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# **How can a Belgian high-end coffee craftsman increase its sale?**

Case company : Emmanuel Dabin

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How can a small Belgian high-end coffee craftsman increase its sales? Case company: Emmanuel Dabin		
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<p data-bbox="311 689 424 719">Abstract</p> <p data-bbox="311 763 1442 875">The main objective of this thesis was to carry out a research process to find out what strategies Emmanuel Dabin could put in place to differentiate itself from its competitors in order to increase its sales on the Belgian high-end coffee market.</p> <p data-bbox="311 931 1442 1211">Firstly, the author presented the case company's background. Secondly, the author described the theoretical aspects based on the concept of customer value. Thirdly, in order to answer the research question, qualitative research was carried out. Interviews with the CEO, Emmanuel Dabin, and two of his main customers were conducted to enable the author to describe the findings. Fourthly, the information gathered was essential for the development of the subsequent research results. These results included further research on the case company, Emmanuel Dabin.</p> <p data-bbox="311 1227 1442 1339">Fifthly, with the help of all the research findings, the researcher was able to provide tailor-made recommendations to best advise Emmanuel Dabin on how he can increase his sales of high-end coffee in Belgium.</p> <p data-bbox="311 1395 1442 1552">Regarding the methodology, the author first focused on secondary data to address the main theoretical factors. Then, the author used the qualitative method for the interviews. It is a method based on the words and other non-quantifiable elements to give an in-depth description and a good insiders' view to the author.</p> <p data-bbox="311 1608 1442 1765">In conclusion, the author realized that Emmanuel Dabin was already creating quite a lot of value for its customers and therefore its business, which gave it a real competitive advantage. In order to push this value creation further, the author was able to list different recommendations to increase his sales in Belgium.</p>		
<p data-bbox="311 1868 448 1897">Keywords</p> Belgian high-end coffee market, marketing, current trends, customer value, micro-analysis, marketing mix		

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## 1 INTRODUCTION

"Is there a place for a luxury coffee?" The author chose this topic for her thesis because she wonders whether there is a place in the coffee market for something other than a "hot and black" coffee .... Is it possible to sell a higher quality, more premium coffee in Belgium? Coffee is the second most important international trade market after oil. Until today, there is still a great lack of knowledge about this product and all its qualities. (Flaavor, 2018) The author imagines that big fans or people with high purchasing power would be curious to find another experience more in line with the trend of an exclusive, selective or luxury drink. Develop very modern tastings to educate curious and greedy consumers. Talk about exceptional origins, coffees with peppery notes, etc. In the author's opinion, there is real work to be done in this sector to build an image and create value.

The purpose of the thesis is to find out how a small Belgian high-end coffee craftsman could increase its sales. Nowadays, the high-end market is very exclusive and increasingly competitive but is experiencing a real expansion (Etykosltd, 2020).

In this thesis, the writer introduces the case company, Emmanuel Dabin. Then, the writer describes some theoretical aspects on the premium coffee in Belgium which is focused on the creation of value for customers and a company. Namely, the premium coffee market and its trends, the micro-environment and the marketing mix. In order to conduct an answer to the research problem, qualitative research has been performed. Interviews with the CEO, Emmanuel Dabin and two of his main clients have been held to enable the writer to describe the findings. The final purpose is for the reader to read out the tailor-made recommendations that were proposed to the company Emmanuel Dabin to increase its sales in the Belgian premium coffee market.

## 1.1 Conceptual Framework

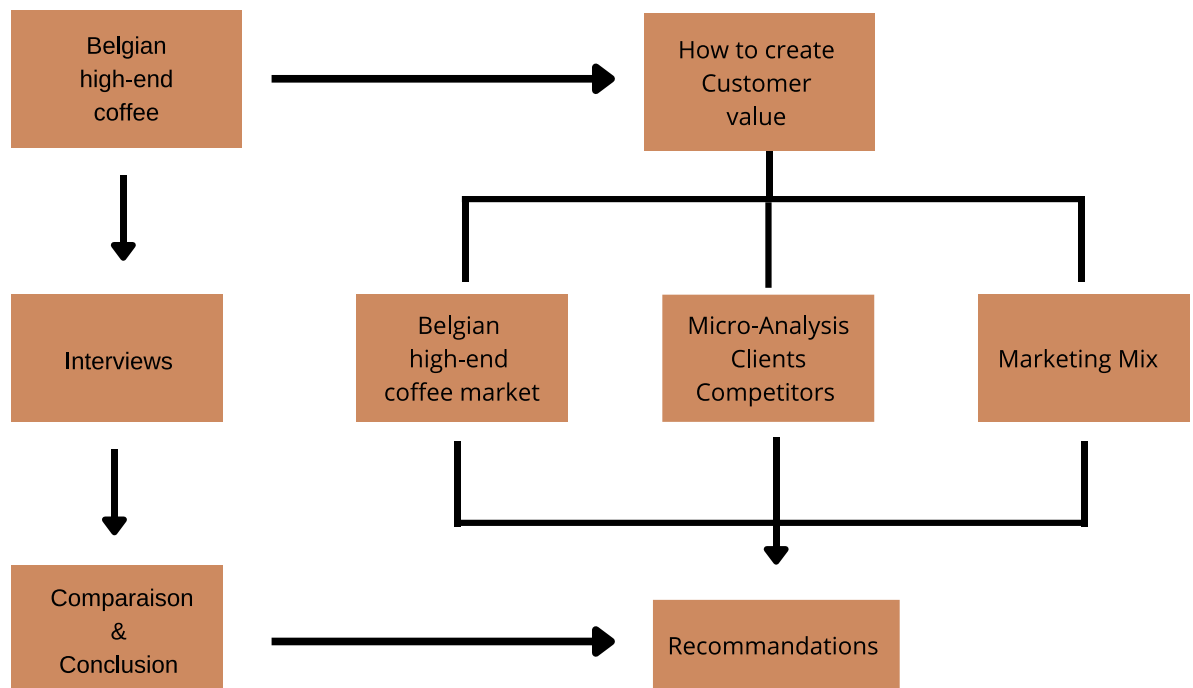


Figure 1. Conceptual Framework

The conceptual framework shown in figure 1 above, demonstrates how the author has carried out his work. Firstly, the researcher focuses the Belgian high-end coffee on customer value in order to see how a company in this market can create value for its customers. The reader can see that the main elements of the theoretical background, namely the Belgian high-end coffee market, the micro-analysis and the marketing mix is based on the concept of customer value.

Secondly, the researcher conducted three separate interviews in the course of this thesis. First, the CEO of the company Emmanuel Dabin answered several internal questions about his company. Secondly, the writer conducted two interviews with two of Emmanuel Dabin's main customers in order to gain an external perspective on the premium coffee company. This allowed the writer to compare the different interviews in order to conclude the differences and similarities.

Thirdly, the author has compiled all this data to propose various tailor-made recommendations to the company Emmanuel Dabin.

## 1.2 Thesis Process and Methods

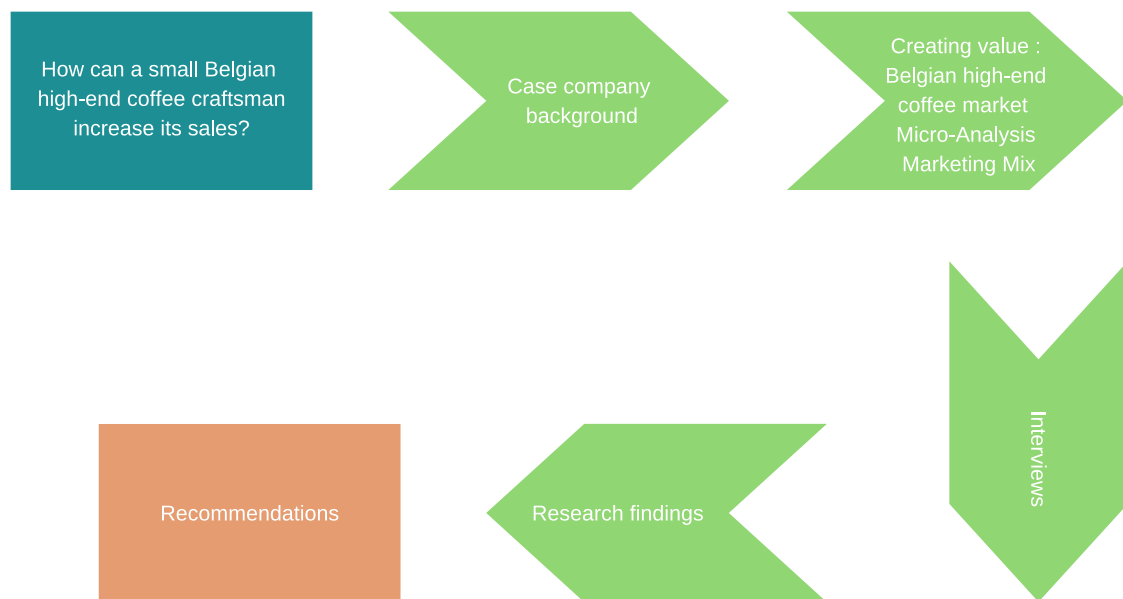


Figure 2. Process of the thesis

First, the author provides a visual model in figure 2 above of the process of the thesis and how it is conducted. This thesis will answer the initial question "How can a small Belgian high-end coffee craftsman increase its sales? First of all, the author will present the case company background of Emmanuel Dabin. The main activities and supply chain of the company will be presented.

Then, the writer describes some theoretical aspects based on creating value. First by presenting the Belgian high end coffee market and the actual trends. Secondly, by analyzing the micro-environment with a focus on the clients and competitors. Thirdly, the marketing mix by presenting the product, the price, the place and the promotion.

In order to conduct an answer to the research problem, qualitative research has been performed. Interviews with the CEO, Emmanuel Dabin and two of his main clients have been held to enable the writer to describe the findings.

The information gathered will be essential for the development of the subsequent research results. These results will also include further research on the case company, Emmanuel Dabin.

Finally, with the help of all the research findings, the researcher will be able to provide tailor-made recommendations to best advise Emmanuel Dabin on how he can increase his sales of high-end coffee in Belgium.

Secondly, the researcher presents the methodology used to collect primary and secondary data for the thesis. At first, the writer will focus on the secondary data to answer the main theoretical factors. Secondary data are a set of existing data on the high-end coffee market mainly from sources such as books, articles, theses and websites.

Furthermore, there are two different methods used in marketing research studies to collect primary data in order to reach valid and reliable data. The first method is quantitative, and the second method is qualitative. In this thesis, the researcher focuses the market research on the qualitative method. The qualitative method does not involve a large amount of respondents. But this method is costly and time-demanding research. The qualitative method is based on the words, sounds and other non-quantifiable elements to give an in-depth description. The advantage of this method compared to the quantitative method is the fact that the author has a good insider's view on the topic with more specific information that cannot be found by using other sources such as the internet. For this reason, the author will write the interviews with the CEO and the customers using the qualitative method. In addition, the two interviews will be with two of Emmanuel Dabin's main clients, allowing for a comparison of the different responses. This method allows the researcher to gather valuable, concrete and up to date information.



## 2 THESIS PURPOSE AND OBJECTIVES

The purpose of the thesis is to find out how a small Belgian high-end coffee craftsman could increase its sales. Nowadays, the high-end market is very exclusive and increasingly competitive but is experiencing a real expansion (Etykosltd, 2020).

Emmanuel Dabin is a young entrepreneur who decided to start his own business more than seven years ago. He is the manager and has no employees in his company. The aim of this research is to see what strategies Emmanuel Dabin could put in place in his company in order to make his business evolve in a beneficial way. While preserving knowing his high-end positioning and its target which is aimed at customers or potential customers who are looking for a unique and high-quality coffee. Therefore, the author asked herself the question "How can a small Belgian high-end coffee craftsman increase its sales?" The aim of the research is to answer this question through market and qualitative research.

The main objective of this thesis is to carry out a research process to find out what strategies Emmanuel Dabin could put in place to differentiate itself from its competitors in order to increase its sales on the Belgian premium coffee market. To achieve the goal of answering the research process, several questions are asked.

- What is the current offer in the Belgian premium coffee market?
- What are the trends in the Belgian premium coffee market?
- What are the wants and needs of today's consumers?

### 3 CASE COMPANY INTRODUCTION

"Emmanuel Dabin, is an artisanal coffee roaster who has been working in this sector for over 35 years. He is a Belgian artisan roaster whose great-grandfather planted the first Arabicas in Congo. The Dabin Coffee label was founded 7 years ago and today the manager is still looking for a way to expand his offer of premium coffee. Emmanuel Dabin is a coffee enthusiast who has travelled the world to unearth artisanal coffees to create a tasteful and ethical coffee. "Emmanuel Dabin favors organically grown and ethical beans from the very beginning of the harvest as these releases the best flavors." Dabin coffees are mainly sold in organic shops, grocery shops, caterers, restaurants, hotels, and Belgian companies. This high-quality product is delivered by the artisan creator himself (Dabin, 2021).

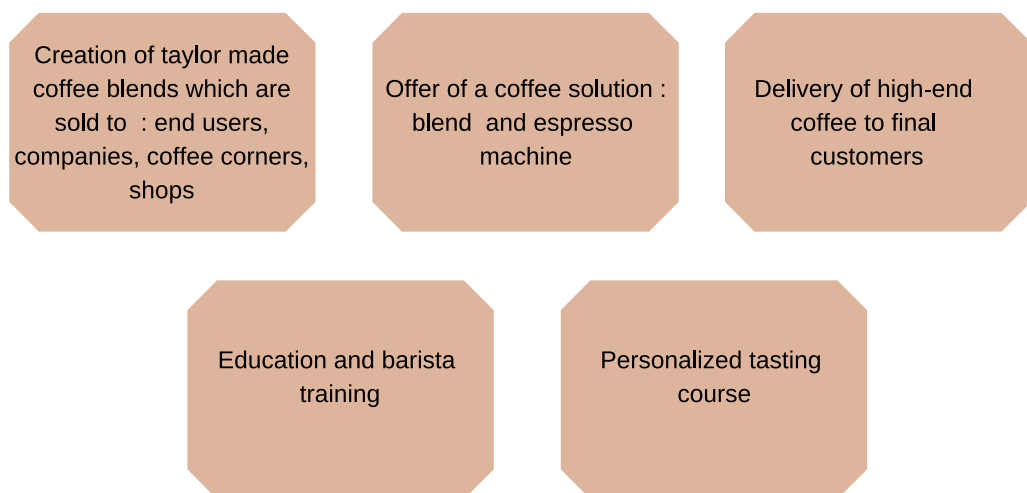


Figure 3. Main business activities of Emmanuel Dabin (Dabin, 2022)

Firstly, as we can see in figure 3 above, the main activity of Emmanuel Dabin is to create premium coffee blends. Emmanuel Dabin sells in B2C and mainly in B2B. In B2C he sells to end users. In B2B he sells to companies, coffee corners and shops. Secondly, Emmanuel Dabin sells his coffee blends accompanied by a quality machine

and here cleaning products. In other words, he offers a complete package to his customers so that they have the coffee and the machine available. Thirdly, a time-consuming activity is the delivery of his high-end coffees to his end customers. Once the coffees are roasted and packed, he collects the packages from the warehouse in Aalst, a town in Belgium. He stores all the parcels at his home and then delivers them by car to his end customers who are located in Belgium. Fourthly, as a coffee enthusiast, Emmanuel Dabin shares his knowledge as an expert daily. He can train people to get the Barista certificate because he owns it himself. That means, a person who is specialized in the preparation of a coffee. (Linternaute, 2021) Fifthly, he organizes coffee tasting courses in order to pass on his knowledge and raise awareness during a tasting.

### 3.1 The supply chain – “Beans to cup!”

Emmanuel Dabin offers high quality coffees to his end customers. He selects high-altitude Arabicas from small, often family-owned plantations. His range is divided into three segments. Firstly, coffee beans, then ground coffee, and finally coffee in capsules, which are 100% biodegradable and made entirely of wood. The author describes the supply chain from the origin of the green coffee beans until it reaches the end consumer of Emmanuel Dabin. (Dabin, 2022)

First of all, Emmanuel Dabin is in partnership with the trading company Efico located in Belgium, in Antwerp to be precise. Efico is Emmanuel Dabin's trading manager, and it is they who are in direct contact and negotiate with the green (unroasted) coffee producing countries. Emmanuel Dabin creates its own high-quality coffee blends based on green coffee beans from Ethiopia and Central America. The origins are Guatemala, Costa Rica, Honduras, but also Brazil, Peru, Colombia, Ethiopia and India. Efico is responsible for the import process: selection, purchasing, quality control, certification, loading, transport, insurance, reception, and storage in the port of Zeebrugge in Belgium. The import is done by container, each container contains 250 bags of 60 and 70 kilos of green coffee beans. This stock of coffee bags in Zeebrugge is located in a totally passive warehouse (solar electricity); this is where Emmanuel

Dabin buys the bags he needs for his small weekly production. Efico then takes care of shipping them to the roasting plant in Aalst, Belgium. (Dabin, 2022)

Emmanuel Dabin's "CRU" are created in his laboratory and workshop in Aalst. Each "CRU" is a blend of different green coffee origins, selected to provide a specific taste and aroma. Emmanuel Dabin himself, thanks to his many years of expertise, is the artisan who creates his own blends. Once these creations are made, these small batches of green coffees are roasted in a rotating drum at a temperature of between 180°C and 230°C. (Dabin, 2022)

Once roasting is complete, the coffee is taken out of the roaster and put into mobile metal silos under nitrogen to preserve the aromas as best as possible. At this stage, some of the coffee beans remain in the workshop to be packaged in 500g and 1kg bags. The other part is sent to a sheltered workshop (Trianval) which employs disabled people 1.5km away to be ground and packed in 250g metal tins sealed under nitrogen. The tins are then placed in 12-piece cardboard boxes and sent to the storage warehouse. (Dabin, 2022)

For the Nespresso compatible biodegradable capsules, the roasted coffee beans are put in big bags under nitrogen in order to preserve the freshness of the coffee and are sent to Germany to Moers. There the beans are ground and directly put into the 100% wooden capsules, which are sealed and sent back in big bags under nitrogen to the protected workshop in Aalst to be packed by 20 pieces in metal cans of 106gr sealed under nitrogen. The cans are then placed in cardboard boxes of 12 pieces and sent to the storage warehouse. (Dabin, 2022)

Once the parcels are ready, Emmanuel collects them from the Aalst warehouse. He stores all these parcels at his home and then delivers them to his B2B and B2C end customers according to the orders. When some foreign customers order, or are not planned in his delivery schedule, he also has a partnership with the company DPD which offers a delivery service throughout Europe. This company takes care of delivering these end customers within two or three days. (Dabin, 2022)

## 4 CUSTOMER VALUE

### 4.1 Concept of customer value

The traditional view of value creation is when the company adds value to the inputs they receive from their suppliers and passes them on to their customers. In this process, it is the company that creates value for their consumers who remain passive. Contrary to the traditional view, value can also be created by the consumer himself. In this case, the consumer is actively involved in the creation of value. It is the company that will adapt the added values of their products or services to the needs of their consumers. (de Chernatony et al., 2011, p. 389) For this reason, the author will focus throughout this thesis on the wants and needs of his customers in order to create value during each customer journey.

Today, companies that sell solely on the basis of price and product attributes can no longer keep up in today's hyper-competitive marketplace. According to a Gartner study, the majority of companies focus too much on the features and technology of their products. (Liveagent, 2022) Today's consumers have new perceptions and expectations. They want to have an estimate of the real value that their product can guarantee them. In other words, value is the customer's perception of the balance between the benefits received from a product or service and the sacrifices they have to make in order to enjoy these benefits. This definition shows that it is the customer himself who decides whether he wants to exercise value or not. When making a purchase decision, consumers will usually make a comparison between the perceived value of a product and the perceived value of similar products. Their final choice will therefore be based on the product whose benefits received are higher than the sacrifices the customer must make. (Buttle et al., 2019, p. 168)

It is by reading and interpreting the concept of customer value that we understand its indispensable importance today. Is customer value not the key to success? To find out, the author will examine this term and its benefits throughout the thesis in order to gain maximum information and perhaps even competitive advantages.

#### 4.2 How to create customer value

According to Schieffer, creating a loyal relationship with customers is essential for all companies because it is the customers who represent each company. It is the company that has to adapt to the customer's wishes. It must constantly understand their customers in order to find the right ways to create a long-term contact with them. Peppers and Rogers say: "The only value your company will ever create is the value that comes from customers - the ones you have now and the ones you will have in the future. Business succeeds by getting, keeping, and growing customers. Customers are the only reason you build factories, hire employees, schedule meetings, lay fiber optic-lines, or engage in any business activity. Without customers, you don't have a business." (Kotler et al., 2016, p. 380)

There are two distinct ways of identifying, designing, and delivering customer value. Figure 4 building customer value below shows, the traditional organization (a) is represented by companies that believe that only customers are the main source of profit within their companies. Above the traditional pyramid (a) is the CEO, followed by the management. Then the front-line people and below them the customers. This is a rather outdated representation that has been replaced by a more up-to-date chart (b).

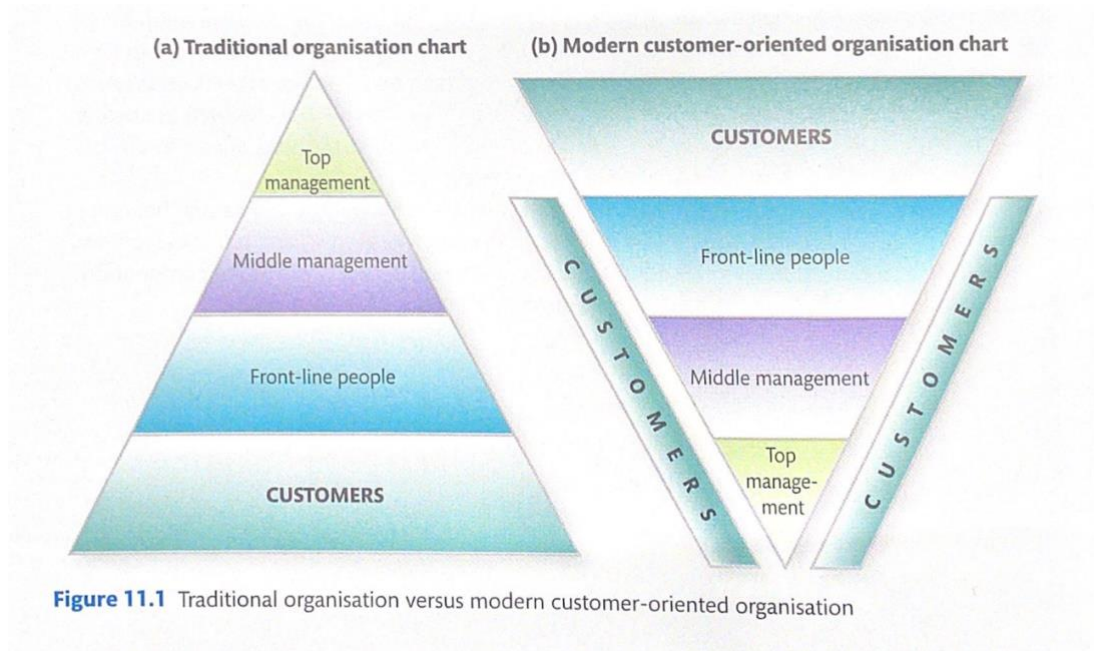


Figure 4. Building customer value (Kotler et al., 2016, p. 380)

Nowadays, successful sales companies tend to reverse the traditional chart (a). At the very top, the main players are the customers. Just below the customers are the front people. Their role is essential because they have direct contact with the customers. They are responsible for knowing their expectations and meeting their needs. The front-people are followed by the management who is in charge of supporting and/or helping them to perform their task properly. Finally, the CEO's duty is to hire the right profiles to support the role of the front-people. As can be seen in figure (b) above, customers are also present on the edges of this figure, unlike the previous one. This demonstrates the fact that in the current charter model, the actors within the company must each be personally invested and committed to customer exchange and service. (Kotler et al., 2016, p. 380)

At present, it can be seen that companies that follow this current model (b) have a competitive advantage over others. Today's customers are increasingly demanding. Their expectations and needs have increased as a result of the technological boom that makes it easier for customers to find out about the company. Contacting, satisfying, and delighting customers is no longer enough to create value for them. They want to have a say so that companies hear what they have to say. In order for consumers to feel that they are being listened to, it is necessary that this be done through the

intermediaries (front-line people) because they are the ones who are in direct contact with the customers. For this reason, many companies have developed an interest in listening to their employees. Companies that listen to their employees, and therefore inevitably to their customers, develop a reputation for image that gives them a competitive advantage in the long run. (Kotler et al., 2016, p. 380)

According to David Smith, HR manager of ASDA, a UK supermarket chain, the success of their business is down to communication. It is not only about filtering the right information from the top of the organization, but also about ensuring that feedback from shop staff is taken seriously and communicated upwards. Listening to the voice of the customer is also important, but many companies don't do this as well as they should. Jeremy Paxman, a presenter on British BBC television chastises Marks & Spencer for not listening to its customers' complaints. There is a general consensus among businesses that 95% of UK customers who have a complaint never voice it. If Marks & Spencer doesn't talk to customers, it has no way of knowing if their customers are happy with the services and products. If a company wants to know how to produce what their customers want but at the same time in a profitable way, they need to listen to their customers. (Kotler et al., 2016, p. 381)

## 5 THE BELGIAN HIGH-END COFFEE MARKET

### 5.1 Concept of high-end coffee

Firstly, the author defines the precise definition of a company that offers premium coffee. A premium coffee is defined as a specialty coffee. This term emerged in the 1970s in America to describe a coffee that offers superior quality and is positioned as a rare product. These coffees originated in American coffee shops and then appeared in Europe around the 1980s. The Specialty Coffee Association of America (SCA) defines the term in great detail. "Specialty coffees (or gourmet coffees) are defined as



premium coffee beverages to which the consumer (in a specific market and at a specific time) attributes a unique and superior quality, taste and character compared to an ordinary coffee beverage. This beverage is prepared using green coffee beans grown in specific areas, and meeting the highest standards of production, processing, roasting, preservation and preparation." (Expresseau, 2020) Today, this specialty coffee is recognized as a niche in the international coffee world that holds more or less 5% of the market. (Tessier, 2021)

A premium coffee is a coffee that is positioned at a higher price in the coffee market. For this reason, these roasters seek to reach an exclusive but also more demanding target group. Thus, customers who turn to this coffee expect more than just receiving a coffee. They want to benefit from an added value, namely, a privileged customer relationship, an intimate communication as well as an outstanding after-sales service. For this reason, companies offering specialty coffee must consider the added value they could offer their customers. (Expresseau, 2020)

## 5.2 Current Trends of high-end coffee

Coffee is the third most drunk beverage in the world after water and tea. Moreover, the coffee market has been more or less stable over the past years. In Belgium, 80% of Belgians drink at least one cup of coffee per day. (De la Fournière, 2021) This means that the average consumption per person is equivalent to about 130 liters of coffee. Most of the time, these consumers do not pay much attention to what kind of coffee is served in their cup. However, according to Petty de Sloovere, Secretary General of the Royal Union of Coffee Roasters, new drinking habits are emerging. "People are becoming more critical of what they drink and are visiting coffee shops more," she says. (Tessier, 2021)

The new consumption attitudes are strongly influenced by the COVID crisis. The fact that coffee shops or restaurants were closed, it pushed coffee lovers to take time at home to prepare it. After COVID, it seems that a lot of new coffee shops have opened. Furthermore, a study shows that coffee lovers are becoming more aware and

knowledgeable about what they drink. Before the crisis, these coffee shops mainly offered blends, i.e., coffees from different countries. However, today, due to the fact that consumer demand is changing, they are increasingly offering coffees from pure origins, which are usually more popular with experienced coffee drinkers. We can therefore see a real change in the behavior of the consumer who is now much more demanding and looking for specialized coffee shops that offer unique and exotic coffees with an innovative fermentation process (De la Fournière, 2021).

In recent years, there has also been a real increase in demand from Belgians for certified, fair trade and organic coffees. These niche coffees are currently in high demand due to the trend of responsible consumption that has emerged in recent years. These coffees support the work done by the original producers but also the respect of the environment thanks to manufacturing practices that respect the local soil, flora, and fauna. For this reason, most supermarket chains in Belgium, such as Delhaize, Lidl, etc. offer certified coffee ranges. In addition, microbreweries that offer specialty or grand CRU coffees are also increasingly offering certified coffees. (De la Fournière, 2021)

## 6 MICRO-ANALYSIS

The marketing environment encompasses two main factors, the micro-environment, and the macro-environment. In this case, we will focus on the micro-environment. As shown below in Figure 5, the micro-environment encompasses all the actors who are close to the company and who influence the company's activity, namely:

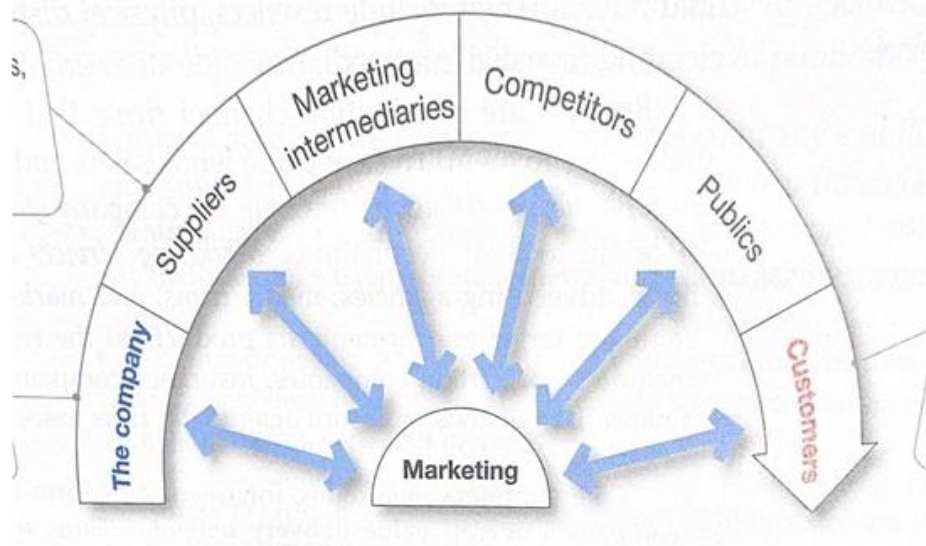


Figure 5. Actors in the Microenvironment (Kotler, 2018)

These can have both a positive and a negative effect on the company. The main task of a marketing manager is to create customer value and satisfaction in order to meet the basic objective of creating a relationship with his customers. To do this, the manager will maintain a relationship with the 6 actors mentioned above. This relationship makes it possible to create a common network in order to create added value for the company. (Kotler et al., 2018, p. 92) In the case of this thesis, the author will analyze only 2 elements of the micro-environment, namely the customers and the competitors.

### 6.1 Clients

Customers are the most important actors in the business environment because without customers the market cannot exist. They influence the development and economic growth of a company. Companies must therefore carry out various actions and surveys in order to better understand their habits, requirements and expectations. Based on this data, companies can strategically adapt their products and services in order to create value and promote their economic growth. (Communication-entreprise, 2022)

As stated before, the objective of the micro-environment is to create relationships between the 6 actors that combine to form the value creation network of the company.

The aim of this network is therefore to create strong and loyal relationships with customers over the long term in order to provoke their commitment. There are five types of customer markets and the company itself can decide to target one or more of them. (Kotler et al., 2017, p. 72)

Firstly, consumer markets are individuals and households buying products and services for their own consumption. Secondly, business markets buy with a view to further processing or reproduction of products. Third, reseller markets buy products and services with the aim of reselling them to create profit. Fourth, government markets buy goods and services to create public services or transfer them to people in need. Finally, international markets represent buyers, consumers, producers, retailers, and governments in foreign countries. These five types of customer market have their own particularities. It is up to the seller to analyse the positive and negative aspects of each to match the best market type. (Kotler et al., 2017, p. 72)

Customer analysis is essential within a company. It allows the company to gather as much information as possible in order to have an in-depth knowledge of their expectations and needs in order to build loyalty. An analysis of their behaviour can easily be done using different questions such as, who are they? What do they need? What do they like or dislike about their shopping experience? What products do they buy or not? Why do they choose your product over those of competitors? And so on. All this data will help the company to better understand their customers and therefore adapt their offer according to their needs and wants. Moreover, thanks to this data, it will be easier to identify prospects with similar profiles and convert them into loyal customers. The interest in analysing the behavioural attitude of customers is to create a persona. The persona is a representation of a customer profile that is as real and objective as possible. The customers of a company each have different needs and expectations. For this reason, it is necessary to create subgroups of customers with the same characteristics. Therefore, there are often several different personas within a company. (WSI, 2020)

## 6.2 Competitors

Satisfying customers is a major factor in marketing, but it is not enough to promise success in a company. The company must be able to differentiate itself from its competitors and offer more satisfaction to its customers. In order to achieve this, the company must have a thorough knowledge of their competitors and their customers. This will give the company a competitive advantage, especially in predicting the reactions and marketing initiatives of the competitors. Competitor analysis will therefore allow the company to adapt its marketing strategies to offer added value to its customers. Focusing on the actions of competitors has a positive impact on the success of the company. (Jobber, 2007, p. 774)

In order to carry out the competitor analysis, we will look at two key questions, namely, who our competitors are and what their strengths and weaknesses are.

### Our competitors

A problem that frequently arises when identifying competitors is that companies tend to be too narrow in their focus when identifying competitors. Companies only identify competitors by those who produce technically similar products. However, competitors that offer substitute products should also be taken into account. That is, a product that is technically different but fulfils the same need and provides the same level of customer satisfaction. (Jobber, 2007, p. 779) When identifying competitors, it is therefore necessary to determine the difference between direct and indirect competition. Direct competitors offer technically similar products that meet the same need. Indirect competitors offer technically dissimilar products but still meet the same need. (Coppens, 2019)

### Their strengths and weaknesses

Below, figure 6 shows company capability profiles, a comparison must be made between the strengths and weaknesses of our direct and indirect competitors. Knowing the weaknesses of one's opponents allows the company to concentrate its strengths to counter the weaknesses of its competitors. It is therefore necessary to gather as much information as possible about the market and their customers. To do this, a three-step

process can be used. Firstly, we need to identify a maximum of 8 main factors of each competing company to compare their success with our company's. The identification is a kind of judgement on the success of the company. The identification is a kind of managerial judgment. The factors can be functional (financial, production aspects...) or generic (innovation aspects, customer service...). (Jobber, 2007, p. 780)

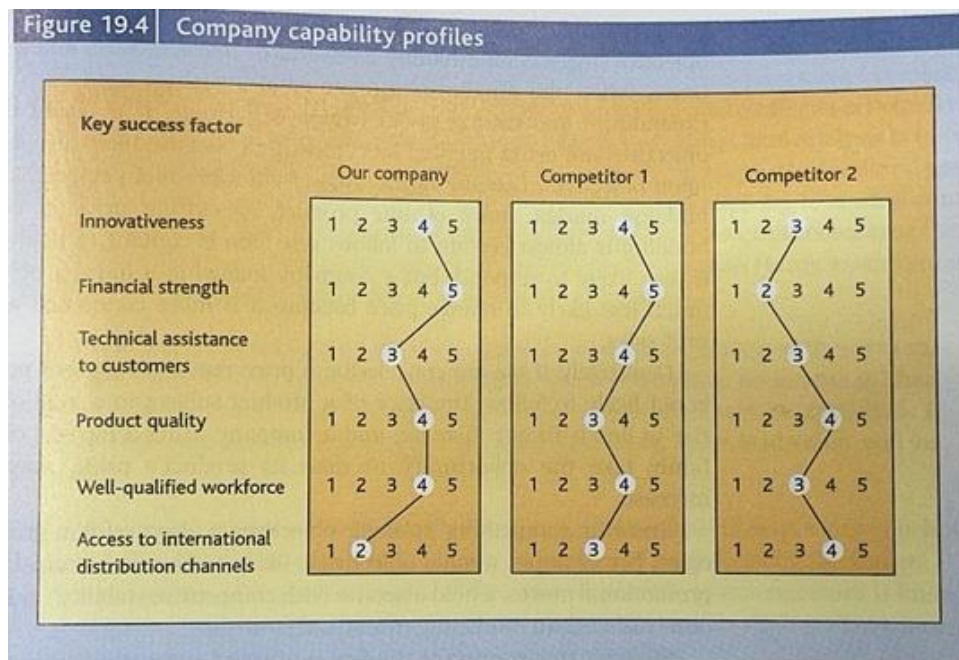


Figure 6. Company capability profiles (Jobber, 2007, p. 781)

Secondly, having determined the key success factors of our competitors, we need to compare them to our company using a rating scale. Each competitor is given a score from 1 (very bad) to 5 (very good) on each key success factor. This gives a clear comparative view between one's company and its competitors. (Jobber, 2007, p. 781)

Thirdly, the different successes of each competitor's company and one's own should be analyzed in order to apply the best possible strategy. Based on the results, if competitor 1 scores higher on one of the factors outlined, it is necessary to see how the company can take steps to improve that factor. (Jobber, 2007, p. 781)

## 7 THE MARKETING MIX

Nowadays, economic integration and competition have greatly increased. For this reason, the mixed marketing strategy is becoming more and more important. It allows to have a better knowledge about its market and its intended target to better understand the wants and needs of its customers. (Thu Huong, 2018, p. 15) As we can see in figure 7, the marketing mix strategy is a tool to improve the marketing of a brand or product. The marketing mix includes 4 different factors:

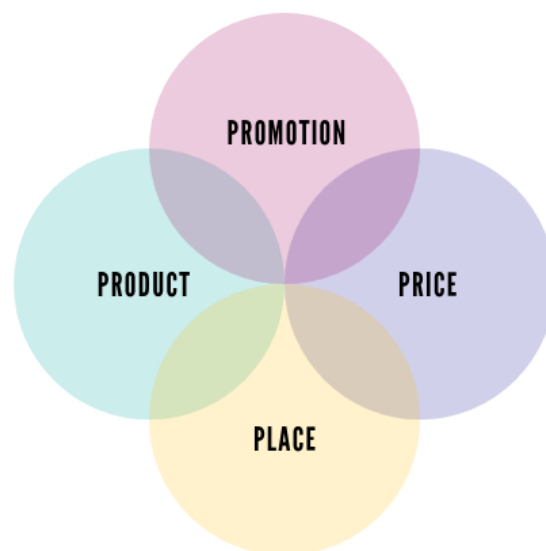


Figure 7. Les 4p marketing : tout savoir sur le marketing mix (Deghaye, 2020)

These four factors are mutually dependent and must be consistent with each other. If these are consistent and well defined, it helps a company to make more profitable decisions on different levels. Firstly, the company will be able to improve its strengths and reduce its weaknesses. Secondly, it will be able to adapt its market position to become more competitive with other companies. Finally, it will manage to optimise the internal collaboration of the different departments of the company and its partners. (Lake, 2021)

## 7.1 The Product

The product is the creation of a solution that is able to satisfy the needs and wants of a consumer. Nowadays, a distinction is made between a product and a service. A product is a tangible offer to our consumers, which means that they can see the product and take it in hand. Whereas a service is mainly an intangible offer because it is not materialized, it cannot be held or touched. (Jobber, 2007, p. 326)

A distinction can also be made between a consumer product or service and an industrial product or service. A consumer product or service is when the customer buys products/services for personal consumption. These are mainly B2C activities. However, an industrial product or service is aimed at companies or organisations that wish to buy this good or service to resell it in the near future. In other words, they buy it as a resource for the manufacture of their own business. Products and services for industrial use are therefore B2B activities. (Thu Huong, 2018, p. 15)

The trademark is a key factor in the product concept. The trademark is a sign that allows each potential consumer or customer to distinguish the products or services of one company from another. The brand can be represented by a word, a name, a slogan, a drawing, etc. (Bathelot, 2022) The brand image for a company is essential. It is through the brand image that consumers will make their own opinions or judgements. It is therefore essential that the brand image that a company wants to represent is in line with the brand image perceived by customers. For this reason, it is necessary for the company to get to know the wants and needs of their customers in order to create an intimate relationship with them. In this way, they will be able to adapt their products or services to be in line with the perceived brand image. In order to build a good brand image, one has to pay attention to a few things. Firstly, each company should ask itself different questions such as "What image do you want to give of your company? What message do you want to convey to customers? It is essential that the company agrees on the answers so that the message is consistent and well perceived by the customers. Secondly, the company must listen to its customers so that its brand image corresponds to their expectations. The best way to reach the target is to know their habits. Thirdly, a company can reinforce its brand image with different brand communication tools, namely promotion, design, packaging, distribution channels, etc. (Lamiabile, 2022)



## 7.2 The Price

The price defines the amount of money that a customer is willing to spend to obtain the product or service. In addition, it helps to determine the value of a product in line with the chosen strategy. Price is a key factor as it strongly influences the final decision of the customer. Customers are increasingly price-sensitive and tend to favour the price over the product. It has become a habit to look at the price tag before the product itself. (Thu Huong, 2018, p. 16)

Price is a factor in communicating the positioning of one's business. There are three different ways of positioning the price. Firstly, there is the low price or discount positioning. This refers to products and services that are sold at a low price and for which this price is deliberately emphasized in order to attract the consumer and increase the number of sales. Then there is the premium positioning. This is a product that is sold at a high price but to justify this price, the company highlights the brand image and the quality/price ratio that they offer to the end customer. Finally, high-end or luxury positioning is used for niche products. This strategy aims to reach a targeted and restricted target group with high purchasing power. This pricing policy consists of setting a higher price, often a higher price than its competitors, in order to reach a more affluent clientele. (Coppens, 2019)

There are three different factors that come into play when setting the price. Firstly, there is the floor price. In order for the company not to make a loss, a floor price must be set. This means that a company must set its selling price according to its total costs so that it covers its fixed and variable costs. Fixed costs are those costs that are stable and do not vary with the number of products the business sells. For example, salaries, charges, rent, etc. Fixed costs vary according to the volume of products sold by the company. Secondly, the company must analyze the market prices, i.e., compare the prices, costs, and offers of its main competitors. The company can set its price in three different ways. Either it aligns its price with the market, i.e. its competitors. Or it decides to set a higher price than the competition. Or it can decide to offer a price below the market price. Thirdly, pricing is influenced by the market demand curve. It is therefore necessary to examine the demand in order to determine the maximum price that customers are willing to pay, the so-called ceiling price. By analyzing the demand

from customers and prospects, the reference price can be determined. This is the price that the consumer has in mind for a product or brand. (Coppens, 2019)

### 7.3 The Place

Place is a factor in the marketing mix that determines the accessibility of a product to customers and/or prospects. It is the principle of making the product available to buyers in places that are accessible to them. Place is also referred to as the distribution channel. It is the path followed by a product or service from the production stage to the final consumption stage. As shown in the figure 8 below, there are three types of distribution channels. (Toppr, 2022)

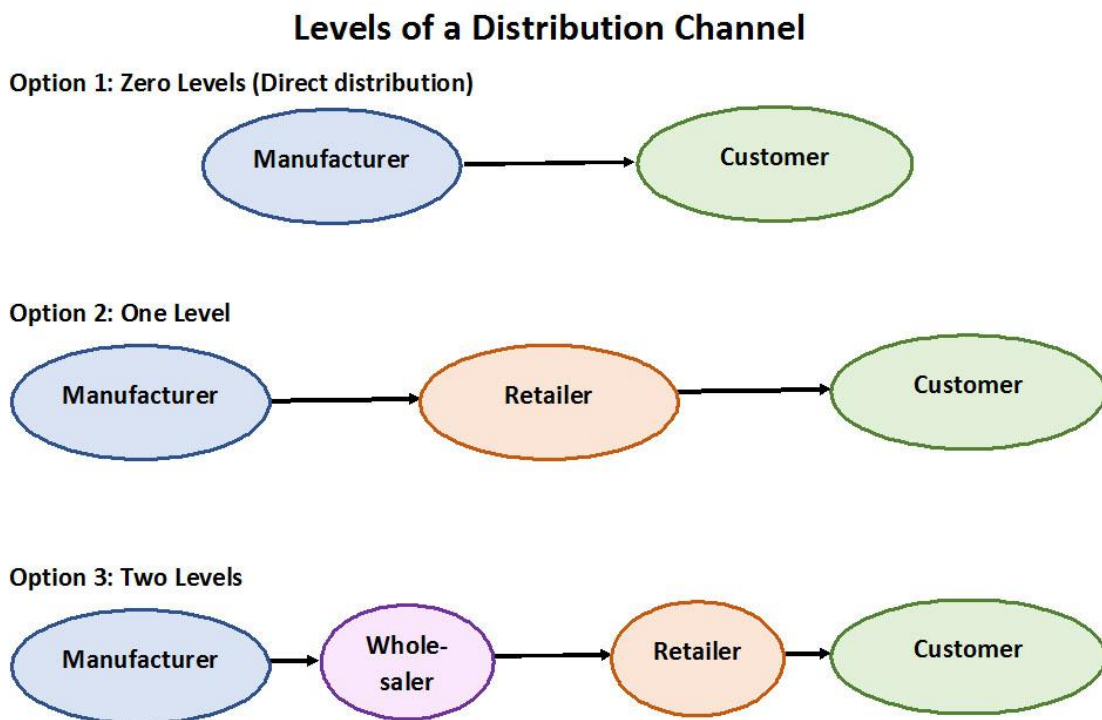


Figure 8. Marketing distribution (Toppr, 2022)

Firstly, when the product is sold directly from the producer to the final consumer without going through an intermediary, this is called a direct circuit. Secondly, when the producer sells his product to a retailer, i.e., an intermediary, and the retailer then sells it to the final consumer, this is called a short indirect circuit. Finally, the long indirect circuit occurs when the producer sells his product to a wholesaler. The

wholesaler will sell the product to several retailers. The latter will then sell the product to the final consumers. (Coppens, 2019)

In the indirect distribution channel one can distinguish between three distinct distribution strategies. Firstly, intensive distribution is a channel with many intermediaries. The producer wants to make his product available in as many outlets as possible. These are mainly convenience goods, products that a consumer buys regularly and quickly. The customer involves little or no emotion in the purchase. Secondly, we are talking about selective distribution with a few intermediaries. In this case, the producer selects between different distributors according to certain criteria, quality of service, brand image, skills, etc. This distribution is most often aimed at shopping goods. These products require a little more thought and planning when purchasing compared to convenience goods. Thirdly, exclusive distribution requires few intermediaries. The producer grants only a very limited number of resellers the right to distribute their product. These products are called specialty goods. These are luxury products with unique characteristics and images. The buyer makes a special effort during this purchase with a long period of reflection before the purchase. (Coppens, 2019)

#### 7.4 The Promotion

Promotion refers to the different means that a company puts in place to achieve good communication. A company that has a well-executed promotion that is in line with its positioning can easily increase the marketing of its products. As figure 9 below shows, in order to develop a communication policy appropriate to the company, it is recommended to follow the following 6 steps. (Simmons, 2019)

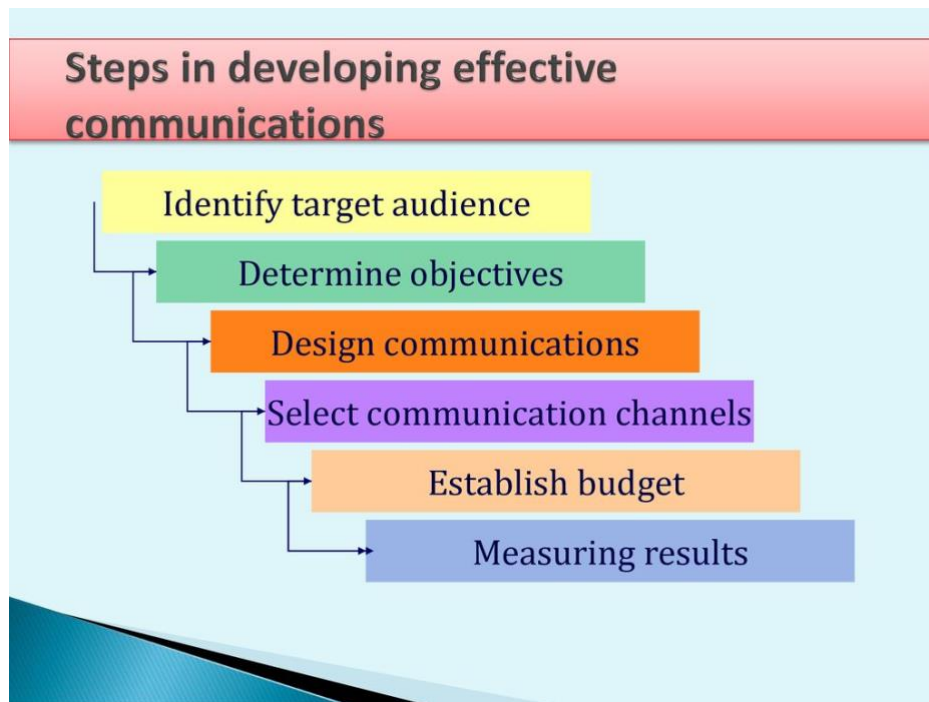


Figure 9. Communication Strategy (Simmons, 2019)

First, the communication target must be defined. This is the audience that the marketing communication is aimed at. We need to know who our customers and prospects are that we want to reach to sell our product or service. The choice of target influences what to say, how to say it, where to say it and when to say it. (Coppens, 2019)

Secondly, we need to determine what our communication objectives are. There are two distinct objectives, the sales communication objective, and the brand communication objective. Sales communication includes the behavioral objective. In other words, in this case the aim is to get customers to buy in the short term. In brand communication, there is a cognitive objective and an affective objective. The cognitive objective is intended to raise awareness of the brand in order to increase its reputation. The affective objective aims to build the brand image around the chosen positioning in order to make the public like the brand. (Coppens, 2019)

Thirdly, it is necessary to determine the message to be communicated in line with the target and the chosen objective. It is essential that the message is consistent with the positioning and that it remains the same throughout the campaign. In addition, the

communication must be clear, emphatic and striking for the target audience. (Coppens, 2019)

Fourthly, agreeing which communication channels to choose for the campaign is crucial. To do this, you need to know the four main channels. Advertising is a channel that allows you to make yourself known quickly with a simple message. This channel is aimed at a large target group, but it is an expensive tool. Proprietary media allows you to give details about the brand or product and to argue the case. Direct marketing requires a database but allows selective and quality targeting. Finally, sales promotion encourages distribution at the point of sale and therefore purchases. (Coppens, 2019)

The fifth step to effective communication is to establish the budget allocation. This is done according to the priority levels of your communication objectives. If the company is in the launch phase, the budget should be concentrated on actions that will generate awareness of the product or brand. However, if the priority is the successful launch of the product or brand, it is better to reduce the budget for awareness and focus on actions that encourage the intended target to buy. (Coppens, 2019)

Finally, the sixth step is to measure the results of the promotion in order to know the impact and profitability of the operations carried out. There are different methods for doing this. A consumer survey can be carried out using a questionnaire. In addition, measuring the ROI (Return On Investment) makes it possible to see whether the investments in your promotional actions are achieving positive results in relation to the resources spent on them. (Coppens, 2019)

Promotion is a factor in the marketing mix that makes it easy to create value for customers and therefore for the company. Today, "personalized marketing" has become very trendy and effective. It is a technique that allows a company to easily get in touch and create a relationship with its customers. There is push and pull personalized marketing. Push marketing aims to gather as much information about customers as possible and then analyze it. This makes it possible to develop personalized content via various means such as social networks, emails, blogs, etc. Unlike push marketing, pull marketing does not require the collection of any information before a message can be sent to its customers. The company immediately

offers a personalized and closed promotion to a specific target group. It is the customer himself who decides whether he wants to subscribe or not. (Sheerid, 2022)

One-to-one marketing offers several benefits to the company in order to increase its added value. Firstly, according to one study, a personalized promotion has been shown to increase a company's revenue significantly. "44% of consumers say they might become repeat buyers after a personalized shopping experience with a brand, and 25% say that personalization "significantly influences" what they buy." It is a strategy that touches on the sensitive elements of a consumer to drive purchase, i.e., tastes, needs, personal interests, etc. Secondly, a company that offers personalized marketing is a company that has understood the wants and needs of their target. Therefore, a promotion that offers relevant content and a familiar face will inevitably increase customer loyalty. Thirdly, it has been proven that more than 60% of customers feel more self-esteem when the online shop remembers the buyer's personal and banking details. This personalization therefore speeds up the purchasing process. Fourthly, today's consumers are increasingly looking for authenticity in the relationship with the brand. They no longer want to be recognized as a target but as a person with their own identity. Research shows that a product that has personalized its offering based on the identity of the consumer, increases perceived customer value and loyalty. 47% of respondents feel they exist as a person, 36% feel privileged and 34% feel honored. (Sheerid, 2022)

## 8 RESEARCH FINDINGS

### 8.1 Interview results

In order to answer the starting question "How can a small Belgian high-end coffee craftsman increase its sales", the author conducted three separate interviews to gather all the primary data for this thesis. Firstly, the writer conducted an interview with the CEO of the company, Emmanuel Dabin, in order to gather all internal information related to the Belgian company of high-end coffee. Subsequently, two interviews were conducted with two of Emmanuel Dabin's main customers, Teneo and Färm Globe, to compare the data from each customer. The customers provided an external view of the company and the brand.

#### Interview with the CEO

The interview with the CEO, Emmanuel Dabin, was conducted in two distinct phases. Firstly, questions related to company internal marketing mix decisions and secondly questions on the company external environment and future business.

Firstly, Emmanuel Dabin informed us about the internal marketing decisions within his company. He described the range of premium coffee he offers to his customers. Emmanuel Dabin's coffee brand represents the name of the manager. By doing so, he communicates his identity, his history, his demands, and his passion. He offers 10 unique references to his customers, including coffee blends in beans, ground coffee and 100% biodegradable wooden capsules. Some of its coffees are Organic & Fairtrade. In order to differentiate itself from other products, Emmanuel Dabin's coffee beans are of exceptional quality and freshness, and he sometimes delivers coffees roasted the day before. The manager has made the strategic choice to offer a very simple packaging with a black and white color code to represent the purity of his

coffees. These coffees are differentiated by tailor-made creations, innovation and risk-taking in their strategic choices. In addition to offering prestigious products, Emmanuel Dabin offers a service of listening and advising to its customers. Emmanuel Dabin has certain weaknesses with his brand, namely, low brand awareness, a turnover that is not competitive enough and few means of communication.

Secondly, during the interview, Emmanuel Dabin told us the prices of his premium coffees on the Belgian market. He sells his coffee beans and ground coffee by the kilo. His prices vary between 31.80 euros and 42.40 euros per kilo. Emmanuel Dabin is currently positioned as one of the most expensive premium coffee shops in Belgium.

Emmanuel Dabin justified his choice as follows. "For a new coffee brand that wants to position itself in such a competitive market, there is only room in the premium segment. The volume is taken up by the leading brands, the retail brands and the hard discounters. Furthermore, my competence has always been oriented towards high quality and differentiation, which gave me an advantage to create a range that could make a difference and convince a more knowledgeable and demanding consumer."

Furthermore, it has been noted before that today's consumers are increasingly price sensitive, yet Emmanuel Dabin tells us the opposite. In January 2022 he was forced to increase his price due to general market increases. The manager says that he has not seen any change in the behavior of his customers, that they remain loyal customers. He justified this observation by the fact that all market prices have increased and, above all, that his product offers a quality that is sought after by a certain clientele.

Thirdly, the CEO informed us of the decisions taken within his company regarding the location and distribution of its coffees. Emmanuel Dabin's coffees are mainly sold in Belgium and only 8% of its distribution takes place in France and Luxembourg.

"Customers order by phone, email or via the website, and I take care of the delivery to my end customers myself, both in B2B and B2C. When certain customers are not scheduled, or are abroad, I have them shipped by the company DPD, which offers a delivery service throughout Europe in two or three days."



When Emmanuel Dabin deals with B2B customers, he is very selective and demanding in his choice of intermediaries.

"Absolutely, I look for entities that defend sustainability values that correspond to me: quality, freshness, organic, fairtrade, origins, small producers, local, cooperatives and also the environmental and service aspect."

In the near future, one of Emmanuel Dabin's wishes would be to develop his sales in delicatessens and to caterers, but also to test sales on Amazon and to local buying groups.

Fourthly, Emmanuel Dabin shared his decisions about the promotion of his premium coffees. His main promotion is to have potential customers taste his coffees.

"It sounds surprising, but very few of my competitors do this. I manage to surprise the amateur and interest him with useful information that allows him to make an informed choice."

Even if this strategy takes up a lot of his time and energy, the results are there. Emmanuel Dabin said that about 80% of customers who have tasted the coffee buy it. Another advantage is that customers become "ambassadors" and it is their feedback and word of mouth that brings new prospects to Emmanuel Dabin. Besides tastings in the shop or in the office, Emmanuel Dabin attends a few trade fairs a year to try to increase his reputation and his customers. The manager also shares a lot of information through his website, which is often praised as being beautiful and effective, giving wine lovers the confidence to make a decision to buy. Emmanuel Dabin has communicated some desired improvements to his promotions, namely, to increase the quality of information on his website and to be more present in specialized and gastronomic magazines, as well as to appear on the radio in culinary programs.

Fifthly, Emmanuel Dabin shares information on the company's external environment and future business. The main competitors of Emmanuel Dabin are Illy, Corica and Masalto. According to the manager, he offers various factors that allow him to differentiate himself from his competitors and thus create value for his customers and

his company. These include coffee tastings at potential customers' homes or at prestigious trade fairs and business conferences. In addition, his website, which claims to be beautiful and efficient, is a great way to promote his business. Emmanuel Dabin creates tailor-made blends for his clients by composing them with them and their teams so that the blend becomes theirs and they make it their own.

The CEO explains "my experience and consistency in my story telling; I have lived through all the stages of coffee from planting, cultivation, trading, exporting, creation, roasting, tasting, barista experience, marketing, etc."

Another way of differentiating and creating value is the fact that by offering a very short range, he offers quick turnaround and freshness in his coffees. Regarding the high-end coffee market, according to Emmanuel Dabin it is a sector that is developing. Plantation coffees are more and more in the spotlight and the consumer is more and more informed and therefore more demanding. Certifications (organic, traceability, fair trade, quality, etc.) have also contributed to a better understanding of coffee and its origins.

According to the manager, "I strongly believe that this trend will continue, and we are already seeing the emergence of a multi-level market where leaders are trying to enter this niche market. I am betting on skill, knowledge, service, and passion to be able to make a difference."

Sixthly, Emmanuel Dabin's main customers are private B2C customers. Emmanuel Dabin's cafés also reaches out to B2B customers, namely hotels, restaurants, delicatessens, caterers, offices and SMEs. During the interview, Emmanuel Dabin focused on his customer relations.

"I try to listen and offer the most efficient "coffee solution" possible and to react quickly. I am close to my customers, I know them by name, I visit them quite regularly."

One strategy that the manager has thought about in order to improve his customer relations would be to organize a coffee tasting course to better introduce them to the

world of coffee and therefore to give them expertise. Emmanuel Dabin also pays a lot of attention to the needs and desires of his customers in order to adapt his offer.

The CEO justified himself by saying, "During my visits or on the phone, I take time to discuss and listen to the points they are looking to solve. I try to find out what their need/problem is, but also what they imagine the quality of a coffee to be or its usefulness."

Finally, in terms of after-sales service, Emmanuel Dabin shared that he reacts very quickly when a customer has a problem with one of his machines. He quickly goes to the site to solve the problem and find the best solution.

Finally, Emmanuel Dabin shared the future opportunities and challenges for his company. According to the manager, there are several negative causes that could affect the coffee market. Namely, tensions on the price of green coffee with risks of excessive increase and a decline in consumption due to the economic slowdown. During the interview, the CEO also expressed his concern about the difficulties in sourcing quality coffee from plantations due to competition from large operators (Nespresso, Starbucks, Illy). Finally, Emmanuel Dabin spoke about climate change affecting the yields of quality growers and thus increasing the pressure on supply. Emmanuel Dabin also spoke about his biggest challenge in his company, which is to increase sales in order to generate a reasonable salary. At the end of the interview, the author asked him to state some plans or ideas for the future of Emmanuel Dabin's company, here are his answers below.

- Create an exclusive blend to be sold on the Amazon website
- Create a small range of exceptional coffees (example: CRU N°XIV Bourbon Pointu 50gr)
- Reduce the range of biodegradable capsules to one or two references instead of three
- Install an espresso bar with integrated roasting
- Set up a series of courses/lectures on coffee

- Create an "eco-coffee-tourism" channel to visit beautiful plantations in contact with the farmers and cooperatives (Ethiopia, Bolivia, etc.)

### Interview with the clients

Firstly, the author wrote an interview with Mr. Moussaoui. He is one of Emmanuel Dabin's main B2B clients. Mr. Moussaoui is the owner and manager of the Färm Globe shop in Belgium. It is a franchised shop that is part of the network of cooperative organic shops, Färm. This chain of shops promotes the development of organic agriculture and agricultural transition. They have chosen to sell only socially and ecologically uncompromising products from independent or family businesses. (Good Food, 2020) Secondly, the researcher spoke to Ms. Rein, office manager of the company Teneo. This is a lobby office for the European Commission and a major B2C client of Emmanuel Dabin coffees. The company is based in Belgium and has about sixty employees who consume Emmanuel Dabin coffee (Teneo, 2022).

First of all, Ms Rein, the office manager of the company Teneo, stated that she knew the Emmanuel Dabin coffee brand via social networks. However, Mr Moussaoui, the manager and owner of Färm Globe, knew about the brand through another Emmanuel Dabin customer, via word of mouth.

Secondly, the author focused his questions on the product that Emmanuel Dabin offers to its customers, namely Emmanuel Dabin premium coffee. Firstly, both customers explained their choice to consume this coffee by the quality and reputation that this coffee offers. In addition, the coffee offers a difference compared to its competitors. The mastery of roasting and the advice of Emmanuel Dabin also played a role in Mr. Moussaoui's decision to purchase. Secondly, the opinion of customers concerning the packaging offered by Emmanuel Dabin, both consumers agree on the freshness of the coffee which is preserved with this packaging. Furthermore, in terms of aesthetics, Ms. Rein and Mr. Moussaoui said that the packaging is stylish and elegant. It stands out from the mass of coffee on the shelves thanks to its very sober black and white color. Thirdly, the author asked the respondents what else the brand could offer. Both customers were very honest and spontaneous in saying that the offer was already quite

complete. They are very satisfied with the customer service, more specifically with the advice given by Emmanuel Dabin.

Mr. Moussaoui added, "From the in-store demonstration to the restocking on the shelf, Emmanuel personally strives to provide a quality service. A mixture of childhood and personal stories, Emmanuel is more than legitimate in his role as a grain connoisseur."

Fourthly, the author wanted to know the customers' opinion about the website and the application to manage the orders. Both respondents put forward the fact that they do not use the Emmanuel Dabin website. They justify this by explaining the responsiveness and speed with which Emmanuel Dabin responds by email or telephone for an order or any question.

For the rest of the interview, the author focused on the demand and/or expectations of Emmanuel Dabin's customers. Ms. Rein explained that she expected a responsive supplier who responds to demand and a good product at a good price. Mr. Moussaoui said that he was looking for authenticity and a supplier with good knowledge of the subject. Then, concerning the improvements that Emmanuel could make in the future, Ms. Rein said that Emmanuel Dabin could perhaps offer more ranges of coffee because at the moment they have three, two of which are highly appreciated by customers. Mr. Moussaoui shared that there should be more interactivity on social networks. The author can deduct from the interview that Emmanuel Dabin's after-sales service is impeccable. Both clients affirmed the fact that Emmanuel Dabin offered a tailor-made service and was very present with its clients for any service or information.

Through the interview with the CEO, the author was able to gather some future projects or ideas that Emmanuel Dabin had presented with the intention of revealing them to his customers in order to get their opinion. First of all, the author would have liked to have the opinion of the customers on the creation of an exceptional café to his current offer. Both customers are convinced of the idea. They think that this coffee could be suitable for a special event or as part of a quality gift basket. This exceptional coffee would be presented in eye-catching packaging in tropical colors. Secondly, both respondents were convinced by the idea of offering exceptional packaging in a flashy color. Thirdly, Emmanuel Dabin had shared a future project which would be to offer

certain ranges of coffee on Amazon. Ms. Rein expressed that she had mixed feelings about the idea.

She justified herself as follows, "80% agree, because people prefer to see and taste the products before approving them. If there was a phase on Amazon saying "free to test before for new customer" it might make a difference. Marketing is important. There is a lot of competition and fake products, I would go even lower than 80%."

As for Mr. Moussaoui, he really likes the idea of offering a range on Amazon Pro because it would be a way for Emmanuel Dabin to expand abroad to reach a wider market.

"More specifically, the Asian markets to make Brussels' know-how known."

Moreover, the manager of Färm Globe justifies his answer by the fact that Emmanuel could delegate his logistics to Amazon. Fourthly, the author would have liked to have the opinion of the customers regarding the importance of creating a new logo for the Emmanuel Dabin brand. The office manager of Teneo shared that she liked the name Emmanuel Dabin but would prefer a new identity, something unique to represent the exceptional product. According to the Färm Globe manager, a logo would have a very effective impact between a restaurant or barista partnership and Emmanuel Dabin. Furthermore, Mr. Moussaoui stated that a well-crafted logo can add strength to the brand's visual imprint.

## 8.2 Analyzing the interviews

### Customer Value

As the author stated earlier, nowadays consumers are actively involved in creating value for a company. It is the company that will adapt the added values of their products or services to the needs of their consumers.

The author was able to deduce that it is the company Emmanuel Dabin that has to constantly understand its customers in order to find the right ways to create a contact with them on the long term. To create contact with its customers, the company must be close to its customers in order to understand them better. Since Emmanuel Dabin is the only employee in the company this inevitably makes him closer to his customers. He is the one who is mainly in direct contact with his customers, who advises them and answers their problems or questions on a daily basis. In the interview with the CEO, Emmanuel Dabin stated that he places great importance on service, listening and advice. Later, when the author asked during the interview about the service Emmanuel Dabin provides.

Emmanuel Dabin's Teneo customer replied "Top, always asking if we are comfortable with our stock. When is the best moment to have some more and how to keep the coffee beans?"

Färm Globe's customer added "Sincerely and objectively, nothing could be added to this quality service."

As stated before, companies that listen to their customers, develop a reputation for image which allows them to have a competitive advantage in the long run. This creates a real strength and competitive advantage for Emmanuel Dabin.

### Product

As stated before, today we make a distinction between a product and a service. A product is a tangible offer that our consumers can see and take in hand. The manager, Emmanuel Dabin, offers both solutions to his consumers in order to respond to their wants and needs. Firstly, he offers an exceptional product, a quality coffee with exceptional freshness. The manager also offers a top-of-the-range espresso machine of the Jura brand to his customers. Emmanuel Dabin offers coffee beans, ground coffee and capsules. His coffee range includes 10 different coffee references. The author has made a detailed description of the different references below in the annex.

Secondly, Emmanuel Dabin offers a quality service to its customers. Firstly, the manager himself makes most of the deliveries to his customers. In addition, he offers

an exceptional service, namely the tasting of his coffees to his potential customers and clients. This is a real competitive advantage as he is one of the few coffee artisans to offer this service. As stated above, he also offers his customers a quality machine compatible with his coffees. Emmanuel Dabin also offers the installation service and when a problem arises with the machine, he contacts the machine supplier directly to solve the problem for his customers.

As stated before, there is a difference between a consumer and an industrial product. A consumer product is a product that the customer buys for his or her own consumption, we speak of a B2C customer. An industrial product, on the other hand, is aimed more at B2B customers, i.e. companies or brands that wish to resell the product. Emmanuel Dabin coffees are consumer and industrial products. The company sells to B2C customers including private customers, SMEs, and offices to satisfy their own consumption. The coffees are also sold on a B2B basis to hotels, restaurants, delicatessens, and caterers with the intention of resale in the near future.

Another important element of the product is the brand. It is through the brand, "Emmanuel Dabin", that the manager transmits his name, his identity, his history, his demands, and his passion. As the author stated earlier, it is essential that the brand image and the perceived image are in line with each other in order to create value for the consumers and therefore the company.

### Price

Price is a factor in communicating the positioning of Emmanuel Dabin's company. There are three different price positions, specifically the low price or discount position, the premium position and the high-end or luxury position. Emmanuel Dabin is definitely positioned in the premium or luxury price point. Its niche coffees aim to reach a targeted and restricted audience with high purchasing power. It is a policy that often sets its price higher than its competitors to reach a more affluent clientele. Below, the author presents the different price ranges including VAT for Emmanuel Dabin coffees.

- Grains: between 31,80€/kg and 37,10€/kg



- Ground: between 34,12€/kg and 42,40€/kg
- Biodegradable capsules 100% Wood - Nespresso compatible: 13,25€/box of 20 capsules

Emmanuel Dabin sets his prices as follows: "My selling prices are calculated according to my cost prices and my margin target. I also follow the selling price of my direct competitor's coffee, Illy 250gr beans, which for me remains the leader in my premium espresso segment."

As stated above, the premium positioning often sets a higher price than its competitors. Among Emmanuel Dabin's direct competitors, his coffees are the most expensive in the premium coffee market in Belgium. The manager justifies his prices as follows.

"For a new coffee brand that wants to position itself in such a competitive market and after having analyzed it in the ICHEC start-up training, there is only room in the premium segment. The volume is taken by the leading brands, the retail brands, and the hard discounter. Moreover, my competence has always been oriented towards high quality and differentiation, which gave me an advantage in creating a range that could make a difference and convince a more knowledgeable and demanding consumer."

The author has previously noted that today's consumers are increasingly price-sensitive and tend to favor price over product. At Emmanuel Dabin we see a different attitude from the customers. For more than seven years, Emmanuel Dabin has always managed to keep the same selling price. In January 2022, due to excessive price increases in general, he was forced to increase the price of his entire coffee range.

This is what he observed after the change; "I see that most of my customers continue to order, I don't see too many customers who don't order anymore. My explanation would be that first of all, all the products have increased and secondly my quality is sought after by a certain clientele. I also notice that in the grocery shops I have become a bit of a price reference, my competitors are often 2€/Kg cheaper".

## Place

As stated earlier, place is the factor in the marketing mix that determines the accessibility of a product to customers. It is the path followed by a product from the production stage to the final consumption stage. There are three types of distribution channel. Firstly, Emmanuel Dabin uses the first type of distribution, namely direct distribution. The manager collects his coffees from the producer and delivers them directly to his final consumers. Secondly, Emmanuel Dabin also uses another type of distribution, namely the indirect short circuit. Emmanuel Dabin coffees are sold to an intermediary who is responsible for selling them to the final consumer. As the author stated earlier, among the indirect distribution there are three distinct distribution strategies. During the interview with the CEO, Emmanuel Dabin affirmed the fact that he is very demanding in the choice of his intermediaries.

"Absolutely, I look for entities that defend sustainability values that correspond to me: quality, freshness, organic, fairtrade, origins, small producers, the local, cooperatives and also the environmental and service aspect."

As a result, Emmanuel Dabin practices exclusive distribution to his intermediaries. That is, he only grants a very limited number of resellers the right to distribute their product. Emmanuel Dabin's coffees are called specialty goods. They are luxury products with unique characteristics and image.

## Promotion

During the interview, the author found that one of the main weaknesses of Emmanuel Dabin's coffee shops was promotion within the company. In order to counteract this weakness, Emmanuel Dabin could make use of one-to-one marketing, which the author has studied before. Promotion is a factor through which a company can easily create value for customers and therefore for the company. Through one-to-one marketing, Emmanuel Dabin could strengthen the promotion within his company. The manager could put push and/or pull marketing into practice. For push marketing, Emmanuel Dabin should first gather as much information as possible from his customers, for example a quantitative questionnaire. This would allow Emmanuel

Dabin to analyze the different answers of its customers and thus have a better knowledge of their wants and needs. This would help the company to propose personalized content via different means such as its website, email, social networks, etc. Regarding pull marketing, Emmanuel Dabin would address a target audience directly with a personalized promotion. It is the customer who can then decide whether or not to accept it.

### 8.3 Competitor analysis

In order to carry out the competitor analysis, the author will focus only on the direct competitors of Emmanuel Dabin. That is to say, coffee artisans who offer technically similar products, i.e. high-end coffees that meet the same need, i.e. to drink a unique and quality daily coffee. As stated in the interview with the CEO, Emmanuel Dabin faces three direct competitors in the Belgian premium coffee market, namely Illy, Corica and Masalto. The author tried to present some comparative factors of the competitors in order to compare the strengths and weaknesses of each coffee maker. Knowing the weaknesses of his opponents will allow Emmanuel Dabin to focus his strengths to counter the weaknesses of his direct competitors and thus create a competitive advantage.

Table 1. Company capability profiles (The author, 2022)

	Emmanuel Dabin	Illy	Corica
Product quality	1 2 3 4 <b>5</b>	1 2 3 4 <b>5</b>	1 2 3 4 <b>5</b>
Sustainability	1 2 3 4 <b>5</b>	1 2 3 <b>4</b> 5	1 2 3 <b>4</b> 5
Variety of offer	1 2 <b>3</b> 4 5	1 2 3 4 <b>5</b>	1 2 <b>3</b> 4 5
Innovation	1 2 3 4 <b>5</b>	1 2 3 4 <b>5</b>	<b>1</b> 2 3 4 5
Traceability	1 2 3 4 <b>5</b>	1 <b>2</b> 3 4 5	1 2 3 4 <b>5</b>

Point of sale	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Customer education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Coffee machine offer	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

As can be seen in Figure 10 above, the author has managed to find some comparative factors available on the official websites of Emmanuel Dabin's competitors. Firstly, in terms of quality, it can be stated that all three companies offer a specialty coffee, i.e. a premium coffee.

Secondly, regarding the variety of the offer, it can be concluded that Illy offers the greatest variety of the offer thanks to the fact that it offers pure coffees but also a variety of Arabica blends. (Quest, 2022) Emmanuel Dabin currently only offers Arabica blends. Corica, on the other hand, only offers pure coffees with no blends to their customers. (Corica, 2022)

Thirdly, in terms of sustainability and environmental awareness the author was able to conclude that all three companies are strongly involved in this area. Corica, advocates transparency of its coffee both in terms of origin and certification (certsys BIO). Illy, puts a strong emphasis on the environmental aspect demonstrated by several certifications. "Trieste, 14 April 2021 - illy caffè" is the first Italian coffee company to obtain the B Corp certification which identifies companies that meet the highest standards of social and environmental performance, transparency, and responsibility. The company operates in a way that maximizes their positive impact on employees, their communities, and the environment. (Quest, 2022) As for Emmanuel Dabin, the author has previously stated the range of products that the company offers. A majority of its coffees are BIO & fairtrade. But at this level, he pushes the ecological aspect even further because he is the only coffee artisan to offer 100% biodegradable wooden capsules.

Fourthly, in terms of innovation, Emmanuel Dabin shared during the interview that he was the only one among his competitors to offer tastings to his customers and that this

allowed him to have real beneficial results in the purchasing decision process. During his research, the author found that Illy has developed a lot of research and design related to the world of coffee which is expressed in their coffee machines as well as in the cups, packaging, etc. In addition, this company offers a monthly subscription to their customers to order regular deliveries of their coffees. (Quest, 2022) As for Corica, they do not comment on the internal innovation of their company.

Fifthly, Corica strongly emphasizes the origin and traceability of coffee, as well as the geographical conditions and processes that the coffee has undergone before ending up with their customers (Corica, 2022). Illy demonstrates the same presentation of origin as Corica but is tied to countries and therefore lacks traceability compared to Corica. (Quest, 2022) As for Emmanuel Dabin, during the interview he explained that he places a lot of importance on transparency and sharing his knowledge and the history of his coffee with his customers.

Sixthly, at the level of sales outlets, Illy is a mass producer, which is why they have a large number of own-name brands in Belgium and internationally as well. (Quest, 2022) Corica, on the other hand, sells their coffees mainly via the internet or via their various sales outlets spread throughout Belgium. (Corica, 2022) Emmanuel Dabin mentioned the various customers they reach in Belgium during the interview but today he does not yet have a sales outlet under his name. He shared during the interview that this might be one of his plans in the near future.

Seventh, in the course of this thesis the author has noted the importance of customer relations for the success of a company. Today's consumers are looking for more interactivity and a personalized relationship with the brand. As a result, Emmanuel Dabin mentioned the importance of conducting tastings with his customers and prospects. He also mentioned the importance of educating his customers so that they can better understand the importance of quality coffee, which inevitably leads them to buy. The author could also see the importance that Corica had in this area as they educate consumers who are looking for a different drinking experience. (Corica, 2022) As for Illy, they do not comment on this.

Lately, Illy has also been offering a wide range of its own brand of coffee machines, but only smaller models more suitable for home users. (Quest, 2022) Corica does not offer any machines to its customers. (Corica, 2022) As for Emmanuel Dabin, he does not offer a machine under his name. They are machines that ensure a superior quality from a Swiss brand, Jura. The manager sells them mainly to professionals but also manages to reach private individuals.

## 9 RECOMMENDATIONS

Finally, thanks to the extensive research carried out by the author during this thesis. This allowed the researcher to answer the initial question "How can a small Belgian high-end coffee craftsman increase its sales". With the help of the primary and secondary information that was collected and compared, the author has all the tools to propose adequate and tailor-made recommendations for Emmanuel Dabin to increase his sales of high-end coffees in Belgium.

Firstly, the author's competitive analysis found that Emmanuel Dabin only offers Arabica coffee blends to its consumers. Based on the current trends in premium coffee, the author found that the demand of coffee consumers was changing. Today, coffee lovers are becoming more critical and are looking for specialty coffees. Pure origin coffees are becoming more and more trendy and in demand as they generally appeal more to the experienced coffee drinker. In order to widen its range and vary its offer, Emmanuel Dabin could propose a range of pure coffees. In addition, the author asked customers for their opinion on the creation of a new Emmanuel Dabin coffee of exception, i.e. an even higher quality coffee of pure origin. The two main customers were convinced of the idea and the success it would bring. Emmanuel Dabin could therefore offer this exceptional pure coffee at special events or in a quality gift basket. In addition, this would respond to a comment shared by one of Emmanuel Dabin's

main customers, who testified that he wanted to try a new range of Emmanuel Dabin coffee.

Secondly, today's consumers are looking for authenticity and an intimate relationship with the company. Therefore, the tastings proposed by Emmanuel Dabin to his prospects and clients represent a real added value. Moreover, with the help of the competitive analysis, the author was able to deduce that Emmanuel Dabin was the only one to offer this service. This creates a real competitive advantage for the company. One of the weaknesses faced by Emmanuel Dabin was the notoriety of its brand. To counter this weakness, the author recommends that Emmanuel Dabin should organize more tastings at luxury or business events in order to attract a wider target audience with high purchasing power. In addition, the manager expressed the desire to create courses and/or conferences to educate consumers. This desire for authenticity on the part of the consumer can only confirm the success of this project. It is also a way of increasing the notoriety of the Emmanuel Dabin company.

Thirdly, the author describes the benefits that personalized marketing could bring to a company. The author therefore considered different promotional actions that Emmanuel Dabin could implement. First of all, using the competitive analysis, the author proposes to Emmanuel Dabin to create a partnership with the Jura machine brand that the manager currently offers to his clients. Through this partnership, Emmanuel could negotiate to have his name on the machine in order to create a more personalized and recognized offer for the customer.

Furthermore, research has shown that more than 60% of customers feel more self-esteem when the online shop registers the buyer's personal and banking data. The author therefore suggests that Emmanuel Dabin should register the customer's personal data on his official website. This would not only satisfy the customers but also speed up the process of buying coffee on the Emmanuel Dabin website.

Finally, the author stated several times the search for authenticity on the part of today's consumers. The same research revealed that a product that has personalized its offer based on the identity of the consumer increases the perceived value of the customer and their loyalty. During the interview, Emmanuel Dabin had mentioned that he

already offers tailor-made coffee blends according to customer requests. In order to take customization even further and strengthen it, Emmanuel Dabin could offer these tailor-made blends in the customer's name so that they can make it even more their own. This would bring a greater sense of recognition and exclusivity.

Fourthly, Emmanuel Dabin had asked about creating a new logo for these Emmanuel Dabin cafés. Both clients responded positively to this question. A logo would be a way to add strength to the visual imprint of the Emmanuel Dabin brand.

Fifthly, the author is convinced by the idea of offering a current range on Amazon. This would be a way for Emmanuel Dabin to increase its brand awareness and its target audience. Moreover, being the only employee of the company, creating a partnership with Amazon would allow the manager to delegate his logistics. One of the main customers mentioned the concern of not being able to taste the coffee due to the fact that the sale is online. One solution might be to offer 125 gram mini samples to prospective customers so that Emmanuel Dabin can keep his tasting power even virtually.

## 10 SUMMARY, CONCLUSIONS AND DISCUSSION

### 10.1 Summary

With the help of this thesis the author was able to see that nowadays companies that sell solely on the basis of product attributes and prices can no longer keep up in today's hyper-competitive market. Today's consumers are increasingly demanding and have new expectations and perceptions. Contacting and satisfying them is no longer enough for a company to create value. Customers are looking for authenticity, to be listened to, to have a say and an intimate relationship with the brand. Companies that listen to their customers in order to know their wants and needs develop an image reputation



which creates a long-term competitive advantage. The author has therefore focused on this value creation throughout this thesis in order to gain maximum benefit. Customers who turn to premium coffee have even higher expectations and demands. In addition to quality coffee, they want added value including a special customer relationship, intimate communication and exceptional after-sales service. For this reason, these companies need to think even more about the strategies they need to put in place to offer added value to their consumers.

The author focused on some main factors to find the right and strategic tools to create added value to these consumers. To begin with, the author has outlined two main elements of the micro-environment, namely the customers and the competitors. Firstly, the writer succeeded in highlighting the importance of collecting data on these customers. With this data the company will better understand their habits, requirements, and expectations. The company will therefore create a closer relationship with its customers and will be able to adapt its offer more easily according to the responses. Secondly, the author defended the importance of carrying out a competitor analysis. Knowing the weaknesses of its opponents, allows the company to focus its strengths to counter the weaknesses of its direct competitors and thus create a competitive advantage.

Subsequently, the author unveiled the 4 factors of the Marketing Mix with the intention of directing them towards value creation. Firstly, listening to customers allows the company to know their wants and needs. This gives the company the advantage of offering a tailor-made product that meets the demand. In addition, the author found that it is essential that the brand image created by a company is in line with the image perceived by customers. Secondly, the researcher was able to discover that price was a means for a company to communicate its positioning to its target. It is therefore up to the company to know what positioning they want to communicate. Thirdly, place determines the accessibility of a product to customers. Distribution can be direct from the producer to the final consumer or through an intermediary. The author realized that it is important that the actor who provides the product to the final consumer has an intimate contact with him/her in order to be able to listen to him/her and better understand his/her expectations. As a result, this information can be communicated directly to the producer to adjust his offer according to the data collected. Finally, the

author looked at a very trendy term that allows for the creation of value through promotion, namely “personalized marketing”. This is a technique that touches the sensitive elements of a consumer in order to induce a purchase. But only those companies that have taken the time to understand and know their target audience will benefit from the results of this technique.

With the help of the 3 interviews that were written during this thesis. The author was able to create links between the theoretical aspects that have been discussed throughout this thesis and the company "Emmanuel Dabin". As stated above, a company that wants to create value has to focus on its customer relations. A strength that can also be a weakness is the fact that Emmanuel Dabin is the only employee in his company. This inevitably brings him closer to his customers. During the interview, Emmanuel Dabin shared that he places great emphasis on his service and customer relations by listening to his customers and offering appropriate advice. The customers' responses were entirely symbiotic on this subject. The author could see that Emmanuel Dabin was creating a real competitive advantage in this respect.

Subsequently, the author carried out an analysis of Emmanuel Dabin's direct competitors, namely Illy and Corica. With the help of some key success factors, the writer was able to compare these elements in order to know the strengths and weaknesses of Emmanuel Dabin. Firstly, the writer found that unlike Illy, Emmanuel Dabin did not offer pure coffee to its customers. Secondly, through the sustainability factor, the author was able to deduce that Emmanuel Dabin was strongly committed to sustainability. Moreover, thanks to his innovation of 100% biodegradable wooden capsules, he creates a real difference with his competitors and therefore a definite competitive advantage. Thirdly, the innovation factor revealed a real competitive strength that Emmanuel Dabin held in order to convince his customers and prospects to buy. Thanks to his tastings, the manager is able to better present the world of coffee and therefore to assess them. Fourthly, the author compared the different sales outlets of each coffee artisan. What emerged was that, unlike his competitors, Emmanuel Dabin did not have a sales outlet and/or counter in his name. Moreover, during the interview the manager confided in the author that this would be a real wish in future projects. The fifth success factor is consumer education. It was through this competitive analysis that the author was able to deduce that Emmanuel Dabin was

strongly invested and had a real desire to educate his customers in order to transmit his passion and knowledge. Furthermore, during the interview, the manager stated his desire to set up a cycle of courses and/or conferences. Finally, the writer analyzed the offer of own-name machines that Illy proposed to its customers. The writer found that Illy oriented this offer mainly to individuals. Emmanuel Dabin, on the other hand, targets his machine sales to private individuals but mainly to professionals.

Finally, the author related the four main factors of the marketing mix to the data that was collected from the respondents in the different interviews. Firstly, the author discovered that in addition to the high-end product that Emmanuel Dabin offered. The manager is strongly involved in numerous services to his customers. These include tastings, home delivery of his coffees, advice and installation/maintenance of the machines. In addition, the author analyzed the importance of the brand name for a company. The manager mentioned in the interview that it is through his brand Emmanuel Dabin that he transmits his name, his identity, his history, his requirements and his passion. In addition, during the interview, the author took the liberty of asking for the opinion of customers concerning a future project of Emmanuel Dabin. Namely, the creation of a new logo for Emmanuel Dabin coffees. Both clients said that this would be a strength to the brand's visual imprint.

Secondly, the author analyzed the pricing positioning of Emmanuel Dabin. It emerged without doubt that Emmanuel Dabin was positioned in the premium or luxury price point. His cafés aim to reach a narrow target group with high purchasing power. Earlier, the author had analyzed the fact that today's consumers are very price sensitive in the market.

The author was able to counter this theory with the CEO's response in the interview: "I find that most of my customers continue to order, I don't see too many customers who don't order anymore. My explanation would be that, first of all, all the products have increased and secondly my quality is sought after by a certain clientele."

Thirdly, the author linked the theoretical element of the marketing mix 'the place' with the company Emmanuel Dabin. Emmanuel Dabin uses direct distribution. This type of distribution allows Emmanuel Dabin to have a direct link with its consumers.

Emmanuel Dabin also practices short indirect distribution. From the interview, the author was able to deduce that Emmanuel Dabin is very demanding in the search for and choice of his intermediaries. This requirement is to its advantage as it allows Emmanuel Dabin to preserve its high-end positioning, its customer relations and its brand image.

Finally, one of the main weaknesses of Emmanuel Dabin is promotion. However, it is a factor of the marketing mix that allows to easily create value for its customers and business. For this reason, the author has made the link between personalized marketing and the Emmanuel Dabin company. The first step in personalized marketing is to gather information about the attitudes and desires of consumers Emmanuel Dabin. Once this data has been collected, Emmanuel Dabin could put into practice different strategies of personalized marketing and calculate the results.

## 10.2 Conclusions and discussion

Thanks to the 3 interviews, this allowed the author to gather a maximum of credible information on Emmanuel Dabin's company. The CEO shared a lot of internal information about his company. The fact of having the opinion of a main B2B customer and the other B2C customer allowed the author to make comparisons in order to have all the necessary data to best answer the initial problem. One element that could have helped the author to gather more credible data would have been to interview several customers in order to have even more information to make more comparisons.

According to the author, this research has allowed to gather different recommendations for the development of the sales of Emmanuel Dabin coffees in Belgium. According to the writer and the results analyzed there is also an interesting and relevant research to be done in the near future in order to expand the business of Emmanuel Dabin internationally.

With the help of this research and the links the author has made with the case company Emmanuel Dabin, the writer has been able to conclude the following facts. The

Emmanuel Dabin company already has several internal factors within the company that contribute to the creation of value for customers and therefore inevitably for the company. In particular, the customer relationship that Emmanuel maintains on a daily basis or the personalized tastings that require a lot of time and energy but which represent a real added value within his company. The author has put forward these elements so that Emmanuel Dabin can maintain these key elements of success in the long term in order to preserve this added value which creates an intimate relationship and therefore a loyalty from his consumers. On the other hand, thanks to this thesis, the author has succeeded in uncovering several elements that Emmanuel Dabin should improve in order to increase the creation of value towards his customers and thus the success of his business.

## 11 FINAL WORDS

Thanks to this thesis, the writer learned to write an end-of-study paper on her own. During the three years of study, the writer was mostly asked to do group work. This was a real challenge and a kind of fear for the writer to face. Moreover, the fact that the thesis was done in Finland made it more challenging. The writer did his first two years of study in Belgium and was therefore taught in a different way to do research. For this reason, even though the start of this thesis took longer, the researcher was able to adapt his skills to the new situation. The researcher will have succeeded in adapting his ways of working to the different Finnish habits and ways of working. The writer has learned to respect deadlines and to stick to them. In addition, the researcher had to practice his organizational skills. Writing a work from start to finish alone requires a lot of organization, requirement, and structure. What kept the author motivated was the fact that he was able to choose his own thesis topic. During the writing process it helped the writer to know why she had chosen this topic and what she wanted to achieve in the end.

For further studies, the author would suggest spending time and patience in realizing the structure of a work before starting the writing. Her mistake was to start writing too quickly before having a detailed and clear structure. This was a great waste of time and energy. On the other hand, the author has made it possible to learn from his mistakes for the future.

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## APPENDIX

**Interview addressed to CEO Emmanuel Dabin, 12 may 2022, 45 minutes**

### **Themes:**

Part A (questions related to company internal marketing mix decisions)

#### **Product and brand decisions**

- What is the product range you offer to your clients?
- What are the strengths of your brand?
- What are your weaknesses of your brand?
- Which product is the most successful and why?

#### **Price decisions**

- What are the price ranges of your high-end coffees?
- How do you set your prices?
  - Why did you decide to offer more expensive coffees than the competition?
- Are your customers sensitive to price fluctuations?

#### **Place and distribution decisions**

- Where do you mainly sell? What is your geographical area?
- How do you distribute your coffees to your end customers?
- Do you use intermediaries to sell your products?
  - If so, are you selective in your choice of intermediaries?
- Can you think of other locations where you could sell your coffees?

#### **Promoting decisions**

- How do you attract your customers?
- What are your communication channels to your customers?
  - Can you think of any improvements?

- Which mean of communication work best?

Part B: (questions related to company external environment and future business)

### **Competitors and market environment**

- Who are your main competitors?
- How do you think you are more attractive than your competitors?
- What strategies could you adopt to be more competitive with your competitors?
- Do you think the market for premium coffee is growing?

### **Customers**

- Who are your main customers?
- What is your customer relationship? Does this matter to you?
  - What strategies could you adopt to improve it?
- How do you go about understanding the wants and needs of your customers?
- What kind of after-sales service do you offer?

### **Future business opportunities and challenges**

- What do you think could be the negative causes influencing the coffee market?
- What are your future plans for your business?
- What is your biggest challenge?

### **Emmanuel Dabin's Coffee range includes 10 different coffee references :**

- Grain :
  1. CRU N°2 Bouquet - 1kg grains in nitrogen bag
  2. CRU N°3 Napoli - 1kg grains bag under nitrogen
  3. CRU N°4 Organic & Fairtrade + 25% Biodynamic - 500gr grains nitrogen bag
  4. CRU N°4 Organic & Fairtrade + 25% Biodynamic - Bulk 3kg grains metal container under nitrogen

- Ground :
  5. CRU N°2 Bouquet - 250gr ground under nitrogen
  6. CRU N°4 Organic & Fairtrade - 250gr ground in a metal container under nitrogen
  7. CRU N°5 Decaf - 250gr ground can under nitrogen
- Biodegradable capsules 100% Wood - Nespresso compatible:
  8. Capsules 20x Dolce Organic & Fairtrade + 25% Biodynamic - 106gr tin under nitrogen
  9. Capsules 20x Forte Organic & Fairtrade + 25% Biodynamic - 106gr tin under nitrogen
  10. Capsules 20x Decaf Natural Organic - 106gr can under nitrogen

**Interview addressed to Emmanuel Dabin clients:**

- 1. Teneo Company : Jane Rein, Office manager, 17 May 2022, 20 minutes**
- 2. Farm Glöbe Company : Samir Moussaoui, Manager, 16 May 2022, 25 minutes**

**Themes:**

Part A (questions related to company internal marketing mix decisions)

**Product and brand**

- How did you first learn about the Emmanuel Dabin brand?

Part B: (questions related to company external environment and future business)

**Market environment**

○ **Offer**

- What are your reasons for buying this coffee?
- What do you think of the packaging of Emmanuel Dabin coffees?
- What would you like the brand to offer in addition? e.g. promotion, transport, customer service, offer, ...

- What do you think of Emmanuel Dabin's website and order management application?
- **Demand**
  - What do you look for in a coffee supplier? e.g. customer service, price/quality ratio,...
  - What improvements could the brand make?

### **Customers**

- What do you think of Emmanuel Dabin's after-sales service?

### **Future business projects**

- Do you think it could be a success if Emmanuel Dabin adds an exceptional coffee to his offer?
  - The packaging of the exceptional coffee would be differentiated by an eye-catching colour in tropical tones, what do you think?
- Emmanuel Dabin would like to offer some of its current coffees on Amazon, what do you think?
- Do you think there should be a logo to identify the Emmanuel Dabin coffee brand?
- What do you see as the future trends in coffee?

Figure 2. Identity card of Emmanuel Dabin (Dabin, 2022)

Full name of the company	JCL International SRL
Nationality	Belgium
Date of creation	December 1999
Generic market	food sector
Sector(s) of activity	high-end artisanal coffee roaster
Activities	marketing of a range of artisanal coffee
Product classification	B2B and B2C customers
CEO/PDG	Emmanuel Dabin
Where is the company located?	Rue veydt 53, 1050 Brussels
Where does the company sell?	92% Belgium, France 8%
Turnover	135 000 euros
Number of employees	1
Values	quality, freshness, ethics, back to basics
Mission	Putting coffee back in the spotlight, quality before quantity.