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Model CANVAS: Its Application for the Promotion of Regional Economies Under the Case Study of Buffalo Milk Cheese

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The present work proposes a Model CANVAS (Business Model Canvas) (Osterwalder, 2011) applied to the production and marketing activity of buffalo milk cheese directed to a select market, as a "delicatessen" product. It is evaluated as an alternative to promote the breeding of buffalo cattle, increasing sustainable productivity on lands that are not suitable for other types of activity, in order to promote the economic and social development of subtropical regions and regional economies, emphasizing the strategic study of costs. It is based on a case study of an "entrepreneur" of an agro-food startup located in the province of Formosa (Argentina). For this purpose, 10 interviews were conducted with customers from the sales office of Santa Úrsula S.R.L., inquiring about the perception of the most relevant attributes of the product, arriving at the conclusion that this activity is viable both from a technical and economic perspective.

Keywords: CANVAS, buffalo milk cheeses, cost strategies, regional economies, sustainable productivity

Introduction: Business Plan vs. Business Model

Based on the objective set out in this paper that consists in the application of the CANVAS model to carry out the feasibility study of the elaboration and commercialization of semi-hard artisan cheeses flavored with buffalo milk in the case of study, it is important to clarify the concepts of business plan and business model. The use of a business plan is aimed at attracting investments through potential capitalist partners or requesting a loan from a financial institution. It is a formal document whose main objective is to present an image of the company to third parties to demonstrate the economic-financial viability of the same, with a strategic, long-term focus, subject to uncertainty, complex and considers a large number of elements that they do not fit day to day.

According to Estrada (2013, p. 19):

> The Business Plan is a technical elaboration that includes several parts: (a) evaluation of the current situation of the company in its various component sectors; (b) a formulation of your future objectives; (c) the detail or roadmap of the necessary steps to be taken to achieve the aforementioned objectives.

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This viability plan is presented in a format with countless spreadsheets and documents with different assumptions about the product, market, prices, tastes of potential customers, costs, HR management, and marketing strategies using traditional management tools included in the MBA curricula of the major business schools, forcing several months to be spent in an office to achieve the best presentation letter without direct contact with the client and focusing on the products developed for well-established companies, such as IBM, McDonald's, or GM. This type of plan is not viable for entrepreneurs to apply in their startups (Blank, 2013, p. 16), which seek to transform the hypotheses or assumptions that inhabit the minds of their creators in realities, in verified and verified facts through a continuous process of dialogue and iteration with potential clients, they find themselves in the search for a business model with different rules, skills, and tools in order to minimize risks and optimize the chances of success. Agile businesses suitable for businesses in their initial phase focused on the client for the development of products. The values of the agile manifesto (Herrera Uribe, 2007, pp. 381-386)[1] on which the new field of business creation management is based are:

(1) Value individuals and their interaction over processes and tools;

(2) Value the product/service that works above the exhaustive documentation;

(3) Value collaboration with the client, above contractual negotiation;

(4) Assess the response to change, over the follow-up of a plan.

Agile methods are methods that propose a "go out on the street", or how it arises from the phrase of an anonymous author: "Fail quickly, fail soon... but above all, fail cheaply".

The Lean Startup method is one of the agile methods based on a set of practices that helps entrepreneurs increase the chances of creating a successful startup. Eric Ries (2012, p. 39) considered startups as a human institution designed to create a new product or service under conditions of extreme uncertainty.

This method has its origin in Lean Manufacturing, which is born in the work processes of Taüchi Ohno in Toyota, whose main virtue lies in the ability to distinguish between what really generates value to customers and what is a waste or waste. In this way, everything that does not add value to achieve the ultimate goal of the company is eliminated, with the corresponding savings in time and costs. The process starts from a series of hypotheses that you want to check (learn), indicators or metrics that will give information to check the hypothesis (measure) and ending the process with the construction of the minimum viable product (MVP) will be defined necessary to measure and learn about the initial hypotheses, turning the idea into tangible products with the feedback of the clients, thereby building a true validated learning as illustrated in Figure 1. It is a way of applying the scientific method to the business world. Lean Startup is the sum of agile product and service development methodologies together with customer development through iterations in the form of validation.

Lean Startup needs to find a business model to develop. The model CANVAS (Business Model Canvas) (Osterwalder, 2011) provides an appropriate tool that leads the entrepreneur to validate his/her startup transforming it into a profitable, repeatable, and scalable business model in the shortest time possible, considering the business model as a simple consideration of its logic. Osterwalder's paradigm is to create a business model around customers.

[1] The agile manifesto is a document that summarizes in four values and 12 principles the best practices for the development of software, based on the experience of 17 software industrialists, in order to obtain faster developments, keeping their quality (Herrera Uribe, 2007, pp. 381-386).

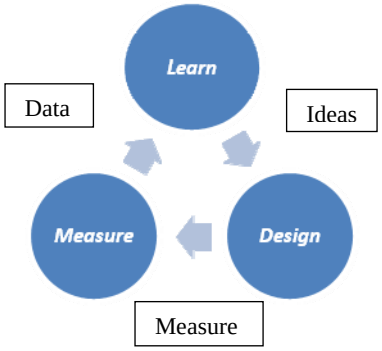


Figure 1. Virtuous circle of Lean Startup. Source: Prepared by the authors.

The CANVAS of the Business Model

"A business model describes the bases on which a company creates, provides and captures value" (Osterwalder, 2011, p. 14). It is the mechanism by which a business seeks to generate income and profits and is the summary of how it plans to serve its customers and thereby generate income. It helps entrepreneurs to clarify ideas, validate them, and anticipate possible setbacks. As it can be seen in Figure 2, the CANVAS or business model canvas is a very visual and practical tool that allows capturing in a graphic the most important modules of the creation of a company around the people that make up the target market segment. The following describes the different links from which the management can build the business model that covers the four main areas: customers, supply, infrastructure, and economic viability.

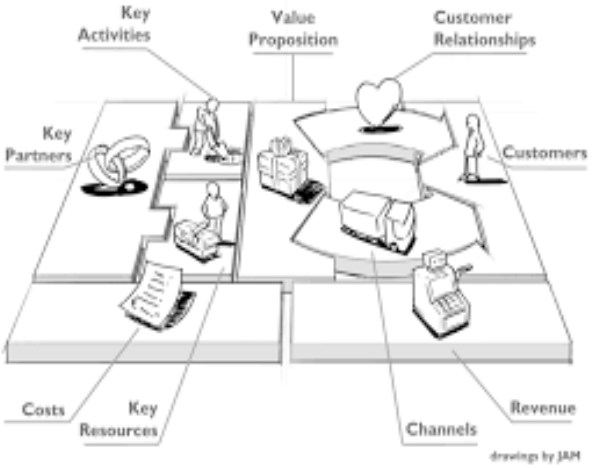


Figure 2. The nine blocks of the CANVAS model. Source: Osterwalder (2011, pp. 18-19).

Customer segments. Defining the different groups of people or organizations to which the value is intended to be delivered in the form of product and/or service. Market segments may be:

(1) Massive: Focused on a large group of clients with similar needs and problems in a broad manner;

(2) Market niche: They are business models that are focused on specific and specialized market segments;

(3) Segmented market: When they distinguish several market segments with slightly different needs and problems;

(4) Diversified: When they are oriented to different unrelated segments;

(5) Multilateral platforms (or multilateral markets): Oriented to two segments of independent markets.

Value proposition. This is the reason why customers will choose the product or service considering the benefits or value they perceive, such as:

(1) Novelty: They are value propositions that satisfy previously non-existent needs;

(2) Performance improvement: Increasing the performance of a product or service;

(3) Personalization: Adapting the products or services to the specific needs of the clients;

(4) "Work done": You can create value by helping the client to perform certain jobs;

(5) Design: It is important although sometimes it is difficult to measure;

(6) Brand or status: Some customers assign value to using or displaying a brand;

(7) Price: For the market segments that are governed by the price, it is important to set low prices;

(8) Cost reduction: You can also create value by helping customers reduce their costs;

(9) Risk reduction: Value can be added by reducing the risks of a purchase with an after-sales guarantee:

(10) Accessibility: When value creation is offered by making available products or services that previously could not be accessed;

(11) Comfort-utility: Facilitating things or making them more practical can be considered as a source of value.

Channels of distribution (channels). It is the way to communicate with the target market segment to deliver the value proposal; it includes the communication, sales, distribution, and customer service channels, both online and offline. The right combination of channels should be used for the client's enjoyment, maximizing revenue. The channels may be:

(1) Own: Direct, as an internal sales team or a website, or indirect as in the case of a store owned or managed by another company;

(2) Partners: These are indirect, as in the case of wholesale distribution, retail sale or partner websites.

Customer relationships. Describing the types of relationships that a company establishes with a specific segment of the market can be personal or automated and be aimed at attracting, retaining, or increasing customers. There are different categories, which can be combined, such as personal assistance, exclusive personal assistance, self-service, automatic services, communities, or collective creation.

Revenue streams. As any business model must achieve that revenues exceed expenses, this module deals with the money generated by the company in each market segment. They can be basically of two types:

(1) Income from transactions resulting from payments made by the customer once;

(2) Recurring revenues resulting from continuous payments to deliver a value proposition to customers or to provide after-sales support to the customer.

There are different ways to generate income sources, such as by sale of assets, fee for use, subscription fee, loan, lease, leasing, licensing, brokerage, and advertising.

In turn, each source can have a different price mechanism, such as:

(1) Fixed prices: Predefined based on static variables, such as list prices or depending on the characteristics of the market segment or purchase volume;

(2) Dynamic prices: Which change according to market conditions, such as negotiated prices, profitability management, market dynamics and auctions.

Key resources. Describing the most important assets required to operate the business model can be owned, rented, or obtained from their key partners and can be included in any of the following categories:

(1) Physical resources: Include factory facilities, buildings, vehicles, machines, and systems;

(2) Intellectual resources: Such as brands, private information, patents, copyrights, associations, and customer databases;

(3) Human resources: Everyone needs them, in some business models, people are more important than others, those based on creativity, people constitute a vital resource;

(4) Financial resources: Refers to the cash necessary for the operation of the business model.

Key activities. The most important thing a company must do to make the business model work can be referred to:

(1) Production: They are related to the design, manufacture, and delivery of a product, typical of manufacturing companies;

(2) Solution of problems: It arises in the cases of service companies;

(3) Platforms or network: This is the case of business models whose objective is the management of platforms, the provision and promotion of the platform.

Key partners. It is the network of partners that allow the feasibility of the model and it is advisable to concentrate efforts on activities that have experience and develop them with excellence optimizing the allocation of resources and activities taking advantage of economies of scale, reducing risks and uncertainty, or buying certain resources delegating the rest of the tasks through:

(1) Strategic alliances between non-competing companies;

(2) Cooperating: Strategic partnerships between competing companies;

(3) Joint ventures: Association of companies to develop new businesses;

(4) Supply buyer relationships to ensure availability of materials.

Cost structure. The block of the cost structure describes all the costs incurred to operate a business model which should be minimized and has transversal characteristics and is a determinant of the viability of the sustainable business model. They can be distinguished according to the importance assigned to the cost structure two extreme situations and intermediate positions are also presented:

(1) Depending on the costs: This is the case of a business model that tends to reduce costs to the maximum;

(2) According to the value: When the company prefers to focus on the creation of value.

The best way to use the CANVAS, according to Alexander Osterwalder, is to hang the canvas on the wall and begin to complete it, so that you can have the complete picture of what the organization does and it can be used to review existing models, build new models, or develop improvements of existing ones. This allows quickly assembling alternative conceptual prototypes of a business model. Every company should prepare for the future, to that end you need to constantly think about the business model, looking for alternatives while still being successful.

In this way, the management of a business model is treated, but it is also appropriate to make some brief considerations regarding the implementation by the managers of the business model, indicating the environmental variables that affect in some way the operation and result of the business model implemented or to be implemented in organizations. From this, as can be seen in Figure 3, different “layers” can be distinguished:

(1) Macro environment: Includes general factors that affect most organizations with different intensity. The PESTEL framework allows identifying the data of the main drivers of change related to political, economic, sociocultural, technological, ecological, and legal trends;

(2) Industry or sector: Corresponds to the next layer, considers the group of organizations dedicated to manufacture or provide the same products or services. The model of "the five forces of Porter" and the concept of competency cycles provide us with the theoretical framework to understand this dynamic;

(3) Competition and market: It is the immediate layer to the organization, made up of other organizations with different characteristics competing on different bases. The concept of "strategic groups" helps to identify the behaviors of both direct and indirect competitors. In terms of market expectations, composed of current and potential customers, they can be better understood through market segmentation and analysis of critical factors.

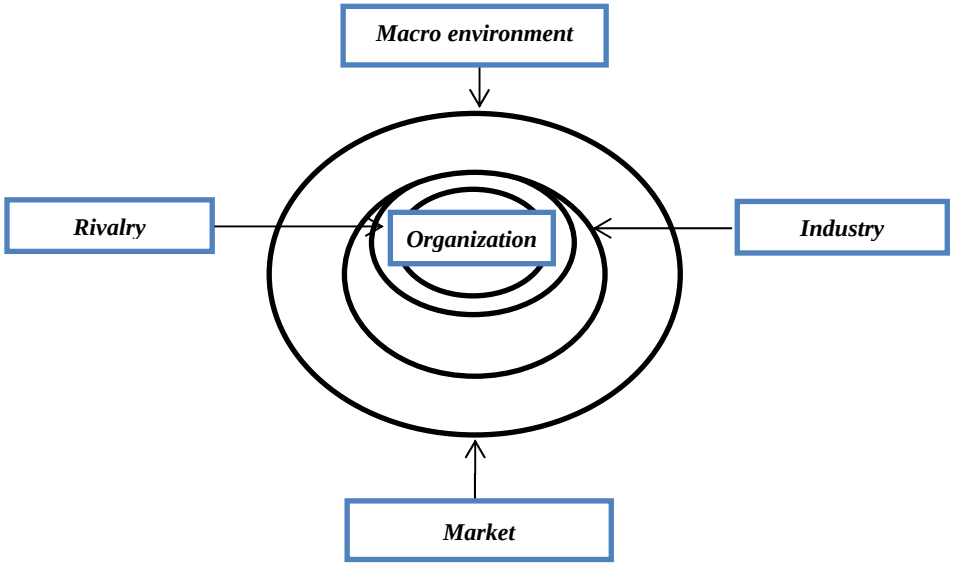


Figure 3. Organizational environment. Source: Adaptation from Johnson (2006, p. 64).

This systemic approach provides managers with a comprehensive view of the complex issues to be overcome, constituting the strategic challenge that organizations have to face in order to achieve success.

Case Under Study

The concrete implementation of the CANVAS model in an agro-industrial SME selected as representative of the region under study is presented below.

Company's Presentation

The organization analyzed is an agricultural, industrial, and commercial family company called "Santa Úrsula SRL", pioneer in this type of activity in the area, located in the vicinity of the town of Tatané, 30 km away from the City of Formosa. It has an approximate area of 8,000 Ha, dedicated to the mixed cattle and buffalo farm for breeding, meat production, industrialization, and sale of its derivatives. It covers all the links of the value chain, from the paddock to the gondola. The rodeo is managed on a natural field; the selection is made by production and fertility. It also has facilities for manual milking and processing of its derivatives. Regarding buffalo cattle, the focus of study of this work, has species of the Mediterranean and Murrah breed. The establishment is of 150 milk buffaloes, with an estimate of 300 days of lactation and an average daily production of 4.50 liters of milk per head. The daily milking is done with the support of the buffalo (Crudeli, Patiño, Maldonado Vargas, & Konrad, 2014, p. 141).[2] All production of buffalo milk is expected to be used to

[2] According to the categorization of SENASA, the buffalo in the buffalo cattle is the equivalent of the calf of the vaccine species (Crudeli et al., 2014, p. 141).

manufacture semi-hard artisan cheeses flavored with different types of spices, thus constituting a complementary business unit with a new market proposal. While the industrialization of cow's milk is an ongoing business unit that offers at the point of sale itself: milk in sachet, cheeses "homemade type", and milk's caramel.

Some Characteristics of the Species and Their Exploitation

The species "Bubalus bubalis" or water buffalo entered Argentina from Brazil at the end of the 19th century and it is the region of the NEA (Formosa, Corrientes, Chaco, and Misiones) that 80% of the total population of buffalo is concentrated on; the provinces of Formosa and Corrientes have the greatest quantity, favored by their geographical and physical characteristics, crossed by marshes, estuaries, with subtropical climate and an average of 1,200 mm of annual rainfall (Crudeli et al., 2014, p. 140). The buffalo is a cattle of great rusticity that supports hot climates, with forages of low quality little propitious for the cattle raising. It has its origin in the Asian humid equatorial tropics. When they are raised with natural pastures in an extensive way, they show their enormous productive potential due to their capacity to transform low protein foods into milk and meat.

As of 1976, the interest of breeders seeking to take advantage of unproductive low fields for bovine cattle is revived, with Argentina currently being the fourth producer in America, after Brazil, Venezuela, and Colombia (Omitted, 2015, p. 6).

Comparative Productivity of Rodeo

The information that is available, according to observations made, for 20 years by experts in the subject, in nearby areas, from 20 females, the buffalo rodeos amounted to 2,840 females and 3,017 males (total: 5,857). While for the same period and quantity, with the cattle ranching, 620 females and 755 males were obtained (total: 1,375) (Zava, 2011, p. 529). This difference is based on the greater longevity and fertility of buffaloes that allow a faster increase of the original rodeo.[3]

The Buffalo Milk: Physical-Chemical Composition and Comparisons

The quality of bubaline milk is rich in nutrients like milk and the difference is that it has a greater nutritional value supplement in proteins, vitamins, mineral salts, fat, lactose, and total solids. Its viscosity is greater, the taste is slightly sweetened, and its color is very white, due to the almost total absence of carotene. This puts it at an advantage with the milk in relation to the calories needed for basic human diets. But given its high content of caseins can hinder its digestion. That is the reason why in India 33% of water is added for human consumption. Nevertheless, buffalo milk is superior to the vaccine in terms of important minerals.

Table 1

The Buffalo Milk: Physical-Chemical Composition and Comparisons

Components	Buffalo	Cow
Grease (g)	6.90	3.30
Protein (gm)	3.70	3.20
Calcium (mg)	188.00	113.00
Iron (mg)	0.10	0.00
Phosphorus (mg)	117.00	97.00

Note. Source: Zava (2011, pp. 365-369).

[3] Study conducted in the area of San Cristóbal—Province of Santa Fé (1983) (Zava, 2011, p. 529).

According to Table 1 above, it can be said that buffalo milk is beneficial for human health by having 58% more calcium, 40% more protein, and 43% less cholesterol than cow's and it is a rich source of milk, iron, phosphorus, vitamin A and contains high levels of tocopherol, a natural antioxidant being the perfect option for many people allergic to cow's milk (Zava, 2011, p. 372).

In Argentina, the daily production of a buffalo is between 5 to 8 liters, while in Europe, animals raised in stables with food supplements can reach about 13 liters. The products derived from buffalo milk have a performance much higher than that of bovine milk, as illustrated in Table 2 below.

Table 2

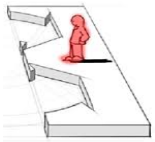
The Buffalo Milk Performance

Product	Efficiency for 1 kilogram of product		Raw material economy (%)
	Buffalo (liters)	Cow (liters)	
Yogurt	1.20	2.00	40
Mozzarella cheese	5.50	8.00-10.00	39
Milk's caramel	2.50	3.50	29
Butter	15.00	20.00	25
Provolone cheese	7.43	8.00-10.00	20

Note. Source: Patiño (2005, p. 4).

The CANVAS of the Elaboration of Artisan Cheeses of Buffalo Milk

Segment of Market



The guiding principle of this business model is the client's perspective in conjunction with the proposal of the analysis of the "generic strategies" of Michel Porter, who recommends the choice of a selective and differentiated approach or a massive approach to be profitable (Hermida, 1993, p. 283). For the case under study, the market segment or specific niche with a selective approach integrated by the customers of the only point of sale of "Santa Úrsula S.R.L." located in the downtown area of the City of Formosa is considered.

Value Proposition

Based on the results of the survey, relevant information was obtained for making decisions related to this perspective, which consists of the supply of milk cheeses from semi-hard artisanal buffalo flavored with different spices as a delicatessen product for demanding palates prepared by a family business with a recognized trajectory in the province of Formosa where the brand, quality, taste, and differentiated nutritional properties in relation to cow's milk cheese are attractive attributes of the product for the target market.

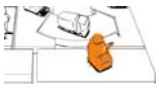
Channels

It is proposed to use in a first stage a single direct distribution channel to offer the value proposal to the target market segment in the gondola of the sales location, using for transport from the factory own means of transport.

Relations with Clients

It is expected to provide customers with personalized attention and with the exclusive assistance of sellers using a packaging according to the preferences of the customers as it emerges from the survey carried out.

Income Sources



The only source of income will have its origin in the payments made by customers for the acquisition of the product.

Key Resources

It is considered as a key resource of this model and the availability of the raw material, which is the milk of buffaloes, becoming a critical factor given its seasonality as well as counting as the only source of supplying the own rodeo and using a daily manual milking system. It is proposed to seek to seasonalize the calvings to achieve greater regularity in the supply of raw material.

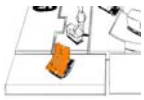
Key Activities

One of the key activities is the manufacture of artisan cheese, whose necessary ingredients are: buffalo or zebu milk curd, lactic cultures, salt, and calcium chloride. The manufacturing process includes pasteurization, temperature conditioning, mixing, coagulation, curd cutting, rest, first stirring, first draining, and heating, second stirring, second draining, molding, salting, tumbling, and putting into chamber. Cooled tanks for milk storage would be used in addition to 50 liters aluminum bins for handling. In all the stages, it will be important to respect the hygienic-sanitary norms suitable avoiding alterations in the quality of the product. As a second key activity, it is important to foresee the diffusion of the product, both in the same place of sale as in local and/or national fairs, using in these cases the tasting as a strategic resource.

Key Partnerships

It is advisable to foresee some form of association of buffalo producers in the area, ensuring the supply of buffalo milk, avoiding the breakdown of stock of the raw material. It could be also considered as a valid alternative to ensure that this business model fulfills the role of promoting and disseminating the exploitation of the buffalo species by improving the productivity of lands unsuitable for cattle, thereby promoting the economic and social development of the regional economies through agro-industry.

Structure of Costs



According to the report provided by the head of the firm which is based on the records of the accounting system of the company and the cost of producing the kilogram of semi-hard cheese flavored buffalo milk using the full cost method as a cost system as shown in Table 3, it would be of ARS 42, the sale price to the public being estimated at ARS 120 per kilo. From a per capita production capacity of 4.50 liters per day at a cost of ARS 2.60 per liter of milk and having 150 milk buffaloes, 675 liters of milk a day will be obtained starting from the productivity ratio of 6 liters of milk per kilo of cheese, 112.50 kilos of cheese could be made. Under the assumptions of an initial and final existence equal to zero, we would arrive at a favorable economic result prior to the deduction of the income tax (35%), as illustrated in Table 4 below.

Table 3

Cost of Production (Per Kilo of Cheese)

Direct costs	ARS	USD
Supplies		
Milk	15.60	0.82
Curd	1.40	0.07
Dairy crops	2.80	0.15
Salt and flavorings	0.90	0.04
Calcium chloride	1.80	0.10
Packaging	2.50	0.13
Subtotal	25.00	1.31
Direct labor		
Cheese maker	4.00	0.21
Assistant	3.00	0.16
Subtotal	7.00	0.37
Indirect costs		
Light and water	1.50	0.08
Cleaning and maintenance	2.20	0.12
Quality control	1.00	0.05
Amortization	1.60	0.08
Other costs	3.70	0.20
Subtotal	10.00	0.53
Grand total	42.00	2.21

Note. Source: Own elaboration.

Table 4

Monthly Result

Concepts	Kilograms	Unit value		Total	
		ARS	USD	ARS	USD
Income from daily sales	112.50	120.00	6.32	13,500.00	711.00
Cost of production	112.50	42.00	2.21	(4,725.00)	(248.63)
Daily net result				8,775.00	462.37
Monthly result				263,250.00	13,871.10

Note. Source: Own elaboration.

Short Appreciations in the Context of the Model

In relation to some relevant conditions in the context of this business model, several favorable factors can be pointed out, such as the promotion policies from the governmental level using different support programs for agro-industry, fiscal policies, training courses from the National Industrial Technology Institute (INTI) through the INTI dairy products area, the actions of the Association of Buffalo Breeders of the Argentine Republic (ACBRA), and the natural conditions of the area, such as that the subtropical climate with watery areas and lakes also favors the development of the species.

Sample and Data Collection Under the Title "Case Under Study"

On March 8 and 11, 2017, between 6:15 and 7:30 p.m., 10 interviews were conducted at the sales office of "Santa Úrsula S.R.L." of which two were women. All the respondents were over 30 years old and responded that they do not know the product but 90% are willing to try it, based on the information provided on the differential nutritive properties in relation to cow's milk cheese, both for personal and family consumption. They also considered that the brand transmits 40% quality, 30% confidence, and 20% good price. Among the attractive attributes of the product at the time of deciding the purchase, first mentioned the quality and then the taste. They recommended keeping the same packaging. In addition, 78% are willing to pay up to 30% more than cow's milk cheese, and the rest would only buy it but at the same price. Finally, most suggest a greater diffusion of buffalo milk cheese as an alternative source of food.

Conclusion and Recommendations

The lack of application of the CANVAS model in the promotion of the regional economy through the analysis of the case under study, referred to the industrialization of buffalo milk.

Recommendations

(1) It is advisable to disseminate the productive advantages of buffalo cattle, improving the profitability of land not suitable for cattle raising, thus supporting the development of regional economies through agro-industry;

(2) It is suggested the implementation of business communication policies based on quality, taste, brand, and price, highlighting the comparative advantages with cow's milk, and considered important attributes of the product from the survey conducted which is essential for successful development of a startup.

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Appendix

Questionnaire Model (Buzzel, 1979):

This questionnaire will be used for the research work entitled *Model CANVAS: Its Application for the Promotion of Regional Economies Under the Case Study of Buffalo Milk Cheese*.

1. Sex

Woman ☐ Man ☐

2. Age

Length
Up to 19 years old
Between 20 and 29 years old
Between 30 and 39 years old
Older than 40 years old

3. Did you try any variety of buffalo milk cheeses?

Yes ☐ No ☐

4. Why?

5. Who would consume buffalo milk cheese in your home?

6. What values are related to the “Santa Úrsula” brand?

7. Are you aware that buffalo milk compared to cow milk has a higher calcium content, protein, is richer in vitamins A-C and E and is low in cholesterol?

Yes ☐ No ☐

8. Do you consider that these advantages could encourage you to buy this type of cheese more frequently?

Yes ☐ No ☐

9. What other attributes stand out as important at the time of the purchase decision?

Quality ☐ Package ☐ Publicity ☐

Flavor ☐ Fragrance ☐ Price ☐

10. How would you like the packaging to be?

11. How much would you be willing to pay a kilo of buffalo milk cheese knowing its comparative advantages with cow’s milk cheese?

% in $ more than cow cheese	Mark x
0	
30	
50	
80	

12. Finally, what suggestions would you make to manufacturers of buffalo milk cheese?

Tabulation of Results

1. Sex

Sex	Total	%
Woman	2	20
Man	8	80
Total	10	100

2. Age

Length	Total	%
Up to 19 years old	0	0
Between 20 and 29 years old	0	0
Between 30 and 39 years old	6	60
Older than 40 years old	4	40
Total	10	100

3. Did you try any variety of buffalo milk cheeses?

Answer	Total	%
Yes	0	0
No	10	100
Total	10	100

4. Why?

Answer	Total	%
Ignorance	9	90
Not willing to try	1	10
Total	10	100

5. Who would consume buffalo milk cheese in your home?

Consumers	Total	%
Buyer	6	60
All the family	1	10
Some adults	2	20
No answer	1	10
Total	10	100

6. What values are related to the “Santa Úrsula” brand?

Values	Total	%
Quality	4	40
Confidence	3	30
Good prices	2	20
No answer	1	10
Total	10	100

7. Are you aware that buffalo milk in relation to milk has higher calcium content, protein is richer in vitamins A-C and E and is low in cholesterol?

Answer	Total	%
Yes	0	0
No	9	90
No answer	1	10
Total	10	100

8. Do you consider that these advantages could encourage you to buy this type of cheese more frequently?

Answer	Total	%
Yes	9	90
No	0	0
No answer	1	10
Total	10	100

9. What other attributes stand out as important at the time of the purchase decision?

Attributes/Surveys (*)	1	2	3	4	5	6	7	8	9	Total
Quality	x	x	x	x	x	x	x	x	x	9
Flavor	x	x		x	x	x	x		x	7
Package							x			1
Fragrance										0
Publicity										0
Price					x					1
Others										0

Note. * Only the surveys answered were considered.

10. How would you like the packaging to be?

Answer	Total	%
No changes	8	80
Different	1	10
No answer	1	10
Total	10	100

11. How much would you be willing to pay a kilo of buffalo milk cheese knowing its comparative advantages with cow's milk cheese?

% in $ more (*)	Total	%
0	2	22
30	7	78
50	0	00
80	0	00
Total	9	100

Note. * Only the surveys answered were considered.

12. Finally, what suggestions would you make to manufacturers of buffalo milk cheese?

Answer	Total	%
Diffusion	9	90
No answer	1	10
Total	10	100