



# Third Wave Coffee Market Strategy for PAC, a Nicaraguan Farm Coop

Sattler College – APAC – Partners Worldwide

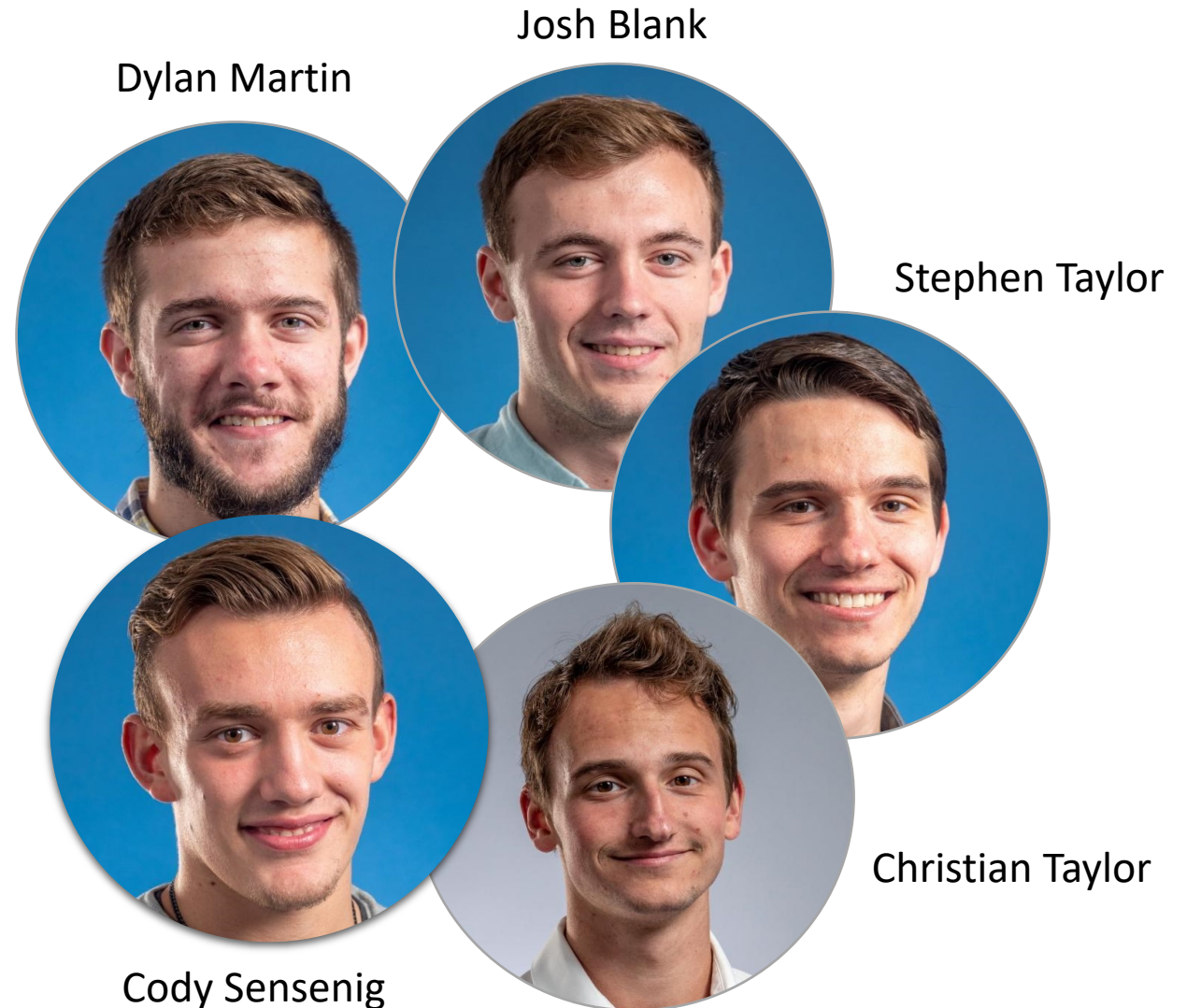
# APAC Asked a Sattler Marketing Class to Help With Two Tasks:



1. Find us a few new coffee buyers
2. Find out what we need to tell them so they will buy from us



Professor, Dr. William J. Oliver



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Cody Sensenig



# Agenda

- Executive summary
- Method
- Background on Third Wave coffee
- Direct input from some roasters
- Summary findings
- Recommendations
- Next steps



# Executive Summary

PAC can add \$1.8 million in cumulative new revenue over the next three years. That would increase average annual revenue per farm from \$1,900 today to \$3,900 in 2023. This will require a new marketing thrust, aimed at US-based, Third Wave roasters

*Success of this market strategy will depend on:*

- New marketing and selling team and methods
  - Commit a small new team to promote PAC with US roasters
  - Outfit the team with an Internet-based CRM tool, a new funnel marketing approach, and a new flow of “drip marketing” messages
  - Launch a social media campaign. Use YouTube, Facebook, LinkedIn and other tools
  - Launch a web site designed to attract and support US-based roasters
  - Use Google AdSense or Facebook ads for advertising campaigns to US roasters



## Executive Summary (cont.)

*Success of this market strategy will depend on:*

- Developing a set of tools to spread the Third Wave message
  - Create a continuous stream of multimedia content showcasing farmer success stories in a way that allows US coffee drinkers to be part of their success
  - Develop and support a web-based toolkit helping roasters who want to build their own marketing campaigns with coffee shops
  - Become a subject matter expert on Nicaraguan coffee. Provide information about efforts and impact on sustainability, land and water use, impact on farmers and communities, and effectiveness of micro loan programs. PAC should become a trustworthy source for information supporting Third Wave messaging



## Executive Summary (cont.)

*Success of this market strategy will depend on:*

- Partnering with brokers and importers
  - Actively seek 6-10 new relationships
  - Use these partnerships to implement new selling methods that support many small sales to individual roasters (possibly even smaller than a container)
  - Partner with third parties to represent PAC at shows and cuppings



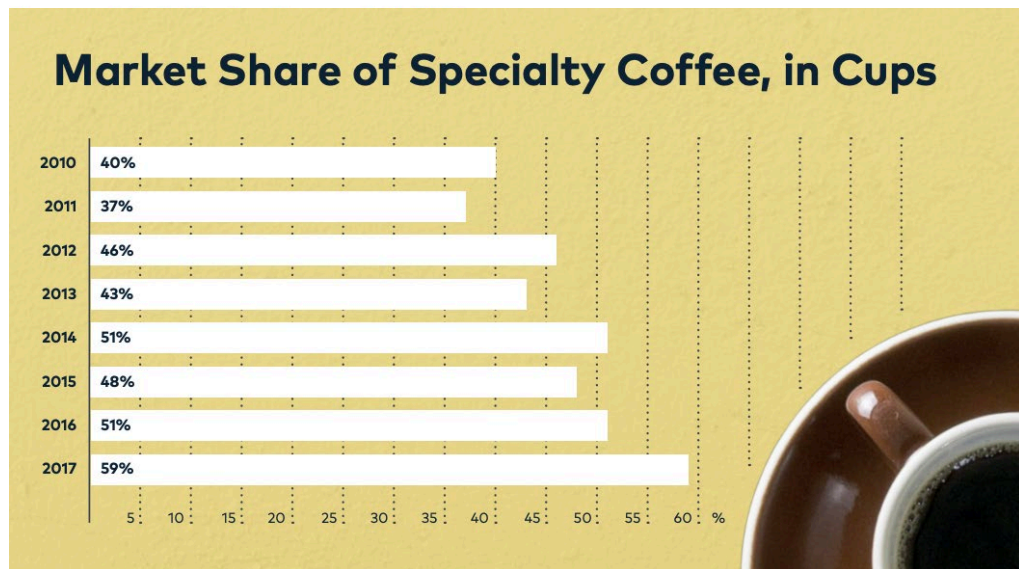
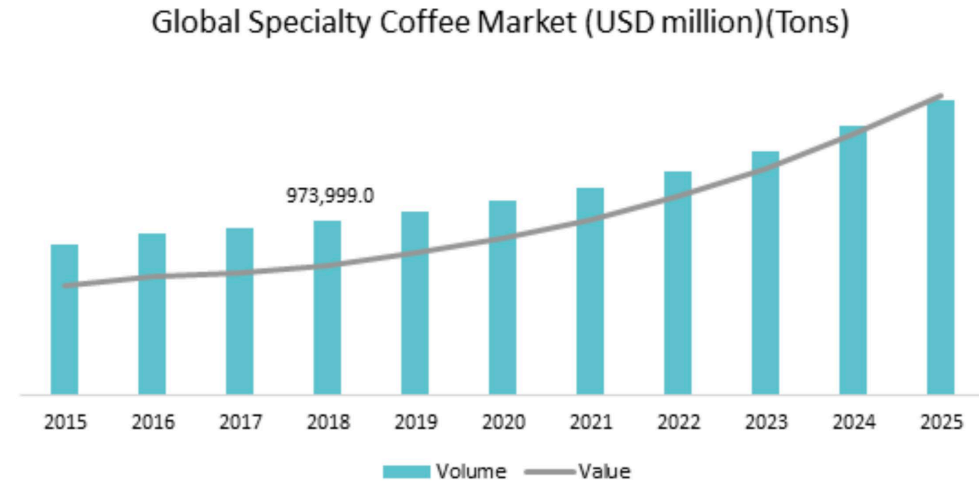
# Sattler Approach to the Project

- Research
  - Spent the first 2 weeks researching PAC and the coffee industry
  - Compiled coffee industry info sheets
  - Set up bi-weekly meetings with PAC to cover progress and findings
- Compile Data
  - Created a list of criteria to differentiate between coffee companies
  - Developed a list of the top 96 companies that met the criteria
- Develop Message
  - Developed a questionnaire with which to contact companies
  - Created multiple drafts of the elevator pitch to solidify message
- Organize Data
  - Compiled info sheets on each individual company based on criteria
  - Created a weighted excel matrix to score companies based on criteria
- Contact Companies
  - Compiled detailed contact information sheets
  - Contacted different coffee companies through multiple mediums
  - Tracked correspondence throughout the buyer journey



# Specialty Coffee - Growing Market

- Global Specialty coffee market at \$35.9B in 2018
- Expected to grow to \$83.6B by 2025
- Daily drinkers of premium coffee increasing
- 59% of cups consumed are specialty – NCA/SCA
- Third Wave is driver of specialty coffee growth



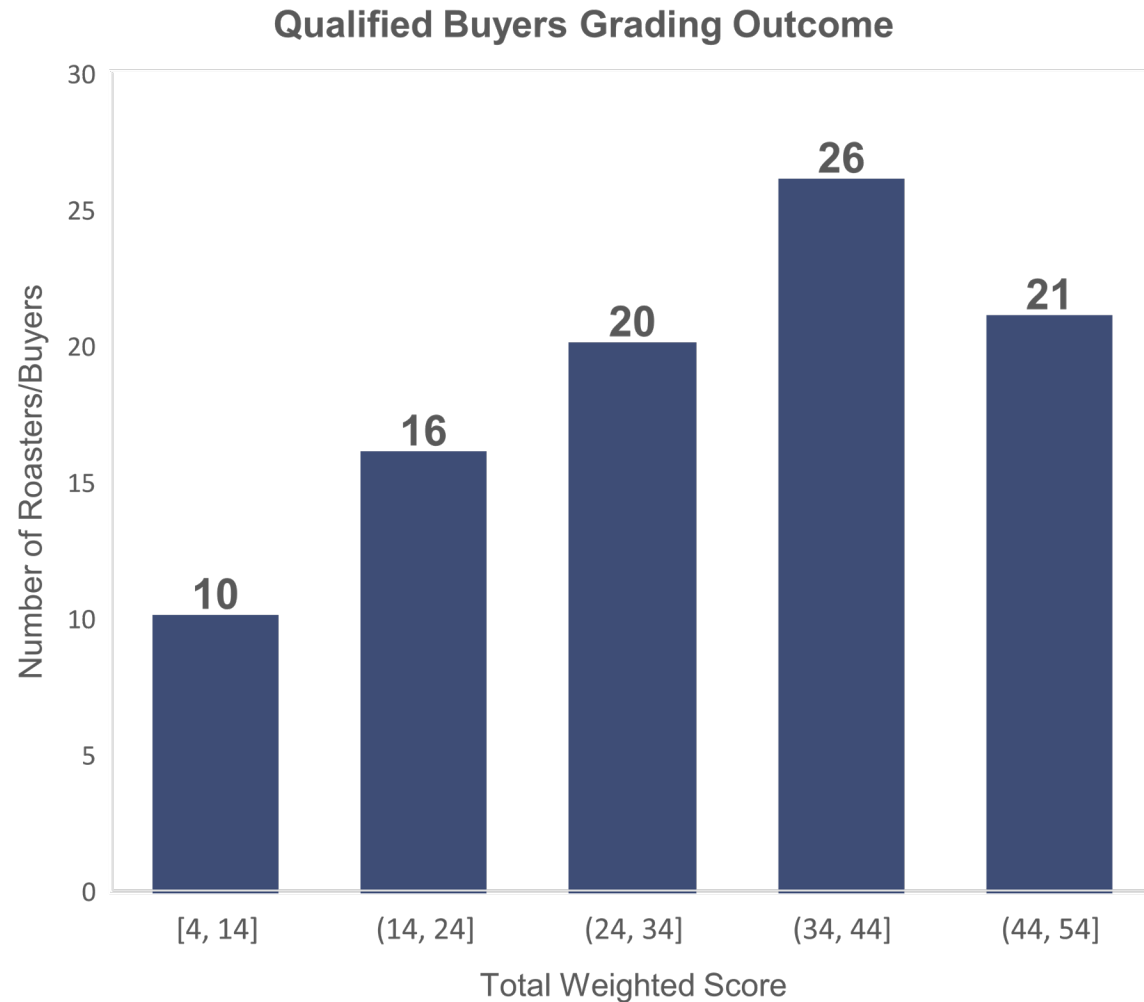


# Third Wave Accounts for Much of the Current Growth in the Global Coffee Market



- The specialty coffee industry is new and lots of exciting innovations and improvements are taking place
  - World Coffee Research – Robust genetic testing to differentiate varieties
  - Traceability – In some cases even down to 100 trees on a specific farm
  - Production – Better understanding of coffee and innovative new tech
- Coffee is moving away from commodity and towards branded product
- There are two faces to the specialty coffee industry:
  - Marketing (farmer message, transparency, socio-economic value)
  - Sourcing (quality, longevity, reliability, sustainability)
- Certifications such as fair trade are seen as a cop-out, while things such as organic certifications are appreciated but don't add value

# Grading Outcome



- Out of the 96 companies that we qualified, 47 or (49%) ranked 34 and above on our grading scale
- There are many more **good** companies out there!

# Sattler Researched, Then Prioritized Each Potential Buyer



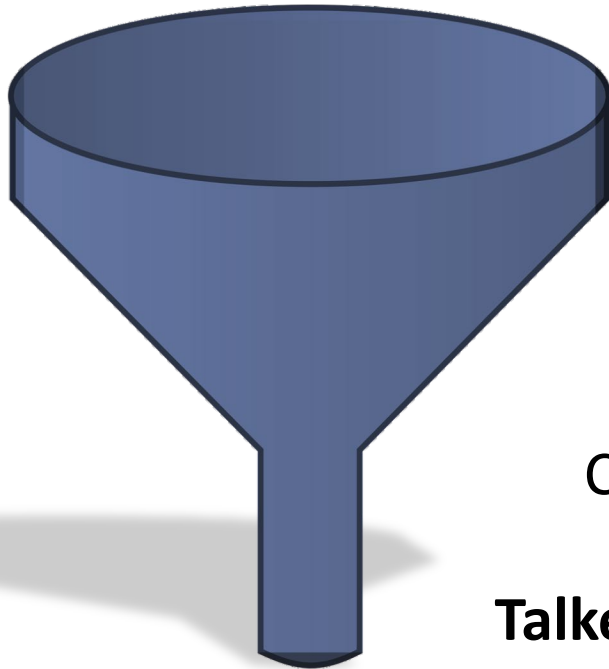
Questions:	Score 1-10		
Do they source a lot of coffee from Nicaragua already?	7	They currently have Nicaragua listed as one of the possible options in their store but when you click on the page nothing shows up so not sure how much they source from there if any. Dosen't seem like they have a negative opinion of it though.	<a href="https://store.georgehowellcoffee.com/coffees/">https://store.georgehowellcoffee.com/coffees/</a>
Are they going to be at the coffee conference?	0	They are not going to be exhibiting but they could still be going.	<a href="https://www.coffeexpo.info/SCA2020/Public/EventMap.aspx?shMode=E">https://www.coffeexpo.info/SCA2020/Public/EventMap.aspx?shMode=E</a>
Do they strive to connect the consumer with the farmer?	9	1) Their mission statement includes being ambassadors for the farmers and making sure to build strong relationships with them. 2) Also, on the page where you go to buy each different type of coffee you can see the specific details about the farms and the farmers. 3) They have documented the trips that they have taken to each of the locations and have put all the pics on their website so that customers can get closer with the farmers.	<a href="https://georgehowellcoffee.smugmug.com/">https://georgehowellcoffee.smugmug.com/</a> <a href="https://www.georgehowellcoffee.com/mission-statement/">https://www.georgehowellcoffee.com/mission-statement/</a>
How much service do they offer along with the coffee (machines, supplies, cleaning)?	8	They offer brewers, grinders, coffee accessories and much more to make sure that the customer is getting the best possible experience from the coffee.	<a href="https://store.georgehowellcoffee.com/equipment/">https://store.georgehowellcoffee.com/equipment/</a>
Do they buy large quantities as well as micro-lots?	8	With an eye always towards excellence in the coffee industry there is a clear advantage for them in purchasing micro lots. However, since they also source and roast coffee for many hotels and coffee shops it would seem likely that they would also buy large amounts.	<a href="https://www.georgehowellcoffee.com/time-out-market/">https://www.georgehowellcoffee.com/time-out-market/</a> <a href="https://www.georgehowellcoffee.com/newtonville-cafe/">https://www.georgehowellcoffee.com/newtonville-cafe/</a> <a href="https://www.georgehowellcoffee.com/boston-public-market/">https://www.georgehowellcoffee.com/boston-public-market/</a> <a href="https://www.georgehowellcoffee.com/the-godfrey-hotel/">https://www.georgehowellcoffee.com/the-godfrey-hotel/</a> <a href="https://www.georgehowellcoffee.com/roastery/">https://www.georgehowellcoffee.com/roastery/</a>
Direct Trade (Short Supply Chain)	10	1) They have a direct trade, single source coffee program called <b>Terroir® Coffee</b> that takes direct trade to a new level making sure that the coffee is getting to the end user in the freshest state possible. They make sure that the very essence of the farm and the location that it came from can be sensed in the beans. They vacuum seal the beans as soon as they arrive to ensure this. 2) They have such a commitment to direct trade that they have four paragraphs on their website detailing their individual commitments to direct trade. 3) Also, the founder of this roaster is George Howell who is the founder of the CupofExcellence coffee rating company and he and his daughter (Jane) travel to all of the locations from which they source coffee every year to gather information about their individual operations and to find what else they can do to make the relationship better.	<a href="https://www.georgehowellcoffee.com/about/">https://www.georgehowellcoffee.com/about/</a> <a href="https://www.georgehowellcoffee.com/terroir-coffee/">https://www.georgehowellcoffee.com/terroir-coffee/</a> <a href="https://www.georgehowellcoffee.com/mission-statement/">https://www.georgehowellcoffee.com/mission-statement/</a>
Can they source a whole container? (19,000 lbs of coffee)	8	Considering that George Howell is the founder of CupofExcellence and the coffee shop has many locations it seems that they would easily be able to source a substantial amount but this is not backed by numbers.	
Do they recognize the social-environmental values of APACS coffee? (added value)	9	Their whole value chain is built around social environmental impact and this is a huge part of what they do as a company.	
Certifications (Fair Trade, Organic, Shade-grown, UTZ, etc)	10	Alot of their producers hold certifications such as rainforest alliance, UTZ, and organic among others.	<a href="https://store.georgehowellcoffee.com/coffees/el-injerito-pacamara.html">https://store.georgehowellcoffee.com/coffees/el-injerito-pacamara.html</a> <a href="https://store.georgehowellcoffee.com/coffees/guatemala/#">https://store.georgehowellcoffee.com/coffees/guatemala/#</a>

For each of 96 likely prospects, Sattler collected:

- Information to qualify the lead
- Contact information both the project and to pass on to PAC

Then, Sattler scored each lead to develop a priority listing

# Sattler Started a Sales Funnel which PAC Can Carry Forward



**Found 2,000 coffee roasters on the web**

Collected publicly available information

**Qualified 96 possible buyers**

Called, called, called, called...then called again...

**Talked by phone with 6 interested roasters**

Sattler has provided PAC: leads, qualifying information, priority method and results, contacts, results of interviews

# Call Story – Larry’s Coffee



Website: <https://larryscoffee.com/>



- Talked to Larry Larson - Founder & CEO, Larry's Beans INC
- Co-founder of Cooperative Coffee which is an importer based in NY
  - 25 Roaster members
  - Approximately 10 employees all across the globe
- **Larry’s Philosophy:** “The more the consumer knows about what he/she is buying the better the world is.”
- They have a unique sourcing strategy that would mesh well with PAC’s business model and coffee
- I mentioned PAC and their model and he was excited about connecting in the future

## • Sourcing Philosophy

- **Impact** – What coffee purchase will make the most impact on the producer
- **Quality** – They are unique in that they even buy both low elevation and seconds

## • Collaborations

- Habitat for humanity
- Jimmy Carter and the Carter Foundation

## • Existing Relationships

- They already source 3 containers of coffee from Nicaragua and have a good opinion of the location
- They have been working with that producer for 15 years

## • Environmental Commitment

- Natural Daylighting
- Composting
- Solar/Local Biodiesel
- Rainwater Harvesting
- Sustainable Packaging

# Call Story – Stumptown Roasters



- Talked to Katy Keisling - Relationship Coffee Manager @ Sustainable Harvest Coffee Importers
- Because of Covid-19 their lab has been extra busy but she made it clear that a future relationship and contact would be possible
- PAC should reconnect and get a sample sent to them for testing

## • Importers

- Olam International
- Sustainable Harvest
- Caravela Coffee

- **ONLY** accepts coffee that's 84 and above (SCA scale)

## • Sourcing Philosophy

- **Longevity** - 80% of their business is contracted through 3 year old relationships
- **Vetting** – The more vetting that a coop has from external sources the better

## • 3-Year Supplier Trial Example

- **Year 1:** Target sends samples to Stumptown lab for testing
- **Year 2:** On the ground production and supply chain inspection
- **Year 3:** Small purchase from target supplier

Website: <https://www.stumptowncoffee.com/>

# Call Story – Sey Coffee



- Talked to Lance Schnorenberg - Co-Founder / Director of Coffee
  - He believes that importers are a necessity since they act as a bank for cash strapped coffee startups and hold some of the liability
  - He is excited about all the innovations in the coffee industry
    - World Coffee Research (Open Source Initiative)
    - Traceability & Transparency
  - They are scaling up production and taking on producers yearly
  - PAC should reconnect and talk strategy
- Website: <https://www.seycoffee.com/>
- **Sourcing Philosophy**
    - **Quality** – Both in the bean and its production
    - **Transparency** – They will not source from anyone who doesn't know their cost of production
    - **Relationship** – They strive to get to know each producer they work with
  - **Sourcing Process**
    - **Step 1** - They cup a bunch of coffees from a target region, from many different US coffee roasters, before even considering a producer
    - **Step 2** – They communicate to the exporters what they want and the exporters gather up all qualifying candidates from the target region
    - **Step 3** – Travel to the target region and analyze the physical qualities, taste, and profiles (beans gathered by the exporter)
    - **Step 4** – Meet the producer at his farm and inspect the processes and growing conditions of the farm
  - **Importers**
    - Collaborative Coffee
    - George Howell
    - Nordic Approach
    - Osito
    - Coffee Quest
    - Olam Specialty
    - Inter America
  - FOB Prices range from **\$4 - \$75** per lb. of coffee
  - **ONLY** source coffee 86 and above (SCA scale)

# Call Story – Café Mam



- Talked to Cheryl Farmer Liaison & Customer Service @ Café Mam
- They were the first ever company to source from the coops in Chiapas, Mexico
- They source from a total of 5 coops there but they don't use an importer
- She is excited about the transition of their coops away from fair trade to SSP
- The name Café Mam is actually based on one of the coops they source from
- This year they are locked into all their contracts but she said that they would be willing to take a sample from PAC in the future

Website: <https://cafemam.com/>

## • Sourcing Philosophy

- **No Middlemen** – They use a shipper to get the coffee to the US but that's it
- **Farmers First** – They use the SSP certification, rather than FT to give more control to the farmers

## • SSP Certification

- A certification for coops similar to fair trade but much cheaper to obtain
- Converts the whole sourcing process into a 100% farmer led initiative
  - Board of Directors = Farmers
- Has been around for 15 years

- They **ONLY** source *organic*, 86+ coffee (SCA scale)

## • Shipper Used

- Hapag Lloyd



- Direct Trade is possible in its purest sense and she's seen it



# Call Story – Crimson Cup



- Talked to Dave Eldridge - Coffee Buyer @ Crimson Cup
- They source 1.25 million lbs. of green coffee yearly
- Their business model is based around helping entrepreneurs get coffee shops started with “third wave” values
- Survival is key right now during Covid-19, but interested in PAC

## • 4 Characteristics of a Good Coop/Producer

1. **Product** – It has to be high quality to be worth much on the market
2. **Potential for Growth** – Willing to commit to goals
3. **Genuine Relationship** – Understanding of one another's needs
4. **Business Sense** – Are they actually good at what they do

## • Why Importers?

- **Industry Knowledge** – They know the ropes of shipping coffee and have all the required certifications
- **Price** – They are ultimately able to give the farmer a higher margin through years of transport experience
- **Liability** – They allow the roaster to take PSS and AS so that they can make sure the coffee is good before paying
- **Disclaimer** – Just because an importer is ethical in one country does not mean it will be in another

[Website: https://www.crimsoncup.com/](https://www.crimsoncup.com/)

## • Non-Profit Relationships & Insights

- **Surf Hope Int.** – Faith based non-profit staffed by parish members
- **Save the Children Int.** – Worked with Crimson Cup to provide meals to entire schools for one year
- **Insights** – Communities have to participate and be invested in the work that the nonprofit is doing for it to be a success

## • New Source Strategy

- **Step 1** – Check to see if existing relationships could increase output
- **Step 2** – Dave goes out scouting to different countries looking for a specific profile
- **Step 3** – If he finds what he needs he meets the producers and does quality inspections

## • Crisis Outlook (COVID-19)

- Coffee is classified as an affordable luxury
- During the financial crisis of 2008 – 2009 the first thing that people were told to cut was the morning latte
- COVID-19 is going to cause attrition but how can we use it as a boosting board to greater market share



## Special Wrinkle: COVID-19 Presents a Unique Opportunity

- COVID-19 presents both unique **opportunities** and **challenges**
- There is much uncertainty but a few changes we might see are:
  - A decrease in demand from physical coffee shops
  - An increase in demand from online and subscription companies
  - An unwillingness in roasters to begin purchasing from new sources
  - A larger focus on health and safety in business
- This is a once in a lifetime opportunity for PAC
  - Connect with companies that are experiencing an influx of sales
  - Create a strategy to win over businesses that are afraid of growing right now
  - Develop materials on how you are handling health and safety issues

When US third wave coffee drinkers emerge from social distancing, roasters will be seeking to rebuild their marketing and supply chains – with new partners and approaches. The time for PAC to act is now!

# Finding 1: PAC is Well Positioned to Move Into the Third Wave Market



- High Quality Coffee
  - 83 Grade specialty coffee
  - UTZ, Fair Trade
- Already creating the message roasters want to hear
  - Lot tracking
  - Video stories
  - Quantified economic impact on farmer communities
- Experienced: 12 year record of contract fulfillment

## Finding 2: However, PAC is Not Now Staffed or Tooled to Succeed in the Third Wave Market



- Current sales team and methods have worked well for commodity sales, but apply only to selling to a few large customers
- Web site is not designed to attract and serve Third Wave buyers
- Video content is great, but not coming in the sort of continuous stream roasters will need



## Your Sattler Team Recommends

1. Build a new major new marketing thrust
2. Develop and deliver a regular flow of attractive new content designed to attract and support Third Wave roasters
3. Add a new selling team and process to reflect the many small buyers in third wave
4. Launch a new website aimed at attracting and provisioning third wave roasters
5. Plan implementation and confirm the strategy over the next 60 days, then launch to deliver sales from the 2020/21 harvest

# Recommendation 1: Build a New Marketing Thrust



- Expand English Social Media Campaigns
  - Facebook – Running a campaign to promote farmer stories including videos, pictures, biographies
  - Linked In – Developing a strategy that targets buyers and importers
  - YouTube – Building story and brand by spotlighting farmers and social impact
- Implement Drip Marketing Campaign strategy
  - System to collect user emails and information (CRM)
  - Regular updates, promotions, and news sent out on email
- Use Google AdSense or Facebook ads to run advertising campaigns
  - Promote the PAC brand in the US

## Recommendation 2: Develop and Deliver Attractive New Content and Make it Easy for Roasters to Obtain



- Create multimedia content to promote PAC brand and impact
  - Sustainability reports
  - Project reports
- Craft story toolkit that helps roasters tell the stories of farmer impact
  - Physical and Downloadable brochures telling PAC farmer stories
  - Quick facts about PAC's impacts they could promote in their company
  - Detailed overviews of your farmer's growing processes.
- Develop strategy to provide content that is meaningful and helpful to coffee roasters
  - Become subject matter experts on specialty coffee
  - Purpose is to attract roasters to your site because they see you as a valuable resource
  - Become voice promoting specialty coffee – create a message beyond PAC

## Recommendation 3: Add a New Selling Team and Process to Reflect the Many Small Buyers in Third Wave



- Contact nurturing
- Hire a staff member to work year-round in sales
  - US based ambassador
- Scale our process to the coffee directory
- Create a story around PAC's processes
  - StoryBrand
- Attend and participate in cupping tournaments
- Document answers to all questions that roasters ask
- Send samples to top roasters with APAC info
- Brainstorm long-term strategy to enter European Specialty market
  - Specialty coffee growing steadily in Western Europe
  - New coffee shops grew 6% in 2018 – reflects specialty coffee growth



# Finding 3: PAC Could have a Great New Elevator Pitch



## Who we are:

- We connect marginalized coffee farmers in Nicaragua with ethical roasters and empower them to increase yields through improved practices, to become job creators in their communities, and to live above poverty.

## Our experience:

- Serving 790 farmers annually
- Generating \$19M in socio-economic value in local economies
- Fulfilling contracts faithfully for 12 years
- Creating an average of 5,800 jobs in farming communities

## What we offer:

- Specialty coffee free from pesticides and cadmium
- Traceability down to a farm level
- Real impact with producers and their communities
- Investment projects at farm and community level

## We are seeking:

- To sell coffee to companies that seek the added value and social impact of APAC's coffee production.

**Do you want to partner with us?**

# Recommendation 4: Launch a New Website Aimed at Attracting and Provisioning Third Wave Roasters

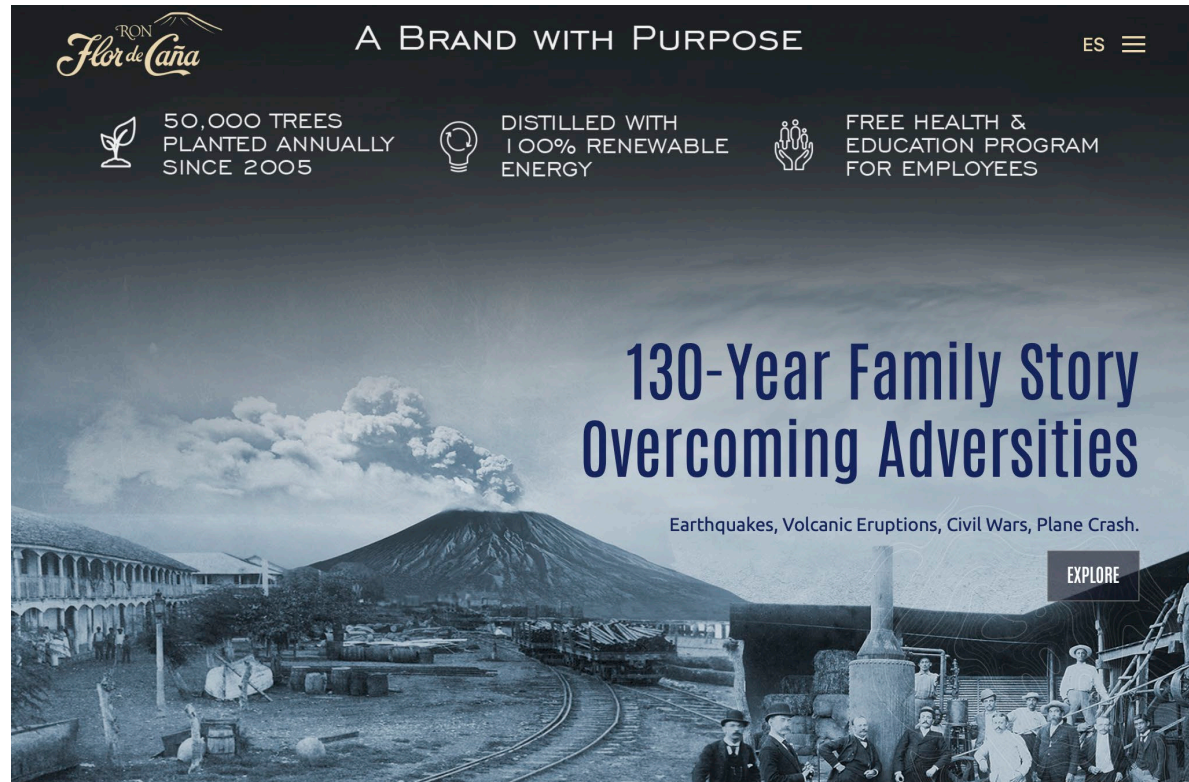


- Structure
  - Create landing pages around topics
  - Design forms and calls to action
  - Implement a chat bot
- SEO (search engine optimization)
  - Buy American domain
  - Use Jay Murphy's Google Analytics strategy
- Metrics
  - PAC has already done great in collecting metrics
  - Package these in an accessible and easy-to-understand way
- Design
  - Include more branding
  - Borrow ideas from other websites
- Content
  - Create content targeting both investors and roasters
  - Farmer's stories for roasters
  - Impact metrics for investors

# Website – Example



## Flora De Caña (link in notes)



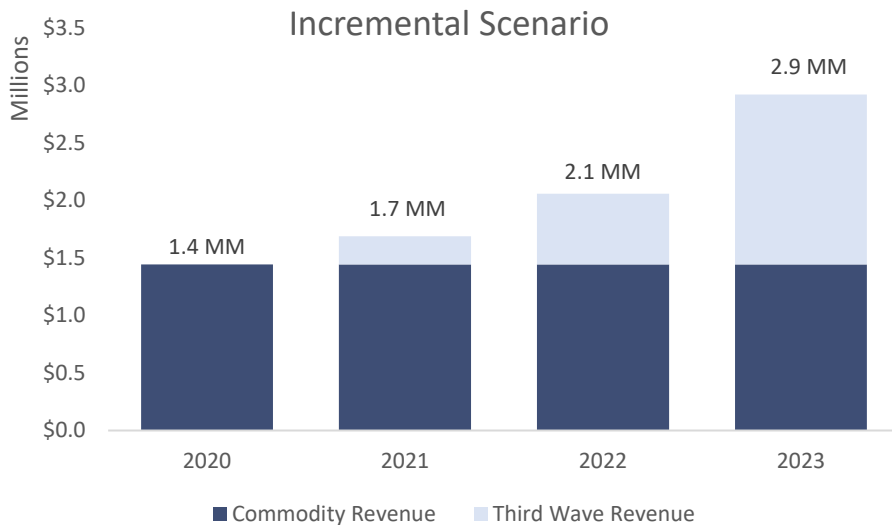
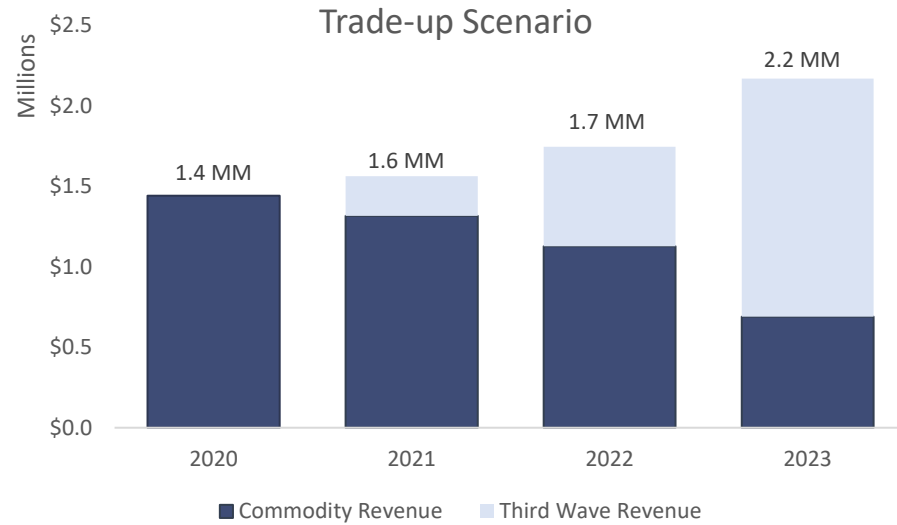
- A perfect combination of story and product
- Several different landing pages that inform the customer
- This website has meshed their purpose and brand
- An always available "explore" button to draw customers in



# Recommendation 5: Plan Implementation

- Logistics
  - Look for new “third wave” importers and develop relationships with known ones
  - Develop supply chain capability for selling to other importers
- Team
  - Add a US based ambassador/developer/marketer
  - Offer opportunities for college student driven summer programs
  - Outsource projects to future Sattler students
- Importers - Examples
  - Collaborative Coffee
  - George Howell
  - Nordic Approach
  - Osito
  - Coffee Quest
  - Olam Specialty
  - Inter America
  - Caravela Coffee
  - Cooperative Coffee
  - Sustainable Harvest
  - ***Many more out there!***

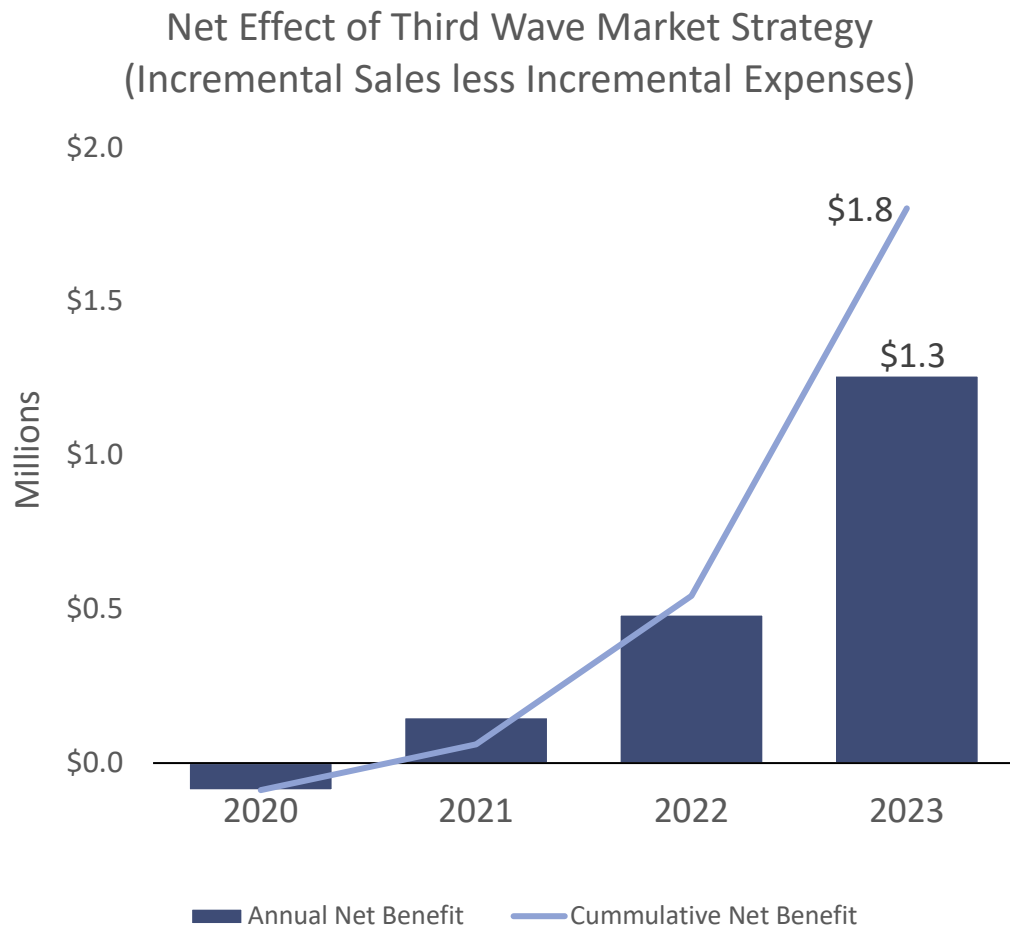
# Benefit of Third Wave Market Strategy



- Two possible approaches:
  - Third Wave sales volume comes out of commodity sales (no new production volume). This assumes that PAC is not able to expand coffee bean production (Trade up) -- \$2.2 million in 2022 sales, up \$800K from 2020
  - Add Third Wave on top of current commodity volume (Incremental) -- \$2.9 million in 2022 sales up \$1.5MM from 2020
  - Average Revenue per farm grows from \$1,923 to \$3,895, a **104% increase**



# Costs and Net Benefit of Incremental Strategy



Example of Potential Investment	One Time	Annual Added Expense	2020	2021	2022	2023
Sales team		1 US-based FTE	25,000	50,000	50,000	50,000
CRM		\$100/month	600	1,200	1,200	1,200
Web site	\$20,000	\$10,000	20,000	10,000	10,000	10,000
Video/stories	\$20,000	\$10,000	20,000	10,000	10,000	10,000
Broker/Importer	\$20,000	10% of sales	20,000	24,700	61,700	148,000
			\$88,000	\$98,000	\$135,000	\$221,000

Note: These are representative budgetary estimates, not based on detailed research

- Assuming Incremental approach
- \$88,000 investment in 2020
- \$1.8 million cumulative net benefit through 2023
- If the added volume were from existing farms, that would represent a cumulative net benefit of \$2,402 per farm



# Summary

- The Third Wave specialty coffee market is an exciting opportunity for PAC to build on its 12-year history of helping farmers
- Incremental annual PAC revenues could increase from \$1.4 million today to \$2.9 million in 2023. That is, from \$1,900 to \$3,900, \$2,000 more for each of 750 farms
- This will require some investment:
  - Build a major new marketing thrust
  - Develop and deliver a regular flow of attractive new content designed to attract and support Third Wave roasters
  - Add a new selling team and process to reflect the many small buyers in third wave
  - Launch a new website aimed at attracting and provisioning third wave roasters
  - Plan implementation and confirm the strategy over the next 60 days, then launch to deliver sales from the 2020/21 harvest



# Some Ways Sattler Students Would Like to Help

*Support PAC as an embedded part of your team:*

- Set up a CRM system complete with automated responses and funnel management. Sattler students have developed a close relationship with HubSpot, one of the leading on-line CRM tools
- Design a website targeted on the US market. Sattler lacks the development skills PAC has, but students are part of the US coffee culture
- Help develop an flow of new video content. Also, Sattler students have experience remotely producing video, which PAC captures locally
- Help PAC to contact potential buyers—working as an extension of the PAC team





## Next Steps—Over the Next 60 Days

- Use volunteers and internal PAC and PW resources to aggressively confirm these findings through direct contact with potential buyers
  - Invest in HubSpot or similar CRM/contact management system
  - Set a goal such as closing one new buyer within 60 days, and have 3 more at the bottom of the funnel, to close by year end
  - Create many new video stories of farmer success
  - Use the Sattler team as a resource
  - Get a better estimate of investment required
- Focus current PAC sales leader on developing new broker/importer partnerships. This will also help feed the direct marketing work (above)
- Design a new web site, not implementing just yet
- Raise \$50,000 - \$100,000 to support this market strategy
- In 60 days, be ready to make a full commitment to the strategy—in time to sell from the 2020/21 harvest



# Backup Material Supporting the Presentation



# Tools Used

- Google G-Suite: Drive, Docs, and Sheets
- Google Analytics
- HubSpot [Website Grader](#)
- Customer Relationship Management (CRM) system
  - **Salesforce**
    - highly customizable and powerful; best for complex sales processes
    - Per user pricing; nonprofit [discounts](#)
  - **HubSpot**
    - easy to learn and implement, learning resources, best for content marketing
    - free CRM with [tiered pricing](#) by features



## Other Sattler Project Deliverables

- Directory of 2,000 US-based Third Wave roasters: [Link](#)
- Weighted matrix ranking 96 prospective buyers [Link](#)
- Contact tracking sheets on high-value prospects [Link](#)
- More information on HubSpot contact management [Link](#)
- Sourcing methodology for 96 companies [Link](#)
- Calling Questionnaire [Link](#)



# External Links

- Europe Market Data and Resources:
  - <https://www.cbi.eu/market-information/coffee/trade-statistics/>
- Great Resource for finding European Specialty Roasters
  - <https://europeancoffetrip.com/>
- Western Europe Market driven by Premiumization
  - <https://sca.coffee/sca-news/25/issue-12/understanding-coffees-global-growth>
- European specialty coffee market
  - <https://www.cbi.eu/market-information/coffee/trends/>
- Great Website Example used in the Presentation
  - <https://flordecana.com>



# Contact Info

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