

## Strengths

- ◆ It is a global coffee brand built upon a reputation for fine products and services. It has almost 9000 cafes in almost 40 countries.
- ◆ One of the Fortune Top 100 Companies to Work For in 2005. The company is a respected employer that values its workforce.
- ◆ The organization has strong ethical values and an ethical mission statement.

## Weaknesses

- ◆ The Organization has a strong presence in the United States of America with more than three quarters of their cafes located in the home market. It is often argued that they need to look for a portfolio of countries, in order to spread business risk.
- ◆ The organization is dependant on a main competitive advantage, the retail of coffee. This could make them slow to diversify into other sectors should the need arise.

## Opportunities

- ◆ New products and services that can be retailed in their cafes, such as Fair Trade products.
- ◆ The company has the opportunity to expand its global operations. New markets for coffee such as India and the Pacific Rim nations are beginning to emerge.
- ◆ Co-branding with other manufactures of food and drink, and brand franchising to manufactures of other goods and services both have potential.

## Threats

- ◆ Who knows if the market for coffee will grow and stay in favor with customers, or leisure activity will replace coffee in the future?
- ◆ Company is exposed to rises in the cost of coffee and dairy products.
- ◆ Since its conception in 1971, it's success has lead to the market entry of many competitors and copy cat brands that pose potential threats.