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**World Economic Forum**

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**TERMS OF REFERENCE FOR  
THE DEVELOPMENT OF A  
MARKET ANALYSIS AND A  
MARKET POSITIONING  
STRATEGY FOR AMAZON  
ORIGIN COCOA**

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## [About the World Economic Forum and the Tropical Forest Alliance](#)

The World Economic Forum is the International Organization for Public-Private Cooperation. The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas. It was established in 1971 as a not-for-profit foundation and is headquartered in Geneva, Switzerland. It is independent, impartial and not tied to any special interests. The Forum strives in all its efforts to demonstrate entrepreneurship in the global public interest while upholding the highest standards of governance. Moral and intellectual integrity is at the heart of everything it does.

Our activities are shaped by a unique institutional culture founded on the stakeholder theory, which asserts that an organization is accountable to all parts of society. The institution carefully blends and balances the best of many kinds of organizations, from both the public and private sectors, international organizations and academic institutions.

The Tropical Forest Alliance (TFA) is a global multi-stakeholder platform focused on reducing commodity driven deforestation. Hosted by the World Economic Forum, the TFA works with over 160 public, private and civil society actors to catalyze high-impact partnerships to address the inherent tensions that exist to grow production while protecting the forests - public and private, producer and market, global and local, people and the forest frontier. The TFA operates regional platforms in Latin America, West and Central Africa, China, and Southeast Asia. It is supported by the Governments of the Netherlands, Norway, Germany, and the UK, as well as the Gordon and Betty Moore Foundation and the Cargill Foundation.

### [Background](#)

In Latin America, TFA supports the implementation of private sector commitments to remove deforestation from the supply chains of agricultural commodities such as palm oil, beef, cocoa, dairy, soy, and coffee.

The TFA Latin America Commodity Dialogues are currently under way to build and share collective solutions that can lead to more sustainable outcomes and better business practices in the cocoa, beef, and soy value chains. The Cocoa Dialogues planned for 2021 are co-convened by TFA partners in the region, including Cacao, Bosque y Paz (Colombia), Cacao, Forests and Diversity (Peru) and Cocoa Action (Brazil) to design and launch a Cocoa Amazon Origin Initiative. The Cocoa Amazon Origin Initiative is rooted in the shared work of three countries (Brazil, Colombia, and Peru) with the shared goal to generate a competitive supply for Amazon origin sustainable cocoa and consolidate its market access.

Unlike regular cocoa, which has prices set in relation to the international market, origin cocoa can have prices set above the market price given its exclusivity. This presents an opportunity for sustainable and good-practice cocoa, which does not contribute to deforestation and has specific organoleptic qualities. A particular narrative is required to position sustainable cocoa of Amazon origin as a product that generates special demand based on its environmental and socioeconomic attributes. This narrative must persuade the buyer to pay more for a product that has additional benefits to the quality of the cocoa.

Amazon origin cocoa combines numerous conditions to be a strong example of a new pathway for bioeconomic development in the Amazon region. The economic flow of better-positioned cocoa will move the sector financially and has the potential to convert efforts into funding and investments.

## Objectives

The purpose of this work is to develop a market analysis to promote the positioning of Amazon origin Cocoa production as a social, environmental, and economic solution to tackle deforestation and to strengthen sustainable cocoa value chains in the Amazon. The market analysis must accompany a market positioning strategy and its respective implementation plan for the Amazon portion of the production chain in Brazil, Colombia, and Peru.

## Deliverables

### **1. Baseline Data and Market Analysis**

The study must present a synthesized view of the current sustainable cocoa market against the total available market in three countries (Brazil, Colombia, and Peru), to map its potential and the enabling conditions to catalyze the Amazon Sustainable Cocoa Supply Chain.

The chosen vendor will work closely with the TFA team to analyze an existing database for Colombia, Peru, and Brazil, as well as additional articles and publications identified by the TFA team. The provider will conduct interviews with relevant partners to be agreed on during a project kick-off call with TFA.

The consultant will present partial results during the cocoa dialogues. Further information on the deliverables and specific outcomes are outlined below:

1.1 Market Baseline: The vendor will collect, review, and compile existing information about Latin American stakeholders within the domestic and international cocoa markets (with a special focus on specialized/premium cocoa and include baseline data provided by TFA). The results shall present the market share from each part of the supply chain (producers/associations, bean processors, big traders, mills, and retailers) that have sustainable cocoa production/sourcing in their current operations and/or pipeline. Findings of what these companies and other stakeholders define as 'sustainable cocoa' must be included in the analysis along with a summary of existing sustainable strategies within companies.

1.2 Segmentation: a report containing the volumes of sustainable cocoa productions by type (e.g., bulk, solid, organic) and a related analysis of their market segmentation (e.g., premium, commodity, niche). This includes information at the national level and recommendations for how each country shall work to address investments and efforts to increase its sustainable market share.

1.3 Industry trends: An outline of industry trends should include the following:

- Trends for sustainable cocoa demand by size, participation, growth, estimation, and forecast
- Scenarios (actuals and forecast) of the current sustainable cocoa B2B and B2C demand, and price range (standard vs. sustainable)
- Sustainable cocoa market shortages, and unexplored, enabling conditions
- Various factors which could restrict, drive, or obstruct the sustainable Amazon cocoa market (e.g., industry regulation, economic trends)

### **2. Positioning Strategy**

The consultant will develop a positioning strategy in alignment with the axes proposed by TFA and partners. This strategy must include a plan for recognition of an Amazon origin cocoa brand, with a clear roadmap of how the three countries shall work (individually and together) in developing their supply chains to access prioritized potential markets.

The plan must also consider cooperation with national and international trade agencies such as PromPeru, ProColombia and APEX and tie the strategy to an upcoming investment plan, which outlines how market access could be accelerated.

Due dates are as follows:

<b>Deliverable</b>	<b>Deadline</b>
1. A detailed workplan with a timeframe	Due 10 days after signature of contract
2. A comprehensive narrative report with a clear presentation of data for the market baseline	Due 20 days after signature of contract
3. A comprehensive narrative report with systematized data presentation for the segmentation analysis	Due 10 days after TFA approval of deliverable 2
4. A comprehensive narrative report with systematized data presentation for the industry trends	Due 10 days after TFA approval of deliverable 3
5. A document containing the recommended market positioning strategy (approach, methodology) and implementation plan for the three countries which highlights eventual adaptations	5 months after signature of contract

#### Requirements

The vendor must have:

- Expertise in developing market strategies for sustainable commodity production
- Demonstrated knowledge of the cocoa value chain in Latin America and the global market
- Proven experience in research and data collection and analysis
- Extensive cocoa-related field experience in the region

All proposals require a portfolio of similar projects.

**Interested consultants should submit their proposals to [tfa@weforum.org](mailto:tfa@weforum.org) by 17:00 CET on May 7<sup>th</sup>, 2021.**