



DEGREE PROJECT

**Graduation Project: Export of Chocolate-Covered Cape Gooseberries**

PRESENTED BY

PEREZ BARBOSO NAUM ELIAS

TORRES BARRAGAN YURI ESPERANZA

LOPEZ PEÑA YESICA PAOLA

THESIS DIRECTOR:

ALEXANDER BALZAN

CO-TUTOR:

DIANA VALDÉS MOSQUERA

SCHOOL OF BUSINESS AND INTERNATIONAL DEVELOPMENT

INTERNATIONAL BUSINESS PROGRAM

POLITÉCNICO GRANCOLOMBIANO

Bogotá, Colombia

2025

## Table of Contents

Introduction.....	2
Justification.....	3
Problem Identification .....	4
Comparative Analysis of Competitors .....	8
Market Preselection Matrix Methodology .....	9
Cultural Variables.....	10
Weight Assignment .....	11
Calculation of Results .....	11
Qualitative Validation .....	12
Expected Outcome .....	12
Justification for Choosing the United States.....	12
High Market Size and Purchasing Power .....	12
Growing Demand for Healthy and Exotic Snacks .....	13
Positive Trade Performance .....	13
Cultural Compatibility and Product Acceptance:.....	13
Logistics and Market Accessibility.....	13
Analysis .....	14
1. Political Factors .....	14
2. Economic Factors.....	15
3. Social Factors.....	15
4. Technological Factors .....	16
5. Legal, Sanitary, and Environmental Regulations .....	16
5.2 Phytosanitary Requirements (USDA–APHIS) .....	17
5.3 Good Agricultural and Manufacturing Practices.....	17
5.4 Packaging and Labeling Requirements .....	18
Product.....	20
Promotion.....	21
Plaza.....	21
Precis.....	26
References .....	31

## **Introduction**

The present research aims to design an export plan for chocolate-coated goldenberries targeting the markets of Europe, Asia, and North America. Within the framework of internationalization, this project seeks to position an innovative product that integrates an exotic Colombian fruit, offering international consumers the opportunity to experience its unique attributes.

The proposal is developed with a forward-looking approach, focusing on the identification of strategies that will facilitate the product's insertion into international markets, the recognition of business opportunities, and the establishment of a strategic roadmap. This plan is intended to foster business growth, strengthen competitiveness, and contribute to the diversification of Colombia's export portfolio

## **Justification**

The export of chocolate-coated goldenberries is relevant as it responds to the growing global demand for healthy, exotic, and differentiated food products. According to Statista (2024), the global healthy food market exceeded USD 1.2 trillion and is expected to maintain an annual growth rate of 5.2% until 2028, demonstrating a sustained trend in the consumption of products with nutritional value and innovative characteristics.

This product not only leverages Colombia's agricultural wealth but also generates added value by transforming the fruit into a healthier snack compared to traditional confectionery, with potential to compete in specialized markets such as confectionery and organic foods.

Regarding fresh goldenberries, Colombia is the world's leading exporter, reaching more than 6,800 tons shipped abroad in 2023, mainly to Europe, with revenues close to USD 35 million, according to data from ProColombia and the Ministry of Agriculture. This international positioning provides a solid foundation to innovate in value-added products such as chocolate-coated goldenberries, which can diversify the export portfolio and open opportunities in premium and health-conscious consumer niches.

Furthermore, the development of an export plan will allow the company to identify strategic markets, establish competitive advantages over comparable products, and contribute to the generation of both rural and urban employment. In this way, the project becomes relevant not only due to its economic potential but also because of its impact on promoting biodiversity and positioning Colombia as a supplier of innovative, high-quality products.

## **Problem Identification**

Currently, one of the main global challenges is the increasing consumption of ultra-processed foods, characterized by elevated levels of refined sugars, saturated fats, and chemical additives. These products have been strongly associated with the rise of non-communicable chronic diseases such as obesity, type 2 diabetes, and cardiovascular disorders, representing a significant concern for public health.

According to the World Health Organization (WHO, 2024), more than 1.9 billion adults worldwide are overweight, of which 650 million are classified as obese. In addition, type 2 diabetes affects 537 million people globally, a figure projected to rise to 643 million by 2030.

In the United States, 73.6% of adults are overweight or obese (CDC, 2023), and more than 60% of caloric intake comes from ultra-processed foods. In China, rapid economic growth has fueled an increase in fast food and processed product consumption: currently, 34.3% of adults are overweight and 16.4% are obese (National Health Commission, 2022). In Italy, despite the Mediterranean diet, 46% of adults are overweight and 11% obese, largely due to the rise in snack and industrial product consumption (Istituto Superiore di Sanità, 2023).

These figures highlight a worrying global trend: the trade of ultra-processed foods continues to rise, accounting for more than 70% of supermarket food sales in the United States, nearly 50% in China, and around 45% in Italy (Euromonitor, 2023).

At the same time, there is a growing demand for food alternatives that are practical, nutritious, and capable of contributing to well-being without compromising taste. In this context, our product—semi-dark chocolate-coated goldenberries—emerges as a viable solution. It combines the nutritional properties of goldenberries, which are rich in antioxidants, vitamins, and fiber, with the benefits of semi-dark chocolate, which contains a higher percentage of cocoa, fewer added sugars, and more bioactive compounds that support cardiovascular health. In this way, the product offers the international market an innovative, functional, and healthier snack that promotes conscious consumption while responding to global trends in healthy eating.

## **Company Overview**

### ICHELO CHOCOLATES

Ichelo Chocolates is a Colombian entrepreneurial venture established in the country's interior, whose main product consists of frozen fruits coated with white and dark chocolate. This innovative product stands out not only for its delicious taste but also for being a healthier alternative, offering a wide variety of options to satisfy different consumer preferences, along with home delivery services in Bogotá and Medellín.

The company's future plans include expanding to additional cities across Colombia in order to broaden its market niche. Its main inspiration is driven by entrepreneurship and product diversification, aiming to provide customers with a unique "ICHELO" experience that can be enjoyed anytime and anywhere.

Ichelo Chocolates maintains active web platforms and social media channels, which facilitate interaction with customers and strengthen its promotional strategies. Their consistent

use of digital tools keeps audiences engaged and attentive to new product releases and campaigns.

Additionally, the company has participated in local events that have supported its growth and visibility among new clients. It also implements promotions and activities on special occasions such as birthdays, Valentine’s Day, Halloween, and others, during which noticeable increases in sales have been achieved.

## **Product Overview**

Our product is chocolate-coated goldenberries, a snack that brings together the best of two worlds: the exotic and nutritious flavor of an Andean fruit with the universal appeal of chocolate. Goldenberries, traditionally cultivated in Colombia—a country recognized as one of the leading producers and exporters of this fruit worldwide—are a natural source of vitamins A, C, and B-complex (B1, B2, and B3), in addition to providing antioxidants and dietary fiber. These properties position goldenberries as a healthy alternative to ultra-processed foods.

It is important to highlight that, for export purposes, this product is classified under tariff heading **1806.90.00.00: “Other chocolate and other food preparations containing cocoa,”** which ensures its proper identification in international trade.

## **Internationalization Opportunities**

Colombian goldenberries already have a consolidated export trajectory and a global leadership position, which facilitates the internationalization of value-added products. In 2022, Colombia produced more than 20,400 tons of goldenberries (physalis), with a steady upward trend in cultivated area and production volume (Analdex, 2023). In 2024, exports of fresh

goldenberries reached a record value of approximately USD 43.6 million FOB, with a reported volume of around 7,938 tons. That year, the distribution by country showed a strong concentration in Europe, with the Netherlands as the main destination ( $\approx 58\text{--}64\%$  of exports), followed by the United States, Germany, Belgium, and Canada. These flows confirm the existence of established logistics channels and importers that already purchase and distribute Colombian goldenberries in Europe and North America. Why do these purchasing trends indicate an opportunity for semi-dark chocolate-coated goldenberries?

### **Established channels and knowledgeable buyers.**

The fact that the Netherlands concentrates the demand suggests the presence of European agents/distributors acting as a hub, capable of testing and distributing value-added (ready-to-sell) products within the EU. This reduces both logistical and commercial barriers for introducing goldenberry-based processed snacks.

### **Demand for premium and exotic snacks.**

European and North American markets show increasing demand for differentiated products (exotic fruit + premium chocolate). The growth of the “healthy / premium snacks” segment confirms consumers’ willingness to pay higher unit prices for well-positioned products.

### **Gap in the ‘healthy’ snack supply: real sugar vs. health claims.**

Although the healthy snack market is significant ( $\approx$ USD 95.6 billion in 2023, with sustained annual growth), several analyses show that many so-called “healthy” products still contain elevated levels of added sugars (e.g., cereals and snack bars with sugar levels

comparable to a donut). This creates an opportunity for products offering genuinely low-sugar alternatives, with portion control and transparent nutritional labeling.

**Competitive advantage of chocolate-coated goldenberries.** Their Colombian origin and traceability, combined with the exotic fruit attribute, position the product as premium. The snack format (portioned) with semi-dark chocolate ( $\geq 60\%$  cocoa) and reduced sugar per serving directly addresses the demand for “healthy indulgence” and aligns with increasingly strict food regulations that restrict products carrying warning labels.

The concentration of buyers (hub in the Netherlands and demand in the U.S. and Germany), the expanding size of the healthy snack market, and evidence that many “healthy” products remain high in sugar provide a strong empirical basis to justify the internationalization of semi-dark chocolate-coated goldenberries—portioned and formulated with low sugar content.

### Comparative Analysis of Competitors

Brand	Product	Country of Origin	Main Characteristics	Reference Price (USD/100g)	Opportunity for Chocolate-Coated Goldenberries
Brookside	Chocolate-covered blueberries	U.S. / Canada	Dried fruit coated with semi-dark and milk chocolate; well positioned in retail.	3 – 5	High competition, but opens the door for different exotic fruits.
Lindt – Ferrero – Hershey’s	Chocolate-covered almonds	Switzerland / Italy / U.S.	Premium snack focused on indulgence and high quality.	5 – 8	Consumers already used to 'nuts + chocolate'; potential to innovate with exotic and

					high-quality fruits.
Nestlé – Maid – Sun	Chocolate- covered raisins	U.S.	Traditional, affordable, mass-market products are available in supermarkets.	2 – 4	Opportunity to differentiate with a healthier and more exotic profile.
Private Labels	Mix of exotic fruits coated with chocolate	Netherlands / Germany	Blend of tropical fruits coated with chocolate, in organic and premium stores.	5 – 7	European consumers seek variety and novelty; goldenberries fit well into this trend.

### **Market Preselection Matrix Methodology**

#### **Methodological Approach**

This research adopts a quantitative-descriptive methodology, supported by the design of an international market preselection matrix.

The purpose of this tool is to identify, compare, and prioritize countries with the highest potential for the international expansion of Ichelo Chocolates.

The method is based on a multicriteria analysis, which integrates both quantitative and qualitative variables through a system of weights and scores, allowing for an objective comparison among markets (Kotler & Keller, 2016).

#### **Matrix Structure**

The Market Preselection Matrix consists of four key components:

Evaluation Variables: Criteria that reflect the economic, commercial, cultural, and regulatory conditions of each country.

Weighting (W): The relative importance assigned to each variable according to the company's strategic priorities. Scoring (S): The rating given to each country based on its performance in each variable, on a scale from 1 to 5. Result (R): The product of weighting and scoring ( $R = W \times S$ ), which represents the weighted contribution of each variable to the country's final score.

### **Selection of Variables**

The variables were selected according to their relevance to the processed food and confectionery sectors, and are grouped into three main dimensions:

#### a. Economic and Commercial Variables

- Total import value of the product (USD)
- Percentage growth of imports over the last ten years
- Concentration level of main international suppliers
- Total Colombian exports to the destination country

Percentage share of Colombian exports in the country's total imports  
Percentage growth of Colombian exports to the destination country

### **Cultural Variables**

Cultural compatibility was analyzed using Hofstede's dimensions (2001), including power distance, individualism vs. collectivism, and uncertainty avoidance. These aspects help determine the cultural alignment between Colombia and the target markets, influencing product acceptance and communication strategies (Hofstede Insights, 2024).  
Tariff and Regulatory Variables

- Tariff classification and applicable import duties
- Product description and HS code according to international customs

nomenclature

### **Weight Assignment**

Each variable receives a weighting (W) between 0 and 1, based on its strategic relevance to internationalization.

Weights were determined through expert judgment and literature review, ensuring that the total adds up to 1 (100%), maintaining internal consistency (Root, 1994).

### **Country Scoring**

Countries are rated (S) on a 1–5 scale according to their performance on each variable:

1. Score Meaning
2. Very unfavorable
3. Unfavorable
4. Moderate / Acceptable
5. Favorable
6. Very favorable

Data for these evaluations come from official sources such as Trade Map, ITC, and UN Comtrade, along with their strategic interpretation for Ichelo Chocolates.

### **Calculation of Results**

The weighted result (R) is calculated as  $R = W \times S$  for each variable.

All partial results are then summed to obtain a total score per country, ranking them from highest to lowest to identify the most attractive markets.

### **Qualitative Validation**

After the quantitative analysis, a qualitative validation is conducted to include non-numerical aspects such as non-tariff barriers, sanitary requirements, logistics infrastructure, and consumer preferences. This ensures a comprehensive evaluation that complements numerical results and supports informed strategic decisions.

### **Expected Outcome**

The final outcome of this methodology is the identification of the international market with the greatest expansion potential for Ichelo's chocolate-covered fruits, integrating objective indicators with cultural and logistical conditions.

### **Justification for Choosing the United States**

The United States was selected as the main candidate in the market preselection process due to the following reasons:

#### **High Market Size and Purchasing Power**

The U.S. is the world's largest importer of processed foods and confectionery, with a highly diversified and premium-oriented consumer base.

### **Growing Demand for Healthy and Exotic Snacks**

American consumers are increasingly interested in natural, functional, and innovative products. Chocolate-covered fruits, especially those with antioxidant properties (like golden berries), fit perfectly within this trend.

### **Positive Trade Performance**

Colombian exports of processed fruit products to the U.S. have shown steady growth in the past decade, supported by the Colombia–U.S. Trade Promotion Agreement (TPA), which offers preferential tariff treatment.

### **Cultural Compatibility and Product Acceptance:**

The U.S. market demonstrates openness to Latin American flavors and sustainable products, which aligns with Ichelo’s identity and storytelling potential (origin, craftsmanship, and natural ingredients).

### **Logistics and Market Accessibility**

The U.S. offers efficient logistics connections with Colombia, allowing cost-effective exports and shorter lead times compared to other developed markets.

Based on the quantitative results of the preselection matrix and the qualitative validation, the United States stands out as the most attractive and viable market for the internationalization of Ichelo Chocolates.

Its market dynamics, consumer preferences, and trade facilitation mechanisms provide an ideal environment for introducing chocolate-covered golden berries from Colombia as a premium, healthy indulgence product.

## **Analysis**

This research analyzes the political, economic, social, and technological environment (PEST) of the United States in relation to the export of goldenberry (*Physalis peruviana*) from Colombia. It also outlines the main legal, sanitary, packaging, and environmental requirements established by U.S. authorities for the entry of this product into the market. The objective is to identify the opportunities and challenges that Colombian exporters face in their internationalization process, particularly in accessing and competing within the U.S. agri-food sector.

### **1. Political Factors**

The United States is characterized by institutional stability and a predictable political framework, which provides strong legal security for international trade.

Although there is no specific free trade agreement for fresh fruits such as goldenberry, the country maintains several trade frameworks that encourage exchange with Latin American nations. However, agricultural exports must comply with strict sanitary and phytosanitary regulations enforced by the Food and Drug Administration (FDA) and the U.S. Department of Agriculture's Animal and Plant Health Inspection Service (USDA-APHIS).

The U.S. political environment is favorable to foreign trade, yet it demands high regulatory compliance and the fulfillment of phytosanitary certification standards to ensure product safety and market access

## **2. Economic Factors**

The United States has the largest economy in the world, with a GDP per capita exceeding USD 80,000 (IMF, 2025) and a high purchasing power among consumers.

The consumption of exotic fruits has been increasing due to growing preferences for healthy, organic, and natural diets. This trend represents a promising opportunity for Colombian goldenberries, particularly within the gourmet and health-conscious market segments.

However, logistical costs and product perishability require an efficient cold chain and partnerships with specialized distributors to ensure quality preservation throughout transportation and distribution processes. There is an expanding market with strong purchasing capacity, yet competitiveness relies on logistical efficiency and strict quality control to maintain product freshness and market acceptance.

## **3. Social Factors**

American consumers are increasingly valuing healthy, functional, and sustainable foods. Due to its high content of antioxidants and vitamin C, the goldenberry can be positioned as a “superfruit” within this growing trend toward wellness and natural nutrition.

The consumption of exotic fruits is mainly concentrated in major metropolitan areas such as New York, Los Angeles, Miami, and Chicago, particularly among young consumers (25–45

years old) with medium to high income levels. These market segments actively seek natural products with ethical origins and proven nutritional benefits.

The trend toward healthy and responsible eating represents a strong opportunity to position the goldenberry as a premium, functional, and sustainably sourced product in the U.S. market.

#### **4. Technological Factors**

The technological infrastructure of the United States facilitates efficient logistics, traceability, and quality control throughout the supply chain.

Innovations in packaging, refrigeration, and transportation contribute to maintaining freshness and extending the product's shelf life.

In addition, the digitalization of customs and import procedures enhances transparency and reduces clearance times.

Colombian exporters should invest in post-harvest technologies, traceability systems, and sustainable packaging solutions to comply with U.S. quality and safety standards.

Technological adoption in areas such as preservation, packaging, and logistics constitutes an essential competitive advantage for successful entry into the U.S. market.

#### **5. Legal, Sanitary, and Environmental Regulations**

Registration with the FDA (Food and Drug Administration)

All companies exporting food products to the United States must be registered with the FDA, in accordance with the Food Safety Modernization Act (FSMA).

The exporter must obtain a valid FDA registration number.

A U.S.-based agent must be designated to serve as the official contact with the FDA.

Each shipment must be accompanied by a Prior Notice of Importation, submitted before arrival at the port of entry.

## **5.2 Phytosanitary Requirements (USDA–APHIS)**

The U.S. Department of Agriculture’s Animal and Plant Health Inspection Service (USDA–APHIS) regulates the entry of plant-based products to prevent the introduction of pests and diseases.

Goldenberries must be accompanied by a phytosanitary certificate issued by ICA (Instituto Colombiano Agropecuario).

The product must originate from pest-free zones and comply with Regulation 7 CFR Part 319. Shipments may be subject to inspection at U.S. ports of entry to verify compliance.

## **5.3 Good Agricultural and Manufacturing Practices**

Exporters are required to implement international standards for food safety, including:

Good Agricultural Practices (GAP).

Good Manufacturing Practices (GMP).

HACCP systems (Hazard Analysis and Critical Control Points), especially for processed or dehydrated products, to ensure food safety and traceability throughout the production chain.

#### **5.4 Packaging and Labeling Requirements**

Packaging must ensure food safety, traceability, and sustainability throughout the supply chain. Recommended materials include perforated plastic clamshells, biodegradable trays, or ventilated corrugated cardboard boxes. Temperature during transportation must be maintained between 8°C and 12°C to preserve product quality and freshness.

Labeling must comply with FDA Regulation 21 CFR Part 101 and include the following information:

- Product name (“Uchuva” or “Goldenberry”).
- Country of origin (“Product of Colombia”).
- Net weight (in pounds and kilograms).
- Importer or distributor information.
- Lot number or traceability code.
- Nutritional information (if applicable).

#### **5.5 Environmental and Sustainability Requirements**

The U.S. market actively promotes the use of recyclable and biodegradable materials.

Recommended options include:

- Recyclable PET (RPET) or compostable PLA materials.
- Cardboard or sugarcane bagasse packaging.
- Reduction of single-use plastics, especially in states with strict

environmental regulations such as California and New York.

To market goldenberries as “organic”, exporters must be certified under the USDA Organic Regulations (7 CFR Part 205), which prohibit the use of synthetic pesticides, chemical fertilizers, and genetically modified organisms (GMOs).

Additionally, certifications such as Fair Trade, Rainforest Alliance, and GLOBALG.A.P. enhance international reputation and facilitate access to premium market segments.

The political, economic, and social environment of the United States presents significant opportunities for the export of Colombian goldenberries, particularly due to the rising demand for healthy and exotic products.

However, success in this market depends on strict compliance with sanitary, environmental, and labeling requirements, as well as the adoption of sustainable packaging and responsible production practices.

**By meeting these standards, Colombian exporters can effectively position goldenberries as a Product and Company Production Capacity**

Currently, **Ichelo Chocolates** operates an artisanal production facility with an approximate capacity of **500 kg of finished product per month**, equivalent to **5,000 units of 100-gram bags**. This output is sufficient to meet local demand in **Bogotá and Medellín**. To begin exporting to the U.S. market, the company plans to **double its production capacity to 1,000 kg per month** through the acquisition of the following equipment:

**Industrial cooling tunnel** to optimize the chocolate-coating process and maintain proper texture and gloss.

**Automatic dosing machine** to portion the goldenberries uniformly and improve operational efficiency.

**Vacuum packaging machine with Modified Atmosphere Packaging (MAP)** to extend the product's shelf life and preserve freshness.

**Digital traceability systems** (ERP software or internal QR tracking) to comply with FDA requirements and Good Manufacturing Practices (GMP).

With this modernization plan, the company will be able to guarantee a consistent supply and meet international food safety standards **without compromising the artisanal quality** that characterizes its products. Premium, natural, and sustainable product in the competitive U.S. market.

## **Product**

The product to be exported will consist of dehydrated goldenberries (uchuvas) coated with semi-dark chocolate (60% cacao), packaged in 100 g resealable doypack bags with an eco-friendly design. Key Packaging Features: Biodegradable or recyclable materials, such as RPET or compostable PLA. Printed with plant-based inks and includes a clear window that allows visibility of the product. Bilingual labeling (English–Spanish) compliant with FDA regulation 21 CFR Part 101. Premium design, featuring dark colors, fruit imagery, and the seal “*Healthy Snack from Colombia.*” Inclusion of icons such as “Gluten Free,” “Non-GMO,” “Fair Trade,” and “Low Sugar.”

## Promotion

Digital campaigns on social media (Instagram, TikTok, and Facebook Ads) targeted consumers interested in healthy snacks and superfoods. Influencer marketing: collaboration with nutritionists and food bloggers. Storytelling about Colombian origin: highlighting the sustainable cultivation of golden berries (uchuva), farming communities, and Colombian cacao. Certifications as trust-building arguments: “USDA Organic,” “Fair Trade,” “Rainforest Alliance.” Sampling promotions at trade shows and gourmet stores. Antioxidantes, alineado con las preferencias del consumidor estadounidense por alimentos funcionales y exóticos.

## Plaza

Table – Place Strategy (Distribution)

Category	Details
Marketing Channels	<ul style="list-style-type: none"> <li>• Specialty organic and health-focused stores: Whole Foods, Trader Joe’s, Sprouts Market.</li> <li>• E-commerce: Amazon, Etsy, and a Direct-to-Consumer (D2C) online store.</li> <li>• Gourmet distributors in New York, Miami, and Los Angeles (markets with high Latino and eco-conscious consumer presence).</li> </ul>
Recommended International Trade Shows	<ul style="list-style-type: none"> <li>• Summer Fancy Food Show (New York): leading fair for gourmet and natural foods.</li> </ul>

	<ul style="list-style-type: none"><li>• Natural Products Expo West (Anaheim, California): focused on healthy, organic, and innovative products.</li><li>• Sweets &amp; Snacks Expo (Chicago): ideal for confectionery and snack buyers.</li></ul>
Objective of Trade Show Participation	To establish partnerships with importers, retail chains, and digital platforms, expanding market access and strengthening entry opportunities in the U.S. market.



### **International Physical Distribution Plan and Place**

The international distribution of chocolate-covered goldenberries will be carried out under the **FOB Incoterm – Port of Cartagena**, under which the exporting company assumes responsibility until the goods are loaded on board the vessel. This scheme allows the company to control costs within Colombia and simplifies the logistical process.

The shipment begins with **land transportation from Bogotá to the Port of Cartagena**, using trucks with moderate temperature control to protect the chocolate coating. At the port, procedures such as entry processing, weighing, inspections, and allocation to the loading area are carried out. The exporter is responsible for coordinating inland transportation, preparing the required documentation before the DIAN, and covering costs related to handling and loading at the port terminal. Once the goods are loaded onto the vessel, **responsibility shifts to the international buyer**, who assumes maritime freight to New York, international insurance, import procedures in the United States, and distribution within the destination country.

This distribution scheme is suitable for companies in the process of internationalization, as it allows them to deliver the product under controlled conditions without taking on the full scope of international logistics.

<b>Distribución de costos – Incoterm FOB Cartagena</b>			
<b>Concept</b>	<b>Covered by Seller</b>	<b>Covered by Buyer</b>	<b>Estimated Value</b>
Purchase, processing, and product preparation	✓	✗	According to production cost
Export packaging and packing	✓	✗	300 – 800 COP per kg
Inland transportation to the Port of Cartagena	✓	✗	250,000 – 480,000 COP per shipment
Handling and loading at the port	✓	✗	150 – 300 COP per kg
Local documentation (invoice, certifications, inspections)	✓	✗	80,000 – 150,000 COP
International freight	✗	✓	Depends on destination and cargo type
International insurance	✗	✓	Varies according to insured value
Duties and customs clearance in destination country	✗	✓	Depends on customs authority
Inland transportation in destination country	✗	✓	Variable

To establish the international price of the chocolate-coated dehydrated goldenberry under the **FOB Cartagena** export scheme, a comparative analysis of the U.S. market segment for chocolate-covered dried fruit snacks was conducted. This category includes products such as chocolate-covered blueberries, almonds, raisins, and mixed exotic fruits, with prices ranging from **USD 2 to USD 8 per 100 grams**, depending on product sophistication, origin, and brand positioning.

Products most comparable to goldenberries, particularly tropical fruit mixes and premium snacks are generally priced between **USD 5 and USD 7 per 100 grams**, positioning them as differentiated, value-added items. To ensure coherence between the selling price and export-related costs, total logistics expenses were estimated at approximately **USD 3,500** for a **300-kilogram** shipment. This corresponds to **USD 11.60 per kilogram**, or **USD 1.16 per 100 grams**. This cost includes only the expenses incurred by the company up to the Port of Cartagena, in alignment with the **FOB Incoterm**, such as domestic transportation from Bogotá, export packaging, port handling, and required documentation. Considering the cost structure, market analysis findings, and the need to maintain a reasonable margin that ensures business sustainability, a final price of **USD 6.00 per 100 grams** was established for the chocolate-coated goldenberries. This price falls within the competitive range for exotic and premium products, while also allowing the company to recover FOB logistics costs and secure an appropriate level of profitability. Furthermore, this pricing positions the product as an attractive option for international buyers seeking differentiated Colombian fruit products, reinforcing perceptions of quality and added value aligned with current trends in the healthy and gourmet snack market.

## Precis

The export price of the chocolate-covered goldenberry was determined based on production costs, packaging, transportation, export procedures, and profitability margins, seeking to maintain a balance between competitiveness and economic sustainability.

Based on the logistical plan established for a 300 kg export shipment (30 boxes of 10 kg each), the estimated costs are as follows:

<b>Product / Marca</b>	<b>País de origen</b>	<b>Segment</b>
<b>Blueberries cubiertos de chocolate – Brookside</b>	EE. UU. / Canada	Massive – Premium accesible
<b>Almendras cubiertas de chocolate – Lindt, Ferrero, Hershey’s</b>	Suiza / Italia / EE. UU.	Premium
<b>Pasas cubiertas de chocolate – Nestlé / Sun-Maid</b>	EE. UU.	Masivo – Económico
<b>Mezcla de frutas exóticas cubiertas de chocolate – Private Label</b>	Países Bajos / Alemania	Premium – Gourmet
<b>Uchuva recubierta de chocolate (propuesta)</b>	Colombia	Premium – Producto exótico

A profit margin of 30% is applied to this value, resulting in a FOB Cartagena selling price of approximately **USD 250 per 10 kg box** (equivalent to **USD 25 per kg**).

If the negotiation is carried out under the **CIF New York** Incoterm, which includes insurance and freight to the destination port, the price would increase to around **USD 290 per 10 kg box**, considering maritime transport and insurance costs to the United States. In the U.S. retail market, gourmet products such as dried fruit or chocolate-coated snacks (including cranberries, cherries, or almonds) typically sell for USD 8 to 10 per 250 g package, according to references from stores such as Whole Foods Market and Trader Joe's. This corresponds to a final retail price of USD 32 to 40 per kg, allowing both the importer and the distributor to obtain attractive profit margins while maintaining competitiveness within the premium snacks segment. Therefore, the proposed export price ensures a balanced cost structure, sustainable profitability for the Colombian producer, and a competitive final price in the U.S. market. This positions chocolate-covered golden berries as an exotic, healthy, and high-value product within the gourmet food segment.

### **Communication Strategy for the U.S. Market**

The communication strategy aims to position golden berries and their derivatives as healthy, sustainable, and high-value products within the U.S. market. The following actions are proposed:

#### **Targeted Digital Campaigns**

Targeted advertising campaigns will be implemented on Instagram, TikTok, and Facebook Ads, aimed specifically at consumers interested in healthy snacks, superfoods, and natural food alternatives. Segmentation will optimize reach and conversion among potential buyers.

## **Influencer Marketing**

Strategic collaborations will be established with nutritionists, food bloggers, and content creators specializing in healthy lifestyles. These partners will enhance product credibility through reviews, recipes, and consumption demonstrations.

## **Storytelling Emphasizing Colombian Origin**

Communication efforts will highlight the Colombian origin of the golden berries and cacao, emphasizing sustainable farming practices, the role of rural communities, and the positive socioeconomic impact of production. This approach seeks to build an emotional connection with U.S. consumers.

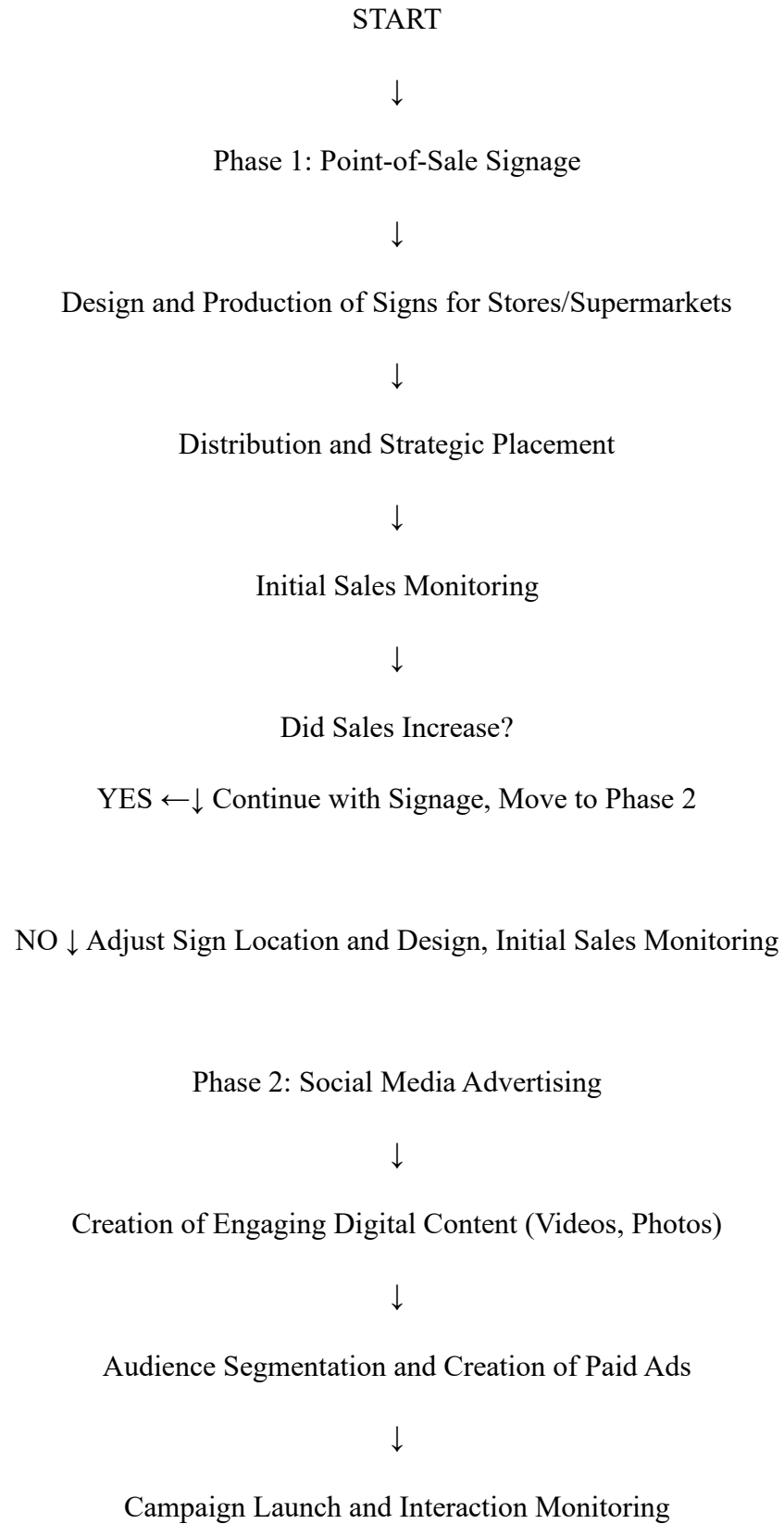
## **Certifications as Quality Assurance**

The communication strategy will incorporate internationally recognized certifications such as USDA Organic, Fair Trade, and Rainforest Alliance. These seals serve as key trust elements, especially for consumers who value sustainability, traceability, and ethical trade.

## **In-Person Activations and Sampling**

Product tasting and promotional activities will be conducted at specialized fairs, agrifood sector events, and gourmet stores. These initiatives will allow consumers to directly experience the flavor and quality, facilitating product acceptance in the market.

## **References**





Did Traffic and Interactions Increase?

YES ← ↓ Optimize Ads and Encourage User Content Proceed to Phase 3  
 NO ↓ Review Segmentation/Budget and Ad Messaging ↓ Campaign Launch and Interaction Monitoring

Phase 3: Activation in Main Plazas



Define Dates, Logistics, and Event Permits



Activation in Plaza (Free Samples, Brand Experience)



Event Closure and Data/Feedback Collection



Was the Activation Reach Objective Achieved?

YES ← ↓ Prepare Results Report END  
 NO ↓ Review Activation Format and Location ↓ Activation in Plaza (Free Samples, Brand Experience)

END

VIDEO: <https://youtu.be/ConB8j5zs>

## References

lindt & Sprüngli. (n.d.). *About us*. Lindt & Sprüngli. Recuperado de <https://www.lindt-spruengli.com/about-us> [Lindt & Sprüngli](#)

Lindt & Sprüngli. (n.d.). *History*. Lindt & Sprüngli. Recuperado de <https://www.lindt-spruengli.com/about-us/history> [Lindt & Sprüngli](#)

Lindt & Sprüngli. (2023). *175 years Lindt & Sprüngli*. Lindt & Sprüngli. Recuperado de <https://175years.lindt-spruengli.com/en/flippingbook/14-15/> [Lindt 175 Años](#)