

UNIVERSIDAD ESAN



THESIS:

“Holistic evaluation of the current situation of an organic banana exporter medium-size Peruvian company: What alternatives does Anpro have to remain competitive in the sector and profitable to shareholders?”

In collaboration with:



Master's in management
IESEG School of Management – Paris, France

Thesis presented in partial satisfaction of the requirements to obtain the degree of *master's in administration* by:

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EXECUTIVE SUMMARY

The Thesis presented evaluates ANPRO, a Peruvian organic banana exporter, due to shareholder concerns about liquidity. Due to the rapid growth of the business in recent years, they were unable to control profitability.

The objective of this research is to design strategic recommendations that will make ANPRO competitive and profitable to shareholders.

To achieve my goals, I used a two-stage methodology. Firstly, I analyzed the current situation of the company, including its operations, profitability, and how other companies in the banana sector are functioning. This helped me gain a better understanding of the company. In the second stage, I applied Design Thinking to establish new strategic targets based on the attributes that were important to the stakeholders. These targets aimed to maintain the company's profitability and sustainability.

In the initial stage, it has been observed that there is a lack of strategic planning based on customers' and farmers' preferences, absence of cost analysis, no cash flow projections, and insufficient management in Piura. These inefficiencies are causing problems throughout the production process. Following the second stage, after analyzing the feedback from stakeholders during interviews, nine strategic recommendations have been proposed. These include auditing inventories, implementing backward vertical integration, restructuring short-term liabilities to long-term, hiring a new production manager, developing key performance indicators, creating a loyalty program with farmers, investing in live reports using ERP (SAP), diversifying the customer base, and investing in tractors/trucks.

Based on the available evidence, it appears that ANPRO has the ability to thrive as a successful and enduring business. The product is in demand, customers are showing interest, and farmers have placed their trust in ANPRO. However, in addition to making internal changes, the company must urgently seek out a financial institution willing to provide sustainable, long-term funding, as well as consider recommendations for reprofiling and backward vertical integration.

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