

Aalen University of applied sciences



In fulfillment of the thesis requirement for the degree of

"Bachelor of Arts"

at the

Aalen University

Faculty of Economics

International Business Administration

Winter semester 2020-2021

**A Strategic Analysis of the Specialty Coffee Business in  
Germany**

**Exemplified by the Company Tikuna**

**Author**

**Archila, Daniela**

daniela.archila@studmail.htw-aalen.de

I8, IBW (SPO 32)

Matr. Number: 69175

First reviewer

Professor Dr. habil. Patrick Ulrich

Second reviewer

Prof. Dr. jur. Jürgen Strauß

Registration date

01.11.2020

Submission date

01.03.2021

## **Abstract**

Strategy development is one of the crucial factors for a firm's performance. For it to be developed, a strategic analysis has to be conducted first. It enables companies to gain a deeper understanding of their internal and external environment. In the present work, the specialty coffee market is closely analyzed through a strategic analysis. The focus of this study is the young company Tikuna, a coffee producer that aims to enter the German market. In this context, Tikuna's possible entry into the German market and the companies competitive capacities are analyzed. In order to implement the different tools of the analysis, extensive literature research, as well as one expert interview and a survey were conducted. It was found that Tikuna possesses all characteristics to enter the German market. However, due to the lack of a differentiation factor in Tikuna's value proposition, its competitive capacity is limited to a short period of time. In this sense, different recommendations are given in order to ensure long term success in the market. The central one being that Tikuna has to use its main strength and bring innovation to the market.

**Keywords:** Strategic analysis, environmental analysis, specialty coffee

## **Zusammenfassung**

Die Strategieentwicklung ist eine der entscheidenden Faktoren für die Leistungsfähigkeit eines Unternehmens. Um sie zu entwickeln, muss zunächst eine strategische Analyse durchgeführt werden. Sie ermöglicht es Unternehmen, ein tieferes Verständnis über ihr internes sowie externes Umfeld zu gewinnen. In der vorliegenden Arbeit wird der Spezialitäten Kaffeemarkt durch eine strategische Analyse näher betrachtet. Im Fokus der Analyse steht das junge Kaffeeproduzent Tikuna, welches den Eintritt in den deutschen Markt anstrebt. In diesem Zusammenhang wurde in der vorliegenden Arbeit den möglichen Markteintritt von Tikuna sowie die Wettbewerbsfähigkeiten des Unternehmens bewertet. Um die verschiedenen Instrumente der Analyse umzusetzen, wurde eine umfangreiche Literaturrecherche, ein Experteninterview und eine Online-Umfrage durchgeführt. Es wurde festgestellt, dass Tikuna alle Eigenschaften besitzt, um in den deutschen Markt einzutreten. Aufgrund des fehlenden Differenzierungsfaktors Tikunas, ist seine Wettbewerbsfähigkeit jedoch auf einen kurzen Zeitraum beschränkt. Unter Berücksichtigung dieser Tatsache werden verschiedene Handlungsempfehlungen ausgesprochen, um einen langfristigen Erfolg auf dem Markt zu gewährleisten. Vor allem sollte dabei berücksichtigt werden, dass Tikuna seine Hauptstärke nutzen sollte und somit eine Innovation auf den Markt bringen. Dieser ist das Eigentum eine Kaffeeplantage

**Schlagwörter: Strategische Analyse, Umweltanalyse, Spezialitätenkaffee**

# Table of Contents

<b>LIST OF ABBREVIATIONS .....</b>	<b>III</b>
<b>LIST OF FIGURES.....</b>	<b>IV</b>
<b>LIST OF TABLES .....</b>	<b>V</b>
<b>1 INTRODUCTION .....</b>	<b>1</b>
1.1 RESEARCH PROBLEM.....	1
1.2 PURPOSE OF THE RESEARCH.....	2
1.3 STRUCTURE.....	2
<b>2 DEFINITIONS .....</b>	<b>3</b>
2.1 STRATEGY .....	3
2.2 YOUNG COMPANY .....	4
2.3 SPECIALTY COFFEE.....	4
<b>3 STRATEGIC MANAGEMENT .....</b>	<b>5</b>
3.1 STRATEGIC MANAGEMENT PROCESS AND STRATEGIC ANALYSIS.....	5
3.2 ENVIRONMENTAL ANALYSIS .....	9
3.3 INTERNAL ANALYSIS.....	14
3.4 MODELS AND IMPLEMENTATION IN SMALL COMPANIES.....	15
<b>4 MODELS IN THE STRATEGIC ANALYSIS .....</b>	<b>19</b>
4.1 PORTER'S FIVE FORCES MODEL.....	19
4.2 STRATEGIC GROUPS MODEL.....	20
4.3 KANO MODEL .....	22
4.4 SWOT ANALYSIS .....	24
<b>5 COFFEE MARKET .....</b>	<b>25</b>
5.1 GERMAN COFFEE MARKET.....	25
5.2 COLOMBIAN MARKET .....	27
5.3 SPECIALTY COFFEE MARKET .....	29
<b>6 THE TIKUNA COMPANY.....</b>	<b>33</b>
<b>7 ASSUMPTIONS.....</b>	<b>35</b>
<b>8 METHODOLOGY.....</b>	<b>37</b>
8.1 RESEARCH DESIGN.....	37

---

8.2	RESEARCH QUESTIONS .....	37
8.3	DATA COLLECTION .....	38
8.3.1	<i>Primary Data</i> .....	38
8.3.2	<i>Secondary Data</i> .....	40
8.4	DATA ANALYSIS BASED ON THEORETICAL MODELS .....	41
8.4.1	<i>Porter's Five Forces Model</i> .....	41
8.4.2	<i>Strategic Groups Model</i> .....	42
8.4.3	<i>Kano Model</i> .....	43
9	<b>TIKUNA'S STRATEGIC ANALYSIS</b> .....	45
9.1	ENVIRONMENTAL ANALYSIS .....	45
9.1.1	<i>Industry Analysis</i> .....	45
9.1.2	<i>Competitive Arena</i> .....	52
9.2	SWOT ANALYSIS .....	60
9.3	ANALYSIS' IMPLICATIONS ON THE ASSUMPTIONS.....	63
10	<b>RECOMMENDATIONS</b> .....	64
11	<b>CONCLUSION AND OUTLOOK</b> .....	67
	<b>APPENDIX</b> .....	69
	<b>BIBLIOGRAPHY</b> .....	VI
	<b>STATEMENT</b> .....	XVII

## List of Abbreviations

B2B	Business to Business
B2C	Business to Consumer
CR	Customer requirement
CS	Customer satisfaction
DKV	Deutscher Kaffeverband e.V (German Coffee Association)
DS	Customer dissatisfaction
FNC	Federación Nacional de Cafeteros (Colombian Coffee Federation)
ICA	International Coffee Agreement
ICO	International Coffee Organization
SA	Strategic Analysis
SbB	Stuttgart by Bike
SCA	Specialty Coffee Association
SCAA	Specialty Coffee Association of America
SCTG	Specialty Coffee Transaction Guide
SG	Strategic Group
SMP	Strategic Management Process
USP	Unique Selling Proposition

## List of Figures

Figure 1: Strategic Management Process .....	7
Figure 2: Layers of strategic analysis .....	8
Figure 3: Strategic analysis model for start-ups .....	17
Figure 4: Strategic Groups model.....	22
Figure 5: Kano Model .....	23
Figure 6: Specialty coffee shop growth worldwide.....	30
Figure 7: Use of distribution channels by the customers .....	48
Figure 8: Strategic groups in the coffee market .....	54

## List of Tables

Table 1: Typical categories for market segmentation .....	13
Table 2: Commercial and specialty coffee business model .....	31
Table 3: Kano evaluation table .....	44
Table 4: Threat of substitutes .....	50
Table 5: Results of the kano questionnaire .....	56



# 1 Introduction

## 1.1 Research Problem

Coffee is cataloged as the favorite beverage of the German population. On average, each citizen drinks 166 liters per year.<sup>1</sup> Some consumers are searching for high-quality coffee, and others are more interested in the social or ecological aspects, as well as the price, which drives a considerable number of consumers. In the same manner, companies recure to different strategies in order to promote and sell their products. In the past years, new market niches have been arising, such as the specialty coffee market. Especially in Germany, this market has been growing with a high velocity. As a result, it has awakened the interest of various firms. One of those being Tikuna. The young firm has been observing the market for the past two years. During this period, Tikuna has noticed problems regarding the export of the resource and as well the entry into the German market. Since Tikunas coffee plantations only produce small quantities of coffee, the supply chain costs are higher than for larger companies with higher volumes. As a result, Tikuna expects a higher selling price than the average. This assumption, the rapid growth of the market, and other factors form the primary concern of the brand's competitiveness in the German market. Considering the above mentioned, the research problem focuses on the strategic entry in the specialty coffee market in Germany and Tikuna's competitive capacity. In the present work, the competitive capacity of a company is understood as “*[...] the ability to use its strong potentials and concentrate on efforts in the field of goods or services*”.<sup>2</sup>

---

<sup>1</sup> See Deutscher Kaffeeverband e.V. (2020b).

<sup>2</sup> Roldugin/Kayumov (2018), p. 161.

## **1.2 Purpose of the research**

Strategic analysis is about better comprehending the companies' external and internal environment, thus finding its weaknesses and strengths to build a suitable strategy. It can be applied to small as well as large companies.<sup>3</sup> With the implementation of different strategic analysis tools, the aim of the present work is to gain a strategic overview of Germany's specialty coffee market and provide Tikuna the required information to assess its competitive capacities and market entry. Thereby, various recommendations for Tikuna derived from the analysis results will be presented. Furthermore, the analysis should also serve as a base for a potential strategy formulation in order to enter the market. For this purpose, the following question needs to be answered: *Is Tikuna able to enter and compete in the specialty coffee market in Germany?*

## **1.3 Structure**

The present work consists of two parts, first the theoretical framework, second, the empirical part. In the first stage of the literature review, different terms (Chapter 2) are explained, which are essential for further understanding of the work. Then, with the aim to find a suitable approach for Tikuna, the strategic management process and strategic analysis concepts are presented in the third chapter. Having reviewed the strategic analysis implementation techniques, the selected instruments to be applied in Tikuna's analysis are explained in the fourth chapter.

The literature research from chapters five and six serves as one of the informational bases for the different models applied in the empirical part (Chapter 9 & 10). Subsequently, assumptions derived for the theoretical framework are presented in chapter seven. Through the methodology (Chapter 8), an insight into the research design and further methodology aspects is given. After having a clear understanding of the strategic analysis, information about the specialty coffee market, its competitors, and

---

<sup>3</sup> See Welge/Al-Laham/Eulerich (2017), p. 299ff.

customers, Tikuna's strategic analysis with a focus on the environmental analysis is implemented (Chapter 9). Finally, recommendations obtained through the strategic analysis are proposed, and a conclusion, as well as an outlook, are provided.

## 2 Definitions

The following chapter presents the definitions as well as the delimitations of three different terms, which will be implemented along with the present work.

### 2.1 Strategy

"Strategoas" the Greek word from which the term "strategy" has its origins. It means "a general," which is derived from roots meaning "army" and "lead." As a general, in business, the strategy sets the direction of a company in which it will proceed.<sup>4</sup> According to Ansoff, a strategy is built by different kinds of decision-making rules for organizational behavior guidance. However, only two rules will be presented in the present work since they were determined as the most suitable focal point. First, the business strategy or product-market rules, which serve to develop the company's relationship with its external environment. Second, organizational concept rules determine the internal relations and processes within the firm.<sup>5</sup> Indeed, both directions follow the same approach as Hofer and Schendel state, which ultimately will summarize the term strategy. *"The basic characteristics of the match and organization achieves with its environment is called its strategy. Strategy is the fundamental pattern of present and planned resource deployments and environmental interactions that indicates how the organization will achieve its objectives."*<sup>6</sup>

---

<sup>4</sup> See Stettinius et al. (2005), p. 4.

<sup>5</sup> See Ansoff (2019), p. 17f.

<sup>6</sup> Hofer/Schendel (1982), p.36f

## 2.2 Young company

The European Commission classifies companies with less than ten employees and a turnover or balance sheet total of equal less than two million euros as a micro-enterprise. Those also fall into the category of young companies.<sup>7</sup> According to Hayn, Rzepka, and his colleagues, economic existence is one of a young company's core characteristics.<sup>8</sup> A company is economically young when it does not possess a fixed market share, customer loyalty, and customer awareness. It is in the process of establishing its business operations. Taking these factors into account, young enterprises mostly have a small company size.<sup>9</sup> A high level of dynamic and risk are also characteristic trademarks.<sup>10</sup> Ultimately, the literature points out some specific characteristics of young companies, such as innovation capacity or penetration of market niches in order to generate competitive advantages.<sup>11</sup>

## 2.3 Specialty Coffee

Definitions are distinct from consumers to professionals. In 1978 Erna Knutsen referred to the term as beans with a singular flavor, produced in a special geographic microclimate. The Specialty Coffee Association of America (SCAA) defines a coffee with superior quality as specialty coffee.<sup>12</sup> Most definitions of the term concord that two essential factors make specialty coffee. First, the extrinsic characteristics associated with production systems lead to superior quality differentiating it from the regular coffee.<sup>13</sup> Second, intrinsic aspects of the coffee such as flavor. From the

---

<sup>7</sup> See European Commission (NaN).

<sup>8</sup> See Hayn (2003), p. 15; Rzepka/Hille/Schieszl (2016), p. 311.

<sup>9</sup> See Hayn (2003), p. 16f.

<sup>10</sup> See Smeets (2018), p. 5f.

<sup>11</sup> See Schwall (2001), p. 35ff; Hayn (2003), p. 32ff.

<sup>12</sup> See Rhinehart (2009).

<sup>13</sup> See Sepúlveda et al. (2016), p. 997; Specialty Coffee Association (2021).

consumer's perspective, specialty coffee is perceived as a coffee that possesses a set of unique characteristics.<sup>14</sup>

In this sense, specialty coffee is defined by *"[...] the quality of the product, whether green bean, roasted bean, or prepared beverage and by the quality of life that coffee can deliver to all of those involved in its cultivation, preparation, and degustation. A coffee that delivers satisfaction on all counts and adds value to the lives and livelihoods of all involved is truly a specialty coffee."*<sup>15</sup>

### **3 Strategic Management**

Strategic Management involves various phases that contribute to the effective formulation and execution of a strategy. In order to understand the role of the strategic analysis in the strategic management process (SMP), the term will be briefly explained. The focus of the present chapter is on the strategic analysis (SA) and its building blocks. Lastly, different SA models for small companies will be presented, and an example with a start-up will be given.

#### **3.1 Strategic Management Process and Strategic Analysis**

For decades the strategic analysis has been widely adopted by companies in order to develop a strategy. This analysis is one of the core areas of the SMP. Over the years, academics and consulting firms proposed different SMP models, resulting in complex and simple variations.<sup>16</sup>

Concerning the basic models, Wheelen and Hunger developed a phase-based linear model. In this model, which is shown in (Figure 1), the strategic analysis is named environmental scanning and builds the informational base for the strategy formulation.<sup>17</sup> As can be appreciated in the graphic, it consists of two building blocks, external and internal analysis. There are

---

<sup>14</sup> See Sepúlveda et al. (2016), p. 997f.

<sup>15</sup> Rhinehart (2009).

<sup>16</sup> See Reisinger/Gattringer/Strehl (2013), p. 41.

<sup>17</sup> See Wheelen/Hunger (2012), p. 14f; Reisinger/Gattringer/Strehl (2013), p. 51.

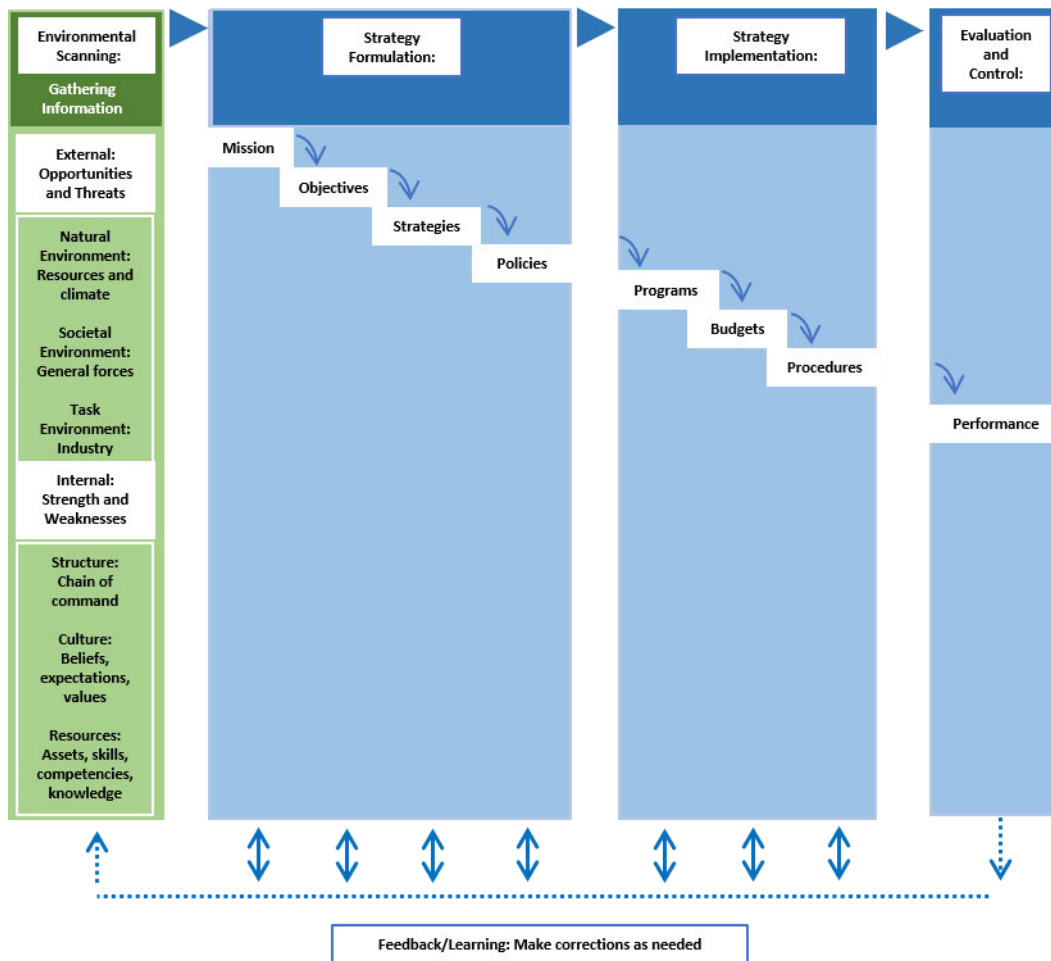
also more complex models, such as the General Management Navigator from Müller-Stewens and Lechner.<sup>18</sup> However, most of the literature explains the SMP by applying basic models. Thereby the process can be summarized, as shown in Figure 1, into four core areas, environmental scanning, strategy formulation, strategy implementation, evaluation, and control. These four phases can be approached differently.

On the one hand, the prescriptive approach exemplifies the areas as a sequence. Hence one area follows after the other. On the other hand, the emergent approach describes a process that is not made conscious since the strategy is developed by an experimental process of trial and error. With this in mind, the strategic analysis builds one element, formulation, and implementation on the other.<sup>19</sup>

---

<sup>18</sup> See Müller-Stewens/Lechner (2011), p. 24; Reisinger/Gattringer/Strehl (2013), p. 51f.

<sup>19</sup> See Lynch (2015), 20f.



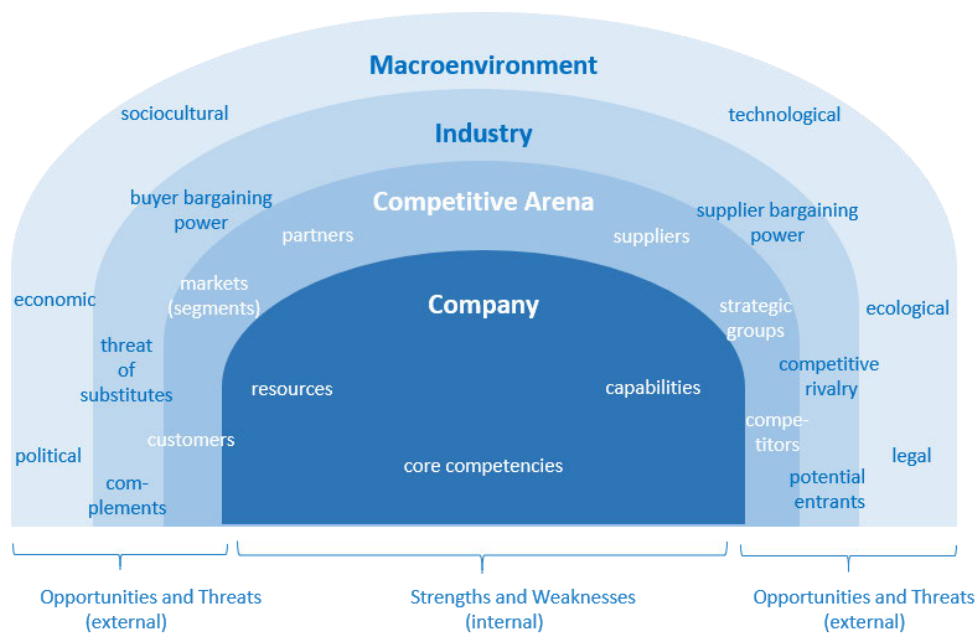
**Figure 1:** Strategic Management Process <sup>20</sup>

In regard to Tikuna's case, a simple model will be used with and prescriptive approach. However, the focus will only be on the strategic analysis, letting the formulation and implementation open for further research.

Moreover, a different representation of the strategic analysis consists of four layers (Figure 2). The first one is part of the internal analysis, being the company itself. The second exemplifies the competitive arena, third and fourth concern industry and macro environment; those are covered by the external analysis. The following figure offers an exemplary overview of the different elements of each layer. Thus this is only a framework. Depending on the companies qualities, the components can be emphasized, skipped,

<sup>20</sup> Following Wheelen/Hunger (2012), p. 15.

redefined, or new aspects may be added to each layer.<sup>21</sup> This representation will be used for the further chapters.



**Figure 2:** Layers of strategic analysis <sup>22</sup>

The main goal of the analysis is not only to identify the different factors in order to select a strategy but also to inform about the company's current strategic position. Depending on the company's strategic situation, it might be able to take advantage of the factors influencing the strategy.<sup>23</sup>

In conclusion, the different options reviewed coincide with the definition and objective of the strategic analysis, as well as the two different analyses that constitute it. Nevertheless, they present different approaches to proceed with these. It has to be remarked that the literature in most cases refers to large enterprises rather than small and medium-sized businesses. Yet, some of the tools presented are applicable for Small and Medium-sized Enterprises (SME), which will be discussed in conjunction with the analyses in the following chapters.

<sup>21</sup> See Wunder (2016), p. 76f.

<sup>22</sup> See Wunder (2016), p. 77.

<sup>23</sup> See Wunder (2016), p. 71; Lynch (2015), p. 73.



### 3.2 Environmental Analysis

*"We have modified our environment so radically that we must now modify ourselves to exist in this new environment."*

*- Norbert Wiener (1894-1964), Cyberneticist*

Dynamic and complexity are one of the leading environmental characteristics. Thus, it is essential for firms to include an external or also known as environmental analysis, in their strategic analysis. An understanding of the environmental factors is indispensable for the development of the firm's strategy. Studying the environment provides firms with information about different stakeholder groups as well as the global environmental factors surrounding them. As a result, a sustainable competitive advantage, an advantage that competitors find difficult to imitated, can be developed. Threats and opportunities are also recognized. Nonetheless, an environmental analysis involves certain difficulties. For instance, the uncertainty and type of result, whether it is proactive or reactive.<sup>24</sup> Those variables will not be treated in Tikuna's external analysis. As illustrated in Figure 2, the strategic analysis consists of four layers. The fourth layer concerns the **macroenvironment**. It is also identified as the global environment, which is out of range of the company's control and influence.<sup>25</sup> Furthermore, it can be divided into different fields; political, economic, technological, ecological, legal, social, and cultural.<sup>26</sup> The literature provides a range of tools in order to analyze these fields. On the one hand, the most common tool is the PESTEL (Political, Economical, Social, Technological, Environmental) analysis. On the other hand, authors such as Sharma suggest new managerial tools as an extension of the classic instruments. For instance, the CINE (Controllable Internal

---

<sup>24</sup> See Lynch (2015), p. 67f.

<sup>25</sup> See Ulrich/Becker (2019), p. 127.

<sup>26</sup> See Käppeli (2011), p. 21f.; Macharzina/Wolf (2008), p. 19f.

Noncontrollable External factors) Matrix or the METRIC (Markets, Economic, Technology, Resources, Institutional Capacities ) analysis.<sup>27</sup>

Intending to determine the industry's attractiveness and profitability, the third layer of the strategic analysis also plays a vital role in the environmental analysis. Wheelen and Hunger define the industry as "*a group of firms that produces a similar product or service.*"<sup>28</sup> In this sense, it is crucial to define the relevant industry in which the company wants to operate. Depending on how broad the industry borders are established, the relevant industry, also known as the relevant market, can be equal to the competitive arena (second layer). If the borders are set too narrow, the firm can miss critical competitive advantages. On the contrary, if they are too broad, limits are not clear enough for the customers. In this context, the relevant market can be defined on a single or a combination of different criteria.<sup>29</sup> Usually, used criteria are; products/services, customer needs/wants, customer groups/segments, technologies, and geographies.<sup>30</sup> Porter provides the well-recognized five forces model in order to gain a better understanding of the competitive intensity within the industry. Suppose the five forces' level of strength is too high. In that case, the company will have several limitations concerning the capability to raise its product prices in order to achieve a higher profit.<sup>31</sup>

Moving one layer closer to the company (internal analysis), the **competitive arena** builds the second strategic analysis layer. This layer addresses different stakeholder groups, such as competitors, customers, and suppliers. Depending on the firm and the importance of the stakeholder groups, various or single analyses can be the focus.<sup>32</sup>

---

<sup>27</sup> See Subhash Sharma, p. 22.

<sup>28</sup> Wheelen/Hunger (2012), p. 109.

<sup>29</sup> See Wunder (2016), p. 86f.

<sup>30</sup> See Bruhn (2014), 19f.; Müller-Stewens/Lechner (2011), 195f.

<sup>31</sup> See Wheelen/Hunger (2012), 109f.

<sup>32</sup> See Wunder (2016), p. 77.

One key area of the competitive arena is the **competitors analysis**. It consists of identification, evaluation, and monitoring. Only the first two processes (identification and evaluation) will be conducted in the present work. Since the result of the competitors' analysis might be very large, in some cases, strategic groups can be used instead of competitors. This will make the analysis more manageable and still provide further insights. While the competitors' analysis focuses on each competitor, the strategic groups approach places many competitors that pursue similar strategies together in order to build one strategic group. Afterward, the different groups are compared.<sup>33</sup>

Concerning the competitors' analysis, there is also the possibility of choosing one or two firms that represent a significant threat for the company. For small businesses, the competitors' identification may represent a difficulty for the business. In these cases, it is recommended to select a typical competitor.<sup>34</sup> Furthermore, competitors can be classified as direct and indirect competitors or product-based and need-based customer competitors. Direct as well as product-based competitors offer the same products and are in the same industry, possessing an identical customer base. The core idea of the indirect and customer need-based competitors is that they offer a similar product that fulfills the same needs and gives similar benefits to the customers. This type of product is known as a substitute product. Companies that do not offer the same product but are targeting the same market segment can also be classified in the second category. Additionally, it is important to take into account potential competitors.<sup>35</sup> The following two steps of the competitors analysis are evaluation and monitoring. It has to be remarked that for Tikuna's case, the monitoring part will not be applied.

---

<sup>33</sup> See Porter (2004), p. 129f.

<sup>34</sup> See Lynch (2015), p. 97.

<sup>35</sup> See Aaker/McLoughlin (2011), p. 21ff.; Kotler/Armstrong (2012), p. 528ff.

The literature proposes different elements that can be taken into account when it comes to the evaluation. While Aaker and McLoughlin provide a more detailed evaluation with eight elements, Reisinger, Gattringer, and Strehl, as well as Hunger and Wheelen, have chosen an evaluation based on Porter's four-corner model.<sup>36</sup> It includes future goals, current strategy, assumptions, and capabilities (strength and weakness) of the competitor and is only to implement when one specific competitor is analyzed.<sup>37</sup> When talking about strategic group evaluation, a strategic group analysis with two dimensions is adopted.<sup>38</sup>

Not only are the competitors one of the main elements in the competitive arena, but also the **customers** and their corresponding market segment. Different studies show that customer orientation and the creation of special customer benefits influence the companies' long-term success.<sup>39</sup> Hence, it is essential that companies have a broad understanding of their customers and their needs. Firstly, customers have to be identified. Thereby, it is to differ between private-end customers such as individuals or households (Consumer goods market) and firms such as retailers and producers (Industrial goods market).<sup>40</sup> Secondly, market segmentation takes place. Consumers are categorized into different segments. Each segment is formed by a specific group of consumers with similar interests. The typical segmentation categories for consumer and industrial products are illustrated in the following table 1.<sup>41</sup>

---

<sup>36</sup> See Aaker/McLoughlin (2011), p.46; Reisinger/Gattringer/Strehl (2013), p.65; Wheelen/Hunger (2012), p. 134.

<sup>37</sup> See Reisinger/Gattringer/Strehl (2013), p.65; Wheelen/Hunger (2012), p. 134.

<sup>38</sup> See Wunder (2016), p. 107.

<sup>39</sup> See Eggert/Ulaga/Schultz (2006), p. 20ff; M. Hajjat (2002), p. 428ff; Payne/Holt (2001), p. 159ff; Lindgreen/Wynstra (2005), p. 732ff.

<sup>40</sup> See Reisinger/Gattringer/Strehl (2013), p. 67.

<sup>41</sup> See Lynch (2015), p. 99f.

Consumer goods market	Industrial goods market
<ul style="list-style-type: none"> <li>• Geographic</li> <li>• Demographic (e.g., age, gender, education, marital status)</li> <li>• Socio-economic and income</li> <li>• Benefits sought (individual/collective benefit)</li> <li>• Ethnic group</li> <li>• Behavior (e.g., price sensitivity, buying and consumption patterns)</li> <li>• Psychographic (e.g., lifestyle, personality characteristics, attitudes, preferences)</li> <li>• Situation (consumption location)</li> </ul>	<ul style="list-style-type: none"> <li>• Area or region of country</li> <li>• End-use</li> <li>• Customer business</li> <li>• Buying situation</li> <li>• Market served</li> <li>• Value added by customer</li> <li>• Source of competitive advantage (price, service, etc.)</li> <li>• Emphasis on R&amp;D and innovation</li> <li>• Professional membership</li> </ul>

**Table 1:** Typical categories for market segmentation <sup>42</sup>

Some literature dives deeper into the market segmentation and offers different dimensions that can be analyzed within each market segment (submarkets). These refer to new emerging customer segments, market size, market growth, profitability, distribution systems, market and customer trends, as well as key success factors. These elements may also be helpful in order to evaluate the degree of attractiveness for each segment.<sup>43</sup> However, this will not be taken into account when analyzing Tikuna's case. Moreover, the customer's needs and behavior in each segment have to be understood by the company. Customer requirements have become a primary concern for firms. In this sense, the kano model can be used for a better comprehension of customer needs. Yet, they may vary depending on the submarkets and change throughout time. Once the customer requirements are identified, whether through a survey or other methods, they need to be classified according to the kano categories. Afterward, it is important to determine the performance requirements according to the level of importance for the customers. Then, they are compared with each other to select the preferred requirement. Ultimately it has to be analyzed to which

<sup>42</sup> Following Lynch (2015), p. 100; Homburg/Kuester/Krohmer (2009), p. 48f.

<sup>43</sup> See Aaker/McLoughlin (2011), p. 60ff.

degree the requirements can be fulfilled by the companies products or services.<sup>44</sup>

At large, firms can decide between different stakeholder groups that should be analyzed. Nonetheless, through the competitors and customer analyses, the main pillars of the environmental analysis are built. For Tikuna's environmental analysis, the third (industry), as well as the second layer (competitive arena), will be approached.

### **3.3 Internal Analysis**

The company's internal factors are a pillar to build a competitive advantage. Therefore capabilities, competencies, and resources have to be identified first. Those provide the base to manage upcoming threats and capture opportunities. Moreover, the internal analysis gives information about areas of weaknesses and strengths within the company. Those have to be understood and matched with the capabilities, competencies, resources, as well as the external environment.<sup>45</sup> Competences are built by the capabilities and resources. In order to identify them, literature provides different approaches. Competency is an activity that the company realizes well. There are core and distinctive competencies, which provide a competitive advantage.<sup>46</sup>

On the one hand, a firm's resources are characterized by specific assets that bring value-added to the company. However, it can also differ between tangible and intangible resources. On the other hand, capabilities represent different management skills, leadership, and routines that create value from the resources. By analyzing those elements, the firm will be able to identify the value-added location and explore its competitive advantage further.<sup>47</sup>

In the internal analysis is not only the economic perspective that is analyzed. Other areas such as people, production methods, and finances also

---

<sup>44</sup> See Wunder (2016), p. 103f.

<sup>45</sup> See Wunder (2016), p. 113; Hungenberg (2014).

<sup>46</sup> See Wunder (2016), p. 114f.; Stettinius et al. (2005), p. 12.

<sup>47</sup> See Lynch (2015), p. 112; Collis/Montgomery (1995), p.118ff.

contribute to the organization's resources.<sup>48</sup> Hungenberg marks financial analyses as one of the core areas in the process of identifying strengths and weaknesses.<sup>49</sup>

Furthermore, the literature provides various approaches for the analysis. A strengths and weaknesses profile has a double benefit since it can be employed for the internal analysis and serve as a base for the SWOT analysis, which will be used later to summarize the strategic analysis.<sup>50</sup> Other approaches such as a Value Chain analysis and 7-S-Modell are also commonly used by different authors. Those focus on the company resources and provide information to identify strengths and weaknesses.<sup>51</sup> For instance, the combination of other approaches such as the MOST analysis (Mission, Objective, Strategy, Tactics) and Resource Audit conducts to better results since, with a single approach, information may be lacking.<sup>52</sup>

In recent years, distinctive approaches have gained importance, for instance, business model frameworks. They deliver information about the company's strengths and weaknesses, especially for start-ups and young companies<sup>53</sup>, such as Tikuna.

Concluding, there are numerous approaches that an organization can apply to conduct an internal analysis. Yet, the objective is always to identify and comprehend the company's strengths, weaknesses, opportunities, and threats.

### **3.4 Models and implementation in small companies**

Researchers and authors propose different strategic analysis approaches. However, only a small part of them addresses small companies. Tikuna can

---

<sup>48</sup> See Lynch (2015), p. 113.

<sup>49</sup> See Hungenberg (2014), p. 400f.

<sup>50</sup> See Kerth/Asum/Stich (2013), p. 427ff.

<sup>51</sup> See Wunder (2016), p. 115; Lynch (2015), p. 120; Stettinius et al. (2005), p. 11; Klein/Kottbauer (2017), p. 126.

<sup>52</sup> See Cadle/Paul/Turner (2010), p. 9.

<sup>53</sup> See Wunder (2016), p. 121.

be classified as a young company. Since the characteristics of small and young companies as well as start-ups are similar, various approaches for small firms and start-ups will be presented.

In the start-up context, the external analysis might have a few differences compared to the methods used by larger companies. Nevertheless, the main idea of identifying threats and opportunities remains. In contrast, the internal analysis varies from the standard concept, as there is no prior experience nor a well-defined structure. Due to this fact, the implementation of an internal analysis is sometimes questionable.<sup>54</sup>

Previous researches, such as one conducted by Mazurs, adapted strategic planning approaches for small enterprises. Mazur proposes a model that is constituted by the following elements: vision, mission, strategy, and tactics.<sup>55</sup> Similar to common approaches, Fry and Stoners suggest that the manager gathers information about internal and external forces in order to gain a wider knowledge of the strengths, weaknesses, opportunities, and threats of the company. Afterward, the mission statement and goals can be set and finally communicated.<sup>56</sup>

With this in mind, further research developed new approaches using some elements of previous models. For instance, the presented model (Figure 3) by Mazdeh, Moradi, and Mahdavi Mazdeh, sets as a first step by defining the company's mission as well as vision.<sup>57</sup> The authors make use of McGrath's definition of vision; *"the viewpoint and the beliefs of the founders towards the company's internal issues and governance, the company's competitive situation and its interaction with the environment."*<sup>58</sup>

---

<sup>54</sup> See Mahdavi Mazdeh/Moradi/Mahdavi Mazdeh (2011), p. 158.

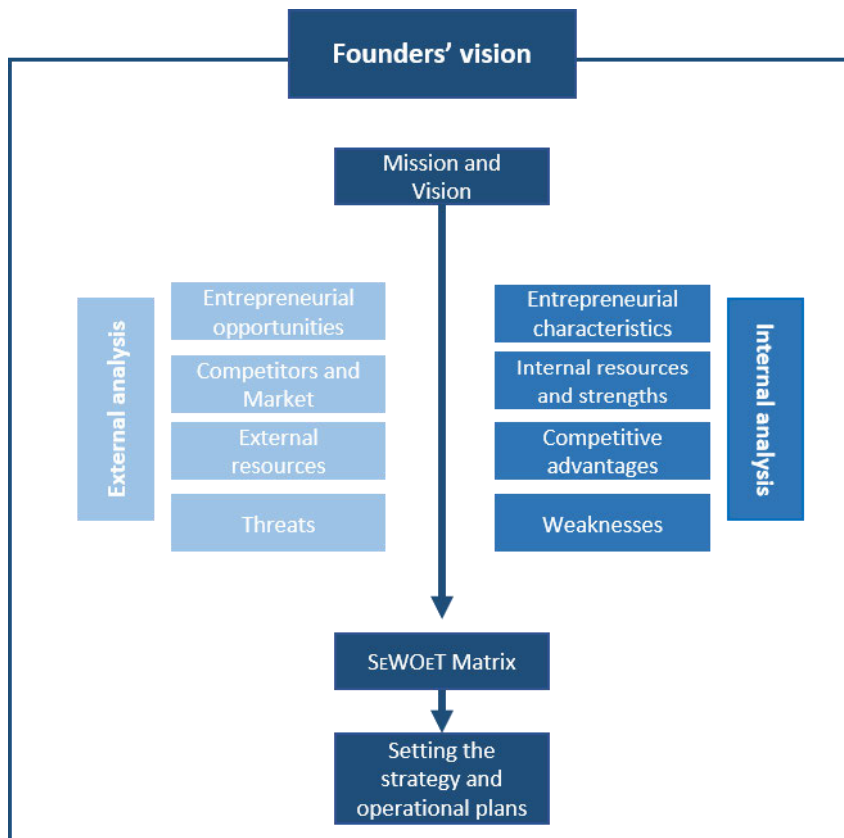
<sup>55</sup> See Mazur, p. 2.

<sup>56</sup> See Fry/Stoner (1995), 479ff.

<sup>57</sup> See Mahdavi Mazdeh/Moradi/Mahdavi Mazdeh (2011), p. 160.

<sup>58</sup> See McGrath/MacMillan (2000), p. 2f.





**Figure 3:** Strategic analysis model for start-ups <sup>59</sup>

Proceeding with the internal analysis illustrated in Figure 3, it is influenced by the founder's vision. The analysis has the same goal of identifying the companies' weaknesses and strengths. In this order of ideas, some elements of the internal analysis are similar to the usually applied approaches discussed in past chapters (Chapters 3.1, 3.2, and 3.3). However, as there is no prior activity in different fields (management, marketing, production, finance, R&D, etc.) that are applied for the internal analysis, entrepreneurial characteristics are used. The main characteristics are presented as risk-taking, creativity, need for achievement, locus of control, diligence, visionary, ambiguity tolerance, and challenge ability.<sup>60</sup> Regarding the external analysis, the authors believe that the analysis of small enterprises' microenvironment plays a more significant role than the

<sup>59</sup> See Mahdavi Mazdeh/Moradi/Mahdavi Mazdeh (2011), p. 160.

<sup>60</sup> See Fry/Stoner (1995), p. 479ff; Simonin (2006), 91ff.

macroenvironment. Therefore, their model includes entrepreneurial opportunities built by customer needs, competitors' weaknesses, and the market's state. As a penultimate phase, instead of using the classic SWOT analysis, the model proposed the S<sub>E</sub>WO<sub>E</sub>T Matrix. The entrepreneurial opportunities (O<sub>E</sub>) are used to replace the environmental opportunities, and as an alternative for internal strengths, the entrepreneurial characteristics and competitive advantage (S<sub>E</sub>) are applied.<sup>61</sup>

Furthermore, different approaches are applied depending on the company's needs and the founder's objective. This is the case of the start-up-company Stuttgart by Bike (SbB). It offers tours and events in Stuttgart and the region. Once the founders had a clear idea of their business, they started with the strategic analysis. More than following the classic approaches used in larger companies and recommended by consulting firms, SbB reviews the process in general and implements the key elements that fit the best for the business. Nonetheless, the core process of strategic analysis remained.<sup>62</sup> The results of the external analysis delivered not only threats but also opportunities. Concerning the threats, Stuttgart's topographic position could be a difficulty for customers, especially for amateurs' cyclists. The number of cars in the city also represented a problem for them. Aside from both detected threats, the company saw an opportunity since Stuttgart's citizens are becoming more interested in bikes and related topics. In order to come to those conclusions, a PESTEL analysis was conducted.<sup>63</sup>

Moreover, an internal analysis was also executed by SbB. However, it only focused on the identification of the USP (Unique Selling Proposition) and strengths. In the final phase, the company used a SWOT analysis to structure the gathered information and continue with the strategy process.<sup>64</sup>

---

<sup>61</sup> See Mahdavi Mazdeh/Moradi/Mahdavi Mazdeh (2011), p. 161ff.

<sup>62</sup> See Klein/Kottbauer (2017), p. 129f.

<sup>63</sup> See Klein/Kottbauer (2017), p. 131f.

<sup>64</sup> See Klein/Kottbauer (2017), p. 131ff

## 4 Models in the Strategic Analysis

In the following chapter, different models will be presented, which will then be implemented in Tikuna's strategic analysis.

### 4.1 Porter's Five Forces Model

The renowned Harvard Professor Michael Porter provides a framework to determine the competitive intensity in a specific industry. Porter's model, which includes five different elements, helps define an industry's profit potential in the long term. Each industry is shaped by the following competitive forces; the threat of new entrants, bargaining power of suppliers and customers, threat of substitutes and, rivalry among competitors.<sup>65</sup>

**New entrances** aim to acquire market share, bringing new capabilities to the industry as well as substantial resources. Therefore, they represent a threat to existing companies in the industry. The threat of entry might be higher or lower depending on the entry barriers and the existing competitors' reaction. Entry barriers represent an obstacle for a company to enter an industry. Porter defines seven barriers to entry: supply-side economies of scale, demand-side benefits of scale, customer switching costs, capital requirements, cost disadvantages independent of size, unequal access to distribution channels, and government policy.<sup>66</sup>

Moreover, the **power of suppliers** is the second element in this model. Suppliers are able to hold the profitability out of an industry if they occupy a dominant position. For instance, by raising prices or limiting the quality of the products, they can achieve such a position and significantly influence the industry. A supplier or supplier group is seen as powerful if the following factors are met. The industry is dominated by a few companies that sell to a large number of customers. Substitutes, which provide the same product are rare to find. Suppliers can integrate forward, being able to compete

---

<sup>65</sup> See Porter (2007), p. 1.

<sup>66</sup> See Porter (2007), p. 2ff; Wheelen/Hunger (2012), p. 111.

directly with B2C companies. Finally, the suppliers are not dependent on one industry since they are serving other industries too.<sup>67</sup>

Analog to the power of suppliers, customers, are also able to create such power. Buyers can influence a drop in prices, turn competitors against each other, and demand quality increment. There are different characteristics that catalog buyers as powerful, for instance, buyers who purchase large volumes or produce the product by themselves. Alongside, these and other elements characterize the industrial and commercial buyers as well as customers as a group.<sup>68</sup>

The threat of substitutes also plays an essential role since, in most cases, substitute products are not seen at first sight. They can not be recognized like industry products. However, they satisfy the same needs

The rivalry among competitors has to be placed in the center of the model. Two following aspects characterize the degree of rivalry. First, companies which are competing in the industry, second the intensity of competitiveness between them. According to Porter, the intensity depends on seven different components, such as the number of competitors, industry growth, characteristic of the product or service, fixed costs amount, capacity, exit barriers, and rivals diversity.<sup>69</sup>

Once the company has assessed the competitive forces and their causes, it will be able to identify its strengths and weaknesses.

## **4.2 Strategic Groups Model**

Strategic groups are represented by organizations within the same relevant market or industry. Generally, they pursue similar strategies with similar characteristics or compete on similar bases.<sup>70</sup> While the intensity of the

---

<sup>67</sup> See Porter (2007), p.4f; Wheelen/Hunger (2012), p. 113.

<sup>68</sup> See Porter (1979).

<sup>69</sup> See Wheelen/Hunger (2012), p. 112; Porter (2007), p. 7f.

<sup>70</sup> See Johnson et al. (2015), p. 37.

rivalry among firms in the same strategic group is more intense, the inter-group rivalry tends to be lower.<sup>71</sup>

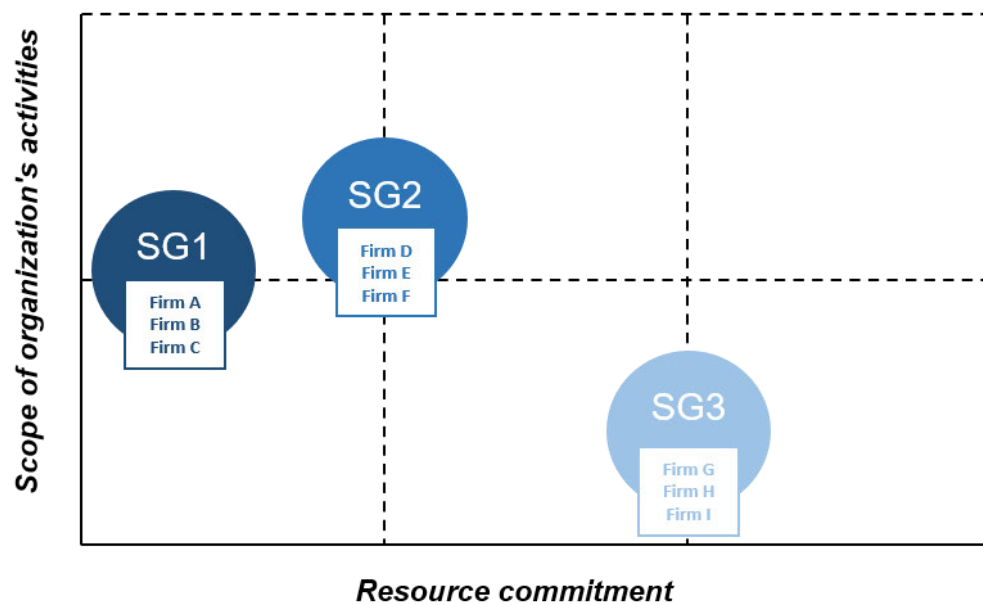
As illustrated in Figure 4, the strategic group model maps the different firms clustered into strategic groups on a two-dimensional chart. It contributes to a better understanding of the differences in the companies performance within the relevant market. An organization's performance differentiates not only due to the industry, but it also depends on the strategic group it belongs to. The variations among the strategic groups can be of a large number. However, only so many characteristics can be summarized into two major categories, which represent the two dimensions. Commonly, the scope of an organization's activities (Y-Axis) exemplifies the first dimension, such as geographic coverage, product, or distribution channels range. Furthermore, the second dimension (X-Axis) is related to the resource commitment, which can be characterized by the marketing effort, branding intensity, or service and product quality. As an important factor, both dimensions should not have a high correlation.<sup>72</sup> To summarize, the strategic group concept provides an understanding of the competition by analyzing the strategic opportunities and mobility barriers.<sup>73</sup>

---

<sup>71</sup> See Rothärmel (2017), p. 91.

<sup>72</sup> See Rothärmel (2017), p. 90ff.

<sup>73</sup> See Johnson et al. (2015), p. 38.



**Figure 4:** Strategic Groups model<sup>74</sup>

### 4.3 Kano Model

Professor Noriaki Kano and his colleagues proposed in 1984 the recognized kano model, also known as the customer enthusiasm model. As the name reveals, the model is useful to understand customer requirements and their impact on customer satisfaction leading to a higher or lower degree of enthusiasm. Two dimensions build the model (Figure 5).<sup>75</sup> The horizontal axis shows the level of fulfillment of the examined customer requirement (CR), and the vertical axis indicates the level of satisfaction in relation to the fulfillment of that requirement.<sup>76</sup> Kano classifies the requirements in the following categories: basic (must-be), performance (one-dimensional), and enthusiasm (attractive) requirements.<sup>77</sup>

Basic requirements are an essential part of a product since the customers take them for granted. The product has to have these attributes; otherwise,

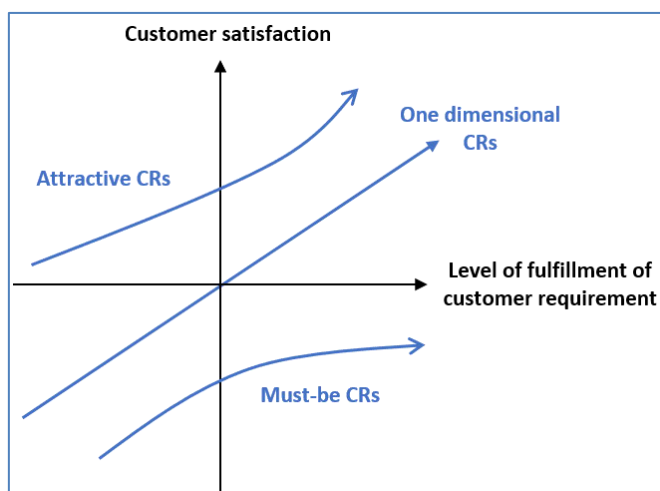
<sup>74</sup> Following Wunder (2016), p. 107.

<sup>75</sup> See Kano et al. (1984), p. 39ff.

<sup>76</sup> See Wang/Ji (2010), p. 175.

<sup>77</sup> See Wunder (2016), p. 102f; Tontini (2007), p. 599ff.

the customer will reject the offered product.<sup>78</sup> Moreover, performance requirements should be fulfilled by the company in order to compete in the market. These are also called one-dimensional requirements since the higher the level of that requirement, the higher the degree of customer satisfaction. Here, the firm has the opportunity to create a competitive advantage by offering exceptional and unique products.<sup>79</sup> The third category is the enthusiasm requirements, which in some cases are the main drivers of the buying decision. Those small but meaningful differences to the competitor's products drive the customer to purchase the item. Consumers do not expect to find these attributes or characteristics in the product but are pleasantly surprised if they do find them. On the one hand, if an enthusiasm requirement is fulfilled, it leads to a greater satisfaction level. On the other hand, if it is not met, there is neither satisfaction nor dissatisfaction.<sup>80</sup>



**Figure 5:** Kano Model<sup>81</sup>

Furthermore, three additional categories are also proposed by Kano and his colleagues. First, indifferent requirements. They do not influence customer satisfaction since the fulfillment or absence of them is unimportant for the

<sup>78</sup> See Shahin/Nekuie (2011), p. 172.

<sup>79</sup> See Wang/Ji (2010), p. 175.

<sup>80</sup> See Wang/Ji (2010), p. 175; Matzler/Hinterhuber (1998), p. 25ff.

<sup>81</sup> See Kano et al. (1984), p. 39ff.

customers. Second, reverse requirements, which are disliked by customers when fulfilled. Third, questionable are those requirements in which the customer's answer in the kano questionnaire implies a contradiction.<sup>82</sup> As described, the model is implemented to analyze, prioritize, and structure customer requirements.

#### **4.4 SWOT Analysis**

A SWOT Analysis is used in the strategic analysis as a summary. It combines the various analyses tools implied by the external and internal analysis in order to consolidate the key results. Both perspectives are equally important and have to be distinguished sharply.<sup>83</sup> Strength (S) and weakness (W) represent the internal part, and opportunities (O) and threats (T) the external perspective. While strengths express the internal positive capabilities and resources that a firm possesses and uses in a superior way, weaknesses are internal negative factors that work adversely on its success.<sup>84</sup>

Furthermore, opportunities depict external factors that represent chances of success for an organization. Threats exemplify potential harm to the company.<sup>85</sup> The analysis follows the logic of overcoming weaknesses to take advantage of opportunities.<sup>86</sup> It also serves to identify the opportunities a firm is not currently making use of because of a lack of resources.<sup>87</sup>

After the analysis has been concluded, the organization can then evaluate its current business situation and create potential new strategies.<sup>88</sup>

---

<sup>82</sup> See Wang/Ji (2010), p. 175.

<sup>83</sup> See Wunder (2016), p. 128; Cadle/Paul/Turner (2010), p. 14.

<sup>84</sup> See Wheelen/Hunger (2012), p. 176.

<sup>85</sup> See Cadle/Paul/Turner (2010), p. 14; Wheelen/Hunger (2012), p. 175.

<sup>86</sup> See Wunder (2016), p. 128.

<sup>87</sup> See Wheelen/Hunger (2012), p. 175.

<sup>88</sup> See Cadle/Paul/Turner (2010), p. 15.



## 5 Coffee Market

### 5.1 German Coffee Market

History has shown that the German Coffee market has gone through different changes throughout the years. It goes back to when coffee was a luxury product back in the 16<sup>th</sup> century. At the end of the century, the first coffeehouse opened in Bremen. This issue results in more coffeehouses in other metropolises, making the market more attractive and increasing its growth. Since Germany (Prussia at that time) had neither the land nor the proper conditions to produce green coffee, the country bought the resource from neighboring states. In order to prevent citizens from buying coffee and retaining the money in Germany, Frederick the Great implemented a new rule where private roasting was prohibited. Hence, the royalty preserved and controlled the coffee market creating a monopole. It ended when Frederick the Great died in 1786.<sup>89</sup>

With the beginning of industrialization, coffee was a common beverage among the citizens. It was also used in lower social classes to stay awake during long factory working shifts, replacing beer or food. During the cold war, coffee converted into a unique beverage, representing economic success and social status. While in West Germany, coffee was almost reachable for everybody, East German citizens couldn't afford it. By the end of the second war, coffee was the symbol of the German reunification and an economic miracle.<sup>90</sup>

In the last decades of the 20<sup>th</sup> century, the coffee market lost its commercial attractiveness. Individuals started seeing coffee as an old-fashioned and monotonous beverage. Nevertheless, in recent decades the German coffee market has been rising again to the point that coffee is the most consumed beverage in the country. An average of 166 liters per person is consumed

---

<sup>89</sup> See Morris/Thurston/Steiman (2013), p. 201.

<sup>90</sup> See Deutscher Kaffeverband e.V. (2020c).

per year.<sup>91</sup> The average retail price from 2013 to 2018 was of 4.46 €/lb.<sup>92</sup> To satisfy the needs of the market demand, Germany imported in the year 2019 approximately 1.2 million tons of coffee.<sup>93</sup> As a result of the enormous demand, Germany held its position as the second-biggest coffee importer in the world, after the United States of America. Brazil is the leading supplier with 382.642 tons of coffee beans exported, followed by Vietnam and Honduras. In fourth place comes Colombia with 62.862 tons of coffee beans, which have been exported between 2018 and 2019.<sup>94</sup> Germany does not only stand out as an Importer but also leads the worldwide coffee market in terms of re-exporting.<sup>95</sup>

Commodity markets are influenced by many factors, especially demand and economic patterns. In the first quarter of 2020, where the demand for different products was heavily affected, coffee consumption increased by three percent in comparison to the past year.<sup>96</sup> Especially the roast coffee market experienced significant growth of 15 percent with a market value of 14 million euros.<sup>97</sup> This growth was mostly in the house-consume since the consumption in cafés, coffee shops, and restaurants decrease by 76 percent.<sup>98</sup> The total revenue in the Coffee market for the year 2020 is expected to be 16.275 million euros.<sup>99</sup>

The industry of coffee exists out of three main pillars, which are cultivation, growth, and marketing. This industry is divided into coffee importers, agents, warehouse keepers, roasters, decaffeinator, manufacturers of roasting equipment, manufactures of soluble coffee, coffee shops, cafés, restaurants, and sustainability organizations. The main representative of the

---

<sup>91</sup> See Deutscher Kaffeeverband e.V. (2020a), p.1; Morris/Thurston/Steiman (2013), p.202.

<sup>92</sup> Own calculation based on: International Coffee Organization, p. 2f.

<sup>93</sup> See Statista (2020b).

<sup>94</sup> See Statista (2020c).

<sup>95</sup> See Esser (2015), p. 6.

<sup>96</sup> See Deutscher Kaffeeverband e.V. (2020a).

<sup>97</sup> See Deutscher Kaffeeverband e.V. (2020a), p. 1; Statista (2020a).

<sup>98</sup> See Deutscher Kaffeeverband e.V., p. 1.

<sup>99</sup> See Statista (2020a).

country's coffee industry and trade is the German Coffee Association (Deutscher Kaffeeverband e.V. (DKV)).<sup>100</sup>

A new trend is beginning to influence the German market, and a new coffee culture is initiating among citizens. Consumer preferences are changing, focusing more on organic, high-quality, sustainable, and ethically sourced coffees. Due to this fact, big players such as Nestlé or Tchibo are expanding their product range to satisfy the new customer needs. As Germany has the largest organic products market, German coffee consumers are also willing to pay more for fair trade and organic coffee.<sup>101</sup>

## **5.2 Colombian Market**

Colombian coffee had its origins in the Jesuits when it was brought to the country in 1720. In the following years, the coffee market started to develop, having its first coffee exportation of 2.565 bags in the year 1835.<sup>102</sup> By the end of the 19<sup>th</sup> century, coffee production went from 60.000 to 600.000 bags. During the transition to the new century, the market experienced the first crisis due to the price reduction.<sup>103</sup> Regardless of the price decline's negative consequences, the exporters did not cease. On the contrary, the coffee went from being 20 percent to more than 50 percent of the total country exports. After the Thousand Days' War, it represented 38 percent of the total exports. Post-war, the citizen's efforts to reconstruct the coffee industry lead Colombia to become one of the world's top coffee producers in the 80's. States such as Antioquia, el Viejo Caldas, and Tolima provided the majority of the beans.<sup>104</sup>

In the same year of Berlin's Wall's fall, the coffee market was confronted with the second and worst crisis. The International Coffee Organization (ICO) representatives led by countries such as the USA and supported by

---

<sup>100</sup> See Morris/Thurston/Steiman (2013), p. 205.

<sup>101</sup> See Müller (2019), p. 216.

<sup>102</sup> See Carlos Armando Uribe, p. 1.

<sup>103</sup> See Café de Colombia (2020).

<sup>104</sup> See Tirado Mejía et al. (2017), p. 32ff.

other nations such as Germany decided to end the International Coffee Agreement (ICA), which guaranteed reasonable prices for the coffee farmers and maintained a stable offer.<sup>105</sup>

In the past 20 years, coffee farmers have been more supported by the government, especially by the Colombian Coffee Federation (FNC), in order to improve coffee quality and national consumption. As a result, the character and brand Juan Valdez was born.<sup>106</sup> Nowadays, 500.000 producers are represented by the FNC. Coffee growers' committees, coffee purchasing points, inspection and certification offices, as well as research organizations are part of the FNC.<sup>107</sup>

Colombia's main coffee variety is "Arabica." It is categorized as a subdivision of "Colombian Milds," including coffees from Kenya and Tanzania. The high-quality is due to the harvesting by hand, other conditions such as the soils, higher altitudes on the foothills, and the strong aroma.<sup>108</sup> As Colombia is one of the premium coffee producers, with a single-origin label recognized by the EU, Colombian coffee prices tend to be higher than the average.<sup>109</sup>

According to the latest figures published by the FNC, Colombia produced from March 2019 to February 2020 14.4 million bags and exported over 90 percent of them.<sup>110</sup> The consumption remained strong in the last years; figures showed an estimate of 2.2 kg per person. To sustain the national consumption level, Colombia increased imports by 122 percent in 2019.<sup>111</sup> Concerning the exportations, Germany represented in 2019 almost one percent of the total country exportation, representing first place among other European nations.<sup>112</sup> Based on the ICO data, also published by the FNC,

---

<sup>105</sup> See Tirado Mejía et al. (2017), p.118.

<sup>106</sup> See Tirado Mejía et al. (2017), p.130.

<sup>107</sup> See Quiñones-Ruiz et al. (2015), p. 424.

<sup>108</sup> See Bastianin/Lanza/Manera (2016), p. 6.

<sup>109</sup> See Quiñones-Ruiz et al. (2015), p. 426.

<sup>110</sup> See Federación Nacional de Cafeteros (2020a).

<sup>111</sup> See Vera Espíndola Rafael (2020), p. 8.

<sup>112</sup> See Federación Nacional de Cafeteros (2020b).

the price of “Colombian Milds” green coffee (Aug. 2019 – Aug. 2020) is 1.23€/lb<sup>113</sup>

Not only the Colombian market is difficult to understand, but also the coffee market globally. Still, as in each market, there are dominant parties, for example, ED&F Man Volcafe, ECOM, and Neumann Group. As an example, the German trade house Neumann Group traded more coffee in the year 2017 than the total of Colombian coffee production.<sup>114</sup>

It can be concluded that Colombia is a strong coffee exporter, which offers high-quality coffee, and even with the limitations in the year 2019, the market remains stable. Furthermore, the FNC has been boosting national consumption through different marketing strategies, such as Juan Valdez.

### **5.3 Specialty Coffee Market**

The coffee history is characterized by three waves, which had revolutionized the market. On the one hand, in the early '90s, mass coffee production and consumption were exemplified by the first wave, with dominant companies such as Proctor & Gamble. On the other hand, the second and third waves focused more on a higher quality coffee and sophisticated consumption, being in close relation to the specialty coffee market.<sup>115</sup> Since the consumer habits were changing, the market had to adapt and develop new experiences and products for customers. Thus, the specialty coffee market was established. Under these circumstances, Starbucks saw the perfect opportunity to enter the market, offering new coffee practices and a higher quality coffee. Starbucks implied a vital milestone in the progress of the specialty coffee market.<sup>116</sup> Likewise, in the late '90s, coffee shops contributed to the rapid growth of the market giving birth to the third wave, also known as an experiential period. This wave focuses more on the coffee market's aesthetical and ethical vision, where directly imported, fair-trade

---

<sup>113</sup> Own calculation based on: Federación Nacional de Cafeteros.

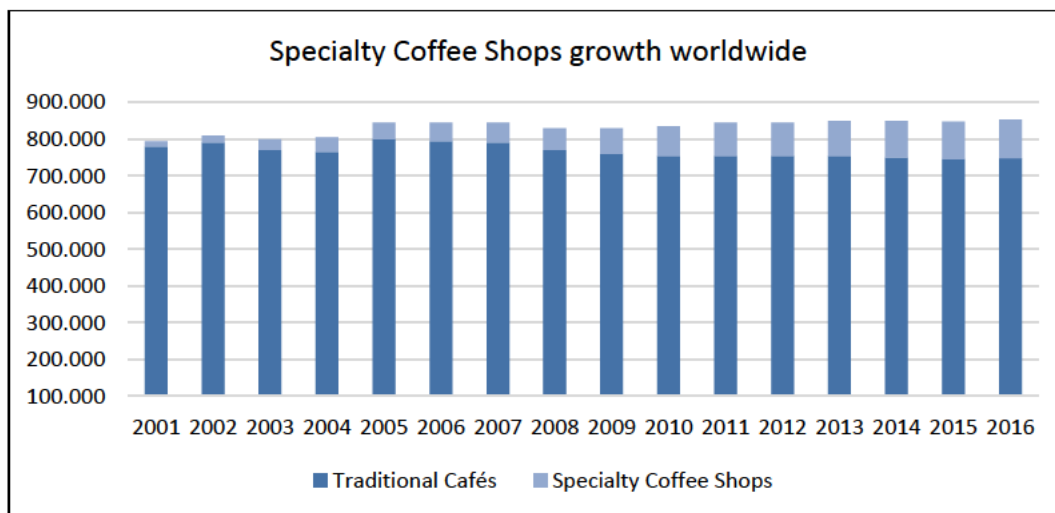
<sup>114</sup> See Panhuysen, S. and Pierrot, J (2018), p. 8.

<sup>115</sup> See van der Merwe/Maree (2016), p. 502.

<sup>116</sup> See Boaventura et al. (2017), p. 264f.

coffees with artisan methods of production were seen as a premium product.<sup>117</sup> Hence, the new specialty coffee market is more attached to the third wave, where human connection through a transparent value chain was created. From the farmer to the barista, each member of the value chain was determined as equally important to offer the customer a magnificent experience.<sup>118</sup>

According to studies conducted in 2004, 20 percent of the worldwide traded coffee belongs to the specialty coffee segment. However, recent studies show an increase in demand within the sector. For instance, new specialty coffee shops have been entering the market. This increase can be illustrated by the following chart (Figure 6), where the specialty coffee market's growth is influenced by the increase of specialty coffee shops.<sup>119</sup>



**Figure 6:** Specialty coffee shop growth worldwide<sup>120</sup>

It is important to remark that specialty coffee belongs to the same industry as the rest of the coffee business, also known as commercial or commodity coffee. As demand and supply determine the commercial coffee price, they also establish the added value due to quality.<sup>121</sup> Yet, the business model of

<sup>117</sup> See Quintão/Brito (2016), p. 5f.

<sup>118</sup> See Boaventura et al. (2017), p. 255f.

<sup>119</sup> See Samper/Giovannucci/Vieira (2017), p. 45ff.

<sup>120</sup> Following Samper/Giovannucci/Vieira (2017), p. 43; Friend (2016), p. 1ff.

<sup>121</sup> See International Trade Centre (2012), p. 38.

specialty and commercial coffee differ from each other. For a better understanding, the following table (Table 2) compares both business models.<sup>122</sup>

		Commercial Business Model	Specialty Business Model
Value Proposition	Product characteristics	Homogeneous.	Differentiated through quality ratings, origins, varieties, and others.
	Upgrading possibilities	Limited due undifferentiated trade.	Increasing through differentiated procurement and marketing.
	Quality standards	Based on type ( Arabicas and Robustas), place ( Colombia, Brazil, or other) and bean traits	Assessment of quality in the cup, 100 points scale quality rating rate, taste descriptors following wine terminology.
Customer	Target	Standardized mass consumption.	Conspicuous and indulging consumption, target hedonistic values.
	Consumption level	Consumption leveled off during 1950s and decline after early 1960s.	Consumption started to grow in the 80s and increased exponentially in the 90s.
Infrastructure & Management	Procurement	In bulk, no quality information transmitted to growers.	Smaller quantities and more direct communication with the growers with transmission of quality information.
	Roasting	Downgraded blends roasted in large quantities.	Prevalence of single origins, Artisan roasting.
	Market structure	Concentration.	Fragmentation.

**Table 2:** Commercial and specialty coffee business model <sup>123</sup>

In general, the main distinguishing feature is the product's quality. While the commercial coffee business model consists of delivering a standardized and undifferentiated coffee, the specialty coffee model offers high-quality, differentiated coffees.<sup>124</sup> Furthermore, commercial coffee business models seek to minimize costs. On the contrary, specialty coffee models develop a

<sup>122</sup> See Donnet/Weatherspoon/Hoehn (2007), p. 5.

<sup>123</sup> Based on: Roseberry (1996), p. 762ff; Ponte (2001), p. 13 Daviron/Ponte (2005), p. 5 Osterwalder/Pigneur/Tucci (2005), p. 10ff.

<sup>124</sup> See Donnet/Weatherspoon/Hoehn (2007), p. 115.

close business relationship with farmers resulting in a higher product price.<sup>125</sup>

Within the coffee market, exist three different types of categories. The first type is the “exemplary quality coffee”, characterized by an intrinsic value, unique cup, and limited availability. Those coffees are retailed in exclusive coffee shops, bars, or premium delicatessens, mostly under the name of their country of origin. Moreover, exemplary quality coffees are an attractive option for small exporters. While the first category can only be found in exclusive places, the second one, premium quality, is retailed by supermarkets and multinational companies as well as small to large roasters. This market is larger than the exemplary quality, where most of the specialty coffees of the second wave can be found. Most of those coffees offer the customer a great taste experience. As an exporter, the coffee can be sold to leading or specialty roasters and specialty coffee retailers. In contrast to the first two categories, so-called “mainstream quality,” average quality coffees with a decent cup are not remarkable in taste.<sup>126</sup>

Given the above, the specialty coffee market is a broad segment, where big players as Tchibo or independent coffee shops offer their products. Nevertheless, it is crucial to trace a line between exemplary, premium, and mainstream quality since the price, market, target group, and quality are different.<sup>127</sup>

In fact, the price is one of the main distinction elements between the categories. For instance, the Free on board (FOB) price is commonly used among small producers and exporters. Based on the data collected by the Specialty Coffee Transaction Guide (SCTG), the FOB price varies according to country, category, and lot size. The median of the score quality and FOB price among the data donators was calculated for this purpose.

---

<sup>125</sup> See Daviron/Ponte (2005), p. 5f.

<sup>126</sup> See International Trade Centre (2012), p. 39.

<sup>127</sup> See International Trade Centre (2012), p. 39ff.



The quality score begins at 80 points. 80 to 84.9 points represent very good quality, 85 to 89.9 points excellent and up 90 points outstanding quality.<sup>128</sup> In this sense, Colombian coffees have a quality score of 86 with a FOB Price of 2.43€/lb.<sup>129</sup> Another study supported by the Specialty Coffee Association (SCA) reveals an internal specialty market price of 1.53€/lb.<sup>130</sup> However, this study does not reveal the median quality score of the presented price.

## **6 The Tikuna Company**

In 2008, Camilo Archila bought a terrain in San Antonio del Tequendama, Colombia. Five years later, the Archila family was enjoying their first cup of coffee directly from their coffee plantation, 1.800 meters above sea level. In the beginning, the coffee was for personal consumption, given to family-related friends as a present, and sold on the market in the form of green coffee. Not only friends and family in Colombia but also in Germany started noticing the excellent quality of the coffee, to the point that they started requesting more. This was one of the reasons which encouraged the Archila siblings to go into the business of specialty coffee and create Tikuna. They also wanted to take advantage of their various locations since they are living in different countries (Colombia, Germany, and France).<sup>131</sup>

With the help of the Cardona family, who is in charge of the coffee process (planting, harvesting, processing, drying), the annual quantities vary from 600 to 700 kg of arabica raw beans each season. Due to the low quantity and high quality, the plantation is classified as a micro lot. Furthermore, the particular combination of different factors such as latitude, altitude, soils, climates, the selective harvesting of the coffee beans, natural drying process, and hand-sorted classification after threshing contributes to the high-quality of Tikuna's coffee. The Archila family follows the idea of "let nature do its job" by planting banana trees between the coffee plants in

---

<sup>128</sup> See Fischer (2017), p. 11.

<sup>129</sup> See W. Roberst und Trewick 2020, p. 13.

<sup>130</sup> See Vera Espíndola Rafael (2020), p. 15.

<sup>131</sup> Archila 2021.

order to use them as fertilizer. In addition, the birds of the region are used as "insecticides" to avoid chemicals.<sup>132</sup>

While Tikuna's vision is yet to be defined, they describe their mission as following *"It is our mission to offer an authentic and genuine taste to our coffee lovers. From South America all the way up to Europe. Our product is singularly made up of pure Colombian high-quality coffee, which is achieved under the friendliest environmental and social conditions. We want to show those coffee enthusiasts where each cent of the coffee cup is going to. Hence, building transparency is one of our core values. Since we have our own coffee plantation, we have the capacity to influence directly in coffee production. Therefore, with our coffee harvesters' collaboration, we aim for a continuous improvement of our daily processes improvement and quality. If you aren't a coffee lover, don't worry Tikuna will make you one."*<sup>133</sup>

Regarding the coffee processes, approximately 80 percent occurs at the coffee farm San Antonio. Only two actors are involved in this process, the Cardona family as well as the Formemos foundation. The foundation threshes the coffee and selects the best beans. For its services, Tikuna pays the foundation 3 percent above the established price. Afterward, the coffee is sent to the coffee farm to be packaged and stored.<sup>134</sup>

In regard to exportation, the types of transportation represent the main concern for Tikuna. Different offers and options have been collected and reviewed, whether exporting the coffee by air or sea cargo. Undoubtedly, the most attractive option is the export of the product by sea freight. Although, Tikuna does not harvest the required quantity to fill a container. An option that has been contemplated is to send the coffee as a consolidated cargo. Another alternative would be to send the product by air

---

<sup>132</sup> See Archila 2021.

<sup>133</sup> Archila 2021.

<sup>134</sup> See Archila 2021.

freight, although this will increase the end price significantly, making it difficult to compete in the market.<sup>135</sup>

Tikuna plans to make Daniela Archila and Juan Camilo Archila responsible for the roasting, packaging, and selling of the coffee in Germany and France. Concerning retail, the owners contemplate distributing the product through online channels, weekly markets, small hotels and shops, restaurants, coffee shops, and roasters.<sup>136</sup>

Taking the aforementioned together with the supply chain costs into account, Tikuna comes to the following prices; 3.19 €/kg gross price (FOB) and for 250g (roasted and package) 12.03 € gross price.<sup>137</sup>

Intending to gain knowledge of the potential customers, Daniela Archila (representative for the Tikuna brand in Germany) distributed different samples and Tikuna's brochure (Appendix 3) to roasters. A sensory analysis (Appendix 4) was also conducted by the well-recognized Q-grader, Katharina Gerasch. This analysis delivered a favorable result giving more confidence to the Tikuna founders to enter the market.

As one of the ideas was to offer the coffee online, an Instagram profile (@tikunacoffee) was created in order to understand the potential online consumers and their reactions to the product. However, the administration of the profile is not constant.

Overall, Tikuna has to clarify some aspects in order to export the coffee. It also lacks a strategy to enter the German market.

## 7 Assumptions

This work discusses the research problem of the strategic entry in the German specialty coffee market and Tikuna's competitive capacity. In this sense, different assumptions were made based on the literature review.

Assumption 1:

---

<sup>135</sup> See Archila 2021.

<sup>136</sup> See Archila 2021.

<sup>137</sup> See Archila 2021.

Specialty Coffeeshops' growth around the world can be understood as a response to changes in consumer preferences. This transformation also applies to the German market. More than drinking a cup of coffee and the need to be awake, consumers are looking for new experiences. Hence, customers are searching for authentic taste and high-quality coffee. Consequently, the willingness to pay a higher price increases. In this sense, a first assumption can be made.

*Coffee consumers nowadays are less price-sensitive than those of past decades., when it comes to buying high-quality coffee*

Assumption 2:

Not only taste and high-quality describe a specialty coffee in the third wave but also whether the coffee is sourced directly by the farmers or passed through different agents. Besides ethically sourced coffees, organic coffees characterized many of the specialty coffees offered in the market. Hence, the second assumption can be formed:

*There are three essentials characteristics that an organization has to bring in order to be able to enter the German specialty coffee market, high-quality, social, and ecological engagement.*

Assumption 3:

Germany has an enormous coffee demand. This demand is created by different groups, from large companies, small coffee shops to single households. Figures show an increment in coffee consumption within the country, especially in private households. On the contrary, the consumption in coffee shops drops down 76 percent. This effect is due to the market difficulties in 2019. It shows that going into the Business to Consumer (B2C) market could be less risky for Tikuna since they do not depend on third parties to sell their coffee. The pandemic in 2019 was only one factor among others that could influence sales performance. Additionally, Tikuna would be able to have better control of the supply chain. In this context, a third finding can be named.

*When compared to the B2B market, the B2C market features a greater attractiveness for Tikuna.*

## **8 Methodology**

### **8.1 Research Design**

In order to investigate the research problem, a strategic analysis based on a literature review was conducted. The research design is made out of an exploratory as well as a descriptive part. First, the exploratory part was constituted by qualitative research, which is based on different textbooks, academic studies, and data published by various agencies. Further qualitative data was gathered through an in-depth expert interview.<sup>138</sup> Second, a descriptive quantitative study in the form of an online survey was performed.<sup>139</sup>

In the following chapters, the research questions will be presented, as well as the data collection. Finally, the data analysis, which was made through the different strategic analysis methods, will be introduced.

### **8.2 Research Questions**

The present work aims to provide an answer to the following question: *Is Tikuna able to enter and compete in the specialty coffee market in Germany?*

By conducting the strategic analysis and implementing different methods, which have been explained in the literature part of this work, an answer to the research question will be given. The information collected through the analysis serves to answer further questions that contribute to the response of the main question. These are the following:

- 1) How strong is the competitive intensity in the market?
- 2) How is the consumer behavior in the market?
- 3) Which market segment should Tikuna target?

---

<sup>138</sup> See Sreejesh/Mohapatra/Anusree (2014), p. 46ff.

<sup>139</sup> See Sreejesh/Mohapatra/Anusree (2014), p. 58ff.

- 4) Which are Tikuna's main competitors?
- 5) What kind of elements will provide Tikuna a competitive advantage?
- 6) Which should be Tikuna's sales price?

### **8.3 Data Collection**

#### **8.3.1 Primary Data**

The research was undertaken in two forms exploratory and descriptive research.

Exploratory research was done in the initial stage of the research process. In the past two years, the market has been closely analyzed, leading to frequent contact with experts of the field coffee field. An interview with Mrs. L from Samocca Coffee in Aalen, Germany, was conducted in 2019. In the same year, further data was collected through one personal meeting and various phone calls with Mr. H, who exported Peruvian coffee to Germany. By visiting roasters in 2020 in Berlin and approaching the owners, additional data was gathered. Not only in Berlin but also in Hamburg, the attendance at coffee festivals contributed to the data collection. The author's own experiences, observations, and meetings with experts allowed to gather primary data and define further procedures of the research process.<sup>140</sup> Gathered data was not executed through an accurate and proper report, transcript of the interview, or protocol of the conversations since they were not meant for the present work and were only for personal use. However, the gathered data was summarized for the present work based on previous years' documents (Appendix 6).

Moving forward, further exploratory research in the form of a depth interview was conducted (Appendix 7). The interview permitted some amount of flexibility to the interviewee but also had a structure that the interviewer followed.<sup>141</sup> Furthermore, the interviewee was a coffee roaster (Mr. P), who has been working in the market for more than 15 years and owns the "Blaue

---

<sup>140</sup> See Sreejesh/Mohapatra/Anusree (2014), p. 15; Dawson (2009), p. 40.

<sup>141</sup> See Sreejesh/Mohapatra/Anusree (2014), p. 48; Dawson (2009), p. 28f.

Bohne Rösterei" in Berlin. Taking these interview characteristics into account, it can be classified as a semi-structured expert interview.<sup>142</sup>

The interview was undertaken on the 29<sup>th</sup> of December 2020. A total of 31 questions were discussed with Mr. P. This type of interview not only allowed to gain more information about the research topic but also offered further insights into the specialty coffee market in Germany. The different questions of the interview were designed based on Porter's Five Forces Model.

Descriptive research was conducted through a survey. In total, 134 persons took part. However, the response rate was 80,6 percent resulting in a final sample size of 108 participants. The criteria for the inclusion of participants in the final sample was whether people consume coffee. Due to this fact, only 86 respondents were taken into account for further analysis.

Furthermore, the sampling method to select participants was of random type. Hence, the survey being distributed through the communication media Whatsapp and Instagram. It was carried out with the software Unipark, which was provided by the University. Over two weeks, from the 29<sup>th</sup> of December 2020 to the 11<sup>th</sup> of January 2021, data collection took place.

The questionnaire was done in two languages English and German (Appendix 9). With a bilanguage questionnaire, the language barrier could be reduced, and participants could choose the language they felt more comfortable with. This way, the language would represent a smaller hurdle to participate in the survey. With a specific number of responses, structured questions were the majority applied in the questionnaire.<sup>143</sup>

Participants needed, on average, 12 minutes to complete the questionnaire. While the attitudinal questions were based on the kano methodology in the form of single-choice, the behavioral were a mixture of single- and multiple-choice questions. The majority of the questions were close questions. In the final part of the questionnaire, classification questions took place.<sup>144</sup> Since

---

<sup>142</sup> See Lewis-Beck/Bryman/Liao (2004), p.1020; Finkbeiner (2016), p. 142f.

<sup>143</sup> See Sreejesh/Mohapatra/Anusree (2014), p. 58f; Hague et al. (2016), p. 128.

<sup>144</sup> See Hague et al. (2016), p. 128ff.

the questionnaire demanded a considerable amount of time, different mood raisers were used to cheering participants up and prevent them from quitting early. Furthermore, the wording selection for the kano questions was based on the American and Japanese versions of the kano questionnaire.<sup>145</sup> However, after conducting a pre-test consisting of four persons, the wording was changed to a more respondent-friendly language. It has to be remarked that not all questions were analyzed in the present work since some were meant for personal use and further research. Conclusively, the survey is of a quantitative nature. Nonetheless, it involves some qualitative factors due to the kano methodology.<sup>146</sup>

### **8.3.2 Secondary Data**

Secondary data was used in large part of the present work since there is no need for previous fieldwork. In addition, the information is already available in the public domain. Different authors concord that secondary data is the result of so-called "Desk Research."<sup>147</sup>

The materials were selected according to two criteria. First, strategic analysis related literature. Second, coffee market associated materials.

The primary source for the first criteria was different textbooks. Approximately twenty textbooks were review, but the final set was five books in which the strategic analysis topic was thoroughly examined. With the intention to explore the implementation of the strategic analysis in young companies profoundly, different academic articles and case studies were included in the final set. Not only the proposed approaches in the textbooks but also academic articles were compared. The purpose of comparing and analyzing different strategic analysis approaches was to gain a broader understanding in order to develop a suitable strategic analysis framework for Tikuna. One of the main platforms used to access the collected data was the Aalen university library's website, which offers an interlibrary loan

---

<sup>145</sup> See Berger et al. (1993), p. 1ff; Kano et al. (1984), p. 38ff.

<sup>146</sup> See Sreejesh/Mohapatra/Anusree (2014), p. 58.

<sup>147</sup> See Hague et al. (2016), p. 52f; Sreejesh/Mohapatra/Anusree (2014), p. 33.



service.<sup>148</sup> Scholarly and grey literature contributed to building an informational base of the Colombian and German specialty coffee market. The information was found through Google's academic search engine "Google Scholar" and also the Aalen university library's website, which provides access to different journal articles. Different textbooks were additionally reviewed to gain an overview of the coffee history in the past year. Furthermore, the information provided by trade and industry bodies (DKV & FNC) and coffee market statistics helped to indicate the current market situation. Moreover, further data was gathered through the websites of different coffee companies. The collected data serves as a base to proceed with an analysis through the strategic analysis methods.

## **8.4 Data Analysis based on theoretical models**

### **8.4.1 Porter's Five Forces Model**

In the literature, Porter's Five Forces Model is commonly used after conducting a PESTEL analysis. In Tikuna's case, Porter's model was the first one to be applied. The previous work from the theoretical framework suggested that Porter's model would be more suitable for Tikuna's strategic analysis rather than the PESTEL analysis.

First, various fragments of the literature review were classified into the five categories of the model and afterward analyzed to acquire the desired information. Secondly, a semi-structured interview with an expert was executed. The interview was transcribed and then summarized in a table to place the different interview fragments into the five forces (Appendix 8). The collected data through the survey was also used to support the data gathered in the expert interview results. The survey results were explicitly applied for the fourth element, the threat of substitutes. Thereby, the software SPSS from IBM and Microsoft Excel served to evaluate the results. Since the threat of substitutes might be concerning the customer's need, the principal needs were identified first. For this purpose, the frequency of each

---

<sup>148</sup> See Dawson (2009), p. 44.

need was extracted. Secondly, for each need, the level of substitution willingness was examined. Lastly, a final table with four elements (Need, Frequency of need, Level of substitution willingness, Potential substitute) was designed. The substitution willingness level was calculated by taking the frequency of the need as the denominator and the frequency of the substitution willingness regarding the need (Q11) as nominator. Moreover, the potential substitute was selected according to the most named beverages by the respondents. Finally, the general percentage of substitution willingness was also extracted, without classifying it into different needs.

#### **8.4.2 Strategic Groups Model**

Moving one layer forward in the strategic analysis, the competitors' analysis takes place. Hence the competitors were classified into different strategic groups in order to be evaluated. Two dimensions built the graphic, Axis-X for the generic business strategy (price level) and Axis-Y for the online distribution channel (scope of use from the customers' side).

In order to analyze the competitors in the specialty coffee market and not another market such as the commercial coffee market, only the data of the respondents in Question 3 (Q3) who knew about the existence of specialty coffee and showed a regular consumption (Q4) was analyzed.

For the implementation of the model, the data was approached in three different phases. During the initial phase, the identification of the strategic groups (SGs) was undertaken with the companies and brands named by the respondents (Q8, Q12). Each organization was analyzed and finally classified into a SG. If the test-person did not specify the brand or company, a category was given according to other variables such as the specialty coffee consumption (Q4), coffee knowledge (Q2), price (Q7), and quantity (Q6) indicated. However, some respondents did not know they were consuming specialty coffee. Therefore, other companies were also evaluated. Since the SGs had to be positioned in an appropriate place regarding their generic business strategy, the average price for each SG

was calculated as a reference value. This figure was derived from the average coffee price of each company. Some companies had a more extensive product range than others. Due to this fact, only the coffees' prices in the form of 250g, which showed similarities to Tikuna's coffee, were taken into account. The data from the first two phases was summarized in a table (Appendix 11), which will be analyzed later in chapter nine.

In order to position the SGs on the Axis-Y, the data regarding the type of distribution channel, whether online or offline (Q9), was extracted. According to the given answers in questions eight and nine and, as well as the aforementioned table, a SG was assigned in the final phase. In this sense, the level of use of the distribution channels for each SG could be calculated and summarized in a table. The data analysis process can be seen in Annex 12.

#### **8.4.3 Kano Model**

The kano approach was used to analyze Tikuna's product and potential customers.

In order to analyze the data, the part of the survey related to the kano model helped to categorize the customer requirements (CR) into the six kano categories. The first component of the kano questionnaire is the functional questions (Q17 – Q28), the second represents the dysfunctional section (Q30 – Q40). Each CR had a functional and dysfunctional version. Functional questions mean how respondents would react if the product meets the specific requirement. On the contrary dysfunctional questions want to test how they would feel without these characteristics.<sup>149</sup> The CRs were classified into the respective category according to the participants' responses to both questions.

As for each category, a different combination was given. First, the combinations had to be identified. For this purpose, Matzlers and Hinterhubers evaluation table was used (Table 3).

---

<sup>149</sup> See Sohn/Woo/Kim (2017), p. 685.

Response to functional questions	Response dysfunctional questions					
	Like	Must-be	Neutral	Live with	Dislike	
	Like	Q	A	A	A	O
	Must-be	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live with	R	I	I	I	M
	Dislike	R	R	R	R	Q
Notes: A: Attractive Quality, O: One-dimensional, M: Must-be Quality, I: Indifferent Quality, R: Reverse Quality, Q: Questionable						

**Table 3:** Kano evaluation table <sup>150</sup>

The number of combinations found in the data was added in order to come to a final value for each category. This process was repeated with all requirements and compiled in a table ( Appendix 13).

Based on the total value for each requirement's category, the main kano category was given. The category with the highest frequency of the sample set of responses represented the CR's final category. As proposed by Berger, the coefficients of customer satisfaction (CS) and dissatisfaction (DS) were calculated.<sup>151</sup> A level of satisfaction when a CR is met (CS) or the extent to which satisfaction decreased if the CR is not met (DS) was suggested. Both reflected the average impact of the CR on the satisfaction of all respondents.<sup>152</sup> They were calculated with Berger's suggested equations, as seen below.<sup>153</sup>

$$CS_i = \frac{f_A + f_O}{f_A + f_O + f_M + f_I}$$

$$DS_i = - \frac{f_O + f_M}{f_A + f_O + f_M + f_I}$$

Regarding the CS Value, all responses with satisfaction elements (attractive and one dimensional) were added and divided by the total number of all

<sup>150</sup> Following Matzler/Hinterhuber (1998), p. 25ff.

<sup>151</sup> See Berger et al. (1993), p. 3ff.

<sup>152</sup> See Wang/Ji (2010), p. 177; Harijith/Haris (2017), p. 1427.

<sup>153</sup> See Berger et al. (1993), p. 3ff.

categories (attractive ( $f_A$ ), one dimensional ( $f_O$ ), must-be ( $f_M$ ), indifferent ( $f_I$ )). On the contrary, the sum of responses with dissatisfaction elements (one dimensional, must-be) built the DS Value nominator as seen in the function above. Lastly, the final kano category, CS, and DS Value of each requirement were recapitulated in a table. The table contains two columns for the final kano Category. A second column was implemented since the values of the category's frequency were very close to each other. The table will be later presented in chapter 9.1.2. The coefficient of customer satisfaction (CS) is represented with positive values (0 to 1), while the coefficient for dissatisfaction (DS) with negative values (-1 to 0). Regarding the CS coefficient, the closer to one the value, the stronger the influence on customer satisfaction. Similarly, for the DS coefficient, a value close to zero indicated a low level of dissatisfaction when the CR is not fulfilled.<sup>154</sup>

## 9 Tikuna's Strategic Analysis

In the following chapters, the results of the expert interview and online survey will be presented, interpreted, and placed in relation to Tikuna's case. The internal analysis will not be approached due to capacity reasons, letting it for further researches. Nevertheless, an internal view of Tikuna will be presented throughout the SWOT analysis.

### 9.1 Environmental Analysis

Regarding this subchapter, the findings of the research will be used for the industry as well as the competitive arena analysis.

#### 9.1.1 Industry Analysis

In order to proceed with the Industry analysis, the relevant market has to be first defined.

As it was seen in the past chapters, Tikuna has two options to select from. While addressing the green coffee market would represent a shorter supply

---

<sup>154</sup> See Harijith/Haris (2017), p. 1429; Sohn/Woo/Kim (2017), p. 685.

chain and a more straightforward process, the roasted market offers higher profits but a larger supply chain and more complex processes. Each market has attractive characteristics to offer, though the focus will be on the **roasted specialty coffee market for private consumers**. It defines the relevant market which will be approached with Porter's Five Forces Model. According to the international trade center, coffees offered by multinational companies such as Starbucks fall into the category of specialty coffee.<sup>155</sup> However, those coffees do not meet the SCA's requirements and are not classified as specialty coffees for the present work.<sup>156</sup> In this order of ideas, those large enterprises will not be taken into account for the analysis.

Starting with the first competitive force of Porter's model, the **threat of new entrants** is moderate. The entry barriers are not high enough to dissuade new competitors from entering.

Indeed, there are companies on the market that produce on a major scale than others. However, there are only a small number of them.<sup>157</sup> The production of specialty coffee will not be enough to achieve a significant cost reduction in comparison to commercial coffee. Generally, specialty coffees have an elevated price, and there is no significant price deviation between the different companies' products. The barrier regarding the supply-side economies of scale is consequently low. Even if the production or the purchasing of the coffee can happen on a larger scale, it does not ensure a considerable cost reduction. Nonetheless, a better price can still be offered. As in each market, when a consumer likes an already established product, the willingness to try a new product will be limited. Customer loyalty is hard to overcome for new entrants. The specialty coffee market might be similar. In this sense, there are two types of customers in the market. The first group, the loyal customers who are looking for a good coffee but not exceptional, since they consider the traceability and other social aspects of it instead.

---

<sup>155</sup> See International Trade Centre (2012), p. 39.

<sup>156</sup> See Specialty Coffee Association, p. 5ff.

<sup>157</sup> Archila Ortiz 29.01.2020.

The second group, coffee enthusiasts, are most likely to buy high-quality coffee and are open to new proposals. Having this in mind, the barrier has a moderate height. Yet, the first group is bigger than the second. Coffee enthusiasts have an important influence on loyal customers.<sup>158</sup>

The consumer switching costs and capital requirements barriers are set low. An initial investment is needed in order to start the business. Its high depends on the form which the company wants to enter. For instance, if a company decides to have a coffee shop and roastery, the investment will be higher than if it only sells the coffee online.<sup>159</sup> When talking about the main cost building blocks (raw coffee, coffee processing, export costs), they do not represent a high investment.

The consumer coffee market might have a long history; however, the specialty coffee market regarding the third wave is approximately twenty years old. Undoubtedly, firms that decided to explore the market since the beginning have more experience and advantages. Some advantages are not available for potential rivals, such as a better understanding of consumer behavior, wider network, and exporting experience.<sup>160</sup> Yet, other factors such as access to raw materials will not influence Tikuna since it has its coffee plantation. In this context, the barrier is determined as moderate to high.

There are various distribution channels on the market. Most of the companies use their webpage and social media profile as a distribution channel. As a result, the online market is filling with increasingly more competitors. Others target a combination of the online and offline market, also selling to different coffee shops and restaurants. The online distribution channel possesses a significantly higher number of companies than the offline channel. Taking this into account, the barrier is moderate to high.<sup>161</sup>

---

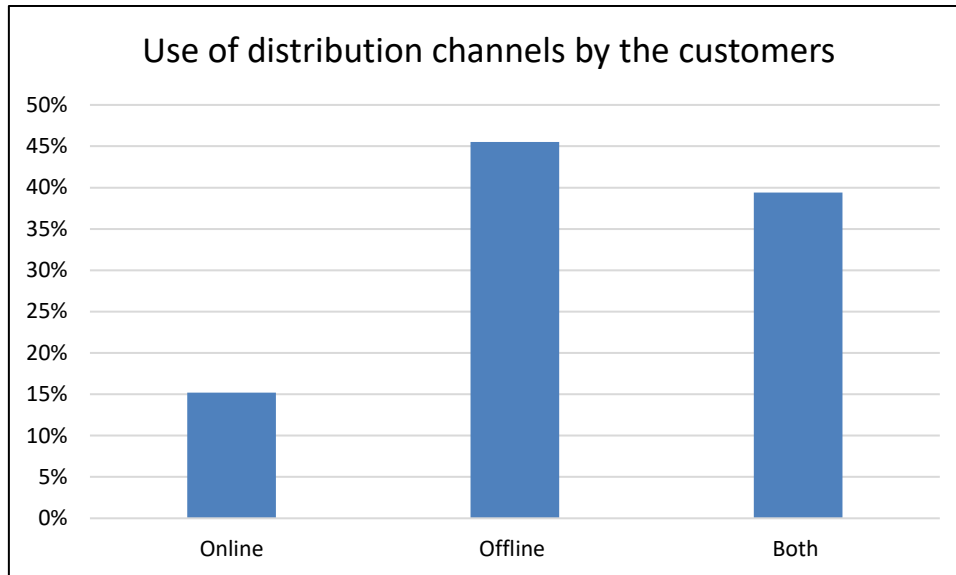
<sup>158</sup> Archila Ortiz 29.01.2020.

<sup>159</sup> Archila Ortiz 29.01.2020.

<sup>160</sup> Archila Ortiz 29.01.2020.

<sup>161</sup> Archila Ortiz 29.01.2020.

Even if the online channel is more saturated, survey results show that a big percentage of specialty coffee consumers (45.5 %) still buy their coffee through offline channels. To remark is also that 39.4 percent use both channels, online and offline. Only 15.2 percent make use of the online offer. The figures are to see in the following graphic.



**Figure 7:** Use of distribution channels by the customers

Regarding the government policies, most of them represent a barrier for new entrants when exporting coffee. Different regulations have to be fulfilled to offer coffee on the market, such as salubrity requirements. However, these concern only the roaster.<sup>162</sup> The barrier is therefore considered moderate.

Overall, the threat of new entrants is moderate. Due to the barriers not being high enough for new entrants, a chance for Tikuna to enter the specialty coffee market has been detected. Although, it does not represent only an opportunity for Tikuna but also for other companies. This results in more competition for the young company.

**Suppliers** can wield their **power** throughout the entire supply chain. Starting with the raw coffee beans, farmers are often not aware of their

---

<sup>162</sup> Archila Ortiz 29.01.2020.



quality. Therefore, they do not demand high prices.<sup>163</sup> Since some specialty coffees come from nano- or micro-lots, the farmers do not dare to demand a higher price because the buyer could be their only customer. However, it has to be remarked that many specialty coffee firms care about an honest supplier-buyer relationship. Thus, they pay a reasonable price for the product. Few farmers are aware of the quality of their products. The producers also have the possibility to sell their coffee directly to the consumer market. Nevertheless, the average market price would be paid, which is considerably lower than the specialty coffee price. Regarding Tikuna, it would be difficult to be threatened by the farmers' possible power since it has its own coffee plantation. Moreover, when looking at other suppliers through coffee processing (threshing, drying, roasting), there are various of them on the market. Elements such as coffee bags, printed labels are also easy to find at low prices. The large number of suppliers does not place them in a power position.<sup>164</sup> Given the above, suppliers do not have significant bargaining power in the specialty coffee market.

The suppliers' bargaining power is as relevant for the industry analysis as the buyers' bargaining power. Different characteristics set a buyer in a powerful position, for instance, if they are able to produce the product by themselves. This is the case for Tikuna since it does not depend on other farmers in order to purchase coffee. However, the power of buyers will be analyzed on the coffee consumer side, meaning Tikuna's potential customers. If the customer is not pleased with the quality, he can always search for higher quality, resulting in customer loss for the firm. The market also offers a wide range of coffees, giving the buyers more alternatives and generating competition between firms. Nevertheless, some coffees are unique, creating a competitive advantage and reducing the buyers' bargaining power if they genuinely like the coffee. Furthermore, specialty coffee prices are higher than consumer coffee prices. According to the

---

<sup>163</sup> Archila Ortiz 29.01.2020.

<sup>164</sup> Archila Ortiz 29.01.2020.

survey results, the average price of 250g of specialty coffee (roasted and package) is 9.67€. The consumer coffee price, on the contrary, is almost half of it. Despite this difference, the specialty coffee price is not high compared to other expenses consumers have to bear. It is difficult to minimize the power of buyers. However, by offering an exclusive product, good service, and customer interaction, a firm might be able to reduce the buyer's power. Nonetheless, the dependency on the customers will always be there.<sup>165</sup> It can be concluded that the bargaining power of buyers is high. Not only consumer coffee is a **threat to the specialty coffee market**, but also other beverages, such as specialty tea and beverages made of nuts.<sup>166</sup> Depending on the need which customers are looking to fulfill, specialty coffee can be substituted. In fact, the survey results appoint that the need influences the willingness to substitute it. The results were summarized in table 4. The first column shows the need in order of importance, which is based on the second column. The second column exemplifies the frequency of the need. The third represents the degree of substitution willingness according to each need. The higher the percentage, the higher the threat of substitutes.

Need	Frequency of need	Level of substitution willingness in %	Potential substitute
Pleasure	67	22,4 %	Tee
Awakens	39	25,6 %	Tee
Social	18	11,1 %	Tee
Energy	17	29,4 %	Tee & Energy drink
Other	14	14,4 %	Tee
Thirstiness	0	-	-

**Table 4:** Threat of substitutes<sup>167</sup>

<sup>165</sup> Archila Ortiz 29.01.2020.

<sup>166</sup> Archila Ortiz 29.01.2020.

<sup>167</sup> Own representation: Archila (2020).

Pleasure was the principal reason for consuming coffee. In this case, the substitution level was 22,4 percent, being approximately 3 percent lower than the need to be awake. In general, the levels of substitution willingness were between 14 percent and 30 percent. Consequently, there is a substitution aversion among coffee consumers. As a common factor, the potential substitution in all cases was tea.

Regarding the general level of substitution willingness independently of the need, only 17,6 percent of the respondents were willing to substitute coffee. When customers decide to buy specialty coffee instead of consumer coffee, it reveals they are searching for higher quality. Therefore, if a customer replaces its specialty coffee, the alternative product has to provide the same or higher quality. However, customers are aware that finding a product that is as good as the original one has a remote possibility.<sup>168</sup> Moreover, some test persons suggested “taste” as one of the main drivers to consume coffee. Hence, it is improbable that another product can copy the exact same taste. In this sense, the threat of substitutes is considered low.

From large to small firms offer specialty coffee. Large companies hold approximately 50 percent of the market share. Small and many companies constitute the other half. Most of the firms which offer roasted specialty coffee to private consumers can be classified as small. Large and medium firms are the ones who usually trade coffee and sell it to different smaller firms. However, some of them also sell coffee direct to consumers. Since there is certain pricing power coming from the large firms, but the market is also filled by many small firms, the market share is well distributed. A monopolistic competition represents the industry.

Regarding **the competitive intensity** level, it is higher among large companies rather than smaller ones. According to Mr. P, the business environment surrounding small and medium companies is very friendly.

---

<sup>168</sup> Archila Ortiz 29.01.2020.

Most of them are well connected and willing to help each other. As a result, the competitive intensity might not be strong.<sup>169</sup>

Furthermore, the market growth rate has been rapidly increasing in the past years, and it does not show signs of overcapacity. Most companies tend to approach the market with similar business models leading to the assumption that the degree of innovation is decreasing. It appears that Coffee has reached its maximum potential in regard to possibilities of new forms of coffee. On an agricultural level, there might be opportunities to present new inventions.<sup>170</sup> This represents an excellent opportunity for Tikuna, as it can experiment with the coffee plantation and bring innovations to the market. The rivalry among the existing competitors can be classified as moderate.

After analyzing different aspects of the roasted specialty coffee market for private consumers, it can be concluded that the market offers exciting opportunities for Tikuna. However, the young company may have to overcome some hurdles when it decides to enter the market. However, the general panorama appears to be on Tikuna's side.

### **9.1.2 Competitive Arena**

In the following chapter, two primary analyses will be presented. On the one hand, the competitors' analysis will be approached with the strategic group model. On the other hand, the kano model constitutes the customer analysis.

The survey results show that from the respondents who knew about the existence of specialty coffee (56,5%), 54,1 percent frequently consume specialty coffee. This group of specialty coffee consumers was used for the competitor analysis. Concerning the customer analysis, the sample size of 86 was used for the implementation of the kano model.

---

<sup>169</sup> Archila Ortiz 29.01.2020.

<sup>170</sup> Archila Ortiz 29.01.2020.

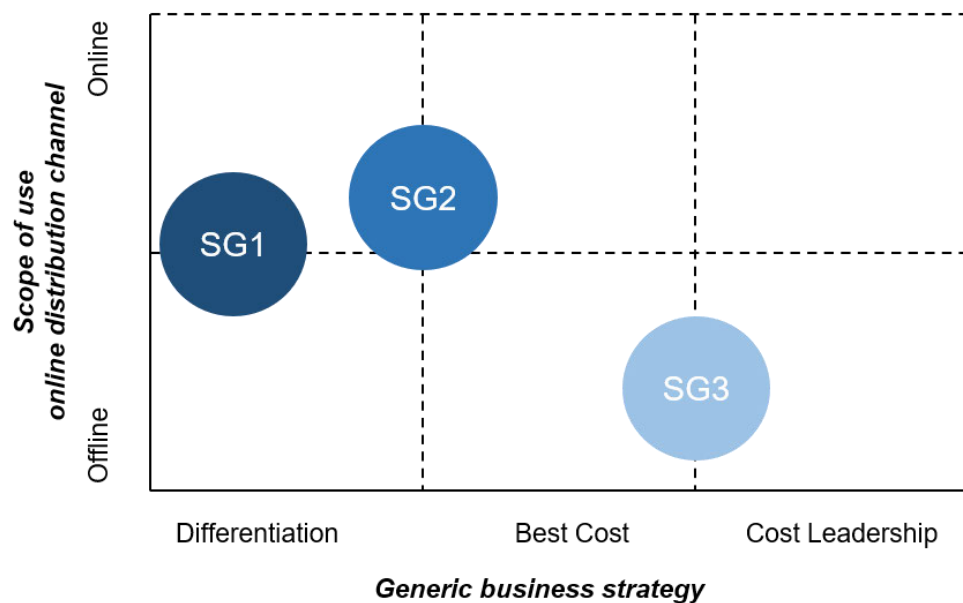
According to the respondents' appointed brands and companies, three strategic groups (SGs) were identified. For each strategic group (SG), a price average was calculated (Appendix 11).

The strategic group No.1 (SG1) is constituted by specialty coffee shops that follow the third wave coffee ideology. In most cases, the coffee shops are at the same time roasteries. Their value proposition is not only about offering the customer socially conscious sourced, traceable, and high-quality coffee, but also the experience of the coffee brewing. Therefore, they expand their product range by offering brewing equipment. In general, the group is built by small coffeeshops/ roasteries and some medium-sized organizations such as the Barn in Berlin.

As can be seen in Figure 8, the SG1 was position on the left side by the middle of the Axis -Y. Its generic business strategy is about differentiation. Hence, their prices are elevated, with an average price for 250g of 9,67€. <sup>171</sup> In this context, the term differentiation might point to the product itself. For instance, the coffee has a unique story about the producer or an exotic variety. Further results show that 67 percent of the respondents used online and offline channels to purchase the coffee by companies of this group. This result implies that those companies excel very well, providing excellent service in both channels. They offer a user-friendly online platform to purchase the coffee and keep the offline purchasing possibility active to generate higher revenues. Not only by selling the packaged coffee but also by providing a service at the coffee shop, offline profits can be obtained. Having both channels active represents a strength for the companies.

---

<sup>171</sup> See Wunder (2016), p. 207.



**Figure 8:** Strategic groups in the coffee market <sup>172</sup>

Contrary to the first SG, the second group targets both groups, specialty, and commercial coffee consumers. Their product range is broader since they offer other products such as tee or cocoa. Regarding the commercial coffee segment, SG2 provides consumer coffee of high-quality. Therefore, its strategy is also focused on product differentiation but in the commercial coffee market. The specialty coffee they offer is of a standard quality striving for a best-cost strategy. Forty percent of the test persons tend to buy their coffee offline and sixty percent online. This result shows that this group performs better in its online channel. However, the offline channel is still an option for customers. The organizations are also able to target two groups simultaneously, resulting in higher brand awareness.

The third group is built by firms that are seen as premium brands in the commercial coffee market. According to the results, this group of organizations does not belong to the specialty coffee market. However, they were perceived as specialty coffee brands by the respondents. In this sense, they might represent competition for Tikuna. The SG3 is not entirely a cost leader but has the lowest prices when compared to the other groups.

<sup>172</sup> Following Wunder (2016), p. 107.

Its average coffee price ranks at 5,13€ for 250g, almost half of the SG1s average price. The coffee is mostly sold via supermarkets, which was also proven by the survey results, which show that 90 percent of the respondents use the offline distribution channel when purchasing coffee. By offering and showing some desirable features (Bio and Fairtrade seals) at a relatively low price, those organizations increase their product value. Taking this into account, the group was positioned in the middle between the best cost and cost leadership quadrant (Figure 8).

For a better understanding of customer behavior in the specialty coffee market for private customers, 25 different customer requirements were part of the kano model. Table 5 illustrates the customer requirements (CRs), the first and second kano category, customer satisfaction (CS), and customer dissatisfaction (DS) coefficients.

Customer requirement	A	O	M	I	R	Q	KC 1	KC 2	CS	DS
<b>Price level</b>										
High price	8	1	9	30	29	6	I	R	0.19	-0.21
Average price	29	3	6	22	7	17	A		0.53	-0.15
Low price	8	2	3	21	41	8	R		0.29	-0.15
<b>Distribution channel</b>										
Online	9	1	9	34	21	9	I		0.19	-0.19
Offline	22	10	14	23	3	10	I	A	0.46	-0.35
Both	22	20	10	23	5	5	I	A	0.56	-0.40
<b>Appearance &amp; features</b>										
Stylish packaging design	42	3	6	28	0	6	A		0.57	-0.11
Freshness	18	18	33	14	0	2	M		0.43	-0.61
<b>Coffee type</b>										
Blend	16	1	3	50	12	2	I		0.24	-0.06
Single origin	31	4	7	34	1	7	I	A	0.46	-0.14
Ground coffee	16	7	9	25	20	7	I		0.40	-0.28
Whole bean	15	4	19	34	8	5	I		0.26	-0.32
<b>Quality Level</b>										
High quality	25	11	26	14	7	2	M	A	0.47	-0.49
Average quality	22	8	11	31	7	5	I		0.42	-0.26
Low quality	1	0	2	9	55	17	R		0.08	-0.17
<b>Roast level</b>										
Dark roast	15	4	3	36	17	8	I		0.33	-0.12
Medium roast	26	8	4	35	2	10	I		0.47	-0.16
Light roast	11	1	8	43	16	4	I		0.19	-0.14
<b>Social and ecological engagement</b>										
Organic Seal	34	10	10	19	4	7	A		0.60	-0.27
Fairtrade Seal	26	13	19	18	2	7	A		0.51	-0.42
Traceability	34	11	17	18	0	5	A		0.56	-0.35
<b>Origin</b>										
South America	33	5	4	34	1	8	I	A	0.50	-0.12
Asia	17	0	2	54	7	4	I		0.23	-0.03
Africa	32	2	3	38	5	5	I		0.45	-0.07
Colombia	45	3	2	28	0	6	A		0.62	-0.06

Table 5: Results of the kano questionnaire <sup>173</sup>

Starting with the first group of attributes, surprisingly, the CR “low price” is a reverse requirement. If this is met, customers do not like it, and when it is not, customer satisfaction increases. A low-priced coffee is not wanted by

<sup>173</sup> Following Wang/Ji (2010), p. 181; Sohn/Woo/Kim (2017), p. 688.



customers. This effect is seen in the CS level since it is not high when the CR is met. The majority of the customers have more satisfaction paying an average price (CS = 0.53). Consumers might associate low priced coffee with low quality coffee. What is to highlight is that customers are indifferent to paying a high price for the coffee. However, from being an indifferent requirement to a reverse one, there the difference of one response. Having a high-priced coffee could also lead to a possible decrease in customer satisfaction since it is not far from being a reverse CR. When looking at the CR's influence on the satisfaction level, a high price coffee does not increase customers' satisfaction. This can be seen in the low level of the CS value (0.19). In this context, the Tikuna target price should be on an average level, between the premium commercial coffees and specialty coffees. This can be ratified with the survey results, as the "average price" CR was classified as an attractive requirement, with a satisfaction level of 0.53 if met and a DS value of 0.15 if not fulfilled.

Moving forward with the distribution channel requirements, a similar case as with the "high price" attribute can be found. At first sight, it seems that neither purchasing coffee offline nor acquiring it through both channels (online and offline) neither generates satisfaction nor dissatisfaction for customers. Both requirements were classified as indifferent. Nevertheless, they could also be seen as attractive requirements. The CS and DS values of both indicate that customers might find these requirements rather attractive than indifferent since the level of customer satisfaction (0.46 offline and 0.56 both channels) is high when having them. Tikuna should try to offer its coffee through online as well offline channels in order to increment the satisfaction in the customers. Though by not fulfilling this CR, it will not prejudice the brand. As it is an attractive CR, customers do not expect to have it.

Concerning the coffee aesthetic features, such as a "superior packaging design", it does not significantly influence the customer's dissatisfaction (0.11) when not fulfilled. Yet, by offering a coffee in a stylish bag, the satisfaction will increase. The CS Value of 0.57 ratifies it, as well as the final

kano category “Attractive.” Tikuna’s coffee presentation is a brown kraft paper bag with a colorful label and a parrot (Appendix 14). However, whether perceived as a stylish package will have to be clarified in further research.

In addition, coffee freshness needs to be guaranteed. Customers find this attribute a necessity, which exemplifies a “Must-be” requirement. Due to this fact, if the coffee is not fresh, customers will be dissatisfied since its influence on customer dissatisfaction is very strong ( $-0.61$ ). Freshness can be guaranteed during the first two weeks after roasted. This signifies that Tikuna has to have an effective delivery service in order to fulfill this CR and deliver the coffee within the period of two weeks.

As for coffee type attributes, all of them were classified in the “Indifferent” category. The CS ranged from 0.24 to 0.46. The “single-origin” requirement had the highest value of 0.46, close to being classified as an attractive CR. Considering this fact, Tikuna could have an advantage by offering only coffee without mixtures. Regarding other requirements such as ground and whole bean coffee, they have been identified as the “Indifferent”. This gives Tikuna some flexibility in regard to the form in which the coffee can be offered.

The outcome of quality level attributes was as expected by the literature. On the one side, high-quality is a “Must-be” CR with an impact of  $-0.49$  on customer dissatisfaction if not fulfilled. It could also fall in the “Attractive” category; however, the DS value level proves to be a “Must-be” requirement by having a strong influence on the CR. It proves that Tikuna has favorable chances with its product. Customers incline for high-quality coffee, whether a “Must-be” or “Attractive” CR both represent a positive sign for Tikuna. As it could be seen in chapter seven, Tikuna produces a high-quality coffee, meeting the requirement entirely. The survey results show that the respondents are “specialty” and “commercial” coffee consumers, which implies that commercial coffee consumers desire to have a good quality coffee. In this context, Tikuna could also target the commercial coffee market but in the segment of premium coffee.

Similar to the fourth group (coffee type), the roast level also plays an unimportant role in customer satisfaction and dissatisfaction. CS Value ranged from 0.19 to 0.33 and DS Value from -0.12 to -0.16. Additionally, “medium roast” CS Value (0.47) seems to have the most significant influence among the other roast levels on customer satisfaction. Taking this into account, Tikuna has the opportunity to select the roast degree in which the coffee will be offered. However, as the “medium roast” CR had the major influence on customer satisfaction, this roast degree is to suggest.

Being a social and ecological engaged company promotes certain advantages amongst customers. This is proven in the CS values and the kano category “Attractive” of the requirements organic seal (0.6), Fairtrade seal (0.51), and traceability (0.56). All customers’ satisfaction increases when having these features connected to the coffee. Social and ecological engagement CR should be maintained or, in the case of Tikuna’s, be offered. Traceability can be shown and communicated through different channels, for instance, social media. Although, to be certified with the organic and Fairtrade seals would represent higher costs for Tikuna. To consider is whether those seals would signify a valuable factor in Tikuna’s product and be reflected on the sales amount. It needs to be clarified in further researches. As a matter of fact, the third wave coffee goes beyond having those types of seals. It is more about the coffee experience the brand can offer to the customer through different aspects such as quality and traceability.

Furthermore, the coffee's provenance does not symbolize a noteworthy feature for the customers, as the different CRs (South America, Asia, Africa) were classified as “indifferent” requirements. Though, it is worth highlighting that South American and, more specifically, Colombian coffee show an attractive characteristic for consumers. Its CS Value was 0.62, and DS of -0.06. This means that Tikuna does not need to search for other coffee provenances. As seen in the survey results, coffees from Asia or Africa does not show an important influence on customer satisfaction. By not offering those coffees, customers will not be disappointed. This is to see in the low

level of the DC (Asia = -0.3, Afrika = 0.7). Aside from these two CR, the requirement “Colombian coffee” ranged very well on the impact of customer satisfaction. Hence, Tikuna is well positioned with its Colombian coffee.

Among the 25 requirements chosen for the kano approach, 2 CRs were classified as “Must-be,” 6 represent an attractive CR, 15 come under the “Indifferent” category, and 2 attributes are of the “Reverse” type. The requirement with the highest CS and DS was “Colombian origin” (0.62) and “freshness” (-0.61). Based on these results, Tikuna should prioritize CR with a CS Value above 0.5 in the following order. Must be > One Dimensional > Attractive > Indifferent.<sup>174</sup> In this sense, the CRs that should be given prime importance are Colombian origin, organic seal, stylish packaging design, distribution through online and offline channels, average price, and fair-trade seals.

## 9.2 SWOT Analysis

One of the main strengths of Tikuna is the ownership of the coffee plantation in Colombia. The possession allows Tikuna to control the coffee harvesting and processing. Having complete influence over the process, Tikuna will always be able to improve its methods without depending on suppliers and avoid long communication chains. Likewise, the global coffee market's price volatility has less influence since coffee beans do not have to be purchased from other producers. Therefore, the bargaining power of suppliers is low. According to the survey result, the main driver for buying coffee is high-quality. Quality also represents one of Tikuna's strengths. The origin of the coffee additionally complements this. Colombian coffees are well known for their quality. The reputation they have on the market is very good. Therefore, the coffee origin conducts to another strength.

Currently, customers are not only concerned about the product itself but also about what is behind it. Factors such as traceability of the product, environmental and social engagement of the organizations play an essential

---

<sup>174</sup> See Harijith/Haris (2017), p. 1429.

role in the specialty coffee market. Those aspects are met by Tikuna's product, creating various strengths. However, these features are also offered by several specialty coffee brands. In this sense, they might represent a strength. Though, not only for Tikuna but also for other brands. Consequently, Tikuna's weaknesses are the lack of a unique selling proposition. Due to the low quantity which Tikuna produces, a further weakness which can also be derived is the disadvantage of cost. A cost disadvantage is mostly due to the export of the resource, resulting in higher prices for the customers. A unique product can help to justify this elevated price. In this sense, the cost disadvantage weakness can be minimized by the opportunity of bringing innovations to the market.

Moreover, survey results, as well as the SG analysis, show the active use of the online and offline channels by which coffee is purchased. Most of Tikuna's competitors offer their products through both channels, using their coffee shop or roastery as an offline distribution channel. Tikuna's business model does not include having its own coffeeshop or roastery to offer the product. Therefore, it has to appeal to third parties in order to distribute its product through offline channels.

Innovations are becoming fewer on the market; only on an agricultural level innovations are ongoing. As Tikuna has its own plantation, it represents an excellent opportunity to maximize this strength through the opportunity of innovation. The company can experiment with the coffee in order to offer new propositions to the market. This opportunity can also lead to create a USP and therefore minimize this weakness. In Addition, targeting different segments such as green coffee or roasted coffee segments represent an opportunity for Tikuna. Furthermore, the specialty coffee market is in a stage of growth, where the profitability starts rising, high-quality coffee gains more value and demand increases. It represents the perfect stage for Tikuna to enter the market.

Moreover, the third wave is now characterizing the market and influencing customer behavior. Following the third wave philosophy, Tikuna has the opportunity to offer the customer to be more involved in the coffee supply

chain. Thereby a strong customer relationship can be developed. Another opportunity identified through the analyses was to target the segment of premium commercial coffee. Results show that consumers who are not aware of the specialty coffee also seek good quality coffee and are willing to pay a higher price. In this sense, Tikuna's lack of a USP in the specialty coffee market can be reduced by targeting the commercial coffee's premium segment. It will transform Tikuna's value proposition into a USP. A high-quality coffee needs to be offered in order to be in the specialty coffee market. This high-quality will transform into a USP in the commercial coffee market since its consumers will not find such a good quality among commercial coffee brands.

Since there is no high competitive intensity among the rivals and small specialty coffee firms show a willingness to support new entrants, Tikuna could go into a business partnership to increase its brand awareness. Another opportunity to intensify its brand awareness is by offering its coffee through partner channels. As seen in the kano analysis, customers like to have the option to buy the coffee offline. Being a new brand on the market represents a threat for Tikuna. Incumbent firms certainly have an established selling network, a more significant market share, and customer base loyalty. A partnership will minimize this threat. Factors such as market share and consumer loyalty will increase by using the partners' distribution channels. Increased competition is a further threat for Tikuna since the barriers to enter the market are not sufficient to discourage new entrants. However, bringing an innovation through agricultural experiments, the increased competition will have less influence on Tikuna, since new entrants will have to bring also an innovation in order to be at the same level as Tikuna.

The increment of online-based brands represents a hurdle for Tikuna. In order to position the brand over them and gain customer awareness, Tikuna must ensure an online representation. Also, the change in consumer preferences might threaten Tikuna due to the single-product offer. The organization currently only has one variety of coffee to offer. Nevertheless,

the product range can be incremented by implementing other methods in coffee processing. It will be easy for Tikuna since the firm has the complete influence on the process. Ultimately, natural threats have to be taken into account. For instance, the weather can affect the coffee beans, and different pests might attack the plantation.

### **9.3 Analysis' implications on the assumptions**

Survey results show that, in general, price is not the first criteria when buying or consuming coffee. The respondents can be classified into two groups, specialty coffee, and premium commercial coffee consumers. As a matter of fact, the main driver for both groups to purchase coffee is high-quality. Among 23 other characteristics, it was selected as the first customers consider when buying coffee (Appendix 15). In second and third place are average quality and medium roast. To find an average coffee price seems to also be important, as it was ranked at the fourth position. This aspect represents an attractive characteristic for the customers.

On the contrary, a low-priced coffee results in dissatisfaction for the consumers. The main criteria for buying coffee is not a low price. A high price is rather indifferent to them, while an average price raises satisfaction levels. In this sense, the first assumption can be ratified. *Coffee consumers nowadays are less price-sensitive than those of past decades., when it comes to buying high-quality coffee.*

Furthermore, the customer analysis shows that when a brand is perceived as social and ecological engaged, the customer satisfaction level increases. Product attributes such as “organic, fair-trade seal” and traceability are classified as an attractive requirement. Thereby, customers value having those features on the product. Nevertheless, it is not a fundamental aspect in order to purchase it. On the contrary, the coffee should have high-quality; otherwise, customers will not buy it. However, it has to be remarked that each customer has a different understanding of high-quality. When looking at the characteristics that customers consider when buying coffee, “fair-trade seal” is in seventh place among 23 other characteristics. “Organic

seal” occupies place 14, and “traceability” was ranked in 16th place. Regarding the SGs, almost all of the competitors have at least two of the following characteristics; high-quality coffee, social and ecological engagement. Yet, they are communicated differently. For instance, the SG1 recures its social media and webpage while the SG3 uses different seals to demonstrate its engagement. Through different marketing strategies, customers perceive the SG3 product as high-quality coffee.

In conclusion, high-quality is an essential characteristic to enter the specialty coffee market. However, social and ecological engagement are only seen as attractive characteristics, not essential. In this context, the following assumption, *there are three essentials characteristics that an organization has to bring in order to be able to enter the German specialty coffee market, high-quality, social, and ecological engagement*, can be dismissed.

Finally, the third assumption, *the B2C market features an attractive segment for Tikuna compared to the B2B*, remains open. It can be said that the B2C market represents an attractive market for Tikuna. Tough, no conclusions can be made about the B2B market since the research methods focused on the B2C market. With this in mind, the B2B market needs to be researched further in order to compare it with the B2C and give an accurate answer.

## **10 Recommendations**

After conducting the strategic analysis for Tikuna, evaluating it through the SWOT analysis, and put the assumptions made in chapter eight into relation, various suggestions for the firm can be determined. As already described in Chapter 9.2, six sub-questions were derived in order to be able to examine the research problem in detail. In the following chapter, the research questions will be answered in order to formulate different suggestions for Tikuna and provide the organization with an informational base to proceed with the strategy formulation.

To be able to enter and compete in a market, it is helpful to understand the market itself. More specifically, the competitive intensity. This raises the



following question: **“How strong is the competitive intensity in the market?”**. In the first part of the environmental analysis, the industry analysis concluded that the competitive intensity was low. This can be exemplified by a friendly and supportive business environment. However, it has to be remarked that the market's rapid growth will bring new competitors, and therefore, the competitive intensity might rise. Hence, the first suggestion for Tikuna is to enter promptly in the market and take advantage of the current environment by going into a business partnership and creating synergies.

Customer behavior is another aspect that has to be evaluated when entering a new market. In this sense, the second question can be derived. **“How is the consumer behavior in the market?”**. The kano approach shows that customer satisfaction does not necessarily depend on the price range. Factors such as freshness of the coffee and high-quality represent some of the most crucial attributes a coffee must provide. Customers are also delighted when finding that the company is socially and ecological engaged. Lastly, online and offline channels are used equally in order to purchase coffee. The second suggestion is to guarantee coffee freshness, focus on social, ecological aspects and quality aspects, as well as implement offline and online channels to offer the product. Other advice would be to offer medium roasted coffee in packages of 250g and 500g.

The market can be divided into different segments, adjusting more with Tikuna's profile and long-term goals. This results in the following question: **“Which market segment should Tikuna target?”**. The analysis did not point to a specific segment of the specialty coffee market. However, survey results suggested other markets within the coffee industry. These were summarized into two strategic groups in the second part of the environmental analysis. The third recommendation to the young company is to focus only on one market, the specialty coffee market. Nonetheless, the segment of premium consumer coffee can be approached once the brand has been positioned in the specialty coffee market.

Based on the identified SGs of chapter 10.1.2, the question **“Which are Tikuna's main competitors?”** can be answered. The major rivals of Tikuna are represented in the SG1. All of them follow the third wave philosophy and therefore have a similar value proposition. Competitors of the SG3 also represent a possible threat since they are perceived as specialty coffee brands. In order to stand out among the SG1 organizations, Tikuna has to provide a competitive advantage. Therefore, the following question will be answered; **“What kind of elements will provide Tikuna a competitive advantage?”**. There are various elements that Tikuna can offer to compete in the specialty coffee market. For instance, high-quality coffee, stylish packaging design, and ecological as well as social engagement. Nonetheless, they will not make Tikuna stand out since other firms offer similar options. As a result, a fourth suggestion can be given: ensure a competitive advantage by experimenting with the owned plantation in order to bring an invention to the market. Meanwhile, a competitive advantage can result in offering a better price for the same high-quality or intensifying ecological and social engagement. In the case that Tikuna is not able to find a USP, another market niche may be targeted. Such as specialty coffee consumers with stomach problems, since 20 percent of the respondents suffer from stomach problems when drinking coffee.

As mentioned, the price would serve as a temporary competitive advantage. Therefore, the following question needs to be answered: **“Which should be Tikuna's sales price?”**. A price that represents the premium consumer coffee and specialty coffee market's average price. It can serve as a guide. This would be a recommended selling price of 7.06€ for 250g of coffee. However, it could be too high for the first market and too low for the second. Concerning the specialty coffee market, it could also be associated with low quality coffee. It has to be remarked that the suggested price was limited to the number of the survey participants and proportioned brands. Also, the lack of knowledge about specialty coffee from the participants affects the suggested price's readability. Some respondents mislead premium commercial coffee with specialty coffee. For this reason, further research

with a bigger sample size needs to be conducted in order to find an accurate price.

Based on the strategic analysis, research questions, as well as interpretation of the results, the main research question about **Tikuna's capacity to enter and compete in the specialty market in Germany** will be answered. Tikuna is able to enter the market. It is also able to compete, however, in the short term. To compete in the long term will be more difficult since an increasing number of firms are becoming aware of the market. The incumbent, as well as the new entrants, bring the same "value proposition", there is no distinguishing factor among them. In conclusion, to secure long-term success and compete in the long term, it is indispensable to bring innovation.

## **11 Conclusion and Outlook**

In the present work, the strategic analysis was first classified as the first phase of four SMP phases. With the purpose of finding an accurate approach for Tikuna, various methods and tools were studied. Finally, the following models were selected as part of Tikuna's strategic analysis: Porter's Five Forces Model, Strategic Group Analysis, Kano Model, and SWOT Analysis. The second phase of the strategic analysis, the internal analysis, was not treated due to capacity issues and further factors. Yet, it would be recommended to be conducted in further research if Tikuna decides to enter the market.

Information about the German-, Colombian- and the Specialty Coffee market composed the second part of the theoretical framework. As the collected information needed to be complemented in the empirical part, one expert interview and an online-survey were conducted. With the gathered data, the tools for the analysis could be applied. Thereby, the research problem about Tikuna's strategic entry and its competitive capacities was clarified.

Through the different methods implemented, it was found that Tikuna possesses the essentials characteristics that are required to enter the

market. Entering the market is simple as far as the organization can offer high-quality coffee. Concerning the strategic entry, online and offline channels need to be implemented. A particular focus on the firm's social and ecological engagement has to be given and well communicated to customers. Other features concerning the product, such as price, roast degree, quantity, and type, were also suggested. Nonetheless, it should be noted that the presented recommendations were derived from the findings of the current research.

One main finding was the lack of a USP. It is seen as a hurdle that will prevent Tikuna from competing on the market in the long term. The firm has to use its main strength and innovate on an agricultural level.

Based on the results, Tikuna can decide whether to enter the market or not. In case of entering, the bases for developing a strategy are given in the present work.

Finally, an outlook on potential further steps for Tikuna will be given. As a second phase of the SMP, a strategy has to be formulated following to its execution. This includes solving the problem of a lack of a USP. Once Tikuna has entered the market, the online and offline channels have to be built, and market share gained. As a final action, the brand's actual performance in the market needs to be monitored and evaluated in order to further develop the company.

## Appendix

### List of Appendixes

APPENDIX 1: TIKUNA INFORMATION / E-MAIL .....	70
APPENDIX 2: ENGLISH TRANSLATION OF E-MAIL .....	71
APPENDIX 3: TIKUNA'S BROCHURE .....	76
APPENDIX 4: SENSORIAL ANALYSIS .....	77
APPENDIX 5: INTERVIEW AGREEMENT E-MAIL 2019 .....	78
APPENDIX 6: INFORMATION SUMMARY OF PAST YEARS .....	79
APPENDIX 7: EXPERT INTERVIEW .....	81
APPENDIX 8: CLASSIFICATION OF INTERVIEW FRAGMENTS IN PORTER'S FIVE FORCES MODEL .....	85
APPENDIX 9: SURVEY QUESTIONNAIRE .....	92
APPENDIX 10: COFFEE CONSUMPTION NEEDS AND SUBSTITUTION .....	106
APPENDIX 11: STRATEGIC GROUPS TABLE .....	111
APPENDIX 12: SCOPE OF ONLINE DISTRIBUTION CHANNEL .....	113
APPENDIX 13: FUNCTIONAL & DYSFUNCTIONAL RESPONSES COMBINATIONS .....	115
APPENDIX 14: TIKUNA PACKAGING .....	116
APPENDIX 15: RANKING MAIN DRIVERS COFFEE PURCHASING .....	117

## Appendix 1: Tikuna Information / E-Mail

Re: Proyecto de grade / Tikuna



Jose Luis Archila <joseluisarchila@gmail.com>  
04.02.2021 18:35



Ant: daniela archila

Hola Dani,

mira aquí la respuesta a tus preguntas. Cualquier Cosa me avisas.

1. Hace cuanto existe Tikuna y como nació?

Tikuna existe hace mas o menos 3 anos. Todo empezó cuando mi papa compro la finca en San Antonio en el 2008. Como en el 2012 ya habían nacido unas matas de café y se podía tomar este. La finca queda a 1800 metros sobre el nivel del mar.

Al comienzo no vendíamos el café solo se lo dábamos a amigos o no lo tomábamos nosotros. Bueno , mi papa a veces lo vendía en el mercado en la Mesa. Realmente los buenos comentarios de nuestros amigos fue lo que también nos impulso a crear Tikuna, además de que los hermanos de la familia vivimos en países diferentes, lo que es una gran oportunidad para el negocio.

2. Cual es el proceso del café y que lo hace tan único?

Gracias al microlote que tenemos el proceso del café se maneja en pequeñas cantidades, recolectándolo a mano. De este modo podemos garantizar una calidad única. Mas o menos de un 70%- 80% del proceso es en la finca. Además factores como la latitud, altitud, suelo y clima contribuyen a esto. También no nos gusta usar químicos y dejamos que la naturaleza haga su trabajo por si sola. Los pájaros sirven como insecticidas y la hojas de los arboles de plátano que están el en cultivo de café se pueden usar como fertilizante. Se tiene que resaltar que este esfuerzo que se hace por sacar una calidad excelente de café fue verificado por Katharina Gerasch, quien hizo un análisis sensorial y el café obtuvo muy buenos resultados.

3. Que personajes están en vueltos en el proceso del café?

La Familia de John Jairo Cardona, quien es el que nos ayuda en el proceso, son los que hacen este café tan único. Ellos se encargan de todo lo que ocurre aquí en la finca con respecto al café. Una vez el café ya esta seco, se lleva a la fundación Formemos y allá se trilla. A esta fundación le pagamos 3% mas de lo normal por sus servicios. Después el café se devuelve a la finca y ahí es empacado en bolsa grain pro y en costal.

4. Cual es la visión y misión de Tikuna?

Dani, pues en este momento no tenemos una visión definida. A corto plazo es vender toda la cosecha anual que son aproximadamente de 600 a 700kg de café verde. Pero lo que queremos es vender el café acá en Colombia pero también en Francia y Alemania como "specialty coffee" y por supuesto a un buen precio. Realmente nos toca trabajar un poco mas en la misión. Lo que si te puedo decir es cual es nuestra misión. Nosotros la definimos de la siguiente manera:

"Nuestra misión es ofrecer un sabor auténtico y genuino a los amantes de del café. Desde Sudamérica hasta Europa. Nuestro producto se compone singularmente de café puro colombiano de alta calidad, que se cosecha en las mejores condiciones ambientales y sociales. Queremos mostrar a los entusiastas del café a dónde va cada centavo de la taza de café. Con esto la transparencia es uno de nuestros principales valores. Como tenemos nuestra propia plantación de café, tenemos la capacidad de influir directamente en la producción de café. Por ello, con la colaboración de nuestros recolectores de café, aspiramos a una mejora continua de nuestros procesos diarios y de la calidad. Si no eres un amante del café, no te preocupes, Tikuna te convertirá en uno".

5. Que problemas enfrenta Tikuna actualmente?

Uno de nuestros mayores problemas es la exportación de café. Lo mas viable es mandarlo como carga consolidada porque mandarlo por avión sale muy caro.

6. Como piensan vender el café una vez que este en Francia y Alemania?

El plan es que Juan Camilo que vive en Francia lo venda allá y tu 8 (Daniela Archila) en Alemania. Igual tu ya tienes experiencia y conexiones ya que asististe a diferentes eventos y le has dado nuestro Brochure y muestras a diferente gente. Además hemos hecho un poco de propaganda con nuestra pagina de Instagram lamentablemente no le hemos invertido mucho tiempo a este medio. La idea es venderlo a tostadoras, cafés entre otros. Contamos con venderlo al cliente final un precio de 12,03€. Y si hablamos de un precio FOB seria 3,19€ por Kilo.

7. Cual es el "status quo" de Tikuna?

Bueno pues ahora tenemos que ver como exportamos el café y hacer una estrategia de entrada para el mercado alemán.

Espero que esta informacion te sirva!

## **Appendix 2: English Translation of E-Mail**

### **1. Hace cuanto existe Tikuna y como nació?**

Tikuna existe hace mas o menos 3 anos. Todo empezó cuando mi papa compro la finca en San Antonio en el 2008. Como en el 2012 ya habían nacido unas matas de café y se podía tomar este. La finca queda a 1800 metros sobre el nivel del mar.

Al comienzo no vendíamos el café, solo se lo dábamos a amigos o nos lo tomábamos nosotros. Bueno , mi papa a veces lo vendia en el mercado en la Mesa. Realmente los buenos comentarios de nuestros amigos fue lo que también nos impulso a crear Tikuna, además de que los hermanos de la familia vivimos en países diferentes, lo que es una gran oportunidad para el negocio.

### **How long has Tikuna existed, and how was it born?**

Tikuna has been in existence for about three years. It all started when my father bought the farm in San Antonio in 2008. In about 2012, some coffee plants were already growing, and it was possible to drink coffee. The farm is 1800 meters above sea level.

In the beginning, we didn't sell coffee, we only gave it to friends, or we drank it ourselves. Well, my father sometimes sold it in the market at “ La Mesa.” It was really the good comments from our friends that also pushed us to create Tikuna, besides the fact that we all live in different countries, which is a great opportunity for the business.

### **2. Cual es el proceso del café y que lo hace tan único?**

Gracias al microlote que tenemos el proceso del café se maneja en pequeñas cantidades, recolectándolo a mano. De este modo podemos garantizar una calidad única. Mas o menos de un 70 a 80% del proceso es en la finca. Además factores como la latitud, altitud, suelo y clima contribuyen a esto. También no nos gusta usar químicos y dejamos que la naturaleza haga su trabajo por si sola. Los pájaros sirven como insecticidas y la hojas de los arboles de plátano que están el en cultivo de café se

pueden usar como fertilizante. Se tiene que resaltar que este esfuerzo que se hace por sacar una calidad excelente de café fue verificado por Katharina Gerasch, quien hizo un análisis sensorial y el café obtuvo muy buenos resultados.

### **How is the coffee process, and what makes it so unique?**

Thanks to the micro-lot we have, the coffee process is handled in small quantities, picking it by hand. In this way, we can guarantee a unique quality. More or less, 70% of the process is done on the farm. In addition, factors such as latitude, altitude, soil, and climate contribute to this. We also don't like to use chemicals and let nature do its job by itself. The birds serve as insecticides, and the leaves of the banana trees that are in the coffee plantation can be used as fertilizer. It should be noted that this effort to produce an excellent quality coffee was verified by Katharina Gerash, who made a sensory analysis, and the coffee obtained very good results.

### **3. Que personajes están envueltos en el proceso del café?**

La Familia de John Jairo Cardona, quien es el que nos ayuda en el proceso, son los que hacen este café tan único. Ellos se encargan de todo lo que ocurre aquí en la finca con respecto al café. Una vez el café ya esta seco, se lleva a la fundación Formemos y allá se trilla. A esta fundación le pagamos 3% mas de lo normal por sus servicios. Desoues el café se devuelve a la finca y ahí es empacado en bolsa grain pro y en costal.

### **Who are the people involved in the coffee process?**

The family of John Jairo Cardona, who is the one that helps us in the process, are the ones that make this coffee so unique. They are in charge of everything that happens here at the farm concerning the coffee. Once the coffee is dry, it is taken to the Formemos Foundation, where it is threshed. We pay this foundation 3% more than the usual price for their services. The coffee is then returned to the farm and packed in grain pro bags and sacks.

### **4. Cual es la visión y misión de Tikuna?**



Dani, pues en este momento no tenemos una visión definida. A corto plazo es vender toda la cosecha anual que son aproximadamente de 600 a 700kg de café verde. Pero lo que queremos es vender el café acá en Colombia pero también en Francia y Alemania como "specialty coffee" y por supuesto a un buen precio. Realmente nos toca trabajar un poco más en la misión. Lo que sí te puedo decir es cuál es nuestra misión. Nosotros la definimos de la siguiente manera:

"Nuestra misión es ofrecer un sabor auténtico y genuino a los amantes de del café. Desde Sudamérica hasta Europa. Nuestro producto se compone singularmente de café puro colombiano de alta calidad, que se cosecha en las mejores condiciones ambientales y sociales. Queremos mostrar a los entusiastas del café a dónde va cada centavo de la taza de café. Con esto la transparencia es uno de nuestros principales valores. Como tenemos nuestra propia plantación de café, tenemos la capacidad de influir directamente en la producción de café. Por ello, con la colaboración de nuestros recolectores de café, aspiramos a una mejora continua de nuestros procesos diarios y de la calidad. Si no eres un amante del café, no te preocupes, Tikuna te convertirá en uno".

### **What are Tikuna's vision and mission?**

Dani, at this moment, we do not have a defined vision. In the short term, it is to sell the entire annual harvest, which is approximately 600 to 700kg of green coffee. But what we want is to sell the coffee here in Colombia but also in France and Germany as "specialty coffee" and of course at a good price. We really have to work a little more on the vision. What I can tell you is what our mission is. We define it in the following way:

*We want to show those coffee enthusiasts where each cent of the coffee cup is going to. Hence, building transparency is one of our core values. Since we have our own coffee plantation, we have the capacity to influence directly in coffee production. Therefore, with our coffee harvesters' collaboration, we aim for a continuous improvement of our daily processes*

*and quality. If you aren't a coffee lover, don't worry Tikuna will make you one."*

### **5. Que problemas enfrenta Tikuna actualmente?**

Uno de nuestros mayores problemas es la exportación de café. Lo mas viable es mandarlo como carga consolidada porque mandarlo por avión sale muy caro.

#### **What problems does Tikuna currently face?**

One of our biggest problems is the export of coffee. The most viable way is to send it as consolidated cargo because sending it by plane is very expensive.

### **6. Como piensan vender el café una vez que este en Francia y Alemania?**

El plan es que Juan Camilo que vive en Francia lo venda allá y tu (Daniela Archila) en Alemania. Igual tu ya tienes experiencia y conexiones ya que asististe a diferentes eventos y le has dado nuestro Brochure y muestras a diferente gente. Además hemos hecho un poco de propaganda con nuestra pagina de Instagram lamentablemente no le hemos invertido mucho tiempo a este medio. La idea es venderlo a tostadoras, cafés entre otros. Contamos con venderlo al cliente final un precio de 12,03€. Y si hablamos de un precio FOB seria 3,19€ por Kilo.

#### **How do you plan to sell the coffee once it is in France and Germany?**

The plan is that Juan Camilo, who lives in France, will sell it there and you (Daniela Archila) in Germany. You already have experience and connections since you have attended different events and have given our Brochure and samples to different people. We have also done some advertising with our Instagram page; unfortunately, we have not invested much time in this medium. We count on selling it to the final customer for 12,03€. And if we talk about a FOB price would be 3,19€ per Kilo.

## **7. Cual es el “status quo” de Tikuna?**

Bueno pues ahora tenemos que ver como exportamos el café y hacer una estrategia de entrada para el mercado alemán.

### **What is Tikuna’s status quo?**

Well, now we have to see how we export coffee and make an entry strategy for the German market.

### Appendix 3: Tikuna's Brochure<sup>175</sup>



<sup>175</sup> Tikuna.

## Appendix 4: Sensorial Analysis

Katharina Gerasch  
Coffee Consulting  
Alter Wall 69  
20457 Hamburg



Daniela Archila  
Langhansstraße 71  
13086 Berlin

Hamburg, 30.01.2020

### Cupping Results

#### Order:

Descriptive sensory evaluation and profiling of Tikuna Colombian green coffee samples

#### Cupping standard:

6g / 100 ml of bottled, still water (Vittel), medium to coarse ground, 3 cups per sample

#### **1.) Colombia washed Excelso Cundinamarca „San Antonio“, Colombia variety**

##### **Cup Quality:**

Medium to high acidity, medium and silky body, high sweetness, complex, juicy, bright and refreshing acidity, strong blackcurrant notes, red grape like, slightly herbal, very smooth and uniform

##### **Green Coffee:**

Very homogenous and regular, clean preparation, no primary defects

##### **Recommendation:**

Light to medium roasted Single Origin filter coffee, medium to darker roasted zesty and light Single Origin Espresso or as the sweetness providing component in a blend

Katharina Gerasch Coffee  
Consulting  
Alter Wall 69  
20457 Hamburg  
Deutschland

Hamburger Sparkasse  
IBAN: DE79200505501265526085  
BIC: HASPDE33XXX  
UST-ID: DE815661658

☎: +49 – 172 856 14 13  
✉ [kg@katharinagerasch.com](mailto:kg@katharinagerasch.com)  
🌐 [www.katharinagerasch.com](http://www.katharinagerasch.com)

## Appendix 5: Interview agreement E-mail 2019

Re: Kaffee Kolumbien



Daniela Archila <archila.ortiz@outlook.com>

22.04.2019 17:34

An: [REDACTED]

Sehr geehrter [REDACTED]  
vielen Dank, dass Sie sich die Zeit für mich morgen nehmen. Bis morgen.

Mit freundlichen Grüßen,  
Daniela Archila

[Outlook für iOS](#) beziehen

---

**Von:** [REDACTED]  
**Gesendet:** Sunday, April 21, 2019 11:19:26 AM  
**An:** Daniela Archila  
**Betreff:** AW: Kaffee Kolumbien

Sehr geehrte Frau Archila,

gerne können wir uns um 09:30 vor dem InnoZ treffen. Ich werde einen Raum beschaffen.

Mit besten Grüßen und schöne Ostertage,  
[REDACTED]

---

[REDACTED]  
bwcon GmbH – Turning Ideas into Business

[REDACTED]  
Web: [www.bwcon.de](http://www.bwcon.de)  
Social Media: [Twitter](#) [facebook](#)

Geschäftsführer: Dr. Jürgen Jähnert  
Handelsregistereintrag: Amtsgericht Stuttgart  
Handelsregisternummer: HRB 749854  
Ein Unternehmen im Steinbeis-Verbund

## **Appendix 6: Information summary of past years**

The following information was gathered in the year 2019 when Tikuna was exploring the market. It was collected through two expert interviews and summarize in the following points. It has to be remarked that the following information represents the experts' opinions and experiences.

### Price:

- It should be high enough, in order to not have to increase it later.
- Fix the price according to quality. If the quality of one harvest declines, the price should be lower.

### Presentation:

- The 250g package is recommendable. E.g.: Peruvian Coffee 8,90€ for 250g ( <http://cadisa.coffee/about/>, <http://cadisa.coffee/downloads/>)
- Cadissa coffee approximately 13-18€ for 1kg
- Whole bean coffee better than ground coffee since the aroma last longer
- Important to add the roast date to the package
- Make a sensory analysis, G-Grader.

### Sales:

- Weltladen
- Roasters
- Cafés
- Restaurants
- Coffee machine shops
- Target groups such as students looking for unique presents or persons with stomach problems

### Organic- and Fairtrade Seals:

- Not necessary as far as you communicate the coffee process on the farm and show transparency
- High-quality brochure with all information, which is sent with the coffee to customers
- Communicate the reason for the high price

### Shipping:

- Recommendation: air freight since with sea freight more complicated.
- Risk: loss of one bag of coffee because of drug traffic problems.

Roasting:

- After roasted, between two and three weeks, coffee is still fresh
- German coffee: in most cases, drum roasting, therefore, uniform roasting
- Between 13-16 Minutes
- Depending on coffee, the roasting process is another
- By test roasting (100g), after 15 Minutes, it is strong

Colombian / Tikuna coffee:

- Chocolate notes
- Bring it as green coffee and roast it in Germany. Otherwise, the quality will decrease.

Tips:

- Offer degustation as filter coffee. ( No added ingredients such as milk or sugar)



## **Appendix 7: Expert Interview**

*D: Daniela Archila*

*P: Owner of "Blaue Bohne Rösterei"*

D: Can you tell me a little bit about you? What do you do here?

P: I am working here at Blaue Bohne since 2007, but I have been in the market, I guess more than 15 years. I started working here as a roaster and taking care of the coffee bar too. But since 2019, I own this place.

D: Do you think there are a lot of B2C companies that produce on a major scale in the German market?

P: No, only three: Rehm&Co, Azul, and Mundo del café.

D: Do you think the existing companies limit with their products the willingness of customers to buy other products? Would you say that specialty coffee customers are loyal to the coffee they are currently drinking, or are they open to try new coffees?

P: There are two types of customers. First, customers which buy specialty coffee of high quality. They are searching for new experiences new tastes; they will try everything new. The second group drinks specialty coffee of standard to low quality. They just want a good coffee, better than the commercial one. They just don't only buy specialty coffee because of the taste and quality, also for other reasons like the traceability of the coffee. Most of the customers of the second group get to influence a lot by the smaller part, the first group.

D: How high do you think is the capital requirement in order to start in the business?

P: It depends on the starting form. By only entering the online market, the investment is very low. However, if you want to start like me, the capital will be higher approximately from 80.000€ to 100.000€.

D: Do you think incumbent firms, the firms which are already established in the market, have any special advantages in comparison to new entrants? And which advantages do you think they have?

P: The main advantage is experience and knowledge. I would also say passion. The places which open before the coffee boom were because they wanted to know more about the coffee, they were passionate about this product. They were interested in making a greater product, therefore the companies which are already in the market may offer better products than the new ones. Also, established firms can have better contacts or more experience in different processes.

D: Which are the main distribution channels in the market? How full do you think they are?

P: There are three distribution channels: Online, which is the major part and is kind of full. Retail, such as resellers who sell to other coffee shops. Direct sell offline to end customer, which is becoming less and less.

D: Are there a lot of government policies in order to sell roasted coffee to private consumers?

P: Once the coffee is roasted, you don't need anything else, only a business license. You can basically package it at home without further policies. The roaster is the one who has to look after specific policies. If you want to bring coffee to Germany, there are actually some regulations.

D: Which suppliers have a powerful position in the market?

P: The farmers are the most powerful, but there is a lack of knowledge. Most of them don't know about the quality of the coffee. However, power has been growing over the years.

Other actors in the supply chain are less powerful than the farmers. I would say they don't have power

D: How strong do you think is the power of buyers?

P: Very strong

D: Would you define them as price-sensitive customers?

P: Yes and no. Younger generations are willing to spend more if something is morally and ecologically better produce. But older generations, let's say up to 60 years old they are more price sensitive.

D: Name three characteristics that define a specialty coffee consumer

P: I can think in only one, ecologically aware

D: Which factors do you think would minimize the power of buyers?

P: It is very difficult to say, the dependency will always be there.

D: Do you think offering a high-quality coffee is the only factor that would bond the customers to the brand/firm?

P: There are three main factors which a firm should fulfill: good product, good service, and good customer interaction.

D: What would you think a company can do in order to compensate for the quality lack and being able to compete in the market?

P: When you are in this business, you should fulfill at least one of the following points: really good product, be super likable, be always on time. If you have two of them, you have good chances

D: For which products do you think coffee can be substituted?

P: Specialty tee and a couple of substitutes made of nuts

D: Do you think customers would substitute it easily?

P: No. People try to search for substitutes, but they will never find a product that satisfies them as coffee does. It is hard to find something better than the original product.

D: Do you think if customers substitute specialty coffee for another drink/product are they expecting to find the same quality?

P: No, they don't expect to find the same quality

D: How would you describe the market share in the industry? It is held by many and small companies or less and medium to larger firms?

P: The large companies have at least a little more than 50% of the market share. The other part is held by small and many companies. It isn't badly distributed.

D: How full is the specialty coffee market in Germany?

P: There is a lot of space to enter, it might feel that is being saturated, but only because people are not aware of what specialty coffee. The people have to be educated.

D: How is the competitive intensity in the market?

P: The larger firms are a little more competitive than the others. Medium and small companies help each other. Everyone is connected and prepared to help. The competitive intensity is not high

D: How high is the innovation degree in the market?

P: Low, coffee has reached the maximum you can do with it. A few innovations are coming by taking ideas from other food industries. The Innovations can be made on a farm level. For example, different farming practices, more sustainability, etc.

D: Have you ever see/taste a really unique coffee in the market? Not only talking about the quality also the package, company history, etc.

P: Yes, two or three times, e.g., canefra from Uganda or the one from the playground roastery named dirty berry. The ones who stayed in mind were the ones that tasted the best. Packaging design and other factors played a second role.

D: Are in the market companies which have very different ways to approach the market?

P: There are only a couple of larger firms that come up with different ideas. But the small and medium ones always have the same model.

D: Is the industry growing slowly or rapidly?

P: Rapid. It is exploding

## Appendix 8: Classification of interview fragments in Porter's Five Forces Model

Threat of new entrants	
Do you think there are a lot of B2C companies that produce on a major scale in the German market?	No, only three: Rehm&Co, Azul, and Mundo del café. <sup>176</sup>
Do you think the existing companies limit with their products the willingness of customers to buy other products?  Do you think specialty coffee customers are loyal to the coffee they are currently drinking, or are they open to try new coffees?	There are two types of customers: First, customers who buy specialty coffee of high quality. They are searching for new experiences new tastes, they will try everything new. <sup>177</sup>  The second group drinks specialty coffee of standard to low quality. They just want a good coffee, better than the commercial one. They just don't only buy specialty coffee because of the taste and quality, also for other reasons like the traceability of the coffee. Most of the customers of the second group get to influence a lot by the smaller part (first group). <sup>178</sup>

<sup>176</sup> Archila Ortiz 29.01.2020.

<sup>177</sup> Archila Ortiz 29.01.2020.

<sup>178</sup> Archila Ortiz 29.01.2020.

<p>How high do you think is the capital requirement in order to start in the business?</p>	<p>It depends on the starting form. By only entering the online market, the investment is very low. However, if you want to start like me, the capital will be higher approximately from 80.000€ to 100.000€. <sup>179</sup></p>
<p>Do you think incumbent firms (firms that are already established in the market) have any special advantages in comparison to new entrants? And which advantages do you think they have?</p>	<p>The main advantage is experience and knowledge. <sup>180</sup></p> <p>I would also say passion. The places which open before the coffee boom were because they wanted to know more about the coffee, they were passionate about this product. They were interested in making a greater product, therefore the companies which are already in the market may offer better products than the new ones. Also, established firms can have better contacts or more experience in different processes. <sup>181</sup></p>
<p>Which are the main distribution channels in the market?</p> <p>How full do you think they are?</p>	<p>There are three distribution channels:</p> <p>Online, which is the major part and is kind of full.</p> <p>Retail, such as resellers who sell to other coffee shops</p>

---

<sup>179</sup> Archila Ortiz 29.01.2020.

<sup>180</sup> Archila Ortiz 29.01.2020.

<sup>181</sup> Archila Ortiz 29.01.2020.

	Direct sell offline to end customer, which is becoming less and less. <sup>182</sup>
Are there a lot of government policies in order to sell roasted coffee to private consumers?	<p>Once the coffee is roasted, you don't need anything else, only a business license. You can basically package it at home without further policies. The roaster is the one who has to look after specific policies.<sup>183</sup></p> <p>If you want to bring coffee to Germany, there are actually some regulations.<sup>184</sup></p>
<b>Power of Suppliers</b>	
Which suppliers have a powerful position in the market?	<p>The farmers are the most powerful, but there is a lack of knowledge. Most of them don't know about the quality of the coffee. However, power has been growing over the years.<sup>185</sup></p> <p>Other actors in the supply chain are less powerful than the farmers, I would say they don't have power.<sup>186</sup></p>
<b>Power of Buyers</b>	

---

<sup>182</sup> Archila Ortiz 29.01.2020.

<sup>183</sup> Archila Ortiz 29.01.2020.

<sup>184</sup> Archila Ortiz 29.01.2020.

<sup>185</sup> Archila Ortiz 29.01.2020.

<sup>186</sup> Archila Ortiz 29.01.2020.

How strong do you think is the power of buyers?	Very strong <sup>187</sup>
Would you define them as price-sensitive customers?	Yes and no. Younger generations are willing to spend more if something is morally and ecologically better produce. But older generations, let's say up to 60 years old they are more price-sensitive. <sup>188</sup>
Name three characteristics that define a specialty coffee consumer	I can think in only one ecologically aware. <sup>189</sup>
Which factors do you think would minimize the power of buyers?	It is very difficult to say, the dependency will always be there. <sup>190</sup>
Do you think offering a high-quality coffee is the only factor that would bond the customers to the brand/firm?	There are three main factors that a firm should fulfill: <sup>191</sup> <ul style="list-style-type: none"> <li>• Good product</li> <li>• Good service</li> <li>• Good customer interaction</li> </ul>
What would you think a company can do in order to compensate for the quality lack and being able to compete in the market?	When you are in this business, you should fulfill at least one of the following points: <sup>192</sup> <ul style="list-style-type: none"> <li>• Really good product</li> <li>• Be super likable</li> </ul>

---

<sup>187</sup> Archila Ortiz 29.01.2020.

<sup>188</sup> Archila Ortiz 29.01.2020.

<sup>189</sup> Archila Ortiz 29.01.2020.

<sup>190</sup> Archila Ortiz 29.01.2020.

<sup>191</sup> Archila Ortiz 29.01.2020.

<sup>192</sup> Archila Ortiz 29.01.2020.



	<ul style="list-style-type: none"> <li>• Be always on time (delivery etc.)</li> </ul> <p>If you have two of them, you have good chances.<sup>193</sup></p>
<b>Threat of substitutes</b>	
For which products do you think coffee can be substituted?	Specialty tee and a couple of substitutes made of nuts <sup>194</sup>
Do you think customers would substitute it easily?	No. People try to search for substitutes, but they will never find a product that satisfies them as coffee does. It is hard to find something better than the original product. <sup>195</sup>
Do you think if customers substitute specialty coffee for another drink/product are they expecting to find the same quality?	No, they don't expect to find the same quality. <sup>196</sup>
<b>Rivalry among competitors</b>	
How would you describe the market share in the industry?	The large companies have at least a little more than 50% of the market share. The other part is held by small and many companies. It isn't badly distributed. <sup>197</sup>
Is it held by many and small companies or less and medium to larger firms?	

---

<sup>193</sup> Archila Ortiz 29.01.2020.

<sup>194</sup> Archila Ortiz 29.01.2020.

<sup>195</sup> Archila Ortiz 29.01.2020.

<sup>196</sup> Archila Ortiz 29.01.2020.

<sup>197</sup> Archila Ortiz 29.01.2020.

How full is the specialty coffee market in Germany?	There is a lot of space to enter, it might feel that it is being saturated, but only because people are not aware of what specialty coffee. The people have to be educated. <sup>198</sup>
How is the competitive intensity in the market?	The larger firms are a little more competitive than the others. Medium and small companies help each other. Everyone is connected and prepared to help. The competitive intensity is not high. <sup>199</sup>
How high is the innovation degree in the market?	Low coffee has reached the maximum you can do with it. A few innovations are coming by taking ideas from other food industries. The Innovations can be made on a farm level. For example, different farming practices, more sustainability, etc. <sup>200</sup>
Have you ever see/taste a really unique coffee in the market? Not only talking about the quality also the package, company history, etc.	Yes, two or three times, e.g. canefra from Uganda or the one from the playground roastery named dirty berry.  The ones who stayed in mind were the ones that tasted the best.

---

<sup>198</sup> Archila Ortiz 29.01.2020.

<sup>199</sup> Archila Ortiz 29.01.2020.

<sup>200</sup> Archila Ortiz 29.01.2020.

---

	Packaging design and other factors played a second role. <sup>201</sup>
Rivals diversity: Are in the market companies which have very different ways to approach the market?	There are only a couple of larger firms that come up with different ideas. But the small and medium ones always have the same model. <sup>202</sup>
Is the industry growing slowly or rapidly?	Rapid. It is exploding. <sup>203</sup>

---

<sup>201</sup> Archila Ortiz 29.01.2020.

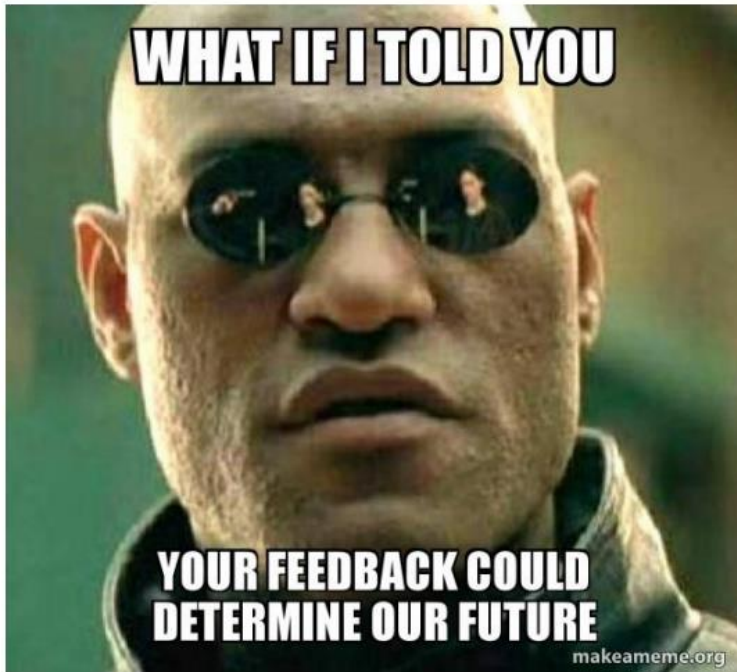
<sup>202</sup> Archila Ortiz 29.01.2020.

<sup>203</sup> Archila Ortiz 29.01.2020.

## Appendix 9: Survey Questionnaire

### 1 Welcome!

Hi you!



Thanks for taking some minutes to do the survey!

### 2 Coffee consumption (yes/no)

Question 1: How often do you drink coffee?

- ☐ Every day
- ☐ Quite often
- ☐ At least one time per week
- ☐ Rarely
- ☐ Never

#### 3.1 No Coffee consumption

Ohhh that was quick!

Thank you for helping me and taking the time to start the survey.

Wish you a nice day!



---

#### 4 Screener questions

##### Let's talk about coffee



**Question 2: How would you rate your coffee knowledge?**

- ☐ Very good
- ☐ Good
- ☐ Normal
- ☐ Some knowledge
- ☐ None

**Question 3: Have you heard about specialty coffee?**

- ☐ Yes
  - ☐ No
-

---

**5.1 Specialty coffee consumers**

---

**Question 4: How frequently do you buy specialty coffee instead of commercial coffee?**

only packaged coffee or in a can, e.g. ground/whole bean coffee in presentations of 250g/500g/1kg+

- ☐ Each time I buy coffee
  - ☐ Quite often
  - ☐ Sometimes
  - ☐ Rarely
- 

**6 Coffee purchasing**

---

**Question 5: In which form do you buy your packaged coffee?**

Packaged coffee: the coffee you buy to drink at home

- ☐ Ground
  - ☐ Whole bean
  - ☐ Other (eg. capsules, pads etc.)
- 

**7.1 Filter**

---

**Question 6: In which quantity do you buy it?**

- ☐ 250g
- ☐ 500g
- ☐ 1kg
- ☐ Other (specify)

**Question 7: How much on average (in €) do you pay for it?**

The selected price should be the gross price and without shipping costs.  
Please think about the form you buy the coffee.  
(250g/500g/1kg+ and ground/whole bean)

- ☐ under 2€
- ☐ 2,01€ - 4€
- ☐ 4,01€ - 6€
- ☐ 6,01€ - 8€
- ☐ 8,01€ - 10€
- ☐ 10,01€ - 12€
- ☐ 12,01€ - 14€
- ☐ 14,01€ - 16€
- ☐ 16,01€ - 18€

18,01€ - 20€

☐ 20,01€ - 22€

☐ 22,01€ - 24€

☐ 24,01€ - 26€

☐ 26,01€ - 28€

☐ Over 28€

---

## 8 Consumer behavior

---

**Question 8: Do you know which coffee brand are you drinking currently at home?**

☐ No

☐ Yes (specify)

**Question 9: Where do you buy your packaged coffee?**

Packaged coffee: the coffee you buy to drink at home

☐ Online (specify)

☐ Offline (specify)

☐ Both (specify)

**Question 10: Why do you drink coffee?**

Please select only **two needs (reasons)** you want to satisfy by drinking coffee

☐ to be awake

☐ to have more energy

☐ for pleasure

☐ because I'm thirsty

☐ for social reasons

☐ Other (specify)

**Question 11: Would you substitute your coffee for another drink that fulfills the same need?**

☐ No

☐ Yes (which product?)

**Question 12: Which is your favorite coffee brand/company?**

If you don't have one you can skip the question

☐ I don't have a favorite brand/company

☐ Yes (specify)

**Low quality**



## 10 Kano model / functional questions 1

**Question 17: How would you feel if the coffee has the following prices?**

Must-be: It must be that way (I expect the product has this characteristic)

Like it: I like it that way (Nice to have)

Indifferent: I am indifferent to this characteristic

Tolerate it: I can tolerate it

Dislike: I dislike it that way

	Must-be	Like it	Indifferent	Tolerate it	Dislike
High price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Average price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 18: How would you feel if the coffee has the following qualities?**

	Must-be	Like it	Indifferent	Tolerate it	Dislike
High quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Average quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 19: How would you feel if you can buy the coffee through the following distribution channels?**

Must-be: It must be that way (I expect the product has this characteristic)

Like it: I like it that way (Nice to have)

Indifferent: I am indifferent to this characteristic

Tolerate it: I can tolerate it

Dislike: I dislike it that way

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Only Online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Only Offline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Both (Online&Offline)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 20: How would you feel if the coffee has a nice packaging design?**

- ☐ Must-be
- ☐ Like it
- ☐ Indifferent
- ☐ Tolerate it
- ☐ Dislike

**11 Kano model / functional questions 2****Question 21: How would you feel if the coffee fulfills the characteristic freshness?**

Must-be: It must be that way (I expect the product has this characteristic)

Like it: I like it that way (Nice to have)

Indifferent: I am indifferent to this characteristic

Tolerate it: I can tolerate it

Dislike: I dislike it that way

- ☐ Must-be
- ☐

Like it

- ☐ Indifferent
- ☐ Tolerate it
- ☐ Dislike

**Question 22: How would you feel if the coffee fulfills the following characteristics?**

Blend coffee: it comes from different countries, eg. Coffee is a mixture of Brazilian and Colombian coffee  
Single-origin coffee: it comes from only one country

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Blend coffee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Single-origin coffee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 23: How would you feel if the coffee has the following roasting points?**

Must-be: It must be that way (I expect the product has this characteristic)  
Like it: I like it that way (Nice to have)  
Indifferent: I am indifferent to this characteristic  
Tolerate it: I can tolerate it  
Dislike: I dislike it that way

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Dark roast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medium roast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Light roast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 24: How would you feel if the coffee fulfills the following characteristics?**

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Ground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whole bean	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 12 Kano model / functional questions 3

**Question 25: How would you feel if the coffee has the following seals?**

Must-be: It must be that way (I expect the product has this characteristic)  
Like it: I like it that way (Nice to have)  
Indifferent: I am indifferent to this characteristic  
Tolerate it: I can tolerate it  
Dislike: I dislike it that way

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Organic seal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair-Trade seal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 26: How would you feel if the coffee fulfills the characteristic traceability?**

Traceability: do you know exactly where the coffee comes from and the different actors along the supply chain.

- ☐ Must-be
- ☐ Like it



### 15.1 thanks for your patient Filter

Thanks for being so patient!



### 16 Kano model / dysfunctional questions 1

**Question 30: How would you feel if the coffee **wouldn't have** the following prices?**

Eg.: How would you feel if the coffee wouldn't have a high price?

Must-be: It must be that way (The coffee shouldn't have a high price)

Like it: I like it that way (I like that the coffee doesn't have a high price)

Indifferent: I am indifferent to this characteristic (I am indifferent if the coffee hasn't a high price)

Tolerate it: I can tolerate it (I can tolerate that the coffee doesn't have a high price)

Dislike: I dislike it that way (I dislike that the coffee doesn't have a high price)

	Must-be	Like it	Indifferent	Tolerate it	Dislike
High price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Average price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 31: How would you feel if the coffee wouldn't have the following **qualities**?**

	Must-be	Like it	Indifferent	Tolerate it	Dislike
High quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Average quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 32: How would you feel if you couldn't buy the coffee through the following distribution channels?**

Must-be: It must be that way

Like it: I like it that way

Indifferent: I am indifferent to this characteristic

Tolerate it: I can tolerate it

Dislike: I dislike it that way

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Only Online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Only Offline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Both (Online&Offline)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 33: How would you feel if the coffee wouldn't have a nice packaging design?**

- ☐ Must-be
- ☐ Like it
- ☐ Indifferent
- ☐ Tolerate it
- ☐ Dislike

**17 Kano model / dysfunctional questions 2****Question 34: How would you feel if the coffee wouldn't fulfill the characteristic freshness?**

Eg.: How would you feel if the coffee wouldn't be fresh?

Must-be: It must be that way (The coffee shouldn't be fresh)

Like it: I like it that way (I like that the coffee isn't fresh)

Indifferent: I am indifferent to this characteristic (I am indifferent if the coffee isn't fresh)

Tolerate it: I can tolerate it (I can tolerate that the coffee isn't fresh)

Dislike: I dislike it that way (I dislike that the coffee isn't fresh)

- ☐ Must-be
- ☐ Like it
- ☐ Indifferent
- ☐ Tolerate it
- ☐ Dislike

**Question 35: How would you feel if the coffee wouldn't fulfill the following characteristics?****Blend coffee: it comes from different countries, eg. Coffee is a mixture of Brazilian and Colombian coffee****Single-origin coffee: it comes from only one country**

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Blend coffee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Single-origin coffee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 36: How would you feel if the coffee wouldn't have the following roasting points?**

Must-be: It must be that way

Like it: I like it that way

Indifferent: I am indifferent to this characteristic

Tolerate it: I can tolerate it  
Dislike: I dislike it that way

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Dark roast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medium roast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Light roast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 37: How would you feel if the coffee **wouldn't** fulfill the following **characteristics**?**

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Ground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whole bean	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 18 Kano model / dysfunctional questions 3

**How would you feel if the coffee **wouldn't** have the following **seals**?**

Eg.: How would you feel if the coffee wouldn't have an organic seal?

Must-be: It must be that way (The coffee shouldn't have an organic seal)  
Like it: I like it that way (I like that the coffee doesn't have an organic seal)  
Indifferent: I am indifferent to this characteristic (I am indifferent if the coffee hasn't an organic seal)  
Tolerate it: I can tolerate it (I can tolerate that the coffee doesn't have an organic seal)  
Dislike: I dislike it that way (I dislike that the coffee doesn't have an organic seal)

	Must-be	Like it	Indifferent	Tolerate it	Dislike
Organic seal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair-Trade seal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 38: How would you feel if the coffee **wouldn't** fulfill the characteristic traceability?**

- ☐ Must-be
- ☐ Like it
- ☐ Indifferent
- ☐ Tolerate it
- ☐ Dislike

**Question 39: How would you feel if the coffee **wouldn't** have the following **origins**?**

Must-be: It must be that way  
Like it: I like it that way  
Indifferent: I am indifferent to this characteristic  
Tolerate it: I can tolerate it  
Dislike: I dislike it that way

	Must-be	Like it	Indifferent	Tolerate it	Dislike
SouthAmerica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Afrika	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 40: How would you feel if the coffee **wouldn't** come from **Colombia**?**



Must-be

- ☐ Like it
- ☐ Indifferent
- ☐ Tolerate it
- ☐ Dislike

---

## 19 Extra Questions

**Question 41: Do you own one of the following places?**  
**Coffee shop, Restaurant, Roastery, Food related Shop.**

- ☐ Yes
- ☐ No

---

### 20.1 Filter

**Question 42: Would you rent a terrain in Colombia to plant your own coffee?**

The service includes planting the trees to deliver you the coffee ready to roast. You will also have total control of the coffee process (selection coffee variety, harvesting process, drying process, etc.).

- ☐ Yes
- ☐ No

---

## 21 Extra Questions

**Question 43: Do you have stomach problems when you drink coffee?**

- ☐ Yes
- ☐ No

---

### 22.1 Stomach problems Filter

**Question 44: Would you pay extra for a coffee that does not give you stomach problems?**

- ☐ Yes
- ☐ No

---

## 23 Classification questions

**Question 45: What is your gender?**

- ☐ Female
- ☐ Male
- ☐ Divers

**Question 46: In which of the following ranges does your age fall?**

- 
- ☐ 20 - 24
  - ☐ 25 - 29
  - ☐ 30 - 34
  - ☐ 35 - 39
  - ☐ 40 - 44
  - ☐ 45 - 49
  - ☐ 50 - 54
  - ☐ 55 - 59
  - ☐ 60 - 64
  - ☐ 65 - 69
  - ☐ 70 - 74
  - ☐ 75 - 79
  - ☐ 80 +

**Question 47: Which is your highest level of education?**

- ☐ High school diploma (Abitur, Fachhochschulreife, Mittlerer Schulabschluss, Hauptschulabschluss)
- ☐ Training degree (Ausbildung Abschluss)
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Doctorate degree
- ☐ Other (specify)

**Question 48: What is your current work status?**

You can select a **maximum of two options**

- ☐ Employed
- ☐ Unemployed
- ☐ Part-time
- ☐ Independent
- ☐ Student
- ☐ At home caring for the children



Retired

☐ Other (specify)

**Question 49: Which of these describes your yearly personal gross income in €?**

- ☐ Under 25.000
- ☐ 26.000 - 36.000
- ☐ 37.000 - 47.000
- ☐ 48.000 - 58.000
- ☐ 59.000 - 69.000
- ☐ 70.000 - 80.000
- ☐ 81.000 - 100.000
- ☐ 100.000 - 200.000
- ☐ 201.000 - 400.000

---

**24 Final page**

**The real reason why a bother you with the survey is my project!**  
**TIKUNA COFFEE** (<https://www.instagram.com/tikunacoffee/>)

Do you want to be one of the first to try Tikuna's coffee? Let your contact information below

☐ Yes ( please enter your contact information)

☐ No

---

**25 Done**

**You are done!!!**

**Don't forget to take a look at <https://www.instagram.com/tikunacoffee/>**



## Appendix 10: Coffee consumption needs and substitution<sup>204</sup>

to be awake					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	not quoted	47	43,5	54,7	54,7
	quoted	39	36,1	45,3	100
	Gesamt	86	79,6	100	
Fehlend	-77	22	20,4		
Gesamt		108	100		
Substitution					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	No	29	74,4	74,4	74,4
	Yes (which product?)	10	25,6	25,6	100
	Gesamt	39	100	100	
Yes (which product?)					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	-99	29	74,4	74,4	74,4
	BCAA drinks with coffein	1	2,6	2,6	76,9
	black or green tea	1	2,6	2,6	79,5
	Greentea	1	2,6	2,6	82,1
	Mate	1	2,6	2,6	84,6
	Mate Tee ~	1	2,6	2,6	87,2
	Schwarztee	1	2,6	2,6	89,7

<sup>204</sup> Archila (2020).

Tea	2	5,1	5,1	94,9
Tee	2	5,1	5,1	100
Gesamt	39	100	100	

to have more energy					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	not quoted	69	63,9	80,2	80,2
	quoted	17	15,7	19,8	100
	Gesamt	86	79,6	100	
Fehlend	-77	22	20,4		
Gesamt		108	100		
Substitution					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	No	12	70,6	70,6	70,6
	Yes (which product?)	5	29,4	29,4	100
	Gesamt	17	100	100	
Yes (which product?)					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	-99	13	76,5	76,5	76,5
	BCAA drinks with coffein	1	5,9	5,9	82,4
	Energy drink	1	5,9	5,9	88,2
	Matcha	1	5,9	5,9	94,1

Tee	1	5,9	5,9	100
Gesamt	17	100	100	

for pleasure					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	not quoted	19	17,6	22,1	22,1
	quoted	67	62	77,9	100
	Gesamt	86	79,6	100	
Fehlend	-77	22	20,4		
Gesamt		108	100		
Substitution					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	No	52	77,6	77,6	77,6
	Yes (which product?)	15	22,4	22,4	100
	Gesamt	67	100	100	
Yes (which product?)					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	-99	53	79,1	79,1	79,1
	black or green tea	1	1,5	1,5	80,6
	chi kaffee	1	1,5	1,5	82,1
	Energy drink	1	1,5	1,5	83,6
	Greentea	1	1,5	1,5	85,1

Matcha	1	1,5	1,5	86,6
Mate	1	1,5	1,5	88,1
Not invented yet	1	1,5	1,5	89,6
Schwarzen Tee	1	1,5	1,5	91
Sometimes GreenTea in Summer	1	1,5	1,5	92,5
tea	1	1,5	1,5	94
Tea	2	3	3	97
Tee	2	3	3	100
Gesamt	67	100	100	

because I'm thirsty					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	not quoted	86	79,6	100	100
Fehlend	-77	22	20,4		
Gesamt		108	100		

for social reasons					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	not quoted	67	62	78,8	78,8
	quoted	18	16,7	21,2	100
	Gesamt	85	78,7	100	
Fehlend	-77	23	21,3		
Gesamt		108	100		

Substitution					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	No	16	88,9	88,9	88,9
	Yes (which product?)	2	11,1	11,1	100
	Gesamt	18	100	100	

## Appendix 11: Strategic Groups Table<sup>205</sup>

Company	Strategic Group	Coffee Nr.1	Coffee Nr.2	Coffee Nr.3	Coffee Nr.4	Average price per competitor	Price SG
The barn	Third Wavers	17,00 €	14,50 €	14,00 €	13,50 €	14,75 €	9,67€
Torrefaktum	Third Wavers	8,70 €	9,20 €	8,40 €	8,90 €	8,80 €	
August 63.	Third Wavers	price not found					
Giovanna Coffee	Third Wavers	10,50 €	10,50 €	12,50 €	12,50 €	11,50 €	
Mount Hagen Ä,,thiopien Sidamo	Third Wavers	5,29 €	8,49 €	5,49 €	5,29 €	6,14 €	
Quijote	Third Wavers	7,30 €	6,80 €	7,10 €	6,80 €	7,00 €	
Han Coffee Roasters	Third Wavers	7,90 €	6,50 €	6,90 €	7,24 €	7,14 €	
JB	Third Wavers	11,90 €	11,90 €	10,90 €	12,90 €	11,90 €	
Coffee For me- Nero Picante	Third Wavers	7,90 €	8,90 €	8,90 €	9,90 €	8,90 €	
Vits Coffee	Third Wavers	6,40 €	7,50 €	5,90 €	6,40 €	6,55 €	
Vote	Third Wavers	12,00 €	11,50 €	14,00 €	13,00 €	12,63 €	
Blaue Bohne Rösterei	Third Wavers	8,50 €	8,00 €	7,60 €	9,00 €	8,28 €	
Günter coffee roasters	Third Wavers	9,00 €	8,70 €	9,50 €	12,00 €	9,80 €	
Uncharted Grounds Ethiopian Sidamo	Third Wavers	6,50 €	6,50 €	7,50 €	7,50 €	7,00 €	
19grams	Third Wavers	14,90 €	13,90 €	14,90 €	14,90 €	14,65 €	
Elbgold	Third Wavers	10,90 €	10,90 €	10,90 €	8,20 €	10,23 €	
Kaffee kirsche	Third Wavers	10,50 €	13,50 €	10,50 €	7,50 €	10,50 €	
Kawa	Third Wavers	8,90 €	8,70 €	9,90 €	8,60 €	9,03 €	
Kultbohne	Third Wavers	14,50 €	1,50 €	14,90 €	14,50 €	11,35 €	
Neues Schwarz	Third Wavers	8,90 €	7,50 €	7,50 €	9,90 €	8,45 €	

<sup>205</sup> Archila (2020).

One take	Third Wavers	8,90 €	7,60 €	9,20 €	8,90 €	8,65 €	
Mókuska Caffee	Third Wavers	9,00 €	10,50 €	8,50 €	12,50 €	10,13 €	
Dinzler SC	Third Wavers	8,60 €	8,60 €	9,50 €	8,80 €	8,88 €	
Hoppenworth & Ploch	Third Wavers	7,90 €	9,90 €	9,90 €	12,90 €	10,15 €	
jhornig CC	Mixed coffee competitors	8,99 €	8,99 €	8,99 €	9,00 €	8,99 €	6,39€
jhornig SC	Mixed coffee competitors	4,95 €	3,49 €	3,99 €	3,99 €	4,11 €	
Samocca	Mixed coffee competitors	6,40 €	5,90 €	5,40 €	6,10 €	5,95 €	
Ettli SC	Mixed coffee competitors	7,95 €	7,75 €			7,85 €	
Ettli CC	Mixed coffee competitors	4,95 €	5,30 €	4,95 €	4,95 €	5,04 €	
Delta	Premium commercial coffee	3,94 €	3,99 €	5,99 €	5,34 €	4,82 €	5,13€
Vesuvio	Premium commercial coffee	7,24 €				7,24 €	
Lebensbaum	Premium commercial coffee	5,99 €	5,99 €	5,99 €	5,99 €	5,99 €	
Rapunzel	Premium commercial coffee	4,24 €	4,49 €	3,69 €	4,24 €	4,17 €	
Illy	Premium commercial coffee	7,99 €	7,99 €	7,99 €	7,99 €	7,99 €	
Lavazza	Premium commercial coffee	4,49 €	3,75 €	4,24 €	4,24 €	4,18 €	
Melitta	Premium commercial coffee	4,33 €	2,73 €	2,99 €	5,49 €	3,89 €	
Nespresso	Premium commercial coffee	4,30 €	4,70 €	3,90 €	4,10 €	4,25 €	
Tchibo	Premium commercial coffee	4,99 €	4,99 €	4,99 €	4,99 €	4,99 €	
JJ Darvoben (Eilles & Cafe intencion ecologico )	Premium commercial coffee	4,12 €	3,75 €	3,25 €	3,99 €	3,78 €	



## Appendix 12: Scope of online distribution channel<sup>206</sup>

STRATEGIC GROUP 1				
Online				
Do you know which coffee brand are you drinking currently at home?	Specify	SG Category	Where do you buy your packaged coffee?	
Question 8				
	2 Blaue Bohne rÄsterei, Quijote, One Take, JB	Third Wavers		
	2 several, because I subscribed to a subscription service.	Third Wavers		
Offline				
Do you know which coffee brand are you drinking currently at home?	Specify	SG Category	Where do you buy your packaged coffee?	
Question 8				
	2 Uncharted Grounds Ethiopian Sidamo	Third Wavers		
	1 -99	Third Wavers		
	1 -99	Third Wavers		
	2 morgon coffee	Third Wavers		
Both				
Do you know which coffee brand are you drinking currently at home?	Specify	SG Category	Where do you buy your packaged coffee?	
Question 8				
	2 Giovanna Coffee, Vote & Kaffeekirsche Roastery	Third Wavers		
	2 Hoppenworth & Ploch	Third Wavers		
	2 U.a. Giovanna Kaffee, gscheid guad, GÄnter coffee roa	Third Wavers		
	2 MÄkuskä CaffÄ	Third Wavers		
	2 August 63.	Third Wavers		
	2 Kultbohne, 19grams	Third Wavers		
	1 -99	Third Wavers		
	2 MabÄ²	Third Wavers		
	2 different roasteries from Germany/Europe	Third Wavers		
	2 Coffee For me- Nero Picante	Third Wavers		
	2 elbgold	Third Wavers		
	2 Kawa	Third Wavers		
Distribution channel	Number absolut	%		
Online		2 11,11%		
Offline		4 22,22%		
Both		12 66,67%		
Total		18 100,00%		

STRATEGIC GROUP 2				
Online				
Do you know which coffee brand are you drinking currently at home?	Specify	SG Category	Where do you buy your packaged coffee?	
Question 8				
	2 PrivatrÄsterei Ettli (Espresso Latino, Espresso Bari, Espresso Primavera..)	Mixed cof		
	2 Ettli	Mixed cof		
	2 jhornig	Mixed cof		
Offline				
Do you know which coffee brand are you drinking currently at home?	Specify	SG Category	Where do you buy your packaged coffee?	
Question 8				
	2 Samocca	Mixed cof		
	2 Delta	Mixed cof		
Distribution channel	Number absolut	%		
Online		3 60,00%		
Offline		2 40,00%		
Both		0 0,00%		
Total		5 100,00%		

<sup>206</sup> Archila (2020).

STRATEGIC GROUP 3			
Offline			
Do you know which coffee brand are you drinking currently at home?	Specify	SG Category	Where do you buy your packaged coffee?
Question 8			
	2 Guatemala	Premium commercial coffee	2
	2 Nespresso, Lavazza, Delta	Premium commercial coffee	2
	2 fair traden Kaffee	Premium commercial coffee	2
	2 Vesuvio	Premium commercial coffee	2
	2 Lavazza	Premium commercial coffee	2
	2 Kaapi kerala	Premium commercial coffee	2
	2 Rapunzel	Premium commercial coffee	2
	2 Eilles	Premium commercial coffee	2
	1	-99	2
Both			
Do you know which coffee brand are you drinking currently at home?	Specify	SG Category	Where do you buy your packaged coffee?
Question 8			
	2 Tchibo	Premium commercial coffee	3
Distribution channel		Number absolut	%
Online		0	0,00%
Offline		9	90,00%
Both		1	10,00%
Total		10	100,00%

SPSS Data					
		Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Gültig	Online (specify)	5	15,2	15,2	15,2
	Offline (specify)	15	45,5	45,5	60,6
	Both (specifiy)	13	39,4	39,4	100
	Gesamt	33	100	100	
Results SGs					
	SG1	SG2	SG3	Total	
Online	2	3	0	5	
Offline	4	2	9	15	
Both	12	0	1	13	
Total	18	5	10	33	
	SG1	SG2	SG3	Total	
Online	11%	60%	0%	15,2%	
Offline	22%	40%	90%	45,5%	
Both	67%	0%	10%	39,4%	
Total	100%	100%	100%	100,0%	

## Appendix 13: Functional & Dysfunctional Responses Combinations<sup>207</sup>

	Functional	Dysfunctional	High price	Average price	Low price	High quality	Average quality	Low quality	Online	Offline	Both	Style/packaging design	Realness	Band	Single origin	Dark roast	Medium roast	Light roast	Ground	Whole bean	Organic	Fairtrade	Traceability	South America	Asia	Africa	Colombian
A	Like	Muscle	0	0	0	1	1	0	1	1	2	0	0	0	0	0	3	0	2	0	0	0	0	0	0	0	0
	Like	Indifferent	4	18	3	3	10	1	3	10	12	13	5	9	18	8	9	6	5	8	10	4	8	15	11	17	18
	Like	Tolerate it	4	11	5	21	11	0	5	11	8	29	13	7	13	7	14	5	9	7	24	22	26	18	6	15	27
	Total		8	29	8	25	22	1	9	22	22	42	18	15	31	15	26	11	16	15	34	26	34	33	17	32	45
O	Like	Dislike	1	3	2	11	8	0	1	10	20	3	18	1	4	4	8	1	7	4	10	13	11	5	0	2	3
	Total		1	3	2	11	8	0	1	10	20	3	18	1	4	4	8	1	7	4	10	13	11	5	0	2	3
	Muscle	Dislike	6	3	1	26	5	0	5	4	9	6	30	1	6	3	3	7	18	10	18	17	4	2	3	2	
	Indifferent	Dislike	2	2	1	0	3	0	3	8	1	0	2	2	0	0	1	1	2	1	0	0	0	0	0	0	0
M	Tolerate it	Dislike	1	1	1	0	3	2	1	2	0	0	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0
	Total		9	6	3	26	11	2	9	14	10	6	33	3	7	3	4	8	9	19	10	19	17	4	2	3	2
	Muscle	Muscle	0	3	0	7	0	0	0	0	3	0	1	0	2	1	0	0	0	5	1	1	1	1	0	0	1
	Indifferent	Muscle	0	0	1	0	0	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
I	Tolerate it	Muscle	0	1	1	0	2	1	1	1	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	0
	Muscle	Indifferent	3	1	1	3	1	0	1	1	2	0	2	0	0	0	0	1	1	0	0	0	4	1	0	0	3
	Indifferent	Indifferent	7	10	7	0	10	3	10	6	10	19	5	28	21	17	26	21	11	14	6	7	6	25	34	27	19
	Tolerate it	Indifferent	4	2	2	0	6	3	6	3	2	1	0	5	0	6	0	8	3	1	1	2	0	1	5	2	0
	Muscle	Tolerate it	4	0	0	4	3	0	2	2	4	4	5	1	1	1	1	2	3	5	1	2	3	1	0	1	3
	Indifferent	Tolerate it	2	4	5	0	3	0	8	2	0	3	1	13	10	4	5	5	4	5	10	6	3	4	10	6	1
	Tolerate it	Tolerate it	10	1	4	0	6	1	6	7	2	1	0	3	0	7	2	6	2	3	0	0	1	1	4	2	1
	Total		30	22	21	14	31	9	34	23	23	28	14	50	34	36	35	43	25	34	19	18	18	34	54	38	28
	Muscle	Like	1	2	0	4	0	0	1	0	1	0	0	0	0	1	0	1	0	0	1	0	0	0	0	0	0
	Indifferent	Like	5	4	4	2	0	1	0	0	2	0	0	4	0	1	0	5	2	1	2	1	0	0	1	3	0
	Tolerate it	Like	13	0	5	0	3	10	6	0	1	0	0	7	0	3	0	2	5	0	0	0	0	0	2	1	0
R	Dislike	Like	4	0	11	0	0	13	5	1	1	0	0	1	0	2	0	1	1	1	2	1	0	1	2	0	0
	Dislike	Muscle	4	0	10	0	1	23	3	0	0	0	0	0	0	6	0	4	8	3	0	0	0	1	1	0	0
	Indifferent	Indifferent	0	1	5	1	2	6	5	1	0	0	0	0	0	3	1	4	3	1	0	0	0	0	1	0	0
	Dislike	Tolerate it	2	0	6	0	1	2	1	1	0	0	0	0	0	2	0	0	1	1	0	0	0	0	0	0	0
	Total		29	7	41	7	7	55	21	3	5	0	0	12	1	17	2	16	20	8	4	2	0	1	7	5	0
	Like	Like	4	17	4	2	5	1	4	10	5	6	2	1	7	8	10	2	6	4	7	7	5	8	2	4	6
Q	Dislike	Dislike	2	0	4	0	0	16	5	0	0	0	0	1	0	0	0	2	1	1	0	0	0	0	2	1	0
	Total		6	17	8	2	5	17	9	10	5	6	2	2	7	8	10	4	7	5	7	7	5	8	4	5	6

<sup>207</sup> Archila (2020).

## Appendix 14: Tikuna Packaging<sup>208</sup>



<sup>208</sup> Archila.

### Appendix 15: Ranking main drivers coffee purchasing<sup>209</sup>

Characteristic	Ranking average	Place
High quality	1,75	1
Average quality	2,43	2
Medium roast	2,65	3
Average price	2,87	4
Whole bean	3,21	5
Dark roast	3,67	6
Fairtrade Seal	3,67	7
Single-origin	3,73	8
Low price	3,8	9
Freshness	4,14	10
Light roast	4,14	11
Ground coffee	4,19	12
Offline	4,47	13
Organic Seal	4,71	14
Stylish packaging design	4,86	15
Traceability	4,92	16
Origin	5,18	17
Both	7,25	18
Online	8	19
High price	9,67	20
Low quality	13	21
Blend	14	22
Colombia	14,5	23

<sup>209</sup> Archila (2020).

## **Bibliography**

**Aaker, David A./McLoughlin, Damien (2011)**

Strategic market management. Global perspectives, 9th, Chichester, West Sussex

**Ansoff, H. Igor (2019)**

Implanting strategic management, Cham, Switzerland

**Archila, Daniela (o.J.)**

Tikuna's Packaging Bag

**Archila, Daniela (2020)**

Results of Online Survey. Specialty Coffee Market in Germany

**Archila, Jose Luis (2021)**History of Tikuna, 04.02.2021 an Daniela Archila. E-mail

**Archila Ortiz, Daniela (29.01.2020)**Industry Analysis. Porter's Five Forces Model. Interview mit Pablo Fuchs, Berlin

**Bastianin, Andrea/Lanza, Alessandro/Manera, Matteo (2016)**

Economic impacts of El Niño Southern Oscillation. Evidence from the Colombian coffee market

**Berger, Charles/Blauth, Robert/Borger, David/Bolster, Christopher/Burchill, Gary/DuMouchel, William/Richter, Reinhart/Pouliot, Fred/Rubinoff, Allan/Shen, Diane/Timko, Mike/Walden, David (1993)**

Kano's method for understanding customer-defined quality, Vol. 2, Nr. No 4

**Boaventura, Patricia Silva/Abdalla, Carla Caires/Araújo, Cecilia Lobo/Arakelian, José Sarkis (2017)**

Value Co-Creation in the specialty coffee value chain. Third wave coffee movement, in: Rev. adm. empres., 58. Jg., Nr. 3, S. 254–266

**Bruhn, Manfred (2014)**

Marketing. Grundlagen für Studium und Praxis, 12., überarb. Aufl.,  
Wiesbaden

**Cadle, James/Paul, Debra/Turner, Paul (2010)**

Business analysis techniques. 72 essential tools for success, London

**Café de Colombia (2020)**

Historia del Café de Colombia - Café de Colombia,  
<https://www.cafedecolombia.com/particulares/historia-del-cafe-de-colombia/>, 02.11.2020

**Carlos Armando Uribe (o.J.)**

En el Día del Café. 89 Años de Historia, Resultados y Retos.

**Collis, David/Montgomery, Cynthia A. (1995)**

Competing on resources: Strategy in the 1990s, in: Harvard business  
review : HBR, 73. Jg., Nr. 4, S. 118–128

**Daviron, Benoit/Ponte, Stefano (2005)**

The Coffee Paradox. Global Markets, Commodity Trade and the Elusive  
Promise of Development, London

**Dawson, Catherine (2009)**

Introduction to research methods. A practical guide for anyone  
undertaking a research project, 4. ed., Oxford

**Deutscher Kaffeeverband e.V. (2020a)**

Deutscher Kaffeemarkt 2019 erneut gewachsen - Trend setzt sich auch  
während Corona-Pandemie weiter fort

**Deutscher Kaffeeverband e.V. (2020b)**

„Tag des Kaffees“ 2020„: Deutscher Kaffeeverband fordert,  
Kaffe Spenden von der Kaffeesteuer zu befreien

**Deutscher Kaffeeverband e.V. (2020c)**

Deutscher Kaffeeverband,  
<https://www.kaffeeverband.de/de/kaffeewissen/geschichte>, 30.10.2020

**Donnet, M. Laura/Weatherspoon, Dave D./Hoehn, John P. (2007)**

What Adds Value in Specialty Coffee? Managerial Implications from Hedonic Price Analysis of Central and South American E-Auctions, in: International Food and Agribusiness Management Review, 10. Jg., Nr. 3, S. 1–18

**Eggert, Andreas/Ulaga, Wolfgang/Schultz, Franziska (2006)**

Value creation in the relationship life cycle: A quasi-longitudinal analysis, in: Industrial Marketing Management, 35. Jg., Nr. 1, S. 20–27

**Esser, M. (2015)**

Coffee, climate change and adaption strategies for German coffee producers

**European Commission (NaN)**

SME definition - Internal Market, Industry, Entrepreneurship and SMEs - European Commission, [https://ec.europa.eu/growth/smes/sme-definition\\_en](https://ec.europa.eu/growth/smes/sme-definition_en), 11.01.2021

**Federación Nacional de Cafeteros (o.J.)**

Precios, área y producción del café,  
<https://federaciondecafeteros.org/wp/estadisticas-cafeteras/>

**Federación Nacional de Cafeteros (2020a)**

Producción de café de Colombia cae 9% en febrero - Federación Nacional de Cafeteros, <https://federaciondecafeteros.org/wp/listado-noticias/duplicado-produccion-de-cafe-de-colombia-cae-19-en-enero-8047/>, 02.11.2020

**Federación Nacional de Cafeteros (2020b)**

Estadísticas Cafeteras - Federación Nacional de Cafeteros,  
<https://federaciondecafeteros.org/estadisticas-cafeteras/>, 03.11.2020

**Fischer, Edward F. (2017)**

Quality and inequality: Taste, value, and power in the third wave coffee market



**Friend, Elizabeth (2016)**Coffee Shops Around the World: Three Key Insights for 2016. In: Euromonitor International, 04.10.2016, <https://blog.euromonitor.com/coffee-shops-around-the-world-three-key-insights-for-2016/>, 03.02.2021

**Fry, Fred L./Stoner, Charles R. (1995)**

Strategic planning for the new and small business, Chicago Ill.

**Hague, Paul/Harrison, Matthew/Cupman, Julia/Truman, Oliver (2016)**

Market research in practice. An introduction to gaining greater market insight, Third edition, London, Philadelphia, New Delhi

**Harijith, R G/Haris, Naduthodi (2017)**

Kano Model Customer Satisfaction Analysis of Medical Services, 4. Jg., Nr. 6

**Hayn, Marc (2003)**

Bewertung junger Unternehmen. Teilw. zugl.: Saarbrücken, Univ., Diss., 1998 u.d.T.: Hayn, Marc: Bewertung junger, dynamischer und überproportional wachsender Unternehmen, 3., wesentl. überarb. Aufl., Herne

**Hofer, Charles W./Schendel, Dan (1982)**

Strategy formulation. Analytical concepts, 7. repr, St. Paul

**Homburg, Christian/Kuester, Sabine/Krohmer, Harley (2009)**

Marketing management. A contemporary perspective, London

**Hungenberg, Harald (2014)**

Strategisches Management in Unternehmen. Ziele - Prozesse - Verfahren, 8., aktualisierte Aufl., Wiesbaden

**International Trade Centre (2012)**

The Coffee Exporter's Guide, New York

**International Coffee Organization (o.J.)**

Retail prices of roasted coffee in selected importing countries, <http://www.ico.org/historical/1990%20onwards/PDF/3b-retail-prices.pdf>, 11.06.2020

**Johnson, Gerry/Whittington, Richard/Scholes, Kevan/Angwin, Duncan/Regnér, Patrick (2015)**

Fundamentals of strategy, Third Edition, Harlow

**Kano, N/Seraku, N/Takahashi, F/Tsuji, S (1984)**

Attractive quality and must-be quality, in: The Journal of the Japanese Society For Quality Control, 14. Jg., 39-48

**Käppeli, Michael (2011)**

Betriebswirtschaft und Unternehmensführung. Eine Einführung in unternehmerisches Denken und Handeln, 2., überarb. Aufl., Zürich

**Kerth, Klaus/Asum, Heiko/Stich, Volker (2013)**

Die besten Strategietools in der Praxis. Welche Werkzeuge brauche ich wann? Wie wende ich sie an? Wo liegen die Grenzen?, 4. Aufl., München

**Klein, Andreas/Kottbauer, Markus (2017)**

Strategien erfolgreich entwickeln und umsetzen. Konzepte - Controllinginstrumente - Praxisbeispiele, München

**Kotler, Philip/Armstrong, Gary (2012)**

Principles of marketing, 14th ed., Boston

**Lewis-Beck, Michael S./Bryman, Alan/Liao, Tim Futing (2004)**

The Sage encyclopedia of social science research methods, Thousand Oaks, Calif

**Lindgreen, Adam/Wynstra, Finn (2005)**

Value in business markets: What do we know? Where are we going?, in: Industrial Marketing Management, 34. Jg., Nr. 7, S. 732–748

**Lynch, Richard (2015)**

Strategic Management

**M. Hajjat, Mahmood (2002)**

Customer orientation: construction and validation of the CUSTOR scale, in: Mrkting Intelligence & Plan, 20. Jg., Nr. 7, S. 428–441

**Macharzina, Klaus/Wolf, Joachim (2008)**

Unternehmensführung. Das internationale Managementwissen :  
Konzepte, Methoden, Praxis, 6., vollständig überarbeitete und erweiterte  
Auflage, Wiesbaden

**Mahdavi Mazdeh, Mohammad/Moradi, Khashayar/Mahdavi Mazdeh,  
Hossein (2011)**

Strategic planning model for Startups: A case study of Iranian packaging  
industry, in: msl, 1. Jg., Nr. 2, S. 157–166

**Matzler, Kurt/Hinterhuber, Hans H. (1998)**

How to make product development projects more successful by integrating  
Kano's model of customer satisfaction into quality function deployment, in:  
Technovation, 18. Jg., Nr. 1, S. 25–38

**Mazur, Glenn (o.J.)**

Strategy Deployment for Small and Medium Enterprises

**McGrath, Rita Gunther/MacMillan, Ian (2000)**

The Entrepreneurial Mindset. Strategies for Continuously Creating  
Opportunity in an Age of Uncertainty, Boston

**Morris, Jonathan/Thurston, Robert W./Steiman, Shawn (2013)**

Coffee: A comprehensive guide to the bean, the beverage, and the  
industry, Lanham, Md

**Müller, Marion (2019)**

Deutscher Kaffeemarkt 2018 leicht gewachsen, in: Die Aktiengesellschaft,  
64. Jg., Nr. 15, r216-r216

**Müller-Stewens, Günter/Lechner, Christoph (2011)**

Strategisches Management. Wie strategische Initiativen zum Wandel  
führen, 4., überarb. Aufl., Stuttgart

**Osterwalder, Alexander/Pigneur, Yves/Tucci, Christopher L. (2005)**

Clarifying Business Models: Origins, Present, and Future of the Concept,  
in: CAIS, 16. Jg.

**Panhuysen, S. and Pierrot, J (2018)**

Coffee Barometer 2018

**Payne, Adrian/Holt, Sue (2001)**

Diagnosing Customer Value: Integrating the Value Process and Relationship Marketing, in: Br J Management, 12. Jg., Nr. 2, S. 159–182

**Ponte, Stefano (2001)**

The 'latte revolution'? winners and losers in the restructuring of the global coffee marketing chain

**Porter, Michael E. (1979)**

How Competitive Forces Shape Strategy, <https://hbr.org/1979/03/how-competitive-forces-shape-strategy>, 15.12.2020

**Porter, Michael E. (2004)**

Competitive strategy. Techniques for analyzing industries and competitors, First Free Press export edition, New York, et al.

**Porter, Michael E. (2007)**

Understanding industry structure

**Quiñones-Ruiz, Xiomara F./Penker, Marianne/Vogl, Christian**

**R./Samper-Gartner, Luis F. (2015)**

Can origin labels re-shape relationships along international supply chains? – The case of Café de Colombia, in: Int J Commons, 9. Jg., Nr. 1, S. 416

**Quintão, Ronan Torres/Brito, Eliane Pereira (2016)**

Connoisseurship Consumption and Market Evolution: An Institutional Theory Perspective on the Growth of Specialty Coffee Consumption in the USA, in: Rev. Bras. Mark., 15. Jg., Nr. 1, S. 1–15

**Reisinger, Sabine/Gattringer, Regina/Strehl, Franz (2013)**

Strategisches Management. Grundlagen für Studium und Praxis, München

**Rhinehart, Ric (2009)**

What is Specialty Coffee? | Specialty Coffee Association News, <https://scanews.coffee/2017/03/17/what-is-specialty-coffee/>, 09.01.2021

**Roldugin, Valery/Kayumov, Ravshan (2018)**

Innovative Approach to the Analysis of Enterprise's Competitive Capacity,  
in: aeb, 6. Jg., Nr. 3, S. 161–167

**Roseberry, William (1996)**

The Rise of Yuppie Coffees and the Reimagination of Class in the United  
States, in: American Anthropologist, 98. Jg., Nr. 4, S. 762–775

**Rothärmel, Frank T. (2017)**

Strategic management, 3rd edition, New York, NY

**Rzepka, Maximilian/Hille, Christoph/Schieszl, Sven (2016)**

Die Bewertung von Start-up-Unternehmen. Aktuelle Entwicklungen,  
Bewertungstrends und angewendete Bewertungsmethoden, Vol. 7.2016,  
9, p. 311-320

**Samper, Luis F./Giovannucci, Daniele/Vieira, Luciana Marques (2017)**

The powerful role of intangibles in the coffee value chain, Nr. 39, S. 83

**Schwall, Benedikt (2001)**

Die Bewertung junger, innovativer Unternehmen auf Basis des Discounted  
Cash Flow. Zugl.: Mainz, Univ., Diss., 2001, Frankfurt am Main

**Sepúlveda, Wilmer S./Chekmam, Louiza/Maza, María T./Mancilla,  
Nelson O. (2016)**

Consumers' preference for the origin and quality attributes associated with  
production of specialty coffees: Results from a cross-cultural study, in:  
Food Research International, 89. Jg., S. 997–1003

**Shahin, Arash/Nekuie, Nasrin (2011)**

Development of the Kano model, in: Asian Journal on Quality, 12. Jg., Nr.  
2, S. 176–188

**Simonin, M (2006)**

Women in entrepreneurship. Research Paper for Seminar in Business  
Strategy & International Business, S. 91–167

**Smeets, Mario (2018)**

Besonderheiten bei der Bewertung junger Unternehmen, Wiesbaden

**Social Media for Knowledge Sharing in Automotive Repair (2016)**

Social Media for Knowledge Sharing in Automotive Repair, Cham:  
Springer International Publishing

**Sohn, Jea-II/Woo, Su-Han/Kim, Taek-Won (2017)**

Assessment of logistics service quality using the Kano model in a logistics-triadic relationship, in: IJLM, 28. Jg., Nr. 2, S. 680–698

**Specialty Coffee Association (o.J.)**

Coffee Standards,

<https://static1.squarespace.com/static/584f6bbef5e23149e5522201/t/5d936fa1e29d4d5342049d74/1569943487417/Coffee+Standards-compressed.pdf>, 01.09.2021

**Specialty Coffee Association (2021)**

What is Specialty Coffee? — Specialty Coffee Association,  
<https://sca.coffee/research/what-is-specialty-coffee>, 09.01.2021

**Sreejesh, S./Mohapatra, Sanjay/Anusree, M. R. (2014)**

Business research methods. An applied orientation, Cham, Switzerland

**Statista (2020a)**

Coffee - Germany | Statista Market Forecast,

<https://www.statista.com/outlook/30010000/137/coffee/germany?currency=eur>, 31.10.2020

**Statista (2020b)**

Importmenge von Kaffee in Deutschland bis 2019 | Statista,

<https://de.statista.com/statistik/daten/studie/77379/umfrage/import-von-rohkafee-nach-deutschland-seit-1960/>, 31.10.2020

**Statista (2020c)**

Wichtigste Lieferländer für Kaffeeimporte nach Deutschland 2019 |

Statista,

<https://de.statista.com/statistik/daten/studie/152075/umfrage/import-von-rohkafee-aus-ausgewaehlten-laendern-nach-deutschland/>, 31.10.2020

**Stettinius, Wallace/Wood, D. Robley/Doyle, Jacqueline L./Colley, John L. (2005)**

How to plan and execute strategy. 24 steps to implement any corporate strategy successfully, New York, NY

**Strategisches Management (2017)**

Strategisches Management. Grundlagen - Prozess - Implementierung, 7., überarbeitete und aktualisierte Auflage, Wiesbaden: Springer Gabler (Lehrbuch)

**Subhash Sharma (o.J.)**

New Managerial Tools for Strategic Analysis: Towards Grounded Praxis Approach to Strategic Management, in: Indira Management Review

**Tikuna, Coffee (o.J.)**

Brochure Tikuna. Artisanal Colombian Coffee

**Tirado Mejía, Álvaro/López Díez, Juan Carlos/Álvarez Múnera, José Roberto/Vélez Vallejo, Roberto/Leibovich, José/González Sanguino, Nancy/Uribe Fandiño, Carlos Armando/Medina Bedoya, Román (2017)**

90 años Vivir el café y sembrar el futuro

**Tontini, Gérson (2007)**

Integrating the Kano Model and QFD for Designing New Products, in: Total Quality Management & Business Excellence, 18. Jg., Nr. 6, S. 599–612

**Ulrich, Patrick/Becker, Wolfgang (2019)**

Strategic Value Management. Theorien, Methoden und Konzepte, Stuttgart

**van der Merwe, Kelsey/Maree, Tania (2016)**

The behavioural intentions of specialty coffee consumers in South Africa, in: International Journal of Consumer Studies, 40. Jg., Nr. 4, S. 501–508

**Vera Espíndola Rafael (2020)**

A Business Case to Increase Specialty Coffee Consumption in Producing Countries

**W. Roberst, Peter; Trewick, Chad (2020)**Transaction Guide Revised  
Version Final 2019, <https://www.transactionguide.coffee/en/2019>,  
06.11.2020

**Wang, Ting/Ji, Ping (2010)**

Understanding customer needs through quantitative analysis of Kano's  
model, in: Int J Qual & Reliability Mgmt, 27. Jg., Nr. 2, S. 173–184

**Wheelen, Thomas L./Hunger, J. David (2012)**

Strategic management and business policy. Toward global sustainability,  
13. ed., Boston

**Wunder, Thomas (2016)**

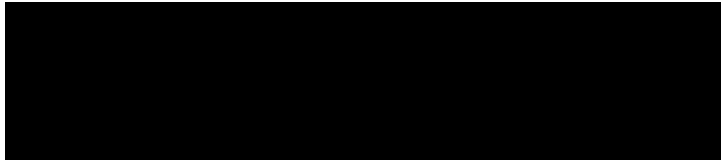
Essentials of Strategic Management. Effective Formulation and Execution  
of Strategy, Stuttgart



## **Statement**

I hereby declare that I have written the above work independently and have not used other sources and aids than those indicated.

Böblingen the 28<sup>th</sup> February 2021



Daniela Archila O