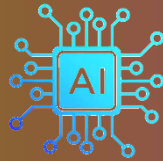
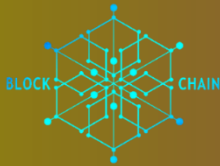




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**IN HARMONY,
PARTNERING
WITH NATURE**

A VISION FOR
THE FUTURE



THE MERITLANDS ECOSYSTEM

A SUPPLY CHAIN IN THE MODERN WORLD
RESPONSIBILITIES AND THE LOCALS' RIGHTS

STRUCTURAL PROBLEMS IN CENTURIES

Despite the coffee industry's focus on sustainability initiatives, a fair trade, current projects and commercial practices often fail producers and farmers, with a meagre 7%-10% of the total value staying in the countries where the beans are grown. To bridge this gap and achieve truly equitable value distribution alongside environmental and economic sustainability, a fundamental change in strategy and shift in business models is necessary. This transformation, however, requires to be revolutionary and inspirational to ensure a thriving coffee industry that benefits all stakeholders, from farmers to consumers.

TOO LITTLE, TOO LATE

The Green Coffee Company, Colombia's leading producer founded in 2017, with aspirations of becoming the world's largest Arabica coffee supplier. Their recent \$25 million Series C funding round fuels ambitious plans to disrupt the industry. The company aims to rewrite the coffee business model, prioritising fairness for all participants in the supply chain.

REVENUE LEAKAGE

MEASURING REVENUE LEAKAGE

A supply chain designed in colonial-era is the source of lost revenue for nations and farmers.

ANNUAL REVENUE

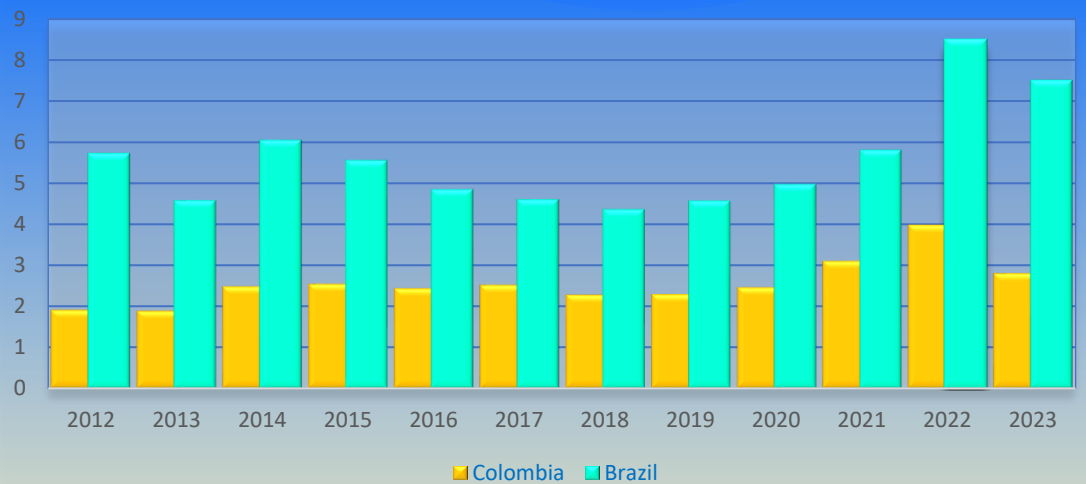
- Starbucks: \$35 B
- Nescafé (Nestlé): \$99.3 B
- McCafé (McDonald's): 4 B
- JDE Peet's Coffee and Tea: \$8.7 B
- Dunkin' Brands Group: \$1.4 B
- Tim Hortons: \$3.8 B
- Lavazza: \$2.9 B
- Panera Bread: \$6 billion B

A list of the top coffee chains with their estimated annual revenue

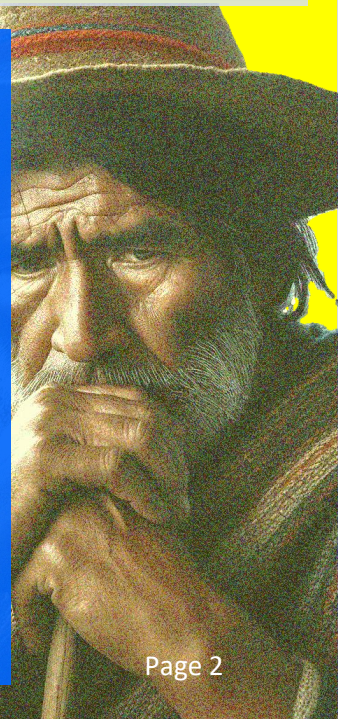
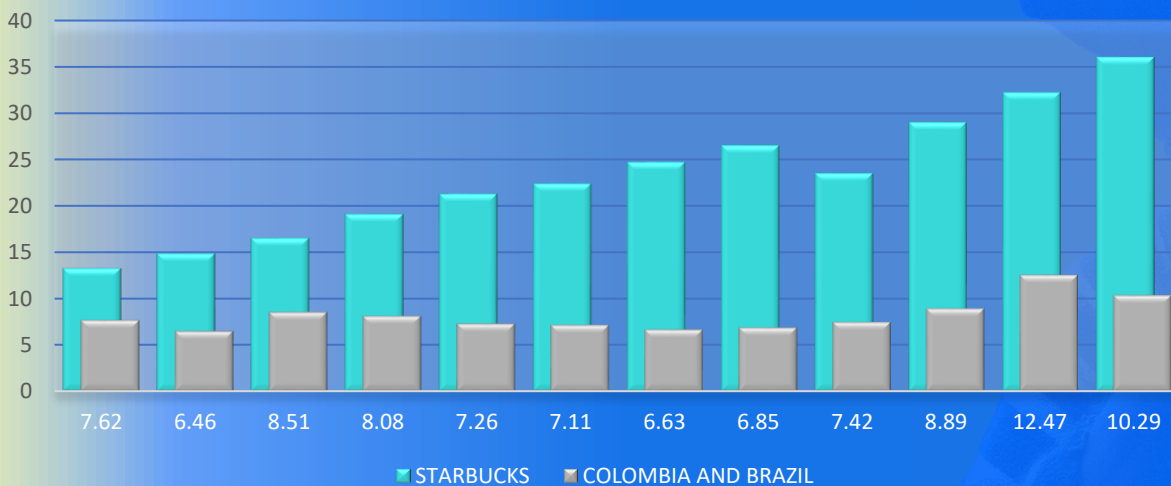
**Nestlé coffee products, not Nescafé coffee shops

** McCafé US alone revenue

EXPORT VALUE OF COFFEE FROM BRAZIL AND COLOMBIA (2012-2023) IN BILLION US DOLLAR



A COMPARISON BETWEEN ANNUAL REVENUE OF STARBUCKS AND COMBIEND ANNUAL VALUE OF EXPORT FROM BRAZIL AND COLOMBIA (2012-2023) IN BILLION US DOLLAR



I

WHAT WE KNOW

The coffee shop industry suffers from Starbucks syndrome, implying that a behemoth player sets standards and directions that restrict innovation and change, even making survival challenging. Starbucks undeniably changed the coffee shop experience, but its influence has downsides. Chain of Coffeehouses, for instance, still compete with small businesses, and their success and decisions are limited to the number of signs, higher revenue and their upper hand in the supply chain. Consequently, coffee companies are prone to regulations, an influencer's act of rebellion or a viral online post. Meanwhile, coffee bean producers have lived in limbo for centuries in an increasingly fragile and unfair supply chain. Therefore, the farmers are struggling with climate change, uncertainty, costs, and a shortage of skilled labour. Additionally, Today's people idolise authenticity and the betterment of society, while new generations and professionals also demand new experiences and improved services.



TRENDS

Personalisation: Adapting to mass-market appeal with growing consumer demand for speciality

Shifting Preferences: Competition from alternative beverages and evolving tastes

Concerns: Pressure to address environmental and social issues

Transparency: Consumers seek brands that prioritise transparency in operations

Tech-Savvy Consumers: New generations embrace improved services and demand better experiences

Beyond Necessities: Sustainability programmes and routine practices such as online ordering, loyalty plans and seasonal promotions are not competitive advantage

Daily Consumption: From 3bn cups of coffee per day to 6bn by 2050

Emigration: Several organisations have reported on the issue, including ILO and ICO, causing labour shortage, land abandonment social, cultural disruption, and environmental impact



CHALLENGES

Failing Ecosystem: Farmland will be gradually unusable

Aggressive Farming: Ignoring the negative impact of producing coffee on the soil and environment, (commodity mentality and ineffective supply chain)

Price Volatility: Fluctuations in global coffee bean prices, production cost and uncertainty

Labour Shortages: Lack of skilled and reliable workers in the supply chain

Older Farmers: Coffee producers are ageing, and the numbers of them decreasing

Poverty Exit: Fluctuating harvests and unpredictable incomes are forcing farmers to leave the industry

Innovation: Finding fresh ideas and feasible product and process development plans

Premature Supply Chain: Archaic supply chain and corporations' dominance

Colonial Plantation: prioritising maximising yield over quality and sustainability. This focus continues to impact the industry

Revenue Leakage: A supply chain designed in colonial era and remains under influence of corporations



OPPORTUNITIES

Subscription Services: Recurring revenue models that build customer loyalty and predictability

Technology Adoption: Personalisation to serve new generations and the global digital population

Focus on Vertical Integration: Modernising supply chain and enhancing efficiency, control, and rights

Diversification: Diversifying and creating even more new income streams

Investment: Opportunities to invest in new infrastructures, markets, lands, and development plans

Branding: Opportunity to create a global household brand and economic powerhouse

New Regulations: creating opportunity to redesign the supply chain and diversify. New regulations include EU Regulation on Deforestation-free Products (EUDR)

SUSTAINABILITY AND PRODUCTIVITY

Coffee production significantly contributes to economies and livelihoods. Therefore, balancing productivity with environmental sustainability is essential.

Practices like shade-grown coffee, soil conservation, and responsible waste management can mitigate the negative impact of coffee farming on the environment and soil health.

- GENERAL PRACTICES

The focus is on efficiency and resources to produce coffee beans. It's about getting the most out of what we have.

- INNOVATIVE SOLUTIONS

The goal is to reduce the use of resources and land. It's about harvesting enough land and cultivating sufficient coffee beans to balance supply and demand and control the supply chain.



Monocrop Coffee Production and Deforestation

Issue: The widespread use of monocrop coffee production (large-scale cultivation of a single crop) has led to deforestation in some coffee-growing regions.

Impact: Deforestation disrupts ecosystems, reduces biodiversity, and contributes to climate change. It also affects local wildlife habitats.

Fact: Monocrop coffee production is indeed associated with deforestation, especially when forests are cleared to make way for coffee plantations

Soil Erosion and Nutrient Depletion

Issue Soil composition changes due to agricultural land use (including coffee farming) can lead to soil erosion.

Impact: Soil erosion affects soil structure, nutrient content, and water retention capacity. It can lead to decreased soil fertility and productivity.

Fact: Coffee plantations that lack proper crop rotation and suffer from nutrient depletion can exacerbate soil erosion.

Sun-Grown Coffee and Biodiversity Loss

Issue: To meet growing demand, coffee growers have shifted toward sun or “reduced shade” plantations.

Impact: Sun-grown coffee reduces biodiversity because it replaces natural forest cover with large-scale coffee farms. Shade-grown coffee, on the other hand, provides habitat for various species.

Fact: Sun-grown coffee plantations result in less biodiversity and poorer soil quality compared to shade-grown alternatives.

Water Pollution and Waste Discharge

Issue: Coffee processing farms often discharge waste into rivers, leading to water pollution.

Impact: Polluted water affects aquatic ecosystems, harms wildlife, and disrupts natural balance.

Fact: The current model of coffee consumption contributes to pollution through waste discharge from coffee processing.



NATIONALISATION
BRANDING PROCESS

MODERN SLAVERY IN COFFEE PRODUCTION

- More than two billion cups of coffee are consumed globally each day.
- Shockingly, there are 40.3 million people living in some form of modern slavery, which includes forced labour, debt bondage, and degrading work conditions.
- Children constitute 25% of this total, with approximately 10 million child slaves worldwide.
- Coffee production is closely tied to a long history of colonialism and slavery.
- Coffee farmers typically earn only 7–10% of the retail price of coffee, while in Brazil, workers earn less than 2% of the retail price.
- In Brazil, coffee labourers are often trafficked to work for little or no pay, enduring harsh conditions such as living on rubbish heaps and drinking water alongside animals.
- Coffee plantation workers face debt bondage, lack of protective equipment, exposure to deadly pesticides, and inadequate living conditions.

CAPITALISING ON PUBLIC AWARENESS

DAILY CHOICES AS CONSUMERS CAN IMPACT THE LIVES OF THOSE INVOLVED IN COFFEE FARMING

- THE EXPLOITATION BEHIND THE COFFEE INDUSTRY REMAINS A SIGNIFICANT CONCERN.
 - There isn't a specific Memorial Day or statue, acknowledging the plight of enslaved workers, including indigenous communities
- Prioritising public awareness, process and product development, vertical integration, branding, retail, and nationalisation
 - CHILD LABOUR AND EXPLOITATION
 - Child slave labour is widespread in coffee cultivation, especially during the coffee-harvesting seasons
 - When coffee prices rise, struggling families may withdraw their children from school to work on coffee plantations
 - Conversely, falling coffee prices increase poverty in regions dependent on coffee, preventing children from attending school



II

A BLEND FOR DISRUPTION

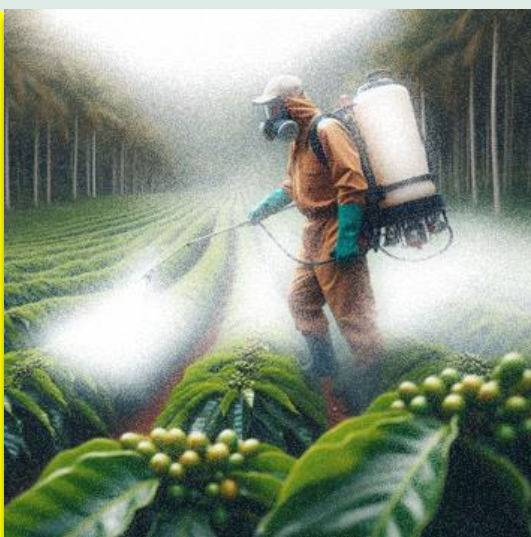
The once-booming global coffee chain industry is facing new realities. While the market is still expected to reach a staggering \$487.2 billion by 2027, a recent report by Euromonitor International shows a significant slowdown in sales growth, particularly for established chains. This stagnation coincides with significant transformation in consumer preferences, social movements, and global dynamics.

NEW GENERATIONS AND TRENDS: Millennials and Gen Z prioritise unique experiences and memorable moments over generic offerings. They are also increasingly aware of the importance of single-origin beans and the quality of exciting brewing methods. Moreover, a 2023 study by Allegra World Coffee found that 62% of global consumers are willing to pay more for ethically sourced, high-quality coffee. These trends are evident in the rise of independent coffee shops like Blue Bottle Coffee, highlighting the path for a fundamental change in coffee companies.



INDEPENDENT POWERHOUSES: Independent coffee shops are gaining popularity by offering personalised experiences, building relationships and engaging with customers. Unlike chains with standardised menus, independent shops cater to local preferences. Stumptown Coffee Roasters, for instance, partners with local farms and roasts its beans in-house, creating a unique experience for each location. They also host community events and support local artists, promoting a strong sense of community that major chains struggle to recognise and replicate.

A CHANGE: Mobile ordering, delivery, and click-and-collect apps have become essential. A 2022 report by NCR found that 73% of consumers are more likely to visit a restaurant with a mobile ordering app. However, consumers now expect more than convenience and personalisation in an App. In other words, utilising technological infrastructure and providing a seamless digital experience with an App is not a transformative change and competitive advantage.



SUSTAINABILITY CONCERNS: consumers are increasingly vocal about ethical sourcing and the environmental impact of their coffee consumption. Chains that rely on mass-produced beans and wasteful packaging are under scrutiny and criticism. For example, Seattle Coffee Company is gaining a competitive edge by boasting 100% Rainforest Alliance Certified coffee and appealing to environmentally conscious consumers. It is worth noting that Investors are increasingly looking at a company's environmental, public profile, and governance (ESG) practices. Simultaneously, regulations are pushing companies to adopt sustainable practices. In addition, sustainability can save organisations money in the long run. Reducing energy use, waste, and reliance on scarce resources can improve efficiency and profitability.

COFFEE DRINKERS

Although the impact of the Internet and social networking platforms on new generations' shopping habits is inevitable, older folks are also increasingly using the Internet along with traditional sources of media, including magazines and newspapers. Additionally, the Internet's impact on new generations extends to older generations via word of mouth, direct communications, daily interactions, social movements and public activities. Therefore, older generations' shopping habits increasingly rely on the Internet and social networking platforms.

Experience and routines among older generations: They've had more time to develop brand loyalty and establish shopping routines and social habits. They might be comfortable with familiar products and stores. However, older adults increasingly use digital tools: Many research products online, compare prices, and even shop online. The digital world offers convenience and a wider selection, especially for those with mobility limitations.

Younger generations are digital natives: They're comfortable researching and buying online. Social media and online reviews influence their choices, behaviours, opinions, and decisions. They value authenticity and brands that align with their interests and concerns. However, they also value

experience and trying new products and stores, while physical experiences can be more immersive and help build trust with a brand.



To summarise, generational differences exist, but there is an overlap. People of all ages frequently prioritise experience, online research, or in-person interaction to make purchase decisions. However, we believe there are differences in industries. In the wine industry, for instance, the older generation relies more on physical stores, established brands, and traditional sources, such as sommeliers, wine shop staff, established wine magazines, brand reputation and familiarity with regions.

COFFEE CULTURE

Traditionalists Vs. Experimenters

Older generations favour classics like black coffee or lattes, while new generations are open to new and adventurous combinations

Nostalgia and Convenience

For older generations, nostalgic connection can make the coffee shop a more inviting and relaxing space, while younger generations prioritise grab-and-go options and mobile ordering.

Morality and Sustainability

New generations are more environmentally conscious and seek out ethically sourced coffee

Information Flow

Traditional media guides older generations, while social media heavily influences younger generations' shopping habits, beliefs, and decisions

II

STARBUCKS SYNDROME

Coffeehouse chains are not facing an extinction event. However, the dominant chains, led by Starbucks, conduct similar activities to maintain market share and increase their dominance. As a result, newer coffeehouse chains and smaller counterparts have followed the dominant companies' footprint, ignoring changes, opportunities, and advancements. This phenomenon, which we term the "Starbucks syndrome," underscores the stagnation in development, indicating that activities and offerings remain largely uniform.

Moreover, we believe there has not been a significant change in the industry for decades, implying that technological advancements, environmental changes, economic shifts, social movements, and underutilised resources all present decision-makers with an opportunity to reconsider their stance on the role of coffee in the economy and society. This enables forward-thinking entities and individuals to diversify into new markets and transform the industry and societies. It is worth noting that a limited number of items in industries represent brands and nations' identities daily in almost all households and entities worldwide, and coffee is one of them.

COMMON PRACTICES

Elevating the Coffee Experience: Offering speciality coffee options, partnering with local roasters, and investing in high-quality brewing equipment to attract discerning coffee drinkers. Dunkin' Brands, for instance, has introduced a line of cold brew options with nitrogen infusion to cater to evolving taste preferences.

Embracing Technology: Utilising technology for mobile ordering, loyalty programmes, and personalised recommendations, enhancing convenience and engagement. Starbucks' Rewards programmes, for instance, reportedly boast over 24 million active members in the US alone, demonstrating the power of technology in creating a loyal customer base.

Focusing on Sustainability: Implementing ethically sourced beans, eco-friendly packaging, and waste reduction strategies resonates with environmentally conscious consumers. Peet's Coffee, another major chain, is a leader in this area, using compostable cups and recycled materials in their packaging.

Building Community: A small number of outlets and independent shops are fostering a sense of community within coffee shops by hosting events, offering co-working spaces, and supporting local initiatives to create a loyal customer base. Caribou Coffee, for instance, regularly hosts open mic nights and art exhibitions in their cafes, creating a welcoming space beyond just grabbing a cup of coffee.



EVERYONE, EVERY DAY

THE FUTURE:

Coffeehouses must recognise new trends and the changing business environment to overcome upcoming challenges and succeed. Furthermore, the industry's future lies in embracing innovation, exceeding customer expectations, identifying societies' needs, designing a fair supply chain, and recognising the importance of differentiation and diversification.



A PREMATURE SUPPLY CHAIN: ACADEMIC VIEW

Advancements might challenge the idea of a premature supply chain. For instance, blockchain and AI enhance transparency, efficiency, and traceability, while precision agriculture techniques using data on weather, soil conditions, and plant health optimise coffee production and improve yields. However, there is always rivalry, disruptions, and disasters. Nonetheless, the coffee supply chain and the relation among its core components – farmers, roasters, retailers, and consumers– have not been fair and free from controversy, and there are long-term issues caused by power imbalance.

SHORT-TERMISM TRAP

In absence of a long-term vision, coffee chains prioritise short-term plans by conducting routine and generic promotional events and products (drinks and foods) with limited to none impacts. This approach fails to address core customer needs. Moreover, they overlook available opportunities and resources. As a result, the rest of members of the supply chain (upstream members) follow routine practices with minor changes

GENERATIONAL SHIFT AND NEW TRENDS

Generic marketing campaigns, symbolic changes, and a focus on the traditional coffee experience are inadequate for attracting new generations, protecting resources, and maintaining profitability and fairness. New generations have different coffee preferences and expectations. They are more open to experimenting with new ingredients and unique flavours and prioritise social activities and memorable moments. Therefore, coffee companies must align their supply chain with new generations' interests and needs and latest trends.

INFORMATION GAP

Even when coffee chains implement creative practices or initiatives, a lack of effective communication hinders their impact, and customers may be unaware of these efforts. Therefore, unnoticed marketing programmes lead to internal discouragement, disappointment, and resource exhaustion. Confidence is an essential factor in organisational development. By prioritising a long-term vision, identifying evolving consumer preferences, effectively addressing new generations' values, and recognising new trends, coffee chains can ensure a thriving future

A PREMATURE SUPPLY CHAIN: HISTORICAL VIEW

A SUPPLY CHAIN DESIGNED IN COLONIAL ERA

The colonial era's coffee supply chain is a dark chapter in history, built on exploitation and forced labour. Here's a breakdown of how it worked:

B. PRODUCTION:

LOCATION: European powers established large plantations in their colonies, particularly in the Caribbean and South America.

LABOUR: These plantations relied heavily on enslaved Africans or forced indigenous labour. Working conditions were brutal, with long hours and little to no pay.

A. PROCESSING & TRANSPORTATION:

BASIC PROCESSING: After picking, coffee beans underwent minimal processing on the plantations.

LONG JOURNEYS: Ships transported the green coffee beans across vast distances, often in harsh conditions.

D. CONSUMPTION:

EUROPEAN MARKETS: The destination for the coffee beans was Europe, where the rising demand for this new beverage fuelled the colonial trade.

HIGH PROFITS: European merchants made significant profits due to the cheap labour costs in the colonies.

C. KEY ASPECTS TO REMEMBER:

UNEQUAL POWER DYNAMICS: European colonisers held all the power, dictating prices and controlling the entire chain.

HUMAN COST: The human cost of this system was immense, with countless people suffering under forced labour.

LONG-TERM ISSUES

Today, the coffee supply chain isn't characterised by forced labour or unethical practices, but there are long-term problems which ultimately exacerbate environmental issues, including:

- **UNEQUAL PROFIT DISTRIBUTION:** Similar to the colonial era, a large portion of profits goes to international corporations and roasters. Coffee farmers, particularly small-scale producers, often receive a small share despite growing the beans. "Despite the sector acting on sustainability initiatives, commercial practices still often exploit farmers with only 10% of coffee's total value staying in the countries of origin."
- **UNFAIR TRADE PRACTICES:** Some coffee contracts may lock farmers into low prices for extended periods. Farmers may lack bargaining power due to limited market access and information.
- **VULNERABILITY TO PRICE FLUCTUATIONS:** Global coffee prices can be volatile, impacting farmers' income significantly.
- **LIMITATIONS OF FAIR TRADE AND COOPERATIVES:** Fairtrade and cooperatives cannot eradicate the long-term issues due to limited reach, focus on price, ignoring overall sustainability, lack of consumer awareness, the negative impact of fair trade and fixed prices on quality.

A PREMATURE SUPPLY CHAIN: THE SOLUTION

A FRAMEWORK FOR SYSTEMIC CHANGE

A CONTEMPORARY AND TRANSFORMATIVE SUPPLY CHAIN

Fair trade and cooperatives have not solved everything. But they are steps in the right direction. Consumers, farmers, and policymakers need a framework to work together and resolve long-term issues. That framework is a contemporary transformative supply chain, eradicating power imbalance. A modernised supply chain offers new revenue streams and product lines, increase public awareness and there are opportunities for acquisitions, alliances, and vertical integration, allowing host countries and producers to have more control over sustainability, quality, and revenues. Additionally, with technological advancements, globalisation, migration, climate change and environmental degradation, a modern supply chain is essential for taking urgent steps to protect the industry.



CALLI JAVA: IN HARMONY, PARTNERING WITH NATURE

There have been issues for centuries, including colonisation, rivalry, internal conflicts, and giant corporations' interests. Simultaneously, technological advancement, social media, shifting in sources of power, regional conflicts, active wars, and crises have created an opportunity for fundamental changes. Additionally, giant corporations and large chains such as Starbucks and big retailers have failed to implement fair trade and sustainability for many years. However, people, including **new generations, entities, and nations**, have become ready to embrace a better solution.

IV

THE WINNERS: SUPPLY CHAIN SUPERIORITY

The National Federation of Coffee Growers of Colombia is an exemplary force in the industry, representing over half a million producers. They are well-known for their iconic Juan Valdez marketing campaign and Coffee for Peace initiative. At the same time, they provide a platform for independent farmers and focus on quality and maintaining the market share and status quo. However, success requires a long-term vision, dynamic capabilities, and a competitive supply chain. Moreover, recognising opportunities and underutilised resources, including rich culture, heritage, and expertise, allows entities to redesign their supply chain to mobilise and monetise their resources and create an economic powerhouse.

COMPARISON

1. Starbucks has been focusing on aggressive expansion, and other chains do the same to have more signs (Starbucks syndrome)
2. Starbucks benefits from its position and scale as a first mover. However, it lacks an authentic identity
3. There has not been a meaningful change (only an app)
4. Coffee chains: Starbucks, for instance, benefits from a massive marketing budget, US soft power and hegemony, and a worldwide recognisable brand image.
5. Coffee bean producers: Focusing on producing and exporting high-quality coffee beans, prioritising supporting farmers and ensuring bean quality, with less emphasis on creating a global household brand, competition among coffee bean producers
6. Coffee chains: Providing a consistent coffee experience worldwide. They offer a comfortable atmosphere, diverse coffee drinks, and various food options.
7. A. Coffee bean producers: Primarily a B2B (business-to-business) model, selling beans to roasters and distributors. This limits direct interaction with consumers.
8. Coffee chains: Mainly a B2C (business-to-consumer) model with a vast network of cafes. This lets them directly control brand image, customer experience, and product offerings



CHALLENGES FOR NEW CHAINS

- Cost and Scalability: Opening and operating a global chain of cafes can be expensive. Coffee producers may have fewer resources than multinational corporations like Starbucks
- Competing in the Starbucks' arena: Starbucks has a strong presence in many countries, making it difficult for a new entrant to gain market share
- Starbucks has set the game plan. They have standardised the overall coffee experience and brand consistency through their cafe chains, and others follow it

GENERAL APPROACHES FOR CREATING A GLOBAL CHAIN & BRAND

- I. Partnering with existing cafe chains and new investors
- II. Developing a more direct-to-consumer online presence and customisation
- III. Promoting the unique qualities and regional variations of coffee
- IV. Strategic alliances among producers such as Brazil and Colombia
- V. The growing speciality coffee market offers opportunities for even higher value creation. Leading coffee bean producers can focus on unique varieties, processing methods, and origin stories to differentiate their coffee and capture a premium

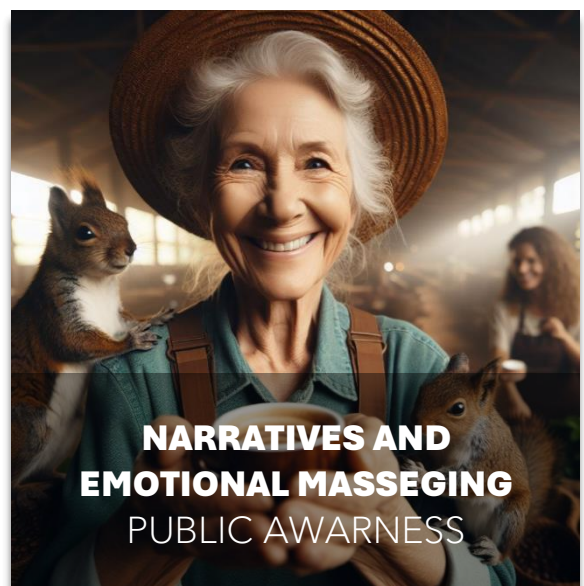
V

DEVELOPING CALLI JAVA

Our principles are simplicity, creativity, and transparency. We provide better solutions and long-lasting values and champion long-term vision. Calli Java is a component of the Meritlands ecosystem, which encompasses business and operations in the physical and digital worlds.

Calli Java goes beyond a brand name and logo, aiming to create momentum and promote an agile supply chain in post-colonial era. We focus on differentiation, diversification, product and process development, acquisitions, and transformation to stand out in competitive markets and mobilise underutilised resources. We foster a balanced development plan for a thriving future and readiness for upcoming Challenges.

- Simplicity: Easy to understand and can be tailored to local needs, coming with a meticulous roadmap
- Hybrid Brands: Calli Java entails hybrid brands to celebrate cultures and communicate with locals
- Global Recognition: An international, holistic household brand that elevates the coffee industry
- Climate Resilience: Calli Java comes with strategies that help farmers and businesses mitigate the effects of catastrophic events and supply chain disruptions
- Shared Risk, Shared Success:
- Empowering Producers:



We provide plans for collective action and resource pooling to maximise impact. Farmers and businesses can achieve more than they could individually by working together. Moreover, we recognise the role of corporations and tech giants, avoid conflicts, and focus on local legislation, redefining coffee and locals' rights. This approach minimises risk and fosters a shared vision for a thriving future. We value heritage and local culture to inspire consumers.

- **Communication:** We deliver engaging marketing plans that facilitate transparent and appealing advertisement and communication across the entire supply chain. This enables producers to tell their stories, share their passion, and become a source of trusted information, inspiration, and connection
- **Training Programmes:** We design training programmes that foster a sense of ownership and responsibility among local people in this development plan
- **Authenticity at the Core:** We prioritise local ownership and authentic branding. This ensures that the industry's heritage and unique character are preserved
- **Catering in the digital era:** Calli Java contains a strategy to stay relevant in the physical and digital worlds and cater to evolving consumer preferences.
- **Engaging New Generations:** Our strategy includes a well-written story targeting new tech-savvy consumers and businesses.
- **Active Participation:** Calli Java fosters a more collaborative supply chain, enabling customers to experience a sense of ownership and shared purpose.
- **Collaboration:** We provide a source of inspiration for both traditional coffee drinkers and new generations. We will cultivate the passion by showcasing the industry's true values.

DIGITAL TRANSFORMATION

- Calli Java doesn't stop there. It aims to rekindle the passion for coffee among new generations. It also recognises the importance of digital presence, encouraging producers to represent their heritage and customs in the digital world. The goal is to become more approachable.

COFFEE IN POST COLONIAL SUPPLY CHAIN, SOCIETIES AND LEGISLATION

**DIVERSIFICATION
ACQUISITIONS
PRODUCT AND PROCESS
DEVELOPMENT
PUBLIC AWARENESS**



**CONNECTING WITH THE
MODERN WORLD**



**A BALANCED
DEVELOPMENT PLAN**

+OUR SOLUTIONS: STRATEGIC PLANNING

Calli Java is a component of the Meritlands Ecosystem. We focus on differentiation and diversification rather than competition. We offer ownership and rights to local entities, provide training programmes, and set strategies for mobilising resources, creating a contemporary supply chain and global household brand.

Setting long-term vision and strategic planning

VISION



Avoiding direct competition with established entities

YOUR RULES



Redesigning the supply chain and reintroducing coffee houses in societies

TRANSFORMATION



Increasing public awareness
A NATIONAL HERO ENTITY



New generations' priorities, interests, and needs

DEMAND



Cooperation and sharing resources

STRATEGIC ALLIANCES



**ADVANCED
HUMAN RESOURCE
MANAGEMENT**