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## DATE

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## EXECUTIVE SUMMARY

In Tom Standage's book, *A History of the World in 6 Glasses*, he states that "Coffee's associations with innovation, reason, and networking—plus a dash of revolutionary fervor—has a long pedigree" (Standage, 2005). Coffee is a drink that has in some essence sparked revolutions.

Coffee is one of the few drinks in the world that has the ability to touch all five senses. From the feeling of a warm cup to the smell of a rich Ethiopian roast, coffee is so much more than your typical morning beverage; it's nostalgic and social. For many consumers, coffee has its own story and many associate it with specific memories, from mornings at Grandma's house to a first date. Coffee is not only unique with every roast, cup, and origin, but each consumer has their own unique reason as to why they enjoy coffee and who they enjoy it with.

With coffee consumption on the rise, it is imperative that the Millcreek Coffee Roasters' brand develops targeted messaging to help effectively and efficiently communicate with the wide demographic, geographic, and psychographic information presented in this target market analysis and consumer profile of this report. Detailed in the later sections of this report, readers will find specific strategies and tactics that highlight the use of social media, brand influencers and public relations to help increase brand awareness and education amongst both Millcreek's millennial and wholesale customer base. Along with introducing the idea of search engine optimization to help increase the efforts of the future website redesign and enhance site traffic.

For studies have shown that millennials have a huge and ever increasing buying power, especially when it comes to coffee. Daily coffee consumption of 18-24 year olds has risen 14 percent, while the National Coffee Association in New York saw a decrease of 12 percent in consumption for adults 60 years and older. Because of this, Millcreek Coffee Roasters can easily identify the millennial population of Salt Lake City as an important target market. The point of sale survey conducted by Cosmic Consultant members indicated that the majority (77.3 percent) of current Millcreek Coffee Roasters customers consider themselves to be informed coffee consumers. These statistics offer a clear, data driven view of Millcreek's customers, and should be kept in mind when developing goals, objectives, and strategies.

Millcreek Coffee Roasters has an interesting opportunity to expand its reach into both retail and business-to-business coffee sales. Through secondary research, millennials have been identified as a key coffee consumption group and its wholesale clients as the current sources of financial revenue for the business. Goals, objectives, strategies, and tactics have been developed with these two groups in mind in order to maximize the potential of Millcreek Coffee Roasters. Ultimately solidifying Millcreek Coffee Roasters place as a top-tier, farm-to-cup coffee roaster in Salt Lake City.

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# SITUATION ANALYSIS

## INTRODUCTION

Millcreek Coffee Roasters all started with a love of good coffee. In the early 1990s, the Brewster family realized they had a passion for coffee. This passion led them on a quest to find the best coffee and learn all they could about the entire roasting process. In 1993, Millcreek Coffee Roasters started in a little building on Broadway in Salt Lake City, Utah with one 12-Kilo roaster. With a name like Brewster, the family knew they had to make coffee. To this day, Millcreek Coffee Roasters still remains a family business, employing second-generation Brewsters.

In this analysis for Millcreek Coffee Roasters, The Cosmic Consultants focused on the following areas and observations:

- Competitor analysis
- Strengths, weaknesses, opportunities, and threats (SWOT)
- Corporate image
- Brand strategy
- Distribution strategy
- Business to business strategy
- Public relations strategy
- Evaluation strategy

Detailed below, readers will find specific information regarding each of the situations listed above as they pertain to the Millcreek Coffee Roasters brand. These observations and analyses will help guide the goals, strategies, objectives, and tactics for the creation of an Integrated Marketing Communications plan for Millcreek Coffee Roasters.

## COMPETITOR COMMUNICATIONS ANALYSIS

In order to understand where Millcreek Coffee Roasters is situated within the current coffee market in Salt Lake City, Utah, conducting a competitor analysis is necessary. Through a competitor analysis, Millcreek Coffee Roasters can analyze the strategies that other coffee roasters use in their marketing, branding, advertising, and communications efforts to persuade potential customers into consuming its products. With these details, Millcreek Coffee Roasters can gain a better understanding of trends within the coffee market of Salt Lake City and compare them to the current communications techniques used by Millcreek Coffee Roasters.

Close analysis of the competitors also allows Millcreek Coffee Roasters to decipher each roaster's unique brand identity. With an understanding of each roaster's brand, Millcreek Coffee Roasters can determine what differentiates them from the rest of the market. With this information, an evaluation of the strengths and weaknesses of the Millcreek Coffee Roasters' brand identity can be conducted to determine how the brand can be modified to be more effective in highlighting its differentiators. From there, determining the best communications methods to enhance brand awareness and incorporate these methods into the final integrated marketing communication plan.

To conduct a competitor analysis, several variables to analyze competitors were utilized that included packaging, labeling, social media presence, distribution, key statements, and more. These factors, located in the appendix, allows for deepened insight into competitors, compared to Millcreek Coffee Roasters' brand positioning, and how its brand can occupy a unique niche among its wholesale and individual consumers.

## KEY COMPETITORS

Coffee Company	Proclaimed Mission	Key Identifiers
	"Buy the best stuff, roast it, get it out". "Great Value". "Bean roasts itself, (bean is boss)"	Date-stamp, whole-sale, slow-drip, pour over
	Artistic and empirical approach	Downsizing, coffee grab and go, pour over station
	Wholesale distributor for specialty coffee. "Simple, honest, and unpretentious"	"Backyard to large-scale distribution" story. Small roasts. Third-wave. Keys into barista culture.
	Quality over quantity, community over corporate, planet over profit	"Earth friendly" roaster
	Artisanal, third wave coffee shop	Local, first name basis with customers
	Offers single, double, and triple certified coffee. Focus on environmental and fair trade.	Largest variety of coffee, variety of roasts which highlights nuances and complexities of each coffee
		Siphon-brewed coffee, complex tastes
	High-quality, handcrafted coffee beans, herbal teas, and syrups. "Life is too short to drink mediocre coffee"	Collaboration over competition, customer care, each bean has their own character
* These were the 7 client identified by Millcreek as competitors	** See Appendix C, D, E and F	

# STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

The S.W.O.T analysis explores the strengths, weaknesses, opportunities, and threats to the Millcreek Coffee Roasters' brand and efforts to create effective communications supporting the brand.

Many of the strengths for Millcreek Coffee Roasters lay in the brand's longevity. This strength can also be a weakness, as older brands often age without adjusting to new trends. While newer coffee roasters have capitalized off of the rise third-wave coffee culture, these developments have yet to be fully embraced by Millcreek Coffee Roasters.

Nevertheless, a wide variety of social media channels creates many opportunities for Millcreek Coffee Roasters. While some roasters, such as Publik, have been quite successful in creating a large following on social media, Millcreek Coffee Roasters has the potential to create shareable content showcasing the minutiae of coffee production that the consumer market seems interested in.

Threats exist for any coffee roaster in a state that headquarters a culture that derides and discourages coffee consumption. This includes a lack of market, younger companies attracting younger customers, and a limited marketing budget.

The S.W.O.T analysis can be found in *Appendix H*.

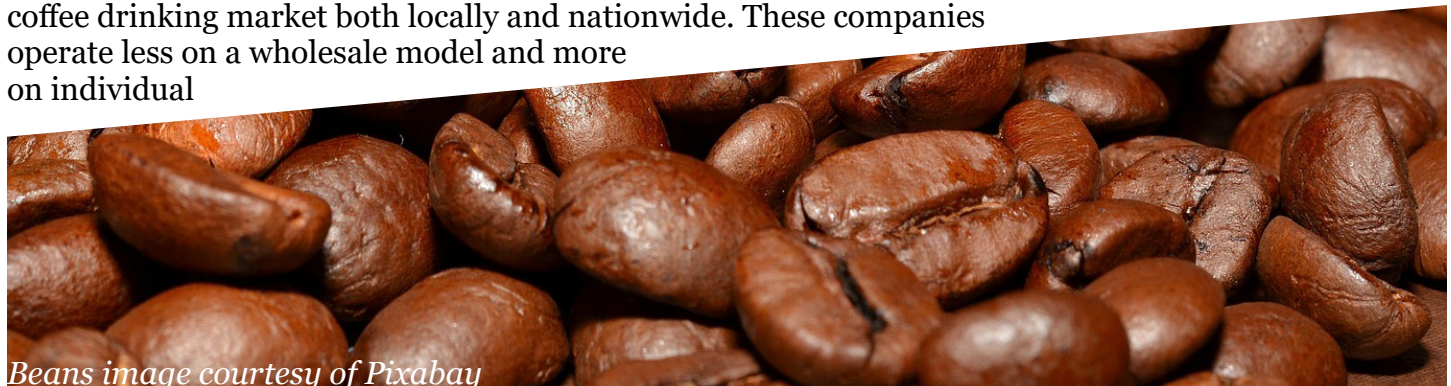
## COMPETITOR ANALYSIS SUMMARY

Coffee across the country has transitioned well into a third-wave. While the second-wave emphasized environment of coffee shops as well as high-quality coffee and artisanal drinks such as lattes, third-wave coffee attempts to elevate coffee consumption to the level of wine, noting varietals, flavor notes, and emphasizing estate and region names. Third-wave coffee entails detailed scrutiny and quality in all stages of production, from growth to purchasing, and roasting to preparation, and more.

While third-wave coffee has been around since 2002, the phenomenon has only reached Salt Lake City in the last decade, opening up opportunities for new roasters to seize a share of the coffee consumption market. While roasters such as Millcreek Coffee Roasters, Salt Lake Roasting Company, and Rimini have been around for 20 years, new players such as Blue Copper, Publik, and La Barba have entered the market to contend for consumer's attention.

The latter three competitors place a large emphasis on "small batch," "single origin," varietal notation, tasting notes, and an emphasis on freshness. These features are prominent in their branding and packaging. Additionally, as pointed out by Zade of Blue Copper, these coffee roasters "allow the varietal and flavor profile to determine the roast." Rarely will you find darker roasts than a city roast. The elderly roasters of the Salt Lake City coffee culture do not seem to embrace the level of production detail that the younger roasters have. Because of this, these roasters are losing a large share of the current market.

In addition to the third-wave newcomers, older roasting companies must still contend with large coffee behemoths such as Starbucks and local Beans & Brews that still control a large portion of the coffee drinking market both locally and nationwide. These companies operate less on a wholesale model and more on individual



*Beans image courtesy of Pixabay*



retail and storefront models. Nevertheless, consumers of these products should still be considered viable targets for marketing and communications as consumers become more conscious about environmental and fair trade issues.

While Millcreek Coffee Roasters has the expertise and knowledge of third-wave roasters, they may consider looking into emphasizing these aspects to catch the attention of the coffee consumption market. Individual consumers will be interested in these aspects, and fine-dining establishments that are a part of the growing “slow-foods” and foodie culture will be interested in these aspects as well.

From a wholesale standpoint, Millcreek Coffee Roasters stands to benefit from highlighting the minutiae of its coffee selection and roasting process in addition to the attention to freshness. Millcreek Coffee Roasters has prided itself on top-notch quality and attention to detail since the very beginning. Essentially, it has become an important facet of the corporate identity, and it is one that should be emphasized more.

## CURRENT CORPORATE IMAGE

Millcreek Coffee Roasters was recently reviewed on Yelp, by Julian B., from Denver, CO as, “One of the most interactive roasters [they’ve] ever seen.” This is because Millcreek Coffee Roasters demonstrates its company tagline, “Millcreek Coffee Roasters...Coffee is Our Passion” at the Main Street warehouse/retail location. While this is a clever tagline, it is really only most effective to visitors who actually have experienced the “passion” flowing in the Main Street warehouse and retail location.

Inside the Main Street location, employees are actively unloading pallets of freshly delivered coffee beans, collaborating about beans and roasting strategies, adjusting settings on roasters, sampling coffee batches, and date stamping bags while the pleasing scent of coffee fills the air. There’s no question that when you visit the location they take special care to profile each bean, roasting it to its fullest potential. Millcreek Coffee Roasters buy directly from growers, and maintains a commitment to provide the freshest coffee.

The focus of this section is to point out that the same level of commitment should be effectively communicated through the current corporate image by examining how Millcreek Coffee Roasters is perceived by stakeholders. This will be achieved through interviews and surveys with key stakeholders to include Millcreek Coffee Roasters’ CEO, Stacey Maxwell, wholesale customers, and customers who visit the retail store location. The average consumer’s opinion of Millcreek Coffee Roasters may vary depending on the amount of experience they’ve had with the company. Ideally, this will change.

## CURRENT COMPANY PERCEPTION

The Cosmic Consultants met with Stacey Maxwell, the current CEO and daughter of Millcreek Coffee Roasters founding partners, to discuss the current situation as well as the IMC needs of the company (See Appendix A).

Overall, in the current situation, Maxwell describes the company as a locally established wholesale (with two small retail locations to include one warehouse storefront and one airport shop) coffee distributor with a product that is



high quality and good tasting. She supported her description of the company with the following statements:

- They purchase in volume so they can offer a great quality product at a great price for their customers.
- They offer the product at a good value (Maxwell desires a new word).
- The majority of their current customers are loyal wholesale businesses who redistribute in restaurants, ski resorts, and hotels.
- The company has a good working relationship with their wholesale customers
- They custom create blends for the wholesale customer
- They offer a unique commitment to date stamping their product which defines Millcreek Coffee Roasters.

To understand the current company perception that customers have of Millcreek Coffee Roasters, a recent interception/point of sale survey of current retail customers that visited the retail shop during February 2017 was conducted. Overall, the customers perceptions, those who answered the survey questions, of Millcreek can be briefly described as

- Consistent quality product
- Friendly company
- Good and established relationships with customers
- Good location

See the research section for more detailed findings. See **Appendix B** for complete survey questions.

## CURRENT BRAND STRATEGY AND VISUAL COMMUNICATION EFFECTIVENESS

The current brand strategy is highlighted by the following elements:

- Locally owned and operated roaster
- Commitment to environmentally friendly practices
- High-quality product
- Beans roasted to perfection because they let the bean determine the roast
- Time-stamped for freshness
- Affordable
- “Finest Coffee in Utah”

This is an effective strategy because it includes several unique brand elements that create a strong brand identity that consumers can appreciate. This brand identity provides several compelling rhetorical approaches that could be utilized in branding and marketing the product. After evaluating the current visual components of the branding strategy such as tagline, logo, and website, the visual communication is somewhat effective, but has even more future potential based on the branding strategy identified by the company.



Overall, the logo has an organic look supported by the colors brown (symbolizing all things natural and organic) and black (authoritarian in the coffee industry), a plant, and sun. The company has a couple different taglines. One is “Millcreek Coffee Roasters...Coffee is our Passion” and “The Finest Coffee in Utah”. While both of these are strong taglines, a stronger tagline might include something about the branding strategy of its dedication to date stamping or as Maxwell explained, “letting the bean pick the roast.”

The website is full of information that is consistent with the brand strategy but is difficult to navigate. The content is good but at times can be dense, making it less effective. The site has the same date stamp they use on the products in the corner of the website, which is an especially effective element. With some minor improvements to the navigability and overall aesthetics of the site, it could fall much more in line with the current brand development strategy Millcreek Coffee Roasters is hoping to employ

## CURRENT BRAND DEVELOPMENT STRATEGY

According to Maxwell the brand is perceived as a premium product for wholesale customers. Because Millcreek Coffee Roasters is a wholesale supplier that relies heavily on business-to-business (B2B) sales, the perception is scarcely detectable outside of their demographic. With limited brand recognition among retail shops and restaurants, Millcreek Coffee Roasters’ brand parity suffers from differentiating itself from other local competitors. Maxwell’s employees would say that Millcreek Coffee Roasters represent great coffee at a great price. The majority of their online reviews also validates their brand perception as a premium product with great qualities.

For example, Paul from Salt Lake City said this about the coffee and mood, “Met a business associate from out of town here who is a coffee snob and he gave it a couple thumbs up. The coffee roasting adds an ambiance. This is a place of peace, heaven, and caffeine. Coffee and food is great tasting (M.S., 2016).” While this statement speaks highly of Millcreek Coffee Roasters, what differentiates the business from its competitors is its unique brand and established position within the industry.

## CURRENT DISTRIBUTION STRATEGY

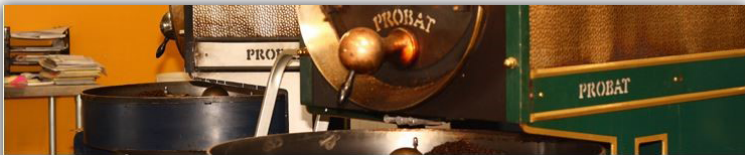
Millcreek Coffee Roasters currently employs multiple distribution strategies including wholesale, limited retail locations, and coffee subscriptions.

### WHOLESALE

Millcreek Coffee Roasters describes its wholesale process and information on the website. Taking pride in providing a full service approach to wholesale coffee distribution, “Millcreek Coffee Roasters offers a full range of goods and services to make your coffee sales soar.” Among these goods and services, Millcreek Coffee Roasters offer the following to the wholesale customers:

Currently, Millcreek Coffee Roasters utilizes Nicholas, a local distribution company, to bring their products to wholesale customers. According to client interviews, this distributor handles all Millcreek Coffee Roaster distribution needs but does not adhere to the same standards when it comes to fresh, promptly delivered coffee. Millcreek Coffee Roasters and Nicholas Distributors currently service Deer





## Wholesale

Millcreek Coffee Roasters offers a full range of goods and services to make your coffee sales soar.

### Custom Blends

Our roaster is available for tastings by appointment and will help you choose or create a custom blend for your company or organization.

### Machines

Whether you are a small one-location coffee shop or a large ski area, we carry a wide variety of coffee brewers and espresso machines. We only sell equipment designed to brew our coffee to its maximum flavor.

### DaVinci Syrups

Millcreek Coffee is one of Utah's few sources for delicious DaVinci syrups. We carry the entire line of classic and sugar-free as well as seasonal flavors.

### JetTea Mixes

Millcreek Coffee is one of Utah's few sources for JetTea smoothie and ice blended coffee mixes.

### Coffee Supplies

From cups to sugars to biscotti, we carry virtually everything you need to keep your coffee business brewing.

### Delivery

Because of the freshness of your coffee is so important, we offer free delivery along the Wasatch front all week long (minimum order required). We will also ship via UPS to locations outside our delivery truck's reach.

### Consulting

If you're just starting out, we're happy to review your business plan and offer our expert advice.

Wholesale office hours are Monday through Friday 9 am to 5 pm. [Stop by for a taste](#), [email us](#), or give us a call 801.595.8646.

*Current wholesale site*

Valley, Squatters, Market Street Grill, and other local ski resorts, hotels, and restaurants. Currently, the wholesale market has proven to be the most profitable, and Millcreek Coffee Roasters is seeking the most growth in this area.

## RETAIL

Millcreek Coffee Roasters currently has two retail locations. One is located on Main Street in Salt Lake City, and the other is located in the Salt Lake City International Airport. According to client interviews with its staff, the airport location gains the most foot traffic while the Main Street location gains the most retail traffic. They currently utilize their website and Facebook page to communicate with retail customers. Social media is not utilized to reach the wholesale customers. However, it's noted in the client interviews that social media and business to consumer relationships does increase brand awareness and loyalty.

Currently, the main retail demographic consists of outdoor enthusiasts, retirees, and police officers. Millcreek Coffee Roasters would like to reach out to the millennial demographic.

## COFFEE SUBSCRIPTION

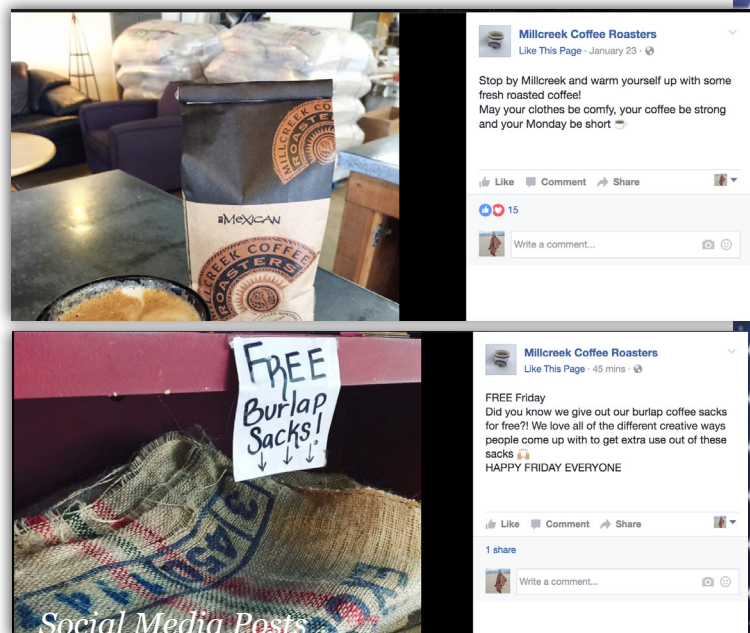
Millcreek Coffee Roasters offers a unique method of coffee delivery with their subscription program. Customers can order a lighter or darker roast coffee to be delivered to their home or other location once or twice a month. According to client interviews, Millcreek Coffee Roasters would rather focus on coffee subscription growth versus retail location growth, in order to reach these customers, Millcreek utilizes its website (for ordering and informational purposes) and social media (for promotional purposes).

## CURRENT BUSINESS TO BUSINESS STRATEGY

As it stands, Millcreek Coffee Roasters have stood true to the core of its business by building outstanding relationships with the clients it serves on a wholesale level. These clients include:

- Deer Valley Resort
- Market Street Grill
- Squatters
- The Grand America
- And more

Currently, Millcreek Coffee Roasters has a strong





presence within the restaurant and hospitality industry, but rarely are they recognized by these clients for providing high quality, fresh coffee. One of the biggest differentiators between Millcreek Coffee Roasters and La Barba from a wholesale perspective is that La Barba is not afraid to take ownership and claim in the coffee they are providing their clients.

When visiting restaurants like Finca and Provisions, you know you are receiving La Barba coffee, for it is clearly identified on the menu. Additionally, Finca features a La Barba coffee shop within the restaurant that patrons can visit separate from the restaurant. Although this is a small marketing effort, it has a profound effect on how the company is perceived in the marketplace. This is one area that Millcreek Coffee Roasters could particularly focus on in creating an IMC plan that emphasises a business to business strategy that effectively communicates with individual consumers. In a sense, this strategy can help in creating a new hybrid of business to business with a sprinkle of business to consumer.

## CURRENT PUBLIC RELATIONS STRATEGY

After initial meetings with the client, Stacey Brewster Maxwell, public relations efforts and a specific department dedicated to public relations were not set in place. Although Millcreek Coffee Roasters received phenomenal press coverage over the years through publications like [SLUG Magazine](#), [The Salt Lake Tribune](#), and even the [New York Times](#), Millcreek Coffee Roasters hasn't fully capitalize on the success of its public relations.

In conducting a recent news search for Millcreek Coffee Roasters through the media monitoring platform, Meltwater, one of the biggest and most impressive pieces uncovered was the number of articles that put Millcreek Coffee Roasters above other local coffee roasters. In a piece by Mental Floss, an online publication, Millcreek Coffee Roasters surpassed the competition earning the "[Best Coffee Roasters in All 50 States](#)" for the state of Utah. Another mention on About.com's travel section highlights Millcreek as one of the "[12 Great Airport Alternatives to Starbucks](#)." All these great public relations efforts for the brand have helped develop better messaging both internally and externally. These press mentions are vehicle to highlight through social media and help develop klout amongst coffee consumers in Utah.

Detailed below are specific examples on how both internal and external messaging through public relations efforts will help convey a compelling marketing message.

## INTERNAL MESSAGING

Investing in merchandise that employees and patrons could help promote the overarching brand statement behind Millcreek Coffee Roasters, "Coffee is our passion." These investments can include coffee mugs, shirts, hats and more. These subtle messages will help promote brand messaging both internally and externally.

Social media is another area worth exploring to help promote internal messages; for each employee has his or her own beliefs, opinions and stories behind coffee and could be a great way to share the love. By having employees profiled on social media telling his or her stories behind coffee and the nostalgia, it might create or express them is a great way to get specific messages promoted internally and externally. By asking the head roaster his or her specific story behind coffee and his or her own passions with the drink, could help support the brand statement of "Coffee is our passion."

Another piece worth mentioning would be informing the employee of the great media attention mentioned above, by educating the employees about the recognition their effort has been getting both locally and nationally the attention will only continue to spread by word of mouth.

## EXTERNAL MESSAGING

In speaking with the Client, it became clear that every employee at Millcreek Coffee Roasters takes roasting to another level, treating their work as more than a job. To them, their profession is a passion and an artform. This notion is very impressive and could help attract attention to the brand. By hosting educational events that teach the public about the process of roasting, about the ins and outs of coffee, and moving beyond the artisan work and focusing on the true boss, the bean, they have an opportunity to truly stand out and gain some major attention.

## CURRENT EVALUATION

In its current condition, the Millcreek Coffee Roasters' brand does not have a formal evaluation plan in place. Particular attention has been paid within this IMC plan to create an evaluation plan that can be utilized by Millcreek Coffee Roasters not only for the suggestions in the upcoming IMC plan, but for evaluation of future marketing and communication efforts. This evaluation is key to the communication success of Millcreek Coffee Roasters.



*Coffeedrinkers picture courtesy of Pixabay*



# TARGET MARKET ANALYSIS & CONSUMER PROFILES

## SUMMARY

Detailed in the sections below, Millcreek Coffee Roasters have identified what makes coffee special for the consumers of Salt Lake City, Utah. For some, the words coffee and Utah do not belong in the same sentence, but in recent years coffee consumption in the dry desert state has increased. After analyzing the target market for coffee consumption in Salt Lake City, customized consumer profiles have been created for Millcreek Coffee Roasters' three distinct consumer groups:

- Wholesale clientele
- Current Millcreek Coffee Roasters customers
- Coffee consumers for brands other than Millcreek Coffee Roasters

To identify these consumer profiles, extensive survey research was conducted. The surveys were designed for the three consumer groups and aimed to learn more about perceptions on coffee and roasting expectations, atmosphere, food, and social media use.

The results of the surveys provide a better understanding and deeper insight into who these specific consumer groups are, what they value, and the media channels they use to obtain information. Secondary research includes analysis and evaluating data on how millennials (target market) are changing coffee trends, purchasing power, and influence towards the industry.

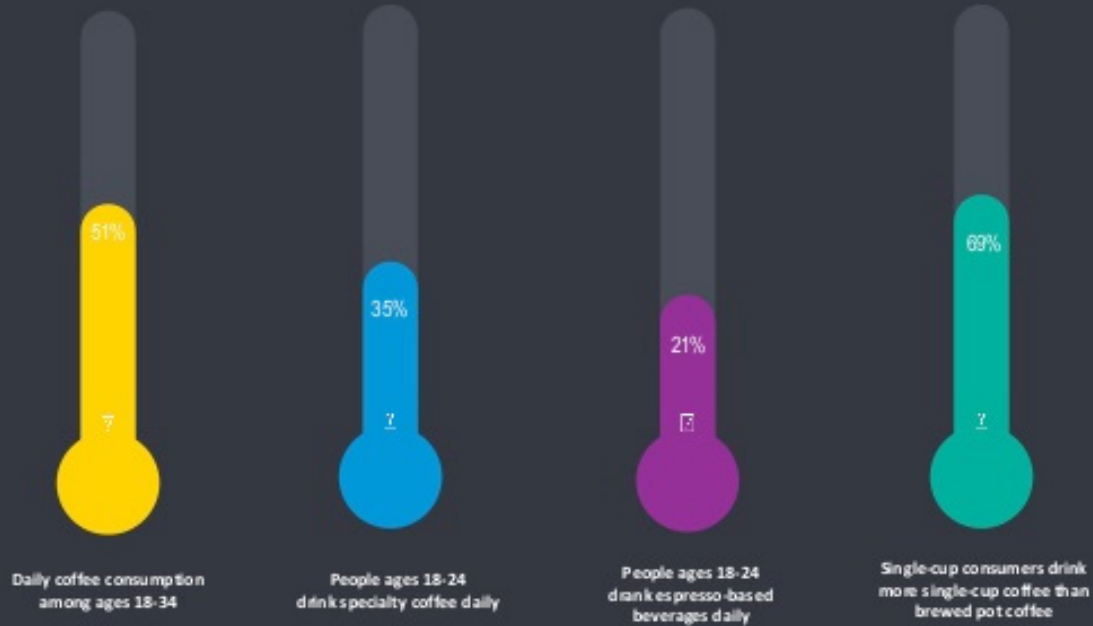
## RESEARCH ANALYSIS

In order to better understand the three distinct consumer groups mentioned above, an investigation into who these Salt Lake City coffee consumers are and why they enjoy coffee has been conducted. By researching the following areas, development of consumer profiles for the Millcreek Coffee Roasters brand can focus on the following areas:

- Demographic
  - ◊ Age, income, gender identity, marital status, occupation, education, ethnicity, and children
- Geographic
  - ◊ Location according to state, city, region, zip code, and neighborhood
- Psychographic
  - ◊ Activities, hobbies, interests, opinions, beliefs, and values
- Behavioristics
  - ◊ Buying behavior, and motivation for purchase
- Geodemographic
  - ◊ A combination of all four areas listed above

## Some statistics<sup>for millennials on coffee</sup>

6



## MILLENNIALS AS COFFEE CONSUMERS

10

For Millennials, coffee represents a variety of experiences around. Starting with the coffee shops are more linked to technology, spaces for studying, personalization of the beverages, allowing the young millennials be more connected with the place by having an experiences. Thus, consumers are not just drinking coffee anymore, but looking for different experiences. In addition, coffee consumption is increasingly becoming a status issue.



The most popular market on instant coffee consumption tend to be the ones without a strong tradition of coffee drinking. It's basically an entry point of penetration market: recruitment of new consumers.

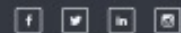


The level of instant coffee is lower and specialty coffee consumption is on the rise. For consumers with a high frequency of visits to coffee shops, drinking standard instant coffee in the home may not be appealing.



They now see the coffee products as a refreshment reward, or snacks that understands certain moods or that create moments during a normal/full/stressing day.

*Graphs courtesy of Minion Studio*





## MARKET ANALYSIS

The world of coffee has changed drastically over the past decade. Coffee is no longer just a few ground-up roasted beans steeped in hot water; coffee has since become an art form. With beautiful designs in the foam of lattes and specialty drafts and nitro brews, coffee has gained the attention of the largest consumer demographic seen to date: millennials. As of 2014, these specialty cups and special coffee now make up more than 51 percent of the market share and contribute an average of 3.13 cups per day, per drinker (NCAUSA).

## BUSINESS TO BUSINESS CONSUMPTION

Business to Business coffee consumption is the primary source of revenue for Millcreek Coffee Roasters, and it is also the most involved system of selling coffee. Justifying the cost, quality, and distribution of the coffee from the farmer, to the distributor, to the retailer, and then to the consumer is only one part of the complex value chain (Hill, 2014). The other and more complicated part of B2B coffee distribution for Millcreek Coffee Roasters is setting itself apart from competing coffee distributors, including local retail coffee roasters now entering the wholesale market.

B2B strategy regardless of the product, is influenced by several different factors. In the article, “Category Creation is the Ultimate Growth Strategy” by Eddie Yoon (2011), the author summarizes successful category creation as is applicable to B2B companies as having two characteristics:

1. They captivated their consumers with significantly better benefits, experiences, and economics.
2. They conquered competitors with clever combinations of business and profit models.

He further draws specifically upon coffee giants Starbucks and Keurig to point out that both companies started in the “B2B office coffee market, which allowed the company to refine its offer and build awareness before winning in the B2C market.” Competition in the B2B consumption market requires companies to build a strong brand through several different elements:

- Highlight Return On Investment (ROI) - Explain the monetary return customers will see.
- Develop High Consumer Trust - Share awards, recognition, or testimonials received.
- Educate - Share relevant knowledge and statistics with customers.
- Enunciate - Develop keywords (guarantee, fair-trade, honest, etc.)
- Differentiate - Define what they should be doing differently. Have fun - the product should be enjoyable.

## BUSINESS TO CONSUMER CONSUMPTION

Coffee demand is growing, thanks to increasing consumption by millennials. Millennials, a demographic between ages 19 and 34, are pushing U.S. demand to historic records, according to Bloomberg (Washington Post). Because the United States is the biggest consumer of coffee, world demand is growing as well.

Bloomberg’s report cited research that says millennials consume 44 percent of coffee in the United States: Daily consumption among 18- to 24-years-olds rose to 48 percent from 34 percent, while it climbed to 60 percent from 51 percent among those aged 25-to-39, according to the National Coffee Association in New York. At the same, adults 60 and older saw a drop to 64 percent from 76 percent, and there was also a decline for the 40-to-59 age group.

The coffee craze is also starting earlier in life. Younger millennials, born after 1995, started drinking coffee at about 14.7 years old, while older millennials, born closer to 1982, began at 17.1 years, data from the association show.

## METHODOLOGY & FINDINGS

Through a mixed use of qualitative and quantitative research methods, a survey was distributed to a handful of wholesalers, more than 25 Millcreek Coffee Roasters customers, and more than 25 coffee competitor consumers across the Salt Lake Valley. This research was coupled with extensive secondary research into millennial coffee consumption and the current trends in coffee production. In reviewing and researching more than 10 coffee publications, identification as to how coffee is consumed across the country was found, with particular emphasis on Salt Lake City and the surrounding areas.

## PRIMARY RESEARCH

Research from the Consumer Survey indicates that nearly 44 percent of Millcreek Coffee Roasters' customers identify between the ages of 45-54 (22.2 percent) and 25-34 (22.2 percent). In reviewing the information regarding purchases, the data suggests that many patrons of Millcreek Coffee Roasters purchase food items to compliment their beverage. More than 75 percent of those surveyed consider themselves to be critical/informed coffee consumers, and roughly 60 percent of those surveyed are frequent Millcreek Coffee Roasters customers with 10 or more visits.

Although recommendations from friends seem to be the largest draw for visiting the coffee shop, many mentioned the location to be one of the biggest reasons as to what brought them in. And as the situation analysis suggests, Publik Coffee Roasters was the largest competitor amongst those surveyed, followed by Coffee Garden, Sugarhouse Coffee, and Starbucks.

Much like the Millcreek Coffee Roasters' customers, those surveyed after visiting competing coffee shops had mentioned top choices to be Sugarhouse Coffee, Publik, and Coffee Garden. With an average demographic age of 27 years old, many of those surveyed had mentioned they consume coffee daily to almost daily and found that taste was the number one reason when selecting coffee. More than 50 percent of those surveyed had responded that they consume coffee at home or coffee shops.

## SECONDARY RESEARCH

In conjunction with the primary research conducted by the team, investigation into national coffee publication and industry trade articles to help understand how coffee is consumed in America. Detailed below are specific findings regarding specific trends and data towards Millennials and other pertinent findings.







## MILLENNIALS AND COFFEE CONSUMPTION

Millennials are changing the world of coffee, one cup at a time. According to data from the National Coffee Association's 2016 National Coffee Drinking Trends (NCDT) report between 2008 and 2016, coffee consumption rose from 13 percent to 36 percent among 18-24 year olds, and from 19 percent to 41 percent for those 25-39. They also account for about 44 percent of U.S. coffee demand, according to Chicago-based researcher Datassential.

Millennials have also shifted their value ethos, placing experience above a particular product. They acquire value from being engaged in advertising, product development, social interactions, and other entities of the marketing process (Fromm & Garton, 2013). They are concerned with company beliefs and behaviors, and choose to purchase from companies they can respect and relate to. Studies show that 50 percent of Millennials say they are more likely to buy a brand they know supports a cause (Fromm & Garton, 2013). They are the most skeptical coffee-drinking group, and are more likely to question company ethics. They are also significantly more likely than other generations to have heard of Rainforest Alliance, Shade Grown, and Conservation International (NCA, 2013).

For example: The average retail price that select specialty roasters charged for lots that included growers' names was an average of \$9.95 higher per pound than the average retail price of those that didn't, according to December 2015 research from Transparent Trade Coffee (TTC).

Drilling down to specialty coffee consumption, 35 percent of people ages 18-24 and 42 percent of ages 25-39 drink specialty coffee daily. Millennials are more likely than older generations to consume specialty coffee beverages. The increase in specialty coffee consumption appears to be driven by espresso-based beverages, the favorite of this generation. The NCA's report shows that 21 percent of people ages 18-24 and 25 percent of ages 25-39 drank espresso-based beverages daily (NCA, 2014).

# CONSUMER PROFILES

Detailed in this section of the target market analysis is a compilation of all the research into five distinct consumer profiles that stretch across both areas of Millcreek Coffee Roasters' business, wholesale, and retail. These profiles of fictional characters will help Millcreek Coffee Roasters understand the potential and current target audiences through demographic, geographic, and some psychographic information obtained through research.

Due to the limited timeframe of this overarching project, a recommendation of investing more time, money, and effort into developing these profiles into more robust consumer profiles for the Millcreek Coffee Roaster business is highly suggested.

## RETAIL CONSUMERS

### MARY

- “The Millennial”
- Mary is an 18-to-24 year-old entry-level professional living in Downtown Salt Lake City. Mary hasn't established loyalty to any particular coffee shop in town, but enjoys being seen at any new trendy spot. She doesn't particularly know which style of roast she enjoys most, but she's willing to try and learn everything she can. Mary sees coffee as an early morning to mid-afternoon drink that can occasionally be enjoyed on a date or social situations.



*Image courtesy of Adobe Stock Images*



## ERIC

- *“The Coffee Connoisseur”*
- Eric is what you might define as a coffee “snob,” he enjoys a cup of coffee with no frills or additives. While living and working in Sugarhouse, Eric is willing to travel to get his cup of joe. Lattes and other such drinks are for the coffee drinkers who don’t understand the beauty of coffee. He enjoys the varietals and flavor profiles of a sophisticated coffee roaster.



*Image courtesy of Adobe Stock Images*

## JILLIAN

- *“The Casual Coffee Consumer”*
- Jillian is a working mom with two kids, so convenience and location are key to Jillian when it comes to coffee. While working downtown, Jillian has been known to stop into a coffee shop for a quick morning pick-me-up, but typically she sticks to her standard Starbucks due to speed and convenience.



*Image courtesy of Adobe Stock Images*

# WHOLESALE CONSUMER

## SARAH

- “The Restaurant Manager”
- Sarah is a busy restaurant manager that doesn’t have a ton of time to dedicate to coffee tasting. She knows customers enjoy a cup of coffee at breakfast or brunch, but rarely does she hear of someone ordering a cup after dinner. Her selection on coffee is solely based off her own tastes and what she believes her customers will order. Name brand isn’t of importance to her.



## STEPHEN

- “The Wholesale Client”
- Stephen is a coffee drinker in his personal life and that spills over into his wholesale coffee purchasing decisions. As the General Manager at a local ski resort and hotel, he understands that many of his customers come from around the world and expect different levels and flavors of coffee. He tries his hardest to select the best coffee and cares about quality and freshness, but realizes that his own tastes come into play when it’s decision-making time.



For more in-depth character analysis please consult the appendix section, or visit the link provided: [tinyurl.com/hvxrj2n](https://tinyurl.com/hvxrj2n)

# GOALS, OBJECTIVES, STRATEGIES, AND TACTICS

## OVERVIEW

Detailed in this section of the Integrated Marketing Communications plan are targets goals, objectives, strategies and tactics that will help the Millcreek Coffee Roasters brand communicate more efficiently and effectively with three distinct target audiences: Millennials, Influencers, and Wholesale Clientele.

## GOAL

Position the Millcreek Coffee Roasters brand as the top-tier, farm-to-cup coffee roaster in Salt Lake City.

## OBJECTIVES

Three measurable objectives are created to help position the Millcreek Coffee Roasters brand as a top-tier, farm-to-cup coffee roaster in Salt Lake City. The objectives for this IMC plan are as follows:

- Increase the number of millennials who follow Millcreek Coffee Roasters by 20 percent (60 followers in total) on Facebook and Instagram in three months
- Expand community relations and reach local influencers through two to three educational and community events by the end of Summer 2017
- Enhance website traffic amongst wholesale clients by 20 percent within three months after new site launch

## BRAND POSITIONING STATEMENT

In order to help articulate the Millcreek Coffee Roaster brand's unique value for customers compared to the competition, a brand positioning statement has been created. Millcreek Coffee Roasters' brand statement is paramount in differentiating itself from other competitors with its brand longevity hinging on quality roasting, freshness of each bean, and sustainability practices.

**Brand Positioning Statement:** Millcreek Coffee Roasters is committed to providing fresh, perfectly roasted farm-to-cup coffee to local brew enthusiasts. We start with a focus on both quality and sustainability, profile each bean to find its maximum flavor potential, and roast daily and deliver promptly to ensure our coffee has exceptional flavor.

This brand position highlights the differentiating characteristics of how and why Millcreek Coffee Roasters distinguishes itself from local competitors. This also enhances brand strategy as being a premier roaster, focusing on quality, sustainability, and brand longevity.







*Espresso photo courtesy of Pexels*

## UNIQUE SELLING PROPOSITION

Moving beyond what differentiates Millcreek Coffee Roasters from its competition, a unique selling proposition has been developed that highlights the specific messaging around how Millcreek Coffee Roasters communicates its products and offerings.

***Unique Selling Proposition:*** Our passion is your coffee.

This unique selling proposition focuses on the commitment set by Millcreek Coffee Roasters to provide customers with fresh, perfectly roasted farm-to-cup coffee to local brew enthusiasts. Detailed below are specific selling points or messaging that sets Millcreek Coffee Roasters apart from competition and entices customers to purchase:

- Millcreek Coffee Roasters stands true to its commitment of providing fresh, perfectly roasted coffee to local brew enthusiasts by starting with excellent beans.
- Millcreek Coffee Roasters pay more for the best quality coffee beans to provide, you, the customer, with a truly authentic farm-to-cup coffee.
- Buying out beans directly from the top coffee growers around the world, Millcreek Coffee Roasters select the top five percent of the coffee crop, focusing on sustainability and responsible growing practices.
- Millcreek Coffee Roasters take this relationship between roaster and farmer even further, providing you, the customer, with a perfectly roasted, farm-to-cup coffee that is delivered daily and date stamped to ensure quality and freshness.

Since each customer has their own unique relationship and story behind his or her own coffee consumption, Millcreek Coffee Roasters includes a unique selling proposition which tells the journey of its coffee to relate to consumers. By developing specific rhetoric that profiles each roast through the farm-to-cup concept, Millcreek Coffee Roasters believes this will create a relationship between the coffee and the consumer. Detailed in the section below are specific creative strategies and tactics to help deploy persuasive messaging and selling points for the Millcreek Coffee Roasters brand.



# CREATIVE STRATEGY

The creative strategy for this IMC plan should reflect the brand positioning statement and the unique selling proposition. Emphasis should be placed on key terms such as farm-to-cup, fresh, brew enthusiasts, quality, sustainability, and exceptional flavor. While many of these terms focus on the product itself, the term “farm-to-cup” focuses on the process of coffee production, as per various third-wave branding strategies. This focus can go further in emphasizing the people who are responsible for bringing the coffee from the farm to the cup of the consumer.

Strategies and tactics should therefore be largely product-centric with a subtle emphasis on the consumer. Messaging can undertake the dual role of appealing to the consumer’s logos (great taste, value, etc.) as well as pathos (empathetic connection to the individuals responsible for bringing coffee from farms to their cup). This approach is intended to create an emotional connection to the product by providing a narrative while underscoring the sensibility of the choice.

## OBJECTIVE #1

Increase the number of millennials who follow Millcreek Coffee Roasters by 20 percent (60 followers in total) on Facebook and Instagram in three months

### STRATEGY

Raise consumer education through social media influence to both wholesale and retail customers that Millcreek Coffee Roasters distinguishes itself from any of its local competitors (top-tier, farm-to-cup roaster).

### TACTICS

- Integrate photos of third-wave coffee practices on website and social media platforms
- Create visual social media campaign on Instagram focusing on the journey of the coffee beans and their origin, as well as the farmers
  - ◊ Research and Integrate effective hashtags relevant to target audience. Some might be #realcoffee #farmtocup, #coffee4change, #sustainability, #SLC, #SaltLakeCity, #Utah, #coffee and more.

DEVELOP AN “ON-THE-ROAD” TWITTER CAMPAIGN THAT KEEPS MILLCREEK COFFEE ROASTERS TALKING TO FOLLOWERS WHEN THEY TRAVEL TO NEW COFFEE BEAN LOCATIONS OR ATTEND ROASTINGS.

- Offer time-constrained random giveaways. Raise consumer education to both wholesale and retail customers that Millcreek Coffee Roasters distinguishes themselves from any of its local competitors (top-tier, farm-to-cup roaster) through social media influence.
- Introduce “Cups with a Cause” social media campaign to be used on Facebook and Instagram. This would include printed educational messages on cups through photos, words, or various relevant coffee statistics. Ultimately, this will encourage consumers to post pictures of their cups on social media and share with friends to grow Millcreek’s audience. #cupswithacause, #coffeetalk
- Tap into social media influencers and offer exclusive events



*Brazilian Coffee Farm courtesy of Pixabay*

- Use social media to offer give-a-ways

## STRATEGY

Assure wholesale clients through a multi-mix media that purchasing coffee with Millcreek will satisfy its need to provide premier coffee to their millennial customers at the best available price-point and a quality only available with Millcreek Coffee Roasters.

## TACTICS

- Develop a dedicated tab on Millcreek Coffee Roasters website for distributors that includes fact sheets about purchasing, roasting and sustainability practices
- Recognize distributors through social media posts, welcoming the idea of “Share the love”, (i.e. - recognize the ski resort that distributes Millcreek coffee on some of Millcreek’s posts)
- Establish coffee training checklists through the website that highlights specifics around each roast and flavor profile

## OBJECTIVE #2

Enhance website traffic amongst wholesale clients by 20 percent within three months after new site launch

## STRATEGY

Develop Search Engine Optimization tactics to enhance search engine rankings with an emphasis on the unique selling proposition and brand positioning statement to better communicate with millennial consumers and establish klout within the Salt Lake market.

## TACTICS

- Develop a QDF (Query Deserves Freshness) strategy through a regularly-scheduled coffee blog. This blog can include journaling from coffee regions to curated content from trade magazines and coffee enthusiast sites
- Focus on keywords that are relevant to the unique selling proposition, brand positioning statement, and Salt Lake City region. Similar to hashtags but used organically, these words will raise the ranking of Millcreek in search results. Words such as farm-to-cup, sustainable, fresh, quality, exceptional, Salt Lake City, Utah, direct trade, single-origin, Arabica, and more should be used. Google keyword planner can be effective in determining which words will be effective
- Enlist the services of an SEO specialist to pinpoint effective strategies to increase Google rankings
- Utilize Google Analytics to determine the usability of the page



- Create connections with other webpages. Ask partners to list the Millcreek Coffee on its webpage to improve indexing
- List Millcreek Coffee and the website in as many directories as possible
- Ensure that the website is mobile friendly with responsive web design



## OBJECTIVE #3

Expand community relations and reach local influencers through two to three educational and community events by the end of Summer 2017

### STRATEGY

Implement public relations strategies with a focus on educational events to reach out to local influencers and community members.

### TACTICS

- Introduce educational coffee events through barista trainings, coffee and food pairing classes
- Identify specific community events where Millcreek can begin to develop relationships with local nonprofits, farmers market events, and food festivals.

Event	Date	Website
<b>Downtown Farmers Market</b>	06/01-10/01	<a href="http://slcfarmersmarket.org">slcfarmersmarket.org</a>
<b>Chalk Arts Festival</b>	06/16-06/17	<a href="http://visitsaltlake.com/includes/calendar-of-events/Chalk-Art-Festival/7875/673">visitsaltlake.com/includes/calendar-of-events/Chalk-Art-Festival/7875/673</a>
<b>Kimball Arts Festival</b>	08/04-08/06	<a href="http://parkcitykimballartsfestival.org">parkcitykimballartsfestival.org</a>
<b>Utah State Fair</b>	08/09-08/16	<a href="http://utahstatefair.com">utahstatefair.com</a>
<b>Sugar House Arts Festival</b>	07/04	<a href="http://sugarhousefireworks.com">sugarhousefireworks.com</a>
<b>Independence Week</b>	07/01-07/07	<a href="http://localfirst.org/campaigns/independents">localfirst.org/campaigns/independents</a>
<b>Host Possible Job Fair</b>	TBD (May/June)	<a href="http://eventbrite.com/d/ut--salt-lake-city/coffee">eventbrite.com/d/ut--salt-lake-city/coffee</a>
<b>Host Possible Roasting/Barista Classes</b>	TBD (June/July)	<a href="http://eventbrite.com/d/ut--salt-lake-city/coffee">eventbrite.com/d/ut--salt-lake-city/coffee</a>

### STRATEGY

Host events with one of two focuses, education and community, to involve both local influencers and members of the surrounding community.

### TACTICS

- Educate influencers and community members about coffee and what sets Millcreek apart in the coffee world
- Generate organic “buzz,” word of mouth promotion for Millcreek via influencers and prominent community members
- Create credible brand promotion with third party endorsements from Salt Lake City influencers.





To benefit the most from relationships with influencers, Millcreek should focus on local Salt Lake City bloggers, social media personalities, writers, and others that focus on food/drink, Salt Lake City lifestyle, and coffee. See below for a list of possible influencers (this is not an exhaustive list, there are many more influencers to be found. These are just examples that represent a place to start):

Bloggers***		
Name	Focus	Links
Little Miss Fearless	Salt Lake City Lifestyle	littlemissfearless.com
SLC Foodie	Salt Lake City Food	theslcfoodie.com
I Heart Salt Lake	Salt Lake City Lifestyle	iheartsaltlake.com
SLC Eats	Salt Lake City Food	slceats.com
Writers		
Name	Focus	Publication
Kathy Stephenson	Arts, Entertainment, Culture	Salt Lake City Tribune
Brad Mee	Lifestyle	Salt Lake City Magazine

\*\*\*The professional relationship between influencers and brands is often based on product trades and special events. These people are highly powerful opinion influencers, so it's important to "roll out the red carpet" to make them feel special, valued, and important. Millcreek offers a special, high quality product on its own but, "exclusive" events and special treatment goes a long way in getting the attention of important influencers. If these events are designed in such a way that the influencers have a great experience, they share that experience with their devoted followers.

## ADVERTISING SCHEDULE

<https://tinyurl.com/jndecak>

## PROPOSED BUDGET

<https://tinyurl.com/z3o42ry>

# EVALUATION PLAN AND ETHICS ASSESSMENT

## EVALUATION METHOD ONE

**Objective:** *Increase social following by 20 percent (60 followers) on Facebook and Instagram in three months to reach millennials.*

**Criteria:** Regular follower counts should show that Facebook and Instagram follower numbers are increasing at a rate that will ensure a growth of at least 60 within the 90-day period.

**Tool:** To track follower growth, ongoing analysis should take place. To ensure accuracy, a follower count for both Facebook and Instagram should be taken and recorded at the beginning, middle, and end of the three-month period.

While the evaluation at the end of the three-month period is the most important, a follower count in the middle will serve as an indicator of whether the ultimate objective will be met. Ideally, within a month and a half, Millcreek will have gained around 30 followers on Facebook and Instagram.

See the chart below as an example of a tracking tool.

Date	Follower Count	Objective being met?
Day 1		
Day 45		(Objective: +30)
Day 90		(Objective: +60)

## EVALUATION METHOD TWO

**Objective:** *Expand community relations and reach local influencers through two to three educational and community events by the end of summer*

**Criteria:** Two to three influencer and/or community events have been hosted by September 1, 2017 (summer's end).

**Tool:** One of the more difficult methods of proving a return on investment (ROI) for any business is through public relations. Since there is no set standard for proving the effectiveness of a blog article or influencer marketing, Millcreek Coffee Roasters must rely on media value equivalency. In the example

provided here: <https://tinyurl.com/m4gfgu8> This media value report helps to calculate the total media value earned for particular public relations efforts.

## EVALUATION METHOD THREE

**Objective:** *Enhance website traffic by 20% within three months after new site launch in order to increase business/sales with wholesale clients*

**Criteria:** Weekly Google Analytic audits will show increased traffic and activity on the Millcreek Coffee website over the course of three months.

**Tool:** Various tools are available for analyzing web traffic to a site. Google Analytics is perhaps the most frequently used tool to track web traffic. Not only is it able to track how many individuals are arriving to your website, but it can also track behavior trends once individuals have clicked to your sight. Through an analysis of these behavior trends, adjustments can be made to individual pages to guide visitors to desired locations. Companies may conduct an audit of their web site to understand which pages are being visited, how frequently pages are visited, which page visitors spend the most time one, and so forth. To create a benchmark and analyze progress, an audit of the site on a weekly basis will be necessary for comparison.

Usability testing can also be very helpful in understanding browsing behaviors. Usability testing involves recruiting several individuals to navigate through a website and observing how easy or difficult it is to navigate through the website. While this tool isn't measurable, it can be used to enhance the visitor experience.

## EVALUATION SCHEDULE

<https://tinyurl.com/m8x767t>

## ETHICS STATEMENT AND STRATEGY

Millcreek Coffee Roasters understands that long-term success depends on more than providing high-quality coffee, it is founded in strong ethical values that are the guiding principles and practices that differentiate Millcreek Coffee Roasters. Therefore, Millcreek has made an ethical commitment to be:

- Environmentally conscious
- Partners with producers who invest time and thought into their farming practices
- Sustainable and economical in their products and company processes
- Supportive of alternative energy sources through recycling in their café locations
- Responsible in all practices from the coffee bean to the consumer.

This strong commitment to ethical practices ensures that consumers receive the best products as



promised by Millcreek. To assure the same standard of ethics that Millcreek upholds coincide with the objectives of this IMC plan, the following ethical strategies are proposed.

Strategy 1 - Ensure the accuracy and credibility of the information relevant to the proposed objectives. This includes exploring the shortcomings and strengths of the various approaches that might be used for meeting those objectives.

Strategy 2 - Provide valid data that correctly represent any findings from the objectives. If there are any misleading conclusions, they must be disregarded.

Strategy 3 - Disclose any contextual factors that may influence any of the above objectives. These might include geographic location, timing, social climate, economic conditions, etc.

Strategy 4 - When objectives include consumer participation, Millcreek should abide by current professional ethics, standards, and regulations regarding risks, harms, and burdens that might befall any consumer participants. This also includes providing necessary informed consent for participation and informing participants and clients about the scope and limits of confidentiality.

as they pertain to the Millcreek Coffee Roasters brand. These observations and analyses will help guide the goals, strategies, objectives, and tactics for the creation of an Integrated Marketing Communications plan for Millcreek Coffee Roasters.

# APPENDIX

## APPENDIX A

### Client Meeting Questions:

- Tell us a little bit about the history of your company
- Tell us a little bit about your background and how you became involved with Millcreek Coffee Roasters
- What would you identify as your biggest obstacle when it comes to your current marketing strategy/efforts?
- Who are the main competitors, and how do they communicate with their customers?
- How is the company/organization perceived in the marketplace?
- How does the company/organization differentiate itself from the competition?
- What three words would you use to describe your company?
- How is the product distributed?
- What are the current marketing tactics used?
- How does the company evaluate marketing communications?
- What is one thing you would change about your brand if you could?
- What forms or strategies of marketing/pr/social media are you most comfortable using?
- Does your consumer base use social media?
- Are you more interested in selling/marketing business to business or business to consumer?
- Would you like to increase store visits or coffee subscriptions?
- How would you describe your current customer base?
- Who are your b to b partners?
- What is your presence in food establishments? (restaurants, grocery stores, etc)
- What are some local sponsorships you provide?
- What do you do to keep up with current coffee trends?
- How many locations do you currently have? And which of those are you trying to promote most and which of those are your most profitable stores?

## APPENDIX B

**[tinyurl.com/hdgmlr3](https://tinyurl.com/hdgmlr3)**



## APPENDIX C

### EVALUATION CRITERIA

**Name:**

**Estimated Distribution:**

**Distribution Service:**

**Innovation:**

**Marketing presence:**

**Estimated Market Share:**

**Packaging:**

**Label Contents:**

**# of Coffees Offered:**

**Price Point:**

**Social Media Presence:**

Facebook:

Instagram:

Twitter

**On Google:**

Search for

Coffee:

Utah Coffee:

SLC Coffee:

**Website:**

Key Statements:

Key Features:

**Brand Summary**



# APPENDIX D

## COMPETITOR ANALYSIS

**Name:** La Barba

**Estimated Distribution:** From Joe E, their lead distribution coordinator: We self distribute now. In total we have over 100 accounts, but most of them are on the smaller side. We do service a few larger accounts, Copper Onion Enterprises, The Scott Evans Group, etc.

**Distribution Service:** Self distribution

**Packaging:** “side-gusseted, no-valve, no-tin tie. We’re a bootstrapped company. Someday, we’ll be driving Porsches and have valves and ties.”

**Price Point:** \$13.49-16.99

**Number of Coffees Offered:** 12

**Label Includes:** Brand name, coffee name, region, producer, cultivar, process, Rain Forest Alliance certification, Roast Date, Best By, elevation, flavor notes.

The packaging for La Barba was featured in the blog “Sprudge,” gaining recognition for it’s crisp, clean design and appearance. Focusing on minimalist design, the logo is prominently featured in blue with details very small on the bottom of the package, and a place for the roaster to sign. Details about the company are on the back. The matted blue has a calming and humble effect, countered by the gold the pops out of the design, countering the blue with a sense of extravagance. The company description is printed on the back.

**NOTE:** It appears as though they have recently switched their packaging back to a brown bag. Much less ostentatious. Not sure if it was a wise decision, except it might save on costs.

**Marketing Presence:** They offer tastings in grocery stores and participate in Farmer’s Markets.

Estimated Market Share: Fairly large, though difficult to determine since, unlike other roasters, they do not display their wholesale partners. Mostly mid-range restaurants such as Rye, and several third-wave coffee shops.

**Innovation:** Perhaps not the most innovative, though they assisted with ushering third-wave coffee into Salt Lake City. Levi, the founder, started the company in a grill in his backyard. Partnering with Joe Evans, former owner of NoBrow, known for their emphasis in third wave coffee brands from out-of-state. These feature alone have given the company a lot of attention.

**Key Statements:** “La Barba Coffee started in 2012 with the mission to bring specialty-grade whole-sale coffee roasting to Salt Lake City. Serving distinctive single origins and approachable blends, La Barba serves a mix of fair trade, direct trade, and Rainforest Alliance Certified coffees bought at premiums to pay a workable wage to the farmers, co-ops, and estates who grow the coffee. We roast for balance and distinction, bringing out the inherent flavors of each coffee. Simple, honest, and unpretentious. La Barba roasts and sources some of the finest coffees in the American West.”

Key Features: Single origin, direct trade, fair trade, rainforest alliance, simple, honest, unpretentious.

**Search Engine Strength:**

On Google: 4<sup>th</sup> in the search for “Coffee”

7<sup>th</sup> in the search for “Salt Lake City Coffee”

Does not appear in “Utah Coffee”



### **Social Media Presence:**

4,870 followers on Instagram

1,057 likes on Facebook

756 followers on Twitter (Last updated on March 16, 2016)

**Key Strengths:** Strong brand identity. Built on third wave coffee/barista culture. “Handcrafted” sensibility.

**Website:** Website is clean. Large sections that bleed to the end of the screen. Large hero images. Some great imperfect images featuring the owners. Lots of open space and images giving the site a premier appearance. Uses a simple non-serif font and branding colors. displays coffee bags uniformly as though on a table. Offers a subscription, branded merch retail, apparel, barista academy, and wholesale information.

**Brand summary:** The brand harkens to unfinished brick lofts with low light. Perhaps more Williamsburg than Manhattan. Prominently features bearded men in flannel. Emphasis on hipsterdom: lack of concern for fashion or trends, but definitely concerned with image.

# APPENDIX E

## COMPETITOR ANALYSIS

**Name:** Blue Copper

**Estimated Distribution:** Liberty Heights Fresh, The Bagel Project, 3 Cups, Passion Flour Patisserie, Big Mike's Coffee (TX), Rye Diner & Drinks, Big O Doghnuts, El Sillero, Coffee Lab, Burr Trail Grill

**Distribution Service:** Self

**Innovation:** Began as NoBrow, which introduced Salt Lake City to third wave coffee.

**Marketing Presence:** Blue Copper has been recognized by major publications (New York Times) and local publications as being part of the rise of coffee culture in Salt Lake City

**Estimated Market Share:** Tough to determine. Their partnerships may not be up to date.

**Packaging:** Similar to Publik and La Barba. Foil gusseted bags.

**Label Contents:** Source/title, process, varietals, flavor notes

**Number of Coffees Offered:** ~8

**Price Point:** \$16-\$21 (\$1.33-\$1.75/oz)

**Key Statements:** Nestled in the central ninth district of Salt Lake City Utah, Blue Copper is a smallish coffee roasting company founded in early 2013. We're driven by quality and taste, sourcing some of the finest coffee around and roasting it on the lighter side of the spectrum. As one of the few third wave roasters in Salt Lake we pride ourselves on our constantly rotating selection of boutique offerings (all of which are sourced from reputable importers, some of which are sourced direct from farm.) We currently work directly with partners in Colombia and Nicaragua

We own a coffee shop, The Coffee Room, two doors north of the roastery. We also partner with a select handful of wholesale partners whom we trust to brew our offerings to their full potential.

**Key Features:** third wave, direct source,

**Website:** Features large pages that bleed to the edges. Opens with image of brewing gear. No images of people, mostly coffee-related images.

**Navi Bar:** Home, About, Coffee Room, Shop, Wholesale, Contact

Retail features coffee, brewing gear, cold brew beverage, and a subscription service.

**Social Media Presence:**

Facebook: 1418 likes

Insta: 2,513 followers

Twitter: 306 followers

On Google:

Search for

Coffee: 3rd

Utah Coffee: 5th

SLC Coffee: 2nd

**Brand Summary:** Blue Copper is one of the original third wave roasters in Salt Lake City. This puts them out front from other roasters that have followed. Their branding seems definitely centered on the coffee.



# APPENDIX F

## COMPETITOR ANALYSIS

**Name:** Publik Coffee

**Estimated Distribution:** Three storefronts serve as main distribution. Undetermined if anyone else serves Publik.

**Distribution Service:** Undetermined. Possibly self-delivery.

**Innovation:** Perhaps tapping into the third-wave coffee ambiance over other roasters with an air of socialist rhetoric. The brand seems more location-based, featuring minimalist interior design similar to what is found on the West Coast. They've embraced toast as a main menu item in their eating establishments, which has made them a darling to locals and Bay Area admirers.

Publik seems to be very prominent on social media, with 11k followers on Instagram. Very image based, though often featuring their products more than people.

**Marketing Presence:** The strong point for Publik seems to be their social media presence with 11k followers on Instagram. They've been acknowledged in major and local media.

**Estimated Market Share:**

**Packaging:** Off-white packaging with geometric designs, and retro-font logo. Waterproof thick packaging with sandwich-bag fold.

**Label Contents:** Title, key points, description

**Number of Coffees Offered:** 7

**Price Point:** \$14-\$16

**Key Statements:** This city, our city, is on the rise, and we're fanning the flame. We believe in quality over quantity, community over corporate, planet over profit and sweating the small and the big stuff. We roast, grind, brew and repeat. We sip, swish, spit and compare. Our drive to serve the flawless cup of coffee is all consuming and we've been known to blur the fine line between aficionados and addicts. We're humbled by the love and passion of the coffee farmer. We're inspired by the craft and the quality of the coffee pioneers who came before us. We're emboldened by the artisanship of devoted roasters and baristas among us. We chose the name

Publik because it means, "community." We believe that coffee breeds community and coffee houses are the anchors that ground them. We are Publik Coffee Roasters.

**Key Features:** "Community," "flawless cup of coffee," "aficionados and addicts," "craft," "artisanship," "Community over Corporate" "Planet over Profit" "Quality of Quantity" (The presentation of these phrases has a 1984 feel to it)

**Website:** Bold single-page homepage without fold (is that up-to-date?) featuring black, gold and white. No images. Just text. Kind of Propaganda-like with demi-communist slogans.


**Navi bar:** About, Our Coffee, Locations, Events, Shop.

Brewing equipment and branded apparel also available.

**Social Media Presence:**

Facebook: 4k likes

Insta: 11k



Twitter: 1,100 followers

On Google:

“Coffee”: 6<sup>th</sup>

“Utah Coffee”: 3<sup>rd</sup>

“SLC Coffee”: 3<sup>rd</sup>

**Brand summary:** Publik seems to tap into a socialist movement with their slogans. They want to give the air of community, establishing themselves in two distinct neighborhoods: the Avenues and 9<sup>th</sup> and 9<sup>th</sup>. Some of their branding seems disjointed though, such as the Cowboy logo used on their bags and their website, but nowhere else.

# APPENDIX G

## COMPETITOR ANALYSIS

**Name:** Caffè Ibis

**Estimated Distribution:** Spanning the coasts, Caffè Ibis has over 200 points of distribution. By far the largest distribution span of any researched competitor. Focus on Utah, West, Mountain West. This does not include restaurants and local coffee shops.

**Distribution Service:** Appears to be self-distribution

**Packaging:** side-gusseted, no-valve, no-tin tie, similar to La Barba. Secured with reusable tape.

Sold in 12 oz bags.

**Price Point:** 11.39 – 14.99 (.95-1.25/oz)

**Number of Coffee Offered:** 31

**Label Contents:** Name, origin stamp, company statement, “Artisinal & Organic”

**Marketing Presence:** Available in specialty grocery stores. Most prominent in Logan, UT, where the roaster is located. The coffee shop serves as a local meeting point for the college.

**Estimated Market Share** (of local roasters):

**Innovation:** Their triple certification is widely imitated, but the prominence of certifications on their packaging is a big selling point.

### **Key Statements:**

At Caffè Ibis®, our core mission is to be unbeatable for quality and freshness, while supporting social and environmental stewardship. Caffè Ibis® endeavors to:

Provide customers with mountain grown and mountain roasted specialty Arabica coffee with unbeatable quality and freshness.

Assure fair compensation and due respect for the people whose labor brings us our exceptional specialty coffees.

Respect and safeguard the environment that provides the extraordinary growing conditions that true specialty coffee requires.

Honor and support our partners in this endeavor, and the customers of Caffè Ibis® Coffee.

Caffè Ibis® is a family owned and operated award winning “Green Business” and artisan custom coffee roasting house founded in 1976 by Randy Wirth and Sally Sears. Our focus is on Triple Certified, Organic, Fair Trade, and Smithsonian Shade Grown “Bird-Friendly” coffee from around the world.

**Key Features:** Triple certification. Very focused on fair trade, organic, and bird-friendly coffee. “Shade grown” is not a feature commonly seen in coffee.

**Key Strengths:** One of the best known coffee shops in Salt Lake City, Coffee Garden, carries Caffè Ibis.

Their “triple certification” is key for environmentally and fair-trade individuals.

“Mountain Grown, Mountain Roasted” is a key phrase.

**Website:** A tad out of date, but many modern design features, such as the large scrolling hero image.



**Navi Bar:** Business, Certifications, Shop, Gallery, Deli.

All coffee available, displayed by label.

Branded apparel and mugs available.

**Social Media Presence:**

Facebook: 3,442 likes

Insta: 796 followers

Twitter: 564

On Google:

Does not show up for “Coffee” search

Does not show up in “Salt Lake City Coffee” search

9<sup>th</sup> in “Utah Coffee” search

**Brand Summary:** The brand has stayed the same for quite some time. The jade green and yellow, though tired, is distinctive to Caffè Ibis. Consistent packaging and label design prominently featuring the certifications.

This roaster sits on the cusp of 2<sup>nd</sup> and 3<sup>rd</sup> wave coffee. Less image oriented, as indicated by the inconsistency in images featured in social network and website. These inconsistencies reflect a hometown feel of folks who care about the product, but not about the image. Less focused on barista culture. Definite appeal to the environmental and fair-trade conscious individuals. In some way, this reflects the late founding owner, Randy Wirth, who was a bit of hippy.

# APPENDIX H

## SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Millcreek Coffee Roasters is well-established with 20 years of roasting Family owned business Prides itself in freshness Wholesale distributor Direct source coffee	Lack of quality awareness among millennials Lack of retail in unaffiliated coffee shops Unrecognized as major contributor to coffee culture in Salt Lake City Lack of social media presence Outdated website Public relations strategy
OPPORTUNITIES	THREATS
New brand image that is distinct Ability to showcase quality Tap into current political unrest through pro-action (See Lyft vs Uber) Social media marketing Narrative opportunities highlighting individuals responsible for production	Younger brands appeal to younger individuals Inability to produce distinct small-batch coffees Limited marketing and advertising spend

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