SECTION B

Read Figures 1 and 2 and extracts A and B before answering Question 6.

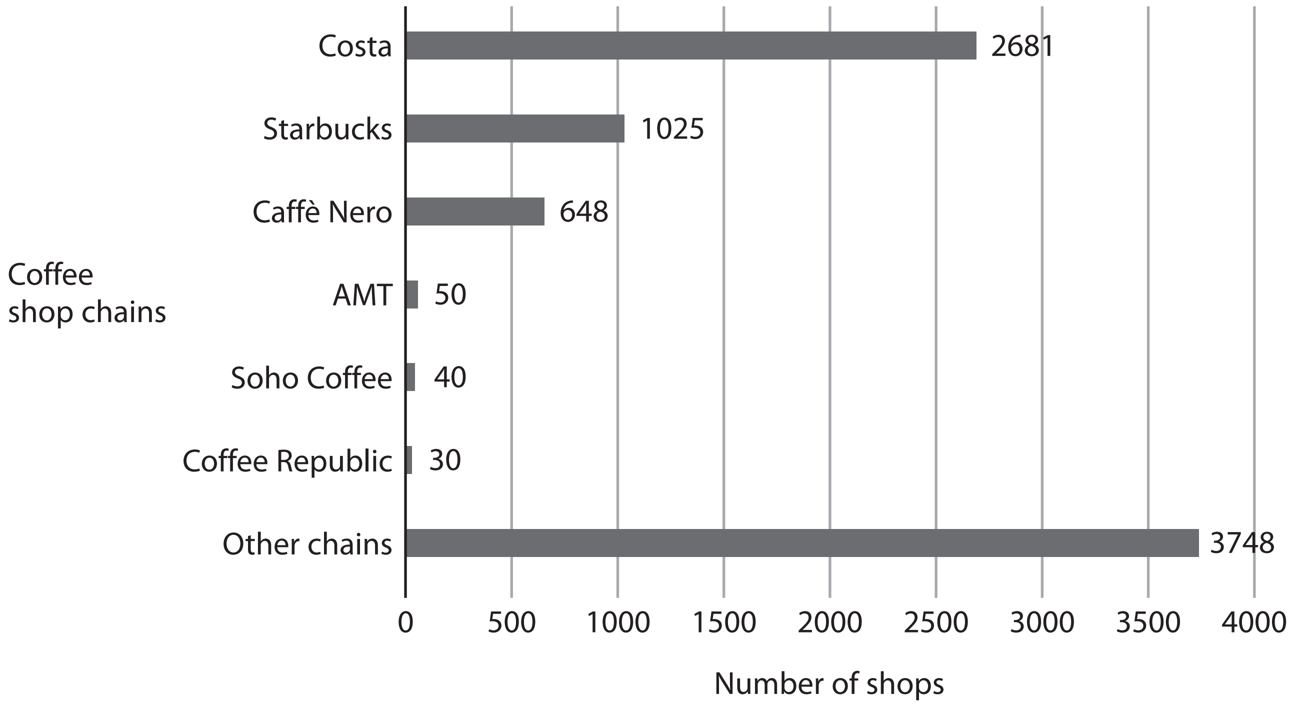
Write your answers in the spaces provided.

You are advised to spend 1 hour on this section.

Question 6

UK branded coffee shop chains market

Figure 1: Branded coffee shops by number of shops in the UK in 2021



(Source: adapted from https://www.statista.com/statistics/297863/leading-coffee-shop-chains-in-the-united-kingdom-uk-store-number/)

Figure 2: International coffee price (Arabica bean), US dollars per kilogram

Month	Price	Change
Jan 2020	3.13	–
Feb 2020	2.99	–4.47%
Mar 2020	3.27	9.36%
Apr 2020	3.41	4.28%
May 2020	3.30	–3.23%
Jun 2020	3.12	–5.45%
Jul 2020	3.24	3.85%
Aug 2020	3.60	11.11%
Sep 2020	3.67	1.94%
Oct 2020	3.35	–8.72%
Nov 2020	3.31	–1.19%
Dec 2020	3.48	5.14%

(Source: adapted from https://www.indexmundi.com/commodities/?commodity=other-mild-arabicas-coffee&months=12)

Extract A

Tough market conditions for coffee shops – but coffee quality is king

UK coffee shop chains have experienced slow growth opportunities and rising costs. In 2019 the UK market leader, Costa Coffee, opened over 60% fewer stores than in 2018, while Starbucks opened just three new stores overall in 2019.

By 2020, many costs were rising: staff shortages meant rising wages for baristas (trained coffeemakers), a 6.2% National Minimum Wage increase for over 25-year-olds and rising rents.

In a challenging UK economy, consumers placed coffee quality ahead of convenient location when choosing a coffee shop. This demonstrates the need for coffee shops to match rising expectations in the UK's increasingly crowded coffee shop market in order to stay competitive. Independent coffee shops (total 25 892 shops in 2020) remain a threat to the branded coffee shops as they pursue a unique luxury experience for customers. This will often focus on the atmosphere and customer service, luxury food and drink ranges and being a part of the local community. Independent coffee shops run on average profit as low as 2% of revenue, and many go out of business as new chains arrive in a locality.

In January 2020, Coca-Cola finalised its £3.9 billion takeover of market leader, Costa Coffee. The Coca-Cola company's stated aims are to maximise long-term returns to shareholders while being mindful of overall responsibilities such as supporting sustainable communities. Major brands, such as Costa, continue to lead coffee shop expansion in 2020 as competition intensifies.

(Source: adapted from https://www.worldcoffeeportal.com/Latest/InsightAnalysis/2020/February/5-UK-coffee-shop-market-dynamics-to-watch-in-2020)

Extract B

Greggs aiming for 'coffee shop experience'

Greggs is looking to increase its branded coffee shop market share after the British bakery chain achieved record profits and overtook Starbucks in the amount of coffee it served in the UK. Although Greggs will continue to focus on the food-to-go market, it will be investing in better coffee machines and providing WiFi. It wants one in three new outlets to have more seating. The company believes that it has the ability to take market share in two ways, by expanding its coffee range and at the same time enhancing the coffee shop experience. Greggs is modelling its plan on rival chain Pret A Manger, which has changed from focusing on food-to-go sales to mainly eating in. Greggs has transformed itself from an unremarkable seller of bread and pastries into one of the UK's most popular food-on-the-go chains, in part thanks to its embrace of vegan, gluten-free and healthy options as well as clever marketing that have changed its image.

(Source: adapted from Financial Times, 3 March 2020 https://www.ft.com/content/6fb6d73a-5d24-11ea-8033-fa40a0d65a98)