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Coffee culture and brand awareness: A case study of the perfect cup espresso bar in Trinidad and Tobago

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Coffee Culture and Brand Awareness:
A Case Study of the Perfect Cup Espresso Bar in Trinidad and Tobago

COMS 3099

Language and Communication Seminar

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ABSTRACT

The Perfect Cup Espresso Bar is a small family owned business located on the corner of Ariapita Avenue and Luis Street, Port of Spain, Trinidad and Tobago. A communication audit of the business was conducted, in which the researchers discovered the internal and external communication challenges of the organization. The internal communication challenges included the owner starting a new business post-retirement and its effect on sales, and co-ownership communication challenges affecting business strategic direction and operation. The external communication challenge was concerned with the lack of brand awareness and marketing of the Perfect Cup. A case study method was employed, in which the researchers conducted expert interviews, a participant observation and questionnaires to customers. The outcome of the research showed that business direction and operation can only be changed with a change in primary operator of the business, or negotiations between the two owners. Also, post-retirement business entrepreneurship can create alternative, non-traditional types of businesses, not necessarily focused on profits. The external communication challenge of brand awareness is improved upon by increasing brand visibility in public spaces, as well as through social media.

Keywords: coffee, culture, brand awareness, Trinidad, espresso bar

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GLOSSARY

Perfect Cup Espresso Bar- a small, family- owned business that retails an assortment of freshly brewed, specialty coffee drinks (hot and cold), as well as, teas.

SWOT- a method of analysis for determining the strengths, weaknesses, opportunities and threats of the internal and external aspects of a business/ organization.

PESTLE- it stands for Politics, Economics, Social, Technological, Legal and Environmental. It is a tool used by businesses to observe the aforementioned facets, regarding its current setting or surroundings, particularly, when launching a new innovation, service etc.

Coffee- a hot/ cold beverage, with a distinctive flavour, made from roasted and grounded beans.

Tea- commonly a hot, soothing beverage made from tea plants.

Instagram- a social media platform that fosters the sharing of photos.

Facebook- a social networking site that allows persons to create individualized profiles, as well as pages of themselves or a business/ company.

Followers- a person who endorses or supports a person or business.

Target Market- a specific group of customers in which a business/ company aims their services and products to, who will almost certainly buy from them.

Case study- an in-depth and intensive study of a specific, real life situation.

Questionnaire- a research instrument that comprises of a sequence of sentences that prompt answers from the respondents, as a means of collecting data on the topic/ issue being investigated.

Expert Interview- consists of asking questions and gathering immediate answers/ responses from persons skilled in a particular field.

Participant observation- surveillance of the surroundings that is under analysis.

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Space – defined as wherever the brand is present.

Research Question- central to guiding and delineating the research as it attempts to answer the problem/ issue being studied. It should be succinct since it establishes the basis of the research project. A study may include one or more research questions, depending on its nature.

Sample- a subset of a population that is representative of the whole, selected and offers information about the large population.

Theory- a set of assertions about the social world.

Thesis- discourse proposing a new viewpoint resulting from research.

Limitations- restraints of a study.

Experts- persons skilled in a particular field.

God in a Cup- inspiration for the inception of Perfect Cup Espresso Bar and offers insight into the specialty coffee industry.

Brand awareness- recognition of a business'/ company's image by potential customers.

Coffee Culture- the consumption of coffee embedded in social and symbolic bearings.

Counter Culture- typically regarded as an opposing culture. However, it also elucidates the culture associated with or surrounds the physicality of a coffee shop, that is, the counter.

Community Engagement: Community engagement is defined as the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people

CHAPTER 1- INTRODUCTION

1.1 Overview of Business

The Perfect Cup Espresso Bar is a small, family-owned business located on Ariapita Avenue, Woodbrook, Trinidad and Tobago. The business retails freshly brewed coffees, teas, and specialty coffee drinks, as well as daily sandwiches and desserts. Equally owned by father, James Kendall, and his daughter, Kim Kendall De Silva, the Perfect Cup Espresso Bar was launched in 2011, inspired by the philosophies of the book, *God in a Cup*, written by Michael Weissman.

James Kendall is retired internal auditor. His passion for coffee turned into his post-‘retirement business/project’, launching the Perfect Cup Espresso Bar. His daughter, Kim Kendall De Silva is a lecturer in Latin American Studies at COSTAATT (College of Science, Technology and Applied Arts of Trinidad and Tobago). Both owners have been trained by the Canadian Barista Association, focusing on creating specialty coffee drinks, utilizing Columbian, Ethiopian, Peruvian and Brazilian coffee beans.

This research utilized a communication audit of the business to inform the researchers of the communication problems or challenges the business is experiencing. The audit therefore helped to determine both internal and external communication challenges to the business. External communication challenges included a lack of the business’s marketing and brand awareness to potential customers. Informal interviews with the owners as well as a PESTLE analysis (Appendix A) helped to determine the extent to which external communication with (potential) customers took place, which appeared limited to Word-of-Mouth marketing. Internal communication challenges revolved around the owners themselves, as there are no hired employees. Both the father and daughter have significant cultural differences between them,

being their ages, genders and general outlook on the business and its direction. James Kendall is already retired and therefore views the business as his (manageably sized) hobby, more-so than a source of profit-generation. His daughter, Kim, sees the business as an entity that is supposed to generate profits, and hopes to expand the business. The cultural position of James as a retired person, entering into a post-retirement business venture also drew some interest, as he is the main person in charge of business operations, and therefore operates the business as he sees fit, not necessarily aiming at income generation, but rather creating a cultural 'liming' (Appendix F, Expert Interviews) space for his friends and himself.

1.2 Rationale

As part of the communication audit a SWOT analysis was also conducted (Appendix A), in addition to the aforementioned interviews, PESTLE analysis as well as participant observation by the researchers. There was also content analysis of the Perfect Cup's online presence, including their Facebook page by the researchers. The representation of the Perfect Cup Espresso Bar through their only social media outlet, Facebook, had been relatively inactive for the majority of that year (PerfectCupTT, 2014). Very few posts were made, and no outreach was given to attempt expanding the reach of Perfect Cup's brand. Other material referencing the Perfect Cup Espresso Bar were sparsely dated over the last four years that the business has been operational (Trinichow, 2013; GoodTalkTnT, 2012; Journey to the Perfect Cup, 2011), however no overt business-directed advertising or brand outreach have been identified other than the relatively inactive Facebook page. Henceforth, the researchers decided to investigate strategies and tactics that would assist in achieving greater brand awareness of the Perfect Cup Espresso Bar to the Trinidad and Tobago public.

The interviews, as well as site observation of the owners' interactions with each other, as well as with the customers proved insightful to the actual operation of the Perfect Cup; how they viewed their customers, how they viewed the business and as such treated with it. The main operations manager, barista and coffee connoisseur, Mr. James Kendall, treated his customers 'like family', and whilst during the course of this audit, the researchers were unable to identify a time whereby co-owner and daughter, Ms. Kim Kendall De Silva, was behind the counter, her interview served to identify a different target market than was observed as having participated in Perfect Cup's products. Hence, the researchers were able to identify two other communication challenges; the first being James's approach to the business as a post-retirement 'hobby/passion' and how that affect business operations, and the second being the intercultural differences between Kim and James, thereby affecting business operation, and strategic direction in the long run. It should be noted that it then becomes difficult to decide upon external communication strategies and targets when both owners have competing ideas about what they want the business to achieve. Hence, the necessity to research the intercultural communication and negotiation in business strategy and direction, as well as succession planning in a family owned business becomes necessary, in order to greater enable success in the long run.

As a result of the communication audit, several objectives were established relating to the Perfect Cup's external communication and raising brand awareness.

1.3 Theoretical Framework

These research questions utilized Adorno and Horkheimer's "Culture Industry", Berger and Luckmann's Social Constructivism, Bowlby and Ainsworth's Attachment Theory and Orbe's Co-Cultural Theory, in attempting to explain the evolution of coffee and coffee shops as cultural spaces, communication strategies and clientele expansion in small businesses and cultural

differences between father- daughter relations in a family- owned business, that is, the Perfect Cup Espresso Bar.

1.4 Significance of Study

This study will focus on the intercultural nature of family business management, particularly focusing on a business with multiple owners, that is, Perfect Cup Espresso Bar. This study will also focus on researching strategies and tactics that would enable greater brand awareness of the Perfect Cup to the Trinidad and Tobago public. A case study such as this would provide some much needed local (Trinidad and Tobago, Caribbean) literature on the matter, that being family owned business management, as well as brand awareness, within the local cultural context. This literature would be useful to academics, as well as local entrepreneurs looking to achieve greater productivity in business management.

1.5 Research Questions

- (1) What communication strategies would achieve greater brand awareness and visibility of the Perfect Cup Espresso Bar to the Trinidad and Tobago public?
- (2) How does entering a new business venture post-retirement affect business sales and operation?
- (3) How can cultural differences between co-owners in a family run business affect the business's strategic direction, operation, and succession?

1.6 Objectives

- To increase sales from 40 cups of coffee product a day to 80 cups of coffee product a day by March 30th, 2015

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- To increase brand awareness of the Perfect Cup Espresso Bar, using social media and promotional events (that is, community engagement), aiming at 1000 followers on Instagram by March 30th, 2015.
- To establish a customer loyalty program for Perfect Cup Espresso Bar, particularly targeting nearby businesses/workers, by March 30th, 2015.

CHAPTER 2 – LITERATURE REVIEW

The consumption of coffee has emerged as an everyday undertaking for most people, particularly, with the escalation of at-home coffee machines, cafes and fast food franchises (Adams, 2010, p. 12). As such, coffee has an encompassing role in people's lives and has distinguished itself as a subculture, known as, coffee culture. Tucker (2011) explained coffee as, "a material substance" but culture as, "infuses coffee with social and symbolic" (p. 10). In a more succinct term, coffee culture pertains to, the ideas, practices, technology, meanings, and associations regarding the relationship between coffee and consumers. Through the utilization of Adorno and Horkheimer's "Culture Industry", Berger and Luckmann's Social Constructivism, Bowlby and Ainsworth's Attachment Theory and Orbe's Co-Cultural Theory, the evolution of coffee and coffee shops as cultural spaces, communication strategies and clientele expansion in small businesses, as well as, cultural differences between father-daughter relations in family-owned businesses, will be explored, with regards to the coffee culture of Perfect Cup Espresso Bar in Trinidad and Tobago.

2.1 Evolution of Coffee

Worldwide, the evolution of the coffee industry has been chronicled by the wave analogy popularized by Coffee Consultant, Trish Skeie. In the book; 'God in a Cup', Weissman (2008) described the First Wave evolution as before and after World War II and the Second Wave between the late 1960's to mid 1990's (p. 4). The Third Wave surfaced in the mid 1990's countering the "Starbucks-driven industrialization of gourmet coffee" (Weissman, 2008, p. 5). Additionally, Ross (as cited in Adams, 2010) also elaborated on the wave analogy by stating that the First Wave comprised of low quality coffee. The Second Wave encompassed mass production of coffee for supermarkets and hotels, whereas, the Third Wave was characterized by

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the best possible quality of beans or high quality beans from specific farms, rather than countries (p. 1). Persons associated with the Third Wave differentiated themselves because of their appreciation for the flavor and taste of coffee (Adams, 2010, p. 12). The Caribbean has also been involved in coffee production with their own coffee industry. Landell Mills Development Consultants' (2011) study, "Developing an Action Plan for Promotion of a Regional Agribusiness Sector and Targeted Commodity Enterprises", specifically, on land use by agricultural holders, recognized that Jamaica and Haiti held the largest coffee production (p. 22); it was a top export in Jamaica, with regards to the flow of trade (p. 39). As such Jamaica is renowned for their 'Jamaican Blue Mountain Coffee' comprising of high quality coffee beans from single estates and micro or small farms which is now popularly recognized as a 'single origin' coffee. This phenomenon is characteristic of Third Wavers who are keen on the production of the beans and place emphasis on the quality of the beans. This counters Adorno and Horkheimer's (1993) concept of Culture Industry, whereby, a culture is commercialized for mass production (p. 1). This is seen in the Second Wave evolution and distinctive of coffee shop franchises, such as, U.S- based Starbucks and Rituals in Trinidad and Tobago. Perfect Cup Espresso Bar considers themselves a specialty shop, because coffee quality and production are held in high regard, as a result, they are a part of the Third Wave evolution. As such, Perfect Cup as a specialty coffee shop counteracts the concept of Culture Industry since the intention of specialty coffee shops is not to commercialize a coffee culture but to embrace and entrench a coffee aficionado subculture within the wider public in Trinidad and Tobago.

2.2 A Coffee Shop as a Cultural Space

With the expansion of coffee culture, the concept of a cultural space came forth; in which, the coffee shop or espresso bar is viewed as a place where people convene and interact with one another. Manzo's (2014) study highlighted the agency of non- humans or machinery in the promotion of social interaction at Third Wave coffeehouses and the 'community aspect' (p. 10). The cultural space was enacted through the machinery which fostered face- to- face interaction. However, the concept also accounts for the unique relationship which forms between consumer and space, also known as place attachment. Low and Altman (1992) described place attachment as an idea that people developed special bonds with certain settings that held deep meaning to the individual (p. 165). Social Constructivism or Social Constructionism fittingly elucidates the notion of place attachment when understanding the coffee culture context. Berger and Luckmann (1966), coined the theory Social Construction or Social Constructivism which stated that people's reality is embedded within society. Reality of everyday life therefore presents itself as an intersubjective world, one shared with others (Berger and Luckmann, 1966, p. 37). Derry (1999) and McMahon (1997) stated, "Social constructivism emphasizes the importance of culture and context in understanding what occurs in society and constructing knowledge based on this understanding" (Hollins- Alexander, 2013, p. 2). This contends with Perfect Cup Espresso Bar's loyal clients who, not only spend constant time at the shop but are constantly interacting with each other and thus, the meaning that develops is linked to feelings of place attachment. Will (2013) elaborated on this by positing that, "Social constructivism plays a role in patrons connecting to a third place and are granted trust through a perceived sense of belonging, but may also develop territorial behavior from feeling of ownership in the space" (p. 99). Perfect Cup Espresso Bar is therefore viewed as a cultural space since the loyal customers continue to

establish place attachment and hold feelings of possession as it as a space of their own, based on the meanings that they have constructed. The inclusion of others is one that is exclusive. This, however, limits community- building and proliferation of the customer base. Conversely, clientele or customer- base expansion may be engaged by utilizing communication strategies to increase the brand awareness and visibility of a business and also reduce the exclusivity which place attachment establishes.

2.3 Communication Strategies and Clientele Expansion in Small Businesses

Clientele expansion not only arises from identification with the space but through the utilization of appropriate communication strategies. Two communication strategies relevant to this study emerged; social media and word- of- mouth, which would achieve both brand awareness and visibility. Fundamentally, "Brand awareness is the ability of a potential buyer to recognise or recall that a brand is a member of a certain product category" (Tuominen, n.d., p. 81- 2). With brand awareness emerges visibility. Visibility refers to a business getting known or being noticeable by consumers or buyers. Taneja and Toombs (2014) expertly interwove branding and visibility by positing that, "Personal branding for business owners would not only provide visibility but at the same time would help in differentiating their businesses from those of competitors" (p. 3). Aspects of Bowlby's and Ainsworth (1991) 'Attachment Theory' explains the concept clientele expansion, in terms of brand awareness and visibility. Attachment theory is known for focusing on the biological underpinnings of attachment (Bretherton, 1992, p. 759). However, this study expands on the theoretical framework of attachment theory. As corroborated in the research by Paulssen and Fournier (2007) it is, "A framework for understanding relationships in the service consumption context" (p. 22)

When delineating communication strategies of businesses, it is crucial to take into account the nature of the business. In this instance, the size of the business, as this determines the appropriate utilization of communication strategies. Small businesses, according to Cox (2012) in *Social Media Marketing in a Small Business: A Case Study* are, "Usually examined using a criteria such as number of employees, sales volume, and value of assets" (p. 8). As such, social media and word- of- mouth are deemed as applicable communication strategies for small businesses.

Cox (2012) also stated, "Social media enables companies to network with customers in order to build relationships and achieve a better understanding of customer needs" (p. 17). Koermer (2005) affirmed, "Building relationships with customers is an important part of conducting business" (Hoang, 2011, p. 12). Bulearcar and Bulearcar in Taneja and Toombs (2014) were also in accordance, with regards to the formation of relationships and networking as they also stated, "Social media can help small business organizations in terms of networking, relationships and online branding opportunities" (p. 3). One crucial aspect when strategizing social media is engaging in relationship marketing (Cox, 2012, p. 15) which Taneja and Toombs (2014) similarly accounted for as relationship management (p. 9). The focal point is relationship building and not sales which gauges a "customer- centric approach" (Taneja & Toombs, 2014, p. 9) and in turn, clientele expansion. Thus, relationship marketing is crucial when expanding a business' customer- base. Study results from Paulssen and Fournier (2007) sustained the attachment theoretical framework between business- consumer relationships as they stated, "Attachment theory can be fruitfully extended into the consumption context through operationalization of a consumer attachment construct specific to the commercial relationships domain" (p. 22). For these reasons, clientele expansion is captured as the public is engaged

through relationship marketing based on their attachment to the business. Additionally, majority of the literature examined the pertinent usage of social media by small businesses. In order to aptly utilize social media, businesses engage in business- customer relations which allows for greater brand awareness and visibility. The key is, therefore not only making use of social media but doing so in a manner that will maximize profits for small businesses.

Traditionally, word- of mouth marketing was regarded as, "Oral person to person communication between a receiver and a communicator, whom the receiver perceives as non-commercial, concerning a brand, a product or a service" (Ardnt , 2011, p. 34). With the advent of communication technology, specifically social media and social networking sites, word- of- mouth marketing is incorporated into the online domain or platform. Social networking sites, such as; Facebook, Twitter, Instagram allows users to engage in word- of- mouth marketing due to the technological features accessible to them which mimics real- world communication. For instance, sharing, 'retweeting' and 'reposting' are all utilized to create awareness and publicity for a brand and build a customer base. In this instance, word- of- mouth can be executed easier than before since one major advantage of the internet and social media is its velocity. The attainment of new members, giving customers opportunities to speak about the business and its products allows greater brand awareness and visibility and is a manageable strategy for small businesses. Invitations to join the small businesses' sites, in particular, have been the source of power for the acquisition of new members. However, word- of- mouth (WOM) tends to be facilitated on the basis of the customer's attachment and feelings towards a business or service. That is, according to the theoretical framework of attachment, the occurrence of word- of- mouth is dependent on the relationship between the business and its customers. Doorn et al. (2010) stated that, "A series of delightful experiences may motivate a customer to set up a brand community or engage in

positive WOM" (p. 203). Hence, von Wangenheim and Bayon (2007) confirmed that positive customer engagement behavior, such as WOM, could aid in drawing in and keeping new customers (Doorn et al., 2010, p. 206). This is how word- of- mouth has found its place on the online platform and is making it easier for this type of communication and marketing to take place. Furthermore, cultural differences between owners is another facet of coffee culture within Perfect Cup that will be examined.

2.4 Differences in Family-Owned Businesses

Organizational success is increasingly dependent on effective internal partnerships as organizations become more complex and as customers demand for improved service, making excellence in communication a necessity. To further complicate this business model is a partnership or co-ownership made up of family members. Although considered an advantage by many, communication problems can arise like in any other business structure. This paper also seeks to analyze the effect co-ownership has on communication in small businesses and assess the impact family involvement has on business performance.

According to the AMA dictionary of business and management, a partnership is defined as, "the association of two or more persons for the operation of a business under existing commercial laws. Partners are generally liable for the debts of their company, unless it is a limited partnership where the liability is limited to the extent of the investment" (Kurian, 2013, p. 209). Opening a small business requires capital investment and the development of a business plan just to get the business off the ground. In her article, "13 Reasons Not To Run Your Own Business", author Mary Hanson (2006) vehemently stated, "The deck is stacked against success in business. It takes more than hard work and sacrifice to start a business. Even those who are willing to sacrifice everything for success are not assured of success" (p. 1). Therefore, it comes

as no surprise that many business owners decide to form partnerships and share in ownership of the business.

In a 2007 follow-up article entitled, "The Challenges of Co-Ownership", she explains, "the perceived benefits of having additional funds, additional expertise, and additional manpower by having two or more owners are often outweighed by the disadvantages of co-ownership" (Hanson, 2007, p. 1). She claimed individual management styles, sharing of decision-making and conflicting plans for the business' future are all considered hazardous to the company attaining success (Hanson, 2007, p. 2). According to Moran (as quoted in Tim Mazzarol et al., 2009) in "Strategic Planning in Growth Oriented Small Firms" research into the reasons why owner-managers from small firms might make a conscious decision to grow their business has focused in part of their psychological or personality characteristics (p. 322). In the same article, Perry et al (1988), stated that there was a link between an owner-manager's need for achievement and their growth orientation (Mazzarol et al., 2009, p. 322). Author, Brockhaus continued by saying, "their desire for achievement must be matched by a capacity to take calculated risks" (Mazzarol et al., 2009, p. 322). With this in mind, each partner will have their individual personality characteristics that can lead them to adopt a different growth orientation than that of their co-partner. If not resolved, it may lead to organizational conflict and low business performance.

Over the years, many business owners have opted to partner with family members to start their own business. In her article, "Are Two Heads Better than One Head in Managing the Farm Business", author Loren W. Tauer explored the impact family involvement had on business performance. From the article, it was noted that authors Anderson and Reeb (2003) investigated the relationship between founding-family ownership and firm performance in S&P 500 companies and found family firms performed better than non-family firms (Tauer, 2014, p. 3).

In the United States, family firms are thought to represent two thirds of businesses and contribute to about half of the USA GDP and total wages (O'Connor et al., 2006, p. 603). Furthermore, in the UK, a survey for Barclays Bank (2002) confirmed the importance of family-owned firms within the SME sector, showing that three out of every five businesses in Britain with an annual turnover of less than £5 million are owned and managed by family members (O'Connor et al., 2006, p. 603). In contrast, Sciascia and Mazzola studied 620 privately held firms in Italy and found a negative relationship between family involvement in management and performance. (Tauer, 2014, p. 3). Tauer stated that the implication was that family ownership of a business worked well but not family management of the business. In the article, "Influence of Family Ownership on Small Business Growth, Evidence from French SMEs", author Anais Hamelin (2013) revealed that family owned small businesses experienced low rates of growth and suggested that families had a tendency to limit business growth by adopting conservative growth (Tauer, 2014, p. 3). However, Berent-Braun and Uhlaner (2012) studied 64 family businesses from 18 countries and found that when family members are unified in their actions that the financial health of both the family business and business-owning family appears enhanced (Tauer, 2014, p. 3). Barbera and Moores (2011) used a production function approach and found little difference in the total productivity of family and non-family business firms, although labour in the family business generated lower returns (Tauer, 2014, p. 3). Their approach was covered by Johannes and Mbebeb (2013) on family and non-family firms in Cameroon and found that family firms are on average less productive than externally managed firms and non-family firms (Tauer, 2014, p. 4). A review of the literature reveals there is mixed empirical evidence on the impact family involvement has on a firm's performance. It can be noted, however, that externally

managed family-owned firms fair better than firms that are owned and managed by families themselves.

In his article, "Cultural Differences in Business Communication", author John Hooker (2008) expressed the importance of communication in business. He stated, "Communication is fundamental in business, because business is a collaborative activity" (Hooker, 2008, p. 1). Goods and services are created and exchanged through the close coordination of many persons, sometimes within a single village, and sometimes across global distances. Communication styles vary enormously around the world, and these contribute to a staggering variety of business styles (Hooker, 2008, p. 1). Communication is defined as a "symbolic process whereby reality is produced, maintained, repaired, and transformed" (Martin & Nakayama, 2010, p. 94). The defining characteristic of communication is meaning, and it could be said that communication occurs whenever someone attributes meaning to another person's words or actions (Martin & Nakayama, 2010, p. 94). Although communication is particularly important in the global business environment, it is also critically important for co-owners in business.

Co-cultural theory, developed by Mark Orbe focuses on how culture and power affect communication. One of its central assumptions is that societies are structured in hierarchical terms and this creates a dominant position of certain cultural groups while other groups are maintained in the margins. Marginalized groups, in this respect, can be seen as co-cultures, or groups that co-exist within a dominant cultural sphere (Ramírez-Sánchez, 2008, p. 89). The Encyclopedia of Communications Theory posits that co-cultural theory focuses on various segments of society that have traditionally been described as being a part of subcultural or minority groups, such as people of colour; women; persons with disabilities; gay, lesbian, or bisexual persons; and those of a lower socioeconomic status (Littlejohn & Foss, 2009, p. 108).

Co-cultural theory has been heralded for its effectiveness in creating a theoretical lens to understand the communication behaviours of under-represented group members from their own respective perspectives (Littlejohn & Foss, 2009, p. 109). This theory particularly applies in business where many minority groups are employed and issues regarding power and culture emerge. For instance, as one as Perfect Cup, where, the owners are a father- daughter duo who not only differ in terms of their gender and ages but there is also a major difference in the power relationship between them.

Cultural differences such as age, ethnicity and sex can hinder effective communication among business co-owners. Social psychologist Geert Hofstede (1984) along with some of his colleagues developed five (5) value differences among national societies. One problem type, power distance, referred to the extent to which less powerful members of institutions and organizations within a country expect and accept the unequal distribution of power (Martin & Nakayama, 2010, p. 103). In partnerships, power distance can create problems if there is an unequal distribution of power. It may leave one co-owner feeling inferior, thus breaking down communication which possibly harms business performance.

Sexism in the workplace has long been a worldwide phenomenon leading to women's struggle for equal rights and the birth of the feminist movement. Thus, women who are partners in a small business can be subjected to some form of sexism. In the article, "Co-entrepreneurial ventures: A study of mixed gender founders of ICT companies in Ireland", authors O'Connor et al. (2006) described the differences in management style of both men and women. They quoted authors Verheul et al (2002) and stated that female entrepreneurs aimed to maintain loyalty of their employees by adopting a more informal leadership role which offered room for discussion and feedback (O'Connor et al., 2006, p. 605). Furthermore, the article stated that men rely on the

power of their position to influence employees through reward and punishment, and like to control situations via orders. Unlike their male counterparts, female entrepreneurs sought continuity in their business as opposed to growth (O'Connor et al., 2006, p. 605). These findings reflect different management and communication styles and may pose a threat when it comes to decision-making in male/ female partnerships.

Succession planning is an important issue in the family business context. Chua et al., (2003) found succession to be the number one concern of top executives in family firms and Ibrahim et al. (2001) argued that it was the most critical issue facing family firms (Haag et al. 2006, p. 3). Bass (1990) stated, "In general management literature, succession was the process of replacing one leader with another" (as cited in Haag et al. 2006, p. 3). Such a process is a political one, associated with transfer of power followed by major changes in the organization and its strategy. Management succession in family firms are often forced upon the family due to need for retirement and the successor is often selected with the purpose of continuing the family tradition (Churchill & Hatten as cited in Haag et al. 2006, p. 3). In applying co-cultural theory to succession planning, marginalized groups within family businesses can be severely disadvantaged or altogether ostracized from succession consideration due to cultural differences.

CHAPTER 3 - METHODOLOGY

3.1 Research Design

In examining the Perfect Cup Espresso Bar, a case study was deemed the most appropriate method of data collection and framework for analysis, as it allows for an in-depth and detailed contextual analysis of a real life, contemporary situation (Frey et al, 2000). The case study method also allowed for the incorporation of other quantitative and qualitative research methods to gauge further exploration into the communication challenges or phenomena of the Perfect Cup Espresso Bar.

Qualitative methods included participant observation of Perfect Cup's physical space, as well as its online space. It also included expert interviews with the owners of the Perfect Cup Espresso Bar. Quantitative methods included a questionnaire which gauged customers on their perspectives and outlook on Perfect Cup's attractiveness as a place of business, and the ways Perfect Cup could be made more attractive to them.

Figure 3.1 displays the organization of the research methods



3.2 Qualitative Research Methods

“Qualitative research is effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of particular populations” (Northeastern, n.d, p.1) . Although the case study is described in itself, as a qualitative research method, its dynamic nature allows for it to be used as a framework in collaboration with other qualitative and quantitative methods to create a rich “descriptive record of...experiences, or behaviors, or both, kept by an outside observer” (Hansen & Myers, 2006, p. 66). This case study method therefore allowed for the incorporation of multiple methods to help explore the communication challenges of the Perfect Cup Espresso Bar. Qualitative methods, including expert interviews and participant observation, granted the researchers the ability to draw on culturally observable and specific information that may not have been provided through quantitative analysis alone. The nature of this type of research was therefore exploratory and open ended. Qualitative methods of

interviews with customers and the owners, as well as site observation were used initially during the communication audit (prior to the commencement of the research topic), to determine the communication challenges faced. Once those communication challenges were outlined, the case research questions were determined and the case study method was employed.

3.2.1 Expert Interviews

Under the case study method, expert interviews were determined to be the best approach to researching this small business. Bogner, Littig and Menz (2009) refer to an expert as a “person who is responsible for the development, implementation or control of solutions”, such as the owners of Perfect Cup, Kim Kendall and James Kendall. An expert interview therefore is defined as an in-depth exploration of a person’s knowledge and experiences which result from the actions, responsibilities, obligations of the specific functional status within an organisation/institution” (2009). As the owners of the Perfect Cup Espresso Bar, James Kendall and Kim Kendall De Silva both hold relevant and in-depth knowledge that directly affect the operation and strategic direction of the small, family owned business, which therefore directly correlates to the organizations’ history and potential future endeavors, as they would still hold total power distribution between them as co-owners.

A total of two (2) expert interviews were carried out; one with James Kendall, and one with Kim Kendall De Silva. Both interviews took place on two separate days, in two separate locations in order to ensure the authenticity of each participant’s response. As one of the research questions relates to the dynamic of co-ownership in a small family owned business, it also lends to the accuracy of responses of questions relating to the other owner each participant, and their thoughts, perceptions, and (strategic) vision on the topics questioned.

The expert interviews utilized a structured interview with snowball questioning, as was seen fit by the researchers. A structured interview refers to a set sequence of questions to be asked by the researcher to the interviewee (Frey et al, 2000) whilst snowball questioning, or respondent driven sampling as it is often referred to, is a type of non-purposive sampling technique, which allows the researcher to ask questions based on the responses given by the participant (Frey et al, 2000).

3.2.2 Participant Observation

Participant observation is an anthropological research method based in traditional ethnographic research, whereby the researcher spends time in the population's environment, observing and participating in varying degrees in the daily activities of said environment (Duke University, p. 13). For the nature of our research, it was deemed appropriate to engage in participant observation, to gather cultural data about the day to day happenings of Perfect Cup, as well as the perceptions and reception of others to their brand presence and space, gauging how the various publics (and customers) interacted with, and within the Perfect Cup space. It should be noted however, that the environment observed within this method does not limit itself to only the physical space of Perfect Cup's location on Ariapita Avenue, but gathers data from wherever the brand was present, such as their social media presence on Facebook and Instagram. The population was defined as anyone existing within these physical and online spaces, who were customers or engaged with the brand.

3.2.2.1 Reflexivity

A participant observation method was utilized, and as such it must be noted that as much as possible, researchers removed biases, assumptions and preconceptions when gathering and

analyzing data collected. Researchers acted as communication consultants and interns for this case study research, engaging or participating with the brand as well as the population, observing this interaction whilst acting on behalf of Perfect Cup Espresso Bar on many occasions. As such, the researchers would analyze the data collected with as much objectivity and ethics as possible.

3.3 Quantitative Research Methods

Aliaga and Gunderson describe quantitative research as ‘explaining phenomena by collecting numerical data that are analyzed using mathematically based methods in particular statistics’ (2000). This research project sought to utilize surveys to gauge the customer’s perceptions on Perfect Cup’s attractiveness as a business, their branding, and customer perceptions on other related businesses. However, it should be noted that whilst a questionnaire does provide measurable, statistically valid data, it may face several disadvantages, such as some participants not giving dishonest answers, participants not returning questionnaires, or not responding to all the questions necessary for analysis. Surveys usually require a confidence interval of 95% to be considered valid, that is, less than a 5% margin of error is allowed. However, for the nature of this research, intended to gauge the perspectives of a small subcultural group, the questionnaire did not necessarily need to be defined by a pre-established scale. A short paragraph outlining the nature, purpose and relevance of this research was placed at the top of each questionnaire to inform them of the data’s use.

3.4 Sample Selection

For the expert interviews, only two interviews were conducted; one with each owner of the Perfect Cup Espresso Bar. The participant observation method used a purposive sampling technique and included any person or organization interacting with the Perfect Cup Espresso

Bar's physical location/space, or online (social media) space in its analysis. For the questionnaires, purposive sampling was also utilized, with the only requirement being that the participant was a customer of the Perfect Cup Espresso Bar. Fifty questionnaires were deemed an appropriate sample size given that the Perfect Cup has a small client base whom frequent the business daily, and as such it proved difficult to collect a larger sample.

3.5 Data Collection

A printed questionnaire was utilized in collecting data from Perfect Cup's customers over a five (5) day period. Fifty questionnaires were collected during the 16th to 20th of March, 2015, during the business hours and location of the Perfect Cup Espresso Bar. The participant observation method gathered data on at least one day per week for the period of January 5th, 2015 to March 30th, 2015. The expert interviews were both conducted on the 27th and 30th of March, 2015 respectively.

3.6 Data Processing and Analysis

Data processing can be defined as the manipulation of data to produce meaningful information, and as such, creating analyzable content for the nature of research. Based on the qualitative and quantitative data collected, data may be triangulated if necessary and used to answer the research questions. The questionnaire responses were input into Microsoft Excel and computed to make it easier to understand and display. The data collected from the participant observation was used to create points of analysis and counted when certain events took place. For example, it was noted that many times, 'regular' or daily customers would spend upwards of forty five minutes discussing current events with the owner, James Kendall. The data collected

from the expert interviews was transcribed, including several pauses and non-verbal gestures to show the cultural differences between father and daughter.

3.7 Limitations

The limitations of this research project were numerous. They are based on the specific research methods employed, the objectives of the research and the resources available to the researcher.

3.7.1 Sourcing Secondary Sources of Data

Secondary sources proved to be a challenge, as there was little to no available localized research on small businesses, family owned businesses, or business culture and communication. Localized case studies and research papers also seemed to focus on many large scale corporations within Trinidad and Tobago and the wider Caribbean, rather than small family owned businesses. However, some studies relating to coffee culture, brand awareness and coffee related businesses were found and helped to guide this research paper.

3.7.2 Sample Size

Achieving a large sample size was problematic due to Perfect Cup's subjective hours of business operation, as well as Perfect Cup's small customer base. Hence, unique participants/customers were difficult to collect.

3.7.3 Financial Issues

Due to the researchers limited financial capabilities, funding proved to be a challenge in conducting this research. Sourcing external funding or sponsorship also proved challenging, due to the nature of this research, that is, focusing on a particular small business.

3.7.4 Time and Scheduling

Timing and scheduling of data collection proved difficult due to the limited availability of the owners of Perfect Cup, at times where the researchers were also available.

3.7.5 Expert Interview Venue

The intended location for all interviews had been the Perfect Cup on Ariapita Avenue. However, due to inavailability of time at the location, traffic, and availability of the owners, three separate locations were utilized.

3.8 Ethical Considerations

- Researchers were constantly reminded to remain as objective as possible when conducting research.
- All participants were treated with respect and in a professional manner.
- All information given by questionnaire and participant observation participants are considered anonymous.

CHAPTER 4- FINDINGS AND ANALYSIS

Participant observation took place over a thirteen week period at Perfect Cup Espresso Bar, also consisting of an observation of Perfect Cup's social media presence. Expert interviews took place on two separate days at two separate locations with both owners of the small business. Questionnaires were collected over a five day period at the Perfect Cup's location on Ariapita Avenue, and the sample consisted solely of their customers. Most of Perfect Cup's loyal clientele consisted of males (36%), whilst few females frequented the location (8%) on a daily basis. Females were seen as occasional customers, coming in more sporadically, than males customers, most who worked nearby (50%).

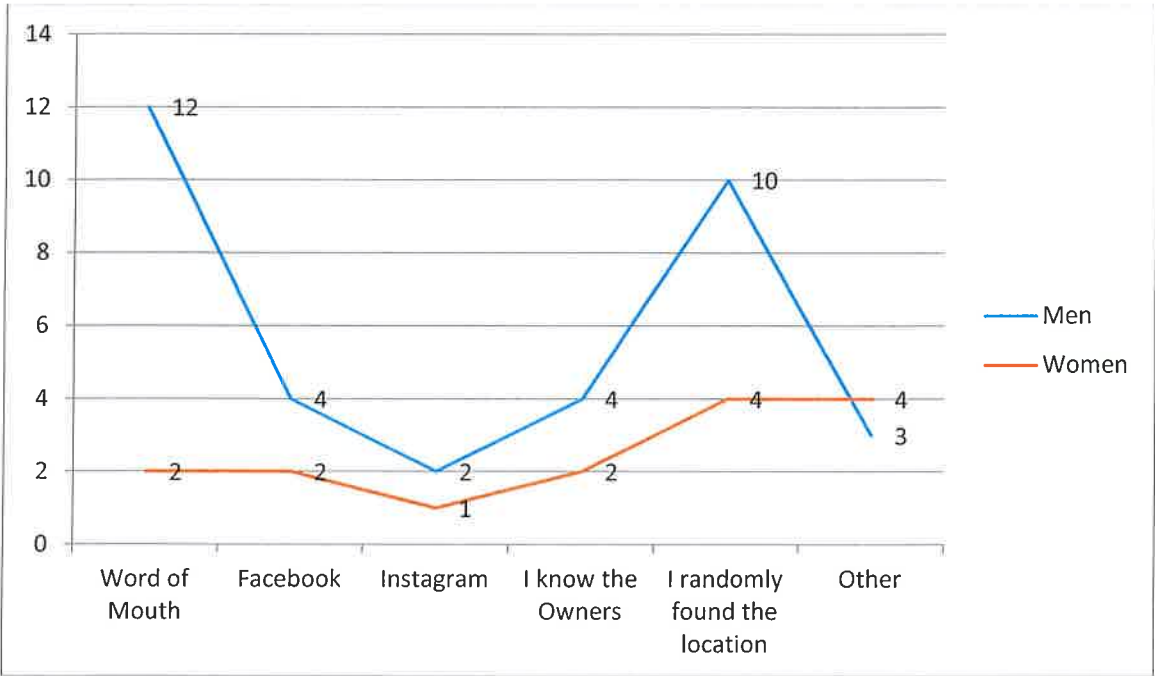
4.1 Findings for Research Question 1

What communication strategies would achieve greater brand awareness and visibility of the Perfect Cup Espresso Bar to the Trinidad and Tobago public?

4.1.1 Brand Awareness and Customer Loyalty

The questionnaires administered to customers easily identified both Word-of-Mouth marketing, as well as the location as equally effective methods of discovering the Perfect Cup Espresso Bar (28% each). As seen by Figure 4.1 below, they were followed by other means (14%), which included being recommended by other local businesses, that is, another form of word-of-mouth. Social Media marketing including Facebook and Instagram accounted for 18% of the customers surveyed discovering the Perfect Cup, whilst knowing the owners (tied with Facebook) only accounted for 12% of the customers surveyed.

Figure 4.1: “How did you find out about Perfect Cup Espresso Bar?”



The Expert Interviews however, supported that Word of Mouth marketing has been the most effective method thus far in reaching new customers. As James Kendall stated, “Um most of the time Perfect Cup...as I said I have a I have a pretty good customer base and um a lot of it is actually done by word of mouth. But, I have in fact had a few customers who will just be passing and they would see the shop and they would come in. And most of the times somebody's has had my coffee once they tend to come back.” His daughter also shared this sentiment, however, noting that there has been a gradual change in customer and public engagement through the social media sites of Facebook and Instagram; “I would still say word of mouth is the main way that we’ve been marketed, and I’m hoping that Facebook now becomes another plug.” She noted that the Facebook and Instagram pages, and other social media sites, were becoming increasingly successful (and had greater potential) in gauging and interacting with new customers, thereby

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increasing brand awareness of the Perfect Cup to the Trinidad and Tobago public; “the Facebook page only really took off a couple months ago when we had some students helping us.”

However, word of mouth marketing may be seen as only having been successful due to the excellent coffee drinks that Perfect Cup produces. 100% of all (questionnaire) respondents indicated that they frequented Perfect Cup for their drink products, that is, coffee and espresso drinks. However, it should also be noted that 82% of all respondents were dissatisfied with the business’s hours of business, outlining that they wish it opened later, as well as on Saturdays. 90% of respondents were still willing to recommend Perfect Cup to others, thereby showing potential for further word of mouth marketing.

The participant observation data (Appendix) was interesting however, as it was noted that on multiple occasions, the same customers would spend upwards of forty five minutes (as a group) within the Perfect Cup space, whether or not they had purchased anything. It lends to the idea, that customer loyalty, whilst it may be derived from the superb product produced at Perfect Cup, remains a factor linked to the barista/owner himself, James Kendall. As discussed by himself and his daughter, Perfect Cup serves as “...his office space, it’s his hobby. It’s his retirement project” (Kim Kendall). The graph below helps to outline the various reasons customers had indicated that they visit Perfect Cup.

Figure 4.2 displays the various reasons why customers come to Perfect Cup

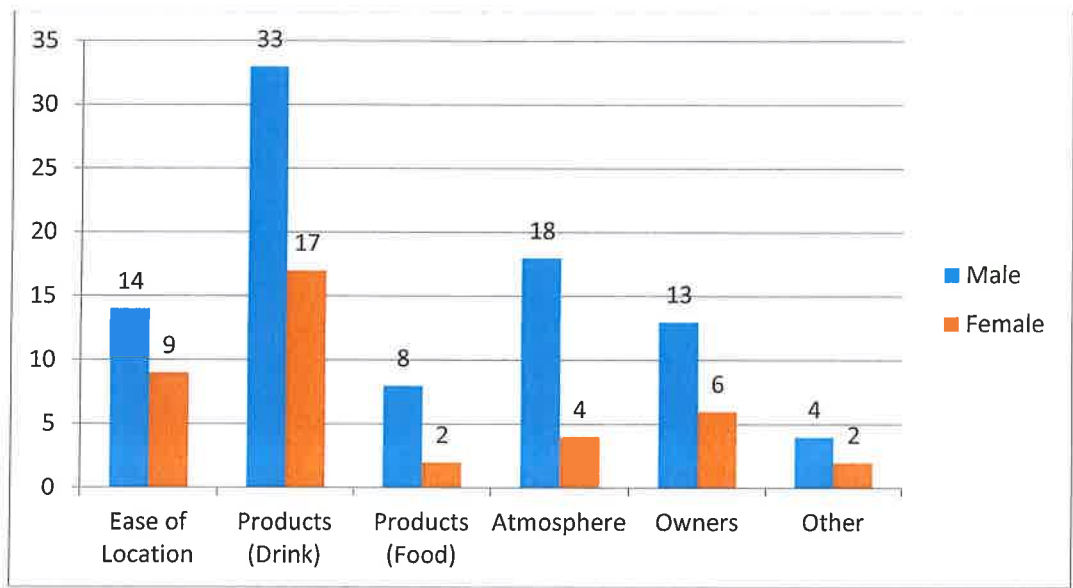
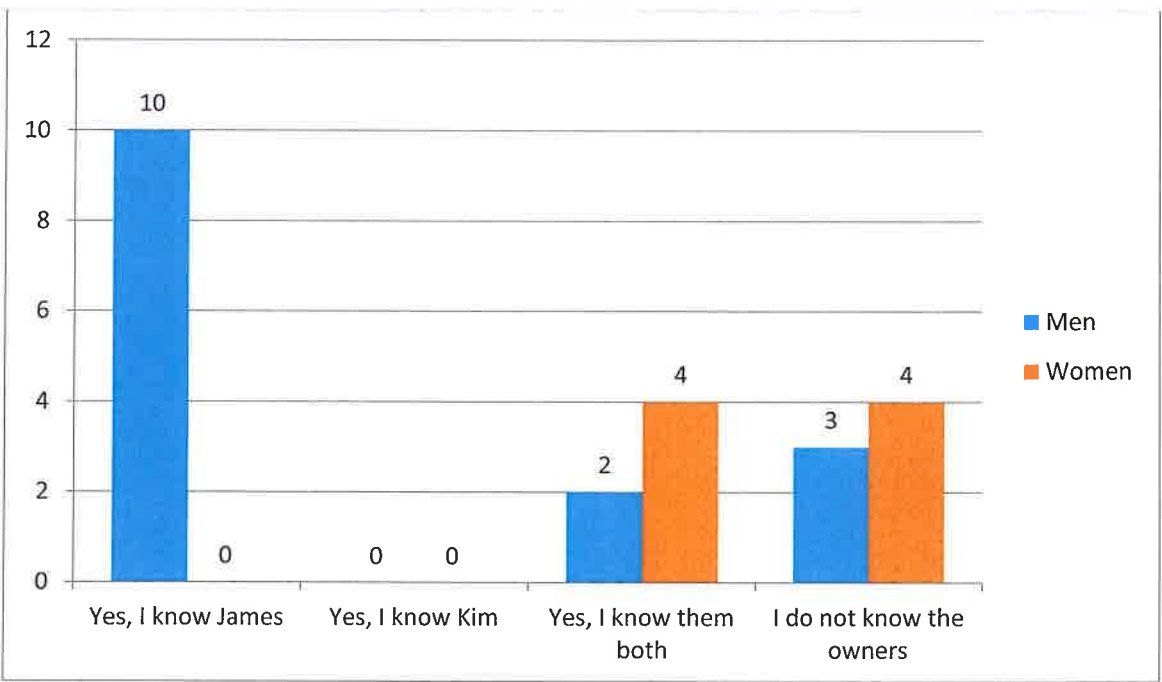


Figure 4.3 displays the breakdown of whether male and female customers knew the owners of Perfect Cup



Noting that not all respondents had answered the question in Figure 4.3, it should be identified that all of the respondents whom knew Kim and James, were in fact closer in age to James, that is, 36-59 and 60 and above. The graph below shows the age distribution of respondents/customers surveyed. As you may see, the majority of Perfect Cup’s customers were aged 36-59, and male. All these male customers also indicated that they visited Perfect Cup on a daily basis as can be seen by Figure 4.5.

4.4 Age distribution of Perfect Cup’s customers

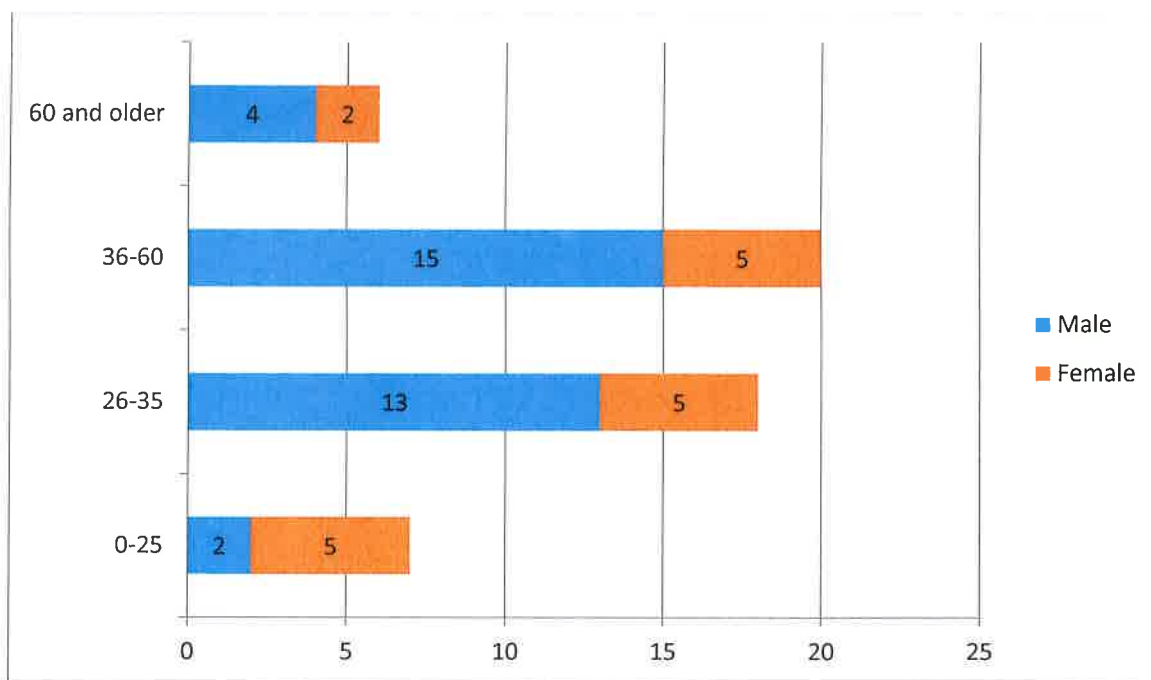
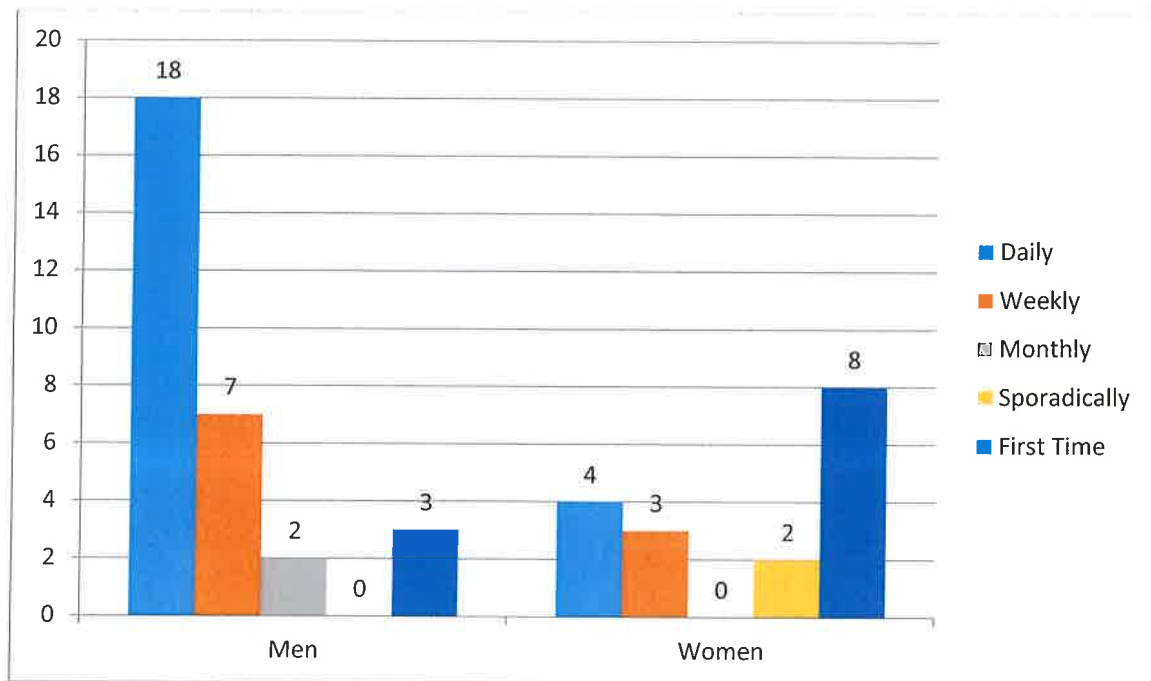


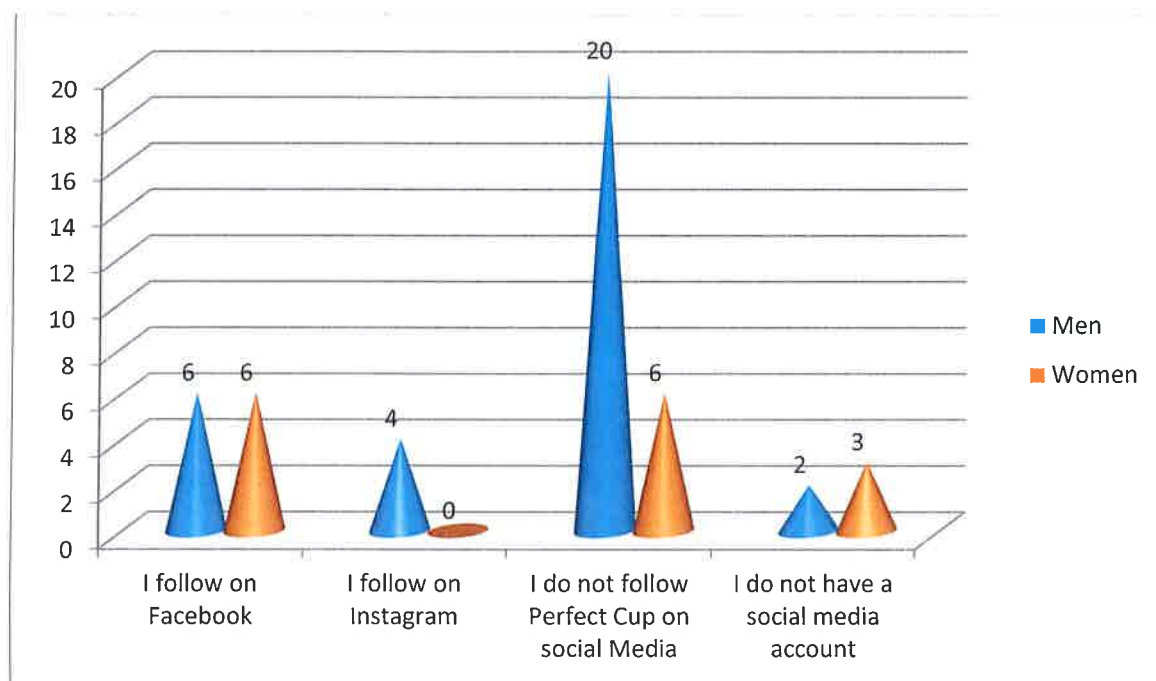
Figure 4.5 How often do customers surveyed frequent Perfect Cup?



4.1.2 Community Engagement and Social Media Outreach

The participant observation was quite interesting via social media sites as it brought in the concept of promoting brand awareness through community engagement. It was discovered (acting as the brand Perfect Cup on Facebook and Instagram), that the more you interacted with persons/profiles, the more well received you were, and therefore the more people became interested in your profile/page; asked questions, interacted and offered to become customers, as seen by the pictures in Appendix . Using this concept in mind, the researchers were able to gain over one thousand Instagram followers, raising the brand awareness and profile of Perfect Cup to many more local celebrities, businesses, and the Trinidad and Tobago public.

Figure 4.6 displays the customers surveyed social media interactions with Perfect Cup



Similarly, another tactic employed was to place the Perfect Cup brand within a cultural marketplace in close proximity to the Bar's location to raise its awareness and profile with locals. Hence, the researchers acted as the baristas and engaged in local markets such as the San Antonio Green Market, Santa Cruz. It was interesting to see persons engage with the brand, ask about the local coffee industry as well as plan their visits to Perfect Cup. Here, the concept of community engagement came alive as the researchers were directly interfacing with a 'new' cultural group/public within Trinidad and Tobago, whereby they were promoting the brand of the Perfect Cup Espresso Bar, and saw that they interacted with approximately 115 persons within a two hour time period. On average the researchers sold 2.5 cups of coffee per minute until they were sold out, showing that cultural spaces such as San Antonio Green Market, may prove to provide a higher and quicker turnover than the Ariapita avenue location. Most of the persons

whom the researchers interacted with were also not aware of Perfect Cup's existence, and through the community outreach event, rose Perfect Cup's brand awareness to the Trinidad and Tobago public. Through participant observation, we also saw that connecting with other local businesses via social media or in the physical world, boosted our reach and brand profile. For example, a popular local blog called 'Trinichow' visited the Perfect Cup Espresso Bar and tagged the Instagram account in a photo of the coffee. For the rest of that day, Perfect Cup's Instagram page received over one hundred new followers.

Overall, it appears that word of mouth has held the most impact in creating brand awareness of the Perfect Cup Espresso Bar in the past. However, in attempting to attract new customers get into new markets, the power of social media should not be underscored in generating brand awareness and participation by the Trinidad and Tobago public.

4.2 Findings for Research Question 2

How does entering a new business venture post-retirement affect business sales and operation?

4.2.1 Post-retirement business entrepreneurship

From the expert interview with James Kendall, his intention was never to open a business after retirement, "the fact that I retired early...meant that...if I just laid back and did nothing at all it would probably send me to the grave a lot faster." He stated, "So the coffee shop was something that I really always had the vision of," indicating his want for an activity post-retirement was more of a time-filler than an entrepreneurial pursuit. Kim Kendall's interview

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comments explain this further as she states, “It’s his office space, it’s his hobby. It’s his umm, you know, it’s his retirement project.”

Treating the Perfect Cup’s physical space as a cultural space, the researchers analysed via participant observation James’ interactions with customers, and the general operation of the Perfect Cup Espresso Bar. James described his outlook on Perfect Cup as, “place where someone could come and sit down and relax and enjoy a cup of coffee.” On many days, however, the Espresso Bar remained closed due to James’ unavailability or inability to open the business. It was noted as well that the frequent visitors to Perfect Cup do not always pay for the beverages they consume, indicating that the cultural space was treated more as a social space for James, rather than a business. The conversations as well that took place between James and his customers revolved around current affairs, popular television shows, and depending on who was in the room, sex, and politics. However, the upkeep of the Perfect Cup meant that it still treated outsiders or ‘non-regolars’ as customers and nothing more, serving as a business place. However, it should be noted that in the initial communication audit, it could not be determined that Perfect Cup was a profitable venture.

The Perfect Cup is largely run by James himself, even though Kim is an equal partner. For the time the participant observation was conducted, Kim was never behind the counter working. However, the business operation hours remain a constant challenge. As James is considered to be retired, and the sole operator of the Perfect Cup Espresso Bar, he controls the times that the business opens and closes. As many customers also pointed out in the questionnaires, the opening hours remain a challenge. However, his daughter stated, “Okay so for example, the opening hours; I’d really like to extend the opening hours. Again, that’s a matter of us having to bring in staff to have longer opening hours. But I think, for my dad, Perfect Cup

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is like his office, so it's like sharing his office space," indicating that James, doesn't want to hire staff, which may pose a challenge to the business operations. However James Kendall, expressed his challenge as it relates to his retirement and time management, "...I would see the disappointment in them. So...that alone has...forced me really to...to try to be there all the time...and that...as I said, it's not exactly the-the best thing for someone who is retired and is looking to kinda lay back now. But, it is what it is."

Overall, post retirement business ventures, as in the case study of the Perfect Cup, proves to be a non-traditional business model, by which the owner gains more enjoyment out of the business than potential profits. The business is moulded to his needs and availability, and as such does not operate as a normal business does, creating a less efficient, more relaxed environment, by which he and his friends can relax and enjoy their cultural space.

4.3 Findings for Research Question 3

How can cultural differences between co-owners in a family run business affect the business's strategic direction, operation, and succession?

4.3.1 Cultural Differences and Power Relations between Family members

Looking at Kim and James Kendall objectively (as an observer, they are both of different genders, and in two different points in their lives; that is, Kim is employed and James is retired. We may also notice the power struggle between them, as father and daughter, James holds greater power in the relationship than Kim. However, this relationship then seeds into their business venture, by which they are both equal partners. As we see from the interviews

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(Appendix F), although Kim and James may have different ideas about how they view, and what they want out of Perfect Cup, the presiding business direction is that of James.

Both Kim and James described the differences in opinion they share.

KIM KENDALL DE SILVA: "I would like to see the business expand to attract a different customer base as well. Whereas I think he's still along the lines of, "well these are my core customers, this is what they want, making them comfortable."

JAMES KENDALL: "My views basically is...a place where someone could come and sit down and en-relax and enjoy a cup of coffee... I think from my daughter's perspective, she's looking at it more from a business. And uh...that would work if she would spend a little more time in the coffee shop (laughs)."

4.3.2 Business Direction and Operation

These cultural differences between the co-owners of the Perfect Cup Espresso Bar also impact the way in which the business is strategically directed and its day to day operations. It should be noted however, that as both owners are in different phases of their lives, they have different responsibilities. For example, James describes Kim's unavailability of time:

"It's just that, as being a young person with a young family...it's difficult. So that um...she works full time, and then she has a family to look after. And while we do help her out...with the family, the children etcetera...the fact of the matter is that is it difficult to run and business and run a family at the same time."

The expert interviews also showed differences in their ideas of what Perfect Cup should do in the future. Diametrically opposed, Kim wants to expand the business whilst James does not (and would rather keep it as it is).

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JAMES KENDALL: "I have given some thought to (business directions) and a number of people have asked me about that whether I intend to grow it into a chain or anything like that. The truth of the matter is that, as I mentioned earlier in the interview, this is really a retirement project for me. And, I'm very hesitant in...sort of pushing it...pushing the um...what should I say...I don't wanna go too far...too fast. Because, then it doesn't become a retirement project. As it is, it's already taking up a lot of my time which...I didn't plan to put so much time and effort into but it's something that I love doing so it's not really...a bother."

KIM KENDALL DE SILVA: "So the first (idea about direction I have is,) one is to be able to provide, essentially a mobile coffee service. So people who are having meetings or events or want coffee, they come to us and they essentially rent our large cannisters and they buy the coffee and they serve it at their events or meetings. The other thing is, I think Perfect Cup's tiny size, lends itself to being...umm...we can open in more than one or two branches, because we're not a huge coffee shop. Essentially all we need is a good sized barspace to put a machine and a couple of chairs, so I'd like to see a couple more Perfect Cups."

Overall, the cultural differences affect the business direction and sales of the Perfect Cup Espresso Bar, as the two owners aren't able to agree upon what purpose the business should serve, how it should be run and what direction It should take. Therefore, they face the challenge of negotiating between each other and potential business opportunities, or their individual goals for the business.

CHAPTER 5 – DISCUSSION

5.1 Coffee Culture and the Espresso Bar as a Cultural Space

The evolution of the coffee industry has marked the Perfect Cup Espresso Bar as a Third Wave enterprise, characterized by producing the best quality coffee with the best possible quality bean (Weissman). The espresso bar itself, however, can be marked as a cultural space in which subcultural groups (of coffee connoisseurs) can share their love of good coffee, as well as engage in other functions such as socializing. Hence, as Mr. James Kendall utilizes the space not only as a business, but more-so a post-retirement ‘hobby’, the space serves as a cultural meeting space for friends as well as coffee lovers. Berger and Luckmann’s Social Constructivism theory clearly outlines this construction of space or setting, to encompass a specific reality in its function and understanding among a cultural group. Interestingly, the majority of Perfect Cup’s daily customers are men (36%), whom spend a significant amount of time within the space. The space then becomes gendered, as the construction of a cultural space is dependent upon its group members. Therefore, we can observe the conversations that occur within said space as contributing to a collective masculine/patriarchal construction of reality, at least for the time period in which this conversation amongst men takes place. It has been observed that when females are present within this specific cultural groups’ space, the conversation changes, or is more politically correct. However, when comfortable in their cultural space, the conversations revolve around sex, politics, current affairs and power dynamics in society. Therefore it can be seen that the Social Construction of this gendered space could also affect the operation and

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strategic direction of Perfect Cup. In terms of power dynamics, it can easily be identified the disparity in power between James and his daughter Kim, as equal partners in ownership of the Perfect Cup Espresso Bar. The power dynamics between James and his cultural comrades can be described as equitable, as, although he is the owner, they are still respected within the space, and as such their contributions may be perceived by him, to be as powerful as his own, thereby holding their perspectives over his own daughter's/business partner. Kim Kendall had clearly outlined this issue in the expert interview when she stated, "I would like to see the business expand to attract a different customer base as well. Whereas I think he's still along the lines of, "well these are my core customers, this is what they want, making them comfortable." Almost along the lines of taking advice from them like, no; they may not have your best interest at heart, not saying that they don't have your best interest at heart, but you know you can't go outwards if you're only getting advice from one particular group." Therefore, we can begin to see how the cultural spaces constructed within the Perfect Cup Espresso Bar begin to affect power relations between the owners, and thereby affect management level decisions.

Apart from the gendered construction of space, the customers of Perfect Cup generally also construct the space individually, to create their own perceptions of what the space is supposed to be. James Kendall had described Perfect Cup as initially having the intention of being a 'grab and go' espresso bar, rather than a coffee shop; "And the idea behind the espresso bar is that I wanted people to understand that where you come here is really a coffee experience you coming for and you not coming to-to get food...". However, it has become a space where people can come to relax and spend time, or at least his friends would be able to, and as such departed from the original postmodern idea of an Espresso Bar, to taking on a more second wave approach of the 'coffee shop'. The second wave described the mass commercialization of the

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coffee industry, to create spaces and businesses such as Starbucks Coffee, and Rituals Coffeehouse Ltd. The Espresso Bar could be considered a postmodern space as the third wave sought to restore value to specialty coffees, such as the single origin coffee that Perfect Cup sometimes offers, that is fair trade, from one individual farm, in one particular country, at a particular time of the year; appreciating its individual narrative and going against the ideologies of mass production. Henceforth, we can see the connection of Adorno and Horkheimer's concept of the Culture Industry here, whereby a culture is commercialized for mass production. Although Perfect Cup attempts to be a postmodern space, in which the coffee bean is valued for its own unique properties, the mass production of coffee culture on the outside of Perfect Cup's doors shoves its way in. In the expert interview, Kim Kendall had stated that a second wave coffeehouse in Trinidad, Rituals, lead the way to creating a coffee culture locally; a culture which if it had not been cultivated, may have never lead to Perfect Cup's opening. Therefore, we see the challenge of the Culture Industry pushing its way into de-commercialized or re-enterprised spaces such as the Perfect Cup Espresso Bar, which may lead the owners to more commercial aspirations and therefore affect the business's strategic direction and operation.

5.2 Brand Awareness, Community Engagement and Customer Loyalty

It's difficult to measure whether awareness of a brand rose without doing large scale or expensive studies, and focus groups. For a small business such as the Perfect Cup Espresso Bar, one can look at the tactics that were employed and the qualitative and quantitative responses or present data to determine whether brand awareness rose. For example, the Instagram account gained over one thousand followers within a few months (Appendix), with followers engaging directly with the 'Perfect Cup' brand, via comments, likes and shares to the Facebook page. Facebook also proved quite engaging with the Trinidad and Tobago public as it proved to

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interest customers in the business's location, products and principles. 18% of customers surveyed had discovered Perfect Cup via Facebook and Instagram, or social media, and as such can easily display the movement of successful marketing from solely word-of-mouth and location, to community engagement through social media. The concept of community engagement driven by content marketing (marketing via content production and timed release, such as flyers and videos). Cox stated that, "social media enables companies to network with customers in order to build relationships and understand customer needs." Therefore, we can note the impact of social media marketing already on reaching new customers, and bringing them into Perfect Cup Espresso Bar. 6% of all participants surveyed, had discovered Perfect Cup via the social networking application, Instagram. Whether loyal customers are created from social media marketing remains to be seen.

Culturally defined events and spaces such as the San Antonio Green Market, however, did act as a platform for raising the brand awareness of Perfect Cup. More than 90 cups of coffee during a two hour period, as opposed to the averaged 40 cups per day at Perfect Cup's location.

28% of customers surveyed had discovered Perfect Cup through word of mouth, showing that it still maintains a large portion of Perfect Cup's clientele outreach. However, as mentioned before the excellent specialty coffee drinks brewed at Perfect Cup may be the reason word-of-mouth holds relevance, as their clientele is currently made up of persons aged 36-59. Note that these customers also largely make up the customers that come in daily to partake in the cultural space.

Ainsworth and Bowlby's Attachment Theory (1991), outlines firstly a biological reasoning behind attachment (largely to mother-child relationships), but as Paulssen and Fournier expands on its theoretical framework, it can be seen as a framework for understanding

relationships in the service consumption context. Therefore we can analyse the relationship between the owner/barista, James Kendall, and the Perfect Cup's customer base. It should be noted however, that the customers whom come in daily to Perfect Cup, do not necessarily purchase something everyday as noted in participant observations. The brand of Perfect Cup had not received any external marketing since the business's inception, and as such it can only be stated that the brand awareness of the business grew.

5.3 Family Owned Businesses and Post Retirement Business Entrepreneurship

Looking at James's perspective of the business as a hobby, it may be understandable to see the differences arising out of the traditional notions of business management held by his daughter, and his alternative concept of business, or the purpose of the business. As a retired person, James Kendall aimed to open a coffee shop after he retired, so that he would spend his retired years doing something meaningful. As such, in embarking upon this partnership with his daughter as co-owners of the Perfect Cup, they failed to explore or communicate the challenges arising from difference of opinion, perspectives and philosophies of business management, and the overall goals of the business. Therefore, in the operation of the small business, Orbe's Co-cultural theory becomes relevant again, as James takes the majority control as the older, father figure, whilst his daughter's outlooks and ideas are diminished as a result of the power relationship between them. Several other factors come into play, such as who has the availability of time to work in Perfect Cup, therefore the person who has the most time, and the most power, would likely take reign over the venture.

Kim Kendall discussed in the expert interview, what would likely happen in future years, "No. I mean I never had the vision of myself being behind the counter every day anyway. It really was a matter of having staff in the shop. That said, umm, I do understand

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having an owner, behind the counter is what counts for Perfect Cup's success right now, so I'm thinking more in terms of expansion. I mean if we had more branches it wouldn't be an owner behind, and so it definitely would come down to a lot of grooming of staff, if we were to expand." As we see, Kim has no intention of spending her time within the business itself, and wants it to run with staff. Based on the current situation however, it could be understood that because James derives pleasure and enjoyment out of Perfect Cup, it maintains its current structure and operation. The internal communication challenge between Kim and her father, James, clearly demonstrates both a patriarchal power relationship, father over daughter, as well as a mutual understanding of the social factors at play, in terms of the use and drive of the business, its operation, and short term strategic direction.

CHAPTER 6 – CONCLUSION

The Perfect Cup Espresso Bar has several internal and external communication challenges, as outlined in the research questions. The internal communication challenge refers to the strategic direction and operation of the business, as negotiated between equal co-owners of the Perfect Cup, and how they balance the power relations between them to create a mutually beneficial outcome for each owner. The external communication challenge refers to the marketing and brand awareness of the Perfect Cup business, as there was limited public awareness of the brand presence, and operation.

The research was able to identify the challenges and inquire as to how they could be solved; that is, how could Kim and James have a more communicative environment and create a mutually beneficial agreement on how to operate and plan for the Perfect Cup Espresso Bar. It was noted that in the current organization of the business, it was not the most efficient or profitable model. However, the business may provide more utilitarian satisfactions such as enjoyment to the owner, James. Until someone else takes over the business, or an agreement is made, it is unlikely that the current operation will change significantly.

As James Kendall is retired, he is unwilling to hire staff, or add on ‘unnecessary’ stress to his workload. He enjoys using the space of the Perfect Cup to liaise with friends and relax whilst immersed in his hobby and love of coffee.

The cultural space of the Perfect Cup Espresso Bar creates several dynamic subcultural groups, but also poses a challenge to retaining the original concept and philosophies to the business, such as authenticity, craftsmanship and the love of good coffee.

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There is a relationship between brand awareness and brand visibility as indicated through the social media engagement, as well as the community engagement physical and online. Brand visibility has the ability to bring greater brand awareness, opening the business up to more customers, and new opportunities.

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APPENDIX A

Communication Audit

The following is a report based on the communication audit conducted:

Innovation Station met with the client, Perfect Cup, twice over a six –week period to begin the first phase of our communications audit. They provided information regarding the company’s history, market position, core competencies, financial summary and plans for the future. The client admitted that the absence of a strong marketing strategy has affected Perfect Cup’s growth potential. Furthermore, they stated their desire to market the “single origin” brand of their coffee specifically to their target market of coffee lovers. With all the information gathered, Innovation Station reviewed possible marketing strategies that will help Perfect Cup carve out their niche position within the local coffee industry.

A SWOT analysis was conducted to assess the strengths, weaknesses, opportunities and threats that exist in their internal and external environment. To gain an appreciation for coffee, literature on coffee culture was reviewed as suggested by the clients. Visits were also made to a few coffee shops along the East/West Corridor that are considered Perfect Cup’s competition. Perfect Cup’s owners and customers were also interviewed, and their interactions observed. After several brainstorming sessions subsequent to the second meeting with the client, Innovation Station developed the following strategies to present to the client for feedback:

- Defining their target market – this is critical to Perfect Cup’s success. With the rapid growth of the coffee shop industry in Trinidad and Tobago, Perfect Cup must understand where they fit in and exactly who they are targeting their product to. The current market

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for Perfect Cup is a small 'loyal' customer base that is made up of mid-level career professionals (30-45 age demographic)

- Re-design of shop's interior - Space is a major issue for Perfect Cup as they share a building on Ariapita Avenue with another client. Although the space is small, a re-design of the interior can maximize the space.
- Heavier social media presence – Perfect Cup has little presence on social media. With a Facebook page that is rarely updated, Innovation Station plans to update the Facebook page regularly as well as open accounts on social media sites such as Twitter and Instagram to increase awareness.
- Product diversity – Perfect Cup's core business is coffee. However, like many of their other competitors, expansion of the current menu to include daily breakfast items that complements the coffee would only lead to the shop's appeal.
- Staffing – Perfect Cup currently has only two employees – the owner Mr. James Kendall and his daughter Kim. In the event any of them gets ill the shop would be unable to open. This adversely affects sales and growth potential. Hiring two additional persons is recommended in the first instance.

The above list represents only a few ideas that came out of the brainstorming sessions. A tentative date of January 5th, 2015 has been set to present these strategies to the client.

SWOT Analysis Results:

Strengths:

- (1) Location – is a fantastic factor
- (2) Limited Competition

Weaknesses:

- (1) Limited/No Marketing
- (2) Space is cluttered
- (3) Insufficient Operating Hours

Opportunities:

- (1) Social Media
- (2) Press Strategy
- (3) Coffee Delivery
- (4) Re-designing the space
- (5) Christmas/Holiday Gift Cards

Threats:

- (1) Potential New Coffee Shops in the area
- (2) Sustainable Production

Marketing Strategy and Tactics

Whilst we are still looking for a definite theoretical marketing strategy, we have identified some tactics that could be incorporated for further Brand Promotion and Customer Sales increase.

We have discussed and agreed upon several things that need to be done:

- Overall Marketing Strategy
- Press Strategy
- Preservation Strategy (competition based)

Tactics that have been suggested include:

- Building a loyal customer base/newsletter page. These may also be offered discounts, incentives or first-to-know information.
- Customer loyalty cards (Buy 10, get 1 free E.G.)
- Christmas/Holiday Gift Cards
- Coffee Flavour Of the Day Promotion
- Flyers sent to all local businesses
- Coffee Delivery within Woodbrook
- Call to order coffee
- Offering healthy to go- Breakfast and Lunches
- Selling from the street/window
- Inputting a linux machine
- Supporting/sponsoring local art initiatives
- Branching out to yoga/fitness spaces to offer post-class breakfast/brunch/coffee
- Sponsoring a spoken word event

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- Promotional Video/Documentary for social media
- Redesigned Posters for Printing
- Redesigned Space for a cleaner, seamless look.
- Pay it forward program/ Corporate Social Responsibility

Strategy Suggestions:

- Branding as a 'Health Coffee' Spot

Press Strategy:

- Targeting Business and Women Centric Spaces in Print Media .e.g. Express Women, Business Guardian Etc.

Appendix B

Budget

N.B the following budget is subject to change as the below cost are estimated.

The following estimated budget will account for the period October 1st 2014 to May 31st 2015 for conducting our research.

ITEMS	COST (\$TT)
MATERIALS FOR CONDUCTING RESEARCH	
• Photocopying/ Printing of documents, questionnaires, articles, handouts.	\$200
• Posters, Advertisements, Promotional Material	\$ 1700
EVENTS EXPENSE	
• Transportation	\$100
• Refreshments & Equipment	\$500

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SIGNAGE MATERIALS	
• Gift Certificates • T-Shirt and Aprons	\$ 240 \$ 450
UNEXPECTED COSTS	
• Miscellaneous expenses	\$500.
TOTAL EXPENSES :	\$3690

The total cost will be divided among members each contributing \$922.50. Any remaining funds will be equally shared among members. All expenses will be noted and recorded also stored with their respective invoice or bill.

APPENDIX C

Sample Questionnaire

Dear Participant,

We are Communication Studies students of the University of the West Indies, St. Augustine Campus. We are conducting a study on *PERFECT CUP ESPRESSO BAR*. You are kindly being requested to complete this questionnaire as honestly as possible. If there is anything that is unclear to you, feel free to ask the person administering the questionnaire. Please note that none of the information collected will not be publicized or used for any unethical purposes and is solely for the researchers' use. Your identity will remain anonymous. Thank you for your participation.

Respectfully

1. What is your sex?

☐ Male ☐ Female

2. What is your age?

☐ 18-25 ☐ 26-35 ☐ 36-60 ☐ 61 and older

3. What is your ethnicity?

☐ Indo-Trinidadian
☐ Afro-Trinidadian
☐ Chinese-Trinidadian
☐ Caucasian-Trinidadian
☐ Spanish-Trinidadian
☐ Mixed
☐ Other _____

4. What is your nationality?

5. Where do you reside within Trinidad and Tobago?

6. Do you study/work nearby to Perfect Cup Espresso Bar?

- ☐ Yes ☐ No

7. How did you learn about Perfect Cup Espresso Bar?

- ☐ Word of Mouth
☐ Facebook
☐ Instagram
☐ I know the owners
☐ I randomly found the location
☐ Other _____

8. How often do you visit Perfect Cup Espresso Bar?

- ☐ Daily
☐ Weekly
☐ Monthly
☐ Sporadically (ever so often)
☐ This is my first time here
☐ Other _____

9. What days do you usually visit Perfect Cup?

- ☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday

10. At what times do you visit the shop?

- ☐ 7:30 a.m- 11:30 a.m
☐ 11:30 a.m- 3 p.m

11. Are you satisfied with the opening times and days?

- ☐ Yes ☐ No

Please state why:

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12. Why do you visit Perfect Cup Espresso Bar? (Select all that apply)

- ☐ Ease of location
 - ☐ Products (Drink)
 - ☐ Products (Food)
 - ☐ Atmosphere
 - ☐ Owners
 - ☐ Other:
-

13. What items do you typically purchase at Perfect Cup Espresso Bar?

14. Do you know the owner of Perfect Cup Espresso Bar?

- ☐ Yes, I know James
- ☐ Yes, I know Kim
- ☐ Yes, I know them both
- ☐ I do not know the owners

15. If you could change anything about Perfect Cup, what would it be?

16. Would you recommend Perfect Cup to others?

- ☐ Yes ☐ No

b. Why would you/not recommend Perfect Cup?

17. Do you follow Perfect Cup on social media sites?

- ☐ I follow on Facebook
- ☐ I follow on Instagram
- ☐ I do not follow Perfect Cup Espresso Bar on social media

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☐ I do not have a social media account

If you do follow Perfect Cup, what are your thoughts on their social presence?

18. Do you participate at any other coffeehouses?

- ☐ Rituals
- ☐ Coffee Beanery
- ☐ Tablespoon Coffee
- ☐ Other _____

19. What items do you typically purchase at these other coffeehouses?

20. Would you like to join our customer loyalty program? If so please put your email address and/or phone number below

APPENDIX D

Expert Interview Questions

1. Tell us a little bit of your personal background
2. Tell us how Perfect Cup began/ What inspired you to start Perfect Cup?
3. How many years have you been in business?
4. What type of beans does Perfect Cup use?
5. What is single origin coffee?
6. What do you know about the coffee industry in Trinidad?
7. Who typically buys from you?
8. How often do they visit?
9. What days and times are the busiest at your business?
10. Do you have communication strategies in your business?
 - If yes, which ones?
 - If no, why not?
11. How do most people, in your opinion, find out about Perfect Cup?
12. In your opinion, to what extent has Word- of- Mouth impacted on your business?
13. How do you make sure your customers are satisfied with the experience?
14. Are you aware of your competitors?
15. What do you think is Perfect Cup's biggest threat?

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16. What direction would you like to see Perfect Cup take?

17. How do you think your views of Perfect Cup differ from your daughter's/ father's?

APPENDIX E

Transcription of Expert Interviews

EXPERT INTERVIEW #1 : MR. JAMES KENDALL

Interviewers: Ms. Shanice Rattan

Location: Perfect Cup Espresso Bar, Ariapita Avenue

Date: 27th March, 2015

Interviewer: Tell us a little bit about your personal background

JAMES KENDALL: Perfect Cup was basically an idea or concept that I had since I was in the working world. I always thought that when I retire what I wanted to do was to start a coffee shop. Um...the opportunity arise where I could've retired early so I decided to take...take it...and a shop was opened up, in terms of a space to have the shop. My daughter wanted to have...be part of the whole experience so...I decided...we...I didn't...I didn't personally I didn't want to open up in a place like Ariapita Avenue which was very busy. I just wanted something where I could sit back and relax and cockup my foot at the end of the day. But, since she wanted to get involved in it I decided I will, in fact, open the shop here. And um...so we went up to Toronto and we trained up there, came back, I...we made the contacts while we were there in terms of identifying a supplier for the coffee, identifying a supplier for the...uh...machinery etcetera. And then we came back and we did all the basic work to get the shop ready and this is the end product of the whole thing.

Interviewer: What was the inspiration for Perfect Cup?

JAMES KENDALL: Well, it started when I, I was always a lover of coffee, and I always want to...I was always looking for that perfect cup of coffee and I tried probably every conceivable

type of machinery there was to have um...to make coffee...and I came pretty close to what I was looking for. However, I still haven't perfected what I-what I really have in my mind as to be the perfect cup, but I think that I've come pretty close and uh...and that's why I decided to call the shop Perfect Cup so the name actually resonated with the-the-the uh...the goal of trying to achieve the perfect cup of coffee.

Interviewer: How many years have you all been in business?

JAMES KENDALL: We've been in the business for approximately three and a half years now.

Interviewer: What type of beans does Perfect Cup use?

JAMES KENDALL: Well...I know a lot of people being a-being a coffee shop in Trinidad a lot of people wonder why we don't use local beans. One of problems we have with the local beans is that the...the bulk of the beans that are being produced in Trinidad are really what you call a Robusta bean, which is not necessarily the best type of bean for coffee...commercial coffee...or coffee on a-on a large scale. On the open market, what you find is that the Aribica beans is what is actually used. So...the intention really is to...we do have a roaster as I said, in Toronto...and...we...he roasts for us and we bring it in in bulk and we...we produce from that. The intention is that...the bean that we actually used right now it's a...it's a blended bean. It's a blend between a...Brazilian bean and a Columbian bean. However it's a-actually a...particular type of profile that the roaster tries to achieve with it. And if, at one time he cannot get one bean or the other, he tends to...use...maybe use another bean. So like you may get a Brazilian and a...Guatemalan bean, or a Brazilian and a-and a an Ethiopian bean that gives them a similar profile to the type of bean that he...or the type of blend that he is looking for. And um...what we actually using is blend that he refers to as "People's Daily"...and that's the majority of what we

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use right now in the shop. But the intention is that a little later on is for us to...actually bring in what is known as a single origin bean, which is a bean that is basically produced in one region rather than having a blended bean...and have that at different times so they...you give the experience to the...Trinidadians as to...what a true Columbian bean is, or what a true Ethiopian bean is etcetera. But that will come in the future.

Interviewer: What types of coffees do you offer?

JAMES KENDALL: Well basically as I said, the-the...now if you say the type of coffee, are you referring to the types of drinks that we offer?

Interviewer: Yes, the types of coffee drinks that you offer

JAMES KENDALL: Well we offer the basic coffee drinks that you would get in most of the...the coffee shops who are the um...the cafes...in...both in Trinidad and out in that you may have like a cappuccino and a latte which are the two main...uh milk drinks. We offer an espresso drink which is the...pure coffee drink...a-a pure...uh extract of the-of the bean itself. We offer a mochacino which is a uh...a blending of a coffee and a chocolate. Um...those are'd a be...those-those would be the main drinks we offer as far as the coffee based drinks...uh you can get them both hot and cold. Um...we have a range of teas also that we offer...and we have some-we have a couple blends that are a lil unique in that I don't see-think you can get them anywhere else in Trinidad...except here.

Interviewer: Why do you specifically call Perfect Cup an espresso bar as opposed to a coffee shop?

JAMES KENDALL: Well, the reason for that is that, unfortunately, in Trinidad what you find is that...a lot of people use the word café...and...when you hear the word café, they expect

somewhere that you come and “yuh full yuh belly”...’cause you know Trinidadians love to eat. So...my idea wa-in calling it an espresso bar which actually it is because an espresso bar is a um...is a place where you get drinks that are based on espressos. And the idea behind the espresso bar is that I wanted people to understand that where you come here is really a coffee experience you coming for and you not coming to-to get food...while we do offer small snack plates like the cookies and uh lil pastries and all those-that type of thing. It’s basically coffee that we try to deal in most of the time. But again, the name is a little issue because you say a espresso bar and because we are on the avenue people expect a bar to be somewhere you serve alcohol. So sometimes like five o’ clock or six o’ clock in the morning somebody would come in looking for a beer (laughs) but that’s one of the things you have to deal with (laughs).

Interviewer: Who are typically your customers?

JAMES KENDALL: I have uh...an interesting range of customers. I have a...I have a customer base that’s...that grew over the period that we’ve been open...started as usual with one or two people starting to come in to have coffee and um...they get to like the place and they have actually formed a group as a matter of a fact there are people that call it like...it’s a-it’s a shop like...Friends where you have... you have, you know, a-a heartcore of people who come in every morning and sit down and they-and they spend a...pretty long time...just...more talking than drinking coffee thing I guess it’s not good for my profit line but that’s- that’s basically what it is. But I also have a lot of people from around the area that would come in...but a lot of people around the area actually come in for um...while they would have a coffee would come in for like the lil sandwiches and so we would offer on a morning. Um...and we do have people who...are out of the area, who have heard about the shop in one way or the other either through word of mouth...or through seeing it advertised somewhere on...facebook or something like that and

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they do come in. So I have a-quite a versatile, or wide range I should say, of customers that come in.

Interviewer: How often do the customers visit?

JAMES KENDALL: Or the-the ones I was talking about is-that-like...the group...actually here everyday day. Yeah. As a matter of fact, I have a-I have-I have them all on my contacts so like...if a day I can't open, I actually send each one of them a message and say well I'm not opening this morning (laughs).

Interviewer: What are the busiest times and days?

JAMES KENDALL: I don't really-I don't really think I have...a busiest day because as I said...the customers are...that...most of my customers actually come in on a daily basis but the time they come in like around...I have...I would say groups...I have like a group that would come in for about...seven o' clock on a morning or seven thirty when I-when I open...and um...they probably might spend about an hour. And then I would have a group that come in around nine...and they might spend an hour or two....and then ... by that time you getting into lunch time and you'd get a few stragglers that would come in a lil after lunch. And if I remain open, I-I normally close at three, but if I remain open any time after that I would have people that would come in...at that time also. So it kinda-it kinda spreads out across the course of the day.

Interviewer: What were some of your communication strategies?

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JAMES KENDALL: To be honest with you...I never looked at any particular communication strategy. Um...what I did was...I-well...and...I eventually...got a group of people who started to come in. And through that group, by word of mouth...and...um...by basically just...from one person telling the other one...we had...a heart core of people who started to come into the shop. Um...one of the disadvantages is that...some of the people don't really want a lot of people start to know about the shop, because they very happy with the little cozy...company that they have...which is not really good for business but...um...it's what they're comfortable with. We've not really-we've not really gone into any real...large marketing um...(video cuts off).

The Expert Interview was pre-emptively ended as the Perfect Cup needed to close. It was continued below.

Interviewers: Mr. Warren Chanansingh and Ms. Stephanie Garnier

Location: Learning Resource Center (LRC) Greens, UWI St. Augustine

Date: 30th March, 2015

Interviewer: Do you have any communication strategies in your business?

JAMES KENDALL: Uhhh we don't really have much communication strategies that we're using. We're using some of the social networks um like Facebook, Instagram, some of which actually you all have introduced whilst you all were working on this project. Uh I've also...recently...engaged someone to do a website for me, which...it's in it's very very virgin stages...where that is concerned. And I use something called first...I'm not sure if you've heard

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about it. It's basically one of those uh (clears throat) websites where you...like if someone is looking for a coffee shop for example they-they would type in coffee shop Woodbrook or whatever the case may be, and that website would actually guide them to all of those that are in the area. And being a subscriber what happens is that they would actually guide to person to my shop before some of the other shops.

Interviewer: How to most people find out about Perfect Cup?

JAMES KENDALL: Um most of the time Perfect Cup...as I said I have a I have a pretty good customer base and um a lot of it is actually done by word of mouth. But, I have in fact had a few customers who will just be passing and they would see the shop and they would come in. And most of the times somebody's has had my coffee once they tend to come back. That's basically what we use right now.

Interviewer: How do you make sure your customers are satisfied with the experience?

JAMES KENDALL: Just by giving them a perfect cup of coffee (laughs).

Interviewer: Are you aware of your competitors?

JAMES KENDALL: Um...to be honest with you...I don't really see myself as having much competitors. There is a coffee shop that...well it's really a...a all-purpose shop as I call it...um...a little further down from where I am...and they do but they do ice-creams and...some other breakfast items. I understand "The Beanery" which is a chain is gonna be opening a lil higher up on the avenue. And of course there's Rituals that...everybody knows. But the truth of the matter is that...nobody's coffee is really compared with mine...as far as I'm concerned. And most of my customers will-will say the same. As-uh-I-which-was-was an interesting story when um...that coffee shop was being opened a little lower down from me ...and they were-they actually tried to-

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to steal some of my customers. And my customers told them straight..."you want good coffee you have to come to Perfect Cup." So I think I have a fairly strong customer base with that where that is concerned.

Interviewer: Who is your biggest threat?

JAMES KENDALL: No I don't really I-as I said-I don't really see-I don't really see them as being my biggest threat. I don't really see any, even people coming on the scene now, I don't really see them as being a threat. Because, one of the things about it is that, I know my product, and I know the appreciation people have for it. So at the end of the day everybody who is coming after is us coming from behind and they really have to do better than me to be able to steal any customers away from me. I don't see any of them doing that right now.

Interviewer: What direction would you like to see Perfect Cup take?

JAMES KENDALL: Um...that's a question that...I have given some thought to and a number of people have asked me about that whether I intend to grow it into a chain or anything like that. The truth of the matter is that, as I mentioned earlier in the interview, this is really a retirement project for me. And, I'm very hesitant in...sort of pushing it...pushing the um...what should I say...I don't wanna go too far...too fast. Because, then it doesn't become a retirement project. As it is, it's already taking up a lot of my time which...I didn't plan to put so much time and effort into but it's something that I love doing so it's not really...a bother. And I do have ...a few...um...there's a guy who-who runs uh...one yoga...I don't know if you've heard of it...but he actually...he's actually opening a yoga studio...uh in Woodbrook also...and he wants me to actually to...open a...well a branch for want of a better word there. And also, to do a couple other items that we would cur-currently carry. So I'm giving that some consideration.

Interviewer: How have you found the experience of running a business after retirement to be?

JAMES KENDALL: That actually...(sighs) difficult. Difficult from the point-of-view that...I don't...not that it's hard...it's something that I said it's something that I enjoy. But it's something that takes up a lot of my time, which is not particularly the best thing for a...somebody who is retired. So for example, I now feel obligated. I have customers who would actually call me on a morning if I'm late and say "are you coming out today?" Or if I tell them...I'm not gonna be here for a couple days and they would...I would see the disappointment in them. So...that alone has...forced me really to...to try to be there all the time...and that...as I said, it's not exactly the best thing for someone who is retired and is looking to kinda lay back now. But, it is what it is.

Interviewer: Why did you want to start a business after retirement?

JAMES KENDALL: Sure. Um...it wasn't really so much that I wanted to start a business. What I wanted to do actually was to be able to...to do something after I retired. And, the fact that I retired early...meant that...if I just laid back and did nothing at all it would probably send me to the grave a lot faster. So, the coffee shop really was something that...as I said, I always...had the vision of having a coffee shop...you know...after I retire; something to sit back and relax a little bit and just enjoy the company of the people who come in. And um...that's really is why I started it and that's really is why I um actually continue with it. And, as long as I enjoy it I will continue to do it.

Interviewer: How do you think your views of Perfect Cup differ from your Daughter's.

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JAMES KENDALL: Huh! That's interesting. My...my views basically is...a place where someone could come and sit down and en-relax and enjoy a cup of coffee. And, saying that, I should also mention that that's what it has turned out to be. Because initially, because of the space limitations that we have...I really thought that it would just be something that somebody would come in and...just take a quick cup of coffee to go. It was more... I was more looking at a to-go place...whereas, now, I find that I actually have a crowd that'll actually come in and sit down and well some of them would actually spend a couple hours in the shop itself. I guess the conversation is good and the company is good so the people enjoy doing that. Um...I think from my daughter's perspective, she's looking at it more from a business. And uh...that would work if she would spend a little more time in the coffee shop (laughs). That being said, what happens that is when...when we started, she was all enthusiastic about it and I don't mean that she's not...is that it is that she's not enthusiastic anymore. It's just that, as being a young person with a f-with a young family...it's difficult. So that um...she works full time, and then she has a family to look after. And while we do help her out...with the family, the children etcetera...the fact of the matter is that is it difficult to run and business and run a family at the same time. So I guess you'll have to talk to her about that to identify how she feels in doing both aspects of it. But really and truly I think we still have the same vision as far as the shop is concerned. It's just the um...the execution may not be the same where-where both of us concerned. I think I put a little more effort into it because I am there full time...and she is not. That's where we are.

Interviewer: How do you view your customers in terms of your average customer; can you describe your most popular customers?

JAMES KENDALL: Sure. I have...actually quite a wide range of customers. When most of them are actually not necessarily people from the area...but there are people who as I said they started

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to come and they enjoy the coffee and because they-they got to know each other what happens was that they um....they form like a little group. As a matter of a fact, some people even refer to the coffee shop as that Friends-like setting...where you know that place where you'd wanna be kinda thing. And um...so my customers really...are people who...would come in and they would spend...as I said some of them may even spend there is a particular guy who will actually come in on a morning at...and he would um...he would come in around nine-ish and sometimes ten eleven o'clock he's still there. And he says ok it's time for me to go to lunch now (laughs) you know. But...i think that...while all of them are not like that...most of them would actually come in and spend at least-at least twenty to...twenty minutes to an hour in the shop. And...technically just people who just enjoy each other's company.

I don't know if that answer's your question if there's anything particular you wanted to get out of it?

Interviewer: If you could do anything differently with Perfect Cup, what would you do differently, in terms of operation or promotion or anything?

JAMES KENDALL: Sure. Umm, well promotion is still pretty virgin as I said before, since we don't really have any promotional items that we working on. As far as operation is concerned, what has happened is that since I've opened I realized that there are certain things I would do differently. One I could think of off the bat...we, when we were going into business we actually purchased a large drip brewer, commercial brewer, because we thought that the average person coming in; that's what they would have wanted, only to realize now that most of the people coming in would take an Americano drink, which is basically a shot of coffee with hot water, which is similar to what the brewer does except the brewer is a drip...a drip coffee, and umm...I

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think we certainly would not have gone into that type of expense because it was a pretty expensive piece of equipment that technically we don't really use on a large scale right now. That's basically what I would do differently.

A lot of the customers...I was saying like Christmas eve what happens is that we will all get together and umm, I don't charge people for coffee, you know at least the regular customers, so they, they get free coffee. Some people will bring say ham, some people bring pastelles, and we just really have a nice, lil'... a lil' get together; very informal. As I said a lot of my customers love their...love their stomach, and they love to cook; men by the way, and umm... so we always have, we do a turkey fry for example; we do umm...one of them has a roaster, and he would roast like a brisket or something and bring it in the shop.

(To Warren)

I don't know if you were there the morning when he actually brought in a pizza, and we actually had, you know, he would bring in a pizza, and its basically regulars, so they all know each other, so they say they'll have pizza this morning

Interviewer: I was there when you had Geera Pork

JAMES KENDALL: Right, we had geera pork too, and the same guy also does macaroons, so whenever he does it he would bring it and inno', just say, "hey guys try this out. I just did this last night," and that's the type of setting that we have.

Interviewer: How many days a week do you think your regular customers come in?

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Everyday. As a matter of fact I actually tick them off. If I want to go home early or something, I check and say, “Okay. Lemme see; who was here, who was there. Yeah, everybody had come I could close up now.” (Laughing)

EXPERT INTERVIEW #2 : MRS. KIM KENDALL DE SILVA

Interviewers: Mr. Warren Chanansingh

Location: Look Opticians, Ariapita Avenue, Port of Spain.

Date: 30th March, 2015

Interviewer: So, Kim, tell us a little bit about your personal background

KIM KENDALL DE SILVA: In terms of the coffee shop or...?

Interviewer: In terms of your personal background. Not the coffee shop necessarily

KIM KENDALL DE SILVA: So I studied Latin American studies. I did a masters in globalization and Latin American studies at the University of London, and I came back home. I spent a couple of years within the Ministry of Finance, and now I lecture in Latin American studies at COSTAATT, and between switching from the Ministry of Finance and COSTAATT, we opened up a coffee shop.

Interviewer: So can you tell how Perfect Cup began, or what inspired you to start Perfect Cup?

KIM KENDALL DE SILVA: (pauses) A love of coffee to start with, and I realized that there was no where in Trinidad that you could get a fresh, consistent coffee, because you can

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get....you used to get a decent cup at Rituals, but I found that the standard at Rituals had gone down. You get a different...some shops sometimes, and one of the things that uhhh, my father and I also found was that, there were so many different types of coffee to explore, and there was no where you could really go and find, well. 'this is a Costa Rican bean, this is an Ethiopian bean, this is a Columbian bean, or try these different flavours, or coffee shops that knew the difference between a Cappuccino and a Café Latte, and an Americano, and an Americano with milk. It was the frustration of not being able to access all of these products that you know, you'd easily be able to find when you travel, so we decided well, we'll open our own shop.

Interviewer: How many years have you been in business?

KIM KENDALL DE SILVA: We will be open four years in October.

Interviewer: What type of beans does Perfect Cup utilize?

KIM KENDALL DE SILVA: We use Arabica beans. Now Arabica is supposed to have a higher...supposed to be a higher quality bean than Robusta. Robusta beans are actually very flavourful as well, but Arabica beans are what you would make your Gourmet coffees from.

Interviewer: What is single origin coffee?

KIM KENDALL DE SILVA: So single origin depending on who you ask, could have a different meaning. Now, in general, single origin means from the same geographical location. So the beans all come from one; it could be as minute as one particular part of a farm, it could be one farm, one collective, which would be a group of farms. It could be a particular region or country. Like Starbucks is trying this thing recently where they are trying to say single origin means 'all from one country', but that's not true. So the single origin really means that the beans all come

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from the same geographic location, grown under the same conditions, and that makes the flavour of those beans very specific.

Interviewer: In God in a Cup, the talked about the first, second and third wave of coffee. So what philosophies does Perfect Cup abide by?

KIM KENDALL DE SILVA: To answer that, I kinda forget the different waves that God in a Cup talks about but, in terms of the philosophies of Perfect Cup umm, we just aim to offer the freshest possible bean, and by fresh beans we mean fresh roasted beans, and that is what our objective is, to make sure that our customers are getting the beans within ten to thirty days of being roasted, when the flavour potential is at its highest.

Interviewer: What are your thoughts on the coffee industry in Trinidad?

KIM KENDALL DE SILVA: We have one. It's always classed with cocoa so they will say 'Cocoa and Coffee industry', but our cocoa industry is very different from our coffee industry. The quality of our cocoa is also much higher than the quality of our coffee. Again we only grow Robusta beans in Trinidad. I think there are some places that do a type of Arabica bean, but the main bean being produced is the Robusta, and the issue that we have in Trinidad is although we can grow a good flavoured Robusta bean, we can't roast it properly, so that is the failure of our industry right now. I mean it can be improved but it hasn't been addressed as yet, and unfortunately the government taxes don't recognize that difference between producing a good quality green bean, and sourcing a quality roasted bean, so import duties are higher on roasted beans, even though we don't have a roaster here. We get no duty on green beans, although we produce good quality green beans. SO if you ask me, we should be protecting our green beans, and opening up the market for the roasted beans.

Interviewer: Have you ever travelled to origin?

KIM KENDALL DE SILVA: No. I want to. Every year we say we're going to go but we haven't gone as yet. Umm, probably we'll make a Panama trip soon. I think that's the easiest one to get to right now.

Interviewer: Panama is the home of (Hacienda la) Esmerelda?

KIM KENDALL DE SILVA: Esmerelda is from Panama. Boquete is the region. So Boquete in coffee is single origin, Boquete coffee...It's a particular farming area in Panama, and the Esmerelda did come out of there, but that's not all they do. They do other things than the Esmerelda.

Interviewer: So who do you think typically buys from you?

KIM KENDALL DE SILVA: Based on the crowd that I see in the coffee shop, I would say our crowd, particularly the morning crowd tends to be male, middle aged...Hopefully don't get offended by that, professional; male, middle aged, professional. I would say that's our consistent crowd. Throughout the day you'll get umm, different people coming in. You get professional women, we get students, we get umm, people passing in the road and feel for a cup of coffee. But that's the crowd that's there every single morning; male, middle aged, professional.

Interviewer: How often do you think people visit you?

KIM KENDALL DE SILVA: That particular crowd I was talking about would be there every day. Some of them would actually come in two or three times if they work near enough. Yeah, most of our customers, from a survey we did fairly recently, most of our customers said they come in daily; a few said weekly, and by weekly they mean two to three times per week.

Interviewer: What days and times do you consider to be the busiest?

KIM KENDALL DE SILVA: As I'm not in the shop every single day, all day, I can't say for sure but if I want to avoid the crowds, I try to get there before 8:30am or after, after 10. So I would say 8:30am to 10am tends to be a very busy time.

Interviewer: How many customers do you think you have on a daily basis?

KIM KENDALL DE SILVA: I would say, O wow that's a hard question, for me (chuckles). I would say a very moderate guess would be twenty, twenty five people.

Interviewer: Do you have any communication strategies in your business?

KIM KENDALL DE SILVA: Okay, so communication strategies...well for our customers, through the Facebook page. We're getting a lot more interaction with our Instagram page, but the bulk of it is through Facebook

Interviewer: How do most people, in your opinion, find out about Perfect Cup?

KIM KENDALL DE SILVA: Well again, the survey that we did a couple weeks ago, every last person said word of mouth, so I'd have to go with Word of Mouth.

Interviewer: So you think Word of Mouth is the most impactful way Perfect Cup has been marketed?

KIM KENDALL DE SILVA: So far. I wouldn't say no, that the Facebook page hasn't been a significant help as well, but the Facebook page only really took off a couple months ago when we had some students helping us. I would still say word of mouth is the main way that we've been marketed, and I'm hoping that Facebook now becomes another plug.

Interviewer: How do you make sure your customers are satisfied with their experience?

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KIM KENDALL DE SILVA: Well because of how small the shop is, we just ask, and that's essentially what my father does the few times I'm actually working behind the machine I ask as well; "Is that what you like?" or "Is that what you expected?", "Do you need it to be sweeter?", or well, it shouldn't really need to be sweeter. Just interact with the customers and ask them, you know, if it's what they expected or how it could be made better to suit their needs.

Interviewer: Are you aware of your competitors?

KIM KENDALL DE SILVA: Yes, and umm, I would say, the avenue has been quite good to us over the last three years, in terms of, we haven't had any direct competition. I think our first competitor will be opening up later this year, that's Coffee Beanery. Cause right now we're the only devoted coffee shop on the avenue. Again, I think coffee shop is too broad for us; we're an espresso bar. We're not, come, sit down and have your meetings, and work on your laptop all day. We don't have the space for that. Coffee Beanery however does. Again, because of the size of our shop, our customers have built up this kind of, 'come in, have your coffee, chat with some people and leave, go back to work'. So, I'm not expecting us to lose client base. What coffee beanery will capture that we haven't been able to is the later evening crowd because, we close quite early. We close around 3 o'clock. So anything after three, Coffee Beanery will easily be able to take from us...and that also means that potential new customers will go there because they have a bigger reputation, they are bigger and they won't be looking for somewhere else, so it means that, again to make sure we have coverage on the avenue we have to we're advertising or spreading the word to get customers in.

Interviewer: How loyal do you think your customers are?

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KIM KENDALL DE SILVA: I think our customers are very loyal, and we see this over, and over and over again, that they come in the shop, and they are always talking about the fact that this is the best cup of coffee they've had anywhere in the country. So, I would say our customers are very loyal. I'm not saying they wouldn't try other places. You know, they'll tell you, "I wish you were open so and so at this time because I had to do this meeting and I had to take them elsewhere." You know, so they go to other places once we're unavailable. Once they could get to us, they come by us.

Interviewer: What do you think is Perfect Cup's biggest threat?

KIM KENDALL DE SILVA: I think our biggest threat is our...our food offerings. We don't have a very wide range of food offerings, partly because as an Espresso Bar, we're small, and our focus is on the coffee, but it means that you wouldn't want to come and have breakfast. They can come and have a cup of coffee but they can't find breakfast that they want, so, I think for us....and so again, if you're hungry, more than you want a cup of coffee, then you gonna go to wherever you could get good food, and drink whatever coffee they have. And that's our biggest threat, to provide aa good breakfast package.

Interviewer: I want to ask you about coffee culture in Trinidad and how you think it developed.

KIM KENDALL DE SILVA: I think Rituals had a very large part to play in that, and it's why I'm not anti-Rituals. Rituals was able to develop a coffee drinking culture in Trinidad and because of that, we can benefit from it. I think in our society there's still an element of, "Well I don't drink coffee. I drink tea," and you know, it's not really that they drink tea but they drink their Milo, or their Ovaltine, or sometimes you find well, "Trinidad's too hot to drink

coffee.”...and I’m always a little bit surprised when I hear somebody make that comment, but I’ve heard it enough now to realize that there still is a culture of not seeing Trinidadians as a coffee drinking population but then especially students and working populations; the nine to five workers or well, the nine to five to seven to eight pm...O yes, definitely have your coffee; coffee drinkers are there.

Interviewer: What direction would you like to see Perfect Cup take?

KIM KENDALL DE SILVA: I have two ideas as to where I’d like to see it. One, the simplest one to me, is to, I don’t want to use the word outsource, or if it’s the correct word to use here.

Interviewer: This is your personal take on it. What would you do?

KIM KENDALL DE SILVA: So the first one is to be able to provide, essentially a mobile coffee service. So people who are having meetings or events or want coffee, they come to us and they essentially rent our large cannisters and they buy the coffee and they serve it at their events or meetings. The other thing is, I think Perfect Cup’s tiny size, lends itself to being...umm...we can open in more than one or two branches, because we’re not a huge coffee shop. Essentially all we need is a good sized barspace to put a machine and a couple of chairs, so I’d like to see a couple more Perfect Cups.

Interviewer: How do you think your views of the business differs from your father’s?

KIM KENDALL DE SILVA: Umm, I would say maybe I think still in terms of how to grow the business, not necessarily in keeping with what current customers want. I would like to see the business expand to attract a different customer base as well. Whereas I think he’s still along the lines of, “well these are my core customers, this is what they want, making them comfortable.” Almost along the lines of taking advice from them like, no; they may not have your best interest

at heart, not saying that they don't have your best interest at heart, but you know you can't go outwards if you're only getting advice from one particular group. You have to get very varied opinions and then expand.

Interviewer: So what kind of customers would you like to attract?

KIM KENDALL DE SILVA: It's not so much other customers to attract. Okay so for example, the opening hours; I'd really like to extend the opening hours. Again, that's a matter of us having to bring in staff to have longer opening hours. But I think, for my dad, Perfect Cup is like his office, so it's like sharing his office space. So (laughing), at this point its like making the shop more comfortable for employees, or opening a separate branch somewhere. Then again, it's not finding a new target audience, but being available for people who want to come in at different hours.

Interviewer: So in terms of business continuity, at a certain point, is it that you're going to take over Perfect Cup?

KIM KENDALL DE SILVA: Not the way that it is now. It wouldn't be you know, my dad 'retires', a second time, retires from Perfect Cup, and I go behind the counter. No. I mean I never had the vision of myself being behind the counter every day anyway. It really was a matter of having staff in the shop. That said, umm, I do understand having an owner, behind the counter is what counts for Perfect Cup's success right now, so I'm thinking more in terms of expansion. I mean if we had more branches it wouldn't be an owner behind, and so it definitely would come down to a lot of grooming of staff, if we were to expand.

Interviewer: If you could do anything differently with Perfect Cup that you have done, what would it be?

COFFEE CULTURE AND BRAND AWARENESS IN PERFECT CUP

KIM KENDALL DE SILVA: I think we would have sorted a bit more counter space, and some of the machines we bought we may not have bought the ones that we did and bought different ones instead. We bought the best possible espresso machine and can't get it serviced in Trinidad, which is a problem. It wasn't supposed to be a problem because one, the machine wasn't supposed to need servicing on a regular basis and two, we were supposed to have had easy access to someone to come and do it, and that didn't work out. So I think if we were to expand, we would have to go with good machinery that could fix right here.

Interviewer: How do you think your dad views Perfect Cup? I know you said it's like his office space.

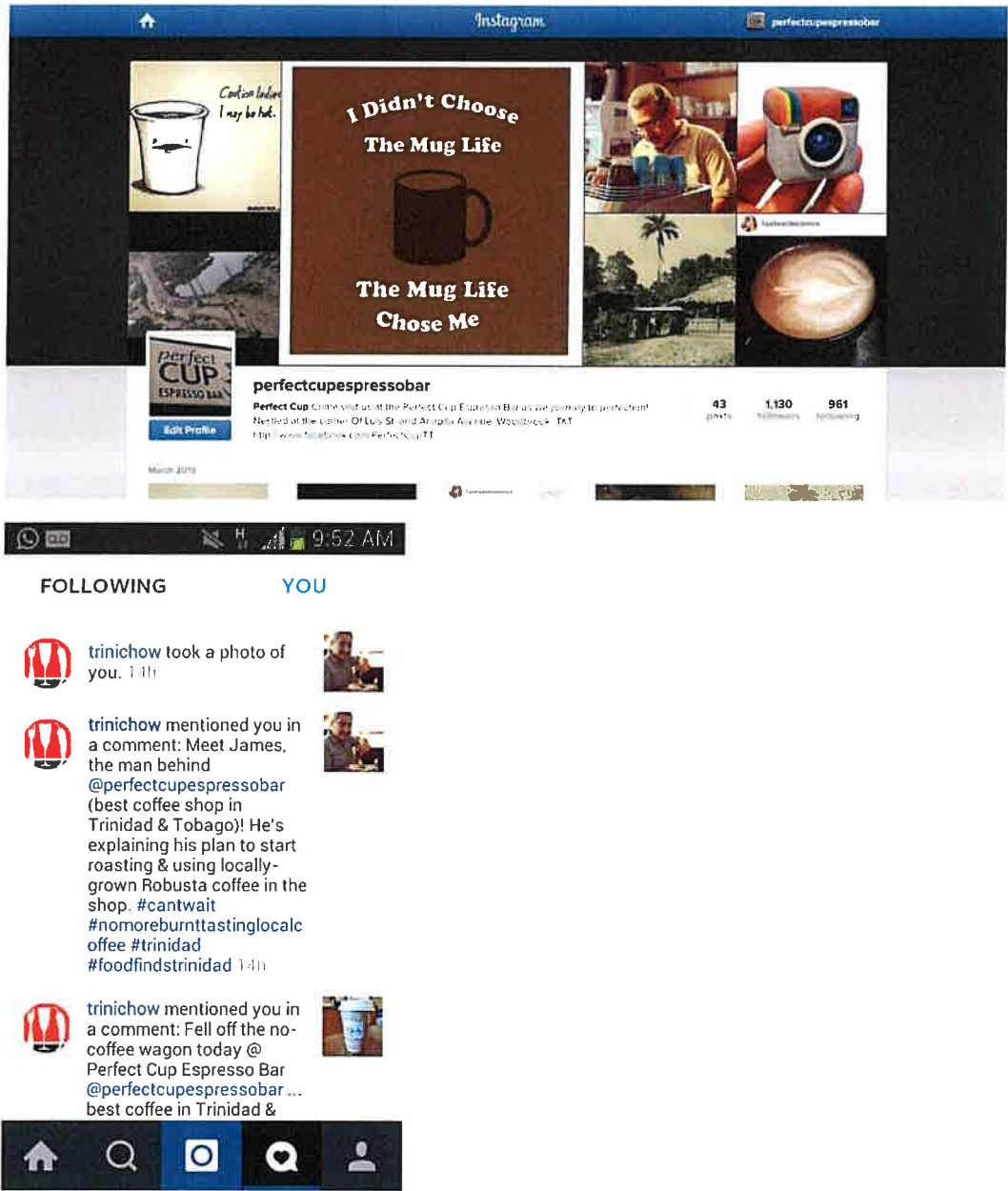
KIM KENDALL DE SILVA: It's his office space, it's his hobby. It's his umm, you know, it's his retirement project.

APPENDIX F

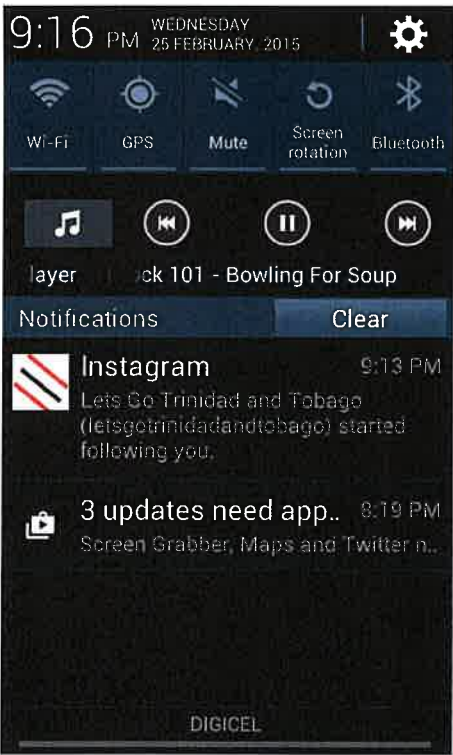
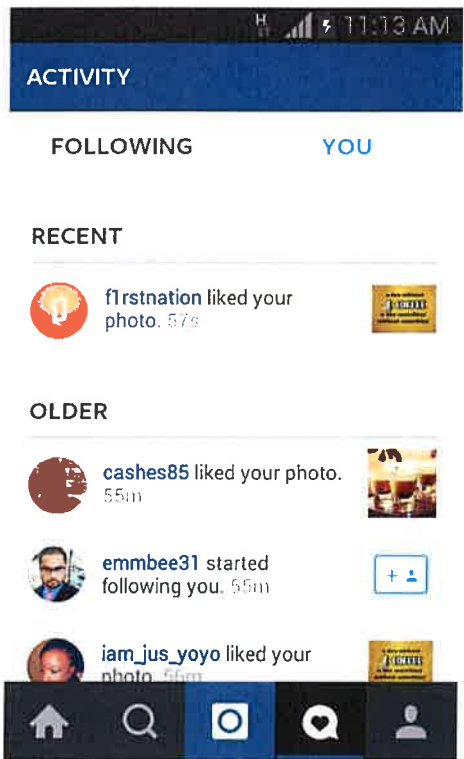
Photos of Coffee Connoisseurs at Perfect Cup Espresso Bar & Representing Perfect Cup at San Antonio Green Market



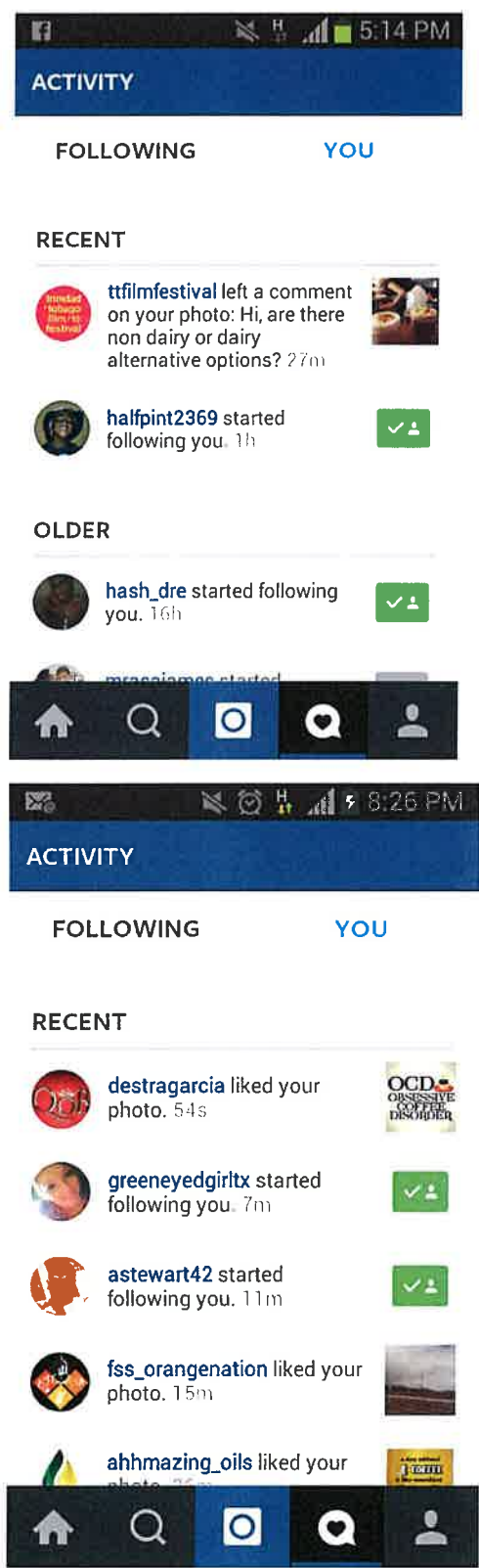
Community Engagement via Social Media with the Perfect Cup Brand



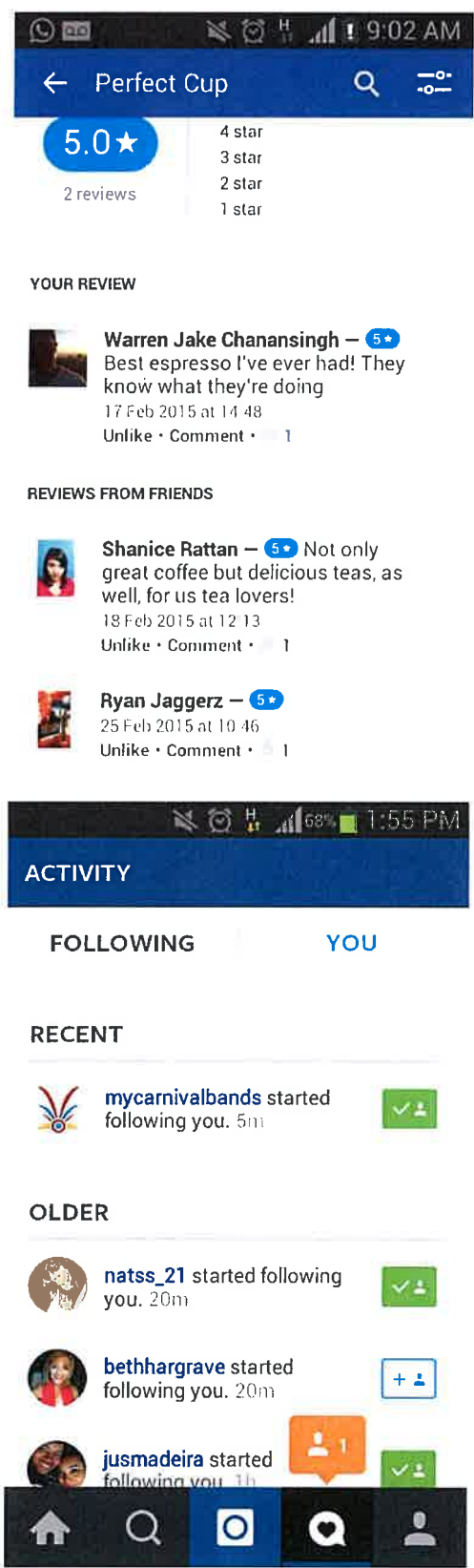
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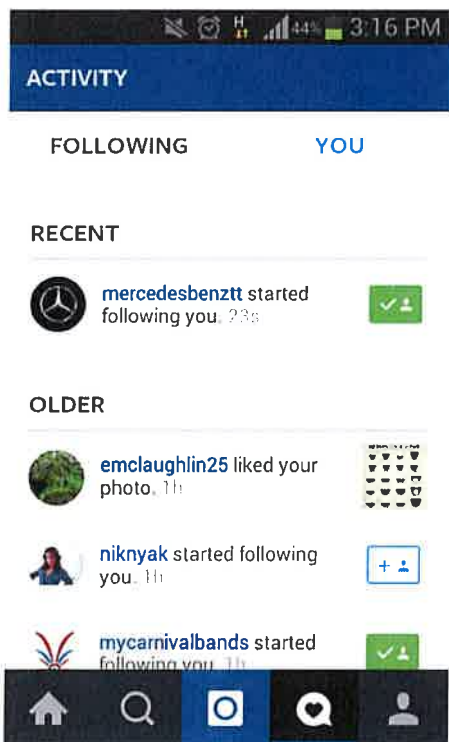
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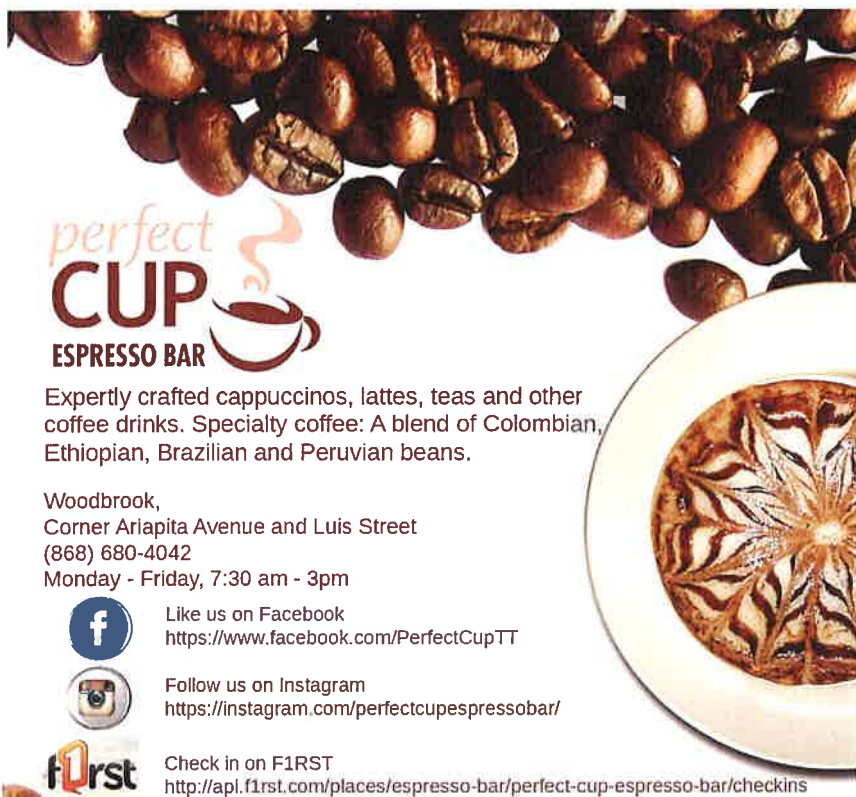
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Promotional Materials Created for Perfect Cup



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perfect CUP
ESPRESSO BAR

Expertly crafted cappuccinos, lattes, teas and other coffee drinks. Specialty coffee: A blend of Colombian, Ethiopian, Brazilian and Peruvian beans.

Woodbrook,
Corner Ariapita Avenue and Luis Street
(868) 680-4042
Monday - Friday, 7:30 am - 3pm

 Like us on Facebook
<https://www.facebook.com/PerfectCupTT>

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 Check in on F1RST
<http://apl.f1rst.com/places/espresso-bar/perfect-cup-espresso-bar/checkins>

perfect CUP ESPRESSO BAR MENU			
COFFEE & ESPRESSO DRINKS		8oz	12oz
Fresh Brew Drip Coffee		8.00	10.00
<i>Freshly Brewed Drip Coffee</i>			
Fresh Brew Decaf Drip Coffee		8.00	10.00
Cafe Au Lait		9.00	11.00
<i>Freshly Brewed Coffee with Steamed Milk</i>			
Espresso Shot		9.00	☞
Cafe Latte		15.00	18.00
<i>Shot of Espresso with Steamed Milk</i>			
Cappuccino		15.00	18.00
<i>Shot of Espresso with Steamed Milk & Topped with Foam</i>			
Mochaccino		18.00	21.00
<i>Shot of Espresso with Steamed Milk & Chocolate Sauce</i>			
Americano		9.00	9.00
<i>Shot of Espresso with Hot Water</i>			
Macchiato		9.00	☞
<i>Shot of Espresso mixed with Foamed Milk</i>			
HOT CHOCOLATE & TEAS		8oz	12oz
Hot Chocolate		14.00	17.00
<i>Chocolate Sauce with Steamed Milk & Topped with Whipped Cream</i>			
Black Tea		☞	8.00
Green Tea		☞	8.00
Chai Tea		☞	9.00
Chai Latte		14.00	16.00
<i>Chai Tea with Steamed Milk</i>			
Speciality Tea		☞	9.00
Iced Tea		9.00	10.00
Flavoured Syrups		5.00	☞
Extra Whipped Cream		4.00	☞
COLD DRINKS		8oz	12oz
Fruit Smoothies			
<i>Strawberry Vanilla Banana Passion Fruit</i>			
Italian Soda			
<i>Carbonated Flavoured Drink</i>			
Iced Coffee			
Iced Latte			