tbn=isch&q=simple+request+for+quotation+template&imgcr=WEQpbZDvgApzM%3A)

Appendix 3. Title: Contract of sale template

Contract for Sale of Goods

This Contract for Sale of Goods is made this ___ day of _____, 20__ by and between _____ ("Seller") with its principal place of business at ___<location>_____, and _____ ("Buyer") with its principal place of business at ___<location>_____, for the purchase of the goods described below:

Qty.	Item #	Description	Price	Total
-	-	-	TOTAL:	

1. Term. This Contract shall begin on _____, 20__, and end upon the last delivery for the quantity specified in this agreement, unless the parties agree otherwise. However, if, as of such date, Buyer is in arrears on the account, Seller may then cancel this Contract and sue for damages, including lost profits, offsetting the deposit there against, and further recover its cost of suit including attorney fees.

2. Delivery. Buyer will give Seller _____ days' advance notice regarding the quantity requested for delivery. Upon receipt of the request for delivery, Seller will arrange for delivery through a carrier chosen by Seller, the costs of which shall be F.O.B. Origin Freight Prepaid & Added To Invoice.

3. Risk Of Loss. The risk of loss from any casualty to the Goods, regardless of the cause, will be the responsibility of the Buyer once the goods have been shipped by the Seller.

4. Acceptance. Buyer will have the right to inspect the goods upon receipt, and within two (2) business days after delivery, Buyer must give notice to Seller of any claim for damages on account of condition, quality, or grade of the goods, and Buyer must specify the basis of the claim in detail. Failure of Buyer to comply with these conditions will constitute irrevocable acceptance of the goods by Buyer.

5. Charges. Seller shall invoice Buyer upon and for each shipment. Buyer shall pay all charges on terms of Net 30 Days Receipt of Goods. Overdue invoices shall also bear interest at the rate of ___% per _____. If Seller undertakes collection or enforcement efforts, Buyer shall be liable for all costs thereof, including attorney fees. If Buyer is in arrears on any invoice, Seller may, on notice to Buyer, apply the deposit thereto and withhold further delivery until the deposit and all arrearages are brought current.

6. Warranty. Seller warrants that the goods sold hereunder are new and free from substantive defects in workmanship and materials. Seller's liability under the foregoing warranty is limited to replacement of goods or refund of the purchase price at Seller's sole option. No other warranty, express or implied, is made by Seller, and none shall be imputed or presumed.

7. Taxes. All sales taxes, tariffs, and other governmental charges shall be paid by Buyer and are Buyer's Responsibility except as limited by the law.

Source: (<http://www.tidyforms.com/download/contract-for-sale-of-goods.html>)

Appendix 4. Title: Purchase order template

Your Company Name Address City, State, ZIP Phone Number		<div style="border: 1px solid black; padding: 2px; display: inline-block;">PURCHASE ORDER</div>			
		PO Number: _____			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="background-color: #e0f2f1;">Ordered From</th></tr> <tr><td style="height: 40px;"></td></tr> </table>	Ordered From		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="background-color: #e0f2f1;">Ship To</th></tr> <tr><td style="height: 40px;"></td></tr> </table>	Ship To	
Ordered From					
Ship To					
Date Ordered	Dated Wanted	Ship Via	Terms	F.O.B.	
<i>Please enter our order for the following items, to be shipped as directed.</i>					
Qty	Description	Price	Extension		
Our purchase order number must appear on all correspondence, invoices, shipping papers, and packages. Goods are subject to our inspection and approval. If shipment will be delayed, advise us immediately.					
Purchasing Agent: _____					
Find free forms at Formville.com					

Source: (<http://www.wordstemplates.com/purchase-order-template.html>)

Appendix 5. Title: Bill of lading template

Short Form of Bill of Lading			
Carrier: _____		Date: _____	
Bill of Lading #: _____		PO #: _____	
Order #: _____			
Shipper/Consignor: _____			
Consignee: _____			
Instructions: _____			
Item Code	Details	Quantity	Weight (Unit)
Total			
Terms Prepaid <input type="checkbox"/> Collect <input type="checkbox"/> Other <input type="checkbox"/>			
Shipper: Pick Up Date: _____ Signature: _____		Carrier: Pick Up Date: _____ Signature: _____	
<small>This section is to make it sure that all materials are properly classified, described, packaged, marked and labeled and are in good condition to be transported and according to the applicable regulations of transporting department.</small>		<small>Carrier acknowledges receipt of packages and that they are properly described as above and are in good order except as noted.</small>	
Received in Apparent Good Order			
Received By: _____ (Signatures) Print Name Here: _____ Date: _____			
Bill of Lading Template			

Source: https://www.google.fi/search?q=request+for+quotation+template&biw=1017&bih=489&source=lnms&tbn=isch&sa=X&ved=0ahUKEwjYwuu5lsLPAhVfiwKHcGIBJIQ_AUIBigB#tbn=isch&q=bill+of+lading+template&imgcr=aws8uBM2otrnxM%3A

Appendix 6 Title: Packing list template

Packing List

DATE: _____

TO _____ _____ _____ _____	FROM _____ _____ _____ _____	SHIP DATE: _____ SHIP VIA: _____ F.O.B. SHIPPING POINT: _____ ACCOUNT NO.: _____ ORDER NO.: _____ DEPARTMENT: _____
--	--	--

TERMS - NO ANTICIPATION

QUANTITY ORDERED	QUANTITY SHIPPED	PRODUCT NUMBER	DESCRIPTION	UNIT WEIGHT	TOTAL WEIGHT	TOTAL CUBIC FT.
		TOTALS		TOTALS		

COMMENTS

Source: (<http://www.listtemplatespro.com/packing-list-template.html>)

Appendix 7. Title: Certificate of origin template

CERTIFICATE OF ORIGIN
FOR GENERAL USE

The undersigned _____ (OWNER OR AGENT, & TITLE)

for _____ (Name and Address of Shipper)

declares that the following mentioned goods are shipped via _____

on the date of _____ consigned to _____ (Name and address of Consignee)

_____ (ADDRESS)

_____ (CITY, POSTAL CODE, COUNTRY)

Marks and Numbers AS ADDRESSED	No. of Pkgs Boxes or Crates	Weight in Kilos		Complete and accurate Description of Goods
		Gross	Net	

Sworn to before me this ____ day of _____, _____ Notary Signature

The undersigned hereby declares that the above details and statements are correct and that
all the goods were produced in _____

Signature of Owner or Agent _____

The _____ Chamber of Commerce certifies, in reliance on the exporter's representation and not
on the basis of independent verification, that to the best of its knowledge and belief, the products
named in this document originated in _____

Acting as Assistant Secretary on behalf of the Chamber of Commerce.

Certified this _____ day of _____.

Executing Agent
SIGNATURE

Source: (<http://yourkamagraguide.com/image.php?pic=http://www.homeshipping.com/tools/images/cert-of-origin.gif>)

Appendix 8. Title: Commercial invoice template

COMMERCIAL INVOICE						
Date			Invoice No			
Exporter Address City/State/ZIP Code Country Phone/Fax Contact Person			Consignee Address City/State/ZIP Code Country Phone/Fax Contact Person			
Tax ID No (EIN)	Total Gross Weight	Transportation	Tax ID No (EIN)	Terms of Sale:		
Other	Total # of Pieces	AWB/BL#	Currency			
Commodity Description	HS	Country of Manufacture	Qty	UOM	Unit Price	Total Amount
These commodities, technologies, or softwares were exported from the United States in accordance with export administration regulations. Diversion contrary to United States law prohibited. We certify that this commercial invoice is true and correct.			Subtotal			
			Freight Cost			
			Insurance Cost			
			Total Invoice Value			
I/we hereby certify that the information on this invoice is true and correct and that the contents of this shipment are as stated above.						
Name		Signature		Date		

Source: (<https://www.sampletemplates.com/invoice-templates/commercial-invoice.html>)

