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# COFFEE INDUSTRY MARKET STRATEGY

JAMAICA BLUE MOUNTAIN

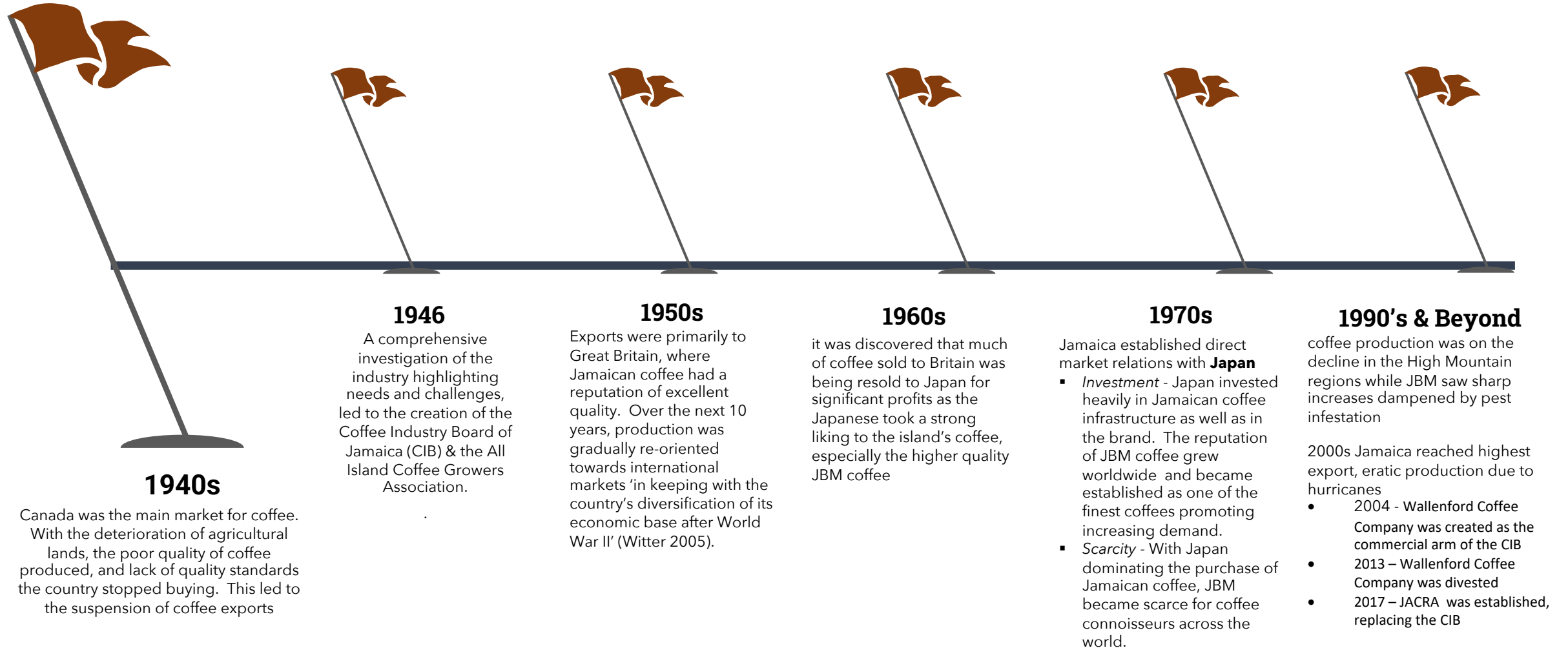
JAMAICA HIGH MOUNTAIN

Coffee



# HISTORY TIMELINE

In 1728 coffee was introduced into Jamaica from Haiti or Martinique (Wrigley 1988). With the use of slave labor the coffee crops expanded primarily in the mountainous areas of the parish of St. Andrew and, in 1737 Jamaica became a coffee exporting country when 83,400 lbs. (valued at 6,300) were exported to Great Britain (Gordon 2009).





# NATIONAL DYNAMICS

JAMAICA BLUE & HIGH MOUNTAIN  
Coffee



# JAMAICA COFFEE SUPPLY CHAIN

'WITHIN JAMAICA SHORES'



## Cultivate & Harvest

- Plant, grow, maintain trees
- Pick cherries

**Investment – M / Risk - H**



## Transport of Cherries

- Farm to depot/ factory



## Pulp, Wash & Dry

- Float & select cherries, pulp & wash, dry, hull
- Grade & sort
- Quality test (internal)

**Investment – H / Risk - L**



## Resting (6 to 8 weeks)



## Roast & grind

- Roast
- Grind
- Package

**Investment – H / Risk - L**



## Export Documentation

- Customs & export documentation
- Transport to ports



## Quality Adherence Checks (JACRA)

- Sample & examine
- Cup & profile
- Approve / disapprove



## Packaging (Bulk)

- Package for shipping

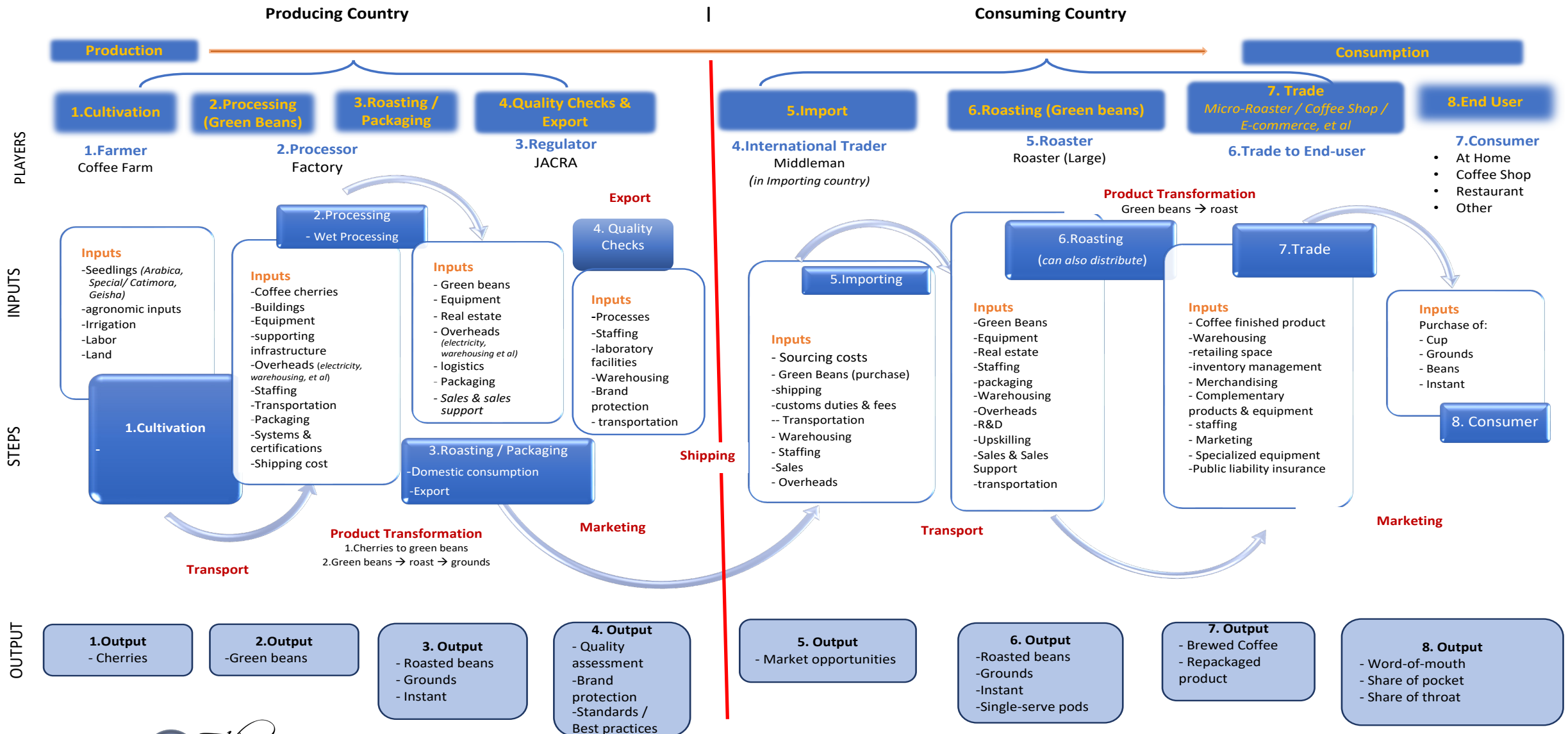


## Packaging (preparation)

- Assembly of barrels

**Investment – L / Risk - L**

# EXPANDED VIEW OF THE VALUE CHAIN







# CURRENT PRODUCTION SCENARIO

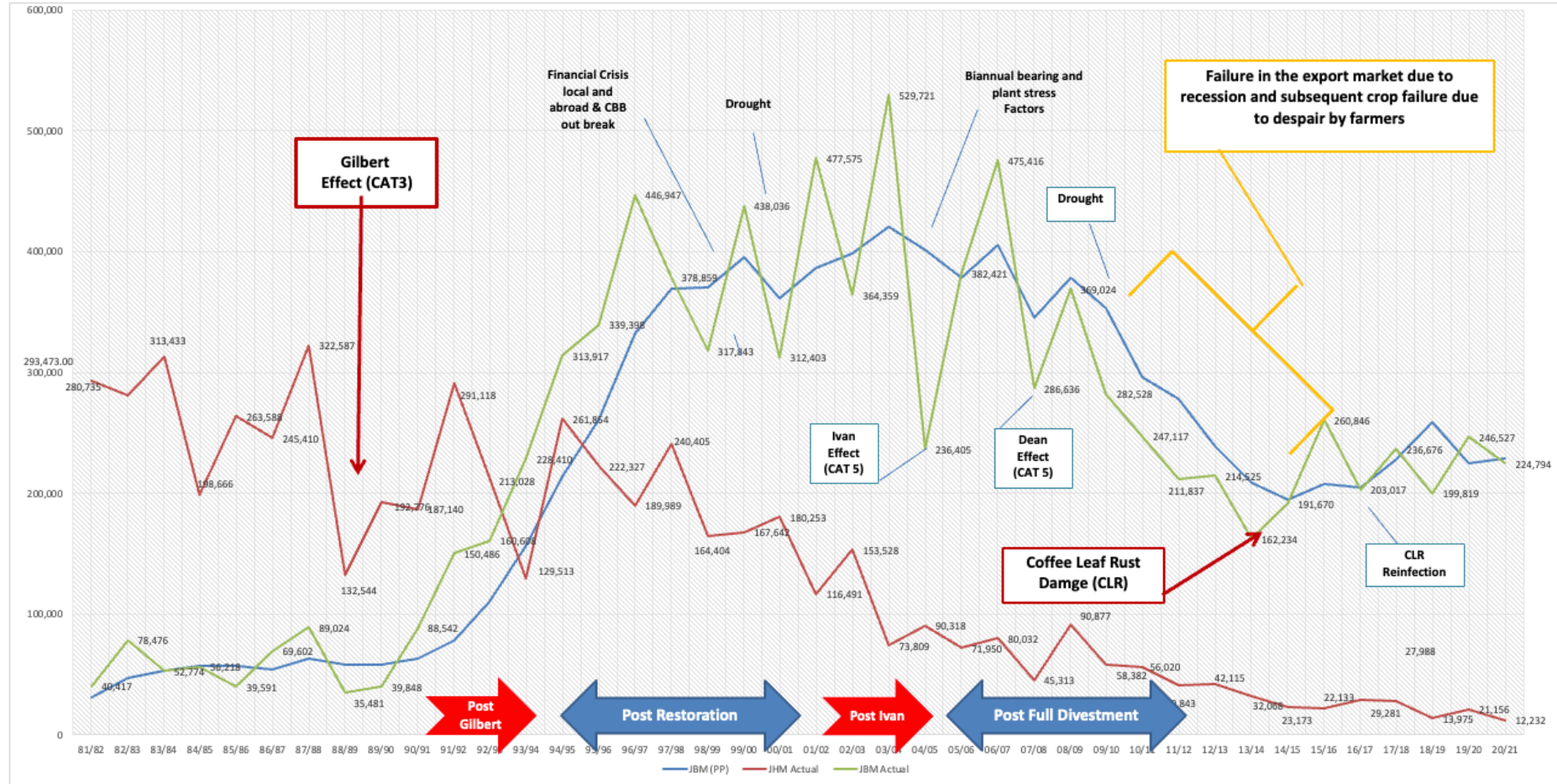


# **DOMESTIC / INDUSTRY TRENDS & ANALYSIS**



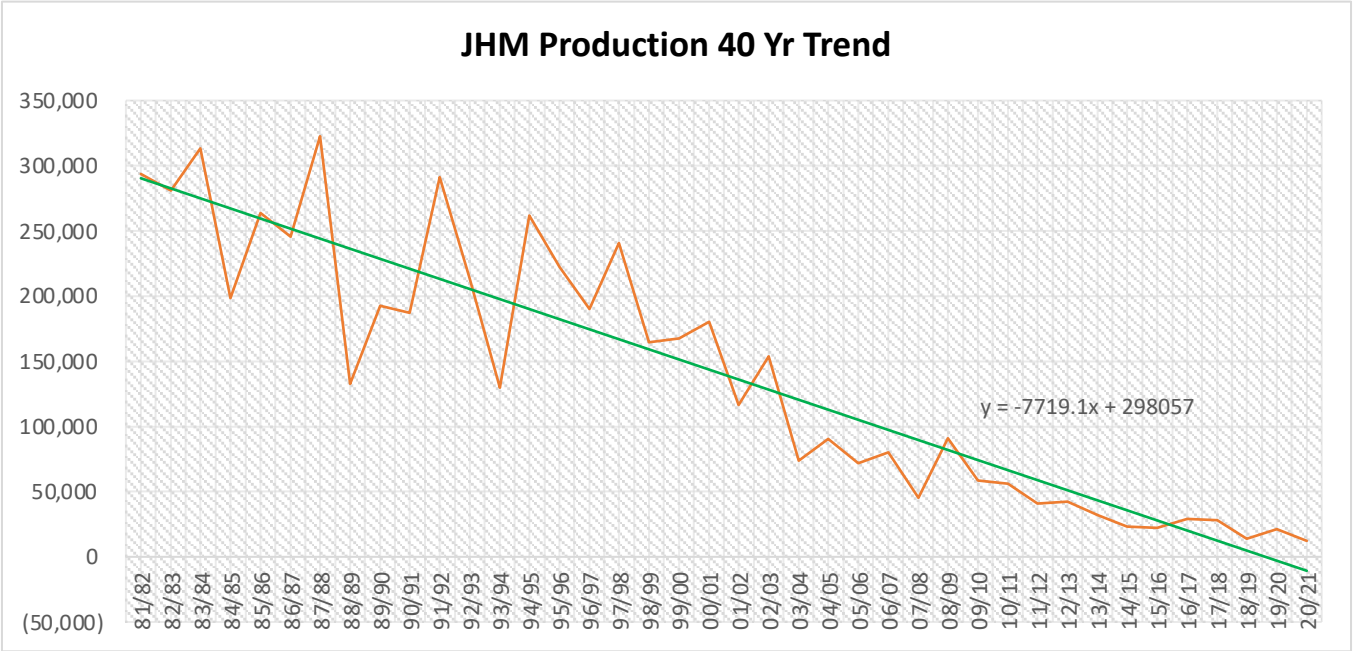
# JBM vs JHM PRODUCTION TRENDS

- Jamaica Blue Mountain (JBM) production rose to its peak in crop year 2003/04 reaching 529,721 boxes, before going into a decline that seemingly plateaus at just over 220,000 boxes at its current levels
- Jamaica High Mountain (JHM) Coffee hovering around 300,000 boxes in the early 1980s and declining as the JBM production increased through the 1990s to its current level of just over 12,000 boxes a 96% decline over the 40 year period.



JBM/JHM Production Profile (Possibility/ Potential vs Actual) 1981 - 2022  
Source: JACRA

# JHM PRODUCTION TREND

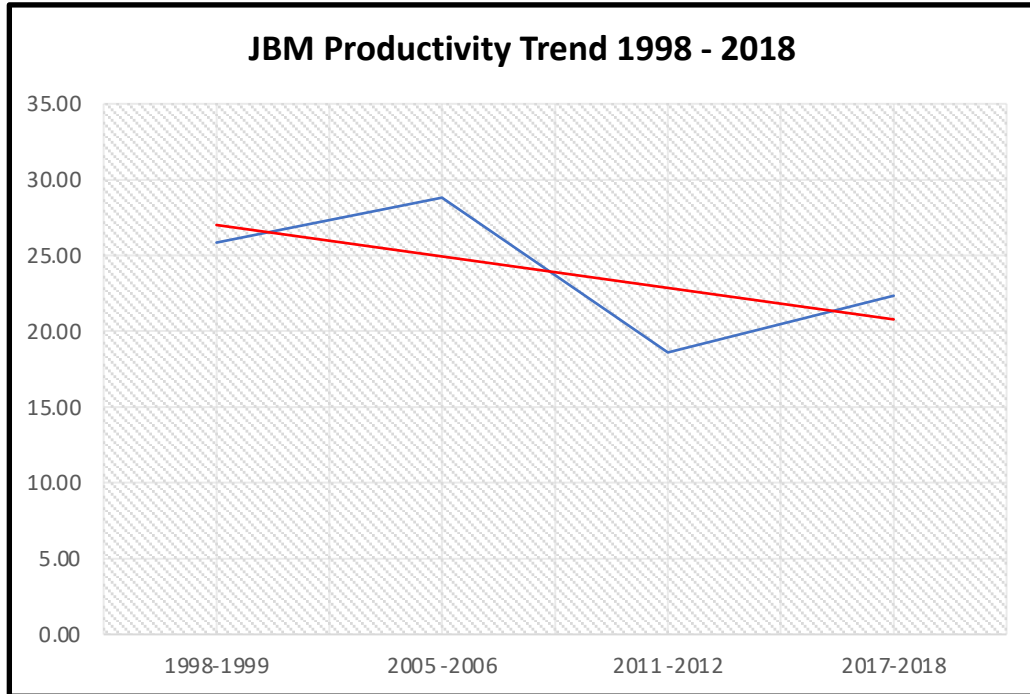


JHM Production 40 year trend

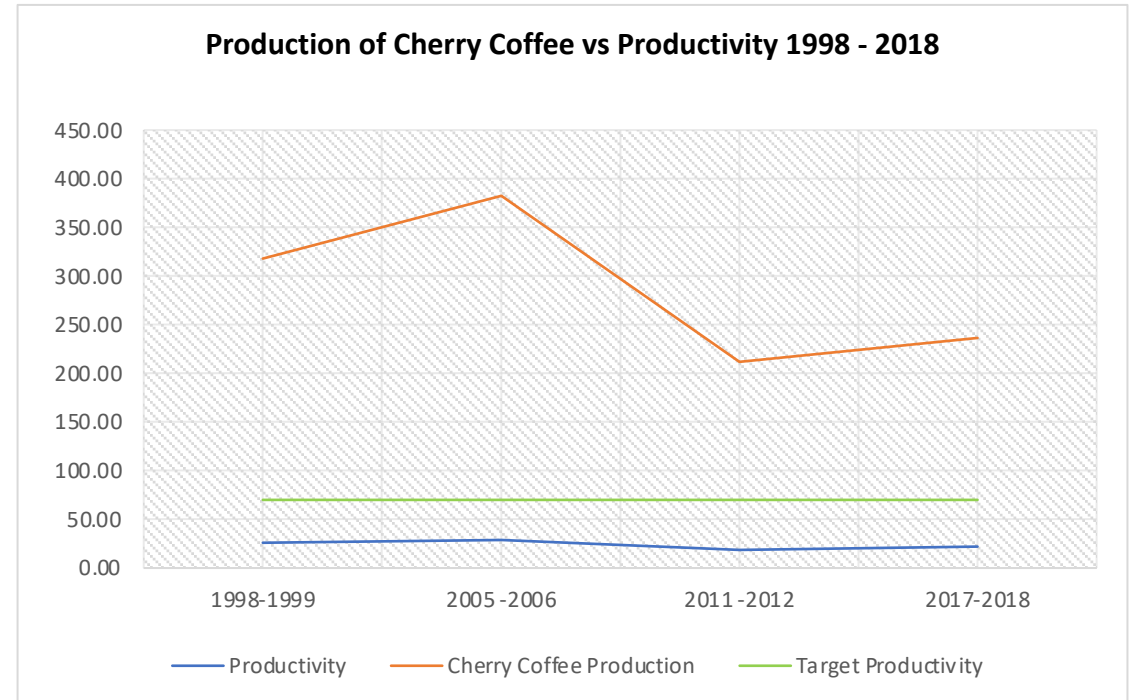
- JHM production has experienced a steady decline over the last 40 years at a rate of 8,000 boxes/ year according to the trendline equation shown, equating to a 96% decline.



# INDUSTRY TRENDS



*JBM Productivity Trend 1998 - 2018*



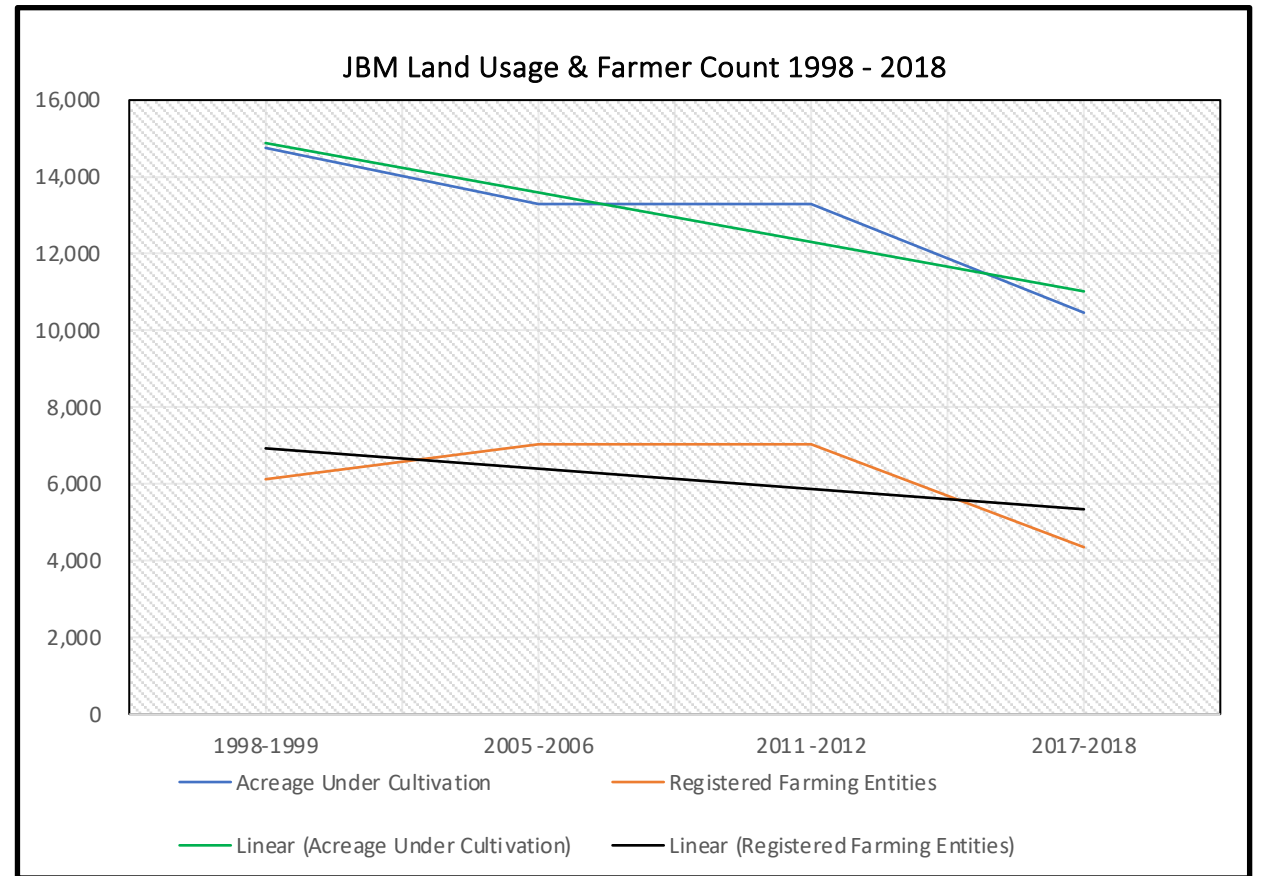
*Production of Cherry Coffee vs Productivity 1998 - 2018*

Jamaica has never realised its productive capacity  
Highest historical JBM production figures (2003 - 2004) of 529,721 boxes of cherry coffee coincided with a productivity of less than 30 boxes/acre. in the 20 years 1998-2018, Jamaica has at below 47% of capacity

# JBM LAND UTILISATION & FARMER COUNT

Over the twenty year period, land usage in the JBM region declined from some 14,754 acres in 1998 to 10,461 acres in 2018, a 29% decrease, at an average rate of 215 acres/year, according to data captured in 4 farmer census activities conducted by JACRA in the 1998 - 1999, 2005 - 2006, 2011 - 2012, and 2017 - 2018 crop years.

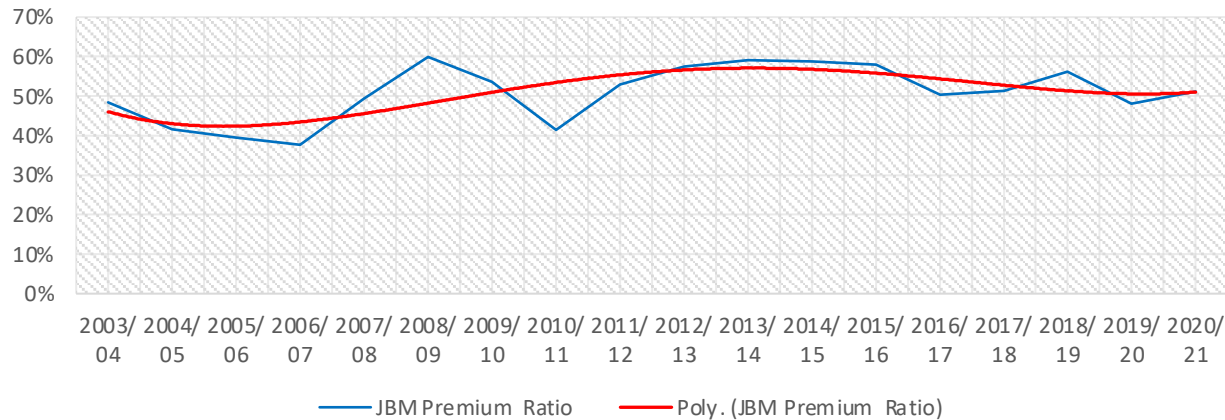
The number of registered farming entities declined from 6,113 to 4,350 over the period also representing a 29% decline. Productivity over the same period declined from approximately 26 boxes per acre to 22 boxes per acre, a 14% decline on a productivity that was already 63% below the target productivity of 70 boxes per acre





# JBM QUALITY TRENDS

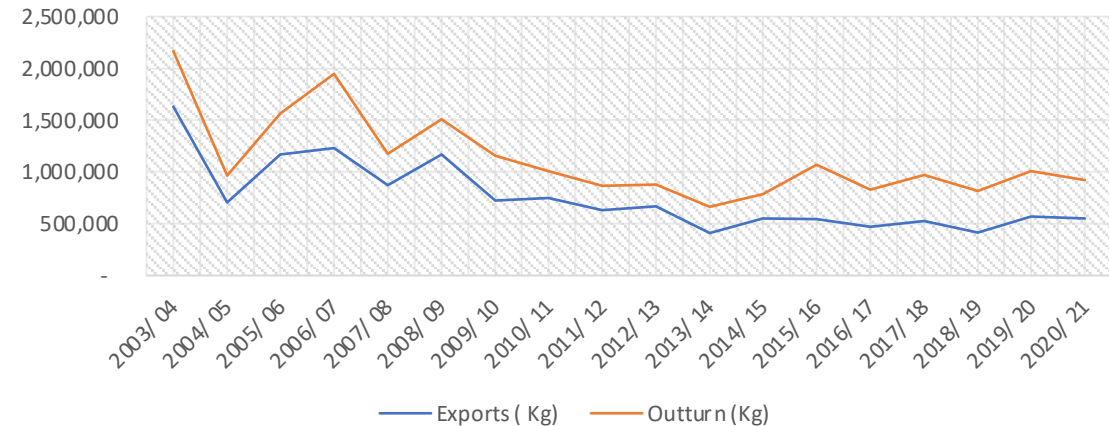
**JBM Premium Green Bean Ratio**



Quality Trend - JBM Premium Green Bean Ratio

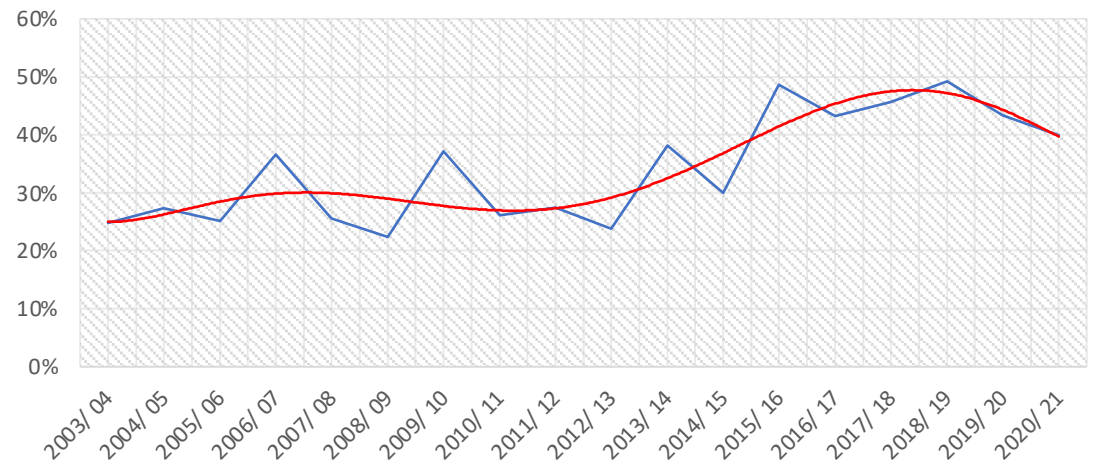
- JBM premium green bean ratio cyclic, dampening in recent years. 2016 - 2021
- Trending the JBM outturn and exports against time, reveals a widened gap between the two, post the 2014/15 crop year, where near half of the outturn is non-exportable.
- The trend for non-exportable outturn ratio, however does show a turn in the last 2 years that suggests the beginning of a period of improvement in the exportable outturn

**JBM Exports vs Outturn**



JBM Outturn vs Exports

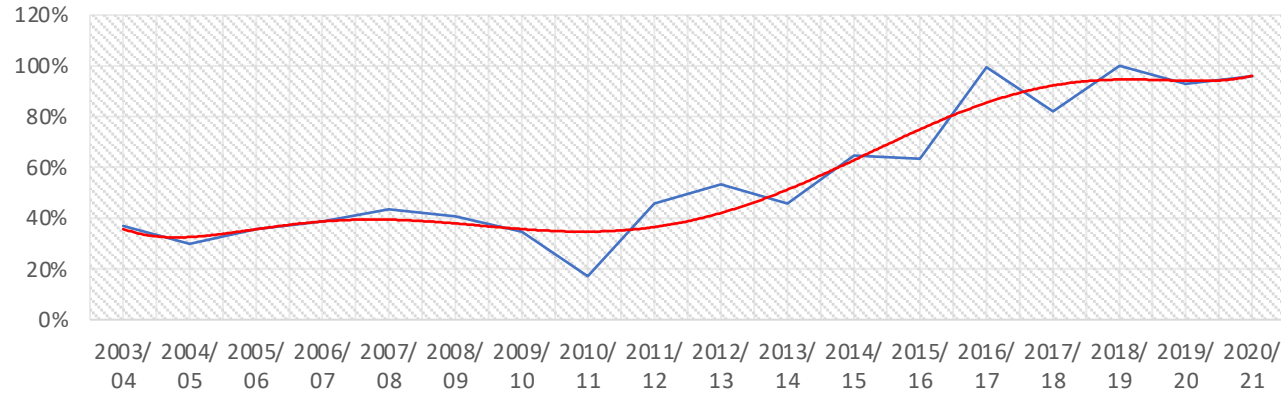
**Non-Exportable Outturn Ratio**



Non-exportable Outturn Ratio

# JHM QUALITY TRENDS

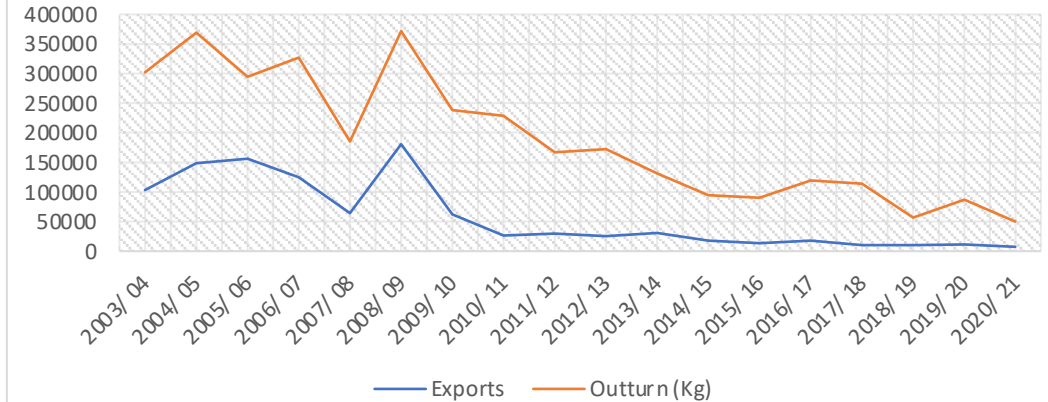
### JHM Premium Green Bean Ratio



Quality Trend - JHM Premium Green Bean Ratio

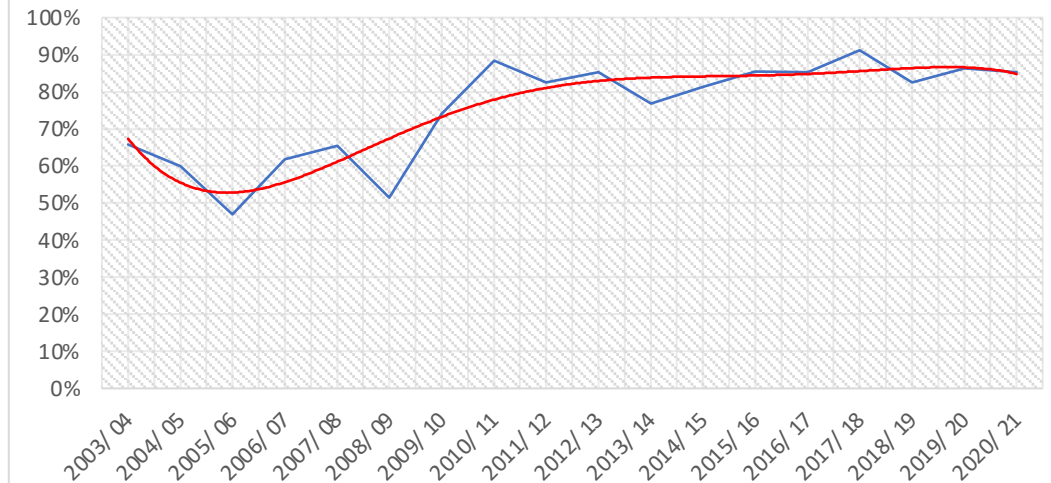
- The green bean ratio trend for the Jamaica High Mountain coffee shows an increasing trend over time. It is worthy of note that this increasing trend coincides with the decline in production, land utilisation and farmer count
- Trending the JHM outturn and exports against time, reveals a flatlining of exports as outturn trends downwards, indicating a portfolio in decline
- The trend for non-exportable outturn ratio, shows a virtual settling of the non-exportable ratio at around 85% in recent years, i.e. some 85% of JHM coffee produced does not meet the exportable grade or is not exported

### JHM Outturn vs Exports



JHM Outturn vs Exports

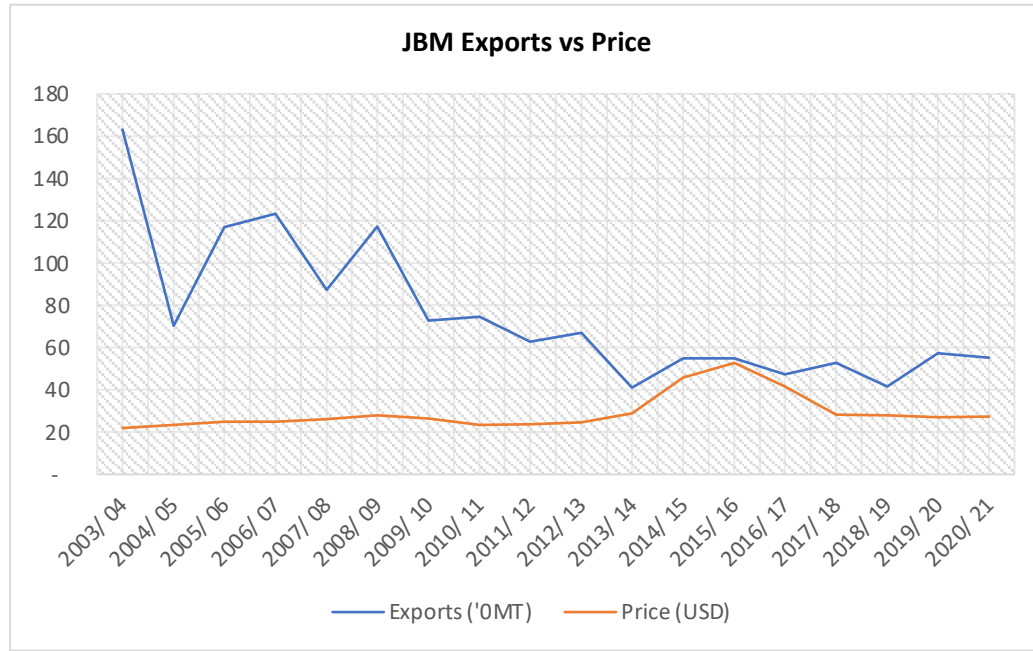
### Non-exportable Outturn JHM Coffee



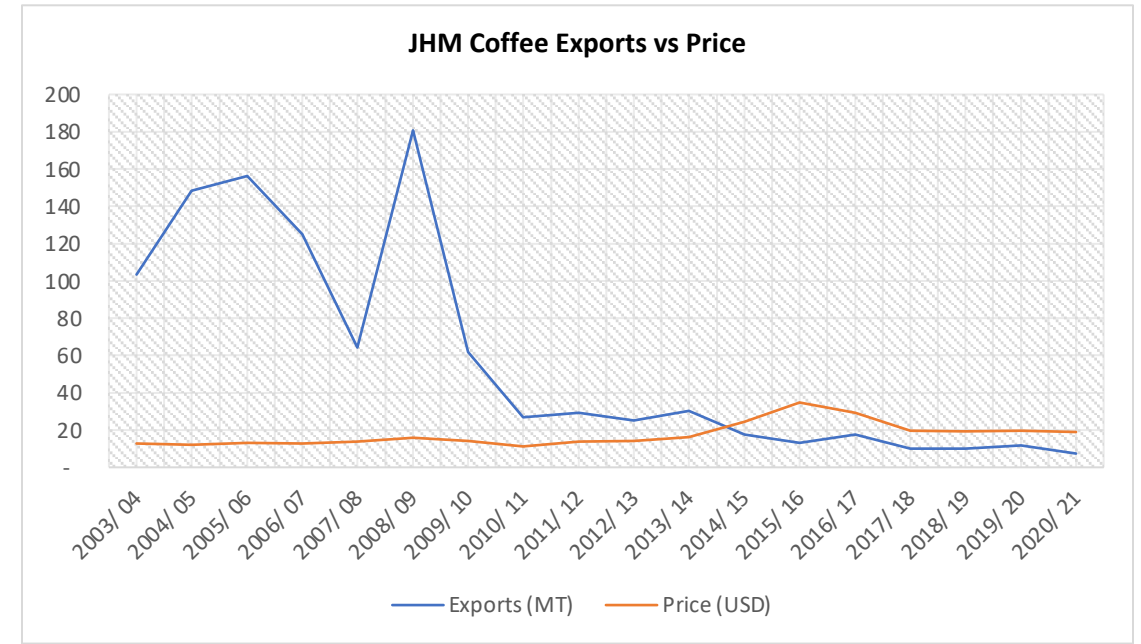
Non-exportable Outturn Ratio



# COFFEE EXPORTS vs PRICE



*JBM Premium Coffee Exports vs Price*



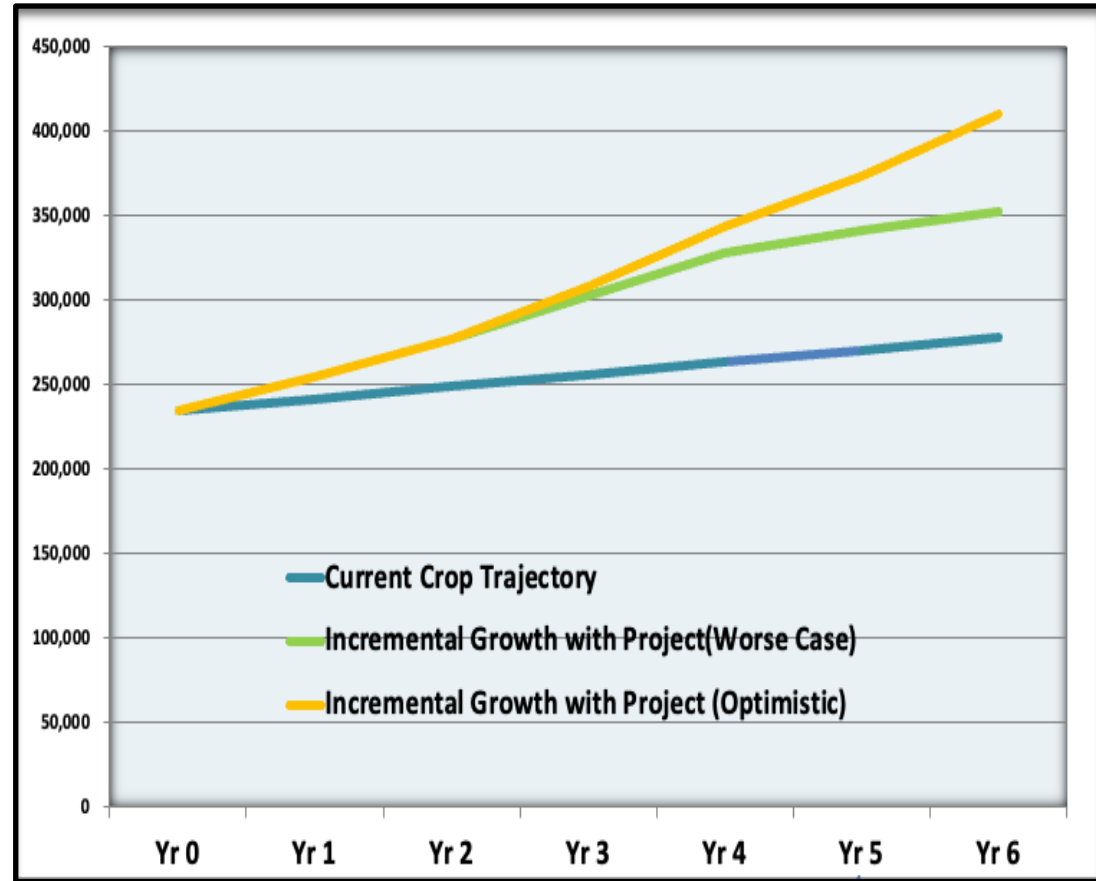
*JHM Premium Coffee Exports vs Price*

Charting JBM and JHM exports and the selling price over time, shows no reactionary relationship between the two. This can be indicative of a lack of equity in the brands, where a fall in supply does not produce a rise in price.

# JACRA'S PROJECTED TRAJECTORIES

JACRA's indication of the future state of the industry across 3 scenarios in their substantiation of the CREP Project.

1. Do nothing
2. Project - Least Optimistic
3. Project - Optimistic



*Trajectory of the Jamaican Coffee Industry across 3 Scenarios*





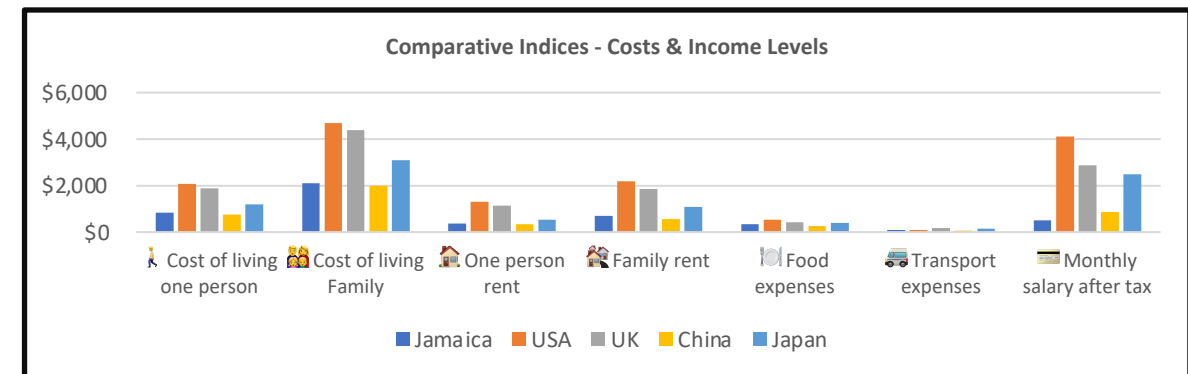
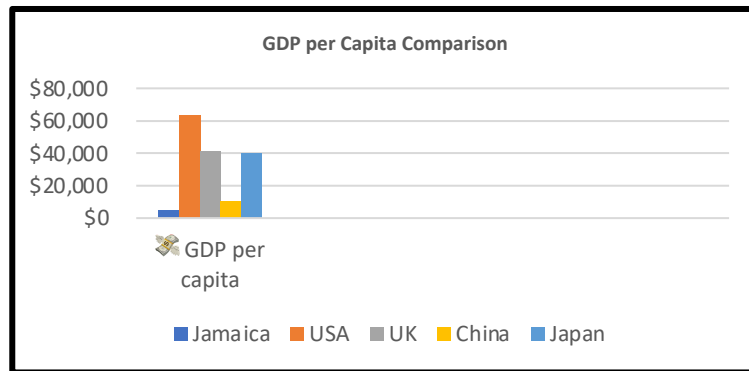
# INTERNATIONAL DYNAMICS

JAMAICA BLUE & HIGH MOUNTAIN  
Coffee

# INTERNATIONAL ENVIRONMENT

## Country Considerations

- Gross Domestic Product (GDP)
- Comparative Indices and Demographic Considerations
- Luxury Consuming Markets - Tier 1 & 2 Provinces, Cities
- Shipping Distance
- Ease of Doing Business



GDP is calculated as follows:  $C + I + G + (X-M) = GDP$ . The key components of relevance here are:

- **C - Personal Consumption Expenditures**, consumer spending
- **I - Gross Private Investment**: which encompasses business spending on fixed assets, inventory investment & consumers' home purchases.

The data below aggregates crowd sourced data, exploring different indices and demographic data creating a more in-depth understanding of the individual countries & the realities therein moving from rent paid through to language, quality of life and level of education.



# INTERNATIONAL ENVIRONMENT

## Consumer & Market Considerations

- a. Selling Prices (Green Bean Export)
- b. Price per Cup of Coffee
- c. Average Daily Consumption
- d. Importance of Coffee



### Selling Prices (Green Bean)

	United States	United Kingdom	China	Japan	ROW
Green Beans	U\$27.40 - \$35.16	\$25 – \$37.98	\$30.57 - \$35.88	AJIC: \$23.74 – 28.90 Non-AJIC: \$34.82 - 35.38	\$26.53 – \$30.32

From the table, Association of Japanese Importers of Jamaican Coffee (AJIC) members pay the lowest for coffee.

*Prices reflected below are for 2021 and are quoted in USD per kg .*

### Price per Cup of Coffee

	Average	US	UK	CH	JP
Total	N=1618	N=484	N=378	N=372	N=384
\$3 - 4	48%	62%	53%	8%	63%
\$5	23%	21%	29%	18%	26%
\$6	14%	11%	14%	26%	7%
\$7	8%	4%	2%	27%	2%
More than \$7	7%	3%	2%	22%	3%

- China - 22% of Chinese pay more than U\$7 per cup of JBM coffee & 27% pay \$7.
- USA - 4% paying \$7 and 3% pay more than \$7.
- USA further saw 11% paying \$6.

# CASCADING GOALS & ALIGNING UPWARDS

CREATE ALIGNMENT FROM TOP TO BOTTOM FOR FULSOME ALIGNMENT



1. Retention of a higher percentage of the final selling price of the coffee within the shores of Jamaica
  - Sustainable farm-gate prices for farmers to earn a liveable wage
  - Sustainable processor margins to allow for reinvestment
2. Reduction in the high dependency on coffee sales into the Japanese market



1. The achievement of no less than 90% adherence to best practices outlined by JACRA
2. The movement of productivity from the existing 23 boxes per acre to a minimum of 60 boxes per acre within 5 years
3. Tree replacement within the next 8 years
4. Nursery facilities - to provide 1,000,000 seedlings per year
5. Design & deployment of an international standard certification program for farmers
6. Increased in 'field support'
7. Creation of a communication structure focused on building trust, transparency - meeting the needs of supply chain members



1. To position Jamaica High Mountain coffee as the leader in high-end, premium hot beverage categories
2. To position the Jamaica Blue Mountain brand as an exclusive and luxury brand
3. To increase rate of shelf off-take, share of pocket and share of throat across all targeted markets
4. Achieve a Net Promoter Score (NPS)<sup>T10</sup> of no less than 9 for both coffee brands
5. To attract and retain more youth and women in coffee to aid in international appeal and sustainability
6. To forge meaningful international partnerships

## **RECONFIGURED & FORMALISED INDUSTRY**

### **BUSINESS APPROACH TO DEFINING THE COFFEE ECOSYSTEM**

For the coffee industry in Jamaica to be sustainable  
a **business approach for economic viability**  
must be adapted,  
consistently encompassing  
considerations for **all levels of the supply chain.**



Designing, building, configuring, fine-tuning and managing the Jamaican coffee ecosystem through a step approach.



# COFFEE MARKS

## Leveraging Existing Resources



The Jamaica Blue Mountain® and Jamaica High Mountain® brands are currently owned by the Government of Jamaica, through the JACRA wholly owned subsidiary - Coffee Marks Limited



Brand ownership confers the internal & external responsibility for developing, building, & maintaining the coffee brands.

# COFFEE MARKS

## Resource Levelling

With resource levelling the talents and experiences of each agency & their teams can be leveraged.

In the ideal scenario, the owners of the Jamaican coffee brands would display the perfect balance between

- sales & marketing
- societal considerations
- product and production,

but in reality this balance is not always present



## Do More with Less

- **To make use of current resources, resource levelling must be executed.**
- This will aid in the discovery of underused or inefficiently used resources within the industry,
- Allows for use of current public resources to the advantage of the industry.
- Proper resource management will allow for the proper forecasting of resource requirements prior to any industry crisis arising.



# RECONFIGURE STRUCTURE

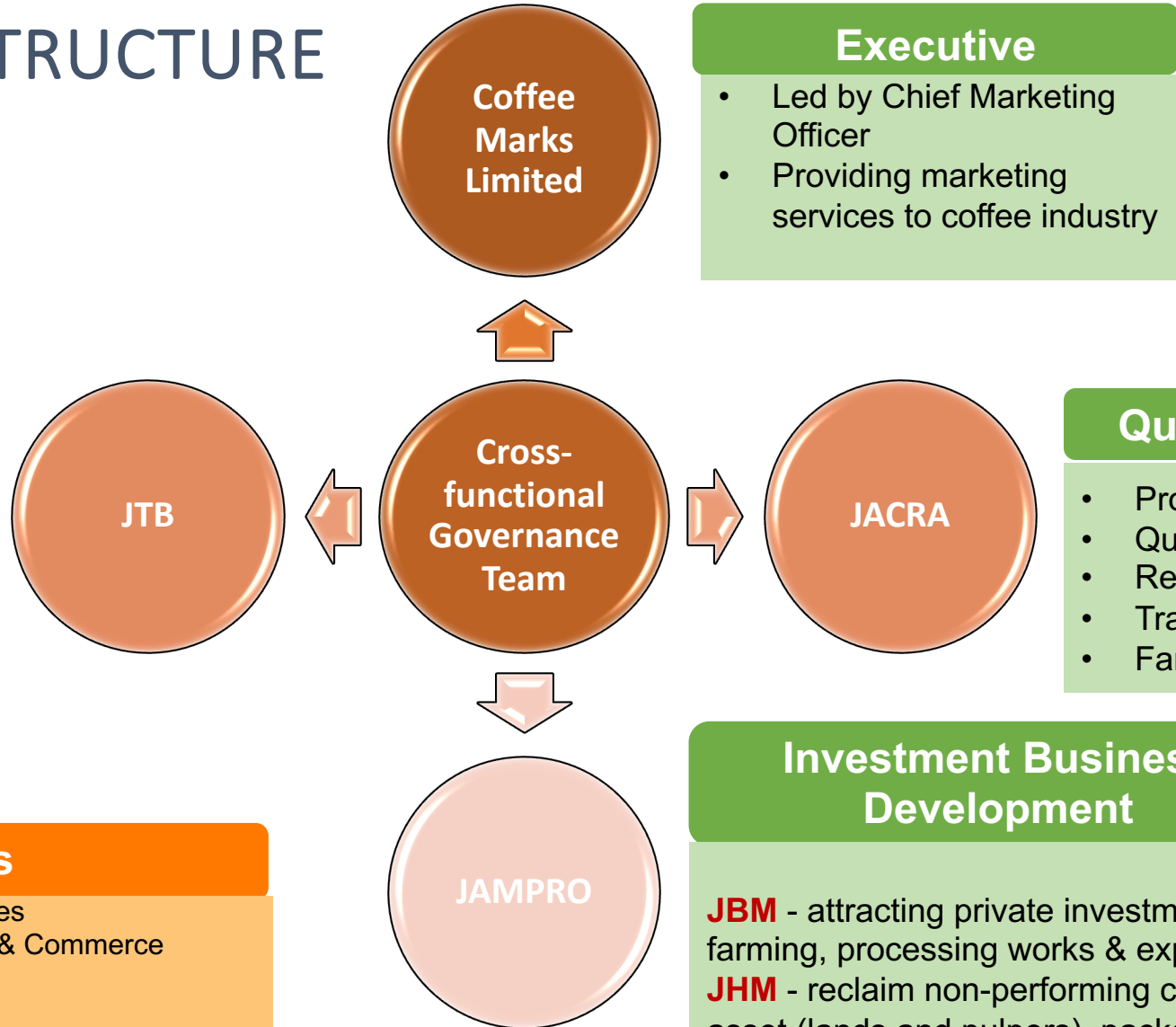
BRAND OWNERSHIP

### Mentor & Support Brand Marketing & Sales

- Global marketing campaign
- Market perception
- Luxury marketing
- Cruise line

### Board Members

- Ministry of Agricultural & Fisheries
- Ministry of Industry, Investment & Commerce
- JACRA
- JAMPRO
- JTB
- JCEA
- JCGA
- CMO of Coffee Marks



### Executive

- Led by Chief Marketing Officer
- Providing marketing services to coffee industry

### Quality Guardians

- Production
- Quality
- Research
- Training
- Farmer Support

### Investment Business Development

**JBM** - attracting private investment in farming, processing works & exporting.  
**JHM** - reclaim non-performing coffee asset (lands and pulpers), packaging investments





# Industry stakeholder partnership: Supply Chain Considerations

As concerted efforts are made towards the formalisation and effectiveness of structures within the Jamaican coffee industry it recommended that the **JCEA** consider widening of its role into becoming the ***Speciality Coffee Association of Jamaica***, embracing the needs and considerations of all stakeholders along the supply chain.

The role would now encompass:

- raising awareness and deepening understanding of Specialty Coffee
  - amongst Jamaican stakeholders
  - coffee growers
  - JBM and JHM consumers around the world

The fundamental concept would be to embrace the efforts of all players along the value chain towards the further development of the JBM and JHM coffee culture, & the brands contributions to the global 'specialty coffee' movement, improvement of the environment, accountability and the standards of living for farmers.



# RECONFIGURE STRUCTURE

## Index of Accountability

It is critical that industry stakeholders play a role within the entity as such the following members must be integral :

- Jamaica Coffee Exporters Association (JCEA) - 3 exporters / processors (small, medium, large)
- Jamaica Coffee Growers Association (JCGA) - 3 farmers (small, medium, large)

An 'Index of Accountability' of the  
**effectiveness of this cross-functional Board  
of Directors**

be executed by  
stakeholders **on an annual basis** to  
ensure accountability downwards.

This index will underscore the importance of  
**equal voice and accountability**  
as the crucial aspects of good governance that  
are linked to economic growth.



# MAJOR KEY ELEMENTS FOR SUCCESS

Building the right ecosystems of sustainability, partnerships, social impact and financial reward to succeed

## RECONFIGURED INDUSTRY STRUCTURE

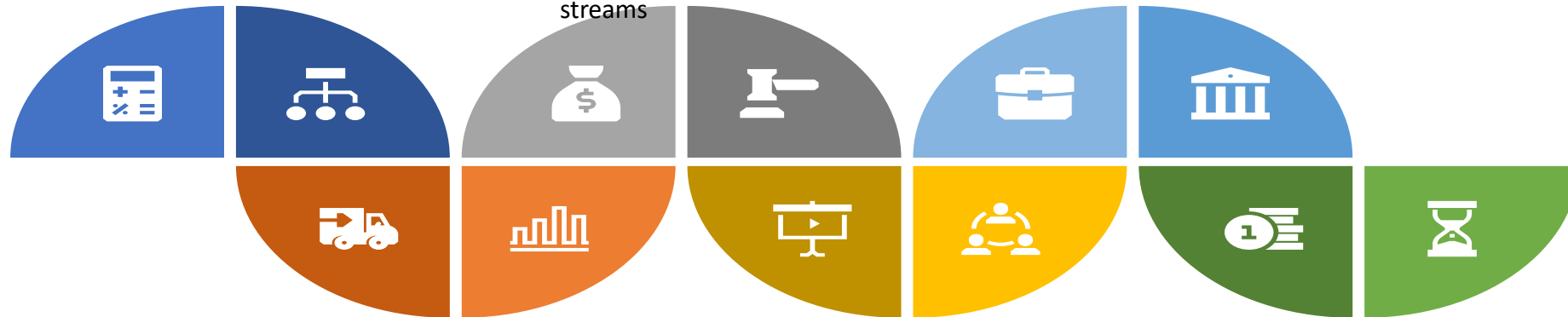
- Creation of a marketing arm for the coffee industry modelled after the JTB, using Coffee Marks Ltd (the wholly owned subsidiary of JACRA)
- Leveraging of existing resources across multiple agencies to close gaps.

## MARKET PRICE & EXPANSION

- Migration up value chain by supply chain members, capturing &
- Retaining higher percentages of the final price within the shores of Jamaica,
- Promoting increased farm gate prices & industry reinvestment.
- Diversifying markets and revenue streams

## GOVERNMENT

- Government participation / investment
- Establishment of formal communication channels among coffee stakeholders



## PRODUCTS & SERVICES

Capacity development along the value chain

## BRAND EQUITY AND VALUE

- Investment in JBM® and JHM brands
- Brand portfolio management
- Protection of the brands
- Building & scaling effective partnerships
- Executing a multi-tiered marketing program

## BUDGET

- Investment in technology for higher efficiencies
- Investment in packaging & imaging
- Marketing budget
- Agency partnerships
- Marketing budget





PRODUCTION FRAMEWORK /  
SOLUTION

# INDUSTRY TRENDS CATEGORISATION 1

## (by Indicator)

The following matrix outlines identified industry trends along with causal factors. The trends are considered indicators while the causal factors are considered contributors.

INDICATOR	CONTRIBUTOR
<b>Declining Production</b>	<ul style="list-style-type: none"> <li>Decline in number of farmers</li> <li>Declining land utilisation low plant density</li> <li>Aging plant population</li> <li>Low nutritional support</li> <li>Migration towards the planting of the Catimor variety</li> <li>Absence of R&amp;D initiatives to address farmer concerns</li> <li>Inadequate technical support</li> </ul>
<b>Declining Productivity</b>	<ul style="list-style-type: none"> <li>Aging plant population</li> <li>Low plant density</li> <li>Low nutritional support</li> <li>Migration towards the planting of the Catimor variety</li> <li>Inadequate technical support</li> <li>Significant incidence of no pest management among farmers</li> </ul>
<b>Declining Land Utilisation</b>	<ul style="list-style-type: none"> <li>Decline in number of farmers</li> <li>Low plant density</li> </ul>
<b>Declining Farmer Count</b>	<ul style="list-style-type: none"> <li>Low profitable for farmers</li> </ul>
<b>QUALITY CONCERN</b>	
<b>Changing / Declining Taste Profile</b>	<ul style="list-style-type: none"> <li>Migration towards the planting of the Catimor variety</li> </ul>
<b>Cyclic Premium Green Bean Ratio</b>	<ul style="list-style-type: none"> <li>Inconsistent nutritional support</li> </ul>
<b>Less than Optimum Exportable Outturn</b>	<ul style="list-style-type: none"> <li>Low nutritional support</li> <li>Aging plant population</li> <li>Migration towards the planting of the Catimor variety</li> </ul>



# INDUSTRY TRENDS CATEGORISATION 2

## (by Agronomic, Economic, Structural Factors)

The categorisation shows the structural category as the most heavily weighted.

As these factors are determined or impacted by how the industry works, it is instructive to address these as a matter of priority.

The approach to addressing these concerns is through a strategy of leveraging existing resources and expertise through selective collaborations.

01.

### **Agronomic - related to plant husbandry and care**

- Low nutritional support
- Inconsistent nutritional support
- Significant incidence of no pest management among farmers

02.

### **Economic - related to the earnings of the farmers**

- Decline in number of farmers
- Decrease in land utilization in both JBM and JHM Regions
- Low profitability for farmers

03.

### **Structural - related to how the industry operates or is organised**

- Declining Land Utilisation
- Low plant density
- Aging plant population
- Migration towards the planting of the Catimor variety
- Absence of R&D initiatives to address farmer concerns
- Inadequate technical support

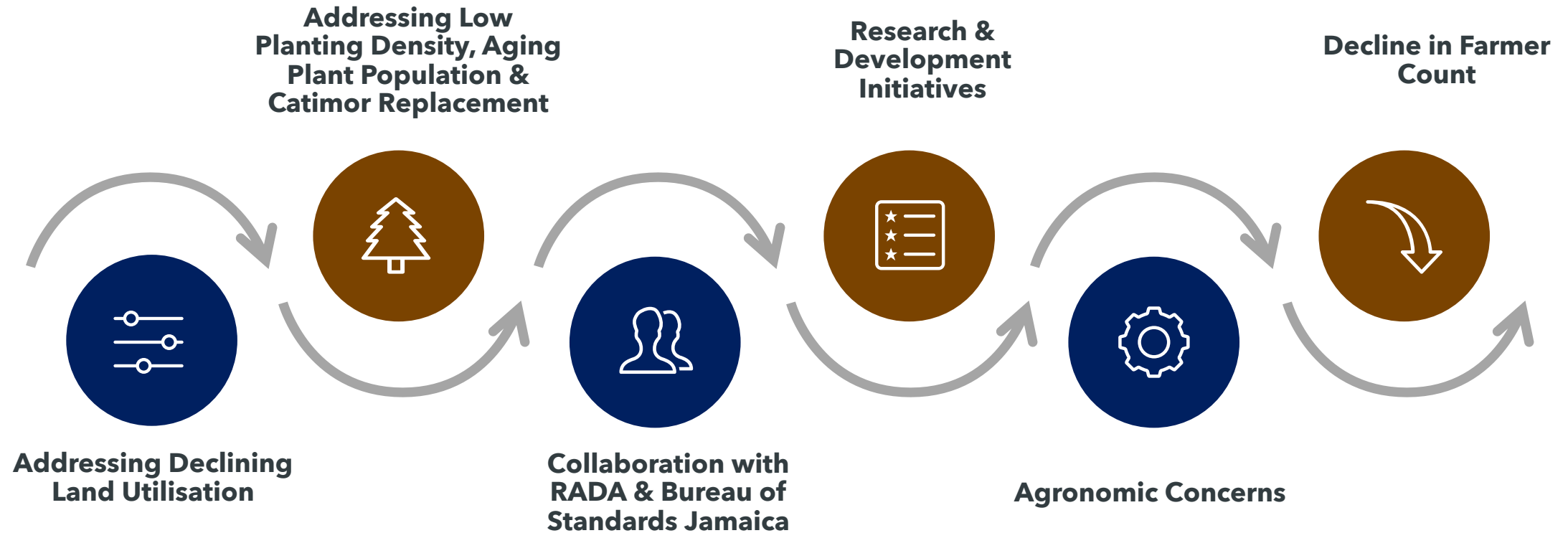




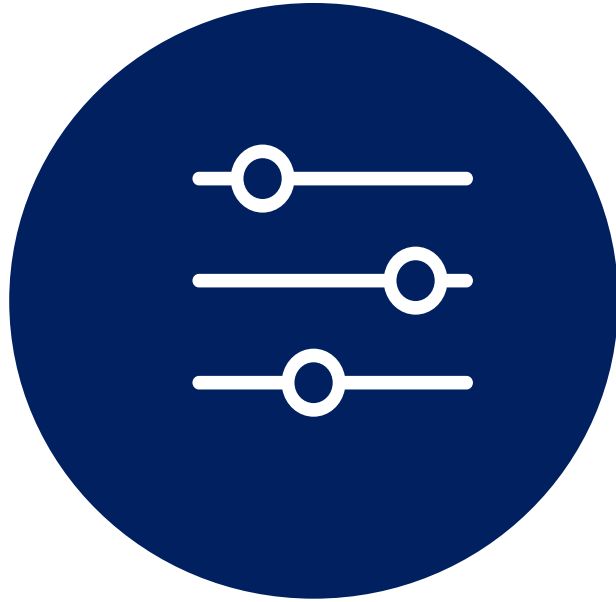
MITIGATING STRATEGIES



# MITIGATING STRATEGIES



# ADDRESSING DECLINING LAND UTILISATION



The progressive underutilisation of coffee lands can be attributed to a few factors

1. The continuous exit of farmers from growing coffee
2. The abandonment of coffee production on over 4,000 acres of coffee lands transferred to Wallenford Coffee Company and sold in the divestment.
3. Less than optimum planting density in the coffee producing areas.

Through the GOJ, seek to reclaim non-performing coffee assets and through collaboration with JAMPRO, package these assets for investments particularly in the JHM regions, following the JBM model of private investment in coffee production, works and roasting.

Non-performing JBM lands could be made available to farmers who are producing at or above JACRA's stipulated productivity.

# ADDRESSING LOW PLANTING DENSITY, AGING PLANT POPULATION & CATIMOR REPLACEMENT



- Leverage the nursery resources of RADA to increase present nursery stock as part of a larger collaboration to support the industry.
- Implement a seedling distribution programme distributing no less than 1M plants of the recommended variety annually

## ADDRESSING AGRONOMIC CONCERNS (through increased efficacy)



- Through JAMPRO collaborate with the poultry industry for the establishment of a centralised poultry manure collection and distribution facility which sell to farmers for use in supplementing fertilizer and increasing efficacy
- Promote the composting of coffee pulp using California red worms for distribution to farmers.

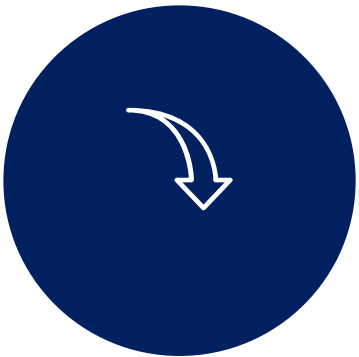


## ADDRESSING RESEARCH & DEVELOPMENT CONCERNS



- Partner with CASE and CARDI for establishment of test plots for research of alternative varieties, biological pest control among other innovations

## ADDRESSING DECLINING FARMER COUNT



- Implement the stratified approach to farmer support to ensure sustainability and profitability of all farmer strata through initiatives tailored for each.

# COLLABORATE TO LEVERAGE EXISTING RESOURCES RATHER THAN CREATING REDUNDANCIES



## COLLABORATION WITH

1. Jamaica Bureau of Standards – Development of local certification
2. HEART Trust NTA – Development and deployment of a comprehensive, certifiable farmer training programme
3. Social Development Commission – Governance capacity building
4. Companies Office – promoting farming enterprise registration
5. RADA – Possible extension support

# STRATIFIED APPROACH

## CURRENT LOW MARGIN MODEL

The local coffee industry is constrained by low margins. Farmers and processors alike complain about being price-takers relative to their buyers.

Farmers are abandoning coffee production citing low prices and high cost of inputs, while dealers struggle to export 60% of the cherry coffee processed due to high non-exportable outturn rates.

**The sustainability of the industry is dependent on all actors being profitable...**





# JHM SAMPLE FARMER DISTRIBUTION

*Distribution of acreages for Jamaica High Mountain® coffee*

## Farmer distribution:

1. 3559 farmers occupy plots of 1 to 10 acres
2. 222 farmers occupy plots of 10 to 20 acres
3. 288 farmers occupy plots of over 20 acres



The stratifying of farmers into economic categories based on farm sizes:

- a) **Sub-economic** 1- 5 acres (**80%** of existing coffee farmers)
- b) **Basic Economic** 6 - 20 acres (**16%** of existing farmers)
- c) **Medium to Large Economic** 20 + acres (**4%** of existing farmers)





## FARMER

A stratified approach ensures that every characteristic is properly represented in the sample. Potential advantages:

- Accommodates the diversity of the farmer sample
- Ensures similar variance



# RECOMMENDATIONS

Farmers must now see themselves as a part of a **global value chain which is motivated and impacted by a number of factors,** inclusive of:

- increased efficiency
- growing competition
- strategic assets
- emerging markets

With this in mind the following initiatives are recommended:

- **Baseline:** Business Training, Formalisation & Support
- **Build-out:** Stratification





## **Baseline: Business Training, Formalisation & Support**

At a baseline business training is recommended for all farmer groups empowering them to treat coffee farming as a business:

- understand the Jamaican coffee brands
- equipping them with the tools to ensure sustainability.

Under this recommendation, it is proposed that:

- a specialised training curriculum be developed
- delivered in the farming communities
- formalisation of farming enterprises through business registration to prepare farmers for accessing financial markets





# BUILD-OUT: STRATIFICATION



## Sub-economic Group

1-5 acres - 80% of farmers

### Strategy:

Consolidation, Strengthening & Diversification

### Initiatives:

#### FARMER CONSORTIUM

- **Training** - prioritised within the training focus
- **Consolidation** - Support and encouragement to form businesses and in turn consortia - aggregate their production through consortia for graduation up the value chain.
- **Expand cherry coffee processing methods** - Encouragement in exploring other green bean preparation methods, e.g. naturals, that could result in a migration up the value chain, exploration of other USP
- **Land tenure support** - for acquisition of titles where farmers have been in custody of the land for which they have no title.



## Basic Economic Group

6-20 acres - 16% of farmers

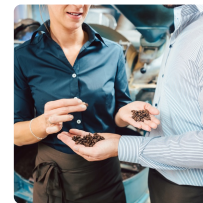
### Strategy:

Prepare to Formalize & Migrate up Chain

### Initiatives:

#### COACHING

- **Business Formalisation** - encourage farmers to formalise their businesses through registration. Additionally, this group should receive **focussed hand-holding and coaching** as they move towards becoming 'finance-ready'.
- **Infrastructure support** - for access to water for irrigation
- **Technological Intervention** - Encourage the use of technologies - agriculture sensors to improve agronomic efficacy
- **Quality Certification** - participation in the proposed quality certification programme
- **Land tenure support** - for acquisition of titles where farmers have been in custody of the land for which they have no title.



## Medium - Large Economic Group

Over 20 acres - 4% of farmers

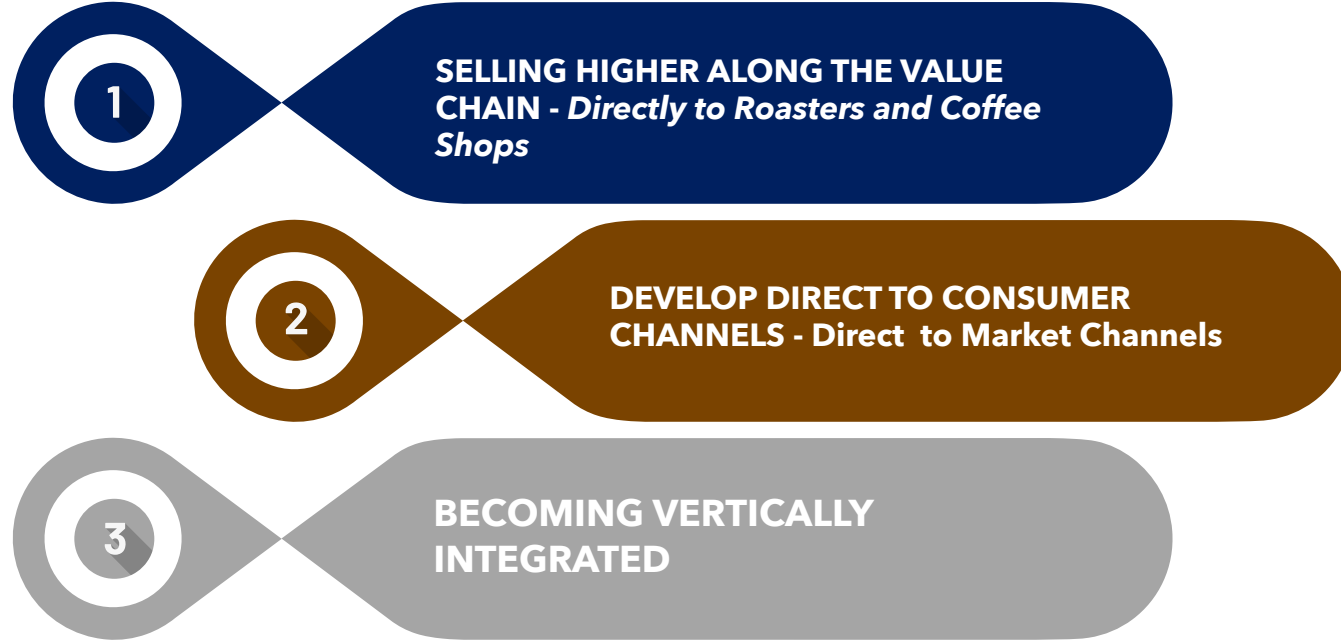
### Strategy:

Expanded Production

### Initiatives:

#### FINANCING & QUALITY CERTIFICATION

- **Financing programs** - attractive loans facilities towards increasing production through the establishment of more acres under production. Under the initiatives for increasing land utilisation, non-productive coffee lands could be accessed by this group for production expansion.
- **Infrastructure support** - for access to water for irrigation
- **Technological Intervention** - technologies such as agriculture sensors to improve agronomic efficacy.
- **Quality Certification** - Participation in the proposed quality certification programme



# PROCESSORS

## CURRENT LOW MARGIN MODEL

the seller of the primary product usually receives the lowest margins.

To increase margins, it is therefore necessary to migrate upwards to offering a value added product or bypassing “middle men” selling higher into the trade. Migration up the chain can be through:

- **Selling higher along the value chain** - selling directly to roasters and coffee shops rather than traders in the international markets
- **Develop direct to consumer channels** - selling direct to consumers through online channels
- **Becoming vertically integrated** and launching coffee shops in the export markets and in high-end locations in the domestic market

# ENABLING FRAMEWORKS & SOLUTIONS

## THE REGULATOR

### *Legislation*

- Review legislation with regards to naturals / honey wash
- Board of Directors
- Consider adding new category - micro-lots
- Sublicensing

### **Level the Playing Field**

Updating of the legislation & creating clear conditions for qualifications, will aid in creating transparency & a 'level playing field' for all players.





# ENABLING FRAMEWORKS & SOLUTIONS

## THE REGULATOR

### DEALER LICENSE

Currently farmers must produce a minimum of 6000 boxes of cherry coffee to qualify for a dealer's licence to trade in green beans.

This therefore immediately excludes the individual small farmers from migrating up the value chain.

In other words,

**by design over 90% of farmers will be individually unable to 'directly' move up the value chain should they desire to do so**





# MARKETING STRATEGY OVERVIEW





## OVERARCHING STRATEGY

### A 'focus' multichannel strategy

has been developed, geared towards more attractive economic opportunities while accounting for:

- the strengths and weaknesses of the Jamaican coffee brands
- stakeholders' long & short term objectives
- issues
- timing & opportunities
- projected benefits
- accompanying costs

The strategy includes the **most efficient & effective methods to gain competitive advantage** over competing speciality coffee brands, addressing the marketing of the Jamaican coffee products to **'high-end' niche markets**, product lines & geographical areas



## OPPORTUNITY STATEMENT

The opportunities for the Jamaica Blue Mountain® (JBM) coffee brand, to become the **premier luxury brand**, capturing additional margins and market share, and for the Jamaica High Mountain®(JHM) brand, **to take advantage of a much wider market**, are apparent.

- **JBM** has the opportunity to become the premier luxury brand, capturing additional margins and market share with the development of an enchanting and captivating brand story, consistent focus on quality, sustainability and productivity.
- **JHM** has the opportunity of playing in a much wider market, taking advantage of technology to increase efficiency and outputs while reducing costs

The limited supply of the JBM and JHM coffee products will be turned into an advantage (while production intervention for increases are implemented) using the present volume to build & drive demand for both Jamaican coffee brands

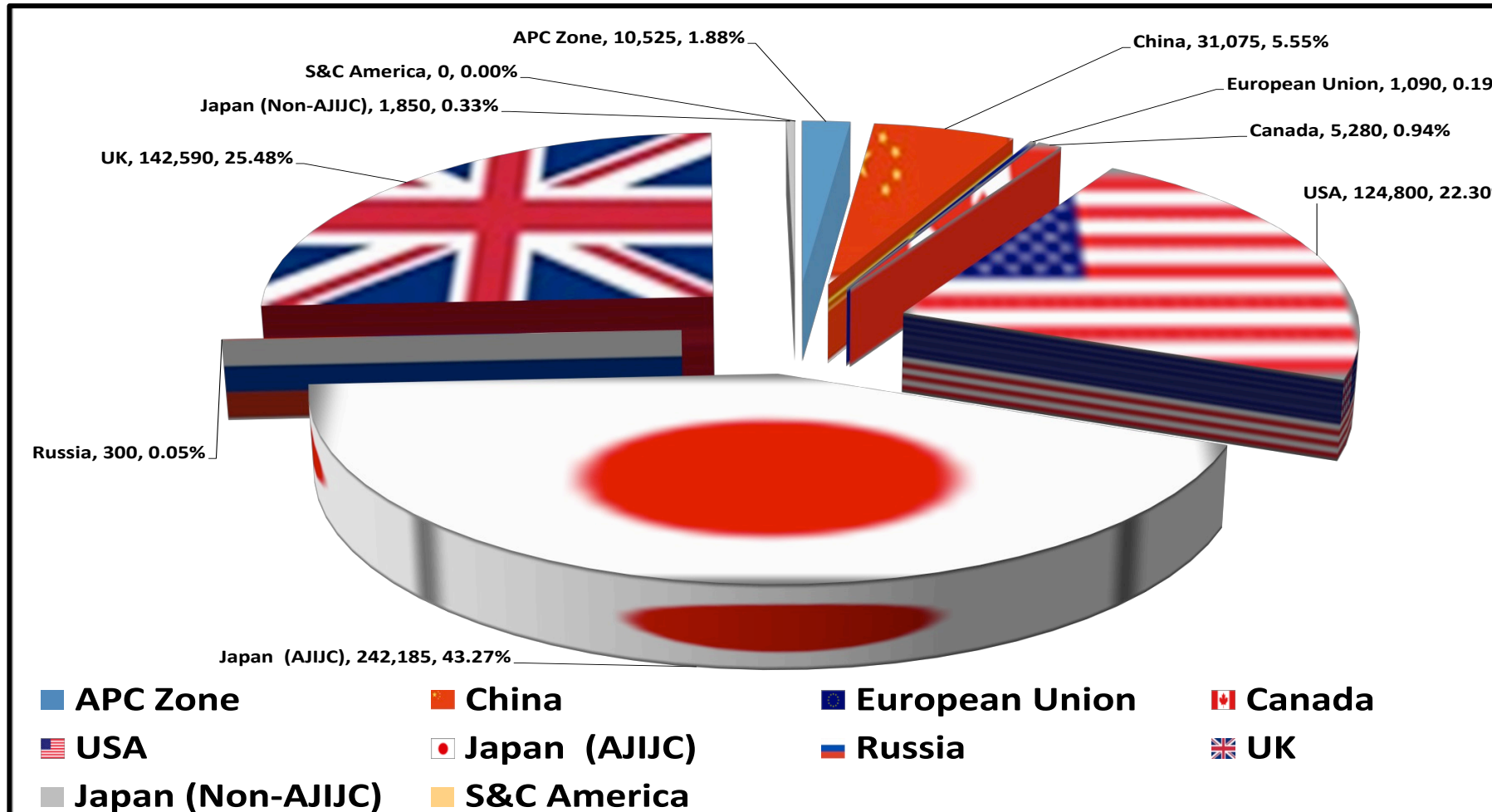


# Export Levels

The chart below, shows Japan as currently receiving the lion's-share of Jamaica's exports with:

- AJIJC receiving 43.27%
- non-AJIJC exports at 0.33%
- The UK receives 25.48%
- USA at 22.30%
- China - 5.55%,
- APC Zone - 1.88% with small percentages going to the EU, Canada and Russia

COUNTRY SELECTION



Note: UK note





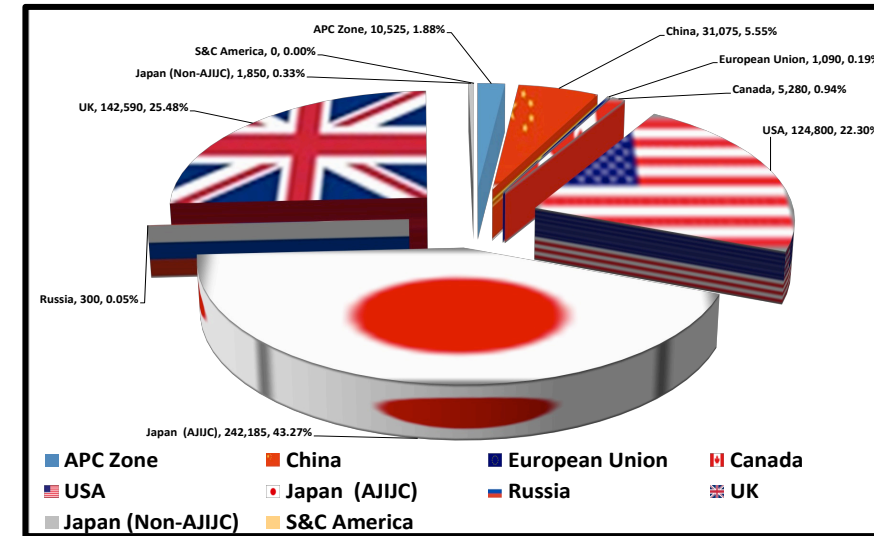
# APPROACH to MARKET DIVERSIFICATION

In identifying the 'right market(s)' ensuring the right 'indicator set' is important. As such the selection process included developing appropriate and sustainable indicators inclusive of:

- Country Considerations
    - Country GDP
    - Comparative Indices & Demographic Data
    - Market profile (*buyer habits and behaviours, 3<sup>rd</sup> wave*)
    - Route to market (*shipping times, costs, distances*)
    - Ease of doing business
    - Identification of high-consuming markets - *validated by 'luxury consuming markets' – guided by a combination criteria inclusive of, city, province and state profiles (Tier 1 and 2) and market size against production volume*
    - Marketing Cost-per-Contact (per brand)
    - Market access – proximity & ease of access to players higher up on value chain
    - Language
    - Exchange rate
  - Consumers & Market Considerations
    - Market prices (Selling price – *buyers / Cost per cup - end-consumer*)
    - Frequency of consumption – *end-consumer*
    - Importance of Coffee – *end-consumer*
    - Population age
    - Socio-economic profile
    - Ability to influence target audience / cultural profile
    - Growth of speciality coffee
- Other considerations included:
- Ability to migrate up value chain
  - Brand control

COUNTRY SELECTION

## Export Level



The final determination was made using a synthesis of primary & secondary data according to these parameters.

# APPROACH to MARKET DIVERSIFICATION

## **Primary Market – USA**

The **High GDP, short shipping distance, low barrier to entry & more friendly business regulations** renders the USA as the most attractive market for entry under the diversification strategy. This proximity **augers well for considerations such as to shelf-life** for roasted beans providing additional opportunities for migrating up the value chain

The United States and China are the two largest economies, the largest traders and among the top destinations for foreign investment in the world, however this is where the economic similarities end



## **Tertiary Market - China**

The expected **limitations in marketing budget** coupled with the **size of the target market in China**, ranks China down for market entry.

Backdropped against the **high incidence of 'copyright infringement & squatting'** in China and **very low to no protective laws**, a decision to enter China as a secondary market for diversification must be carefully considered.

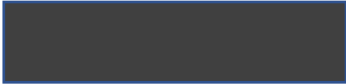
## **Secondary Market – UK**

The UK has a population of 9.5million people, which renders it **easier to penetrate** with a marketing message than China's Tier I cities with a combined population of 75.7m.

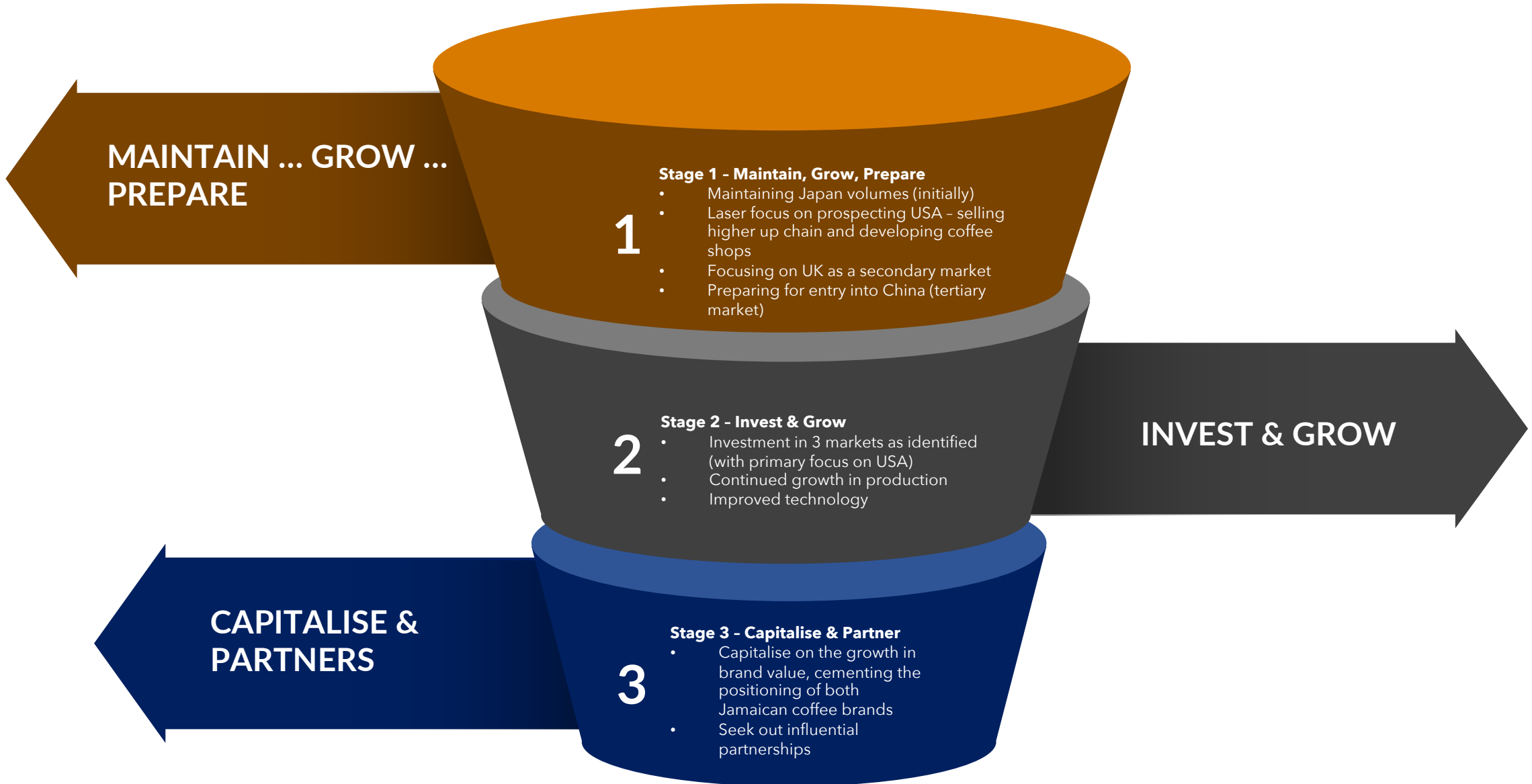
The **upward trend in the growth of coffee shops, proximity to the market** makes it possible to migrate up the value chain & go beyond the trader level. This upward migration also increases the **span of 'brand control'**.

Consequently, the United Kingdom becomes a pragmatic market to be targeted.





# BALANCE THE FUTURE AGAINST TODAY'S NEEDS





## PRODUCT DESCRIPTION

The Jamaican coffee brands are amongst some of the 'most sought-after' coffee in the world. Often, Jamaica Blue Mountain® coffee is listed in the world's top 10 most exotic coffees and is among the most expensive coffees in the world. The coffees are known for their 'sweet, floral taste and lack of bitterness'.

Jamaica Blue Mountain® & Jamaica High Mountain® Coffee Products

The Jamaican coffee brands boasts a number of products. These are divided into 2 primary categories:

- Green beans
- Roasted beans



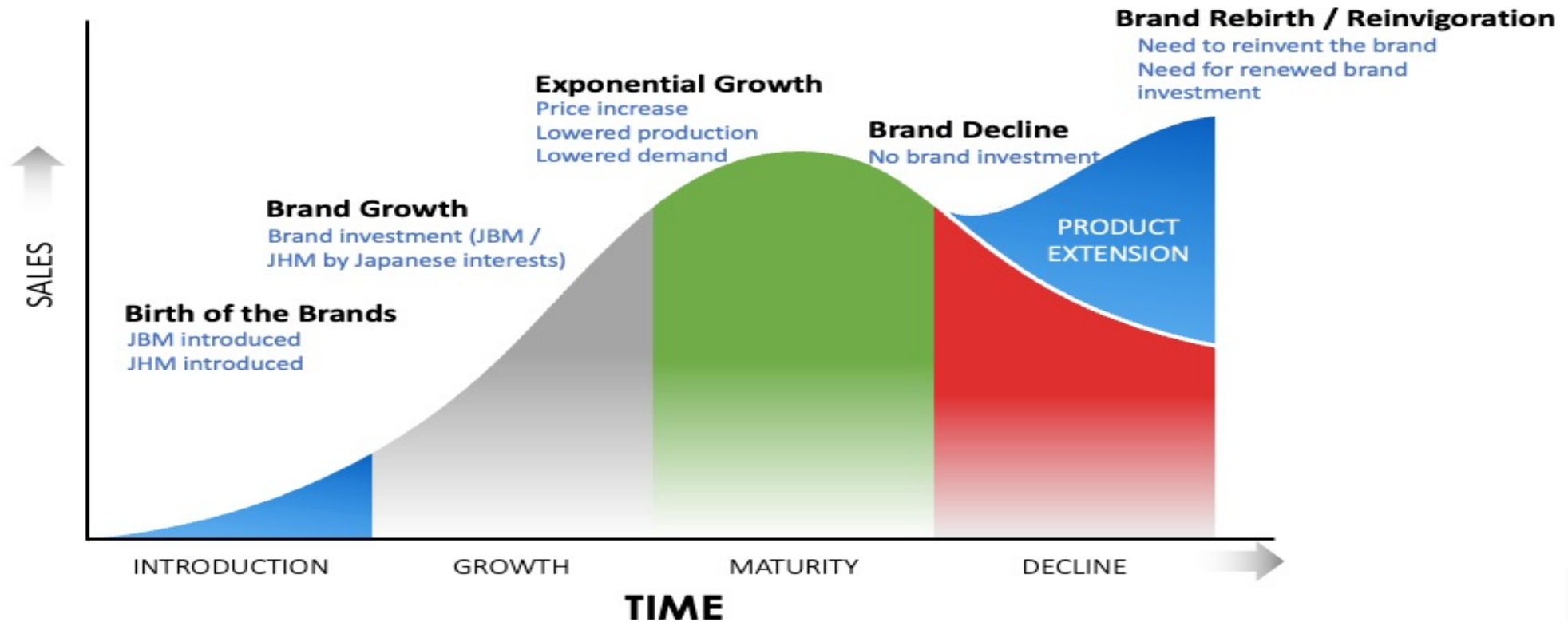


# PORTFOLIO ANALYSIS



# JAMAICAN COFFEES PRODUCT LIFE CYCLE

## Jamaican Coffees Product Life Cycle



## The Best of Jamaica Packaged into 2 cups – Jamaica Blue Mountain & Jamaica High Mountain



Jamaica is known for being amongst the most beautiful and exotic places in the world. The island boasts beautiful beaches, majestic waterfalls, art, music, dance and unique culinary experiences. “From the island which is the tip of a mountain rising from the sea floor and sporting a vast underwater mountain, from the submarine range which supports the island known unsurprisingly, as the Jamaica Ridge, only the best can be expected.



# BRAND TENETS

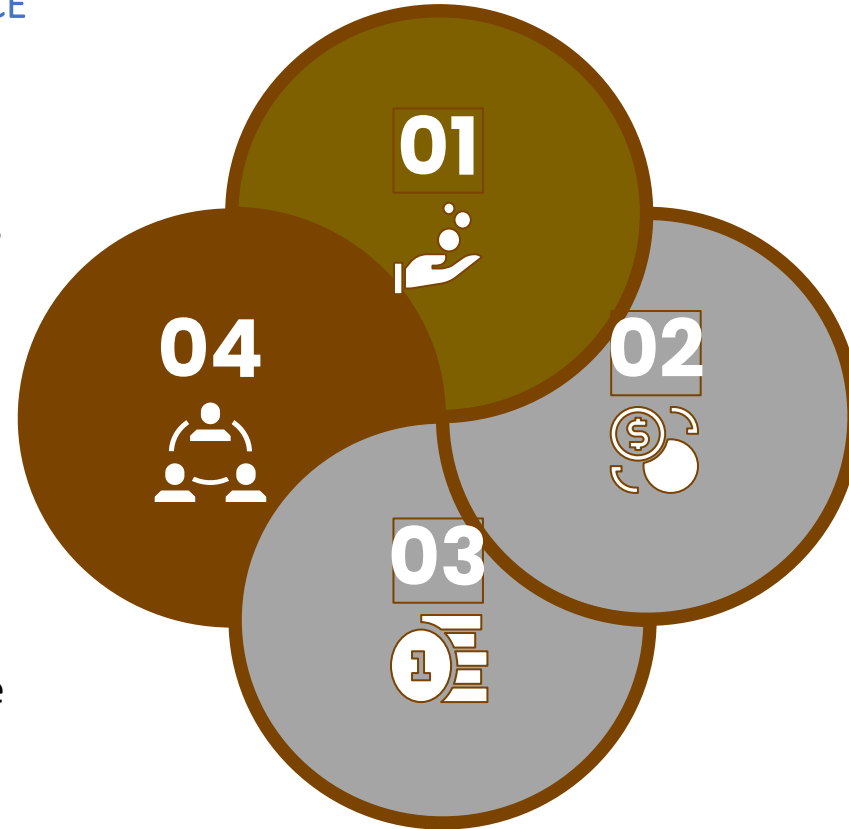
**Vision:** THE WORLD MOST COVETED PREMIUM & LUXURY COFFEE BRAND

## EXCEPTIONAL BRAND EXPERIENCE

The brands will craft meaningful brands and choices of beverages and products from which the beautiful spirit, spectacular tastes and the consistent quest for the excellence of Jamaican people emanates.

## CULTURE EXCELLENCE

The brands will consistently abide by the highest quality – never moving away from the quality or the taste profile that is synonymous with excellence and unforgettable experiences



## SUSTAINABLY CONSIDERED

The brands will use their leadership positioning to be part of, and influence, the positive solutions to develop and foster sustainable businesses and ensure positive environmental considerations and impact.

## BETTER SHARED FUTURE

The brands will invest to improve people's lives - from the farmers and farm-hands, employees, brand investors, to all those who touch the coffee business ecosystem, moving through to the communities and the country called home.

# BRAND PORTFOLIO MANAGEMENT

The brands contained within the portfolio are now being positioned as:

- **star** - (high-end prestige brand with mastery of balance between brand love and business fundamentals)
- **flanker brand** - (premium high quality, lower-priced brand, protecting market share in wider segments, ensuring competitors do not take market share from the Jamaican coffee brands as they specifically target those markets that the star brand does not already serve and in turn increasing overall market share of the Jamaican coffee brands.

Product Tier / Label		Target Segment / Target Market			Role	
JBM	Star Brand	High end / exclusive label markets		Hot & Cold High-end Markets	Luxury Market	Income - led
JHM	Flanker Brand	Youth in Coffee	Woman in Coffee	Hot & Cold Mid-range Markets	Premium Market	Protect Market Share
		Organic	Black-owned business			

# BLENDED ARCHITECTURE

## Master Brands



## Extended Brands



## Endorser Brands



## Freestanding Brands

Nil

### MASTER BRAND

- \*has competing brands underneath them while developing their own independent brand strategies
- \*the master brands are always present
- \*major brand investment, brand guardians

### EXTENDED BRANDS

- \*tie back to the master brands qualities, values and message while having their own qualities.

### ENDORSER BRANDS

- \*various products or service brands are positioned individually from the master brands while maintaining an association, (or endorsement)

### FREESTANDING BRANDS

- \*No relation, strong monitoring



# CUSTOMER TYPES

There are various customer descriptors and types. Below, customers are ranked along 2 dimensions

1. willingness to pay
2. cost to serve



1

- \*Unwaveringly loyal customers who deeply value service
- \*Spuriously loyal customers who do not realise they are paying high prices
- \*Unconcerned customers who think negotiating price reductions is not worth it



2

- \*Sophisticated customers who know exactly what they want at an economical price
- \*Collaborative customers who will work with practices on innovations that reduce cost
- \*Risk-taking customers who co-invest with the practice in developing new offerings



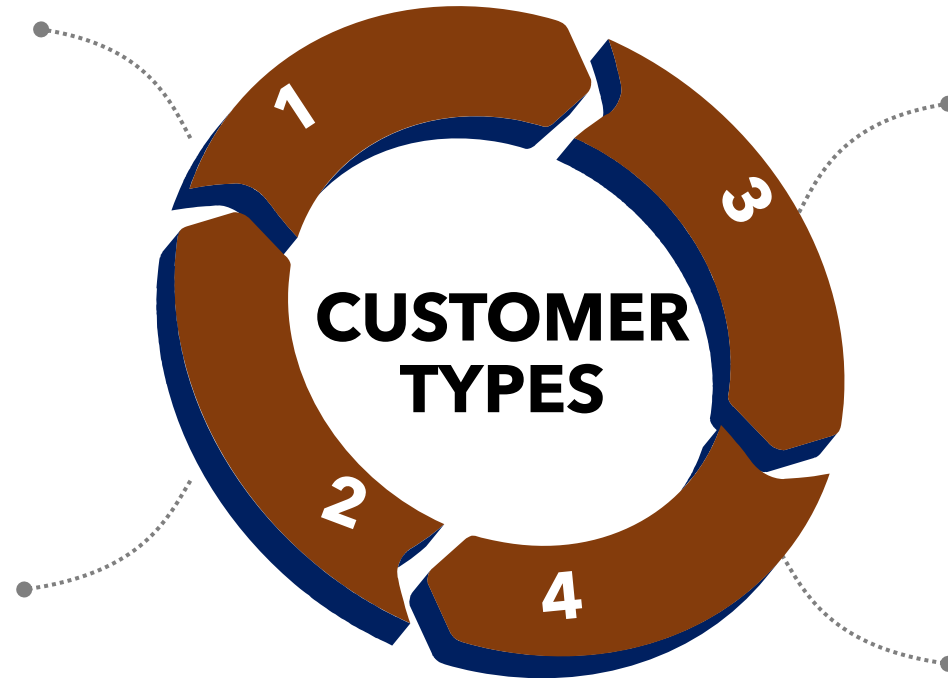
3

- \*Demanding customers who want the latest & best offerings & will go with the brand offering what they want at any given time (no brand loyalty)
- \*Demanding customers who want the latest & best offerings at the lowest price
- \*Hand-holding & turn-key solutions



4

- \*Marquee customers who exploit their leverage to demand special pricing deals
- \*Bare bones customers - want just the core, unbundled offering at a cheap price



WILLINGNESS TO PAY INDEX

High

Low

Low

COST-TO-SERVE INDEX

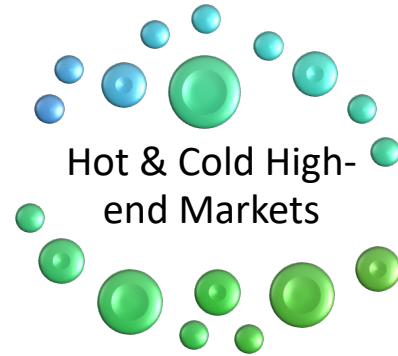
High

# BRAND PORTFOLIO MANAGEMENT

## BRAND POSITIONING AND TARGETING

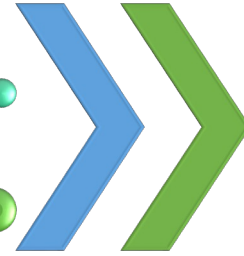
Income-led  
markets

High-end /  
exclusive label  
markets



Hot & Cold High-  
end Markets

**Luxury Market**



**Star Brand**

JAMAICA BLUE MOUNTAIN

### Target Customers



#### Tier 1 - Consumers (B2C)

- Have the disposable income and are willing to spend for superiority
- Have an on-the-go active lifestyle
- These persons appreciate products which reflect their self-belief and want to associate with products which aid them to lead their desired lifestyle
- These persons like to maintain control and balance
- AB ages 19 to 34 and over



#### Tier 2 – Trade (B2B)

- Primary buyers - large or micro roasters and coffee shops who are willing to partner in brand-delivery experiences
- Secondary buyers - traders

# BRAND PORTFOLIO MANAGEMENT

## BRAND POSITIONING AND TARGETING

Youth in Coffee

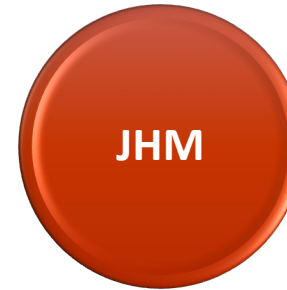
Organic

Black-owned  
business

Women in  
Coffee



**Premium Market**



**Flanker Brand**

**JAMAICA HIGH MOUNTAIN**

Target Customers



### Tier 1 - Consumers (B2C)

- Seeks somewhere that is modern yet comfortable and welcoming
- Values family and celebrating moments
- BC socio-economic group and/or premium mass market, ages 18 and over



### Tier 2 – Trade (B2B)

- Primary buyers – large or micro roasters and coffee shops who are willing to partner in brand-delivery experiences
- Secondary buyers - traders

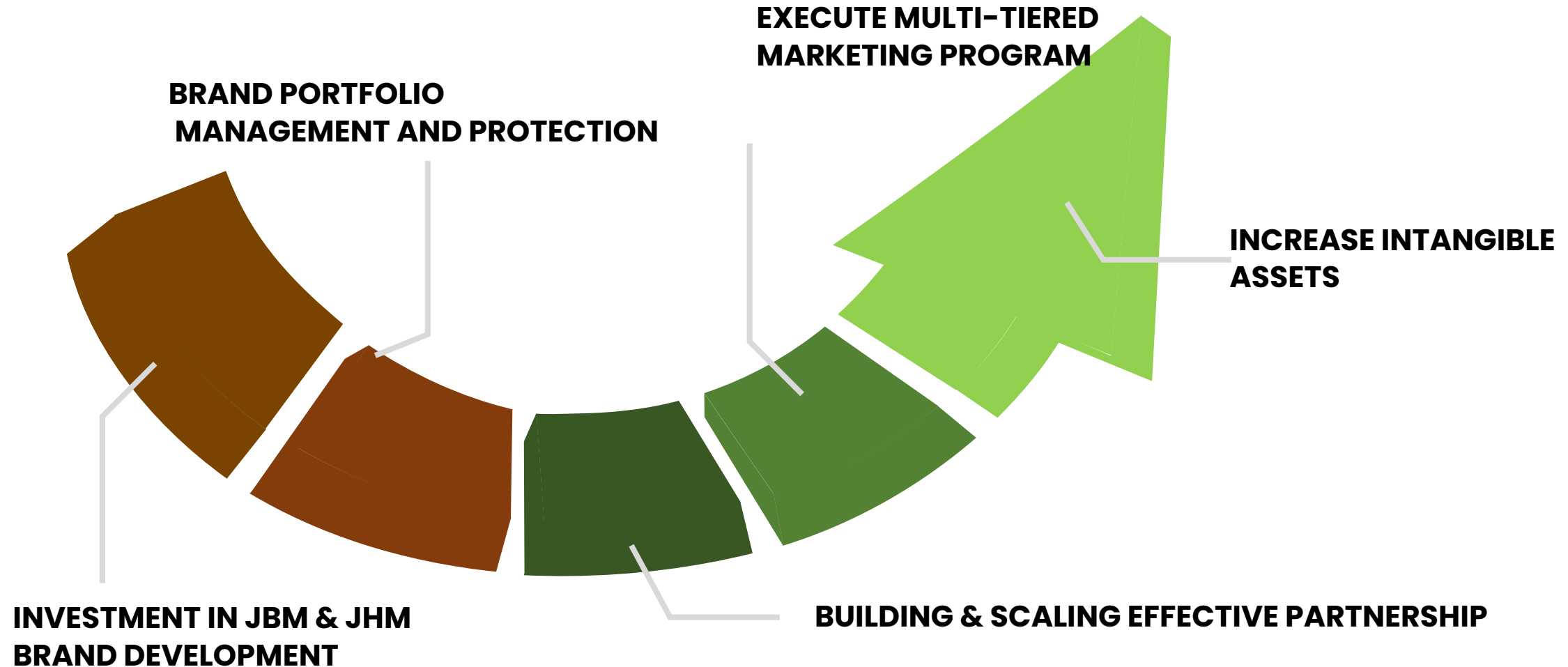


A high-quality, artistic photograph of a brown paper coffee cup. The cup is overflowing with coffee beans and splashing liquid, creating a dynamic and energetic scene. The coffee beans are dark brown and glossy, with some showing the characteristic crease. The liquid is dark and splashing upwards, with many small droplets captured in mid-air. The background is a deep, dark black, which makes the coffee and the white text stand out prominently. The text 'BRAND STRATEGY' is centered horizontally and vertically, written in a clean, white, sans-serif font. The overall composition is balanced and visually appealing, suggesting a theme of quality, freshness, and brand identity in the coffee industry.

# BRAND STRATEGY

# BUILDING BRAND EQUITY & VALUE

HOW TO INCREASE THE GREEN BEAN PRICE AT FARMGATE & MAINTAIN A HIGH EXPORT PRICE?





## AWARENESS

## CONSIDERATION

## DECISION

## SERVICE

## LOYALTY

# CUSTOMER JOURNEY

### The journey

Know about the BRAND via:

- Website
- Social Media
- PR
- Events

Get to know about the brands & partnership's offerings via:

- Outbound marketing
- Inbound inquiries

Directly engage with the brands:

- Packaging
- Tasting
- Coffee Events
- Exhibition
- Cupping

Enjoy the brand relationship:

- Online portal
- Market Event
- Communications

Downward warnings  
Performance warnings  
Response to issues & errors  
Change  
Continued acquisition  
Retention review

### Branding activities:

Brand Collateral  
Advertisement  
Corporate Social Responsibility (CSR)  
Social media,  
PR & events  
Product Innovation

SEO / SEM campaign to drive traffic & inquiries via Corporate Website

Strategy to increase the brand's reputation  
Branding Collaterals

Monitoring & evaluation  
Performance report



# BRAND REPOSITIONING



## BRAND NAME UPGRADE

the name Jamaica High Mountain Supreme Coffee be updated to Jamaica High Mountain Coffee .

## LOGO MODERNISATION

The brands' logos are visually outdated. The logos must be simplified for better recognition. Full redesign.



## COLOR GUIDE

JBM - subdued and elegant yet showing opulence  
JHM - the warmth of the brand, reflecting vibrancy

## REPACKAGING – CONSUMER & TRADE

TRADE – use lighter packaging to reduce shipping costs  
CONSUMER – increase visual appeal experience, reusable packaging .



## UNIFIED MIME/SYMBOL

To create a mental relation between the 2 brands be convertible into a video that reflects the '2 brands in a cup' concept

## BRAND PROTECTION

Trademarks Registration, Infringement monitoring, enforcement



# BRAND PERSONALITY AND TREATMENT

	JAMAICA BLUE MOUNTAIN	JAMAICA HIGH MOUNTAIN
Target Audience	Socio-economic group – AB Shopping Style – Influence by reputation, image, association Lifestyle - high-end experiences, costly signals status, belonging to the 'in-group', cherish uniqueness & exclusivity, convenience	Socio-economic group – BC Shopping Style – seek out high value and high quality Lifestyle - on-the-go lifestyle, likes convenience, works hard loves entertainment
Sales Strategy	High price, high margin, low volume	Medium-high price, high volume ( <i>relative to JBM</i> ), medium margins
Marketing Angle	Play on emotions	Play on Value
Focus	Experiences	High Value
Positioning	<i>Luxury - Focus on persons who are value brand association and experiences &amp; have the disposable income to do so.</i>	<i>Premium - Focus on people who are willing to pay more to get more</i>
Brand Personality	Exotic, luxurious, relaxing, Jamaican, trustworthy	Fun, high vibes, caring, sharing, Jamaican
Brand Promise	We promise to deliver a line of coffee brands & products allowing for one-of-a-kind experiences, superior tastes, out of the ordinary	We promise to deliver a line of coffee brands & products that are of the highest quality, celebrating the beauty of the Jamaican spirit
Brand Image	Exotic expensive luxurious	Fun Vibrant & Artsy

# PACKAGING

JBM will be positioned to compete in the luxury and premium markets. A sampling of packaging of competing brands are shared below:



“A picture paints a thousand words”, the packaging for the Jamaican brands do not ‘ooze’ luxury or premium. The packaging currently does not appear to be a USP, in addition, it does not allow for brand reinforcement, as in most instances, once opened, the packaging has to be disposed. Other points of note:

- Packaging not resealable in most instances
- Packaging does not ‘wear well’



# PACKAGING

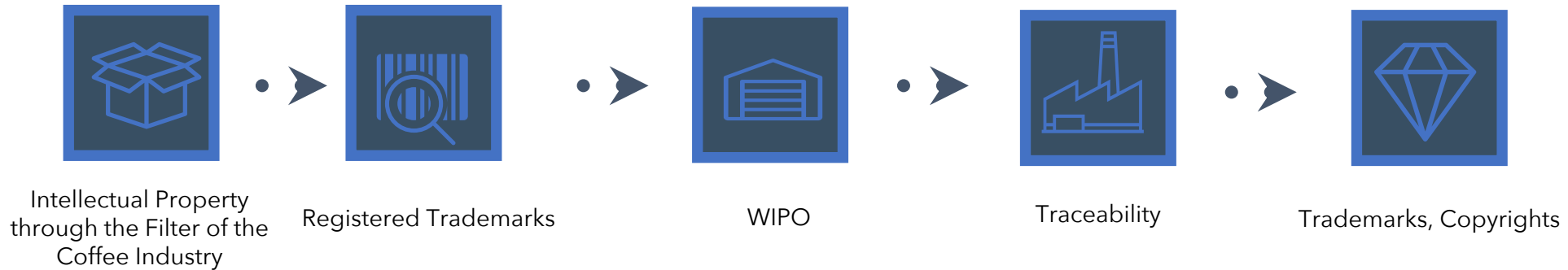
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- Packaging not resealable in most instances
- Packaging does not ‘wear well’

# BRAND PROTECTION



It is important that licensing agreements and trademark protection covering name and logo usage be immediately implemented. As such the following is additionally recommended:

- **Meme** - once developed must be registered and duly protected. This must include the 'latte design' as previously recommended
- **Logo, colours** - As the logos are redesigned, it is recommended that **unique pantone combination** be used allowing for appropriate and added protection of not only the name but also the design of the logo and how the name appears. This must go into specific details such as the colours used in the logo and text

# TRADEMARK INFRINGEMENT MONITORING

A registered trademark in particular the Jamaica Blue Mountain, has a high value.  
It is important that this be protected.



Companies that specialize in monitoring for infringement, particularly those which specialise in infringement within the global coffee industry, have systems in place that allow them to easily check a multitude of sources.

As such it is recommended that the protection at minimum starts with the simple tools:

- **Google alerts** - this allows for a specific term or terms to be alerted whenever one of Google's crawlers come across a page, news story, or any content which mentions this term.
- **Trademark monitoring tool** - Invest in a 'trademark monitoring software which will assist in automatically enforcing against unauthorised third party sellers or review detection for action.



# BRAND BUILDING STRATEGIES

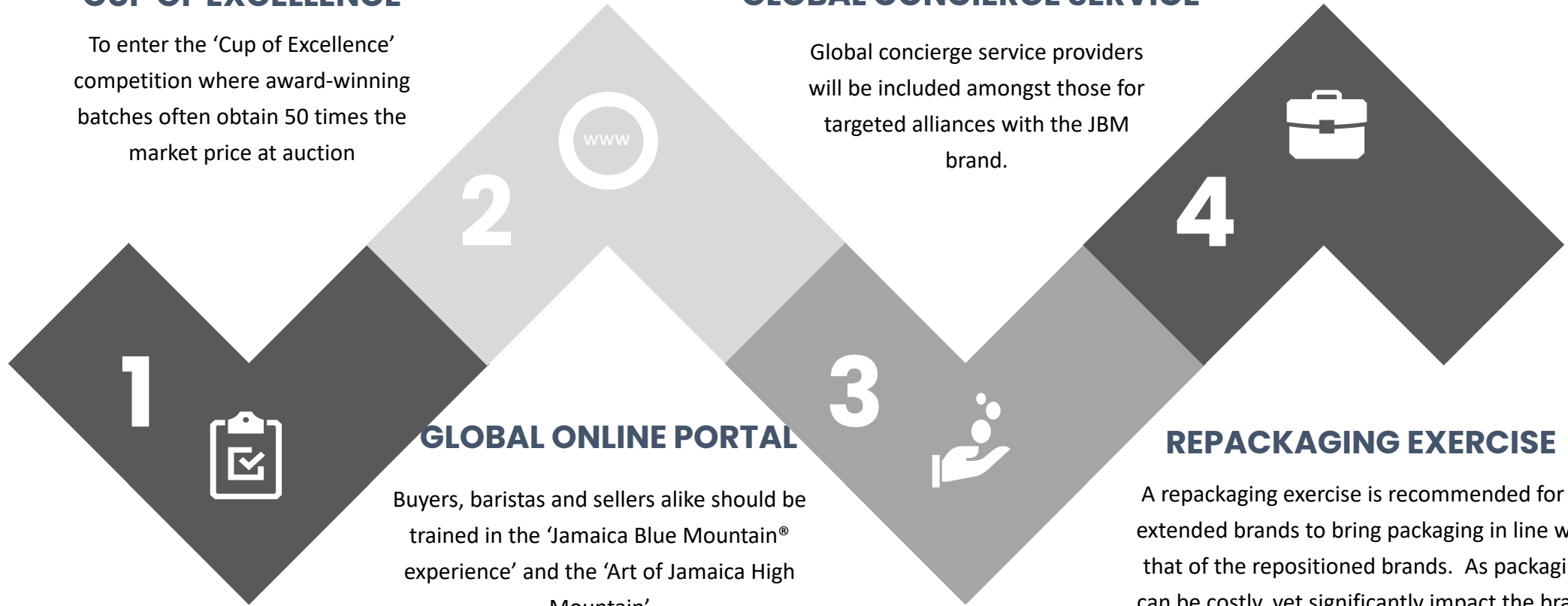
The strategies and activities will directly lead to increased value, added brand protection, brand resonance, awareness and reinforcement with the objective of increasing **share of pocket for the JBM** coffee brand and increased **share of throat for the JHM** coffee brand.

## CUP OF EXCELLENCE

To enter the 'Cup of Excellence' competition where award-winning batches often obtain 50 times the market price at auction

## GLOBAL CONCIERGE SERVICE

Global concierge service providers will be included amongst those for targeted alliances with the JBM brand.



## GLOBAL ONLINE PORTAL

Buyers, baristas and sellers alike should be trained in the 'Jamaica Blue Mountain® experience' and the 'Art of Jamaica High Mountain'

This strategy can result in **thousands of 'global brand disciples'** who are fiercely loyal, evangelical, positively impacting the brands' equity

## REPACKAGING EXERCISE

A repackaging exercise is recommended for all extended brands to bring packaging in line with that of the repositioned brands. As packaging can be costly, yet significantly impact the brand image(s) and in turn rate of shelf-take (*consumer purchase*), it is recommended that the government gives fulsome partnership support in this regard.





# BRANDING TREATMENT

JAMAICA BLUE MOUNTAIN



# TARGET MARKET

For **Jamaica Blue Mountain®**:

- Tier 1 - Primary customers indicate those from which the highest returns are received. Primary customers are therefore at the consumer end of the spectrum
- Tier 2 - Secondary audiences are the traders and buyers, being the first level gateway for entry and access to the primary customers.

## Tier 1 - Customer (B2C)



### Who are they:

Persons with discerning tastes who are willing to pay a premium for superior tastes & experiences. These persons appreciate the finer things in life, enjoy luxury and tend towards wealth / affluence. The audience includes Gen X, millennials and Gen Z.

### Behaviors

- a) Have the disposable income and are willing to spend for superiority
- b) Have an on-the-go active lifestyle
- c) These persons appreciate products which reflect their self-belief and want to associate with products which aid them to lead their desired lifestyle
- d) These persons like to maintain control and balance
- e) AB ages 19 to 34 and over

## Tier 2 - Trade (B2B)

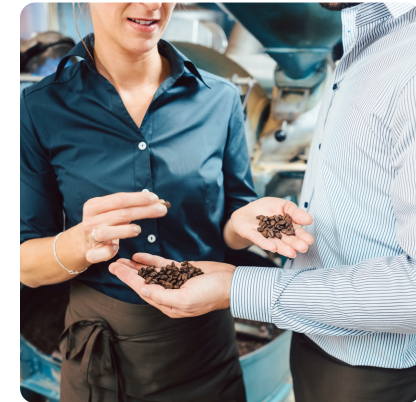


### Who are they:

Primary buyers - large or micro roasters & coffee shops

### Behaviors

Willing to partner in brand-delivery experiences



### Who are they:

Secondary buyers - traders



# STRATEGIC BRAND ANALYSIS

## Customer Analysis

**Socio-economic group** - AB  
**Shopping style** - influenced by reputation, image, association  
**Lifestyle** - high-end experiences, costly signals status, belonging to the 'in-group', cherish uniqueness & exclusivity, convenience

## Self Analysis

**Advantage** - Development of strong brand equity leading to strong margins  
 Focus on speciality markets, gaining new & stronger brand followers and brand disciples  
**Sales Strategy** - High price, high margin, low volume  
**Marketing angle** - Play on emotions  
**Focus** - Experience



## BRAND IDENTITY SYSTEM

### Brand Personality

Exotic, luxurious, relaxing, Jamaican, trustworthy

### BRAND IDENTITY

#### Brand Image

Exotic. Expensive. Luxurious.

### Brand Persona

Rich, exotic history

### BRAND POSITION

**Luxury** - *Focus on persons who value brand association and experiences & have the disposable income to do so.*  
 More than just an assurance of quality. It's indulgence rather than a necessity - it is about selling the dream and everything that goes with it, creating an emotional response and fostering brand loyalty.

### BRAND PROMISE

We promise to deliver a line of coffee brands & products allowing for one-of-a-kind experiences, superior tastes, out of the ordinary

### CREATIVE TREATMENT

Adept at utilising non-verbal cues to portray the glitz and glamour associated with the JBM coffee brand, by communicating through imagery and subtle social signalling, rather than rational argument and rhetoric.  
 Product description uses words to create the correct images, crafting simple - high appeal messages with skill and ingenuity.  
 The image must be built around priceless features inclusive of - quality, country of origin, and exclusivity.

Key Notes:

- Little details are now a big deal
  - Brand stories are no longer a secret
  - Experiences matter as much as the product itself
- Aesthetics matter



# BRAND STORY

**Treatment** - The Jamaica Blue Mountain® coffee brand will use style, elegance and innovation to turn everyday moments into extraordinary experiences. This is at the heart of the brand.

**Story Angle** - The Jamaica Blue Mountain brand was born out of the dream of sharing 'the taste of liquid gold' with the world. Behind the lush mountains, far removed from extreme temperatures lives the world's most exotic coffee. Separated by oceans, language and culture, this gold-nugget created commonality across cultures. Jamaica Blue Mountain coffee was born in the heart of paradise. There, the world's best coffee is grown, roasted to mouthwatering goodness resulting in an all-powerful experience.

From the research and development of a simple coffee plant growing in the mist atop the island's highest mountain range - the Blue Mountain, a line of the finest coffee known to the world was born.


Jamaica, the island of exotic experiences and warmth had the burning desire to provide persons with the most luxurious tastes mixed with a blend of the sunshine of renown Jamaicans.

The Jamaica Blue Mountain® brand represents a luxury line of coffee products rewarding customers with rich, glamorous and memorable experiences. The "Jamaica Blue Mountain®" coffee brand offers maximum level of experiences for those with a discerning palate and is one of the most luxurious coffee brands ever to be encountered across the world.



# VISUAL TREATMENT

The product designs must be simple yet exotic, bearing the warmth of luxury, with colours that allow the products to merchandise well while reinforcing brands that are exotic and of the highest quality. These elements will be the lifeblood of the brands, appealing to customers and setting the brands apart from the competition visually and creatively.

Current version	Proposed Solution	JBM - Brand Guideline
<ul style="list-style-type: none"> <li>▪ Fonts used on the logo are 'aged'</li> <li>▪ The circular design of the logo is not easily reproduced and read (at varying sizes)</li> <li>▪ The logo design does not encourage strong shelf 'off-take'</li> </ul> 	<ul style="list-style-type: none"> <li>▪ Monograms using 2 to 3 letters allow for high brand resonance</li> <li>▪ Logos with line work are elegant, graceful, and take quite a bit of skill to pull off. They are often linked with feelings of affluence and luxury, this design style takes time, consideration and proper market testing amongst potential audience. A line work logo is an excellent choice if targeting high-income earners, selling high-end items</li> <li>▪ It is important that designs be professionally executed and tested within the potential target audiences across age groups within the targeted countries. <i>It should not reside with the simple decision of what the 'brand executers like'.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ The JBM logo must reflect luxury, style and exclusivity</li> <li>▪ The JBM logo - elegance, grace, opulence or lavishness</li> <li>▪ Color palette - opulence</li> <li>▪ Typeface - must be timeless, uncomplicated - 'stet'</li> <li>▪ Look &amp; feel - Simplicity &amp; clarity of mind</li> <li>▪ Monograms - Attractive symbol, Monograms allow for strong brand resonance and retention - 2 or 3 letters are recommended - 'stet'</li> </ul> <p><b>General Colour Guidelines</b></p> <ul style="list-style-type: none"> <li>▪ No primary colours must be used</li> <li>▪ JBM colour selection               <ul style="list-style-type: none"> <li>○ Tertiary colours - formed by mixing a primary colour and a secondary colour can be used</li> <li>○ Colours for JBM should subdued and elegant yet showing opulence</li> <li>○ Colours may include gold (<b>NOT</b> yellow) representing the warmth and luxury of the brand</li> <li>○ Recommended reference colours include: <i>Pantone 151 Orange, Pantone Warm Red, Pantone Purple, Pantone 2736, Pantone Green, and Pantone 347 Green are commonly used as Tertiary colours.</i></li> </ul> </li> </ul>





# BRAND MESSAGE

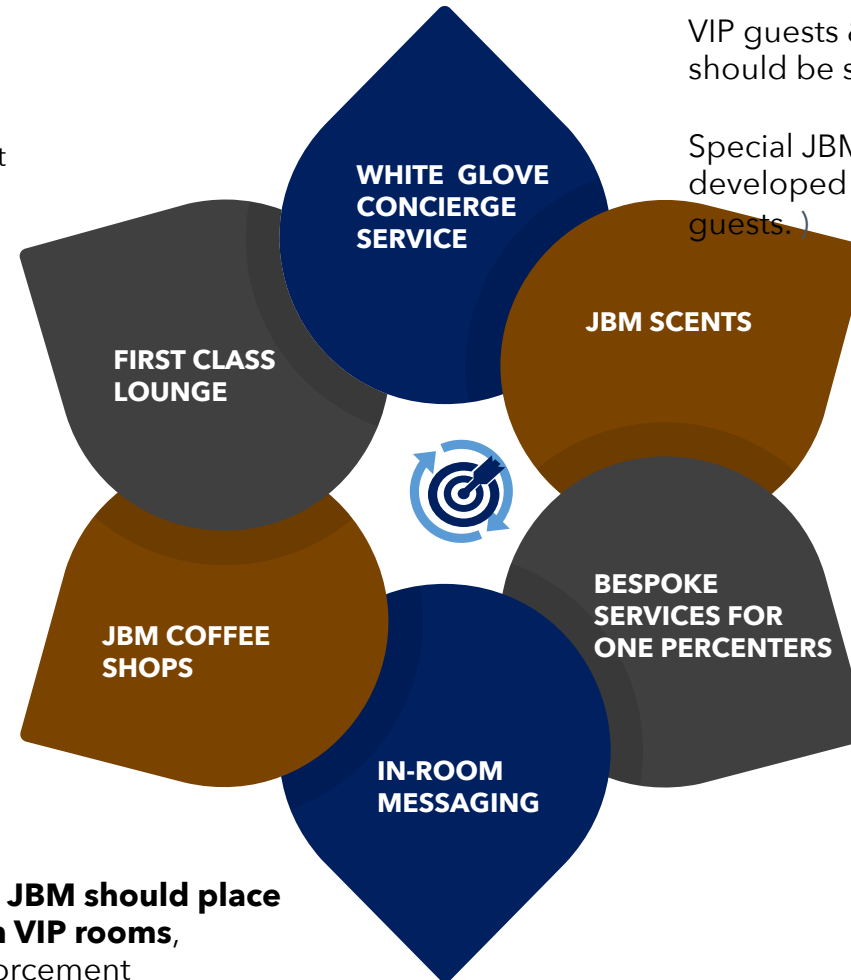
Luxury that's worth the wait - the messaging and imaging must evoke the feeling of luxury and decadence.

Focussing on the brand's rich **heritage and history**, emphasizing its long-standing reputation for luxury and opulence.

Jamaica Blue Mountain Coffee is **the stamp of exquisite perfection.**



# JBM DOMESTIC MARKETS



**VIP lounges** should be elegantly branded with JBM at both major airports.

Both hot and cold options should be served in the lounges with opportunities for each of the local processors being presented.

Opportunity for small marketing messages on beautiful 'gold cards' inviting the clientele to the worldwide locales where they can access this unique, difficult to access product.

Inclusion of **exclusive coffee bars within all-inclusive locations**. This offers significant opportunities for the JBM extended brands

With a captured audience **JBM should place welcome messages within VIP rooms**, creating strong brand reinforcement opportunities

VIP guests & those on private jets, et al, should be served JBM on private jets.

Special JBM cold brew should be developed and served on arrival to VIP guests. )

Partnership should be sought with selected villas and 5 star hotels and a special **JBM scent developed for diffusers and placed in rooms** along with an elegant welcome message.

**Partnership with the concierge service** stations to offer bespoke services that are tailored to individual customers.

This may include a special package offered to guests for a minor 'bump in hotel rates' inclusive of customized JBM packages.

# SPECIFIC BRAND ACTIVITIES



## CONCIERGE SERVICES

Targeted partnerships and alliances with these services can be highly beneficial to the JBM coffee brand. Entities ranging from American Express purveyors of the Black Card through to Knightsbridge Circle, John Paul Group, Alberta La Group should be deliberately targeted for alliances .



## CRUISE LINES

- Onboard coffee shop
- In-room advertising
- Port advertising (pamphlets onboard)
- Onboard JBM coffee experience package as a part of the addons available.
- onboard trunk shows
- onshore duty free shopping



## PARTNERSHIP

A key part of the JBM positioning and execution strategy is the creation of strong strategic partnerships and alliances.

- Louis Vuitton
- Hermes
- Damac Properties
- Andy Chen, Bravo



A still life composition featuring coffee beans, a brass cup on a saucer, a brass scoop, and a dark brown cloth on a wooden surface. The scene is set on a dark, rustic wooden table. In the upper left, a brass scoop is tipped, spilling a stream of dark brown coffee beans onto the table. To the right, a brass cup filled with coffee beans sits on a matching saucer, garnished with three fresh green coffee leaves. A dark brown, textured cloth is draped in the background. The overall mood is warm and artisanal.

BRAND TREATMENT  
JAMAICA HIGH MOUNTAIN

# TARGET MARKET (JHM)

For Jamaica High Mountain®:

- Tier 1 - Primary customers indicate those from which the highest returns are received. Primary customers are therefore at the consumer end of the spectrum
- Tier 2 - Secondary audiences are the traders and buyers, being the first level gateway for entry and access to the primary customers.

## Tier 1 - Customer (B2C)



### Who are they:

The target audience encompasses persons who are drawn to the appeal of quality and are willing to pay a higher price to ensure the quality of the product is as promised and worth the hefty price paid. These persons look for 'value' over and over above all else. They are primarily middle to upper-middle class persons.

### Behaviors

- a) Seeks somewhere that is modern yet comfortable and welcoming
- b) Values family and celebrating moments
- c) Is from the BC socio-economic group and/or premium mass market, ages 18 and over

## Tier 2 - Trade (B2B)



### Who are they:

Primary buyers - large or micro roasters & coffee shops



### Who are they:

Secondary buyers - traders

### Behaviors

Willing to partner in brand-delivery experiences



STRATEGIC BRAND ANALYSIS

Customer Analysis

**Socio-economic group** - BC  
**Shopping style** - seeks out high value and high quality  
**Lifestyle** - on-the-go lifestyle, likes convenience, works hard loves entertainment

Self Analysis

**Advantage** - Ability to play across 'high-end', high volume markets  
**Sales Strategy** - Medium-high price, high volume (relative to JBM), medium margins  
**Marketing angle** - Play on value  
**Focus** - High value



BRAND IDENTITY SYSTEM

Brand Personality

Fun, high vibes, caring, sharing, Jamaican

BRAND IDENTITY

Brand Image

Fun. Vibrant. Artsy.

Brand Persona

Artsy, caring, sharing



BRAND POSITION

**Premium** - Focus on people who are willing to pay more to get more  
 ... these high-end consumers are drawn to the appeal of quality and are willing to pay a higher sum of money to ensure the quality of the product as promised and worth the higher price point

BRAND PROMISE

We promise to deliver a line of coffee brands & products that are of the highest quality, celebrating the beauty of the Jamaican spirit

CREATIVE TREATMENT

High-end almost 'coded luxury' low-key mode of camouflaging while still asserting their status and wealth in more subtle ways



# BRAND STORY

**Treatment** -The brand celebrates the warmth of the Jamaican people and aligns with art and culture and a commitment to sustainability that runs throughout the entire product lifecycle. This brand can push the technological boundaries to stay ahead of the curve.

**Story Angle** - This artisan speciality coffee born out of the beauty of the spirit of Jamaica, a cultural movement of the highest quality coffee celebrating contribution to art. The brand reflects the constant questioning and resultant combination of what is both art and poetry. The JHM coffee was created with the purpose of challenging the established culture and allowing access to the highest quality that epitomises Jamaica High Mountain® coffee.

Introduced in 1728 and spread through the struggles of a nation of many races, the rise of the Jamaica High Mountain coffee celebrates the pride and passion of the most vibrant and colorful people, while paying homage to our complex nationality. As nations divided, lands laid idle, and quality was not celebrated amongst the average, the Jamaica High Mountain brand amalgamated the wants and needs of the average citizen and created the highest standard for coffee, from the harvesting, through to washing, drying and roasting of the coffee cherries, Jamaica High Mountain coffee ensures the highest quality for those with preferential tastes, seeking the highest value.

Open your mind to possibilities:


A deep, mellow high-end coffee, red fruit aromas, with a floral touch and a hint of vanilla, resulting from the gentle contact with our beautiful wooden barrels. Well-balanced, velvety entrance. A long, rounded pleasant finish.

Jamaica High Mountain coffee represents everything you wanted to discover in a coffee but were not able to put into words.



# VISUAL TREATMENT

The product designs must be simple yet exotic, bearing the warmth of luxury, with colours that allow the products to merchandise well while reinforcing brands that are exotic and of the highest quality. These elements will be the lifeblood of the brands, appealing to customers and setting the brands apart from the competition visually and creatively.

Current version	Proposed solution	JHM - Brand Guideline
<ul style="list-style-type: none"> <li>▪ Low appeal</li> <li>▪ Does not represent that of a premium brand</li> <li>▪ 'Aged' look and feel</li> <li>▪ Unattractive</li> </ul> 	<ul style="list-style-type: none"> <li>▪ Monograms using 2 to 3 letters allow for high brand resonance</li> <li>▪ Logos with line work are elegant, graceful, and take quite a bit of skill to pull off. They are often linked with feelings of affluence and luxury, this design style takes time, consideration and proper market testing amongst potential audience. A line work logo is an excellent choice if targeting high-income earners, selling high-end items</li> <li>▪ It is important that designs be professionally executed and tested within the potential target audiences across age groups within the targeted countries. <i>It should not reside with the simple decision of what the 'brand executers like'.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ The JHM logo must reflect the vibrancy &amp; beauty of the brand</li> <li>▪ The JHM logo - quality, high-end</li> <li>▪ Color palette - vibrance</li> <li>▪ Typeface - must be timeless, uncomplicated - 'stet'</li> <li>▪ Look &amp; feel - Excitement, fun</li> <li>▪ Monograms - Attractive symbol, Monograms allow for strong brand resonance and retention - 2 or 3 letters are recommended - 'stet'</li> </ul> <p><b>General Colour Guidelines</b></p> <ul style="list-style-type: none"> <li>▪ No primary colours must be used</li> <li>▪ JHM colour selection               <ul style="list-style-type: none"> <li>○ Colour selection should represent the warmth of the brand, reflecting vibrancy as dictated by the brand</li> </ul> </li> </ul>





# BRAND MESSAGE

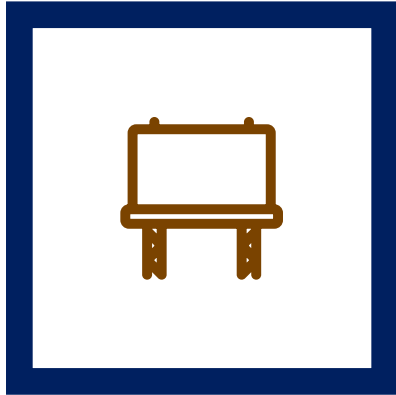
With quality being of paramount importance, strict controls ensures that all Jamaica High Mountain coffee is of the highest quality.

From growing, harvesting, processing and exporting only the highest quality bean is packaged as Jamaica High Mountain Coffee.

Great value for an extra dollar - JHM coffee is the only coffee with this exacting taste to be had at the price.



# JHM DOMESTIC MARKETS



## AIRPORT COFFEE KIOSKS



Innovations such as **voice-activated ordering machines** (with the option to press buttons for ordering), the idea being the 'awe factor' making persons want to try the product.

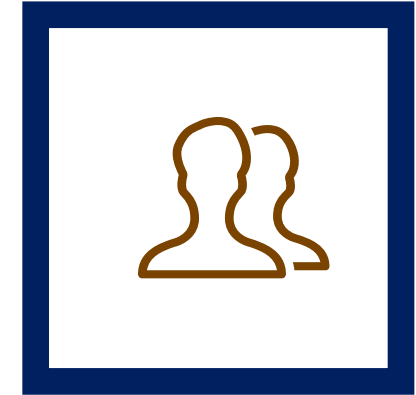
**Coffee kiosks**, (a step-up from vending machines) will allow for a **lowered set up cost**, allowing for easy distribution throughout the airport both for departing and arriving guests.



## IN-ROOM MESSAGING & ADVERTISING



Affordable method of creating brand awareness for JHM with a wide reach across potential audiences.



## UNIVERSITIES



**With a high propensity to spend universities become a key location for product sales.**

This market will cross the targeted age group and begin the **development of brand disciples**.

An on-campus campaign positioning the product as 'cool' and therefore worth the additional spend should be launched simultaneously.

# JHM BRAND ACTIVITIES



## NICHE MARKETS

JHM must take advantage of additional niche markets & include these in the designed marketing messages inclusive of **'small business', black-owned businesses and Fair Trade**



Instagram



Instagram



Instagram

## 'INSTAGRAMABLE' SPOTS

As the brand establishes the newly designed logo the creation of 'instagrammable spots' can be an affordable way of creating wide brand recognition. With the use of some classy lighting, a few well-designed signs can create the look with ease.



## STUDENT NETWORKS

Student networks create an excellent base.

Making personal connections goes a long way which is not difficult with social media.

Using student networks can create a strong brand following.

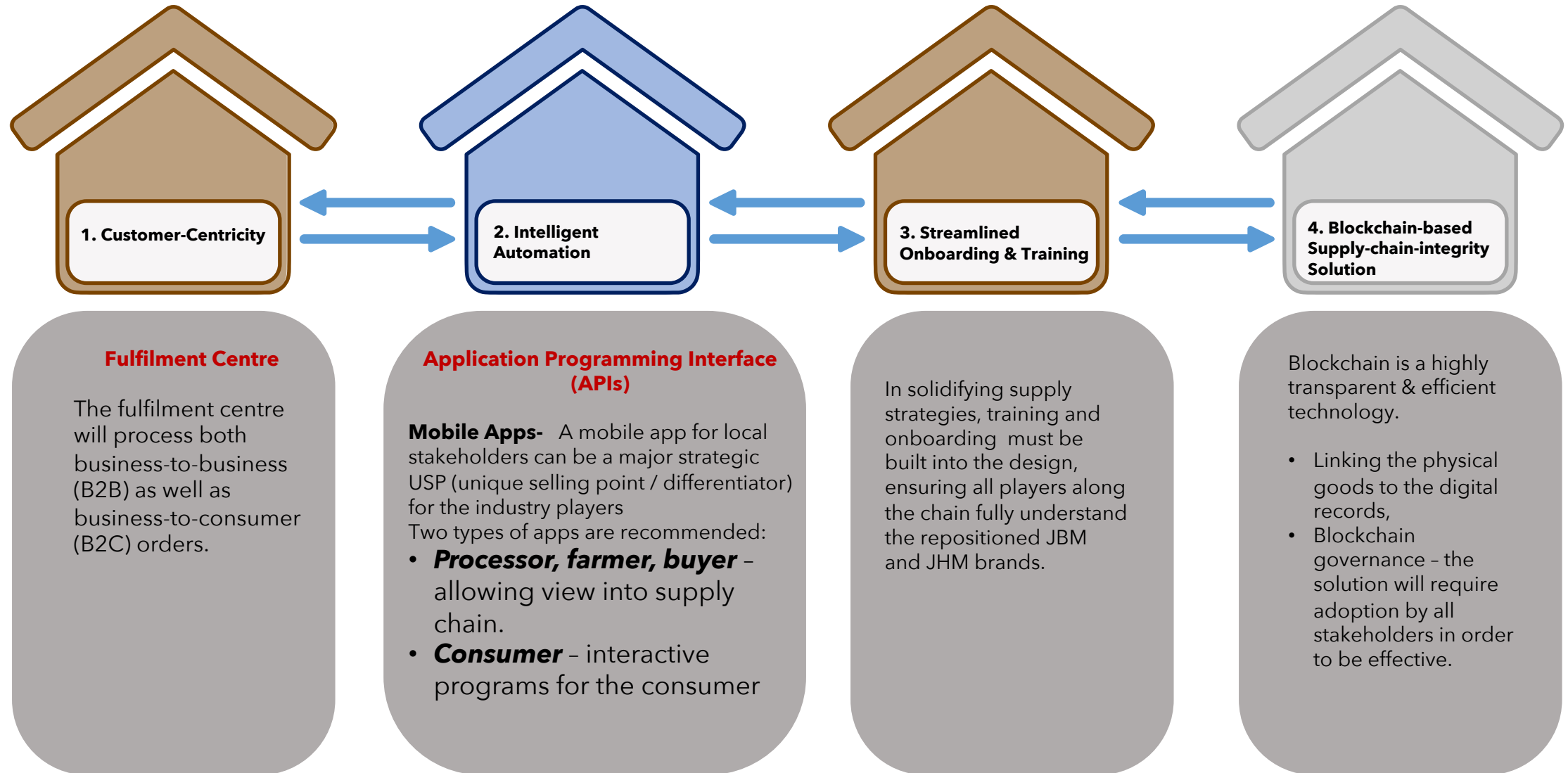




# DEMAND & SUPPLY STRATEGIES



# SUPPLY STRATEGY





# DEMAND STRATEGY

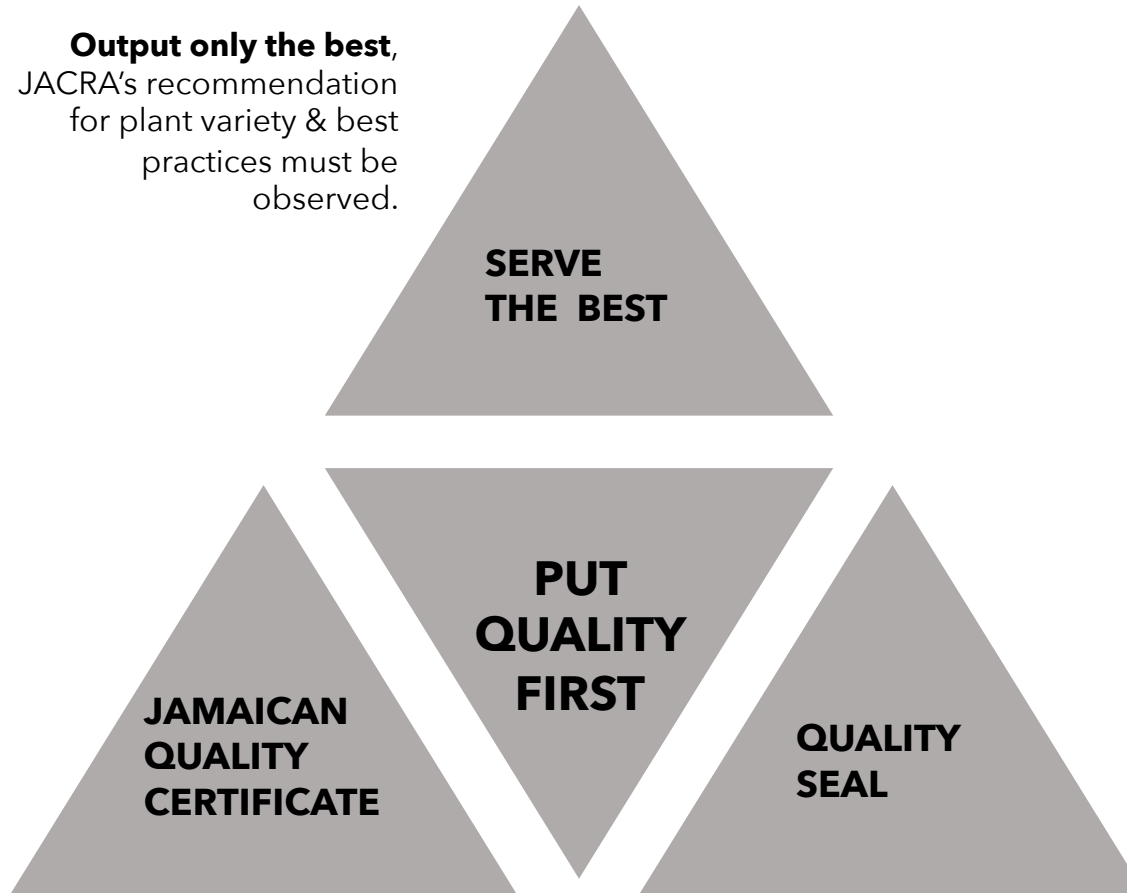


**Taking advantage of the upward trend in the value-driven market is a necessity:**

- **Consumers are becoming more skilled and more demanding in discerning coffee quality.**  
With better knowledge on coffee and more disposable income, the quality of coffee consumed must also improve.
- **Create spending opportunities:** The growth in the economies and increase in disposable income in targeted countries means an increase in spending opportunities. As such JBM / JHM must create spending opportunities both online and offline



# PUT QUALITY FIRST



## Quality Drive

Partner with an international certification body in getting the local coffee standard recognised.

boast that  
Jamaican quality standard was  
the first ever of a speciality  
coffee,  
before speciality was ever defined as it is  
now.

## Quality Seal

Used for:

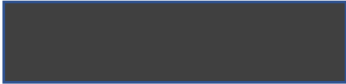
- quality assurance
- also for both publicity & marketing

**tool to add authenticity to JBM and JHM** brands.

- driving interest & demand
- positioning the products which bear the seal as products
- **authenticated to be real** JBM and JHM products & to be of the highest standards.



# JBM / JHM COFFEE SHOPS



## A New Branding Strategy to Control all Consumer Touchpoints (through to consumption)

- Positioning only high-end locales executed in the same manner as outlined under the diversification strategy

## Concept Design

- Adopting a part of the Juan Valdez model in which a line of coffee shops developed some 60 years ago to create a stronger position to negotiate pricing with coffee roasters and, in turn, retailers

## Direct Investment in Farmers

The Jamaican coffee shop model should feature:

- Coffee Marks Ltd (assigned GOJ agency) will identify and develop its own reliable supply chain drawn from the best of Jamaican farmers prioritising micro farmers (20%)
- Beans would be purchased directly from micro farmers
- Roasting of coffee would be subcontracted to a licensed processor

## Business Model

- With the iconic and legendary brand the coffee shops must embrace the brands core values and the JBM coffee reputation.

<p><b>Value Proposition</b></p>	<p><b>Key Partners</b></p>	<p><b>Key Activities</b></p>	<p><b>Customer Segments</b></p>
<ul style="list-style-type: none"> <li>100% JBM / JHM coffee</li> <li>Excellent quality</li> <li>Relaxing atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>Jamaican farmers</li> <li>Jamaican artists</li> <li>Farmer groups</li> <li>Ice cream supplier</li> <li>Payment processor</li> <li>Joint venture / franchise / licensed outlets</li> <li>Baker</li> </ul>	<ul style="list-style-type: none"> <li>Team training for customer interaction</li> <li>Only top ingredients used</li> <li>Relevant messaging</li> <li>Maintaining brand story</li> <li>Maintain Store</li> </ul>	<ul style="list-style-type: none"> <li>Regular 'morning coffee drinkers'</li> <li>Travelers</li> <li>Shoppers</li> <li>Daily brunch &amp; lyme</li> <li>Walk-ins</li> </ul>
<p><b>Cost Structure</b></p>			
<ul style="list-style-type: none"> <li>Advertising</li> <li>Legal fees</li> <li>Operational Costs</li> </ul>			
<p><b>Revenue Streams</b></p>	<p><b>Key Resources</b></p>	<p><b>Customer Relations</b></p>	<p><b>Channels</b></p>
<ul style="list-style-type: none"> <li>Franchise / Licensing fee</li> <li>Direct sales</li> <li>Ecommerce sales - Jamaican exporter brands (only)</li> <li>Option to buy a selection of Jamaican beans</li> </ul>	<ul style="list-style-type: none"> <li>Jamaican luxury character</li> <li>Intellectual property</li> <li>Intangibles - specially designed patterns in Latte's et al(see <i>patterns</i>)</li> <li>Quality ingredient</li> <li>Employees represent the 'the beauty of the spirit of Jamaica'</li> <li>Store locations</li> </ul>	<ul style="list-style-type: none"> <li>Coffee House</li> <li>Encourage repeats &amp; recognise them</li> <li>Awareness of special needs &amp; food requirements</li> <li>Music</li> </ul>	<ul style="list-style-type: none"> <li>Strong social media</li> <li>Online</li> <li>Strong visibility from highways</li> <li>Targeted 'brown nose events'</li> <li>Retail coffee, pastry, coffee and Jamaican paraphernalia</li> <li>Retail Beverage</li> </ul>



# NEW PRODUCT INTRODUCTION

Three new products are being recommended

1. JBM Limited Edition Coffee
2. JHM Organic Coffee
3. Green bean retail coffee

## LIMITED EDITION COFFEE

The idea is for the *creation of a 'JBM Limited Edition' coffee*, for the global market, created from the best of the best. Only one farm will be selected for this honour. The selected coffee must be grown at the highest elevation, with all best practices consistently observed, handpicked at the perfect time, processed under the right conditions and roasted to perfection. An international panel inclusive of Q-graders, celebrities, buyers and influencers will be invited for this limited edition tasting. This limited edition will be marketed consistently across the globe for a least a year, driving excitement and demand.





## ORGANIC COFFEE

It is recommended that JBM create a supply chain comprised solely of women and youth. This supply chain would cultivate a unique, elite brand of JBM organic coffee. The lot by nature will be limited adding to its very high appeal.

## RETAIL GREEN BEAN COFFEE

### *Home Roasting Market – Bespoke Coffee*

There is a new emerging market for ‘home roasted beans’ for the deliberate connoisseur who wants more control. **This market offers new opportunities for the JBM and JHM market players without significant additional expenditure.** For those who prefer buy green coffee beans, seeking to be rewarded with the ultimate taste and flavour experience, taking flavour to the next level, retailed packaged green beans now offers a new opportunity.



### Exclusive Shopping Club

Here persons can become members by purchasing a predetermined amount of authentic JHM coffee.

Membership in the club will ensure the automatic shipping of monthly orders.

Membership benefits could include, discounts at Starbucks, Pete's

Promotions here must include:

- Countdown to luxury offers - online
- ad campaigns to be created in this regard for club members only
- Shop - a permanent offer where consumers can find all best sellers
- Subscriptions - a tasty surprise box sent every month to customers doorstep

### Jamaican Coffee Club

JBM will seek to create the largest coffee club in the world. Understanding the taste and complexities of the brand's offerings. This offers a wonderful opportunity for gathering and sharing. Deepening of the stories and understanding, and enjoying the stories from farm to cup with picks being from:

- Organic Coffee
- Family-owned businesses
- Black owned

Clubs can include:

- Personalised pours
- Natural coffee fans & people following paleo or keto diets;
- Monthly selections must meet stringent requirements that read like a buzzword checklist: organic, biodynamic, handcrafted, eco-conscious, sustainable, and friendly ... to those who follow paleo, keto, or low-carb diets.

# LOYALTY & REWARD PROGRAM

Studies have found that repeat customers spend 67% more on purchases than first-time customers.

Regardless of how it is sliced, the Jamaica coffee brands **can only stand to benefit by offering customer loyalty incentives.**

“People don’t buy what you do, they buy why you do it”

Simon Sinek

....and a social status



# SOCIAL MEDIA STRATEGY

*Engaging on social and digital media will give Jamaican coffee brands the opportunity to build trust with current customers, potential customers and stakeholders.*

The strategy is therefore to use the personalised brand insights as shared herein, coupled with thoughtful yet rapid response times continuously incorporating two-way communication across a seamless multi-channel journey.

The social challenges must remain top-of-mind and effectively addressed in the execution:

1. Short window to capture attention
2. Pressure to stay fresh and creative
3. Noisy landscape for brands to break through





# SOCIAL MEDIA PLATFORMS

Each social platform offers wildly different experiences for the consumers, yet all serve important roles & purposes for reaching audiences.

The following social platforms are combined for story sharing, brand awareness and reinforcement:

- **Facebook** - primarily as a source of information and news. This is also a very powerful platform for advertising (though it has a limited organic reach)
- **LinkedIn** - targeted business owners and targeted groupings inclusive of Baristas and coffee connoisseurs. A high level of organic reach can be achieved with a strong follower base (influencer marketing).
- **Pinterest** - provide inspiration through visuals and words. This platform is positioned to aid in building brand awareness and new leads while converting browsers into buyers
- **Instagram** - a powerful tool for targeting millennials, and Z audiences. A high level of organic reach and strong follower base (influencer marketing) is possible here
- **You Tube** - this platform offers the opportunity of combining strong visuals, words, sounds and emotions effectively



# DIGITAL PLATFORM



## Jamaica Coffee Blog

A coffee blog should be a part of the official website, though marketed by as a stand-alone channel /'

## Online Portal (Global Disciples)

Online training portal and platform be developed. Here buyers, baristas and sellers alike should be trained in the 'Jamaica Blue Mountain® experience' and the 'Art of Jamaica High Mountain'

## Coffee & Me Podcast

The podcast will create an avenue for connecting with the core markets and as such can move across locations as it gains momentum.

# DIGITAL MARKETING STRATEGY

**Search Engine Optimisation (SEO)** - the website content must be organised to improve the likelihood of appearing in search results. This is done in order to maximize the opportunity to gain organic traffic from search engines.

**Google My Business** - to ensure that both brands are properly listed in search engine registration results here, is a baseline recommendation.

**Ecommerce** - currently carried out by some extended brands should be supported with the online strategy allowing for links to the Master brands website. A properly executed ecommerce landing page must be designed to aid in driving traffic to stakeholder sites. In addition, **Amazon Lives** should be executed on a quarterly basis

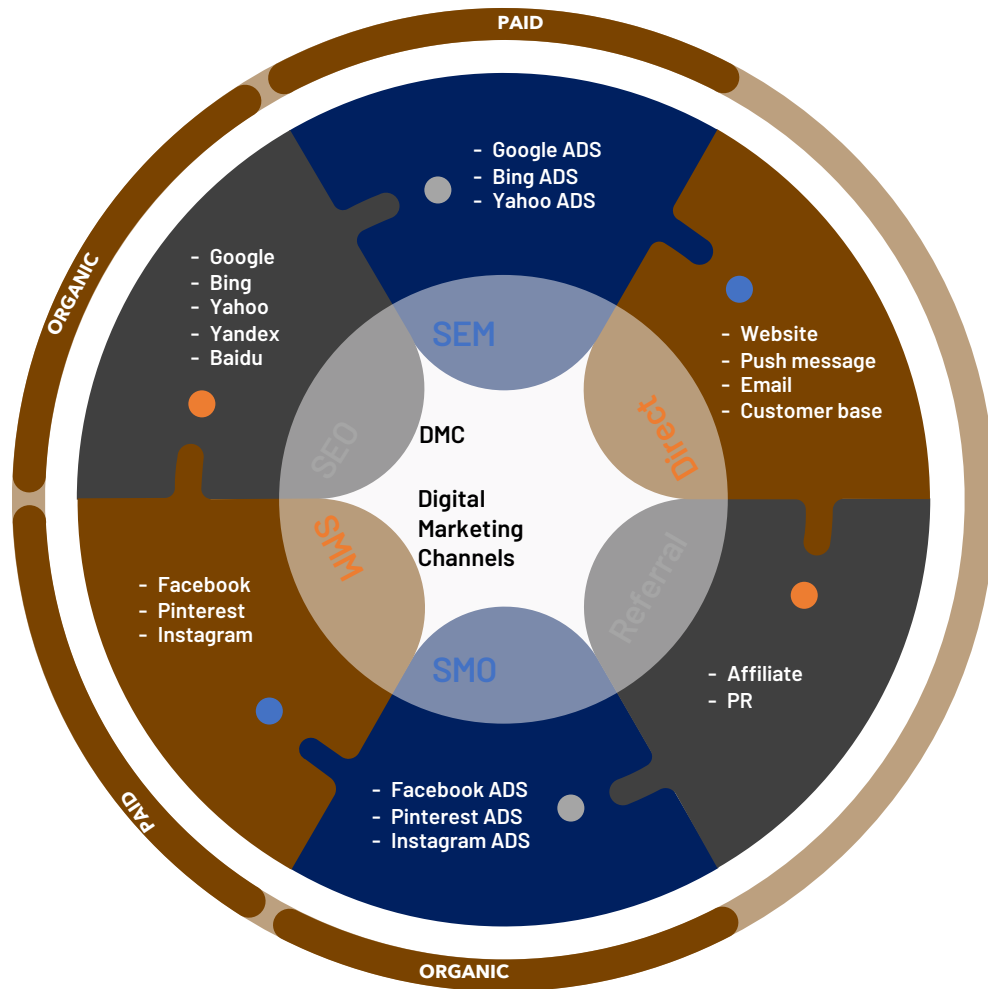
## Websites & URLS

In today's internet age, a brand's domain name may be its most valuable asset. The value of communicating across numerous media channels is of critical importance to the success of both coffee brands. The JBM and JHM brands currently have very weak online presence. A quick online search of the JBM and JHM brands show:

- No official Jamaica Blue Mountain Coffee® website
- No official Jamaica High Mountain Coffee® website
- Minimal online information about Jamaica High Mountain® coffee
- Global domains not protected
- Social media handles 'apparently' not 'Jamaican owned' or protected
- Domains - a number of key domain names which include the Jamaica Blue Mountain® name are apparently not domiciled in Jamaican ownership

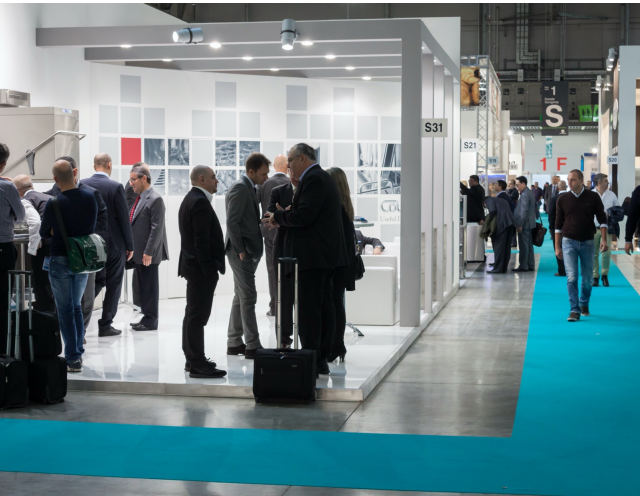
An important part of the strategy must see a concerted effort to improve online presence. As such the following is recommended:

- An **official Jamaican Coffee(s) website must be designed and launched** to create awareness, give information, turn visitors into prospects and create evangelists
- **Create sub-domains** - The website should further have **subdomains for Jamaica Blue Mountain® and Jamaica High Mountain® coffee** which must be separately marketed
- It is recommended that the brands' subdomains include 'brand story-telling' covering the range of specialty coffee issues which one can expect. This must include farm to cup, community, and social impact.
- These must be told in the brand's friendly voice.





# EVENTS



## TRADE VISIT

Trade visits to Tier I and Tier II cities to meet with roasters and coffee shops central to the strategy of migrating up the value chain.



## JACRA ANNUAL COMPETITION & AUCTION

Strong publicity around this event both in the domestic and international markets.

Live streaming of the event

Direct invitations not only to current but more importantly to potential buyers may be of major impact

## JBM COFFEE DAY

Great occasion to have JBM coffee promoted across the globe

In line with the market diversification strategy, market visits into the identified Tier I and II cities coincide with activities.

The Coffee and Me Podcast - move from city to city gaining momentum over the weeks leading into the creation of a pinnacle of excitement, culminating in the final week of January when the actual day is celebrated.



## INDUSTRY CONFERENCE

Stakeholders coming together to garner wide buy-in & initiate the processes as recommended.

This should take place as early as January 2023







**JACRA FEES**



# THE COFFEE ECOSYSTEM

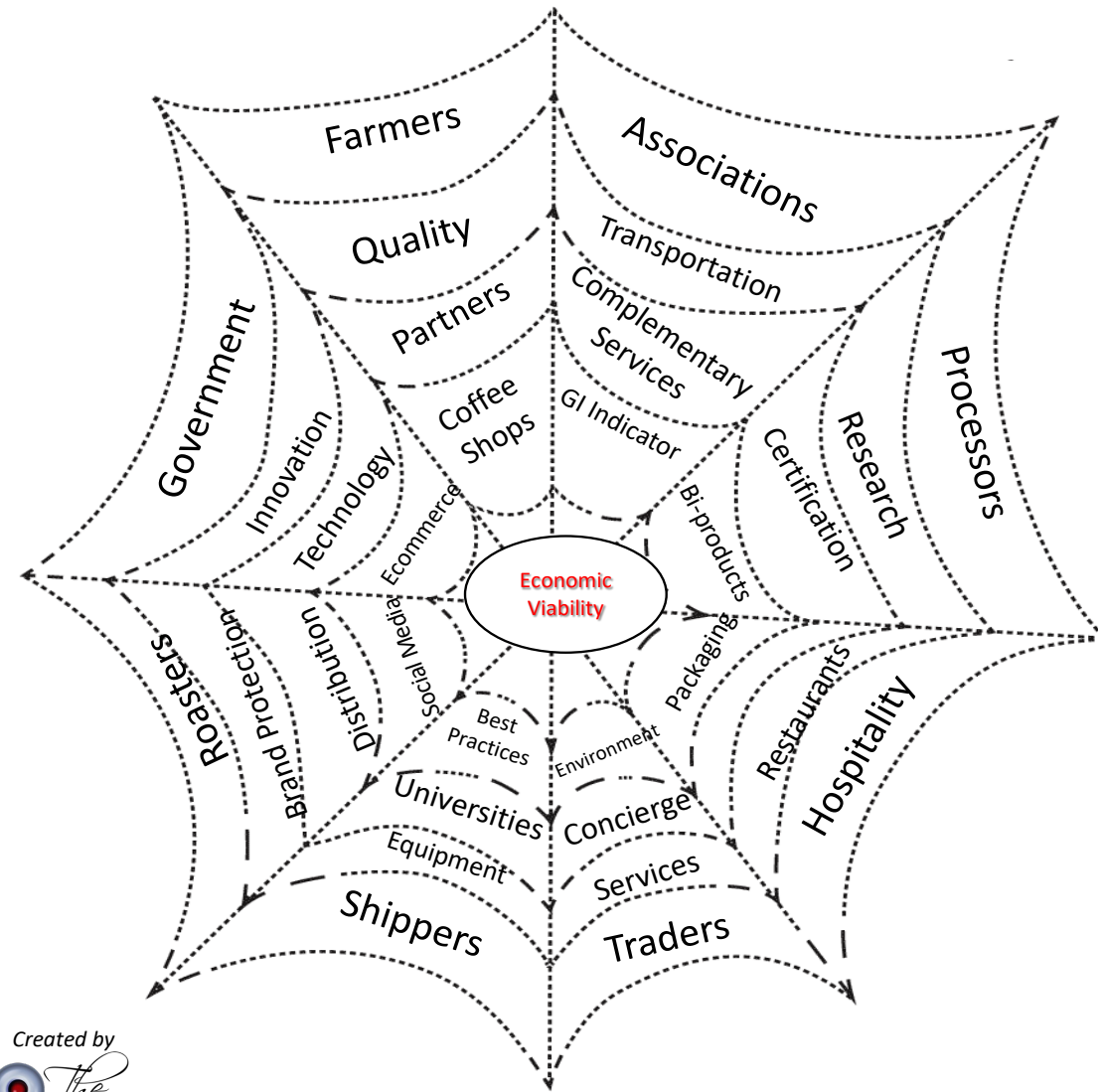


PULLING IT ALL TOGETHER



# COFFEE ECOSYSTEM

The coffee business ecosystem describes the creation of a web of relationships via a set of entities, bodies, externalities and environments with complementary & synergistic relationships that build strategic partnerships to deliver value for Jamaica blue Mountain® (JBM) and Jamaica High Mountain® (JHM) stakeholders, end-users & customers



# MULTI-TIERED APPROACH

The multi-tiered approaches recommended may appear to be complex. The magic, however, lies in their combination.



## 1. RECONFIGURE THE VALUE CHAIN

This will allow players to perform activities in ways that were not previously possible, modularizing the existing value chain by combining steps & migrating players up the value chain bringing multilevel returns to farmers & processors alike.



## 2. LEVERAGE EXISTING ASSETS



## 3. DIVERSIFY MARKETS



## 4. INVEST IN THE BRANDS



# FOUNDATION OF THE ECOSYSTEM



## THE WHO

### *Scaling Effective Partnerships*

- **Governmental Inter-agency Partnerships, Educational Institution Partnerships** –
- **Global luxury brand Partnerships** - brands with similar or 'larger standing' with globally respected brands
- **Support Services** - brands with a solid track record in delivering 'stellar luxury services'



## THE HOW

### *Adjusting the Ecosystem*

The creation of the cross-functional management board to ensure the balance of all activities, from plant propagation through to product delivery, ensuring requisite production and productivity levels and global brand investment.

### *Ensuring Collaboration*



## THE GROWTH

### *Igniting Growth*

- Migration up value chain
- Repackaging and repositioning
- Stakeholder investment

### *Government Support*

- The provision or facilitation of loans and grants to the industry
- Tax breaks and utility support against determined performance matrices
- Re-acquiring of non-performing coffee assets for re-deployment in the coffee industry

### *Growth of Current Players & Closing Gaps*

- Deliberate focus on local hospitality industry
- Entry into cruise industry
- Opportunity to invest and build out a global coffee shop chain
- Attracting the Right Partners



## THE EQUITY SPLIT

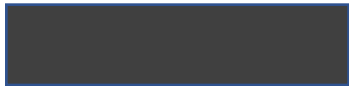
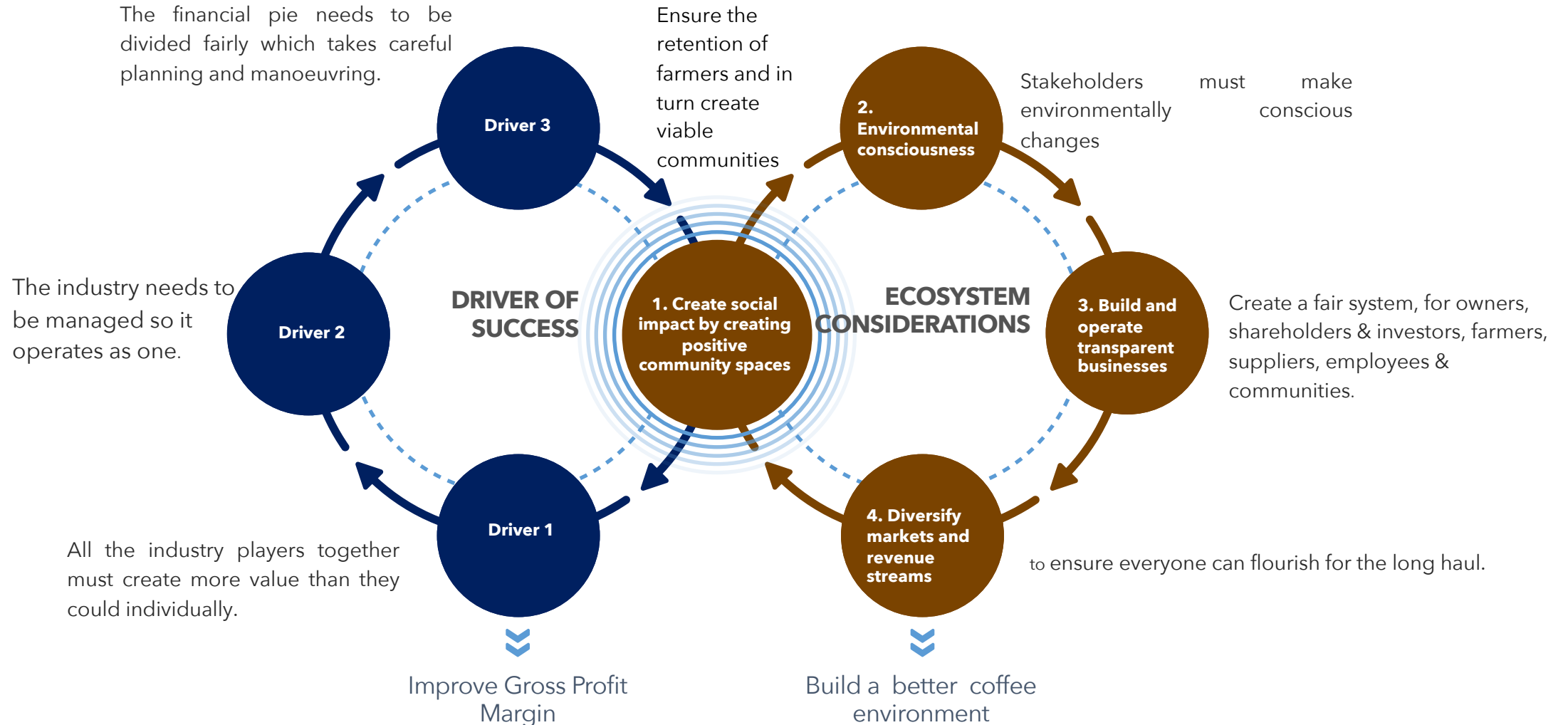
### *Who Gets Paid What*

All levels of the value chain must be amply rewarded for efforts

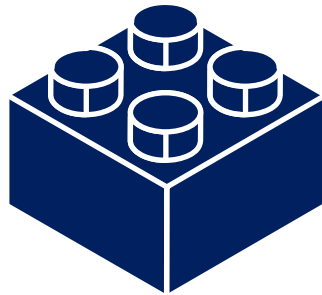
### *Realising & Exchanging Value*

A 'value exchange' between consumers and the Jamaican coffee brands is one of the fundamentals of the marketing strategy.

# DRIVERS OF SUCCESS



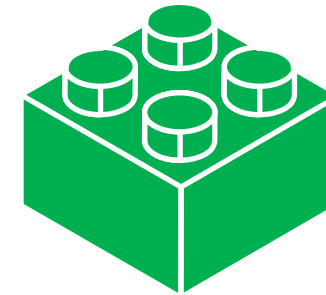
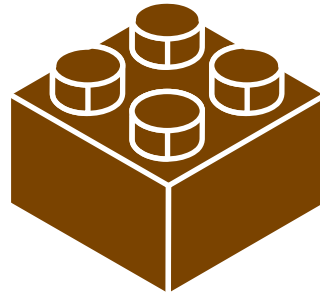
# BUILDING BLOCKS



**Value-creating Operational Model:** As the government entities provide critical industry support & services, players migrate up the chain, margins increase & markets are diversified.

This should allow for stronger and better efficiencies and competition, creating more value for active members

**The Communication & Collaboration:** it is critical that efficient and transparent communication systems be developed, honed and executed. The cascading of objectives and propagation of goals and objective upwards is a lynch-pin in the design of the ecosystem.



**Division of Equities:** The equity split within the market is a significant source of contention in the coffee industry.

Currently the industry design accommodates the realising of the lion's share of margins/profits from Jamaican coffee offshore.

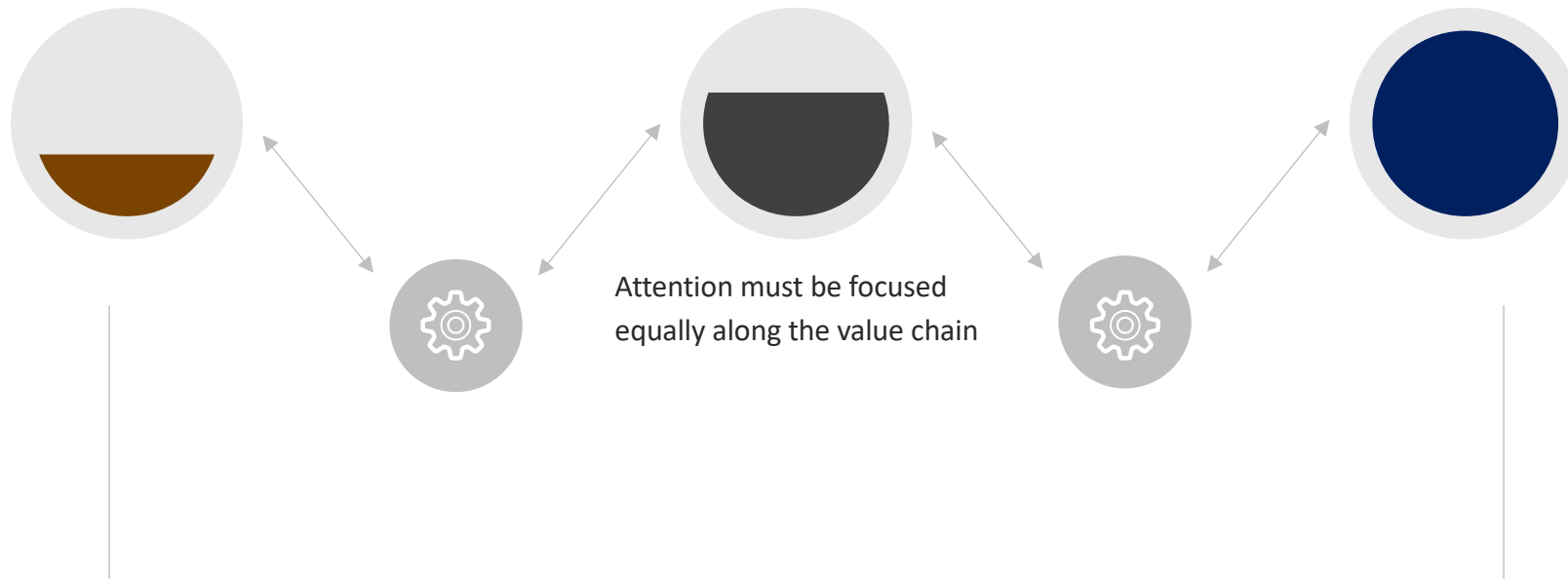
This is tantamount to a flow of revenues out of the island. **The direction of flow must change, ensuring higher margins and profitability to local actors.**



# ECOSYSTEM STRUCTURE & ORGANIZATION

To strengthen and develop the JBM and JHM brands the coffee ecosystem design must be deliberate, with clear relations and inter-relations. For the Jamaican ecosystem the Consultants recommend that the design be around **a common cause / platform, being economic viability for all.**

**Guidelines** regarding who does what, and who gets paid what, ensuring fairness, and balance along the entire chain must be crafted through collaboration, ensuring that all actors are amply compensated for their efforts.



The ecosystem must formalise relationships & agreements.

The role of the agencies, associations & entities to orchestrate these relationships, lobby, & help players co-exist

# WHAT GETS MEASURE GETS DONE

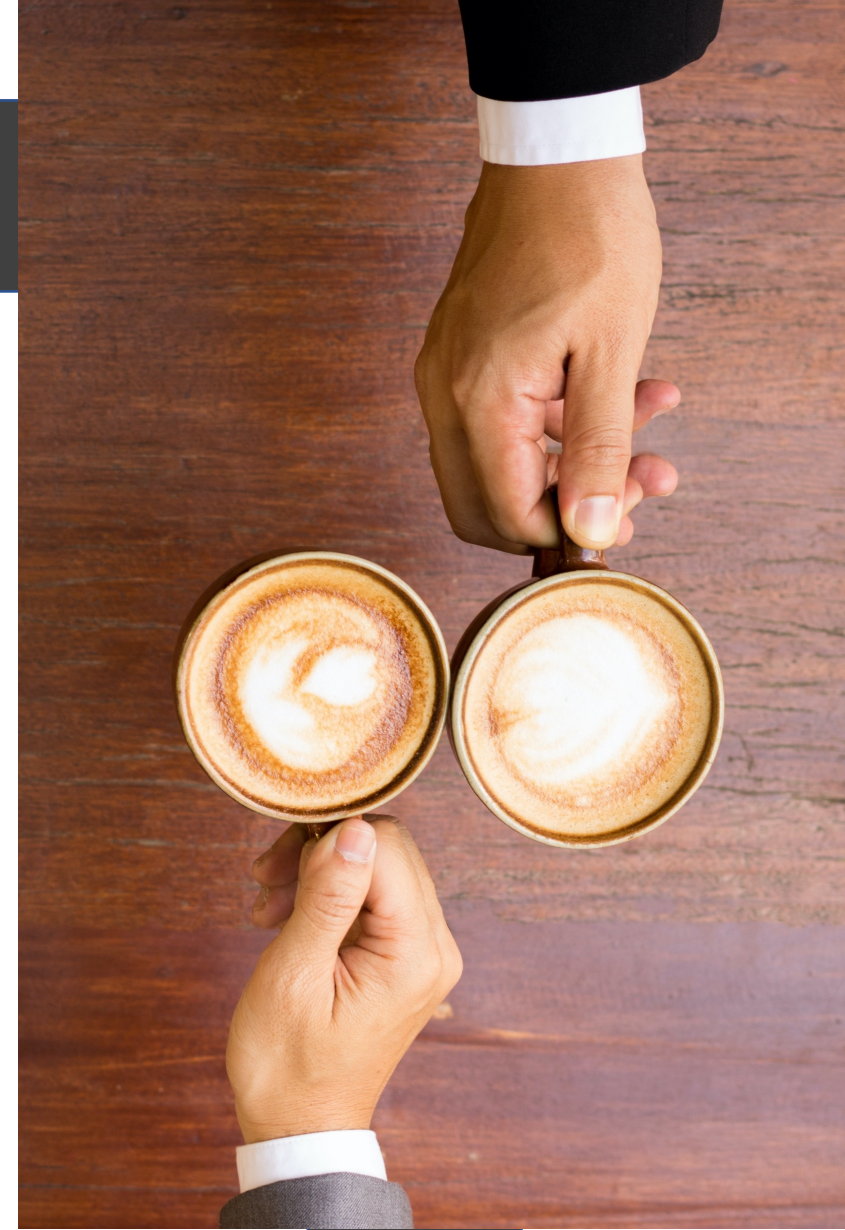
## ***Meaningful Collaboration & Communication***

Industry stakeholders including farmers and processors must take the time to work through goals and objectives, ensuring regular measurement and reporting

The agreed measurements (KPI's) should reflect the coffee industry's goals for success and must be achievable, actionable, measurable and objective.

*"Everything that can be counted does not necessarily count;  
everything that counts cannot necessarily be counted."*

**Albert Einstein**



# IMPLEMENTATION TIMELINE



Stage 1- Prepare Maintain, Grow, Prepare

Stage 2 – Invest & Grow

Stage 3 – Capitalise & Partner







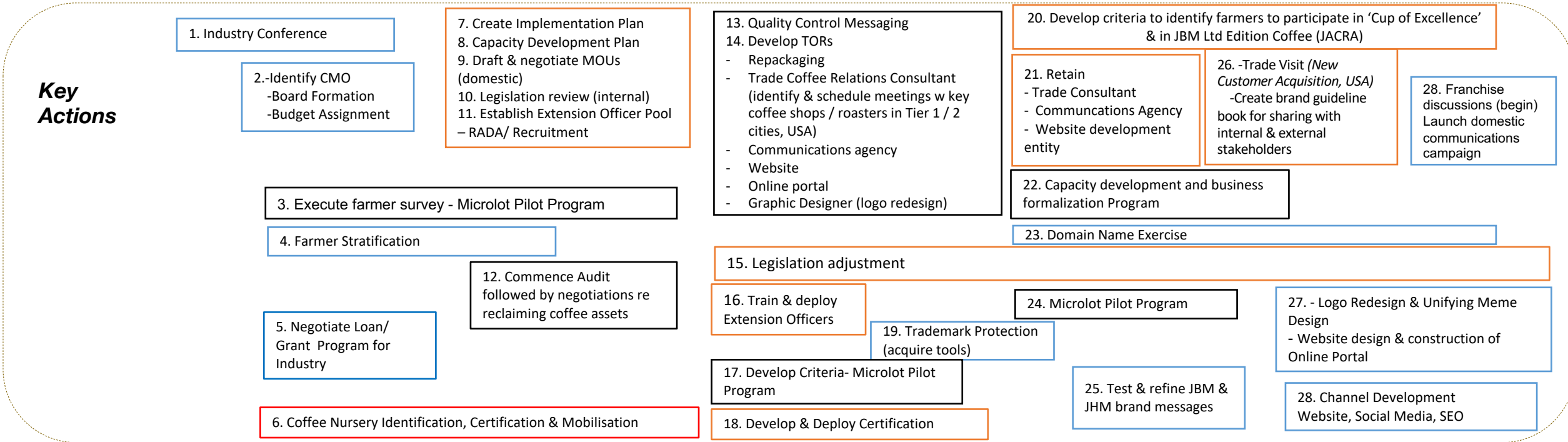
# EXECUTION TIMELINE – Year 1



## The Best of Jamaica Packaged in 2 Cups

JAN/FEB	MAR/APR	MAY	JUN	JULY	AUG/SEPT	OCT	NOV	DEC
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### Phase PREPARE



**Lead Role**

1. JAMPRO / JACRA	5. JAMPRO / JACRA /GOJ	10. JACRA	15. JACRA / GOJ	20. JACRA	25. Coffee Marks
2. JAMPRO / JACRA	6. JACRA	11. JACRA	16. JACRA	21. Coffee Marks	26. Coffee Marks / JAMPRO
3. JACRA	7. JAMPRO / JACRA	12. JACRA / JAMPRO/ GOJ	17. JACRA	22. JACRA	27. Coffee Marks
4. JACRA	8. JACRA	13. JACRA/ Coffee Marks	18. JACRA	23. JACRA	28. Coffee Marks
	9. JACRA/ GOJ	14. Coffee Marks	19. Coffee Marks	24. JACRA	29. Coffee Marks

**Supporting Role**



# EXECUTION TIMELINE – Year 2



## The Best of Jamaica Packaged in 2 Cups

GROW ... MAINTAIN ...

PREPARE

DEVELOP

INVEST

Phase

JAN/FEB

MAR/APR

MAY

JUN

JULY

AUG/SEPT

OCT

NOV

DEC

Key Actions

1. Domestic In-country Communication: Participation in competition, cupping, auction, JACRA coffee awards ...

3. Domain Name \*(buy back domain names)

4. New Product Introduction  
-Green Coffee Retail  
-Organic Coffee

2. Online Clean Up

5. Direct Communication – online portal (buyers, sellers, farmers, exporters)

6. Irrigation Infrastructure Implementation

7. Trademark Protection

8. Coffee Shop concept finalised

10. Develop TOR for barista / coffee artist for trademark latte pattern

11. Extend On Trade and Off Trade Channel Activities

12. Identify farmers to participate in Cup of Excellence & in Ltd Edition Coffee

13. Cruise, Duty Free, Airport, Restaurant, Golf course penetration

14. Launch online portal

9. Create Investment Packages with Reclaimed Coffee Assets

15. Streamlined Onboarding

16. Block Chain Build-out begins

17. Develop Trademark latte pattern

18. Seedling Distribution

19. Develop Certificate & Quality Seal

20. Preparation: Participation in competition, cupping, auction, JACRA awards, Special Coffee tastings

21. - Shopping Club/Loyalty program  
-Student Networks  
-Partnerships/co-branding

22. Advertising

23. App development & launch

Lead Role

1. Coffee Marks  
2. Coffee Marks  
3. Coffee Marks  
4. Coffee Marks / JACRA  
5.. Coffee Marks

6. JACRA /GOJ  
7. Coffee Marks  
8. Coffee Marks  
9. JAMPRO  
10. Coffee Marks

11. Coffee Marks  
12. JACRA  
13. Coffee Marks  
14. Coffee Marks  
15. Coffee Marks

16. JACRA  
17. Coffee Marks  
18. JACRA  
19. Coffee Marks  
20. Coffee Marks / JACRA

21. Coffee Marks  
22. Coffee Marks  
23. JACRA

Supporting Role

Exporters / Farmers / JTB / SDC / COJ / HEART NTA / RADA / JIPO / JBS

# EXECUTION TIMELINE – Year 3



## The Best of Jamaica Packaged in 2 Cups

JAN/FEB	MAR/APR	MAY	JUN	JULY	AUG/SEPT	OCT	NOV	DEC
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<b>Phase</b>	INVEST ... CAPITALISE				PARTNER			
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**Key Actions**

- Block Chain buildout continues
- 3. New Product Introduction -Ltd Edition Coffee
- 5. Participation in auction, cupping, JACRA Competition, special coffee tasting for JBM
- 1. Enlist Investments by Private Investors in JHM Coffee
- 2. Increase shelf off take rate, share of pocket, share of throat across all targeted markets
- 4. New Product Launch – JBM limited edition, drip coffee, capsule; JHM ready to drink, drip coffee
- 6. JBM Coffee Shop test JHM Franchise
- 7. JHM promotion Instagrammable Spots, student networks
- 8. JBM Co-brand initiatives – LVMH/Hermes/Darmac Properties, Andy Cohen
- Seedling Distribution continues

**Lead Role**

- 1. JAMPRO
- 2. Coffee Marks
- 3. JACRA/ Coffee Marks
- 4. JACRA / Coffee Marks

- 5. JACRA/ Coffee Marks
- 6. Coffee Marks
- 7. Coffee Marks
- 8. Coffee Marks

**Supporting Role**

Exporters / Farmers / JTB / SDC / COJ / HEART NTA / RADA / JIPO

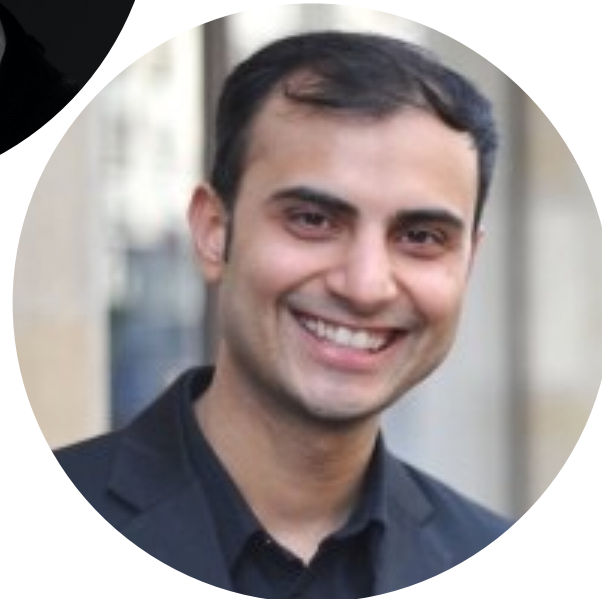


A top-down photograph of a wooden spoon overflowing with dark brown coffee beans. The spoon is positioned in the upper right quadrant. The beans are scattered around the spoon, covering most of the frame. The background consists of a light-colored wooden surface. The text "THANK YOU" is overlaid in white, bold, sans-serif capital letters across the center of the image.

THANK YOU



# TEAM CONTACTS



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**Harness the Power of Our Global Reach**

**GLOBAL REACH | LOCAL CONTEXT**