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| 摘要 (英)          | Avocados, Mexican’s gift to mankind, are now commodities in American diets, as they are becoming part of nutritional government programs in the US. Being recognized by the Guinness World Book of Records as the “World’s Most
Nutritious Fruit,” their nutritional image and demographics have driven a surge in consumption due to the healthy aspect they promote. AvoMex is a company that provides consistent Mexican avocados to the American market. Avocado consumption in the US has reached a $916 Million market increasing 13% annually with 577 Million Kg consumed in 2009, 78% of which were imported. Imports constitute a $711 Million market (448 Million Kg) increasing 14% every year as American demand is increasing faster than its stagnant domestic production, creating a dependency on imports for the avocado industry. California is a key American market as it has just recently opened its doors to Mexican avocado imports in 2007 due to the North American Free Trade Agreement (NAFTA), along with having the biggest American consumption due to its large Hispanic population. AvoMex will vertically integrate with Avoperla, an existing leading Mexican avocado producing and packing company, to become its sales and marketing management arm for avocado distribution in the United States. Managing Avoperla’s products, AvoMex will seek to maximize profits by allocating Avoperla’s existing production onto end buyers, replacing current downstream intermediaries in the supply chain. Daily activities at AvoMex will include managerial activities in selling and distributing Avoperla’s current specialty produce to the different retailers in the region, managing profitability to capitalize on the market gains. The company will bring Hass avocados from Mexico to supermarkets in California as a high-quality, fresh alternative to the high prices and inconsistent supply of California avocados. In today’s competitive retail industry, consistency in avocado supply, flavor, and quality, can be a point of differentiation to retailers who seek to excel in their produce category. Our unique relationship with Avoperla, will allow both companies to meet customer needs by proper post-harvest handling techniques, in order to add value to retailers through sales and marketing management for avocados in stores. Avoperla is 1 of only a few Mexican avocado companies with a major crop size of over 1,000 hectares under their own control. Typically, producers would not become exporters due to lack of sufficient supply and ability to negotiate with the importers. This is where AvoMex and Avoperla would complement each other with American operations reaching the end-buyers. Avoperla’s resources, with over $100 Million in fixed assets, will grant AvoMex access to sufficient production in order to maintain consistency by sourcing directly from their Mexican groves, a solution to American avocados that are seasonal and unstable in pricing. Competitors include current Avoperla clients, multinationals like Del Monte, who are bigger but do not own or control their own farms. Therefore, they are exposed to the profit margins that the growers demand for their produce, as producers are well positioned in the avocado industry with enough market power to set the minimum price of their produce. Our competitive advantage will be the ability to consolidate and shorten the supply chain in order to manipulate margins in our advantage. This will lead to better margins and freshness to our consumers as less intermediaries will be touching the product from the traditional supply chain, giving product maximization by granting avocados a longer shelf-life for
retailers through shorter lead times. For entry strategy we will first secure initial orders from small retailers before launching to minimize risks and secure a steady cash flow for the consecutive months. Initially starting with small retailers will allow us to test the efficiency and profitability of the business, while being able to optimize and fix any inefficiency in our operations before moving onto bigger retailer accounts. We will set-up our avocado distribution office in Northern California to import and provide fresh Mexican avocados to all local stores in that region. Our distribution office will be 11 directly linked to our supplying avocado packing plant, Avoperla, located in the world’s avocado capital of Michoacán, Mexico. Once we allocate the entire current production of our Mexican affiliate, future growth will come by contracting other growers to buy their produce and sell it to the end markets. Our future prospect is Diversified Avocado Products (DAP), who has now reached over $1 Million in sales with only a 2-employee workforce in its Los Angeles office. DAP now serves the American, Canadian, and South Korean markets. The main source of revenue is going to come from retail chains as our primary target market, although we also plan to target major foodservice clients to capitalize on the market gains. Pricing will be comparative to competitors with slight discounts being offered as a result of our margin consolidation in the supply chain. Further discounts will be offered to bigger volumes along with supporters of our marketing initiatives in their stores. More revenue will come once we expand our business and conduct distribution in other strategic points to supply avocado demand as market grows domestically or internationally. This venture will be executed by Cesar Armando Valencia, a university graduate with a Bachelor’s in International Business and Business Administration, along with a Masters in Global Entrepreneurship and Management. Cesar’s personal expertise encompasses wide knowledge of both the retail and wholesale areas of the business as he has interned at Avoperla, which his family owns, along with having family relatives in the retail business. His extensive business background and familiarity with the business is crucial, as he has the connections and potential necessary to leverage margins on all sides of the supply chain. We are looking for $100,000 in funding from which the investor will receive a 25% stake of the company. These funds will primarily be used to acquire the company’s location and pay for all initial expenses in establishing the company. According to financial forecasts, investors can expect the initial investment to be recovered during the 2nd year and a 305% return on investment (ROI) after the 3rd year, due to the positive cash flows AvoMex will receive all throughout operations.
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