

ECUADOR LOCAL BUSINESS DEVELOPMENT PROGRAM (PRODEL)

Selection Profiles for the First 11 PRODEL II Anchor Firms



December 31, 2009

Submitted by:
Sarah Mattingly
FIELD-Support LWA, AED
Steve Beard, Program Manager, ACDI/VOCA

Submitted to:
Hugo Ramos, USAID/Ecuador

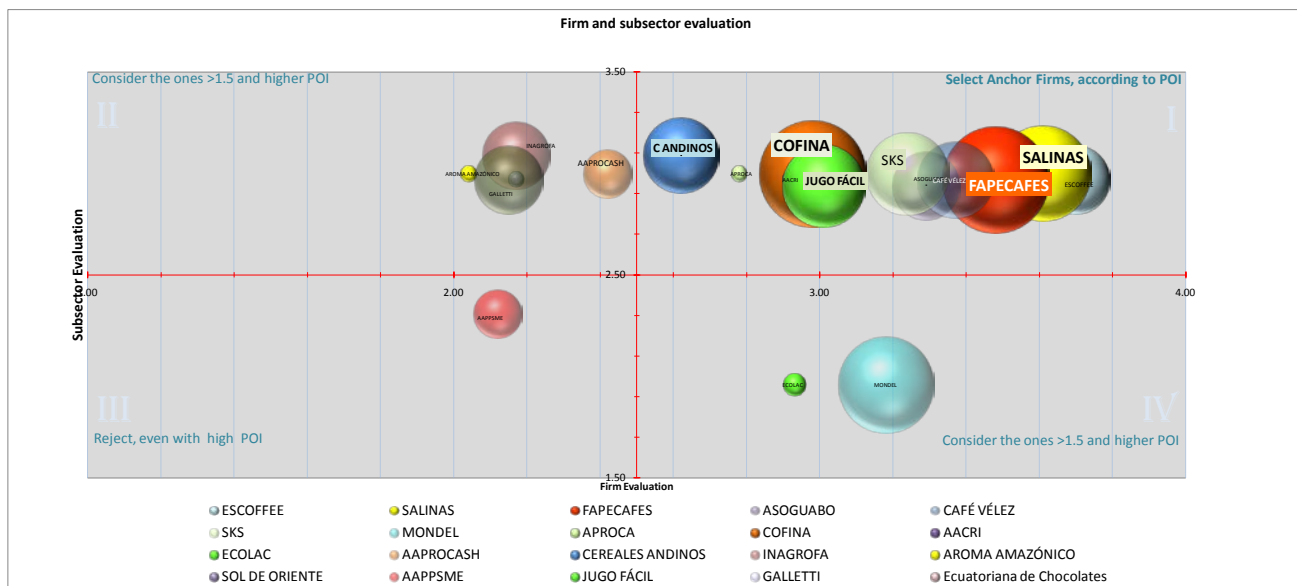
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SELECTION OF ANCHOR FIRMS FROM THE FIRST PHASE OF PRODEL TO BE INVOLVED IN THE SECOND PHASE



Based on the subsector evaluation matrix, the assessment of the anchor firm, and the capacity for inclusion based on a potential business relationship with producers, the PRODEL team has chosen the following anchor firms for the second phase of the program:

Grupo Salinas: Anchor firm in the cacao subsector, whose producers are located in the province of Esmeraldas on the Ecuadorian coast.

FAPECAFES: Anchor firm in the coffee subsector, whose growers are located in the provinces of Loja and El Oro, in southern Ecuador.

Jugo Fácil: Anchor firm in the fruits subsector, whose producers are located in the provinces of Imbabura and Carchi, situated in the northern Andean highland region of Ecuador.

COFINA: Anchor firm in the cacao subsector, whose growers are located in the provinces of Sucumbios and Orellana in Ecuador's Amazon region.

Cereales Andinos: Anchor firm in the grains subsector, whose farmers are located in the province of Imbabura, in the northern Andean highland region of Ecuador.

SKS: Anchor firm in the cacao subsector, whose producers are located in the province of Esmeraldas on the Ecuadorian coast.

ANCHOR FIRM	SUBSECTOR	GEOGRAPHIC REGION
Gruppo Salinas	Cacao	Esmeraldas – Northern coast
FAPECAFES	Coffee	Loja, El Oro – Southern región
Jugo Fácil	Fruits	Imbabura, Carchi – Northern Andean highlandsregion
COFINA	Cacao	Sucumbíos, Orellana – Northern Amazon region
Cereales Andinos	Grains	Imbabura – Northern Sierra
SKS FARMS	Cacao	Esmeraldas – Northern coast

COMPANY PROFILE: CORPORACION GRUPPO SALINAS

Company Name	Corporación Gruppo Salinas
Tax ID Number (RUC)	0291505511001
Legal Status	Corporation recognized by MIPRO
Value Chain	Cacao and Coffee
For Profit or Non-profit Organization	Non-Profit
Company Address	Bolivar Province, Guaranda Canton, Salinas Parish
Company Telephone number	032 – 210005 – 032 210185
Company Fax number	032 – 210005
E-mail of contact person	grupposalinas@salinerito.com – exportaciones@salinerito.com
Website address	www.salinerito.com

Created on November 24, 2006, The Gruppo Salinas Corporation, has formed two companies selling “El Salinerito” products, one at the national level called CONA (Comercializadora Nacional), and the other, “Export Center”, in charge of marketing and sales into the international marketplace. These companies seek to directly support community organizations and rural farmers within and outside the Salinas parish in Bolivar Province, by selling quality products at competitive prices.

The Export Center has sought to provide value added to goods produced by farmers since its creation and has achieved this through shared experience, technical assistance, socio-organizational support and profits. The company’s principal products include: cacao beans, cheeses, chocolates, mushrooms, teas and cold cuts with cacao and chocolate sales reaching \$574,600 in 2009, 80% from cacao beans and 20% in processed chocolates. Overall sustained year on year growth rates for Gruppo Salinas reached impressive levels in both 2008 and 2009, growing by 107% and 130% respectively. Although modest growth is expected to continue, Gruppo Salinas has established its growth rate projection for 2010 at a conservative rate of 10% due to global economic conditions.

Originally concentrating its sales solely on the Bolivar Province in central Ecuador, Gruppo Salinas has expanded its sales market to the entire country in more recent years and has

begun to export to Italy and France with an additional push to move into the Venezuelan market as well.

During the second phase for PRODEL Gruppo Salinas will seek to expand its supplier base for cacao to 300 producers from El Oro Province of southern Ecuador and 100 additional producers from the Esmeraldas Province. Additionally, it will target 300 coffee producers from El Oro Province for the program.

Newly organized rural groups of cacao producers have been identified by Gruppo Salinas in the Huaquillas Canton of El Oro Province and in the Atacames Canton of Esmeraldas Province that are willing to produce cacao that meet the required quality standards for the company. In addition, the Gruppo Salinas Export Center is positioning coffee as a potential future product for Gruppo Salinas, and is interested to work with the PRODEL team during the second phase in an effort to build business capacity in this sector for the company.

Gruppo Salinas is willing to provide at least a one-to-one matching contribution in cash or in kind for technical assistance, productivity and quality enhancement activities for PRODEL beneficiaries.

	Selection Criteria	Criteria weight	Score
1	Marketing	30%	3.85
2	Linkages with and impact on producers	30%	4.70
3	Company Management / Positioning	35%	2.56
3.1	Financial management	30%	2.20
3.2	Operations management	15%	1.55
3.3	Competitiveness	15%	3.35
3.4	Competitiveness	20%	2.75
3.5	Availability of resources	10%	4.00
3.6	Product	10%	2.10
4	Professional references	5%	3.00

FINAL SCORE	3.61
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COMPANY PROFILE: FAPECAFES

Company Name	Federación Regional de Asociaciones de Pequeños Cafetaleros Ecológicos del Sur – FAPECAFES (Regional Federation of Associations of Small Organic Coffee Growers of the South)
Tax ID Number (RUC)	1191708772001
Legal Status	Private organization
Value Chain	Coffee
For Profit or Non-profit Organization	Non-profit
Company Address	Av. Santiago de las Montañas 06-60 y Padre Juan de Velasco, 2do Piso. Loja – Ecuador
Company Telephone Number	593-7-2583478
Company Fax number	593-7-2588403 Ext 108
Contact Person E-mail	rvjimenez@fapecafes.org.ec / presidencia@fapecafes.org.ec info@fapecafes.org.ec
Website address	www.fapecafes.org.ec

The Regional Federation of Associations of Small Ecological Coffee Growers of the South – FAPECAFES – was created in 2002 with the purpose of strengthening the production and commercialization of high quality coffee grown in the region and by making demanding, high-priced markets accessible to its membership. For example, from its inception, FAPECAFES has operated with fair trade certification from FLO International.

FAPECAFES groups 1,600 small and medium-size coffee producers that belong to seven grassroots associations. Its main objective is to contribute to improving the living standards of its members by selling high quality products (coffee and plantain chips) in better-paying specialty market niches such as organic and fair trade, providing credit and technical assistance for the sustainable management of coffee agro-forestry systems and strengthening local organizations.

Currently, FAPECAFES exports an average of 12,800 quintals (100 lbs.) of coffee per year, with a sales value of approximately US\$2.2 million. It also exports 12 plantain chip containers a year to the French market valued at approximately US\$220,000, and sells green and toasted milled coffee under the Café Victoria brand for approximately \$200,000 on an annual basis.

FAPECAFE's raw material is exclusively provided by its member coffee growing organizations located in the three southern provinces of Ecuador, Loja, El Oro and Zamora Chinchipe and includes: PROCAP, APECAM, PROCAFEQ, APECAP, APEOSAE, APECAEL and ACRIM.

The outlook for growth for its coffee sales in the coming years is positive, primarily in the specialty coffee segment, thanks to the recognition given to FAPECAFES during the recent Golden Cup Specialty Coffee competition held in Loja, Ecuador. Growth for FAPECAFES specialty coffee sales exports has been projected at 8% in 2010 over the sales achieved in 2009. In addition, FAPECAFES projects a steady 10% growth rate in the medium term for its specialty coffee export sales.

FAPECAFES currently sells organic, Fair Trade and specialty coffee into international markets such as the U.S., France, Belgium, Germany, England, Canada, and Austria and seeks to expand market share in the gourmet coffee segment, and at the same time explore other opportunities with the Rainforest Alliance and Bird Friendly certification programs.

During the second phase of PRODEL, FAPECAFES is willing to involve at least 500 additional coffee growers, in addition to the producers that participated in PRODEL I. These targeted growers are located in the Planada Canton of Zamora Chinchipe Province, the cantons of Espindola, Quilanga, Calvas, Chaguarpamba and Paltas in Loja Province and the Piñas and Zaruma Cantons of El Oro province. FAPECAFES will provide at least a one-to-one matching contribution in cash or in kind for technical assistance, productivity and quality enhancement activities for PRODEL beneficiaries.

	Selection Criteria	Criteria weight	Score
1	Marketing	30%	3.55

2	Linkages with and impact on producers	30%	5.00
3	Company Management / Positioning	35%	2.00
3.1	Financial management	30%	0.45
3.2	Operations management	15%	1.70
3.3	Competitiveness	15%	2.85
3.4	Competitiveness	20%	1.80
3.5	Availability of resources	10%	5.00
3.6	Product	10%	3.20
4	Professional references	5%	4.40
FINAL SCORE			3.48

COMPANY PROFILE: “LEENRIKE FROZEN FOOD” – JUGO FACIL

Company Name	Leenrike Frozen Food
Tax ID Number (RUC)	1707255053001
Legal Status	
Value Chain	Fruit
For Profit or Non-profit Organization	For Profit
Company Address	Araujo E6-49 y Pío Jaramillo
Company Telephone number	2411090
Company Fax number	2411090
E-mail of contact person	jugofacil@punto.net.ec
Website address	www.jugofacil.com.ec

LEENRIKE FROZEN FOODS, since 1997, is a small-scale fruit pulp processing company. It is best known for the "Jugo Fácil" brand name under which it sells its products. The company began as a supplier of fruit pulp for the catering industry, with ties to oil and other companies in the eastern part of the country. Since then, the company has grown steadily and has changed its main market to supermarkets and service stations. The Supermaxi-Megamaxi chain is its main client, and purchases around 70% of its production volume.

LEENRIKE FROZEN FOODS makes frozen pulp from 42 fruits and refrigerated liquid pulp from 9 fruits. To maintain the large variety of fruits that it processes, the company sources from various regions of the country. During the first phase of PRODEL, LEENRIKE FROZEN FOODS forged a value chain connection with blackberry producers located in the Imbabura Province and guanabana and maracuyá (passion fruit) growers in the province of Esmeraldas to benefit 153 producers, upgrade 96 hectares and establish 63 new hectares. In addition, Rainforest Alliance certification was achieved with 25 blackberry farmers growing their fruit on 3.13 hectares.

In addition to the producers that benefited from the 1st phase of PRODEL, LEENRIKE FROZEN FOODS is interested in expanding its supplier network by establishing a direct link to additional coconut and other tropical fruit producers in the Esmeraldas Province during the second phase of the program.

In addition to its current lines of fresh and frozen fruit pulps, LEENRIKE FROZEN FOODS is in the process of developing the following products for sale in domestic and international markets: horchata, jellies and jams, fruit spreads, fruit fillings for chocolate, flavored syrup for coffee, and gerbil food made from remnants of the production process. LEENRIKE FROZEN FOODS incorporates Good Manufacturing Practice principles and HACCP into the production processes for all that is manufactures and an onsite product development laboratory gives it an advantage over its competitors in the marketplace.

LEENRIKE is currently implementing modifications to its processes for financial management that include the application of a new accounting software called SADCOS that will integrate costs, fixed asset, payroll and billing modules into one system, thus improving the quality and frequency of the company's reporting and financial statements.

LEENRIKE FROZEN FOODS will provide at least a one-to-one matching contribution in cash or in kind for technical assistance, productivity and quality enhancement activities for participating PRODEL beneficiaries.

	Selection Criteria	Criteria weight	Score
1	<i>Marketing</i>	30%	2.75
2	<i>Linkages with and impact on producers</i>	30%	3.40
3	<i>Company Management / Positioning</i>	35%	2.81
3.1	<i>Financial management</i>	30%	2.50
3.2	<i>Operations management</i>	15%	1.60
3.3	<i>Competitiveness</i>	15%	4.30
3.4	<i>Competitiveness</i>	20%	2.20

3.5	<i>Availability of resources</i>	10%	4.00
3.6	<i>Product</i>	10%	3.30
4	<i>Professional references</i>	5%	3.60
FINAL SCORE			3.01

COMPANY PROFILE: COFINA CHOCOLATES FINOS NACIONALES S. A.

Company Name	COFINA Chocolates Finos Nacionales S.A.
Tax ID Number (RUC)	0991280855001
Legal Status	Public Corporation
Value Chain	Cacao
For Profit or Non-profit Organization	For profit
Company Address	Km 11 vía Durán - Tambo (300 m after tollbooth)
Company Telephone number	(593 4) 2513420
Company Fax number	(593 4) 2513649
Contact Person E-mail	info@cofinacocoa.com; deptec@cofinacocoa.com
Website address	www.cofinacocoa.com

COFINA S.A. with sales of over US\$12 million in 2008, collects and sells cacao beans both domestically in Ecuador and abroad. Almost all of its sales are to 31 overseas buyers. Its products are considered of high quality and include: ASS, ASSS, ASSPS, CCN51 and organically certified cacao. COFINA was incorporated as an Ecuador based company in 1994 and currently employs 36 workers.

As of 2007, COFINA had 270 registered suppliers, mainly consisting of associations and farmer cooperatives from virtually all cacao-growing regions of the country. Its main suppliers include the following companies, associations and groups: Fedecade (Guayas and El Oro Provinces), Apov (Vinces, Los Rios Province), Aroma Amazónico (Sucumbios Province), Kallari (Napo Province), Aproca (Esmeraldas Province), and San Carlos (Joya de los Sachas, Orellana Province), representing a total of approximately 3,500 cacao farmers.

As one of the largest cacao exporters in Ecuador, the company's sales volume depends to a large extent on global demand and international cacao market prices, as well as yearly variations in production within the country. Its sales volumes in recent years, along with projections for coming years, are as follows:

Year	Sales (USD)	Year	Projected Sales (USD)
2004	16,253,286.74	2010	21,778,960.20
2005	15,745,850.88	2011	21,800,000.20
2006	11,609,665.77		
2007	13,899,612.40		

2008	12,031,992.92		
2009	19,126,582.20		

Although COFINA exports and sells cacao to import companies located in more than 20 countries throughout the world, its main markets are in Europe, the United States and Japan.

In addition, COFINA is completing the construction process and beginning production tests for its facilities to produce semi-processed cacao products such as cacao liquor and paste, cocoa powder, nibs, and cocoa butter. Promotion efforts to open new markets and consolidate existing ones for these products has already been undertaken and is expected to increase the company's needs for the supply of raw material, the generation of new jobs and the increase in sales and incomes.

Additionally, the COFINA team plans to continue its efforts to maintain and expand the cacao bean export market through the sale of high quality products that meet international volume requirements, according to buyer schedules and time constraints. For this reason, COFINA has concentrated efforts on strengthening its relationships with cacao producer groups and supporting cacao crop quality improvement activities, as well as equipping its facilities with solar dryers, industrial gas dryers, sorting machines and sufficient warehouse space, all in an effort to meet export trade standards required by the international marketplace for cacao.

Ultimately, COFINA has stated that it will provide at least a one-to-one matching contribution in cash or in kind for technical assistance, productivity and quality enhancement activities for participating PRODEL beneficiaries.

	Selection Criteria	Criteria weight	Score
1	<i>Marketing</i>	30%	1.90
2	<i>Linkages with and impact on producers</i>	30%	4.05
3	<i>Company Management / Positioning</i>	35%	2.81
3.1	<i>Financial management</i>		

		30%	2.45
3.2	<i>Operations management</i>	15%	1.60
3.3	<i>Competitiveness</i>	15%	3.35
3.4	<i>Competitiveness</i>	20%	2.50
3.5	<i>Availability of resources</i>	10%	5.00
3.6	<i>Product</i>	10%	3.35
4	<i>Professional references</i>	5%	4.30
FINAL SCORE			2.98

COMPANY PROFILE: CEREALES ANDINOS CERANDINA CIA. LTDA.

Company Name	CEREALES ANDINOS CERANDINA CIA. LTDA.
RUC	1792043786001
Legal Status	LIMITED COMPANY
Value Chain	QUINOA
Organizational Status	Non-profit
Company Address	PASAJE SANTA FE 145 Y DUCHICELA, CALDERON
Company Telephone	(593-2) 282-1814
Company Fax	(593-2) 243-6615
E-mail address of Contact Person	gtapia@cerealesandinos.com
Web Page Address	www.cerealesandinos.com

CEREALES ANDINOS CIA. Ltda. is an Ecuadorian company engaged in the production of 100% natural processed cereals, without artificial coloring or preservatives. In addition, it supplies the domestic Ecuadorian market with selected dry grains produced in Ecuador and imported.

The industrial plant is located in the Calderon Parish of the Quito Canton, a strategic location for the distribution of products throughout the country and to meet international market requirements.

The company has experienced growing market share during the past year through sales channels like Mi Comisariato, Corporacion Favorita, Mega Santa Maria and food-related organizations like the World Food Program.

The company began operations in 2006 and reached US\$3,268 in sales in their first year. In 2007 sales rose to \$174,587 but fell in 2008 to \$107,472 and rose again in 2009 to \$145,335 as of October. Due to its relatively recent start up, the company has yet to realize a profit.

Cereales Andinos currently produces the following products: quinoa granola, quinoa flakes, cereal mix, energy bars and dry grains that are lightly sweetened with honey and brown sugar and contain specially selected cereals like quinoa, oatmeal, wheat, anise, linseed, and raisins. The target market for these products includes consumers concerned with eating healthy food rich in protein and vitamins with no fat or cholesterol. Foods like quinoa and oatmeal have been identified to be some of the most complete foods that exist that contain a mix of vitamins, minerals and antioxidants that nourish and detoxify the body.

Cereales Andinos sources its raw material primarily from intermediaries or organized groups of farmers from the central part of Ecuador; however, due to increasing demand, the company has begun to work with small farmers in northern Ecuador during the first phase of PRODEL.

Quinoa farming experience has a long history in Ecuador but in recent years the processes for planting, growing and harvesting of cereals like quinoa have been modernized and more efficient methods of post-harvest treatment (the elimination of saponin, impurities and moisture; drying, sorting, packing, storage and transportation) have been adopted, applying crop techniques developed by the Ecuadorian National Agricultural Research Institute (INIAP).

As an anchor firm for the second phase of the PRODEL program, Cereales Andinos and its suppliers are willing to provide at least a one to one in cash and in kind contribution for technical assistance, productivity and quality enhancement activities for PRODEL beneficiaries. The increase in quality of their raw material will work to improve their products, lower production costs and increase producer incomes. Although they participated in the first phase of PRODEL, Cereales Andinos is willing to expand its supplier base to include new producers during the second phase of the program in addition to those producers that participated in PRODEL I.

	Selection Criteria	Criteria weight	Score
1	Marketing	30%	2.05
2	Linkages with and impact on producers	30%	3.00
3	Company Management / Positioning	35%	2.45
3.1	Financial management	30%	1.10
3.2	Operations management	15%	1.40
3.3	Competitiveness	15%	3.55
3.4	Competitiveness	20%	3.30
3.5	Availability of resources	10%	4.00
3.6	Product	10%	3.15
4	Professional references	5%	5.00
FINAL SCORE			2.62

COMPANY PROFILE: SKS FARMS

Company Name	SKS FARMS
Tax ID Number (RUC)	1791995112001
Legal Status	Limited Liability Company
Value Chain	Cacao
For Profit or Non-profit Organization	For-profit
Company Address	Julio Zaldumbide 398 y La Coruña - Quito
Company Telephone number	02 6001004
Company Fax number	02 6001004
Contact Person E-mail Address	vivianaanabel@gmail.com
Website address	www.pacarichocolate.com

Since 2005, SKS Farms has exported semi-processed products such as cocoa powder, butter and paste and fully processed chocolate products to include, chocolate bars, candies, sauces and beans to specialty markets in Europe, the U.S., Canada, Latin America (Brazil and Chile) and South Africa. ELF (USA), EL SAUCO, QUITO BERLIN, FLORES FARMS, WOOD SHADES ORGANICS, FOLKER MULLER, and COCOIMPORT are among SKS FARM'S principal semi-processed and fully processed product customers.

A limited liability company, SKS targets specialty markets with high quality value added products. In addition, the company garners favorable opinions from its cacao suppliers that characterize it as a socially responsible company. Currently, the company has sufficient capacity and resources to expand its business to develop more products for sale into both new and existing markets.

As a result of its participation in the first phase of PRODEL, SKS works with 360 cacao growers in the Muisne, Atacames and Eloy Alfaro cantons of the Ecuadorian Province of Esmeraldas. As the anchor firm, SKS provided technical assistance, training in production and quality improvement, tools, solar dryers and certifications for producers. At the same time, SKS improved its own internal administrative and financial processes.

SKS sales surpassed the company's expectations during the first phase of PRODEL, reaching \$1.5 million in 2009. This was 75% higher than the sales volume projected in their business plan prepared in coordination with PRODEL technical team members.

For the second phase of PRODEL, SKS is willing to incorporate 200 new producers into its cacao value chain in Ecuador and will provide at least a one-to-one matching contribution in cash or in kind for in technical assistance, productivity and quality enhancement activities for PRODEL beneficiaries.

	Selection Criteria	Criteria weight	Score
1	<i>Marketing</i>	30%	2.65
2	<i>Linkages with and impact on producers</i>	30%	4.20
3	<i>Company Management / Positioning</i>	35%	2.78
3.1	<i>Financial management</i>	30%	2.25
3.2	<i>Operations management</i>	15%	1.65
3.3	<i>Competitiveness</i>	15%	4.50
3.4	<i>Competitiveness</i>	20%	3.00
3.5	<i>Availability of resources</i>	10%	2.00
3.6	<i>Product</i>	10%	3.80
4	<i>Professional references</i>	5%	4.30
FINAL SCORE			3.24

COMPANY PROFILE: PRODUCTOS MINERVA CIA.LTDA

Company Name	PRODUCTOS MINERVA CIA. LTDA.
Tax ID Number (RUC)	1790014800001
Legal Status	CIA. LTDA. (Limited Partnership)
Value Chain	Coffee
For-Profit or Non-profit organization	For-Profit
Company Address	PANAMERICANA SUR KM. 11 ½
Company Telephone Number	2690758/2690759/2690760
Company Fax Number	2690144
E-mail Contact	cminerva@productosminerva.com
Website Address	www.productosminerva.com

Founded in Ecuador by two families, Productos Minerva Cia Ltda directly employees 45 workers that produce and market coffee. The company was formed and began operating in 1963, but it was not until 1964 that it received its formal legal status and established its headquarters 11 ½ kilometers south of the city of Quito on the Pan-American Highway.

Minerva Cia Ltda average annual sales totaled \$2,500,000 from coffee products in 2008, to include: Mokaccino, ground roasted coffee, instant coffee, chocolate flavored coffee and cappuccino.

Minerva Cia Ltda purchases coffee beans from individual growers located in the following Ecuadorian provinces: Loja, Imbabura, Orellana, Pichincha, los Rios, Manabí and Sucumbios.

In recent years, Minerva Cia Ltda has grown 3% to 9% annually, primarily supplying the domestic Ecuadorian market. Currently, the company is considering expanding to new markets in Colombia, Peru, the United States and Spain.

Minerva Cia Ltda will co-finance technical assistance as a contribution to the PRODEL program in the form of plants, seed supply, embedded services as well as a working model farm.

Minerva Cia Ltda is willing to work with a total of 400 producers through its involvement in the PRODEL program.

	Selection Criteria	Criteria weight	Score
1	Marketing	30%	2.05
2	Linkages with and impact on producers	30%	1.20
3	Company Management / Positioning	35%	2.58
3.1	Financial management	30%	1.65
3.2	Operations management	15%	2.50
3.3	Competitiveness	15%	4.50
3.4	Competitiveness	20%	3.80
3.5	Availability of resources	10%	(1.00)
3.6	Product	10%	3.75
4	Professional references	5%	5.00
FINAL SCORE			2.13

COMPANY PROFILE: CAFECOM S.A

Company Name	CAFECOM S.A.
Tax ID Number (RUC)	0991342060001
Legal Status	LIMITED COMPANY
Value Chain	Coffee
For-Profit or Non-profit organization	For-Profit
Company Address	KM 10.5 VIA A DAULE "LOT.EXPOGRANOS"S#11-12
Company Telephone Number	04-2110634, 6005730-31-32
Company Fax Number	04-2110866
E-mail Contact	cafecom@gye.satnet.net
Web Site Address	www.cafecom-sa.com

CAFECOM S.A. buys, sells, distributes, markets, imports and exports coffee. The company was legally constituted on January 9, 1996 and registered in the city of Guayaquil. CAFECOM S.A. formally began administrative and operational activities on February 5, 1996 with its first board meeting.

In an effort to satisfy customer requirements, CAFECOM complies with high quality standards for its coffee beans and semi-processed coffee products.

From 2004 to 2008, CAFECOM S.A. sales averaged US\$ 3,725,208 per year, and year on year sales from 2004 and 2007 increased significantly due to strong green coffee bean sales. The majority of CAFECOM exports go to the United States (80%) and the remaining 20% to Europe. In 2008 sales dropped by 45% from 2007 figures due to a shortage of coffee production in the country. During this period, selling in the domestic market was more

profitable than exporting, even with lower sales volumes. Given similar conditions in 2009 the company has opted for the same strategy.

CAFECOM's current strategy is to strengthen its position with its semi-processed coffee products that are already well positioned in the Ecuadorian market in hotels, restaurants, cafeterias, supermarkets and fine food store chains around the country. In addition, in the medium term in 2-3 years, the company is expecting to expand into foreign markets.

CAFECOM relies on coffee producers that belong to Coffee Growers Associations with whom they have commercial agreements to include: the Cariamanga Association of Specialty Coffee Growers and The Aíro Coffee Producers Association. It also maintains commercial relationships with small, medium and large-scale coffee sellers and producers on a national level.

During the past five years, CAFECOM S.A. has been supporting Coffee Grower Associations in Ecuador by supplying them with coffee depulping machines, solar dryers, training and financial assistance in return for coffee harvests, using the company's own financial resources.

The relationship with PRODEL would be in the Cariamanga area of the Calvas Canton and in the El Aíro area of the Espíndola Canton, both in the Province of Loja, where the company already has commercial agreements with the Cariamanga Association of Specialty Coffee Growers and The Aíro Coffee Producers Association, which possess a current membership of 40 and 100 coffee growers respectively.

CAFECOM will co-finance technical assistance as a contribution to the PRODEL program in an effort to improve productivity, organization and quality of life on behalf of beneficiaries.

	Selection Criteria	Criteria weight	Score
1	Marketing	30%	2.60
2	Linkages with and impact on producers	30%	3.30
3	Company Management / Positioning	35%	2.84
3.1	Financial management	30%	1.40
3.2	Operations management	15%	2.20
3.3	Competitiveness	15%	4.70
3.4	Competitiveness	20%	3.40

3.5	Availability of resources	10%	4.00
3.6	Product	10%	3.00
4	Professional references	5%	5.00
FINAL SCORE			3.01

COMPANY PROFILE: SAN CARLOS

Company Name	San Carlos Cacao Producers Association
Tax ID Number (RUC)	2290312399001
Legal Status	San Carlos: Association established through the MAGAP (Ministry of Agriculture, Livestock, Aquaculture and Fisheries)
Value Chain	Cacao
For profit or Non-Profit Organization	For-Profit
Company Address	Jaime Roldós y 10 de Agosto / cantonal capital of La Joya de Los Sachas, Orellana Province
Company Telephone Number	(06) 2899290 / 088074836
Company Fax Number	(06) 2899290
Contact Person E-mail Address	Reny Corella [henrycorella@yahoo.es]
Website Address	http://productoressancarlos.com/ec

The San Carlos Cacao Producers Association groups a total of 20 communities in the Joya de los Sachas Canton of Orellana Province and was established in conjunction with the Ecuadorian Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP).

During the first phase of PRODEL, the program promoted the association of producers from the San Carlos and 3 de Noviembre Associations with COFINA as the anchor firm. Within this framework, the San Carlos Association stored, managed and controlled the post harvest treatment of cacao, and delivered 100% of its produce to COFINA. As a result of its successes during this first phase of the program, the PRODEL technical team has identified San Carlos as a potential anchor firm for the program's second phase. San Carlos has already begun to develop a business approach and structure and in August of 2009 produced a business plan in coordination with a consultant that they directly hired and paid for.

San Carlos began formal cacao sales activities in 2006 and since that time, sales volumes have grown considerably, as the following table indicates:

YEAR	SALES (US\$)	% growth
2006	50,754.07	
2007	114,945.16	126.5%
2008	172,549.5	50.1%

Given that in the last two years the Association has purchased a large portion of the cacao produced by its member farmers and is expected to continue to grow in membership in the coming years. San Carlos projects sales growth in the next five years as follows:

YEAR	Projected Sales (US\$)	Projected % Growth
2009	174,275.00	1.00%
2010*	175,000.00	0.4%
2011	201,250.00	15.0%
2012	221,375.00	10.0%
2013	247,940.00	12.0%
2014	285,131.00	15.0%

*Note: Sales volumes are not projected to grow proportionately in 2010 due to the current global economic crisis.

San Carlos has stated that it would incorporate 300 new cacao farmers into its membership during the second phase of PRODEL, in addition to the producers that participated in the program's first phase in coordination with the COFINA anchor firm.

Through PRODEL technical guidance, "super trees" that possess high levels of resistance to disease and pests and are considered superior in productivity and quality were identified on San Carlos member farms during phase I of PRODEL. This highly productive plant material will be developed during PRODEL's second phase to benefit not only San Carlos cacao producers but farmers in other regions of the country.

San Carlos Association will provide at least a one-to-one matching contribution in cash or in kind for technical assistance, productivity and quality enhancement activities for participating PRODEL beneficiaries.

	Selection Criteria	Criteria weight	Score
1	Marketing	30%	2.15
2	Linkages with and impact on producers	30%	4.70
3	Company Management / Positioning	35%	2.34
3.1	Financial management	30%	0.30
3.2	Operations management	15%	2.25
3.3	Competitiveness	15%	3.75
3.4	Competitiveness	20%	2.40
3.5	Availability of resources	10%	5.00
3.6	Product	10%	3.65
4	Professional references	5%	5.00
FINAL SCORE			3.12

COMPANY PROFILE: TROPICANO PRODUCTS S.A. COMPANY PROFILE

Company Name	ENFP TROPICANO PRODUCTS S.A.
Tax ID Number (RUC)	1792082897001
Legal Status	Sociedad Anónima
Value Chain	Processed fruits
For profit or Non-Profit Organization	For profit
Company Address	Avda Mariscal Sucre N 70-158 y Machala
Company Telephone Number	(5932) 2498771 – 2493834 - 091682135
Company Fax Number	(5932) 2493823
E-mail Address of Contact Person	gerencia@tropicanoproducts.com.ec
Website Address	www.tropicanoproducts.com.ec

TROPICANO PRODUCTS S.A. is a private fruit processing company that uses 100% natural high quality derivatives that are offered in the food and beverage raw material processing and retail markets. The company began its operations as a one person enterprise in 1999, and has operated as a corporation since June 1, 2007.

The company obtains its raw materials from medium and small farmers; although, 80% of the supply comes from intermediaries who buy directly from small producers. As a result, only 20% of its supply is bought directly from farmers by TROPICANO PRODUCTS S.A.. The company processes the following products: fruit pulps, jellies, toppings, sauces for the ice cream industry, milk caramel, and condensed milk.

TROPICANO PRODUCTS S.A. Sales for 2009 are projected to reach approximately \$1.35 million, a 27.21% year on year growth rate in sales volume and 72% growth rate in customer base.

TROPICANO PRODUCTS S.A. currently sells the bulk of its raw material to large industrial companies, having established a solid track record of providing quality products that meet strict food safety requirements in all areas. TROPICANO PRODUCTS S.A. expects to enter foreign markets over the short to medium term, and it is presently exploring markets in Korea and Venezuela.

TROPICANO PRODUCTS S.A. representatives have expressed interest to work with fruit suppliers that live in the border areas of Ecuador and can provide the following products:

coconut, guanabana, maracuya (passion fruit), pineapple, naranjilla, blackberry, strawberries and tree tomatoes. TROPICANO PRODUCTS S.A.'s initial goal is to work with 400 farmers during the second phase of PRODEL.

The company has the capacity to increase its investments in raw material sourced from those suppliers that can ensure the most efficient use of its facilities and equipment. Currently, the TROPICANO PRODUCTS S.A. plant is equipped to process up to eight tons per day from 8.9 tons of raw material. In addition, the company owns a plant with similar specifications as the eight ton plant, ready to be installed when raw material production increases. This plant could potentially double production.

TROPICANO PRODUCTS S.A. will provide at least a one-to-one matching contribution in cash or in kind for technical assistance, productivity and quality enhancement activities for participating PRODEL beneficiaries.

	Selection Criteria	Criteria weight	Score
1	Marketing	30%	3.30
2	Linkages with and impact on producers	30%	2.45
3	Company Management / Positioning	35%	3.82
3.1	Financial management	30%	3.35
3.2	Operations management	15%	3.30
3.3	Competitiveness	15%	5.00
3.4	Competitiveness	20%	4.35
3.5	Availability of resources	10%	2.00
3.6	Product	10%	5.00
4	Professional references	5%	3.60
FINAL SCORE			3.24

COMPANY PROFILE - DEPRODEMAR CIA LTDA.

Company name	DEPRODEMAR
RUC	0891710887001
Legal Status	COMPANY LTD.
Value Chain	Fish and Seafood
For Profit or Non-profit Organization	For Profit
Company address	Los Rios S/N Entre Montufar Y Panama - Esmeraldas
Company telephone number	593-6-2451878
Company fax number	593-6-2727035
Contact email address	deprodemar@yahoo.com
Web page address	*****

DEPRODEMAR is a privately owned Ecuadorian company that has been recognized for its high quality standards that meet requirements for the sale of fish and seafood products into national and international markets. The company was founded and legally established as DEPRODEMAR CIA LTDA on April 20, 2004.

DEPRODEMAR produces three primary products: fish, shrimp, and calamari. Its total sales were US\$3,816,505 in 2009 and demand for its products is currently growing with sales expected to increase between 20% and 40% annually for the next five years.

The company obtains its raw materials via intermediaries such as fishing ports, private ship owners, and shrimp pond owners in the province of Esmeraldas. Additionally, depending on market demands, the company buys from intermediaries located in Manta, Manabi Province in Ecuador and from Colombia.

DEPRODEMAR has grown significantly in recent years due to the value added of its products, as well as its compliance with stringent requirements established by national and international markets. The company's principal market in Ecuador is the CORPORACION LA FAVORITA (SUPERMAXI supermarket chain).

In the short-term, the company aspires to make direct sales into international markets such as Colombia, Venezuela, the United States, Europe, and Asia and the company is currently processing the necessary certifications in an effort to achieve this goal. DEPRODEMAR has identified 400 fishermen that are willing to improve the quality of their product as potential suppliers for the fish and seafood value chain in Esmeraldas Province. DEPRODEMAR will provide at least a one-to-one matching contribution in cash or in kind for technical assistance, productivity and quality enhancement activities for PRODEL beneficiaries.

	Selection Criteria	Criteria weight	Score
1	Marketing	30%	3.85
2	Linkages with and impact on producers	30%	3.05
3	Company Management / Positioning	35%	2.83
3.1	Financial management	30%	2.10
3.2	Operations management	15%	2.50
3.3	Competitiveness	15%	3.45
3.4	Competitiveness	20%	2.25
3.5	Availability of resources	10%	4.00
3.6	Product	10%	4.55
4	Professional references	5%	5.00
FINAL SCORE			3.31