

A STRATEGY TOWARDS A FAIR COFFEE CHAIN

MASTER THESIS PROJECT
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Moyee Coffee

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BIG THANKS TO ...

This project is the end of a life-changing journey at TU Delft; an exploration period that has changed the way I perceive the world.

First of all, big thanks to TU Delft itself. I am honoured to have received Justus & Louise van Effen Excellence Scholarships from TU Delft. The scholarship enrichened my experience as a master student. Thanks, TUD!

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0. EXECUTIVE SUMMARY

It is all about increasing fairness in the coffee industry. The coffee chain is not fair. This unfairness has been hidden from most of the actors in the coffee chain. The lack of communication is considered to be a vital element of the mentioned injustice.

Several initiatives, including FairTrade, have tried to win the fight over unfairness but the outcome has not been very heartwarming.

Moyee, a newly born company, has taken a different approach by shifting the value-adding activities to the countries of origin of coffee. Moyee has started investing in and developing roasting and packaging facilities in Ethiopia since 2012.

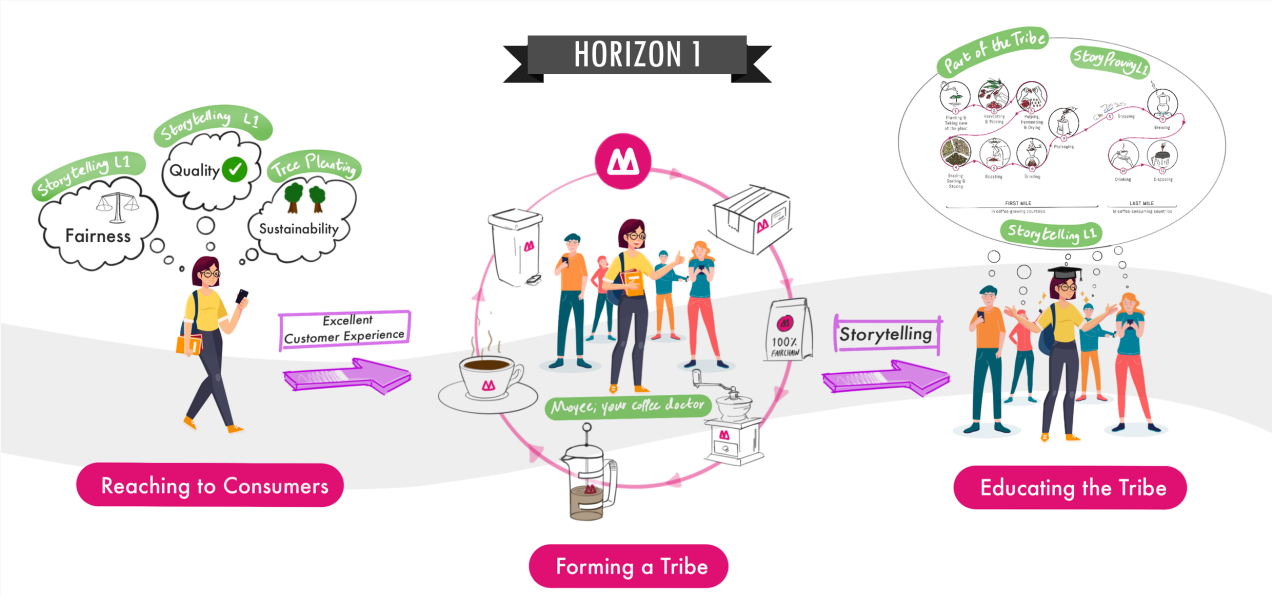
What can help Moyee leave more of a positive impact? Moyee is doing very well in terms of leaving an impact in coffee-growing countries. However, Moyee's relation with customers and consumers in coffee-consumer countries is not fruitful enough.

By means of Vision In Product Design methodology, Strategic Design approach, Design Roadmapping methodology, Cultural Strategy and Road Map for Creative Problem Solving, Moyee's values were translated to a future image called Vision. The process was followed by creating three steps (to be called Horizons) towards the Vision. The goal is to have a balance between Ecological, Social and Financial costs of the coffee and achieving a system that consuming coffee leaves equal or more Ecological, Social and Financial Impact than the costs it causes.

Horizon 1

It is about building up a Conscious Community of consumers. Consumers will be reached to with content addressing their concerns such as sustainability, equality and quality. Excellent customer experience and personalized communication between Moyee, farmers and consumers add up to loyalty. Simultaneously, customers will receive engaging information about the coffee chain to increase their awareness about the existing injustice.

Meanwhile, in the coffee-growing countries, Moyee will expand the roasting and packaging facilities to Kenya, starts Experimenting with True-costing and Living Income. Furthermore, a dedicated team starts the farm project.



Horizon 2

The next step is to give the community the power to shift and adjust their impact. It will be possible to trace back a bag of coffee and see who has been involved in the process of making that coffee. Customers will receive real blockchain-proved impact points based on their purchase and contribution to the chain. At the same time, Moyee expands the roasting and packaging facilities to Colombia and run projects to achieve zero CO_2 emissions.

Horizon 3

Finally, any person in the coffee chain can connect to any other person directly. This system causes extraordinary transparency and builds up a personal connection. Meanwhile, by partnering with other businesses, the impact points can be used as a new currency to receive services or experiences. The Mizan Farm Project is getting matured and is ready to be executed in another context.





THE COFFEE WE DRINK EVERYDAY

A.K.A. INTRODUCTION

1. INTRODUCTION

How do you prefer your coffee? A black cup of slowly-brewed V60 or a quick cappuccino from an automated machine? Besides that cup that you are imagining, we are going to talk about a new dimension of your coffee. The story!

Every cup of coffee that we drink has a long story behind: It begins with a farmer harvesting a plant in a country in the southern hemisphere (these countries will be called First Mile in this report). After some time, cherries grow on the plant. The cherries are hand-picked and carried to a place so that they could be washed/dried. After that, the green coffee beans are extracted from the cherry. These green beans are usually shipped to another country (mainly in Europe, these countries will be called Last Mile in this report). There, they become roasted, packed and shipped to a cafe/market. Next, they will be ground, brewed and finally served (Daviron & Ponte, 2013).

Hard to believe! A typical coffee bean has been on a plane, a ship, a truck and a van before we start putting it into a grinder and blend it with its other journey-mates.

We know a lot about the end part of the coffee beans' journey. We go to a cosy cafe with a handsome/pretty barista who works with a fancy machine that makes weird noises. Our order is something specific like "a flat white coffee with an extra shot of espresso from Arabica beans and almond milk". Amazingly, we can customize our drink so much to match our preference to have a bit more pleasure in our life.

On the contrary, we know little about the first parts of this journey. It becomes more and more difficult to trace back our cup (Daviron & Ponte, 2013). Thousands of people are involved - directly and indirectly - in the preparation of a cup of coffee (Jacobs, 2018). In the era that every one of us has moral and ethical concerns, it is short-sighted if we do not follow the story of coffee further and explore how our daily cup is affecting the world.

This report is somehow an exploration journal in the coffee industry to see how our sip is changing the world and what we can do to make a change for better.

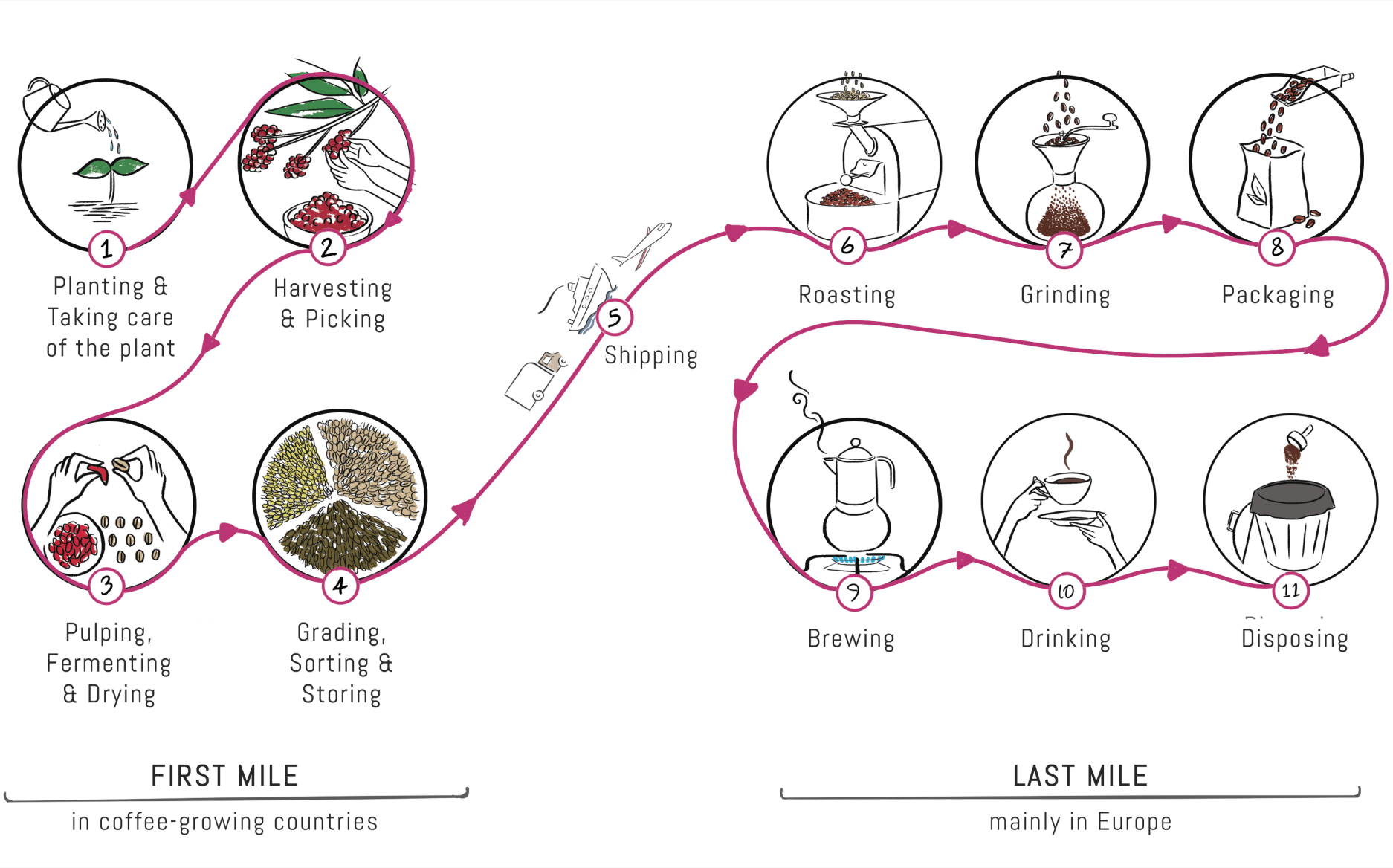


Figure 1. The journey that coffee beans go through from being planted to being disposed.



IT TASTES GREAT!
DOES IT FEEL GREAT TOO?

A.K.A. PROBLEM DEFINITION

2. WHAT'S WRONG WITH COFFEE?

We, as the consumers, have been kept away from the complexity of the systems that provide us with services or products. Much effort has been put on reducing the complicated parts of a process to smoothen the customer journey. Take, for example, opening a bank account ten years ago. One had to go to a branch of a bank, fill loads of forms and deliver several documents. Compare it with the current situation that anybody can open an account on the Bunq app in less than five minutes via a mobile phone (Bunq, n.d.).

After all, we are all busy human beings who want to either own, use or experience something that we desire. The less time we have to spend on struggling, the more time we have for our desire. Remarkably, we do not have to spend our valuable time and energy on things that do not add any value to our life. The bank forms for opening an account do not make our life fulfilling; it is the state of having an account that helps up have a more convenient life.

Turning to the coffee industry with all the complexity of people involved, companies, activities and branding and brewing, it is more sensible for consumers to get involved in the parts that have the most direct effect on their life: Choosing the right coffee to buy, brewing it properly and drinking it enjoyably.

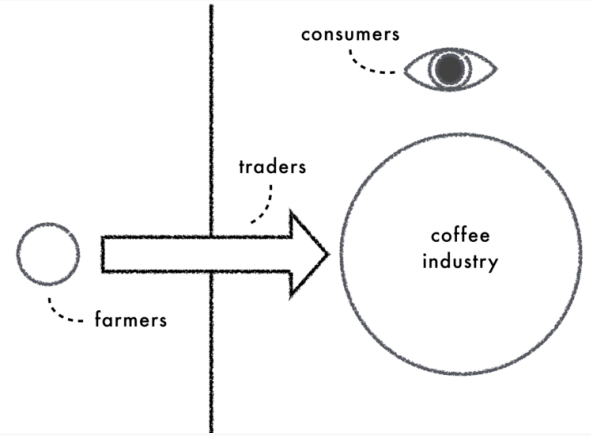


Figure 2. The visual of consumers as observers, image from This Side Up (n.d.)

It seems like the whole system has evolved around us as consumers; the least complexity, affordable prices, convenience and the sense of control. All we need to do is to go to the closest supermarket. Choose a decent bag of coffee that looks nice and yet is affordable and - without us knowing - is sealed from humidity, air pressure and dirt (CBI, 2019).

Having this system in mind, coffee companies used to compete against each other with having appealing packages, lower costs, a better taste, diversity and consistency (Lewin et al., 2004). Later, some came up with new machines that are easier to use, make a different type of coffee, leaves less of a mess and look fancier than others (Stamp, 2012).

As the competition increased, companies started to communicate new information about their product. The degree of the roast was demonstrated on the packages. The altitude that the coffee plant grows in became a criterion and bags received labels such as 100% Arabica. The name of the country that the plant is grown in evolved to an identifying element of the final product. The sort of the drying process, the roasting date, the packing date and many other factors are being shown so that we can choose the best coffee for us.



Figure 3. Country of origin, roasting date, roasting degree, farm name and other information on a coffee package. Image from Ramble Coffee (n.d.)

Although there is a vast amount of information available, one of the main missing elements is the people involved. This is oddly surprising. The whole notion of human society is based on value exchange. Humans started trading to have something in return of giving away something else (Harari, 2018) Fast forward to the coffee industry; it seems that most of the attention goes towards the "thing", not the human being that we trade with.

What has been said aligns well with Marx's theory of alienation that includes four types: Alienation of the worker from their product, from the act of production, from their species-essence and from other workers (Mészáros, 2006).

Alienation of the worker from their product

What we see in the coffee industry is that neither consumers nor producers (farmers) do not decide on the final product. It is mainly the companies and brands which decide what should be put into the market, how and for what price.

Alienation of the worker from the act of production

This type explains that in the capitalist mode of production, workers are being asked to do never-ending small repetitive tasks. The fact that workers rarely see the outcome of their tasks in the whole system reduces their psychological satisfaction (Mészáros, 2006). This entirely applies to the coffee chain. Farmers do not know who roasts, ships, packs, grinds, sells, consumes or trash their product. Roastmans do not know who farmed, harvested or shipped and who is going to sell or drink the coffee. The situation of not-knowing the previous or upcoming parts of the coffee bean's journey applies to many actors in the chain (Fridell, 2007).

Alienation of the worker their species-essence

This part of the theory claims that capitalism has reduced human's worth from an individual who defines their own values through direct, meaningful and purposeful activities to being a mechanistic part of a production system without having a personal and emotional connection to their tasks (Mészáros, 2006). In First Mile, the livelihood of many workers depends on their coffee-related activities (Fridell, 2007). In such a condition, the job is being done mainly to achieve income rather than exploring identity and values.

Alienation of the worker other workers

Mohapatra (2018) defines this part of the theory as "Ideally, it [a job] should be a constructive socio-economic activity that is part of the collective common effort performed for personal survival and the betterment of society". However, what we see in the coffee chain is a fierce competition among hundreds of brands to increase their profit, grow, scale and obtain a significant market share.

The Alienation theory is more visible in some market than others. It is worthy to compare the industries that humans are in the centre of attention with the ones that people are being overlooked. Recall the last movie that you enjoyed watching. There is a high chance that you remember some names of the actors. In fact, it is not only the names that we remember. We have feelings towards celebrities (Norman, 2015). We see them on TV, we follow their Instagram accounts, and we give them the opportunity to be heard. Their income, height, personal relationships and so on could easily be found online.

Coming back to coffee, forgetting the people on the other side of our exchange might result in inequality and injustice. The word

"might" is there because there is already injustice and inequality in the coffee industry, but it is short-sighted to jump to a conclusion to identify the cause.

The inequality that we talk about is not something hidden or difficult to understand. For decades, low-income countries in the South have been exporting tropical commodities. In the last two decades, international trade has increased tremendously, and the demand for something like coffee has been rising dramatically too. Some of the commodities such as coffee cannot be produced in the northern hemisphere, and therefore, there is no alternative source (Daviron & Ponte, 2013). It seems simple; more demand, more export and no alternative source. Coffee farmers must be wealthy, and the tropical countries must have gained so much of profit. Sadly, this is not the case. Although these countries provide a large number of commodities, they receive much little income and still, several coffee-growing countries receive aid from foreign countries (Daviron & Ponte, 2013).

To have a grasp, every kilogram of coffee that we buy in a supermarket costs about 20 euros on average. The farmer who harvests the coffee receives about 1 euro per the same amount. To make it more elaborate, one cup of espresso requires 16 grams of coffee, and it usually costs about 2 euros to order. This is almost equal to the amount that a farmer receives for 2000 grams (Maasho, 2019).

Does this mean that the cafe owner receives this crazy amount of profit? Probably not. Going back to the journey of coffee beans, there are many actors involved in the process. Some many middle-men and middle-companies fill the gap between farmers and consumers. This causes complexity to trace monetary value in the chain (Terazono, 2019).

Imagine the current chain as water pipes with loads of pomps and connections that leak. It is difficult to trace which pump or connection leaks the most. All we know is that there is a tremendous difference between the amount of water input and output (see the figure number 5).

Next to the financial difference between First mile and Last Mile, we should also consider the non-monetary values. Companies in



Figure 4. A child hand picking coffee cherries. Image from Green Queen (2020)

Last Mile scale their businesses, increase their brand equity, invest in new projects and expand their target groups while many farmers struggle to feed their family, let alone to improve their farm. As Daviron and Ponte (2013) mention, governance of the coffee chain mainly happens by the actors in the consuming countries.
Money has a substantial direct impact on poverty. In the end, poverty is about not having money. However, context plays an essential role in such a situation. A family who lives on a farm that does not have electricity can use some extra money to help their basic needs. However, it seems quite impossible to help their children have proper education, plan for their future or have proper medical services without electricity.

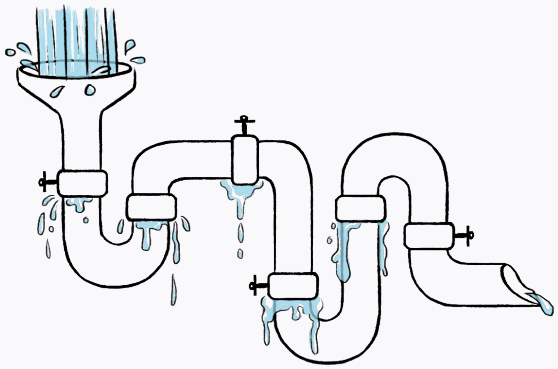


Figure 5. If the current coffee chain was a water system

What's wrong with coffee? As a summary:

- The values in the coffee industry are not distributed fairly.
- The unfairness applies to both monetary and non-monetary values.
- A fair share of the monetary-value has a significant impact on poverty, however, fair shares of other types of values are also needed for a more significant impact.
- The final product is the decision of big corporations rather than people involved in the chain.
- Actors in the coffee chain are disconnected from their impact on the whole system and humanity.
- Tasks and jobs in First Mile are being done mainly to achieve income, not as a means to develop the identity and explore values.
- The competition in Last Mile is about the growth of companies and brands rather than human society.
- We, as consumers, know little about first mile actors. This lack of knowledge hides the unfairness from us.



WHAT'S BEEN DONE ABOUT IT?

A.K.A. SECONDARY RESEARCH

3. FAIRNESS INITIATIVES

Did we just discover a secret problem in the coffee industry? We know that the farmer of our coffee does not have a life as good as us the consumers. Shall we call it injustice, inequality, unfairness or evilness?

In 1988, after that coffee prices dropped dramatically and farmers did not earn sufficient wage to make a profit out of it, a Dutch organization launched the first Fair Trade Certification (Max Havelaar, 2020). Transfair label was announced in Germany with the same purpose four years after fair trade certification. Other initiatives followed the wave, and in 1997, Fairtrade international was born by a merge of Transfair and Fair Trade Certificate and some other initiatives (Fairtrade Foundation, 2020).

The term fair has been used a lot in this part of coffee history. What is fairness anyway? In English, the word fairness has a similar meaning to justice. As Navran claims "Justice is often about overriding principles and fairness is more commonly about how those principles are applied to a specific set of circumstances or a particular situation" (Navran, 2012). Hypothetically, if there is a law that bans companies from paying a fair share to coffee farmers, we can consider this as injustice. If we consider that companies prefer to increase their profit while having the option to help out farmers, the term unfairness could be applicable.

This being said, there is not a clear boundary between these two terms in reality. Therefore, they are being used interchangeably. The critical point is that we know there is something wrong in the chain and we should do something about it.

As mentioned, many initiatives have been done regarding this issue; labels, certificates, books, videos, podcasts, organizations, businesses and so on. Some try to tackle the challenge with big scale solutions. Labels, certificates and organizations sit in this category. Some start the change in small scale. New coffee businesses and new traders are part of this one. Finally, there is a group that communicates the issue to the public. This group includes books, podcasts, videos and so on.

BIG SCALE INITIATIVES

FairTrade is probably the most known certification for fair products. The certified members are ought to pay higher prices to the exporters in developing countries and aim to improve the social and environmental standards. FairTrade Labels are placed on products which meet a minimum of specific criteria (Fairtrade Foundation, 2020).

While having a notable impact on society, some criticism shows flaws in the way that this organization perform. The first critic is that FairTrade is by itself, a complicated organization that cooperates with several other companies or organizations to keep the certification system running. For example, FLOCERT is the party who approves the standards of the farms and companies (Fairtrade International, 2016). In such a system, data might get misinterpreted and managing the organization, parties and promoting the idea of fair trade, indeed cost a lot. A study by Booth and Whetstone in 2007 claims that the majority of Fairtrade foundation's net income does not reach the developing countries and instead it is being spent on promotional programmes.

The criticism about fair certified coffee has increased so much that Fernando Morales-de la Cruz, the founder of Cafe for Change reveals his anger "The truth is that Fairtrade

and certified coffee, chai and cacao are anything but fair, and have never been fair to farmers, farmworkers or to their children" (Morales-de la Cruz, 2017). Following the hype, some coffee companies remove the FairTrade label from their products in order not to be linked to the negative associations of FairTrade (Luttinger & Dicum, 2006).

Other companies and organizations established new certificates and labels. Next to Direct Trade and Fairly-traded, some companies came up with their fairness labels. Although these certificates and labels are beneficial initiatives, the overall fairness that they increase in the world is doubtable.

We might wonder why none of these certificates has saved the world from unfairness. Fridell, the author of the book: Fair Trade Coffee: The Prospects and Pitfalls of Market-Driven Social Justice, believes that what has caused this situation is the fact that under capitalism the relationship between consumers and producers are mediated by the market, and it is not direct (Fridell, 2007).

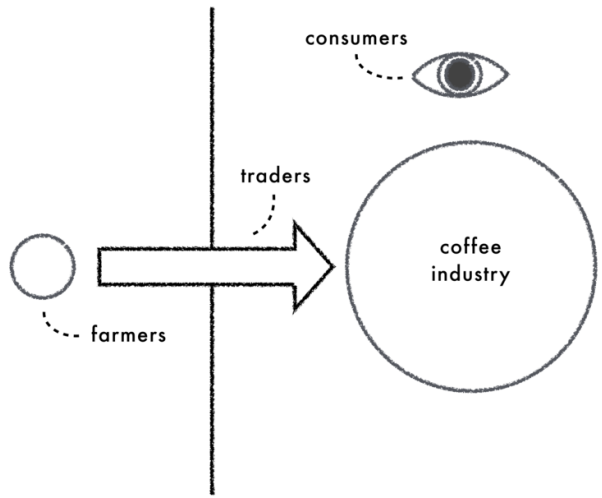


Figure 6. The visual of consumers as observers, image from This Side Up (n.d.)

A notable drawback of the certificate systems is that they make this relationship more complicated rather than making it more direct.

This Side Up, a company that is founded based on the principle of direct trade between coffee roast masters and growers, works hard to make the relationship between roasters and farmers transparent and demonstrate it to the public (This Side Up, n.d.). Heartwarming to see all the effort and the motivations behind it. Yet, the chain remains the same and consumers - still as observers - trust a tiny coloured label.

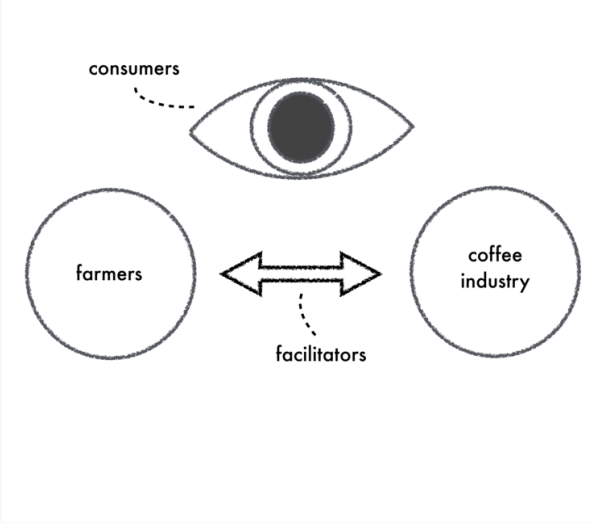


Figure 7. The visual This Side Up's vision for the future of the coffee chain, image from This Side Up (n.d.)

SMALL SCALE INITIATIVES

On the other side of the spectrum, there are small coffee businesses that buy their coffee directly from farmers that they are in contact with and sell it to consumers in Europe or USA.

There are plenty of these lovely businesses. Zwarte Roes, as an example of this category, is a Dutch company that started in 2015. They purchase beans from farmers for a better price, outside the regular market (Zwarte Roes, n.d.). This type of company removes several middlemen from the chain.

We already see an improvement in the quality of coffee and an increased payment to the farmer.

The impact they make is quite direct and it affects a small number of people. There is a high chance that scaling up for these companies will turn into a struggle. As the number of farmers increases, the attention being spent on each one of them will be less. Furthermore, economical impact (more payment) is usually the main sort of impact of this category. As discussed previously, a decent level of income helps a lot, but it is not sufficient to overcome the devil of unfairness.

What's been done against unfairness in coffee? As a summary:

- Books, podcasts, blogs, documentaries and movies have tried to increase the public awareness
- Big initiatives: certifications, labels and organizations such as FairTrade have been fighting unfairness. The weak points are that their complexity makes it difficult to prove their impact and this causes mistrust.
- Small initiatives: direct trade coffee companies buy beans directly from farmers and sell them to consumers. Their impact is usually small and it is difficult to scale up.
- In both cases, every stakeholder knows just a bit and have little control.



MOYEE; A DIFFERENT APPROACH

A.K.A. COMPANY ANALYSIS

4. A DIFFERENT APPROACH

Among the coffee companies that are in the fight against unfairness, Moyee Coffee stands out by a unique message: “Roasted in Origin”. Moyee states that more than 85% of the total coffee value belongs to the companies and people outside the farms (Moyee Coffee, 2017). By providing the people in the coffee-growing countries with roaster machines, Moyee is trying to shift a bit of the total value from developed countries to the developing countries (Moyee Coffee, 2017).

This is different enough to catch our attention. Let us see who they are and what they have done.

Moyee Coffee is a Dutch Coffee company that has started working in 2012. Guido van Staveren van Dijk is the CEO, and he claims that “We want to give countries like Ethiopia the tools to help themselves. It’s their coffee after all!”(Moyee Coffee, 2017).

The brand looks quite playful, direct, assertive and ambitious on its website and social media. Their language sounds informal, and in general, it seems friendly (Peters, 2015).

Getting back to fairness, a big label of 100% Fair Chain Coffee shouts to the audience that their coffee is fair; but what is Fair Chain? It is a foundation founded by Moyee Coffee as the place to build, experiment and execute some of the required tools for making their chain fairer. Fair Chain (or FC in short) could be as the technological party of Moyee Coffee that provides them with technological solutions.

Moyee appears to be a step closer to the root of unfairness. Having a lot of technological and in-field experiences gives them a bonus.

Keeping the final goal - making the world fairer - in mind, Moyee looks like a prepared context for a radical change in the coffee industry. This is the reason why this project continues with them.



Figure 8. image from Moyee Coffee (n.d.)

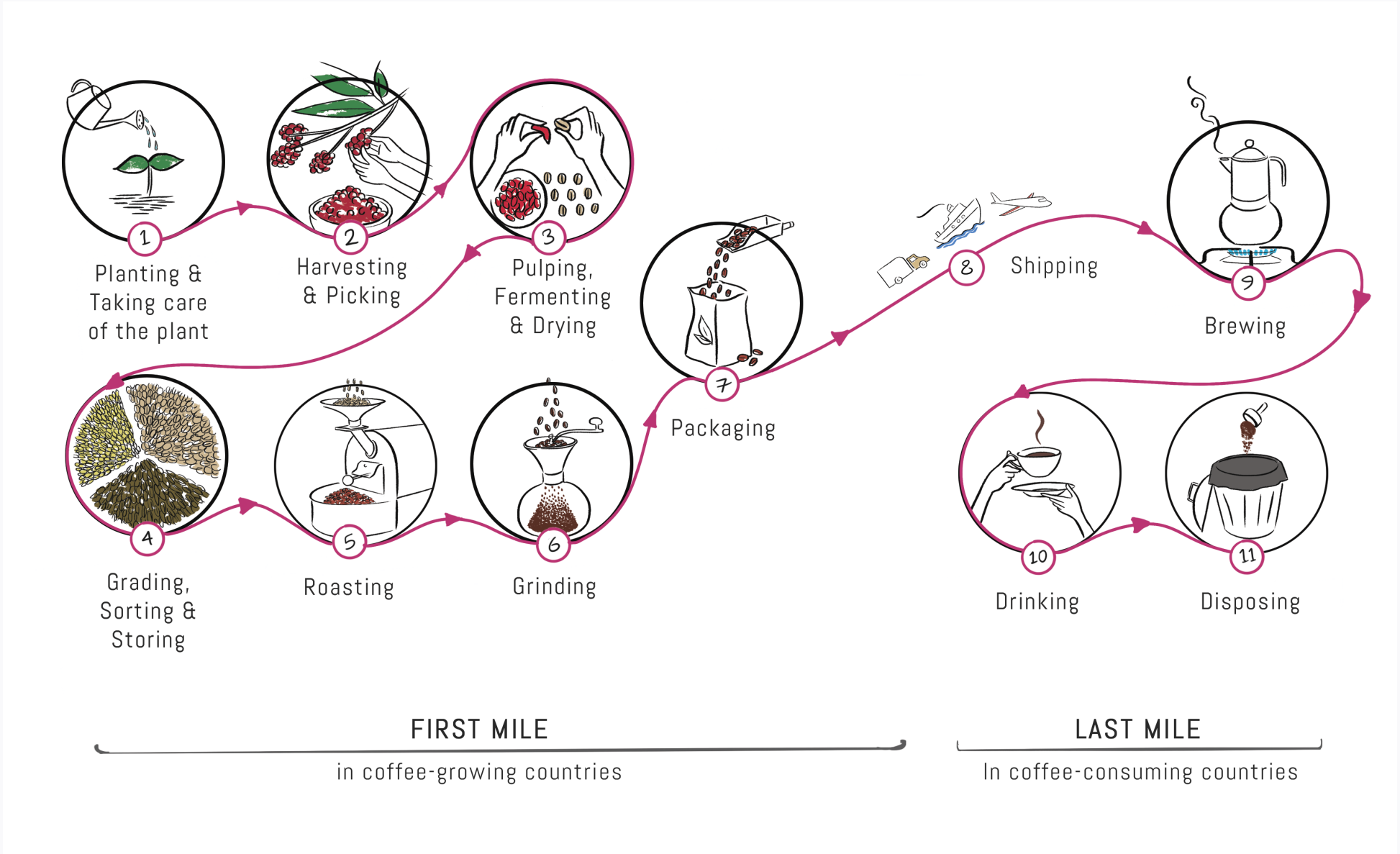


Figure 9. Moyee's Coffee Chain. Compare it with Figure 1 the general coffee chain

5. WHAT IS MOYEE DOING?

"Awareness is the first step to any change."

Informal interviews and meetings are flexible methods to explore a topic (Young et al., 2018, p. 13) and who better than the people working at the company to explain what is happening there?

The visionary CEO pushes the boundaries of ideas during these meetings and some hidden layers of beliefs and activities show up. Employees describe some of the projects they are working on and soon it gets clear that there are much more going on at Moyee than the information on its website. In addition to conversations, the impact reports convey a summary of past activities by Moyee.

All the project, experiments, plans, facts and ideas add up on top of each other and make it difficult to have a clear overall look. Visualization and categorization help to increase the understandability of the situation (Heitzman, 2019). Therefore, mapping what is happening in Moyee by co-creating a map on Miro (a collaboration whiteboard for distributed teams).



Figure 10. A meeting to explore what Moyee is doing

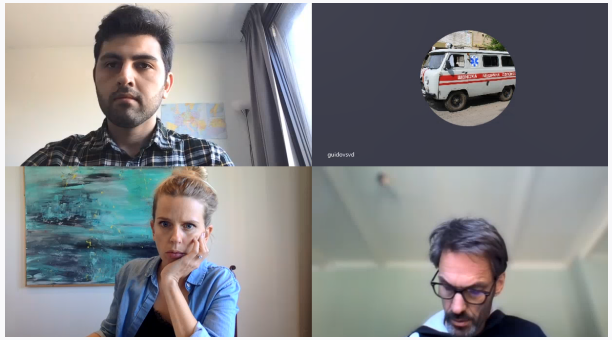


Figure 11. Skype interviews to get a grasp on what is being done at Moyee

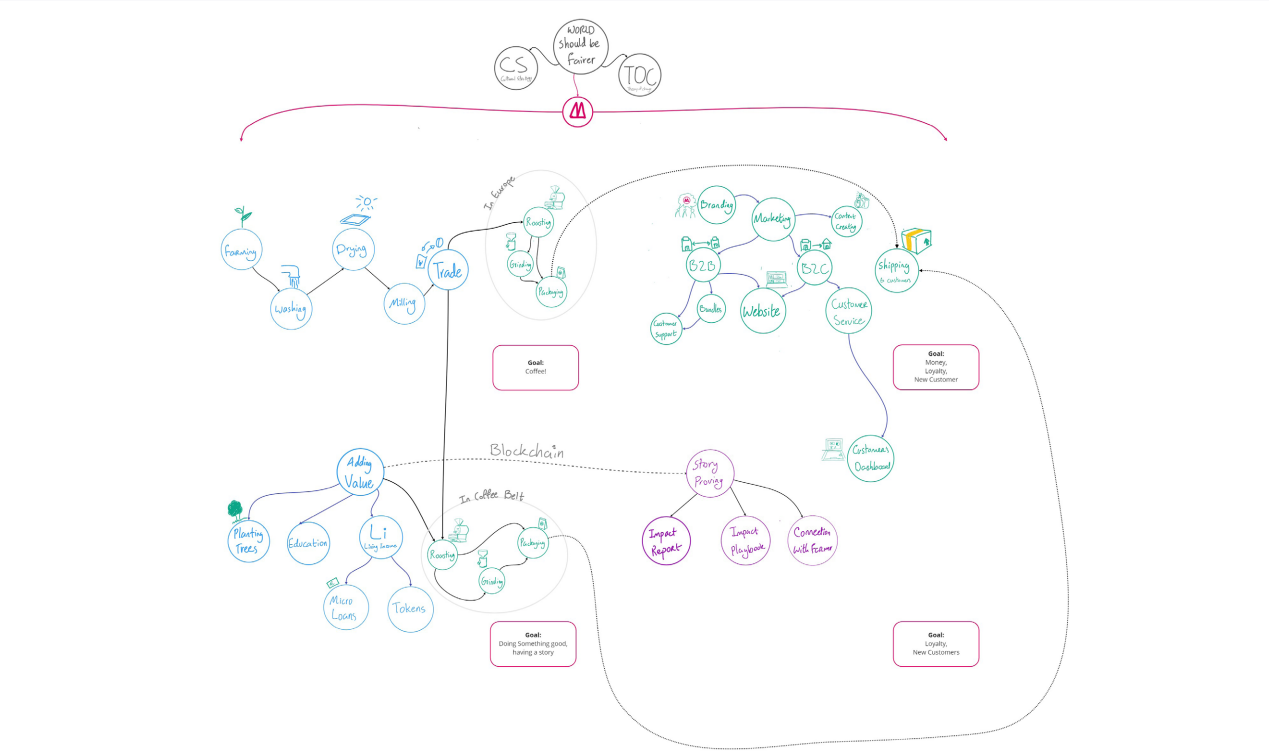


Figure 15. The map of Moyee's activities on Miro

Fast forward to the outcome, all Moyee does, could be mapped in two different parts: First Mile and Last Mile. First Mile activities include the tasks and project to leave a positive impact in the developing countries and to get coffee beans. Last Mile refers to selling the coffee to Moyee's customers in Europe and telling/proving the impact story.

FIRST MILE

There are much going on at Moyee and FC about First Mile project. Here are some of the main ones.

Roast at Origin

Moyee has done a bit of investigative research of their own and has discovered that more than 50% of green coffee beans export is dominated by six major multinationals in particular (Dijk, 1998). Ten multinationals roast 35% of the world's coffee (Panhuysen & Pierrot, 2018). Strangely, Europe has a global market share of 80% in total roasted coffee exports, being the world's largest exporter of roasted coffee while almost none of the beans have been harvested in Europe (Panhuysen & Pierrot, 2018).

This coffee oligarchy is so big and powerful that producing countries like Ethiopia do not influence pricing or direct access to international markets. The aim is to break that oligarchy.

Moyee believes in social entrepreneurship over development aid. As the origin of Arabica coffee, Ethiopia has enough premium coffee beans to be a wealthy nation. By shifting some of the value-adding activities – such as roasting and packaging – back to Ethiopia, we exponentially increase the country's earning capacity and hopefully one day eliminate their need for aid. As the CEO, Guido says "Roasting at origin will triple Ethiopia's revenue 'overnight!"



Figure 12. Roasting in coffee-growing countries, image from Moyee (n.d.)

True Cost

This topic is fascinating to be discussed. Remember the last time you bought a T-shirt. How much was it? 20€? 50€? Your answer probably ends with a monetary currency such as euros or dollar. It is not all. Everything we buy leaves traces behind. For most of the products, social and environmental costs are involved (True Price, 2020). The T-shirt we buy might be made by people who do not get paid enough. This cases injustice in the society and therefore should be calculated in the overall costs of the product. Also, both nature and people will pay for the environmental effects such as air and water pollution that the manufacturing process cause.

The same principle applies to the coffee industry. The 3€ that we pay for 200 cc of brewed coffee from unfair beans that are being served in a single-use paper cup is not the total cost that we need to pay. We, as consumers, will have to compensate - sooner or later - the social and environmental costs.

We know that our aim is to increase fairness in the coffee chain and since the chain is most unfair to actors in First Mile, should not we exclude tiny parts of the chain such

as the single-use cups in Last Mile? After all, Europeans know how to recycle. The answer is a bold NO. “Van Jones shows us how our throwaway culture hits poor people and poor countries “first and worst,” with consequences we all share no matter where we live” (The Economic Injustice of Plastic, 2010)

Therefore, Moyee has developed a system to calculate and balance the true cost of its coffee. Pro-active initiatives will compensate the necessary remaining costs.



Figure 13. The three dimensions of True Costing

Living Income

By working with 100 smallholders to improve the quality of their beans, Moyee has realized that the 20% premium (the extra amount that Moyee pays to farmers compared with big corporations) is not nearly enough to secure our farmers a decent income – not by a long shot!

Then, Moyee started a programme that would “bring a living income to farmers by managing profitable farms and getting involved in value-adding activities in order to improve the livelihoods and communities.” Living Income (or LI in short) considers the housing situation, investment, education and healthcare next to the financial aspect.

For example, a farmer who receives education about how to grow their farm better, will (by a high chance) earn more income through their farm activities. Moyee pivoted thus from a 20% FairChain extra payment towards a Living Income Differential.

It is still a bit unclear about how to assess the Living Income as a stand-alone factor. For instance, comparing the living situation of a farmer in Ethiopia with a farmer in Colombia is a tangled task. What people value and desire in different culture and context is different. Therefore, instead of putting all the effort in making a universal criterion for LI, Moyee decided to compare the difference between LI overtime for each person. This is being called the Living Income Differential.

In general, LI focuses on the following key elements:

- FairChain Premium Payment (20% more)
- Investments in programmes that boost the living situation of people
- Generating financial income from value-adding activities

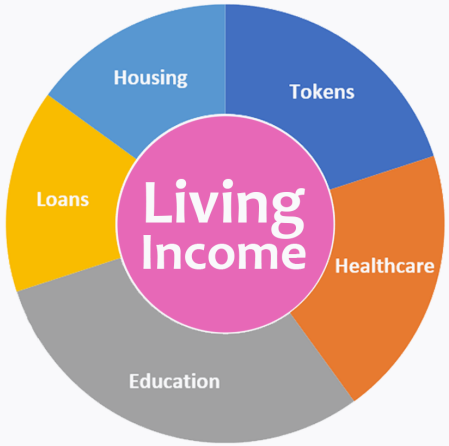


Figure 14. Some aspects of Living Income

Mizan Farm Project

This is a radical experiment that Moyee (and FC) has started. Vivian Elion, the impact officer of Moyee says:

We're going to transform the 259-hectare piece of land in South West Ethiopia into a model farm using the latest insights in regenerative farming. We'll operate in a strong believe that applying the right farming practices will increase biodiversity and soil quality. It will make our farm climate-resilient and help us adapt to climate change. It will reduce the cost of fertilizer and pesticides. Bottom line; it is the only way towards a long term reliable and living income.

Our experimental approach is aimed at generating a living income for farmers. Despite many interventions, the actual impact has been with various results. In Mizan, we'll apply a different approach. Initially, it will be our farm. We'll be making the investments in infrastructure, land preparation, and crops and it will be our responsibility and risk. In collaboration with local farmers, we'll work to make Mizan a productive and fertile land with the security of income and food security for the farmers. Selected farmers will be enrolled in our Outgrowers-to-Ingrowers program and gradually we'll transfer ownership to the farmers and their families. Eventually, they will own enough land with healthy crops to generate a reliable and fair income for their families and build a better future.



Figure 16. A picture of a part of Mizan farm

LAST MILE

Business to Business Segment

The majority of Moyee's coffee is being sold to other businesses, offices, companies and cafes. The sales happen via a contract. Moyee does not currently distribute its coffee via retailers and supermarkets; however, a contract between Moyee and AH (stands for Albert Heijn B.V. which is the largest Dutch supermarket chain) is in progress.

Business to Consumer Segment

Individual customers form a small segment of the whole customers. The sales happen on Moyee's website directly to consumers. Customers can purchase coffee only for once, or they can opt-in a subscription model that they will receive their chosen coffee in specific periods. The website is the primary touchpoint.

Branding activities and sharing the impact reports to public belong to this category.

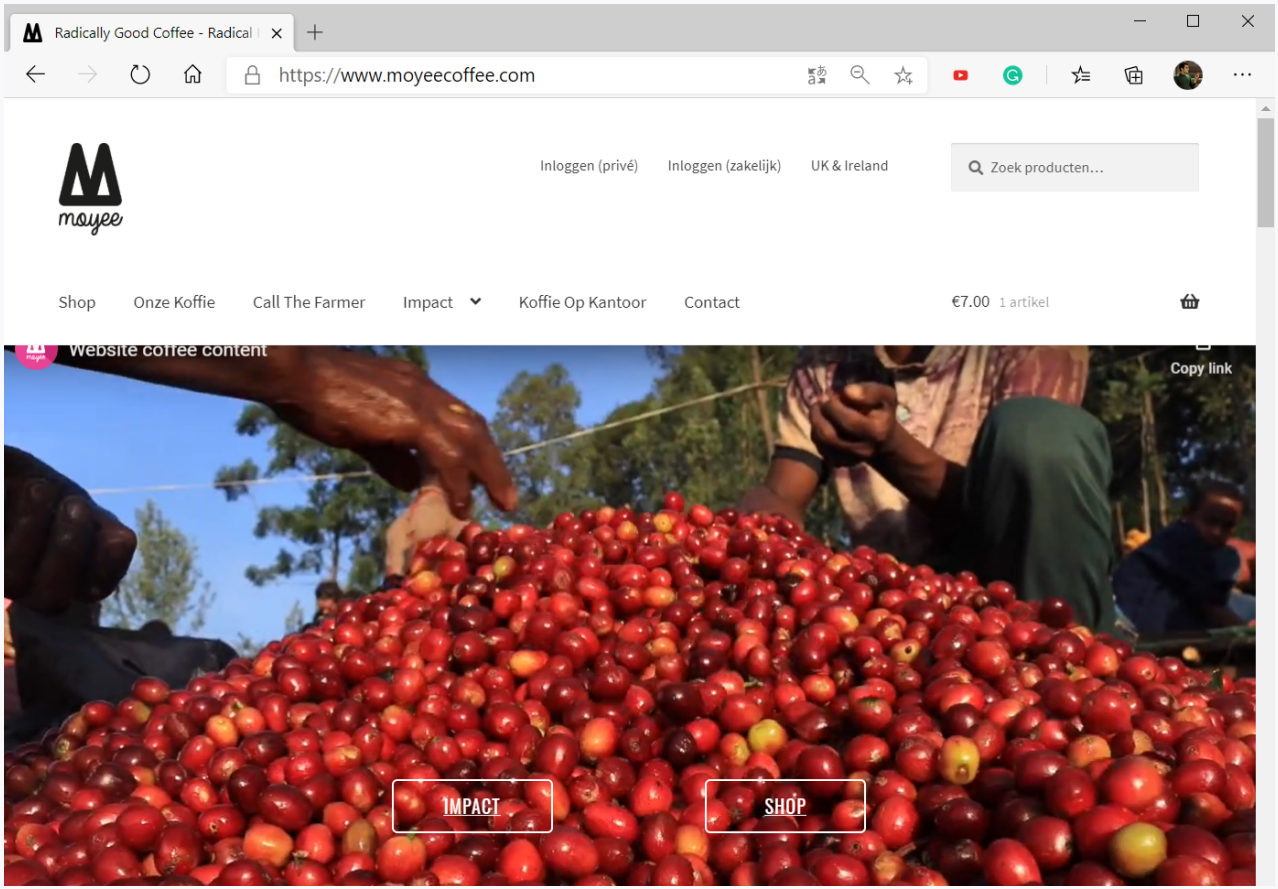


Figure 17. Moyee's Website

6. WHAT DOES MOYEE WANT TO ACHIEVE?

"If you don't know where you're going, any road will take you there" is a phrase from Alice's Adventures in Wonderland. Although it is not academic, it sounds logical and straightforward. Why should it be complicated? Everybody is supposed to know what they want.

Asking what Moyee wants to achieve from the CEO or employees ends up with explicit concrete answers. As one employee says "We want to increase the sale". The other one mentions "Farmers should get paid more". This is where answers include numbers such as "We want to plant 10000 coffee plants".

As stated in the book Convivial Toolbox by Sanders and Stappers, asking questions from people provides explicit knowledge (Sanders & Stappers, 2013, pp. 66). The outcome is valuable but, it should not be considered as the motivation. Asking Why questions alongside interviews and observation can help us to get closer to deeper motives and reasons.

As an example, a conversation with Why questions looked like this:

- We want to plant 10000 coffee plants.

- Great! Why do you want to do this?

- To reduce CO_2 emissions and to give farmers extra resources for their business.

- Sounds good! Why do you think you should do this?

- Because farmers should receive more income and we want to take care of nature while making money.

- Why should farmers receive more money?

- Because it's not fair! It's their coffee in the end!

Most of our Why conversations ended up in the same area. "Because we believe in fairness and equality!".

Considering the deep values of a company is a critical part of a change. Changes happen by decisions and values are one of the third main influencing factors (Gorddard et al., 2016, p. 63). The term *values* includes both external ones (social, cultural, national, ...) and internal ones in personal and organizational level. We can trace the changes in the external values, however, being aware of the internal values should not be overlooked.

What does Moyee want to achieve?

- It is quite simple! Making the coffee chain fairer as a step towards global fairness and equality!

7. WHAT IS HOLDING MOYEE BACK?

"*A chain is as strong as its weakest link.*" This applies to this company too. First things first, let us find out the weak spots in Moyee.

What easier way to start with than just asking this from stakeholders? "What do you think are the weak points of Moyee?" This question was asked from some staff at Moyee, including the CEO, the head of FairChain (tech department), the impact officer, the B2B manager and the sales manager.

Surprisingly, one of the most commonly mentioned answers was about the inside activities of the company. The CEO follows several abstract visions at the same time and since the visions are not communicated with staff, there is a layer of chaos in the organization. This results in a decline in employee's sense of control and awareness.

Next to this, some projects end up being forgotten and the staff do not see the outcome of their effort in the whole system.

Furthermore, in contrast with several detailed plans and projects for leaving an impact, not much of planning is happening for the Last Mile section.

Finally, there is not much information about the final consumers available in the company.

It seems that Moyee is performing the opposite way of big coffee companies. Big coffee companies put most of their focus on consumers to sell more goods and Moyee is putting most of its effort towards leaving an impact in First Mile.

All the actors in the coffee-chain play an essential role. However, the simplest form of the coffee-chain could be considered as a farmer who grows coffee and someone who drinks it. Overlooking consumers in this chain sounds like a risky move. Let us find out what consumers think of Moyee.

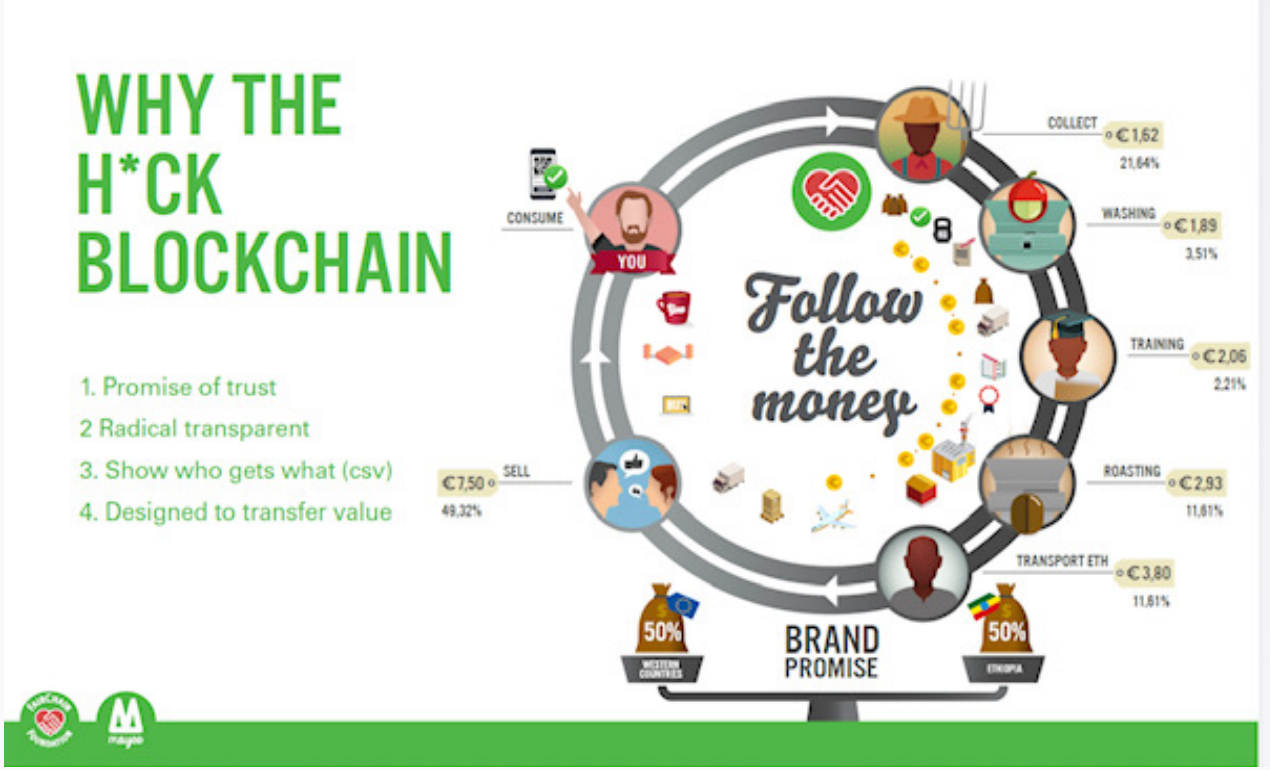


Figure 18. A sample visual from Moyee's goal. As being seen, most of attention is over First Mile

Mapping the customer journey illustrates how customers experience our service or product (Zijlstra, 2020, pp. 129). The only way for a consumer to buy Moyee's coffee is via the website of the company. Needless to say, after receiving the coffee, they prepare and drink the coffee.

There are several already existing materials about the customer journey for consuming coffee at home. On the contrary, there is no available journey map for how Moyee's consumers purchase on the website.

A combination of observation and interview was used via video calls and screen sharing to see how new and already-existing customers of Moyee order coffee via their website. A noteworthy advantage of the digital sessions is that it records both the facial expression and the screen (look at the previous figure). By matching the conversations, the activity on the screen and the facial expression, we can map how consumers feel during each step.

Once the experience was mapped, it became clear that there are several weak points in the journey that customers feel confused and might stop the process of placing an order. Some bugs on the website, complicated steps and not knowing which coffee to order were some of these points.

Regarding the impact, unexpectedly, some participants mentioned that it is not clear what the problem is and what Moyee is doing to solve it. Some took an understanding of the issue and did not find the proof for what Moyee says.

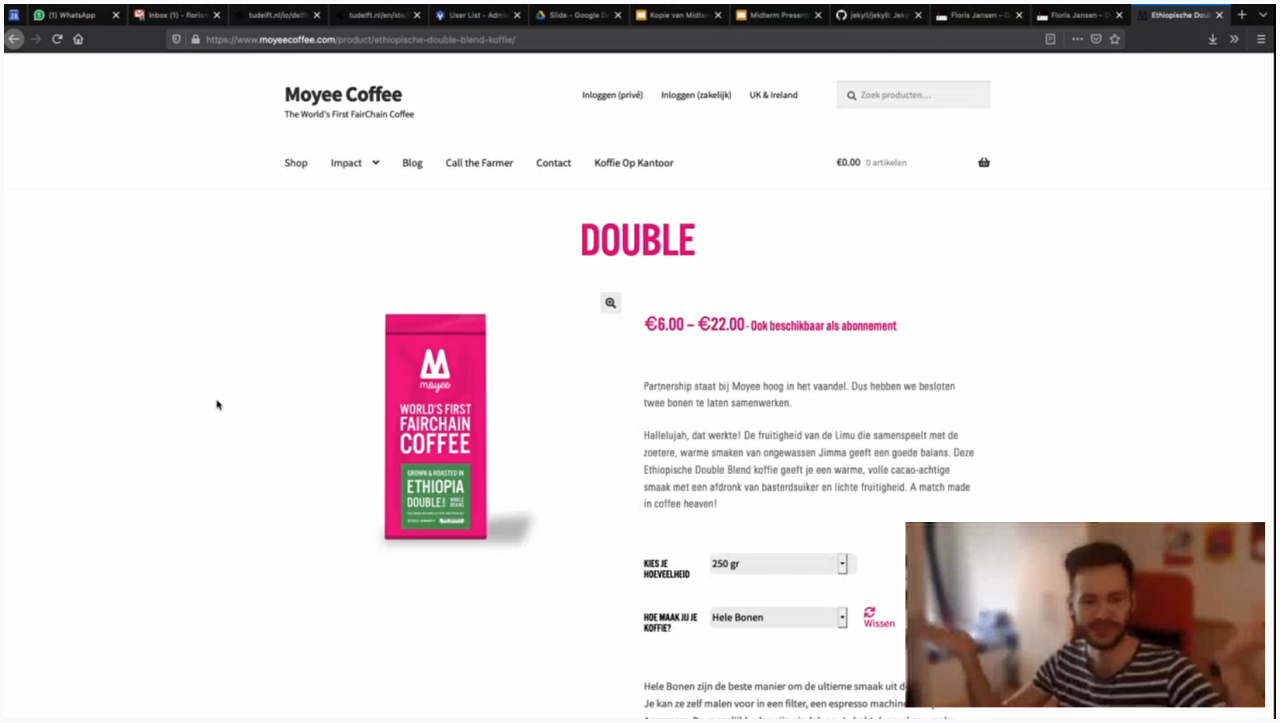


Figure 19. Video calls with sharing screens reveal customers' emotions through body language and facial expression.

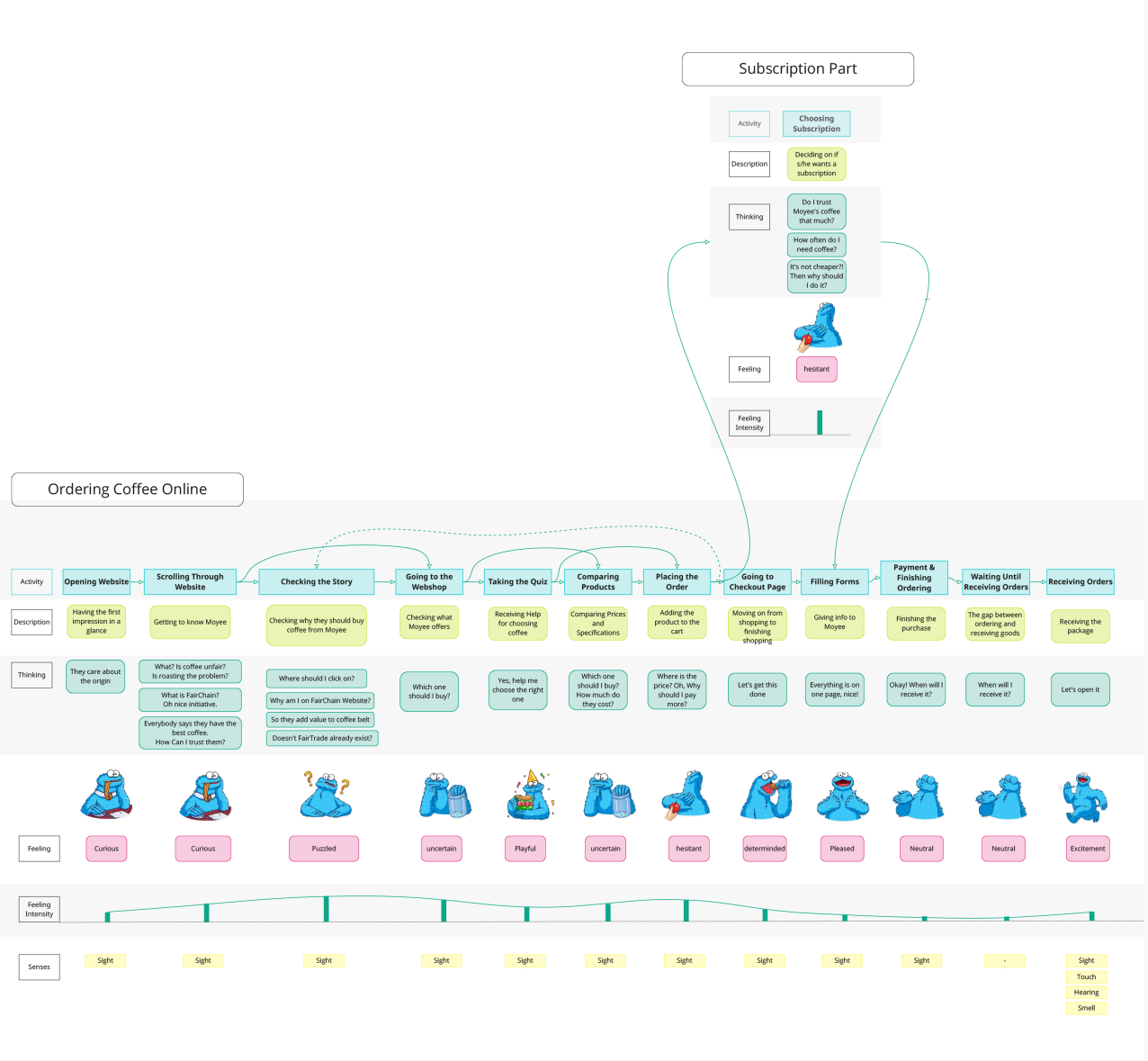


Figure 20. The journey map of customers through Moyee's Website. The complete map is available in appendices

In short, these are what is holding Moyee back:

- Weak communication about the impact Vision
- Weak communication about impact
- First Mile = very good
- Last Mile = point of improvement
- ----------
- Staff feel overloaded
- Some staff's actions end up forgotten/lost
- Staff don't know how their actions help the whole system.



THE UTOPIA FOR MOYEE

A.K.A. DESIGNING THE VISION

8. ENVISIONING THE FUTURE

After mapping the weak points, it is time to see what can give Moyee some extra power to excel in achieving its purpose.

How magical it would be to know what is going to happen in the future! We cannot know the future for sure; however, we can trace the changes in different areas and estimate the future.

Some research demonstrates that some people-centred methods support designers to predict where society is heading (Calabretta et al., 2016, pp. 21). This prediction is not an accurate and detailed image; instead, it is a blurry direction that empowers our exploration (Calabretta et al., 2016, pp. 26-27).

ViP (Vision in Product Design) is one of these methodologies. The core of ViP is developing a future vision that guides the direction of activities and concepts. (Calabretta et al., 2016, pp. 24-25). Although the focus of this model is mainly on product design, the suggested tools and techniques for understanding the future context seem highly valuable for designing a strategy. Therefore, we will take benefits of this part of the model to have a better perception of the future context for this project.

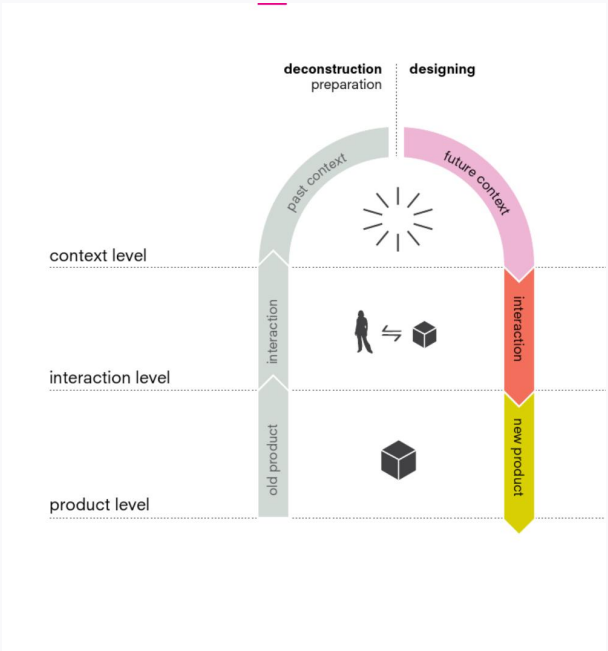


Figure 21. The ViP model (Hekkert & Van, 2016, pp. 119)

The term "vision" in ViP refers to a prediction of both people's behaviour, response and attitude in the future in a specific domain, and the motives and concern behind their behaviour and actions (Calabretta et al., 2016, pp. 25). Such a vision gives us the privilege to see the hidden forces that steer the future society.

Moyee already has several goals that could be called visions. Worth mentioning that there is a difference in the meaning of the term "vision" that Moyee uses with the one that is being used in ViP. Moyee's vision is an explanation of what they want to achieve and ViP considers a prediction of the future as the vision. What if we could combine Moyee's vision with ViP's vision? It appears logical to have a future perspective that illustrates the goal of the company, the prediction of people's behaviour and motives, and the relation among them.

Continuing with ViP, the process starts with describing the domain (or context) in two categories:

CHANGING FACTORS

Trends and developments belong to this category (Hekkert & Van, 2016b, pp. 133-147). Statements such as "People are showing a tendency to drink more iced-coffee" or "People are becoming more aware of the consequences of global warming" could be an example of this group.

Creative trend research and strategic trend scanning assist up with exploring the opportunities for the future (Simonse et al.,

2018, pp. 42). Next to this, trends let us have a peek into the values of the future (Simonse et al., 2018, pp. 48).

Although detecting trends might sound as easy as Reynolds describes "Detecting the existence of a trend requires no more than an intuitive plotting of points on a line..." (Reynolds, 1968, p. 44-49), there are several academic methods to identify trends. One of the most convenient and yet trustworthy is Trend Views. In this method, we can use the knowledge of experts in each area to find the trends (Simonse et al., 2018, pp. 57-59). Accenture, McKinsey, Gartner and several other companies have extensive plans for spotting trends. Using the existing knowledge and information from these companies saves a lot of energy and time.

A tricky part of creative trend research is defining the scope of the research. As Lianne explains in her Design Road Mapping book "One of the major challenges in trend scanning is to scan beyond the expected, and at the same time stay within the limits of understanding the complexity of the environment context" Simonse et al., 2018, pp. 51). For example, shall we focus only on coffee trends? Or technology trends also should be included in the scope? What about fashion trends?

The most obvious area is the coffee industry because in the end, we are dealing with coffee. Since technology is already a big part of Moyee, it makes sense to include the technological changes in the process too. Social, market and environmental trends are the next ones to be in the process to help us have an estimation of the values in the future society. Finally, the changes in regulations and policies could be considered to avoid an unseen threat or opportunity.

In a typical roadmapping project, about 10 trends are being selected. In this situation, we use the trends as something to build up the concepts based on. However, for this project, we are going to use them to have an overview estimation of the changes that are going to happen. We might build up a concept based on a trend, or use it as a source of inspiration, or just have a look at it and imagine how future will look like if a trend hypes. Therefore, we can extend the numbers of spotted trends as long as it is workable.

75 trends were spotted which are available in the appendices. They are placed in a post-it format that shows:

- Trend Title
- Trend Type
- Expected time to peak
- High Probability (if predictions are strong and well-backed up)
- High Effect (if a major change in the society or the industry is being predicted)
- A visual representation



Figure 22. Format of the trend cards

Green Laws, Policies & Regulations

2021 - 2025

People are putting more pressure on governments for placing priority on Sustainable regulations.



Environmental

Reusability Culture

2022 - 2024

More and more people are incorporating reusable products into their daily live.

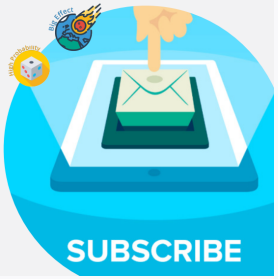


Environmental

Subscriptions Everywhere

2023 - 2025

By 2023 "75% of organizations selling direct to consumers will offer subscription services.



Market

More Conscious Consumers

2021 - 2023

73% of global consumers say they would definitely or probably change their consumption habits to reduce their impact on the environment.



Market

Business Role in Social Changes

2021 - 2022

It's not only about profit anymore. People are demanding social change and purpose!



Market

Increase in Refill models

2021 - 2025

Not just trying to solve the recycling side but also looking at new ways to deliver products that might not include packaging at all.



Market

User Experience Above All

2020 - 2023

Flawless user experience is already becoming more relevant to customers than the product and its price

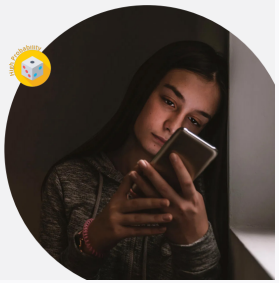


Market

Lonely Gen Z

2020 - 2025

About 80% percent of Gen Z, or adults in the 18 to 22 age group, say they feel alone



Social

Non-dairy milks are here to stay

2020 - 2021

More and more people are opting for cow's milk alternatives in their coffee, be this for environmental, health or ethical reasons. Lots of people simply prefer the flavour!



Coffee

Figure 23. Some of the scouted trends. Check the appendix for all the scouted trends.

STATIC (OR VERY SLOWLY CHANGING) FACTORS

This group includes principals and states. Psychological principals or facts belong to this category (Hekkert & Van, 2016b, pp. 133-147). Having this sort of information ensures that the company understands the latent drivers of the stakeholders (Calabretta et al., 2016, pp. 121–124). For example, "The way to love anything is to realize that it might be gone" (Cialdini, 2006, pp. 237). could be considered as a reason why there is a high demand for seasonal speciality coffee.

As a starting point, the six psychological principals of persuasion by Cialdini (2006) were printed in the same format as trends. Next to this, some general information about consumers' desires and needs were considered.

THE OVERVIEW

About 100 factors have been found. They should be presented in an understandable and workable manner. To do so, we can sort them based on the Expected peak time and categorize them by type.

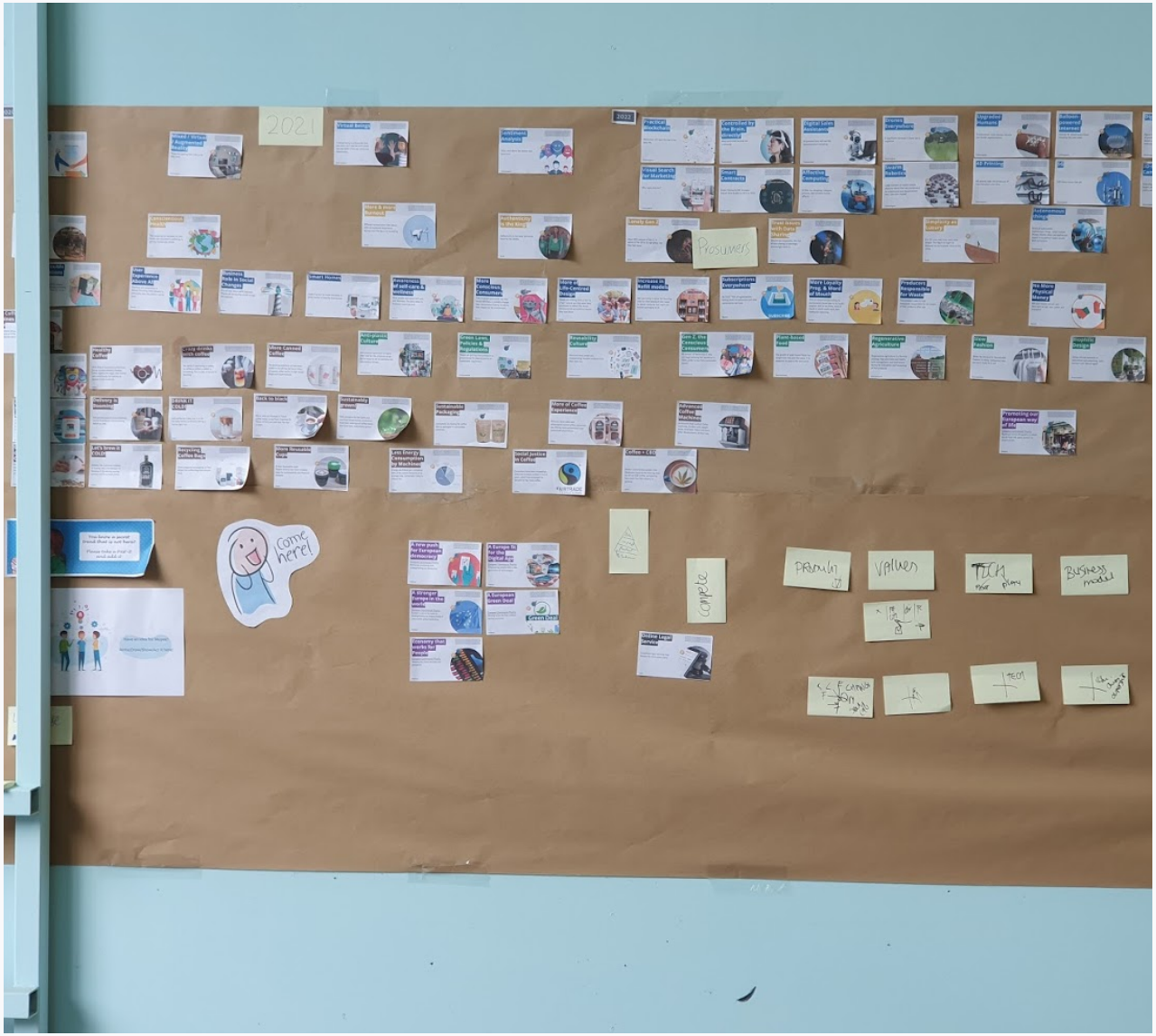


Figure 24. Factors were mapped on a wall at the company

9. INNOVATING AT CULTURAL LEVEL

We, humans, are social animals and our perception of reality is being affected by the culture of the society that we live in (Boeijen, 2020, pp. 17). Us living in societies opens up opportunities for unique and novel innovations that have rarely been achieved, Holt and Cameron claim (2012). They believe that most of the existing innovation models ignore that innovation happens at the cultural level not at the physical aspect of product or service that each person experiences individually (Holt & Cameron, 2012, pp. 1-10). Turning this criticism to something actionable, they introduce the cultural innovation model.

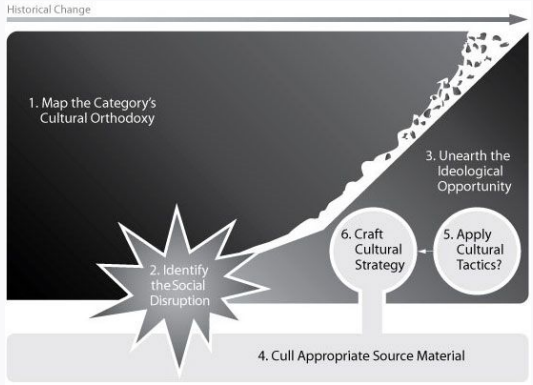


Figure 25. Cultural Strategy Model. Image from Holt & Cameron 2012, pp. 107–3

In short, this model, first, looks for Category's cultural orthodoxy by scanning ideologies, myth and cultural codes. Then, it searches for the social changes that unsettle that orthodoxy. By adding the effect of the social changes on consumers' collective desires to the equation, the model seeks opportunities to apply cultural tactics and to craft cultural strategies.

Conducting a project based on this model and going through the steps properly takes months and does not fit in the scope of this project. However, by applying the first two steps, we can have a glance at the changes in global society and culture.

GENERATION Z

One of the most significant changes that we can expect in the coming years is Gen Z turning to adults. Gen Z is a unique generation with specific qualities. The members of this group are more racially and ethnically diverse than ever before. They are known to be the most well-educated generation, and they are as much integrated with technology as they are being called the digital natives (Parker, 2020). For the first time in human history, a generation is growing up with the influence of people from all over the world (Jenkins, 2020).

Gen Z's values have a dramatic impact on both society and the market. For instance, more than 70% of this group said that they would stop buying from a brand that shows machismo, racism or homophobia (Francis, 2020).

According to Francis from McKinsey (2018), Gen Z is bringing three forces to the concept of consumption. Firstly, consumption is shifting from possession to access. Take, for instance, Spotify, car-riding services, video streaming or any subscription. Secondly, consumption is becoming a means of individual self-expression. The willingness to paying extra for personalized services is, therefore increasing. Finally, consumption is being anchored on Ethics. People's expectation from businesses for taking a stand in social changes has been increasing dramatically in recent years.

Next to these three, it has widely been mentioned that consumers are becoming prosumers - a person who both produces and consumes (Gurski, 2019). There are an unlimited number of platforms for today's

consumers to be prosumers; from rating the products on AliExpress to making professional videos for Instagram, to making a podcast channel and so on.

Although these changes in consumption affect other generations - or the whole society - too, Gen Z is expected to boost the pace of changes radically in the short future. These young students are about to start their career path, and being financially independent gives them more freedom to follow their values (Stahl, 2019).

McKinsey believes that based on their research, the search for the truth is at the root of all Gen Z's behaviour and attaches four labels of Undefined ID, Communaholic, Dialoguer and Realistic to this generation (Francis, 2020).

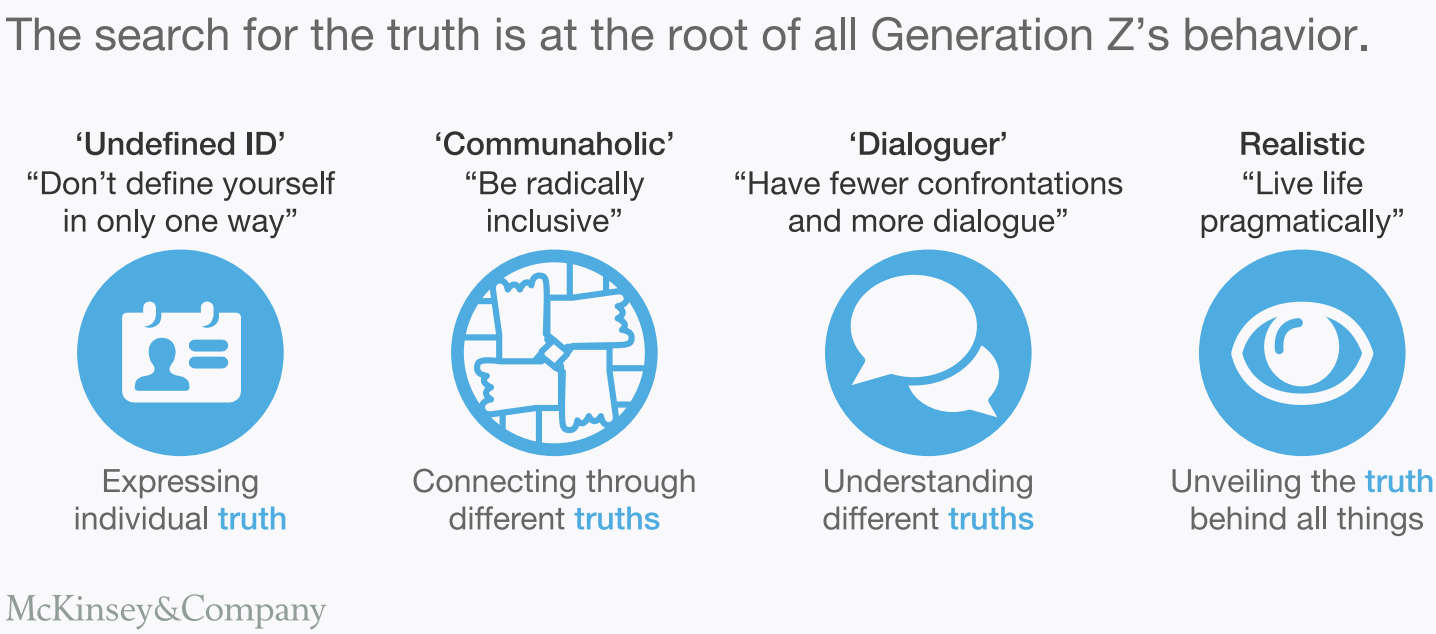


Figure 26. The root of Gen Z's behaviour. Image from McKinsey&Company (Francis, 2020)

10. RETHINKING THE VISION

Moyee wants a fairer coffee chain. How though? Should we double the coffee price so we have more money to improve fairness? Or shall we invest in an artificial coffee farm in the Netherlands and ask Ethiopian farmers to farm in it? Or maybe we should put pressure on the European Union to ban any unfair coffee? Or is it time to ask farmers to plant banana trees instead of coffee plants and Moyee sells banana?

Many directions might end up helping us reach a fairer coffee chain. After mapping the upcoming changes and static factors, exploring Gen Z's values and discussing consumerism, we should make a decision on the direction that Moyee is going to tackle the problem. Several co-creation sessions with stakeholder were conducted to take this decision.

By asking How and Why questions during the sessions, four aspects of the direction were found and agreed on:

Transparent and Traceable Chain

Having a transparent overview of the chain is essential to trace how monetary values, non-monetary values, goods and services are being exchanged.

Direct Communication

As it was also stated in Marx's theory of Alienation (see What's wrong with coffee chapter), the inability to connect directly and transparently to other stakeholders causes many troubles. Next to this, direct communication rises personal connection and results in having a considerate mindset. Therefore, providing the actors in the coffee chain with the opportunity to connect to any other actor was chosen as an important factor.

Balancing the True Cost

Any unnecessary cost - either economical, social or ecological - that we make has to be compensated for (check the chapter What is Moyee doing). Hence, it seems logical to eliminate any extra cost and come up with innovative solutions that increase the efficiency of the chain.

Maximizing the Impact

Considering that our goal is to increase fairness so that everybody has the opportunity to live the life they want, our priority should be pointed at leaving an impact - financial, social and ecological.

Overall Image

By combining these elements, the ideal coffee chain for Moyee looks like a chain that everybody can connect to any actor in the chain, consuming coffee is possible with the optimal true cost and leaves a positive impact.

What does Moyee's Utopia look like?

- The coffee chain is transparent and it is possible to easily trace the monetary values, non-monetary values, goods and services.
- Every actor in the chain is able to connect directly to any other actor.
- There is a balance between Ecological, Social and Financial costs of the coffee
- Consuming Coffee leaves equal or more Ecological, Social and Financial Impact than the costs it causes.



THE PATH TOWARDS UTOPIA & SHARING IT

A.K.A. BUILDING UP THE PLAN AND COMMUNICATING IT

11. HOW TO FROM MOYEE NOW TO MOYEE IN THE VISION

Once we know what we want to achieve, it is time to come up with ideas on how to achieve it.

IDEA GENERATION

There are already hundreds of ideas - whether executed or not - in Moyee. It seems more efficient to use the existing ideas besides coming up with new ones. Therefore, a group ideation session with new and experienced employees of Moyee looks appealing.

The book Road Map for Creative Problem Solving Techniques (Heijne et al., 2019) presents tools, techniques and methods for obtaining ideas in a group session. Based on this, a creative facilitation session was designed. The general plan of the session is on the next page and the detailed plan could be found in the appendices.

After the introduction and some ice-breakers, participants are being asked to write down any idea that they have for Moyee. It is called Brain Dumping (Heijne et al., 2019, pp. 39-48). Brain Dump helps participants clear their mind and get ready for generating novel ones.

The event continues with talking about NOW and how things are currently. This is because it is easier for people to start talking about concrete things that they can remember (Sanders & Stappers, 2013, pp. 75). The business model toolkit from Board of Innovation (Board of Innovation, 2020) was used to map the existing activities in Moyee.

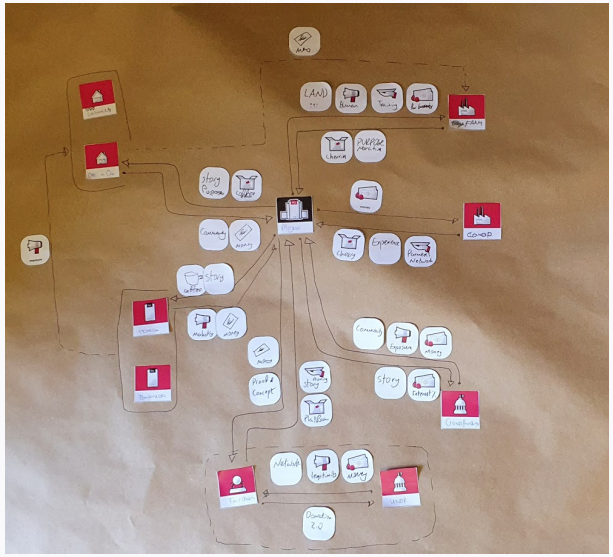


Figure 27. Map of stakeholders, exchanges, trades and activities at Moyee

Switching to more abstract definitions, the conversation is shifted towards the values that Moyee respects. Equality, Justice and Fairness showed up as the main value drivers. Then, the group imagined a future that these values are being met in the coffee chain.

As the next step, participants were asked to generate ideas that assist Moyee in reaching the desired values. When the pace of idea generation reduces, the Brain Storming Cards, Revenue Cards and Cognitive Biases (Board of Innovation, 2020b) stimulate the creativity of each participant in different turns.

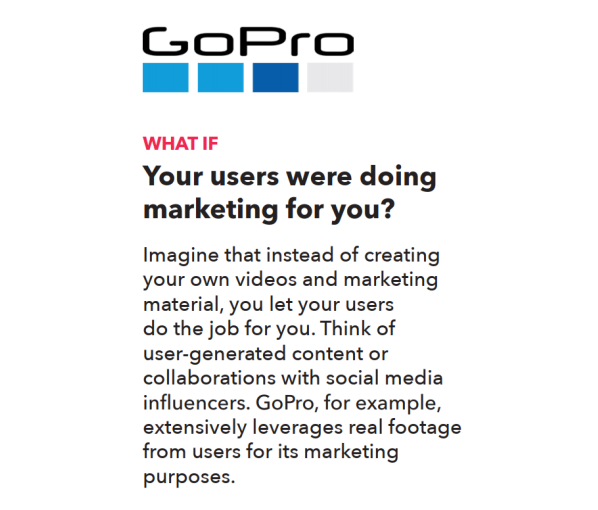


Figure 28. An example of a brain storming card from Board of innovation (2020b)

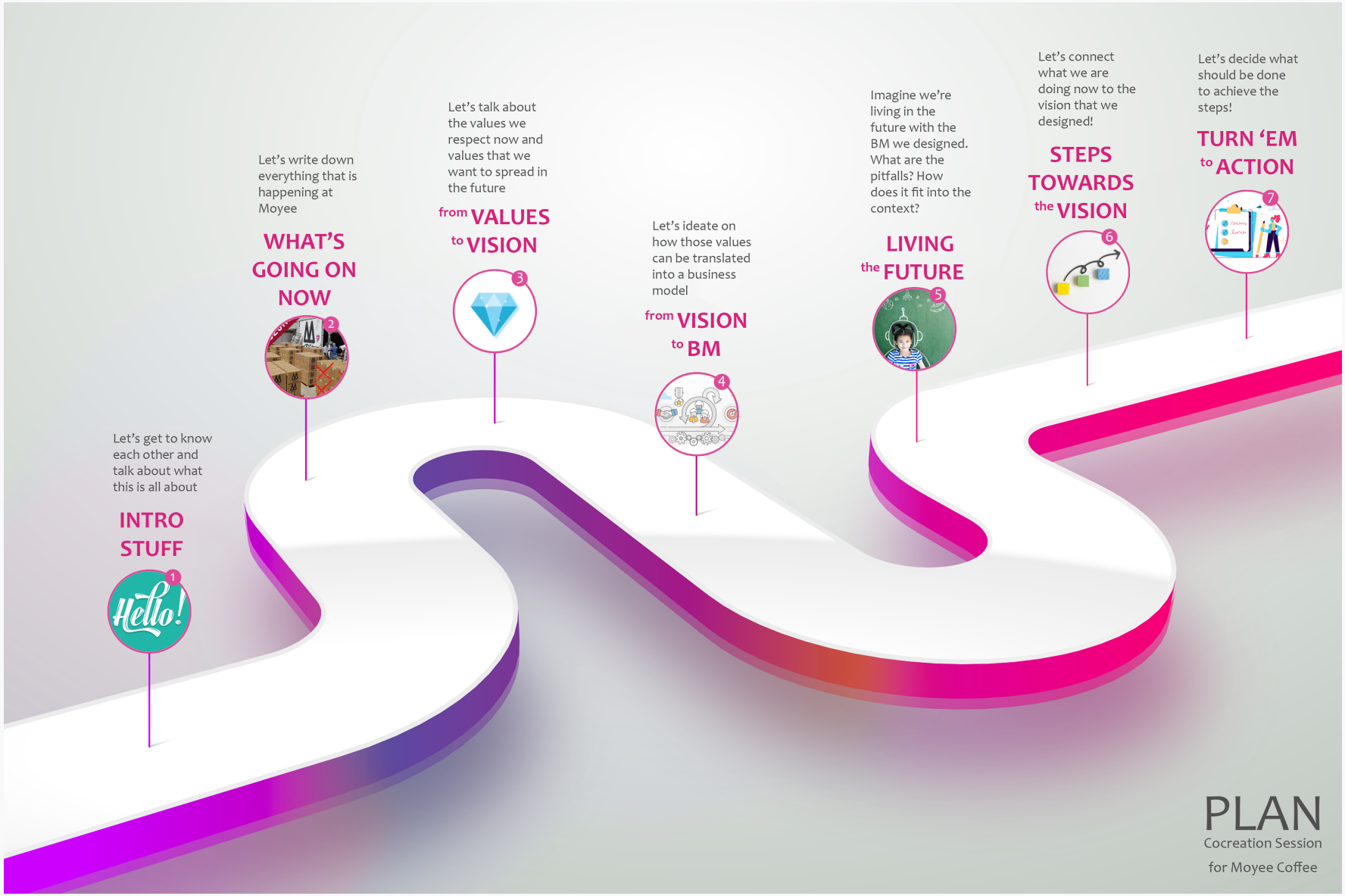


Figure 29. The planning of the co-creation session. It was sent to the participants some days before the meeting



Figure 30. A picture of the co-creation session

About 250 ideas were generated. It was expected in the planning that these items will be clustered and translated to actionable steps towards the goal. However, it went differently in reality. It appeared to be difficult to change the level of abstraction rapidly and often in a short session. You can read more about the reflection in the appendices.

The session ended up with a great number of ideas and valuable conversations about the future of Moyee. The left-behind steps were later done in a smaller group outside Moyee.

MAKING A PATH OUT OF CHAOS

Numerous ideas, values that Moyee respects, weak points that are holding Moyee back, several ongoing projects, future trends, changes in the market, customers' desire, psychological principals and our beloved goal "making the world a fairer place"! All these should be translated to something actionable that ends up in a better Moyee.

Everything was mapped on a wall. During several sessions with the CEO, the head of the technology department (FC), the impact officer and other employees, this chaos was used as a source of inspiration and exploration. After several iterations, the path of the strategy started to appear.

Horizon 1

The path starts with building up a community of customers in Europe by addressing their desires and providing them with holistic coffee services. As time passes by, they will receive personalized information about their coffee chain and their impact. We call this community a conscious community. Meanwhile, Moyee will establish the roasting and packaging facilities in Kenya as well as experimenting with True Costing, Living Income and Tree planting.

Horizon 2

The next step is to give the community the power to shift and adjust their impact. It will be possible to trace back a bag of coffee and see who has been involved in the process of making that coffee. Customers will receive real blockchain-proved impact points based on their purchase and contribution to the chain. At the same time, Moyee expands the roasting and packaging facilities to Colombia and run projects to achieve Zero CO_2 emissions.

Horizon 3

Finally, any person in the coffee chain can connect to any other person directly. This causes extraordinary transparency and builds up a personal connection. Meanwhile, by partnering with other businesses, the impact points can be used as a new currency to receive services or experiences. The Mizan Farm Project is getting matured and is ready to be executed in other context.

12. THE FRAMEWORK

"*Your idea is only as good as you communicate them*" (anonymous).

Having strategies, visions, ideas and thoughts is valuable but it should not be forgotten that our today's actions determine our future. To have something done, the strategy should be translated into actionable projects that we can ask Moyee's employees to start working on them.

According to Lianne Simonse, a design road map can convey how future visions turn into reality by providing a tactical plan in different layers on a timeline (Simonse et al., 2018, pp. 10–15).

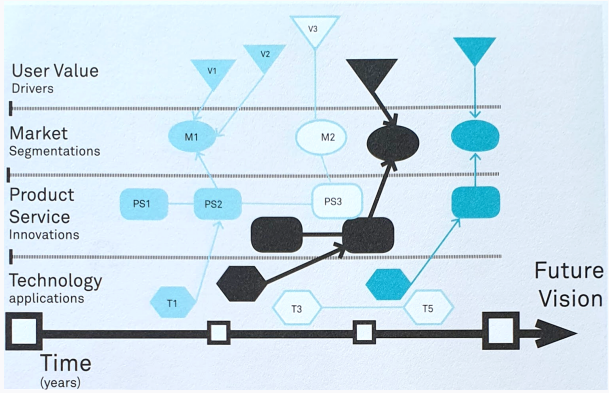


Figure 31. Schematic overview of the elements of a design roadmap. Image from Design Roadmapping (Simonse et al., 2018, pp. 14).

Such a framework seems to fit well this project. Firstly, having visual future visions communicates the goals to stakeholders. Next to this, a tactical plan ensures that the strategy and abstract thoughts end up in actionable projects. Finally, seeing the goals and projects overtime help maintaining the consistency and the coherency in the system.

Looking back to What is holding Moyee back, the employees mentioned that they do not know how their daily tasks impact the big picture and therefore the feeling of belonging and being valued reduces.

To address this issue, it should be clear why and how each project affects the whole system. By adding a Consideration section to the framework, we can connect projects to the factors that explain the raison d'etre of each project.

The final framework, after several iterations, includes four sections: Consideration, Goals (Visions, Horizons and mini-Horizons), Projects, Resources

For example, "Subscription 2.0" is a project that aims at a desirable consumers' subscription service in order to encourage customers to opt-in the subscription model.

By following the connections to the consideration section, we see that subscription models in the coffee industry are increasing rapidly (trend) and once a consumer commits to a subscription, it is less likely to change their service (psychological principle). Therefore, we should connect to consumers before competitors.

In the goal section, this project is connected to building up the conscious community which is a foundation for the next horizons.

Finally, by looking at the resources section, we see who and for how long is working on this project. This ensures that employees do not get overloaded with tasks.

A drawback of having such a framework that includes several layers from abstraction to tactical projects is that it looks very complicated and it becomes difficult to communicate the message. To avoid this, the relation between segments are being removed and instead each Mini-Horizon and each Project is presented in a one-pager card that explains its raison d'etre, resources and its relation with other sections.

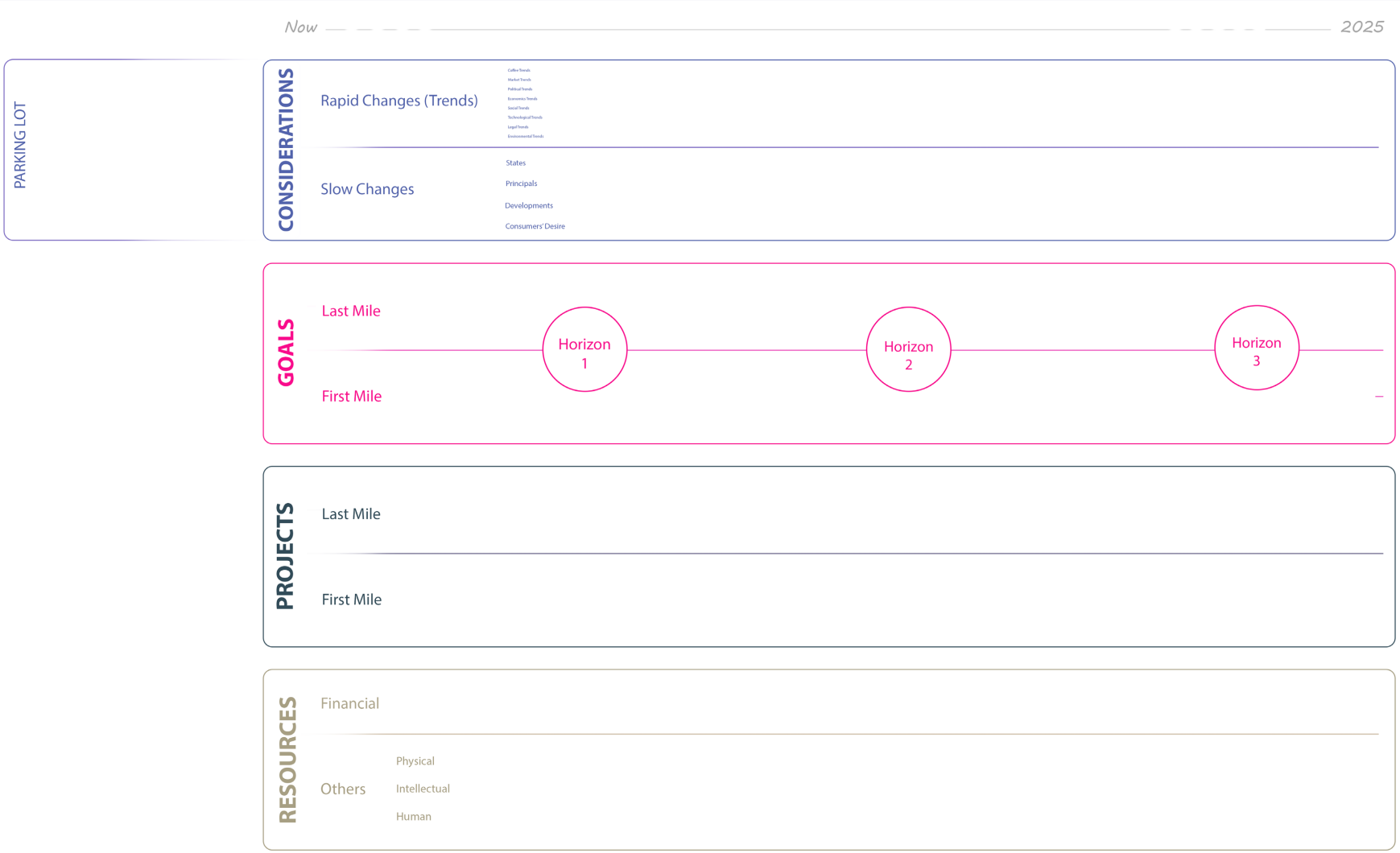


Figure 32. The format of the framework and its elements

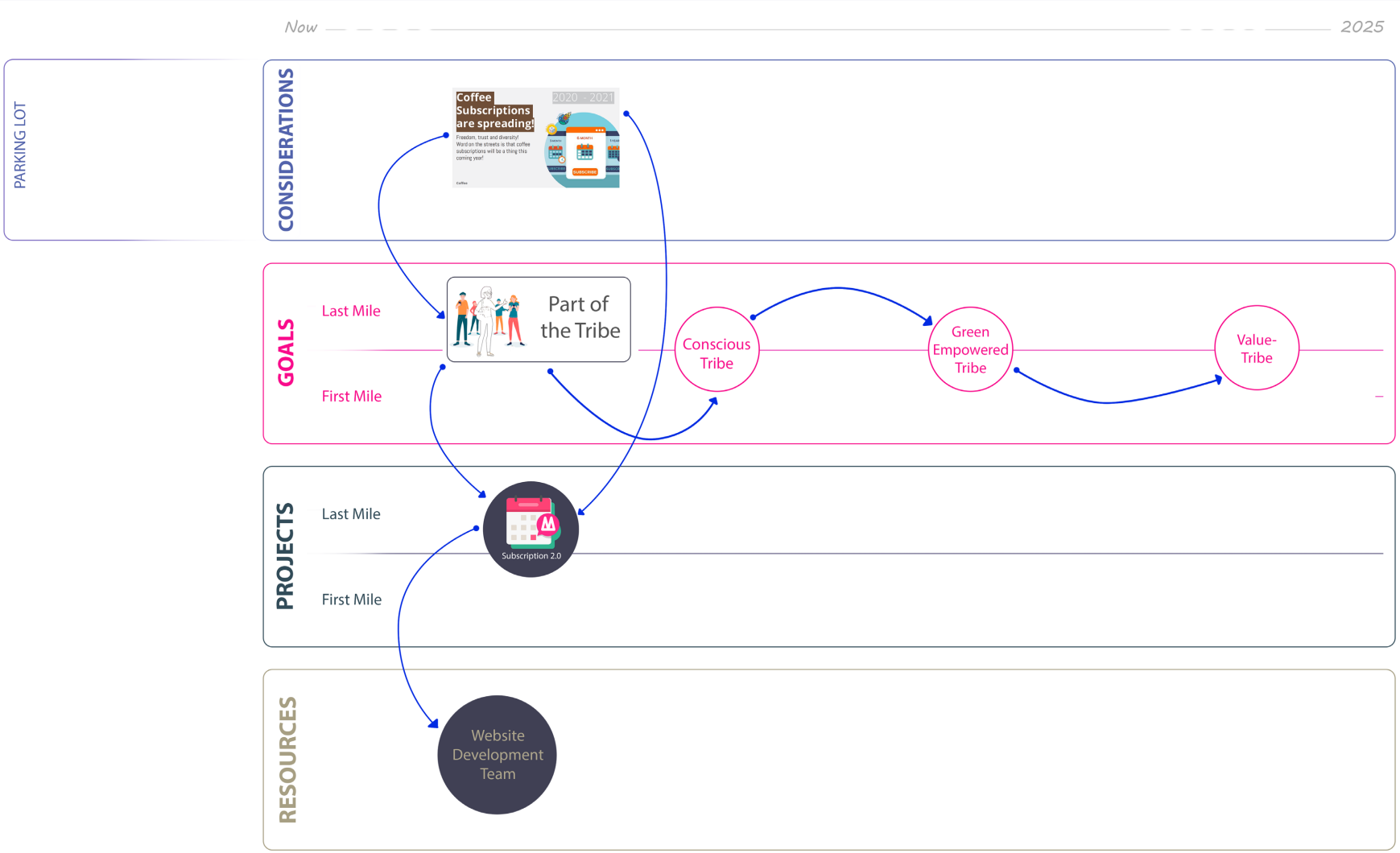


Figure 33. The final framework and an example of how different sections connect to each other

13. HORIZON 1: THE CONSCIOUS TRIBE

HOW THE WORLD WILL LOOK LIKE?

Sustainability concerns are increasing in society, and we see that using non-sustainable options is creating eco-shame (Trend Watching, 2020). Next to this, "People are becoming increasingly conscious and hyper-aware of how their purchases affect others and Earth's resources" (Accenture et al., 2020). However, the majority of coffee consumers do not have much information about the coffee chain and why it is unfair. Therefore, targeting consumers by "Fair Coffee" might not be very understanding. Interestingly, the demand for higher quality customer experience is rising (Deloitte, 2020). So, we can appeal to consumers by offering a pleasant experience and invite them to join the community. After they become a part of the community, it is time to increase their awareness. It is worth mentioning that since subscription services are increasing rapidly (Kobylarz, 2020) and once people commit to a service, it takes more effort and time to change their minds (Cialdini, 2006, pp. 57–110). Consequently, it is wiser to reach to consumers before they are already subscribed to coffee service.

HOW SHOULD MOYEE RESPOND?

In Last Mile, Moyee should attract consumers with something that they care about; sustainability concerns, ethics and quality. By the Tree-planting Programme, we connect to consumers' green concerns. Next to this, there should be a touch of quality and fairness in the way we reach consumers.

To improve the customer experience, first, we should eliminate anything that increases the required ability to place a purchase. The Web Shopping Experience must be Smooth. Also, consumers should feel Part of the Tribe, as a person, not as a code on the website. Moyee should go beyond selling coffee to supporting consumers for a good cup of coffee. They should know that whatever goes wrong in their process of coffee making, they can rely on Moyee. Loyalty programmes and community building activities are beneficial for this stage.

To increase awareness about fairness in coffee, we can Tell the Story to the tribe by personalized messages and multimedia content. We will Prove the Story by sharing information from farmers to show that Moyee is authentic and real.

In First Mile, Moyee will expand the roasting and packaging facilities to Kenya, starts Experimenting with True-costing and Living Income. Moreover, the team start the design of the farm project.

MINI-HORIZONS

Smoothened Web-Shopping Experience

First things, first! We should make sure that consumers can quickly and conveniently become part of the community. Poor customer journey makes consumers quit the process of purchasing and becoming part of the community. Therefore, the shopping experience through the webshop should be as smoothened as possible. This will be achieved by iterations of designing the website and checking with customers.

Part of the Tribe, Not a Consumer

The relationship between Moyee and Consumers should be a humanistic experience and consumers ought to be valued as persons. Each customer should own a personal page/profile on Moyee's website that

shows all the information regarding their information, purchases, subscriptions and personalized messages.

In addition to this, the unboxing experience should be more pleasant than what customers expect and offer them to join the tribe.

Moyee, Your Coffee Doctor

In short, Moyee should be like a general practitioner of the coffee industry. Whenever someone does not feel good about their coffee experience, they contact Moyee and Moyee provides them with coffee beans, accessories, guides and experiences to satisfy their needs.

This includes sharing brewing guides with customers based on their purchase or subscription. It also covers offering coffee equipment to existing customers to enrich their coffee experience. Last but not least, customers should be able to contact Moyee and ask for help in any stage of purchasing or brewing their coffee.

Telling the Coffee Story - Level 1

Reaching to consumers by social media content that explains why coffee is unfair and what is Moyee doing to tackle that. Also, sending personal messages to existing to customers aiming at educating them about the coffee chain.

Story Proving - Level 1

This seems as the least important one for the current time, therefore, updating the Impact Report and the Farmer dashboard should suffice.

Tree Planting

Tree planting could be used as a means to reach to consumers and invite them to the community. There should be a personal page that they can track their activity and impact.

HOW WILL IT BE EXPERIENCED?

The actors whose experience is affected most at this stage are the customers/consumers. An unlimited number of scenarios will happen, but to have a grasp on how consumers/ customers will experience Moyee, a sample scenario could be as follows. Please note that this does not represent the ideal scenario and the customer experience is not a well-round designed experience.

Consider Olivia as a potential coffee customer. She has a drip coffee machine and she drinks one or two cups of coffee per day. Olivia's attention will be caught through addressing her sustainability, justice or quality concerns by either an online advertisement or a friend's recommendation. She gets to know Moyee Coffee and access Moyee's website. She can choose what sort of product suits her best by taking a fun quiz or contacting a coffee consultant at Moyee. Once ordered coffee, a personal profile will be created for her. She can follow her orders, subscribe, receive personalized offers, plant trees and see how Moyee is spending its budget in general.

Olivia receives her first order with a small brochure including a welcoming message, a letter from a farmer, some information about what sort of impact she is contributing to and a clear message that she can contact Moyee for receiving support on brewing her coffee.

She will also receive a personalized offer for a starter pack based on her purchase. The starter pack include a discounted coffee subscription, a domestic grinder and a re-usable coffee mug. After opting in, she occasionally receives messages from farmers, photos from plants that she has planted and brewing guide for new coffee drinks.

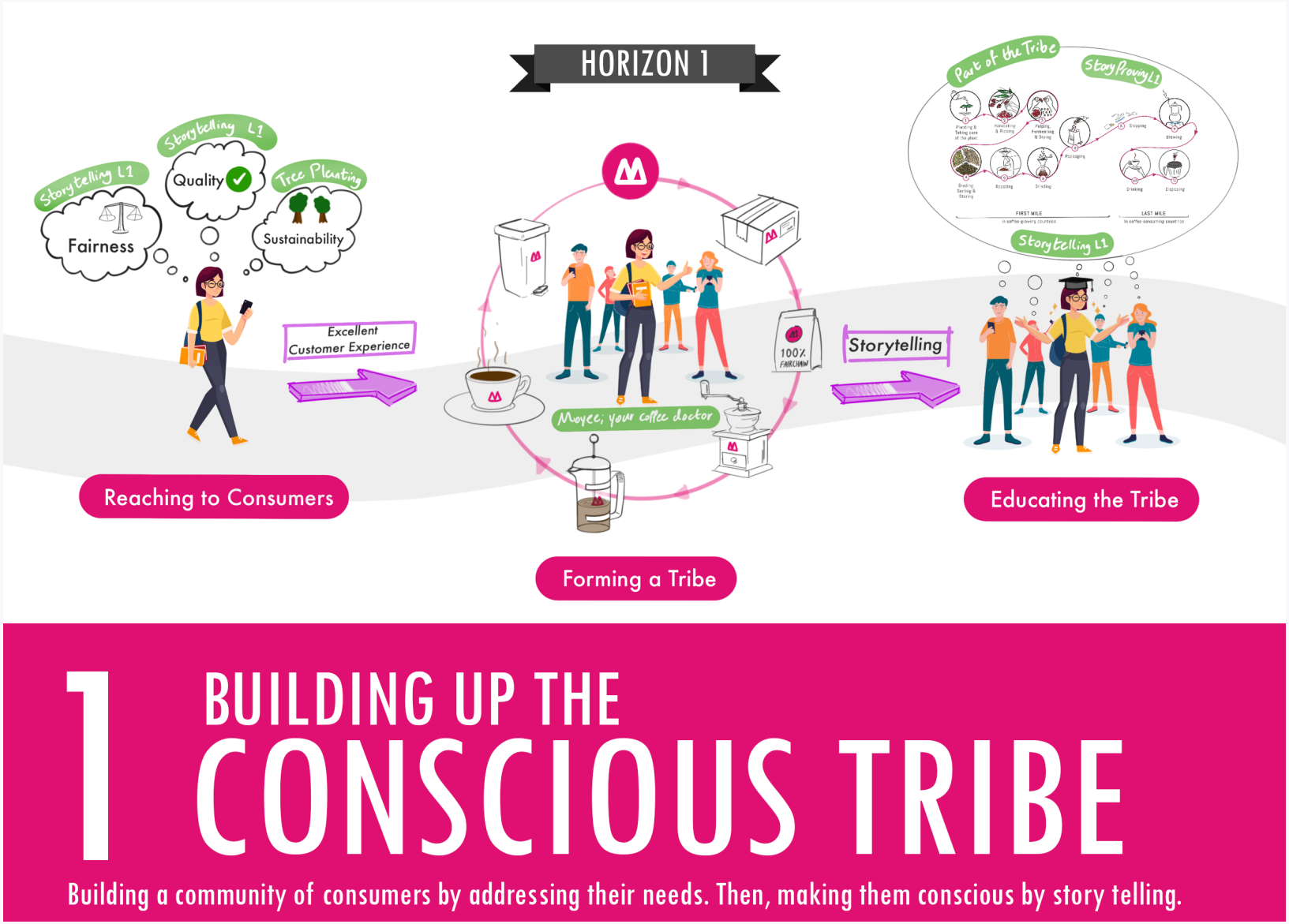


Figure 34. Horizon 1: Building Up the Conscious Tribe

14. HORIZON 2: THE EMPOWERED GREEN TRIBE

HOW THE WORLD WILL LOOK LIKE?

In the next two to three years, generation Z, the most conscious consumers (Francis, 2020), will start earning money from their jobs and this will give them financial independence for acting more based on their values. As Ben King (2020) says "Gen Z becomes an economic force for good". Also, the expectation from business about social issues, environment and equality will experience a hype (Emmer, 2020). The pressure for more green and sustainable regulations will be increasing (Eco Enclose, 2019). Simultaneously, the consumerism culture will shift from anti-plastic to anti-packaging (King, 2020). This matches the rise in re-usability behaviour in society (Stephenson, 2020).

It is worth mentioning that there is a high chance in the reduction of the working hours in Europe (Didili, 2020) and as we see the demand for authentic experiences is increasing (IPSOS, 2020).

HOW SHOULD MOYEE RESPOND?

Consumers should be able to see the direct impact of their consumption on society, economics and environment. To do so, Moyee can introduce Impact Credits. This credit could be gained by purchasing coffee, planting trees or using sustainable options such as reusable cups. There is a possibility that other coffee companies come up with the same impact credit system. To have a competitive advantage, Moyee should use its technology strength to allow consumers to Adjust Their Impact Target. This is complete fit with the prosumption culture among generation Z.

By offering Authentic Experiences such as working at Moyee for a day or living a month at the farm, consumers will be more engaged in the chain and we can experiment with the interactions between different actors to prepare for the next Horizon.

Last but not least, Moyee should become the Most Sustainable Coffee Brand. This could be done by reducing the plastic use, experimenting with refill models, collecting coffee waste or other initiatives.

Meanwhile, Moyee will expand the roasting and packaging facilities to Colombia. By reducing the plastic use and planting trees, Moyee's Carbon Dioxide emission will get to zero. Moreover, the execution of the Mizan Farm Project will continue further.

MINI-HORIZONS

The Most Sustainable Coffee Brand

There is no other choice than going green. The sustainable alternatives for packaging are already coming to the market. Since this is an essential consideration of consumers, Moyee should switch to sustainable packaging and explore opportunities for refill models and collecting coffee waste.

Adjustable Impact Profile

The profile page that has been constructed during "Part of the tribe, Not a consumer" now includes the type of impact that each consumer has.

Next to this, consumers can adjust their preferred type of impact. It can look something like an equalizer that has three elements: Social Impact, Ecological Impact, Financial Impact

Telling the Coffee Story - Level 2

The human connection in the tribe should be increased by this time. To do this, we can make short documentaries about the impact of each consumer on the whole coffee chain.

In addition to this, social media content should shift towards the impact of every single consumer on the system.

Story Proving - Level 2

The block-chain proved tracing function allows consumers to see how the money they pay for each product (and in total) is being spent on what and who receives it.

Also, similar to annual reports for shareholders, each consumer will receive a personal annual impact report.

Contribution Experience

To increase the human connection and the feeling of belonging in the community, members who have achieved a certain amount of impact credit can apply for an experience day at Moyee or working-on-a-farm experience in coffee-growing countries.

HOW WILL IT BE EXPERIENCED?

Similar to the first horizon, consumers/ customers will witness the most changes in their experience from Moyee.

Continuing with the same hypothetical customer, Olivia will be a loyal customer who has an active coffee subscription from Moyee. She knows the journey of coffee beans from crop to her cup and finally to waste.

Olivia receives her next coffee bag from Moyee with a sustainable packaging and a small box to put her coffee waste in it. A sustainable brochure explains the reason behind changing the packaging, which is being the most sustainable coffee brand.

Meanwhile, Moyee's campaign "Take Control" is happening, and Olivia receives a message to take control of how her money is being spent by Moyee in the coffee chain. Olivia installs Moyee's mobile phone app. Via this app, she observes who in the coffee chain receive what amount of her payment. In addition to this, she adjusts her preferences to have more ecological impact.

Olivia invites several friends of hers to join Moyee and she receives many Impact Credits. By this, she unlocks the option to join the Experience Week on a farm. During this period, she receives some training about coffee, meets the First Mile actors in the coffee chain and contributes to the farm activities.



Figure 35. Horizon 2: Leveling Up to the Green Empowered Tribe

15. HORIZON 3: VALUE TRADERS

HOW THE WORLD WILL LOOK LIKE?

It is expected that high-speed Internet connection will be available almost anywhere on earth in the next 5 to 7 years (Loon, n.d.). Practical blockchains and smart contracts will be handy and help automation increase (Gartner, 2020). As it is estimated that by 2025 cash will be rarely used (Times & Alderman, 2018), most of the payments will happen via digital money.

Augmented reality, virtual reality and mixed reality will become parts of the daily life (IndustryARC, 2020) and technology gives an upgrade to humans by being directly connected to human body and mind (Gartner, 2020).

HOW SHOULD MOYEE RESPOND?

It is a sweet spot to achieve a transparent supply chain. A chain that every actor can connect directly with others and see how values, goods and services are being exchanged. Direct communication results in a direct value-trade system. It is not clear what sort of values will be exchanged but what we can do is to upgrade the impact credits to a currency that is valid for exchanging values.

As the system grows and people start building up personal connections, Moyee can act as an accelerator to help the initiatives come to reality.

Meanwhile, Moyee will expand the farm project to other countries. By reducing the plastic use, planting trees and expanding the farm project, the overall system results in negative Carbon Dioxide emission. Ultimately, the Impact that a bag of coffee has exceeds its True Cost.

MINI-HORIZONS

Direct Contact in Supply Chain

By now, consumers are able to follow their money and see the people involved in the coffee chain. As the global Internet access is expected to reach a stable level, every actor in the chain - including farmers, workers, master roasters and so on - will be able to see others' profile and contact them directly.

The Impact Currency

The idea is to evolve the Impact credits to some form of currency that people can earn or trade it with other individual and businesses.

Accelerator for Personal Connection

After providing actors in the coffee chain with the direct communication feature, Moyee can act as an accelerator for actors' ideas for increasing the personal connection. These ideas might be some online events to share recipes, a virtual gathering to share cultures, making friends in different continents or anything else.

By assisting people in trading values, the coffee industry will not be the only affected area for fairness. Referring back to Marx's theory of alienation, this system allows people to overcome the existing alienation and include new types of considerations while taking decisions.

HOW WILL IT BE EXPERIENCED?

At this stage, the experience of almost all of the actors in the coffee chain will be affected.

Remember Olivia? Now, she can observe the whole system in her mobile phone app. She can see different actors, view their personal profiles and contact them directly.

Olivia decides to see who has washed her coffee. She follows the chain and sees that Ahmed is in charge of that. She checks the available time slots that Ahmed is free for a call. Olivia calls Ahmed and they start a conversation. Both of them receive some Impact Credit.

After all the years of being a loyal customer, Olivia has obtained a lot of Impact Credit. She uses these credits to contribute to social programmes, receives discounts and joins events.



Figure 36. Horizon 3: Upgrading the Tribe to Value-Traders

16. MINI-HORIZON CARDS

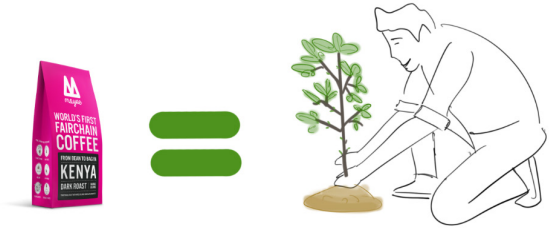
Mini-horizons show what should be achieved to reach the horizons. It should be clear about each Mini-horizon that what it is about, how it contributes to the big picture and what projects should be done for it. Therefore, a card format was designed to convey this information. You can see a sample in the next figure.

Last Mile AUG 2020 - NOV 2020

mini-horizon

TREE PLANTING

CONSCIOUS TRIBE



DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

The concerns about sustainability issues has risen a lot. "Buy coffee bags and plant trees" is a simple and easy to understand message.

Existing Customers should see the number of trees that have been planted because of them on their "My Moyee" web page.

New Online Customers should know that by buying coffee from Moyee they are contributing to Tree Planting.

New Offline Customers (e.g. AH) should see and understand that their purchase will result in planting trees. They should be able to adobt a tree by scanning a QR Code and entering their email address. A Moyee account will be created for them and they can track all the trees on their "My Moyee" web page.

PROJECTS:

- Tree Planting QR Codes on the Packaging
- My Tree Sections on My Moyee webpage

WHY SHOULD IT BE DONE?

- TREND: Sustainability Concerns in the centre of attention
- FACT: Planting Trees is a simple and understandable message to appeal to coffee consumers

Figure 37. An example of a Mini-horizon Card

17. PROJECT CARDS

Very similar to the Mini-horizon cards, it should be clear about each project that what it is about, how it contributes to the big picture and who is responsible for it, who will experience it and how. Therefore, a card format was designed to convey this information. You can see a sample in the next figure.

The information on the card is sufficient to understand the project but it is not enough to execute it. To have actionable tasks and steps, the tasks will be added to a digital platform called Trello. This platform allows teams to manage the tasks for each project and assign responsibility to members (Trello.com).



Figure 38. An example of a Project card

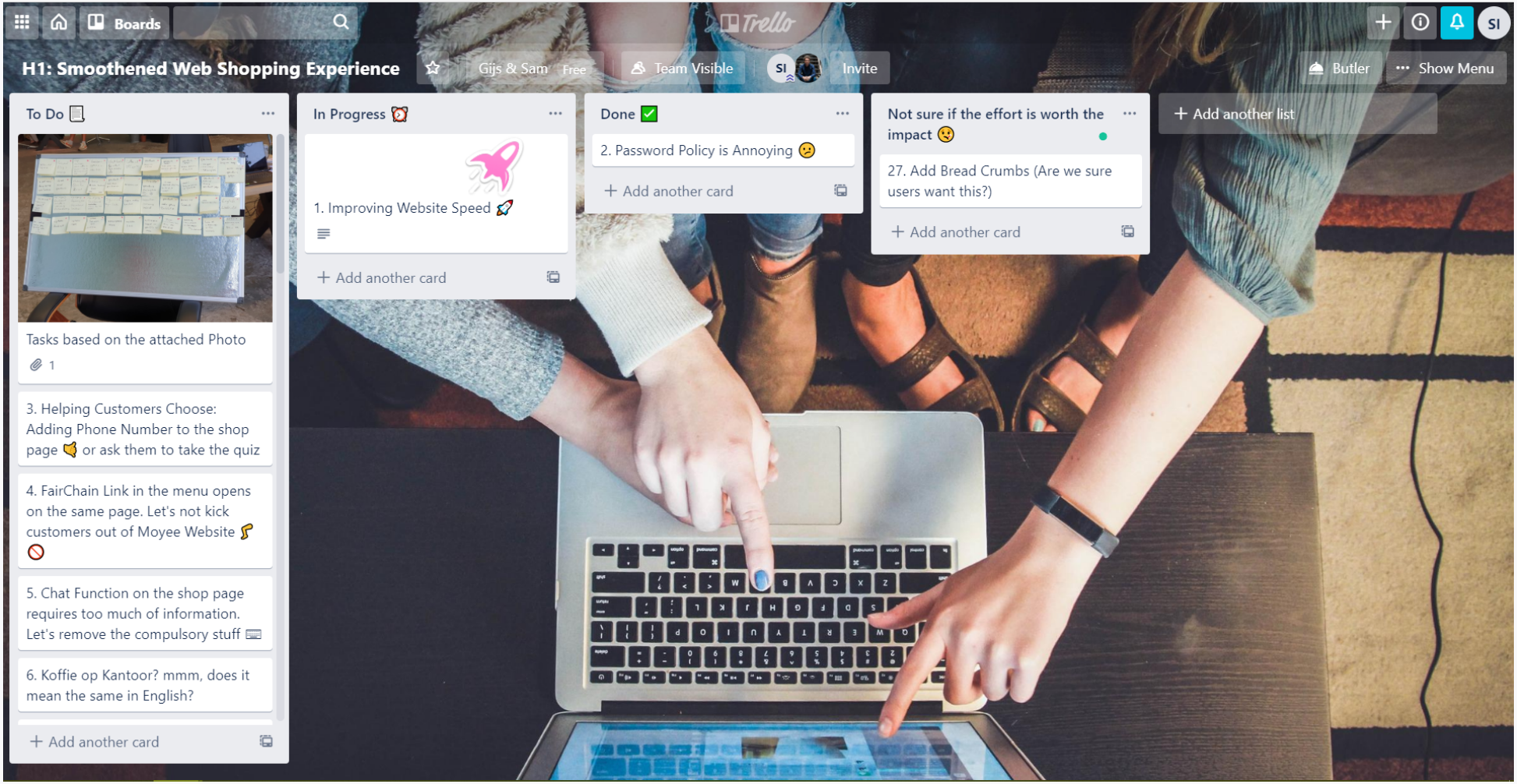
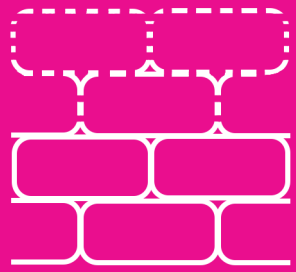


Figure 39. An example of the Trello board



IS IT GONNA END UP WELL?

A.K.A. VALIDATION

18. IS IT GOING TO END UP ETHICAL?

THE SWEET SPOT OF INNOVATION

Coming up with solutions that are desirable from a human point of view while being financially viable and technologically feasible is an objective that has been looked after via different methods, tools and techniques. From one perspective, the design thinking mindset is set to guide us through this process (IDEO Design Thinking, n.d.). Tim Brown, the executive chair of IDEO explains "Design thinking is a human-centred approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success" (IDEO Design Thinking, n.d.). The question is though, how do we define the business success?

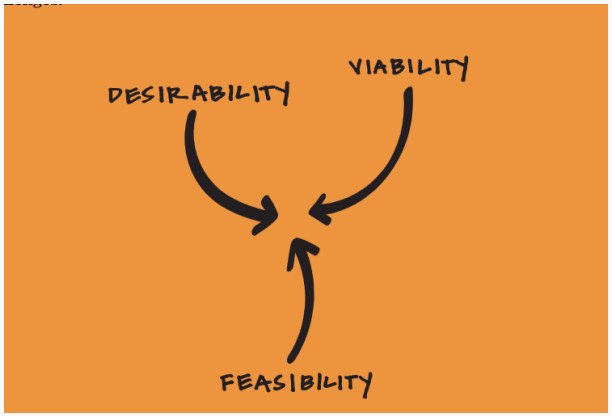


Figure 40. The intersection where design thinking lives. Image from IDEO Design Thinking (n.d.)

While people's demand for seeing the role of businesses in social and environmental changes is increasing (Emmer, 2020) and critics on consumerism grow (Kotler, 2019), companies create their own forth lens of innovation. For example, Board of innovation introduces Integrity (or Impact) as the fourth layer of innovation to encourage decision-makers to think about the impact of their innovation on future (Fecheyr, n.d.).

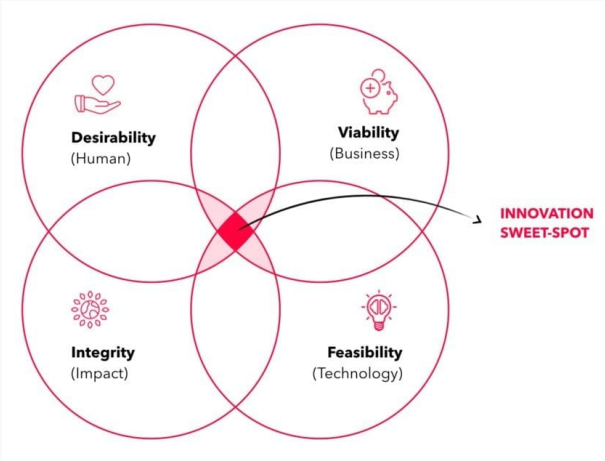


Figure 41. The new innovation sweet spot. Image from (Fecheyr, n.d.)

Following the same wave, articles being published explaining that sustainability is the new strategic decision imperative (Hunsaker & Thomas, 2017, p. 3). Others suggest having Effectiveness as the fourth lens of innovation (Jungmann & Mayr, 2019).

The examples of adding a fourth type of consideration to the innovation sweet spot are yet to continue and it seems that there is not a single answer to this issue. However, what could be concluded is that there is something missing.

Looking at the individual level, every one of us deals with principals that shape our behaviour and activities and we call these principals ethics (Fieser, n.d.). Although ethics is a deep, broad and vague field, it helps us seek the answer to the question "Is what we are going to do right or wrong?" (Fieser, n.d.)

It is interesting to see that there is little space for such a question in the three lenses of the innovation framework. It seems Marx's theory of alienation has been stretched to the areas of innovation, design thinking and decision making.

To avoid ending up with a strategy that its ethical status has not been questioned - or been questioned so late that it is not likely to change something - Ethics was defined as the fourth criterion for innovation and design in this project. Fairness, justice, equality, equity and all the other ethical considerations and values fit into this always-being-considered criterion.

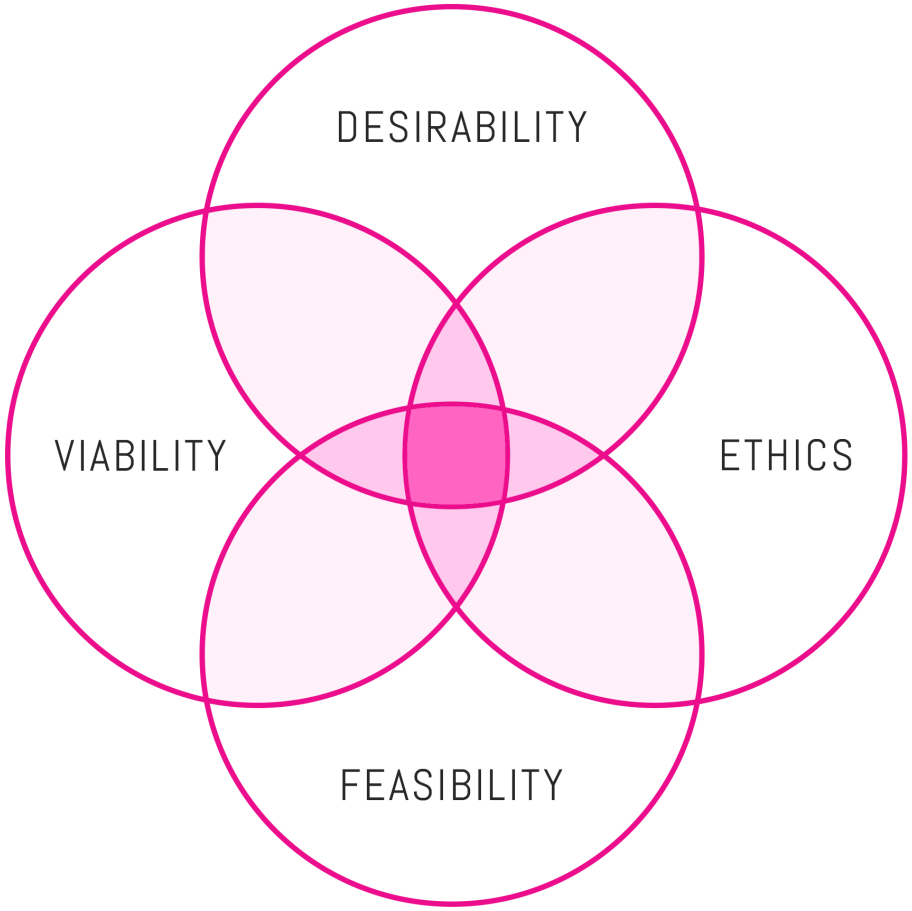


Figure 42. The sweet spot of innovation during this project

19. DO PEOPLE WANT THIS?

Many great projects die simply because no one wants them (Osterwalder, 2018). Fortunately, by applying the first item - and the rest - of the six design principles from the Strategic Design book (Calabretta et al., 2016) during the project, humans were part of the considerations all the time. Building up the community helps Moyee to hear and connect to customers more often and more deeply. However, since Moyee lacks rich experiences in this area, the journey map of different actors will be placed on a wall at Moyee's office to see how our decisions and interventions change people's life.

Next to this, on the one-page card for each project, one section was devoted to estimating whose experience will be affected by that specific project and how. In case the estimation sounds far from reality, a test will be conducted to have a clearer understanding.

What about the direction of the strategy? Do people agree with that? To answer this question, a questionnaire was made to validate the direction and some assumptions. The questionnaire reached to about 60 people. The number of participants should be more to have more reliable results.

Two third of the participants said that they would like to learn more about how to brew coffee at home. This is a fit with the first Horizon and the mini-Horizon "Moyee; Your coffee doctor". Also, 74% of respondents said they would install a free well-designed app to order coffee bags, track how the company is spending their money, receive brewing guides, see the farmers and plants trees.

Although the majority drinks one or two cups of coffee per day, 80% showed interest in receiving detailed information about how the company is spending their money or where their coffee comes from.

The combination of social trends, market trends, results of the questionnaire and predictions about generation Z's values, illustrates a direction that seems to be close to the chosen path.

20. IS IT GOING TO MAKE PROFIT?

How to make more money is the least deep part of this project. The primary way that Moyee makes money is selling coffee in European countries. Although there are not concrete and precise calculations of the costs and return in investment of the projects, it appears to be logical that having more customers by following the strategy will result in more revenue.

One of the main points of the strategy is paying more attention to customers. As Markey (2019) believes "It would be irresponsible to ignore customer value as a source of profitable growth", this attention will bring more profit compared with the current activities of Moyee.

This being said, the financial aspect of the projects and their revenue should be discussed with the financial department.

21. CAN WE DO THIS?

Feasibility is a vital factor for success in such a strategic project (Calabretta et al., 2016, pp. 143). Reaching our vision - a fairer coffee chain - is highly dependent on daily tasks and projects that should be doable in the context of Moyee. Therefore we should validate the feasibility of both the framework and the projects.

FEASIBILITY OF THE FRAMEWORK

Does the whole framework make sense?
To answer this question, a test session was conducted for the first Mini-horizon which is about making the web shopping experience more smooth. The meeting was with Gijs, an employee in Moyee who has some responsibilities for the website. During the session we went through the story and how and why we want to reach the vision.



Figure 43. Sorting the tasks and ideas during the session with Gijs

Then, we discussed the projects for "Smoothened Web Shopping Experience" and put all the ideas and tasks on a board. The items were sorted based on effectiveness and effort. Sorting the list starting from high effectiveness and low in effort gave us a linear task list.

The session went very well and the framework seemed to be working properly. Some feedback from Gijs helped to improve the flow. He suggested using Trello to have a track of tasks digitally. Also, he proposed having more people in a session to have different opinions on topics.

The test session showed that the framework and the story are ready to be conveyed to other employees.

FEASIBILITY OF THE PROJECTS

The majority of the ideas require a technical foundation and support. To guarantee this, the head of FairChain was engaged in the whole process of the project. By communication the framework to the technology department regularly, it was possible to discuss the feasibility part. Also, the rich experience in dealing with technology is one of the main strengths of Moyee. Consequently, there is little doubt about the technology aspect.

Turning to human resources, Moyee enjoys a broad working experience with interns and graduate students, as well as independent and business partners. The Resource section in the framework helps us consider who will do the project before execution.

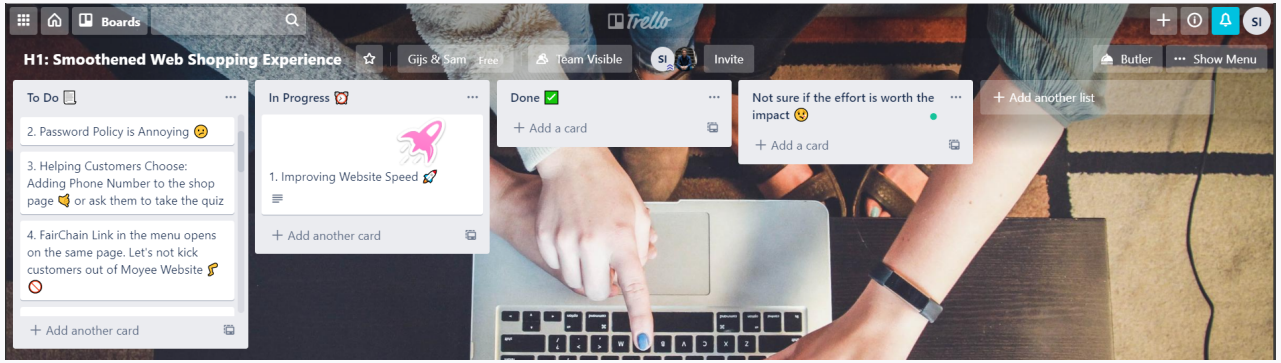


Figure 44. Trello board made from the task for Smoothened Web Shopping Experience



STARTING THE JOURNEY

A.K.A. EXECUTING THE STRATEGY

22. THE WALL AT MOYEE

Everything is going to be mapped on a wall at the office. The three horizons will be explained in a short presentation to employees. They can check the framework on the wall, see what their colleagues are working on and have a grasp on the goal that Moyee is moving towards.

To make it more concise, only the title of mini-horizon and project cards will be visible. By dragging the bottom part of the paper, more details will be shown.

Also, a script for a short video that explains the strategy was written. It can be found in the appendices section.



Figure 45. Mini-horizon and project cards could be expanded in this way.



Figure 46. A picture of the framework on a wall at Moyee's office

PERSONAL REFLECTION

A.K.A. PERSONAL REFLECTION

23. GENERAL NOTE

THE PERSONAL APPROACH

It is worth mentioning that the structure of what has been said is not the same as the way they happened in real life. In reality, the project started with a personal concern about unfairness in the coffee chain. It continued by choosing the right company, deciding on methods and planning a realistic time frame. Getting to know what is happening at Moyee, what should be the outcome of the project, choosing a direction and other things were very chaotic.

At the start of the project, things seemed simple and easy-to-understand. However, the more I got engaged at the company, the more chaos showed up and it became difficult to make sense of things and focus on the crucial parts. For example, during the second month, I was asked by the company to define some personas for Moyee. I started working on it and during the process, my golden tool came to help me. It is the WHY question. I started questioning why Moyee or I need the personas. Every answer was challenged by another why question plus the following question "Can't we do that in any other way?". This tool and some nudges from supervisors helped me a lot to find the root of a challenge and try to do something about it.

This has been the main approach of this project; going deeper and deeper to find the main reasoning. And then, bringing back the solution to the surface as an actionable task.

METHODOLOGIES

During the two-years master programme Strategic Product Design, TU Delft has taught me a vast number of methodologies and tools. I tried to take advantage of several of these methodologies at the same time during this process. Combining Vision In Product Design and Design Roadmapping was the fundamental of the project. Some other sort of knowledge such as Consumers' Behaviour theories, Experience and Persuasion and Design for Emerging Markets assisted the diversity of the project. Using all of these different methods and tools simultaneously is something that there is very well backed-up with academic references. However, this project was an opportunity to explore and examine the strength, flexibility, weakness and capability of these methods and tools in relation with each other.

CONNECTION WITH STAKEHOLDERS

From my perspective, having a healthy connection with stakeholders is crucial. During this project, I tried to have some rich communication with the staff at the company and consumers. I believe without all the meetings with the CEO and other employees, this project would be extremely far from reality. Talking with the people in the field was much fruitful and gave me the opportunity to avoid reinventing the wheel.

WHAT ABOUT FARMERS?

I contacted consumers, company staff, roast masters, packaging staff, but what about farmers and people in the coffee-growing countries that we actually want to help?

Seeing the half-empty of the glass, it was such a pity that I did not manage to travel to the coffee-growing countries to live with the farmers and get to try their life experiences. This is definitely a flaw in this case. I would blame the COVID-19 pandemic that made it impossible to travel. Also, because of several protests and social movements in Ethiopia, the Internet connection was very limited. Consequently, having a video call with farmers was very difficult.

Looking at the bright side, it was a lucky coincidence that Moyee already has a vast amount of information about people involved in the coffee chain in the coffee-growing countries. Their worthy effort causes this during these years in those countries. There were several meetings with people who have spent months in Ethiopia on a coffee farm to have second-hand information. Photos and videos were valuable means of transferring the experiences to me. Also, the fact that First Mile activities were found to be the weak points of Moyee shifted the project away from the necessary need for contacting farmers.

PLANNING

It is expected from a strategic designer to have the ability to deal with the uncertain and chaotic situation and make sense of it. Having a very flexible and adjustable plan since the beginning was very beneficial to stay on track.

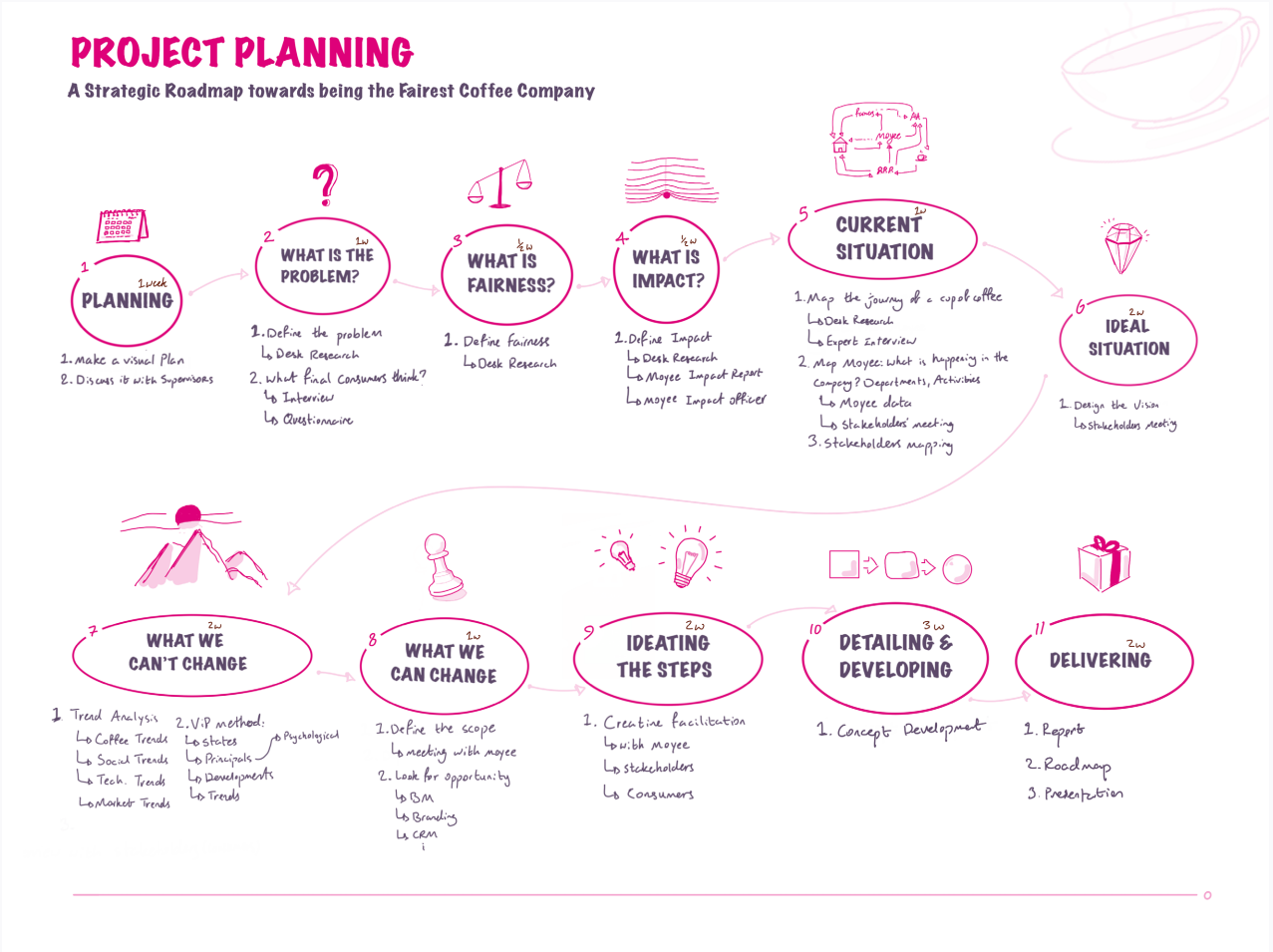


Figure 47. The flexible initial planning of the project

TO READ MORE

A.K.A. REFERENCES

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SUPPLEMENTARY STUFF

A.K.A. APPENDICES

A. MINI-HORIZON CARDS

The following cards explain each mini-horizon

mini-horizon

SMOOTHENED WEB SHOPPING EXPERIENCE

CONSCIOUS TRIBE



DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

When customers experience a lot of struggles during placing a purchase, they will stop the shopping procedure and they associate the brand with negative feelings. Also, there are already other coffee brands that offer smoother shopping experience. This should not be something to hold back Moyee.

Customers should be able to order coffee easily and hassle-freely. In case there is any struggle in any part of their shopping experience, they should be able to overcome it by contacting Moyee.

PROJECTS:

- Website UX Development
- Reducing the Choice Pressure
- Chat/Call/Video Call Support

WHY SHOULD IT BE DONE?

- TREND: Customer's Experience is the most important factor for customers
- CUSTOMERS INSIGHT: When there are a lot of struggles in purchasing, fewer customers place an order
- FACT: The website is the main touch point with consumers. It should represent who we are.

Last Mile AUG 2020 - NOV 2020

mini-horizon

TELLING THE COFFEE STORY L1



CONSCIOUS TRIBE

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

A big portion of coffee consumers don't know about the coffee chain and unfairness in the coffee industry. We should be the one who explains the coffee chain to consumers and point out the unfairness.

Subscription Customers should experience an engaging learning process by ordering coffee bags from Moyee. Each time they order, they receive a bit of information via email (maybe video?) about how the stages that a coffee go through.

Public audience who sees the ads on social media should think like "Wow! My cup of coffee has been through such a looooong journey?"

PROJECTS:

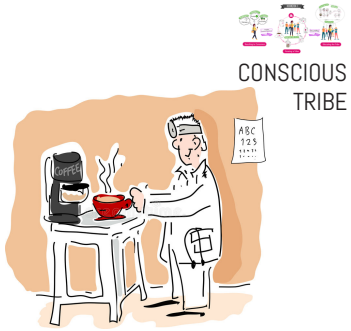
- Teaching Consumers about the Coffee Chain
- Impact Story Content for Social Media
- Impact Page Update: Explaining the journey of coffee and Moyee's impact

WHY SHOULD IT BE DONE?

- TREND: More of Conscious Consumers
- TREND: More Expectations from Businesses for Social Change
- TREND: Gen Z, the Conscious Consumers
- CUSTOMERS INSIGHT: The majority of consumers don't know that coffee cherries look like
- FACT: Awareness is the first step of any change, Telling the coffee story increases consumers' awareness towards coffee.

mini-horizon

MOYEE; YOUR COFFEE DOCTOR (KOFFIEARTS)



CONSCIOUS TRIBE

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

Moyee is not a company that sells coffee. It is a company that sells coffee experience and helps its customers have a great cup of coffee while leaving an impact.

Customers should have the trust feeling that whatever they need for their cup of coffee could be achieved by contacting Moyee; anything from Choosing the right type of coffee to How to brew it, to How to dispose it and How to leave an impact. Each individual has a coffee dossier that shows all the previous orders, coffee machines they have, their impact and so on.

PROJECTS:

- Follow-up Emails
- Brewing Tutorials
- Personalized Email Customer Service
- Selling Equipment and Accessories
- Customer Support during Brewing
- Customer Support during Purchasing
- Moyee Corner at Home

WHY SHOULD IT BE DONE?

- TREND: Customer's Experience is the most important factor for customers
- TREND: More Demand for New Drinks with Coffee
- TREND: More of Coffee Experience
- PRINCIPAL: Commitment; Once people are commit to something, it is less likely that they change it.
- PRINCIPAL: Reciprocation; People feel obliged to give back something once they receive something first.
- CONSUMERS INSIGHT: Consumers' satisfaction will increase once they brew better coffee

Last Mile AUG 2020 - NOV 2020

mini-horizon

STORY PROVING L1



CONSCIOUS TRIBE

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

There are other coffee brands who claim being fair. To prove that Moyee is authentic and has a long history with leaving impact in coffee-growing countries, we should prove the story that we tell. Since neither the competition nor the demand for proving the story is high at the moment, more advanced ideas and project could be postponed to the next phase.

It should be extremely easy for customers to see real faces of actors in the first mile and see that Moyee is working with them.

PROJECTS:

- Updating Call the Farmer Page
- Updating the Farmer Dashboard
- Updating the Impact Page
- New Impact Reports

WHY SHOULD IT BE DONE?

- TREND: More of Conscious Consumers
- TREND: More Expectations from Businesses for Social Change
- CONSUMERS INSIGHT: Seeing real faces of farmers in coffee-growing countries is almost sufficient for customers to trust Moyee.

mini-horizon

PART OF THE TRIBE, NOT A CONSUMER



CONSCIOUS TRIBE

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

The relationship between Moyee and Consumers should be a humanistic experience and consumers ought to be valued as persons.

Each customer should own a personal page/profile on Moyee's website that shows all the information regarding their information, purchases, subscriptions and personalized messages.

The unboxing experience (especially for the first time) should be like a surprise and better than what customers expect. It should be personal and shows them reasons to join the tribe.

PROJECTS:

- My Moyee Page
- Great Unboxing Experience

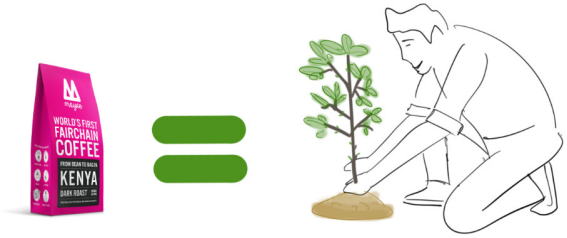
WHY SHOULD IT BE DONE?

- TREND: Customer's Experience is the most important factor for customers
- PRINCIPAL: Commitment; Once people are commit to something, it is less likely that they change it.

Last Mile AUG 2020 - NOV 2020

mini-horizon

TREE PLANTING



CONSCIOUS TRIBE

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

The concerns about sustainability issues has risen a lot. "Buy coffee bags and plant trees" is a simple and easy to understand message.

Existing Customers should see the number of trees that have been planted because of them on their "My Moyee" web page.

New Online Customers should know that by buying coffee from Moyee they are contributing to Tree Planting.

New Offline Customers (e.g. AH) should see and understand that their purchase will result in planting trees. They should be able to adobt a tree by scanning a QR Code and entering their email address. A Moyee account will be created for them and they can track all the trees on their "My Moyee" web page.

PROJECTS:

- Tree Planting QR Codes on the Packaging
- My Tree Sections on My Moyee webpage

WHY SHOULD IT BE DONE?

- TREND: Sustainability Concerns in the centre of attention
- FACT: Planting Trees is a simple and understandable message to appeal to coffee consumers

Last Mile NOV 2020 - MAR 2021

mini-horizon

THE MOST SUSTAINABLE COFFEE BRAND





Empowered Green Tribe

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

There is no other choice than going green. The sustainable alternatives for packaging are already coming to the market. Since this is an important consideration of consumers, Moyee should switch to sustainable packaging and explore opportunities for refill models and collecting coffee waste.

Customers will receive their coffee in sustainable packagings. Their coffee waste will be collected and there will be an option for purchasing coffee in refillable packages.

PROJECTS:

- Sustainable Packaging
- Refill Model for Coffee
- Collecting the Coffee Waste

WHY SHOULD IT BE DONE?

- TREND: The pressure for more green and sustainable regulations will be increasing
- TREND: The consumerism culture will shift from anti-plastic to anti-packaging

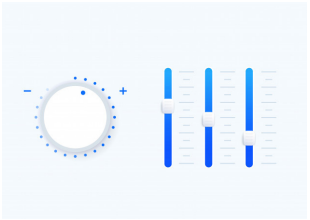
Last Mile FEB 2021 - NOV 2022

mini-horizon

ADJUSTABLE IMPACT PROFILE



Empowered Green Tribe



DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

The profile page that has been constructed during “Part of the tribe, Not a consumer” now includes the type of impact that each consumer has.

Next to this, consumers can adjust their preferred type of impact. It can look something like an equalizer that has three elements: Social Impact, Ecological Impact, Economical Impact.

PROJECTS:

- Updating the “My Moyee” Page
- Back-end stuff for making it possible

WHY SHOULD IT BE DONE?

- TREND: Generation Z wants to take control
- CONSUMER INSIGHT: They would love to see how their money is being spent and have power to decide on that

mini-horizon

TELLING THE COFFEE STORY L2





Empowered Green Tribe

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

The human connection in the tribe should be increased by this time. Moyee's communication should shift towards the impact of every single consumer on the system.

Both existing customers and public audience should feel that every single of them could change a small part of the coffee chain.

PROJECTS:

- Documentaries about how each coffee consumer can change the world

WHY SHOULD IT BE DONE?

- TREND: More of Conscious Consumers
- TREND: More Expectations from Businesses for Social Change
- TREND: Gen Z, the Conscious Consumers

Last Mile MAR 2021 - JUN 2021

mini-horizon

STORY PROVING L2





Empowered Green Tribe

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

The block-chain proved tracing function allows consumers to see how the money they pay for each product (and in total) is being spent on what and who receives it.

Also, similar to annual reports for shareholders, each consumer will receive a personal annual impact report.

Customer can easily track how their money is being spend on their "My Moyee" app.

PROJECTS:

WHY SHOULD IT BE DONE?

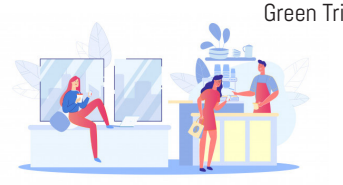
- TREND: More of Conscious Consumers
- TREND: More Expectations from Businesses for Social Change

mini-horizon

CONTRIBUTION EXPERIENCES



Empowered Green Tribe



DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

To increase the human connection and the feeling of belonging in the community, members who have achieved a certain amount of impact credit can apply for an experience day at Moyee or working-on-a-farm experience in coffee-growing countries.

PROJECTS:

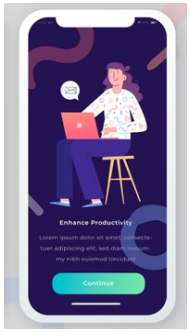
- Experience days at Moyee
- Experience Week on Farms

WHY SHOULD IT BE DONE?

- TREND: More demand for authentic experiences
- TREND: Generation Z as prosumers

mini-horizon

MY MOYEE ON MY PHONE





Empowered Green Tribe

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

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Also, similar to annual reports for shareholders, each consumer will receive a personal annual impact report.

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PROJECTS:

- My Moyee App

WHY SHOULD IT BE DONE?

- TREND: More of Conscious Consumers
- TREND: More Expectations from Businesses for Social Change

mini-horizon

IMPACT CURRENTY



Value Traders

DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

To increase the human connection and the feeling of belonging in the community, members who have achieved a certain amount of impact credit can apply for an experience The idea is to evolve the Impact credits to some form of currency that people can earn or trade it with other individual and businesses. day at Moyee or working-on-a-farm experience in coffee-growing countries.

PROJECTS:

- Still Unknown

WHY SHOULD IT BE DONE?

- TREND: Practical BlockChain and Smart Contracts
- TREND: No more physical money

mini-horizon

DIRECT CONTACT IN SUPPLY CHAIN

Value Traders



DESCRIPTION & WHO WILL EXPERIENCE IT AND HOW?

By now, consumers are able to follow their money and see the people involved in the coffee chain. As the global Internet access is expected to reach a stable level, every actor in the chain - including farmers, workers, master roasters and so on - will be able to see others' profile and contact them directly.

PROJECTS:

- My Moyee App
- Still Unknown

WHY SHOULD IT BE DONE?

- TREND: High speed Internet connection

B. TRENDS

The trends that were spotted for this project.
Each card includes Trend Title

- Trend Type
- Expected time to peak
- High Probability (if predictions are strong and well-backed up)
- High Effect (if a major change in the society or the industry is being predicted)
- A visual representation

More Reusable Cups

2020 - 2022

& less disposable cups!
People tend to use more reusable cups for sustainability and financial reasons



Coffee

Recycling Coffee Bags

2020 - 2022

Some programs are popping up that collect the coffee bags and recycle them



Coffee

Let's brew it COLD!

2020 - 2022

Globally, the cold brew method is turning into a mainstream hit because of its various serving options and its smooth profile

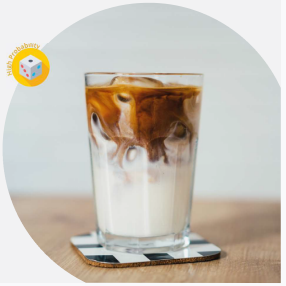


Coffee

DRINK IT COLD!

2020 - 2022

Iced coffee isn't new, but it (in all its many forms) is certainly having a revival right now.



Coffee

Sustainable Packaging

2020 - 2022

Consumers are looking for coffee that is packaged in sustainable materials



Coffee

Sustainably grown!

2020 - 2022

With concerns for the Earth and warming temperatures, customers have been seeking out coffee beans that have been sustainably grown



Coffee

More Canned Coffee

2020 - 2022

The growing popularity of cold brew coffee in the UK has led to an influx of canned coffee drinks in high street shops and supermarkets

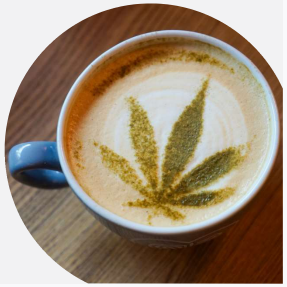


Coffee

Coffee + CBD

2020 - 2023

Market analysts even predict that Starbucks could be the first big chain to roll out CBD coffee, considering how much the CBD industry is growing.



Coffee

Social Justice in Coffee

2020 - 2022

Consumers have been increasingly attentive to social justice in recent years, which has increased the demand for fair trade coffee.

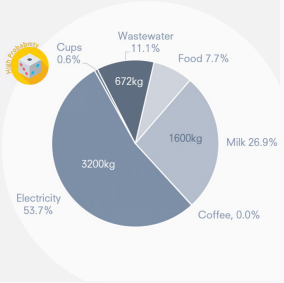
FAIRTRADE INTERNATIONAL

Coffee

Less Energy Consumption by Machines

2020 - 2022

Energy use makes up a whopping 53% of the carbon footprint of an average cafe. Companies trying to reduce this.



Coffee

Advanced Coffee Machines

2020 - 2023

Automated (high quality) Coffee machines, Grinders with weight scale, Cold foam maker and many other developments on their way.



Coffee

Delivery is Booming

2020 - 2022

Not just because of corona! Delivery-centric businesses were booming before as well.



Coffee

Non-dairy milks are here to stay

2020 - 2021

More and more people are opting for cow's milk alternatives in their coffee, be this for environmental, health or ethical reasons. Lots of people simply prefer the flavour!



Coffee

Back to black

2020 - 2022

We've seen an increase in 'black' coffee sales (Long Black, Espresso & Filter) of 52% per year over the last 2 years.



Coffee

Coffee Subscriptions are spreading!

2020 - 2021

Freedom, trust and diversity! Word on the streets is that coffee subscriptions will be a thing this coming year!



Coffee

Healthy Coffee

2020 - 2022

With 65% of consumers proactively trying to lead a healthy lifestyle cafes display low sugar, plant-based and nutritionally rich options to appeal to this audience.

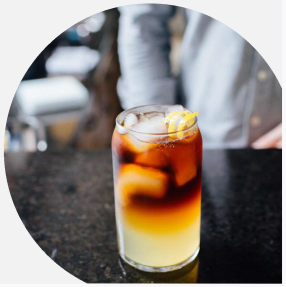


Coffee

Crazy drinks with coffee

2020 - 2022

No matter if something is added to coffee or coffee is added to something, the number of recipes is booming!



Coffee

More of Coffee Experience

2020 - 2022

Baristas, local cafes and subscription-based coffee companies are offering more personalized and customized experiences.



Coffee

Give me cheaper Coffee!

2020 - 2021

Price-sensitive consumers may substitute higher-value coffee by lower-value blends or brands because of the Pandemic.



Coffee

More Coffee Machines at Home

2020 - 2021

Some data indicate strong growth in online purchases of coffee machines, coffee and capsules because of the Pandemic.



Coffee

Biophilic Design

2023 - 2025

Adding natural elements to everywhere and everything. Let's connect with Nature again!



Environmental

Plant-based Food

2022 - 2025

The growth of plant-based foods has surged over the past few years. It is expected to peak in the next years.



Environmental

Reusability Culture

2022 - 2024

More and more people are incorporating reusable products into their daily live.



Environmental

Anti-plastic Culture

2021 - 2024

Anti-plastics sentiment is higher than ever but the attention given to the issue is yet to translate into substantive change.



Environmental

Regenerative Agriculture

2022 - 2025

Regenerative agriculture is a farming strategy that prioritizes soil health, land management, and biodiversity during the cultivation and harvesting of food products



Environmental

Slow Fashion

2023 - 2025

While the demand for Sustainable Fashion is rising, companies have not done much for it yet!



Environmental

Green Laws, Policies & Regulations

2021 - 2025

People are putting more pressure on governments for placing priority on Sustainable regulations.



Environmental

New Energy Production Methods

2024 - 2025

Making energy at home!
e.g. IKEA is working to become Climate Positive and inspire customers to generate renewable energy at home .



Environmental

Gen Z, the Conscious Consumers

2022 - 2025

62 percent of Generation Z, who will begin entering the workforce in 2020, prefer to buy from sustainable brands



Environmental

Online Legal Service

2020 - 2025

AI-powered legal services help lawyers to solve cases online



Legal

No More Physical Money

2022 - 2025

Will your money contain your data such as age, sex, career and interests?

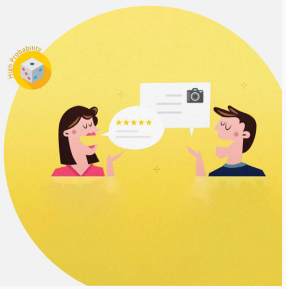


Market

More Loyalty Prog. & Word of Mouth

2022 - 2025

70% of consumers are willing to recommend a brand due to its loyalty program. And as we know, word of mouth is worth much more than traditional marketing.



Market

Subscriptions Everywhere

2023 - 2025

By 2023 "75% of organizations selling direct to consumers will offer subscription services.



Market

More Conscious Consumers

2021 - 2023

73% of global consumers say they would definitely or probably change their consumption habits to reduce their impact on the environment.



Market

More of Life-Centred Design

2021 - 2023

People are shifting from a "me" to a "we" culture and they want their purchases to reflect the social, environmental and political causes they care about.



Market

Awareness of self-care & wellness

2021 - 2023

More people care about self-care and Wellness. The data refers to European countries only.

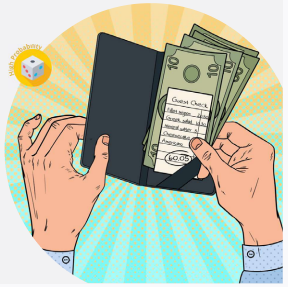


Market

Super Flexible Subscriptions

2020 - 2022

Many subscriptions are bill-paying with a fancy name, like pay according to your use. Yet, the flexibility move them forwards.



Market

Business Role in Social Changes

2021 - 2022

It's not only about profit anymore. People are demanding social change and purpose!

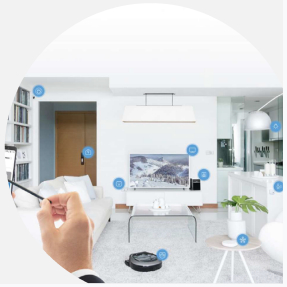


Market

Smart Homes

2021 - 2022

Capturing your at-home moments is great source of data for businesses!

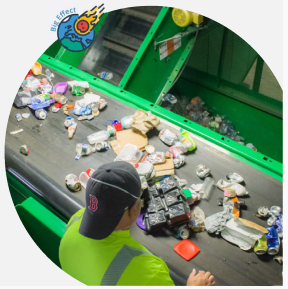


Market

Producers Responsible for Waste

2022 - 2025

Policymakers seek to hold companies responsible for the waste of their products after use.

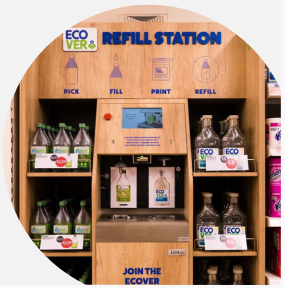


Market

Increase in Refill models

2021 - 2025

Not just trying to solve the recycling side but also looking at new ways to deliver products that might not include packaging at all.



Market

User Experience Above All

2020 - 2023

Flawless user experience is already becoming more relevant to customers than the product and its price



Market

5G for all Urban Areas

2024 - 2025

European Commission:
Uninterrupted 5G wireless broadband coverage for all urban areas and major roads and railways.



Political

A European Green Deal

2020 - 2025

European Commission Priority:
Striving to be the first climate-neutral continent



Political

Economy that works for People

2020 - 2025

European Commission Priority:
Working for social fairness and prosperity



Political

A Europe fit for the Digital Age

2020 - 2025



European Commission Priority:
Empowering people with a new generation of technologies

Political

Promoting our European way of life

2020 - 2025



European Commission Priority:
Building a Union of equality in which we all have the same access to opportunities.

Political

A stronger Europe in the world

2020 - 2025

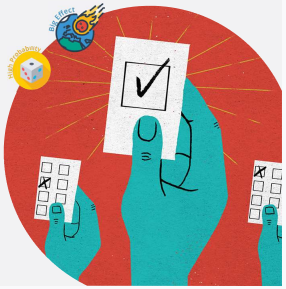


European Commission Priority:
Europe to strive for more by strengthening our unique brand of responsible global leadership

Political

A new push for European democracy

2020 - 2025



European Commission Priority:
Nurturing, protecting and strengthening our democracy

Political

Nostalgia: Gold for Millennials

2020 - 2023

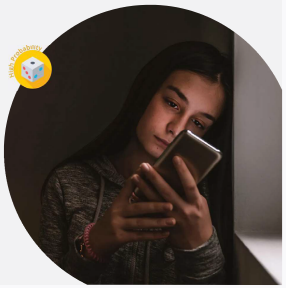


More Millennials are searching for their Authenticity through Nostalgia

Social

Lonely Gen Z

2020 - 2025

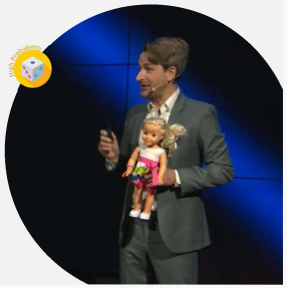


About 80% percent of Gen Z, or adults in the 18 to 22 age group, say they feel alone

Social

Trust issues with Data Sharing

2022 - 2025

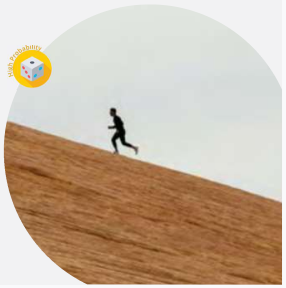


Despite our suspicions, the risk of data sharing is seemingly increasingly worth it

Social

Simplicity as Luxury

2022 - 2025

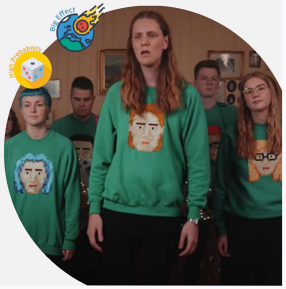


6 in 10 wish their lives were more simple. This figure is ought to increase as more people move to big cities.

Social

Authenticity is the King!

2020 - 2025



Authenticity is the retail and brand trend for the 2020s

Social

Conscientious Health

2021 - 2024

The balancing act between our own health and the planet's wellbeing is getting increasingly visible

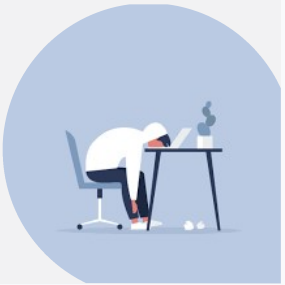


Social

More & more Burnout

2020 - 2023

Different surveys show that about 25% of employees experience burnout and the figure is increasing



Social

Sentiment Analysis

2020 - 2022

Soon, your phone can detect your emotions!



Technological

Digital Sales Assistants

2022 - 2025

AI-powered bots will nail the conversational marketing.



Technological

Autonomous things

2022 - 2025

& lots of automation! Autonomous things, which include drones, robots, ships and appliances, exploit AI to perform tasks usually done by humans.

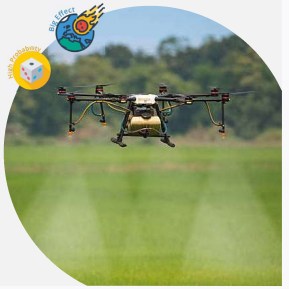


Technological

Drones Everywhere

2022 - 2025

A significant increase in drone use is expected.

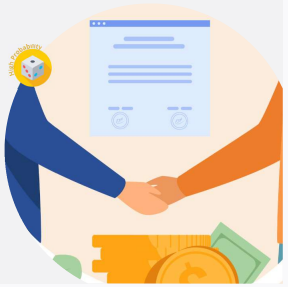


Technological

Tech-powered Trust

2020 - 2022

Consumer trust in commercial enterprises is declining and tools to gain trust are improving.

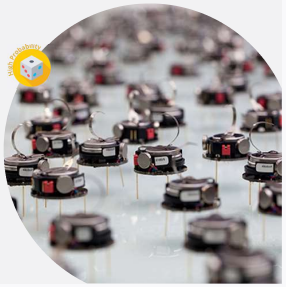


Technological

Swarm Robotics

2022 - 2025

Large numbers of mostly simple physical robots that are coordinated in a distributed and decentralised way. Like ants maybe?

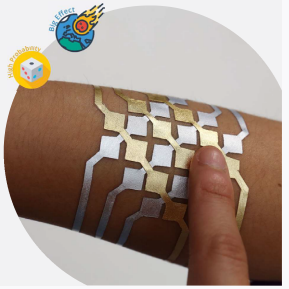


Technological

Upgraded Humans

2023 - 2025

Exoskeletons, extra sensory devices and human augmentations



Technological

Ambient Computing

2024 - 2025

Technologies that allow people to use a computer without realizing they're doing it



Technological

5G

2023 - 2025

100 times faster than 4G



Technological

Balloon-powered Internet

2023 - 2025

Internet for almost everywhere, including the rural areas

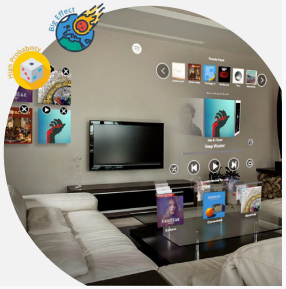


Technological

Mixed / Virtual / Augmented Reality

2020 - 2023

These are opening their way to our daily lives.



Technological

Controlled by the Brain, directly!

2022 - 2024

Mind-controlled devices are increasing

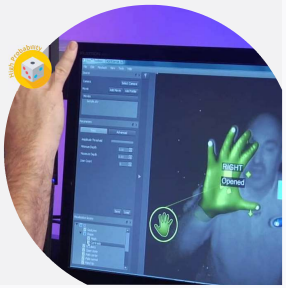


Technological

3D-sensing Cameras

2023 - 2025

Capturing a real-world object's length, width, and height with more clarity and in-depth detail



Technological

4D Printing

2022 - 2025

4D printing adds the dimension of transformation over time



Technological

Virtual Beings

2020 - 2023

A virtual being is a character that you know isn't real but with whom you can build a Two-way emotional relationship.

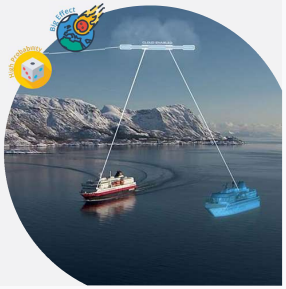


Technological

Digital Twin

2023 - 2025

Digital twin refers to a digital replica of potential and actual physical assets, processes, people, places, systems and devices

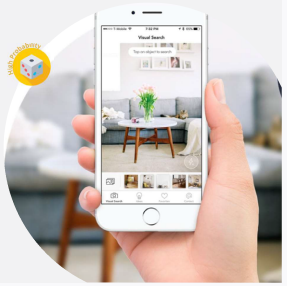


Technological

Visual Search for Marketing

2022 - 2024

Who types anyway?



Technological

Affective Computing

2022 - 2024

AI that can recognize, interpret, process, and simulate human affects.



Technological

Smart Contracts

2022 - 2024

Smart Contracts Will Increase Overall Data Quality by 50% by 2023

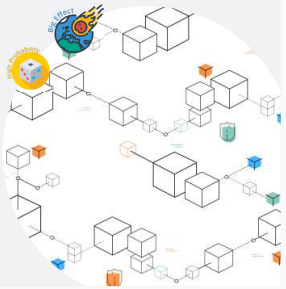


Technological

Practical Blockchain

2022 - 2024

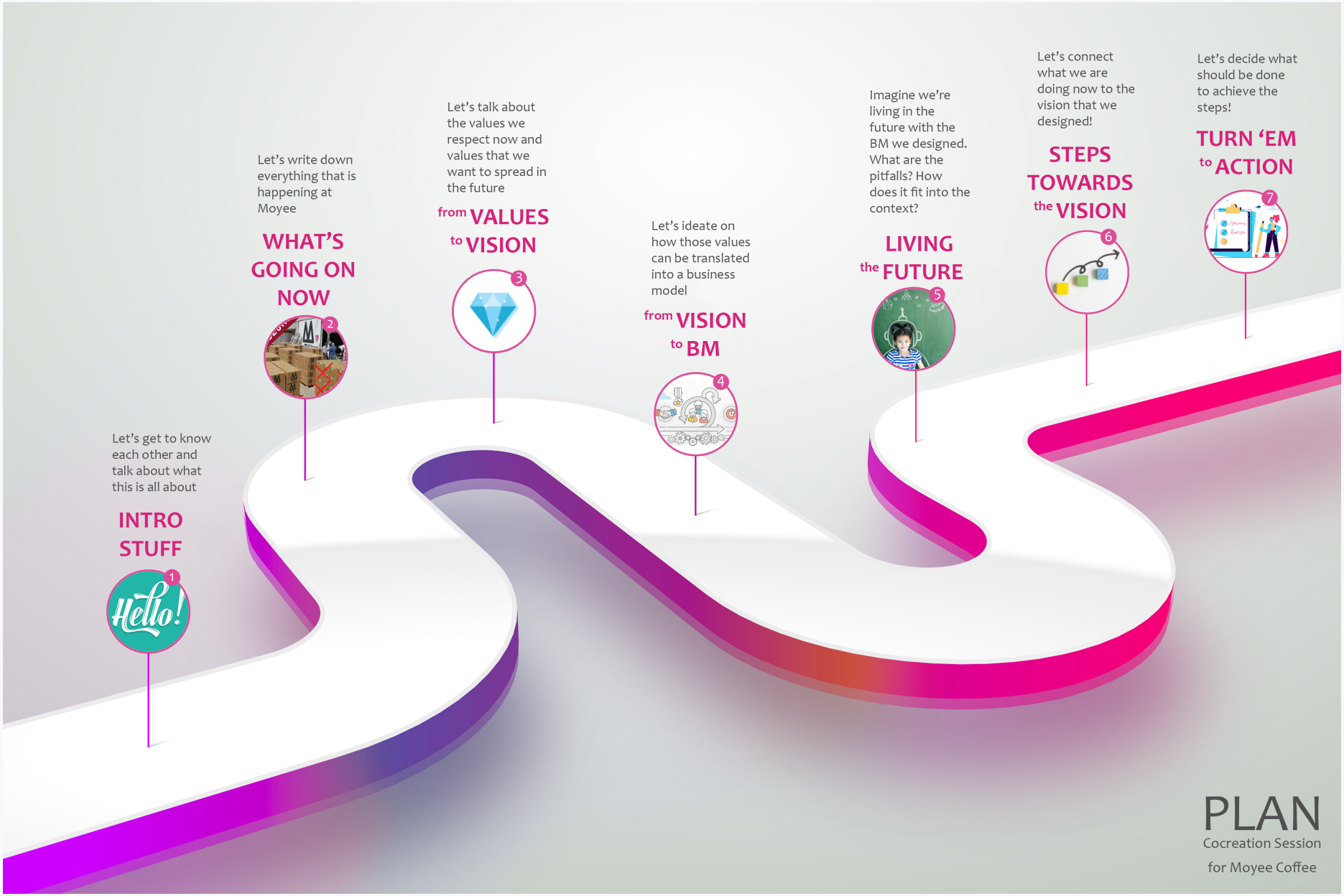
Blockchain will open its way to our daily life.



Technological

C. CREATIVE SESSION PLAN

This is the detailed plan of the conducted creative session


Let's get to know each other and talk about what this is all about
INTRO STUFF
1
Hello!
Let's write down everything that is happening at Moyee
WHAT'S GOING ON NOW
2
Let's talk about the values we respect now and values that we want to spread in the future
from VALUES to VISION
3
Let's ideate on how those values can be translated into a business model
from VISION to BM
4
Imagine we're living in the future with the BM we designed. What are the pitfalls? How does it fit into the context?
LIVING the FUTURE
5
Let's connect what we are doing now to the vision that we designed!
STEPS TOWARDS the VISION
6
Let's decide what should be done to achieve the steps!
TURN 'EM to ACTION
7
PLAN
Cocreation Session
for Moyee Coffee

Cocreation Session

Prep

- [x] ~~Water + Fruit on the table~~
- [x] ~~Marker + Pen~~
- [x] ~~Sticky Notes~~
- [x] ~~BM Kit icons~~

Introduction 15m

• Welcoming, does everyone know each other?	2m
• What's my project about? Explaining the framework	3m | *show the framework*
• Example in the framework	1m
• Vision: Competition of future. Quality & Price → Social Impact → BM?	5m | *Guido explains too?*
• Programme of the day: Current State → Values → Vision → BM → Horizons → Actions	2m | *Share the visual plan*
• General Notes: Everything as a source of Inspiration + Every idea is worthy + This is only the first iteration	1m
• Recording Permission	1m | *Prepare the phone for recording*

Mapping the current state 20m

- Dumping all the activities at Moyee — 5m | *Prep Post-its, Markers and Flip Overs*
- Making the current BM — 15m | *Explain the toolkit, Show Examples*
- Brain Dump — 5m | *Prep Post-its, Markers and Flip Overs*

Forming Vision based on Values 20m

- Mapping the Values at Moyee — 5m | *Why Moyee was established? Have they changed during these years?*
- Trends in Value — 10m | *Explain the trends, How to read them, Will the trends change something in Moyee's Values?*
- Future of Moyee's Values (What does Moyee want to change in the world?) — 5m | *It should be clear after the conversations*

💡 Break! While having a look at the trends | 15m

Forming BM based on Vision 55m

- Watch the Trends — 5m
- Start ideating — 5m | *Prep Post-its, marker, flip over*
- Business Model Slides — 5m | *Only as a source of inspiration*
- Business Model idea cards — 5m | *Only as a source of inspiration*

- Clustering — 10m | *Clustering not categorizing*
- Dot Voting — 10m | *Prep dot votes, 5/person*

- Making the new BM — 15m | *Prep the BM Toolkit*

 Break | 10m

Evaluating BM in Vision 20m

- Future Scenarios — 10m | *How*
- Concept Development — 10m

Steps towards the Vision (horizons) 15m

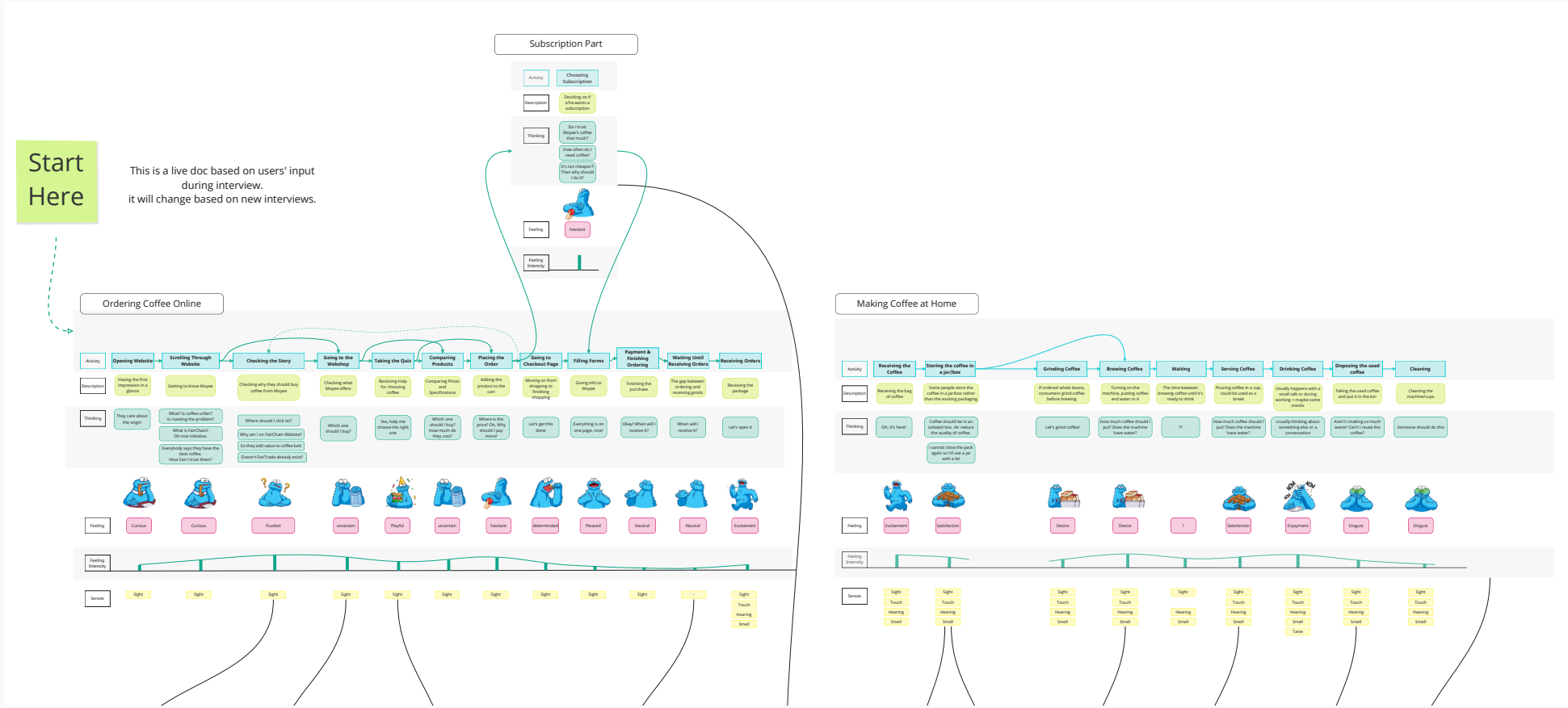
- What will be the steps towards the vision? — 5m
- What are the short term steps that don't end up in vision but are necessary to have? — 10m

Turning stuff to Action 15m

- Prioritizing actions on the pyramid — 15m

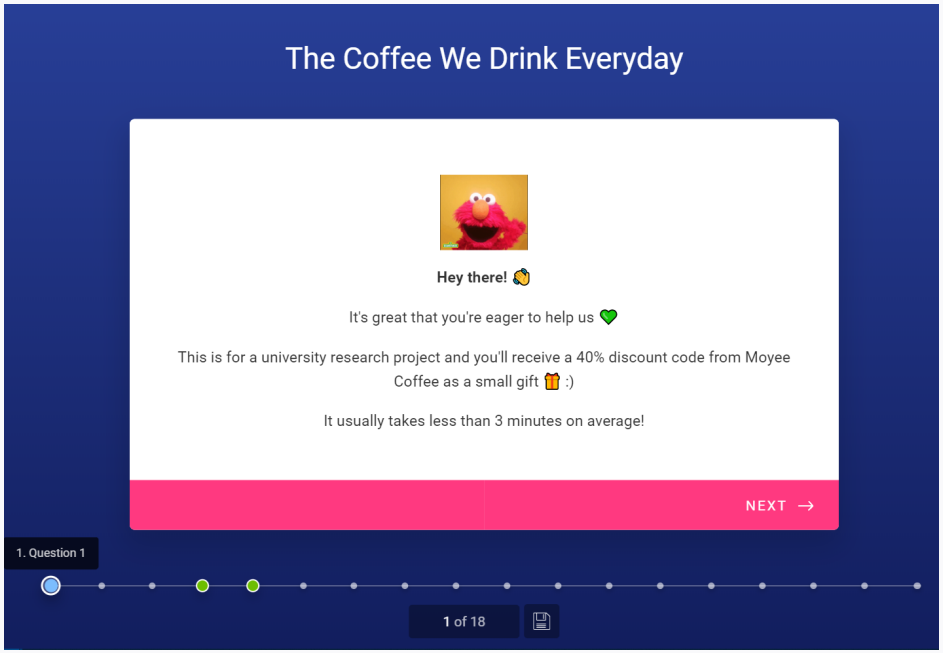
D. CUSTOMER JOURNEY

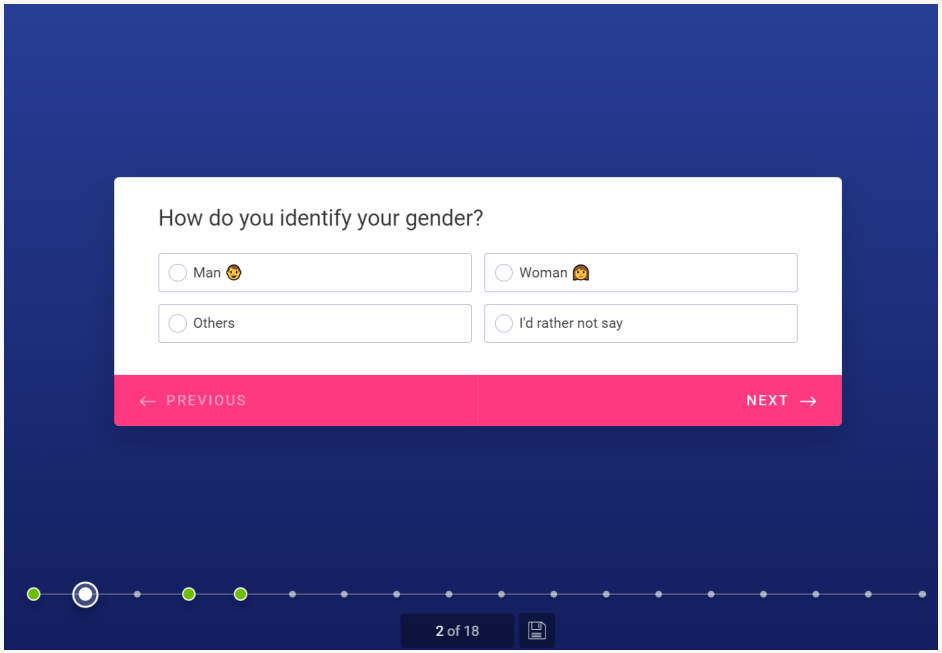
The mapped customer journey for both during placing an order via Moyee's website and consuming coffee at home.

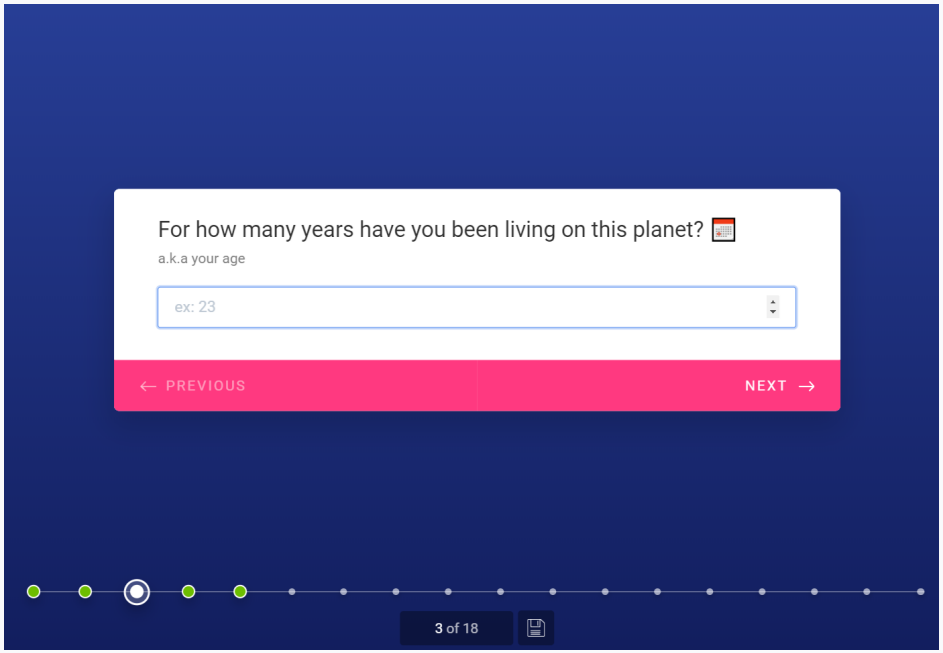

Start Here
This is a live doc based on users' input during interview.
it will change based on new interviews.
Subscription Part
Activity
Choosing Subscription
Description
Deciding on if s/he wants a subscription
Thinking
Do I trust Moyee's coffee that much?
How often do I need coffee?
It's not cheaper? Then why should I do it?
Feeling
hesitant
Feeling Intensity
Ordering Coffee Online
Activity
Opening Website
Scrolling Through Website
Checking the Story
Going to the Webshop
Taking the Quiz
Comparing Products
Placing the Order
Going to Checkout Page
Filling Forms
Payment & Finishing Ordering
Waiting Until Receiving Orders
Receiving Orders
Description
Having the first impression in a glance
Getting to know Moyee
Checking why they should buy coffee from Moyee
Checking what Moyee offers
Receiving Help for choosing coffee
Comparing Prices and Specifications
Adding the product to the cart
Moving on from shopping to finishing shopping
Giving info to Moyee
Finishing the purchase
The gap between ordering and receiving goods
Receiving the package
Thinking
They care about the origin
What? Is coffee unfair? Is roasting the problem?
What is FairChain? Oh nice initiative.
Everybody says they have the best coffee. How Can I trust them?
Where should I click on?
Why am I on FairChain Website?
So they add value to coffee bali
Doesn't FairTrade already exist?
Which one should I buy?
Yes, help me choose the right one
Which one should I buy? How much do they cost?
Where is the price? Oh, Why should I pay more?
Let's get this done
Everything is on one page, nice!
Okay! When will I receive it?
When will I receive it?
Let's open it
Feeling
Curious
Curious
Puzzled
uncertain
Playful
uncertain
hesitant
determinded
Pleased
Neutral
Neutral
Excitement
Feeling Intensity
Senses
Sight
Touch
Hearing
Smell
Making Coffee at Home
Activity
Receiving the Coffee
Storing the coffee in a jar/box
Grinding Coffee
Brewing Coffee
Waiting
Serving Coffee
Drinking Coffee
Disposing the used coffee
Cleaning
Description
Receiving the bag of coffee
Some people store the coffee in a jar/box rather than the existing packaging
If ordered whole beans, consumers grind coffee before brewing
Turning on the machine, putting coffee and water in it
The time between brewing coffee until it's ready to drink
Pouring coffee in a cup, could be used as a break
Usually happens with a small talk or during working + maybe some snacks
Taking the used coffee and put it in the bin
Cleaning the machine/cups
Thinking
Oh, it's here!
Coffee should be in an isolated box. Air reduce the quality of coffee.
I cannot close the pack again so I'd use a jar with a lid
Let's grind coffee!
How much coffee should I put? Does the machine have water?
??
How much coffee should I put? Does the machine have water?
Usually thinking about something else or a conversation
Aren't I making so much waste? Can't I reuse the coffee?
Someone should do this
Feeling
Excitement
Satisfaction
Desire
Desire
?
Satisfaction
Enjoyment
Disgust
Disgust
Feeling Intensity
Senses
Sight
Touch
Hearing
Smell
Taste

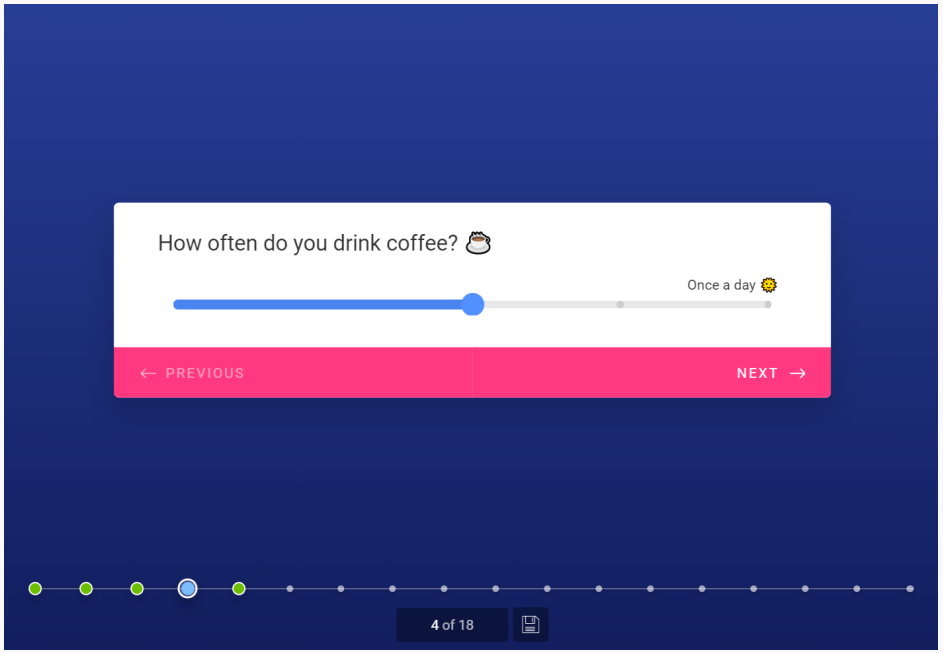
E. QUESTIONNAIRE

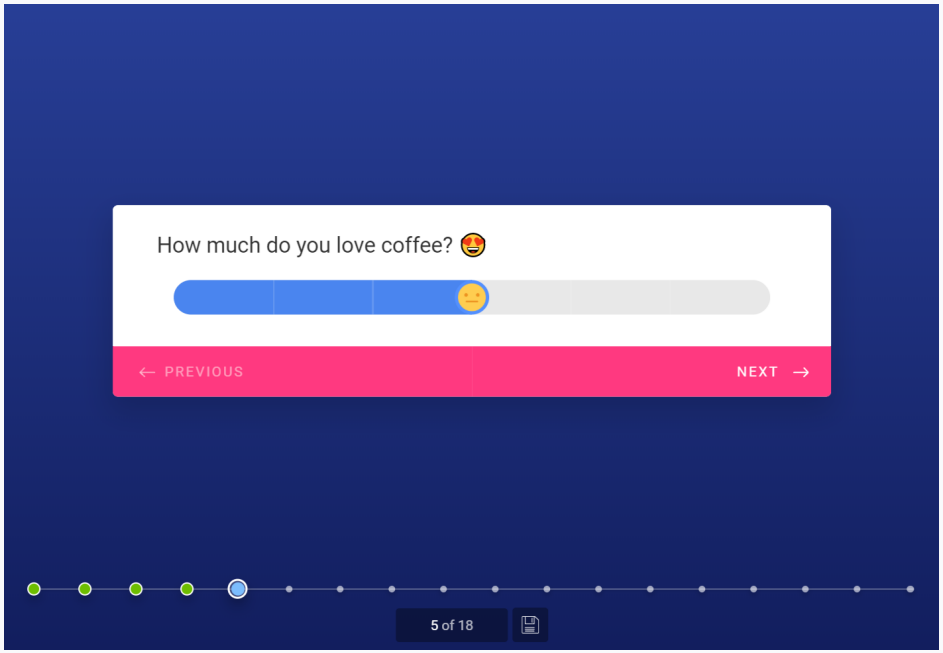
The following questionnaire was sent to coffee consumers to validate the direction of the strategy and some assumptions

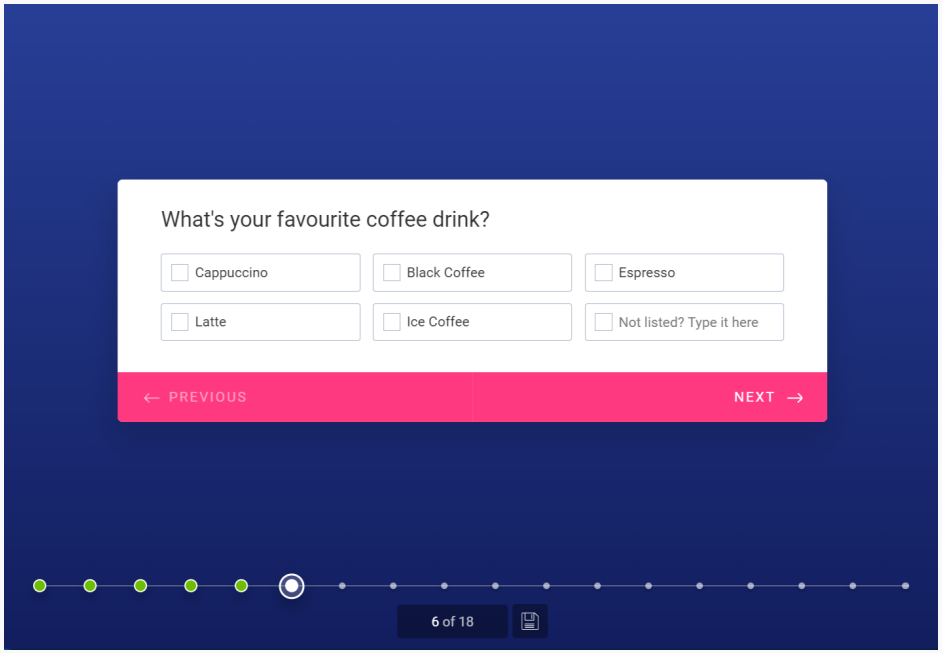

The Coffee We Drink Everyday
Hey there!
It's great that you're eager to help us
This is for a university research project and you'll receive a 40% discount code from Moyee Coffee as a small gift :)
It usually takes less than 3 minutes on average!
NEXT
1. Question 1
1 of 18

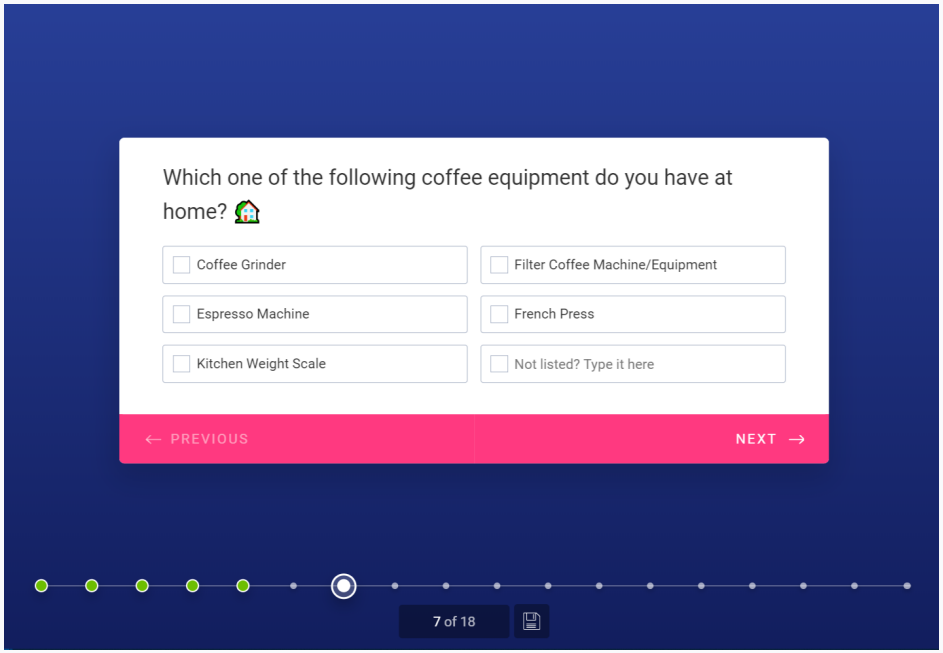

How do you identify your gender?
Man
Woman
Others
I'd rather not say
PREVIOUS
NEXT
2 of 18

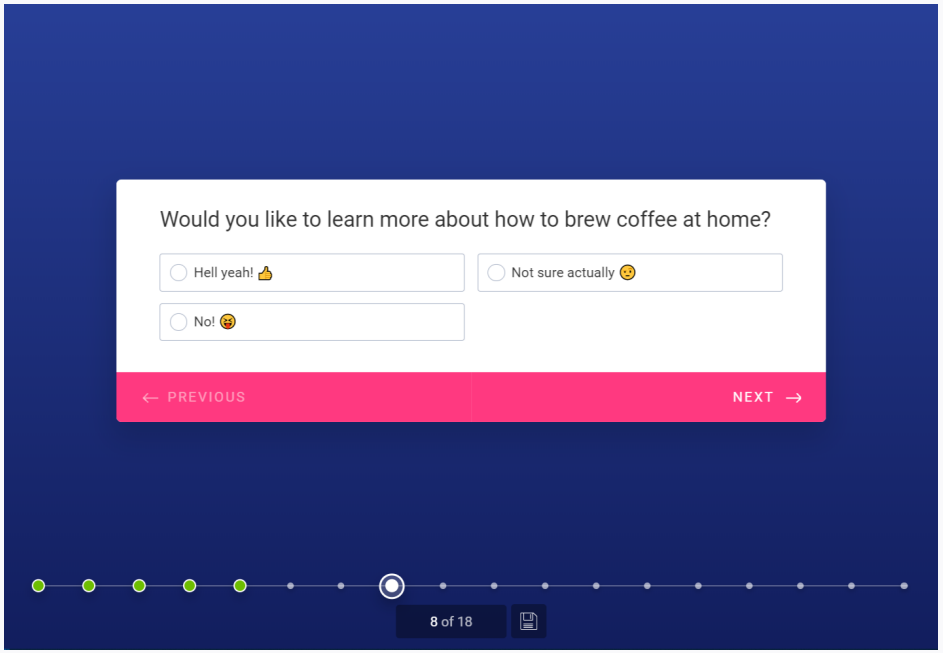

For how many years have you been living on this planet?
a.k.a your age
ex: 23
PREVIOUS
NEXT
3 of 18

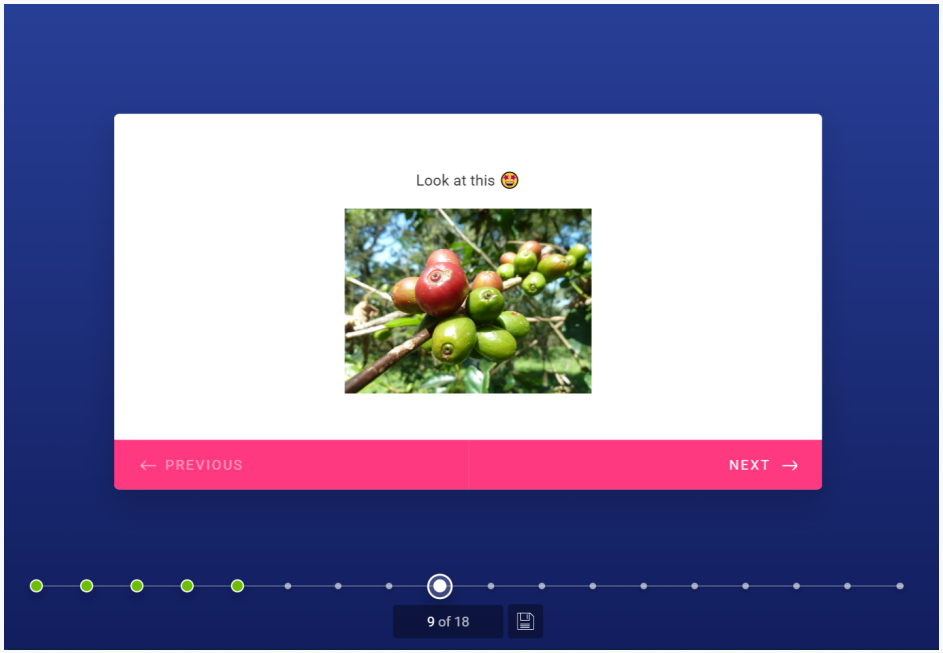

How often do you drink coffee?
Once a day
PREVIOUS
NEXT
4 of 18

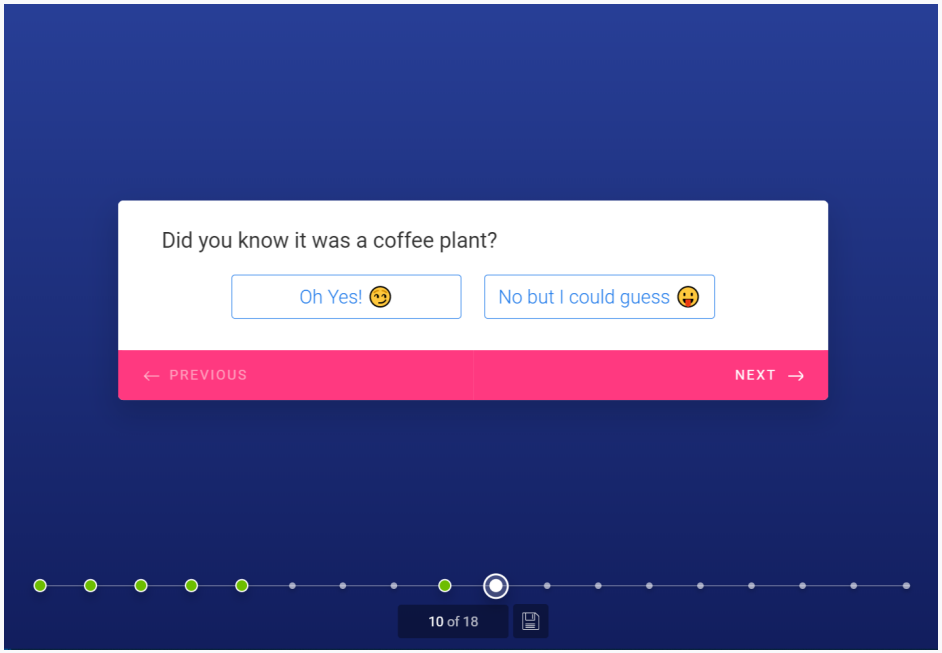

How much do you love coffee?
PREVIOUS
NEXT
5 of 18

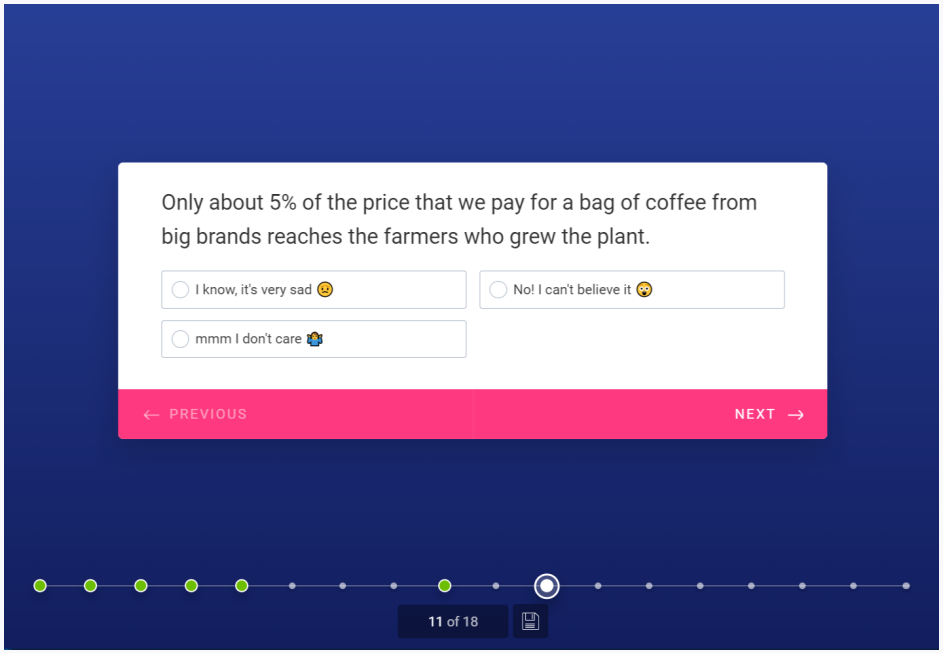

What's your favourite coffee drink?
Cappuccino
Black Coffee
Espresso
Latte
Ice Coffee
Not listed? Type it here
PREVIOUS
NEXT
6 of 18

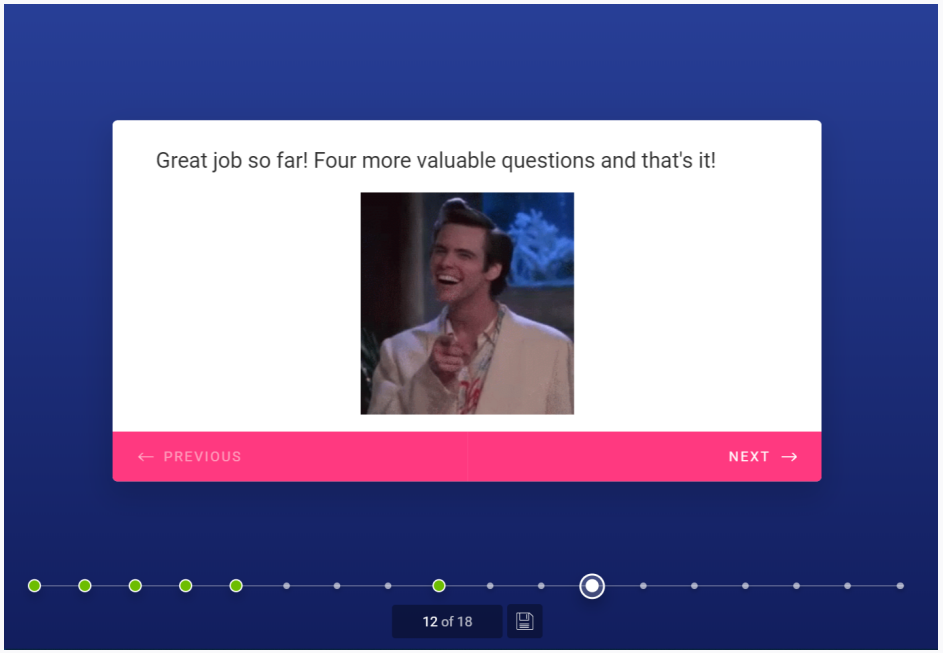

Which one of the following coffee equipment do you have at home?
Coffee Grinder
Filter Coffee Machine/Equipment
Espresso Machine
French Press
Kitchen Weight Scale
Not listed? Type it here
← PREVIOUS
NEXT →
7 of 18

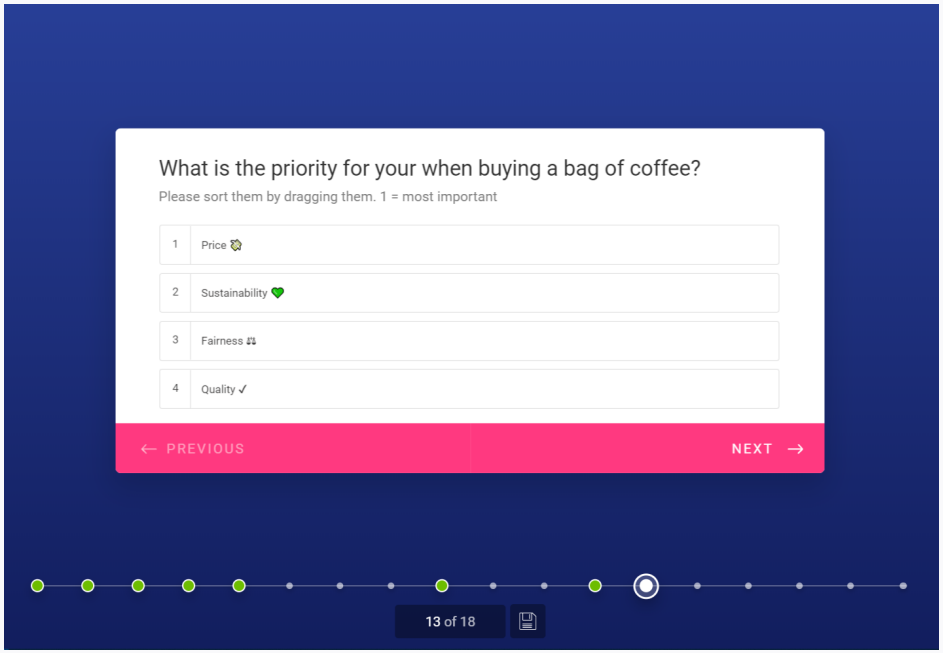

Would you like to learn more about how to brew coffee at home?
Hell yeah!
Not sure actually
No!
← PREVIOUS
NEXT →
8 of 18

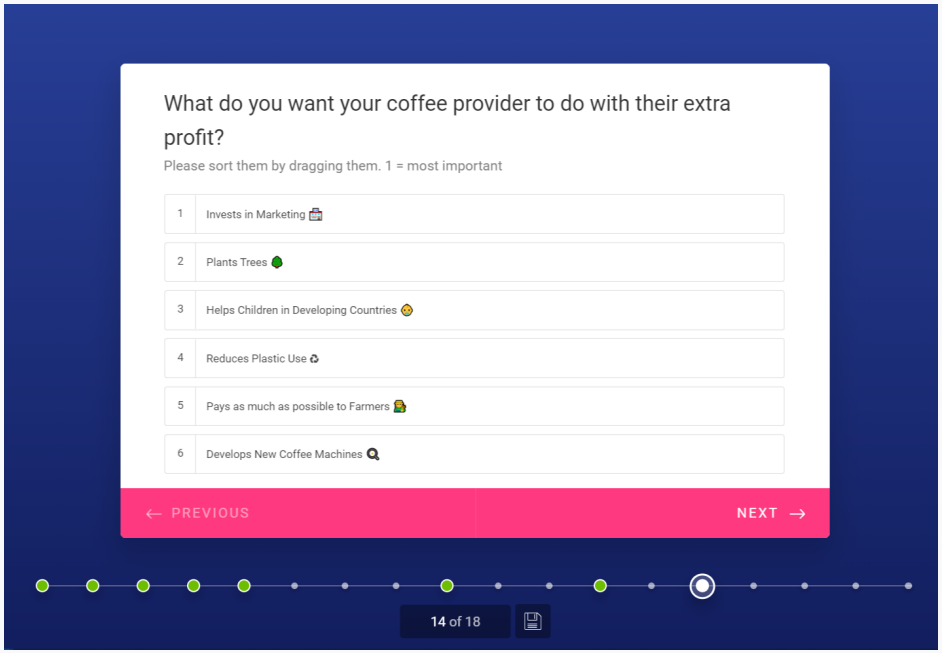

Look at this 🤩
← PREVIOUS
NEXT →
9 of 18

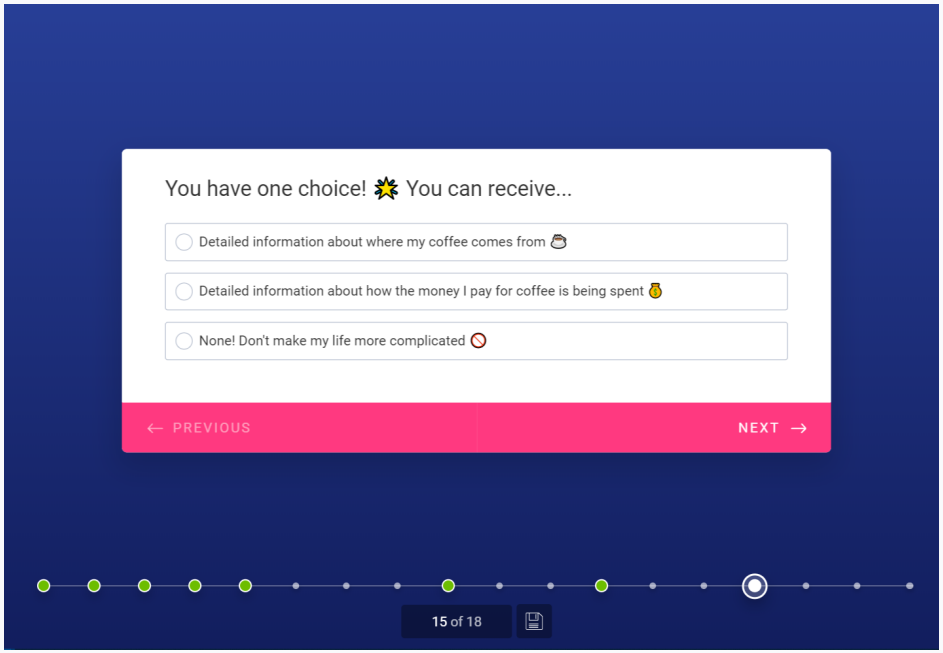

Did you know it was a coffee plant?
Oh Yes! 😏
No but I could guess 😃
← PREVIOUS
NEXT →
10 of 18

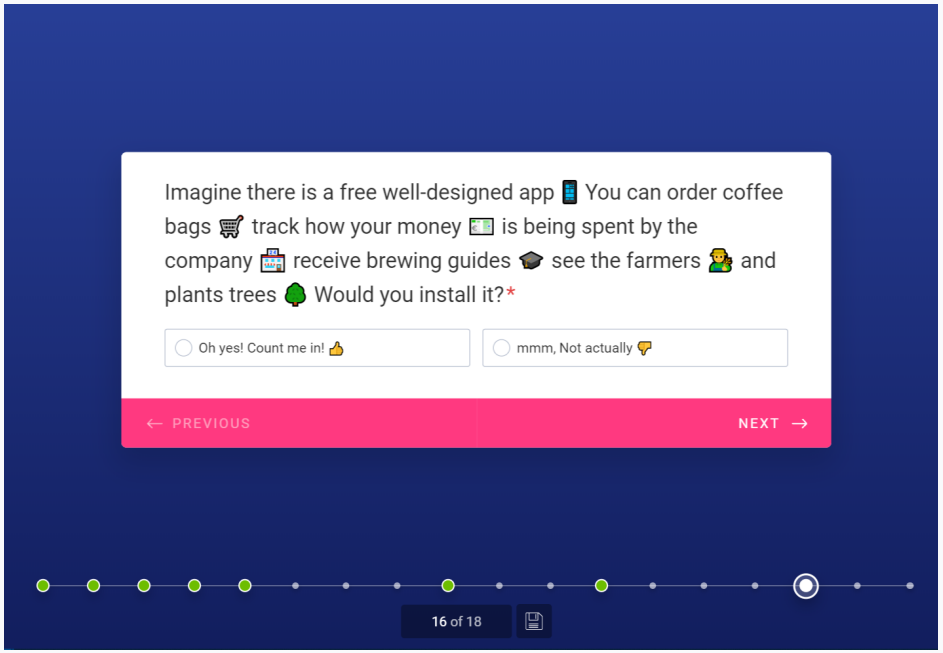

Only about 5% of the price that we pay for a bag of coffee from big brands reaches the farmers who grew the plant.
I know, it's very sad
No! I can't believe it
mmm I don't care
PREVIOUS
NEXT
11 of 18

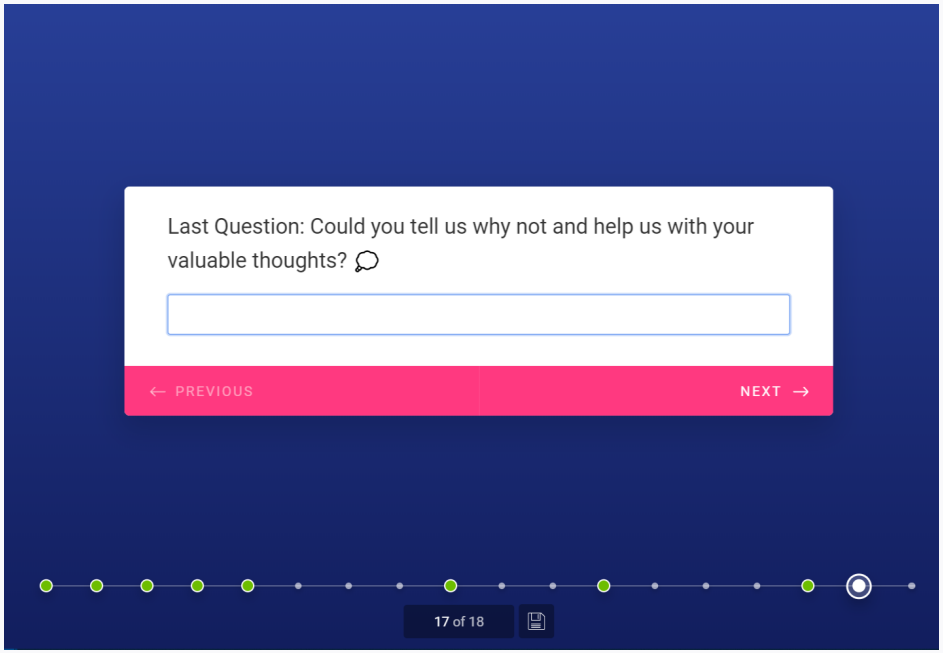

Great job so far! Four more valuable questions and that's it!
PREVIOUS
NEXT
12 of 18

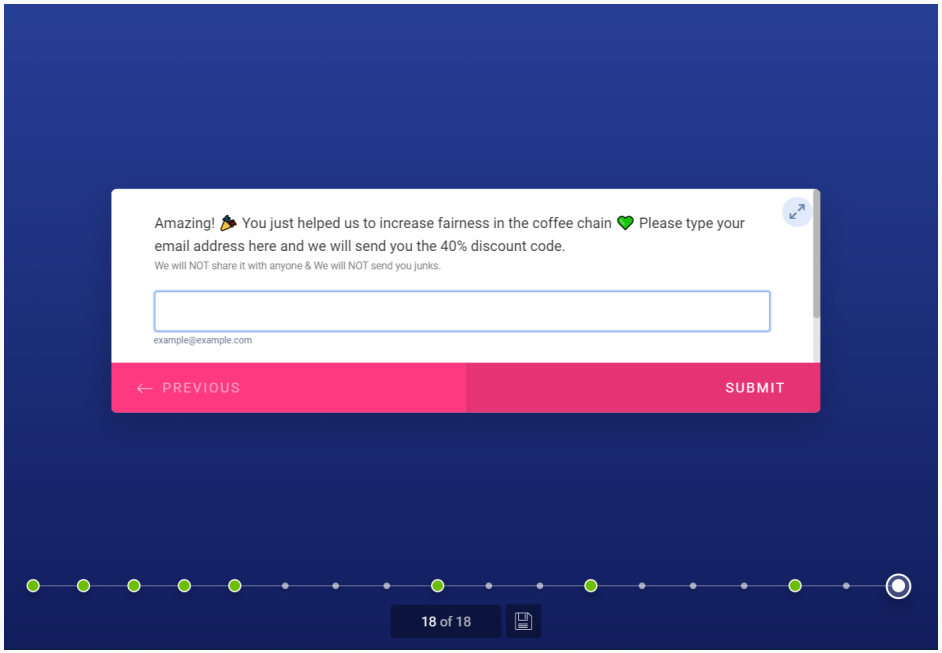

What is the priority for your when buying a bag of coffee?
Please sort them by dragging them. 1 = most important
1 Price
2 Sustainability
3 Fairness
4 Quality ✓
← PREVIOUS
NEXT →
13 of 18

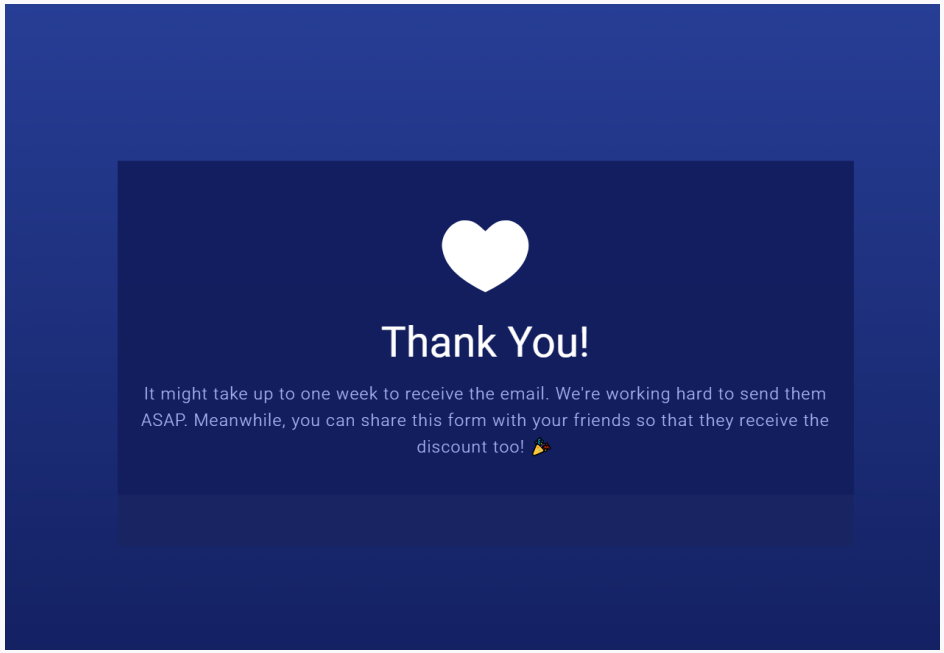

What do you want your coffee provider to do with their extra profit?
Please sort them by dragging them. 1 = most important
1 Invests in Marketing
2 Plants Trees
3 Helps Children in Developing Countries
4 Reduces Plastic Use ♻
5 Pays as much as possible to Farmers
6 Develops New Coffee Machines
← PREVIOUS
NEXT →
14 of 18


You have one choice! You can receive...
Detailed information about where my coffee comes from
Detailed information about how the money I pay for coffee is being spent
None! Don't make my life more complicated
PREVIOUS
NEXT
15 of 18


Imagine there is a free well-designed app You can order coffee bags track how your money is being spent by the company receive brewing guides see the farmers and plants trees Would you install it?*
Oh yes! Count me in!
mmm, Not actually
PREVIOUS
NEXT
16 of 18


Last Question: Could you tell us why not and help us with your valuable thoughts? 💭
← PREVIOUS
NEXT →
17 of 18


Amazing! 🍌 You just helped us to increase fairness in the coffee chain 💚 Please type your email address here and we will send you the 40% discount code.
We will NOT share it with anyone & We will NOT send you junks.
example@example.com
← PREVIOUS
SUBMIT
18 of 18



Hey awesome contributor!
Thanks for helping us with the questionnaire

Here is your 40% discount code. Please copy and apply it at the checkout:

40%_for_awesome_contributor

You can purchase any of our coffee choices via the Shop Page.

By Purchasing coffee from Moyee **you** receive coffee bags, **farmers** receive a fair payment, **young people** in coffee-growing countries receive education and **coffee farms** receive plants. We call this a FairChain

To Moyee Web Shop

The Egnlish version of the website is under construction, we apologize for the inconvenience and suggest using Google Chrome Translation.

Don't know which coffee to choose? Call us or take the Quiz.
Wanna know more about us? Have a look at our Story Page.

Would you like to say something, or do you have a question? Let us know!
020-7372295
wakeup@moyeecoffee.com

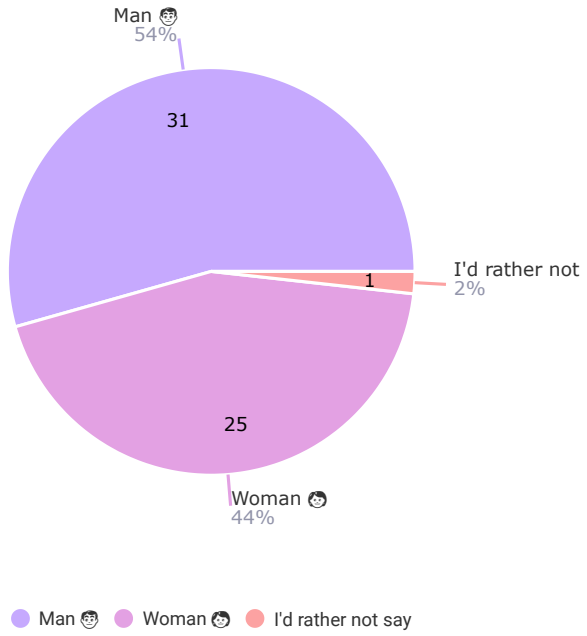
F. QUESTIONNAIRE RESULTS

This is the result of the questionnnaire.

The Coffee We Drink Everyday

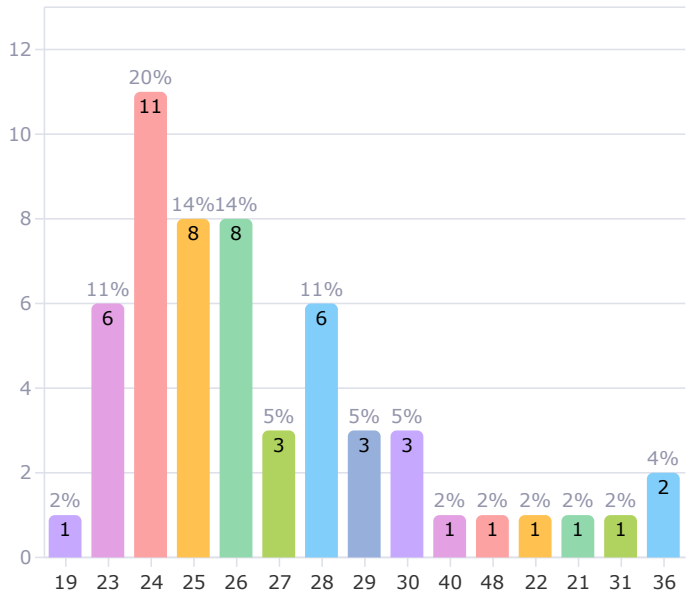
How do you identify your gender?

57 Responses



For how many years have you been living on this planet?

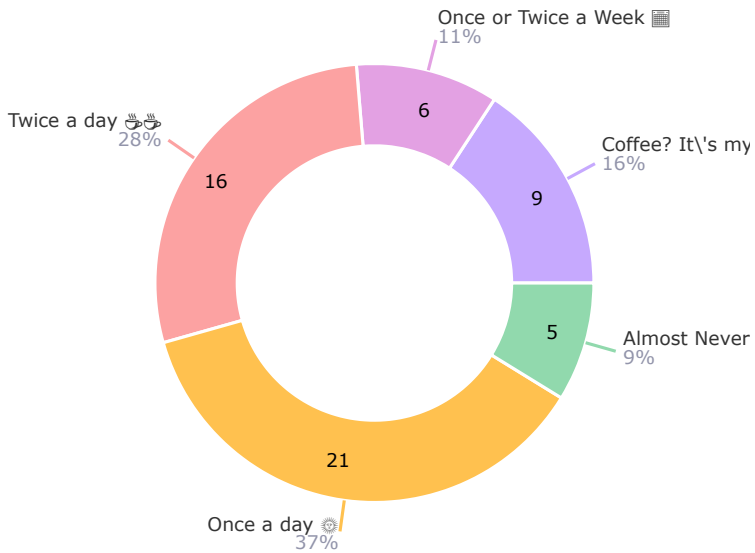
56 Responses- 1 Empty



The Coffee We Drink Everyday

How often do you drink coffee? ☕

57 Responses



How much do you love coffee? 😍

57 Responses

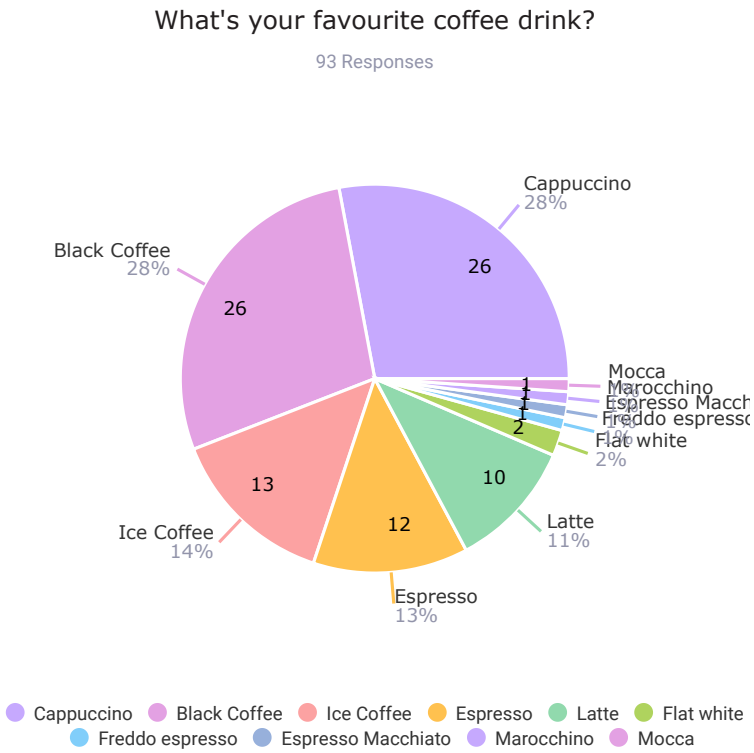


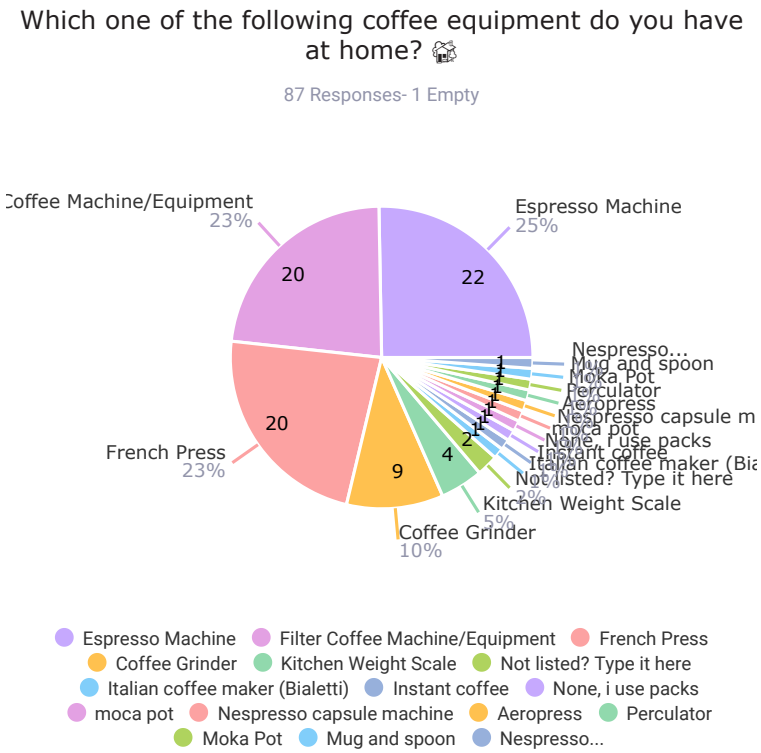
6.04
Avg. Response

57
Responses



The Coffee We Drink Everyday

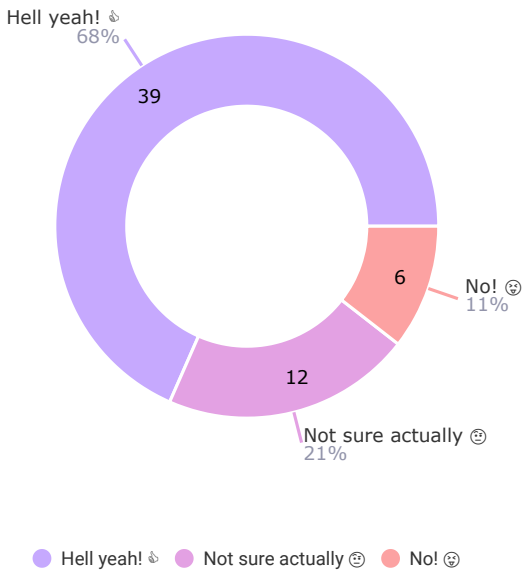




The Coffee We Drink Everyday

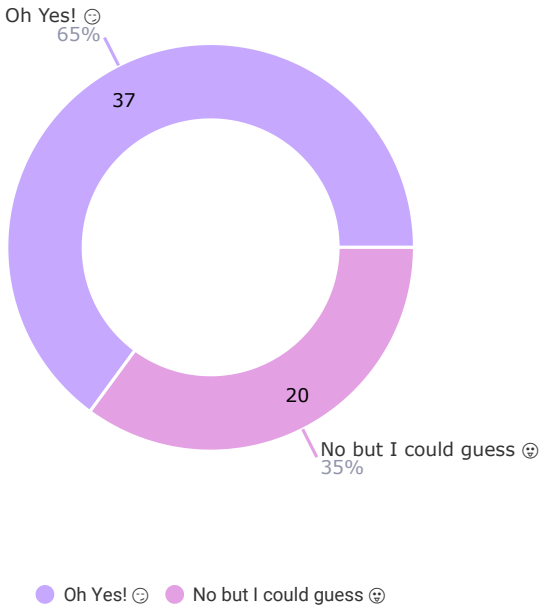
Would you like to learn more about how to brew coffee at home?

57 Responses



Did you know it was a coffee plant?

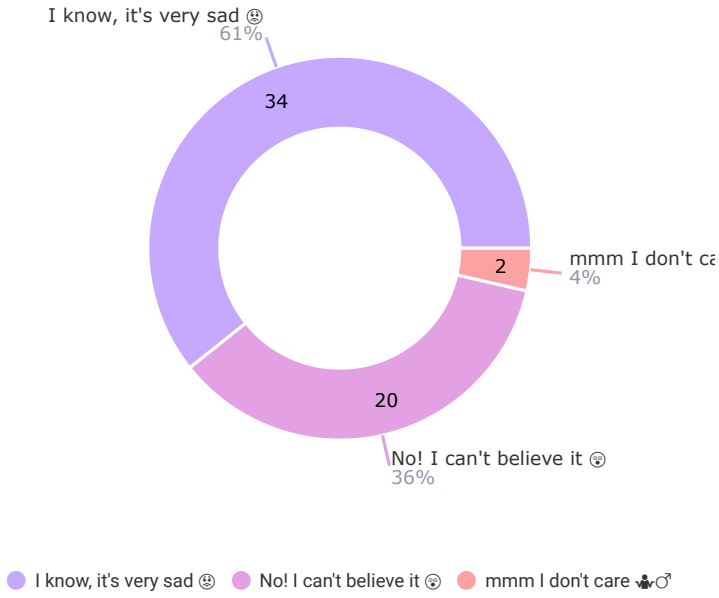
57 Responses



The Coffee We Drink Everyday

Only about 5% of the price that we pay for a bag of coffee from big brands reaches the farmers who grew the plant.

56 Responses- 1 Empty



What is the priority for your when buying a bag of coffee?

57 Responses

Data	Responses
1 Quality ✔ 2 Price 💸 3 Sustainability 💚 4 Fairness ⚖	10
1 Quality ✔ 2 Price 💸 3 Fairness ⚖ 4 Sustainability 💚	9
1 Price 💸 2 Quality ✔ 3 Sustainability 💚 4 Fairness ⚖	8
1 Price 💸 2 Quality ✔ 3 Fairness ⚖ 4 Sustainability 💚	5
1 Quality ✔ 2 Fairness ⚖ 3 Price 💸 4 Sustainability 💚	5
1 Price 💸 2 Sustainability 💚 3 Fairness ⚖ 4 Quality ✔	4
1 Quality ✔ 2 Sustainability 💚 3 Fairness ⚖ 4 Price 💸	4
1 Fairness ⚖ 2 Quality ✔ 3 Sustainability 💚 4 Price 💸	3
1 Quality ✔ 2 Fairness ⚖ 3 Sustainability 💚 4 Price 💸	3

The Coffee We Drink Everyday

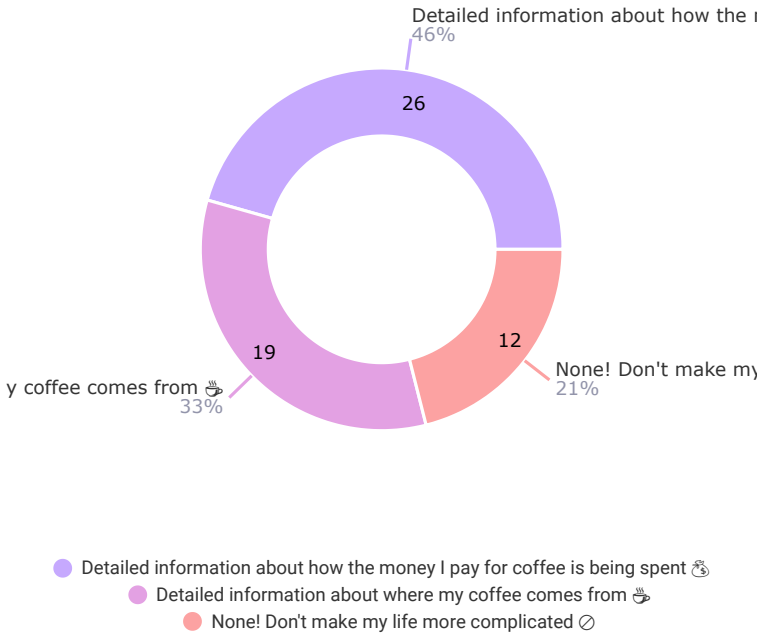
What do you want your coffee provider to do with their extra profit?

57 Responses

Data	Responses
1 Pays as much as possible to Farmers 🧑‍🌾 2 Helps Children in Developing Countries 🌍 3 Plants Trees 🌳 4 Reduces Plastic Use ♻ 5 Develops New Coffee Machines ☕ 6 Invests in Marketing 📰	8
1 Pays as much as possible to Farmers 🧑‍🌾 2 Reduces Plastic Use ♻ 3 Plants Trees 🌳 4 Helps Children in Developing Countries 🌍 5 Invests in Marketing 📰 6 Develops New Coffee Machines ☕	4
1 Reduces Plastic Use ♻ 2 Pays as much as possible to Farmers 🧑‍🌾 3 Plants Trees 🌳 4 Helps Children in Developing Countries 🌍 5 Invests in Marketing 📰 6 Develops New Coffee Machines ☕	4
1 Helps Children in Developing Countries 🌍 2 Reduces Plastic Use ♻ 3 Pays as much as possible to Farmers 🧑‍🌾 4 Plants Trees 🌳 5 Develops New Coffee Machines ☕ 6 Invests in Marketing 📰	2
1 Plants Trees 🌳 2 Pays as much as possible to Farmers 🧑‍🌾 3 Helps Children in Developing Countries 🌍 4 Reduces Plastic Use ♻ 5 Develops New Coffee Machines	2

You have one choice! 🌟 You can receive...

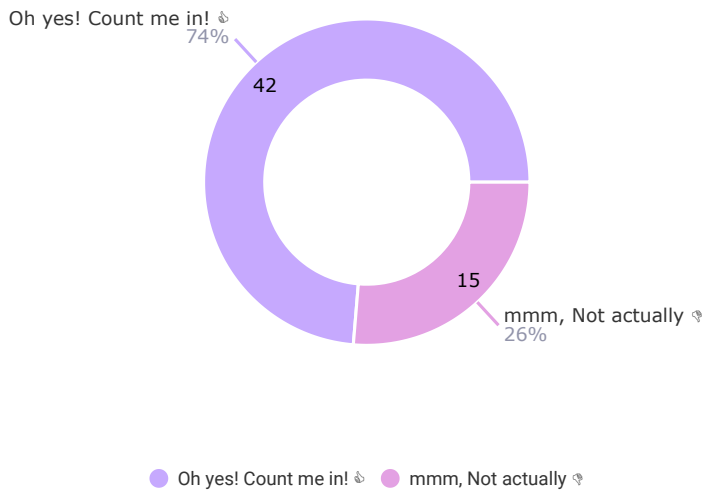
57 Responses



The Coffee We Drink Everyday

Imagine there is a free well-designed app 📱 You can order coffee bags 🛒 track how your money 💶 is being spent by the company 🏭 receive brewing guides 🎓 see the farmers 🧑‍🌾 and plants trees 🌳 Would you install it?

57 Responses



Last Question: Could you tell us why not and help us with your valuable thoughts? 💬

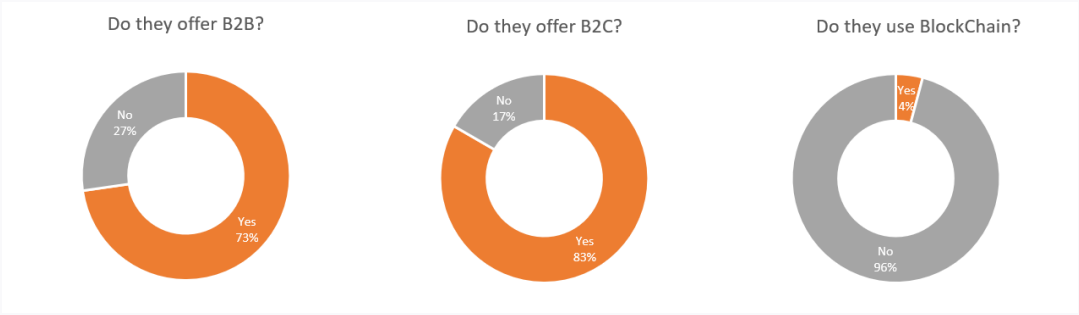
14 Responses- 43 Empty

Data	Responses
As coffee is an everyday good for me I can buy it at the supermarket. I am not such an expert on coffee to look for more variety than what the supermarket offers me. So I do not need an app for coffee	1
No memory on my phone for new apps :(website would be nice maybe?	1
Even though the app would provide interesting information, I know that in the end I won't use it that often, and I will end up uninstalling it	1
I find fair trade coffee important, but I'm not THAT committed that I want to follow everything via an app. Would be cool to see what farmer grew the beans and how the supply chain looks like, though. But installing an app is maybe too much hassle, would be better if this info is stated on the paper wrap around the coffee package in my opinion.	1
it`s stressfull to track how my money is spent, it`s time consuming, and my phone doesnt have space for that	1

G. COMPETITORS ANALYSIS

A classic analysis of the companies which are in the same industry and have similar value propositions.





Company Name	URL	Column1	Since	Location	B2C	B2B	B2C Price/k	Roasting in Origin	BlockChain Use	B Corp Score	Story Telling	Story Proving	Community	Customer Journey Quality	Cool Things	Notes
Fair Coffee	https://faircoffee.com.au/		2010	Australia	Yes	??	€ 25	No	No	-	60%	30%	0%	30%		
Pure Africa	https://www.pure-africa.com/en/		2013	Netherlands	Yes	Yes	€ 18	No	No	-	80%	70%	0%	30%		
Café Direct	https://www.cafedirect.co.uk/		2004	UK	Yes	Yes	€ 23	No	No	96.9	70%	70%	0%	70%	Only Subscription	Cool
Higher Ground	https://www.highergroundroasters.com/		2014	USA	Yes	No	€ 35	No	No	-	10%	10%	0%	30%		
Ethical Bean	https://www.ethicalbean.com/		2003	Canada	Yes	No	?	No	No	-	50%	50%	0%	20%		
Larry's Coffee	https://larryscoffee.com/		2008	USA	Yes	Yes	€ 38	No	No	113.0	10%	5%	50%	40%		
Café Mam	https://cafemam.com/		1990	USA	Yes	No	€ 20	No	No	-	10%	5%	0%	35%		
Conscious Coffee	https://www.consciouscoffees.com/		1990	USA	Yes	Yes	€ 35	No	No	108.5	40%	10%	0%	35%	Great Packaging	
Wakuli	https://www.wakuli.com/		2016	Netherlands	Yes	No	€ 24	No	No	-	30%	10%	20%	60%	Only Subscription	
Zwarte Roes	https://zwarteroes.nl/		2015	Netherlands	Yes	Yes	€ 20	No	No	-	30%	10%	0%	30%		
Roast.nl	https://www.roast.nl/		2012	Netherlands	Yes	?	€ 45	No	No	-	40%	40%	0%	30%		
This Side Up	https://thissideup.coffee/		2013	Netherlands	No	Yes	?	No	No	-	40%	20%	50%	?	Sells green beans	
Sprout Coffee	https://www.sproutcoffee.com.au/		2000	Australia	No	Yes	?	No	No	80.7	30%	30%	10%	50%		
Coffee Circle	https://www.coffeecircle.com/en/		2016	Germany	Yes	Yes	€ 30	No	No	97.1	70%	60%	50%	70%	For every kilogram	Nice Videos
Thanks Giving Coffee	https://www.thanksgivingcoffee.com/		1985	USA	Yes	Yes	€ 30	No	No	103.7	20%	10%	0%	20%		
Mutu Coffee	https://mutucoffee.com/		2018	USA	Yes	No	€ 35	No	No	139.5	40%	10%	30%	50%		
Amavida Coffee and Trading	https://www.amavida.com/		2004	USA	Yes	Yes	€ 50	No	No	114.3	40%	30%	10%	40%		
Peace Coffee	https://www.peacecoffee.com/		1996	USA	Yes	Yes	€ 30	No	No	100.5	30%	10%	20%	40%		
Carvela Coffee	https://caravela.coffee/		2000	Colombia	No	Yes	?	No	No	137.1	30%	10%	0%	30%		Only whole selling
Sustainable Harvest	https://www.sustainableharvest.com/		2000	USA	No	Yes	?	No	No	114.7	50%	50%	10%	40%		Only whole selling
Grounds for Change	https://groundsforchange.com/		2003	USA	Yes	Yes	€ 25	No	No	100.2	60%	20%	0%	40%	CO2 Free	
23 Degrees	https://www.23degrees.com.au/		2016	Australia	Yes	Yes	€ 45	No	No	104.6	60%	50%	20%	60%		Super cool
Vava Coffee	https://www.vavacoffeeinc.com/		2009	Kenya	Yes	No	€ 35	?	No	104.5	20%	10%	0%	30%		
Moyee Coffee	https://www.moyeecoffee.com/		2012	Netherlands	Yes	Yes	€ 22	Yes	Yes	100.6	40%	60%	10%	40%		

H. VIDEO NARRATIVE

The script of the video for communicating the strategy.

The script for a video explaining what Moyee's been doing and what is it going to do

What do we see?	Who's talking	What's being said?	It's about...
A cup of coffee being prepared at home (Opening the bag, grinding, brewing, pouring to the cup) 4 sec.			Opening Up
Actor 1 sipping coffee	Narrator	**That's a fancy coffee! Are you enjoying it?**	
	Actor 1	Oh yes	
	Narrator	**How much did you pay for that bag of coffee?**	
	Actor 1	50 euros	
Footage of a farmer	Narrator	**What if I tell you only the farmer who actually grew the beans of your coffee receives only about 30 cents of it?**	Pointing Unfairness out
Actor 1 looking shocked	Actor 1	Whaaat?! For real?	
	Narrator	**Yes! Even though we are paying more and more for our cup of coffee, the people who work hard in coffee growing countries receive the same amount as before.**	

Footage of child labour, woman labour, ...		**There is a high chance that your cup of coffee involves child labour and under-paid workers.**	
Actor 1 looking puzzled	Actor 1	**It's not fair! I don't want this! I wanna drink good coffee but not with the price of ruining someone else's life! Can't I just pay the farmer more?**	
Moyee's website, A visual of coffee being traded directly between farmer and a company	Narrator	**Yes you can! We in Moyee and several other brands buy the coffee directly from the farmer.**	Direct Trade
Actor looking relieved	Actor 1	Aaah! Great!	
	Narrator	**Don't feel too good yet! It's not all. Paying a bit more to the farmer is necessary but it doesn't solve everything.**	
Visual of the coffee chain (appears as the narrator talks)		**Your cup of coffee has been through a long journey. Someone planted a seed, they took care of the plant for several months, then many people hand-picked each single bean, the beans were washed and dry. Tada! Green beans!**	Explaining Coffee Chain
Visual of shipping		**At this stage, we buy the coffee from farmers and ship them to Europe.**	

Footage of roasting, packaging and advertisements and drinking it		**Here, we roast them, pack them, brand them, make advertisements for them and sell them.**	
Visual of value imbalance		**These are some value-adding activities that usually happen in Europe. This way, we leave no opportunity behind for the people in the coffee growing countries to build up their own business, create new jobs and live the life they want.**	Imbalance in Value
Actor 1 looking disappointed	Actor 1	I didn't know about any of these! Has something been done about it?	
Footage of roasting facilities in Ethiopia	Narrator	**In Moyee, besides 20% more payment to the farmer, we started investing in value-adding activities such as Roasting and Packaging in Ethiopia in 2012.**	Premium Payment Roasting at Origin
Visuals of impact types		**This way, we leave both Economical and Social impact. Farmers receive more money and new jobs are created for people to run the facilities.**	Economical and Social Impact
		Since then, we've been trying to reach more farmers in Ethiopia and Kenya to collaborate with them.	
Actor 1 looking happy	Actor 1	Sounds like a well-rounded solution!	

Showing Moyee's people in the farm	Narrator	**It's a great start! But it's not enough. Some of our colleagues at Moyee started working and living with farmers to feel the situation, not to just talk about it. We noticed that Farmers cannot get a Living Income out of their coffee farms.**	Living Income
Visual of Living Income		**By Living Income farmers and their family can receive training programmes, loans, healthcare services and housing.**	
Actor 1 looking amazed	Actor 1	Wow!	
Footage of forest	Narrator	**Yes! There is even more! All the farms that Moyee works with are forest shielded. This means that we get super high quality coffee without destroying forests.**	Ecological level of Impact
Footage of tree-planting campaign		**We're running a Tree Planting campaign that everybody can invest in planting a coffee tree in a farm.**	Tree Planting
		This way we help farmers grow more coffee and earn more income, plus reducing the CO2 level.	CO2 Reduction
Actor 1 looking delighted	Actor 1	This sounds great! Wait! I drink a lot of coffee. What can I personally do?	**Conscious Tribe** 👇

Footage of Moyee community	Narrator	**Great timing! During the next year, we are building up a community of like-minded people who care about the impact of their sip!**	Community-Based
A customer's kitchen with coffee equipment with Moyee logo on them (Moyee Corner). Video call with Moyee, showing a coffee machine.		**We will entirely back you up so you always enjoy a radically good and fair cup of coffee by a subscription service. Not only when you're ordering it, but also when you are brewing and drinking it! From helping you order the right coffee beans for YOU to video calling you to improve your brewing techniques.**	Top Customer Experience
Visual of Blockchain and Impact report Big Text of True Cost		**By being part of this community, you will receive blockchain-proved information and Impact Points on how much economical, social and ecological impact you leave to compensate for the True Cost of your cup of coffee.**	Story-Proving
Visual of True Costing		**Oh, True Cost. It's another project. Now you know that an unfair cup of coffee causes social costs like child-labour, injustice or under-paid labour. Plus ecological costs like deforestation, global warming and CO2 emission. You pay for the price of the product at the moment, but we all have to pay the True Cost sooner or later.**	True Costing

		Meanwhile, we will cooperate with more farmers in Ethiopia and Kenya as well as expanding the roasting and packaging facilities to Colombia. **Next to that, we are constantly improving our Living Income and True Costing programmes.**	Starting Colombia
Actor 1 looking inspired	Actor 1	aha!	**Empowered Tribe** 👇
Visual of a personal dashboard on a phone	Narrator	**In the next two years, you'll be able to adjust your type of impact!** **After all, it's your money. You should decide what kind of world you want to live in.**	Personal Impact Profile Adjusted Impact
AR on the coffee package		**You can also trace back to every single step that your coffee has been through and get to know the involved farmers, workers, roastmans and so on.**	Traceability
Visual of Refil Model		**Meanwhile, we will minimize our footprint by implementing the refill model and sustainable packaging.**	Sustainability
Visual of taking the coffee waste		**Oh, and we will take your coffee waste to be used in the chain again.**	Coffee Waste Collection

Actor 1 looking inspired	Actor 1	Wow!	**Value-Traders Tribe** 👇
Visual of the coffee chain	Narrator	**In the next 5 years, you will be able to connect to any person in the coffee chain directly! The most transparent supply chain ever.**	Radical Transparency
		You can start a friendship with farmers, or you call your roastman to say thanks or even receive advice from a barista in Colombia on how to improve your brewing or whatever. We're not in the position to decide for you.	Trading Values, Directly!
		And the impact points that you've gained so far, will be valid for receiving special offers, discounts and unique experiences. Wouldn't you like to go to Kenya, teach some English and experience working in a coffee farm for a while?	Impact Currency
		Meanwhile, we will improve all the ongoing projects and expand the Mizan Farm Project to other countries	Mizan Farm
Actor 1 looking curious	Actor 1	Mizan Farm? What's that!	

Footage of the farm	Narrator	**Oh didn't I tell you? Since 2017 we own a beautiful 259-hectare piece of land in southwest Ethiopia.**	Mizan Farm
		With a selected group of farmers, we are developing this piece of land to multifunctional farms with modern facilities that operate according to regeneratively responsible agricultural methods.	
Footage of working at the office or in the field		**We are experimenting with innovative interventions at economical, social and ecological levels so that by the next 5 years, farmers own the farm.**	
Footage of a happy farmer		**This way, they will no longer be dependent on more payment, development aid or other Western aid.**	
Actor 1 looking determined	Actor 1	Damn! That's great! I'm in. Let's change the world.	
	Narrator	**Yes! Let's be Radical!**	
The Ending Visuals			

The End