Updated January 21, 2019
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Company: **Hiplantro – La Teresita**
Country: Colombia
Website: www.lateresita.co

Webinars:
Company Introduction Webinar recording: https://youtu.be/Q4U9Zo8yu8c
Additional live webinars will be scheduled.

Questions: If you have further questions, please direct them to Admin@X-Culture.org. Your questions will be directed to the company representatives.

COMPANY DESCRIPTION

History:

The La Teresita brand was created in 1989 by Horacio Jaramillo Cárdenas. His name is the same as that of the farm where he grew citron, lemon balm, chamomile, basil, cinnamon, lemongrass and other aromatic plants.

The company offers high-end teas and herbal teas, it promotes environmentally friendly ways of production.

In 1998, Hiplantro buys the brand and establishes its factory in Envigado, Antioquia, Colombia.

The company launches its first line of black and green tea products in 2005. In addition, it starts to manufacture a maquila for a huge distributor called "Disconfites".

In 2011, Hiplantro receive the Carrefour Allied Prize for its products.

In the first half of 2013, the company is acquired by a group of entrepreneurs from Antioquia who specialize in the finance, food and retail sectors.

La Teresita offers a wide range of herbal teas and related products. This page provides examples of some of the company's most popular offerings: http://lateresita.co/productos/
This blog page provides more information about the company, its philosophy, and the organic tea market: http://lateresita.co/blog/

Hiplantro is a medium company that, develops, produces and markets herbal and fruit infusions thinking on the delight, confidence and satisfaction of its consumers and its stakeholders, that's why it is committed to work complying the law and supported by a strategic direction and strong business values.
The company delivers healthy, high quality, safe and reliable products, it protects the environment, develops its employees professionally safeguarding their health and safety, it respects all human rights and promotes diversity and inclusion.
Hiplantro believes in continuous improvement and have the purpose of developing an organizational culture aimed at results and the pursuit of excellence.

Mission: We manufacture high quality beverages trying to generate pleasant experiences in all those we touch. We make beverage that aims to improve the consumers quality of life. Increasing creation of value and the progress of our people. We work with a talented human team committed to sustainable development and continuous improvement.

Values: • Transparency • Responsibility • Warmth • Passion

Principles: • Innovation • Service attitude • Discipline • Resilience

1. The products offered: Teas and Herbal tea bags. http://lateresita.co/productos/

2. Current pricing strategy
   Value-based pricing, but we are aware that we are penetrating the market we with the policy of have a pricing under the reference brand price.
   We create each channel value chain trying that the customer price will be the same independently of where they buy the product.

3. Competition
   Local competitors: Té Hindú, Jaibel
   International competitors: Lipton, Pukka Herbs; Celestial Seasonings, Traditional Medicinal´s, Tettley, Higher Living, Yogi tea.

   We are helping to develop small farmers, we are strong committed to create a supply chain network based on extremely good quality products and the intension of develop farmers life. We also have a strength in our knowledge of blending herbal teas with moringa leaves.

4. Consumers:
   Segment: Need of Self-control, vitality and hedonism
   Sub-Segment - Trigger: Balance, performance, sensory pleasure
   Demographics: *Sex*: Female; *Age:* 30 and up
   Functional benefits: Benefits for the body: digestion, relaxation, improve Metabolism (lose weight), detox, etc.
   Emotional Benefits: A special moment, ritual, feeling good, spaces to share. It connects you with the energy (spirit) of the earth. Connection with your origin nature.
   Reason to Believe: 30 years of tradition and knowledge.
   Wisdom of the nature takes care of you and you Provides well-being
   Brand Essence: Traditional, relator, wisdom.

5. Areas where the company operates / customers reside
   Colombia / medium end products.

6. Current advertising and promotion methods:
   Social networks and digital marketing. Local influencers.

7. Current challenges and barriers to growth:
   - Foreign customer knowledge
   - Small scale

Hiplantro was a small business until the entrance of a new stockholders in 2013. Nowadays is a structured entrepreneurship with annual revenues of $USD 1,2. Incomes come from 2 business units: maquila and company brands, being La Teresita the most important one.

THE CHALLENGE

The company is already known in its region and is ready to scale up and expand to new locations around the world. Accordingly, the company is seeking your help with the following:

Section I: Market

1. Industry and Competition Analysis

To provide a foundation for your analysis, start with a survey of the industry. Who are your client's main competitors? What are your client's strengths and weaknesses compared to the competition, and what are the threats and opportunities for your client?

When assessing your client's competitive position, you may find this short guide and this 5-min video on SWOT analysis helpful.

2. New Market Selection and Analysis

Based on your analysis of the client and competition, identify most promising new market for your client. Where would the product be in most demand (where do the people who want and can afford the product live)?

Please first consider the market characteristics that are essential to the success of the product in the market, such as the geography, shipping cost, cultural, economic, and political factors, trade regulations, certification requirements, etc. Based on a comparison of the countries that fit your criteria, select one most promising market that you believe has the greatest potential. Please note, the market is usually a country, but it can be a region or a country, or a multi-country region.

Conduct an analysis of the market in terms of:

- Key competitors in the proposed market, their strengths and weaknesses, their pricing and promotion strategies, etc.
- Provide an in-depth analysis of the market in terms of factors relevant to the success of your client in the market; provide all the information about the proposed market that your client needs to know to successfully operate there, including:
  - Cultural, legal, political, and economic factors that your client must understand to ensure the success in that market;
  - Consumer tastes and preferences with respect to your client's product.

Evaluation Rubrics

7 - Clear and concise list of the client's strengths and weaknesses, threats and opportunities for its product, review of the market selection criteria, the recommended new market clearly matches the criteria, brief but insightful market analysis, strong supporting arguments, sources properly cited.

4 – A good analysis and recommendation, but some elements are not strongly supported, some parts are irrelevant or redundant.

1 - Impossible to figure out what the recommendation is, supporting arguments are absent or completely off the point, not supported by credible sources.

Section II. Marketing

3. Promotion Channels

What is the best way to promote the product in the proposed new market? Should the product be marketed directly to end consumers, or to retailers or distributors? What are the cheap or free promotion channels that allow to reach the customers or retailers/disturbers, such as online advertisement, mailing lists, social media groups, professional associations and meetings, via bloggers or opinion leaders, industry periodicals, or similar channels that are not as expensive as TV or radio, but allow to get directly (and ethically) to the decision makers? Please note, the Client is particularly interested in the online/home shopping and social media promotion options.

If applicable, provide a clear step-by-step guide for how to place an ad or distribute a message through the channels you are proposing, how much it will cost, how frequently should it be done, etc. For example, do not simply say "Advertise via Facebook". Provide the exact steps, cost, contacts and other tips for maximum effectiveness.

4. Message

- What is the best way to convince the consumers to buy the product?
- What should be the main message of the marketing campaign and how should it be presented?
- What is the best message, slogan, and other marketing campaign elements?
- If applicable, discuss if the brand name or its presentation should be modified to make the product more appealing to the tastes and traditions of the consumers in the new market.

5. Promotional Materials

To interest the potential customers, your client will need to present information about its products. Illustrate your knowledge of the target consumers in your chosen new market by developing a mock-up locally-tailored marketing brochure, email or webpage template, or social media post that your client can use to promote the product. It does not need to have the perfect graphic design. It should only serve as a concept sketch for what the promo material should look like to be effective with the target market segment.

Evaluation Rubrics

7 – The recommended promotion channel(s) is inexpensive and allows to precisely target the potential customers, there is a clear step-by-step guide for how to place an ad there and how much it will cost, an appealing and convincing marketing brochure or ad is offered, with strong supporting arguments for each element.

4 – Good suggestions, but not enough detail and weak supporting arguments, some parts are irrelevant or redundant, the formatting is inconsistent.

1 - Impossible to figure out what the recommendation is, supporting arguments are absent or completely off the point, not supported by credible sources.

Section III. Management

6. Entry Mode

Are direct sales the optimal market entry mode, or a joint venture, franchising, wholly owned subsidiary, or a partnership with the local distributors or retailers would be more effective? Or perhaps the product should be sold via large online retailing platforms, such as Amazon, Alibaba, or the like? Recommend the optimal market entry mode and explain your suggestion.

If a partnership with a local distributor, retailer, or partner is advised, what companies would be the best candidates for such partnership (list at least three, with contacts, descriptions, and tips for how to approach them).

7. Logistics: Shipping, Trade Regulations, Certification

What is the best way to ship the product to the new market? Should it be shipped directly to the end user, or first to a warehouse or distributor? What shipping options allows for the best combination of price, time, and reliability? Are there import tariffs, custom duties, or other fees that the buyer or seller needs to pay and if so, how much and how such payments can be made?

Are there import tariffs, custom duties, or other trade restrictions on the product in the suggested new market? Is the product required to undergo an inspection and certification before it can be sold in the proposed market? If so, how exactly are they applied and what does the company needs to do to comply with the rules.

8. Pricing

Develop the pricing strategy that will result in the highest profits in the proposed market, including the optimal price point, as well as the way the price should be charged (fixed price, subscription, bulk pricing, retention bonus, repeat customer discounts, financing, etc.), and corresponds well with the marketing strategy suggested earlier.

This blog and this article offer a good overview of some of the available pricing strategy options.

Evaluation Rubrics

7 – The proposed entry mode and recommendations with respect to the shipping, custom duties, and certification are clearly articulated, are viable, and are supported by convincing arguments; if a local partner/distributor recommended, at least three are suggested with company contacts and description, the proposed shipping and pricing strategy is explained in sufficient detail and supported by convincing arguments and credible sources.

4 – Good suggestions, but not enough detail and weak supporting arguments, some parts are irrelevant or redundant, the formatting is inconsistent

1 - Impossible to figure out what the recommendation is, supporting arguments are absent or completely off the point, not supported by credible sources.

Report Structure and Formatting Guidelines

Structure:

- Include an Executive Summary (300-400 words, bullet-list format preferred) that provides a short review of your key findings and recommendations. Please remember, the busy company owners and executives will not have the time to read hundreds of the reports, so they must be able to get a quick summary of the content of your report from the Executive Summary. Most managers will make a decision on whether to continue reading the report if the Executive Summary catches their attention. Therefore, make sure this important part makes it easy to see your key recommendations.
- At the beginning of each report section include a bullet list of the key recommendations and figures presented in the section (2-4 bullets, each 4-10 words long). Again, when presented with hundreds of the reports, busy executives must be able to get key figures and recommendations from these summaries.
- The Title Page must contain team number, client company name, names, emails, and countries of residence of all the team members and a short summary (5-15 words) of the role and work completed by each team member. If any of the team members dropped out or did not contribute to the report, please still list them, but add a note "Did not participate" by their names.

Evaluation of the Executive Summary

7 - Short but gives a very good idea about the key ideas presented in the business proposal, the Client can get a good idea about the main points of the proposed strategy from the executive summary;

4 - Gives some idea about the key suggestions, but some points remain uncertain; a bit too long; not to the point.

1 - Not possible to figure out the key ideas of the business proposal from the summary, too short or too long

Formatting:

- The report must be 20-35 pages (5,000-8,000 words) including the title page, executive summary, and references. Each section should be 1-3 pages long. Generally shorter is better, so be as concise and focused as possible.
- Number all pages in your team report.
- Margins should be 2.5 cm (one inch) at the top, bottom, and sides of the page.
- Font type should be 12-point Times New Roman throughout the report.
- Double-space all body text.
- Indent the first line of a new paragraph.
- The text should be left-aligned.
- All citations used must be cited in the text and in a reference list at the end of each report. In-text citations should include only the name of the author(s) and the date of the publication. Full references should be provided at the end of the report. Please use APA reference style.
- A picture is worth a thousand of words, so use of figures, graphs, pictures, as well as tables is encouraged. It is recommended these are included in the main body of the report.

Evaluation of the Formatting

7 – The report has a clear structure, visual appeal, the sections are consistently formatted, sources are properly cited, the formatting guidelines are followed exactly with respect to the page limit, font and other requirements.

4 – The formatting guidelines are generally followed, but there are some deviations, there are some signs of sloppiness in document formatting.

1 – The document looks very unprofessional, different report sections are formatted differently, the document is very hard to read and navigate.

TASKS AND DEADLINES

Each week, you will be asked to fill out a short survey to report your team's progress, evaluate the performance of your team members and provide other information we need to better understand why some teams perform better than others. Please see the informed consent form at the end of this document for more details.

Important: Participants who receive peer evaluations below 2.0 (out of 5.0) will first receive a warning. If their peer evaluations stay below 2.0 two weeks in a row, they will be automatically excluded from the team.

Important: Occasionally emails with invitations to take a survey are filtered into the Junk/Spam email folder. Please check your Junk/Spam email folder (search for messages with "X-Culture" in subject line) if you don't receive a survey invitation message around the date specified in the table above.

All deadlines are set for 11:59 pm (23:59), EST time zone (New York).

1. Pre-project Readiness Test

Due: Any time before the official project start

Before the project starts, all participants must review project materials and take a Readiness Test. The test will include questions about the project and online collaboration tools, as well as questions about your prior international experience and background. You must successfully pass the Readiness Test (80% or more correct answers) to participate in X-Culture. If your semester starts after the official start of the project or you do not complete the Readiness Test on time for another reason, do so as soon as you can – we will continue adding new participants for about ten days after the project start.

Official Project Start, Teams Formed

Monday, January 21

As long as you successfully completed the Readiness Test, you will receive the names and contact information of your team members on this day. Please reach out to your teammates immediately to establish contact. Introduce yourself, and start working on the project. Students whose semester starts later will be added to the existing teams once their semester starts, so it is likely an additional student may be added to your team in the first two weeks.

2. Establish Contact with Your Teammates

Due: Thursday, January 24

By this date, you are expected to have exchanged at least a few messages with your teammates. If some teammates are not responding, you are expected to send at least three email reminders to them by this date. Team members who fail to establish contact with their teams will be excluded from the project. Your communication starts via email, but once the initial contact is established, your team can use any means of communication.

Deliverables: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to report whether or not you have communicated with all of your team members. Team members who fail to establish contact with their teams may be removed from the project.

Note:

This and all other weekly surveys will also ask to evaluate your team members' performance and provide other information we need to better understand why some teams perform better than others. Please see the informed consent form at the end of this document for more details.

3. Meet Your Teammates

Due: Sunday, January 27

Meet your team members: Please learn as much as possible about your teammates (background, interests, hobbies, experiences, etc.). Research shows that spending a little time on getting to know team members greatly improves team effectiveness. It is also strongly recommended that you try a live video call (e.g., Skype).

Deliverables: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will test how well you got to know your team members. It will contain a few questions about your team members, such as their background, interests, etc. The acquaintanceship test will not be graded, so do not feel obliged to reveal any personal information to your team members or insist that your team members reveal their personal information to you. However, try to get to know your teammates as much as you can.

4. Select your Client Organization

Due: Sunday, February 3

By this date, your team is expected to review all available challenges and select your client organization. Before you choose your client organization, please carefully review the challenges presented by each organization and try to attend (or watch the recordings of) the webinars with each of the client companies, which will be held in the first week of the project.

Deliverables: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to report the name of your client organization.

5. Initial Individual Research and Ideas

Due: Sunday, February 10

Conduct your initial research and try to learn as much as possible about the industry your client operates in: Who are the main players? What the most popular products and technologies? What new technologies and approaches are likely to dominate the industry in the future? Is the industry regulated by the government and how? What are the differences in different regions of the world? How does your client compare to the competitors? What are your client's strengths and weaknesses? Try to interview 2-3 potential customers of your client company to better understand how they make purchasing decisions and if (and why) they would choose your client over the completion.

Review the challenge questions listed in the three sections earlier and, based on your initial research, jot down your personal initial answers to each of them. You do **not** have to write more than a few words in response to each question at this point; just your initial ideas and possible answers. This will prepare you for the team discussions when your team will be collectively developing the best answers to each question. Even if your team decides to assign different report section to different team members, it is very important that each team member shares his/her suggestions for each question. This will give the team member responsible for the report section more to work with and help develop better final answers.

Deliverables: A few days before the deadline, you will receive an email with your personal weekly survey link. The weekly survey will ask you to report the results of your initial individual research and your initial individual suggestions for responding to each block of questions listed earlier. Specifically, you will be asked to:

- Report the results of your industry analysis, including a brief description of the industry, your client's strengths and weaknesses compared to the completion, etc. (bullet list of key findings, half a page total)

- Your initial recommendations for the most promising market, market entry mode, key elements of the promotion and marketing strategy, and key elements of the operation strategy (1-2 points in response to each question, a paragraph per question).

6. Block 1: Market Analysis

Due: Sunday, February 17

This week, your team is expected to submit a draft of your Section 1. It does **not** have to be a fully finished report section. However, try to complete as much as possible. The more you complete now, the less work your team will have to do later. The drafts will not be graded by X-Culture and will not affect your chances of winning the completion (we only evaluate the final reports). However, the instructors will have access to these documents in case they would like to review your work and provide feedback.

Deliverables: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to submit a draft of your Report Section 1 (the survey will contain a document upload link). Although your team is expected to develop the section draft collectively, only one team member will be asked to upload the document on behalf of the team. However, every team member will be asked to complete the rest of the progress survey (questions about how your team is doing and peer evaluations).

7. Block 2: Marketing

Due: Sunday, February 24

This week, your team is expected to submit a draft of your Section 2. It does **not** have to be a fully finished report section. However, try to complete as much as possible. The more you complete now, the less work your team will have to do later. The drafts will not be graded by X-Culture and will not affect your chances of winning the completion (we only evaluate the final reports). However, the instructors will have access to these documents in case they would like to review your work and provide feedback.

Deliverables: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to submit a draft of your Report Section 2 (the survey will contain a document upload link). Although your team is expected to develop the section draft collectively, only one team member will be asked to upload the document on behalf of the team. However, every team member will be asked to complete the rest of the progress survey (questions about how your team is doing and peer evaluations).

8. Block 3: Operations Management

Due: Sunday, March 3

This week, your team is expected to submit a draft of your Section 3. It does **not** have to be a fully finished report section. However, try to complete as much as possible. The more you complete now, the less work your team will have to do later. The drafts will not be graded by X-Culture and will not affect your chances of winning the completion (we only evaluate the final reports). However, the instructors will have access to these documents in case they would like to review your work and provide feedback.

Deliverables: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to submit a draft of your Report Section 3 (the survey will contain a document upload link). Although your team is expected to develop the section draft collectively, only one team member will be asked to upload the document on behalf of the team. However, every team member will be asked to complete the rest of the progress survey (questions about how your team is doing and peer evaluations).

9. Complete Draft

Due: Sunday, March 10

By this date, your team is expected to have a complete draft of your report. It does not have to be a finished report, but it should be as complete as possible, including Title Page and an Executive and Chapter Summaries, and correct formatting throughout the document.

Deliverables: **One team member** should submit the draft via TurnItIn.com on behalf of the entire team (see step-by-step submission guidelines below). After your document is submitted, TurnItIn will generate a plagiarism report that will show you if any parts of the report have been plagiarized (takes several hours to produce). Usually, up to 20% similarity is acceptable, provided that copy-and-pasted materials are properly referenced. If plagiarism is detected, your team will have until the Final Report deadline (see below) to fix the problem and submit a plagiarism-free final report.

This draft will not be graded and the plagiarism statistics will not be shared with your instructors. This is only for your information. You should continue editing the report until the final deadline and you can still make any changes or additions.

However, it is strongly encouraged that you submit as complete a document as possible, You will be able to submit your draft and check it for plagiarism only once, so the more complete the draft, the less the chance that the final report will contain plagiarism.

Also, **every team member** will be asked to submit your usual weekly progress survey. A few days before the deadline, you will receive an email with the usual questions about your team.

11. Final Report

Due: Friday, March 15

By this date, your final report must be submitted via TurnItIn.com (see Submission Guidelines below). Please note, the plagiarism statistics for final reports will be generated by TurnItIn and shared with the instructors, but the plagiarism report will **not** be shared with the students.

Only one team member must submit the final document via TurnItIn.com on behalf of the team.

12. Post-Project Survey

Due once report submitted, but no later than: Sunday, March 17

A few days before the deadline, you will receive an email invitation with a link to your post-project survey. This is the **most important** survey.

The survey will ask about your experiences in X-Culture and evaluate the performance of your teammates. Your answers are extremely important and will help us improve the project in the future.
Every team member must complete the survey.

Submission Guidelines

The report draft and the final report documents must be submitted via www.TurnItIn.com. Only one team member must submit the documents on behalf of the entire team. The team member who will be submitting the draft and final report must follow these steps:

Part 1. Create a TurnItIn account (time required: 60-90 seconds).

1. On www.turnitin.com and click on the link “Create Account”.
2. On the next window, under the “Create a New Account” heading, click on the “Student” link.
3. Enter the Class ID. Note the Draft and Final report submissions have different Class IDs:
   Class ID: **20068660** (password xculture)

Note: if you already have a TurnItIn account, simply log on using your “old” login information, click on the “Enroll in Class” tab on the top, and repeat step 3.

Part 2: Submitting the paper (time required: 60-120 seconds)

4. Once the account is created, you can log into your account. Your home page will list your classes.
5. Select the correct class and click on the "Submit" button.
   Make certain to select “Draft” assignment for the report draft and “Final Report” for the final report.

6. Choose Single File Upload.
   Make certain the file name only contains your team number.
   Wrong: “~~Final report 123.pdf~~”, “~~Team Report.pdf~~”, “~~Team 123.pdf~~”, “~~John Smith.pdf~~”
   Right: “123.pdf”

7. Click on "browse" to locate the paper saved to your computer.
8. Click on the file and click "open".
9. Click the "upload" button at the bottom.
10. Click "submit" to confirm your submission. Once the submission is finalized, you will see “Your submission was successful” on the top of the page. If you wait a few hours, you will see your “originality report” that shows how much and what parts of your report have been plagiarized.