

## **CASE STUDY NUGALI CHOCOLATES: BEAN TO BAR SUSTAINABILITY**

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## **Introdução**

The production systems often use finite resources in a deliberate and ostensive manner to sustain economic development, promoting environmental imbalance and generating waste that is harmful to living beings (Nunes et al., 2008). This paper investigates how Nugali Chocolates confronts modern sustainability challenges by blending social, environmental, and economic strategies. In a sector demanding innovation for survival, this study unveils how a bean-to-bar business model can drive lasting impact.

## **Problema de Pesquisa e Objetivo**

Amidst global setbacks in sustainability commitments—with only 7.73% of the UN SDGs showing satisfactory progress in Brazil (UN, 2024)—this study asks: How can a company integrate social, environmental, and economic actions for balanced, lasting growth? Exploring Nugali Chocolates, a beans to bar company in Brazil, this unique case study uses in-depth interviews to reveal how bean-to-bar circular business models can inspire innovative, sustainable practices in the chocolate industry and beyond.

## **Fundamentação Teórica**

The research is grounded in the Triple Bottom Line framework (Elkington, 1994; 1998), emphasizing the economic, social, and environmental pillars of sustainability. It draws on Circular Economy concepts (Boulding, 1966; Pearce & Turner, 1990; Ellen MacArthur Foundation, 2019) and references the Sustainable Development Goals (UN, 2024). Additionally, the study highlights Associative Sustainable Business Models (ASBMs), which promote value creation through collaboration and local engagement (Schaltegger et al., 2012; Gallo et al., 2018).

## **Metodologia**

A qualitative, single-case study approach (Creswell, 2014) was used, combining in-depth interviews, observations, and secondary data analysis. The research examined Nugali's sustainability and circular economy efforts, as well as its partnerships with cocoa producers and the local community. It also considered broader market trends in the cocoa and chocolate sector (BMI, 2024; Euromonitor International, 2021; Mordor Intelligence, 2024).

## **Análise dos Resultados**

Nugali Chocolates adopts sustainable business models balancing social, environmental, and economic goals. Through its bean-to-bar approach, fair trade, renewable energy, and zero waste commitment, the company aligns with Bocken's archetypes and the UN SDGs. Despite challenges like high costs and logistics, Nugali's innovation and partnerships have earned industry recognition, positioning it as a reference in the chocolate sector.

## **Conclusão**

Nugali Chocolates demonstrates the successful adoption of sustainable and circular business models that harmonize social, environmental, and economic priorities. Aligned with the UN SDGs, these practices enhance competitiveness, reputation, and foster innovation. Ongoing improvements, industry accolades, and a steadfast commitment to sustainability confirm that such actions generate long-term value and inspire other organizations to pursue similar paths. This case underscores the essential role of sustainability for future success.

## **Contribuição / Impacto**

This article explores Nugali Chocolates' circular and sustainable business models, highlighting the integration of social, environmental, and economic actions. It details achievements and challenges, offering insights for other companies aiming for sustainability, and demonstrates how innovation and partnerships can generate long-term value and advance the UN SDGs in the chocolate industry.

## **Referências Bibliográficas**

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