



Coffee production, A Dynamic Agent of the Peasant Economy. Analysis of Its Commercialization in Norte de Santander year 2021

Marilú Pedroza Pallares^a, Carmen Amanda Ibáñez Rueda^b, Jorge de Jesús Cañizares-Arévalo^{a,b,}*

^aUniversidad Francisco de Paula Santander Ocaña, Colombia, E-mail: mpedrozap@ufpso.edu.co

^bProfessor Universidad Francisco de Paula Santander Ocaña, Colombia, <https://orcid.org/0000-0001-5205-6784> E-mail: caibanezr@ufpso.edu.co

^{a,b,*} Professor Universidad Francisco de Paula Santander Ocaña, Colombia, <https://orcid.org/0000-0002-7838-4695> E-mail: jjcanizaresa@ufpso.edu.co

ABSTRACT

Colombian coffee, recognized for its smoothness and aroma as one of the best in the world, is a source of dynamism for the rural economy, since many families live from its production and income. Its economic system is regulated by the National Federation of Coffee Growers, which brings together 33 cooperatives with a number of 530 points of sale, guaranteeing good prices and commercialization close to the place of production, a fundamental strategy that assures the producer a buyer close to his farm willing to pay a fair market price. The objective of this research is to analyze the behavior of coffee commercialization during the period 2021 in the department of Norte de Santander. For the realization of the respective analysis the population of 30 municipalities or headquarters of the Cooperative in the Department was taken as the population, which means that for the sample 100% of the population was taken, taking into account that this is very small. It was found that the cooperative during the period 2021 marketed 10,611,117 kilos of dry parchment coffee, with an increase in purchases of 1,932,000 kilos, i.e. 22.27% with respect to the year 2020. The cost of the harvest for the year 2021 was \$130,201,100,000.

Keywords: Coffee, coffee grower, cooperative, marketing.

1. Introduction

Family farming generates employment, (Fonseca-Carreño, 2019). The family farm also generates economic growth, development and competitiveness, with the aim of increasing the competitive advantage through productive alliances, choice of production and market specialization.

In Colombia there is a diversity of climates and fertile land, which generates that families organize themselves to harvest agricultural products. Colombian coffee is one of the most exported Colombian agricultural products, which is due to its quality and flavor, and for this reason it is commercialized all over the world.

According to Dullien (2009), quoted in (León – Castillo & Pongutá - Santos, 2020) indicates that "the growing tendency of countries to expand and open their economies has expansion and opening of their economies, has increased interest in economic agreements and treaties. economic agreements and treaties. This is the case of Latin American and Asian countries, which have become key investment territories for investment territories for the great powers over the last century. powers during the last century".

Economic development worldwide has led humanity to make use of resources, raising awareness of the need to generate sustainable development in all business projects in small or large companies that not only respond to the economic but also to the social and environmental impact. (Manzano- Durán et al., 2021).

* Corresponding author.

E-mail address: caibanezr@ufpso.edu.co

Each country should develop a Land Management Plan through programs and projects which seek to bring to the territory a vision of what is desired or produced in the municipality from which derives the urban and rural development within the territorial entity. (Zambrano -Mercado et al., 2020).

(Ferrari et al., 2020) state that "This grain is the basis for preparing the second most consumed beverage globally, after water".

(Puerta-Quintero, 2008) in his article entitled "Risks to quality by the commercialization of wet parchment coffee", affirms that fermented foods: microbiology, nutrition, health and culture. Consequently, it occupies the second place in global commercialization, only behind petroleum.

This sector, an engine of agricultural development in Colombia, is constituted by a solid organizational structure, conformed by cooperatives created in coffee growing municipalities and integrated by coffee growers.

Likewise, (Pineda López & Navarro Claro, 2019), indicate that "economic, labor and social dynamics, is an aspect that generates great controversy, which, over the years there have been profound changes that affect the economy and even more so when its ability to generate growth and employment limits the creation of prosperous environments that promote the establishment of businesses and public policies that support communities to remain in balance".

Thus, the most representative cooperative of the coffee sector in the department of Norte de Santander is located in the municipality of Ocaña, called Cooperativa de Caficultores de Ocaña. In the year 2021, this cooperative faced difficulties for the commercialization of the grain, related to unfair competition, tax reform, increase in the prices of fertilizers and public order, however, these inconveniences were not an obstacle for the coffee growers to achieve good prices at the moment of selling their product.

According to the sales records, in the year 2021, the Cooperative commercialized 10,611,117 kilos of dry parchment coffee, which represented an increase in purchases of 1,932,000 kilos of dry parchment coffee, with a growth of 22.27% in relation to the immediately previous year. The cost of the 2021 harvest was \$130,201,100,000, demonstrating the dynamism and drive that this sector gives to the economy of the regions and avoiding unemployment in the country, thus generating a better quality of life for the workers.

In order to obtain greater productivity it is important to reach the concept of organizational development that contributes to the improvement of the work environment and reaching a business unit, where each of the workers feel at ease in their functions. (Ortiz-Gutiérrez et al., 2021)..

2. Theoretical Framework

According to the National Federation of Coffee Growers (2014), quoted by cited by cited by Ocampo, Olga and Alvarez. Lina, states that "in Colombia, the coffee industry has great influence on the economic and social stability of the country".

According to the National Federation of Coffee Growers of Colombia (2022), the history of coffee began centuries ago in Africa, more precisely in Ethiopia. Coffee was originally consumed by macerating or grinding its leaves, being the Arabs responsible for its agricultural expansion. In 1554, the Arab world reached Turkey for the first time. In the XVII century, it entered Europe through the port of Venice, spreading throughout the respective continent, finally arriving in America around the XVIII century. In turn, the inhabitants of Holland, who no longer wanted to depend on the Arabs, were responsible for the expansion into the New World.

Likewise, the National Federation of Coffee Growers of Colombia (2022), indicated the arrival of coffee in Latin America, being the Dutch who brought it to present day Suriname, and then the French introduced it to Colombia and Brazil at the beginning of the XVIII century. By the 19th century, it had become a very important crop. In the middle of that century, it was also affected by coffee rust, which affected the crop in Ceylon (present day Sri Lanka), being the main coffee producing country at that time.

In turn, the Colombian Coffee Growers Federation (2022), comments that "Colombian coffee has existed for 300 years, being the Jesuits who introduced it in the XVIII century. In 1835, the first bags produced in the eastern region were exported from the Kukut customs office. Legend has it that the boom in Colombian coffee production is attributed to Francisco Romero, a Jesuit priest that lived in a small town in the department of Norte de Santander called Salazar de las Palmas, indicating that every time his followers repented, the priest ordered them to cultivate coffee as atonement. Thanks to this, coffee production began to expand to other sectors, and by 1850 had reached Cundinamarca, Antioquia and Caldas".

In relation to the regulations that govern the production and commercialization of coffee, there are some laws that are described below:

For the stabilization of coffee prices, there is Law No. -969 11 JUL 2019 "Whereby the coffee price stabilization fund is created".

In turn, Law 101 of December 23, 1993, General Law of Agricultural and Fishing Development issued by the Congress of the Republic, where in its Article 1 it decrees:

Article 1. Object of this Law. The Law establishes in Articles 64, 65 and 66 of the National Constitution. "In this sense, the interpretation of its provisions shall take into account the following objectives in order to protect the development of agriculture and fisheries, to promote the growth of income and the improvement of the quality of life in rural areas".

3. Results

In the year 2021 the Cooperative of Coffee Growers located in Ocaña, commercialized 10,611,117 kilos of dry parchment coffee, which meant an increase in purchases of 1,932,000 kilos of dry parchment coffee, with a growth of 22.27% compared to the previous year. The cost of the harvest for the year 2021 was \$130,201,100,000.

The increase in purchases of dry parchment coffee in the year 2021 is due to factors that favored the commercialization in the department of Norte de Santander such as the continuity of the production of coffees that have been renewed thanks to the work carried out by the Departmental Committee of Coffee Growers of Norte de Santander with all the extension service and therefore the coffee grower, increasing the production of certified coffees, as well as the effect that has been evidenced in the improvement of the fertilization of coffee by the producer, which is reflected in quality and production; On the other hand, the increase in the price of coffee that went from \$8,571 kilo (load of \$1,071,375) to \$16,947 kilo (load of \$2,118,375) with an increase in price of 97.7%. This situation was generated by uncontrollable factors such as the effects of the Brazilian harvest due to weather difficulties, the sustained trend of the dollar due to the price of the coffee product in the New York Stock Exchange.

Table 1- Purchase of coffee in the year 2021

Agency	Purchase in kilos	Value
Ocaña	1.128.000	13.593.000.000
Toledo	904.000	11.028.000.000
Ocaña downtown	652.000	8.344.000.000
Arboledas	610.000	7.852.000.000
Labateca	586.000	7.539.000.000
Sardinata	556.000	6.360.000.000
Ragonvalia	532.000	5.948.000.000
Lourdes	525.000	6.109.000.000
Cucutilla	485.000	6.213.000.000
El Carmen	474.000	6.725.000.000
El Carmen de Nazareth	407.000	5.095.000.000
Salazar	390.000	4.579.000.000
San Calixto	386.000	4.389.000.000
Gramalote	354.000	4.133.000.000
St. Bernard	341.000	4.604.000.000
Villacaro	305.000	3.727.000.000
Bucarasica	300.000	3.485.000.000
Castro	264.000	3.468.000.000
Chinacota	246.000	2.661.000.000
Convention	207.000	2.660.000.000
Durania	176.000	2.030.000.000
Bochalema	174.000	2.047.000.000
San José de la Montaña	166.000	2.045.000.000
La Vega de Cachira	139.000	1.987.000.000
Hari	125.000	1.533.000.000
Zulia	114.000	1.273.000.000
Santiago	36.000	428.000.000
Cúcuta	27.000	316.000.000
El Tarra	2.000	29.000.000
Tibu		1.100.000
TOTAL	10.611.117	130.201.100.000

Note: Data taken from the Cooperativa de Caficultores.

On the other hand, in the year 2021 there were separations per cup with 221,261 kilos of coffee, which represents 2.09% of the total purchases of dry Parchment coffee of the year, generating an increase of 0.97% compared to the previous year in which it went from 1.12% to 2.09% in rejections per cup, affecting economically the Cooperative, given that the risk in cup is assumed by the Cooperative at the time of purchase from the coffee grower, generating discounts ranging from 1.12% to 2.09% in rejections per cup.09% in rejections per cup, economically affecting the Cooperative, given that the risk in cup is assumed by the Cooperative at the moment of purchase from the coffee grower, generating discounts that oscillate between \$ 20,000 to \$ 80,000 per load, these rejections were generated by presenting defects in cup such as: Rest, ferment, Mold, Stinifer, Chemical and Vinegar, as indicated in the following table:

Table 2- Separations by cup defect

Agency	Kilos	% Separations	Defect
Ocaña	21.194	1,88%	Ferment, rest, mold
Toledo	19.080	2,11%	Ferment
Arboledas	3.234	0,53%	Rest
Labateca	12.390	2,11%	Vinegar
Sardinata	1.960	0,35%	Ferment
Ragonvalia	1.273	0,24%	Vinegar + rest
Lourdes	14.190	2,70%	Stinker
Cucutilla	4.000	0,82%	Rest, ferment
El Carmen		7,12%	Ferment, resting, mold
El Carmen de Nazareth	4.603	1,13%	Ferment
Salazar	11.076	2,84%	Ferment, rest
San Calixto	2.274	0,59%	Ferment
St. Bernard	9.920	2,91%	Ferment
Villacaro	21.338	7,00%	Chemical, mold
Bucarasica	9.875	3,29%	Rest, mold,
Castro	14.800	5,61%	Ferment, rest, mold
Chinácota	9.059	3,68%	Rest
Convention	6.876	3,32%	Ferment, rest, mold
Durania	2.406	1,30%	Rest
Bochalema	4.880	2,80%	Ferment, rest
La Vega de Cáchira	2.720	1,96%	Rest
Hari	3.400	2,72%	Mold
Zulia	3.960	3,47%	Rest
Santiago	1.920	5,33%	Mold
Cúcuta	1.080	4,00%	Mold
TOTAL	221.261	2,09%	

Note: Data taken from the Cooperativa de Caficultores.

Table 3- Defect per cup

Frequency (defective cups / sample cups)	1/8	2/8	3/8	4/8	5/8	6/8	7/8	8/8
Defect								
Type I Q1	88.000	88.000	88.000	88.000	88.000	88.000	88.000	88.000
Type II Q2	20.000	20.000	20.000	20.000	60.000	60.000	60.000	60.000
Type III Q3	20.000	20.000	20.000	20.000	20.000	20.000	20.000	20.000

Note: Data taken from the Cooperativa de Caficultores.

The types of defects in each cup of coffee mentioned in the previous tables are as follows:

- Type I: Chemical, Phenol, Stinker, Mold
- Type II: Ferment, vinegar

Type III: rest

The processing process and the good agricultural practices applied by the producer will continue to be fundamental to reduce the percentage of separations per cup; likewise it is of utmost importance that coffee growers improve these processes, work that is being carried out with the laboratory service, purchasing agents of the Cooperative and the extension service, which together advise the producer to avoid the presence of defects in the cup due to the non-application of the recommendations and continuous improvement in the coffee processing process.

With the aim of making the coffee culture of Norte de Santander more resilient and innovative, the Cooperative continues to work hand in hand with the coffee institutions, such as: The National Federation Of Coffee Growers, The Departmental Committee of Coffee Growers and Almacafé, which are committed to improving the quality of life of the caficulturist, so that they can receive better prices, evidenced by the increase in the collection of sustainable coffees in the different programs that today have in the department, achieving for the year 2021 to commercialize 8,485,938 kilos of specialty and certified Coffees, which represents 80% of the total purchases, as shown in the following table:

Table 4- Kilograms by type of coffee

Types of coffee	Kilos	Participation
Norte de Santander Regional	2.407.000	22,70%
Practices	1.847.000	17,40%
4C Norte de Santander Regional	1.293.000	12,20%
Toledo and Labateca Plus	974.000	9,20%
4C	902.000	8,50%
Toledo and Labateca	621.000	5,90%
Rainforest	127.000	1,20%
Colombia, land of diversity	94.000	0,90%
Mobile mug	85.000	0,80%
Microlots	33.000	0,30%
Coffee tasting the coffee of my land	32.000	0,30%
Norte de Santander Women's Program	29.000	0,30%
Pact Coffee	29.000	0,30%
Juan Valdez Coffee	7.000	0,10%
Catatumbo Coffee Contest	6.000	0,10%
Grand Total	8.486.000	80,20%

Note: Data taken from the Cooperativa de Caficultores.

According to, (Santafé -Rojas & Tuta -Ramírez, 2019). "In recent years, society has been transformed from the contribution of entrepreneurship, which becomes a tool for socioeconomic development in the face of social inequality in the regions. In this sense, women permeate society with their participation from the entrepreneurial exercise, mitigating the inequality gap".

It is worth noting that in the year 2021 gender equity for women coffee growers was implemented, which contributes to reducing the gaps between men and women that exist in the coffee sector, whose formal objective is to "contribute to the development of opportunities for women coffee growers in Norte de Santander, and that have an impact on the wellbeing of the coffee family and the productivity and competitiveness of the guild", achieving the commercialization of 29,116 kilos through the Norte de Santander women's program.

On the other hand, and giving continuity to the possibility of selling with added value the coffees of Norte de Santander and taking into account the dynamics of the internal Colombian market, where there is more and more competition in the purchase of coffee, the National Federation of Coffee Growers and Almacafé moved the Mobile Cup to Norte de Santander; this strategy of laboratory services allows being closer to the producers, accessing better profiles, paying better bonuses, achieving traceability and transparency. With the presence of the Mobile Cup in some of the municipalities that were in the main harvest, 269 lots represented in 105,781 kilos of coffee were received, with which the producer was able to immediately know the cup concept of their lots, as well as the respective recommendations to be made.

Table 5-Mobile cup 2021 - 2022

Municipality	No. Lot	Kilos presented
Toledo		21.880
Lourdes		14.885
El Carmen		14.034
Gramalote		8.045
Ragonvalia		7.450
Arboledas		6.263
St. Bernard		5.402
Cucutilla		4.839
Ocaña		4.724
Labateca		4.172
Sardinata		4.902
Chinacota		4.338
San Calixto	5	2.280
Convention		1.722
Hacari		845
TOTAL	269	105.781

Note: Data taken from the Cooperativa de Caficultores.

In the year 2021 standard coffee and raisins were marketed for 2,125,179 kilos with a share of 20% of total purchases, a very favorable figure which indicates that the trend is decreasing in the marketing of conventional coffees generating a more sustainable coffee culture, with added value resulting in better prices for producers in Norte de Santander.

Table 6 - Standard coffee - tablet

Type of coffee	Kilos	% share
Standard	2.064.000	
Pasilla	61.179	
Total	2.125.179	20%

Note: Data taken from the Cooperativa de Caficultores.

Reliquidations of coffee from Norte de Santander

The commercialization of differentiated cup coffees continues to grow, generating greater income for the coffee grower and therefore a better quality of life. The National Federation of Coffee Growers in its commercial strategy together with the Cooperative, have been executing the commercialization of micro lots through the Norte Santander Micro Lots Program and in the 5th version of the National Quality Contest "Colombia Land of Diversity" developed in the year 2021, 220 lots were presented with 101,915 kilos of dry parchment coffee. 915 kilos of dry parchment coffee, in which Norte de Santander obtained very good results that favorably highlighted the Department's coffee, being awarded first place in the attributes of **softness** and **exotic** to the coffee grower **Domingo Torres Angulo** from the municipality of Ragonvalia and second place in the attribute of **balance** with the coffee grower **Zorayda Acevedo Torres** from the Municipality of Toledo. The following table presents the departments that participated in the 6th version of Colombia Land of Diversity:

Table 7-Participating Departments

Department	Submitted Total	Participants	Second round
Antioquia	431	424	91
Boyaca			
Caldas	91	91	
Cauca			
Cesar			
Cundinamarca			
Huila		42	
Magdalena			
Goal			
Norte de Santander	235	220	
Quindío			
Risaralda			
Santander			
Tolima			
Cauca Valley			
Total	1.110	1.019	

Note: Data taken from the Cooperativa de Caficultores.

With the achievement of these results for coffee growing in Norte de Santander, and the development of the coffee institutional framework, work continues in order to increasingly achieve the positioning of coffee in the department, and for this reason by the year 2021 a total value of \$360,028,000

was reimbursed to coffee growers, a figure that was delivered to the producers, thanks to the commercial management carried out by the National Federation of Coffee Growers of Colombia and by those national and international clients that paid a better price for these differentiated coffees.

Table 8-Reliquidations of coffee to producers

Coffee	Producers	Municipalities	Value
Microlots		Cucutilla, Ragonvalia, Labateca, Chinacota, Ocaña, Toledo, Bucarasica, Lourdes	163.393.000
Fifth national contest Colombia Land of Diversity	1	Bucarasica for sale of coffee	12.703.000
Sixth Colombia National Diversity Contest		Durania, Toledo, Ocaña, Ragonvalia, Gramalote, Bucarasica, Sardinata, San José de la Montaña, Cucutilla	176.455.000
Strategic premium for coffee practices		Ragonvalia, Arboledas, Cucutilla, San José de la Montaña, Arboledas, El Carmen,	3.474.000
Mobile mug		Ragonvalia, Toledo, Labateca	4.003.000
TOTAL			360.028.000

Note: Data taken from the Cooperativa de Caficultores.

As well as transferring a higher price for the sale of micro lots; also for programs such as **coffee Toledo and Labateca plus**, the value of \$ 64,937,000 was transferred to 798 producers in the municipalities of Toledo and Labateca; as a result of the surplus received from sales abroad by the National Federation of Coffee Growers for the Coffee Practices program.000 was transferred to 798 producers in the municipalities of Toledo and Labateca; as a result of the surplus received for sales abroad by the National Federation of Coffee Growers through the **Coffee Practices** program and taking into account the marketing conditions of the Verified **Practices** Coffee for the client **Starbucks** and the allocation of the strategic premium for the supply chain CP (chain practices), corresponding to the exports made during the first year of the certified chains in the department of Norte de Santander, \$ 59,710,000 was transferred, which was appropriated to the National Federation of Coffee Growers.59,710,000 was transferred to the coffee accounts of 330 beneficiary producers.

Table 9-Reliquidations of coffee to producers

	No. Producers	Municipalities	Value
Toledo and Labateca Plus	798	Toledo, Labateca, San Bernardo	64.937.000
Coffee practices	330	Cáchira, Convención, El Carmen, Hacarí, Ocaña, San Calixto, CÁCHIRA, Convención, El Carmen, Hacarí, Ocaña, San Calixto	59.710.000
Total	1.128		124.647.000

Note: Data taken from the Cooperativa de Caficultores.

Behavior of coffee purchases for the years 2019-2020-2021

This table shows the behavior of coffee purchases in kilograms month by month for the years 2019, 2020 and 2021. For the year 2019 there

were purchases of 10,256,000, with the month of December being the month with the largest purchase. For the year 2020, purchases decreased by 15.38%, or 8,679,000 kilograms, with December being the month with the highest purchases. In relation to the year 2021, purchases increased in relation to 2020 by an average of 22.2%, being its weight in kilos of 10,611,000; for this year the month that presented the highest purchases was January.

Table 10-Behavior of coffee purchases 2019-2020-2021 in kilos

Month	2019	2020	2021
January	978.000	677.000	1.570.000
February	587.000	544.000	1.448.000
March	569.000	288.000	940.000
April	427.000	567.000	1.252.000
May	991.000	1.213.000	972.000
June	1.270.000	900.000	550.000
July	847.000	810.000	448.000
August	447.000	435.000	154.000
September	268.000	273.000	193.000
October	592.000	539.000	611.000
November	1.637.000	926.000	1.239.000
December	1.643.000	1.507.000	1.234.000
Total	10.256.000	8.679.000	10.611.000

Likewise, for the year 2021, the Cooperative delivered to the National Federation of Coffee Growers of Colombia, to Expocafé, to Café Don Antón and to private exporters a total of 10,767,380 kilos of dry parchment coffee, highlighting the commercial relationship of the Cooperative with the Federation by obtaining a participation of 91.4%, highlighting the work and commitment with the coffee institutionality, being ALMACAFE Cúcuta an important actor for the development of this operation, resulting in its continuous improvement in the logistics of receipt of coffee.

Table 11. Deliveries of dry parchment coffee in the year 2021

Customer	Kilos delivered	% of participation
National Federation of Coffee Growers of Colombia	9.836.175	91.4%
Expocafé	780.654	7.3%
Café Don Antón	52.506	0.5%
Individuals	98.045	0.9%
Total deliveries	10.767.380	100%

Future sales performance

Future sales are a tool created by the National Federation of Coffee Growers, to benefit coffee growers where they can ensure part of the harvest they will produce and not run risks due to the fluctuation of the daily price in a market with many uncontrollable factors. The year 2021 at the country level becomes an unfortunately very complicated situation due to the defaults by the caficulturists that had made contracts with the cooperatives and exporters, defaults that were mostly generated by the significant rise in the price during the year 2021, a situation to which the cooperative was not oblivious, presenting a default of 246.797 kilos as of December 31, 2021, coffee that is committed and waiting to be delivered by the growers to the cooperative and that as of December 31, 2021 has generated a negative economic impact on the results in an approximate amount of \$2,454,000,000, coffee that today the Cooperative must go out to buy at the price of the day to be delivered at the price of Contracts ranging between \$865,000 and \$1,000,000 per load compared to an average price per load of \$ 2,100,000.

It should be noted that if the increase in the price of coffee continues, the cooperative will continue to assume the risk of losses in different periods until it fully complies with the agreement with the National Federation of Coffee Growers.

Contract defaults are represented by 349 caficulturists, of which 115 are associates and 234 are non-associates.

NO. COFFEE GROWERS WITH CONTRACTS	NO. OF ASSOCIATES	NUMBER OF NON-COMPLIANT ASSOCIATED KILOS	NO. ASSOCIATES	NUMBER OF KILOGRAMS OF NON-COMPLIANT NON-MEMBER PRODUCERS	TOTAL KILOGRAMS
349	115	88.167	234	158.630	247.797

4. Conclusions

With the production and commercialization of coffee, the quality of life of many Colombian families will be improved, especially those coffee growing families of Norte de Santander, which generates socioeconomic wellbeing for its coffee growers, contributing to the progress of the regions.

REFERENCES

- Ferrari, A., Vinderola, G., & Weill, R. (2020). *Alimentos fermentados: microbiología, nutrición, salud y cultura*. https://www.danoneinstitute.org/wp-content/uploads/2020/12/Book-Fermented-Food-2020_sp.pdf
- Fonseca- Carreño, N. E. (2019). Sustentabilidad en la agricultura familiar agroecológica: Mora de castilla en Sumapaz. *Revista Científica Profundidad Construyendo Futuro*, 11(11), 12–22. <https://doi.org/10.22463/24221783.2516>
- León – Castillo, M. F., & Pongutá - Santos, S. (2020). Análisis acuerdo de Libre Comercio Colombia - Unión Europea: Sector minero - energético 2012-2018. *Revista Científica Profundidad Construyendo Futuro*, 12(12), 55–64. <https://doi.org/10.22463/24221783.2639>
- Manzano- Durán, O., Peñaranda- Peñaranda, M. M., & Luna- Quintero, J. C. (2021). Sostenibilidad y proyectos sostenibles: Estudio bibliométrico. *Revista Científica Profundidad Construyendo Futuro*, 14(14), 2–13. <https://doi.org/10.22463/24221783.3160>
- Ortiz -Gutiérrez, M. F., Galindo- Henao, A. M., Valbuena- Rodríguez, P. D., & Duarte- Leguizamo, J. D. (2021). Teoría del desarrollo organizacional: Ineficiencia laboral y organizativa. *Revista Científica Profundidad Construyendo Futuro*, 14(14), 32–50. <https://doi.org/10.22463/24221783.3162>
- Pineda López, C. P., & Navarro Claro, G. T. (2019). Análisis de la dinámica económica, laboral y social en el municipio de Ocaña. *Revista Científica Profundidad Construyendo Futuro*, 10(10), 24–30. <https://doi.org/10.22463/24221783.2518>
- Puerta-Quintero, G. I. (2008). *RIESGOS PARA LA CALIDAD POR LA COMERCIALIZACIÓN DE CAFÉ PERGAMINO HÚMEDO*. <http://infocafes.com/portal/wp-content/uploads/2017/05/avt0373.pdf>
- Santafé -Rojas, A. K., & Tuta -Ramírez, L. T. (2019). Escenarios prospectivos para el emprendimiento femenino en la base de la pirámide. *Revista Científica Profundidad Construyendo Futuro*, 11(11), 2–11. <https://doi.org/10.22463/24221783.2515>
- Zambrano -Mercado, R. A., Muñoz - Hernández, H., Brito - Aleman, C. C., & Caro - Florez, A. P. (2020). Gestión financiera en planes de ordenamiento territorial como herramienta de desarrollo urbano. *Revista Científica Profundidad Construyendo Futuro*, 13(13), 31–38. <https://doi.org/10.22463/24221783.2577>