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***How can Roastville position her barista workshops?***

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# **SUMMARY**

Roastville is a specialty coffee roaster in Marrickville who also offers barista workshops. When the café opened three years ago, registrations for barista workshops went through the roof. However, since the beginning of 2018, Roastville has seen a decline in registrations.

The problem statement for this research is as follows: how can Roastville position her barista workshops based on her strengths, customer needs and the positioning of her competitors? The goal is to obtain insight into the strengths of Roastville, her customer needs and the positioning of her competition, in order to give the client a positioning advice. The target audience fort his research are males and females between 18 and 60 years old and who are Marrickville locals.

Roastville competitors are located in Marrickville. They both are specialty coffee roasters and they both offer barista workshops. They focus on the same target audience as Roastville.

In the theoretical framework, theories from Fox, Ries and Trout, Van Ooijen, Morhart, Malär, Guèvremont, Girardin and Grohmann, Ohmae and Pine and Gilmore are discussed. The central theory for this research is the 3C model of Ohmae, which focusses on three aspects of an organization when it comes down to positioning: company, customers and competition. The hypotheses describe the expectations that arise when the company starts to focus on these aspects.

Research questions and hypotheses are investigated by the means of desk research and quantitative research. A digital survey is distributed among the target group via Facebook and MailChimp. A total of 182 people responded to the survey that asked people about their needs regarding the barista workshops.

The results show that the main need among the target audience is to gain barista kwowledge from the workshops and to have a fun experience. That is the reason why they register for the workshops. The results also show that most of the respondents do not know Roastville’s competition and think that Roastville is the only one in Marrickville to offer barista workshops. Therefore, Roastville can creata a distinctive place in the market.

Remaining results show that the target audience wants to be informed about the workshops via social media and via the newsletter. Facebook and Instagram are used by a majority of the respondents and the newsletter is opened once a month. Also, respondents have stated that promotional offers will make them register faster for workshops as well.

With these results, the recommendations are: (1) promote workshops on Facebook and Instagram, (2), use ‘’gaining barista knowledge’’ in the positioning and promotion, (3) use ‘’having fun’’ in the positioning and promotion, (4) emphasize the uniqueness of the barista workshops, (5) send the newsletter once a month and (6) create promotional offers to use for the workshops.All these recommendations are to be implemented via social media and once a month via newsletter.

This research has shown that if Roastville focusses more on all three factors of the 3C model, her distinctive position on the market will increase and workshop registration numbers will go up.

# **PREFACE**

G’day mate! Are you also a sucker for sunny days, white beaches, friendly people, good food and chilled drinks? Well, welcome to my life: I got to spend the past five months in Sydney Australia! Never have I been this far away from home and have I felt like I was at home at the same time. I realized that I felt a little bit too much at home when I almost forgot the reason why I went to Australia. I had to write my thesis, what a bummer! Just kidding, time to get down to business Ozzie style: take the laptop to the beach! Because hey, that tan isn’t going to magically appear on my skin, is it? Some might say: ‘’Girl, get your priorities straight’’, but I like to call it multitasking.

The process of my thesis was one big rollercoaster ride. I would go from thinking I was doing quite well, to thinking why I chose to go to university in the first place all in under one hour. Changing my thesis subject just six weeks before the deadline was also a little stress factor during this process. But all rollercoasters have ups and downs and all rollercoasters come to an end. After months of hard work, a couple mental breakdowns, a few alcoholic beverages and a lot of chocolate bars to get me going again, I can finally say that I’ve made it to the end of writing my thesis (praise the lord).

But, the end of my thesis also means the end of my time in Australia (cue the tears and tissues). The past five months have honestly been the best months of my life. Besides having the best internship ever at Roastville Coffee and learning new marketing and sales skills, I’ve learned so much about the world we live in and about the people we live with. If there is one thing that I’d take away from this experience, it would be to move to Australia. Without kidding this time. The lifestyle here is the best that you can have. Nobody’s in a hurry and you never have to worry.

Ok, all dreamy content aside. I have worked HARD these past couple of months and of course I’ve had help from people around me. I would like to thank Roastville’s boss lady Destiny for offering me this internship and taking me on board like one of her own. A massive thank you to George and D for always making me that perfect cup of cappuccino in the morning to help me wake up and get going! A big, big, big thank you to my lovely, French colleague Sophie, who never failed to make me laugh and with who I explored Australia in the best possible way. See you in Paris girl!

Of course, a big shout out to my parents who have supported me throughout these five months and who cannot wait for me to get back home. Also, a shout out to my brother who sent me daily pictures of our dog Bailey, a.k.a. the best dog ever a.k.a. my baby. Yes, my dog keeps me going people.

I also would like to thank all my Dutchies here in Sydney with who I had the best weekends, trips and parties with. It wouldn’t have been the same without you guys!

A massive shout out to Chantal and Renske for making the past four years bearable, for always being just as hungry as me during class and for sending me 100+ photos of literature, because it was either books or shoes that went in my suitcase… And last but not least, a thank you to my mentor in school Piet Heijn Coebergh, who was brutally honest when giving feedback but always fair!

So, this is it, the end of my time in Oz. I think we can all drink to that. Cheers to new beginnings...

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# **PROBLEM** **DEVELOPMENT**

Roastville is seeing a decline in registrations in her barsita workshops. To investigate how the company can get more registrations for her workshops, the following problem statement is formulated: "How can Roastville position her barista workshops based on her strengths, customer needs and the positioning of her competitors?" The aim of the research is to offer a positioning strategy to Roastville regarding the barista workshops, which should result in gaining more registrations for the workshops.

## Occasion

Roastville is known for being specialty coffee roasters and as a café. Besides that, Roastville also offers six barista workshops: Barista Introductory, Espresso, Latte Art, Tea Brewing, Manual Coffee Brewing and Cupping. These workshops are designed to teach people key barista skills (Roastville, 2018). When Roastville first opened her doors three years ago, there was a great amount of interest in how to create the perfect cup of coffee. That is how the idea of teaching people the key barista skills came about. It was very successful in the beginning with workshops selling out every week. The barista workshops make up for X% of Roastville’s profit. Not continuing with the barista workshops would mean a great amount of loss in profit for Roastville (personal communication, appendix V).

Since the beginning of 2018, Roastville has seen a decline in workshop registrations and sometimes workshops not getting any registrations at all. This problem leads to Roastville canceling more and more workshops and not making any profit on this particular side of the business. In appendix IV, the charts of the workshop registrations are shown between August 2017 and May 2018. At the moment, the only workshop that is successful is the Barista Introductory Workshop. It is the only workshop that has shown an increase in the number of registrations in the previous months. All the other workshops show a drop in the number of registrations and some of them are not getting any registrations at all, which leads to the cancellation of workshops, no paying customers and therefore a loss in profit.

Roastville is one of the three coffee companies in Marrickville that offer barista workshops. To stand out from the competition, Roastville has to reconsider the positioning of her workshops in de market. To prevent Roastville losing workshop customers and therefore profit, a new positioning will be needed for her workshops.

## Problem statement

The workshops that Roastville offers are getting fewer registrations (appendix IV). Fewer registrations means less income and that no profit can be made through the workshops. In order to gain more registrations, Roastville’s workshops have to be repositioned in the market. The workshops are currently positioned as workshops that people participate in to gain barista knowledge and as workshops that you can do just for fun. Roastville wants to teach others the trade that made the café such a success in the first place and she wants to make it fun along the way as well (personal communication, appendix V). Throughout this research, the problem statement functions as the main thread of the research. The problem statement for this research reads:

*"How can Roastville position her barista workshops based on her strengths, customer needs and the positioning of her competitors?"*

By researching the problem statement, the researcher will discover the strengths of Roastville and what the customer needs are regarding the workshops. In addition, it will give the researcher an insight into the market and how Roastville can create a distinctive position in the market. It is important to create a new positioning for Roastville regarding her barista workshops. She is only one of three companies in Marrickville that offer this kind of service. With a new positioning, Roastville can become the leader of barista workshops in Marrickville. She can claim a place in the market, get more customers (registrations) and generate more profit. Roastville can be known as the place to be in Marrickville to do barista workshops. Chapter 4 Methodology explains how the problem statement will be answered.

## Research purpose

In order to conduct this research, the research maintains its own purpose. The purpose of this research is to:

*"Obtain insight into the strengths of Roastville, her customer needs and the positioning of her competition, in order to give the client a positioning advice on how to gain more registrations for the barista workshops."*

By giving a positioning advice, the research purpose will contribute to gaining more registrations for Roastville’s barista workshops. Gaining more registrations means generating more sales for Roastville and therefore more profit at the end of the financial year. Because the purpose uses the same terminology as the problem statement, it will be able to answer the problem statement. The results of the answer to the problem statement are discussed in chapter 5 Results and the implementation of the answers in chapter 8 Implementation.

## Research questions

To cover the problem statement and the purpose of this research, the researcher has divided the research questions into three different sections: company, customer and competition. Each section tackles a different issue and they all carry a different focus point. The research questions read as follows:

1. *What are the strengths of Roastville’s workshops?*

In order to position properly, it is important to know what the strengths of the organization are. Roastville has had her own strengths since she opened her doors three years ago, which are discussed in the next chapter. This research will confirm if the strengths have stayed the same for or if they have changed over the years.

1. *What are the wishes and needs of the Roastville target group regarding the workshops?*

The workshops thrive on the target audience so it is important to know what the customers expect from Roastville’s workshops in a new positioning. The new positioning of Roastville’s workshops is therefore partially based on the customer’s needs.

1. *What is the current positioning of Roastville’s competition regarding the workshops?*

By examining what the current positioning of the competition is, it will become clear how and where in the market Roastville can position itself and her workshops. The position of the competition will be discovered during the research of this question, which helps in creating a positioning advice for Roastville’s workshops.

## Target group

The idea is that when the core fans of Roastville know about the benefits of the barista workshops, Roastville can build on the awareness and interest of the target audience. When more people know about the workshops and hopefully participate in one or more, the word will spread among a community that is likely to visit Roastville.

The target audience for this research consists of Roastville’s existing customers. The researcher will gather the customer data from Roastville’s database in MailChimp; the online platform that Roastville uses to send weekly newsletters to her subscribers. This database consists of a total 489 customers (appendix II). A vast majority of the subscribers is female. A total of 343 are female and 146 are male as shown in the pie chart in appendix I. It is not necessary that a subscriber has participated in a workshop to be able to participate in the research. It is good to gain insight into what would make those people want to register for a barista workshop. From the people that have participated in a workshop, the researcher can learn why they participated, what they gained from the workshop and what would make them register for another workshop.

The typical Roastville customer is a Marrickville local, either male or female. They are hard working individuals with work weeks exceeding more than the normal 40 hours per week. But, there is always time for a fresh cup of coffee to get your focus back for the rest of the day. The age of the target group ranges between 18 and 60 years old as Roastville is for everyone. The younger part of the target audience is either at university with a part-time job or is working full-time. The older part of the group has full-time jobs and families to look after. The entire target audience enjoys a moment to themselves whilst enjoying a fresh cup of coffee. On the weekends they all tend to go out with friends and family to enjoy each others company and are always outdoors enjoying the chill Sydney lifestyle (personal communication, appendix V).

## Research limitations

The research will be conducted between February 19th 2018 and May 25th 2018. The location of the research is in Roastville’s office in the suburb of Marrickville in Sydney, Australia. The end product of this research is a positioning advice for Roastville on how to gain more registrations for her barista workshops. Roastville is a local business in Marrickville and it is the only establishment of the company at this moment in time. Therefore, the positioning advice will be adjusted to the local market so that Roastville can succeed in this market. By giving Roastville a local positioning advice, she will not be able to compete with other businesses in Sydney. Only the ones in Marrickville.

The competitor analysis is also based on local businesses who are a direct threat to Roastville. Only businesses that offer barista workshops are taking in to account for the competitor analysis. This will give an accurate and real representation of the amount and type of workshops that are offered in Marrickville. It means that the positioning advice will only help Roastville create a distinctive position in the market in Marrickville and not in the whole of Sydney. Because the focus lies on the workshops only, the research cannot be held accountable for the increase or decline in ‘’normal’’ day to day customers that visit cafés in Marrickville for their coffee and snacks.

This research is quantitative in nature and a survey will be conducted in order to answer the research questions and therefore the problem statement. The survey is made online via Survey Planet and is sent to the target group via the MailChimp newsletter and is also promoted on Roastville’s Facebook page. This means that the survey is only available online. People in the target audience who do not have internet access, will not be able to receive and participate in the survey. To make sure that this research is valid and representative, a total of 172 responses are needed. The survey is sent out on Friday the 27th of April until the 20th of May 2018.

At the end of the research, the researcher will make an implementation plan for Roastville, which will contain the new positioning advice and steps on how to achieve and maintain a distinctive position in the market. At the request of the client, the research will be focused on an online approach to the issue. Roastville is already losing money on the workshops and does not want to spend a huge amount of extra money on offline promotions for the workshops and an organic approach is wat Roastville wants the most. Because of this request, the researcher is limited in the positioning advice. This means that offline promotional activities are no option for Roastville and that maybe not the entire target group can be reached by using online tools only.

# **CONTEXT**

To get a clear understanding of Roastville and her barsista workshops, her strengths and weaknesses are analyzed. Subsequently, the opportunities and threats were investigated and mapped out. Roastville's competitors have been analyzed online and offline in order to get a picture of the current market in which roastville is located. Besides that, an observation has taken place at the companies by the researcher (appendix XVII and XVIII).

## Strenghts and weaknesess of Roastville

Roastville’s strength it that she is one of the few specialty coffee roasters in Marrickville. Her unique selling point is that she sources the best beans from all over the world and does them justice by roasting them to perfection in the café. By roasting her own coffee and developing ongoing partnerships with coffee farmers worldwide, Roastville has a transparent understanding of all her products. The owners make sure that all the employees have the same work ethic as they do and that they have the right knowledge about coffee so they can engage on a higher level with each customer that visits Roastville. Roastville wants to help customers find that special beverage that they really like so they can experience coffee on a completely new level. Another strength of Roastville is the workshops she offers (personal communication, appendix V).

Roastville is a family business and treats everyone that comes through her doors as one of her own. Working with family has pros and cons. The pros are that you are always working together on maintaining and improving the business. Communication is easy because you are always around one and other. However, being around each other the entire time means that the work and tasks never stop, even after work hours. Both the owners are constantly looking to improve Roastville’s products and services and often leads to taking on too many projects at once. This leads to losing track of the current business condition and it sometimes changes the way you prioritize (personal communication, appendix V).

## Oppertunities and threats of Roastville

Roastville has a big opportunity from which she can benefit. She is one of the three companies (including her) that offers barista workshops. With a new positioning advice, Roastville will be able to distinguish herself from the market and gain the primary position in the minds of the audience regarding the workshops. If positioned the right way, Roastville can increase workshop registrations and therefore increase her profit (personal communication, appendix V). Also, according to Roastville, people registered for workshops out of interest and because they want to gain more barista knowledge. If this still is the case, Roastville has to take advantage of this fact and take the opportunity into giving their interest a wake-up call and a call to action, that being registering for the workshops.

The big threat for Roastville are the other Marrickville businesses that offer specialty coffee and workshops. Two similar, local businesses offer the same products and services as Roastville. If they step up their game and start promoting more, they could be a big threat to Roastville as customers may explore and stick with those companies instead. Also, a threat can be that customers lose all interest in barista workshops and that Roastville does not get any registrations at all. This will mean a huge loss in profit for Roastville as the workshops count for X% of the profit she makes (personal communication, appendix V).

## Social media analysis

Roastville has a total of 2.386 followers on her Facebook page (May 24th 2018). Her Facebook page consists mostly of product pictures, which in this case are coffee and food dishes (appendix XV, figure 1 and 2). The overall feel of the page is chill yet professional and very welcoming. It is clear that the pictures that she posts, are taken with great care and with an eye for detail. The frequency of posting is around once a week, unless there is a special event in that week or an announcement that has to be made such as opening times on the Queen’s birthday (appendix XV, figure 3).

On Instagram, Roastville has 6.711 followers (May 24th 2018). The images on Instagram are the same as the ones on Facebook. Most of the time, Roastville posts the images on Instagram first and then automatically shares them to her Facebook page. In every post she uses hashtags that are relevant to the post and to the coffee industry (appendix XV, figure 4).

*Reach*

The average social media post reaches between 12 and 14% of followers (Gulden, 2017). For Roastville, this means that on Facebook she reaches around 2.017 of her followers and on Instagram she reaches around 5.838 people. This excludes the people she reaches via her followers sharing her posts on their own pages. These are people that do not follow the social media page and are confronted with the page by the ‘’share’’ of their friend(s). The total reach will be a bit higher than the original 12-14%.

*Media*

Roastville is all about organic growth (personal communication, appendix V). She believes in good word of mouth and in positive and genuine recommendations from customers and colleagues. That is why she rarely puts money behind posts on social media. The only time Roastville uses paid media on Facebook and Instagram, is to promote contests. For example, the Mother’s Day contest of 2018 (appendix XV, figure 5). By putting money behind these posts, Roastville can reach an extra 1.000 people in the area.

## Competition analysis

Because of the decline in workshop registrations, Roastville has to position her workshops in a way that will make people take action by registering for one of her barista workshops. To create a new positioning, it is important to know where her main competitors stand in the market. Only local competitors who offer barista workshops have been taken into account for this research. The map in appendix X shows how close the companies are to Roastville.

## Identifying the competitors

*Competitor 1: X*

X is located just down the road from Roastville (appendix X). It is a family run business with three stores in Sydney’s Inner West. She offers breakfast, lunch and dinner. X believes in ethical food production, sustainable business practice and community engagement. Besides having a meal and a cup of coffee, customers can also follow many workshops at X ranging from beer to coffee workshops and from meat to vegan workshops. Workshop prices range between 120 and 240 AUD$ (X, 2018). Even though the workshops are located in her second store, X is still a threat for Roastville as locals can decide to go outside of Marrickville to attend one of the workshops.

*Competitor 2: X*

Located just ten minutes from Roastville (appendix X). X is the most similar company in Marrickville compared to Roastville. Just like Roastville, she claims to be a specialty coffee roaster and besides serving her daily customers in the café she has wholesale customers to whom she sells beans. She operates daily with the following in mind: even great coffee can be made better. X offers only two workshops: Espresso Extraction and Milk Texturing. The workshops cost 280 AUD$ each (X, 2018). With all this in mind, it is safe to say that X and Roastville provide to the same market segment: the local Marrickville coffee lovers.

## Competitor analysis / observation

The competition analysis is investigated via desk research and via observation (appendix XII). Observing is a goal-oriented activity. In order to be able to work in a goal-oriented way, you have to know what you want to achieve and how to achieve that goal (Marsh, 1978). The desk research is conducted by analyzing the companies’ social media pages. Both the results of the desk research and observation are discussed in this paragraph.

*Desk research X Marrickville*

X Facebook page is very professional but has a chill vibe about it. Posts are informative and interesting to read without being too long (appendix XVI, figure 1). The imagery speaks more than a 1000 words on its own. Sustainability is also a big theme on the page. The company likes to show how they work on being a sustainable business and how people can be too (appendix XVI, figure 2). The page currently (May 24th 2018) has 13.338 followers (Facebook a, 2018).

X has a well-structured Instagram page. Every picture is taken with detail and they all match each other, which makes the page a whole. The page takes followers behind the scenes and shows what X is all about: ethical food production (appendix XVI, figure 3), sustainable business practice (appendix XVI, figure 4), and community engagement (appendix XVI, figure 5). What stands out and what is different than Roastville’s Instagram page, is that they promote the workshops via this platform (appendix XVI, figures 6, 7 and 8). The Instagram page currently (May 24th 2018) has 25,9K followers (Instagram b, 2018).

*Observation X Marrickville*

The first impression of X is very good. You are welcomed and seated immediately by friendly staff. It is a big, open space yet cozy with a lot of plants and herbs growing on the tables. A couple of tables have X own cookbooks on them, which gives it a personal touch. There is a general interaction between staff and guests, just the normal ‘’how are you’’ and ‘’what have you been up to today so far’’. Serving is quick and the staff is always checking on you if you need anything else. The workshops are promoted in the café with posters on the wall. After asking the staff about the workshops, it was clear that they knew that X offers them, but they could not tell a lot about them because ‘’there are so many workshops at the moment’’. Overall, the visit was pleasant. The café is very welcoming and it feels like you are at home, having a good coffee with some friends. The only let down is the fact that the staff could not inform guests about the workshops (appendix XIII).

*Desk research X*

Coffee X has 3.764 (May 24th 2018) followers on Facebook (Facebook b, 2018). The page is filled with humoristic posts, which is very good for engaging with followers (appendix XVII, figure 1). Besides funny posts, also likes to let the staff shine by letting followers know what they learn during workshops (appendix XVII, figure 2). It shows that the company wants her staff to evolve and expand their knowledge. Just like the Facebook page, X Instagram is filled with humoristic photos (appendix XVII, figure 3). The page also shows engagement with customers, a lot of photos are posted showing group workshops (appendix XVII, figure 4). The page has a total of 1.902 followers (Instagram b, 2018).

*Observation X*

X is very inviting when you look in from the outside. It is a small café that serves breakfast and lunch and coffee throughout the day. The staff is very laid back and friendly. The workshops are not promoted in the café. After asking about them, the staff was very enthusiastic and knowledgeable about the workshops. X only offers two workshops, which is less than Roastville and X. That does explain why the staff at X knows everything about the workshops in comparison to X who have over 29 workshops. The café also sells merchandise and gives that a prominent spot in de café so it is visible for customers (appendix, XIV).

## SWOT

*Strengths*

By roasting her own coffee and developing ongoing partnerships with coffee farmers worldwide, Roastville has a transparent understanding of all her products. She also sources all of her beans herself and they come from all over the world. By doing this, Roastville has a great understanding of where the beans come from, how they are grown and who grows them. It shows customers that the company takes great pride in the type of beans she uses and sells and also shows that she cares about where the actual product comes from.

Everyone that works for Roastville, is expected to know everything about the company and her daily operations. All staff get an induction manual to read, which explains the way Roastville works. Owners Destiny and George are passionate about their work and want their staff to be as well. They pass down all their knowledge and keep them informed about the latest developments. It is important that staff can inform customers about all products and services that Roastville offers.

*Weaknesses*

A weakness that the owners of Roastville recognize themselves in, is that the business never stops. Even after closing hours, the work goes on: deliveries, packaging, orders, phone calls, emails, bills etc. Always being consumed by work can lead to losing focus on what the priority at a specific time must be.

This weakness is a natural consequence of work that never stops. The owners of Roastville are always looking for ways to improve their business. They always want to perform and exceed people’s expectations. In a way, it is a good thing because it shows the love and dedication to the business, but it is time-consuming and can also cause you to lose focus of what is important at that moment in time.

*Oppertunities*

The barista workshops have great opportunity as the Roastville is only one of the three companies in Marrickville that offer this to her customers. The workshops are positioned as workshops in which you can gain barista knowledge and have a fun experience. The workshops could grow even bigger if the strengths are still accurate and then positioned well.

Besides the strengths being accurate, the needs of the customers also need to be accurate for Roastville to know how to position her workshops in this day of age. If the needs turn out to be accurate, Roastville can take this as an oppertunity and use it in her new positioning and gain more registrations for her workshops.

*Threats*

Roastville is one of the three companies that offer barista workshops in Marrickville. If the competition steps up their game, they could pose a real threat to Roastville and she might lose her customers to the competition.

As stated earlier in this chapter, Roastville is seeing a decline in workshop registrations. If this continues, it could be the end of Roastville’s barista workshops.

# **THEORETICAL FRAMEWORK**

The theoretical framework defines the research; it describes the theory needed to get an answer to the problem statement. The researcher will look at the issue from different angles by using scientific theories and will argue why the central theory is chosen to conduct this research with.

## Positioning

According to Fox (1984), Ries and Trout were the ones who revived the concept of 'positioning' and made it their trademark. In positioning, according to Ries and Trout (1986), the company positions itself or its product in the brain of the consumer, so that the consumer chooses that specific company or product. However, Van Ooijen (2016) says that the packaging of a product is the most important part of positioning the product. The design of a package automatically creates positive or negative associations for the consumer and is the deciding factor in choosing a product. A different factor plays a key role in choosing a product, service or brand according to Morhart et al. (2013). They say that it is all about being authentic in your positioning. Continuity, integrity, credibility and symbolism are the aspects that ensure that the consumer considers a brand or company to be authentic.

Morhart et al. (2013) have also defined positioning as “the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market”. In other words, brand positioning describes how a brand is different from its competitors and where, or how, it sits in customers’ minds. Positioning therefore involves creating brand associations in customer’s minds to make them perceive the brand in a specific way. Ries and Trout (1986) say that positioning is a matter of using the right communication. They indicate that when a company seeks a solution for a positioning problem, the company should not look for the solution in their product or service, but from the brain of the target group. The company must therefore look at what needs it can fulfill better, in the perception of the target group. In contrast to that, Ohmae (1991) states that it is important to take the company, the customers and the competitors all into account when determining the positioning. These three factors come together in Ohmae's 3C model, or the 'strategic triangle' (Ohmae, 1991). In order to position the company as well as possible, the company must take into account all three factors. The strengths of the company must match customer needs and the whole must be distinctive from the competitors. Pine and Gilmore (1998) indicate that an experience creates much more value for the consumer than the product or service itself and therefore creates a stronger positioning in the customer’s mind. Thus, the consumer is prepared to pay more for the product in store A, because in this store the purchase of the product is a complete and satisfying experience, while at store B the product can be bought at a lower price.

## Main theory

The central theory chosen for this research is the theory of Ohmae (1991) and the corresponding 3C model. The researcher has chosen to use Ohmae’s theory because it offers an inside out and outside in approach. This issue is that Roastville is seeing a decline in workshop registrations and therefore needs a new positioning strategy. To research this as good as possible, it is important for the researcher to access the situations from different angles. In this case the angles are from a customer’s point of view, the position of the competitors and also the company itself has to be evaluated. Ohmae views strategy as a triangle, in which the three corners stand for the company, the customer and the competition. All three aspects are important when drawing up a positioning strategy for Roastville. The 3C model will lead to a positioning strategy based on the three aspects and will create a competitive advantage for Roastville through which the company can optimize growth and get more registrations for her barista workshops.

In the context of Ohmae's model, it is the task of a strategist to achieve superior performance compared to the competition and with regard to the key factors of success of the company. At the same time, it is important to ensure that the chosen strategy links the strengths of the organization with a clearly defined market. Positive connections between the needs and goals of the two parties involved is a highly important for maintaining a good, long-term relationship. Without this, the long-term viability of the company may be at stake. An important factor here is that a company has to pay attention to several elements, which causes a divergent focus on its strategy (Ohmae, 1991).

Ohmae (1991) indicates that it is important for a company to use one good positioning strategy, which leads to a sustainable competitive advantage. A successful, corporate strategy, understands and balances the 3Cs. Based on the three main players, Ohmae (1991) has drawn up three different strategies:

1. *Company-based strategy*

The goal of company-based strategies is to increase the strengths of the company and maximize against competitors in the areas that are crucial to her achieving success in the market (Ohmae, 1991). This is because the competition is following and copying quickly what the company does. Roastville can beat the competition by being much stronger in one or more key functions. She can do this by:

*Selectivity and sequencing*: in order to win, the company does not need to have a clear lead in every function from sourcing to functioning. If the company can gain a decisive edge in one key function, it will eventually be able to pull ahead of the competition in other functions that may now be no better than mediocre.

*A case of make or buy*: in case of rapidly rising wage costs, it becomes a critical decision for a company to subcontract a major share of its assembly operations. Its competitors may not be able to shift production so rapidly to subcontractors and vendors, and the resulting difference in cost structure and/or in the company’s ability to cope with demand fluctuations could have significant strategic implementations.

Improving cost-effectiveness: this can be done in three basic methods. The first is by reducing basic costs much more effectively than the competition. The second method is simply to exercise the greater selectivity in terms of orders accepted, products offered, or functions to be performed which means cherry-picking in the high-impact operations so that as others are eliminated, functional costs will drop faster than sales revenues. The third method is to share a certain key function among the corporation’s other businesses or even with other companies. Experience indicates that there are many situations in which sharing resources in one or more basic sub-functions of marketing can be advantageous.

1. *Customer-based strategy*

To gain competitive advantage, Roastville must segment the market (Ohmae, 1991). Based on this, the company identifies the target group of which subsequently will fulfill customer needs. The company can segment its customers in different ways:

*Segmenting by objectives*: here the differentiation is done in terms of the different ways different customers use the product. Take coffee, for example. Some people drink it to wake up or to keep alert, while others view coffee as a way to relax or socialize.

*Segmenting by customer coverage*: this type of strategic segmentation normally emerges from a trade-off study of marketing costs versus market coverage. Diminishing returns always seem to occur in cost-versus-coverage relationship. Therefore, the corporation’s task is to optimize its range of market coverage (either geographical or channel) so that its cost of marketing will be advantageous relative to the competition.

*Resegmenting in the market*: in a fiercely competitive market, the company and its head-on competitors are likely to be dissecting the market in similar ways. Over an extended period of time, therefore the effectiveness of a given initial strategic segmentation will tend to decline. In such a situation it often pays to pick a small group of key customers an reexamine what it is that they are really looking for.

*Changes in customer-mix*: such a market segment change occurs where the forces at work are altering the distribution of the user-mix over time by influencing demography, distribution channels, customer size, etc. This kind of change calls for shifting the allocation of corporate recourses and/or changing the absolute level of recourses committed in the business, failing which severe losses in the market share can occur.

1. *Competition-based strategy*

This type of strategy can be drawn up by Roastville by looking for possible sources of differentiation. According to Ohmae (1991), competitor-based strategies can be constructed by looking at possible sources of differentiation in functions ranging from purchasing, design and engineering to sales and servicing:

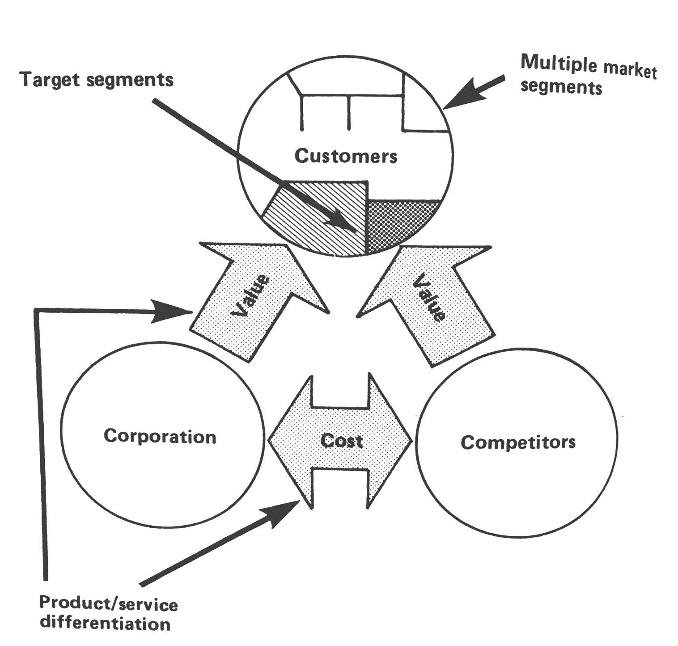
*The power of an image*: when product performance and mode of distribution are very difficult to differentiate, image may be the only source of positive differentiation. Companies such as Sony and Honda have both outsold their competition as they invested more heavily in public relations and promotion and managed these functions more carefully than their competitors did.

*Capitalizing on profit- and cost-structure differences*: firstly, the difference in source of profit may be exploited, for example: profit from new product sales, profit from services, etc. Secondly, a difference in the ratio of fixed cost to variable cost might also be exploited strategically, for example: a company with a lower fixed cost ratio can lower prices in a sluggish market and win market share. This hurts the company with a higher fixed cost ratio as the market price is too low to justify its high-fixed-cost-low-volume operation.

*Tactics for flyweights*: if a company chooses to compete in mass-media advertising, the additional fixed costs will absorb such a large portion of its revenue that its giant competitors will inevitably win. It could though calculate its incentives on a graduated percentage basis rather than on absolute volume, thus making the incentives variable by guaranteeing the dealer a larger percentage of each extra unit sold.

## Conceptual model

Figure 1 shows the 3C model of Ohmae (1991). The model indicates how the company itself, her customers and her competitors are connected to each other. These are the three aspects that the researcher must take into account it when drawing up a new positioning strategy for Roastville. The three aspects together form the 'strategic triangle'. The arrows in the model indicate that both the competition and the company itself have a certain value to the customer. The company achieves competitive advantage when the strengths are used to meet customer needs. Ohmae (1991) says: *'In terms of three key players, strategy is defined as the way in which a corporation endeavors to differentiate itself positively from its competitors, using relative corporate strengths to better satisfy customer needs.'*



*Figure 1: 3C: Company, customer and competition, Kenichi Ohmae (1975).*

This model is suitable for this research because it is able to measure the distinctive positioning on three different levels: company, customer and competition. Identifying the product or service differentiation reflects on the strengths and weaknesses of the company. Segmenting and questioning Roastville’s customers will give a good representation of their needs regarding the barista workshops. By researching the competitors positioning, a new positioning for Roastville can be established distinguishing her from the market. There is a strong connection between customer and company so it is important to make sure that the chosen positioning connects the strengths of the company with the needs of the customers. This will also create a positive relationship between the two and that is required to maintain a good, long-term relationship. Without this, the long-term viability of the company will be at stake; customers will go to the competitor who they have a better relationship with (Ohmae, 1991).

## Hypotheses

Hypotheses make it possible to test the conceptual model. They are expectations of expected improvement, based on the central theory (Verhoeven, 2014). By carrying out the research, the researcher will find out whether the hypotheses were correct or not.

## Hypothesis 1

If gaining barista knowledge and having fun at the workshops is among the company’s strengths, the company can increase a distinctive position in the market.

Ohmae argues that the only way in which the organization can profitably survive the competition is to exploit one or more strengths of the organization: *"Maintaining a positive differential in key functional strengths is vital to retaining an advantage in profit and market share" (Ohmae, 1991, p.111).*

The organization currently does not have a clear lead in every point; if it can get a decisive lead on one key function, it will ultimately be able to stand up to the competition (Ohmae, 1991, pp. 110-112).

## Hypothesis 2

If the customer's need for the workshops still is 'gaining barista knowledge', the company can increase a distinctive position on the market.

Ohmae gives a causal relationship between how the competition satisfies the needs of the consumer and how the own organization can do this: *“A successful strategy is one that ensures a better or stronger matching of corporate strengths to customer needs than is provided by competitors” (Ohmae, 1991, p.91).*

He indicates that if the organization adjusts its strengths to the wishes and needs of the consumer differently than the competition does, it generates a distinctive position on the market (Ohmae, 1991, 91).

## Hypothesis 3

If the company positions itself to be the primary café in the area to offer barista workshops, the company will increase a distinctive position in the market.

The 3C model shows a causal relationship between the determination of customer needs and the competitive advantage: *"To establish a strategic edge on its competition, the company wants to segment the market and then concentrate its efforts on meeting their needs" (Ohmae, 1991, 99).*

It is therefore necessary for Roastville to segment the market and to align its core competencies with the wishes and needs of the consumer.

# **METHODOLOGY**

Desk research and quantitative research is used for this research. Desk research provides the researcher with the necessary information to prepare the questionnaire for the target group. Because it is relevant for the researcher to obtain a representation of the results, quantitative research is the right way to carry out this research. It is then analyzed whether there are significant differences in what respondents need from Roastville regarding the workshops.

## 4.1 Research methods

In order to carry out the research as well as possible, the contractor first needs more information about the organization and its environment. In addition to that, the researcher needs more insight into the problem to be able to analyze it correctly. This information is collected by the researcher through desk research so that it can contribute to the research (Verhoeven, 2014). Desk research helped with establishing chapter X and helps the researcher to analyze the problem in full.

In addition to desk research, the researcher uses field research. Field research will take place in the form of quantitative research through an online survey (appendix VI and VII). Quantitative research is the most common way to measure online involvement because this offers a good way to measure opinions, attitudes and knowledge in large groups (Verhoeven, 2014). The online survey helps to answer the research questions. The accountability for this survey is described in appendix VIII. The survey is established by using the digital survey maker Survey Planet. With permission of Roastville, the researcher is allowed to enter her customer database (appendix II) on MailChimp. Roastville uses MailChimp to create and send weekly newsletters to her customers. Besides sending the survey via newsletter, there will also be a Facebook post asking people to participate in the survey (appendix IX). For this research, a minimum of 172 responses is needed. To increase the response to the survey, a discount code is given to every respondent at the end of the survey that they can use on Roastville’s website. The code is valid for one month. The survey is distributed on Friday the 27th of April 2018 and will be available until the 20th of June 2018. In those weeks, reminder emails will be sent to everyone in the database to try to trigger a response. Once the responses are in, the researcher will process all of the results in SPSS. SPSS is a statistical computer program for collecting, entering, reading, editing and/or analyzing data (Swaen, 2016).

## 4.2 Target audience accountability

The target group for this research consists of the current subscribers of the Roastville newsletter. The population consists of 489 people. The reason that the current subscribers are key to the research is because the research partially is about the wishes and needs of the target audience regarding the workshops at Roastville. The customer database consists of people who already are customers and they can give great insight into the current situation and what should or should not change in the future.

The population of this study is a collection of uniform elements, also called homogeneous. This random collection involves random sampling. The measurement level of this research is categorical (proportion) with nominal characteristics. The formula below is therefore used for this research. The chapter Method discusses the responsibility of the target group in further detail.

## Data collection

To create the theoretical framework, the researcher has used databases such as Google Scholar, Google Books and Microsoft Academics. The information gathered from these databases provides depth for the research.

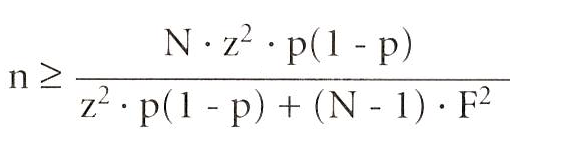
To gain insight into all research questions, the researcher has used desk research and field research. The desk research part of the research is gathered with the help of company information and internal data. The field research part is gathered by the researcher conducting a competitor analysis and by an online survey. The competitor analysis is done by the researcher visiting three of Roastville’s top competitors in Marrickville, Sydney. Observation techniques are applied at both of the competitors (appendix XII).

The online survey consists of 17 questions. All of the questions are closed questions which means that the respondent has to make a choice from a number of pre-selected answers that the researcher has chosen. An advantage of a closed question is that it is clear what kind of answer is expected and that nothing is overlooked. Besides that, it makes the data from 100 respondents very easy to compare with each other. The use of closed questions therefore promotes reliability and comparability of the survey (Brinkman, 2014). The answer options have also been taken in to consideration. The order of answer options has a slight effect on answering trends. People are more inclined to check the first and last answers from a list. In research methodology this is called *recency and primacy effects* (Van der Pligt & Blankers, 2013). In order to stop this from happening, variation of response sequences is applied which reduces the impact of these effects on the results. This is only applicable to answers at nominal measurement level, meaning that there is no scale with a fixed response sequence. It is also made sure that the answers do not overlap each other but that they connect to each other to make sure that there is a fitting answer for every respondent (Hoftijzer & Korte, 2013).

The researcher collects and processes all the responses in SPSS. The answers that the respondents can choose from, are all of a nominal nature because they are categorial without a specific order and not numerical. An example of this are questions with ‘’yes’’ or ‘’no’’ as answer options. The full accountability regarding the questions and the type of answers can be found in appendix VIII.

## Sample

This research uses a random sample. In a random sample, each member of the population has the same chance to be chosen. For a population size = N, this probability is 1 / N for each member of the population (Verhoeven, 2011). The survey population consists of the customers of Roastville who are in her MailChimp database and who therefore receive the newsletter on a weekly basis. The current customer database of Roastville consists of 489 customers. Because the population is finite, the sample size is calculated using the following formula:



*Figure 2: random sample formula (Vocht, 2011).*

n = the number of required respondents

z = the standard deviation for a certain confidence percentage (at 95% this is 1.96)

N = the size of the population

p = the chance that someone gives a certain answer

F = the margin of error

In order not to make the research too extensive, the study assumed a reliability of 90% with a standard deviation of 1.64. The reason for this is that otherwise the research cannot be completed within 15 weeks. This means that the survey has a 5% margin error. The chance that someone completes the survey is 50%. The formula is filled in as follows:

489 x 1,96(2) x 0,5 (1 - 0,5) / 1,96(2) x 0,5 (1 - 0,5) + (489 - 1) x 0,05(2) =

328,80 / 1,89 = 171,05 = **172**

The sample size is therefore **172**. The expected response to the surveys is 50%, which means that (172/50) x 100 = 344 surveys at least are sent to meet the sample size.

## Operationalization research questions

1. *What are the strengths of Roastville?*

In order to discover the current strengths of Roastville’s workshops, it is important that the respondents indicate what they consider important for the workshops. They can choose from strengths that Roastville herself considers to be the main strengths and from other possible strengths added by the researcher. The researcher came up with the other options by thinking as the target audience and asking what would make someone want to participate in a workshop in general. After indicating what Roastville’s strengths are in the eyes of the target audience, the researcher can then check if those results match the strengths that Roastville herself claims to have.

1. *What are the wishes and needs of the Roastville target group regarding the workshops?*

This research question is answered by conducting a digital survey under the population selected for this research. The survey will cover items such as the current view of the workshops that Roastville offers, why people do not register for a workshop and what the consumer expects from future workshops. Roastville says that people are interested in doing workshops and that people are eager to gain barista knowledge. By comparing the results of this research question to that statement, will show if that need is still accurate and it will also show what the wishes of the target audience are regarding the future workshops.

1. *What is the current positioning of Roastville’s competition?*

This research question is answered by the researcher conducting desk and field research. The researcher will visit three of Roastville’s local competitors to observe how they work and what the general look and feel is of the companies. Besides that, desk research is conducted to gather more information about what they stand for and what products and services they have to offer. All those results are then compared to the research into Roastville herself to determine the position of the three companies.

## Operationalization hypotheses

1. *If gaining barista knowledge and having fun at the workshops is among Roastville’s strengths, Roastville can increase a distinctive position in the market.*

**Gaining knowledge** = knowledge is information acquired through sensory input by reading, watching, listening, etc. Knowledge can be transferred from one person to another or it can be self-acquired through observation and study. Developing skills provides some knowledge, but practicing those skills will results in producing knowledge. Knowledge will continue to increase as you gain experience in things you do (Zlatović, 2017).

**Having fun** = fun is an active social structuring in direct face-to-face interaction, wherein the individual is externally or interactively engaged to create a with-equal-other social-human bond. The individuals are simultaneously emotionally attached in and through their structuring of an activity (Podilchak, 2006).

According to Ohmae (1982), an organization must focus on one or more of its strengths to increase their positioning on the market. Roastville has always used ‘’gaining barista knowledge’’ and ‘’having fun’’ as the main company strengths regarding the barista workshops. In the eyes of Roastville, these two strengths are still the current strengths of the workshops. The researcher will test if these strengths are still accurate by conducting a survey among the target audience, with questions that will either confirm or deny those strengths (appendix VI, questions 3 and 4). This hypothesis and its concepts of gaining barista knowledge and having a fun experience, are tested by comparing the results of the survey to the definition of the concepts according to Roastville. She says that gaining barista knowledge can be found in the small things, such as learning how to pour a cup of coffee or learning about how to source the best beans. Even learning about the smallest things, is gaining knowledge. Besides learning, Roastville also wants the participants to have a fun experience. Roastville succeeds in this, when the participants leave the workshop with a smile on their face, which then is confirmation for Roastville that she did a good job (personal communication, appendix V). If the current strengths turn out to be true, and according to the theory of Ohmae (1982), Roastville will be able to increase her positioning in the market.

1. *If the customer's need for the workshops still is 'gaining barista knowledge', Roastville can increase a distinctive position on the market.*

**Gaining knowledge** = knowledge is information acquired through sensory input by reading, watching, listening, etc. Knowledge can be transferred from one person to another or it can be self-acquired through observation and study. Developing skills provides some knowledge, but practicing those skills will results in producing knowledge. Knowledge will continue to increase as you gain experience in things you do (Zlatović, 2017).

**Distinctive** = processing of differences among elements that are similar on some dimension (Hunt & McDaniel, 1993).

According to Ohmae (1991) it is important for an organization to find a select target group. In addition to that, the organization must focus on the needs of this specific target group to increase their positioning on the market. For Roastville and this research, this specific target group are her current customers. The questions in the survey are connected to the current customer needs. The survey will ask the target audience what their main reason is to register for a barista workshop (appendix VI, questions 3 and 4). Roastville mainly offers the barista workshops because when the café opened, she knew that there was a demand, a need, for barista training and general barista interest (personal communication, appendix V). To test if that need is still relevant, a survey is conducted among the target audience asking specifically about this and will show if ‘’gaining barista knowledge’’ is still a relevant need within the target audience or not.

1. *If Roastville positions itself to be the primary café in the area to offer barista workshops, Roastville will increase a distinctive position in the market.*

**Primary position** = ranked first in term of importance (Hunt, 1993).

**Distinctive** = processing of differences among elements that are similar on some dimension (Hunt & McDaniel, 1993).

Ohmae (1991) states that it is good to apply a different positioning strategy than the competition. It is important to look at where opportunities in the market lie to distinguish Roastville from the competition. To assess this hypothesis, the researcher uses both desk and field research. By means of desk research, the researcher gets an insight of the current positioning strategies of the competition. The hypothesis is tested by conducting the survey. In the survey, the target audience is asked questions such as why they choose Roastville and if they know any other companies in Marrickville that offer barista workshops (appendix VI, questions 3, 4, 5, 6, 7, 8, 9 and 17). The results of the research will either confirm if Roastville is the primary café in Marrickville to offer barista workshops and is therefore able to create a distinctive position for herself in the market, or it will reject the hypothesis.

# **5. RESULTS**

By means of desk research and field research, results were found by the researcher. The number of respondents that had to be obtained for this research was 172. A total of 182 people participated in the research, but not all of them answered all of the questions in the survey. This is because the first question is a ‘yes’ or ‘no’ question. By answering ‘no’, the respondents are asked to continue to question 10 as the others are irrelevant to them. As a result of that, the sample was not obtained for every question. This has been taken in to account in the processing of the results in SPSS. The missing values have been removed from questions 2 through 9 so that the results are valid.

Never the less, interesting findings show that ‘’gaining barista knowledge’’ and ‘’having a fun experience’’ are still how the target audience sees the barista workshops. Those still are Roastville’s strengths regarding the workshops. A customer need is that the workshops are promoted on Roastville’s social media pages and via the newsletter. Almost all respondents use Facebook and Instagram and most of the respondents open the newsletter once a month viewing the workshop content. Roastville’s competitors both offer barista workshops but at a much higher price than Roastville. The respondents think that Roastville is the only company in Marrickville that offers barista workshops. This gives Roastville a big advantage and an opportunity to distinguish herself from the competition and gain the top spot in the market.

## 5.1 Results desk research

By means of desk research, answers to the research questions are found and additional information was collected for the development of the questionnaire. Below, the summary of the results of the desk research.

**Roastville’s strengths**

Roastville’s workshops have always been positioned as workshops for gaining barista knowledge and also as workshops to do just for the fun experience. The results show that respondents still see the workshops the same as Roastville has intended to from the beginning. ‘’Gaining barista knowledge’’ only just takes the lead over ‘’having a fun experience’’, which shows that the target audience wants a bit of both when participating in a workshop.

**Roastville’s customers**

Roastville’s target audience is a big group of people with ages ranging between 18 and 60 years old. As mentioned above, this group of people registers for barista workshops to gain barista knowledge and to have a fun experience. The main reason why they do barista workshops is to gain barista knowledge. This shows that there is still a big market for barista workshops in Marrickville.

**Roastville’s competitors**

Roastville has two competitors in Marrickville: X Marrickville and X. Both companies offer barista workshops but at a higher price than Roastville offers them. X frequently promotes her workshops on Facebook and Instagram, whilst X does not.

## 5.2 Results survey

The survey was distributed via Roastville’s Facebook and Instagram pages and was also sent out in one of Roastville’s newsletters. A total of 182 people responded to the survey and a total of 172 was needed for the research. The answers given in the survey generate the results for this research.

**General questions**

At the beginning of the survey, respondents are asked if they have ever participated in a Roastville barista workshop (appendix VI, question 1). 30,8% of the respondents have participated is one or more workshops and the remaining 69,2% has not (appendix XXX, table 1). That last group continued to question 10 of the research as the following questions are only relevant to people who have participated in the workshops, hence not obtaining the sample.

The most popular workshop is the Barista Introductory Workshop with 53,6% of the respondents participating (appendix XXX, table 2). That is followed by the Latte Art Workshop with 21,4% of the respondents participating. The Cupping Session follows with 16,1%, Espresso Workshop with 5,4% and both the Tea Brewing Workshop and the Manual Coffee Brewing Workshop come last with 1,8% of the respondents participating.

The results of research question 5 show that only 8,9% of the respondents have participated in a barista workshop in Marrickville other than Roastville (appendix XXX, table 5). When asked if respondents participated in barista workshops outside of Marrickville, that number rises to 37,5% (appendix XXX, table 6).

Respondents were also asked how they got to know about Roastville’s barista workshops (appendix VI, question 8). 46,4% of the respondents know the workshops from Roastville’s social media pages (appendix XXX, table, 8). That number is closely followed with 42,9% by respondents knowing of the workshops via word of mouth and only 7,1% of the respondents found out about the workshops via the website of Roastville. Only 1,8% know about the workshops via the newsletter and/or the blog.

Most of the workshop participants (53,6%) have registered for a workshop via the website of Roastville (appendix XXX, table 9). Bookings via event website Eventbrite and via phone follow with 21,4%. Only 3,6% of respondents have registered for a workshop via booking website WeTeachMe.

**Strengths**

After analyzing the results, Roastville’s strengths regarding the barista workshops, appear to be that they teach locals key barista skills and that the workshops are there for a fun experience. To check if these strengths correspond to what the target group thinks, Roastville’s target group has filled in an online survey. This survey contained questions about why respondents choose to participate in a barista workshop and what they gained from the workshop (appendix VI, questions 3 and 4). The results of those questions sum up the strengths of the Roastville barista workshops.

With 50,0%, the main reason why respondents choose to register for a workshop at Roastville, is to gain barista knowledge (appendix XXX, table 3). However, 48,2% of the respondents answered ‘’for fun’’ as their reason to participate in the workshops. The other two options were ‘’to socialize’’ and ‘’to meet new people’’. Only 1,8% participated in a workshop to socialize and none of the respondents participated in a workshop to meet new people.

The results of survey question number 4 turn out to be exactly the same as the results of question number 3. 50,0% of the respondents say that they have gained barista knowledge after participating in a workshop, and 48,2% say that they have had a fun experience after participating. And again, 1,8% has met new people by participating in the workshop (appendix XXX, table 4).

**Customer needs**

Question 10 of the survey specifically asks respondents about what would make them register for a or another workshop at Roastville (appendix VI, question 10). A vast majority of the respondents (59,9%) say that they would register for another workshop when they get a promotional offer. 17,1% say that they would register with a different price, 13,7% when a special guest gives the workshop and 9,3% when there is a new workshop (appendix XXX, table 10).

To gain insight into what people are willing to pay for one person per workshop, people were asked to choose between certain price ranges (appendix VI, question 11). 61,5% is willing to pay between 50 and 99 AUD$ for a workshop, 20,9% between 100 and 149 AUD$ and 17,6% between 1 and 49 AUD$ (appendix XXX, table 11).

80,2% of the respondents want to be informed and kept up to date about the workshops via social media (appendix XXX, table 12). This corresponds well to the results of the questions about Facebook and Instagram use among the respondents. A total of 87,9 of the respondents uses Facebook and 75,3% of the respondents use Instagram (appendix XXX, tables 13 and 14). Following social media, the weekly newsletter is also a platform that respondents would like to see used by Roastville for them to keep up to date with the workshops. 10,4% say that the newsletter is the way to keep informed, 4,9% say personal communication and 4,4% say the website (appendix XXX, table 12). The website coming last in that particular question corresponds to the results of the next question asking respondents if they visit the Roastville website on a regular basis (appendix VI, question 15). 90,1% does not visit the website on a regular basis and only 9,9% of them do visit the website on a regular basis (appendix XXX, table 15). The results also show that most respondents (38,5%) open the newsletter only once a month (appendix XXX, table 16). 29,1% say they never open the newsletter, 28,6% opens the newsletter every other week and 3,8% opens the newsletter every week.

**Competition**

Desk research shows that Roastville has two competitors in Marrickville that also offer barista workshops: X Marrickville and X. X offers a big variety of food and beverage workshops ranging between 120 and 260 AUD$. Coffee X only offers two workshops at 280 AUD$ each. Roastville’s workshops are priced between 35 and 129 AUD$. What stands out on X social media pages, is the amount of promotion for the workshops. Especially on Instagram, the company makes sure to promote each and every workshop every once in a while. X does not do that as often.

When asking the respondents if they know any other companies in Marrickville that offer barista workshops, 89,6% said ‘’no’’ (appendix XXX, table 17). Only 10,4% of the respondents know other local companies that offer barista workshops. 2,7% of the respondents has actually participated in a barista workshop other than Roastville’s (appendix XXX, table 5). Asking the respondents why they choose Roastville to follow a workshop also shows that the majority (35,7%) of the respondents think that Roastville is the only company in Marrickville to offer workshops (appendix XXX, table 7).

## 5.3 Results research questions

Below is a brief summary of the results generated by desk research and the survey that provide answers to the research questions.

**Research question 1: what are the strengths of Roastville’s workshops?**

The main reason why respondents choose to register for a workshop at Roastville is to gain barista knowledge, closely followed by doing the workshops to have a fun experience. Gaining barista knowledge and having a fun experience have always been part of the positioning of the workshops and it is good that the target audience still sees the workshops that way. Those two factors are also the factors that participants gain from participating in a workshop.

**Research question 2: what are the wishes and need within the Roastville target group regarding the workshops?**

For the target audience to register for a workshop, they are in need of promotional offers. This indicates that the prices are on the high side of the spectrum and that people are searching for a better deal. Most respondents say that they are willing to pay between 50 and 99 AUD$ per person per workshop. Besides promotional offers, respondents are also in need to be informed about workshops via social media. Almost every respondent uses Facebook and Instagram on which they would like to be kept up to date on. The newsletter also proves to still be a need when it comes down to being informed about the workshops. Respondents open the newsletter once a month to see the latest updates regarding the workshops.

**Research question 3: what is the current positioning of Roastville’s competition regarding the workshops?**

Roastville has two competitors in Marrickville who also offer barista workshops: X Marrickville and X. Both of the companies charge over 200 AUD$ for their workshops which is way more than Roastville charges. The results of the survey show that a majority of the respondents does not know these competitors and thinks that Roastville is the only company in Marrickville that offers barista workshops.

## 5.4 Hypotheses

**Hypothesis 1: if gaining barista knowledge and having fun at the workshops is among the company’s strengths, the company can increase a distinctive position in the market.**

The target audience indicates in the survey that gaining barista knowledge and having a fun experience regarding the workshops is among Roastville’s strengths. Gaining barista knowledge only just leads in the results with having a fun experience following closely behind. Looking back at the competitor analysis, offering just barista workshops does not distinguish a company from the competition because there are more companies that offer them. By emphasizing the strengths ‘’gaining barista knowledge’’ and ‘’having a fun experience’’, Roastville can increase a distinctive position in the market. Therefore, hypothesis 1 is **accepted**.

**Hypothesis 2: if the customer's need for the workshops still is 'gaining barista knowledge', the company can increase a distinctive position on the market.**

The target audience indicates in the survey that ‘’gaining barista knowledge’’ is the biggest need that they have regarding the barista workshops. It is the main reason why they register for a workshop. The target audience has expressed a couple more needs, these can be read again in the results of the research questions as the hypothesis specifically is about ‘’gaining barista knowledge’’. It can be said that gaining barista knowledge is still a customer need and Roastville an increase a distinctive position with this need. Therefore, hypothesis 2 is **accepted**.

**Hypothesis 3: if the company positions itself to be the primary café in the area to offer barista workshops, the company will increase a distinctive position in the market.**

Desk research has shown that Roastville is not the only company in Marrickville that offers barista workshops. However, a majority of the target audience indicates in the survey that they do not know any other company in Marrickville that offers barista workshops and that they go to Roastville because Roastville is the only one that offers them. This indicated that Roastville can position herself as the primary café in Marrickville to offer barista workshops and can increase a distinctive position in the market. Therefore, hypothesis 3 is **accepted**.

# **CONCLUSIONS**

Based on the results, it can be concluded that Roastville can achieve a distinctive position on the local coffee market in Marrickville by focusing on all three factors. If she aligns her strengths with the needs of the target group, she can distinguish herself from the competition and get the top spot in the market. There is a specific need in ‘’gaining barista knowledge’’ and that is exactly what Roastville offers in her barista workshops that the competition does not.

## Conclusion hypotheses

The conclusions of the hypotheses are discussed below. They explain whether it is odd that the hypotheses have either been accepted or rejected.

*Hypothesis 1: If gaining barista knowledge and having fun at the workshops is among the company’s strengths, the company can increase a distinctive position on the market.*

According to Ohmae’s theory (1991), when an organization focuses on one or more of its strengths, it then takes a distinctive position on the market. As discussed in the chapter Results, Roastville’s barista workshop strengths correspond to what the target audience think that the strengths of the workshops are: gaining barista knowledge and having fun.

Concluding in accordance with Ohmae’s theory: if Roastville positions herself with the strengths ‘’gaining barista knowledge’’ and ‘’having fun’’, she can increase a distinctive position on the market.

*Hypothesis 2: If the customer's need for the workshops still is 'gaining barista knowledge', the company can increase a distinctive position on the market.*

According to Ohmae's theory (1991), an organization achieves a distinctive position on the market if it focuses on a specific target group and on the needs of this specific group. As discussed in the chapter Results, ‘’gaining barista knowledge’’ is still a need for the current target group. It came out on top as the main reason why people register for a workshop.

Concluding in accordance to Ohmae’s theory: if Roastville focusses on giving the current target audience the need of ‘’gaining barista knowledge’’, Roastville is able to increase a distinctive position on the market.

*Hypothesis: If Roastville positions itself to be the primary café in the area to offer barista workshops, Roastville will increase a distinctive position in the market.*

According to Ohmae's theory (1991), an organization achieves a distinctive position on the market if it applies a different positioning strategy than the competition does. As discussed in the chapter Results, a majority of the respondents already thinks that Roastville is the only company in Marrickville to offer barista workshops. She is seen as the primary café in the area to offer the workshops.

Concluding in accordance to Ohmae’s theory: if Roastville keeps up the positioning of being the primary café in the area to offer barista workshops, Roastville will increase a distinctive position in the market.

## Conclusion research questions

**Research question 1: what are the strengths of Roastville’s workshops?**

The results of this research question show that gaining barista knowledge and having a fun experience are the strengths of Roastville’s workshops. Gaining barista knowledge by following a workshop only just leads in this result with the strength of having a fun experience closely following. These results were expected as Roastville has positioned her workshops like this since the idea of giving workshops came along.

**Research question 2: what are the wishes and needs of Roastville’s target group regarding the workshops?**

Results show that ‘’gaining barista knowledge’’ at the workshops, still is a customer need. Teaching others about the coffee industry is what Roastville intended to do when she first started the barista workshops. This outcome shows that people do still want to learn the barista skills and that Roastville can keep focussing her positioning with this factor.

Besides wanting to gain barista knowledge, respondents have expressed other needs as well. The majority has said that they would register for another workshop when there is a promotional offer that they can use. Also, a change in price is needed, as the results show that a big part of the target group is not willing to pay over 99 AUD$ for one workshop per person. This was an unexpected outcome as Roastville already offers the cheapest workshops in Marrickville.

The target group wants to be informed about the workshops via social media. Almost all respondents use Facebook and Instagram which. Being informed via the newsletter follows social media, but most respondents say that they open the newsletter only once a month. This was also an unexpected outcome as Roastville initially thought that promotion via the newsletter alone was enough. Social media has to be considered in future promotions.

**Research question 3: what is the current positioning of Roastville’s competition regarding the workshops?**

Roastville has two main competitors in Marrickville who also offer coffee workshops. X Marrickville offers food and beverage workshops at a high price: between 120 and 260 AUD$. X only offers two workshops, both priced at 280 AUD$. Unexpected was that respondents do not know these competitors and they think that Roastville is the only company offering barista workshops in Marrickville. This is a huge plus that Roastville can take advantage of.

## Conclusion problem statement

The problem statement for this research was stated as follows:

*"How can Roastville position her barista workshops based on her strengths, customer needs and the positioning of her competitors?"*

Both desk research and the survey have shown that Roastville’s main strength regarding the barista workshops is ‘’gaining barista knowledge’’. The main customer need has always been and therefore still is ‘’gaining barista knowledge’’. However, ‘’having a fun experience’’ followed the first strength very closely and should also be taken into account in the positioning of the workshops.

The target group has expressed the need for promotional offers for them to take action and register for barista workshops. The price that the majority of the target group is willing to pay for one workshop per person is between 50 and 99 AUD$. They mainly want to be informed about the workshops via social media as most of the respondents use Facebook and Instagram to keep up to date. The newsletter is also a platform that they use to keep updated about Roastville’s workshops, but they only open the newsletter once a month whilst the newsletter is currently sent out every week.

In the eyes of the target group, Roastville is the only company in Marrickville to offer barista workshops. This gives Roastville a huge advantage and an opportunity to gain more registrations for the workshops and most importantly: to distinguish herself from the competition. When comparing the pricing of the workshops, Roastville comes up on top with the cheapest workshops costing between 35 AUD$ and 129 AUD$, whereas the competitors charge over 200 AUD$ per person per workshop.

Taking all the above into account, Roastville is able to create a distinguished position on the market based on her strengths (company), customer needs (customer) and positioning (competition).

# **RECOMMENDATIONS**

According to Ohmae (1991), an organization has to find a healthy balance between the three core factors: company, consumer and competition. The recommendations for Roastville are to focus on all three factors of the 3C model. Focus on ‘’gaining barista knowledge’’ in the positioning and promotion of the workshops. Fulfill customer needs by informing the target audience about the workshops via Facebook and Instagram. Use the newsletter only once a month to promote the workshops instead of every week. Also, let them use a promotional offer every once in a while, so they can register for a workshop with discount. The target audience thinks that Roastville is the only company in Marrickville to offer barista workshops, so take advantage of that fact and use it in the promotion of the workshops. Following these recommendations will increase getting a distinctive place in the market.

## Positioning strategy

The researcher can make recommendations for each factor because, as stated in the chapter Conclusions, Roastville can distinguish herself from the competition with all three factors.

**Company**

The conclusions show that ‘’gaining barista knowledge’’ is the most important strength of Roastville regarding her barista workshops. Therefore, she must continue to position her workshops like this. She has to make a small change in the positioning though because the strength ‘’to have a fun experience’’ turns out to be almost as important as ‘’gaining barista knowledge’’. So, according to the results of the survey, the second strength needs to be emphasized more in the promotion.

**Consumer**

The conclusions show that the consumer mainly wants to be informed and kept up to date about the barista workshops via social media. So Roastville has to promote the workshops more online on her Facebook and Instagram pages to fulfill this consumer need. The conclusions also show that the newsletter is still a popular platform among the target audience, but they do not open the newsletter as often as Roastville initially thought. The newsletter can still be used to spread the word about workshops, but on a monthly basis instead of every week. By doing this, Roastville can put more effort into one newsletter and make it perfect. Quality above quantity.

**Competition**

The conclusions show that the target audience thinks that Roastville the only company is in Marrickville that offers barista workshops. Roastville has to take advantage of this fact to obtain a distinguished place in the market. The fact that Roastville also offers the cheapest workshops is yet another advantage that she has to use to gain more registrations for the workshops. Roastville should promote the workshops more often on social media and emphasize the type of workshop, the price and add a promotional offer to attract more customers to register.

## Recommendations barista workshops

Based on the positioning strategy, six recommendations are formulated for the Roastville barista workshops. Following these recommendations will increase the distinctive position of Roastville in the market.

**Recommendation 1: promote workshops on Facebook and Instagram**

The target audience has stated that they want to be informed by Roastville about the workshops via social media. The results of the survey show that the majority of the target audience uses Facebook and Instagram so that is where Roastville should promote her workshops in order to gain more registrations. Fulfilling this customer need will help Roastville increase a distinctive position in the market.

**Recommendation 2: use ‘’gaining barista knowledge’’ in the positioning and promotion**

For Roastville to increase a distinctive position in the market, she has to use the strength ‘’gaining barista knowledge’’ in her positioning and promotion. The results of this research have proven that that strength is the most important for the target audience and that there still is a need for people to gain barista knowledge. Using the number one strength in Roastville’s positioning and promotion will help increase a distinctive position in the market for Roastville.

**Recommendation 3: use ‘’to have a fun experience’’ in the positioning and promotion**

Besides using ‘’gaining barista knowledge’’ in the positioning and promotion, ‘’to have a fun experience’’ also has to be used. According to the results of this research, this Roastville strength is almost as important as the first one. It is a big reason why people register for workshops. Using this strength in the positioning and promotion will help Roastville to increase a distinctive position in the market.

**Recommendation 4: emphasize the uniqueness of the barista workshops**

Even though Roastville is not the only company offering barista workshops, the target audience does think that this is true. According to the results, the target audience does not know the other Marrickville companies and they think that Roastville is the only one that offers barista workshops. Emphasize this advantage in the positioning and promotion of the workshops. This will help Roastville increase a distinctive position in the market.

**Recommendation 5: send the newsletter once a month**

Results show that after the need for promotion via social media, the newsletter is still an important platform that the target audience uses to keep informed about the workshops. However, they do not open the newsletter every week but they open it once a month. Create a newsletter to send out once a month with relevant content regarding the barista workshops instead of sending the newsletter every week with the same content. Keep ‘’quality above quantity’’ in mind. Fulfilling this customer need will help Roastville increase a distinctive position in the market.

**Recommendation 6: create promotional offers to use for the workshops**

One of the customer needs is the need for promotional offers that they can use to get discount on the workshops. Results show that this is the number one reason what will get people to register for a or another barista workshop. Promotional offers can be promoted via social media and via the newsletter. Fulfilling this customer need will help Roastville increase a distinctive position in the market.

# **IMPLEMENTATION**

On the basis of the Brand-Key model (Riezebos & Van der Grinten, 2011), the researcher will show what the positioning of the barista workshops is going be. The Brand-Key model is frequently used to clearly summarize the positioning of an organization.

## Brand-Key Model

The positioning of the workshops will focus on gaining barista knowledge and on having a fun experience. It will be promoted on social media and via the newsletter and there will be more promotional offers so people are more likely to register for a workshop.

|  |  |
| --- | --- |
| 1.Competitive environment | Roastville must take into account two local competitors: X Marrickville and X. These companies focus on the same broad target audience and offer barista workshops. |
| 2.Target audience | The target audience for the new positioning will stay the same: males and females between 18 and 60 years old, because coffee is for everyone. |
| 3.Consumer insight | The Roastville barista workshops will give participants barista knowledge and a fun experience in one. These are the strengths of the workshops. |
| 4.Benefits | The benefits for the participants is that they learn and have fun at the same time. It will also give them the feeling of exclusivity because they say that Roastville is the only one to offer these types of workshops. |
| 5.Values and personality | Roastville believes that learning should be fun. Besides, Roastville has a transparent understanding of what she sells (workshops included) and therefore has a true understanding of the whole business. |
| 6.Credibility / reasons to believe | The main reason why respondents choose to register for a workshop at Roastville, is ‘’to gain barista knowledge’’. Registering for a workshop ‘’for fun’’ was the second chosen reason why people would register for a workshop. |
| 7.Distinctive strength | Roastville is the only company in Marrickville to offer barista workshops. The target audience sees the workshops as a way to gain barista knowledge and as a wat to have a fun experience. |
| 8.Brand essence | Learn and have fun. |

*Figure 3: Brand-Key Model (Riezebos & Van der Grinten, 2011).*

## Implementation recommendations

The majority of the respondents have said that they want to be informed about the workshops via social media. Social media was followed by the newsletter and has proven to also be a good platform for the Roastville target audience to keep informed about the workshops. Social media will be added to that with promotional posts regarding the workshops. The focus will lie on Roastville’s strengths of ‘’gaining barista knowledge’’ and ‘’having a fun experience’’. Also, there is going to be an emphasize on the uniqueness of the workshops as a big part the target audience has said that they do not know any other companies that offer these workshops. To get the registration numbers up, the workshops will be promoted with promotional offers to grab people’s attention and draw them to Roastville to participate in a workshop. Below the implementation of the recommendations given in the chapter Recommendations, is explained and substantiated with visuals.

**Recommendation 1: promote workshops on Facebook and Instagram**

The target audience has stated that they want to be informed by Roastville about the workshops via social media. The results of the survey show that the majority of the target audience uses Facebook and Instagram so that is where Roastville should promote her workshops in order to gain more registrations. Fulfilling this customer need will help Roastville increase a distinctive position in the market. How to implement the use of these social media platforms, is explained in the following recommendations accompanied by visual representations in appendix XX.

**Recommendation 2: use ‘’gaining barista knowledge’’ in the positioning and promotion**

In order for Roastville to gain more registrations for the workshops, she must use her strengths in her positioning. Using the number one strength of gaining barista knowledge in Roastville’s positioning and promotion, will help increase a distinctive position in the market for Roastville and generate more registrations. To realize this, the researcher has made two examples that can be used for Facebook and Instagram (appendix XX, figure 1 and 2). They are focused on ‘’gaining barista knowledge’’ as this is the biggest need of the target audience according to the research results. This type of post can be implemented once a month as you do not want to create confusion among followers. Too much similar information at once, can lead to a dislike from the target audience. A different workshop can be chosen each month to promote so every workshop gets the attention that it needs to be able to grow. Promote all workshops equally (so every month a different one) to gain a steady amount of registrations for all workshops. As Roastville offers six types of workshops, they can all be promoted for a whole month twice a year. Besides posting the image, there should be written context in the post as well. Keep it short but catchy so people do not have to read too much in one go and that they immediately understand what the post is about. To offer further information about the workshops in question, add a link to the website.

**Recommendation 3: use ‘’to have a fun experience’’ in the positioning and promotion**

Besides using ‘’gaining barista knowledge’’ in the positioning and promotion, ‘’to have a fun experience’’ also needs to be used. This strength is almost as important as the first one. Using this strength in the positioning and promotion will help Roastville increase a distinctive position in the market. A visual representation of this recommendation can be found in appendix XX in figure 3 and 4. The examples both emphasize the fun aspect of the workshops but also include the learning part in it: learn and have fun. This recommendation is to be implemented the same way as the first recommendation. So, once a month, twice a year. A good thing to do, would be to switch up the ‘’strength of the month’’. Begin the month with promoting a workshop with gaining barista knowledge and two weeks later promote that same workshop but with the fun factor as strength. To summarize: one knowledge post and one fun post about the same workshop in the same month.

**Recommendation 4: emphasize the uniqueness of the barista workshops**

Even though Roastville is not the only company offering barista workshops, the target audience does think that this is true. According to the results, the target audience does not know the other Marrickville companies and they think that Roastville is the only one that offers barista workshops. Emphasize this advantage in the positioning and promotion of the workshops. To let people feel that Roastville is the only one offering these workshops, use phrases such as: ‘’your local workshop hot spot’’, ‘’local workshops’’, ‘’local barista workshops for you’’ and ‘’barista workshops for Marrickville locals’’. This will help Roastville increase a distinctive position in the market. The visual representation of this recommendation can be found in appendix XX in figure 5 and 6.

**Recommendation 5:** **send the newsletter once a month**

Because the target audience does not open the newsletter every week, it is better to send one newsletter per month that partially focusses on one workshop at a time. Focus on one workshop at a time and incorporate Roastville’s strengths of gaining barista knowledge and having a fun experience into the newsletter. The visual representation of this recommendation can be found in appendix XX in figure 9.

**Recommendation 6: create promotional offers to use for the workshops**

One of the customer needs is the need for promotional offers that they can use to get discount on the workshops. This should also be promoted via social media and once a month via the newsletter. The discount is valid for one month at a time on every workshop. You can do four discount codes in one year, one for every season. Start with 15% discount on a workshop of their choice. The visual representation of this recommendation can be found in appendix XX in figure 7 and 8.

## Schedule

The implementation schedule is a schedule that Roastville can follow to complete the implementation of the recommendations and therefore the new positioning for the workshops. The schedule shows what type of promotion has to be done when for the upcoming year. By following this schedule, Roastville’s barista workshops will come under the attention of the target audience and registration number will go up again.

|  |  |  |  |
| --- | --- | --- | --- |
| **WHEN** | **WHAT** | **WHERE** | **FREQUENCY** |
| JUL 2018 | 1. Gaining barista knowledge Introductory workshop 2. Having a fun experience Introductory workshop 3. Newsletter Introductory workshop | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter | All 1x |
| AUG 2018 | 1. Gaining barista knowledge Espresso workshop 2. Having a fun experience Espresso workshop 3. Newsletter Espresso workshop | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter | All 1x |
| SEP 2018 | 1. Gaining barista knowledge Latte Art workshop 2. Having a fun experience Latte Art workshop 3. Newsletter Latte Art workshop 4. Promotional offer | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter 4. Facebook, Instagram and Newsletter | All 1x |
| OCT 2018 | 1. Gaining barista knowledge Tea Brewing workshop 2. Having a fun experience Tea Brewing workshop 3. Newsletter Tea Brewing workshop | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter | All 1x |
| NOV 2018 | 1. Gaining barista knowledge Coffee Brewing workshop 2. Having a fun experience Coffee Brewing workshop 3. Newsletter Coffee Brewing workshop | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter | All 1x |
| DEC 2018 | 1. Gaining barista knowledge Cupping Session 2. Having a fun experience Cupping Session 3. Newsletter Cupping Session 4. Promotional offer | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter 4. Facebook, Instagram and newsletter | All 1x |
| JAN 2019 | 1. Gaining barista knowledge Introductory workshop 2. Having a fun experience Introductory workshop 3. Newsletter Introductory workshop | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter | All 1x |
| FEB 2019 | 1. Gaining barista knowledge Espresso workshop 2. Having a fun experience Espresso workshop 3. Newsletter Espresso workshop | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter | All 1x |
| MAR 2019 | 1. Gaining barista knowledge Latte Art workshop 2. Having a fun experience Latte Art workshop 3. Newsletter Latte Art workshop 4. Promotional offer | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter 4. Facebook, Instagram and Newsletter | All 1x |
| APR 2019 | 1. Gaining barista knowledge Tea Brewing workshop 2. Having a fun experience Tea Brewing workshop 3. Newsletter Tea Brewing workshop | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter | All 1x |
| MAY 2019 | 1. Gaining barista knowledge Coffee Brewing workshop 2. Having a fun experience Coffee Brewing workshop 3. Newsletter Coffee Brewing workshop | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter | All 1x |
| JUN 2019 | 1. Gaining barista knowledge Cupping Session 2. Having a fun experience Cupping Session 3. Newsletter Cupping Session 4. Promotional offer | 1. Facebook and Instagram 2. Facebook and Instagram 3. Newsletter 4. Facebook, Instagram and newsletter | All 1x |

*Figure 4: schedule implementation plan (Author, 2018).*

## Costs

The costs for this implementation plan can be kept at a minimum. The newsletter via MailChimp does not cost anything. Posting on Facebook does not cost anything either but it is wise to use targeted, paid posts. Facebook offers targeted posts so you have more control over who gets to see the post. The workshops can be targeted at locals in Marrickville for as little as $50 per post. This will then reach up to 1000 locals (Facebook c, 2018). The same can be done on Instagram at the same price (Instagram c, 2018). The cost man hours can be kept to a minimum as well. The social media pages and newsletter can be updated by one of the interns at Roastville. The maximum cost for the intern per week is $100 when working fulltime. On a yearly basis and with all the social media and man hour costs taken into account, you will be looking at a total cost of:

[CONFIDENTIAL INFORMATION/CALCULATIONS HAVE BEEN LEFT OUT OF THIS THESIS]

## Benefits

It is difficult for the researcher to give a precise indication of the benefits. Because of the decline in registration numbers in the previous year, the researcher cannot calculate a rise based on those numbers. Therefore, the researcher has chosen to give an insight into the benefits of this implementation plan in the case of the amount of registrations growing by 20% for each workshop, assuming that the workshop will all take place once a week. The final registration numbers from May are used to calculate the indication. For the workshops that had 0 registrations, the researcher has chosen to change that to 1 registration in order to make the 20% calculation. The indication therefore stays close to its original numbers. Costs of promotional offers are not included in this calculation. The Cupping Session Workshop is excluded from the calculation because this is a free workshop and will not be able to contribute to the profit, only in registration numbers.

[CONFIDENTIAL INFORMATION/CALCULATIONS HAVE BEEN LEFT OUT OF THIS THESIS]

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