Our value chain, from the cocoa farmer to the chocolate-based consumer products, is far too complex for any one player to manage on its own! The supply chain management efforts of the many participants are disjointed and diverse and, hence, not efficient.

That is why there is a need for better alignment between all stakeholders in the supply chain, including farmer organizations and certification bodies, and for more efficient knowledge transfer and sharing. In the midterm this will be decisive for cocoa supply and the success of all players.

One of our biggest challenges starts right at the beginning of the global supply chain for cocoa and chocolate products – in the origin countries. In order to secure future cocoa volumes as well as improve cocoa quality to meet the ever growing demand for chocolate worldwide, we must improve the livelihoods of smallholder farmers in the cocoa growing countries, which are often among the poorest of the world.

Further along the supply chain we see even more challenges: in today's cocoa market rules and regulations, the persisting high volatility of raw material prices and foreign exchange rates, the political instability in the cocoa growing regions and the increasing global interdependence of markets, international regulations and requirements for food quality and safety, shorter innovation cycles and – once again – a challenging economic environment.

These challenges have made it abundantly clear to us that we must all join forces to bring about lasting change for the better.

This publication is dedicated to all stakeholders who are willing to work together along the fascinating chain from cocoa to chocolate-based products with the passion these one-of-a-kind products of nature deserve.

Enjoy reading our Journal!

"None of us can do it alone"

Juergen Steinemann
CEO