

RESPONSE TO REQUEST FOR A DIGITAL MARKETING PLAN:
CAFÉDIRECT

Cafédirect's Digital Marketing Plan

Leaders in using business as a force for good. The first B Corp Certified UK coffee company.

Prepared For

Kardi Somerfield

MSc International Strategic Marketing
University of Northampton, UK
MKTM027 – AS2 -Digital Marketing Plan
Strategic Digital Marketing 2018-2019

Prepared By

Jenn Armour

Submission Date

June 05, 2019

Certified



Corporation

bcorporation.net

CAFÉ DIRECT

CAFÉ DIRECT

Executive Summary	1
Situational Analysis	4
Traffic Analysis	5
Competition	9
Market Trends	12
Customer Segments	15
Objectives	17
Strategy	19
Tactics	22
Actions	23
Control	24
References	25
Appendices	27

Executive Summary

OVERVIEW

Named UK Social Enterprise of the Year 2018, Cafédirect, a UK coffee, tea, and hot chocolate company is a progressive, socially conscious firm that fostered the development of the Fairtrade movement in the 1990s, becoming the first coffee brand to carry the Fairtrade label. Also in 2018 Cafédirect became the very first UK coffee company to become a certified B Corp, continuing its pioneering work through embracing a sustainable hybrid business model that drives businesses to consider their impact in all areas of society not just on the environment.

Cafédirect, known for catering to its B2B customers, selling “coffee service” which includes machines, training, and POS materials, has more recently focused on the B2C segment. Hitting fierce corporate competition in the coffee tea market with price undercutting by major supermarkets, and having lost a fifth of its revenue in 2010, Cafédirect re-emerged in 2015 with a rebrand and a renewed hope in its purpose.

Cafédirect’s senior managers (not experienced in digital marketing) have requested a comprehensive digital marketing plan to support its B2C operations.

This digital marketing plan leverages the recognized SOSTAC® and RACE™ frameworks, and includes a systematic evaluation and analysis of Cafédirect’s online assets and current digital programs.

SOSTAC® & RACE® FRAMEWORKS

PR Smith’s SOSTAC® framework (Fig 1.1), grew out of a scholarly meta-analysis of popular marketing planning tools. It is consistently ranked in the top 3 in the world by the Chartered Institute of Marketing (CIM) (Reed FIDM, 2014) and is comprised of six stages: Situation, Objectives, Strategy, Tactics, Actions, and Control.

The SOSTAC® digital model is agile, logical, and aligns with higher strategic plans or strategies. RACE® Digital Marketing Planning™ is also a favourite digital marketing model used for planning and execution. Recently, in an interview at Google Marketing Live, Marie Gulin-Merle, chief marketing officer at Calvin Klein, said we are now in an era where digital marketing is just marketing. PR Smith foreshadowed this same sentiment years earlier by saying, “eventually we won’t have digital marketing plans, it’ll just be integrated marketing plans” (Reed FIDM, 2014). In other words, this plan needs to integrate with Cafédirect’s higher strategic business goals.

The overall goal of this plan is to increase B2C digital channel sales from £5.8 million to £9 million within 12 months.

We believe there is a significant opportunity for digital marketing to contribute to Cafédirect’s business and brand. This report will evaluate Cafédirect’s digital presence and reach in a situational analysis, which includes key market trends and credible market data, demonstrating sizable opportunities for the firm in the digital marketplace. We will assess and report on current digital performance for its primary domains: cafedirect.co.uk and handpicked.cafedirect.co.uk. positioning and propositions (Reed Fidm, 2014).



Smart digital marketing objectives will be presented based on a synthesis of the situational analysis, along with a digital strategy designed to translate objectives into positioning and propositions (Reed Fidm, 2014). Supporting tactics will be outlined and aligned with objectives and strategy. Key tactics and channels will be explained, as well as tools and techniques designed to meet specific objectives. Finally, we will outline the human resources that will be needed to execute the digital marketing plan. Lastly, in the Control phase of the plan, we will discuss what will be required to measure the progress and ultimately, the success of this plan.

- **Situational Analysis**
Where are we now?
- **Objectives**
Where do we want to be?
- **Strategy**
How do we get there?
- **Tactics**
What methods will we use to get there?
- **Actions**
Who are the resources needed to execute?
- **Control**
Has the plan been successful?



Traffic Analytics: Summary

cafedirect.co.uk | All Devices | All Regions | April 2019

Visits

23.0K -37.12%

Avg. Visit Duration

02:21 +43.88%

Unique Visitors

18.4K -40.60%

Bounce Rate

37.75% -19.26%

Pages / Visit

2.54 +6.43%

Traffic Rank

953208 ↓95892

FIG 1.1

Situational Analysis

CUSTOMERS & TRAFFIC

Cafédirect's B2C customers primarily live in the UK and purchase their coffee, tea, and hot chocolate through major retail chains like Sainsbury's, Waitrose, Tesco, ASDA, Ocado, The Co-operative, Booths, Ethical Superstore, The Big Issue, As Nature Intended, Traidcraft and Planet Organic. Cafédirect has one Cafe Bar located in the Royal Albert Hall in central London along with a roastery. Customers also purchase coffee subscriptions, coffee beans, and tea through their new handpicked.cafedirect.co.uk e-commerce site as well as 3rd party online vendors like Amazon.

Cafédirect's primary website domain, cafedirect.co.uk is a product and company information portal with a blog, news, and contact info. However, it is unclear whom the site is targeting, who it is for, and what the company wants me to do besides sign up

for a newsletter. It is slow loading on mobile, and dark interfaces with lighter smaller copy have consistently shown to be hard to read (Nielsen Norman Group, 2019). The product section of the site does not link to the e-commerce site with expected links like "buy now." The e-commerce subdomain site handpicked.cafedirect.co.uk is a B2C coffee subscription site which does not show up on the top 5 pages of Google for "Buy cafédirect coffee," - a basic branded search.

An assessment of cafedirect.co.uk and handpicked.cafedirect.co.uk (data is combined) reveals the company had 18K unique visitors in April of 2019, which is down 40% from March, with an average bounce rate of 38% (Fig 1.1; Appendix A). Bounce rate indicates a visitor who visits only one page, then leaves (Google, 2019). This data reveals that Cafédirect's sites are acquiring a healthy amount of traffic with an above average visit

Traffic Analytics: Top Traffic by Countries

cafedirect.co.uk | All Devices | April 2019

Country	All Devices
United Kingdom	80.53% 18.6K
Germany	9.91% 2.3K
Australia	1.84% 423
India	1.59% 367
Bangladesh	1.59% 367

FIG 1.2

Traffic Analytics: Traffic Share by Device

cafedirect.co.uk | All Regions | April 2019

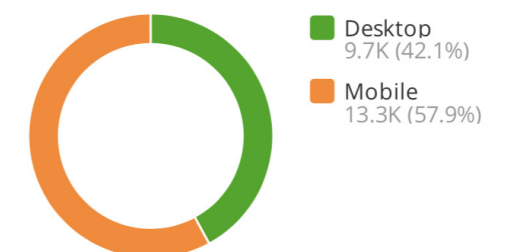


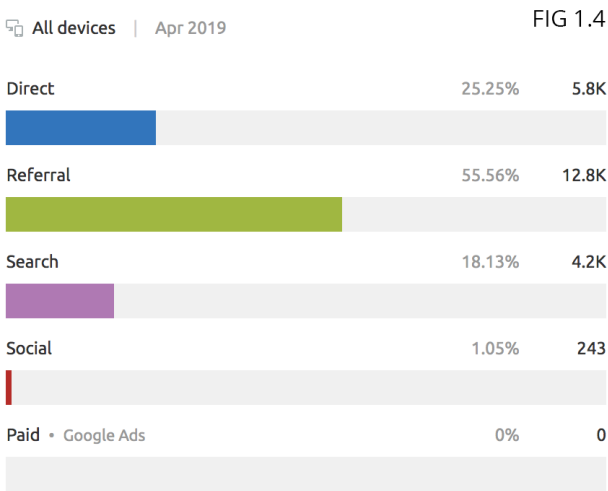
FIG 1.3

duration (2:21minutes) and pages per visit (2:54) (Fig 1.1; Appendix A). While traffic is a good sign, quality traffic that converts into sales or subscriptions will need to be the focus.

Cafédirect’s customers are primarily UK based, which should not be surprising as the company is not well known outside of the UK (SEMrush, 2019). The traffic data suggests that 80% of the domain’s traffic is from the UK, while the rest is divided between Germany, Australia, India, and Bangladesh (Fig 1.2). Notably, 55% of the traffic in April was on a mobile device (Fig 1.3) demonstrating the customers desire to visit in this way.

Traffic Sources

55% of Cafédirect’s traffic is generated through referral, 25% direct, 18% is from search, and only 1% comes from social channels (Fig 1.4; Fig 1.5).



The domain has a whopping 30.7K backlinks (Fig 1.6), explaining the large amount of referral traffic with 50% of those domains being UK domains (Appendix A).

Organic Keywords

Organic keywords are an essential part of any organization’s digital strategy because they represent how a potential unknown visitor can discover you, your products and services. Branded keywords (keywords with the company name as part of the search query), while necessary and important, are generally not a strategy used to acquire new customers and compete online. An example of this would be “buy coffee online” as opposed to “buy cafedirect coffee online”. The latter generating the majority of Cafédirect’s traffic (Fig 1.7). In addition, the high percentage of “direct” traffic indicates that the majority of the site traffic is familiar with the company and has engaged the site before. Fig 1.7, shows an average Google search volume of 1000x per month for “cafe direct” and 720x per month for the term “cafedirect”, understandably holding a #1 position in the search listings for that term.

Backlinks: Summary

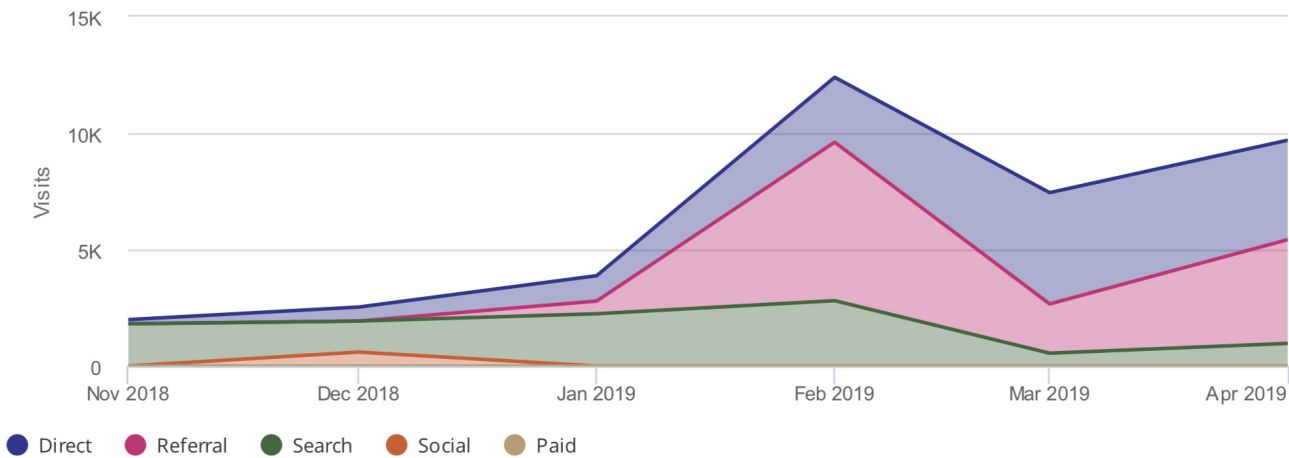
Root Domain: cafedirect.co.uk

30.7K TOTAL BACKLINKS

Referring Domains	1K
Referring IPs	1K

Traffic Analytics: Traffic Sources Trend

cafedirect.co.uk | Desktop | All Regions | Last 6 months



Branded & Non-Branded Traffic

You will notice the term “cafetiere coffee” has approximately 4400 searches per month. That means that a user directly types that phrase or a variation of that phrase into Google’s search engine in the UK. Cafédirect is capturing a large portion of this traffic by being listed in the 4th position of the organic Google search listing for that term. This is considered non-branded traffic (Fig 1.8), and is a result of effective SEO practice and digital strategy. We would suggest increasing your organic keyword strategy with more high volume traffic searches. This non-branded high volume search traffic is supported by the company’s youtube videos on how to properly use a “cafetiere”.

In further assessing the current state of Cafédirect’s online business, we can see that branded traffic makes up 63% of the company’s overall traffic (Fig 1.8). Branded traffic represents traffic that is driven by searches which include the company’s name in the query. As already highlighted, acquiring new customers and new subscriptions requires a substantial non-branded SEO strategy. In addition, more needs to be done with the cross-pollination of links and strong calls to action between the primary and e-commerce sites. Another possibly better option would be to combine the two websites into one.

Organic Search: Top keywords (952)

UK | cafedirect.co.uk

Keyword	Pos	Volume	CPC	Traffic
cafe direct	1 (1)	1,000	0.94	29.29%
cafedirect	1 (1)	720	0.94	21.09%
cafetiere coffee	4 (4)	4,400	0.47	11.27%
how to use a cafetiere	4 (4)	2,400	0.14	6.15%
cafedirect coffee	1 (1)	170	1.06	4.97%

FIG 1.7

Branded vs Non-Branded

UK | cafedirect.co.uk

63.86% 36.14%
Branded Traffic Non-Branded Traffic



FIG 1.8

For example, two bags of 227g Machu Picchu whole beans costs £7.98 on Amazon.co.uk, at tesco.com they cost £6.00, whereas on fruugo.ca they are £6.95 for one bag plus £13.86 standard shipping to the UK and £22.97 to ship to the US.

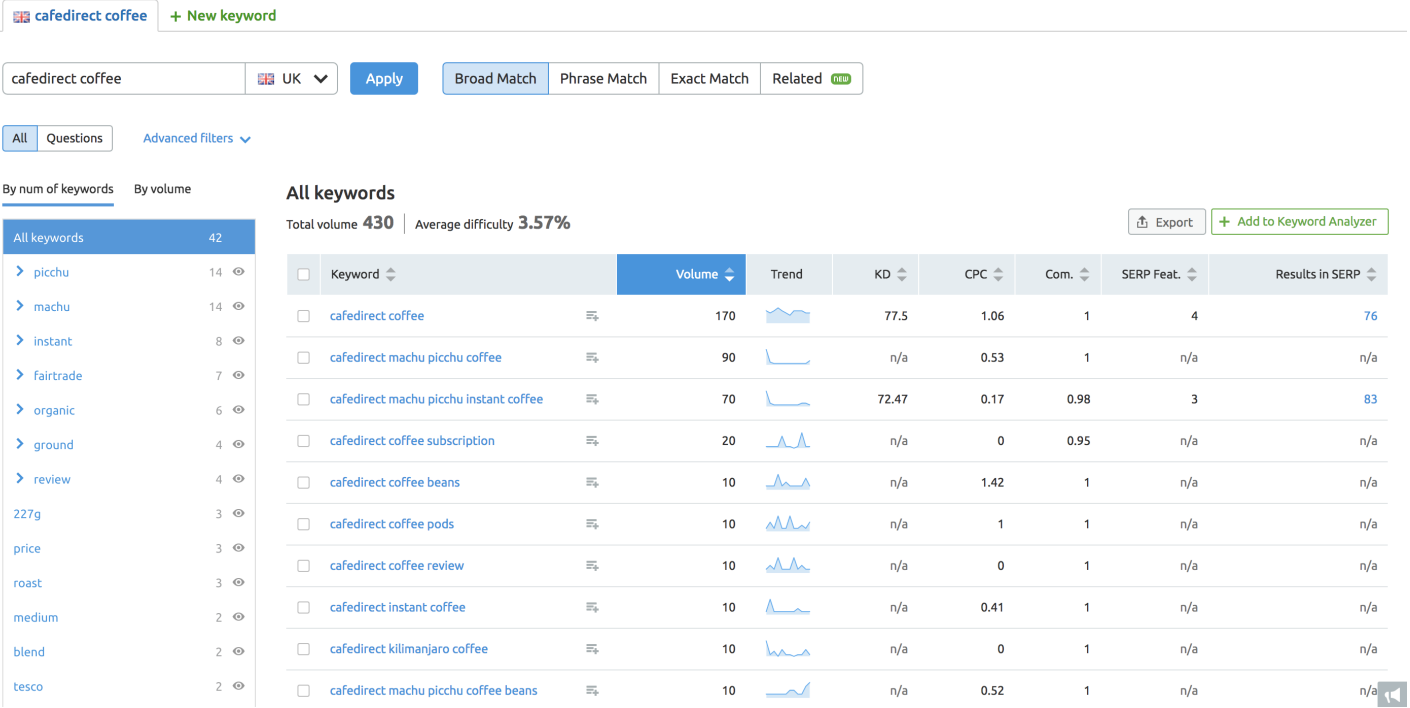
Cafédirect’s online customers, like their traditional customers, are choosing to purchase based on taste, quality, social purpose, and loyalty. For those loyal customers, Cafédirect is a unique company with an important purpose, being pioneers in the fairtrade movement and now a Certified B Corp. Increasing awareness and educating not only the British but a worldwide global audience is definitely possible.

More importantly, however, is that these customers “know” and are aware of the company. This can be demonstrated by the keyword analysis.

Dashboard > Keyword Analytics > Keyword Magic Tool > List 1

Keyword Magic Tool: List 1

FIG 1.9



Long-Tail Keywords

Fig 1.9 demonstrates what exact phrases are being used to get to Cafédirect’s website. Customers know specific Cafédirect coffee names and products. For example, “machu picchu coffee” is a very specific company coffee that customers are searching for on average 90 times per month revealing brand and customer loyalty.

Generating new customers, fans, and followers, those without experience of the

brand is one of the main objectives of this plan. To create attention and exposure for targeted customers, who would otherwise find somewhat of a disjointed path to purchase.

COMPETITION

Fig 2.0, shows Cafédirect’s top online competitors based on common keywords while Fig 2.1, demonstrates where Cafédirect is positioned in context to its competitors. All 5 top organic search competitors have a social mission, use the Fair Trade certification, are ethically positioned, and are driving the convenience of online e-commerce coffee sales and subscriptions. York Emporium and Jones Brothers Coffee are US-based but sell online to a variety of countries worldwide. Office Coffee and The Blending Room are B2B coffee sellers based in the UK.

Organic Search: Top Competitors (1,103)

UK | cafedirect.co.uk

Competitor	Com. Keywords	SE Keywords	Com. Level
yorkemporium.co.uk	33	840	22% <div></div>
jonesbrotherscoffee.com	15	371	20% <div></div>
office-coffee.co.uk	25	1.0k	19% <div></div>
theblendingroom.co.uk	12	237	13% <div></div>
spillerandtait.co.uk	10	481	12% <div></div>

FIG 2.0

Paid Search: Top Competitors (48)

UK | cafedirect.co.uk

Competitor	Com. Keywords	Ads Keywords	Com. Level
ravecoffee.co.uk	2	15	11% <div></div>
bluecoffeebox.com	2	25	9% <div></div>
arabellebrusan.com	1	3	8% <div></div>
ethicalroots.co.uk	1	3	8% <div></div>
officecoffeemachines.co.uk	1	5	8% <div></div>

Fig 2.2, is an example of a current display ad campaign attempting to position itself through its “Ridiculously Good Coffee” message. The problem with this campaign is that by focusing on the product - “Ridiculously Good Coffee,” the message gets lost among the hundreds of other company ads that claim their coffee is superior. The campaign lacks any real competitive advantage and a call to action is missing. There is an apparent disconnect between how Cafédirect acquires B2B customers and what is seen in the ad.

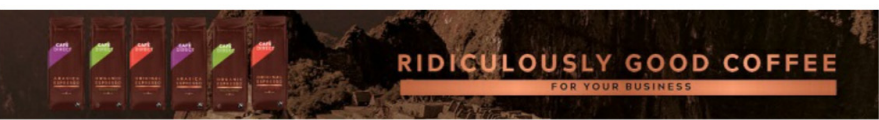


FIG 2.2

Organic Search: Competitive Position Map

UK | cafedirect.co.uk

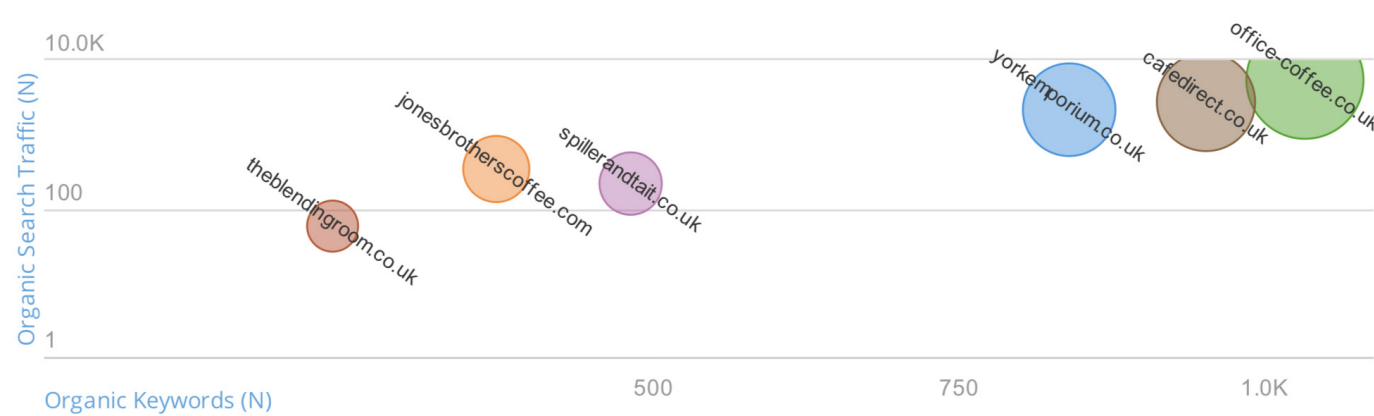


FIG 2.1

Paid Search Ads & Competition

Cafédirect’s paid search ads (Fig 2.3), focusing on keywords related to gifts for coffee lovers and B2C subscriptions are performing well with high volumes of searchers and top positions (see Appendix A). With clear calls to action and value statements, we would want to continue in this direction and integrate the rest of the channels with this tactic.

Sample Ads (21)

UK | cafedirect.co.uk

Coffee Lover Gifts | Save 20% With Code FESTIVE20 | cafedirect.co.uk Ad handpicked.cafedirect.co.uk/

Ad Gift A Coffee Connoisseur Freshly Hand Roasted Speciality Coffee Today! Selected By Experts.

Coffee Lover Gifts | Save 20% With Code FESTIVE20 Ad handpicked.cafedirect.co.uk/

Ad Gift A Coffee Connoisseur Freshly Hand Roasted Speciality Coffee Today! Roasted And Posted To You. Coffee Explorer Club. The Best Gourmet Coffee . Discover Rare Coffees. Coffee Sourced by Experts. From £7.95 per Month. Makes a Perfect Gift . Selected By Experts.

The perfect gift for coffee | Lovers delivered to their door Ad handpicked.cafedirect.co.uk/

Ad Gift A Coffee Connoisseur Freshly Hand Roasted Speciality Coffee Today! Selected By Experts. The Best Gourmet Coffee . From £7.95 per Month. Roasted And Posted To You. Discover Rare Coffees.

Never Run Out Of Coffee Again | With Our Monthly Subscription Ad handpicked.cafedirect.co.uk/

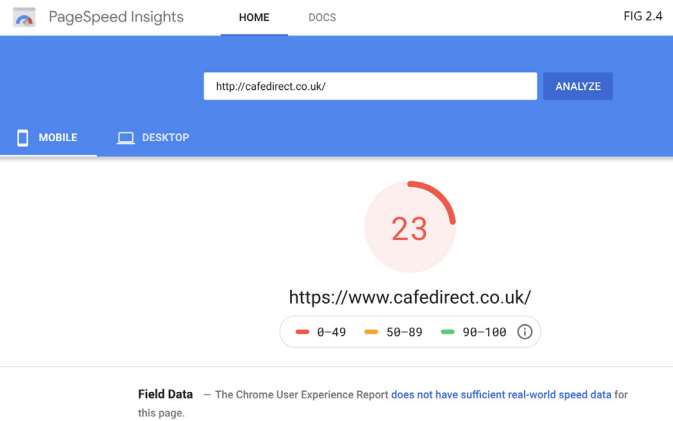
Ad Fresh Handroasted Coffee Delivered Directly To You. Multiple Plans Available! From £7.95 per Month. The Best Gourmet Coffee . Selected By Experts. Roasted And Posted To You. Makes a Perfect Gift. Coffee Sourced by Experts. Coffee Explorer Club. Discover Rare Coffees.

FIG 2.3

Key Takeaways & Considerations

As global online sales for both B2B and B2C continue to explode it will be increasingly important for Cafédirect to strengthen its global e-commerce capabilities and its online B2C operations. Integrating cafedirect.co.uk with shop.cafe.co.uk would be highly advisable as it currently seems like one is unable to purchase directly from the primary domain. This is troublesome and inconvenient for the B2C customer. In addition, site speed and load times are underwhelming. Based on Google’s PageSpeed Insights (see Fig 2.2), cafedirect.co.uk on mobile gets a score of 23 out of 100.

The desktop site is better, scoring 71/100. With 60% of the site traffic coming from mobile, which is expected to increase year over year, this needs to be a priority.



- ▶ **Regular domain is not linked to e-commerce subdomain**
- ▶ **It is not obvious on cafedirect.co.uk that I can purchase coffee**
- ▶ **Dark backgrounds with light text are shown to be difficult to read**
- ▶ **Very slow loading and poor (images and javascript) optimization for mobile devices**
- ▶ **Consider potential customers more**
- ▶ **Increase social integration with lead generating ecosystem**
- ▶ **Increase awareness of B Corps and being the first UK coffee company to receive this certificaton (competitive advantage)**
- ▶ **Increase social capital globally of how special this company is**
- ▶ **Increase global awareness as there is an increasing appetite for sustainable business models**
- ▶ **Leverage mobile paid digital channels**

MARKET TRENDS

Retail sales of Fairtrade coffee increased by 250% between 2004 to 2014 (Mintel, 2014). During this period there has been a proliferation of other ethical coffee accreditations, including Rainforest Alliance and UTZ which are now one company. Research by Ethical Consumer has shown that 9 out of 10 tea brands carry some type of ethical accreditation, while 7 out of 13 brands of coffee bean are ethically accredited (Ethical Consumer, 2019).

Value sales of food and drink with organic, Fairtrade, Rainforest Alliance, and MSC certifications was estimated at £8.2 billion in 2018. This segment experienced rapid growth over 2013-18, driven primarily by increased retail adoption and distribution (Mintel, 2019).

Consumers can thank Cafédirect for pioneering the Fairtrade operations and label in the 1990s. Since then there has been massive adoption, clarity, and increased competition in the ethical coffee market. As a result, Cafédirect needs to up its game and strategically position itself with differentiators. Through becoming the first UK coffee company to become B Corp Certified, Cafédirect has done just that. However, more work needs to be done to translate this into an online value proposition (OLVP). This represents an opportunity for

the company to continue its sustainability advocacy work, educate consumers, and position itself as leaders. Sustainability in business is about much more than the environment - it is using business as a force for good in a number of ways.

Consumers are still wary of inauthentic corporate social responsibility claims that are opportunistic. As “sustainability” has become a trendy business tactic, there is an opportunity for firms who are the “real deal” to be leaders in helping businesses act more responsibly, considering more than just the bottom line.

As seen in Fig 2.5, 60% of UK consumers are still confused about sustainable/ethical schemes and their differences (Mintel, 2019). 65% of customers surveyed say they do not know what ethical/sustainable schemes to prioritize or trust. Not knowing enough about what the certifications stand for is cited as a reason for not buying ethically certified food and drink by 20% of non-buyers (Mintel, 2019). As a result, Cafédirect could be ‘missing’ potential customers. This presents Cafédirect with a significant opportunity to leverage its existing brand and educate consumers, not only about sustainable food and drink but also the importance of sustainable business practices.

CAFÉDIRECT'S DIGITAL MARKETING PLAN

FIG 2.5

Do you agree or disagree with the following statements?

It's difficult to know the differences between the various sustainable/ethical schemes

Base: 2,000 internet users aged 16+

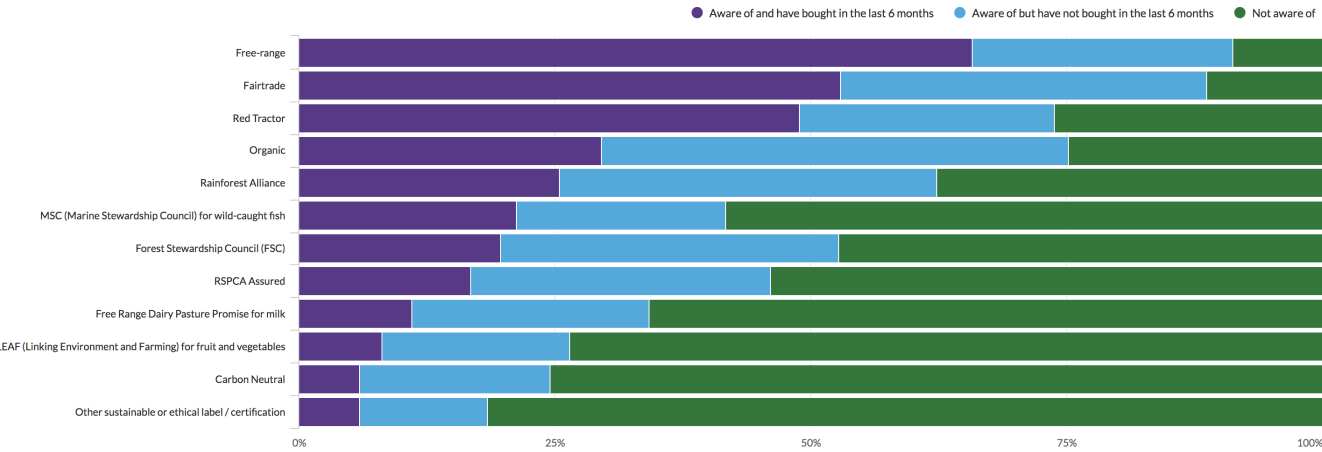
	Sample	Agree	Neither agree nor disagree	Disagree
All	2,000	60%	33%	6%
Age				
16-24	295	52%	37%	11%
25-34	366	61%	33%	6%
35-44	339	58%	36%	6%
45-54	372	57%	36%	6%
55-64	298	65%	28%	7%
65+	330	69%	29%	2%
Gender				
Male	992	59%	34%	6%
Female	1,008	62%	32%	6%

Fieldwork: February 2019 Source: Lightspeed/Mintel

* Small sub-sample: 75 to 100 is a low base size; Below 75, the base size is too low for data to be meaningful so the data points are not displayed.

Awareness and purchase of food and drink with ethical certifications

Base: 2,000 internet users aged 16+

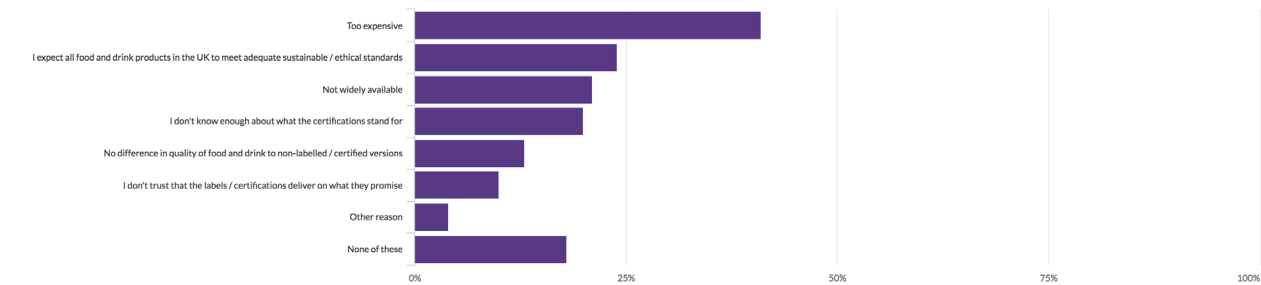


Fieldwork: February 2019 Source: Lightspeed/Mintel

CAFÉDIRECT'S DIGITAL MARKETING PLAN

Barriers to buying ethical food and drink

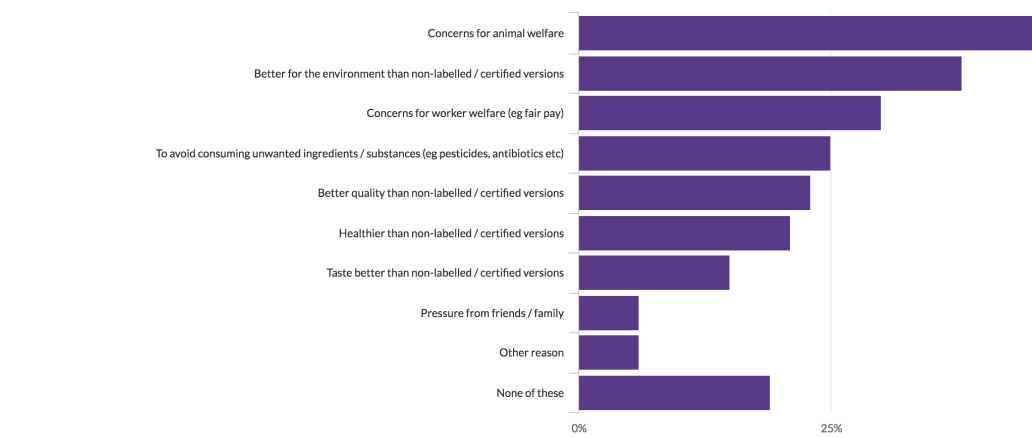
Base: 1,686 internet users aged 16+ who are aware of and have not bought food and drink with at least one sustainable or ethical label/certification in the last 6 months



Fieldwork: February 2019 Source: Lightspeed/Mintel

Reasons for buying ethical food and drink

Base: 1,663 internet users aged 16+ who are aware of but have not bought food and drink with at least one ethical label/certification



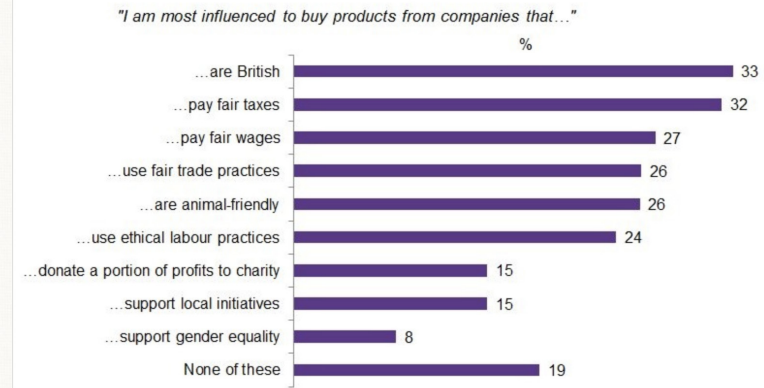
Fieldwork: February 2019 Source: Lightspeed/Mintel

Figure 30: Influential factors when buying products, April 2018

FIG 2.9

Base: 2,000 internet users aged 16+

"I am most influenced to buy products from companies that...Please select up to 3."

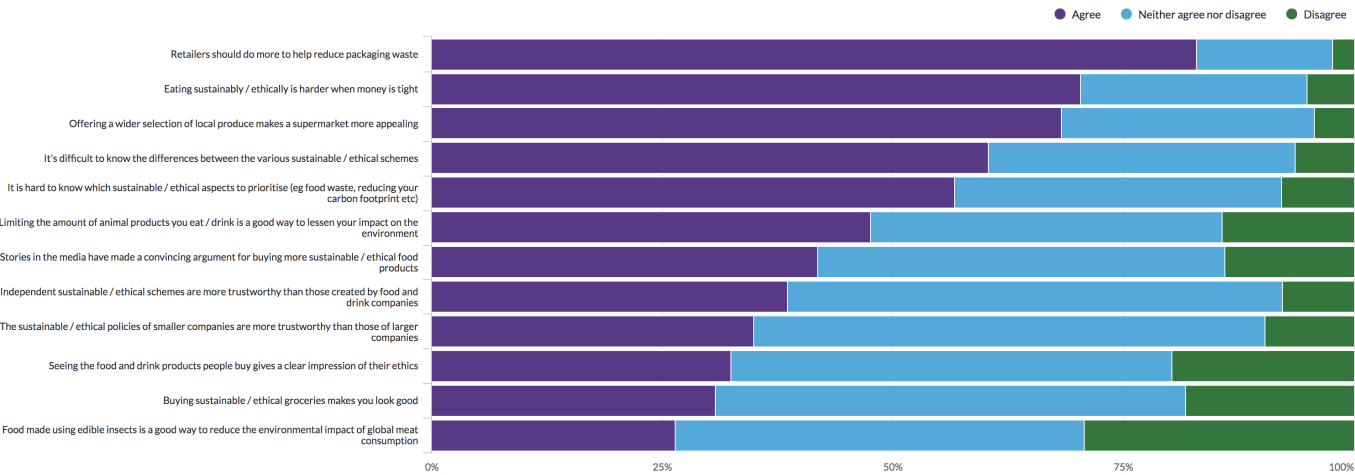


Source: Lightspeed/Mintel

CAFÉDIRECT'S DIGITAL MARKETING PLAN

Attitudes towards ethical food and drink

Base: 2,000 internet users aged 16+



Fieldwork: February 2019 Source: Lightspeed/Mintel

Cafédirect is in the perfect position to reassert its leadership in this space as being a continued pioneer in doing business in a way that supports people and planet with a win-win outcome.

TARGETED CUSTOMER SEGMENTS

Cafédirect’s online customers differ slightly from their B2B customers, of which the company has traditionally served. In order to cross match Cafédirect’s product offering with online customers that the offering would appeal to we present the following segments to target.

► Coffee aficionados all ages

They like to try new coffees, appreciate quality, typically don’t use a kettle for coffee, but will have high-end coffee and espresso machines.

► Working Hipster Professionals

No time. Disposable income for things they really care about. Involved in the coffee culture as a way of life.

► Working Middle Class Generation X’er & Baby Boomers

Teachers, police, nurses who drink instant freeze dried coffee and purchase it at grocery stores like Tesco.

► Sustainability Advocates & Online Influencers

Not necessarily coffee lovers but choose sustainable/ethical products over others. Stock coffee in their pantry.

CAFÉDIRECT'S DIGITAL MARKETING PLAN - PERSONAS



Coffee Aficionado



Professional Hipster



Middle Class Mary



Social Advocate Jade

Conniossuer Sam, 52

Coffee Pattern:

Passionate about coffee, loves expert reviews, extremely active online. Has an online coffee subscription.

Goals: Buy FT, organic coffee beans online. Likes experimenting with new coffee and methods.

Challenges: Keeping coffee fresh, demanding work schedule.

Pet Peeves:

Coffee brewed from stale beans. Firms that are inauthentic with CSR and salesy. Frustrating e-commerce sites. Poor quality and rushed service.

Journalist Jack, 23

Coffee Pattern:

Drinks loads of coffee (at home & in artisan coffee bars) but prefers ethically inclined UK-based companies.

Goals: Excel in writing/blogging career as an expert in social advocacy and sustainability. **Challenges:** Disenchanted with UK politics, status quo and business in general.

Pet Peeves:

Big box stores, fake marketing, non-optimized websites, inconvenience, bad coffee, not being able to trust that firms have his best interests at heart.

Teacher Mary, 43

Coffee Pattern:

Drinks the majority of her coffee at home and work. Will visit Costa or Starbucks on occasion. **Goals:** To be a good person and do her part in society through using less plastic.

Challenges: Is increasingly concerned about the state of the planet but doesn't understand how that translates to purchasing.

Pet Peeves:

Barage of choices and information not understanding the differences in a variety messages.

Freelancer Jade, 33

Coffee Pattern:

Works allot from a variety of coffee outlets. Only buys organic FT beans from firms that are certified. Purchases beans online or from supermarket. Heavily involved online in socially advocacy groups. **Goals:** Educate the non-educated on critical issues of inequality, racism and sustainability.

Challenges:

Earning enough money to get by.

Pet Peeves:

Uninformed people, online social rhetoric and greed.

Objectives

RACE®

The plan objectives will leverage PR Smith’s “The Race Approach to Objectives” framework. RACE (Reach, Act, Convert and Engage) looks at key objectives as the customer moves through a life cycle from initial touch point to lifetime loyalty (Smith, 2017). Objectives are each quantified and measurable.

We have included Cafédirect’s mission and vision statements found on their site to help bring context to how this plan will support these mandates.

To the right are proposed objectives that we believe are in alignment with Cafédirect’s mission and vision as a company. These objectives will surely increase Cafédirect’s B2C brand exposure online, drive increased engagement and sales.

CAFÉDIRECT'S MISSION STATEMENT

We champion the work and passion of smallholder growers, delivering great tasting hot drinks to improve livelihoods, whilst pioneering new better ways of doing business.

CAFÉDIRECT'S VISION

A rebalanced world which celebrates business as a force for good and measures success in the shared wellbeing of the communities it touches.

ELEMENT	OBJECTIVE	KPI'S
REACH	1. Build awareness and generate understanding about Cafedirect's purpose and brand across paid and earned media to drive preference and visits to owned media handpicked.cafedirect.co.uk and social pages.	1. Unique visitors 2. New fans, followers 3. New subscriptions to mailing list 4. Referrals from awareness ad campaign
ACT	2. Craft a seamless online experience encouraging B2C customer segments to interact and engage with the brand in order to generate leads.	1. Time on site 2. Bounce rate 3. Pages per visit
CONVERT	3. Generate increased subscriptions and online purchases.	1. Lead to conversion 2. Number of conversions
ENGAGE	4. Build global customer sustainability advocacy and social capital relationships online and over time to build excitement, garner retention, encourage sharing and move the needle foward on the value of B-Corps.	1. Repeat conversions 2. Audience shares, likes and re-shares 3. Customer advocacy 4. Repeat visitors

Strategy

“Strategy without tactics is the slowest route to victory”
Sun Tzu, The Art of War

Situation Analysis answers ‘where are we now?’ Objectives clarify ‘where do we want to go?’ and Strategy summarizes ‘how do we get there?’ Strategy requires the ability to see the big picture, the 40,000 foot view.

Cafédirect holds a very special place in the British business landscape being pioneers in “doing the right thing” even when it was unpopular and despite flailing revenues. They orchestrated the entire fair trade coffee movement in the 1990’s not because it was a trendy CSR idea but because it was a really important cause to owners of the business once they realized how badly business was exploiting farmers and growers in impoverished countries.

Now, decades later, Cafédirect has become the first UK coffee company to be B Corp Certified. “Certified B Corporations are a new kind of business that balances purpose and profit. They are legally required to consider the impact of their decisions on their

workers, customers, suppliers, community, and the environment. This is a community of leaders, driving a global movement of people using business as a force for good” (Certified B Corporation, 2019).

With complex issues of world sustainability increasingly staring us down we are in desperate need of business leaders who are willing to go all in. As market data and trends demonstrate most consumers don’t trust or understand sustainability or ethical schemes. Why would they? After centuries of growth maximizing business models that rarely consider the long-range impacts on people and planet, the way businesses operate needs to change on a global scale. Who better to lead the way in the UK than Cafédirect? What better platform than digital media, with its global reach and easily accessible information?

Customer-centric sustainability and hybrid business models are not easy to understand even for business academics let alone general consumers. The challenge this strategy attempts to solve is one of marketing communication positioning and awareness.



4C'S FRAMEWORK

Based on Jobber & Fahy's, (2009), 4's of marketing communication model this strategy seeks to build an online value proposition in order to set Cafédirect apart from the increased myriad of ethical and sustainable coffee companies. The strategy will seek to position Cafédirect, not as a leader in sustainable ethical coffee products (of which there are many), but rather a leader in customer-centric sustainable business practices whereby business can be a force for good. This idea, as a digital strategy, aligns with the the firm's higher vision and mission. As currently, Cafédirect's online presence lacks clarity of purpose and the value is unclear for potential customers. It is not well promoted or optimized online and is easily lost amidst many online sustainable subscription-based coffee companies.

POSITIONING MESSAGE

In order for Cafédirect's message to resonate with its intended online audiences it needs to be clear, consistent, credible and have a competitive edge. The current “Deliciously Good” message focuses on the product, whereby the red ocean exists. The message needs to impact both B2B and B2C audiences.

Proposed Online Value Proposition

Leaders in using business as a force for good. The first B Corp Certified UK coffee company.

ONLINE VALUE PROPOSITION

An online value proposition is closely linked to Cafédirect's brand positioning which answers the questions: who we are, what we offer, which markets do we serve, what makes us different?

With the proposed value proposition message, "Leaders in using business as a force for good. The first UK coffee company to become B Corp Certified" we are able to strategically position and differentiate the company apart from all the other fair trade coffee firms.

As noted in earlier sections consumers still lack understanding in issues of ethicality and sustainability. This strategy, therefore is about informing and motivating B2C customers.

In addition to the positioning statement we need a tactical campaign which tells the customer in more detail why they should choose a Cafédirect coffee subscription helping to drive click throughs, new site visits, conversions and online engagement that captures each of the four target audience segments: coffee aficionado, professional hipster, "middleclass Mary" and social advocate.

WAKE UP AND SMELL THE BREW CAMPAIGN

Tactical messages and ads online serve to engage and help new customers identify why they should click, share, subscribe or buy and ideally feel motivated enough to share their experience – the last point being key in an age where the customer increasingly defines the brand.

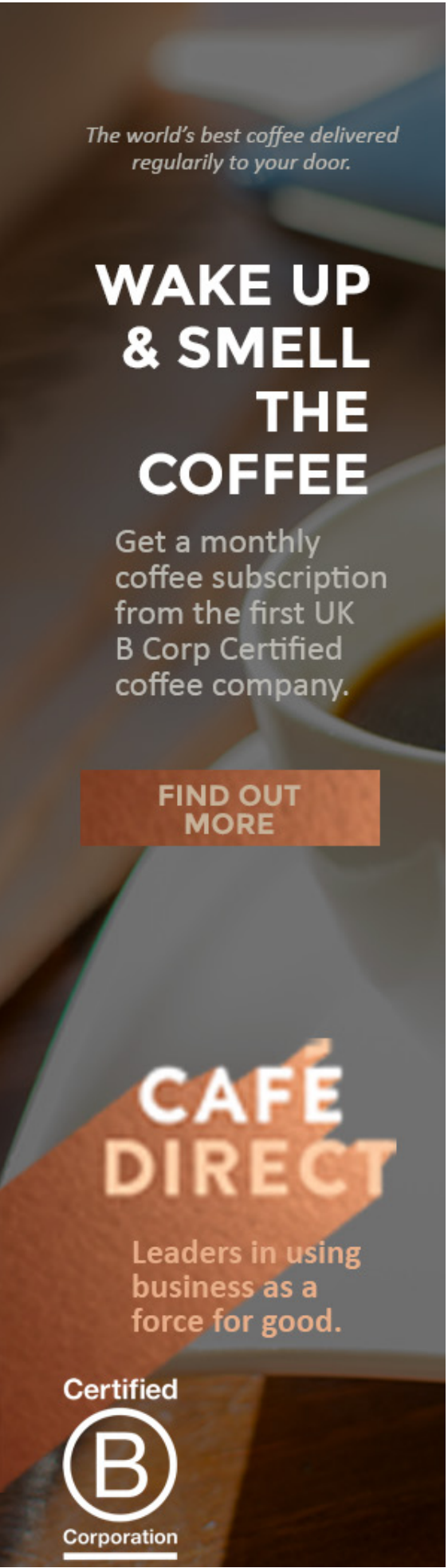
The proposed big box ad displays the Financial Times subtly in the background, a headline that inherently has a call to action and a clear, concise positioning statement.



Tactics

Summary of existing and new targeting approaches we will use to boost acquisition and retention. See chart on next page for full breakdown and budget.

- ▶ Combine **cafedirect.co.uk** and **handpicked.cafedirect.co.uk** for a more seamless less confusing customer journey
- ▶ Convey the value of purchasing a Cafédirect coffee subscription
- ▶ Optimize and build landing pages for SEO/PPC that are high speed and high performance
- ▶ Set up Google Analytics goals e-commerce tracking
- ▶ Create KPI dashboards



SUMMARY OF TACTICS FOR 1 YEAR PLAN

The actions or tactics below are the “how do we get there” executions necessary to implement the objectives and strategy.

All paid campaigns should begin after web properties and functionality is complete in month 4.

ACTION	DETAILS	OBJECTIVE	WHO	WHEN	BUDGET
Optimized and integrate online web properties	One single site that services both B2B wholesale partners and B2C purchasers optimized for speed on mobile.	#2,	Developer/ Agency	ASAP, Month 1 & 2	£20,000
User-experience design (UEX) and Information architecture (IA)	Organize content on site for separate audiences with user-experience design, information architecture user-flows and task analysis principals making it simple for users to find what they need and purchase.	#2	User- Experience planning designer	ASAP, Month 1 & 2	£10,000
Tracking and reporting	Set up Google Analytic e-commerce goals, conversion funnels and KPI dashboards tailored to segmented audiences.	#2	Developer/ Agency	Month 2	£10,000
Reviews and social feeds	Add live social feeds, video and customer reviews to site.	#2, #3, #4	Developer/ Agency	Month 2	£5,000
Online promotions and shipping discounts	Incorporate e-commerce specials, promotions and free shipping to certain customers.	#2	Digital Marketing Manager	Month 3	£5,000
Point of sale messaging and online sales messaging	Integrate grocery sales promotions and communications with online products including partner e-commerce vendors like amazon.	#2, #3	Digital Marketing Manager & Marketing Manager	Month 3	£20,000
Awarness Display and video campaign (Google)	Use google ad network to specifically target and cast display and video ads to target audiences using interest based targeting and re-targeting.	#1, #2, #4	Digital Marketing Manager	Months 4-12	£50,000
Tactical paid search (Google & Bing) campaigns plus SEO optimization	Create text ads based on specific keywords for active coffee searchers and build organic SEO alongside this campaign. Use location based-targeting as well.	#2, #3	Digital Marketing Manager	Months 4-12	£20,000
Paid Twitter campaign	Set up twitter ads, selecting different strategic products for promoted tweets.	#2, #3	Digital Marketing Manager	Months 4-12	£20,000

ACTION	DETAILS	OBJECTIVE	WHO	WHEN	BUDGET
Paid Facebook & Instagram stories campaign	Use video and display ads for building awareness	#1, #2, #4	Digital Marketing Manager	Months 4-12	£20,000
Social Content Development (FB, IG, TW)	Create a content calender focusing on creating and publishing content that drives the online value proposition and aligns with SEO keywords. The purpose is not to sell but engage. Selling will be a by-product.	#1, #5	Content Developer	Months 4-12	
					Total: £180,000

Control

In order to measure results of this plan the following tools will be used:

- Google Analytics including e-commerce tracking
- Sales figures from the company's accounting system
- SEM Rush - a robust data insights tool for digital marketing

References

Anon, All-in-one Marketing Toolkit. *SEMrush*. Available at: <http://semrush.com/> [Accessed May 24, 2019].

Certified B Corporation, About B Corps. About B Corps | *Certified B Corporation*. Available at: <https://bcorporation.net/about-b-corps> [Accessed June 3, 2019].

Chaffey, D. (2010) Introducing RACE: A practical framework to improve your digital marketing. *SmartInsights*. Available at: <https://www.smartinsights.com/digital-marketing-strategy/race-a-practical-framework-to-improve-your-digital-marketing>

Chaffey, D. & Smith, PR (2017) *Digital Marketing Excellence* – planning & optimizing your digital marketing, 5th ed., Routledge

Christopher Hooton, 2014. Caffeine hit: here are the professions that drink the most coffee. *The Independent*. Available at: <https://www.independent.co.uk/news/uk/here-are-the-professions-that-drink-the-most-coffee-9728926.html> [Accessed May 23, 2019].

Ethical Consumer, Ethical Consumer. *Ethical Consumer*. Available at: <https://www.ethicalconsumer.org/> [Accessed June 3, 2019].

Jobber, D. and Fahy, J. (2009). *Foundations of marketing*. 3rd ed. Published Maidenhead: McGraw-Hill Higher Education.

Reed Fidm, D., 2014. SOSTAC: The guide to the perfect digital marketing plan. *Journal of Direct, Data and Digital Marketing Practice*, 16(2), pp.146–147.

Mintel, Home. *Mintel Academic*. Available at: <http://academic.mintel.com/> [Accessed June 2, 2019].

Nationalcoffee, 2016. What Are We Drinking? Understanding Coffee Consumption Trends. *National Coffee Association Blog*. Available at: <https://nationalcoffee.blog/2016/03/19/coffee-drinking-trends-2016/> [Accessed May 23, 2019].

Nielsen Norman Group. Legibility, Readability, and Comprehension: Making Users Read Your Words. *Nielsen Norman Group*. Available at: <https://www.nngroup.com/articles/legibility-readability-comprehension/> [Accessed May 31, 2019].

Smith, PR. (2011). *SOSTAC® guide to writing your perfect plan*, www.PRSmith.org

Appendices

Appendix A



Traffic Analytics: Overview

cafedirect.co.uk

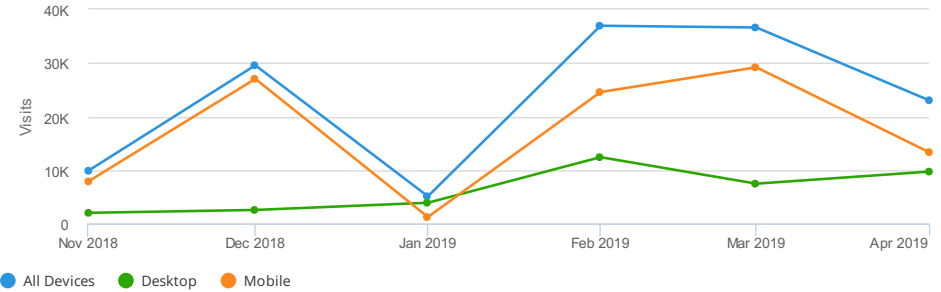


Traffic Analytics: Overview

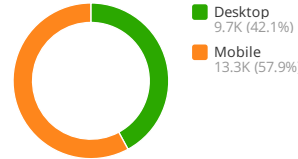
Traffic Analytics: Summary
cafedirect.co.uk | All Devices | All Regions | April 2019

Visits	Unique Visitors	Pages / Visit
23.0K <div>-37.12%</div>	18.4K <div>-40.60%</div>	2.54 <div>+6.43%</div>
Avg. Visit Duration	Bounce Rate	Traffic Rank
02:21 <div>+43.88%</div>	37.75% <div>-19.26%</div>	953208 <div>↓95892</div>

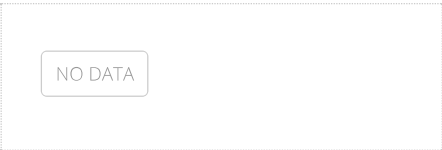
Traffic Analytics: Metrics Chart (Visits)
cafedirect.co.uk | All Regions | Last 6 months



Traffic Analytics: Traffic Share by Device
cafedirect.co.uk | All Regions | April 2019



Traffic Analytics: Top Subdomains
cafedirect.co.uk | All Devices | All Regions | April 2019



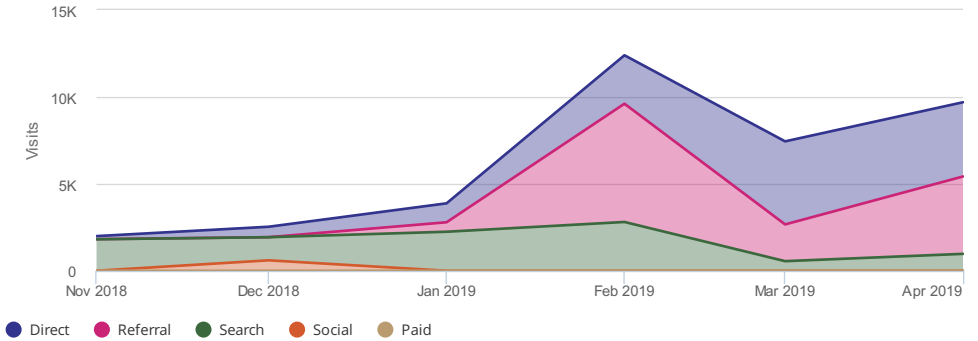
Appendix A



7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

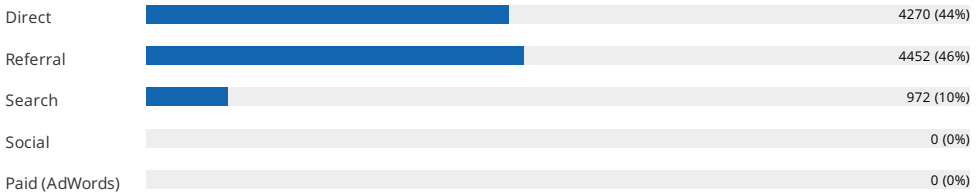
Traffic Analytics: Traffic Sources Trend

cafedirect.co.uk | Desktop | All Regions | Last 6 months



Traffic Analytics: Traffic Sources

cafedirect.co.uk | Desktop | April 2019 | All Regions



Traffic Analytics: Top Traffic by Countries


cafedirect.co.uk | All Devices | April 2019

Country	All Devices		Desktop		Mobile
United Kingdom	80.53%	18.6K	38.51%		61.49%
Germany	9.91%	2.3K	90.76%		9.24%
Australia	1.84%	423	100.00%		n/a
India	1.59%	367	n/a		100.00%
Bangladesh	1.59%	367	n/a		100.00%

Appendix B



Domain Overview (Desktop)
cafedirect.co.uk



Appendix B

7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Organic Search: Summary

UK | cafedirect.co.uk

2.7K 2% TRAFFIC

SEMrush Rank	98.5k
Keywords	952 2%
Traffic Cost	£1.7K 9%

Paid Search: Summary

UK | cafedirect.co.uk

718 0% TRAFFIC

Keywords	21	0%
Traffic Cost	£1.2K	0%

Backlinks: Summary

Root Domain: cafedirect.co.uk

30.7K TOTAL BACKLINKS

Referring Domains	1K
Referring IPs	1K

Display Advertising: Summary

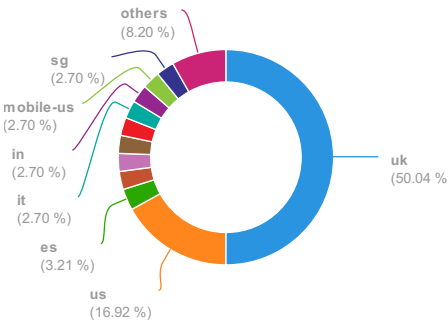
cafedirect.co.uk

22 TOTAL ADS

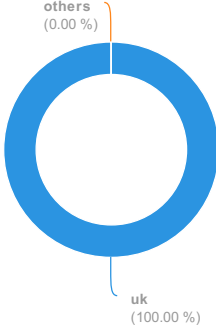
Publishers	28
Advertisers	2

Organic Search: Keywords By Country

cafedirect.co.uk



Paid Search: Ad Keywords by Country



Generated on May 24, 2019


The report data is taken from SEMrush.com

2

Ja

February 8, 2019

APPENDICES

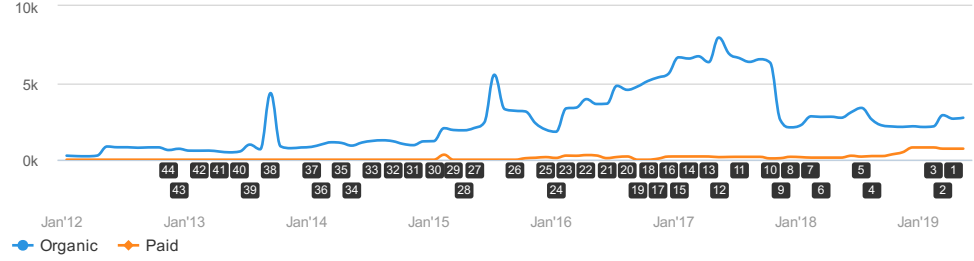


Appendix B

7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Traffic: Organic vs Paid

cafedirect.co.uk | UK | All time



#	Date	Note	Category
1	May 22, 2019	Search Results Shake, Another Google Indexing Bug Suspected [link] As Google has confirmed another problem with indexing, this time related to new content, SEMrush Sensor has reported significant shifts in rankings. It is yet to be determined if it is a cause-and-effect.	Google organic
2	Apr 7, 2019	Google De-indexing Issue Leads to Shifts in Rankings [link] Google has confirmed that a glitch in their algorithm caused some pages to be de-indexed and removed from search results.	Google organic
3	Mar 12, 2019	Florida 2 Core Algo Update [link] Danny Sullivan of Google has confirmed that a broad core algorithm update was released earlier this week. The update was dubbed Florida 2 at the WebmasterWorld forum. As it is a broad update, there are no specific changes to look out for. Updates like this focus on the overall quality of search and how well the results match the user's intent.	Google organic
4	Sep 27, 2018	Google Birthday Update [link] Google representatives have confirmed they released a minor search algorithm update on the company's anniversary, September 27. They did not disclose any details regarding this update.	Google organic
5	Aug 1, 2018	Google Search Quality Update [link] Google has officially confirmed that it has released a major search quality update. According to its statement, the update is not focused on demoting bad content, but rather on providing more relevant results. Webmasters are still advised to look out for potential rankings drops.	Google organic
6	Apr 17, 2018	Core Algo Update in April [link] Google has confirmed that it released a core algorithm update in mid-April. Updates like this happen several times a year, and there are usually no particular recipes for fixing position drops. The SEMrush Sensor registered this update with peaks on April 18 and 20.	Google organic
7	Mar 9, 2018	Google Core Algo Update [link] Google representatives have confirmed that they released a core ranking algorithm update over the weekend. Updates like this occur several times a year, but Google has no specific recommendations on what webmasters should fix if they have been hit by this update. The update has also affected the SEMrush Sensor score.	Google organic
8	Jan 15, 2018	Keyword Database Is Being Updated [link] We are updating our keyword database, retiring old, unused keywords, and adding the new contemporary ones. We are also updating search volumes to make them more accurate.	SEMrush

Generated on May 24, 2019

The report data is taken from SEMrush.com

3

Ja

February 8, 2019

Organic search traffic

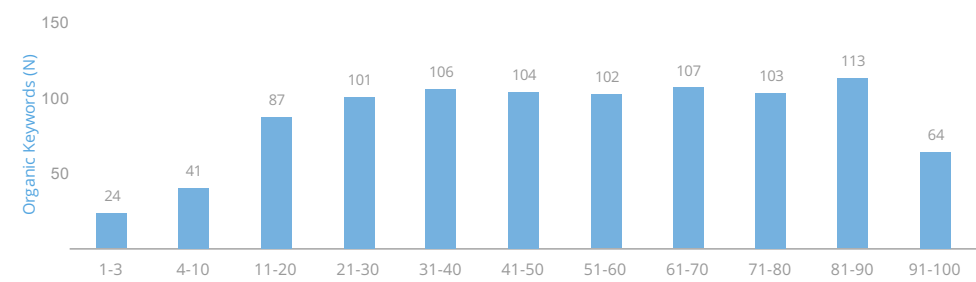
Organic Search: Top keywords (952)

UK | cafedirect.co.uk

Keyword	Pos	Volume	CPC	Traffic
cafe direct	1 (1)	1,000	0.94	29.29% <div><div></div></div>
cafedirect	1 (1)	720	0.94	21.09% <div><div></div></div>
cafetiere coffee	4 (4)	4,400	0.47	11.27% <div><div></div></div>
how to use a cafetiere	4 (4)	2,400	0.14	6.15% <div><div></div></div>
cafedirect coffee	1 (1)	170	1.06	4.97% <div><div></div></div>

Organic Search: Keyword Position Distribution

UK | cafedirect.co.uk



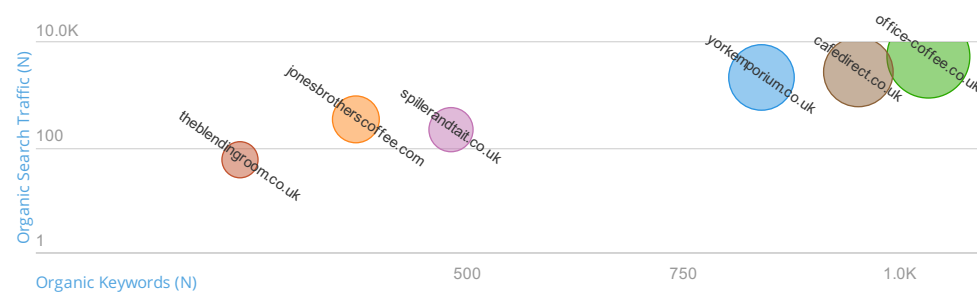
Organic Search: Top Competitors (1,103)

UK | cafedirect.co.uk

Competitor	Com. Keywords	SE Keywords	Com. Level
yorkemporium.co.uk	33	840	22% <div><div></div></div>
jonesbrotherscoffee.com	15	371	20% <div><div></div></div>
office-coffee.co.uk	25	1.0k	19% <div><div></div></div>
theblendingroom.co.uk	12	237	13% <div><div></div></div>
spillerandtait.co.uk	10	481	12% <div><div></div></div>

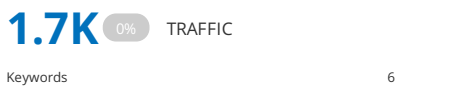
Organic Search: Competitive Position Map

UK | cafedirect.co.uk



Organic Branded Search

UK | cafedirect.co.uk



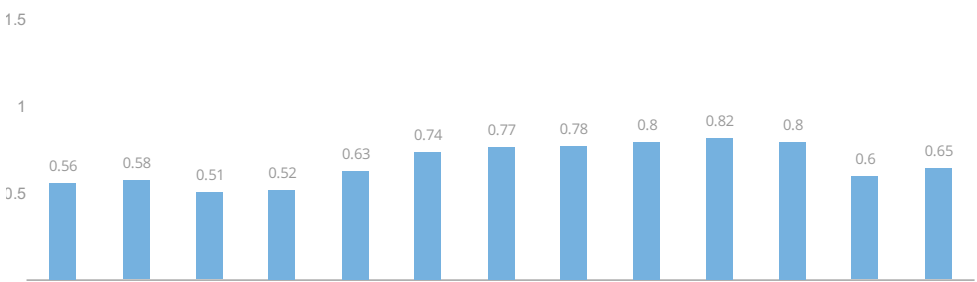
Branded vs Non-Branded

UK | cafedirect.co.uk



Organic Search: Branded Traffic Trend

UK | cafedirect.co.uk





Appendix B
7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Paid search traffic

Paid Search: Top Keywords (21)

UK | cafedirect.co.uk

Keyword	Pos	Volume	CPC	Traffic
gifts for coffee lovers	1 (1)	2,900	1.10	18.94% <div></div>
gifts for coffee lovers	1 (1)	2,900	1.10	18.94% <div></div>
gifts for coffee lovers	1 (1)	2,900	1.10	18.94% <div></div>
coffee subscription	1 (1)	1,900	1.53	12.39% <div></div>
office coffee machines	1 (1)	1,600	10.67	10.44% <div></div>

Paid Search: Ad Copy Position Distribution

UK | cafedirect.co.uk



Paid Search: Top Competitors (48)

UK | cafedirect.co.uk

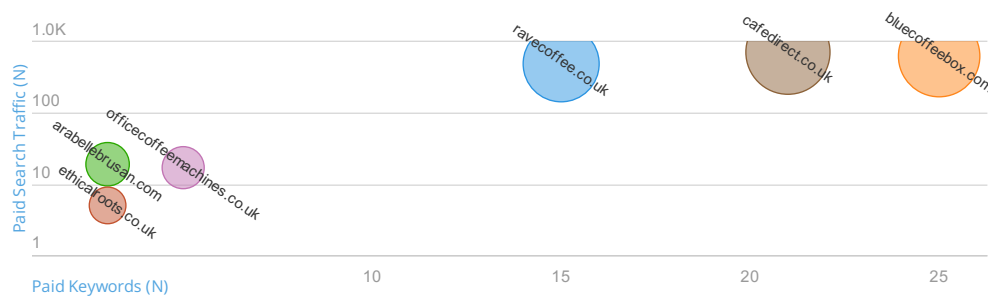
Competitor	Com. Keywords	Ads Keywords	Com. Level
ravecoffee.co.uk	2	15	11% <div></div>
bluecoffeebox.com	2	25	9% <div></div>
arabellebrusan.com	1	3	8% <div></div>
ethicalroots.co.uk	1	3	8% <div></div>
officecoffeemachines.co.uk	1	5	8% <div></div>



Appendix B
7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Paid Search: Competitive Positioning Map

UK | cafedirect.co.uk



Sample Ads (21)

UK | cafedirect.co.uk

Coffee Lover Gifts | Save 20% With Code FESTIVE20 | [cafedirect.co.uk Ad handpicked.cafedirect.co.uk/](#)

Ad

Gift A Coffee Connoisseur Freshly Hand Roasted Speciality Coffee Today! Selected By Experts.

Coffee Lover Gifts | Save 20% With Code FESTIVE20 Ad handpicked.cafedirect.co.uk/

Ad

Gift A Coffee Connoisseur Freshly Hand Roasted Speciality Coffee Today! Roasted And Posted To You. Coffee Explorer Club. The Best Gourmet Coffee . Discover Rare Coffees. Coffee Sourced by Experts. From £7.95 per Month. Makes a Perfect Gift . Selected By Experts.

The perfect gift for coffee | Lovers delivered to their door Ad handpicked.cafedirect.co.uk/

Ad

Gift A Coffee Connoisseur Freshly Hand Roasted Speciality Coffee Today! Selected By Experts. The Best Gourmet Coffee . From £7.95 per Month. Roasted And Posted To You. Discover Rare Coffees.

Never Run Out Of Coffee Again | With Our Monthly Subscription Ad handpicked.cafedirect.co.uk/

Ad

Fresh Handroasted Coffee Delivered Directly To You. Multiple Plans Available! From £7.95 per Month. The Best Gourmet Coffee . Selected By Experts. Roasted And Posted To You. Makes a Perfect Gift. Coffee Sourced by Experts. Coffee Explorer Club. Discover Rare Coffees.

Appendix B



7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Backlinks

Top backlinks

Root Domain: cafedirect.co.uk

Referring page Title / Referring page URL	Anchor text / Link URL	Type
2014 Winners Great Taste Awards https://greattasteawards.co.uk/2014-winners/	Cafedirect http://www.cafedirect.co.uk/	-
11 reuse ideas for coffee grounds MY ZERO WASTE https://myzerowaste.com/2010/01/11-reuse-ideas-for-coffee-groun...	Cafédirect's http://brewing.cafedirect.co.uk/	-
Gav's Blog: The blog of Gav de Ste Croix, web developer https://www.gavsblog.com/	coffee https://www.cafedirect.co.uk/products/machu-picchu/	-
11 reuse ideas for coffee grounds MY ZERO WASTE http://myzerowaste.com/2010/01/11-reuse-ideas-for-coffee-ground...	Cafédirect's http://brewing.cafedirect.co.uk/	-
2013 Winners Great Taste Awards https://greattasteawards.co.uk/awards-publication/	Cafédirect http://www.cafedirect.co.uk/	-

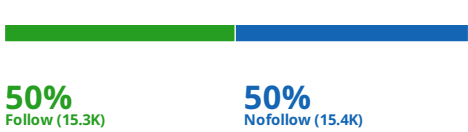
Backlinks: Top Anchors

Root Domain: cafedirect.co.uk

Anchors	Percentage	Domains	Backlinks
karen millen outlet	11%	18	3,521
karen millen	7%	29	2,263
http://www.cafedirect.co.uk/flash/	7%	26	2,017
http://www.cafedirect.co.uk/rayban/	6%	24	1,979
http://www.cafedirect.co.uk/oakleysshop/	6%	30	1,896

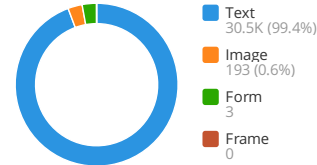
Backlinks: Follow vs Nofollow

Root Domain: cafedirect.co.uk



Backlinks: Types

Root Domain: cafedirect.co.uk



Appendix B



7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Backlinks: Top Referring Domains

Root Domain: cafedirect.co.uk

Root Domain	Backlinks	IP / Country
donews.com	4,580	119.254.211.168
al-ons.net	4,041	148.251.181.214
drese.net	3,068	91.203.111.40
ig.com.br	2,519	23.36.34.20
metrodad.typepad.com	2,467	104.18.137.190

Backlinks: Top Indexed Pages

Root Domain: cafedirect.co.uk

Title and URL	Domains	Backlinks
http://www.cafedirect.co.uk/karenmillen.php	38	5,836
http://www.cafedirect.co.uk/	492	2,866
http://www.cafedirect.co.uk/flash/	25	1,957
http://www.cafedirect.co.uk/rayban/	24	1,912
http://www.cafedirect.co.uk/oakleysshop/	29	1,909

Display advertising

Display Advertising: Recent Sites (28)

Publishers	Ads	Image	HTML	Text
www.neoseeker.com	6	6	0	0
www.disboards.com	2	2	0	0
forum.pianoworld.com	1	1	0	0
favim.com	1	1	0	0
allnurses.com	2	2	0	0

Display Advertising: Landing Pages (0)

cafedirect.co.uk

Landing	Times seen
https://www.cafedirect.co.uk/food-services/	54



Appendix A

7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Landing

<https://handpicked.cafedirect.co.uk/collections>

Times seen

23

Display Advertising: Sample Text Ads (1)

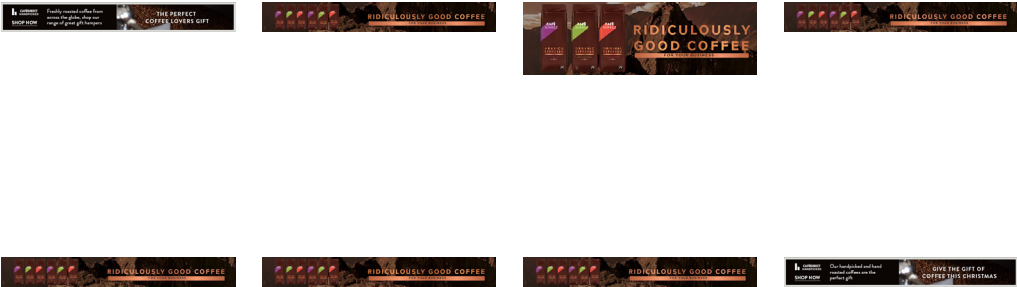
cafedirect.co.uk

Facebook® Account Sign Up

Ad

The World's #1 Online Community. Join for Free & Enjoy the Benefits!

Display Advertising: Sample Image Ads (22)



Appendix C



Keyword Analytics: Overview (Desktop)

cafedirect coffee



7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Appendix C

Keyword Analytics: Overview (cafedirect coffee)

Organic search

UK | cafedirect coffee

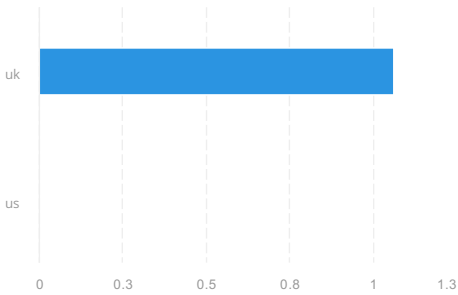
Volume	170
Number of results	76

Paid search

CPC (USD)	1.06
Competition	1.00

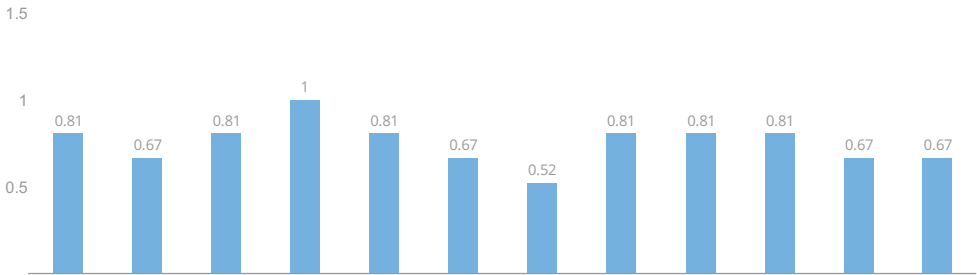
CPC Distribution

UK | cafedirect coffee



Keyword Research: Trend

UK | cafedirect coffee



Phrase Match Keywords (42)

UK | cafedirect coffee

Keyword	Volume	CPC (USD)
cafedirect coffee	170	1.06
cafedirect machu picchu coffee	90	0.53
cafedirect machu picchu instant coffee	70	0.17
cafedirect coffee subscription	20	0.00
cafedirect coffee beans	10	1.42

Related Keywords (26)

UK | cafedirect coffee

Keyword	Volume	CPC (USD)
cafe direct	1,000	0.94
cafedirect	720	0.94
machu picchu coffee	170	0.47
cafe direct share price	70	0.00
cafedirect machu picchu	110	0.85



7 NESHAMINY INTERPLEX, SUITE 301, TREVOSE, PA 19053
WWW.SEMRUSH.COM

Appendix C

Keyword Research: Organic Results (1-20)

UK | cafedirect coffee

- <https://www.cafedirect.co.uk/cafedirect.co.uk>
- <https://www.cafedirect.co.uk/products/cafedirect.co.uk>
- <https://www.cafedirect.co.uk/about/cafedirect.co.uk>
- <https://www.cafedirect.co.uk/where-to-buy/cafedirect.co.uk>
- <https://www.ethicalsuperstore.com/products/cafedirect/ethicalsuperstore.com>
- <https://www.ocado.com/webshop/product/Cafedirect-Fairtrade-Organic-Machu-Picchu-Coffee/20176011ocado.com>
- <https://www.ocado.com/webshop/product/Cafedirect-Fairtrade-Smooth-Roast-Coffee/20229011ocado.com>
- <https://www.tesco.com/groceries/en-GB/products/251556885tesco.com>
- <https://www.amazon.co.uk/Caf%C3%A9direct-Picchu-Organic-Fairtrade-Arabica/dp/B0062YA2W4amazon.co.uk>
- <https://en.wikipedia.org/wiki/Caf%C3%A9directwikipedia.org>
- <https://www.fairtrade.org.uk/Buying-Fairtrade/Coffee/Cafedirectfairtrade.org.uk>
- <https://www.waitrose.com/ecom/products/cafedirect-organic-fairtrade-machu-picchu-ground-coffee/393496-55299-55300waitrose.com>
- <https://www.nextdaycoffee.co.uk/brands/brand-names/cafedirectnextdaycoffee.co.uk>
- <https://www.sainsburys.co.uk/shop/gb/groceries/cafedirect-full-r-g-coffee-227gsainsburys.co.uk>
- <https://www.traidcraftshop.co.uk/producers/cafedirecttraidcraftshop.co.uk>
- http://www.mysupermarket.co.uk/tesco-price-comparison/Ground_Coffee/Cafedirect_Fairtrade_Organic_Macchu_Picchu_Roast_And_Ground_Coffee_227g.htmlmysupermarket.co.uk
- <https://www.ethex.org.uk/Cafedirectethex.org.uk>
- <https://www.businessgreen.com/bg/news/3035257/cafedirect-becomes-first-uk-coffee-producer-to-win-b-corp-statusbusinessgreen.com>
- <https://www.eventbrite.co.uk/e/cafedirect-coffee-masterclass-tickets-57407375004eventbrite.co.uk>
- <https://www.theguardian.com/sustainable-business/cafedirect-redefining-fair-tradetheguardian.com>

