

Persuasiveness of Juan Valdez on coffee growers and coffee consumers within the coffee cultural landscape*

El carácter persuasivo de Juan Valdéz en los productores y consumidores de café al interior del paisaje cultural cafetero

Recibido: 23 de enero de 2014 - Revisado: 08 de abril de 2014 - Aceptado: 11 de agosto de 2014

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Abstract

The paper offers the main findings within the research about persuasion of institutional communication of Juan Valdez on the perception of coffee growers and coffee consumers in Pereira and Armenia, in relation to its representativeness of a typical coffee grower within the Coffee Cultural Landscape. It uses Exemplification Theory (Brosius & Bathelt, 1994) and the Institutional Communication Theory (Lammers, 2011). It links the traditional media effects' theory to the organizational communication strategy. Further, it uses comparative methods (Creswell, 1994). Institutional communication of Juan Valdez has not significant effect on the stakeholders analyzed.

They do not see Juan Valdez representativeness of coffee farmers neither of Coffee Cultural Landscape.

Keywords

Institutional communication, exemplars, base-rate information, Juan Valdez, Coffee Cultural Landscape, coffee farmer.

Resumen

El artículo recoge los hallazgos de la investigación acerca de la persuasión de la comunicación institucional de Juan Valdez sobre la percepción de los caficultores y los consumidores de café en Pereira y Armenia en relación con su representación de un típico caficultor del paisaje cultural cafetero. Utiliza la *Exemplification Theory* (Brosius & Bathelt, 1994) y la *Teoría de la Comunicación Institucional* (Lammers, 2011). Vincula la teoría de los efectos mediáticos a la comunicación organizacional. Aplica un método comparativo 2x2 (Creswell, 1994). La comunicación institucional de Juan Valdez no tiene un efecto significativo en los grupos analizados, porque no ven la representatividad del típico caficultor ni los elementos culturales del paisaje cultural cafetero en el personaje de la marca de café.

Palabras clave

Comunicación institucional, casos ejemplares, información estadística, Juan Valdez, paisaje cultural cafetero, caficultor.

* The research entitle 'Effect of Institutional Communication of Juan Valdez on persuasiveness of coffee growers and coffee consumers about its representativeness of the both the typical coffee grower and the Coffee Cultural Landscape' was led by the research group of Institutional Communication and Media Effect (CIEM) at the Universidad Católica de Pereira. The research started in February 2012 and it was finished in July 2013.

We would like to thanks to Prof. Dr. Hans-Bern Brosius from Ludwig-Maximilians Universität in Munich for their very useful comments. Remaining mistakes are our responsibility.

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Introduction

To what extent does the strategy of institutional communication of Juan Valdez make effect of persuasiveness on coffee consumers and coffee growers in Pereira and Armenia, about its representativeness of the both the typical coffee farmer and the Coffee Cultural Landscape?

The answer was based on the Exemplification Theory (Brosius & Bathelt, 1994) to look at the Juan Valdez features to promote the values of the Coffee Cultural Landscape.

In addition, Institutional Communication theory peruses the strategy of the brand's character Juan Valdez to persuade its stakeholders (Lammers, 2011). The paper used a comparative method 2x2 (Creswell, 1994). It concludes institutional communication of Juan Valdez does not persuade stakeholders because it does not represent coffee farmers.

Institutional communication

The pattern of behavior is called institution. Institutions are rules or routines. Formal institutions are written rules, like constitutions, policies or law. Informal institutions are unwritten rules such as culture, motives or beliefs (Lammers, 2011).

Institutional Communication is used by organizations in order to create a pattern of thinking or an attitude to their identity. Organizations seek to be at the top of mind, and create a relationship with their stakeholders: consumers, suppliers, workers or the Government. Recipients of the institutional communication accept the message of the organization through their icons or brands (Lammers & Barbour, 2006).

Informal institutions are built on the recipients of the institutional communication. The organization influences beliefs, perception

or attitude on the stakeholders, through a cultural relationship within them. Formal institutions are the written features through the communication provided to the stakeholders, such as the brand or the icons of the organization (Lammers, 2011).

Exemplification theory

The media reports use to apply two kinds of basic information: base-rate and exemplars. These concepts support the idea of the Exemplification Theory. They have different strengthen of persuasion.

On the one hand, exemplification theory defines base-rate information like "general statements about the range or importance of a problem" (Brosius & Bathelt, 1994, p. 48). It is supported on quantitative data, such as percentage offered by official sources. General statements could be used in different ways. Journalists could provide cipher of rough descriptions. Usually, general statements refer to a wide number of cases. They provide systematic data and different aspects of the issue. They show higher valid information than exemplars. Unlike exemplars, base-rate information is trustworthy and has high validity. It is less pallid and it is not abstract.

On the other hand, exemplars are episodic information, which describes causes, relevance and consequences of a particular situation through the unique perspective of an individual. He is presented such as illustration of the problem. "Exemplars describe individual experiences" (Brosius & Bathelt, 1994).

Therefore, exemplars are a tactic to represent a point of view, by the testimony of a particular person. Exemplars have stronger effect of persuasion than base-rate information, because they have vividness. It makes stronger emotional impact on the audience, because the

information is embodied by a character and its circumstances.

The persuasion effect depends on strength level of persuasion and perception of the audience. First, the strength level of persuasion increases according to the emotional impact of the Exemplars; the identification of audience with the Exemplar; the interest of recipients on the message, according to its proximity in terms of space and time; and recollection of the message in the long-term. Second, audience perception is built according to the knowledge of recipients about the topic; the attitude of audience in relation to the topic and the Exemplar, according to how they judge the problem; the opinion of stakeholders about the problem; and the relation among the different elements of the Exemplar with the problem, in order to ensure representativeness.

Broadly speaking, exemplar has stronger effect of persuasion and it constrains the perception of the audience in a most effective way than base-rate information. Vividness of character makes easier to understand the message. Further, the audience develops emotional links to the story of the character, according to the representativeness in terms of proximity of time and space. It allows recipients to remember the message in the long-term. Finally, it develops particular opinions, attitude and specific knowledge among the audience, which allow communicators to persuade more accurately its stakeholders.

Overall, the paper links Institutional Communication theory and Exemplification Theory. Institutional Communication allows us to study the formal and informal institutions of the strategic communication of National Federation of Coffee through its character of Juan Valdez. For instance, informal institutions are its values, the beliefs promoted by it, or the desirable attitude in the stakeholders.

What is more, the formal institutions in the strategic communication are the costumes of the character, the further design's elements of the brand or the written facts about the character. Therefore, informal institutions are taking into account like the Exemplars features of the character and the formal institutions are the base-rate information, like general statements, facts or feasible written information related to this category of Exemplification Theory.

Research method

The research question is answered through a descriptive and qualitative research, based on comparative methods. It is a hybrid of methods related to empirical evidence and case studies. It seeks the relation between two or more variables, by the performance of two groups. It compares the two most similar cases, looking for the key differences, which lead to different outcomes (Creswell, 1994). Unlike control groups; researcher in comparative methods does not manipulate one of the groups.

Rather, it describes the performance of one group, which already has suffered intervening circumstances through his historical path. Therefore, comparison requires observation of groups in their natural scenarios, without experimental limits or new exotic elements introduced by the researcher.

The research uses comparative methods 2x2 (Creswell, 1994). It studies two stakeholder groups: coffee consumers and coffee growers. Further, they are distributed in two cities within the coffee growing zone: Armenia and Pereira. These places are included within the frame of the Coffee Cultural Landscape declared by UNESCO like World Heritage in 2011 (UNESCO, 2011). Research methods ask for empirical evidence of three variables analyzed by the theoretical approach (Brosius & Bathelt, 1994; Lammers, 2011): institutional communication of Juan Valdez, stakeholders' features and persuasiveness (cp. Table 1).

First, the independent variable is institutional communication of Juan Valdez (Lammers, 2011). It is the character, which represents the brand of the National Federation of Coffee. This organization uses the character of Juan Valdez in order to pursue the goals of the institutional communication, involving stakeholders within a pattern of thinking and perception of the goodwill of the brand. Character is analyzed like Exemplars, because according to the National Federation of Coffee it represents a typical coffee grower (FNC, 2012).

News about coffee sector use to includes the Exemplar of Juan Valdez and some statistics about this socio-economic activity. Independent variable has two main subvariables: exemplars and base-rate information.

On the one hand, the research looks at exemplars' characteristics like vividness, life stories and face to face interviews, simple language, concrete information, geographical and temporal representative information, emotive information, non-systematic collecting data, description of episodic cases and hot topic.

On the other hand, base-rate information is analyzed by pallid information, facts, technical language, abstract information, objective information, general statements, official sources, validity and systematic collecting data process, general descriptions and cold topic.

Second, the intervening variable is stakeholders' features. It compares two interest groups of Juan Valdez: coffee growers and coffee

consumers. It identifies media consumption, role in consumption chain, age, education level, city and income.

Finally, the dependent variable is persuasiveness. It searches evidence of two subvariables: strong effect and persuasion. Strong effect is analyzed by emotional impact, remembrance, interests, identification between Juan Valdez and coffee growers. On the other side, persuasion looks for judgments over Juan Valdez and Coffee Cultural Landscape by the stakeholders: knowledge of cultural elements of Coffee Cultural Landscape, attitude to Juan Valdez character, attitude to Coffee Cultural Landscape, opinion over Juan Valdez, opinion over Coffee Cultural Landscape, coherence between Juan Valdez and Coffee Cultural Landscape.

The three variables are analyzed by the collected data through three empirical processes. First, documental analysis to printed media asks for evidence of exemplars and base-rate information in news with mention of Juan Valdez character in 2005-2012. It takes into account that Juan Valdez was remarked like the most famous brand in 2005, by the Advertising Week in US. It increased the visibility of Juan Valdez among its stakeholders since 2005 until the date of the field research. It analyzed the local newspapers La Tarde in Pereira and Crónica del Quindío in Armenia, and the national media El Tiempo and Semana magazine. Second, a survey collects information about 73 coffee consumers in Pereira and Armenia. Finally, focus groups interview to 12 coffee growers in Pereira and Armenia asked for their judgments on the topic.

Table 1.
Operationalization of variables

| To what extent does the strategy of institutional communication of Juan Valdez make effect of persuasiveness on coffee consumers and coffee growers in Pereira and Armenia, about its representativeness of the both the typical coffee farmer and the Coffee Cultural Landscape? | | | | |
|---|--|---|---|--|
| INDEPENDENT VARIABLE | | INTERVENING VARIABLE | DEPENDENT VARIABLE | |
| INSTITUTIONAL COMMUNICATION OF JUAN VALDEZ | | STAKEHOLDERS' FEATURES | PERSUASIVENESS | |
| EXEMPLAR | BASE-RATE INFORMATION | COFFEE GROWERS Vs. COFFEE CONSUMERS | STRONG EFFECT | PERCEPTION |
| Vividness | Pallid | Media consumption (La Tarde, Crónica del Quindío, El Tiempo, Semana). | Emotional impact | Knowledge of cultural elements of Coffee Cultural Landscape. |
| Life stories – interviews | facts (statistics, charts, percentages) | Role in consumption chain | Remembrance | Attitude to Juan Valdez character |
| Simple language | Technical language | Age | Interests | Attitude to Coffee Cultural Landscape |
| Concrete information | Abstract information | Education level | Identification b/w Juan Valdez and coffee growers | Opinion over Juan Valdez (JV) |
| Geographical and temporal representative information | General statements | City | | Opinion over Coffee Cultural Landscape |
| Emotive information | Objective information | Income level | | Coherence between JV and Coffee Cultural Landscape |
| Non-systemic collecting data | Official sources and systematic collecting data process. | | | |
| Description of episodic cases | General description of issues | | | |
| Hot topic | Cold topic | | | |

Source: Author's.

Main findings

Coffee cultural landscape

Coffee Cultural Landscape is product of the heritage built of generations of coffee growers. “The Coffee Cultural Landscape in Colombia is a cultural productive landscape in which are natural, economics y cultural elements” (UNESCO, 2011, p. 1). Natural resources were turned into wealth, thanks to the intervention of cultural institutions, represented by traditional families of coffee growers.

They colonized the mountains with *el grano* [The coffee bean], they built coffee houses and develop the production system. “The collective effort of several generations of grower families developed exceptional social, cultural and productive institutions” (UNESCO, 2011, p. 1).

This tradition was built with two kinds of institutions: formal and informal. Informal institutions are unwritten rules: behavioral pattern, costumes, belief systems, motives and expectative. Formal institutions are written rules: the law, Political Constitution, coffee policies, the statement of Coffee Cultural Landscape or the policies for the design of institutional communication of the National Coffee Federation. Institutions reduce uncertainty, because they develop behavioral patterns and clear expectative. Coffee growers and coffee consumers know what to expect about coffee tradition and which image will develop from it in the present and for the short-cut. Coffee growers embody the Coffee Cultural Landscape.

The traditional coffee grower symbolizes the fervor of coffee families for the management of mountains and the green and red beans from the land. The word ‘coffee’ is not more a substantive among the actors, which built the Coffee Cultural Landscape. Right now, it is an adjective in the Coffee Growing Zone: land of coffee, Coffee Triangle, coffee cradle, coffee capital or coffee city.

They are linked to other references of coffee institutions like Coffee Party, Coffee Cultural Landscape UNESCO World Heritage and the traditional costume of coffee growers and *Chapoleras*. “The coffee centenary tradition is the most representative symbol in the national coffee culture, where the country has been recognized around the global context” (UNESCO, 2011, p. 2). Regional references developed for 150 years are foster by a set of campaigns of marketing from the National Federation of Coffee, in order to manage their institutional communication. Juan Valdez represents coffee farmers around the global market by advertising spots.

Juan Valdez

Juan Valdez is performed like a hard-working coffee grower with his mule *Conchita*, two coffee sacks and a landscape of coffee mountains at the horizon. The icon is a summary of cultural elements of Coffee Cultural Landscape. The marketing message includes other elements like the brand and the logo, which develop the institutional communication strategy of the National Federation of Coffee Growers.

The character of Juan Valdez represents the National Federation of Coffee Growers of Colombia in advertisements since 1958. Its aim is to embody the features of the Colombian coffee farmer. The icon was designed by Doyole Dane Bernbach agency in the US. Juan Valdez uses to appear with his mule *Conchita* and some packages of coffee beans.

There are 227 Juan Valdez coffee shops. 166 are placed in Colombia, and 61 around the world: Chile, Ecuador, Panama, Costa Rica, El Salvador, Aruba, Mexico, the United States and Spain. Juan Valdez is very famous in these countries. Actually, Juan Valdez was remarked like the most famous brand in US in 2005, by the Advertising Week. He appears in some TV

shows and films, such as ‘Bruce Almighty’ with Jim Carrey.

According to the institutional communication of the National Federation of Coffee Growers of Colombia, the message of Juan Valdez is: “My mission during many years, together with my mule *Conchita* has been to represent the traditions and the pride of Colombian coffee growing families” (FNC, 2012). According to Juan Valdez, “In the frame of the strategy of communications for Colombian coffee my responsibility is still of representing my coffee growing college in the media” (FNC, 2012). Overall, Juan Valdez aim is to be an Exemplar of a typical coffee grower from the Coffee Cultural Landscape.

Institutional communication of Juan Valdez

Persuasion effect of Juan Valdez on coffee consumers and coffee growers is analyzed by the institutional communication of this character, which has the aim to be an exemplar of a typical coffee farmer. Documental analysis on the content of media with higher consumption within coffee growers and coffee consumers asks for evidence of exemplars and base-rate information in the news, which used the Juan Valdez character. National media analyzed were *Semana* and *El Tiempo*, and regional news papers *La Tarde* (Pereira) and *Crónica del Quindío* (Armenia) (cp. Table 2).

Table 2.
Exemplars Vs. Base-rate information with reference to Juan Valdez

| NEWSPAPER | PUBLICATIONS | % EXEMPLARS | MAIN SUBVARIABLE | % BASE-RATE | MAIN SUBVARIABLE |
|------------------------|--------------|-------------|--|-------------|---------------------------------------|
| <i>Semana</i> magazine | 8 | 63 | Emotional information, simple language | 38 | General reference |
| <i>El Tiempo</i> | 43 | 42 | Simple language, specific information | 58 | Pallid information, general reference |
| <i>La Crónica</i> | 28 | 7 | Specific information | 93 | Pallid information, general reference |
| <i>La Tarde</i> | 5 | 20 | Specific information, episodic cases | 80 | Statistics, general reference |

Source: Author’s.

La Tarde

Five publications were found in the local newspaper *La Tarde*. Eighty percent of content included base-rate information, through statistics and general statements. In contrast, 20% were exemplars with description of specific information.

La Crónica del Quindío

The local newspaper *La Crónica del Quindío* included in 2005-2012 a total of 28 publications with reference to Juan Valdez. Seven percent were exemplars, most of them specific information. Rather, 93% were base-rate information with pallid and general statements.

Semana

Eight publications were found in *Semana* magazine related to Juan Valdez. Around 63% were exemplars. The main subvariables of exemplars were emotional information and simple language. For instance, one article in *Semana* in 2008 said that finally the brand of Juan Valdez belongs to coffee growers. On the other side, 38% were base-rate information. General statements were the most common subvariable of base-rate information. *Semana* uses base-rate information like opening of Tienda Juan Valdez.

El Tiempo

The amount of 43 publications was found in *El Tiempo*. 42% of contents were exemplars. The main subvariables were simple language and specific information. In contrast, 58% were base-rate information, through pallid information and general reference.

Stakeholders' features

The research compares the effect of persuasion of institutional communication on two frames of stakeholders: coffee growers and coffee consumers. They are analyzed in two contexts: Armenia and Pereira.

Features of coffee growers

Coffee grower's opinion was collected by focus group in Armenia and Pereira.

Focus group in Armenia took place in the rural sector of Buenos Aires. It is a zone of coffee farmers at five kilometers from commercial neighbors of Armenia. Coffee growers are in between 23 and 63 years old. Some of them studied at elementary school. They live in coffee farms and belong to a low-income level. They use to read some newspaper, particularly *Crónica del Quindío* a local newspaper, and *La Extra*, a popular newspaper.

Coffee growers share the focus group in Pereira at the office of Local Coffee Committee of Pereira. They are older than 50 years. There were people with low-income, middle-income and high-income levels. Coffee growers from high-income are more aware about Coffee Cultural Landscape. They have more access to this information because of they belong to elite class. Therefore, they are in contact with directors, officials and other top members of the local coffee committee.

Further, they have higher education. They use to read specialized newspapers focused on economic news, and economic sections of *El Tiempo* and *Semana*. Coffee growers with low-income and middle income use to read *Quiubo*, a popular newspaper and *La Tarde*, a local newspaper. Broadly speaking, information of Juan Valdez and Coffee Cultural Landscape remain within elite class, rather among coffee growers living in farms. It is a paradox, because Juan Valdez supposes to be a coffee grower and Coffee Cultural Landscape is represented by coffee grower's families in farms.

Features of consumers

The survey was answered by 73 coffee consumers in Pereira and Armenia. It asks for the effect of persuasion of institutional communication of Juan Valdez on this frame of stakeholders.

The main share of consumers in Armenia is within 20-24 years old with 42% of answers. The 21% of consumers are within 14-19 years old. It reveals that the survey was mainly applied on young population. Twenty-nine percent of consumers belong to the top-income level. Actually, 53% of consumers belong to five and six economic levels; these are the highest economic levels in Colombia.

The highest economic levels are the target of Juan Valdez, because it is a premium coffee brand. Sixty-three of population has

secondary level of education. It is coherent with the age of the young sample of the survey. Twenty-one percent has a technical level of education, and 16% of the sample in Armenia has a professional level.

The sample share in Pereira is quite similar to Armenia's one. For instance, 58% of population is 20-24 years old, and 16% of the sample is 14-19 years old. The income level of the sample in Pereira is in the highest frame. It is coherent with the market of Juan Valdez. Half of the sample finished the secondary level. Twenty-nine percent has a professional grade, and 13% has a technical title.

Persuasiveness.

The dependent variable is persuasiveness. It has two main sub-variables: strong effect of persuasion and perception. On the one hand, strong level of persuasion is defined by emotional impact, remembrance, interests and identification with Juan Valdez. On the other, perception is built by knowledge about cultural elements of Coffee Cultural Landscape; attitude in front of Juan Valdez and Coffee Cultural Landscape; opinion on the both; and the link between Coffee Cultural Landscape and Juan Valdez.

Persuasiveness was analyzed on coffee growers and coffee consumers in Armenia and Pereira. Coffee growers shared a focus group of 12 individuals in Armenia and Pereira. Coffee consumers provided their answers by the survey.

Persuasiveness on coffee growers

Armenia

Coffee growers in Armenia do not have too much interest about Juan Valdez. At less, they do not have willing to search information. The local Coffee Committee offers some random information about Juan Valdez and Coffee Cultural Landscape in some official reports. Even though, coffee growers stated that

they do not receive sufficient information about these topics.

The emotional impact enlightens the distance in between coffee growers and Juan Valdez. "He is an important lord from Coffee Committee, who provides information to the people. However, I do not acquaintance him", "he goes abroad to sell coffee", said some of the coffee growers in the focus group.

The identification with the character of Juan Valdez is superficial. It is limited to the occupation represented by Juan Valdez: "He works as coffee grower. Even though, he looks different", said the farmers. They think Juan Valdez provides a good impression. However, they consider Juan Valdez has a higher status. Unlike Juan Valdez, coffee growers do not have resources, and they cannot perform in the same way of the character. "I admire him. However, I cannot do the things he does", "He is a kind person, and that is the main feature of farmers", "We are not similar at all".

Utility of Juan Valdez icon is indirect for coffee growers. "He promotes coffee business. It improves employment", said farmers in Armenia. On the one hand, they do not perceive the direct benefit from Juan Valdez. On the other hand, the promotion of Colombian coffee through Juan Valdez advertisement could have a multiplier effect on employment.

There is an old picture of Juan Valdez on the wall of the coffee farm, where the focus group took place. Juan Valdez has a long tradition, by advertising Colombian Coffee since the coffee boom in the 1960s. The market changed. Coffee price experiences a down-swing, and it launched a deep coffee crisis. The statement of UNESCO of Colombian coffee growing zone as Coffee Cultural Landscape in 2011 increased expectative among politicians, industrials and managers of farms. It is a business opportunity, by promoting coffee tradition. Unlike Juan Valdez, Coffee Cultural Landscape does not

have a wide promotion yet. It is revealed by the strong answer of coffee growers in the focus group: “We have not listened to any information about Coffee Cultural Landscape”.

Therefore, coffee growers do not have any expectative, opinion, knowledge neither attitude related to it. It means, there is a lack of information about Coffee Cultural Landscape. Institutional Communication strategy is not effective among those stakeholders. It needs to go deeply into coffee growers community, in order to make them aware about UNESCO statement. Taking into account that farmers embody the live elements of Coffee Cultural Landscape.

Pereira

Coffee growers in Pereira stated they have interest to know more about Juan Valdez and Coffee Cultural Landscape. However, they do not receive enough information about these topics. Some of the coffee growers, which share the focus group in Pereira said they read some news about Juan Valdez weekly in the newspaper and magazine, such as *Semana*, *El Tiempo* and *La Tarde*.

Opinion and the emotional impact about Juan Valdez in coffee growers have two positions. On the one hand, low-income and middle income coffee growers said they do not have any feeling about Juan Valdez. “I do not care Juan Valdez”, “The top managers do not help the interests of coffee growers”, “Juan Valdez is not helpful for coffee growers”. These are some of the voices of coffee growers in relation to the character.

The identification is superficial. It is limited by the costume: poncho and hat. Even though, coffee growers do not perceive Juan Valdez such as a coffee grower: “He is not a farmer. It is just the design of an identity”, “I have been coffee grower whole of my life, and he does not represent me”, said some of the coffee growers in the focus group.

There is a lack benefit from Juan Valdez performance, according to coffee growers. “I do not to what is useful Juan Valdez for”, “He is not useful at all”. In reverse, they think Juan Valdez receive their inputs. “I provide my coffee beans to Juan Valdez. I am useful for Juan Valdez”. Some of the coffee growers point out that Juan Valdez offers promotion of Colombian coffee abroad, and it is a bonus for the sector.

Coffee growers said they do not have enough information about Coffee Cultural Landscape. However, they hope it improves their well-being. “It will increase the coffee quality, because it will be more farms with technical features. I wish mine would be like them”. Other coffees growers hope Coffee Cultural Landscape statement curbs coffee crisis, by strengthen the identity of Colombian coffee. They do not know what the background of Coffee Cultural Landscape is. Even though, some of them believe it will improve the coffee market and tourism sector.

Overall, coffee growers in Armenia and Pereira do not perceive Juan Valdez represent them neither is similar to them. However, they think Juan Valdez promotes Colombian coffee, and it has indirect effect on demand of their coffee beans. Further, they perceive Juan Valdez is a fashionable character. However, Juan Valdez is not the typical coffee grower. Further, there is a lack of information about the Coffee Cultural Landscape. Coffee growers has listened there is something called with that name.

However, they do not know what is it, what is its background, what is its utility, and how Coffee Cultural Landscape affect them. According to the focus group, some coffee growers think Coffee Cultural Landscape will improve their infrastructure or the technical processes in their farmers. Therefore, they have a wrong expectative about the Coffee Cultural Landscape. Broadly speaking, institutional communication of Juan Valdez has not involved Coffee Cultural Landscape statement into their promotion among this frame of stakeholders.

Persuasiveness on consumers

Armenia

Consumption of products, such as T-shirts, jerseys, bags and coffee pots with the brand of Juan Valdez complements the purchase of coffee. However, 53% of consumers rarely purchase these products. Twenty one percent of consumers purchase it every three months. Eleven percent of consumers purchase it through a weekly frequency.

Description about How is Juan Valdez and his complements take as the implements like coffee plantation, mule, leather satchel, hat, mountains, poncho, mare, *ruana* and moustache. Every of these topics are linked to Coffee Cultural Landscape. The results are 37% describes Juan Valdez with poncho, mule, hat and mustache. That is right. However, 32% of people think Juan Valdez is with coffee plantation, mule, leather, satchel and hat.

Perception of people from Armenia is that coffee growers are like Juan Valdez, with 42%. The 37% thinks that current coffee growers are poor farmers. 21% says they imagine coffee growers live such as during the coffee boom.

About how often did they read about Juan Valdez? 58% does not remember when they read it. 21% read it last month; 16% last week and 5% last year.

Juan Valdez can be related with the brand of the National Coffee Federation, coffee growers and Colombian coffee. The results are that 58% relates Juan Valdez with Colombian coffee, and 5% with National Coffee Federation. About information consumption, 79% wants to receive information about Juan Valdez. Further, 10% does not desire to receive information about Juan Valdez.

When people answers the question about to who seems Juan Valdez similar? The results are very close each other. The 27% answered that

Juan Valdez is similar to current coffee grower. On the other side, the 26% thinks that Juan Valdez is similar to former coffee growers, and the same number thinks is different to current coffee growers. Finally, the 21% says that Juan Valdez is quite similar to current coffee growers. In another survey point, the 58% answers that the perception on Juan Valdez is about the coffee brand, by using the image of coffee growers.

The question about knowledge about Coffee Cultural Landscape, the 100% answers to knows what it is. The 53% answers UNESCO's document to protect natural resources, and 26%, cultural, economic and natural elements in the coffee growing zone. Finally, 21% answers mountains, architecture and crops in the coffee zone. On the other side, the aim of Coffee Cultural Landscape is a strategy for tourism, according to the 45%. The 40% thinks it is a plan to reboots the coffee activity and 10%, the solution to coffee crisis.

About the term 'Coffee Cultural Landscape', 48% links it to Armenia, Manizales and Pereira. 26% thinks it is related to National Federation of Coffee; Quindio's coffee was the answer of 21%. Finally, 5%links Coffee Cultural Landscape to Juan Valdez.

Pereira

T-shirts, jerseys, bags, and coffee pots with the brand of Juan Valdez complement the purchase of coffee. In the results, 33% of consumers rarely purchase these products. 18% of consumers purchase it every month. 16% purchase it every 3 months.

About the character of Juan Valdez in Pereira, people answered that is different to current coffee growers with 46%. And 14% thinks Juan Valdez is similar to former coffee growers. Juan Valdez uses to appear with coffee plantation, mule, leather satchel, hat, mountains, poncho, mare, *ruana* and moustache. Every of these topics have relation with the Coffee Cultural Landscape. 40% describes Juan Valdez

with poncho, mule, hat and mustache. That is right, because these elements are inside the Juan Valdez logo.

Even though, the 29% thinks that Juan Valdez logo includes mule, mountains, coffee plantation and poncho. The results point out that the 49% are indifferent to receive news about Juan Valdez. Further, 29% are interested to receive information about Juan Valdez, and 22% are not. Therefore, most of the consumers remember Juan Valdez character.

Juan Valdez can be related with Colombian coffee, the brand, coffee growers and NFC, but for the consumers in Pereira, 44% is Colombian coffee the closer relation with Juan Valdez. In another question unlike Armenia, the perception of people from Pereira about the coffee growers is that they seem like poor farmers (78%). They look like Juan Valdez 4%. Finally, 16%, relates coffee growers with a coffee boom period. About, how often did they read news about Juan Valdez? 78% does not remember when they did it. 22% read it last month.

The 49% answered that the perception on Juan Valdez is about the coffee brand, using the image of coffee growers. But, 12% answered did is image of Colombian people abroad. 16%

said it is a wrong image of coffee growers and 18% represents to coffee growers.

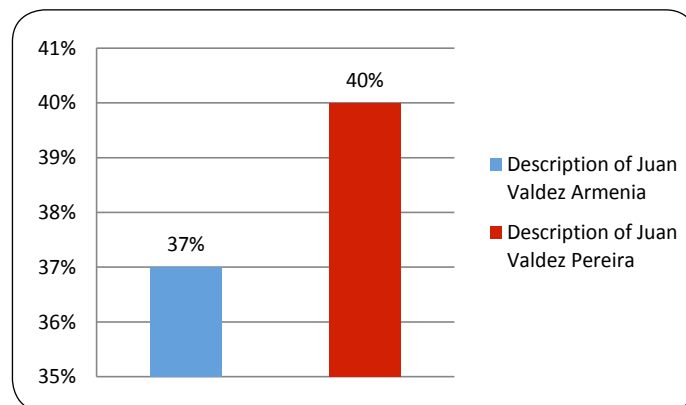
About the knowledge over Coffee Cultural Landscape in Pereira, 30% answered it is UNESCO's document to protect natural resources, and 21% said it is cultural, economic and natural elements in the coffee growing zone. 40% answered that it is mountains, architecture and crops in the coffee growing zone. In another survey point, the aim of Coffee Cultural Landscape is to be a strategy for tourism, according to 47%. The 29% thinks that it is a plan to reboots the coffee activity, and the 11%, said it is the solution against coffee crisis. It reveals the expectative in relation to UNESCO statement.

The reference about 'Coffee Cultural Landscape', according to 73% of coffee consumers in Pereira is that it is the geographical zone of Armenia, Manizales and Pereira. NFC was the answer of 16%; 17% said it is Quindio's coffee. Finally, 4% said it is Juan Valdez.

Cross-city comparison

Juan Valdez is identified by its costume of poncho and hat, his mule and his mustache. In the both cities the answer was right, Pereira has the highest percentage with good answers (40%). It was 37% in Armenia.

Graphic 1.
Reminded description of Juan Valdez – Cross-city comparison

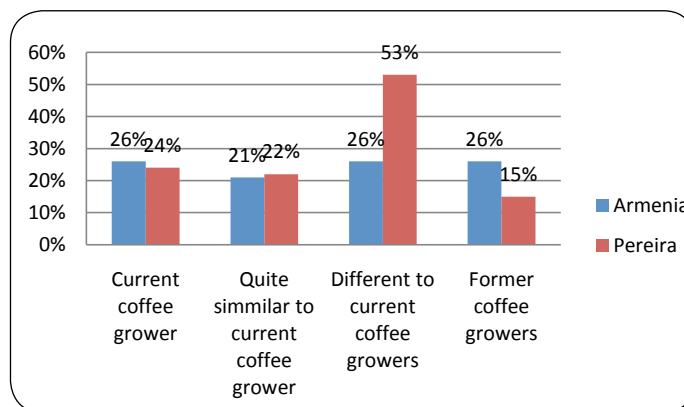


Source: Author's.

This comparison evidences similar answers. However, particularly the question about if Juan Valdez is different to current coffee growers, there is a huge difference between the

cities. The answer in Armenia was 26%. On the other side, in Pereira the answer was 53%. Anyway, the other answers were very similar within the both cities.

Graphic 2.
Juan Valdez is similar to ... Cross-city comparison

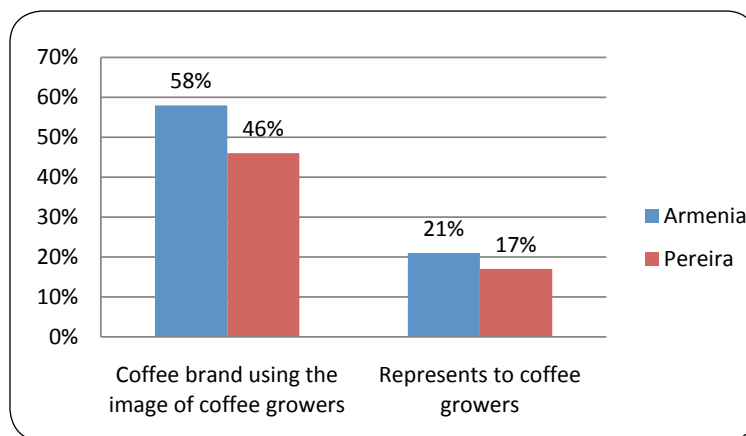


Source: Author's.

About the perception on Juan Valdez, in the both cities the answers are similar. The 58% in Armenia and 46% in Pereira out of the total people thinks that Juan Valdez is used like a character of a

coffee brand. On the other side, 21% in Armenia, and 17% in Pereira thinks that Juan Valdez represents coffee growers. This minds that Juan Valdez has reference always with the coffee growers.

Graphic 3.
Perception on Juan Valdez - Cross city comparison

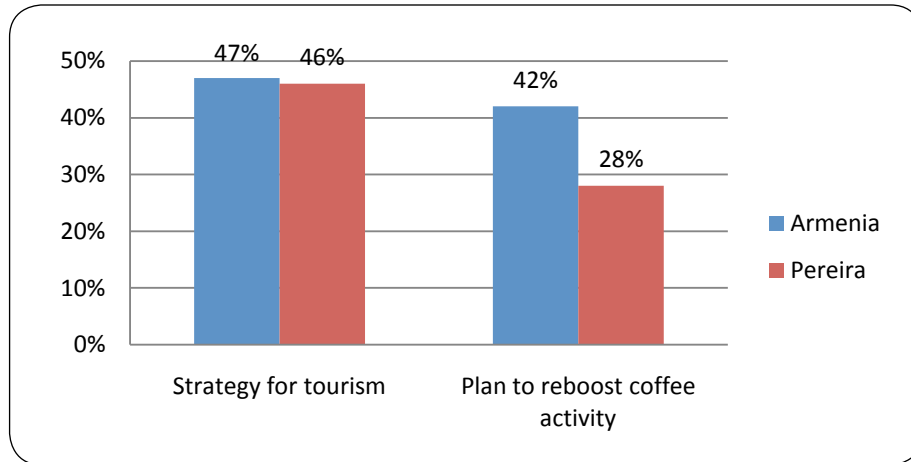


Source: Author's.

The aim of Coffee Cultural Landscape is to be a strategy for tourism, according to the answers in Pereira (47%) and Armenia (46%). It supports

the idea that UNESCO statement of Coffee Cultural Landscape like World Heritage will increase cultural tourism in Pereira, Manizales and Armenia.

Graphic 4.
The aim of Coffee Cultural Landscape is ... - Cross-city comparison

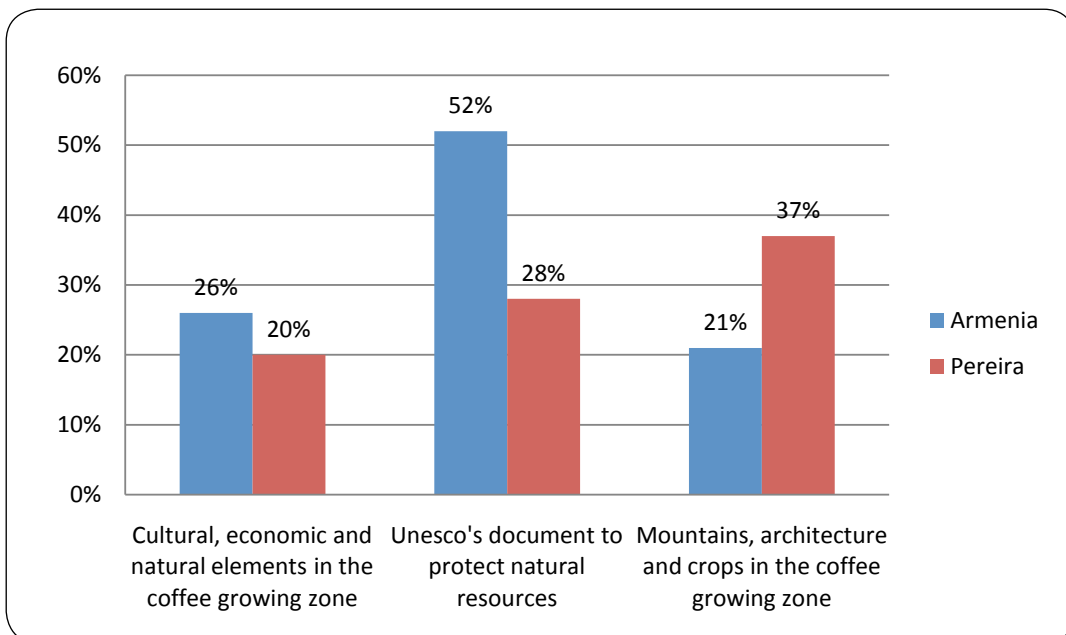


Source: Author's.

Coffee Cultural Landscape was stated like World Heritage by UNESCO in 2011. Most of the people from Armenia answered that Coffee Cultural Landscape is UNESCO's

document to protect natural resources. On the other side, most of the people in Pereira think it is mountains, architecture and crops in the coffee growing zone.

Graphic 5.
Coffee Cultural Landscape is ... Cross-city comparison



Source: Author's.

Conclusion

Institutional Communication's strategy of Coffee National Federation, through the Juan Valdez' character such as Exemplar of coffee growers does not have strong effect of persuasiveness on the both stakeholders groups: coffee growers and coffee consumers in Pereira and Armenia. It is evidenced on the relation among the three variables analyzed: institutional communication of Juan Valdez, stakeholder's feature and persuasiveness.

First, Institutional Communication takes advantage of media, in order to produce news related to Juan Valdez. On the one hand, the national media analyzed, *El Tiempo* newspaper and *Semana* magazine, tend to use Juan Valdez like Exemplar. The aim of national media reports is to use the character, in order to represent coffee growers, according to the news analyzed. On the other hand, the local newspapers analyzed within the Coffee Cultural Landscape provinces: *La Tarde* in Pereira and *Crónica del Quindío* in Armenia, use the name of Juan Valdez with general statements.

Local media tends to mention Juan Valdez with statistics, facts, general statements, rather than personal features related to coffee growers. A new hypothesis which came across this analysis to be taking into account for a further research could be that Juan Valdez is seen like exemplar out of the provinces of the Coffee Cultural Landscape. In contrast, journalists closer to coffee growers' farms see more evident the differences between Juan Valdez and a typical coffee farmer. It is an issue for a further research of Institutional Communication and Exemplification theory about media effect of Juan Valdez on national and local journalists.

Second, the stakeholders' features like age, income level, education or place of residence in Pereira and Armenia do not make significant difference in relation to the perception of coffee growers and coffee consumers on Juan Valdez

and coffee cultural landscape. No one of the stakeholders answered with confidence the aim of Coffee Cultural Landscape declaration. However, farmers with higher income and higher level of education have heard something about the name of the UNESCO's document. It is not enough to influence them.

Third, Institutional Communication of Juan Valdez has a weak impact on persuasiveness within coffee consumers and coffee growers in Pereira and Armenia. The Exemplar has not strong effect of persuasion on these groups. Further, it does not have significant influence on perception of coffee consumers neither coffee growers.

On the one hand, Institutional Communication of Juan Valdez has not strong effect of persuasion on consumers and coffee growers, because there is not emotional impact on stakeholders based on the remembrance of coffee farmers. Stakeholders do not point out the identification among Juan Valdez and coffee growers. Further, stakeholders are willing to receive news from Juan Valdez. However, the interest for Juan Valdez is not enough to be influenced by the institutional communication.

On the other hand, the use of Juan Valdez character such as exemplar of coffee growers does not have significant influence on stakeholders in Pereira and Armenia. Coffee growers do not have enough knowledge about Coffee Cultural Landscape. Most of the coffee consumers think that the main aim of Coffee Cultural Landscape is to be strategy for tourism. It is a consequence. However, they do not recognize the natural, economic and cultural elements of the Coffee Cultural Landscape. Broadly speaking, there is a lack of knowledge about Coffee Cultural Landscape among citizens of the coffee growing zone.

Juan Valdez' institutional communication aims to be an Exemplar of coffee growers from the Coffee Cultural Landscape. Coffee National

Federation says Juan Valdez represents coffee growers. Even though, coffee growers think they are not similar to Juan Valdez. On the other side, coffee consumers think Juan Valdez does not represent the current coffee growers. The opinion of the both stakeholders groups evidence institutional communication is not enough. It is a significant conclusion: Juan Valdez is not an Exemplar of coffee growers, even if National Federation of Coffee pretends to link them through its institutional communication strategy.

Further, neither coffee consumers, nor coffee growers link Coffee Cultural Landscape to Juan Valdez.

The character became from the cultural elements of the Coffee Cultural Landscape, like the costume, the mustache and the mule. However, stakeholders do not make that relation. It is because of two circumstances: first, there is not knowledge about the Coffee Cultural Landscape among stakeholders. Second, farmers and coffee consumers do not see Juan Valdez like a typical coffee farmer with its cultural background.

Broadly speaking, the both coffee consumers and coffee growers think that Juan Valdez does not represent coffee farmers. Representativeness is a condition to be properly an Exemplar. Therefore, Juan Valdez does not embody the features to be an Exemplar. Overall, Institutional Communication of Juan Valdez has not significant effect of persuasiveness

on coffee growers and coffee consumers in Armenia and Pereira.

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