

GREENBREW ARTISAN COFFEE CO.

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ELEMENT 1:

1.1 Business Idea and Company Overview GreenBrew Artisan Coffee Co. is a specialty coffee roastery and café chain founded to meet the increasing demand of consumers to have ethically sourced, environmentally sustainable and quality experiences with coffee. At the heart of this business idea lies the understanding that today's coffee drinkers care about the environment and social responsibility of their coffee choices. Nafukho and El Mansour (2025, p. 78) mention that entrepreneurial opportunity recognition is the first and most crucial step in the entrepreneurship process and that factors like prior knowledge, social networks, entrepreneurial alertness and creativity have an impact on this process. It is a business idea that has developed after rigorous research into the market trends and their findings highlight that 65% of consumers in the UK are willing to pay a premium for sustainable products (Deloitte, 2024), which reflects the understanding of opportunity assessment principles. The company is well placed to play a role in the specialty coffee market in the UK, and will use modern business models and service design techniques to achieve sustainable value for customers. The idea that effective business models should merge user experience as a part of the value proposition, central to the approach suggested by Musulin and Strahonja (2023), is central to the approach of GreenBrew. The business model is a combination of two types: B2C (direct-to-consumer) and B2B (wholesale), leveraging a physical café network and an e-commerce platform to provide customers with a higher value. We place our flagship store in Birmingham's bustling city centre, reaching a younger audience of professionals and students who also value brand ethics, as well as quality product.

1.2 Products and Services Overview

GreenBrew has an extensive portfolio of coffee products and experiences, created to cater to the ever-changing needs of the coffee connoisseur and the industry. Instead of listing each individual product, the main products/services can be grouped into three main lines of service and products. The main revenue stream is the speciality roasted coffee beans, which is the Core Product Line. Single-origin, ethically sourced coffee beans from certified sustainable farms in Colombia, Ethiopia and Peru. The service is built with the customer in mind and aims towards value, transparency and sustainability, thereby offering the customer tangible value for a high price tag. The incorporation of UX in the value proposition helps improve customer satisfaction and loyalty. The Café Experience is the Supplementary Product Line, which offers the consumer an excellent coffee experience at the store, including barista-prepared coffees, delicious pastries and a pleasant and ecological café environment. This enables customers to taste the brand's quality and environmental protection first hand. Lastly, Coffee Subscriptions and Merchandise are part of the CPL. Value added services consist of monthly coffee subscription boxes as well as branded items like reusable cups and brewing equipment, which are designed to provide added value to the customer, offer repeat revenue potential and help strengthen customer loyalty. The product portfolio is well designed to turn it into a "product ecosystem" that meets various customer needs, thus solidifying the company's market position and making

it hard for others to imitate the company.

1.3 Company Objectives

The firm's goals are split into both short- and long-term objectives. GreenBrew's vision is to successfully get to market and establish a brand with a successful launch of the flagship café and ecommerce platform in 0-12 months for Short-term Objectives. This will be evaluated based on website traffic and social media engagement. We're also aiming to get a minimum of 1000 loyalty programme customers in the first 6 months, while keeping the customer acquisition cost (CAC) below £15. The revenue generation goals are to generate £25,000 of monthly recurring revenue (MRR) by month 6 and break even by month 8. The objectives are based on SMART (specific, measurable, achievable, relevant and time-bound). GreenBrew aims for market leadership by achieving a 5% market share of the UK specialty coffee market in three years for its Long-term Objectives (1-5 years). Year five plans for 3 more cities in the UK – Manchester, London, and Bristol. Diversification of the product portfolio is also our goal – where we introduce new coffee blends and wider ranges of merchandise. The targets for financial growth are 20% year-over-year growth on annual revenue and a 15% net profit margin by year five. These goals relate to innovative strategy and continuous growth which is based on the principles of sustainable competitive advantage that are to be realised through organisational learning and innovation.

1.4 Unique Selling Proposition (USP)

GreenBrew Artisan Coffee Co.'s USP is: Exceptional coffee, exceptional ethics – a truly sustainable cup from bean to cup. The three key differentiators are the reasons why the company stands out from its competitors with this USP. To meet the demand for transparency, Farm-to-Cup Transparency provides complete traceability for every bean, through QR code on the packaging, indicating the farm of origin and the premium paid for fair trade. Second, the Zero-Waste Commitment is to make the business Zero-Waste in two years, using compostable packaging and recycling grounds for use by the community and connecting with the environmentally conscious consumers. Third, by building on relationships with the smallholder farmers and training master roasters in specialty standards, Superior Coffee Quality is maintained. The quality advantage provides a defensible market position and is consistent with the resource-based view of sustainable competitive advantage. The USP will provide a clear and compelling reason for customers to buy GreenBrew rather than a mass market competitor.

ELEMENT 2:

2.1 SWOT Analysis

The SWOT is a detailed examination of the internal strengths and weaknesses of GreenBrew as well as the external opportunities and threats. As shown by Haryadi et al. (2024), SWOT analysis is crucial for developing a competitive position and supporting strategic decisions.

Table 1: SWOT Analysis of GreenBrew Artisan Coffee Co.

STRENGTHS (Internal)	WEAKNESSES (Internal)
1. Strong, differentiated USP focused on sustainability and quality	1. Limited brand recognition as a new market entrant
2. Experienced founding team with coffee industry expertise	2. Limited financial resources for extensive marketing campaigns
3. Direct relationships with sustainable coffee farmers	3. Reliance on key suppliers and logistics for operations
4. Technology-enabled e-commerce and loyalty platform	4. Limited operational experience at scale
OPPORTUNITIES (External)	THREATS (External)
1. Growing UK market for specialty coffee (£4.2bn and growing)	1. Intense competition from established players (Costa, Starbucks)
2. Increasing consumer preference for sustainable products	2. Potential coffee bean price volatility due to climate change
3. Post-pandemic shift towards local and ethical consumption	3. Changing regulatory landscape on packaging and waste
4. Untapped demand for premium coffee	4. Rapid technological change requiring

subscriptions	continuous adaptation
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For Analysis of Key Factors, the company's innovative USP and sustainability approach are very competitive. To maintain competitive advantage, firms need to utilise the cross-functional competencies, especially in dynamic markets, as has been argued by Chatterjee et al. (2025). Its founding team has the human capital needed to ensure success through their coffee sourcing expertise. But they still have a problem with brand recognition, and will need to invest in PR in order to fix that. The UK market offers potential growth opportunities but the volatility of the coffee bean price, as a result of climatic change, will have a negative effect on profitability. In addition, the regulation surrounding packaging and waste can change, which could introduce compliance issues that need an agile solution.

2.2 Competitor Analysis

Effective competitor identification is essential for strategic positioning. It is important to understand indirect and potential competitors to reduce disruption risks, as highlighted by Werle and Laumer (2022). Two direct competitors and two indirect competitors were identified in the following analysis.

Competitor	Type	Description	Strengths	Weaknesses	Competitive Response
Starbucks	Direct	Global coffeehouse chain.	Global brand; loyalty app.	Mass-market image.	Differentiate via ethics.
Pret a Manger	Direct	High-street café chain.	High footfall; fresh food.	Lower coffee focus.	Focus on artisan quality.
NESCAFÉ	Indirect	At-home coffee provider.	Low price; convenience.	Inferior quality/ethics.	Emphasise experience.
Local Indies	Indirect	Boutique local cafés.	Community loyalty.	Limited scale/tech.	Better range/subscriptio

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The UK market is a dual market with global chains gaining the majority of the market shares through convenience, and independents through quality. The biggest threats are direct competitors such as Starbucks and Pret. Starbucks' leadership is about scale, and Pret's about speed. Indirect competitors like NESCAFÉ have customers concerned about price. Coffee shops are authentic competitors. GreenBrew's approach is to be different, with its emphasis on the combination of outstanding quality and true sustainability. The study of Rua and Santos (2022) shows the importance of the mediating effect of positioning and market orientation. GreenBrew's aim is to fill-in the niche of the "Ethical Connoisseur.

ELEMENT 3:

3.1 Market Segmentation and Target Customers

Market Segmentation is the process of breaking down a large market into smaller segments of consumers who have similar requirements. A holistic segmentation strategy has been embraced by GreenBrew in terms of demographic, psychographic, and behavioural segments. The target demographic is predominantly young, educated (University level) and affluent (household income > £35,000 annually), living in urban areas in the UK. This profile is created from a slice of the consumers who have some disposable income and an education that has instilled a sense of value in ethical consumption. Sustainability-minded consumers and individuals who prioritise quality over price, place a strong emphasis on the environment and value community support are psychographically defined. These consumers are adventurous, have a discriminating personality and are looking for goods that are in tune with their values. Target customers' behaviour is influenced by their daily travelling habits and weekend leisure activities, which are looking for experiential value and convenience. Conscious Clara is a buyer persona: 32-year-old Marketing Manager from Birmingham. Clara is dedicated to sustainability and quality, and is involved with platforms such as Instagram. She wants to enjoy good coffee and is committed to supporting ethical practices, but has difficulty in ensuring that claims of sustainability are true. The company has a concentrated targeting strategy that targets urban professionals with high disposable incomes and strong sustainable values, which is referred to by Agustian et al. (2025) as selective specialisation, where the resources are allocated efficiently.

3.2 The 4Ps of Marketing

The marketing mix is a tool for formulating complete marketing strategies. Product strategy includes three elements, the core product, a satisfying cup of coffee; the actual product, single-origin beans in compostable packaging; and the augmented product, a subscription service and barista workshops. The user experience principles (Musulin & Strahonja, 2023) are used to guide the product design. Price strategy involves premium pricing, based on value, supported by ethical and quality differentiation. The retail price of the coffee is £12-£18, while the retail price of the coffee in the café is £3.50-£5.50, which means that GreenBrew is more expensive than mass-market competitors, but not because of any secret of the origin nation, but simply because of transparency. Place strategy is a blend of physical cafés located in high footfall city centres and an e-commerce platform for subscribing to products. Crucially, strategic connections with sustainable farmers guarantee the integrity of the supply chain. Integrated marketing communications is a part of the promotion strategy. Digital marketing channels such as Instagram and LinkedIn are leveraged to create advertising campaigns, and PR activities focus on partnerships with sustainability influencers. Sales promotion activities also involve referral programs and seasonal launches, thereby maintaining unity of brand message to boost the impact of marketing efforts.

3.3 Online Marketing Strategies

In today's world, digital marketing is a crucial strategy for attracting and keeping customers (Nuseir et al., 2023). The base is Search Engine Optimisation (SEO) with focus on keywords such as "sustainable coffee UK. Produce blog posts about brewing and boost organic presence. Social Media Marketing uses Instagram to tell stories and LinkedIn to target B2B customers. Owned social media activities are found to have a significant impact on sales by Liadeli et al. (2023). Email Marketing is an instrument that can be used for nurturing relationships, such as welcome series for new subscribers as well as monthly newsletters. Paid Advertising is great at getting to 'specialty coffee' keywords and retargeting campaigns in Google Ads. Regarding Customer Attraction and Retention Mechanisms, online marketing can attract customers via several touchpoints during their decision-making process. They do this by implementing a loyalty programme with points, providing exclusive content for subscribers and having feedback systems in place. Adekunle et al. (2023) emphasize the potential benefits of predictive strategies in engagement, as they can yield significant improvements in customer retention results, thereby bolstering GreenBrew's long-term loyalty efforts.

ELEMENT 4:

4.1 Start-up Costs

Start-up costs are an estimate of the initial investment needed for them to be ready to run. These costs involve legal, technology infrastructure, equipment and working capital.

Table 4: Start-up Costs

Category	Description	Estimated Cost (£)
Legal and Registration	Business registration, licences, insurance	3,500
Technology and Infrastructure	Website development, POS system, software licences	7,000
Equipment	Espresso machines, grinders, roasting equipment	35,000
Initial Inventory/Stock	Coffee beans, pastries, merchandise	10,000
Marketing and Branding	Brand design, initial advertising, promotional materials	8,000
Premises Deposit and Rent	Security deposit (6 months), fit-out costs	18,500
Working Capital	Initial operating cash buffer	18,000
Total Start-up Costs		100,000

4.2 Operating Costs and Revenue ProjectionsThe following tables outline the projected financial performance for the first six months. The business expects initial losses as it builds a customer base, followed by a transition into profitability as subscription and café revenue scale.

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Category	Description	Estimated Cost (£)
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Working Capital	Initial operating cash buffer	18,000
Total Start-up Costs		100,000

4.2 Monthly Operating Costs and Revenue Projections

Table 5: Monthly Operating Costs (First 6 Months)

Cost Category	Month 1 (£)	Month 2 (£)	Month 3 (£)	Month 4 (£)	Month 5 (£)	Month 6 (£)
Rent	3,000	3,000	3,000	3,000	3,000	3,000
Salaries	8,500	8,500	8,500	9,500	9,500	9,500
Marketing	2,000	2,000	1,500	1,500	1,000	1,000
COGS	4,000	5,000	6,000	7,000	8,000	9,000

Other (Utilities/Insurance)	1,100	1,150	1,200	1,250	1,300	1,350
Total Costs	18,600	19,650	20,200	22,250	22,800	23,850

Table 6: Revenue Projections (First 6 Months)

Revenue Stream	Month 1 (£)	Month 2 (£)	Month 3 (£)	Month 4 (£)	Month 5 (£)	Month 6 (£)
Café Revenue	11,250	15,750	21,600	26,400	33,150	38,250
Subscriptions	0	1,000	2,500	4,000	5,500	7,000
Wholesale	0	500	1,000	2,000	3,000	4,000
Total Revenue	11,250	17,250	25,100	32,400	41,650	49,250
Total Costs	18,600	19,650	20,200	22,250	22,800	23,850
Profit/(Loss)	(7,350)	(2,400)	4,900	10,150	18,850	25,400

4.3 Break-even Analysis

The break even point is the point at which total revenue is equal to total cost. The estimated fixed costs for GreenBrew's café business are £15,800 per month. Therefore, the contribution margin is £6.00, as the average sales price is £8.50 and the variable cost is £2.50. The break-even quantity is calculated as £15,800 / £6.00 = 2,633 units per month. This equates to about 30 customers a day with 30 operating days. Based on revenue estimates, GreenBrew will break even by the 4th month. As shown in Chung (2024), such analysis is essential for a feasibility study and financial planning.

4.4 Funding Sources

Funding strategy is tiered so as to mitigate and signify commitment to risk. The Primary Source

is a Small Business Loan of £60,000 (60%) and is designed to give stability due to the lower interest rate. The Founder's Investment of £30,000 (30%) is the Secondary Source, which boosts bank confidence and decreases the need for being dependent on debt. The Small Business Grant of £10,000 (10%) is the Tertiary Source, which is directed towards sustainability. Risks and Limitations includes the risk of repayment of a loan, if the revenues are not as expected; this will be reduced by the use of cash reserves. Conservative financial planning and application of a variety of funding are also provided for equity dilution risk and grant dependency. A balanced approach is essential for sustainable business growth as emphasized by Marefat et al. (2025).

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