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MBA Programme

“Transforming Zorbas' Coffee Shops into an All-Day Experience”

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ABSTRACT

“Transforming Zorbas' Coffee Shops into an All-Day Experience”

(Under the academic advice of Dr. Marios Katsiolouides)

Zorbas, a rapidly expanding bakery-focused enterprise in Cyprus over the past few decades, has diversified its offerings to include sweets, coffee, and food. More specifically regarding the coffee offering, the acquisition of the Coffee Berry brand has led to the integration of small Coffee shops into most of Zorbas' bakeries. Apart from that Zorbas has also opened 5 standalone Coffee Berry stores that serve coffee and some of its bakery products. However, their variety of products, as well as their working hours, is limited, thus in this project we examine the possibility of turning these coffee shops into an all-day experience by introducing brunch and/or alcohol drinks at night, accompanied by corresponding adjustments to their operating hours. To do this, we conducted a thorough analysis of comparable businesses in Cyprus and beyond, using knowledge from online evaluations and real-world experiences as well as the existing literature. Furthermore, we sought public opinions through a survey and gathered perspectives from managerial members of Zorbas' company through in-depth interviews. The research indicates that incorporating a brunch offering aligns well with the concept of a simple, self-service store and has the potential to attract a broader number of clients. On the other hand, introducing evening drinks did not prove to be a favorable proposition for various reasons. Keeping in mind these findings and guided by a SWOT and PESTEL analysis of the Coffee Berry stores in this new form, we formed a 3-year implementation plan that the company could follow to make this transformation happen in real life. This plan guarantees a systematic and well-paced approach to this new effort by giving the organization specific deadlines and milestones to help accomplish this transition.

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ABBREVIATIONS

MBA Master in Business Administration

UCY University of Cyprus

Chatzivasili – Zorba –
Kasinopoulos – Constantinou

INTRODUCTION

This Applied Business project aims to explore the potential of Zorbas' coffee shops (Coffee Berries) to expand their offerings beyond traditional coffee and bakery products. The strategic plan initiative of this project involves the introduction of a multifaceted experience, encompassing brunch during midday and alcoholic beverages during the evening, to cultivate a distinctive, all-day engagement for customers. More specifically, the main objectives of this project are the following:

- Assess and analyze the customer preferences and experiences of the existing Coffee Berry's offerings and also the demand for a potential all-day experience including brunch during midday and alcoholic beverages during night.
- Examine the strengths and weaknesses of Zorbas' coffee shops, identifying the opportunities and threats (SWOT analysis), while also researching the external environment (PESTEL) as a consideration before implementing the new transformation.
- Investigate strategies and methodologies employed by comparable coffee shops and bruncheries both in Cyprus and abroad as well, identifying elements to emulate and obstacles to avoid from both local and global markets.
- Summarize findings derived from primary sources, such as questionnaires and interviews, and secondary sources, including literature reviews. Draw meaningful conclusions to guide the successful implementation of the new concept and achieve profitability aligned with the company's strategic objectives.
- Develop a 3-year implementation plan,, including key milestones, tailored for transforming a Coffee Berry's coffee shop, into an all-day experience venue. The plan will consider financial feasibility and assess potential impacts on the coffee shop's revenue.

- Provide final conclusions and recommendations based on the project's findings and the designed implementation plan. Articulate the factors contributing to the plan's potential success or challenges, offering insights into its viability and alignment with strategic goals.

Coffee Berry is a company founded in Greece in 2003. The company's vision is "to become established as the top coffee chain where people can enjoy an upgraded coffee experience in every corner of the world" (Coffee Berry, 2022). Four years following the opening in 2007 the establishment of the coffee processing facilities took place in Athens. In 2016 the opening of the first ever Coffee Berry store at the suburb of Glyfada. During the years that followed the company would accelerate the pace of opening new stores all over Greece with an expansion to Cyprus. In fact, in 2016 the cooperation between Zorbas Group and Coffee Berry was established. Driven by a quest for quality, consistency and continuous growth, the Group identified the need and desire for premium quality coffee made with contemporary brewing methods in the Cyprus market. Utilizing Coffee Berry's experience and know-how, the unique concept was originally introduced within Zorbas bakeries, but soon after, the first stand-alone branches were launched across the island. Zorbas Group owns the rights to use the Coffee Berry commercial brand across Cyprus (Nvardouniotis, 2021). It is interesting to note that Coffee Berry continued its growth with penetration in other international markets with the opening of new coffee stores in Egypt and Saudi Arabia. The company's main activities is the production of coffee, followed by some additions in its offerings which relate to other beverages, tea and snacks. The main coffee blends are: "Premium," "Flavor" and "Decaffeine". Coffee lovers can also enjoy the single origin options which are 100% Arabica and come from all over Latin America.

In Cyprus, Coffee Berry is owned and operated by Zorbas Bakeries and has witnessed remarkable growth in its branded coffee shops over the last decade. The coffee culture has seamlessly integrated into Cypriot social life, prompting the emergence of various international and local coffee chains across the nation. These establishments, including major players like Starbucks, Nero, and Costa Coffee, serve a diverse clientele, ranging from tourists and expatriates to local residents seeking a high-quality coffee experience in trendy and comfortable settings. Alongside these global brands, numerous regional and local coffee chains have surfaced, catering to specific market segments with distinctive coffee blends and personalized services. Notably, Coffee Berry's establishment through Zorbas Bakeries has facilitated a significant market share, potentially establishing

dominance in specific areas. Cypriot consumers have become more discerning in their coffee preferences, demanding high-quality beans, specialty coffee options, and innovative beverages. Alongside the traditional Cypriot coffee, which is served in smaller coffee houses, branded coffee shops have introduced a wide array of espresso-based drinks, iced coffees, and various flavored options to cater to diverse tastes. The competition among branded coffee shops in Cyprus is becoming increasingly intense. International brands have to compete not only with each other but also with local coffee shops that often have a loyal customer base and strong community ties. Price, quality, ambiance, and location play crucial roles in influencing consumer choices. Some challenges faced by branded coffee shops in Cyprus include tourism seasonality and economic changes.

LITERATURE REVIEW

Below we will present our extensive literature review that is divided into 2 parts, the first one is a more academic wise review while the second is based on online Google reviews from customers.

Examples of other similar offering stores:

Examining the operational practices of corporate chains or stores that offer similar products is a vital step in our applied business project. By studying both local and international examples, especially those from different countries, we can gain a deeper understanding of various strategies and approaches that have proven successful in the market. Also, incorporating insights from established corporate chains or stores into our assignment allows us to build a well-informed and robust business plan.

Coffee-Bars

Starting with a local store here in Cyprus, "Kollaborative Coffee Roasters" (Fanti, 2014) is a collaboration between two roasters, A KXOFFEE PROJECT in Nicosia and KROSS COFFEE ROASTERS in Chania. With a vibrant atmosphere, unique environment, pleasing aesthetics, well-roasted coffee, refined cocktails, and welcoming smiles, it welcomed us to discover more about all it has to offer. The coffee selection includes beans from Ethiopia, Colombia, Kenya, Peru, and Brazil, with a dynamic menu that changes regularly to capture seasonal flavours. Apart from coffee the store also serves cocktails from 6pm till midnight on a daily basis, some of which are based on coffee. The cocktail menu takes a premium, distinctive, and sophisticated direction, with each concoction telling its own story. Just like coffee, the

cocktail offerings align with the changing seasons, incorporating seasonally available spices and fruits creatively. “Kollaborative” targets individuals who care about their daily experiences, and the establishment aims to add a beautiful touch to their day. The focus on daily interaction and personalised experiences is coupled with a commitment to aesthetic appeal. Regarding its design, the space was designed in a “clean” rose colour where the eye can rest, with the spotlight always on the presented products. The vision extends to being a model space for employees, encouraging learning and growth through communication, collaboration, and a shared goal of delivering our passion to visitors.

Another Cypriot local coffee chain, owned by C.A. Papaellinas Emporiki Ltd, is “Bean Bar” (BEAN BAR, 2021). With ten stores in operation, including two standalone locations and eight within Alphamega Hypermarkets, Bean Bar offers a fresh coffee experience. They stand out by delivering a new lifestyle defined by originality, energy, and positivity. Their vibrant imagery, aromatic offerings, and unique vibe cater to those who value authentic coffee and distinctive venues. Bean Bar turns coffee-making into an enjoyable and pleasant affair, allowing customers to choose from coffee varieties like Cool, Calm, Wild, or Alive to suit their mood. Beyond coffee, their Nicosia store also provides a range of refreshments, brunch, sandwiches, salads, and main courses, ensuring an enriched customer experience. Moving abroad out of Cyprus, “DIO” cafe bar (Wan, 2022), taken its name from the Greek god of wine Dionysus, offers artisanal coffee during the day and carefully curated wines and cocktails during the evening. Situated at the intersection of Aberdeen Street and Gough Street (Hong Kong), this cosy spot was co-founded by industry experts Nick Tse, a bar manager from Bar Buonasera, and Billy Ha, a former F&B marketing manager at Shangri-La Group. Mornings feature artisan coffee from local roaster Phoenix Coffee Roastery, while evenings are highlighted by the bar's skilled local bartender Bone Cheng, who crafts unique cocktails using traditional Hong Kong culinary elements like dried seaweed, fish, and mushrooms. Noteworthy drinks include the inventive Dashi Dirty Martini, the fragrant Lavender Aviation, and the spicy Sicilian Rosita, a twist on the classic Mezcal Negroni. The venue's concept seamlessly blends daytime coffee culture with nighttime cocktail sophistication.

Moving to non-real examples of coffee-bars, in a thesis titled “ECLIPSE COFFEE BAR BUSINESS PLAN,” Johnston M. the author (Johnston , 2017) introduces the idea of a new coffee bar in Abilene (Texas, USA). Eclipse Coffee Bar aims to meet the rising demand for high-quality coffee by establishing a community-oriented coffee shop in Abilene. Its target audience will be ACU students, neighbouring universities, young professionals, and

families, providing an inviting space to escape daily stress and foster a coffee-loving community. The coffee shop will offer ample room for studying, socialising, and hosting events, including a separate study area and open mic nights. By capitalising on the growing desire for unique and community-oriented coffee experiences, Eclipse Coffee Bar aims to establish a strong presence in the local market and cater to the specific needs and preferences of its target audience. The main competitors are expected to be Starbucks, Mad Coffee, Monks Coffee Shop and Beltway Coffee Co. The project's main expenses encompass space transformation, essential machinery acquisition, and limited menu offerings sourced from local providers. Additionally, seasonal menus will introduce five specialty drinks to cater to changing preferences throughout the year. In greater detail, this thesis provides a comprehensive exploration of the following key components: a comprehensive overview of the company; an in-depth analysis of the range of products and services offered highlighting their unique features and benefits; a meticulously crafted marketing plan that outlines targeted strategies and promotional activities; a comprehensive operational plan detailing the day-to-day functioning of the company; and a robust financial plan, delving into the projected budget, revenue streams, cost analysis, and profit projections for the first 3 years of operation.

Another related thesis titled "Business Plan for Opening a Coffee Shop" (Huynh, 2018) presents a detailed business plan for establishing a themed book coffee shop in Helsinki. The author, a new graduate, explores the process of initiating a start-up company in the food and beverage sector, addressing entrepreneurship challenges in Finland. The theoretical framework covers entrepreneurship concepts, company setup, and documentation. The study's goal is to offer a viable business plan for a Helsinki-based coffee shop, providing a comprehensive procedural guide. Empirical research involves studying Finnish coffee consumption habits to design the coffee shop's menu. Market research and analysis of existing coffee shops in Helsinki aid in developing a comprehensive business plan. Qualitative research methods, including interviews with coffee shop owners and customers, reveal market potential and potential challenges for new graduates entering the coffee shop industry. The thesis enhances understanding of operating a coffee business in Helsinki and presents a step-by-step business plan for startup success. Reflecting on the thesis process, it's important to acknowledge that while no business plan can be flawlessly preconceived, it can certainly be refined and enhanced as the business unfolds. In this light, the success of this business plan lies in its ability to forecast the future and its practical utility in assisting the author prior to the coffee shop's

launch. Moreover, it has served as a motivating force, instilling a positive outlook and empowering the author to take the proactive steps needed for the development of the new coffee house.

Another useful example is the “Business Plan for a Vietnamese Restaurant and Coffee Shop in Helsinki” (Do, 2014) that uses approximately the same structure as the one we are intended to use in our project. This plan aimed to create a practical business plan for establishing a unique Vietnamese Restaurant and Coffee Shop in Helsinki, Finland, specifically within the central Antilla Shopping Mall. It sought to determine the viability of operating a distinct Vietnamese restaurant without blending with other Asian cuisines. The study highlighted opportunities in creating a novel Vietnamese dining and beverage culture, appealing not only to the author but also potential investors interested in Asian heritage. The central goal was to comprehend the process of crafting and achieving a comprehensive business plan, envisaging a new culinary and cultural brand in Europe and potentially expanding to other developed countries. Named "Hidden Charm," the envisioned restaurant and coffee shop aimed to offer a serene retreat and address potential challenges using innovative solutions. The study employed project-based and research methodologies, focusing on a theoretical framework involving business planning, SWOT analysis, Porter’s Five Forces, marketing strategies, and customer relationship management. By drawing inspiration from the strategies outlined in this example, we can gain valuable insights and guidance to craft a robust and effective business plan tailored to our unique project especially since our proposed content structure is almost identical to that of the "Hidden Charm".

To get a deeper understanding of coffee shops’ business strategies, study (Utami & Sudarmaji, 2022) aims to develop Rona Coffee Shops' business strategy using established methods in strategic management. Amidst competitive market conditions, effective evaluation of internal and external factors is crucial. Combining **SWOT analysis**, **Internal Factor Evaluation (IFE)** matrix and **External Factor Evaluation (EFE)** matrix, the study employs interviews and questionnaires to assess Rona Coffee Shops' position. Finally, using the I-E Matrix Corporate Strategy Model the analysis revealed a **Growth strategy**, suggesting the need for hold and maintenance tactics. This integrated model can not only enhance the depth and accuracy of our own project’s analysis but also provide clear, actionable insights for strategy formulation and implementation in the proposed coffee shop of Zorbas company.

Drive-Thru Coffee Shops:

The global coffee industry, including major chains like McDonald's, Starbucks, Tim Hortons, and Peet's, has embraced drive-thru service as a significant component of its operations (Hindle, 2020). This trend has been evolving for decades and has gained momentum due to recent events. The origins, popularity, and potential future of drive-thru coffee are explored through conversations with experts worldwide.

History and Major Players: One of the earliest drive-thru coffee shops was Motor Moka in 1990. Starbucks was initially sceptical of this concept, but now operates over 8,500 US stores, with 58% having drive-thru capabilities. Dunkin' Donuts and McDonald's also boast substantial drive-thru presence, with the latter operating more than 36,000 stores globally. Costa Coffee, now owned by Coca-Cola, has rapidly expanded its drive-thru outlets in response to Covid-19.

Advantages and Experience: Drive-thru coffee shops offer convenience in high-traffic areas where traditional cafés might not thrive. They cater to takeaway customers, focusing on speed and efficiency. However, drive-thru establishments like Dutch Bros. also prioritise exceptional customer service. Experts stress that a drive-thru experience need not compromise quality or engagement.

Quality and Flexibility: Some specialty coffee drinkers associate drive-thru service with speed over quality. However, experts argue that drive-thru establishments can maintain high-quality offerings and customer engagement. This indicates that drive-thru cafés can deliver both convenience and a positive customer experience.

Future Outlook: Industry experts predict continued growth for drive-thru coffee, with a focus on quality and convenience. Major fast food and takeaway corporations are expected to expand their drive-thru presence, and even independent shops are likely to embrace this trend. The drive-thru market appears poised for expansion, with an emphasis on both safety and customer experience.

Bruncheries/Restaurants:

There are a variety of concepts and services available in the restaurant industry, all aimed at the strategic goal of making a business stand out and provide customers with a unique experience.

A dissertation written by R. A. F. Martins (Martins, 2018) examines the brunch experience in the restaurant industry, particularly focusing on different dimensions and drivers of customer satisfaction. Analysing data from multiple brunch restaurants in Lisbon, Portugal, the research employs tools like Wordle and Leximancer to identify key themes in online reviews. The study highlights that the brunch concept has gained global popularity and emphasises the need for distinct experiences and quality service. The research aims to understand customer behaviour, expectations, and post-experience sentiments, addressing questions about dimensions of the experience, specific restaurant variations, gender-related factors, and links between satisfaction and dissatisfaction. The use of online platforms like Zomato¹ offers valuable insights into the quality of service and customer experiences in the post-consumption phase. The analysis identifies 13 themes, revealing differences among the restaurants. Gender-related distinctions arise, with women prioritising experience, space, and food, while men focus on service speed and table availability. Overall, brunch experience dimensions encompass service quality, ambiance, and restaurant concept, with specific emphasis on food quality, space, waiting time, staff, and the restaurant's unique concept. These findings, even though they originate from a different country, could prove highly valuable in shaping the new business plan for Zorbas' Coffee Berries. This is especially relevant for making informed decisions regarding the brunch offerings, including the menu, new employees, operating days and hours etc.

A relevant thesis written by Pilvi Häkämies in 2014 entitled "Creating a Scandinavian brunch for Bistro Café Min Krog" (Häkämies, 2014) can also be a beneficial source of reference for our project. The objective of this thesis was to establish a comprehensive blueprint for designing a Scandinavian brunch menu and brunch product for BistroCafé Min Krog situated in Kirkkonummi, Finland. The thesis is structured into the following segments: 1) New product development, 2) Brunch menu planning, 3) Overview of Scandinavian cuisine, and 4) Market research aiming to analyse competition and supply, illustrated through the use of four distinct brunch offerings in the Helsinki and Kirkkonummi regions. The "New product development" section of the thesis delves into the concept of a product, elucidating its fundamental meaning and significance within the context of the study. This section systematically outlines the step-by-step process of new-product development, offering a comprehensive and structured insight into how initial ideas and concepts evolve into tangible, market-ready products or services that are

¹ <https://www.zomato.com/blog/introducing-the-zomato-platform>

eventually offered to customers. In “Brunch menu planning,” various menu alternatives are introduced and the process of strategizing an effective menu is detailed. Brunch, being a distinct culinary offering, adheres to specific guidelines that guide the formulation of a well-structured brunch menu. Next, within the “Scandinavian cuisine” chapter, the historical evolution of Scandinavian culinary traditions is explored, essential traits are elucidated, and the rationale behind the contemporary relevance of adopting a Scandinavian theme for a brunch menu is discussed. Finally, “Market Research” section examines five distinct brunch-serving establishments in Helsinki and Kirkkonummi, analysing their themes, styles, menus, and pricing to establish a comprehensive comparison, with the last chapter contextualising these findings in relation to Min Krog and identifying its most formidable competitors. After conducting this research, the implementation phase started. This involved crafting a menu rooted in Finnish and Scandinavian culinary highlights such as fresh vegetables, berries, mushrooms, cold fish, game, and Karelian specialties, with Karelian influences from the author's background. Drawing inspiration from these ideas, the menu was rapidly conceptualised and slightly refined. It featured a variety of dishes encompassing vegetables, bread, fish, meat, cheeses, cold cuts, and desserts, adhering to the principle of offering a balanced buffet. Beverages included fruit juices, coffee, tea, and sparkling wine. Preparations for the Sunday brunch commenced on the preceding Thursday, involving ordering ingredients and completing mise en place. Despite lower-than-expected sales due to weather-related customer flow challenges, feedback was positive, praising the Scandinavian theme, Karelian influence, use of fresh ingredients, and personalised baking efforts. Despite encountering numerous obstacles along the way, this project has achieved success, with the brunch continuing to operate at Min Krog every weekend, on both Saturdays and Sundays.

Online Google Reviews for Similar Offering Stores in Cyprus:

In order to enhance our literature review and to better understand the aims, pros, and cons of other similar offering stores (all day experience), in the market of Cyprus, we conducted brief research on online reviews and ratings posted by both local customers and tourists. We examined the following stores: 1) Kollaborative Coffee Roasters (Nicosia), 2) The Boys at Number Five (Nicosia), 3) Edem's Yard (Larnaca), 4) The Melting Pot (Limassol), 5) Zemmer All Day (Paphos). We tried to choose one store from each city that is as close as possible to our own idea of an all-day experience store that (apart from coffee) serves brunch and/or drinks/cocktails.

"Kollaborative Coffee Roasters" Reviews: (Reviews of "Kollaboative Coffee Roasters", 2023)

"A whole vibe! I was wondering where the young Cypriots hang out and I found it. The people were cool, the drinks were well-priced and the staff was awesome. We got free shots on the house as a welcome to Cyprus."

"Avoid every other place near Ledras street, that's for tourists. If you're looking for the creative/stylish crowd, come to this area. There are several cool bars near-by and you can bar hop."

"Have bought coffee from a few roasters until I discovered this place. They have various in-house single estate/origin roasted coffees to try and a very nice blend too. Coffees are very well made and the staff is always friendly. Well worth a visit!"

"Came the week before for cocktails, lovely setting and friendly staff."

"Excellent specialty coffee by the team behind Kxoffee Project, in a bright, minimally-decorated space in the heart of the city's commercial district. At night it turns into a trendy but chilled-out bar space specialising in cocktails made from Cypriot ingredients. Make sure to try the coffee-based ones! Where else can you buy specialty coffee beans up until 1am?"

"One of the best coffees in town. Some delicious and healthy cakes. I really like the vibe of this place."

"Excellent place, with great atmosphere and the working staff there is all great! Perfect for those who want to spend a chilly and relaxing afternoon after work!"

"Great coffee, stylish vibe, and friendly staff. A sister coffee shop to Kxoffee Project that also has a late-night bar open. The drinks are great and unique. 10/10!!"

"Café/Bar w/ vegetarian snacks"

"Go there every time you want a chill with an alternative hue place to hang - the modern deco just adds to this. Top atmosphere at night for drinks! Pro tip if you like ginger beer: get the dark & stormy cocktail."

"Quality coffee and cocktails in a beautifully designed space. The staff is excellent and the prices more than reasonable taking into account the great quality."

"Very lovely atmosphere"

“Great coffee and a cool vibe! “

“One of the best places to be in Nicosia! Excellent coffees, try also the great variety of the cocktails!!”

“Ordered two drinks made of 3 ingredients, waited for 25 minutes *customer service* and just left because it seemed that it was ever coming. Wouldn't recommend it to anyone.”

“Very nice coffee and the employees are very hospitable!”

“Excellent coffee quality and friendly staff.”

“Great place to sit for an afternoon coffee and discuss. The coffee is great and the music is not loud but quiet. It gos with the vibe and the atmosphere. Much much recommended!”

“One of the best specialty coffee shops on the island. Gorgeous coffee, excellent beans, simply stunning interior and terrace. I recommend!”

“Ordered two drinks made of 3 ingredients, waited for 25 minutes and just left because it seemed that it was ever coming. Wouldn't recommend it to anyone.”

“Excellent cafe with takeout + roastery. It is necessary to order at the bar, you have to take it to the table yourself (the service does not distribute the ordered coffee and snacks).”

Based on the aforementioned reviews, the following table lists the primary advantages and disadvantages of “**Kollaborative Coffee Roasters**” store as reported by its patrons:

<i>Positive Aspects</i>	<i>Negative Aspects</i>
Positive Vibes	Slow Service and Long Wait Times
Affordable Prices	Lack of Service Assistance in Seating
Excellent customer service	
Nice and comfort interior place	
Convenient location in the center of Nicosia	
Good customer service	
Freshness of ingredients	
Wide variety of options	
Environmentally friendly	

Table 1: Positive and Negative aspects of "Kollaborative Coffee Roasters" store (Complied by the authors)

"The Boys at Number Five" Reviews: (Reviews of "The Boys at Number Five", 2023)

"Nothing in the menu disappoints. My personal favorite is the avocado toast, it's really filling too. Really good matcha. Easily my favorite brunch spot in Nicosia."

Rating: Food: 5/5 | Service: 5/5 | Atmosphere: 5/5

"What a place... Hidden between buildings it gives you a feeling of having a break from hustle and bustle of big city while still being in it. Amazing breakfast. Very eclectic yet simple atmosphere. The service is excellent. The food made me make yummy noises which were on a bit of a X-rated side. Definitely go back again."

"The staff is very friendly. Compliments to the kitchen, because the food is magical. The surrounding buildings gives the getaway from busy city and the tables and chairs provides comfortable seating. Best place for brunch in Nicosia!"

"The service and the atmosphere was very good. But from the last time that i visited the place, their dishes were a bit more overpriced for their portions and the quality wasn't as good as the last time. Unfortunately, i was not very impressed as in my last visit."

"Amazing place for a coffee, brunch, meeting or if you want to work on your laptop. Dogs friendly and the food is absolutely amazing. If you are in nicosia this is the place for brunch."

"Excellent choice of artworks in the place, nice architecture and interior design. Helpful and professional staff. Tasty brunch and fresh juice, the pancake was a bit heavy after our breakfast but worths the try."

"Amazing food, great coffee and friendly staff! They also have an amazing interior design! The food is always delicious and fresh! They have a ton of options including vegetarian."

"Nice menu, good atmosphere and good tasting food. Somewhat expensive though. In addition we were a table of 4 and had another 3 tables, but food took an unreasonable amount of time to arrive. Parking does not exist in the property but enough parking around the area."

"One of the most famous place for brunching in Nicosia. Not so big menu of choices, but good and delicious plates for brunch and different styles of desserts. The prices are very ok for this style of food and it's better to make a reservation"

"It took us a couple rounds of the block to find the entrance as its tucked away, but the brunch was way worth it. Highly recommended!"

"Μέτρια σε γεύση ,μικρές ποσότητες. Δε θα το ξαναπροτιμήσω ."

"Amazing food. Little more pricey, but worth it. Vegan friendly too."

Based on the above reviews the main positive and negative aspects of "The Boys" store as recorded by its customers are presented in the below table:

<i>Positive Aspects</i>	<i>Negative Aspects</i>
Vegan and environmentally friendly	Very moderate taste, nothing special
Good customer service	Limited variety of options
Comfortable interior space	Overpriced for the portions they offer
Freshness of ingredients	Small portions
Accessibility/Availability of parking place	
Positive vibes	
Convenient location in the center of Nicosia	
Dog-friendly	

Table 2: Positive and Negative aspects of "The Boys" store (Compiled by the authors)

"Edem's Yard" Reviews: (Reviews of "Edem's Yard", 2023)

"Discovered this place on our last day. What a shame otherwise I would have been here everyday. As a cafe owner I was very impressed with the unique decor, original menu and the modern fresh atmosphere. Staff were great."

"Such a warm atmosphere, friendly and nice staff, super delicious food.

We had baby potato casserole and smoked Tokyo and both were perfect. We will definitely come back again."

"Totally worth to visit. We came hungry and gone completely satisfied. Nice. Delicious. Fast. Actually it is the first thing I ate on Cyprus that more European than Greek. The atmosphere and location "

"Probably the best brunch in Cyprus!

Very nice environment, fresh ingredients and tasty dishes, normal prices for what they offer.

They DON'T make reservations, so make sure that you will be there earlier."

“Very cozy restaurant for late breakfasts. The menu is black and white, you won't know what you've ordered. There are many kinds of eggs and pastry.”

“Went there for brunch twice. The second time had to wait for an hour but it was fine considering the never-ending flow of people. We ordered different things: eggs benedict, royal, pancake lover cheezy and les Printemps.”

“Pros: The place has a very nice vibe, food is delicious, the playlist was quite good, inside decorations are cool and there is also an outside garden. Cons: Very busy, almost impossible to find a table.”

“One of the best places to have breakfast in Larnaca. The coffee was great! The food was very good and the vibe and service was amazing! Loved it!”

“A unique experience with a mouthwatering food and finely roasted coffee! Great services and atmosphere. If not the best then one of the best places to have brunch on any day of the week! Thought expect it to be packed during the weekend! “

“Ομορφος και διαφορετικός χώρος. Μια νέα πρόταση στη Λάρνακα για πρωινό / μεσημεριανό (το γνωστό brunch) Ωραία πιάτα με φρέσκα υλικά.”

“Great food and location! Nice staff and very very reasonable pricing.

Bare in mind that if you're going during the summer months, there's no a/c as the sitting area is outdoors. Also they don't make reservations so you might have to wait, especially during rush hours. Overall great experience!”

“A busy popular place with friendly service. Food is great and good range of brunch options. Might have to wait for a table but they turn round the tables fairly quickly. Would recommend a visit.”

“Πολυ ωραίο μέρος, ωραία διακόσμηση, το προσωπικό γρήγορο μαζεύει πάρα πολύ κόσμο για brunch!!!! Ίσως χρειαστεί κάποια αναμονή για να καθίσεις, αλλά αξίζει τον κόπο!! Τελειο!!”

“Brilliant, and never off always consistent and amazing Vegetarian options: They have the yoghurt bowl which is great.”

“Very Instagramable place to say the least but also very busy and noisy. We were able to get a table under 10 minutes this time which was great. Usually you will have to wait in line for at least 20 to 30 min.”

“Very nice environment with unique decoration. High quality food with satisfying quantity that is equivalent to its price. Fast and friendly staff and great music playlist.”

“Absolutely love this place! The food is natural and organic, with very creative options! There is seating indoors and an “outdoor” garden area. Extremely beautiful place and food. The staff is very friendly and always helpful. “Instagram-able” for sure!”

“They have vegan options. You are not able to make a reservation but it is totally worthy to wait for it.”

“A great brunch place with bagel-based main entries, pancake variations, brioches and really tasty coffee. The food is very caloric—you will stay full for a long time (if you finish your meal). The cafe interior and atmosphere is very relaxing and the personnel is friendly. They serve food quite fast.”

Summarizing, we formed the pros and cons of "Edem's Yard" bruncherie below:

Positive Aspects	Negative Aspects
Variety of options including vegan and vegetarian options	Not making reservations leading to an average long waiting time
Good customer service	Busy and Noisy Place
Comfort and relaxing interior and outdoor space	
Freshness of ingredients	
Positive vibes	
Good location near Finikoudes square	
Price equivalent to portions	

Table 3: Positive and Negative aspects of "Edem's Yard" store (Compiled by the authors)

“The Melting Pot” Reviews: (Reviews of "The Melting Pot", 2023)

“A lovely spot close to the historical centre of the city, offering flavourful dishes and good coffee! The interior and exterior design is minimalist and the place is bright thanks to the large windows. Great all-day place, laptop-friendly with great vibes!”

“Plenty of vegan options in the menu (breakfast, salads, soups). Nice relaxing atmosphere.”

"The coffee is very mild (for those who doesn't like dark roasts). I've tried the kisch and it was melting on the mouth. Mind it can be very buzy on weekend, so consider booking a table upfront. The chief and staff are doing their job very good!"

"Eclectic atmosphere, tasty food, great quality coffee-including preparation of drinks and service! What more can you ask? Located at an up and coming area, buzzIng with local youth, so make sure to allow plenty of time to secure a parking near by at peak hours... Enjoy."

"Amazing, fresh sweets and tasty coffee!! Fast service."

"Nice and relaxing atmosphere, excellent dishes and cocktails."

"Nice and modern place, delicious coffee. Tasty pancakes. I can recommend for breakfast."

"Excellent service, kitchen and atmosphere. Working hours as they should be. Best espresso in Limassol."

"Service is very slow. The menu is poor. You order dessert, they say okay, some time passes, you come up and ask, but it turns out there is nothing."

"Great place with terrible service, waiters forget orders, everything takes a very long time!! A glass of wine was poured for 15 minutes, given that there were only 3 tables! The food is delicious, but I won't go again !!! The waiters are just ... doing anything just not to work."

"I got into this cafe by accident. I chosed matcha latte (5.00€) and basque cheesecake (6.50€), menu include other positions as well : burgers, soups, pasta, fresh juice, smoothies, wine etc. Lady brought me a piece of cake fast but I was waiting a bit for my matcha . The taste of everything is good. Piece of cake was big and not sweet(for me it's ok). In café enough space to sit and work with laptop."

In summary, we can outline the advantages and disadvantages of **"The Melting Pot"** as follows:

Positive Aspects	Negative Aspects
Modern place	Terrible service
Laptop friendly	Long waiting and slow service
Excellent Location in the town center	Poor menu (lack of choices)
Minimalistic interior and exterior design	Relatively Expensive Prices
Relaxing atmosphere	Dealy of orders

<i>Good quality of food, coffee and cocktails</i>	No parking space available
<i>Freshness of ingredients</i>	

Table 4: Positive and Negative aspects of "The Melting Pot" store (Compiled by the authors)

"Zemmer All Day" Reviews: (Reviews of "Zemmer All Day", 2023)

"Recently renovated to a more modern - themed cafe-brunch. Very good effort from the guys to keep it interesting. Excellent service. Good brunch but somewhat limited variety. Great atmosphere. Should visit."

"Very nice interior, old but renovated house in a very good central location in Paphos! Good prices, big variety for brunch, good coffee & very friendly staff! Will be coming back, since I am a huge brunch lover"

"Nice location and nice design of the shop, however, service was below bad!! Waited more than an hour for our brunch and whenever we asked the waiter about the order they reply was "we are busy". It does not take an hour to put scramble eggs and a piece of raw salmon on a bread... Once the food arrived, it was pretty average and nothing exceptional about it. Will not visit again."

"Like what they've done with the place, looks really nice now. Refurbished from old abandoned house to good looking bar. Service was attentive but did start to drift off if you did not order right away. Just had a couple of beers, they only serve bottled."

"Nice vibey place with healthy food options. Zemmer offers a good variety of wholesome dishes at a very good price. It is frequented by mostly young people and often quite busy. The atmosphere is great in there!"

"Really delicious. Staff is lovely, the decor is beautiful and the prices are fair."

The following table (Table 5) presents a summary of the positive and negative aspects of the "Zemmer All Day" store based on the abovementioned reviews from its clients.

Positive Aspects	Negative Aspects
Delicious dishes	Busy and noisy (sometimes)
Friendly staff	Delays in service
Appealing decoration interior	Limited variety of beer options

Fair pricing	
Variety of options including healthy food	
Positive vibes and great atmosphere	
Nice central location	

Table 5: Positive and Negative aspects of "Zemmer All Day" store (Compiled by the authors)

General Comments from all the Reviews for all examined selected stores:

- Nice and tasty food and drinks is the No1 factor that customers are looking for in every store in combination with affordable prices.
- Place, location, variety of options in the menu and good customer service are also highly important reasons that contribute to customers' satisfaction.
- Noise is an important factor to be considered to attract new customers or keep loyal ones.
- If there is no reservation policy and the store accommodates "First come first served" then low waiting time is very important for customers.

METHODOLOGY

For the data collection phase of this project, the methodology chosen is divided into two primary components: secondary data and primary data. The combination of both data types is useful to enhance the credibility and validity of our research findings, thereby facilitating a more perceptive decision-making process for our project.

In terms of primary data, we undertook the collection through a dual approach of both Qualitative and Quantitative data. Qualitative data were gathered via interviews with various stakeholders of Zorbas' company, such as encompassing employees, managers, and loyal customers. These interviews aimed to extract perspectives on needs, demands, advantages, disadvantages, and realistic goals for the transformative project. To ensure precision, 2 pilot interviews were initially conducted with related executive managers of Zorbas to refine questions and streamline the interview process. Quantitative data, on the other hand, were garnered through an online questionnaire distributed to residents across Cyprus, including both customers and non-customers of Coffee Berries. The questionnaire's primary objective was to gauge real-life demand for the proposed offering and comprehend the broader community impact. The questionnaire was developed in Google Forms,

facilitating the administration and handling of the questionnaire and enabling us to statistically summarize responses and produce a comprehensive data collection report. The expected participation was approximately 100-150 individuals from various locations in Cyprus. For secondary data, an extensive literature review was conducted on similar offerings from corporate chains or shops, both in Cyprus and abroad as well. This review analyzed their operational approaches and served as a foundational reference for structuring the proposed concept for Zorbas. Additionally, we found out examples like "Royal" in Florida, United States, which transitions from a coffee shop serving brunch during the day to a bar-restaurant at night. Another example is "DIO" cafe bar in Hong Kong, offering coffee during the day and classic cocktails in the evening. In Cyprus, particularly in Nicosia, "Kollaborative" cafe bar, a partnership between "KXOFFEE PROJECT" and "KROSS COFFEE ROASTERS," offers a diverse menu including coffees from various regions and a creative cocktail list. More specifically, we further examined reviews for these shops through online platforms and summarized them in the 'Literature review' section to find out if the answers and demand from primary data come across with the reviews of other similar shops, to better understand the demand, preferences and other basic concepts in the brunch/bar market that we are about to entry.

ANALYSIS OF PRIMARY DATA (QUESTIONNAIRE & INTERVIEWS)

QUESTIONNAIRE

In this section, we will present a concise analysis of the dataset derived from a distributed questionnaire encompassing individuals of all age groups across Cyprus. The primary objective is to discern the demand and ascertain the opinions of residents with regard to the proposed expansion of Zorbas' Coffee Berries into an all-encompassing, all-day experiential venture. The questionnaire, comprising a total of 14 questions categorized into four sections, elicited responses from a sample size of 100 participants.

Demographics

The first question was demographic, aiming to identify the age diversity among our participants by categorizing them into groups. *Figure 1* illustrates that we received responses from every age group, ranging from youngsters (<18) to elders (65+). However, the figure also indicates that the majority of responses, specifically 54 out of 100 (54%),

came from individuals between 25 and 34 years old, aligning closely with our target age range.

Please specify your age group
100 responses

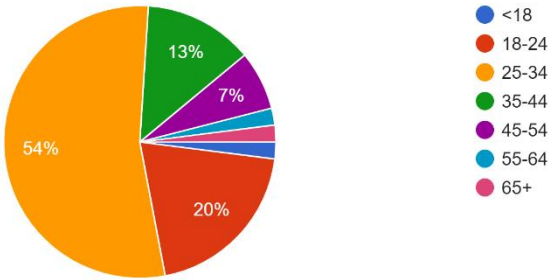


Figure 1: Questionnaire - Question 1

Coffee Berry Experience

Which of the statements below best applies to you?
100 responses



Figure 2: Questionnaire - Question 2

The next group of questions was designed to form the idea of the participants towards Zoba’s Coffee Berries offerings. Figure 2 indicates that a significant portion of participants (27% + 48%) either loves Coffee Berry or simply enjoys a coffee from there. In contrast, only four responders prefer to get their coffee elsewhere, and the remaining 21%

obtain their coffee without a particular preference for the café. Thus, we can conclude that Coffee Berry has a dedicated group of loyal customers, which is quite reasonable considering the widespread presence of Coffee Berries across Cyprus (*Figure 3*). Among people who visit Coffee Berry on a daily basis, *Figure 5* illustrates their preferences on the offerings that they get and apart from coffee, that the vast majority of people (78%) purchase, pastries, milk, bread, and refreshments are the other popular offerings that customers buy from a Zorbas' Coffee berry in Cyprus.

Please select which option best applies to you: There is a Coffee Berry store
100 responses

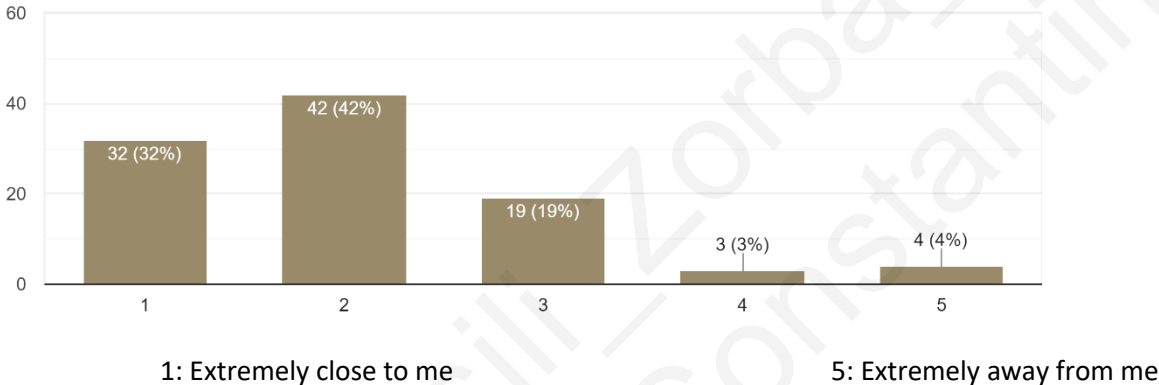


Figure 3: Questionnaire - Question 3

On a weekly basis I visit a Coffee Berry store...
100 responses

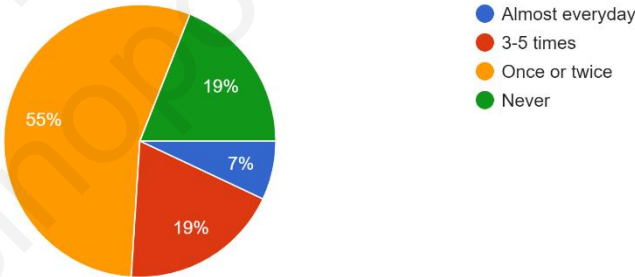


Figure 4: Questionnaire - Question 4

If you visit Coffee Berry more than once per week, what do you usually get?
89 responses

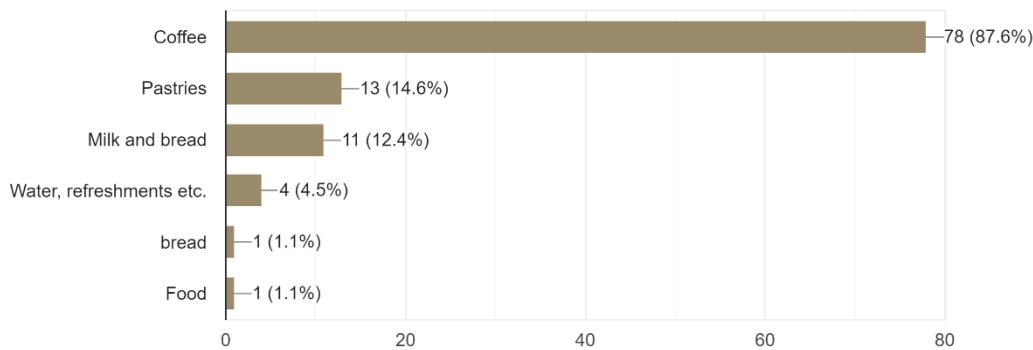


Figure 5: Questionnaire - Question 5

Brunch Offering

The next set of questions focuses on brunch offerings in Cyprus and the potential introduction of brunch at Coffee Berries. Based on question 6 (Figure 6), 64% of the participants indulge in brunch at a store at least once a month, predominantly opting for brunch 1-2 times per week, typically on weekends. This indicates a demand for brunch offerings in Cyprus, specifically once or twice a week. However, we presume that offering brunch daily might not be economically viable in the long term. Question 8 aimed to identify the most crucial factors influencing customers when deciding where to have brunch. According to Figure 8, price, variety of options, and freshness of ingredients emerged as the top three considerations, with 68%, 65%, and 54% of participants selecting them, respectively. The final question in this section (question 9) inquired whether participants could envision enjoying a freshly made brunch at a Coffee Berry store. Figure 9 reveals that the majority (53%) chose the option "Maybe, it depends on the service, quality of food, prices, etc.," while another 28% enthusiastically embraced the idea and would indeed have brunch at a Coffee Berry. On the contrary, a minor percentage (17%) expressed a disinterest in this new concept, which is understandable given that it would be a novel offering at Coffee Berry stores. The overall positive response trend in this question encourages us to proceed with the brunch offering concept, aiming not only to meet the expectations of those in favor but also to win over those initially opposed to the idea.

On a monthly basis, I get Brunch from a store
100 responses

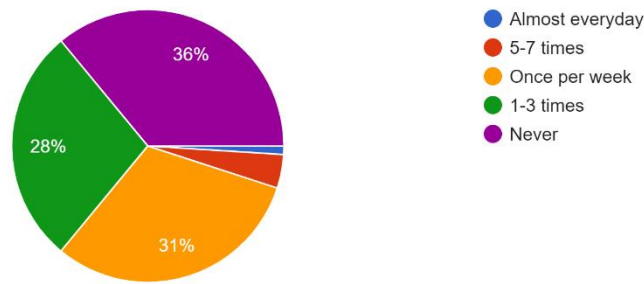


Figure 6: Questionnaire - Question 6

From a scale of 1-5 how much would you say you enjoy going for brunch?
100 responses

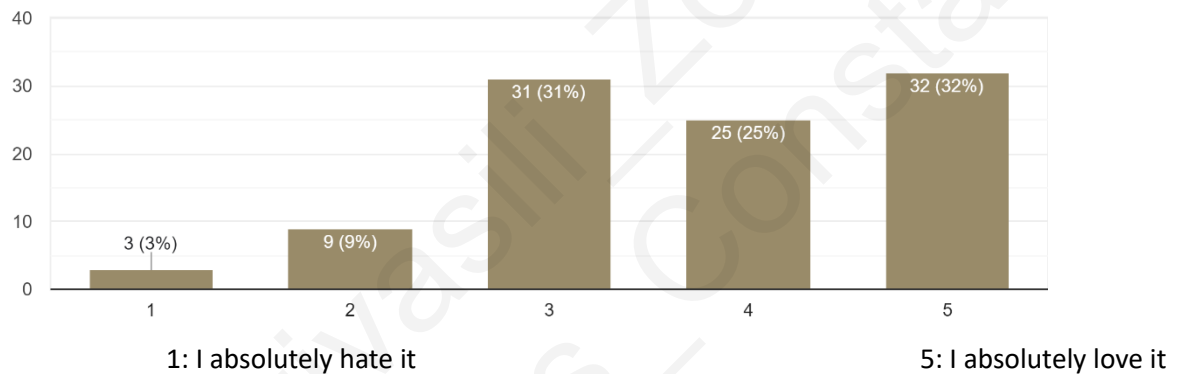


Figure 7: Questionnaire - Question 7

Which of the statements below would you consider the most important elements when deciding where to have brunch? (Please select 3)
100 responses

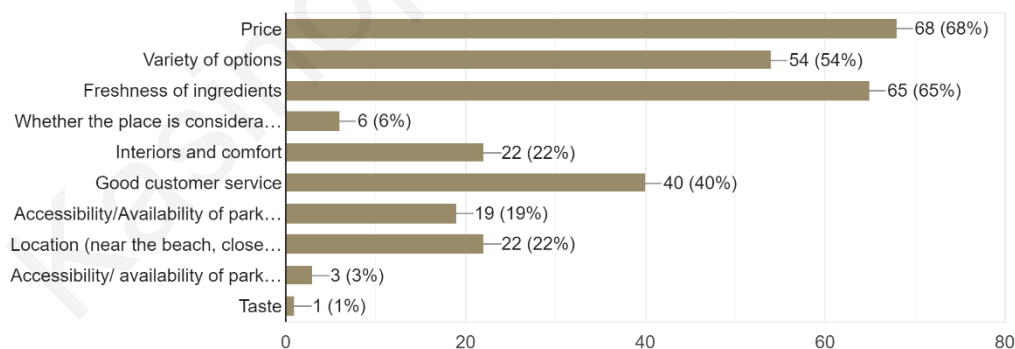


Figure 8: Questionnaire - Question 8

Could you see yourself enjoying a freshly made brunch at any Coffee Berry shop?

100 responses

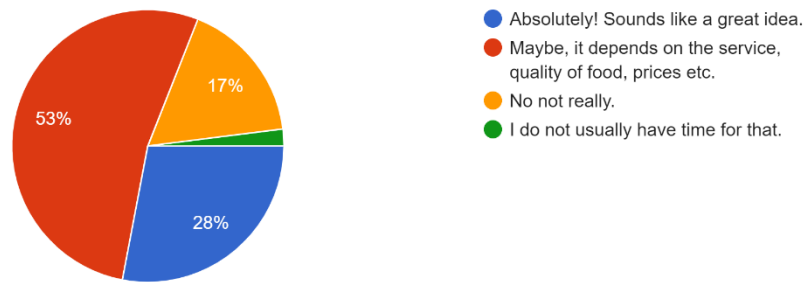


Figure 9: Questionnaire - Question 9

Drinks/Cocktails Offering

The next section of questions was similar to the previous one, but this time focusing around the drinks/cocktails offering. According to question 10 (Figure 10), the majority of participants go out for a drink once per week (45%) or less frequently (30%), with only 2% of the respondents opting for a daily drink. Consequently, it appears that there is not as much demand for a drinks/cocktails offering among the participants as there is for the brunch offering. Question 11 aimed to identify the most crucial factors influencing customers when deciding where to have their drinks, prompting participants to select the top 3. Figure 11 underscores that price, music, and location are the three most important considerations, while interiors, comfort, and good customer service also garnered substantial votes. Specifically, price held the highest rank with 60%, and each of the music and location received 45% of the responses. The final question in this section (Q13) asked participants whether they could envision enjoying a well-made cocktail or a drink at a Coffee Berry shop. Unfortunately, according to Figure 13, a significant 47% of participants expressed a preference not to visit a Coffee Berry store for their drink/cocktail, indicating a lack of enthusiasm for the idea. Conversely, 16% fully endorsed this concept, while 37% indicated a possibility of considering it depending on factors such as service, food quality, and prices.

On a monthly basis, I go out for a drink
100 responses

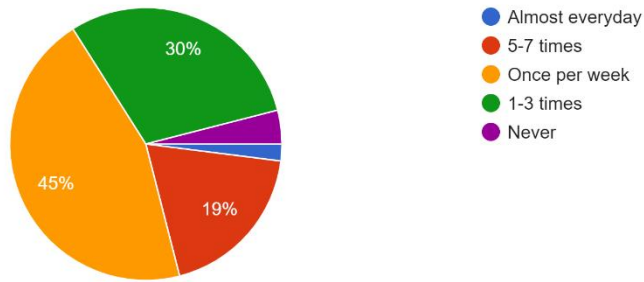


Figure 10: Questionnaire - Question 10

Which of the statements below would you consider the most important elements when deciding where to have a drink? (Please select 3)

100 responses

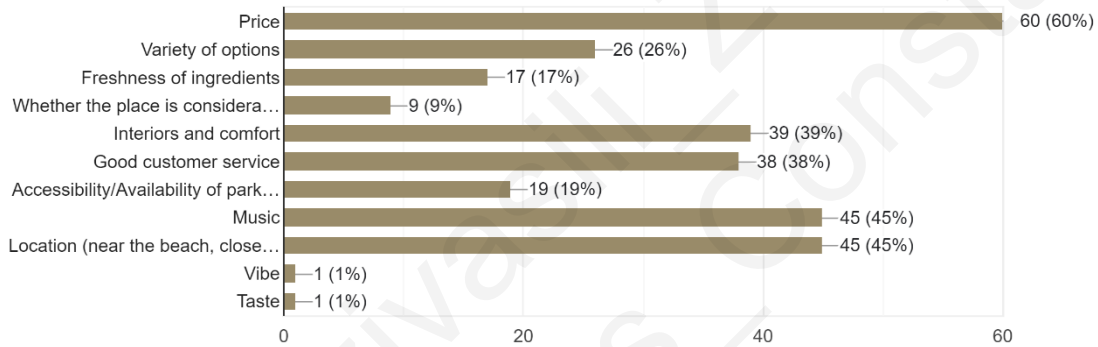
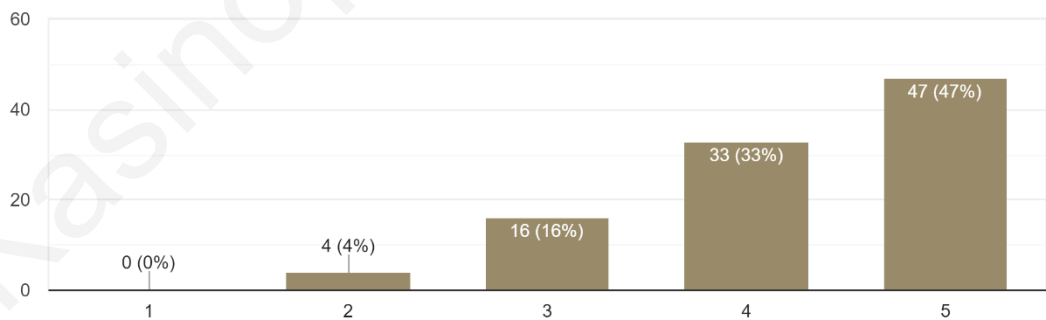


Figure 11: Questionnaire - Question 11

From a scale of 1-5 how much would you say you enjoy going out for a drink?

100 responses



1: I absolutely hate it

5: I absolutely love it

Figure 12: Questionnaire - Question 12

Could you see yourself enjoying a well-made cocktail or a drink at a Coffee Berry shop?

100 responses

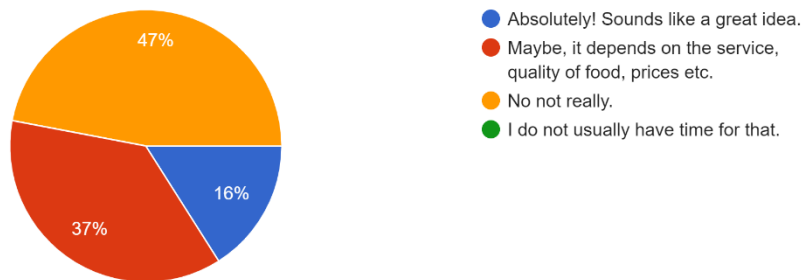


Figure 13: Questionnaire - Question 13

Brunch and drinks/cocktails offering at Coffee Berry shops

The very last question of the questionnaire was an open-type question asking participants to provide any additional comments, ideas and suggestions regarding the offerings of brunch and drinks/cocktails at Coffee Berry shops. We received many different opinions summarized below:

- Continue specialising in the primary business of coffee.
- Brunch could work for coffee Berry, but I don't think that offering alcoholic drinks would get that many clients. Coffee Berry is perceived by customers as a quick solution for getting good quality coffee on the go. Going out for drinks requires getting dressed well, going out with friends and spending a lot of time at the bar. I don't see how this could this work at a Zorbas bakery, especially at the Coffee Berry corner.
- Stick with the coffee.
- A brunch will be a good idea to complete the Coffee Berry experience.
- Please, don't.
- Some coffee berry shops are too busy (for example at Protaras store), so the coffee there has no good quality. It will be good if specific shops has more control.
- The offerings should not be either limited or excessive. A store should have an identity. If this means turning coffee berry into an all day destination, then major changes - initial investment should take place. Offering drinks makes it even more

complicated since there are other factors, uncontrollable, that you need to deal with to safeguard that the place stays untouched overall, maybe a good idea for brunch with in depth analysis of the market, for drinks it is not feasible.

- The concept of brunch was invented, most prob, in the early 19th century to serve as the before Sunday lunch meal in 1890s Britain. Becoming commercialized in the 30s after the adaptation of it by the US, it became clear that brunch was serving as a go-out of home activity on a Sunday morning to noon. My point is that, although people will always follow the concept of brunch, especially as a form of socializing and exploring new ways of dining, i dont think that brunch on the go will serve the purpose as a new product to be introduced. However, i do believe that if you don't go down the road of the etymology (word brunch) and communicate this as a new product and part of a brekkie (breakfast in English jargon) or even "boukkoma" or anything that can denote a grab and go avo-toast for example, it might serve its purpose. If you however are planning to offer brunch at different Coffee Berry only stores then it might as well become a thing.
- We all need affordable prices combined with good quality and a simple, pleasant space so that we have the opportunity to enjoy a coffee or breakfast as often as possible! Thank you!
- Discounts for students (for brunch) and Theme nights (for drinks).
- From your research, I learned that brunch is offered at Coffee Berry. Perhaps the management should reconsider the promotional strategy.
- The more products on offer the more the quality drops. Better stick to few products and do them as best as possible.

INTERVIEWS

Before designing and distributing the questionnaire that was analyzed in the previous section, we had firstly conducted a number of interviews with key employees of the company. In that way we could gain feedback from the interviews in order to design the questions for our questionnaire as much to the point as possible. We intentionally chose to interview decision-makers, which means employees that have a managerial position, so as to get a more strategic point of view into consideration. It is worth mentioning that the interviews held were not question answer structured. Instead, in order to have a flow and get an understanding of their managerial point of view we chose the conversation approach. The main points of each interview are presented as follows:

I. Commercial Manager (age 46) - 20 years of service (M.A., 2023)

M.A began with the fact that since Coffee Berry is a franchise the company needs to take the permission from the franchisor for brunch and alcohol offering. Being a more analytical person, M.A. wanted to focus on the definition of the brunch so as to get a better understanding of the subject. He said that in fact the store offers similar offerings to a brunch place such as a variety of beverages, pastries, sandwiches, fruits, and yogurts with various combinations. It might be a limitation that a brunch place offers a wide variety of egg-based meals as well as pancakes and crepes instead of waffles that can be found in a Coffee Berry. In addition, for a brunch place to coexist with Coffee Berry the company needs to employ new staff, employ new people competent in hospitality (i.e., chefs, waiters, hosting staff) and he roughly estimated the additional refurbishment cost amounting to €20.000. He suggested a generic survey to take place and if it gets a positive outcome then a more detailed one needs to be made so as to get insights on customers needs.

When he was asked about the alcohol offering he suggested to limit it up to a selection of beers and wines instead of cocktails because this would complicate the operation even more. Finally, he argued that you need to compliment the alcoholic offerings with nuts and cheese. However, alcohol comes with a negative note that people can get drunk and behave inappropriately therefore this is a big disadvantage. Alcohol offering increases the cost since the refurbishment to change the abiance will be more costly if we add specific lighting for bars. Furthermore, introducing alcohol into a store has legal prerequisites and everyone can tell you that the more the legislations prevailing an environment the riskier it is for a business to comply to. On the positive side, both brunch and alcohol will contribute on increasing the average ticket value (a metric used by the company to assess the profitability) as well as the customer base. Cross selling and upselling will surely the profitability of the company.

On a concluding note, he was asked when it would be preferable to offer brunch and he suggested on a daily basis focusing on families during the weekend and young professionals on weekdays.

II. Sales Manager (age 48) - 17 years of service (A.M., 2023)

To avoid repetition the sales manager had similar points of view with the Commercial Manager however he pointed out in his understanding a brunch place has a

more relaxed vibe, which enlarges the potential clientele as it gives them a wider spectrum of options and makes their experience holistic. This will also benefit the brand and will increase visiting times.

On the downside, he indicated that maybe the cost will surpass the benefits, and it might be a risky decision to make. An in-depth cost-benefit analysis with specific KPIs should be taken into account before taking such a decision. Since we are talking about various stand-alone Coffee Berry shops we need to be careful on the chosen location as he explained that the one at the commercial center of Nicosia could not be used due to the limited space.

III. Area Manager (age 45) - 6 years of service (E.M., 2023)

E.M. comes from a hospitality background and has the least years of experience in the company. Even if she pointed out the negative points similar to the previous interviewees she tried to find solutions. She suggested a more casual-friendly environment for the brunch, offering club sandwiches for instance as well as make your own options but different from the bakery (remove the visibility of the make-line and incorporate them into a menu. Even if she comes from a hospitality background she indicated that there is no need for waiters but having a pickup area instead so as to keep a similar service scale to the current one and mitigate extra costs. As far as when this can be offered she suggested offering it only on weekends instead of on a daily basis. Finally, she indicated that potentially working hours need to be changed to accommodate brunch and alcohol offering but she was overall more positive compared to the Sales and Commercial Manager.

IV. Coffee shop Manager (age 32) - 12 years of service (D.G., 2023)

Being the younger one of all the interviewed people she likes the idea of brunch more than drinks. She shares the same opinion with the other as far as limitations are concerned but she dislikes the idea of alcohol offering since it will alter the brand identity. She believes that the best solution for brunch is a pre-packed offering (i.e., Pret a Manger) and she similarly as the Area Manager would not change the service scape and would limit this offering only on weekends because her store does not perform as well, and she wants to tackle this issue.

V. Group Managing Director (age 57) - 48 years of service (C.Z., 2023)

It is obvious that appointment with the Group Managing Director was the most difficult out of all since his tight schedule could not accommodate for an extensive interview. However, we retrieved adequate information for our research.

Beginning with the first question on whether he was positive on offering brunch in a stand-alone Coffee Berry his answer was neither positive nor negative, however he told us that a feasibility study needs to be conducted first as well as an in-depth cost benefit analysis from the respective departments. As far as the alcohol offering is concerned he was negative as the company's strategic goals and values do not involve such offerings. Alcohol would conflict with the perception around Coffee Berry since a part of its identity is Coffee instead of alcohol therefore it would affect brand alignment.

The results of the quantitative study indicated that the people would love a brunch option in a stand-alone Coffee Berry if the quality of offerings would meet their expectations. Some limiting factors arise through for the Managing Director that should be taken into consideration. It is worth investigating whether there is adequate space to alter the kitchen functionality to accommodate brunch offering. He is even willing to incur losses for a period of time if the project is worth investing in up to the point it reaches a break even point and starts being profitable.

A major issue that the industry faces is the lack of competent staff, a fact that also is a limiting factor in the whole project. Moreover, he is concerned that even if this is introduced to a stand-alone shop, the brand perception will not be consistent throughout the shops. A customer will be going to a Coffee Berry expecting certain offerings. If he/she cannot find the same in every single shop, including the ones that are found in the bakeries, then it will confuse them, and this will damage brand awareness. When he was asked on the strategy followed by the group, he responded that the major characteristics are quality and consistency, and we can understand his concern on brand awareness as mentioned above.

Contrary to the other managers interviewed, he believes that waiters are necessary for a brunch offering since it endorses the experience of going out and eating, otherwise it would just be a place of ready-made meals.

After taking into consideration the point of view gathered from the interviewees, there is a positive view towards the implementation of brunch. All the managers suggest that with the right steps it could benefit the company and the brand, even if it is lossmaking

in the beginning. On the contrary there is a negative perception in respect on the alcohol overage, even if alcoholic beverages have greater margins. It is important to note that the company's values are not compromised for short-term profits.

FINDINGS

The current study focused on gathering information regarding the all-day experience launch for Coffee Berry stores, including its attractiveness, profitability, and overall perception. The initial data collection was raised from the questionnaire that was distributed to the general public. Its main objective was to get a general perception from clients, non-clients and potential clients on a potential launch of an all-day concept from Coffee Berry Stores.

The key finding from the questionnaire is that although brunch seems to be an attractive idea, involving alcoholic drinks is not something that responders believe could work in the case of Coffee Berry. Specifically, almost 50% of the sample stated that they could not see themselves enjoying an alcoholic drink at a Coffee Berry store as opposed to the relevant question for Brunch offering where more than 80% responded with "yes" or "maybe". In addition, in an open-ended question some of the responders reported that altering the business model of Coffee Berry could harm the brand name while others suggested that sticking to the existing format is probably the best idea. Furthermore, one of the questionnaire's key questions asked about the factors that consumers consider crucial when selecting a brunch or alcohol-based beverage establishment. The variables that were most frequently mentioned are cost, variety of options, freshness of ingredients, location and customer service. It was important to ascertain going forward whether the responses from the sample of the distributed questionnaire matched the inclinations of the customers of five significant competitors in the all-day concept competition. Through the use of Google reviews, it was concluded that there is no great variation between the responses of the sample and general public.

To conclude the analysis, one-on-one interviews with Zorba's personnel from different levels of management were conducted. The main takeaway was that Zorbas' management could see Coffee Berry benefiting the most from additionally offering Bruch rather than transforming the company's format completely. In addition, concerns were raised about how practical, feasible and profitable would a total change in the strategy be

while in the case of Bruch offering, it was stated that few changes in the configuration of stores would be needed and also that the existing stores already possess most of the infrastructure for this launch.

From the above we can conclude that, in the case of Coffee Berry, a total change in the format is not as alluring to customers and management while Brunch offering seems to be the right way to proceed with and avoid drinks offering. For that reason, our competition analysis, which will be next, is focusing on stores/cafes that serve brunch rather than all-day stores that do not serve brunch but serve drinks/cocktails at night.

COMPETITION

Due to the nature of the new suggested brunch business for Coffee Berry and the assumption of the new offering being in the form of “ready-made meals” the competition can be seen as “direct” and “indirect”.

Direct competitors are the ones who provide a similar brunch offering with the form of “ready-made meals” while indirect competitors are places offering a standard brunch experience. The real direct competitors can be found in Cyprus are just two - the “Bean Bar” and the “Nomad Bread & Coffee”. On the other hand, indirect competitors can be found in all areas of Cyprus and there are plenty of choices but we have chosen the following having in mind to include one from every city: 1) Kollaborative Coffee Roasters (Nicosia), 2) The Boys at Number Five (Nicosia), 3) Edem’s Yard (Larnaca), 4) The Melting Pot (Limassol), 5) Zemmer All Day (Paphos).

For the purposes of this study the competition analysis will be based on all two direct competitors and a few indirect competitors. The choice of indirect competitors among the big amount of brunch stores is targeted to the all-day experience stores examples analyzed in the “google reviews” section for the purposes of competition analysis, as the reader has already a taste of the service offered in each of them.

COMPETITION ANALYSIS

Direct Competitors:

1. Bean Bar

Bean Bar is under the umbrella of C.A. Papaellinas Emporiki Ltd and boasts a network of ten operational stores across Cyprus, with two standalone establishments and

eight strategically positioned within Alpha Mega Hypermarkets (BEAN BAR, 2021). This coffee chain, synonymous with a fresh and invigorating coffee experience, transcends the conventional to embody a lifestyle characterized by originality, energy, and positivity. Distinguished by vibrant imagery, aromatic concoctions, and a unique ambiance, Bean Bar caters to a clientele that reveres authentic coffee and seeks distinctive venues. At the heart of their approach is the transformation of coffee-making into an enjoyable and pleasant experience, offering customers a choice among diverse coffee varieties like Cool, Calm, Wild, or Alive to align with their mood. Going beyond the realms of coffee, the “360” store in Nicosia and the “Trimiklini” store in Limassol enriches the customer experience by extending a diverse menu comprising refreshments, brunch, sandwiches, salads, and some main courses. This multifaceted approach ensures that customers can enjoy not just a good coffee but a comprehensive culinary and sensory journey. We consider that the main strengths of Bean Bars are that it is probably the first self-service chain coffee store that also serves fresh brunch and food in two of its stores, while the location of the 8 out of 10 stores are strategically ideal because they are inside the busy Alpha Mega supermarkets all over Cyprus. Also, it is important to say that the customers outlined the delicious food and the modern decoration of the place (Bean Bar (Facebook Page), 2023). The main weakness of Bean Bar is that the food menu is not very variant while the majority of the stores do not offer any food choices until today and that is surely a factor to rethink and proceed accordingly.

2. Nomad Bread & Coffee

NOMAD Bread & Coffee is a sourdough bakery and specialty coffee house operating 3 stores in Limassol (NOMAD Bread & Coffee, 2023). The company cooperates with Wolt to offer its clients a fast and low-cost delivery service.

Apart from coffee and other drinks (tea, refreshments), the menu includes a variety of fresh breads, bakery sweets, toasties, salads and desserts including vegan ones as well. The company's homemade bread is made with 100% sourdough and slow fermentation methods. These techniques help enhance the natural aromas present in the flour, making the bread superior in taste than traditional yeast breads. At the same time, slowly fermented bread has a lower glycemic index and is more digestible, in other words, gut friendly. On the other hand, the coffee that is served is called “The Underdog”. The Underdog is the number one most awarded coffee roaster in Greece. With 22 trophies on the table (16 in National + 6 in World championships) has given Greece global recognition

in the coffee scene, with 2nd and 4th place in the World barista championship in 2019 and 2018 as well as ranking in the top 10 in the World Coffee roasting championship. On the contrast of making a superior quality coffee and fresh bakery products, a main disadvantage of the company's stores is that they have extremely limited (and only) outdoor seating space. Also, some customers reported that it is a bit pricey overall, and it tends to be quite busy on weekends, resulting in a minor waiting time in the queue (Elia, Lissatx, & Reveh, 2023).

Indirect Competitors:

1. Kollaborative Coffee Roasters (Nicosia)

"Kollaborative Coffee Roasters" is a collaboration between two roasters, A KXOFFEE PROJECT in Nicosia and KROSS COFFEE ROASTERS in Chania. The place offers a variety of coffee selection using beans from Africa and Latin America. The brunch experience includes only snacks such as various kinds of cakes, pies, and oat bars. Apart from coffee and snacks the store also serves cocktails from 6pm till midnight on a daily basis, some of which are based on coffee [4]. "Kollaborative" targets individuals who care about their daily experiences, and the establishment aims to add a beautiful touch to their day. The focus on daily interaction and personalised experiences is coupled with a commitment to aesthetic appeal. The vision extends to being a model space for employees, encouraging learning and growth through communication and collaboration.

2. Edem's Yard (Larnaca)

A beautiful place in Larnaca, offering a great brunch experience on a no reservation policy. Long queues can be seen out of the store, especially on weekends. The specialties of the brunch are the pancakes and the waffles. During weekends, the store offers its famous plate "Monte Chypre" which is a triple French toasted sandwich with traditional haloumi, smoked lountza, fig jam, fruit salad and scrambled eggs (To Edem's Yard έτοιμασε ένα ξεχωριστό πιάτο για το weekend, 2022).

3. The Boys at Number Five (Nicosia)

A Breakfast and Brunch store, providing both indoors and outdoors space for its customers. Serving also through delivery, "The Boys at Number Five" has a variety of brunch options, fruit and cereals, pancakes, in-house sandwiches and bakery, and finally

sweets. Coffee and drinks also served (Wolt, 2023) (The Boys at Number Five (Facebook Page), 2023).

4. The Melting Pot (Limassol)

Found in Limassol, the Melting Pot Concept, is a store dedicated to the five senses, with high aesthetic interior design, unique home accessories, selected music, coffee, healthy drinks and meals (THE MELTING POT, 2021). French toast with anari, banana, nuts and caramel dressing, pancakes with berries, mascarpone and caramelized bacon, granola bowl, with yogurt and fresh fruit, porridge, with oats, cocoa, bananas, strawberries, nuts and coconut flakes, open sandwich and pecan pie are just some of the delicious options you will find on the menu (Οι 7 νέες και ωραίες αφίξεις που πρέπει να ξέρεις, 2022).

5. Zemmer All Day (Paphos)

An all-day brunch experience with all “must have” tastes of an exceptional brunch: Tasty avocado toasts, fluffy pancakes, and delicious granola bowls are some of the choices (Zemmer, 2023). Quality coffee is provided to complete an amazing experience. All dishes are homemade and all products freshly cut. Warm atmosphere, appealing appearance, generousness in portions and a touch of gourmet finishes all lead to a place to remember

SWOT AND PESTEL ANALYSIS OF COFFEE BERRY

After examining the direct and indirect competitors of Coffee Berry stores, we conducted a SWOT and PESTEL analysis, outlining the main strengths and weaknesses that Coffee Berry can have, taking in mind the different external factors as well, with the introduction of the brunch offering.

SWOT ANALYSIS

Strengths:

- Zorba's Coffee Berry is a recognized and established brand in Cyprus mainly because of the wide spread of Zorbas' bakeries all around the island.
- The coffee shop offers a diverse menu combining the high-quality coffee of the Coffee Berry with tasty bakery products of Zorbas company.
- Zorbas has a loyal customer base which has been increasing over the years (and contributing to regular business operations).

- Zorba's bakeries are strategically located in areas with high foot traffic and almost all of them offer coffee nowadays, even though some were not in the past.

Weaknesses:

- No Seating Capacity in most of the Coffee Berries that are located inside Zorbas' bakeries except for 2-3 distinct coffee shops that have space to seat as a normal café equipped with chairs and tables.
- The coffee industry in Cyprus is a really competitive market, with the presence of both international and local chains.

Opportunities:

- Ability to expand by introducing seating space inside or outside the Zorbas bakeries that have a Coffee Berry store.
- Take advantage of existing Zorbas' and Coffee Berry's stores infrastructure, producers, suppliers and personnel (economies of scale). This can lead to increased production using lower sources and consequently lower fixed costs.
- Flexible working hours for the personnel and long operating hours for the clients till late afternoon.
- Use environmentally friendly and sustainable packages for the food and drinks offerings. Contribute to the reduction of waste and preservation off our natural environment.
- Availability of a variety of social media nowadays, especially online social media such as Facebook and Instagram, can help attract more clients and suppliers as well.

Threats:

- The presence of major international chains such as Costa Coffee and Starbucks poses a serious threat to Coffee Berry's market share.
- Economic downturns or uncertainties could affect consumer spending on non-essential products.
- Shifts in consumer preferences or health trends may impact the demand for Coffee Berry's coffee flavor.

PESTEL ANALYSIS

Political Factors:

Adherence to government regulations regarding food safety, hygiene, and employment practices that guarantee not only the quality of the products but also the health and safety of the personnel.

Understanding and adhering to the taxation laws, including VAT, is crucial for appropriate financial planning of the company.

Economic Factors:

The overall economic situation of Cyprus will be surely a reason for affecting consumer spending on non-essential items.

Potential impact of currency exchange rates on the cost of imported coffee beans from abroad.

Social Factors:

Understanding local cultural trends and preferences is essential for upgrading the company's offerings and aligning with modern marketing strategies. In recent days, there has been a growing trend toward healthier food options as well as vegans and vegetarian ones, so Coffee Berry has to be offering such demanding products.

Technological Factors:

An online presence of the company in the market, including a user-friendly website and/or a mobile app, is essential for both marketing and service purposes. Adopting modern payment systems, including contactless and online payments, can improve customer convenience and therefore attract more clients.

Environmental Factors:

Implementing sustainable practices, such as eco-friendly packaging, can be a positive factor, especially in the past years when the Earth has been suffering from an environmental crisis and rapid climate change.

Legal Factors:

Compliance with Cyprus' food safety regulations is crucial. Understanding and adhering to health and safety standards in food preparation is essential. Adherence to employment laws regarding minimum wage, working hours, and employee rights is necessary for the success of a business. Companies which do not respect their employees are doomed to fail.

Ethical Factors:

Promoting local products aligns with ethical consumerism, ensure transparency in sourcing, and emphasize ethical business practices. Companies that promote local products are undoubtedly appreciated not only by local producers but also the whole community.

IMPLEMENTATION PLAN

Smart Objectives

Specific, Measurable, Achievable, Relevant Time-Bound (**SMART**) goals provide clarity of purpose, which means providing clear and specific direction for the brunch implementation. Everyone involved understands what needs to be achieved and can work towards it with a shared understanding. Progress needs to be measurable, a fact that allows us to track it and evaluate the success of the brunch objectively. This will allow us to identify any deficiencies and improve. Efficient resource allocation is key since you ensure that the staff, ingredients and even marketing budget are realistic and manageable.

Since we are talking about a new project, we need to focus the company's efforts on this, preventing unnecessary diversions and ensuring goal congruence. Defining our goals will enable us to assign responsibilities clearly to the staff and hold them accountable for their tasks. This certainly boosts the sense of ownership and responsibility. For some this will work positively knowing they are working towards a measurable target, boosting their motivation. While SMART goals are specific, they also allow for adjustments if circumstances change. If, for instance, a goal becomes unattainable due to unforeseen circumstances, it can be reevaluated and modified. By setting achievable and relevant goals, you can identify potential risks and challenges early on. This way you can prepare contingency plans and mitigate potential setbacks. SMART goals create a framework for making informed decisions. If a measure does not contribute to the achievement of the set objectives, it can be revised or corrected. With specific and measurable goals, you can track the ROI of brunch implementation. This way you can evaluate whether the invested resources are giving the desired results. When your goals are focused, you're more likely to deliver a quality brunch experience. This can increase customer satisfaction and repeat business. A detailed SMART goals analysis will be provided below to better understand the implementation of this concept:

1. Specific

- a. Develop a Unique Menu Selection
 - Specify creating a brunch menu with a number of distinct dishes, including vegetarian, vegan, and gluten-free options.
- b. Enhance the ambiance for brunch guests:
 - Outline a plan to introduce softer lighting, background music, and fresh flowers to create a cozy and inviting atmosphere specifically tailored for brunch service.
- c. Introduce Signature Brunch Beverages
 - Define the creation of three unique brunch beverages incorporating local and seasonal ingredients, offering something exclusive to our brunch menu.
- d. Train Staff for Brunch Service:
 - Specify conducting a two-day training program for all staff members covering the specifics of brunch service, including menu knowledge, timing, and customer interaction.

2. Measurable

- a. Track Brunch Revenue Weekly
 - Establish a system to monitor and analyze brunch revenue on a weekly basis, comparing it against set targets. If at the beginning the targets are unrealistic then revise.
- b. Monitor Customer Feedback for Brunch:
 - Collect and analyze customer feedback through customer satisfaction surveys or Instagram polls specifically focused on the brunch experience to identify areas for improvement.
- c. Record Brunch Table Turnover Rates:
 - Measure the time it takes to turn over brunch tables to optimize seating arrangements and enhance overall capacity.
- d. Evaluate Social Media Engagement:
 - Use analytics tools to track likes, comments, shares, and follows related to brunch content on social media platforms.
- e. Track Campaign Performance:
 - Monitor metrics such as open rates, click-through rates, and conversion rates for promoting the brunch menu. At this point it is worth noting that the marketing department of the group will need to differentiate their approach since we are changing the targeted clientele.

3. Achievable

- a. Leverage Existing Staff for Menu Development:
 - Assign specific tasks to the current chefs for menu development, ensuring that it's accomplished without the need for additional hiring. The group already has qualified chefs in charge of delivering high-end service in the restaurants, therefore there will be no need of hiring externally.
- b. Source Ingredients from Current Suppliers:
 - Evaluate existing suppliers for options that align with the new brunch menu, maintaining established relationships and streamlining procurement.
- c. Utilize Available Marketing Resources:
 - Maximize the use of in-house marketing personnel and tools for creating promotional materials, minimizing the need for external agencies. Marketing campaigns are quite expensive therefore minimizing this cost will contribute to improved financial results.
- d. Optimize Staff Scheduling for Brunch:
 - Discuss with Coffee Berry managerial staff to adjust existing schedules to accommodate brunch service by redistributing shifts, minimizing the impact on overall staffing costs. The existing staff needs to be ready and fresh for the implementation of this concept, therefore over-exhaustion will definitely not help them.
- e. Capitalize on Existing Customer Base:
 - Engage with current customers through social media to introduce the brunch menu, tapping into an established audience.

4. Relevant

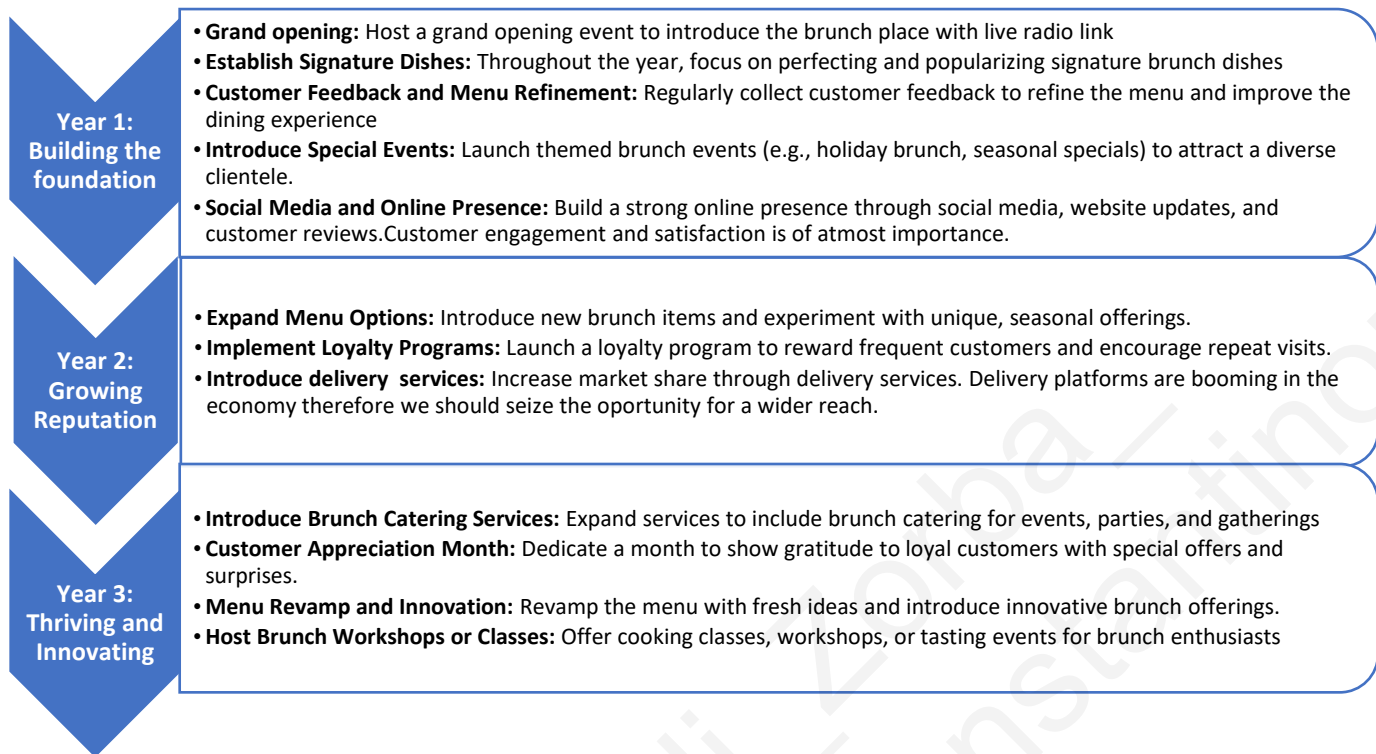
- a. Address Customer Demand for Weekend Dining:
 - Recognize the increasing trend of weekend dining and respond by offering a dedicated brunch service to meet customer expectations.
- b. Complement Existing Menu Offerings:
 - Ensure that the brunch menu complements the current offerings, creating a cohesive and comprehensive experience.
- c. Align with Seasonal Availability of Ingredients:
 - Design the brunch menu to incorporate seasonal and locally sourced ingredients, capitalizing on freshness and supporting local producers.
- d. Leverage Brand Reputation for Quality:

- Capitalize on the reputation for high-quality food and service by extending this commitment to the new brunch offerings.
- e. Enhance Overall Customer Experience:
 - Aim to elevate the overall dining experience by introducing a brunch menu, providing additional options and enhancing customer satisfaction.

5. Time-Bound

- a. Brunch Menu Development and Testing:
 - Allocate two weeks for menu creation, testing, and finalization before the planned launch date.
- b. Marketing Campaign:
 - Initiate the marketing campaign three weeks prior to the brunch launch date to build anticipation and awareness. It might be a solution to use influencer marketing to address the desired audience.
- c. Staff Training and Preparation:
 - Conduct staff training sessions in the two weeks leading up to the brunch launch, allowing adequate time for preparation.
- d. Set a milestone for a thorough evaluation of the brunch's performance and make any necessary adjustments.
 - Set a milestone for a thorough evaluation of the brunch's performance and make any necessary adjustments.
- e. Set Revenue Targets for the First Six Months:
 - Establish revenue targets for the first six months to provide a clear benchmark for success and to guide ongoing efforts.

Three-Year Key Milestones



Implementation Timeline (1st year)

Milestone 1: Completion of Market Research, Analysis, and Brunch Concept Definition

Activity 1: Market Research and Analysis (weeks 1-2)

Research local brunch trends, customer preferences, and competition in Cyprus. In the meantime, gather data on potential target demographics in Cyprus. Identify if possible a market gap.

Activity 2: Define Brunch Concept and Menu (weeks 3-4)

Decide on the style, theme, and atmosphere of your brunch place in the desired context. Create a preliminary brunch menu based on market research specific to the desired target area. Since the group already has chefs, then there is no need to hire externally.

Milestone 2: Business Plan Development and Legal Permissions

Activity 1: Business Plan (weeks 5-6)

Develop a business plan outlining your goals, target market, and financial projections, taking into consideration the Cyprus market.

Activity 2: Legal Permissions (weeks 7-8)

Obtain necessary permits and licenses from Cypriot authorities for the brunch place. Apply for a Cyprus Tax Identification Number (TIN) and VAT registration.

Milestone 3: Interior Design, Layout, and Equipment Procurement

Activity 1: Interior Design and Layout (weeks 9-10):

Firstly, decide which of the stand-alone Coffee Berries will be expanded to a coffee-brunch store. Then, hire an interior designer familiar with local tastes and preferences in Cyprus to design the layout and decor of the brunch place. Begin the renovation or build-out process according to legislation.

Activity 2: Equipment purchasing (weeks 11-12):

Purchase kitchen equipment for preparing brunch dishes, such as cutleries, plates, glasses, waiters stations etc.

Milestone 4: Staffing, Menu Finalization, and Marketing

Activity 1: Hire Key Staff (weeks 13-14)

Begin the recruitment process for key positions, ensuring compliance with the applicable legal framework. Conduct interviews and check references. If needed hire internally so as to limit the learning curve.

Activity 2: Finalize Menu and Suppliers (weeks 15-16)

Fine-tune the brunch menu based on feedback from clients and employees and also the availability of locally produced ingredients.

Establish relationships with local suppliers for fresh produce, ingredients, and beverages.

Milestone 5: Pre-Launch Preparation and Marketing

Activity 1: Staff Training and Menu Testing (weeks 17-18)

Conduct comprehensive training for all staff members on the menu, customer service, and operations. Also, assess the menu in real-life conditions to identify any necessary adjustments. Invite influencers to assess the menu and provide feedback. It is important to also invite food critics such as well-known Chefs both from Cyprus and from abroad if feasible.

Activity 2: Marketing and Promotion (weeks 19-20)

Launch a marketing campaign to raise awareness about the upcoming brunch place. Develop an event plan for a grand opening event for selected guests, i.e., famous people and influencers, in Cyprus.

Milestone 6: Grand Opening and Post-Launch Evaluation

Activity 1: Grand Opening (week 21-22)

Officially open the brunch place to the public with a grand opening event. Ensure all systems are running smoothly and staff is well-prepared.

Activity 2: Post-Launch Evaluation and Adjustments (week 23-24)

Monitor customer feedback and operational performance, taking into consideration local preferences. Make any necessary adjustments to the menu, service, or operations based on feedback. Any urgent changes are expected to be made in the following 2 weeks after the grand opening, but this process should be continuous for the whole timeline of operation of each Coffee Berry store so as this concept to become successful.

CONCLUSIONS & RECOMMENDATIONS

The Applied Business Project that took place in the form of the current study concluded some findings, observations and suggestions that can be helpful and critical to a potential decision of Zorba's management in introducing a new offering. The main conclusion points and recommendations are presented in the points below:

Brunch Over Drinks: The research findings suggest that the introduction of a brunch offering in Zorbas' Coffee Berry stores is more likely to align with customer preferences and the strategic objectives of the company. Introducing alcoholic beverages at night did not receive favorable responses not only from customers but also from management as

well. According to the customer preferences and management's support, the introduction of a brunch offering in its stores aligns well with the concept of a simple, self-service store and has the potential to attract a broader customer base.

Customer Engagement: It is evident that Coffee Berry should focus on customer engagement and satisfaction. The project highlights the importance of understanding customer needs and aligning offerings accordingly. Customer engagement should be continuously maintained through regular collection of customer feedback to refine the menu and enhance the dining experience.

Operational Feasibility: The implementation of a brunch concept is considered more practical and feasible, requiring fewer changes in the configuration of stores and utilizing existing infrastructure in contrast with the introduction of alcoholic beverages. This approach minimizes risks and costs associated with a complete format change. Necessary operational adjustments need to take place to accommodate the brunch offerings, including changes in the menu, equipment, and staff training. Focus should be given on creating a diverse and appealing brunch menu.

Online Presence: The project emphasizes the significance of a strong online presence through a user-friendly website and social media to attract and engage customers. Leverage of online platforms for customer engagement and marketing efforts can be beneficial in case the management of the company decides to proceed with our study for transforming Coffee Berry stores.

Sustainability: Implementing sustainable practices, such as eco-friendly packaging, is a positive factor that aligns with current environmental concerns and can enhance the brand's image and promote responsible business practices.

Loyalty Programs and Special Events: Consideration of loyalty programs, themed brunch events, and remarkable offers should be examined as part of attracting and retaining customers.

APPENDIX I - QUESTIONNAIRE

Title: Customer satisfaction/preferences for Coffee Berry

Dear Participant,

We are MBA students from the University of Cyprus and as part of our Applied Business Project (ABP) we are working on a transformative business strategy for Coffee Berry. The present questionnaire aims to gather valuable information with regards to preferences and expectations of existing, non-customer or future customers of Coffee Berry. Thank you very much for taking the time to answer our questionnaire. No answer is right or wrong. Feel free to respond based on your personal honest opinion. This survey should not take more than 4 minutes. Your answers will remain anonymous.

We deeply appreciate your contribution. Thank you very much!

* Indicates required question

Section A: Demographics

1. Please specify your age group *

(Mark only one oval.)

- <18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

Section B: Coffee Berry Experience

2. Which of the statements below best applies to you? *

(Mark only one oval.)

- I love Coffee Berry, it is my go to.
- Whenever I get the chance, I enjoy a coffee from Coffee Berry
- I am not that particular when it comes to coffee, I get coffee from whichever café I pass by.
- I am not a huge fan of Coffee Berry, I would rather get my coffee elsewhere.
- I absolutely hate Coffee Berry, I never get coffee from there

3. Please select which option best applies to you: There is a Coffee Berry store *

(Mark only one oval.)

	1	2	3	4	5	
Extremely close to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely away from me

4. On a weekly basis I visit a Coffee Berry store... *

(Mark only one oval.)

- Almost everyday
- 3-5 times
- Once or twice
- Never

5. If you visit Coffee Berry more than once per week, what do you usually get?

(Tick all that apply.)

- Coffee Pastries
- Milk and bread
- Water, refreshments etc.
- Other: _____

Section C: Brunch offering

6. On a monthly basis, I get Brunch from a store *

(Mark only one oval.)

- Almost everyday
- 5-7 times
-

- Once per week
- 1-3 times
- Never

7. From a scale of 1-5 how much would you say you enjoy going for brunch? *

(Mark only one oval.)

1 2 3 4 5

I absolutely hate it I absolutely love it

8. Which of the statements below would you consider the most important elements when deciding where to have brunch? (Please select 3) *

(Tick all that apply.)

- Price
- Variety of options
- Freshness of ingredients
- Whether the place is considerable towards the environment
- Interiors and comfort
- Good customer service
- Accessibility/Availability of parking space
- Location (near the beach, close to the city center etc.)
- Other: _____

9. Could you see yourself enjoying a freshly made brunch at any Coffee Berry shop? *

(Mark only one oval.)

- Absolutely! Sounds like a great idea.
- Maybe, it depends on the service, quality of food, prices etc.
- No not really.
- I do not usually have time for that.

Section: Drinks/cocktails offering

10. On a monthly basis, I go out for a drink *

(Mark only one oval.)

- Almost everyday
- 5-7 times
- Once per week
- 1-3 times
- Never

11. Which of the statements below would you consider the most important elements when deciding where to have a drink? (Please select 3) *

(Tick all that apply.)

- Price
- Variety of options
- Freshness of ingredients
- Whether the place is considerable towards the environment
- Interiors and comfort
- Good customer service
- Accessibility/Availability of parking space Music
- Location (near the beach, close to the city center etc.)
- Other: _____

12. From a scale of 1-5 how much would you say you enjoy going out for a drink? *

(Mark only one oval.)

	1	2	3	4	5	
I absolutely hate it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I absolutely love it

13. Could you see yourself enjoying a well-made cocktail or a drink at a Coffee Berry shop? *

(Mark only one oval.)

- Absolutely! Sounds like a great idea.
- Maybe, it depends on the service, quality of food, prices etc.
- No not really.
- I do not usually have time for that.

Final Section: Brunch and drinks/cocktails offering at Coffee Berry shops

14. Please provide any additional comments, ideas and suggestions below regarding the offerings of brunch and drinks/cocktails at Coffee Berry shops.

This content is neither created nor endorsed by Google.

Google Forms

Chatzivasili – Zorba –
Kasinopoulos – Constantinou

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