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# Introduction

Coffee is one of the most valuable commodities on the planet. Brazil, Colombia, and Vietnam are the world's top three producers of green coffee. Numerous coffee-producing nations are tiny, impoverished developing countries that live solely on coffee exports. The United States imports green coffee beans, and the country drinks a lot of coffee. Except for Hawaii and Puerto Rico, the climate throughout the United States is unsuitable for producing coffee trees (Vegro and de Almeida, 2020).

The coffee shop sector in the United States employs over 20,000 people and earns over $11 billion in yearly sales. Starbucks, Dunkin' Donuts, Caribou, Coffee Bean and Tea Leaf, and Diedrich (Gloria Jean's) are just a few of the well-known brands in the sector. Despite the industry's high concentration at the top and widespread distribution at the bottom, the top 50 businesses produce more than 70% of total revenue (Barbosa et al., 2020).

The Chinese coffee market is expected to expand at a compound annual growth rate (CAGR) of 10.42 percent during the forecast period (2022 - 2027). Since the adoption of COVID-19, the Chinese coffee market has had the weakest overall performance in the world. According to the study's findings, one new coffee shop would emerge on average every day in the Chinese city of Chengdu in 2020 Gomez, 2020). This increased the city's total number of coffee shops to about 4,000, placing it third globally after Shanghai and Beijing. Chengdu is China's third biggest coffee market, behind Shanghai and Beijing. Additionally, as a result of the country's rigorous lockdown measures, Chinese consumers have shifted to coffee drinking at home, resulting in an increase in instant coffee sales during the COVID-19 period (Wang, 2021).

The objective of this study is to depict the administration of a firm that manufactures and distributes Barista Coffee with the goal of expanding internationally from either China or the United States. To do this, an evaluation of both markets is undertaken, followed by a rationale for management's entry into the better markets.

# Critical analysis and justification of academic models to be employed

The assessment of the coffee markets done here is done through Porter’s five forces model. The assessment done here is done individually for both the China and USA so that the management is able to understand both the nations separately. It would make it easier for them to select best market once this analysis is done.

## Porter’s Five forces assessment in the USA

The Porters five forces in a nation depends on the following components:



Figure 1 Porter's five forces

The assessment done can be found in the headings below:

### Threat of new entrants

Potential for entry is how easy it is for a company to get into a market or a certain type of business. There are more people in the market when the prices are low enough to make money. People who brew their own coffee and buy bagged coffee for home brewing put newcomers at a high risk because so many people do this (Morales et al., 2020).

### Bargaining power of suppliers

In business, "supplier power" is the number of people who make things for people to buy in the market. Having a lower cost of supply means there are more providers to choose from. Businesses work with a single broker who can't keep prices low in the long run, but the industry as a whole has grown a lot in recent years, allowing providers to dominate the market (Caldarelli et al., 2019).

### Threat of substitutes

It is possible to get items that are similar to the thing that is being argued about and can be used in its place. The more replacements there are in a market, the lower the prices, which makes it more difficult to make money in that market. Many competitors offer hot drinks like tea, hot chocolate, and cider, which is a big problem for the market (Caldarelli et al., 2019). Alternatives are also dangerous, because most people make their own coffee at home with bagged coffee.

### Bargaining power of buyers

Customers and the size of those customers are used to measure consumer power, which is how many people and how big those people are. If there are only a few big buyers, people can get better prices by negotiating (Li and Sakamoto, 2021). Consumers have a lot of power because providers can meet their needs.

### Industry rivalry

The term "level of rivalry" refers to how much competition there is in a certain field. Is it hard to make money in a certain field when there is a lot of competition? The market is full of competitors, all of whom have a lot of customer loyalty. People who work in the coffee business have a lot of control over the industry, little variety in products, low manufacturing costs, and a lot of strategic stake in the business (Li and Sakamoto, 2021). Competition is less intense because specialty coffee is becoming more popular quickly, has low inventory storage costs, and is easy to get out of. There are a lot of businesses in the market, which means there is a lot of price competition. By competing against each other, like McDonald's, Dunkin Donuts, Peet's Coffee, and other specialty coffee shops, price wars start. Coffee demand is also very flexible, which makes it hard to raise prices without causing a big drop in demand (Caldarelli et al., 2019). As a result, being unique and being in the right place become very important. Another benefit for clients is that they can easily switch from one type of coffee to the next. In this case, the company that is closest to the customer is more likely to get the job. Competitiveness is one of the most important issues in business.

### Summary

If you look at the United States' five-forces model, the company is in a very competitive field where supply and rivalry power are both big and getting bigger. The company has the chance to grow and diversify its business by taking advantage of its current product differentiation and customer loyalty.

## Porter’s five forces assessment in China

### Threat of new entrants

Entry into the company takes a significant investment of time and money. This force also diminishes in strength when there is a significant disparity between items and consumers cherish the unique experience (Frommelt et al., 2018). China's citizens must consider how to cope with the low danger of new entrants if present restrictions make it difficult for new enterprises to enter the market. In this instance, new entrants would be required to adhere to very stringent standards, which might prevent certain enterprises from joining the market. The danger will be mitigated if customers have significant switching costs and incumbent enterprises have a long-term consumer base. If newbies are unable to access distribution channels, they will be unwilling to begin.

### Bargaining power of suppliers

Because of the following factors, Chinese suppliers wield a great deal of influence. When deciding to launch a firm in China, managers should consider the following factors (Ge et al., 2021).

• Suppliers have consolidated in one location, and their concentration is greater than their consumers'.

This impact is more significant, for example, if customers must spend a large quantity of money to switch suppliers owing to contractual obligations (for example, due to contractual relationships).

• Suppliers' forward integration makes it more difficult for the firm to enter China since they also become rivals in that sector, especially when there are few suppliers and a large demand for their product.

• If management isn't well-trained, doesn't know enough about the market, and doesn't pay attention to pricing, suppliers will soon get a competitive advantage over the company. Competing factors that aid suppliers in getting a better price include the fact that they have a wide range of items, that they only earn a tiny proportion of their entire sales, and that there are no other products accessible (Fofanah, 2021).

### Threat of substitutes

The presence of rival goods or services complicates management's capacity to compete in the market (Rigal et al., 2018). The China Challenge and other notable individuals. Customers may substitute goods or services from other sectors to satisfy their demands. Numerous elements contribute to the management's assessment of the risk. The danger of substitution becomes more serious when a cheaper equivalent product or service from another industry becomes available.

• The psychological costs associated with transitioning from industrial products to replacement goods are negligible; • The substitute product is of comparable or superior quality and performance to the management of Barista coffee, making it an excellent alternative (Rigal et al., 2018).

### Bargaining power of buyers

With outstanding customer service, customers may haggle with businesses for high-quality products at low prices. This aspect directly affects the company's ability to fulfil its goals (Voora et al., 2019). Individuals with a lot of negotiation power lower profitability and increase competition. Low buyer power reduces market competition, increasing profitability and development potential.

Several things help buyers get a good deal.

• A smaller customer base gives them more bargaining power.

• Fewer buyers mean more negotiating power. They won't get what they want if there are too many sellers (Hernandez et al., 2020).

People who buy items with low switching costs have more negotiating power.

• The ability to do backward integration provides corporate customers a competitive edge. Thanks to backward integration, customers may develop goods instead of buying them. • Consumers are better negotiators because they are price-conscious, market-savvy, and buy in bulk.

Low price sensitivity, limited market knowledge, high switching costs, and buying customised things in small numbers all make it difficult for purchasers to get a fair deal.

### Industry rivalry

Several elements make current corporate management more competitive. China's people face a huge dilemma. For example, if competitors have similar goals and want to be in the same industry, there may be fierce rivalry (Hernandez et al., 2020). Customer loyalty would exacerbate the problem. Switching costs are cheap, making it easier to attract new customers. Competitors that are comparable in size and provide similar products like competing. Existing business owners and managers must regularly assess how to deal with competition (Hernandez et al., 2020). To build a unique foundation, management should consider implicit customer wants and expectations. It should facilitate long-term consumer relationships. The company must engage in R&D to find new customer segments. Working with people who dislike you might be advantageous in certain cases. The company may want to examine this.

### Summary

There could be a benefit for the company if the company grows and diversifies its customer base. By introducing new goods, focusing on new market segments, and using product diversification methods, it can be done. In this way, marketing and promotional methods may also be useful in some cases. People who build customer loyalty by integrating new ideas and giving them a great customer experience might make it more difficult for people to switch, which might lessen their bargaining power.

# Analysis of macro environmental risk factors for each country

## Macro Environmental risk assessment in the USA

The assessment done here is detailed through PESTEL analysis which can be found in headings below:



Figure 2 PESTEL framework

### Political

Foreign trade is very important to the coffee industry. Despite the fact that most of the world's coffee comes from Asia, South America, and Africa, Europe and North America are the places where people drink it the most (Li and Sakamoto, 2021). Trade agreements between countries that make and drink coffee have a big impact on the price of the drink, which in turn affects sales. In order to make sure that the coffee industry grows, there are now a lot of international trade deals in place. The coffee industry isn't likely to be hurt by trade disputes between the United States and China or the United Kingdom and Europe, even if there are a lot of them.

### Economic

As the world's many economies, including the United States, continue to grow, there is one thing that all of them have in common: consumer incomes are rising. Because of this, customers will be able to spend more money on things each year (Caldarelli et al., 2019). This may have a big impact on businesses that make things like consumer electronics, but it also has an impact on businesses that make food and drinks. Those who have more money are more likely to drink tea, coffee, and other high-end drinks. The more money a customer has, the more likely he or she is to pay more for better food, like better coffee grounds.

### Social

The way people think about health has changed a lot in the twenty-first century. Making healthy choices is more popular than ever, which makes people want to exercise more, eat better food, and not do certain things. Many studies have found that coffee isn't bad for you, but it does have a lot of caffeine in it (Neilson and Wang, 2019). Many people are giving up caffeinated drinks as part of the health awareness movement because they want to improve their happiness, sleep, and other parts of their lives. This could make people less likely to drink coffee (and, on the other hand, more likely to buy decaffeinated coffee products) (and equally, a greater demand for decaffeinated coffee products).

Another big trend in society is fair trading. Fair trade is a global movement that aims to pay farmers more than the many middlemen who have traditionally made a lot of money. Because the fair trade movement wants to help the coffee industry, this is a very important goal. If more people want to buy fair trade coffee, growers will make more money, but middlemen will make less money. There is no reason to think that fair trade coffee prices (which are higher than regular coffee prices) will keep people away from the industry as a whole.

### Technology

When it comes to food and drink, genetic engineering is one of the most important new technologies in the United States. People use genetic engineering to change a product's genetic code in order to make it more efficient at making things, have a better taste, last longer, and more. Genetically modified coffee, which is marked "GMO," is quickly becoming popular in the business. Overall, genetic engineering should help the coffee industry grow because it will help producers make more money. However, some people don't want to eat food that has been genetically modified because of a number of alleged negative effects.

There has also been a big change in American coffee, with the introduction of new coffee-specific machinery. Every electronics store now sells coffee grinders, drip machines, and espresso machines, so you can make your own coffee at home. Make it easier than ever to drink coffee, which makes people start making their own at home. This isn't going to change the overall size of the coffee industry, but it could lead to more people making and drinking coffee at home and less people going to cafes and coffee chains.

### Environment

In the United States, there are a lot of environmental problems that need to be solved. Some of these issues don't have anything to do with the food and drink business, like CO2 emissions from cars. Others do. Using unsustainable farming methods, for example, could lead to the loss of forests. A lot of things can go wrong when you're farming, like when you use pesticides and fertilisers, as well as when you use water. Anyhow, people all over the world are trying to find ways to grow food that are more environmentally friendly. When all is said and done, more people will have to pay more for their coffee, which could have an effect on the coffee industry, too.

### Legal

Coffee is a food or beverage that people eat or drink, so almost all of the counties in the United States have food and beverage rules. This means that it has to follow a lot of rules about how it's handled, transported, and brewed. In addition, because coffee has a lot of caffeine, many parts of the world have caffeine rules for it. These rules are getting stricter all the time, but safe coffee handling is so simple that the company shouldn't have any trouble with it.

## Macro Environmental Risk Assessment of China

### Political

Government limitations are quite possibly the main political component influencing the Chinese market. The socialist Chinese government is infamous for making sudden approach changes that hurt both Chinese and global dealers. As a result, growing long haul showcasing techniques in China has become exceptionally difficult.

The Communist Party's significant presence is another component that all undertakings should know about constantly. On the off chance that a help or item or any of its parts is viewed as inconsistent with the Communist Party's objectives, it will be altogether precluded (Azriuddin et al., 2020). Accordingly, while managing the Chinese market, all promotions and advertising strategies should be refreshed appropriately.

The government’s policies for overseas companies are the last political part that impacts the Chinese market. The continuous trade battle among China and the United States has significantly affected the Chinese market and the international vendors that work there.

### Economic

The Chinese economy is at its pinnacle and at the current GDP rate, it will before long surpass that of the United States. Buyer purchasing power is consistently ascending, while work costs are among the least on the planet. As a result, global organizations benefit similarly as much from selecting Chinese representatives as they do from offering to Chinese clients (Clements, 2019). The urbanization factor in China is likewise helping the country's economy in turning out to be more shopper cordial, welcoming more worldwide organizations to put resources into the nation (Fischer and Roy, 2019).

### Social

With a literacy rate of more than 90%, China has an enormous pool of profoundly skilled labor. Simultaneously, the behavior of consumers contrasts altogether from that of the United States.

The way of life of China’s citizens is inseparably connected to the country's Communist political framework (Haskova, 2020). This suggests that products are frequently controlled, and the overall population is for the most part steady of these regulations. The current influx of urbanization is adjusting China's social conduct, with experts foreseeing a significant spike in online purchasing soon (Ivanov et al., 2017).

### Technology

As far as technological development is concerned, the country has taken significant steps. It has modified both their manufacturing and production strategies. China is likewise creating procedures to urge people to zero in on developments that will assist them with production (Li, 2018). These guidelines might help both local and international organizations by permitting them to deliver all the more effectively.

### Environment

China is gradually becoming one of the most polluted countries on earth. As a result, many firms should spend more cash to guarantee that their items meet ecological guidelines. Accordingly, fabricating costs rise, bringing about lower productivity (Sholihah et al., 2016). Therefore, China's critical center ought to eliminate frameworks that damage the climate and guaranteeing the reasonability of its different sectors.

Beside that, China expects to grow the electric vehicle industry, which would help with the decrease of contamination in metropolitan regions (Tien, 2017). All international companies working inside the Chinese republic, as well as abroad, should think about ecological contemplations.

### Legal

The foundation of online business regulations and laws and its various peripherals is a significant legal point in the Chinese economy. Online business is as yet a somewhat new industry in China, and its legitimate development will for the most part help the economy's current improvement worldview.

Trade related regulations are another such concern. This is the sort of thing that is continuously changing and is generally outfitted against the arrangement of a neoliberal economy (Thi, 2017). Nonetheless, as the economy accomplishes its maximum capacity, it is anticipated that the import tax would be soon eliminated.

# Opportunities And Threats Related to A Successful Marketing Mix For Each Country

### Price

A cup of coffee costs $2.70 on average, whereas a cafe americano, which consists of espresso and water, costs $2.62 on average. On the other hand, a cup of coffee in China might cost anywhere from $3.10 to $4.70 (Li, 2016).  In major cities, there are also western chains. More coffee companies are carrying on higher costs to customers as a result of rising commodity, logistic, and cost of labor.

### Product

In the 2020 financial year, over 27.16 million 60-kilogram packs of espresso were consumed in the United States. This is an increment over the past financial year's absolute U.S. espresso utilization of 25.56 million 60-kilogram packs. In the year 2020, nonetheless, the Chinese people drank around 3.7 million 60-kilogram sacks of espresso (Nyandat, 2019). Conversely, China delivered overall 1.8 million sacks of espresso throughout a similar time-frame.

### Place

The Northeast was the most coffee-consuming area in the United States in 2020, with around 1.97 cups of coffee consumed per inhabitant per day. That year, the South consumed the least quantity of coffee, averaging roughly 1.8 cups per day. Vermont, Arizona, Colorado, and New Mexico are among the states with the highest coffee consumption in the United States (Kanokworapan et al., 2017). Commercial coffee consumption in China, on the other hand, is mostly restricted to the two southern provinces of Hainan and Yunnan, with a minor proportion drunk in Fujian. More than 60 percent of China's coffee is consumed in Yunnan (Herningsih et al., 2019).

### Promotion

After an abatement in a same period last year because of the flare-up of the Covid and its effect on the whole marketing industry, U.S. advertisers showed an expansion in spending on conventional media (barring the web) as well as interests in web based media between February 2021 and August 2021. Between February 2021 and August 2021, U.S. advertisers showed an expansion in spending on customary media (barring the web) as well as interests in online media, following a diminishing in a similar period last year due to the Covid episode and its effect on the whole showcasing industry (Campbell and Halleloid, 2021). Since mid 2015, be that as it may, there enjoys been a certifiable benefit in focusing on online marketing and advancement over conventional techniques. Advertisers have been decreasing their traditional promoting costs as a general rule, yet they have supported their spending on online showcasing. In February 2021, CMOs in the United States revealed a 14.3% ascent in advanced spending, compared to the previous 12 months. Another poll of marketing professionals in the United States, performed in July 2021, found that 78 percent of respondents used e-mail as a marketing technique. Sixty percent of marketing teams employed social interaction (Campbell and Halleloid, 2021).

Mobile marketing, on the other hand, is thriving and expanding quickly in China. According to Analysts, the mobile marketing of China’s advertisement income is anticipated to arrive at CNY149.32 billion out of 2021, rising 65 percent from the earlier year. With 40.5 percent of the portion of the overall industry in 2018, search marketing were the most well known sort of versatile promoting in China. The fame of big data has moved ordinary advertising systems, and big data advertising is driving the China advertising industry's pattern (Xu et al., 2020). The benefits of big data marketing include the merging of data and media, and also customer orientation, accurate audience targeting, cheaper costs, the connection between offline and online, more preemptive marketing, and the breaking of time and space boundaries (Xu et al., 2020).

# Market Entry Strategy

In order to be successful in the Chinese market, the corporation will need to use certain strategic market entry strategies. According to analysts, the company should devise a creative market entry strategy. It should avoid any promotion or marketing that the Chinese would see as a threat to their tea-drinking culture (Clements, 2019). Instead, it should focus on selecting high-visibility and high-customer-tolerance places to project its brand image.

The company may then capitalise on its Chinese clients' tea-drinking heritage by creating beverages that feature popular local ingredients such as green tea. This strategy will effectively turn the tables on any potential corporate hurdles. The firm will rapidly develop a reputation among Chinese clients, which is vital to its success in China (Campbell and Helleloid, 2016).

Another recommendation is that the corporation should use its top baristas from current stores to new locations and train new employees. These baristas will act as brand ambassadors, assisting in the establishment of the corporate culture in new locations and ensuring that the Chinese store management adheres to the firm's overarching ideals.

# Recommendations and Justifications for Choice of China

According to the report, the firm should continue to develop into the Chinese market since it provides a variety of benefits to the organisation. Although the country comes with its flaws, it still has more benefits to offer for the company to expand than the disadvantages. For example, since China is the world's most populous country and has a highly educated population, the corporation may employ skilled workers there. Furthermore, China's workforce totals 806.5 million people and is the country's principal engine of economic growth; also, labour expenses in China are very low, enabling the company to acquire qualified personnel at affordable costs. Because of the country's high GDP, its citizens have a lot more buying power, which means they will give Starbucks more money. In addition, the country is technologically advanced.

The consumer purchasing power of the citizens of China is continuously increasing, and labour prices are among the least in the whole world. As a result, multinational businesses gain equally from hiring Chinese labor as they do from selling to Chinese clients. China's urbanisation factor is also supporting the country's economy in evolving into a more customer friendly economy, attracting more international enterprises to invest.

The cost of coffee is also high in China as compared to America, and a lot of established coffee cafes already exist in America whereas in China, there is a potential for the company to establish its position effectively while making most profit out of it therefore, China is chosen as the country of choice.

# Conclusion

The objective of this study was to depict the administration of a firm that manufactures and distributes Barista Coffee with the goal of expanding internationally from either China or the United States. To do this, an evaluation of both markets was undertaken, followed by a rationale for management's entry into the better markets. Based on the analysis, China was chosen for the company to expand in considering the benefits being offered by the country. Moreover, market entry strategy for the company has also been outlined in the report.

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